



**ADULT, COMMUNITY
AND FURTHER EDUCATION
BOARD STRATEGY
2020–25**

SKILLS FOR STUDY, WORK AND LIFE

Chairperson's foreword

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The Adult, Community and Further Education Board leads adult community and further education in Victoria and oversees Victorian Government funding to the Learn Local sector. This strategy establishes a blueprint for the Board and the Learn Local sector for the six years from 2020 to 2025.

The Learn Local sector plays a vital role in changing the lives of thousands of Victorians each year. The sector takes great pride in supporting learners to achieve their learning goals. It provides opportunities for people to re-engage with education and training, participate in positive learning experiences, and gain the confidence and skills they need to improve their lives and take the next steps towards their future, whether further study, gaining employment, or maintaining employment by

upskilling or changing careers. Crucially, the sector gives people greater ability to participate fully as active members of the Victorian community.

Continuing my career-long commitment to adult learning, I was honoured to be appointed Chairperson of the Adult, Community and Further Education Board in August 2018. My commitment to learners who are seeking to enhance their educational capacity and core skills began as an adult language, literacy and numeracy teacher, an experience that shaped my passion for education. Since then, my working life has been strongly aligned to the core values and purpose of the Learn Local sector and the difference it makes on a daily basis to so many people across the state.

This new, multiyear strategy builds on the work achieved under the previous strategy. It acknowledges the sector's strengths, and it looks to the future and how best to position the sector in the adult education and training landscape in Victoria. The new strategy reflects our aim to provide a clear direction with a strong focus on learners and measurable positive outcomes.

In developing this new strategy, the Adult, Community and Further Education Board has placed great importance on extensive consultation with our learners, the Learn Local sector, employers, TAFEs and other partners, and other stakeholders. The Board extends its thanks to the 190 people from more than 160 organisations who contributed their voice and views to making this strategy a robust reflection of the opportunities and challenges we face.

In line with the new strategy, the Adult, Community and Further Education Board will support activities that improve outcomes for learners, foster innovation, enhance delivery, and strengthen the role we can play with our partner organisations in place-based settings across the state. All members of the Board look forward to continuing to work with Learn Local providers and partners in reaching out and supporting individuals to believe in themselves as learners and gain a new trajectory in their lives, and to show the Victorian community the difference adult community and further education makes to individuals, and to the community overall.



Maria Peters | Chairperson
Adult, Community and Further Education Board

Introduction

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This Adult, Community and Further Education Board Strategy 2020–25 has been developed based on extensive stakeholder consultation, a scan of the operating environment (including Victorian Government policy directions), and a review of relevant research literature and the Adult, Community and Further Education Board Strategy 2016–19.



The Strategy is a primary means to implement the 2019 Statement of the Minister for Training and Skills and Minister for Higher Education on Adult Community Education. The Ministerial Statement establishes priority directions for policy, and this Strategy aligns closely with those directions. Linkages with the Statement are outlined in later sections of the Strategy.

This strategy establishes a blueprint for adult community and further education in Victoria for the next six years and is the primary means by which the Ministerial Statement will be implemented.

In fulfilment of the Adult, Community and Further Education Board’s statutory roles and functions under the *Education and Training Reform Act 2006*, the Strategy responds to trends and challenges in the Learn Local sector, including changes in learner needs, changing modes of skills acquisition, changes in place-based models, changes in industry and the nature of work, policy and regulatory changes at the State and Commonwealth Government levels, and changes in society more generally. Above all, it reflects the right of people to access core education and training.

A blueprint for the future

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The Adult, Community and Further Education Board is a statutory authority established by the *Education and Training Reform Act 2006*. Under the Act, the Board has the crucial role of planning and providing for the delivery of adult community education in Victoria.

Through the Board, the Victorian Government provides funding to adult community education providers for delivery of education and training programs to a broad range of Victorians who are above compulsory school age and who are seeking to enhance their educational capacity and core skills.

The Adult, Community and Further Education Board is also legislated to lead adult community education in Victoria, with responsibility for public promotion of the sector, undertaking research, and providing advice to the responsible Minister.

The Learn Local sector is about access, opportunity and ensuring no-one is left behind

Education for the future:

- Individual needs
- The needs of working life
- The needs of communities and society



Mission and vision

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The Adult, Community and Further Education Board has renewed its commitment to its core role and purpose for adult learners in Victoria who are seeking to attain the educational capacity and core skills they need for study, work and life.

The following mission statement encapsulates the heart of the Board's role and strategy.

Mission of the Adult, Community and Further Education Board

The mission of the Adult, Community and Further Education Board is to lead literacy, numeracy, English language, employability and digital skills education and training for adult learners in Victoria.

The Board's responsibility is for learners who need to develop the educational capacity and skills outlined in this mission. In establishing its mission, the Adult, Community and Further Education Board recognises the role of the Learn Local sector in transforming the lives of individuals. To achieve this, adult learners need the capacity to learn and the core skills to succeed.

Fulfilling its leadership and stewardship of the sector, the Board will work in close collaboration with the Learn Local sector to make the following vision a reality.

Vision for the sector

The Adult Community and Further Education Sector develops the core skills Victorian adults need for study, work and life.



Mandate

Our learners

The Adult, Community and Further Education Board leads and funds secondary, further and vocational education and training for adult Victorians who need to build their educational capacity and who are seeking to develop the core skills they need to fully participate in further study, work and life – as members of the Victorian community. Core skills include literacy, numeracy, English language and employability skills, including digital skills.

Adult community and further education and training contributes to the wellbeing of learners in a range of important ways, including by building self-confidence and social engagement, through positive learning experiences that lead to study pathways or employment, and to other benefits including economic participation.

The Learn Local sector supports learners with diverse needs. Adults who are still developing core skills may not have completed secondary school; they may not have been engaged in education for a significant period; or they may be unemployed.

The sector can also support people who are in the workforce but have vocational or employment skills at a level that makes them vulnerable to losing their job, particularly if their industry changes or is disrupted, such as when new technologies are introduced.

Adults who are still developing core skills often face a range of other challenges in their lives, such as in physical or mental health, disability, cultural differences, homelessness or housing instability, experience of violence or discrimination, and long-term or generational unemployment.

Through our sector, the Adult, Community and Further Education Board will support learners to build their educational capacity and core skills to assist and support them to pursue their educational and employment goals and to have a more positive future.

The Learn Local sector develops fulfilled and socially engaged citizens through adult community education and training, not as a second-best choice, but as a welcoming and accessible entry-point to post-compulsory education.

Our community

Adult community and further education strengthens Victorian communities. It offers economic benefits through greater workforce participation, reduced welfare costs and improved mental health; and it contributes social benefits by strengthening the ability of all Victorians to participate fully as members of the community.

The Learn Local sector plays a pivotal role in increasing the educational, social and economic participation of adults across the state.

Our providers

Registered Learn Local providers are community-based organisations ranging from large, sophisticated organisations staffed by experts in many fields, to smaller organisations with simple structures staffed by people with expertise primarily in adult community and further education. In 2019, there were more than 270 registered Learn Local providers, including one Adult Education Institution.

Some providers focus solely on delivering Adult, Community and Further Education Board-funded education and training. For most providers, however, their educational and service delivery responsibilities are much broader.

Adult, Community and Further Education Board leadership

The mission of the Adult, Community and Further Education Board is to lead adult literacy, numeracy, English language, employability and digital skills education and training in Victoria.

In practice, this has implications for the Board's leadership of the Learn Local sector and its work and projects more broadly. It encompasses thought leadership, research, fostering innovation and quality learning, forming and brokering partnerships, investing in education and training products, resources and capability, advocating for the sector and supporting the professionalisation of the Learn Local workforce.

Spheres of Board leadership

Mapping and understanding provision	Continuing to deepen understanding of adult education provision, including by gathering and analysing data on adult learner needs, the workforce, course types, provider types and levels of provision
Research, thought leadership and innovation	Leading innovation in adult community and further education, and wider foundational skills education and training, including by investing in research, bringing together leading-edge knowledge, case studies and expertise, and developing policy responses to improve the responsiveness of Learn Locals and the broader sector
Coordinating and brokering partnerships	Building on pilot projects to broker partnerships and strategic collaboration, including linking Learn Local providers with each other and with partners including TAFEs and employers
Investing in the development of courses, tools, materials	Leading and investing in education and training product development; curriculum development; assessment tools. Encouraging and facilitating the sharing of good practice tools and materials
Professionalising and investing in the workforce	Investing in the adult community and further education workforce, and the wider foundational skills workforce, to enhance capacity and capability, including through professional development
Literacy, numeracy, English language, employability and digital skills education and training	Directly and in partnership, investing in adult literacy, numeracy, English language, employability and digital skills education and training, and complementary training and non-educational services
Communication and advocacy	Capturing and communicating the impact of the Learn Local sector and the benefits delivered by adult community and further education



Scope

The Adult, Community and Further Education Board’s scope is to ensure education and training provision is available for adults who are seeking to attain the educational capacity and core skills they need for study, work and life.

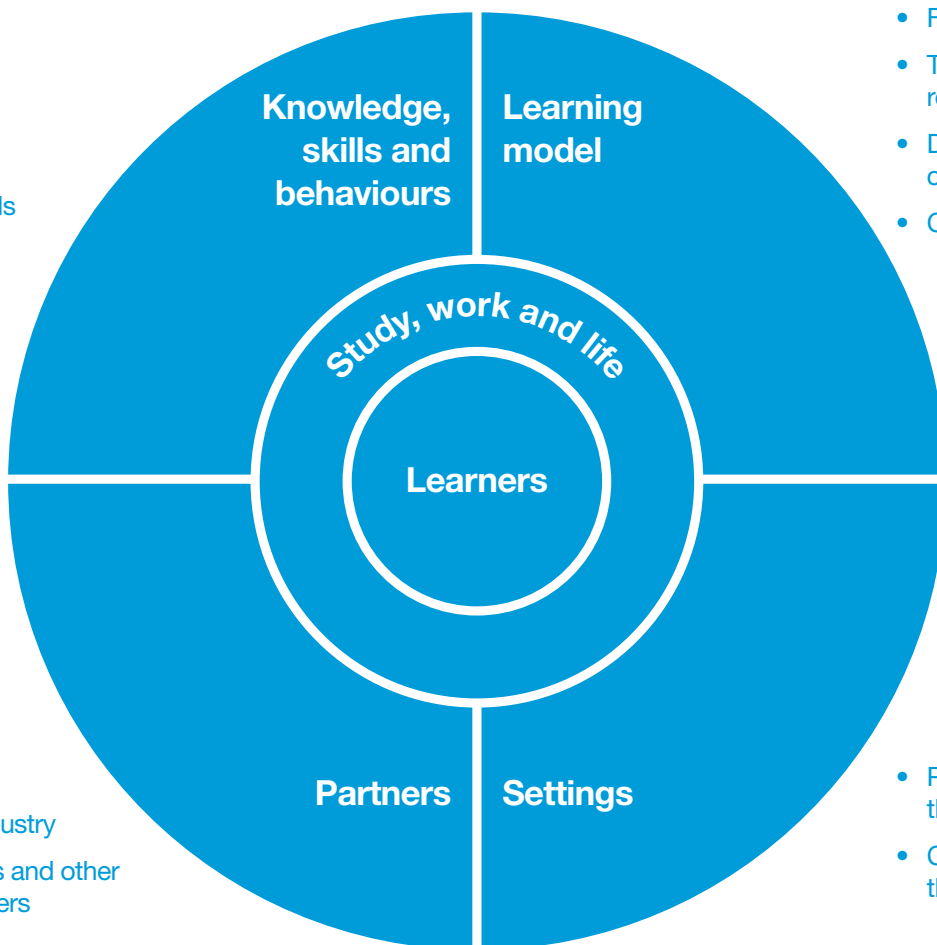
This strategy encompasses Learn Local education, training and programs funded by the Adult, Community and Further Education Board focused on core skills education: literacy, numeracy, English language, employability and digital skills. It also covers preparation and contextualised learning for study and work. It also encompasses the accredited Certificates of General Education (CGEA), which the Adult, Community and Further Education Board leads.

In order to achieve its responsibilities, the Board will prioritise the Ministerial Statement in its core work. To do this, as noted in the Statement:

- The Board’s capacity will need to be strengthened to ensure it is able to support the Statement’s ambitions for the sector
- The work of the Board will be underpinned by quality and effective support from the Department.

- Literacy skills
- Numeracy skills
- Language skills
- Digital skills
- Employability skills

- Flexible
- Tailored and responsive curriculum
- Developing learner capability
- Capable workforce



- Community
- Business and industry
- TAFE, universities and other education providers
- Government
- Service agencies

- Place-based in the community
- Contextualised in the workplace

Strategic principles for the Learn Local sector

The Adult, Community and Further Education Board advocates an approach based on the following principles for the Learn Local sector.

The Board will also apply these principles in its strategic leadership work and activities, its decisions about funding, and in other aspects of how it fulfils its statutory role and the expectations set for the Board in the Ministerial Statement on the Future of Adult Community Education in Victoria 2020–25.

Learner-focused	Learners and their needs are at the centre of all we do
Accessible, equitable and inclusive	Learners have ready access to the education and training they need, inclusive learning environments, and teaching approaches
Place-based	Learners are offered education and training that matches the needs of local communities and employers
Social and economic impact	We have a demonstrably positive social and economic impact on individuals and the Victorian community as a whole
Needs-based	Our learning provision is flexible, agile and tailored to individual learners
Aligned, collaborative and interconnected	<p>We support ready access to all parts of the post-secondary education system for learners</p> <p>We work with health and community services partners to help connect learners to the non-educational services they need to support their success in education and training</p> <p>We collaborate with industry and employers to understand trends and needs</p> <p>We collaborate with each other to share best practice</p>
Transparent	The Adult, Community and Further Education Board makes decisions that are aligned with Victorian Government policy, and communicates to the Learn Local sector openly and consistently

These aspirational principles will guide the Learn Local sector and Adult, Community and Further Education Board leadership for 2020 to 2025.

The role of the Learn Local sector

The Learn Local sector is an essential part of Victoria’s post-compulsory education system. It plays four crucial roles in supporting learners to enter and succeed in further study and employment. The sector has focused on the first of these quadrants, with all Learn Local providers playing this role.

While it is not expected that all Learn Local providers will focus on all four roles, this strategy envisages a stronger role for the whole Learn Local sector in the remaining three quadrants, as well as the first.

	Engage and participate	Achieve success
Further education and training	<p>Building confidence and skills for participation in education and training</p> <p>Learners engage and re-engage in learning through supportive, inclusive, flexible learning environments</p> <p>Learners acquire the literacy, numeracy and English language skills they need for full participation in the community and to enter further study</p>	<p>Supporting successful attainment in accredited training</p> <p>Learners concurrently develop the literacy, numeracy, English language and digital skills they need to successfully complete accredited training</p>
Work	<p>Building confidence and skills for participation in work</p> <p>Learners acquire the employability and digital skills, and the literacy, numeracy and English language skills they need to get a job</p> <p>Learners develop skills in demand by employers</p>	<p>Upskilling and reskilling vulnerable workers</p> <p>Learners reskill and upskill, as workplace requirements change, and keep pace with innovation, disruption and industry transition</p>

A strength of the Learn Local sector is the ability to understand the educational and training needs of people in their local communities.

Board strategic directions for 2020–25

Over the period of this strategy, the Adult, Community and Further Education Board will focus on the many adult Victorians who are still developing the core skills they need to be able to fully participate in further study, work and in their daily lives as members of the Victorian community.

Our learners	Engagement and confidence-building	<p>Maintaining – and building on – the core strengths of Learn Local education and training</p> <p>Continuing to successfully engage and re-engage adult learners</p> <p>Providing supportive, inclusive, flexible learning environments</p>
	Skills for further education, training, work, volunteering and life	<p>Providing access to developing core skills for learners in every local government area</p> <p>Offering equitable access for learners regardless of their location, background or circumstances</p>
Our partners	Partnering and collaboration	<p>Developing partnerships between Learn Local providers, TAFEs, universities and other parts of the post-compulsory education system</p> <p>Developing partnerships between Learn Local providers and employers</p> <p>Developing arrangements for non-educational supports for learners from health and community services partners</p>
	A priority provider of solutions	<p>Delivering practical solutions aligned with employers' needs and Victorian Government priorities</p>
Our people	Investing in the Learn Local workforce	<p>Investing in the professional development of Learn Local leaders and educators</p>
	Investing in improved products and tools	<p>Investing in high-quality learning resources</p>
Our Board	Stewardship and governance	<p>Meeting the expectations and relevant outcomes set out in the Ministerial Statement on the Future of Adult Community Education in Victoria 2020–25</p> <p>Modelling ethical, values-based stewardship and governance</p>
	Communicating value and impact	<p>Championing and communicating the value that the Learn Local sector creates</p>

The Board's Strategy and the Ministerial Statement

The Board's strategic directions align closely with the aspirations and goals set out in the Ministerial Statement on the Future of Adult Community Education in Victoria 2020–25, as the following table shows. The Board's work in pursuit of the strategic directions is the primary means of implementation of the Minister's stated aspirations and goals.

Theme	Ministerial Statement aspirations	Ministerial Statement goals	Board strategic directions
Building literacy, numeracy, digital and employability skills provision capability	All adult community educators have the capacity to deliver literacy, numeracy, employability or digital education and training	<ul style="list-style-type: none"> The adult community education sector is recognised by industry, community and the vocational education and training sector as playing the lead role in adult literacy, numeracy, employability and digital skills development All adult community education courses embed developing literacy, numeracy, employability or digital skills 	<ul style="list-style-type: none"> Investing in the Learn Local workforce Investing in improved products and tools
Quality teaching	Adult community education providers consistently deliver high-quality education and training that is valued by learners and the community	<ul style="list-style-type: none"> All adult community education providers have access to free, high-quality professional development All adult community education providers have access to high-quality teaching resources Learner perception of teaching consistently exceeds 85 per cent 	<ul style="list-style-type: none"> Investing in the Learn Local workforce Investing in improved products and tools
Building the capacity of the Adult, Community and Further Education Board to deliver the priorities in this Ministerial Statement	The Adult, Community and Further Education Board is recognised by the post-compulsory education and training sector and key stakeholders as the leader of adult community education in Victoria	<ul style="list-style-type: none"> The Adult, Community and Further Education Board legislation will be contemporary and fit-for-purpose, ensuring that the Board can best lead the adult community education sector The Adult, Community and Further Education Board has the capacity and resources to ensure it can deliver the aspirations of the Ministerial Statement The Adult, Community and Further Education Board fosters relevant strategic partnerships with industry and other key stakeholders 	Stewardship and governance
Partnerships with local employers	The adult community education sector has established strong partnerships with local employers that lead to increased employment outcomes for learners	<ul style="list-style-type: none"> A portion of training provision will be delivered in partnership with employers, with direct pathways to real employment opportunities Consistently, more than 80 per cent of learners who undertake adult community education as a pathway to employment achieve their main reason for training A new approach to on-the-job training and work experience will be developed and rolled out 	Partnering and collaboration

Theme	Ministerial Statement aspirations	Ministerial Statement goals	Board strategic directions
Partnerships across the post-secondary education system	Learners have a seamless journey through the post-secondary system, with adult community education serving as a valuable pathway	<p>Specific training provision will be directed to courses established in partnership with TAFEs with direct pathways to specific accredited training courses</p> <p>All TAFEs and dual sector universities will establish pathways with local adult community education providers which scaffold transitioning adult community education learners</p> <p>Consistently, more than 80 per cent of learners who undertake adult community education as a pathway to employment or further education achieve their main reason for training</p> <p>All dual sector universities work cooperatively with the adult community education sector to raise learner aspirations and remove barriers to pathways to university education</p>	<p>Partnering and collaboration</p> <p>A priority provider of solutions</p>
Connections across Victorian Government	All government departments understand the value of adult community education and work collaboratively with the sector to create a better state	<p>All adult community education providers are provided with training and resources to successfully refer learners to appropriate services</p> <p>Adult community education is considered part of the response to government priorities, and formal partnerships and funding are in place</p>	<p>Partnering and collaboration</p> <p>A priority provider of solutions</p>
Access and inclusion	Victorians have reasonable access to adult community education that is welcoming and inclusive, on the basis of need	<p>There will be adult community education provision in every local government area in Victoria, which has a strong connection with local communities</p> <p>100 per cent of Adult, Community and Further Education Board funded training will be provided to learners identified on the basis of need</p> <p>Adult community education providers are recognised in the community for the safe and welcoming learning environment that recognises and values learner need</p> <p>All adult community education courses across Victoria will embed supporting people to develop the knowledge and skills to participate in society</p>	<p>Engagement and confidence-building</p> <p>Skills for further training, work, volunteering and life</p>
Promoting the adult community education sector	Adult community education providers and the sector more broadly is well recognised and understood within local communities	<p>There will be a 50 per cent prompted brand recognition of adult community education provision and purpose amongst potential learners (adults with low prior education), small to medium-sized businesses in relevant industries, and TAFEs</p> <p>Adult community education will be recognised by the sector and its stakeholders as a crucial element of the post-secondary system</p>	<p>Communicating value and impact</p>

Focus areas for 2020 to 2025

To achieve the goals and aspirations of the Ministerial Statement through the Adult, Community and Further Education Board strategy and its directions, the following major areas of focus will form the basis for the Board's leadership, prioritisation and decision-making for education and training delivery, major projects, professional development and investment.

Each year, the Adult, Community and Further Education Board will publish an overview of the strategic focus for the coming year, in alignment with the Ministerial Statement, this Strategy, and any Statement of Expectations that the Minister may issue for the Board to fulfil.

Focus area	Purpose
Retaining, enhancing and communicating the Learn Local delivery model for adult community and further education	<p>Community-based delivery models have been proven to provide effective support and learning for adult learners with core educational needs. We will retain and strengthen the model's essence as a network of welcoming, place-based, flexible providers</p> <p>We will strengthen brand awareness, including by sharing stories and achievements, and promote the value of community-based delivery for individuals, communities, education partners and employers</p>
Focusing on literacy, numeracy, English language, employability and digital skills	<p>We will focus the Victorian Government's investment in adult community and further education on core skills in literacy, numeracy, English language, employability and digital skills</p> <p>The Adult, Community and Further Education Board will lead core skills for adults across Victoria</p> <p>Learn Local providers will be leaders in core skills delivery</p>
Improving access and expanding provision	<p>Access to core skills education and training is a fundamental right. We will improve and expand access to high-quality core skills education and training including through enhanced capacity, innovation, and responsive models in provision</p> <p>Learners in every local government area will have access to core skills education and training</p>
Investing in Learn Local workforce capability	<p>Adult community and further education leaders, teachers and volunteers are valued. We will professionalise the Learn Local workforce through a framework of skills recognition and professional development. This will help move us towards a consistently qualified, professional workforce delivering non-accredited training and supported by volunteers</p>
Building an education and training offering that has status, quality and recognition	<p>While maintaining the strengths and responsiveness of existing Learn Local education and training products, we will focus on reviewing, developing and enhancing the Learn Local sector's non-accredited education and training offering and the Pre-accredited Quality Framework to ensure the sector can fulfil its broader roles established by this Strategy and the Ministerial Statement on the Future of Adult Community Education in Victoria 2020–25</p>
Investing in course development and best practice learning resources	<p>We will invest in a core set of up-to-date, best practice curriculum, learning resources, and non-exam/test-based assessment tools, developed with experts in the Learn Local sector for the Learn Local sector</p>
Strong and expanded partnering	<p>In the interests of building a thriving eco-system of adult community education and training, we will expand collaboration and connection within the Learn Local sector itself and between the Learn Local sector and TAFEs, universities, employers, and health and community services partners, for the benefit of adult learners seeking to develop their educational capacity and core skills, across communities in Victoria</p>

What does success look like in 2025?

Success will be measured according to the way in which the Board contributes to achievement of the Ministerial Statement on the Future of Adult Community Education in Victoria 2020–25 and specifically its aspirations and goals.

Congruent with those aspirations and goals, the Board’s desired outcomes for the key system participants are shown below, which are underpinned by performance and accountability data and measures.

Learners	<p>Adult learners’ needs for core skills are met, so that all Victorians have the necessary core skills for study, work and life</p> <p>Learners in every Victorian LGA have access to core skills education and training in place-based or workplace settings</p>
Minister	<p>The goals and aspirations in the Ministerial Statement on Adult Community Education 2020–25 are realised</p>
Board	<p>The Adult, Community and Further Education Board has achieved its strategic directions in order to support achievement of the goals and aspirations in the Ministerial Statement</p> <p>The Board demonstrates high standards of probity, integrity and transparency of decision-making</p> <p>The Board demonstrates good governance and provides strategic direction to projects</p>
Providers	<p>There is a consistently high standard of core education and training provision which is efficient and sustainable</p> <p>Learn Local providers continue to offer a welcoming, flexible entry point to core skills education and training</p>
Department	<p>The Department of Education and Training provides quality resources and effective support and input to the Board in the fulfilment of its strategic directions</p>
The wider education and social services system	<p>Departments, agencies and other organisations operate in a coordinated, ‘joined up’ way to meet learners’ wider needs, including for effective educational pathways and wrap-around services</p>

