



**Bellarine Training
& Community Hub**

STRATEGIC PLAN

July 2019 – June 2024



Executive Summary

The Bellarine Training and Community Hub Strategic Plan provides direction to the ongoing development and operation of the Bellarine Training and Community Hub over the next three years.

The Bellarine Training and Community Hub (BTACH)

BTACH is a community education provider to the community of the Bellarine Peninsula (The Bellarine) with a focus on learning for personal and community development as well as the provision of vocational training.

BTACH's Mission The Bellarine Training and Community Hub supports the strengthening of The Bellarine's community through enabling access to lifelong learning and vocational training that addresses the needs of The Bellarine's community, businesses and workforce

BTACH's Vision The Bellarine Training and Community Hub strives to be highly valued, widely respected and greatly utilised by The Bellarine's community, businesses and workforce

The Bellarine Training and Community Hub Strategic Plan

The Strategic Plan aims to support BTACH's efforts to fulfil its Mission and achieve its Vision. It has been developed with input from The Bellarine Training and Community Hub (BTACH) Committee of Management, Staff and the community – via a survey. The development of the plan has also included an analysis of other key strategic influences including changes in The Bellarine's population and economy and the impact of Government policy and its operating requirements for community education providers.

The Bellarine Training and Community Hub's Key Services and Program

BTACH is a Registered Training Organisation (RTO), the only RTO operating in the Barwon Network of Neighbourhood Centres (BNNC), and offers accredited training, primarily in health related areas. BTACH is also one of Victoria's more than 300 Learn Local providers and delivers pre accredited training as well as a number of general interest courses. More than 3,000 young people BTACH have participated in the youth support program that that BTACH has operated since 2000.

The Bellarine Training and Community Hub's Capability

The Department of Education and Training's annual RTO Assessment Report notes that BTACH has achieved results that are significantly higher than the State average for student satisfaction and student outcomes.

BTACH has a financial turnover of more than \$1.3 million and, as required under its registration requirements BTACH has the financial reserves to meet six months of trading requirements. Around 70% of BTACH's income is generated through the delivery of accredited training as an RTO, up to 10% of income is derived from the delivery of community programs and the balance comes from a range of grants.

The Bellarine's Population and Economy

The Bellarine comprises of those areas of the City of Greater Geelong located on the Bellarine Peninsula as well as the Borough of Queenscliff. The Bellarine's population grew by more than 10,400 people – or by 21% - in the period 2011 to 2016 to more than 61,100 people. Almost 50% of the population growth was in Ocean Grove - Barwon Heads. There was growth across all age groups with the largest growth being in the population of people aged 65 years plus. The Bellarine's population is forecast to grow further in coming years.

The Bellarine's economy has also grown with an increase of more than 2,100 jobs in the period 2011 to 2016 to more than 11,700 jobs. The largest employing sectors are:

- Construction – with the majority of jobs being in construction services (i.e. "tradies")
- Retail – almost 10% of all retail employment is generated by visitor expenditure
- Accommodation & Food Services – which is driven by significant levels of visitation (i.e. more than 2.4 million visitors) to The Bellarine and this visitation is forecast to grow further; and the
- Health Care & Social Assistance sector – this includes health services, aged care and child care

Of the 11,700 jobs – including both full and part-time employment - in The Bellarine's economy around 8,700 are held by workers who reside on The Bellarine. There are another 17,600 Bellarine based workers who work elsewhere with more than 12,200 of these people working in other locations within the City of Greater Geelong.

Given the forecast growth in both population and visitation The Bellarine's economy and workforce will also grow which has significant implications for the demand for vocational and community programs provided by BTACH.

The Challenge of Growth

The growth of The Bellarine's population and economy presents opportunities and challenges associated with an increased demand for programs and services.

BTACH's facility in Ocean Grove is operating at close to full capacity. There is a need to access increased space through the expansion of the facility and/or utilising other community facilities across The Bellarine if BTACH is to achieve an increased capacity to meet a likely growth in demand.

There are also challenges with respect to engaging the number of qualified, and quality trainers required to deliver the range of courses that the community is seeking to undertake and maintain BTACH's high levels of operational performance and student satisfaction.

Finally, there is no other organisation providing services for young people in Ocean Grove/Barwon Heads – which accounts for the largest population of young people in The Bellarine. The Bellarine's population of young people is forecast to grow in coming years.

All of the above factors will require BTACH to invest time, effort and resources to ascertain the most effective ways in which it can meet a growth in demand for its services and programs.

BTACH's Key Focus Areas

The Key Focus Areas are the major planks of BTACH's Strategic Plan and provide direction to BTACH's efforts, operations and processes

- 1) *Delivering Quality Learning and Vocational Training*
Develop and deliver a range of learning programs and experiences that are relevant to the interests and needs of the Bellarine's community and its economy
- 2) *Supporting The Bellarine's Young People*
Foster the leadership skills, personal development, resilience and the community networks of young people on The Bellarine
- 3) *Engaging with The Bellarine's Community*
Engage with The Bellarine's community, businesses and workforce to identify and understand their interests, learning priorities and vocational training needs and to promote the learning and training opportunities that BTACH provides
- 4) *Fostering a High Performance Culture*
Develop, support and acknowledge the capability of BTACH's people
- 5) *Growing BTACH's Capability and Capacity*
Grow the capacity and capability of BTACH's facilities to meet the changing demands of Bellarine's community and economy
- 6) *Governance of BTACH*
Support BTACH's ability to achieve its strategic objectives and meet its funding obligations

Strategies

Each of the Key Focus Areas has a number of key strategies that provide direction to the activities that will enable the desired outcomes to be delivered.

Key Performance Indicators (KPIs)

A range of KPIs have been identified to enable the impact of the Strategic Plan to be evaluated and support the development of relevant performance targets.

Implementation of the Strategic Plan

The implementation of the Strategic Plan will be through an annual Business Plan and Operating Budget.

This Document

PART A – provides an

- An Introduction – see Section 1
- An overview of the BTACH Strategic Framework – see Section 1.1
- An Overview of the Key Strategic influences – see Section 2
- A detailed Strategic Framework – see Section 3

PART B provides a more detailed description and information of the key strategic influences

- The Bellarine's Population and Demography – see Appendix I
- The Bellarine's Economy – see Appendix II
- Government Policy and Requirements – see Appendix III
- BTACH's Capacity and Capability – see Appendix IV

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1 Introduction

The Bellarine Training and Community Hub (BTACH) Strategic Plan provides direction to the ongoing development and operation of the Bellarine Training and Community Hub over the next three financial years from 2019/20 to 2021/22.

The BTACH Strategic Plan is influenced by BTACH's Mission, Vision and Values, the strategic environment in which BTACH operates and the needs and priorities of BTACH's stakeholders.

1.1 BTACH's Mission, Vision and Values

At the core of the Bellarine Training and Community Hub Strategic Plan is its Purpose, Vision, and Values. These elements have a life beyond the time period of this Strategic Plan.

Mission – Our Purpose

The Bellarine Training and Community Hub supports the strengthening of The Bellarine's community through enabling access to lifelong learning and vocational training that addresses the needs of The Bellarine's community, businesses and workforce

Vision – Our Aspiration

The Bellarine Training and Community Hub strives to be highly valued, widely respected and greatly utilised by The Bellarine's community, businesses and workforce

Values – Our Guiding Principles

BTACH's Values underpin the manner in which it operates – these Values are:

Inclusiveness	The Bellarine Training and Community Hub seeks to be accessible for all people
Responsiveness	The Bellarine Training and Community Hub works to understand, and respond to The Bellarine's community's needs with respect to lifelong learning and vocational skills
Quality	The Bellarine Training and Community Hub seeks to satisfy the needs and requirements of the people participating in its programs and using its services; and the agencies that provide funding for its operations
Sustainability	The Bellarine Training and Community Hub operates in a manner that minimises its carbon footprint and ensures its ongoing financial viability
Partnerships	The Bellarine Training and Community Hub operates through respectful partnerships with program participants, service providers, local Governments, relevant funding agencies, and the wider community of The Bellarine

1.2 Strategic Operating Environment

The Bellarine Training and Community Hub Strategic Plan addresses the implications associated with the characteristics and trends of the wider strategic environment in which BTACH operates – the particular key elements of BTACH's strategic operating environment are:

- The Bellarine's population and economy
- Government policy with respect to community education and vocational training
- BTACH's capability and capacity with respect to delivering services and programs and maintaining its obligations with respect to the accreditation it requires

An overview of the implications is provided in Section 3 and a detailed analysis is provided in PART B – Review of BTACH's Strategic Environment

1.3 Stakeholder Needs and Priorities

The development of the BTACH Strategic Plan has included feedback from and consultation with the community, BTACH's staff and the BTACH Committee of Management (CoM). An overview of this feedback is provided in Section 4 and the outcomes of the survey is provided in Appendix V – Community Survey

1.4 Strategic Focus Areas

The Bellarine Training and Community Hub Strategic Plan espouses a number of Strategic Focus Areas that key directions for that BTACH will pursue in order

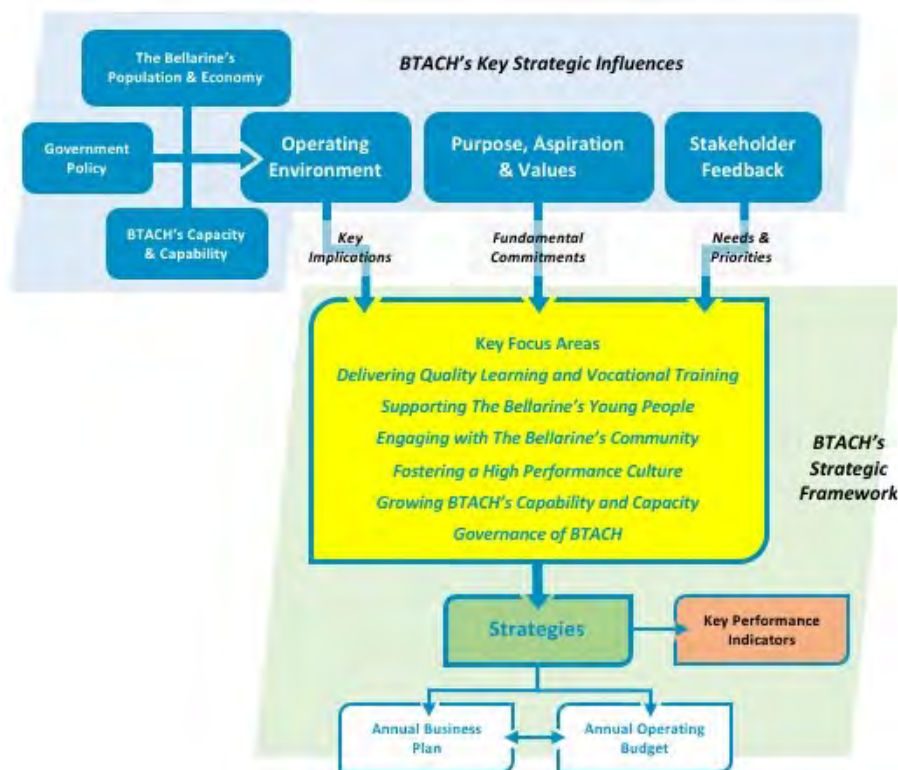
- Fulfil its purpose
- Achieve its aspirations
- Operate by its Values
- Respond to the needs of The Bellarine’s community and other partners

1.5 A Strategic Framework for BTACH

The Strategic Framework is depicted in **Error! Reference source not found.** and incorporates the following key elements:

- *Key Focus Areas* – these are objectives that:
 - reflect BTACH’s Mission, Vision and Values;
 - address the key implications within BTACH’s strategic operating environment; and
 - respond to stakeholder feedback
- *Strategies* – each of the Key Focus Area has a number of strategies that work towards the objective of the key focus area
- *Key Performance Indicators* – these are a range of metrics that are tracked to understand if the Strategic Plan is having the desired impact

Figure 1 _ Key Focus Areas



A detailed description of these elements is provided in Section 5

2 The Bellarine Training and Community Hub – An Overview

The Bellarine Training and Community Hub (BTACH) is a community education provider to the community of the Bellarine Peninsula (The Bellarine) with a focus on learning for personal and community development as well as the provision of vocational training.

2.1 Location

The BTACH facility is situated in Ocean Grove and is located in the town's education, family services, and sports and recreation precinct. BTACH provides programs and services to The Bellarine's community which includes the key towns of:

Barwon Heads	Drysdale	Portarlington	St Leonards	Queenscliff
Leopold	Clifton Springs	Breamlea	Indented Heads	Point Lonsdale

2.2 The Vocational Education and Training Sector

BTACH is part of the vocational education and training sector and provides both:

<i>Pre-accredited programs</i>	As one of Victoria's over 300 government registered Learn Local providers BTACH offers pre-accredited programs that are designed to help learners gain the confidence and skills needed to look for a job or go on to further study
<i>Accredited Training</i>	BTACH is also a Registered Training Organisation (RTO) which enables it to deliver nationally recognised accredited training and can issue a vocational education and training (VET) qualification or VET statement of attainment.

2.3 Youth Support

BTACH has provided a youth program since 2000. This program provides an opportunity for young people to participate in a range of activities that enhance social inclusion, foster active citizenship, and build resilience.

2.4 General Interest Courses

BTACH provide a number general interest courses in response to community interest. These courses are in a range of areas including wellbeing, languages and crafts.

2.5 Other Activities

BTACH also offers other programs and services including accommodating some support groups who meet on a regular basis, offering rooms for hire; and office related services including services including computer usage, printing, photocopying and scanning

2.6 Current Level of Usage

The current usage of the BTACH facility represents almost full utilisation with the popular hours of usage being fully booked. There is some spare capacity at the facility during the day on some week days, on weekends, and during school holidays

The reason for much of this spare capacity is that it is on days/ at times that are not desired by participants and/or trainers

2.7 Governance and Administration

BTACH is overseen by a Committee of Management which is led by a President and has a strategic plan and budget in place that guide BTACH's operations.

The implementation of the Strategic Plan and annual Business Plan is led by the BTACH Manager along with administrative staff. BTACH also engages trainers to deliver courses and programs; this engagement is on a part-time or sessional basis.

3 BTACH's Strategic Environment

BTACH is highly influenced both currently, and into the future by the strategic environment its which it operates – the key elements of this environment are:

- The Bellarine's population and demography
- The Bellarine's economy
- Government policy and requirements
- BTACH's capacity and capability

3.1 The Bellarine's Population

The demand for BTACH's services is influenced by changes in The Bellarine's population and demography. A detailed analysis of the Bellarine's population and demography is provided in PART B – Review of BTACH's Strategic Environment.

3.1.1 Population Growth

The Bellarine's population grew by more than 10,400 people – or by 21% - in the period 2011 to 2016 to more than 61,100 people.

Almost 50% of the population growth was in the Ocean Grove - Barwon Heads SA2 (see Section ?? re the SA2s on The Bellarine)

There was growth across all age groups with the largest growth being in the 65 years plus population.

The Bellarine's population is also impacted by a significant

- part-time population which may be more than 20,000 people
- level of visitation – The Bellarine received almost 2.4 million visitors in 2018

3.1.2 Forecast Population Growth

The Bellarine's population is forecast to grow by more than 20,000 people through to 2026; much of this growth will be in the Ocean Grove/Barwon Head and Clifton Springs SA2s. The BoQ population is forecast to grow by 150 people in this time

3.1.3 Implications for the BTACH Strategic Plan - Population

The analysis of population data has a number of implications for the BTACH Strategic Plan

The overall growth in The Bellarine's population and the forecast population growth has implications for the demand for BTACH services this includes a:

- growth in the population of young people – this will impact the demand for youth related services
- significant growth in the older persons population – the number of people who can, and want to participate in programs during the day has grown and is forecast to grow

A growth in the demand for services will have an impact on BTACH's capacity and capability - this includes:

- Physical capacity
- Availability of training staff
- Impact on administrative tasks

A growth in population has implications for BTACH efforts to promote its programs and services to a larger population and to all the main population centres across The Bellarine.

3.2 The Bellarine's Economy

The Bellarine's economy generates a demand for the development of relevant skills and knowledge – some of this can be serviced by BTACH

3.2.1 Employment

The Bellarine's economy generates more than 11,700 jobs with the largest employing sectors being:

- Construction
- Retail Trade
- Accommodation & Food Services – much of the employment in this sector is driven by the significant level of visitation that The Bellarine receives
- Health Care & Social Assistance – more than 60% of the employment in this sector was Residential Care & Social Assistance Services – which includes Child Care Services
- Education & Training

These sectors account for more than 65% of all jobs in The Bellarine's economy

3.2.2 Employment Growth

Employment in The Bellarine grew by more than 2,100 jobs in the period 2011 to 2016. The largest employing sectors in The Bellarine were also the sectors that experienced the largest growth in this time period.

3.2.3 Forecast of Employment Growth

The forecast employment growth for the wider Geelong region has Health Care & Social Assistance, Construction, Education & Training, and the Accommodation & Food Services sectors as those experiencing the largest growth in jobs

3.2.3.1 Forecast Growth in Visitation

Tourism Greater Geelong and The Bellarine forecasts that visitation to the region will grow from 5.8 to more than 7.5 million by 2026. More than 40% of this visitation will be to The Bellarine.

3.2.3.2 Ocean Grove Retail

The development of the retail precinct in Grubb Road, Ocean Grove is forecast to generate 600 jobs. It can also be anticipated that the number of workers in the retail precincts in Drysdale and Clifton Springs will also increase as the population grows.

3.2.4 The Bellarine's Workforce

ABS Place of Work data identifies that there are more than 26,000 people in the workforce that reside on The Bellarine – more than:

- 8,700 - or 33% - of these workers are employed in The Bellarine – and some 3,000 workers travel to The Bellarine for employment – mainly from Geelong
- 12,200 - or 46% - of these workers are employed in the City of Greater Geelong (other than in The Bellarine)
- 2,800 - or 11% - of these workers are employed in the Greater Melbourne

Of The Bellarine's some 26,000 workers :

- 3,996 – or 15% - are employed in Health
- 3,017 – or 11% - are employed in Construction
- 2,794 – or 11% - are employed in Retail
- 2,541 – or 10% - are employed in Education; and
- 1,851 – or 10% - are employed in Food and Hospitality

3.2.5 Access to Vocational Training

BTACH is the only provider of accredited training on The Bellarine. The nearest provider is The Gordon TAFE in Geelong.

3.2.6 Implications for the BTACH Strategic Plan - Economy/Workforce

The Bellarine's working population is growing, and so too will the demand for vocational training in a range of industry sectors including:

- Health – including Community Services & Early Childhood
- Tourism, Events & Hospitality
- Construction and related design services
- Retail
- Personal services – including Hairdressing, Beauty Therapy & Make-up
- Business administration (which may support employment in businesses from a range of sectors)

Growing participation in programs relevant to the needs of the above industry sectors will require developing a connection with these sectors, including relevant business organisations, in order to:

- promote the opportunities that can be provided by BTACH; and to
- understand industry needs and preferences

More than 60% of the workforce are working outside of The Bellarine – many of these people work in other areas of the City of Greater Geelong. There may be many people who work outside of the Bellarine who are seeking to further their skills closer to home. This implies that the demand for both pre-accredited and accredited training will also grow from people that are working “locally” and beyond.

A growth in the demand for vocational training related services will have an impact on BTACH's capacity and capability

3.3 Government Policy

BTACH is highly influenced by State Government policy with respect to community and vocational education.

3.3.1 Workforce Development

State Government policy is highly driven by meeting the need of Victoria's recent and forecast growth in employment and is highly geared towards providing opportunities for more people to enter the workforce. This has seen a significant increase in funding for the TAFE sector.

There is also a high degree of focus in the community education sector on funding programs that provide support for learners with high needs

3.3.2 Regulation of Registered Training Organisations

There is also an ongoing focus on the regulation of Registered Training Organisations (RTOs) to ensure they are delivering outcomes required by learners and business. This policy is driven by a number of enquiries that have identified a range of issues with respect to the performance of RTOs. This requires compliance with the requirements of the Victorian Registration and Qualifications Authority (VRQA).

3.3.3 ACFE Funding and Registration

BTACH, as do other Learn Local providers, receive funding from ACFE in the form of pre-purchased places for pre-accredited training. Under these arrangement Learn Local organisations have an upper limit with respect to the course fees they can charge students. The ACFE funding also requires annual compliance with ACFE registration and reporting regime.

ACFE also provide other grants – this has a focus on support for high needs learners and/or improved effectiveness and/or efficiencies that Learn Local providers can achieve through partnerships.

3.3.4 Neighborhood Houses Victoria (NHVic)

NHVic is the peak body for Learn Local providers in Victoria and is advocating to the State Government for additional

- funding for operation of Neighbourhood Houses and Neighbourhood House Networks
- support for Learn Local RTO's with the costs of administration and compliance

To date this funding and/or support is yet to be provided by the State Government.

3.3.5 Implications for BTACH – Government Policy

The strategic implications of the Government policy directions for BTACH will likely see:

- an ongoing need for BTACH to have the resources in place to comply with VRQA/ACFE requirements
- determine if entering partnerships with relevant organisations that can be supported through Government funding will be of overall benefit to BTACH and to The Bellarine's community

3.4 BTACH's Capacity and Capability

BTACH's capacity and capability has a key influence on the future delivery of programs and services and to respond to a potential growth in demand associated with a growth in the general and working populations.

3.4.1 Current Levels of Usage of BTACH's Facility

The current usage of the BTACH facility represents almost full utilisation. This includes for usage community education, accredited training and room hire by other programs and/or users.

3.4.2 Capability and Capacity of BTACH's Facilities

The BTACH facility has a limited capacity in terms of its current footprint and there is limited potential for the expansion of the current facility. At present there is no understanding of the cost of extending the facility

3.4.3 Current Scope of Accredited Training

BTACH's current scope of accredited training is largely in the Health Care and Social Assistance sector. There is no training provided that is relevant to other major employment sectors in the local economy and/or of The Bellarine's workforce.

3.4.3.1 Delivery of Accredited Training in Other Locations

BTACH also delivers accredited training in other locations by virtue of the combination of the needs of providers and that, as an RTO, BTACH is able to auspice such delivery – see also Barwon Network of Neighbourhood Centres

3.4.4 Availability of Registered Trainers

BTACH's capacity and capability is highly geared to the availability of capable trainers and is already experiencing difficulty with obtaining the range of trainers they require.

BTACH management notes that a decline in the availability of trainers is related to the combination of the:

- uncertainty of income associated with working and the:
- demands of the process relating to becoming a and/or maintaining the registration required to work as a trainer in the community education sector and, that for many, such effort given the uncertainty of income is not worthwhile

Employment data for CoGG notes that the Adult, Community and Other Education experienced a contraction of some 25% from 2011 to 2016 – see **Table 13**

3.4.5 Capacity and Capability of other Bellarine Based Community Education Facilities

The other Bellarine based community education providers:

- have little ability to accommodate any significant expansion of enrolments and/or programs.
- do not provide any accredited training - At present BTACH is the only provider of accredited training on The Bellarine

3.4.6 Other Community Facilities

There are a range of community facilities that may offer available space for the delivery of community and/or vocational education programs.

The full range of such facilities, their suitability for the conduct of programs and services, and their relative availability and/or cost is not known at this time.

3.4.7 Bellarine Based Youth Services

BTACH's Youth Group has a focus on working with young people in Ocean Grove and Barwon Heads. There are youth programs operating from the Potato Shed in Drysdale and the Community Hub in Leopold.

3.4.8 Capability and Capacity of Administration

The capability and capacity of BTACH's administrative staff has an impact on the total enrolment and programs that can be delivered by BTACH.

The staff oversee a largely fully utilised facility. A growth in the number and range of programs offered by BTACH will have an impact on the need for administrative support. The administrative support would be further extended by the use of additional facilities

3.4.9 BTACH's Financial Performance

BTACH has a robust financial performance and is able to satisfy the financial performance requirements of maintaining its RTO status.

BTACH has a financial turnover of some \$1.3 million and is able to demonstrate that it can meet 6 months of operating costs as required to be an accredited community education provider.

70 to 75% is generated by fees received from participation in accredited training

CoGG provides the building from which BTACH operates at no cost to BTACH.

3.4.9.1 Registered Not for Profit

BTACH is a registered NFP charitable organisation and as such must, and does, reinvest operating surplus into its operation and/or expansion.

3.4.10 Community Awareness of BTACH

The level of patronage of BTACH by The Bellarine's community is commensurate with the level of community awareness of BTACH and the opportunities generated by BTACH's programs and services. BTACH's capability with respect to the marketing and promotion of its services has a major impact on the overall usage of BTACH's services and programs.

3.4.11 Strategic Implications - BTACH's Capacity and Capability

The growth of The Bellarine's population and economy suggest that the demand for community and vocational education will also grow. BTACH's ability to grow its capability and capacity to meet a growth in demand is limited. The current limitation on BTACH's capacity and capability has a range of strategic implications – should BTACH determine that it needs to grow to meet the demands of a growing population and economy.

3.4.11.1 Access to other facilities

There is a need to identify the range of facilities that may be available and suitable for the delivery of BTACH programs – this would include:

- Location of facility
- Available space – times and functionality
- Hire costs
- Other requirements

3.4.11.2 Relocation of Programs

In order to provide additional space for the delivery of community education or accredited training (which generates the majority of BTACH's income) It may be appropriate for BTACH to operate programs that are not directly related to the delivery of community education or accredited training and that do not need the level of capability the BTACH facility provides.

3.4.11.3 Growth Modelling

There is a need to develop a financial model that would enable the CoM and Management to understand the implications of growth including:

- Additional revenues from enrolments
- Additional costs – i.e.
 - Trainers
 - Additional administrative support – including an increased focus on:
 - Recruitment of additional trainers
 - Marketing and promotion
 - Engagement with local business organisations and businesses
 - Hire of additional facilities in other locations on The Bellarine

3.4.11.4 Feasibility of Extending the BTACH facility

There is a need to understand if and how the BTACH facility can be extended including the development of a concept plan that can be costed

This would also include the identification on the operation of the facility over the construction period

The additional space that can be created could be included as a scenario in the growth modelling

3.4.11.5 Feasibility of a Partnership

The feasibility of developing a partnership that could support any attempt that BTACH would make to meeting the growing demand associated the changes in the Bellarine's population and economy.

4 Stakeholder Consultation

Stakeholder feedback has been sought via the following mechanisms

- Workshop with the BTACH CoM
- Workshop with BTACH staff
- Survey of current and potential BTACH users

4.1 BTACH CoM Workshop

The workshop participants considered a number of areas including Purpose, Aspirations and Key Challenges and provided a range of responses. The responses to these discussion were “mapped” and the analysis of the feedback from the suggest the following areas of focus for the BTACH Strategic Plan.

- | | | |
|----------------------------------|------------------------------------|-------------------------------|
| • <i>Education and training</i> | • <i>People and Culture</i> | • <i>Community engagement</i> |
| • <i>Capability and capacity</i> | • <i>Governance and management</i> | • <i>Youth</i> |

4.2 BTACH Staff Workshop

BTACH staff discussed key aspiration and challenges, Their responses were mapped, and the following themes were identified.

- | | | |
|---|--|-------------------------------|
| • <i>Participant satisfaction</i> | • <i>High level of participation in BTACH programs</i> | • <i>Staff development</i> |
| • <i>High quality training provider</i> | • <i>OHS performance</i> | • <i>Teamwork</i> |
| | | • <i>Community engagement</i> |

4.3 Community Survey

BTACH undertook a survey that was promoted to The Bellarine’s community – the complete results of the survey are attached in Appendix I

An overview of the responses is as follows:

- 30% of survey respondents had never participated in BTACH programs
- Health and wellbeing received the largest percentage of responses with respect to areas of interest
- There was interest in all areas of the accredited training currently provided by BTACH
- There was a high degree of satisfaction with BTACH’s facility – although a lower degree of satisfaction with car parking
- There was a high degree of satisfaction with BTACH’s customer services and processes
- Most people found out about BTACH activities via BTACH’s Facebook page
- More than 50% of respondents were unaware of BTACH’s youth programs
- The vast majority of respondents were located in Ocean Grove

4.3.1 Key Implications

That the survey attracted 30% of respondents that have not participated in BTACH programs suggests that there is a significant number of people in The Bellarine’s community who are seeking more engagement from BTACH. (Respondents were offered the opportunity to enter a draw for a \$200 gift card)

The question regarding accredited training related to the programs that are currently delivered – there were a range of individual responses suggesting additional accredited training programs . There is a need to engage with businesses and workers on the Bellarine regarding the need for training that is in addition to what is already offered.

5 BTACH Strategic Focus Areas and Strategies

The BTACH Strategic Focus Areas are planks of the BTACH Strategy and aim to:

- fulfil BTACH’s Mission, pursue BTACH’s Vision and be consistent with BTACH’s Values;
- address the key strategic implications within BTACH’s strategic context; and the
- respond to stakeholder feedback

Each Strategic Focus Area has an Objective that represents the desired outcome and Key Strategies that work towards achieving the Objective

5.1 Delivering Quality Learning and Vocational Training

<i>Objective</i>	Develop and deliver a range of learning programs and experiences that are relevant to the interests and needs of the Bellarine’s community and its economy	
<i>Key Strategies</i>	1)	Continue the delivery of accredited training that is desired by the Bellarine’s workforce and Bellarine businesses
	2)	Identify accredited training that is desired by the Bellarine’s workforce and Bellarine businesses in sectors other than health
	3)	Continue the delivery of learning programs that desired by the community
	4)	Identify additional learning programs that are desired by the community

5.2 Supporting The Bellarine’s Young People

<i>Objective</i>	Foster the leadership skills, personal development, resilience and the community networks of young people on The Bellarine	
<i>Key Strategies</i>	1)	Continue the delivery and development of the BTACH youth program
	2)	Develop a partnership(s) with organisations that provide health services, including in mental health, for young people
	3)	Continue to grow partnerships with secondary schools located on The Bellarine re the provision of advice and support for young people including access to vocational training
	4)	Continue to grow partnerships with The Bellarine’s sporting clubs re the provision of advice and support for young people
	5)	Investigate the feasibility of expanding the youth program in partnership with appropriate organisations to other locations on The Bellarine

5.3 Engaging with The Bellarine's Community

<i>Objective</i>	Engage with the Bellarine's community, businesses and workforce to identify and understand their interests, learning priorities and vocational training needs and to promote the learning and training opportunities that BTACH provides
<i>Key Strategies</i>	<ol style="list-style-type: none"> 1) Develop an integrated communication strategy to promote BTACH and the programs its offers 2) Maintain and utilise a contact database of BTACH users for the purposes of providing updates regarding BTACH's activities 3) Develop relationships with Bellarine business organisations with respect to: <ul style="list-style-type: none"> • identifying needs accredited training • promoting the availability of accredited training • developing training placement opportunities 4) Undertake regular updates with the Bellarine Education and Community Network regarding course and programs that are being requested but cannot be delivered 5) Develop and implement a program of regular engagement with the Bellarine's community including community forums and an annual survey 6) Develop a public relations program that includes presenting information regarding BTACH at relevant events and meetings being conducted by other organisations on The Bellarine 7) Develop and utilise a database of enquiries from the community regarding the types of programs they are seeking to undertake

5.4 Fostering a High Performance Culture

<i>Objective</i>	Develop, support and acknowledge the capability of BTACH's people
<i>Key Strategies</i>	<ol style="list-style-type: none"> 1) Develop a program of desired organisational behaviours that reflect BTACH's Values 2) Develop a BTACH People Plan that includes: <ul style="list-style-type: none"> • Training and development • Performance reviews that utilise relevant KPIs 3) Develop a framework of customer service standards for the delivery of BTACH's programs and the management of participants

5.5 Growing BTACH's Capability and Capacity

<i>Objective</i>	Grow the capacity and capability of BTACH's facilities to meet the changing demands of Bellarine's community and economy.
<i>Key Strategies</i>	<ol style="list-style-type: none"> 1) Undertake a Feasibility Study regarding the expansion of the BTACH facility that includes the financial modelling of a range of growth scenarios 2) Prepare a database of facilities that could be utilised by BTACH to deliver programs 3) Assess the feasibility of extending the current BTACH facility – including concept and costings 4) Assess the feasibility of a potential partnership(s) with other community education and/or vocational training providers 5) Develop and implement a trainer recruitment program

5.6 Governance of BTACH

<i>Objective</i>	Support BTACH's ability to achieve its strategic objectives and meet its funding obligations
<i>Key Strategies</i>	<ol style="list-style-type: none"> 1) Maintain BTACH's ability to comply with VRQA and ACFE registration and reporting requirements 2) Develop and maintain a database of relevant funding and grant programs that would be applicable to the needs of BTACH 3) Undertake an appropriate development program for BTACH's CoM that includes a regular review by CoM members of the effectiveness of the CoM 4) Develop a succession plan for the membership of BTACH's CoM 5) Undertake a review of BTACH's Constitution to ensure that its supports appropriate and contemporary governance processes and practices 6) Undertake a review and update as required of BTACH's policies including Child Protection, OH&S, Financial Modelling, Customer Complaints, Management Delegations 7) Develop and implement a Business Plan and Operating Budget to support the implementation of the BTACH Strategic Plan 8) Undertake an annual review of BTACH's performance and operations to support: <ul style="list-style-type: none"> • VRQA and ACFE reporting requirements; • continuous improvement program; • the staff's performance review process; and • the preparation of potential funding applications 9) Undertake the development of an advocacy strategy for funding for the expansion of the BTACH facility that utilises the outcomes of the Feasibility Study 10) Develop a long term financial strategy that supports the growth of BTACH's capacity and capability and reflects the impacts of potential growth.

5.7 Key Performance Indicators

The following indicators will provide insight into the impact of the delivery of the Strategic Plan

- Growth in community education participants/hours
- Growth in vocational training participants/hours
- Growth in the number of youth program participants
- Participant feedback
- Training completion rates
- Website and social media metrics
- Number of enquiries received
- Delivery of service standards
- Level of Government funding
- Level of grant funding
- Long term financial outcomes
- Implementation of Business Plan and Operating Budget

5.7.1 Reporting and Continuous Improvement

The data from the above indicators will be collated to:

- Provide regular reports to the CoM
- Be included in the BTACH Annual Report; and
- Establish a baseline of current performance and to develop relevant performance targets that drive continuous improvement

5.8 Implementation of the Strategic Plan

The Strategic Plan will be implemented through the development of an annual

5.8.1 Business Plan

The Business Plan will:

- identify the Strategies to be actioned in a 12 month time period
- be developed by the BTACH Manager
- presented to the CoM for adoption
- have its progress reported against each quarter

5.8.2 Operating Budget

The Operating Budget will:

- Identify the resources that will be attributed to the delivery of the actions in the Business Plan
- be developed by the BTACH Manager
- presented to the CoM for adoption
- have its progress reported against each quarter

PART B – Review of BTACH’s Strategic Environment

Appendix I

6 Bellarine Population and Demography

6.1 Defining the Bellarine

For the purposes of this Strategic Plan, The Bellarine community has been defined as those residing in the Australian Bureau of Statistics’ (ABS) SA2 collection districts. The ABS defines that a SA2 “represent a community that interacts together socially and economically”. These SA2s are depicted in **Figure 2**

The Bellarine sits across two Local Government Areas (LGAs) – the

- City of Greater Geelong (CoGG); and the
- Borough of Queenscliff (BoQ)

Figure 2 – Bellarine SA2s



6.1.1 Changes in The Bellarine’s Population and Demography

A review of ABS data for 2011 and 2016 Census shows that the overall population of The Bellarine has grown by more than 10,400 people as noted in **Table 1**. with population growth in across all age groups with the largest percentage change in the 65 years plus age group.

Table 1- Changes in Population Age Groups of Bellarine SA2s – 2011 to 2016

Age Groups	2011	% of Population	2016	% of Population	Change 2011 to 2016	% of Overall Change
0 - 14	9,456	19%	11,446	19%	1,990	19%
15 - 24	5,425	11%	6,047	10%	622	6%
25 - 39	7,764	15%	9,553	16%	1,789	17%
40 - 64	17,652	35%	20,200	33%	2,548	24%
65 plus	10,442	21%	13,907	23%	3,465	33%
Overall totals	50,739		61,153		10,414	100%

A more detailed breakdown of the population change by SA2 and age cohort is provided in **Figure 3 – Changes in Bellarine Population 2011 to 2016**

Figure 3 – Changes in Bellarine Population 2011 to 2016

Overall	Overall					Leopold (SA2)					Ocean Grove/Barwon Heads (SA2)					Clifton Springs (SA2)					Portarlington (SA2)					Point Lonsdale/Queenscliff (SA2)				
	2011	2016	Change	% of Overall Change	% of SA2 Change	2011	2016	Change	% of Overall Change	% of SA2 Change	2011	2016	Change	% of Overall Change	% of SA2 Change	2011	2016	Change	% of Overall Change	% of SA2 Change	2011	2016	Change	% of Overall Change	% of SA2 Change	2011	2016	Change	% of Overall Change	% of SA2 Change
0-4 years	3,033	3,732	699	7%	10%	677	942	265	38%	9%	1,212	1,670	458	66%	9%	670	714	44	3%	3%	292	276	-16	-2%	-2%	182	130	-52	-7%	-7%
5-9 years	3,114	4,029	915	9%	4%	684	796	112	12%	11%	1,273	1,847	574	63%	11%	689	863	174	11%	19%	273	331	58	6%	6%	195	192	-3	-4%	0%
10-14 years	3,309	3,685	376	4%	3%	716	789	73	19%	6%	1,273	1,585	312	83%	6%	766	813	47	3%	13%	320	289	-31	-3%	-8%	234	209	-25	-35%	-7%
15-19 years	3,132	3,375	243	2%	7%	648	834	186	77%	2%	1,160	1,257	97	40%	3%	857	804	-53	-3%	-22%	290	295	5	1%	2%	177	185	8	11%	3%
20-24 years	2,293	2,672	379	4%	5%	542	671	129	34%	3%	854	1,028	174	46%	3%	592	638	46	3%	12%	199	232	33	4%	9%	106	103	-3	-4%	-1%
25-29 years	2,173	2,838	665	6%	11%	587	897	310	47%	6%	761	1,081	320	48%	5%	504	590	86	5%	13%	205	181	-24	-3%	-4%	116	89	-27	-38%	-4%
30-34 years	2,387	3,325	938	9%	9%	617	864	247	26%	11%	897	1,444	547	56%	8%	542	672	130	8%	14%	218	231	13	1%	1%	113	114	1	1%	0%
35-39 years	3,204	3,390	186	2%	0%	726	727	1	1%	4%	1,359	1,546	187	101%	4%	628	708	80	5%	43%	304	278	-26	-3%	-14%	187	131	-56	-78%	-30%
40-44 years	3,332	3,936	604	6%	6%	681	848	167	28%	9%	1,311	1,761	450	75%	4%	727	791	64	4%	11%	382	335	-47	-5%	-8%	231	201	-30	-42%	-5%
45-49 years	3,435	3,746	311	3%	3%	710	786	76	24%	5%	1,278	1,509	231	74%	5%	841	814	-27	-2%	-9%	360	427	67	7%	22%	246	210	-36	-50%	-12%
50-54 years	3,527	3,880	353	3%	7%	612	799	187	53%	0%	1,447	1,443	-4	0%	-1%	818	909	91	6%	26%	395	474	79	9%	22%	255	255	0	0%	0%
55-59 years	3,600	4,174	574	6%	6%	582	743	161	28%	5%	1,325	1,571	246	43%	9%	831	974	143	9%	25%	534	596	62	7%	11%	328	290	-38	-53%	-7%
60-64 years	3,758	4,464	706	7%	4%	614	719	105	15%	7%	1,257	1,596	339	48%	10%	804	961	157	10%	22%	700	788	88	10%	12%	383	400	17	24%	2%
65-69 years	3,152	4,552	1,400	13%	10%	514	776	262	19%	11%	918	1,491	573	41%	15%	694	933	239	15%	17%	648	898	250	28%	18%	378	454	76	106%	5%
70-74 years	2,478	3,543	1,065	10%	7%	431	612	181	17%	8%	645	1,032	387	36%	9%	619	764	145	9%	14%	488	723	235	26%	22%	295	412	117	163%	11%
75-79 years	1,930	2,426	496	5%	3%	336	429	93	19%	2%	503	615	112	23%	7%	495	607	112	7%	23%	351	471	120	13%	24%	245	304	59	82%	12%
80-84 years	1,543	1,682	139	1%	3%	241	313	72	3%	1%	423	459	36	26%	5%	338	421	83	5%	60%	317	261	-56	-6%	-40%	224	228	4	6%	3%
85 years and over	1,339	1,704	365	4%	3%	195	286	91	25%	1%	459	509	50	14%	4%	285	358	73	4%	20%	223	314	91	10%	25%	177	237	60	83%	16%
Overall	50,739	61,153	10,414	26%	26%	10,113	12,831	2,718	26%	49%	18,355	23,444	5,089	49%	16%	6,499	7,400	901	9%	9%	4,072	4,144	72	1%	1%					

6.1.2 Distribution of The Bellarine's Population

The majority of population growth was experienced in the Ocean Grove-Barwon Heads SA2 as noted in **Table 2**

Table 2 – Changes in Population of Bellarine SA2s – 2011 to 2016

Bellarine SA2s	2011	2016	Change 2011 to 2016	% of Overall Change
Ocean Grove - Barwon Heads	18,355	23,444	5,089	49%
Leopold	10,113	12,831	2,718	26%
Clifton Springs	11,700	13,334	1,634	16%
Portarlington	6,499	7,400	901	9%
Pt Lonsdale - Queenscliff	4,072	4,144	72	1%
Overall totals	50,739	61,153	10,414	100%

6.1.3 Forecast Population Growth – Victoria in the Future

Victoria in Future is the official state government projection of population and households. Projections are based on trends and assumptions for births, life expectancy, migration, and living arrangements across all of Victoria. The future population projection for CoGG, and the BoQ are noted in the following table.

Table 3 - Forecast Population Growth

Age Groups	CoGG			Change 2016 to 2036		BoQ			Change 2016 to 2036	
	2016	2026	2036	People	%	2016	2026	2036	People	%
0-14	44,120	54,100	61,940	17,820	40%	360	380	380	20	6%
15-29	47,870	57,830	67,060	19,190	40%	290	340	310	20	7%
30-44	45,460	60,960	69,880	24,420	54%	320	350	360	40	13%
45-59	45,240	51,300	63,550	18,310	40%	540	450	440	-100	-19%
60-74	37,350	48,980	56,610	19,260	52%	900	870	830	-70	-8%
75+	19,480	28,390	41,210	21,730	112%	530	700	850	320	60%
Totals	239,520	301,560	360,250	120,730	50%	2,940	3,090	3,170	230	8%

6.1.4 Forecast Population Growth on The Bellarine

At present the population of The Bellarine's SA2s represents some 26% of the total population of CoGG and the BoQ. While the population growth in CoGG will not be evenly distributed across the LGA it can be expected that The Bellarine will experience population growth.

In the time since the 2016 ABS Census significant residential development has been underway in Clifton Springs, Drysdale and at the Point Lonsdale ends of CoGG as well as a continuance of the residential growth in Ocean Grove. Given such development it can be expected that there will be further significant population growth will be experienced in The Bellarine.

6.1.5 Part Time Population

The Bellarine also has a significant part-time population based on the number of unoccupied residential dwellings reported in the 2016 ABS Census as noted in the **Table 4**.

It can be assumed that the majority of these dwelling are holiday homes. While there is no data regarding the frequency with which these residences are occupied a calculation of the population these residences may support can be made based on the average persons per household that is determined by the ABS 2016 Census

Table 4 – Comparison of Unoccupied Residential Dwellings

Bellarine SA2s	Number of Unoccupied Residences	% of all Residences	Av Persons/ Residence	Potential Population
Ocean Grove - Barwon Heads	2,986	26.8	2.6	7,764
Leopold	412	8.2	2.6	1,071
Clifton Springs	636	11.3	2.5	1,590
Portarlington	2,967	48.8	2.1	6,231
Pt Lonsdale - Queenscliff	1,813	52.6	2.2	3,989
Overall totals	8,814	28.1		20,644
CoGG		14.0	2.4	
Victoria		11.7	2.6	

6.1.6 Visitation

The Bellarine receives a significant level of visitation which, like the residential population, has a demand on local goods and services

Tourism Greater Geelong and The Bellarine, the Regional Tourism Organisation, has prepared a Tourism Development Plan that estimates The Bellarine received almost 2.4 million visitors in 2018

6.2 Forecast Population Changes in the Rest of the BNNC Catchment

As BTACH has delivered accredited training in the BNNC catchment– see also Section 9.7.1 - through being the only RTO in the BNNC. These area include the LGAs of Surf Coast and the Colac Otway Shires.

As with The Bellarine the demand for such training in these areas will be influenced by a forecast growth in the population of these LGAs and in particular the Surf Coast Shire as noted in the and local economies. The following tables provide an overview of the population forecasts for these LGAs.

Table 5 – Forecast Population Growth for the Surf Coast Shire

Age Groups	2016	2026	2036	Change 2016 to 2036
0 - 14	6,312	7,268	8,637	2,325
15 - 29	4,496	5,745	6,784	2,288
30 - 44	6,055	7,122	8,464	2,408
45 - 60	6,394	7,374	8,609	2,215
60 +	7,187	10,438	13,223	6,036
Totals	32,460	39,973	47,753	15,272

Table 6 - Forecast Population Growth for the Colac Otway Shire

Age Groups	2016	2026	2036	Change 2016 to 2036
0 - 14	3,851	4,096	4,536	685
15 - 29	3,590	3,545	3,899	309
30 - 44	3,491	3,831	4,203	711
45 - 60	4,395	4,073	4,308	-87
60 +	6,033	7,502	8,447	2,414
Totals	23,376	25,073	27,429	4,032

Appendix II

7 Bellarine Economy

7.1 Employment

The Bellarine's economy is a combination of the "Bellarine" areas of CoGG and the Borough of Queenscliffe. The employment by industry sectors (as defined by the ABS) for both of these catchments is more than 11,700 jobs as noted in **Table 7**

Table 7 – Employment by Industry Sector in The Bellarine

Industry Sectors	CoGG "Bellarine"		BoQ		Total	
	Jobs	%	Jobs	%	Jobs	%
Construction	1,556	14.9%	85	6.4%	1,641	14.0%
Retail Trade	1,480	14.2%	148	11.1%	1,628	13.9%
Accommodation & Food Services	1,378	13.2%	245	18.4%	1,623	13.8%
Health Care & Social Assistance	1,454	14.0%	145	10.9%	1,599	13.6%
Education & Training	1,107	10.6%	60	4.5%	1,167	9.9%
Professional, Scientific & Technical Services	573	5.5%	56	4.2%	629	5.4%
Public Administration & Safety	349	3.4%	225	16.9%	574	4.9%
Other Services	471	4.5%	45	3.4%	516	4.4%
Administrative & Support Services	375	3.6%	40	3.0%	415	3.5%
Manufacturing	348	3.3%	29	2.2%	377	3.2%
Agriculture, Forestry & Fishing	313	3.0%	21	1.6%	334	2.8%
Arts & Recreation Services	268	2.6%	53	4.0%	321	2.7%
Transport, Postal & Warehousing	204	2.0%	117	8.8%	321	2.7%
Rental, Hiring & Real Estate Services	215	2.1%	33	2.5%	248	2.1%
Financial & Insurance Services	121	1.2%	18	1.3%	139	1.2%
Wholesale Trade	107	1.0%	0	0.0%	107	0.9%
Information Media & Telecommunications	61	0.6%	15	1.1%	76	0.6%
Electricity, Gas, Water & Waste Services	32	0.3%	0	0.0%	32	0.3%
Mining	0	0.0%	0	0.0%	0	0.0%
Totals	10,412	100.0%	1,335	100.0%	11,747	100.0%

7.1.1 Commentary on Employment in The Bellarine

The following is provided as commentary about employment in a range of industry sectors in The Bellarine's economy

Industry sectors	comments
Construction sector	"Construction Services" (i.e. Tradies) and Residential Building Construction account for more than 90% of all employment in this sector
Accommodation & Food Services	Food and Beverage Services accounts for more than 80% of employment in this sector (as opposed to Accommodation) – this sector is a key component of The Bellarine's tourism sector
Health Care & Social Assistance Sector	Residential Care & Social Assistance Services, which includes Child Care Services accounts for more than 60% of employment in this sector

<i>Industry sectors</i>	<i>comments</i>
Education & Training	Pre-School, Primary, Secondary & Special Education account for more than 88% of employment in this sector This sector also includes the Arts, Sports, Adult, Community & Other Education sector which includes community education providers such as BTACH and includes more than 145 jobs
Professional, Scientific & Technical Services	This sector includes a wide diversity of services including; computer system design, accounting services, legal services, professional photographic services and veterinary services
Other Services	This sector includes “personal services” which, in turn, includes hairdressing, laundry services and funeral services
Administrative & Support Services	This sector includes Building Cleaning, Pest Control & Other Support Services which account for more than 65% of employment in the sector. This sector features significantly in economies where there is a large percentage of unoccupied residential dwellings
Manufacturing	The vast bulk of employment is in food and beverage manufacturing – both of these sectors are key components of The Bellarine’s tourism sector

7.1.2 Employment Growth – 2011 to 2016

Employment from 2011 to 2016 in The Bellarine area of CoGG, and the BoQ, grew by more than 2,100 jobs as noted in **Table 8**. A number of industry sectors experienced growth including those that are significant in The Bellarine’s economy – i.e. health, accommodation and food services, and construction.

Table 8 - Employment Growth – 2011 to 2016

Industry Sectors	CoGG/Bellarine			BoQ			Total Change	% Change
	2011 Jobs	2016 Jobs	Change Jobs	2011 Jobs	2016 Jobs	Change Jobs		
Health Care & Social Assistance	1,000	1,454	454	169	145	-24	430	36.8%
Accommodation & Food Services	964	1,378	414	268	245	-23	391	31.7%
Construction	1,322	1,556	234	66	85	19	253	18.2%
Education & Training	879	1,107	228	55	60	5	233	24.9%
Retail Trade	1,296	1,480	184	158	148	-10	174	12.0%
Other Services	334	471	137	28	45	17	154	42.5%
Administrative & Support Services	265	375	110	27	40	13	123	42.1%
Manufacturing	250	348	98	8	29	21	119	46.1%
Transport, Postal & Warehousing	159	204	45	73	117	44	89	38.4%
Public Administration & Safety	218	349	131	279	225	-54	77	15.5%
Professional, Scientific & Technical Services	486	573	87	77	56	-21	66	11.7%
Rental, Hiring & Real Estate Services	163	215	52	27	33	6	58	30.5%
Information Media & Telecommunications	45	61	16	4	15	11	27	55.1%
Arts & Recreation Services	260	268	8	41	53	12	20	6.6%
Agriculture, Forestry & Fishing	319	313	-6	0	21	21	15	4.7%
Electricity, Gas, Water & Waste Services	32	32	0	0	0	0	0	0.0%
Mining	1	0	-1	0	0	0	-1	-100.0%
Financial & Insurance Services	145	121	-24	21	18	-3	-27	-16.3%
Wholesale Trade	157	107	-50	4	0	-4	-54	-33.5%
Totals	8,295	10,412	2,117	1,305	1,335	30	2,147	31.7%

7.1.3 Employment Growth Forecast

The Commonwealth Government's Department of Employment, Skills, Small and Family Business has forecast the following employment growth for the Geelong SA4 region – which includes the Surf Coast and Golden Plains LGAs

Industry Sectors	Forecast Jobs Growth ('000)
Health Care and Social Assistance	2.7
Construction	2.5
Education and Training	1.0
Accommodation and Food Services	0.7
Public Administration and Safety	0.6
Financial and Insurance Services	0.3
Professional, Scientific and Technical Services	0.3
Arts and Recreation Services	0.2
Administrative and Support Services	0.1
Transport, Postal and Warehousing	0.1
Electricity, Gas, Water and Waste Services	0.1
Information Media and Telecommunications	0.1

The industry sectors that are forecast to experience the largest growth are consistent with the largest employing sectors in The Bellarine's economy – see also Section 7.1

7.1.4 Ocean Grove Grubb Road Retail Development -

The developers of the retail precinct in Grubb Road, Ocean Grove note that this will generate some 600 new jobs in retail, hospitality, as well as sports and recreation services

7.1.5 Place of Work

The size of The Bellarine's workforce can be understood through ABS Place of Work (POW) data. POW identifies to where people work in relation to the place they reside. The POW data provides an insight into workforce training needs and how this may impact the demands for services and programs provided by BTACH.

A full analysis of POW data for people who reside on The Bellarine is provided in **Table 10**. The analysis indicates that there are more than 26,000 people who are in employment that reside on The Bellarine. This workforce far exceeds the total number of jobs in The Bellarine economy.

7.1.5.1 Workers who Live and Work on The Bellarine

The POW data indicates that 33.4% - or more than 8,700 - of The Bellarine's working population - work in a location on The Bellarine as noted in **Table 9**

Table 9 – Live and Work on The Bellarine

Place of Residence (SA2)	Place of Work (SA2)					Totals
	Ocean Grove - Barwon Heads	Leopold	Clifton Springs	Portarlington	Point Lonsdale - Queenscliff	
Ocean Grove - Barwon Heads	2,998	112	255	68	311	3,744
Leopold	280	680	142	39	94	1,235
Clifton Springs	393	100	1,204	134	156	1,987
Portarlington	105	19	171	632	90	1,017
Point Lonsdale - Queenscliff	85	11	53	12	579	740
Totals	3,861	922	1,825	885	1,230	8,723

Table 10 – Place of Work Data for Bellarine SA2s

	Industry Sectors																				Totals	% of Overall Total		
	Health Care and Social Assistance	Construction	Retail Trade	Education & Training	Accommodation & Food Services	Public Administration & Safety	Manufacturing	Prof. Scientific & Technical Services	Transport, Postal & Warehousing	Other Services	Administrative & Support Services	Finance & Insurance Services	Indust. Machinery & Equipment	Wholesale Trade	Arts & Recreation Services	Rental, Hiring & Repairs Services	Agriculture, Forestry & Fishing	Electricity, Gas, Water & Waste Services	Information & Communications	Not stated			Mining	
BELLARINE SA2s																								
Ocean Grove - Barwon Heads	407	453	568	280	580	124	146	324	97	181	138	49	101	70	113	76	63	17	33	37	0	3869	14.7%	
Clifton Springs	214	161	269	329	132	66	94	97	40	92	68	20	50	21	42	34	52	12	10	24	3	1819	6.9%	
Point Lonsdale - Queenscliff	168	87	119	54	226	150	28	61	68	48	30	17	26	5	43	33	34	0	7	10	3	1233	4.7%	
Leopold	150	132	152	77	139	11	19	41	21	41	39	13	20	9	8	13	15	0	0	13	0	914	3.5%	
Portarlington	84	94	132	43	169	4	46	50	16	25	28	18	33	12	16	17	81	0	8	15	5	880	3.3%	
TOTALS	1023	927	1240	783	1246	355	333	573	242	387	303	117	230	117	222	173	245	29	58	99	11	8715	33.1%	
No Fixed Address (Vic.)	87	761	34	47	12	68	35	53	43	47	161	7	40	23	18	12	15	12	20	23	12	1545	5.9%	
GEELONG SA2S																								
Geelong	1574	334	489	421	204	543	342	340	163	182	99	336	119	116	84	99	19	102	79	63	0	5692	21.6%	
Newcomb - Moolap	155	201	132	72	86	24	169	85	36	62	21	13	46	36	8	14	8	31	8	14	0	1232	4.7%	
North Geelong - Bell Park	162	90	202	104	22	20	197	35	130	36	27	6	40	59	0	9	8	54	0	8	0	1214	4.6%	
Grovedale	119	95	134	73	35	97	18	22	22	13	13	10	18	7	14	7	0	4	10	6	0	702	2.7%	
Belmont	209	33	102	105	35	19	44	19	0	19	9	11	12	19	11	13	3	0	8	5	0	672	2.6%	
Corio - Norlane	54	56	75	86	23	52	146	22	42	14	19	4	25	20	8	7	0	14	0	3	0	660	2.5%	
Geelong West - Hamlyn Heights	146	25	89	80	37	18	15	53	4	37	14	14	14	10	3	17	0	0	0	4	0	582	2.2%	
Highton	94	30	29	288	14	6	15	20	4	10	10	4	8	0	4	4	3	0	0	8	0	545	2.1%	
Newtown (Vic.)	79	50	41	156	22	16	18	31	6	26	6	4	16	19	17	5	3	0	3	3	0	535	2.0%	
Lara	23	22	38	26	3	123	44	0	37	5	9	0	9	15	5	0	14	0	0	6	0	383	1.5%	
TOTAL	2615	936	1331	1411	481	918	1008	627	444	404	227	402	307	301	154	175	58	205	108	120	0	12217	46.4%	
Surf Coast SA2s	51	56	65	63	64	52	20	11	10	24	13	10	14	25	16	6	23	0	6	0	0	533	2.0%	
Melbourne SA2s	200	278	116	197	24	302	184	210	223	58	75	145	57	97	47	24	4	49	83	15	10	2853	10.8%	
Other SA2s	20	59	8	40	24	32	8	3	15	0	12	0	8	4	5	3	9	0	0	0	18	443	1.7%	
Overall Totals	3996	3017	2794	2541	1851	1727	1588	1477	977	920	791	681	656	567	462	393	354	295	275	257	51	26306		

This data also highlights that, given there are 11,700 jobs in The Bellarine’s economy, there are some 3,000 workers in The Bellarine’s economy who live outside of The Bellarine. Based on the POW relationships with “Bellarine” SA2s and “Geelong” SA2s - see **Table 10** - it is assumed that the majority of these workers originate from elsewhere in CoGG.

7.1.5.2 Workers who Live on The Bellarine and Work Elsewhere

The POW data indicates that:

- 46.8% - or more than 12,200 of The Bellarine’s working population - work in CoGG (in a location other than The Bellarine) – the majority work in the Geelong SA2 (i.e. central Geelong)
- 10.4% - or more than 2,700 of The Bellarine’s working population - work in Greater Metropolitan Melbourne

7.1.5.3 The Bellarine’s Workforce - Employment by Industry Sectors

The POW data indicates that 16% - or more than 3,900 of The Bellarine’s working population - work in the “health” sector as noted in **Table 11**

Table 11 – Place of Work by Industry Sectors

Industry Sectors	Place of Work (POW)				Totals	%
	Bellarine	No Fixed Address	Geelong	Melbourne		
Health Care and Social Assistance	1,023	87	2,615	200	3,925	16%
Construction	927	761	936	278	2,902	12%
Retail Trade	1,240	34	1,331	116	2,721	11%
Education and Training	783	47	1,411	197	2,438	10%
Accommodation and Food Services	1,246	12	481	24	1,763	7%
Public Administration and Safety	355	68	918	302	1,643	7%
Manufacturing	333	35	1,008	184	1,560	7%
Prof, Scientific and Technical Services	573	53	627	210	1,463	6%
Transport, Postal and Warehousing	242	43	444	223	952	4%
Other Services	387	47	404	58	896	4%
Administrative and Support Services	303	161	227	75	766	3%
Financial and Insurance Services	117	7	402	145	671	3%
Wholesale Trade	117	23	301	97	538	2%
Arts and Recreation Services	222	18	154	47	441	2%
Rental, Hiring and Real Estate Services	173	12	175	24	384	2%
Agriculture, Forestry and Fishing	245	15	58	4	322	1%
Elect, Gas, Water and Waste Services	29	12	205	49	295	1%
Info Media and Telecommunications	58	20	108	83	269	1%
Mining	11	12	-	10	10	0%
Totals	8,384	1,467	11,805	2326	23,959	

7.1.6 Forecast Growth in Visitation

One of the major employment sectors on The Bellarine is the Accommodation and Food Services sector. Much of the demand in these sector is driven by visitation to the region.

Tourism Greater Geelong and The Bellarine, the Regional Tourism Organisation, forecast that visitation will grow from some 6 million visitor per annum to more than 7.5 million by 2025.

This forecast growth in visitation will have a significant impact on employment in the Accommodation and Food Services as well as in retail and arts and recreation services.

7.1.7 Underemployment

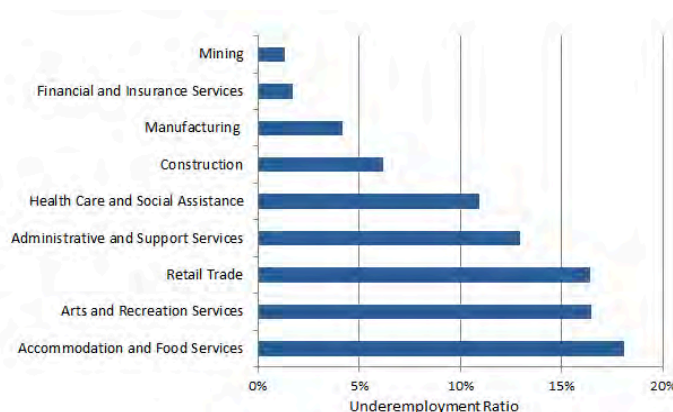
The ABS defines underemployed workers as workers who are not fully employed, i.e. part-time workers who indicate that they would prefer to work more hours, and full-time workers who did not work full-time hours.

Deloitte Access Economics notes that “Underemployment remains a growing problem in our labour force (even if unemployment has held steady). Indeed, underemployment has been at a record high of 8.5% since 2015 and has been trending steadily upwards over the last 30 years.” Deloitte Access Economics also notes the “continuing shift from full-time to part-time positions”.

The ABS estimated that, in May 2018, the quarterly trend underemployment rate in Victoria fell to 7.9% (there is no differentiation between rural, regional and/or metropolitan Victoria).

As noted in **Figure 4** the number of underemployed is highly concentrated within select *industries; Retail Trade, Health Care and Social Assistance and Accommodation and Food Services all have relatively high numbers of underemployed.

Figure 4 – ABS Estimates of Underemployment August 2018



The underemployment ratio is above 16% in original terms for Retail Trade, Arts and Recreation Services, and Accommodation and Food Services in August 2018. These three industries together account for over 50% of total underemployed in original terms.

These industry sectors are also highly featured in the tourism sector which forms a key element of The Bellarine economy.

Based on these estimates of underemployment then there may be in excess of 700 people who are seeking additional employment and may need access to further vocational training to improve the employability.

Industry Sectors	Totals	Estimated Rate of Underemployment	Estimate of Underemployed
Retail Trade	2,721	16%	435
Accommodation and Food Services	1,763	16%	282
Arts and Recreation Services	441	16%	70
			787

***Note** the industry data refers to industry of main job, and does not necessarily reflect that people employed in these industries would prefer more hours in the same industry.

7.2 Access to Vocational Training

BTACH is the only provider of accredited training on The Bellarine. The nearest provider is The Gordon TAFE in central Geelong. Travels time to The Gordon TAFE vary as noted in **Table 12**

Table 12 – Travel Times from The Bellarine to The Gordon TAFE

Mode	Leopold	Ocean Grove	Drysdale	Portarlington	Queenscliff
Travel time (mins)					
Car	17	27	20	28	35
Public Transport	39	55	28	45	58

Appendix III

8 Government Policy and Requirements

BTACH is a provider in the vocational training space. As both a Local Learning provider, that receives funding from ACFE, and as an RTO BTACH is highly impacted by the regime of Government funding and accreditation requirements.

8.1 Key Government Policy Drivers

BTACH is highly impacted by Government policy with respect to the vocational education and training sector- Two of the key drivers of Government Policy with respect to the sector

- Significant employment growth in Victoria
Victoria has experienced The Commonwealth Government's Department of Employment, Skills, Small and Family Business has forecast that Victoria will experience a growth of 270,700 jobs through to 2023. Greater Melbourne is forecast to experience more than 85% of this growth – or some 231,100 jobs. The Geelong SA4 region is projected to experience some 3% of this growth or some 7,900 jobs.
The consequence of such growth has been a significant increase in funding for the TAFE sector in particular. The focus for the community education sector has been the:
 - Reconnect program – this program has key focus on supporting vulnerable young people who leave school early and the long-term unemployed often face multiple barriers to learning and transitioning to the workforce
 - Partnerships
- Increased oversight of RTOs
In response to poor performance by a number of RTOs the Government has invested in greater oversight of RTO performance which has included a more comprehensive reporting regime by RTOs

8.2 Accreditation Requirements

BTACH's status as Local Learning provider that registered with ACFE and as an RTO requires an ongoing regime of reporting to both the Victorian Registration and Qualifications Authority (VRQA) and the Australian Council of Further Education (ACFE) and in order to maintain these accreditations.

8.2.1 Guidelines for VET Providers

As a Registered Training Organisation (RTO) BTACH is required to be registered with the Victorian Registration and Qualifications Authority (VRQA), Victoria's education and training regulator. VRQA provides Guidelines for Vocational Education and Training (VET) Providers – see <https://www.vrqa.vic.gov.au/VET/Pages/standards-and-guidelines-for-training-organisations.aspx#link97>

8.2.2 Scope of Registration

As an RTO BTACH's registration includes a scope of training courses that it is accredited to deliver. RTOs are not permitted to deliver training that is not within the registered scope.

8.2.2.1 Changes to Scope

RTOs are able to change their registered scope. BTACH estimates that a change to scope to include additional accredited training would include costs of some \$30K per training course.

8.2.3 VRQA - RTO Performance Report

The VRQA registration requires annual reporting RTOs have annual reporting obligations as part of their conditions of registration. Unless an exemption applies, RTOs may incur penalty fees for failing to meet reporting requirements. – see <https://www.vrqa.vic.gov.au/VET/Pages/Annual-obligations.aspx>

BTACH, as with all RTOs, are subject to an RTO Performance Report which addresses 11 performance measure in the areas of:

- Student experience
- Student outcomes; and
- Employer feedback

BTACH's 2019 RTO Performance Report notes an above sector performance in all but one of the 11 performance measures – see also Section 9.6

8.2.3.1 Cancelled Registrations

A review of cancelled registrations for RTO notes that a number are Local Learning providers located in regional Victoria – see <https://www.vrqa.vic.gov.au/VET/Pages/rto-cancellations-for-2018.aspx> While many of these cancellations were voluntary this does suggest that the reporting regime can be challenging for such organisations and that appropriate resources need to be made available to comply with the VRQA requirements.

8.2.4 ACFE Reporting

As a Learn local provider BTACH is registered with the Adult, Community and Further Education (ACFE) Board which enable it to deliver pre-accredited programs. The ACFE registration requires annual reporting.

8.3 VET Trainer Accreditation

The Guidelines for Vocational Education and Training (VET) Providers specify Trainer and assessor requirements – under Guideline 3 – to ensure “that students are aware of and can be confident that VET providers have appropriate trainers and assessors and there is high quality delivery of training and assessment courses”. The credentials required by trainers and assessors have recently been updated to “include the 'Design and develop assessment tools' and 'Address adult language, literacy and numeracy (LLN) skills'. The core units of the Assessor Skill Set were updated to include the 'Design and develop assessment tools' unit of competency.”

RTOs and their trainers and assessors are responsible to confirm contemporary proficiency and relevant industry skills and experience

8.4 ACFE Mission and Vision

The current ACFE strategic plan 2016 – 2019 – has a key focus on improving employability and has the following Vision:

The ACFE sector is recognised as a critical contributor to the prosperity of Victoria by improving transitions to further education and employment

see : <https://www.education.vic.gov.au/about/research/Pages/ace.aspx>

More than 33% of The Bellarine's population is not in the “workforce” age range (i.e. 15 to 65 years old – although many people aged 65 plus to work) and the size of this cohort is forecast to grow with the population of older people to grow significantly. There appears to be a gap with respect to acknowledging the needs and interests of older people and/or people who are not in the labour force.

8.5 Neighbourhood Houses Victoria

Neighbourhood Houses Victoria (NHVic) is the peak body for the neighbourhood house and learning centres sector, representing a membership of close to 400 entities including BTACH. NHVic provides strategic leadership, state-wide advocacy, research, and advice on relevant policy and legislative developments to, and for, the NHVic membership.

NHVIC have a range of concerns regarding the future of the adult community education (ACE) sector including the closure and/or deregistration of a number of ACE RTOs. To this end NHVIC have developed a position paper with a number of recommendations see - <https://www.nhvic.org.au/documents/item/826> These recommendations include “Increased support for Learn Local RTO’s with the costs of administration and compliance”.

NHVIC also made a submission to the Victorian State Government ahead of the 2018/2019 State budget for increased funding for a number of areas relevant to the operation of “Neighbourhood Houses” including funding for

- Coordinators (i.e. managers)
- the operation of Neighbourhood House Networks

This submission was unsuccessful in gaining additional funding and NHVIC is continuing to advocacy for additional funding to the State Government.

Appendix IV

9 BTACH's Capacity and Capability

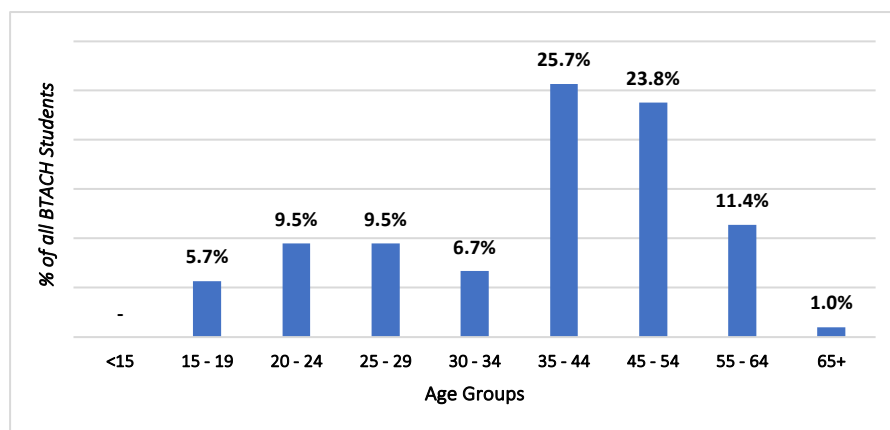
BTACH's capacity and capability has a key influence on the future delivery of programs and services and to respond to a potential growth in demand associated with a growth in the general and working populations. The reference to:

- capacity refers to the ability to accommodate the desired/required range of programs, services and activities and the number of participants
- capability refer to the combination of the:
 - skills, knowledge and/or availability of the people need to govern BTACH, manage its operations and/or deliver programs and/or services
 - available technology to support BTACH's operations and/or deliver programs and services

9.1 BTACH Student Profile

The 2019 RTO Assessment Report for BTACH notes the following with respect to the age profile of the students enrolled in a government subsidised VET course – this profile is depicted in **Figure 5**

Figure 5 - Age Profile of BTACH VET Students



The report notes that the percentage of 35 – 44, 45 – 54 and 55 – 64 age groups is considerably higher than the Victorian average.

9.2 The BTACH Facility

The BTACH facility was formerly a family and children's services facility that was remodeled and refurbished to better meet the needs of the programs and activities undertaken by BTACH. The location of the facility in Ocean Grove's major education, family services and sports and recreation precinct. This location provides ready access to BTACH for the community and enables ready access of BTACH to schools, sporting clubs and family and children's services.

9.3 Current Levels of Usage of BTACH's Facility

The current usage of the BTACH facility represent almost full utilisation with the popular hours of usage being fully booked. There is some spare capacity at the facility:

- during the day on some week days
- on weekends
- during school holidays

The reason for much of this spare capacity is that it is on days/ at times that are not desired by participants and/or trainers.

9.4 Capability and Capacity of BTACH's Facilities

The BTACH facility has a limited capacity in terms of its current footprint and there is limited potential for the expansion of the current facility.

At present there is no understanding of what extensions can be made to the current building and/or the cost of any such extensions.

9.5 Current Registered Scope of Training

At present BTACH provided accredited training in the Health Sector – i.e. :

- Aged care and health services
- Children's Services
- Community Services

There are basic hospitality related courses

9.5.1 Potential Additions to the Current Registered Scope

At present BTACH registered scope does not include training that is relevant to other key sectors in The Bellarine economy and/or the sectors in which the broader Bellarine workforce is employed including:

- Hospitality/Food Preparation
- Retail
- Beauty therapy
- Cleaning

BTACH has noted that training in some of the area attracts a relatively low level of funding from Government which results in an overall fee which is unattractive to potential students.

Expanding BTACH's registered scope to include additional accredited training would require:

- Identifying that there is a definite "market" of participants that are willing to pay the fee associated with the course – see also Section 7.1
- Undertaking the process of adding to the scope of registration which is estimated to includes costs of some \$30K per each addition – see also Section 8.2.2.1
- Identifying and securing a space/location in which such training can be delivered – see also Section 9.7.3
- Identifying and securing an accredited trainer(s) to deliver the training – see also Section 9.7.4

9.5.2 Delivery of Accredited Training in other Locations

BTACH deliver accredited training at other community education facilities within in the Barwon Network of Neighbourhood Centres – see also Section 9.7.3

Under this arrangement BTACH negotiate a "room contract" with the other facility which includes a rental fee and provide the:

- marketing to promote the training course – this include providing information to be inserted in the course information brochures provided by the community education provider at which the training is being offered
- training – including the engagement of an accredited trainer
- associated administration including the collection of fees from participants

The revenue generated through these arrangements accounts from some 5 to 10% of all revenues generated by the delivery of accredited training.

9.6 BTACH's RTO Performance - 2019

All RTOs are assessed against 11 performance measures – BTACH's performance is above the Victorian average in majority of measures; the following is an excerpt from the Report

Student Experience	BTACH		2019 Average - Victoria
	2019	2018	
Proportion of VET students who were satisfied with training provided by BTACH	94.0%	90.0%	77.5%
Proportion of VET students who reported a positive perception of teaching	88.0%	90.0%	68.3%
Proportion of VET students who reported a positive perception of the assessment process	91.8%	86.7%	69.5%
Proportion of VET students who were satisfied with generic skills and learning experiences	62.0%	46.7%	46.8%
Student Outcomes			
Proportion of VET students who achieved their main reason for training	92.5%	73.3%	73.5%
Proportion of VET students with an improved employment status after training	71.4%	66.7%	45.2%
Proportion of VET students who went on to further study at a higher level than their completed training	10.2%	26.9%	19.9%
Proportion of VET students who would recommend BTACH	92.0%	86.75	76.0%

9.7 Capacity of other Bellarine Based Facilities

The ability to accommodate any significant expansion of enrolments and/or programs would require access to additional spaces in other facilities on The Bellarine.

9.7.1 Barwon Network of Neighbourhood Centres

BTACH is a member of the Barwon Network of Neighbourhood Centres (BNNC) which provides “a collective voice and a sense of unity” for its member which includes “Neighbourhood Centres” for the following Local Government areas:

- City of Greater Geelong (15 centres)
- Surf Coast Shire (5 centres)
- Colac Otway Shire (5 centres)
- Borough of Queenscliffe (1 centre)

BNNC undertakes a range of functions including :

- linking “Barwon” houses with each other, other relevant organisations and the rest of the NHLC sector (including ANHLC)
- representing common interests and advocacy for required needs
- facilitating the sharing of information, knowledge and other relevant resources

BTACH is the only RTO within the BNNC.

9.7.2 Other Bellarine Based Community Learning Facilities

The other Bellarine based providers are:

- Bellarine Living and Learning Centre is a neighbourhood centre and Learn Local organisation located in Whittington
- Queenscliffe and District Neighbourhood House is located in Queenscliff, provides a regular programs and activities include in a range of areas, supports a number of interest groups and offers low cost access to a range of business services
- Springdale Neighbourhood Centre is located in Drysdale and offers classes in conjunction with many partners including some Registered Training Organisations

All of these providers have limited capacity for growth.

9.7.3 Other Community Facilities

There are a range of community facilities that may offer available space – many of these facilities are largely unused during the day – these facilities would include:

- Sporting clubs – e.g. Ocean Grove Football and Netball Club/Ocean Grove Surf Lifesaving Club/
- Community group facilities – e.g. senior citizen clubs
- Other community facilities – e.g. Ocean Grove Pavilion,
- Community Halls – e.g. Marcus Hill, Portarlinton, Barwon Heads
- Church group facilities – e.g. The Wave, Ocean Grove

The full range of such facilities, their suitability for the conduct of programs and services and their relative availability and/or cost is not known at this time. There is a need to also understand the insurance ramifications for BTACH if such facilities were used.

9.7.4 Availability of Registered Trainers

BTACH's capacity and capability is highly geared to the availability of registered and quality trainers (i.e. competent *and* capable) and is experiencing difficulty with obtaining the range of trainers require.

9.7.4.1 Barriers to the Availability of Registered of Trainers

BTACH management notes that a decline in the availability of trainers is related to the combination of the:

- uncertainty of income associated with working in the sector due to the:
 - variation in enrolments, and the associated demand for trainers, and that
 - enrolments are unknown until just before a term commences, and that
 - income can only be generated during a term – 4 terms of 10 weeks per year = 40 weeks
- demands of the process relating to becoming a and/or maintaining the registration required to work as a trainer in the community education sector and, that for many, such effort given the uncertainty of income is not worthwhile

The significant increase in Government's investment on TAFEs may well see a movement of jobs from the to the Adult, Community and Other Education sector to the Technical and Vocational Education and Training sector. This would further impact the availability of trainers to support a growth in BTACH's capacity and capability.

9.7.4.2 Employment in the Adult, Community and Other Education Sector

The employment data for CoGG notes that the Adult, Community and Other Education sector experienced a contraction of some 25% from 2011 to 2016 as noted in **Table 13**

Table 13 - CoGG Adult, Community and Other Education Employment 2011 to 2016

Industry Sector	2011	2016	Change (no.)	Change (%)
Adult, Community and Other Education	452	337	-115	-25%

This contraction does not augur well for the availability of appropriate trainers.

The number of jobs in the Technical and Vocational Education and Training sector in CoGG also fell in the period 2011 to 2016 from 716 to 648. However, there has been a significant increased Government investment on TAFEs which, as anecdotal evidence would suggest, has seen an increase in the number of teaching positions. The demand for TAFE staff may well see a movement to of jobs from the Adult, Community and Other Education sector to the Technical and Vocational Education and Training sector. This would further impact the availability of trainers to support a growth in BTACH's capacity and capability.

9.8 Bellarine Based Youth Services

Given the size of The Bellarine's population of younger persons (people aged 10 to 24) of more than 9,800 – or 16% of the total population - it is apparent that there is a need for services that target the needs of this cohort.

9.8.1 BTACH Youth Program – Drop In

BTACH (as The Ocean Grove Neighbourhood Centre Inc.) -commenced a youth program in January 2000 to cater for the needs of young people residing on the Bellarine Peninsula. Over this time more than 3,000 young people have participated in the program with the grater majority of participants being from Ocean grove and Barwon Heads.

The age group for the program is young people from Grade 6 to year 12 or equivalent. The program is facilitated by qualified youth and social workers and has no affiliations with any church denomination. The participants are involved in every aspect of the program including deciding on activities, camps, meals and workshops. Drop in is available every Friday night during school terms.

9.8.2 Other Youth Related Programs on The Bellarine

A review of youth services through the CoGG website has identified the only service as the

- Bellarine Youth Action Crew (BYAC) – this group appears to have no regular location and/or meeting time
- The GASP project is supported by CoGG and works to ensure that the strength and diversity of lesbian, gay, bisexual, transgender and gender diverse, asexual, and intersex young people (LGBTIQ+) are valued, celebrated and affirmed. GASP groups operate weekly from the Potato Shed in Drysdale and the Community Hub in Leopold

9.9 Capability and Capacity of BTACH's Administration

The capability and capacity of BTACH's administrative staff has an impact on the total enrolment and programs that can be delivered by BTACH.

At present BTACH has a

- Manager – who is nominated by BTACH to manage RTO operations
- Assistant Manager
- Enrolment Officer/Administrator of Student Management Systems
- RTO Compliance Officers
- Receptionist

The staff oversee a largely fully utilised facility – see Section 9.1. A growth in the number and range of programs offered by BTACH will have an impact on the need for administrative support. The administrative support would be further extended by the use of additional facilities

9.10 BTACH's Financial Performance

BTACH has a robust financial performance and is able to satisfy the financial performance requirements of maintaining RTO status.

BTACH has a financial turnover of some \$1.3 million and of their operating income and is able to demonstrate that it can meet 6 months trading costs as is required under the Guidelines for VET Providers – see also Section 8.2.1.

9.10.1 Revenue Sources

BTACH has the following revenue sources:

- Course fees from enrolments

This may be for pre-accredited/accredited places, and/or for general programs.

Adult and Community Further Education fund student contact hours for delivery of pre-accredited course

There are upper limits on what community education providers can charge for pre-accredited/accredited places

70 to 75% of BTACH's revenue is generated by fees received from participation in accredited training

- currently funded for 20 hours of Co-ordination program funding from the Department of Health and Human Services,
- philanthropic trusts provide program funding for specific needs,
- Skill Vic provides student contact hours for the Certificate III courses and fee for service charges make up the income of the centre.

The City of Greater Geelong offer an opportunity to apply for up to \$8,500 in funding in the form of a Community Development Grant for the delivery of a project. This funding is not guaranteed

9.11 Community Awareness of BTACH

The level of patronage of BTACH by The Bellarine community is commensurate level of community awareness of BTACH and the opportunities generated by BTACH's programs and services. BTACH's capability with respect to the marketing and promotion of its services has a major impact on the overall usage of BTACH's services and programs. At present BTACH provides information via

- BTACH website
- BTACH Facebook page
- Advertising in local media
- Potential students can find BTACH through the Learn Local website – see <https://learnlocal.org.au/find-a-learn-local/>

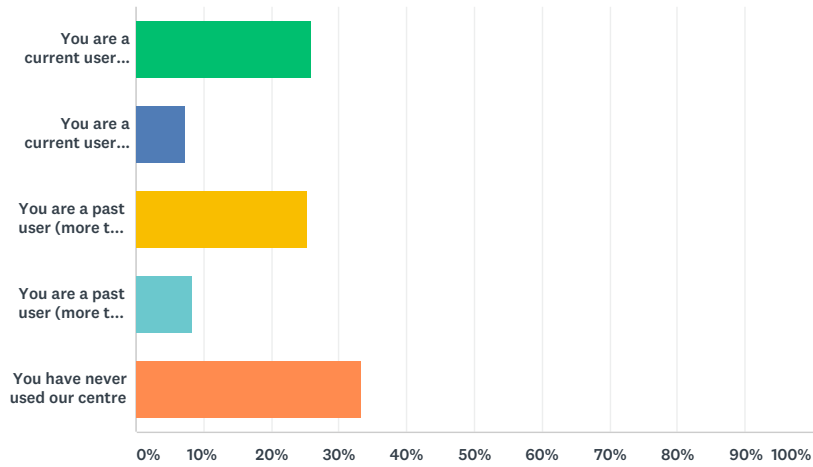
The survey undertaken in association with the development of the Strategic Plan identified that 30% of respondents had not utilised BTACH in any form.

Any attempt to grow the range of programs and/or participation will involve developing a connection with people who are unfamiliar with BTACH

Appendix V – Community Survey

Q1 Which best describes your use of BTACH? Please select one answer.

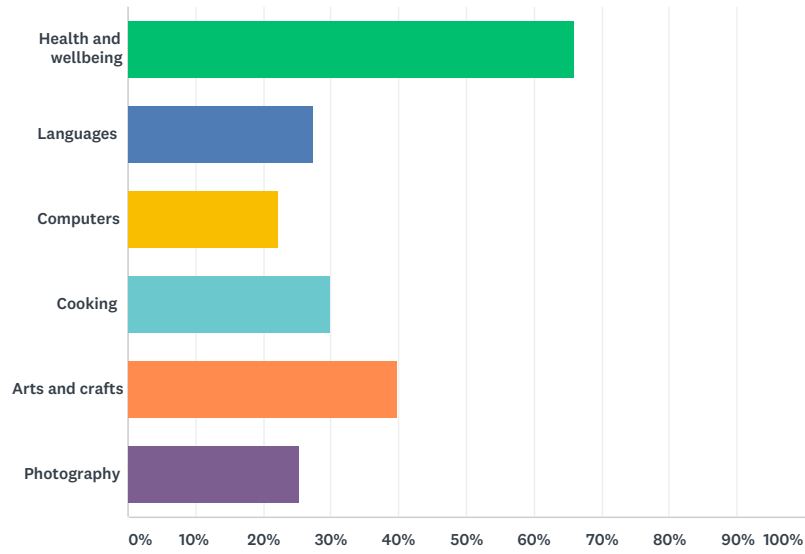
Answered: 193 Skipped: 2



ANSWER CHOICES	RESPONSES	
You are a current user (in the past 12 months)and a student/program participant	25.91%	50
You are a current user (in the past 12 months) and a trainer/tutor/presenter	7.25%	14
You are a past user (more than 12 months ago) and a student/program participant	25.39%	49
You are a past user (more than 12 months ago) and a trainer/tutor/presenter	8.29%	16
You have never used our centre	33.16%	64
TOTAL		193

Q2 What area of learning are you interested in? (nominate as many as you wish to)

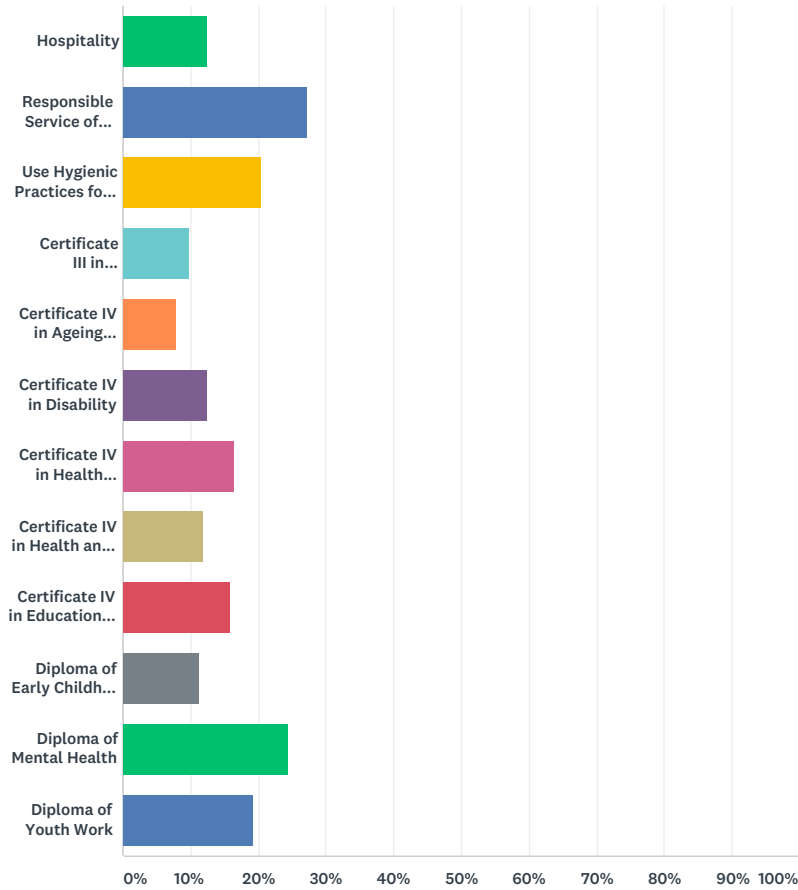
Answered: 194 Skipped: 1



ANSWER CHOICES	RESPONSES	
Health and wellbeing	65.98%	128
Languages	27.32%	53
Computers	22.16%	43
Cooking	29.90%	58
Arts and crafts	39.69%	77
Photography	25.26%	49
Total Respondents: 194		

Q3 What accredited training are you interested in? (Accredited training is the nationally recognised training from Certificate III to Diploma level delivered at BTACH. This training is conducted with Government funding for those students who are eligible. This training is designed to lead to employment or further study pathways). Please nominate as many courses as you wish.

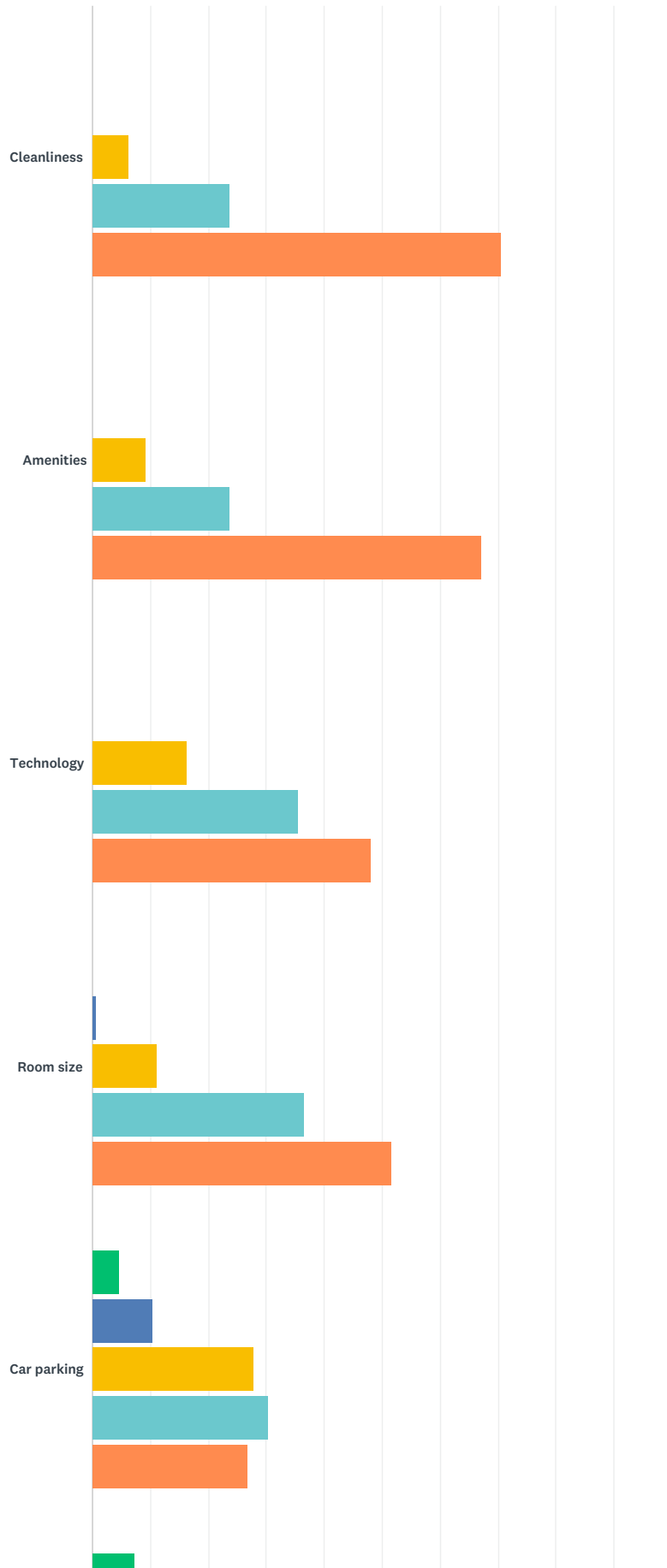
Answered: 151 Skipped: 44

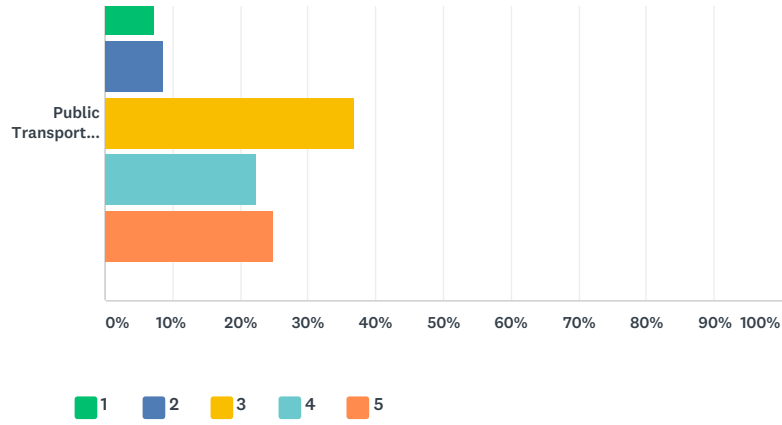


ANSWER CHOICES	RESPONSES	
Hospitality	12.58%	19
Responsible Service of Alcohol	27.15%	41
Use Hygienic Practices for Food Safety (food handling)	20.53%	31
Certificate III in Individual Support	9.93%	15
Certificate IV in Ageing Support	7.95%	12
Certificate IV in Disability	12.58%	19
Certificate IV in Health Administration	16.56%	25
Certificate IV in Health and Leisure	11.92%	18
Certificate IV in Education Support	15.89%	24
Diploma of Early Childhood Education and Care	11.26%	17
Diploma of Mental Health	24.50%	37
Diploma of Youth Work	19.21%	29
Total Respondents: 151		

Q4 How satisfied are you with BTACH's current facilities with 1 being poor and 5 excellent?

Answered: 174 Skipped: 21

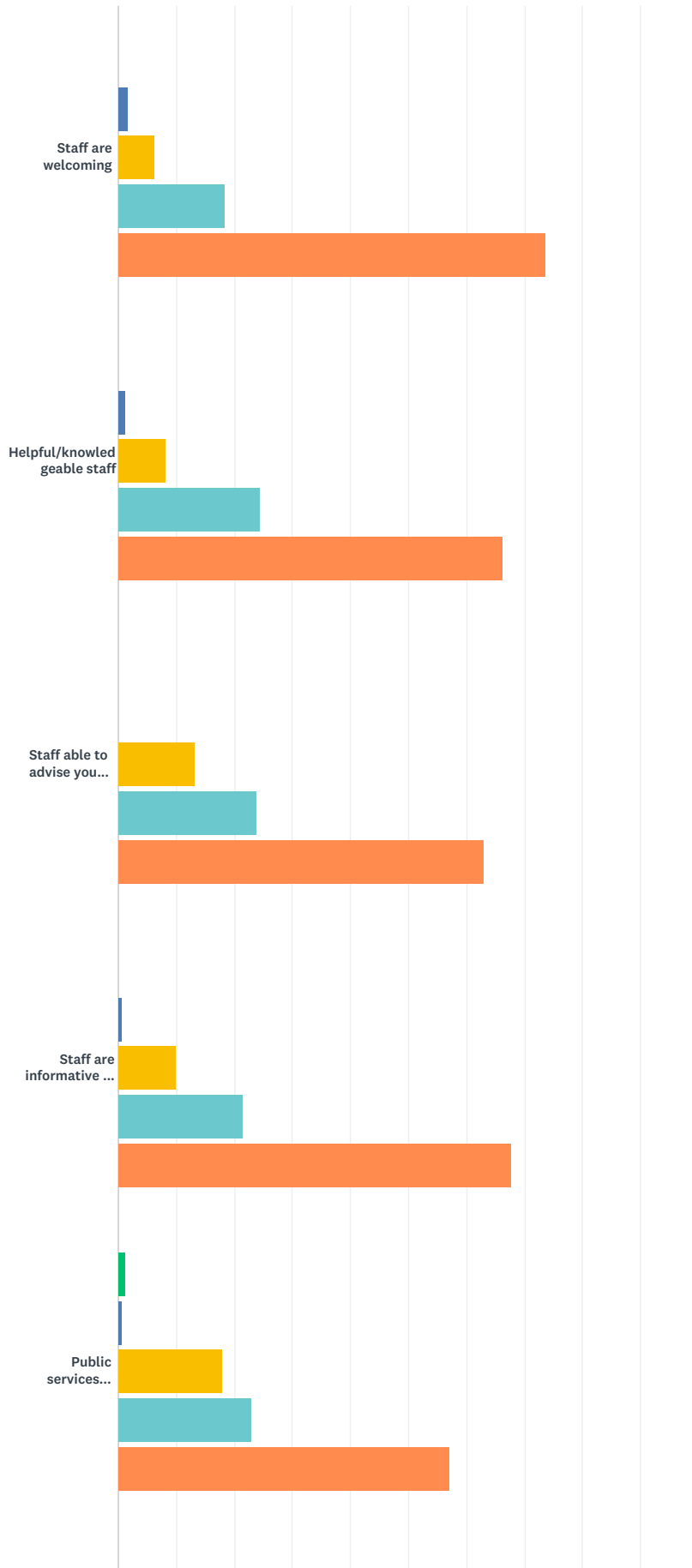


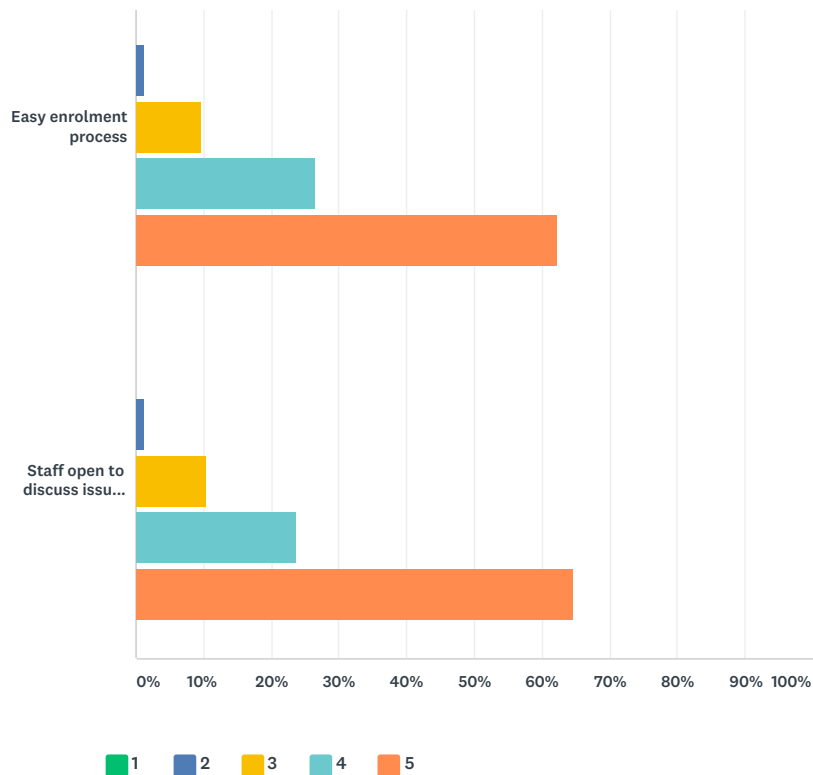


	1	2	3	4	5	TOTAL RESPONDENTS
Cleanliness	0.00% 0	0.00% 0	6.36% 11	23.70% 41	70.52% 122	173
Amenities	0.00% 0	0.00% 0	9.25% 16	23.70% 41	67.05% 116	173
Technology	0.00% 0	0.00% 0	16.27% 27	35.54% 59	48.19% 80	166
Room size	0.00% 0	0.58% 1	11.05% 19	36.63% 63	51.74% 89	172
Car parking	4.65% 8	10.47% 18	27.91% 48	30.23% 52	26.74% 46	172
Public Transport Access	7.24% 11	8.55% 13	36.84% 56	22.37% 34	25.00% 38	152

Q5 Tell us about the service and support you have received at BTACH.
Please rate 1 being poor and 5 excellent.

Answered: 174 Skipped: 21

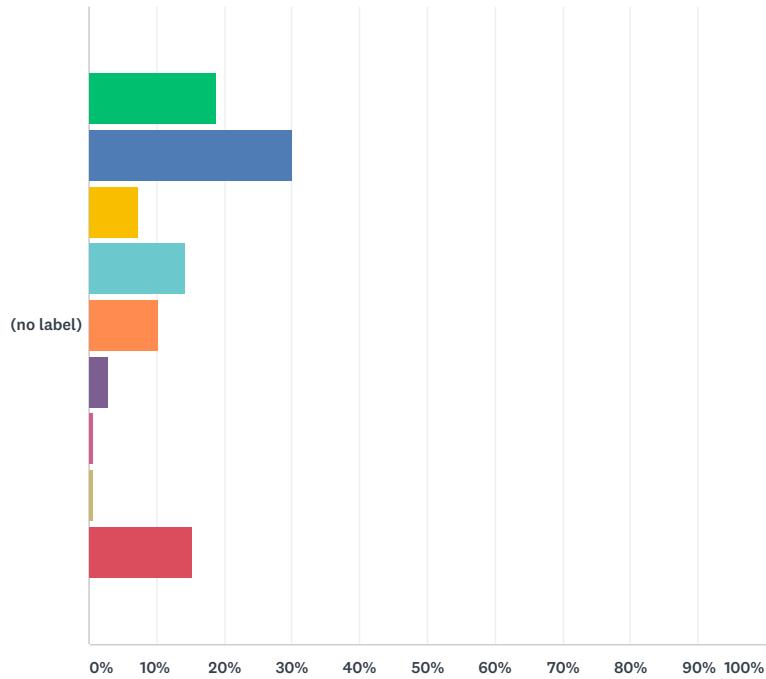




	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
Staff are welcoming	0.00% 0	1.72% 3	6.32% 11	18.39% 32	73.56% 128	174	4.64
Helpful/knowledgeable staff	0.00% 0	1.16% 2	8.14% 14	24.42% 42	66.28% 114	172	4.56
Staff able to advise you clearly on eligibility for funding and career/study pathways	0.00% 0	0.00% 0	13.25% 20	23.84% 36	62.91% 95	151	4.50
Staff are informative in regards to training	0.00% 0	0.63% 1	10.13% 16	21.52% 34	67.72% 107	158	4.56
Public services available e.g faxing, photocopying	1.28% 2	0.64% 1	17.95% 28	23.08% 36	57.05% 89	156	4.34
Easy enrolment process	0.00% 0	1.21% 2	9.70% 16	26.67% 44	62.42% 103	165	4.50
Staff open to discuss issues or concerns	0.00% 0	1.24% 2	10.56% 17	23.60% 38	64.60% 104	161	4.52

Q6 Where did you find BTACH courses? Nominate as many as you wish to.

Answered: 176 Skipped: 19

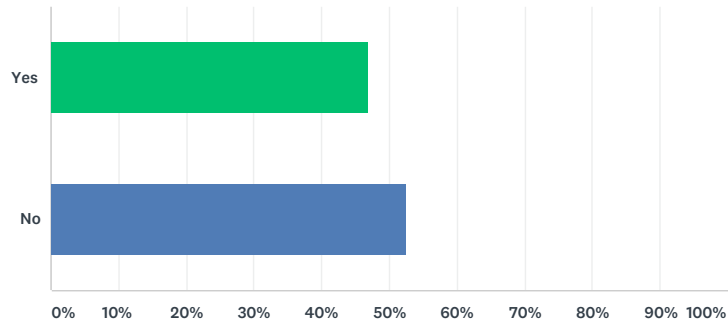


■ BTACH website
 ■ BTACH Facebook page
 ■ e-newsletter
■ Ocean Grove Voice
 ■ Bellarine Times
 ■ Letterbox Drop
■ Bus advertising
 ■ Cinema advertising
 ■ A friend told me

	BTACH WEBSITE	BTACH FACEBOOK PAGE	E-NEWSLETTER	OCEAN GROVE VOICE	BELLARINE TIMES	LETTERBOX DROP	BUS ADVERTISING	CINEMA ADVERTISING	A FRIEND TOLD ME	TOTAL
(no label)	18.75%	30.11%	7.39%	14.20%	10.23%	2.84%	0.57%	0.57%	15.34%	176
	33	53	13	25	18	5	1	1	27	176

Q7 Did you know that BTACH offer a youth service to support people from grade 6 to year 12?

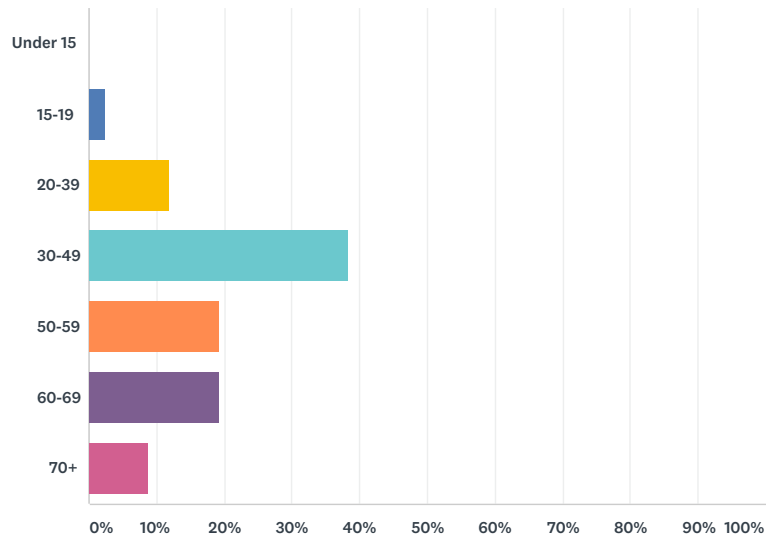
Answered: 192 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	46.88%	90
No	52.60%	101
TOTAL		192

Q8 What is your age?

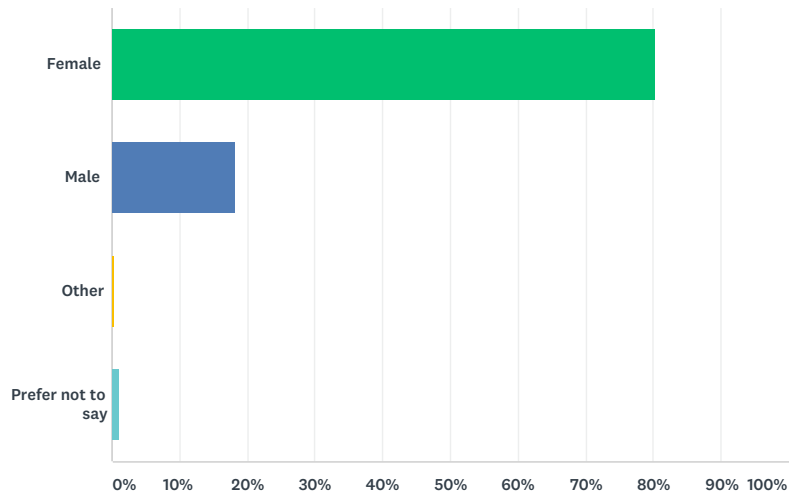
Answered: 193 Skipped: 2



ANSWER CHOICES	RESPONSES	
Under 15	0.00%	0
15-19	2.59%	5
20-39	11.92%	23
30-49	38.34%	74
50-59	19.17%	37
60-69	19.17%	37
70+	8.81%	17
TOTAL		193

Q9 What is your gender?

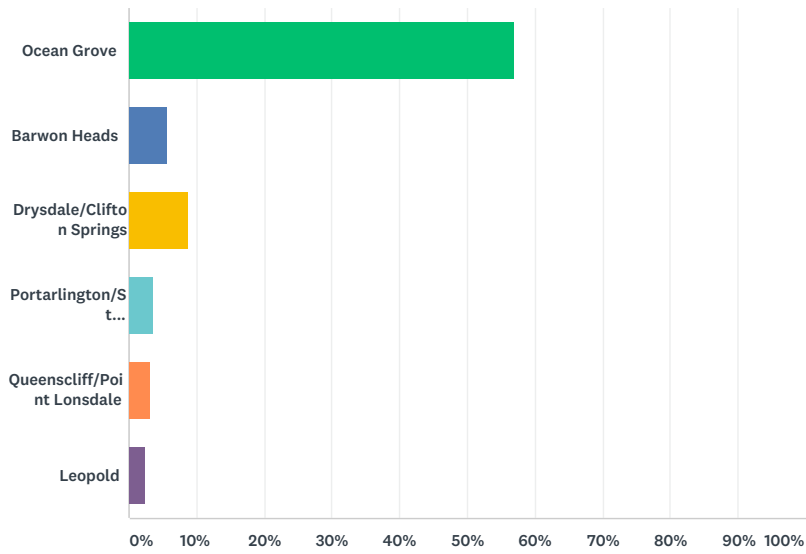
Answered: 193 Skipped: 2



ANSWER CHOICES	RESPONSES	
Female	80.31%	155
Male	18.13%	35
Other	0.52%	1
Prefer not to say	1.04%	2
TOTAL		193

Q10 In which location do you live ?

Answered: 195 Skipped: 0



ANSWER CHOICES	RESPONSES	
Ocean Grove	56.92%	111
Barwon Heads	5.64%	11
Drysdale/Clifton Springs	8.72%	17
Portarlington/St Leonards/Indented Heads	3.59%	7
Queenscliff/Point Lonsdale	3.08%	6
Leopold	2.56%	5
TOTAL		195