



'Regional Residents Expectations of their Learning Centre'

An ACFE Board Capacity and Innovation Grant Study

***Strategic Options for Kerang Learning Centre's
Long-term Success.***

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Executive Summary

Strategic Options for Kerang Learning Centre's Long-term Success.

This Report contains material generated by residents who live in the Kerang Learning Centre catchment area, who participated in one of the workshops conducted by the study team, or who was interviewed by the team for their responses and additions to the workshop generated material. No material generated in these activities has been omitted from the Report.

The Workshops were designed around the principle that the issues under consideration are complex. It was known that there are in the Region many different worldviews of learning, divergent perspectives about how a learning centre can best serve the region, and what should be the priorities when learning programs are being offered. The goal therefore was to facilitate a conversation between people with these different stances, and have them examine the details of their conversations to identify emergent themes that they could all ascribe to. These themes were then used to brainstorm their significance to learning and how the current situation could be transformed in the area of the themes. When the transformation statements were compiled (known as TIS's) participants allocated them to a grid, which set time on one axis and capacity to implement on the other. Once the Grid was assembled specific strategies for achieving meaningful change over time were identified (known as strategic staircases).

A description of each of the strategic staircases identified is presented below. The strategies are not presented in any priority order but have been put into three groups:

- Building a Learning Centre
- Enhancing the Learning Centre's core business
- Learning as a contributor to Regional Development.

Building a Learning Centre that reliably brings new opportunities to the Regions' Residents through knowledge sharing and skills development is the first focus of this study.

A New Beginning

The Region's learning needs have changed dramatically since the formation of the Kerang Learning Centre. Incremental efforts to adapt an old model of operation to the new requirements of the region's residents has not succeeded, hence a new beginning that utilises the best of the past while injecting a new focus based on the Region's residents aspirations for the future is vital. Drawing together visionary members of the region committed to enhancing local learning opportunities is a first step. This CoM will lead changes in the Centre's work that integrates citizen's current needs with the emerging demands of an uncertain future for new competencies and capacities into a broad range of learning opportunities. These changes will again install the Centre as a pivotal contributor to regional and individual prosperity.

Sustainable Learning Centre

Sustaining KLC into the future must start with ensuring the Centre is vibrant, relevant, local, credible and delivering to participants' skills and knowledge to achieve their goals that were previously unattainable. At its core KLC has people providing rich learning opportunities and people excited about their new skills and knowledge. Hence dynamic teachers need to be recruited, who create a learning profile that relates to local people's needs and aspirations, through a business model that is viable and holistic. If past experiences are a 'blocking' influence a 'new beginning' should be initiated to ensure staff and partners are focused on the issues of today and tomorrow's clients that have been identified from component participatory planning activities. These activities will enable a sustainable business model to emerge that fits the needs of this unique regional centre for learning.

Training Centre of Choice

To be a Training Centre of Choice KLC needs to initially demonstrate its dynamic capacities to contribute to the Region. Three basic options have emerged – a vibrant, known, respected and informed Management Committee; a commitment to facilitate the Region's stories to be captured and shared; and a conduit to

bring new opportunities through learning to local residents. While these challenges can at least in part, be met within existing resources, assistance should be sought from the community to identify and join in the implementation of skills and processes that show the 21st Century ambitions of KLC. Establishing a support network for those tackling Distance Education can then be offered and the increased patronage of KLC used as a Launching Pad for new learning packages, local research activities in state of the art facilities. Over time KLC can be a continual channel for regional reviews, skills development and entrepreneurship support so it retains its preferential status in the Region.

Human Resources for a Learning Future

People with vision, optimism, energy and relationship values that incorporate the importance of sharing knowledge are required at the core of a Learning Organisation and an organization aspiring to create learning opportunities for local residents. Such people are needed to constitute KLC's Committee of Management, Teaching team, and Marketing group. KLC needs to identify such members of the community and with them formulate the Learning Centre's Profile. The core group can then offer other interested community members ways to participate and become part of a Regional network of teachers and learners. Such a network will enable communities across the Region to learn their way into the future.

Establishing and maintaining the core business – 'learning programs that are accessible, relevant and advance the quality of life aspirations of individual residents' - of the Learning Centre is the second focus of the study.

Community Stability and Vitality

Learning is a core capacity of communities that are stable and vital. Specific skills associated with sharing community members stories is one of the fundamental capacities that KLC can immediately stimulate through its programs. Similarly providing learning opportunities for self-help and neighbour-help activities to advance individual wellbeing are logical extensions of sharing community stories. From a basis of sound relationship skills KLC can provide learning programs about change issues impacting the community from youth mobility, through alternative communication technologies to emerging economic opportunities, which support community development and sustainability.

Learning to be a more efficient Resident

Individuals in any community achieve goals that many others aspire to but their exploits and learning are never known, communicating the stories of those who have succeeded in overcoming any barrier is an inspiration and motivator to the Region as a whole. These motivational experiences can be directed by KLC to encourage others to learn the skills they require to be more efficient and effective in their everyday life. Courses for learning these skills are often provided by commercial interests, at no cost to the participants, as the interests seek to market their products to an educated and understanding clientele. Local Learning Centres are appropriate coordinators for these opportunities that usually bypass rural regions. KLC can act proactively through invitations to those offering learning programs relevant to the Region's residents in areas such as recreation, home appliances and e-commerce.

Succeeding Beyond Kerang Region

Many young people currently and will in the future leave their mid-Murray homes and communities when they complete secondary schooling. The daunting challenges facing these young people can be initially assisted by making available stories about those who have succeeded in meeting the challenge while providing opportunities to learn the skills that enabled this success associated with advancing ones wellbeing is very different circumstances. Many resources are available in all communities but they need to be collected, collated and presented to young people in a supportive learning environment. Similarly ongoing communication with home will require both those leaving and those remaining to become skillful in cross-generation, cross-technologies communication processes. Once an appreciation and acceptance of the need for skills and knowledge required to survive and prosper in alternative circumstances is established programs can be created. Local citizens with such skills and knowledge can be recruited to introduce and mentor both those leaving and those remaining each year in what might be termed Global Living Skills.

Qualified Local Staff Resources for Local Enterprises

One of the unique options for a community based RTO is flexibility. Course times can be integrated rather than imposed on community life, course material can be customized to local needs and resourcing can be achieved through unique 'mix and match' partnerships with individuals or agencies. Through utilising this flexibility, opportunities for young people to become qualified in local enterprises, without penalizing other aspects of their community life give them a motivation to stay and make their careers and homes in the community. Courses, which arise from research of the needs of local enterprise, ensure ongoing employment opportunities are linked to the learning experiences. This approach by KLC to train locally for local employment can be given greater status through the RTO partnering with Local Government and Regional Employer Associations to accredit and recognize the achievements of course participants.

A Learning Centre is an essential and indispensable contributor to Region and Community Development, providing the opportunities for residents to gain new understanding of changing circumstances and to equip themselves with the competencies necessary to survive and prosper through the changes. Contributing to the future of the Region was the third focus of the study.

Future Regional Development

Communities, which are able to celebrate their history through shared stories, have an inspirational basis to build their future on. Inspiring local stories can be both the launching pad and entry point for learning about emerging needs and opportunities in all aspects of community life – business, agriculture, health and governance for example. Learning programs that bring awareness to the community of new ways to address disruptive problems like responding to new regulations and red tape in a multitude of community and business services will consolidate current performance and instill confidence to plan for the future. KLC can offer a range of courses on planning skills, and knowledge about potential growth areas to hone community members' competencies and capacity to participate in planning that will shape long-term security. These same skills once disseminated throughout the community will stimulate ongoing review and development of community agencies such as KLC itself.

Finding and Nurturing Local Leaders

Community Leadership is a phenomena recognized when a critical, diverse mass of residents offer their skills in a collaborative team to achieve a beneficial purpose for their community. Such a team can grow out of an institutional intention to invite individuals to come together, learn to share and celebrate each other's skills collaboratively and gain deeper insights into the strengths, weaknesses, threats and opportunities facing their communities. That is, community leadership is learned and a learning Centre with the above intention is best placed to catalyse such a process. Once appropriate individuals have been identified, learning programs about community wellbeing (general) and understanding local communities (specific) can be offered. From this beginning specific leadership teams skills like those associated with a Women's Collective, or a Cross Generation Communication Group can be fostered to enable the Region to have an inbuilt system of leadership to facilitate rapid responses to any crisis or risk threatening the integrity of the Region.

Sustainable Agriculture

Agricultural practices locally as well as globally are undergoing radical change as issues of climate change; water availability; food security; and animal welfare issues gain greater political attention. Best practice in areas of agriculture such as irrigation; chemical usage; and animal husbandry have changed significantly in the last 5 years. However, learning what these changes are and how they can be adopted, amended or rejected in this Region requires courses of learning specifically tailored to Regional circumstances. KLC should provide the framework and learning environment to bring expert, teacher and learner together to study the full range of issues ensuring the skills and knowledge required to achieve a viable and sustainable agricultural sector into the future is embedded in the Region.

Young People's Business Development

Younger people have historically in Australia pioneered new business, and have been the local entrepreneurs who have stimulated communities to new heights. Processes that traditionally encouraged these roles for young people are less evident hence the community needs to be more proactive to reclaim

this resource. Learning Centres that encourage and support young people to push the boundaries of local skills and knowledge and their application are an appropriate incubator for an entrepreneurial spirit. Learning programs that optimize young peoples to explore regional needs, imagine alternative lifestyles and futures and teach pathways to being an entrepreneur are essential. Once started a variety of Cross-generational experiences can aid the young entrepreneurs' ability to attain new industry skills or invent new ways to stimulate regional social, economic and environmental wellbeing.

Regional Transport

The initial task is to create a community ideas data-base on mobility across the region. The current status of empty seats on school buses is a way to get early positive outcomes. KLC could provide a program for interested locals to learn about Regional Transport issues with a view to formulating a submission to appropriate planning authorities. While the program would focus on Transport it would teach researching skills, data analysis and submission writing. The program once assembled could be offered to other interest groups wanting to create first class submissions to Government or other authorities (eg MDBA)"

(Since assembling the community members' insights associated with Regional Transport, the Report authors have been made aware of the work being done by Local Government to advance this issue. The focus given here on Regional Transport can be directed to many other Regional essential services.)

Planning for Growth

The basis for growth is found in the Region's sense of pride in its accomplishments, its ability to acquire knowledge and the generation of partnerships between people and between enterprises. From this basis, challenges can be understood and barriers addressed, further, such a region's intellectual capacity can be channelled into initiating innovative solutions which will stimulate further learning and attract new residents to sustain the growth.

It was not part of the Study to investigate business cases for any of the presented strategies but we would recommend that the next appropriate step is to assess which of the strategies are best suited to achieving the goal of a vibrant learning Centre contributing to the prosperity and sustainability of the Region's citizens, economy and environment

BACKGROUND

In recent years the Kerang Learning Centre has struggled to maintain its position as the major training provider in the Gannawarra Shire. It has seen a reduction in the range of courses on offer and thus a loss of the critical mass of students necessary to maintain financial security for its operations.

Many factors have influenced this situation including a lengthy drought, declining population base and most recently a devastating flood. The centre has also failed to maintain effective partnerships and communication channels with key local employers and other stakeholders and as a consequence has seen a decline in their support for the Centres ability to meet their current and emerging training needs.

Recent management changes have brought a renewed commitment to re-build the Centre and reclaim a central role in the skills training and development of citizens in the Gannawarra Shire and the northern Loddon Shire.

To help achieve this re-building the Centre has the support of the ACFE Board that has allocated a grant from the Capacity and Innovation Fund to undertake a wide community consultation from which a revised business plan can be designed and implemented.

The report on those consultations follows.

OVERVIEW

Intention

The program of workshops were designed to explore how the Kerang Learning Centre could best serve the region, and what should be the priorities when learning programs are offered.

Process

Regional stakeholders using a Conversation Mapping technique compiled five multi-disciplinary, multi-experienced 'rich pictures' of various aspects of the region's need for learning. All the knowledge that was contributed to the Maps was considered to have equal status. The Conversation Maps were created during 2 hour sessions at five Workshops which were conducted. Boort, Kerang (afternoon), Kerang (evening), Cohuna, and Pyramid Hill. Approximately twenty five people were involved.

Those who participated in creating the Conversation Maps also studied the maps to identify 'themes' that emerged from across the many perspectives included in both single maps and several maps. The emergent themes were captured in descriptive paragraphs crafted from the concepts and language used by the contributors.

Using the identified themes as the basis, the study team compiled Transformation Idea Statements (TIS's). A TIS includes commentary on what ought to be the status of the idea Kerang Learning Centre activities, what is the current status of the idea, and how could the status be changed to the 'ought' status.

At a second workshop, one week later, eleven stakeholders returned to assess the 82 TIS's and post them onto a 3 Horizons Map. This map was a 3 x 3 grid on which the three columns related to when the stakeholders consider Kerang Learning Centre (and possible partners) would be ready for the implementation of the TIS – Now; Soon; Later. The three rows of the grid depicted the capacity of Kerang Learning Centre (and/or its partners) to provide the skills and knowledge to design and introduce the TIS – In-house; External Agent; R&D Required.

The study team subsequently studied the 3 Horizons Map with its 82 TISs (Transformation Idea Statements) to identify Strategic Staircases of TISs that emerged. These staircases could be identified by selecting a significant TIS for the future of the Kerang Learning Centre, from the 3rd Column and 3rd Row and answering the question what other TISs on the Map would ideally be implemented to make the

attainment of this significant TIS more likely, asking the question: “Which of the first steps might logically lead to TISs on the second step, and once there, which would lead on to the third step?” The TISs selected for a strategic staircase are displayed on a separate 3 Horizons Map.

Possible Process Next Steps

The Strategic Staircases can be used to:

- examine whether existing Kerang Learning Centre activities in the Area of the Strategic Staircase could be improved by incorporating TISs from the Staircase; and
- plan new activities that are implied by a Strategic Staircase to fill in gaps in the current program identified by the Staircases’ TISs.

WORKSHOP OUTPUTS

Conversation Maps Focusing Triggers

Six Maps were created using the following conversation 'triggers'

- 1. The skills and capacities the region needs to develop?**
- 2. The issues that will hold back the region's development?**
- 3. Maintain a Centre for Learning in the Kerang and surrounding region?**
- 4. Other regions have that we haven't got?**
- 5. Hopes for the region in 2020?**
- 6. Growing our people to succeed on the National Stage?**

The triggers scope the exploration and therefore shape the subsequent outputs. Each trigger is designed to be a different perspective of the one complex issue - Kerang Learning Centre growth and long term sustainability. No single perspective can capture the dynamics of a complex issue; this multi-perspective approach provides the planner and other stakeholders with a much richer appreciation of the behaviour of variables causing the unpredictable activities that need to be managed.

Emergent themes identified in the Conversation Maps

21st Century Living Skills

- Social Resilience: Developing strong mental health, social skills and resilience of community.
- Living skills: The 'living' skills of rural young people are generally inadequate when they leave their own community. Local residents need to learn and be recognised for having 'wider world' living skills that they can teach to others. The skills of how to teach and lead groups learning urban living skills urgently required.
- Social Networking: Interacting with family and friends is changing dramatically with the proliferation of tele-computing appliances – skills for using Skype, Face book, twitter etc are of value to all members of the community. Young people's culture is self supporting but it alienates the older generation. As young people leave rural areas they will want to communicate with home using these technologies. Programs to enable older generations to master these emergent social skills are urgently needed.
- Coaching Certification: Older members of the community who have had successful sporting careers have much to offer younger generations development of recreational skills. However, in today's world 'coaching certificates' are becoming mandatory. Opportunities to gain these certificates will increase a community's resource and enable long term residents to provide services that are currently being paid for to provide outside providers.
- Pre-driving learning: Driving is an interest of post-adolescent young people but their opportunity is blocked until they are in late teens. Pre-driving learning opportunities need to be created both how the motor works, how you act best out of driving and basic skills in appropriate vehicles. Programs currently available are very expensive and only in large urban centres.
- **Leadership**
- Confidence in professionals: The main outcome is that we need to focus on health and how we need to look at getting appropriate professionals that are anonymous.
- Staffing: quality, validity, suitability of committee, staff for courses needs to be paramount.

- Accessible Figureheads: Local champions or industry champion mentoring or driving the program of change.
- Recognise emergent leaders: The community needs to find and nurture strong local leaders to implement change.
- Leadership network: Trained and training leaders need to be networked in a way that encourages mutual support, continuous development and engagement in challenges requiring new leadership.
- Mature Women's Leadership Collective: The nurturing and involvement of mature women's leadership capacity will be advanced through enabling such members of the community to share experiences, provide mutual mentoring and plan collaboratively.
- Leadership squad: Build a leadership resource squad that is composed of local people with proven leadership records who are available to assist sectors of the community address emergent challenges. The squad members actively seek out appropriate people to join the squad and offer mutual support and encouragement to each other.

Sustainable Agriculture

- Evolving sustainable agriculture: Agriculture is critical in the region and needs development of skills and capacities.
- Irrigation best practice: Develop and document a strategic statement to showcase irrigation water best practice and innovation and sustainable land use.
- Community sustainability story: The Gannawarra Shire demonstrates why it is a vibrant growing area based on sustainable agriculture providing a range of education, social and employment options for its young people through documenting its capacity to work through setbacks.
- Retention of a vital primary industry sector covering beef, pigs, sheep: Development of new pathways to market for traditional primary industry products that exploit the new era of health and safety regulations.

Engaging People

- Nurturing ideas: nurturing ideas and the people that allow new initiatives to develop.
- Discovering human potential: 'potential' is an emergent quality that appears when people are sharing challenging tasks where the answer is unknown.
- Engaging aged people: Care of the aged and keeping them engaged in the community.
- Insufficient funding: There are perceived barriers created from inadequate funding to supply health services facilities and little opportunity to be informed or participate in developing involvement to determine what is needed to create good facilities.

Community Recognition

- Recognising local champions: Collect and publicise the achievement stories of regional citizens to stimulate a culture that everyone can make a difference to the region.

Learning Environment

- Training opportunities: Coordination and collaboration between agencies to create a learning program that meets the needs identified in a regional skills assessment profiling (auditing)
- Learning environment: Venues are needed for the town to offer more study groups and other courses. Current venues such as the town hall are not suitable due to the size and cost of the venue – this means that more venues are required to be built or expanded upon.
- Ways to achieve employment, further education & public transport: a learning environment and region that facilitates opportunities for young people.
- Infrastructure: Hopes for the region in 2020 is a new school/facilities/learning environment that is pleasurable and safe.
- Further education in learning environment: From the information gathered it is clear that education must be improved. It seems that many people would like more opportunities to learn and in decent places where this is possible. Our people believe that education is good and will attract more people to our community.
- Youth: to support and retain our youth we should offer flexible learning opportunities that lead to sustainable local jobs.
- Localising accredited courses: Need for recognised courses to help develop our people and our region that are clearly linked to local conditions.

- Multi model/channel learning: Increase opportunities through the provision of multi-modes of accessible and relevant learning at a new improved venue catering for all levels of learners covering P-12, trade training linked to an RTO.
- Skills acquisition: Establish a skills development referral centre where citizens can get information about all of the regions learning opportunities and be assisted to create learning pathways to achieve their personal aspirations.

Community Resources (mainly enhance human resource)

- Identification of people and ideas: Identify people and acknowledge their ideas. Find leaders to provide direction and resources to take these ideas to commercial or community success.
- Skills development: Developing a skill set in people that enables them to participate in a range of emerging industries so we will have a capacity to entice new initiatives to the region.
- Growth and capacity development: a region that is well resourced and diverse in its industry and people that has the capacity and depth necessary to navigate changes to opportunities for growth.
- Impact of isolation: Mobility is essential for today's youth and providing access to transport is paramount to stay and prosper in the region.
- Community human resources: One theme that came up was 'skills and knowledge education' It was perceived among the group that there was a lack of knowledge across the region of what services are available to assist. The group suggested research groups of people across the spectrums of life to facilitate in sharing their knowledge to pass on. Skills shortages across the region were also identified. The group would like to see more professionals across the region to make up the shortfall.
- Public transport: Access to affordable and regular public transport is important for community members to access services and be more involved in the community.
- Employers describe skills: Employers take a lead in identifying the skills they require in new employees so courses can be offered to include such skills.
- Quality community services: Improved services and attractions will lead to a more vibrant community through reducing disadvantage and lifting pride.

New Blood

- Attracting new residents: To bring people to the town – there is then a flow on effect- services, education, infrastructure, employment, training etc. – this is the hope of the region in 2020

Household Skills and Knowledge

- Saving on Power Bill: The escalating price of electrical power is generating hundreds of ideas of how power can be saved in homes, offices, shops etc. Bring all those ideas into a learning program will benefit every member of the community in terms of economics and continuing to mitigating a cause of climate change.
- Cultural Cooking Techniques: Most cooking activities requires specific preparation skills or implementation know-how. However these become more specialised when they are applied to a specific food culture like Thai, Italian. Gaining knowledge of how to move basic techniques into specialist realms will enhance a household resource to bring diversity to their diet.
- Home Appliance Minor Maintenance: Many service calls are to correct minor malfunctions that require only a basic understanding of a household appliance. A learning program that enabled householders to do minor maintenance to their appliances would enable a major financial saving and eliminate a significant inconvenience for people in rural communities. Appliances include TV, fridge, how water service etc.
- Household e-commerce: e commerce at household levels offers large savings and increased range of options. Using a computer to buy merchandise safely has some basic rules and skills. Attaining these skills is primarily through access to the large IT department stores which is not available to rural communities. Courses in this new approach to buying and selling for rural people are urgently required.

Participative Planning

- Planning: To develop a medical health plan to encourage doctors to community given the aging population within the community and develop plan to enhance training relevant to the health

industries. Look at enhancing populations to assist with growing the health medical issue and develop our health services.

- Planning: People are leaving (re-locating) to access facilities and services that are not available in the region. Need to source services from the city ie bring city to the region.
- Planning: Bring city opportunities to the region by accessing funding to support growth of community to alleviate the barriers of transport, training opportunities within the region.
- Planning Participation: Most organisation especially government want to engage their clients and citizens in their planning for the future. A basic understanding of planning and futuring will enable greater meaningful and satisfying participation. Those skills are not available to community members but are essential if the “consultative” model of government is to be successful.
- Partnerships: Local organisations need to collaborate and share in partnerships to achieve local outcomes.
- Partnerships: are a key to success. Have a whole of community approach. Don’t work in silos.
- Transport: is needed so that the community can branch out and increase opportunities that others may have, to get to places such as – Learning Centres, Schools, Training Centres etc. The main problem with these, are the finances, is the possibility of the Shire providing it as an option? As well as have the appropriate timetables that are needed to fit in with training courses.
- Community Involvement: Through effective community consultation – including the shire Council and cultural groups – create a process to identify what the region needs in relation to skills and training needs.
- Football as an attractor type industry: Build community programs out of the consolidated networks formed around successful activities like football clubs.

Economic Development

- Local Brand: Putting the resources, facilities and produce of the region under a single brand to establish a vibrant image for local activities.
- Economic Stimulus: Initiate actions that will be the basis for ongoing (long-term) stimulus to the region’s economy while making each locality more viable for residents.
- Red Tape Costs: Red tape and insurance issues have led to the cancellation of many previously successful community events curtailing activities, essential for community cohesion.
- Bring people “customers” to the region: A range of unique tourist facilities and events to be developed and marketed to increase economic activity in the area, such events to be supported by other commercial activities to maximise visitor “spend”.
- Renew Infrastructure: Building and other infrastructures whose original purpose has been superseded be utilised in new ways to contribute to the community’s prosperity and quality of life activities.
- Bringing people “customers” to the region: A range of tourist facilities and events are to be developed and marketed to increase economic activity in the area.

Transformation Idea Statements compiled from selected themes.

The transformation idea statements listed below are a first draft of an idea written by participants in response to one of the emergent themes listed above. The initiative has not been reviewed and all statements should be considered as 'works in progress'. However they present an important insight into the knowledge and experience of the participants and how their multiple perspectives of the issue can be integrated. This integration into more meaningful clusters of ideas is covered in the next two sections below.

1. **Co-operative identification of ideal shop face skills:** Clients seeking to engage with an organisation may be treated in a variety of ways from indifference to over-the-top paternalism; however client ought to experience interested, articulate and focused communication from whatever organisation in the region they interact with. Through consultation with region agencies create a best practice protocol that is both local and global.
2. **Identify trainers/teachers in the local community with capacity to instruct in accredited courses:** Trainers and teachers are drawn from a very limited database of competent people, and Learning Agencies should have access to an up-to-date multi-level and multi-competency register of potential teachers in the region. KLC to facilitate the identification and registration of people able and willing to teach others in their competencies.
3. **Offer shop assistance / customer service skills course:** Training of shop assistants and customer service personnel is haphazard and largely passed down within an organisation; and a low-cost (time and finance) locally accredited course based on locally agreed best practice is ideal. KLC and business partners design a course based on local requirements that utilises appropriate modules from externally accredited courses.
4. **Offer locally designed courses to meet local need for local students by local teachers:** Few such courses have been designed from collaborative participation of employers, whereas a course designed to advance local industry and local government should be offered by learning centres and supported by employers. KLC to offer relevant courses and employers to market to staff to ensure class size meet ACFE requirements
5. **Organisations and Business with locally accredited staff recognised by Council:** There is no recognition of business and other agencies that are investing in skilling local staff, and opportunity exists for Council to provide certificates of recognition and awards to individuals who complete local training of staff to "best practice" standards. Council with liaise with KLC and employing agencies to create an award recognition protocol.
6. **Available training facilities:** Most facilities within the region used for training are not suitable for this purpose and hiring costs can make many courses economically unsustainable. Appropriate, well - costed facilities will facilitate an increase in the number of courses and students. KLC to undertake a facilities audit in its key delivery centres to ascertain availability and suitability for future training opportunities.
7. **Partner with organisations that have facilities:** Many organisations have underutilised facilities. Use of appropriate facilities for training when not required by the owner organisation can achieve economies of scale for both and provide additional training opportunities for owner members. Following identification of suitable facilities, KLC will initiate partnership discussions with a view to running training programs through these venues for its members and the general community.
8. **Post Primary New facilities- KLC needs:** Students attending Kerang Tech/High find their school facilities to be old and in poor condition and not conducive to a vibrant learning environment. A new post primary school or renovated facilities would provide a learning environment that was pleasurable and safe. KLC to take an active role in any local discussions on improved post primary school conditions to ensure that improvements provide for the opportunity to run its training programs in the facility out of school hours.

9. **Audit for Suitable facilities:** The attainment of learning potential within the community is hampered by a lack of suitable courses and facilities. The existing strong support for further training would be enhanced by better facilities. KLC to undertake a facilities audit in its key delivery centers to ascertain availability and suitability for future training opportunities.
10. **Retaining our young people through provision of local learning:** There is concern that talented young people are leaving the area due to a lack of sustainable local jobs and an inflexible learning environment. Courses that provide entry level skills and qualifications to local industry sectors conducted at times suitable to young people will increase the number of participants and improve learner outcomes. KLC establish an on-going, formal and regular consultation process with local government, business organizations, job network providers and service providers to remain abreast of current and emerging employment and training opportunities.
11. **Optimising participation of our young people:** There is concern that talented young people are leaving the area due to lack of sustainable local jobs and an inflexible learning environment. Courses that provide entry level skills and qualifications to local industry sectors conducted at times suitable to young people will increase the number of participants and improve learner outcomes. When planning new courses that look to attract young participants KLC be mindful of other local youth activities that may clash and select times that optimize participation –this may include night, weekend and holiday classes.
12. **Offer individual units:** Smaller communities often struggle to provide a breadth of course opportunities to meet local needs and promote pathways to further qualifications. However a suite of options from individual units of competency to full certificate courses to meet individual and community needs should be available locally. KLC can immediately plan for and offer units in areas such as: customer service and retail, child, aged care and disability support, agriculture, business, management and entrepreneurship, tourism, hospitality and the trades. Pre-accredited training for those in need can also be provided.
13. **Ensure latest technology in any new facilities:** Smaller communities lack the critical mass to provide the breadth of opportunities available in larger centres. However the rapid development of new technologies can be harnessed to help overcome barriers of size and distance and are well understood and used by young people. A new P-12 school and training centre with full technological links to the world will enable training at all levels to be conducted locally.
14. **Partnering for external resources:** Smaller communities lack the critical mass to provide the breadth of opportunities available in larger centres. However the rapid development of new technologies can be harnessed to help overcome barriers of size and distance and are well understood and used by young people. KLC can develop local technological and physical capabilities in order to establish partnerships with providers from outside the area to provide courses to meet local needs.
15. **Finding information:** Many training opportunities are available to potential learners but it is often difficult for them to find out when and where they are offered. Greater uptake of available courses and improved pathways planning will occur if full knowledge of available options are known or can be easily found. KLC to partner with local government, neighbourhood houses, information centres, and local schools to establish a skills development centre where citizens can get information about all of the regions learning opportunities and be assisted to create learning pathways to achieve their personal aspirations.
16. **Garnering community ideas:** Ideas for the advancement of the community are articulated in many formal and informal conversations but they seldom go any further as there is no mechanism for this to occur. The acknowledgement of these ideas and the people providing them will provide an impetus to commercial or community successes. KLC will partner with local government and local newspaper to establish a “Community Ideas” notice board in the towns where a community conversation can take place.
17. **Generic skills for new markets:** Skills training is often industry specific, however there are many skills that are generic and transferrable to lots of situations. The attainment of these skills will enhance

employment opportunities in existing industries but also provide opportunities for emergent leaders to develop new industries or businesses. New market opportunities may exist in tourism, retail, eco-tourism, agriculture, off-farm trading, sustainable agriculture, water efficiencies, farm gate sales in cheese, meat, flowers, chocolate etc., massage/day spa, olive oils and marketing. KLC will offer a range of units of competency that will develop a skills set in people that enables them to participate in a range of emerging industries and the region the capacity to entice new initiatives.

18. **Skills for new industries:** The area is highly geared to agriculture, dairying and associated secondary industries. Economic growth will be enhanced by the development of new industries that will provide employment for its young people. . KLC will offer a range of units of competency that will develop a skills set in people that enables them to participate in a range of emerging industries and the region the capacity to entice new initiatives.
19. **Improving public transport:** Limited and expensive access to public transport for internal movement within the region and to access external regional facilities in a timely manner can be a significant barrier to people to take up training opportunities. Mobility is essential for today's youth and providing affordable access to transport is paramount to enabling young people to stay and prosper in the region. KLC will work with local government and other stakeholders to develop improved public transport options.
20. **Improving public transport:** Limited and expensive access to public transport for internal movement within the region and to access external regional facilities in a timely manner can be a significant barrier to people to take up training opportunities. Mobility is essential for today's youth and providing affordable access to transport is paramount to enabling young people to stay and prosper in the region. KLC will work with local government and other stakeholders to develop improved public transport options.
21. **Utilising local skills and knowledge:** There are many skilled and knowledgeable people within the region who are seldom called upon to use their skills and knowledge because few know that they have them. A local skills register would identify where those skills lie and where there are gaps. KLC will commence the development of a local skills register by calling for applications for people who are willing to become skills trainers and/or mentors within the Centre and offer assistance to gain Cert.IV T&A if necessary.
22. **Communicating business needs:** There is often a disconnect between the skills set needed by employers and courses offered/available to people seeking employment due to a lack of communication between the two. Employers should take the lead in identifying and articulating the skills they require in new employees so that courses can be offered to include such skills. . KLC will establish an on-going, formal and regular consultation process with local government, business organisations, job network providers and service providers to remain abreast of current and emerging employment and training opportunities.
23. **Supporting future development:** Communities can often become tired and despondent when faced with continual difficult challenges to their development and survival. Improved services and attractions will lead to a more vibrant community through reducing disadvantage and lifting pride. KLC will take a significant leadership role in the community to provide the formal and informal skills training necessary for local people to develop and compete today and into the future.
24. **Building a sustainable business model:** Changes to the ACFE funding model from 1 Jan 2011 make it difficult for providers in small communities to remain viable if they rely on income from accredited training alone. Successful training providers in other areas have improved viability by diversifying their income producing activities. KLC will embrace an expansionist business model and become the local provider for NEIS, Green Corps, Work for the Dole and Small Business Victoria services.
25. **Centre for Distance Learning:** Many students are unable to undertake tertiary studies as they are not able to leave home for a variety of reasons. Many will be able to commence these studies by on-line learning if supported by local facilities and information. KLC will form partnerships with universities and

TAFE colleges to establish an on-site 'Centre for Distance Learning' that will provide necessary support for local resident student studies.

26. **Governance Training:** Community members are often reluctant to accept positions on local committees and boards as they lack understanding of the legalities and processes involved. Community organisations will flourish when significant numbers in the community are conversant with these skills. KLC will run Governance Training courses for all members and potential members of local committees.
27. **Changing demographic:** The comparatively lower cost of housing in the region has seen the relocation to the area of many people with lower levels of education and employment skills. These people can make a significant contribution to the region's growth and prosperity if provided with appropriate training and employment opportunities. KLC will partner with local LLEN committees to foster and promote training to this cohort.
28. **Local youth develop Tourism iphone/android app:** Tourist visitor numbers somewhat minimised due to water way and boundary focused marketing, whereas there is the potential to inform tourists about a wider range of tourist destinations, day trails and activities in and beside the region. Local young people with IT savvy inclinations can use the KLC computer centre to learn the skills to research, and develop a regionally specific iphone/android app.
29. **Tourism business and marketing training sponsored by Shire of Gannawarra:** Many good ideas designed to bring tourists to the region go undeveloped and unrealized due to an inability both in terms of capability and resources, and yet there are many people who have a multitude of ideas that need nurturing and support. The Shires of Gannawarra and Loddon in partnership with KLC can pool their resources and facilitate, support or sponsor the development of skills and ideas that enhance the tourism capability of the region.
30. **Building register developed:** There are many buildings and other infrastructure whose original purpose has been superseded or under-utilised and yet there are many local community based organisations, providers of learning, or people with a business idea in need of space and resources. The Shires of Gannawarra and Loddon allocate resources to research and establish a data base (using Microsoft Access or similar) of infrastructure and have this information readily available on their websites.
31. **Dealing with Red Tape and Insurance Costs:** Red tape and insurance issues have led to the cancellation of many previously successful community events curtailing activities essential for community cohesion. Those that do manage their way through these issues maintain or grow their community wellbeing through a range of activities that enhance community connectedness. KLC can facilitate a series of workshops sponsored by the Shires of Gannawarra and Loddon designed to develop the skills and knowledge of local community leaders about the Municipal Association of Victoria's public liability scheme, that provides cover to not-for-profit community organisations and associated risk management procedures. This scheme has been developed as a response by local government to the concerns raised by Not-for-Profit organisations to large increases in premiums over recent times and a lack of available cover.
32. **Stimulating local viability:** The viability of each locality in the region is dependent on the region's long term economic prospects and vice versa. Each locality has an unknown and untapped potential to value add to its economic diversity and thereby enhancing regional sustainability. KLC holds quarterly community and business conversations (or mini forums) throughout the region so that they can be informed about current and emerging business needs, value adding prospects and associated training needs.
33. **Local Brand Benefits:** The region has a diverse profile and putting the resources, facilities and produce of the region under a single brand will establish a vibrant image for local activities. The region led by the Shire of Gannawarra can facilitate the development of a profile that is uniquely recognizable through is "brand" so that business and community activity can leverage off the promotional (and economic) benefits of having a local brand.
34. **Health Planning:** The population of the region is forecast to gradually decline, with an emphasis on an increased ageing profile. This ageing population requires a range of health services, which are also in decline. A collaborative partnership between stakeholders representing health service agencies, Shire council, training providers (including KLC) and users can develop a medical health plan that encourages doctors to the region and included in the plan are strategies to enhance training relevant to the region's health industries and other measures designed to attract staff to live and work in the region.

35. **Services Planning:** People are leaving (that is re-locating away from) the region because they need to access facilities and services from the cities (and larger regional centres) that are not available in the region; however people would be more likely to remain in their communities if they were confident that their needs for these services and facilities could be met. New ways of service provision and accessing facilities can be addressed by working with city based agencies so as to bring the city to the region through use of current and emerging technology eg VOIP (voice over internet protocol), out-reach and mobile services. KLC can demonstrate how this can be done through provision of training into smaller communities.
36. **Planning for Growth:** There are many barriers that regions need to overcome such as inadequate transport services and access to training and learning opportunities; however planning that addresses and minimises these barriers and brings city-type opportunities to the region can be the catalyst for regional growth. The Shires of Gannawarra and Loddon can access funding to develop a range of regional growth plans which in turn support population retention and growth which in turn brings economies of scale to attract these types of service provision. KLC can contribute ideas to these types of planning activities.
37. **Local Partnerships:** Many ideas, events and activities fall by the wayside due to an inability of the local organisation to take the idea forward due to lack of manpower, skills, knowledge, and other resources or they take a 'silo' approach and adopt 'an if we can't do it then no-one does it' approach. Those organisations that have been successful have access to these resources or the ability to bring them in, and they take a whole of community approach. Local organisations need to collaborate and share in partnerships to achieve local outcomes and KLC can also adopt these principles of collaboration and partnership making so as to increase their provision of training to local communities.
38. **Transport Planning (Infrastructure and use):** Public transport options within the region and, to and from the region are considered to be inadequate and where in place, deemed to be costly, inflexible and with unsuitable timetables. There are examples of better utilising resources such as running sprinter trains and/or community buses along with one off support to attend learning activities with travel vouchers. The Shires of Gannawarra and Loddon along with all stakeholders could consider these options and develop convincing cases for their support through Government initiatives.
39. **Transport Planning (use):** Population in all areas is forecast to decline, along with opportunities to live and work in the region; whereas an improved public transport system enables people to live in the region and work outside it, attend learning, access services and other resources. Similarly an improved transport system enables greater flexibility in the provision of services normally only available in larger regions, along with accessing a greater range of qualified tutors. KLC can work with the Shires of Gannawarra and Loddon along with other stakeholders in support of developing greater public transport options.
40. **Planning Participation:** Most organisations and especially government want to engage their clients and citizens in their planning for the future, however these skills are not available to (and within) community members but are essential if the 'consultative' model of government is to be successful. A basic understanding of planning and futuring will enable greater, and a more meaningful and satisfying participation. KLC in partnership with the Regional Shires can host skills development forums designed to assist people to understand how planning for the future is done and to participate in such events
41. **Community Involvement:** Gathering knowledge and understanding about the region's needs in relation to skills and training is somewhat spasmodic and inefficient, however gathering this knowledge and understanding requires regular engagement with all stakeholders guided by an effective community consultation program that includes the Shires and cultural groups along with Training Providers, Job Network providers, LLENs, Business Associations etc. KLC needs to schedule regular stakeholder consultations using the new techniques observed and learnt as part of the current consultation used to form this report.
42. **Football Industry as a Model:** In all regions sport, and in particular (AFL) football, has a solid foundation of structure including networks and support in running successful activities. Community learning program development should mirror or run parallel to and be supported by local sporting groups. KLC can customize programs to fit local needs such as Food handlers and RSA (Responsible Serving of Alcohol) for all of the people serving food and drinks at clubs, First Aid, Club administration – such running meetings, doing the financials, risk management and insurance. Similarly the CFA provides another successful community organisation that can be partnered with.
43. **Saving on the Power Bill:** The escalating price of electrical power (and water) is generating hundreds of ideas of how power (and water usage) can be saved in homes, offices, shops etc and having this knowledge is a way to make informed decisions about living more sustainably. KLC can bring all those

ideas into a learning program that will benefit every member of the community in terms of economics and continue the mitigation of causes of climate change.

44. **Skilling up local Master Chefs:** Most cooking activities require specific preparation skills of implementation know-how; and these skills become more specialised when they are applied to a specific food culture such as Thai, Italian, Spanish, Moroccan. Gaining knowledge of how to utilise basic techniques for specialist food realms enhances a household resource and brings diversity to their diet. KLC in partnership with local cultural groups and neighbourhood centres can offer short courses tailored to suit a specific food culture.
45. **Home Appliance Minor Maintenance:** Many service calls are to correct minor malfunctions that require only a basic understanding of a household appliance and the cost of accessing and acquiring the services of a relevant service-person is increasingly problematic. Households with people who have these skills can deal with minor problems as they arise saving on costs and eliminating the inconvenience experienced by people in rural communities. KLC can develop a learning program that enables householders to do minor maintenance to their appliances such as TV, fridge, hot water service, iron, etc. Similar opportunity for KLC re DIY type things, such as changing a light bulb, changing a tap washer, fixing a sticking door etc.
46. **Household e-commerce:** e-commerce at household levels offers large savings and an increased range of buying and selling options, and knowledge about these skills is primarily accessed through the larger IT department stores and how to do it type books. Householders need to know how to use the computer to buy and sell merchandise safely, using some basic rules and skills. KLC can provide a suitable program that allows the learners attain these skills as a matter of urgency.
47. **Attracting New Residents:** There is a forecast decline in the population of the region, and yet there is the hope that this will be increased in 2020. The flow-on effect of attracting new residents means that there is a flow-on effect for increased services, education, employment, training etc.
48. **Wellbeing skilling:** Rural citizens are exposed to many social and psychological stresses for which they do not have appropriate, skills to manage and maintain personal and family mental health, and social wellbeing ought to be known to all residents of rural communities. Instigating low cost, locally relevant skills learning courses through organizations where people currently gather, Neighbourhood Centres, Resource Centres, CFA, CWA, etc.
49. **Global Living Skilling:** Young people in rural communities have very few opportunities to experience and learn how to live effectively in non-rural situations, the increased mobility and dominance of urban based work opportunities it is essential that 'global living skills' be incorporated in their lives before they leave the rural environment. Global learning skills can be taught in the context of young peoples' recreational and social life as part of sports coaching and training, in special interest activities such as Duke of Edinburgh Award programs and other out of school gatherings.
50. **Global Living Teaching:** Rural citizens who have, through their rich global lifestyle, attained great knowledge about living globally do not have the openings or opportunities to share that knowledge with young people. The wisdom of world-wise citizens should be utilized to enable young people to more effectively manage the transition to non-rural living. Kerang Learning Centre can bridge this gap by bringing such wise citizens together to design and offer unique 'global living courses'.
51. **Cross-generation Communication:** Most teenagers have acquired skills associated with mobile telecommunication technologies their parents have not creating a potentially serious dysfunction in both family and cross generation communication. Parents who do not have a 'peer' learning network, in this area of life, ought to be able to acquire the necessary skills to maintain effective communication using the new technologies. Intense programs should be designed by young people expert in these competencies and offered to adults before the gulf widens any further.
52. **Sustaining local coaches:** Rural sport has been sustained for generations by locally retired sportspeople who are now increasing barred from this leadership role by a plethora of government requirements. The traditional role of retired sportspeople should be maintained through allowing them to acquire locally the accreditation required to coach and at the community's expense. KLC in partnership with sporting associations will assemble and offer a 'generic' coaching course to meet the needs of multiple sports available in the Region.
53. **Early Driving Competencies:** Traditional rural 'pre-legal-driving experiences' are not available for many young people (on-farm tractor driving etc.) creating an unhealthy appetite in many 14-17yr olds to get behind the wheel. Pre-driving learning can be an important aspect of learning safe driving competencies and should be affordable and available to all young people in the Region seeking them. KLC can initiate partnerships with Police, TAC, RACV, Local Government and local motor enthusiasts to develop appropriate learning experiences in the region.

54. **Confidence in Confidentiality:** With the advent of instant messaging and other mobile communication activities it has become increasingly difficult for people in smaller rural communities to maintain confidentiality about their transactions with professional practitioners (doctors, lawyers, social workers, etc). Anonymity should be available to those seeking privacy in their personal affairs. Initiating Community forums to explore how an individual can sustain their privacy and dignity and then the sharing of the skills identified will improve the situation.
55. **Learning Centre Profile:** In many communities Learning Centres and their achievements have a very low profile making it difficult for them to communicate with the population at large. Learning Centres are critical to the development of the community's capacities to grow and prosper and should have a profile in the community to match this 'life blood' responsibility. While the quality of teaching and relevance of courses offered are important to profile so is the Centre's community leadership, the endorsement and participation of a wide spectrum of community leaders on the Centre's Board will achieve this.
56. **Teaching Pool:** Many potential leaders of learning programs are unrecognized in communities, the more diverse and deep the pool of potential teachers the more able Learning Centres will be to offer high quality programs. Inviting all citizens to consider being part of the community's teaching resources and registering those that come forward will enable more extensive programs to be offered.
57. **Teaching Network:** Keeping up with teaching techniques, and new developments in your field is difficult for isolated teachers at learning centres, in rural communities. Providing a community of practice or other professional network enables mutual support for ongoing professional development. KLC facilitating a Centre teachers' community of practice will assist in enhancing the quality of its programs and confidence of its staff
58. **Collective Collaboration:** Older women seeking to give leadership can experience negative stereotyping in rural communities; the competencies and capacities mature women offer should be supported and encouraged. Developing a Collective of such women will enable them to gain personal confidence in their willingness to contribute and demonstrate the value of this resource to the community's business and government leadership.
59. **Local Response Leadership:** Unexpected and unplanned for challenges with both positive and negative impact often confront rural communities, who do not have available leadership to lead an appropriate response; communities need such a resource as soon as possible. Developing a squad of proven leaders and offering them further training will enable the community to have a well informed, mutually support of leader ready for deployment in any circumstances.
60. **Change Agri Skilling:** Changes to regulations shaping use of natural resources, potential climate change and produce market variations are retarding traditional agricultural activities indicating the Region ought to have a capacity to redirect its use of resources to alternative and sustainable agricultural pursuits. Working with local industry leaders KLC will offer courses on the skills and background knowledge required to enable farmers to adapt profitably to the emerging circumstances.
61. **Region Best Practice:** Irrigation practices vary across the Region with some practices outperforming others in meeting changing circumstances. The Region needs its own study, publication and sharing of local best practice. In cooperation with irrigators the KLC can instigate a Community of Practice so that irrigators can collaborate and learn off each other in creating a best practice document.
62. **Writers' Centre:** The Region has a very rich oral history with stories being shared in the storyteller's immediate environment. There is a need for the stories to be more widely known and used to demonstrate the resilience, entrepreneurship, and innovative achievements of the Region. A Centre where potential writers of all ages can gather to learn researching and writing skills, enjoy mutual support and focus a writing resource on the regions need for publishable material be established as a matter of urgency.
63. **New pathways to Markets:** The local primary industry sector is struggling to develop long term secure markets for its produce. Knowledge about alternative pathways to markets should be available in the community. Seminars with people acknowledged as expert in alternative marketing should be instigated so that an activity debate on alternatives and the consequences on the region can be conducted.
64. **Ideas Farming:** Whenever local people get together numerous ideas are shared as to how things could be better in the future; these hundreds of ideas should not be allowed to disappear as they represent the creative wisdom of the community and the basis for its future prosperity. Community ideas sessions be offered where the ideas generated by participants are explored through sharing, clustering with other like ideas and the resultant developed ideas considered for further incubation.
65. **Identifying Potential:** Communities can easily slip into a culture of leaving new challenges to 'old hands' who have managed before leaving a large amount of community knowledge unused and undeveloped. Releasing this knowledge is a critical challenge for rural communities. Collaborative

activities between Local Government, Commercial Enterprises, Community Services and Learning Agencies to invite new voices to contribute to resolving community challenges will identify undisclosed potential.

66. **Older peoples contribution Register:** Retirement has become a curse for many people who want to scale back rather than opt out of being engaged with their community. Rural communities are especially in need of every resource available and should therefore work with 'retired' people to create an appropriate protocol for some engagement. Creating a community register, with regular updates, of the contribution older people want to make will enable all agencies to seek people out and learning centres to tap into this resource for teaching purposes.
67. **Community Understanding:** There are perceived barriers to community participation in developing appropriate health and community services. When community members have a detailed understanding of the difficulties facing these agencies they are better placed to offer their insights as to how services might be improved. Learning programs to enable community members to gain knowledge about the day to day functioning of service centres can be subsequently developed into support groups for those agencies.
68. **Inspiring stories:** Finding out the achievements of community members is not easy, yet it is so important to the community's confidence, pride and motivation that stories should be easily accessible. KLC will use its writing classes to collect and where necessary write stories of local champions and support the Library to have them on public display.
69. **Implementing Change:** KLC in assessing their current situation have found problems in financial viability and have a poor community acceptance and profile. Many organisations see KLC as pivotal in the community as the prominent and logical local learning provider. To regain this prominence the Management of KLC needs to appoint an on-site Manager of the Centre to lead and implement change.
70. **A Vibrant Committee of Management:** The KLC Committee of management is struggling for numbers. A full committee comprised of dynamic leaders with a passion for knowledge, training and with an understanding of the local issues would give KLC a strong local presence. KLC to actively target local leaders to join the Committee of Management.
71. **A New Beginning:** KLC is currently not well regarded within the community. A higher profile, active and well regarded facility will be able to attract more students and be a strong catalyst for learning in the Shires of Gannawarra and northern Loddon. KLC to change its trading name and piggy back on Govt's Learn Local campaign.
72. **Pitching to the People:** Current marketing efforts are seen as resource intensive with little return, however there is an opportunity to create a "new story" about KLC that attracts community interest and new acceptance and engagement and in return increased enrolments and use of resources. KLC to establish a "branding" and marketing committee for this purpose.
73. **Partnerships Come to Life:** Many communities both large and small are victims of silo mentality, where organisations and community groups feel that they have to (or want to) go it alone. Enhanced creativity, thinking and problem solving are the product of situations where many people and organisations are invited to participate or form ongoing partnerships. KLC to develop a meeting schedule with all partners to ensure regular contact is maintained.
74. **Partnership Profiling:** Many communities both large and small are victims of silo mentality, where organisations and community groups feel that they have to (or want to) go it alone. Enhanced creativity, thinking and problem solving are the product of situations where many people and organisations are invited to participate or form ongoing partnerships. KLC to draw up a partnership matrix with desired outcomes from each partnership. Initiate discussion to formalise with each identified partners/group of partners.
75. **Fashioning the Future:** Ad hoc training program scheduling can minimise take up of interest because individuals and organisations do not have adequate time to plan for enrolment, as well as KLC making best use of its trainers and facilities. Ideally if a training program schedule is known well in advance many people can save for and diarise for possible training. A six month and 18 month training schedule be drawn up to fully utilise available trainers and facilities.
76. **Launching Pad:** There is a breakdown in communication by KLC of its activities in the community. A better promotion of activities will provide improved outcomes. KLC to develop a marketing campaign based on the launch of a new name and targeted training in the region.
77. **Fostering knowledge about needs:** There does not appear to be suitable mechanisms that would enable KLC to determine the needs of a range of community members, and yet if these needs were known and regularly updated KLC would be in a better position to provide training opportunities for

these target markets. KLC to establish support sub-groups to advise it on current and emerging needs of youth, women aged persons etc.

78. **We are the One:** KLC grew from a base of neighbourhood house type learning and hobby course to be a major RTO in the region, and yet locals are turning away from the learning opportunities that are on their doorstep. The Board of Management identifies and devotes the resources to re-energise KLC so that it becomes the training provider of choice within the region.
79. **Lift Off:** With a tired community presence and a disengaged bunch of potential learners, KLC needs to re-brand and re-launch. A “new” KLC is launched with strong community links and support.
80. **Leading the Way:** Many RTO’s serving small communities struggle to survive, and yet have the potential to grow and be sustainable with new ways of thinking and community engagement. KLC has the potential to be views as a state-wide leader in providing locally based training in small communities.
81. **School Bus Seats for learners:** Many school buses travel daily to local centres with empty seats that community members are barred from using. These seats should be made available to persons travelling to attend training courses so that lack of suitable transport is not a reason for non-attendance. KLC will brief local Members of Parliament and write to the Minister seeking a policy change to the current situation.
82. **Residents More Efficient:** It is hard to keep up with the ever-changing economic and technological world, and yet our capacity to fully participate is dependent on our ability to adapt. KLC assists all residents to acquire knowledge and skills necessary to fully participate in an ever changing economic and technological world.

3 Horizons Map of Transformation Idea Statements.

The Map, in Table format, which is set out on the following pages, was created by participants posting each TIS onto the map’s grid format. This is a first step in assessing the strategic significance of each TIS.

3 Horizons Grid for Kerang Learning Centre. Version 2 dated 21 May 2011

	NOW Current Circumstances <u>Ready</u> for Initiative	SOON Current circumstances <u>Aware</u> of Initiative	LATER Current Circumstances <u>Unaware (or Resistant)</u> to Initiative
Resource <u>not</u> currently available, need to research how to get them		<p><u>Retaining our young people through provision of local learning:</u> There is concern that talented young people are leaving the area due to a lack of sustainable local jobs and an inflexible learning environment. Courses that provide entry level skills and qualifications to local industry sectors conducted at times suitable to young people will increase the number of participants and improve learner outcomes. KLC establish an on-going, formal and regular consultation process with local government, business organizations, job network providers and service providers to remain abreast of current and emerging employment and training opportunities. (10)</p> <p><u>Improving public transport:</u> Limited and expensive access to public transport for internal movement within the region and to access external regional facilities in a timely manner can be a significant barrier to people to take up training opportunities. Mobility is essential for today's youth and providing affordable access to transport is paramount to enabling young people to stay and prosper in the region. KLC will work with local government and other stakeholders to develop improved public transport options. (20)</p> <p><u>Stimulating local viability:</u> The viability of each locality in the region is dependent on the region's long term economic prospects and vice versa. Each locality has an unknown and untapped potential to value add to its economic diversity and thereby enhancing regional sustainability. KLC holds quarterly community and business conversations (or mini forums) throughout the region so that they can be informed</p>	<p><u>Organisations and Business with locally accredited staff recognised by Council:</u> There is no recognition of business and other agencies that are investing in skilling local staff, and opportunity exists for Council to provide certificates of recognition and awards to individuals who complete local training of staff to "best practice" standards. Council with liaise with KLC and employing agencies to create an award recognition protocol. (5)</p> <p><u>Post Primary New facilities- KLC needs:</u> Students attending Kerang Tech/High find their school facilities to be old and in poor condition and not conducive to a vibrant learning environment. A new post primary school or renovated facilities would provide a learning environment that was pleasurable and safe. KLC to take an active role in any local discussions on improved post primary school conditions to ensure that improvements provide for the opportunity to run its training programs in the facility out of school hours. (8)</p> <p><u>Improving public transport:</u> Limited and expensive access to public transport for internal movement within the region and to access external regional facilities in a timely manner can be a significant barrier to people to take up training opportunities. Mobility is essential for today's youth and providing affordable access to transport is paramount to enabling young people to stay and prosper in the region. KLC will work with local government and other stakeholders to develop improved public transport options. (19)</p> <p><u>Supporting future development:</u> Communities can often become tired and despondent when faced with continual difficult challenges to their development and survival. Improved services and attractions will lead to a more vibrant community through reducing disadvantage and lifting pride. KLC will take a</p>

		<p>about current and emerging business needs, value adding prospects and associated training needs. (32)</p> <p><u>Planning Participation:</u> Most organisations and especially government want to engage their clients and citizens in their planning for the future, however these skills are not available to (and within) community members but are essential if the 'consultative' model of government is to be successful. A basic understanding of planning and futuring will enable greater, and a more meaningful and satisfying participation. KLC in partnership with the Regional Shires can host skills development forums designed to assist people to understand how planning for the future is done and to participate in such events (40)</p>	<p>significant leadership role in the community to provide the formal and informal skills training necessary for local people to develop and compete today and into the future. (23)</p> <p><u>Building a sustainable business model:</u> Changes to the ACFE funding model from 1 Jan 2011 make it difficult for providers in small communities to remain viable if they rely on income from accredited training alone. Successful training providers in other areas have improved viability by diversifying their income producing activities. KLC will embrace an expansionist business model and become the local provider for NEIS, Green Corps, Work for the Dole and Small Business Victoria services. (24)</p> <p><u>Local youth develop Tourism iphone/android app:</u> Tourist visitor numbers somewhat minimised due to water way and boundary focused marketing, whereas there is the potential to inform tourists about a wider range of tourist destinations, day trails and activities in and beside the region. Local young people with IT savvy inclinations can use the KLC computer centre to learn the skills to research, and develop a regionally specific iphone/android app. (28)</p> <p><u>Planning for Growth:</u> There are many barriers that regions need to overcome such as inadequate transport services and access to training and learning opportunities; however planning that addresses and minimises these barriers and brings city-type opportunities to the region can be the catalyst for regional growth. The Shires of Gannawarra and Loddon can access funding to develop a range of regional growth plans which in turn support population retention and growth which in turn brings economies of scale to attract these types of service provision. KLC can contribute ideas to these types of planning activities (36)</p> <p><u>Transport Planning (Infrastructure and use):</u> Public transport options within the region and, to and from the region are considered to be inadequate and where in place, deemed</p>
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			<p>to be costly, inflexible and with unsuitable timetables. There are examples of better utilising resources such as running sprinter trains and/or community buses along with one off support to attend learning activities with travel vouchers. The Shires of Gannawarra and Loddon along with all stakeholders could consider these options and develop convincing cases for their support through Government initiatives (38)</p> <p><u>Transport Planning (use):</u> Population in all areas is forecast to decline, along with opportunities to live and work in the region; whereas an improved public transport system enables people to live in the region and work outside it, attend learning, access services and other resources. Similarly an improved transport system enables greater flexibility in the provision of services normally only available in larger regions, along with accessing a greater range of qualified tutors. KLC can work with the Shires of Gannawarra and Loddon along with other stakeholders in support of developing greater public transport options. (39)</p> <p><u>Global Living Skilling:</u> Young people in rural communities have very few opportunities to experience and learn how to live effectively in non-rural situations, the increased mobility and dominance of urban based work opportunities it is essential that 'global living skills' be incorporated in their lives before they leave the rural environment. Global learning skills can be taught in the context of young peoples' recreational and social life as part of sports coaching and training, in special interest activities such as Duke of Edinburgh Award programs and other out of school gatherings. (49)</p> <p><u>Local Response Leadership:</u> Unexpected and unplanned for challenges with both positive and negative impact often confront rural communities, who do not have available leadership to lead an appropriate response; communities need such a resource as soon as possible. Developing a squad of proven leaders and offering them further training will</p>
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			<p>enable the community to have a well informed, mutually support of leader ready for deployment in any circumstances. (59)</p> <p><u><i>We are the One:</i></u> KLC grew from a base of neighbourhood house type learning and hobby course to be a major RTO in the region, and yet locals are turning away from the learning opportunities that are on their doorstep. The Board of Management identifies and devotes the resources to re-energise KLC so that it becomes the training provider of choice within the region. (78)</p> <p><u><i>Lift Off:</i></u> With a tired community presence and a disengaged bunch of potential learners, KLC needs to re-brand and re-launch. A “new” KLC is launched with strong community links and support. (79)</p> <p><u><i>Leading the Way:</i></u> Many RTO’s serving small communities struggle to survive, and yet have the potential to grow and be sustainable with new ways of thinking and community engagement. KLC has the potential to be views as a state-wide leader in providing locally based training in small communities. (80)</p>
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<p>Can access or acquire resources/capability</p>	<p><u>a</u></p>	<p><u>Offer shop assistance / customer service skills course:</u> Training of shop assistants and customer service personnel is haphazard and largely passed down within an organisation; and a low-cost (time and finance) locally accredited course based on locally agreed best practice is ideal. KLC and business partners design a course based on local requirements that utilises appropriate modules from externally accredited courses. (3)</p> <p><u>Offer locally designed courses to meet local need for local students by local teachers:</u> Few such courses have been designed from collaborative participation of employers, whereas a course designed to advance local industry and local government should be offered by learning centres and supported by employers. KLC to offer relevant courses and employers to market to staff to ensure class size meet ACFE requirements (4)</p> <p><u>Available training facilities:</u> Most facilities within the region used for training are not suitable for this purpose and hiring costs can make many courses economically unsustainable. Appropriate, well -costed facilities will facilitate an increase in the number of courses and students. KLC to undertake a facilities audit in its key delivery centres to ascertain availability and suitability for future training opportunities. (6)</p> <p><u>Partner with organisations that have facilities:</u> Many organisations have underutilised facilities. Use of appropriate facilities for training when not required by the owner organisation can achieve economies of scale for both and provide additional training opportunities for owner members. Following identification of suitable facilities, KLC will initiate partnership discussions with a view to running training programs through these venues for its members and the general community. (7)</p> <p><u>Finding information:</u> Many training opportunities are available to potential learners but it is often difficult for them to find</p>	<p><u>Household e-commerce:</u> e-commerce at household levels offers large savings and an increased range of buying and selling options, and knowledge about these skills is primarily accessed through the larger IT department stores and how to do it type books. Householders need to know how to use the computer to buy and sell merchandise safely, using some basic rules and skills. KLC can provide a suitable program that allows the learners attain these skills as a matter of urgency. (46)</p> <p><u>Attracting New Residents:</u> There is a forecast decline in the population of the region, and yet there is the hope that this will be increased in 2020. The flow-on effect of attracting new residents means that there is a flow-on effect for increased services, education, employment, training etc (47)</p> <p><u>Fostering knowledge about needs:</u> There does not appear to be suitable mechanisms that would enable KLC to determine the needs of a range of community members, and yet if these needs were known and regularly updated KLC would be in a better position to provide training opportunities for these target markets. KLC to establish support sub-groups to advise it on current and emerging needs of youth, women aged persons etc. (77)</p>
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		<p>out when and where they are offered. Greater uptake of available courses and improved pathways planning will occur if full knowledge of available options are known or can be easily found. KLC to partner with local government, neighbourhood houses, information centres, and local schools to establish a skills development centre where citizens can get information about all of the regions learning opportunities and be assisted to create learning pathways to achieve their personal aspirations (15)</p> <p><u>Skills for new industries:</u> The area is highly geared to agriculture, dairying and associated secondary industries. Economic growth will be enhanced by the development of new industries that will provide employment for its young people. . KLC will offer a range of units of competency that will develop a skills set in people that enables them to participate in a range of emerging industries and the region the capacity to entice new initiatives (18)</p> <p><u>Local Brand Benefits:</u> The region has a diverse profile and putting the resources, facilities and produce of the region under a single brand will establish a vibrant image for local activities. The region led by the Shire of Gannawarra can facilitate the development of a profile that is uniquely recognizable through is "brand" so that business and community activity can leverage off the promotional (and economic) benefits of having a local brand (33)</p> <p><u>Cross-generation Communication:</u> Most teenagers have acquired skills associated with mobile telecommunication technologies their parents have not creating a potentially serious dysfunction in both family and cross generation communication. Parents who do not have a 'peer' learning network, in this area of life, ought to be able to acquire the necessary skills to maintain effective communication using the new technologies. Intense programs should be designed by young people expert in these competencies and offered to adults before the gulf widens</p>	
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		<p>any further (51)</p> <p><u>Teaching Pool:</u> Many potential leaders of learning programs are unrecognized in communities, the more diverse and deep the pool of potential teachers the more able Learning Centres will be to offer high quality programs. Inviting all citizens to consider being part of the community's teaching resources and registering those that come forward will enable more extensive programs to be offered. (56)</p> <p><u>Teaching Network:</u> Keeping up with teaching techniques, and new developments in your field is difficult for isolated teachers at learning centres, in rural communities. Providing a community of practice or other professional network enables mutual support for ongoing professional development. KLC facilitating a Centre teachers' community of practice will assist in enhancing the quality of its programs and confidence of its staff (57)</p> <p><u>Change Agri Skilling:</u> Changes to regulations shaping use of natural resources, potential climate change and produce market variations are retarding traditional agricultural activities indicating the Region ought to have a capacity to redirect its use of resources to alternative and sustainable agricultural pursuits. Working with local industry leaders KLC will offer courses on the skills and background knowledge required to enable farmers to adapt profitably to the emerging circumstances (60)</p> <p><u>Partnerships Come to Life:</u> Many communities both large and small are victims of silo mentality, where organisations and community groups feel that they have to (or want to) go it alone. Enhanced creativity, thinking and problem solving are the product of situations where many people and organisations are invited to participate or form ongoing partnerships. KLC to develop a meeting schedule with all partners to ensure regular contact is maintained. (73)</p> <p><u>Partnership Profiling:</u> Many communities</p>	
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		<p>both large and small are victims of silo mentality, where organisations and community groups feel that they have to (or want to) go it alone. Enhanced creativity, thinking and problem solving are the product of situations where many people and organisations are invited to participate or form ongoing partnerships. KLC to draw up a partnership matrix with desired outcomes from each partnership. Initiate discussion to formalise with each identified partners/group of partners. (74)</p> <p><u><i>Fashioning the Future:</i></u> Ad hoc training program scheduling can minimise take up of interest because individuals and organisations do not have adequate time to plan for enrolment, as well as KLC making best use of its trainers and facilities. Ideally if a training program schedule is known well in advance many people can save for and diarise for possible training. A six month and 18 month training schedule be drawn up to fully utilise available trainers and facilities. (75)</p> <p><u><i>Launching Pad:</i></u> There is a breakdown in communication by KLC of its activities in the community. A better promotion of activities will provide improved outcomes. KLC to develop a marketing campaign based on the launch of a new name and targeted training in the region. (76)</p>	
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<p>Currently have resources/capability</p>	<p><u><i>Co-operative identification of ideal shop face skills:</i></u> Clients seeking to engage with an organisation may be treated in a variety of ways from indifference to over-the-top paternalism; however client ought to experience interested, articulate and focused communication from whatever organisation in the region they interact with. Through consultation with region agencies create a best practice protocol that is both local and global (1)</p> <p><u><i>Optimising participation of our young people:</i></u> There is concern that talented young people are leaving the area due to lack of sustainable local jobs and an inflexible learning environment. Courses that provide entry level skills and qualifications to local industry sectors conducted at times suitable to young people will increase the number of participants and improve learner outcomes. When planning new courses that look to attract young participants KLC be mindful of other local youth activities that may clash and select times that optimize participation –this may include night, weekend and holiday classes. (11)</p> <p><u><i>Offer individual units:</i></u> Smaller communities often struggle to provide a breadth of course opportunities to meet local needs and promote pathways to further qualifications. However a suite of options from individual units of competency to full certificate courses to meet individual and community needs should be available locally. KLC can immediately plan for and offer units in areas such as: customer service and retail, child, aged care and disability support, agriculture, business, management and entrepreneurship, tourism, hospitality and the trades. Pre-accredited training for those in need can also be provided. (12)</p> <p><u><i>Ensure latest technology in any new facilities:</i></u> Smaller communities lack the critical mass to provide the breadth of opportunities available in larger centres. However the rapid development of new technologies can be harnessed to help overcome barriers of size</p>	<p><u><i>Generic skills for new markets:</i></u> Skills training is often industry specific, however there are many skills that are generic and transferrable to lots of situations. The attainment of these skills will enhance employment opportunities in existing industries but also provide opportunities for emergent leaders to develop new industries or businesses. New market opportunities may exist in tourism, retail, eco-tourism, agriculture, off-farm trading, sustainable agriculture, water efficiencies, farm gate sales in cheese, meat, flowers, chocolate etc., massage/day spa, olive oils and marketing. KLC will offer a range of units of competency that will develop a skills set in people that enables them to participate in a range of emerging industries and the region the capacity to entice new initiatives (17)</p> <p><u><i>Centre for Distance Learning:</i></u> Many students are unable to undertake tertiary studies as they are not able to leave home for a variety of reasons. Many will be able to commence these studies by on-line learning if supported by local facilities and information. KLC will form partnerships with universities and TAFE colleges to establish an on-site 'Centre for Distance Learning' that will provide necessary support for local resident student studies (25)</p> <p><u><i>Local Partnerships:</i></u> Many ideas, events and activities fall by the wayside due to an inability of the local organisation to take the idea forward due to lack of manpower, skills, knowledge, and other resources or they take a 'silo' approach and adopt 'an if we can't do it then no-one does it' approach. Those organisations that have been successful have access to these resources or the ability to bring them in, and they take a whole of community approach. Local organisations need to collaborate and share in partnerships to achieve local outcomes and KLC can also adopt these principles of collaboration and partnership making so as to increase their provision of training to local communities (37)</p> <p><u><i>Community Involvement:</i></u> Gathering knowledge and understanding about the</p>	<p><u><i>Audit for Suitable facilities:</i></u> The attainment of learning potential within the community is hampered by a lack of suitable courses and facilities. The existing strong support for further training would be enhanced by better facilities. KLC to undertake a facilities audit in its key delivery centers to ascertain availability and suitability for future training opportunities. (9)</p> <p><u><i>Global Living Teaching:</i></u> Rural citizens who have, through their rich global lifestyle, attained great knowledge about living globally do not have the openings or opportunities to share that knowledge with young people. The wisdom of world-wise citizens should be utilized to enable young people to more effectively manage the transition to non-rural living. Kerang Learning Centre can bridge this gap by bringing such wise citizens together to design and offer unique 'global living courses' (50)</p> <p><u><i>Residents More Efficient:</i></u> It is hard to keep up with the ever-changing economic and technological world, and yet our capacity to fully participate is dependent on our ability to adapt. KLC assists all residents to acquire knowledge and skills necessary to fully participate in an ever changing economic and technological world. (82)</p>
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	<p>and distance and are well understood and used by young people. A new P-12 school and training centre with full technological links to the world will enable training at all levels to be conducted locally. (13)</p> <p><u>Partnering for external resources:</u> Smaller communities lack the critical mass to provide the breadth of opportunities available in larger centres. However the rapid development of new technologies can be harnessed to help overcome barriers of size and distance and are well understood and used by young people. KLC can develop local technological and physical capabilities in order to establish partnerships with providers from outside the area to provide courses to meet local needs (14)</p> <p><u>Garnering community ideas:</u> Ideas for the advancement of the community are articulated in many formal and informal conversations but they seldom go any further as there is no mechanism for this to occur. The acknowledgement of these ideas and the people providing them will provide an impetus to commercial or community successes. KLC will partner with local government and local newspaper to establish a "Community Ideas" notice board in the towns where a community conversation can take place. (16)</p> <p><u>Utilising local skills and knowledge:</u> There are many skilled and knowledgeable people within the region who are seldom called upon to use their skills and knowledge because few know that they have them. A local skills register would identify where those skills lie and where there are gaps. KLC will commence the development of a local skills register by calling for applications for people who are willing to become skills trainers and/or mentors within the Centre and offer assistance to gain Cert.IV T&A if necessary (21)</p> <p><u>Communicating business needs:</u> There is often a disconnect between the skills set needed by employers and courses</p>	<p>region's needs in relation to skills and training is somewhat spasmodic and inefficient, however gathering this knowledge and understanding requires regular engagement with all stakeholders guided by an effective community consultation program that includes the Shires and cultural groups along with Training Providers, Job Network providers, LLENs, Business Associations etc. KLC needs to schedule regular stakeholder consultations using the new techniques observed and learnt as part of the current consultation used to form this report (41)</p> <p><u>Saving on the Power Bill:</u> The escalating price of electrical power (and water) is generating hundreds of ideas of how power (and water usage) can be saved in homes, offices, shops etc and having this knowledge is a way to make informed decisions about living more sustainably. KLC can bring all those ideas into a learning program that will benefit every member of the community in terms of economics and continue the mitigation of causes of climate change (43)</p> <p><u>Home Appliance Minor Maintenance:</u> Many service calls are to correct minor malfunctions that require only a basic understanding of a household appliance and the cost of accessing and acquiring the services of a relevant service-person is increasingly problematic. Households with people who have these skills can deal with minor problems as they arise saving on costs and eliminating the inconvenience experienced by people in rural communities. KLC can develop a learning program that enables householders to do minor maintenance to their appliances such as TV, fridge, hot water service, iron, etc. Similar opportunity for KLC re DIY type things, such as changing a light bulb, changing a tap washer, fixing a sticking door etc (45)</p> <p><u>Sustaining local coaches:</u> Rural sport has been sustained for generations by locally retired sportspeople who are now increasing barred from this leadership role by a plethora of government requirements. The traditional</p>	
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	<p>offered/available to people seeking employment due to a lack of communication between the two. Employers should take the lead in identifying and articulating the skills they require in new employees so that courses can be offered to include such skills. . KLC will establish an on-going, formal and regular consultation process with local government, business organisations, job network providers and service providers to remain abreast of current and emerging employment and training opportunities. (22)</p> <p><u>Changing demographic:</u> The comparatively lower cost of housing in the region has seen the relocation to the area of many people with lower levels of education and employment skills. These people can make a significant contribution to the region's growth and prosperity if provided with appropriate training and employment opportunities. KLC will partner with local LLEN committees to foster and promote training to this cohort. (27)</p> <p><u>Building register developed:</u> There are many buildings and other infrastructure whose original purpose has been superceded or under-utilised and yet there are many local community based organisations, providers of learning, or people with a business idea in need of space and resources. The Shires of Gannawarra and Loddon allocate resources to research and establish a data base (using Microsoft Access or similar) of infrastructure and have this information readily available on their websites (30)</p> <p><u>Football Industry as a Model:</u> In all regions sport, and in particular (AFL) football, has a solid foundation of structure including networks and support in running successful activities. Community learning program development should mirror or run parallel to and be supported by local sporting groups. KLC can customize programs to fit local needs such as Food handlers and RSA (Responsible Serving of Alcohol) for all of the people serving food and drinks at clubs, First Aid, Club administration – such running</p>	<p>role of retired sportspeople should be maintained through allowing them to acquire locally the accreditation required to coach and at the community's expense. KLC in partnership with sporting associations will assemble and offer a 'generic' coaching course to meet the needs of multiple sports available in the Region (52)</p> <p><u>Collective Collaboration:</u> Older women seeking to give leadership can experience negative stereotyping in rural communities; the competencies and capacities mature women offer should be supported and encouraged. Developing a Collective of such women will enable them to gain personal confidence in their willingness to contribute and demonstrate the value of this resource to the community's business and government leadership (58)</p> <p><u>New pathways to Markets:</u> The local primary industry sector is struggling to develop long term secure markets for its produce. Knowledge about alternative pathways to markets should be available in the community. Seminars with people acknowledged as expert in alternative marketing should be instigated so that an activity debate on alternatives and the consequences on the region can be conducted (63)</p> <p><u>Older peoples contribution Register:</u> Retirement has become a curse for many people who want to scale back rather than opt out of being engaged with their community. Rural communities are especially in need of every resource available and should therefore work with 'retired' people to create an appropriate protocol for some engagement. Creating a community register, with regular updates, of the contribution older people want to make will enable all agencies to seek people out and learning centres to tap into this resource for teaching purposes (66)</p>	
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	<p>meetings, doing the financials, risk management and insurance. Similarly the CFA provides another successful community organisation that can be partnered with. (42)</p> <p><u>Wellbeing skilling:</u> Rural citizens are exposed to many social and psychological stresses for which they do not have appropriate, skills to manage and maintain personal and family mental health, and social wellbeing ought to be known to all residents of rural communities. Instigating low cost, locally relevant skills learning courses through organizations where people currently gather, Neighbourhood Centres, Resource Centres, CFA, CWA, etc. (48)</p> <p><u>Early Driving Competencies:</u> Traditional rural 'pre-legal-driving experiences' are not available for many young people (on-farm tractor driving etc.) creating an unhealthy appetite in many 14-17yr olds to get behind the wheel. Pre-driving learning can be an important aspect of learning safe driving competencies and should be affordable and available to all young people in the Region seeking them. KLC can initiate partnerships with Police, TAC, RACV, Local Government and local motor enthusiasts to develop appropriate learning experiences in the region. (53)</p> <p><u>Confidence in Confidentiality:</u> With the advent of instant messaging and other mobile communication activities it has become increasingly difficult for people in smaller rural communities to maintain confidentiality about their transactions with professional practitioners (doctors, lawyers, social workers, etc). Anonymity should be available to those seeking privacy in their personal affairs. Initiating Community forums to explore how an individual can sustain their privacy and dignity and then the sharing of the skills identified will improve the situation (54)</p> <p><u>Region Best Practice:</u> Irrigation practices vary across the Region with some practices outperforming others in meeting changing</p>		
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	<p>circumstances. The Region needs its own study, publication and sharing of local best practice. In cooperation with irrigators the KLC can instigate a Community of Practice so that irrigators can collaborate and learn off each other in creating a best practice document. (61)</p> <p><u><i>Writers' Centre:</i></u> The Region has a very rich oral history with stories being shared in the storyteller's immediate environment. There is a need for the stories to be more widely known and used to demonstrate the resilience, entrepreneurship, and innovative achievements of the Region. A Centre where potential writers of all ages can gather to learn researching and writing skills, enjoy mutual support and focus a writing resource on the regions need for publishable material be established as a matter of urgency (62)</p> <p><u><i>Inspiring stories:</i></u> Finding out the achievements of community members is not easy, yet it is so important to the community's confidence, pride and motivation that stories should be easily accessible. KLC will use its writing classes to collect and where necessary write stories of local champions and support the Library to have them on public display (68).</p> <p><u><i>Implementing Change:</i></u> KLC in assessing their current situation have found problems in financial viability and have a poor community acceptance and profile. Many organisations see KLC as pivotal in the community as the prominent and logical local learning provider. To regain this prominence the Management of KLC needs to appoint an on-site Manager of the Centre to lead and implement change. (69)</p> <p><u><i>A Vibrant Committee of Management:</i></u> The KLC Committee of management is struggling for numbers. A full committee comprised of dynamic leaders with a passion for knowledge, training and with an understanding of the local issues would give KLC a strong local presence. KLC to actively target local leaders to join the Committee of Management. (70)</p>		
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	<p><u><i>A New Beginning:</i></u> KLC is currently not well regarded within the community. A higher profile, active and well regarded facility will be able to attract more students and be a strong catalyst for learning in the Shires of Gannawarra and northern Loddon. KLC to change its trading name and piggy back on Govt's Learn Local campaign. (71)</p>		
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Strategic Staircases – Related TISs that offer a strategic pathways for leveraging improvement in Long Term Sustainability of the Kerang Learning Centre

The study team examined the 3 Horizons Map to identify TIS's that when linked together form a strategic development program that could lever improvements to the long term sustainability of the Kerang Learning Centre. Starting with a preferred transformation in the 'LATER' Column the study team asked the question what TIS in Column 'SOON' if implemented would increase the likelihood of the preferred transformation being implemented and the same question was then asked of the 'NOW' in terms of those TIS's in the 'SOON' column that had been selected. The resulting pathway of linked TISs across the 3 Horizons is known as a Strategic Staircase. Fourteen (14) staircases have been constructed and are shown on the following pages.

Strategic Options for Kerang Learning Centre's Long-term Success.

Building a Learning Centre that reliably brings new opportunities to the Regions' Residents through knowledge sharing and skills development is the first focus of this study.

A New Beginning

The Region's learning needs have changed dramatically since the formation of the Kerang Learning Centre. Incremental efforts to adapt an old model of operation to the new requirements of the region's residents has not succeeded, hence a new beginning that utilises the best of the past while injecting a new focus based on the Region's residents aspirations for the future is vital. Drawing together visionary members of the region committed to enhancing local learning opportunities is a first step. This Committee of Management will lead changes in the Centre's work that integrates citizen's current needs with the emerging demands of an uncertain future for new competencies and capacities into a broad range of learning opportunities. These changes will again install the Centre as a pivotal contributor to regional and individual prosperity.

Sustainable Learning Centre

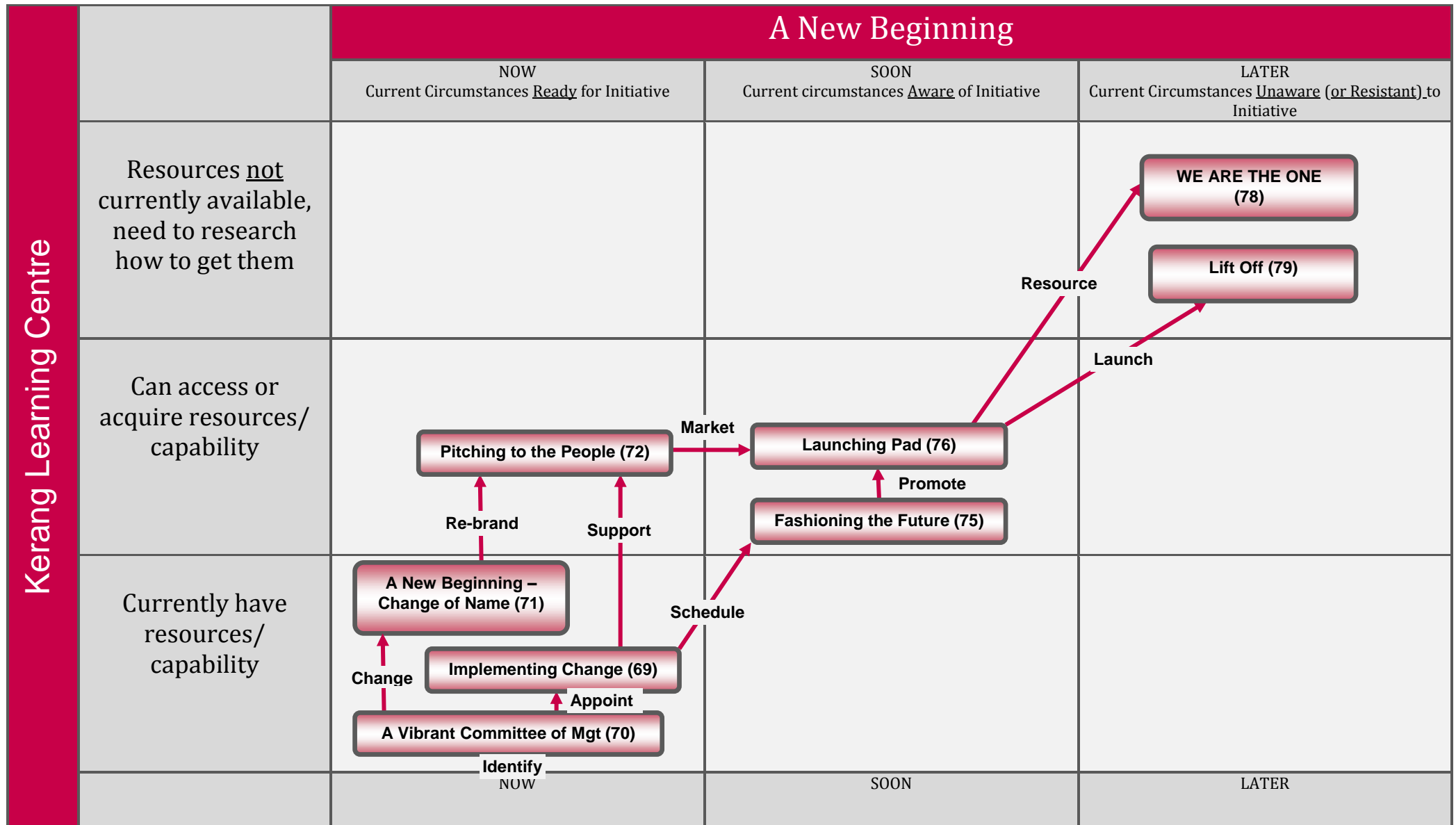
Sustaining KLC into the future must start with ensuring the Centre is vibrant, relevant, local, credible and delivering to participants' skills and knowledge to achieve their goals that were previously unattainable. At its core KLC has people providing rich learning opportunities and people excited about their new skills and knowledge. Hence dynamic teachers need to be recruited, who create a learning profile that relates to local people's needs and aspirations, through a business model that is viable and holistic. If past experiences are a 'blocking' influence a 'new beginning' should be initiated to ensure staff and partners are focused on the issues of today and tomorrow's clients that have been identified from component participatory planning activities. These activities will enable a sustainable business model to emerge that fits the needs of this unique regional centre for learning.

Training Centre of Choice

To be a Training Centre of Choice KLC needs to initially demonstrate its dynamic capacities to contribute to the Region. Three basic options have emerged – a vibrant, known, respected and informed Management Committee; a commitment to facilitate the Region's stories to be captured and shared; and a conduit to bring new opportunities through learning to local residents. While these challenges can at least in part, be met within existing resources, assistance should be sought from the community to identify and join in the implementation of skills and processes that show the 21st Century ambitions of KLC. Establishing a support network for those tackling Distance Education can then be offered and the increased patronage of KLC used as a Launching Pad for new learning packages, local research activities in state of the art facilities. Over time KLC can be a continual channel for regional reviews, skills development and entrepreneurship support so it retains its preferential status in the Region.

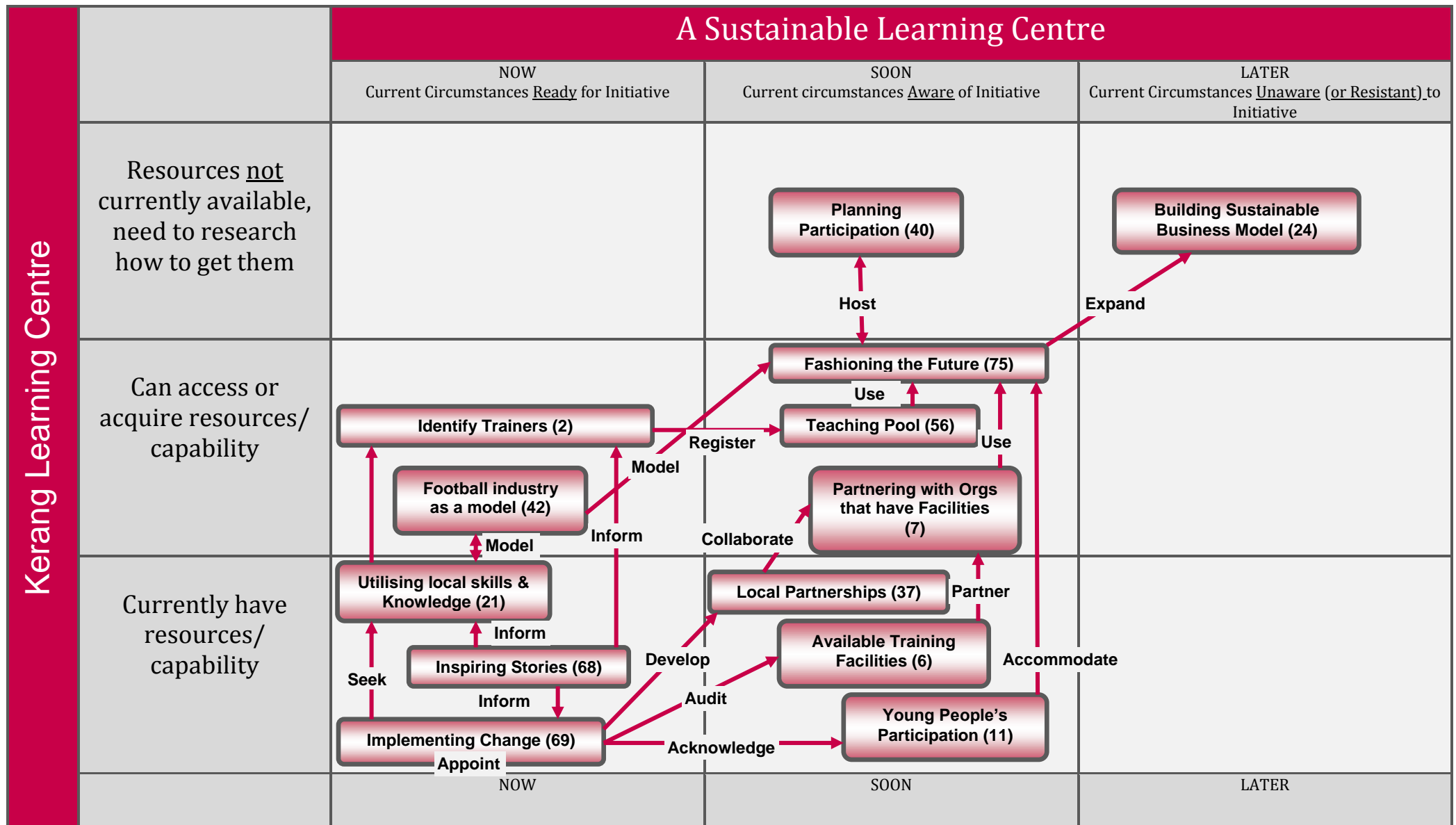
Human Resources for a Learning Future

People with vision, optimism, energy and relationship values that incorporate the importance of sharing knowledge are required at the core of a Learning Organisation and an organization aspiring to create learning opportunities for local residents. Such people are needed to constitute KLC's Committee of Management, Teaching team, and Marketing group. KLC needs to identify such members of the community and with them formulate the Learning Centre's Profile. The core group can then offer other interested community members ways to participate and become part of a Regional network of teachers and learners. Such a network will enable communities across the Region to learn their way into the future.



A NEW BEGINNING

	NOW – Current Circumstances Ready for Initiative	SOON – Current Circumstances Aware of need for Initiative	LATER – Current Circumstances unaware or resistant to Initiative
R&D Required to create skills knowledge required.			<p><u>We are the One:</u> KLC grew from a base of neighbourhood house type learning and hobby course to be a major RTO in the region, and yet locals are turning away from the learning opportunities that are on their doorstep. The Board of Management identifies and devotes the resources to re-energise KLC so that it becomes the training provider of choice within the region. (78)</p> <p><u>Lift Off:</u> With a tired community presence and a disengaged bunch of potential learners, KLC needs to re-brand and re-launch. A “new” KLC is launched with strong community links and support. (79)</p>
Can acquire from external agents skills and knowledge required.	<p><u>Pitching to the People:</u> Current marketing efforts are seen as resource intensive with little return, however there is an opportunity to create a “new story” about KLC that attracts community interest and new acceptance and engagement and in return increased enrolments and use of resources. KLC to establish a “branding” and marketing committee for this purpose. (72)</p>	<p><u>Launching Pad:</u> There is a breakdown in communication by KLC of its activities in the community. A better promotion of activities will provide improved outcomes. KLC to develop a marketing campaign based on the launch of a new name and targeted training in the region. (76)</p> <p><u>Fashioning the Future:</u> Ad hoc training program scheduling can minimise take up of interest because individuals and organisations do not have adequate time to plan for enrolment, as well as KLC making best use of its trainers and facilities. Ideally if a training program schedule is known well in advance many people can save for and diarise for possible training. A six month and 18 month training schedule be drawn up to fully utilise available trainers and facilities. (75)\</p>	
Skills and knowledge required available in-house.	<p><u>A New Beginning:</u> KLC is currently not well regarded within the community. A higher profile, active and well regarded facility will be able to attract more students and be a strong catalyst for learning in the Shires of Gannawarra and northern Loddon. KLC to change its trading name and piggy back on Govt’s Learn Local campaign. (71)</p> <p><u>Implementing Change:</u> KLC in assessing their current situation have found problems in financial viability and have a poor community acceptance and profile. Many organisations see KLC as pivotal in the community as the prominent and logical local learning provider. To regain this prominence the Management of KLC needs to appoint an on-site Manager of the Centre to lead and implement change. (69)</p> <p><u>A Vibrant Committee of Management:</u> The KLC Committee of management is struggling for numbers. A full committee comprised of dynamic leaders with a passion for knowledge, training and with an understanding of the local issues would give KLC a strong local presence. KLC to actively target local leaders to join the Committee of Management. (70)</p>		

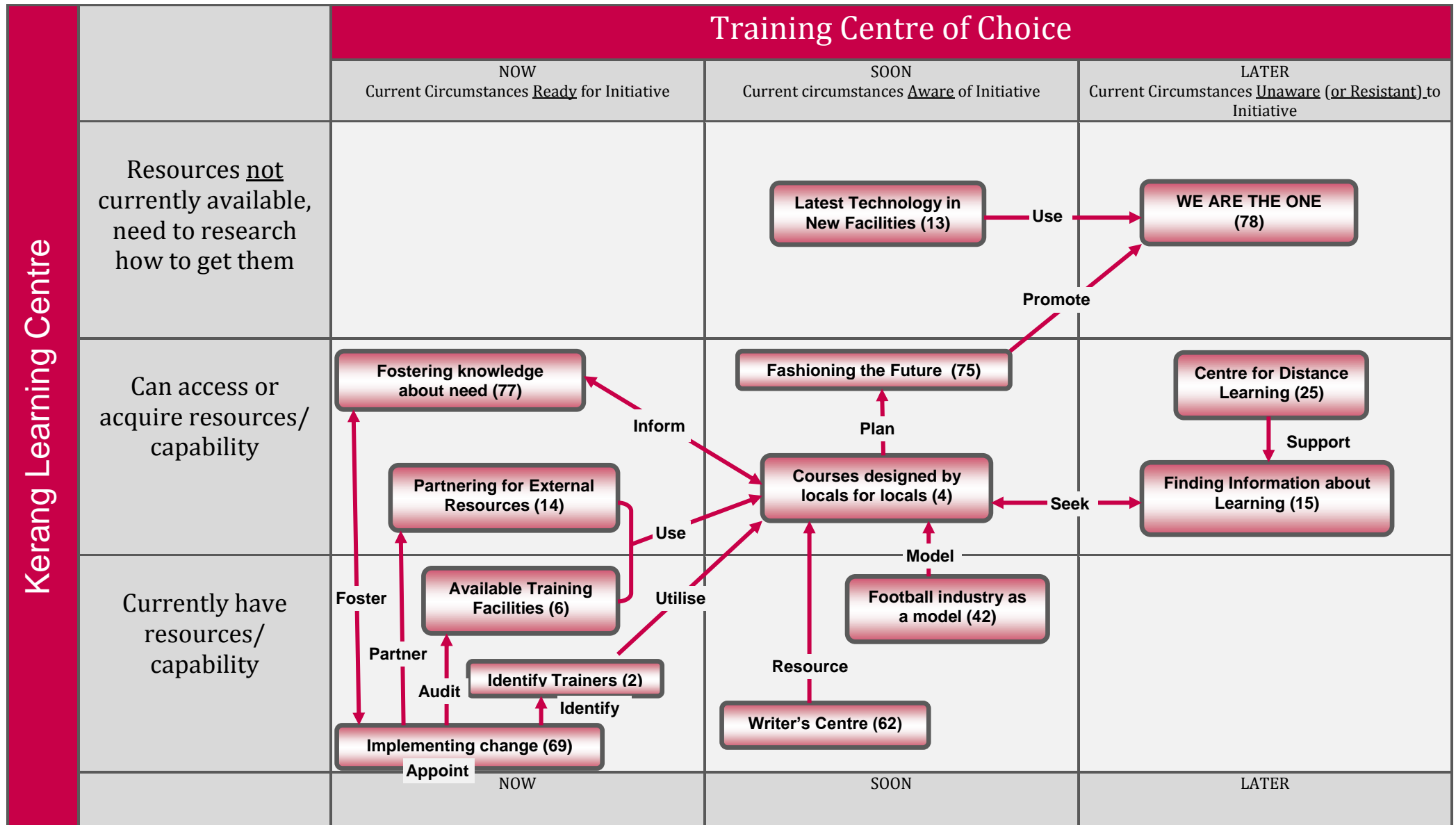


SUSTAINABLE LEARNING CENTRE

	NOW – Current Circumstances Ready for Initiative	SOON – Current Circumstances Aware of need for Initiative	LATER – Current Circumstances unaware or resistant to Initiative
R&D Required to create skills knowledge required.		<u>Planning Participation:</u> Most organisations and especially government want to engage their clients and citizens in their planning for the future, however these skills are not available to (and within) community members but are essential if the 'consultative' model of government is to be successful. A basic understanding of planning and futuring will enable greater, and a more meaningful and satisfying participation. KLC in partnership with the Regional Shires can host skills development forums designed to assist people to understand how planning for the future is done and to participate in such events (40)	<u>Building a sustainable business model:</u> Changes to the ACFE funding model from 1 Jan 2011 make it difficult for providers in small communities to remain viable if they rely on income from accredited training alone. Successful training providers in other areas have improved viability by diversifying their income producing activities. KLC will embrace an expansionist business model and become the local provider for NEIS, Green Corps, Work for the Dole and Small Business Victoria services. (24)
Can acquire from external agents skills and knowledge required.	<u>Identify trainers/teachers in the local community with capacity to instruct in accredited courses:</u> Trainers and teachers are drawn from a very limited database of competent people, and Learning Agencies should have access to an up-to-date multi-level and multi-competency register of potential teachers in the region. KLC to facilitate the identification and registration of people able and willing to teach others in their competencies. (2) <u>Football Industry as a Model:</u> In all regions sport, and in particular (AFL) football, has a solid foundation of structure including networks and support in running successful activities. Community learning program development should mirror or run parallel to and be supported by local sporting groups. KLC can customize programs to fit local needs such as Food handlers and RSA (Responsible Serving of Alcohol) for all of the people serving food and drinks at clubs, First Aid, Club administration – such running meetings, doing the financials, risk management and insurance. Similarly the CFA provides another successful community organisation that can be partnered with. (42)	<u>Partner with organisations that have facilities:</u> Many organisations have underutilised facilities. Use of appropriate facilities for training when not required by the owner organisation can achieve economies of scale for both and provide additional training opportunities for owner members. Following identification of suitable facilities, KLC will initiate partnership discussions with a view to running training programs through these venues for its members and the general community. (7) <u>Teaching Pool:</u> Many potential leaders of learning programs are unrecognized in communities, the more diverse and deep the pool of potential teachers the more able Learning Centres will be to offer high quality programs. Inviting all citizens to consider being part of the community's teaching resources and registering those that come forward will enable more extensive programs to be offered. (56) <u>Fashioning the Future:</u> Ad hoc training program scheduling can minimise take up of interest because individuals and organisations do not have adequate time to plan for enrolment, as well as KLC making best use of its trainers and facilities. Ideally if a training program schedule is known well in advance many people can save for and diarise for possible training. A six month and 18 month training schedule be drawn up to fully utilise available trainers and facilities. (75)	
Skills and knowledge required available in-house.	<u>Utilising local skills and knowledge:</u> There are many skilled and knowledgeable people within the region who are seldom called upon to use their skills and knowledge because few know that they have them. A local skills register would identify where those skills lie and where there are gaps. KLC will commence the development of a local skills register by calling for applications for people who are willing to become skills trainers and/or mentors within the Centre and offer assistance to gain Cert.IV T&A if necessary (21) <u>Inspiring stories:</u> Finding out the achievements of community members is not easy, yet it is so important to the community's	<u>Local Partnerships:</u> Many ideas, events and activities fall by the wayside due to an inability of the local organisation to take the idea forward due to lack of manpower, skills, knowledge, and other resources or they take a 'silo' approach and adopt 'an if we can't do it then no-one does it' approach. Those organisations that have been successful have access to these resources or the ability to bring them in, and they take a whole of community approach. Local organisations need to collaborate and share in partnerships to achieve local outcomes and KLC can also adopt these principles of	

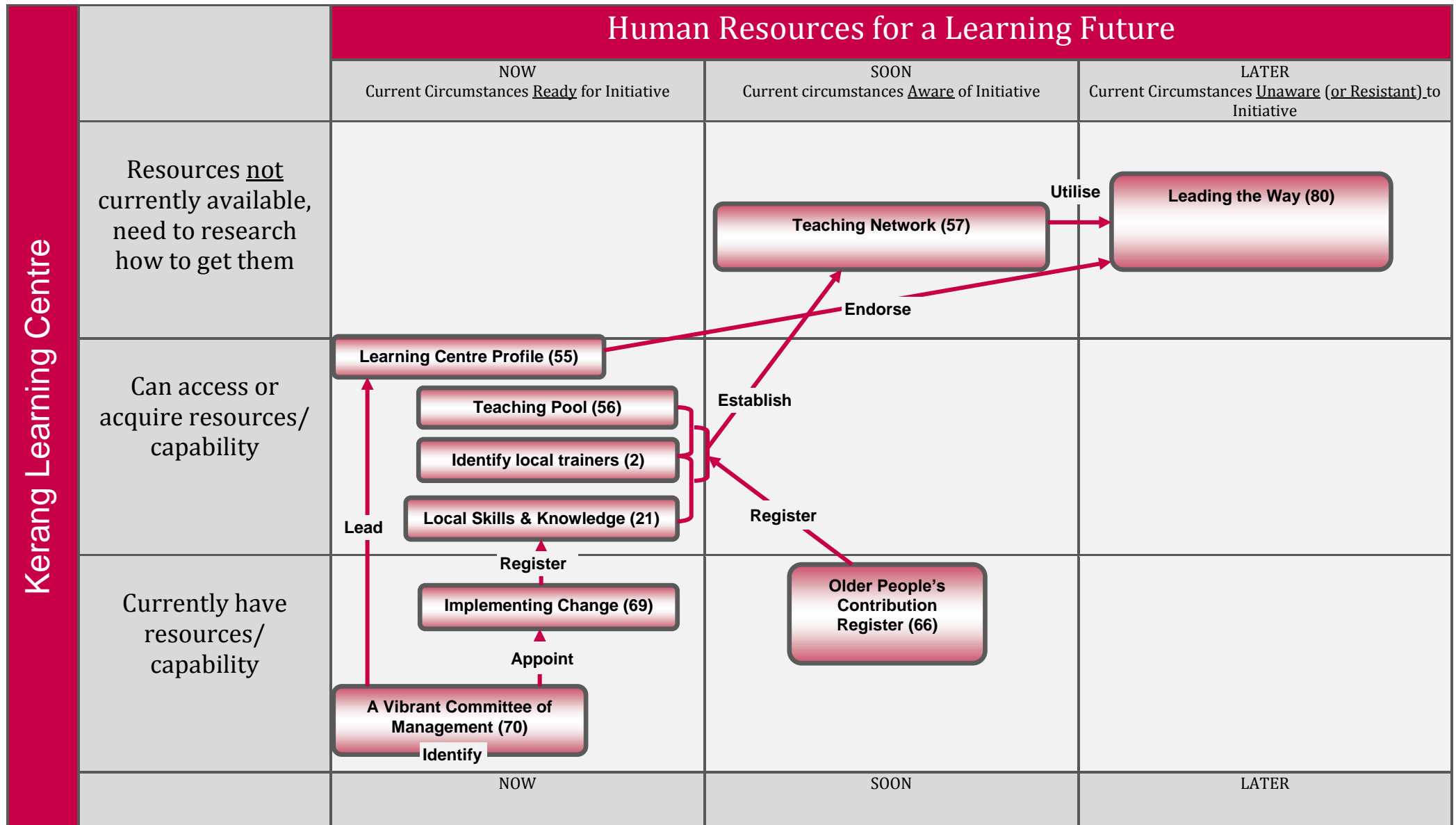
	<p>confidence, pride and motivation that stories should be easily accessible. KLC will use its writing classes to collect and where necessary write stories of local champions and support the Library to have them on public display (68).</p> <p><u>Implementing Change:</u> KLC in assessing their current situation have found problems in financial viability and have a poor community acceptance and profile. Many organisations see KLC as pivotal in the community as the prominent and logical local learning provider. To regain this prominence the Management of KLC needs to appoint an on-site Manager of the Centre to lead and implement change. (69)</p>	<p>collaboration and partnership making so as to increase their provision of training to local communities (37)</p> <p><u>Available training facilities:</u> Most facilities within the region used for training are not suitable for this purpose and hiring costs can make many courses economically unsustainable. Appropriate, well -costed facilities will facilitate an increase in the number of courses and students. KLC to undertake a facilities audit in its key delivery centres to ascertain availability and suitability for future training opportunities. (6)</p> <p><u>Optimising participation of our young people:</u> There is concern that talented young people are leaving the area due to lack of sustainable local jobs and an inflexible learning environment. Courses that provide entry level skills and qualifications to local industry sectors conducted at times suitable to young people will increase the number of participants and improve learner outcomes. When planning new courses that look to attract young participants KLC be mindful of other local youth activities that may clash and select times that optimize participation –this may include night, weekend and holiday classes. (11)</p>	
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TRAINING CENTRE OF CHOICE

	NOW – Current Circumstances Ready for Initiative	SOON – Current Circumstances Aware of need for Initiative	LATER – Current Circumstances unaware or resistant to Initiative
R&D Required to create skills knowledge required.		<u>Ensure latest technology in any new facilities:</u> Smaller communities lack the critical mass to provide the breadth of opportunities available in larger centres. However rapid development of new technologies can be harnessed to help overcome barriers of size and distance are well understood & used by young people. A new P-12 school & training centre with full technological links to the world will enable training at all levels to be conducted locally. (13)	<u>We are the One:</u> KLC grew from a base of neighbourhood house type learning and hobby course to be a major RTO in the region, and yet locals are turning away from the learning opportunities that are on their doorstep. The Board of Management identifies and devotes the resources to re-energise KLC so that it becomes the training provider of choice within the region. (78)
Can acquire from external agents skills and knowledge required.	<u>Fostering knowledge about needs:</u> There does not appear to be suitable mechanisms that would enable KLC to determine the needs of a range of community members, and yet if these needs were known and regularly updated KLC would be in a better position to provide training opportunities for these target markets. KLC to establish support sub-groups to advise it on current and emerging needs of youth, women, aged persons, Koories etc. (77) <u>Partnering for external resources:</u> Smaller communities lack the critical mass to provide the breadth of opportunities available in larger centres. However the rapid development of new technologies can be harnessed to help overcome barriers of size and distance and are well understood and used by young people. KLC can develop local technological and physical capabilities in order to establish partnerships with providers from outside the area to provide courses to meet local needs (14)	<u>Offer locally designed courses to meet local need for local students by local teachers:</u> Few such courses have been designed from collaborative participation of employers, whereas a course designed to advance local industry and local government should be offered by learning centres and supported by employers. KLC to offer relevant courses and employers to market to staff to ensure class size meet ACFE requirements (4) <u>Fashioning the Future:</u> Ad hoc training program scheduling can minimise take up of interest because individuals and organisations do not have adequate time to plan for enrolment, as well as KLC making best use of its trainers and facilities. Ideally if a training program schedule is known well in advance many people can save for and diarise for possible training. A six month and 18 month training schedule be drawn up to fully utilise available trainers and facilities. (75)	<u>Centre for Distance Learning:</u> Many students are unable to undertake tertiary studies as they are not able to leave home for a variety of reasons. Many will be able to commence these studies by on-line learning if supported by local facilities & information. KLC will form partnerships with universities and TAFE colleges to establish an on-site 'Centre for Distance Learning' that will provide necessary support for local resident student studies (25) <u>Finding information:</u> Many training opportunities are available to potential learners but it is often difficult for them to find out when and where they are offered. Greater uptake of available courses and improved pathways planning will occur if full knowledge of available options are known or can be easily found. KLC to partner with local government, neighbourhood houses, information centres, and local schools to establish a skills development centre where citizens can get information about all of the regions learning opportunities and be assisted to create learning pathways to achieve their personal aspirations (15)
Skills and knowledge required available in-house.	<u>Implementing Change:</u> KLC in assessing their current situation have found problems in financial viability and have a poor community acceptance and profile. Many organisations see KLC as pivotal in the community as the prominent and logical local learning provider. To regain this prominence the Management of KLC to appoint an on-site Mgr of the Centre to lead & implement change. (69) <u>Available training facilities:</u> Most facilities within the region used for training are not suitable for this purpose and hiring costs can make many courses economically unsustainable. Appropriate, well -costed facilities will facilitate an increase in the number of courses and students. KLC to undertake a facilities audit in its key delivery centres to ascertain availability and suitability for future training opportunities. (6) <u>Identify trainers/teachers in the local community with capacity to instruct in accredited courses:</u> Trainers and teachers are drawn from a very limited database of competent people, and Learning Agencies should have access to an up-to-date multi-level and multi-competency register of potential teachers in the region. KLC to facilitate the identification and registration of people able and willing to teach others in their competencies. (2)	<u>Football Industry as a Model:</u> In all regions sport, and in particular (AFL) football, has a solid foundation of structure including networks and support in running successful activities. Community learning program development should mirror or run parallel to and be supported by local sporting groups. KLC can customize programs to fit local needs such as Food handlers and RSA (Responsible Serving of Alcohol) for all of the people serving food and drinks at clubs, First Aid, Club administration – such running meetings, doing the financials, risk management and insurance. Similarly the CFA provides another successful community organisation that can be partnered with. (42) <u>Writers' Centre:</u> The Region has a very rich oral history with stories being shared in the storyteller's immediate environment. There is a need for the stories to be more widely known and used to demonstrate the resilience, entrepreneurship, and innovative achievements of the Region. A Centre where potential writers of all ages can gather to learn researching and writing skills, enjoy mutual support and focus a writing resource on the regions need for publishable material be established as a matter of urgency (62)	<u>Implementing Change:</u> KLC in assessing their current situation have found problems in financial viability and have a poor community acceptance and profile. Many organisations see KLC as pivotal in the community as the prominent and logical local learning provider. To regain this prominence the Management of KLC needs to appoint an on-site Manager of the Centre to lead and implement change. (69)



HUMAN RESOURCES FOR A LEARNING FUTURE

	NOW – Current Circumstances Ready for Initiative	SOON – Current Circumstances Aware of need for Initiative	LATER – Current Circumstances unaware or resistant to Initiative
R&D Required to create skills knowledge required.		<u>Teaching Network:</u> Keeping up with teaching techniques, and new developments in your field is difficult for isolated teachers at learning centres, in rural communities. Providing a community of practice or other professional network enables mutual support for ongoing professional development. KLC facilitating a Centre teachers' community of practice will assist in enhancing the quality of its programs and confidence of staff (57)	<u>Leading the Way:</u> Many RTO's serving small communities struggle to survive, and yet have the potential to grow and be sustainable with new ways of thinking and community engagement. KLC has the potential to be views as a state-wide leader in providing locally based training in small communities. (80)
Can acquire from external agents skills and knowledge required.	<p><u>Identify trainers/teachers in the local community with capacity to instruct in accredited courses:</u> Trainers and teachers are drawn from a very limited database of competent people, and Learning Agencies should have access to an up-to-date multi-level and multi-competency register of potential teachers in the region. KLC to facilitate the identification and registration of people able and willing to teach others in their competencies. (2)</p> <p><u>Learning Centre Profile:</u> In many communities Learning Centres and their achievements have a very low profile making it difficult for them to communicate with the population at large. Learning Centres are critical to the development of the community's capacities to grow and prosper and should have a profile in the community to match this 'life blood' responsibility. While the quality of teaching and relevance of courses offered are important to profile so is the Centre's community leadership, the endorsement and participation of a wide spectrum of community leaders on the Centre's Board will achieve this. (55)</p> <p><u>Utilising local skills and knowledge:</u> There are many skilled and knowledgeable people within the region who are seldom called upon to use their skills and knowledge because few know that they have them. A local skills register would identify where those skills lie and where there are gaps. KLC will commence the development of a local skills register by calling for applications for people who are willing to become skills trainers and/or mentors within the Centre and offer assistance to gain Cert.IV T&A if necessary (21)</p> <p><u>Teaching Pool:</u> Many potential leaders of learning programs are unrecognized in communities, the more diverse and deep the pool of potential teachers the more able Learning Centres will be to offer high quality programs. Inviting all citizens to consider being part of the community's teaching resources and registering those that come forward will enable more extensive programs to be offered.(56)</p>		
Skills and knowledge required available in-house.	<u>A Vibrant Committee of Management:</u> The KLC Committee of management is struggling for numbers. A full committee comprised of dynamic leaders with a passion for knowledge, training and with an understanding of the local issues would give KLC a strong local presence. KLC to actively target local leaders to join the Committee of Management. (70)	<u>Older peoples contribution Register:</u> Retirement has become a curse for many people who want to scale back rather than opt out of being engaged with their community. Rural communities are especially in need of every resource available and should therefore work with 'retired' people to create an appropriate protocol for some engagement. Creating a community	

	<p><u>Implementing Change:</u> KLC in assessing their current situation have found problems in financial viability and have a poor community acceptance and profile. Many organisations see KLC as pivotal in the community as the prominent and logical local learning provider. To regain this prominence the Management of KLC needs to appoint an on-site Manager of the Centre to lead and implement change. (69)</p>	<p>register, with regular updates, of the contribution older people want to make will enable all agencies to seek people out and learning centres to tap into this resource for teaching purposes (66)</p>	
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Establishing and maintaining the core business – ‘learning programs that are accessible, relevant and advance the quality of life aspirations of individual residents’ - of the Learning Centre is the second focus of the study.

Community Stability and Vitality

Learning is a core capacity of communities that are stable and vital. Specific skills associated with sharing community members stories is one of the fundamental capacities that KLC can immediately stimulate through its programs. Similarly providing learning opportunities for self-help and neighbour-help activities to advance individual wellbeing are logical extensions of sharing community stories. From a basis of sound relationship skills KLC can provide learning programs about change issues impacting the community from youth mobility, through alternative communication technologies to emerging economic opportunities, which support community development and sustainability.

Learning to be a more efficient Resident

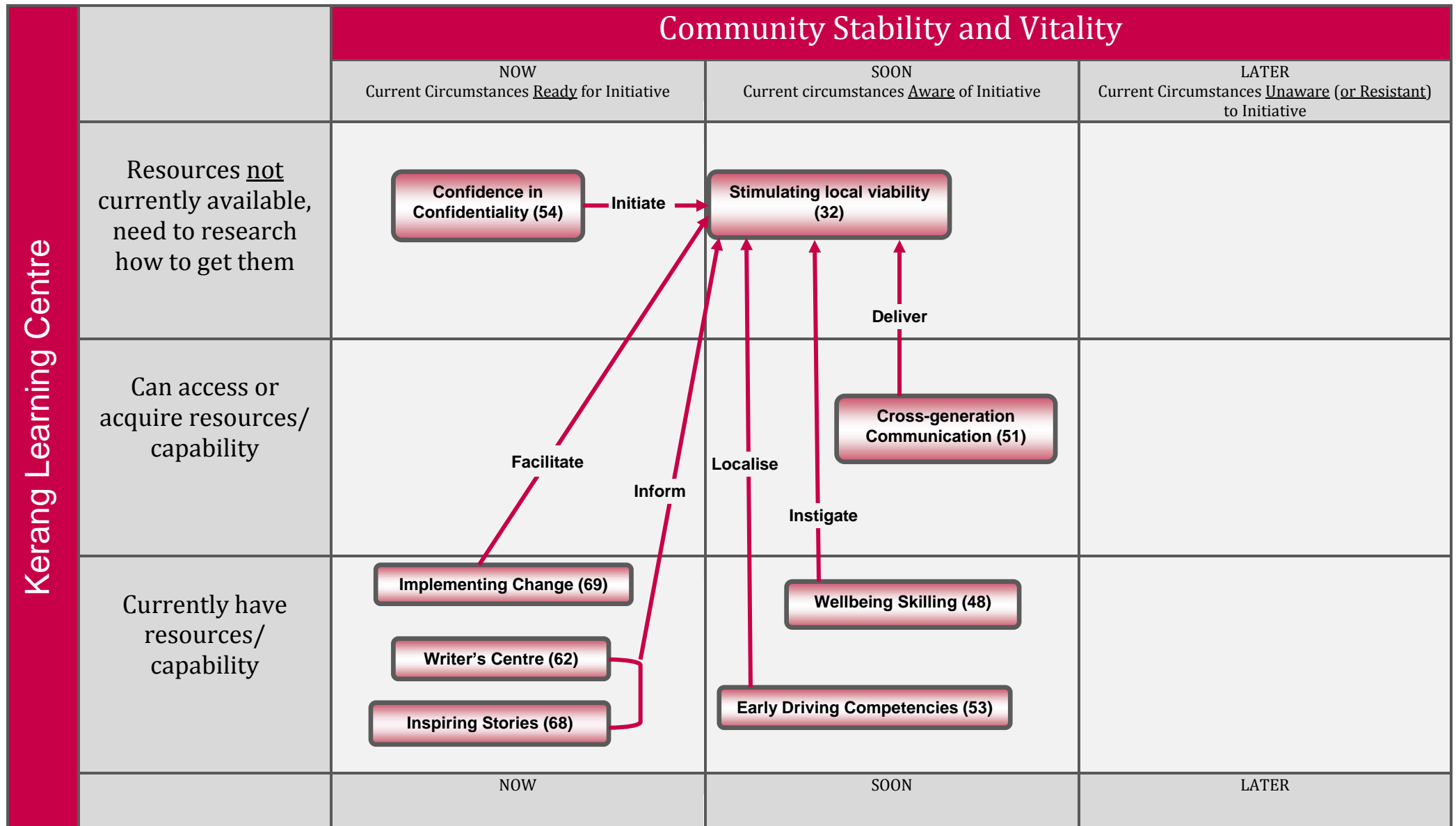
Individuals in any community achieve goals that many others aspire to but their exploits and learning are never known, communicating the stories of those who have succeeded in overcoming any barrier is an inspiration and motivator to the Region as a whole. These motivational experiences can be directed by KLC to encourage others to learn the skills they require to be more efficient and effective in their everyday life. Courses for learning these skills are often provided by commercial interests, at no cost to the participants, as the interests seek to market their products to an educated and understanding clientele. Local Learning Centres are appropriate coordinators for these opportunities that usually bypass rural regions. KLC can act proactively through invitations to those offering learning programs relevant to the Region's residents in areas such as recreation, home appliances and e-commerce.

Succeeding Beyond Kerang Region

Many young people currently and will in the future leave their mid-Murray homes and communities when they complete secondary schooling. The daunting challenges facing these young people can be initially assisted by making available stories about those who have succeeded in meeting the challenge while providing opportunities to learn the skills that enabled this success associated with advancing ones wellbeing is very different circumstances. Many resources are available in all communities but they need to be collected, collated and presented to young people in a supportive learning environment. Similarly ongoing communication with home will require both those leaving and those remaining to become skillful in cross-generation, cross-technologies communication processes. Once an appreciation and acceptance of the need for skills and knowledge required to survive and prosper in alternative circumstances is established programs can be created. Local citizens with such skills and knowledge can be recruited to introduce and mentor both those leaving and those remaining each year in what might be termed Global Living Skills.

Qualified Local Staff Resources for Local Enterprises

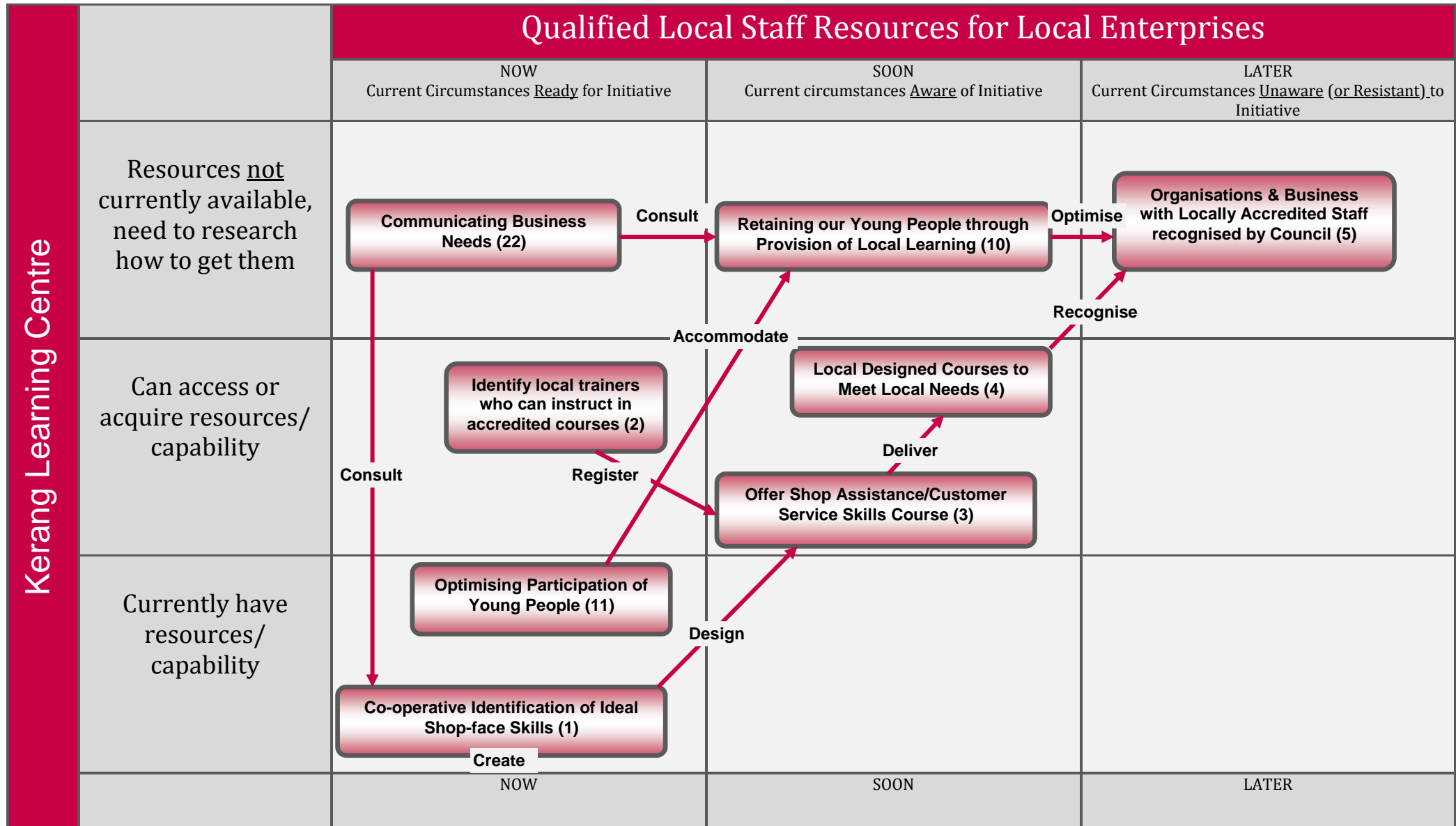
One of the unique options for a community based RTO is flexibility. Course times can be integrated rather than imposed on community life, course material can be customized to local needs and resourcing can be achieved through unique 'mix and match' partnerships with individuals or agencies. Through utilising this flexibility, opportunities for young people to become qualified in local enterprises, without penalizing other aspects of their community life give them a motivation to stay and make their careers and homes in the community. Courses, which arise from research of the needs of local enterprise, ensure ongoing employment opportunities are linked to the learning experiences. This approach by KLC to train locally for local employment can be given greater status through the RTO partnering with Local Government and Regional Employer Associations to accredit and recognize the achievements of course participants.



COMMUNITY STABILITY AND VITALITY

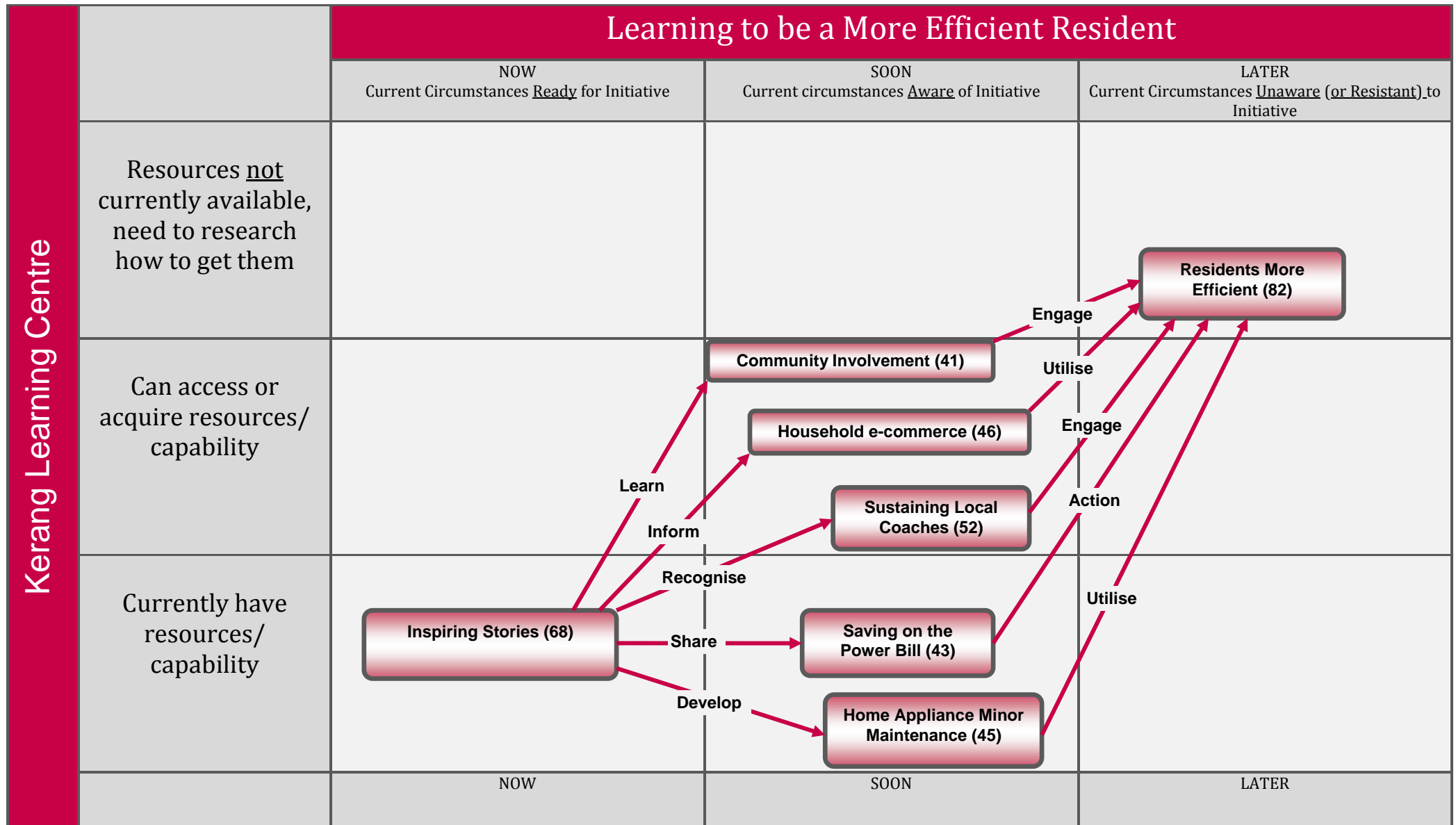
	NOW – Current Circumstances Ready for Initiative	SOON – Current Circumstances Aware of need for Initiative	LATER – Current Circumstances unaware or resistant to Initiative
R&D Required to create skills knowledge required.	<u>Confidence in Confidentiality:</u> With the advent of instant messaging and other mobile communication activities it has become increasingly difficult for people in smaller rural communities to maintain confidentiality about their transactions with professional practitioners (doctors, lawyers, social workers, etc). Anonymity should be available to those seeking privacy in their personal affairs. Initiating Community forums to explore how an individual can sustain their privacy and dignity and then the sharing of the skills identified will improve the situation (54)	<u>Stimulating local viability:</u> The viability of each locality in the region is dependent on the region's long term economic prospects and vice versa. Each locality has an unknown and untapped potential to value add to its economic diversity and thereby enhancing regional sustainability. KLC holds quarterly community and business conversations (or mini forums) throughout the region so that they can be informed about current and emerging business needs, value adding prospects and associated training needs. (32)	
Can acquire from external agents skills and knowledge required.		<u>Cross-generation Communication:</u> Most teenagers have acquired skills associated with mobile telecommunication technologies their parents have not creating a potentially serious dysfunction in both family and cross generation communication. Parents who do not have a 'peer' learning network, in this area of life, ought to be able to acquire the necessary skills to maintain communication using the new technologies. Intense programs should be designed by young people expert in these competencies and offered to adults before the gulf widens further (51)	
Skills and knowledge required available in-house.	<p><u>Implementing Change:</u> KLC in assessing their current situation have found problems in financial viability and have a poor community acceptance and profile. Many organisations see KLC as pivotal in the community as the prominent and logical local learning provider. To regain this prominence the Management of KLC needs to appoint an on-site Manager of the Centre to lead and implement change. (69)</p> <p><u>Writers' Centre:</u> The Region has a very rich oral history with stories being shared in the storyteller's immediate environment. There is a need for the stories to be more widely known and used to demonstrate the resilience, entrepreneurship, and innovative achievements of the Region. A Centre where potential writers of all ages can gather to learn researching and writing skills, enjoy mutual support and focus a writing resource on the regions need for publishable material be established as a matter of urgency (62)</p> <p><u>Inspiring stories:</u> Finding out the achievements of community members is not easy, yet it is so important to the community's confidence, pride and motivation that stories should be easily accessible. KLC will use its writing classes to collect and where necessary write stories of local champions and support the Library to have them on public display (68).</p>	<p><u>Early Driving Competencies:</u> Traditional rural 'pre-legal-driving experiences' are not available for many young people (on-farm tractor driving etc.) creating an unhealthy appetite in many 14-17yr olds to get behind the wheel. Pre-driving learning can be an important aspect of learning safe driving competencies and should be affordable and available to all young people in the Region seeking them. KLC can initiate partnerships with Police, TAC, RACV, Local Government and local motor enthusiasts to develop appropriate learning experiences in the region. (53)</p> <p><u>Wellbeing skilling:</u> Rural citizens are exposed to many social and psychological stresses for which they do not have appropriate, skills to manage and maintain personal and family mental health, and social wellbeing ought to be known to all residents of rural communities. Instigating low cost, locally relevant skills learning courses through organizations where people currently gather, Neighbourhood Centres, Resource Centres, CFA, CWA, etc. (48)</p>	

Qualified Local Staff Resources for Local Enterprises



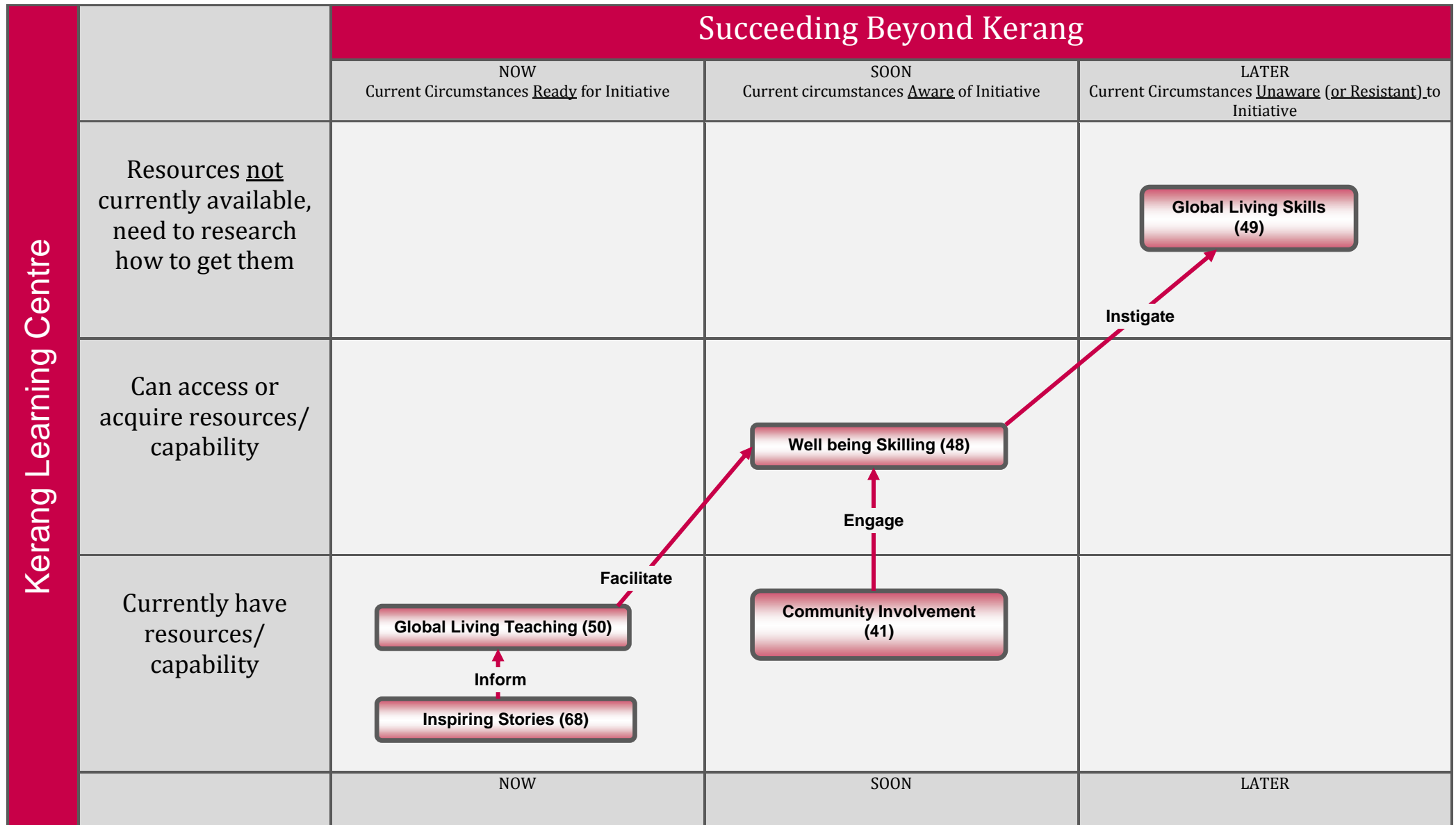
QUALIFIED LOCAL STAFF RESOURCES FOR LOCAL ENTERPRISES

	NOW – Current Circumstances Ready for Initiative	SOON – Current Circumstances Aware of need for Initiative	LATER – Current Circumstances unaware or resistant to Initiative
R&D Required to create skills knowledge required.	<u>Communicating business needs:</u> There is often a disconnect between the skills set needed by employers and courses offered/available to people seeking employment due to a lack of communication between the two. Employers should take the lead in identifying and articulating the skills they require in new employees so that courses can be offered to include such skills. KLC will establish an on-going, formal and regular consultation process with local government, business organisations, job network providers and service providers to monitor current and emerging employment and training opportunities. (22)	<u>Retaining our young people through provision of local learning:</u> There is concern that talented young people are leaving the area due to a lack of sustainable local jobs and an inflexible learning environment. Courses that provide entry level skills and qualifications to local industry sectors conducted at times suitable to young people will increase the number of participants and improve learner outcomes. KLC establish an on-going, formal and regular consultation process with local government, business organizations, job network providers and service providers to remain abreast of current and emerging employment and training opportunities. (10)	<u>Organisations and Business with locally accredited staff recognised by Council:</u> There is no recognition of business and other agencies that are investing in skilling local staff, an opportunity exists for Council to provide certificates of recognition to individuals who complete local training of staff to “best practice” standards. Council will liaise with KLC & employing agencies to create an award recognition protocol. (5)
Can acquire from external agents skills and knowledge required.	<u>Identify trainers/teachers in the local community with capacity to instruct in accredited courses:</u> Trainers and teachers are drawn from a very limited database of competent people, and Learning Agencies should have access to an up-to-date multi-level and multi-competency register of potential teachers in the region. KLC to facilitate the identification and registration of people able and willing to teach others in their competencies. (2)	<u>Offer locally designed courses to meet local need for local students by local teachers:</u> Few such courses have been designed from collaborative participation of employers, whereas a course designed to advance local industry and local government should be offered by learning centres and supported by employers. KLC to offer relevant courses and employers to market to staff to ensure class size meet ACFE requirements (4) <u>Offer shop assistance / customer service skills course:</u> Training of shop assistants and customer service personnel is haphazard and largely passed down within an organisation; and a low-cost (time and finance) locally accredited course based on locally agreed best practice is ideal. KLC and business partners design a course based on local requirements that utilises appropriate modules from externally accredited courses. (3)	
Skills and knowledge required available in-house.	<u>Co-operative identification of ideal shop face skills:</u> Clients seeking to engage with an organisation may be treated in a variety of ways from indifference to over-the-top paternalism; however client ought to experience interested, articulate and focused communication from whatever organisation in the region they interact with. Through consultation with region agencies create a best practice protocol that is both local and global (1) <u>Optimising participation of our young people:</u> There is concern that talented young people are leaving the area due to lack of sustainable local jobs and an inflexible learning environment. Courses that provide entry level skills and qualifications to local industry sectors conducted at times suitable to young people will increase the number of participants and improve learner outcomes. When planning new courses that look to attract young participants KLC be mindful of other local youth activities that may clash and select times that optimize participation. (11)		



LEARNING TO BE A MORE EFFICIENT RESIDENT

	NOW – Current Circumstances Ready for Initiative	SOON – Current Circumstances Aware of need for Initiative	LATER – Current Circumstances unaware or resistant to Initiative
R&D Required to create skills knowledge required.			<u>Residents More Efficient:</u> It is hard to keep up with the ever-changing economic and technological world, and yet our capacity to fully participate is dependent on our ability to adapt. KLC assists all residents to acquire knowledge and skills necessary to fully participate in an ever changing economic and technological world. (82)
Can acquire from external agents skills and knowledge required.		<p><u>Community Involvement:</u> Gathering knowledge and understanding about the region's needs in relation to skills and training is somewhat spasmodic and inefficient, however gathering this knowledge and understanding requires regular engagement with all stakeholders guided by an effective community consultation program that includes the Shires and cultural groups along with Training Providers, Job Network providers, LLENs, Business Associations etc. KLC needs to schedule regular stakeholder consultations using the new techniques observed and learnt as part of the current consultation used to form this report (41)</p> <p><u>Sustaining local coaches:</u> Rural sport has been sustained for generations by locally retired sportspeople who are now increasing barred from this leadership role by a plethora of government requirements. The traditional role of retired sportspeople should be maintained through allowing them to acquire locally the accreditation required to coach and at the community's expense. KLC in partnership with sporting associations will assemble and offer a 'generic' coaching course to meet the needs of multiple sports available in the Region (52)</p>	<u>Household e-commerce:</u> e-commerce at household levels offers large savings and an increased range of buying and selling options, and knowledge about these skills is primarily accessed through the larger IT department stores and how to do it type books. Householders need to know how to use the computer to buy and sell merchandise safely, using some basic rules and skills. KLC can provide a suitable program that allows the learners attain these skills as a matter of urgency. (46)
Skills and knowledge required available in-house.	<u>Inspiring stories:</u> Finding out the achievements of community members is not easy, yet it is so important to the community's confidence, pride and motivation that stories should be easily accessible. KLC will use its writing classes to collect and where necessary write stories of local champions and support the Library to have them on public display (68).	<p><u>Saving on the Power Bill:</u> The escalating price of electrical power (and water) is generating hundreds of ideas of how power (and water usage) can be saved in homes, offices, shops etc and having this knowledge is a way to make informed decisions about living more sustainably. KLC can bring all those ideas into a learning program that will benefit every member of the community in terms of economics and continue the mitigation of causes of climate change (43)</p> <p><u>Home Appliance Minor Maintenance:</u> Many service calls are to correct minor malfunctions that require only a basic understanding of a household appliance and the cost of accessing and acquiring the services of a relevant service-person is increasingly problematic. Households with people who have these skills can deal with minor problems as they arise saving on costs and eliminating the inconvenience experienced by people in rural communities. KLC can develop a learning program that enables householders to do minor maintenance to their appliances such as TV, fridge, hot water service, iron, etc. Similar opportunity for KLC re DIY type things, such as changing a light bulb, changing a tap washer, fixing a sticking door etc (45)</p>	



SUCCEEDING BEYOND KERANG

	NOW – Current Circumstances Ready for Initiative	SOON – Current Circumstances Aware of need for Initiative	LATER – Current Circumstances unaware or resistant to Initiative
R&D Required to create skills knowledge required.			<u>Global Living Skilling:</u> Young people in rural communities have very few opportunities to experience and learn how to live effectively in non-rural situations, the increased mobility and dominance of urban based work opportunities it is essential that 'global living skills' be incorporated in their lives before they leave the rural environment. Global learning skills can be taught in the context of young peoples' recreational and social life as part of sports coaching and training, in special interest activities such as Duke of Edinburgh Award programs and other out of school gatherings. (49)
Can acquire from external agents skills and knowledge required.		<u>Wellbeing skilling:</u> Rural citizens are exposed to many social and psychological stresses for which they do not have appropriate, skills to manage and maintain personal and family mental health, and social wellbeing ought to be known to all residents of rural communities. Instigating low cost, locally relevant skills learning courses through organizations where people currently gather, Neighbourhood Centres, Resource Centres, CFA, CWA, etc. (48)	
Skills and knowledge required available in-house.	<u>Global Living Teaching:</u> Rural citizens who have, through their rich global lifestyle, attained great knowledge about living globally do not have the openings or opportunities to share that knowledge with young people. The wisdom of world-wise citizens should be utilized to enable young people to more effectively manage the transition to non-rural living. Kerang Learning Centre can bridge this gap by bringing such wise citizens together to design and offer unique 'global living courses' (50) <u>Inspiring stories:</u> Finding out the achievements of community members is not easy, yet it is so important to the community's confidence, pride and motivation that stories should be easily accessible. KLC will use its writing classes to collect and where necessary write stories of local champions and support the Library to have them on public display (68).	<u>Community Involvement:</u> Gathering knowledge and understanding about the region's needs in relation to skills and training is somewhat spasmodic and inefficient, however gathering this knowledge and understanding requires regular engagement with all stakeholders guided by an effective community consultation program that includes the Shires and cultural groups along with Training Providers, Job Network providers, LLENs, Business Associations etc. KLC needs to schedule regular stakeholder consultations using the new techniques observed and learnt as part of the current consultation used to form this report (41)	

A Learning Centre is an essential and indispensable contributor to Region and Community Development, providing the opportunities for residents to gain new understanding of changing circumstances and to equip themselves with the competencies necessary to survive and prosper through the changes. Contributing to the future of the Region was the third focus of the study.

Future Regional Development

Communities, which are able to celebrate their history through shared stories, have an inspirational basis to build their future on. Inspiring local stories can be both the launching pad and entry point for learning about emerging needs and opportunities in all aspects of community life – business, agriculture, health and governance for example. Learning programs that bring awareness to the community of new ways to address disruptive problems like responding to new regulations and red tape in a multitude of community and business services will consolidate current performance and instill confidence to plan for the future. KLC can offer a range of courses on planning skills, and knowledge about potential growth areas to hone community members' competencies and capacity to participate in planning that will shape long-term security. These same skills once disseminated throughout the community will stimulate ongoing review and development of community agencies such as KLC itself.

Finding and Nurturing Local Leaders

Community Leadership is a phenomena recognized when a critical, diverse mass of residents offer their skills in a collaborative team to achieve a beneficial purpose for their community. Such a team can grow out of an institutional intention to invite individuals to come together, learn to share and celebrate each other's skills collaboratively and gain deeper insights into the strengths, weaknesses, threats and opportunities facing their communities. That is, community leadership is learned and a learning Centre with the above intention is best placed to catalyse such a process. Once appropriate individuals have been identified, learning programs about community wellbeing (general) and understanding local communities (specific) can be offered. From this beginning specific leadership teams skills like those associated with a Women's Collective, or a Cross Generation Communication Group can be fostered to enable the Region to have an inbuilt system of leadership to facilitate rapid responses to any crisis or risk threatening the integrity of the Region.

Sustainable Agriculture

Agricultural practices locally as well as globally are undergoing radical change as issues of climate change; water availability; food security; and animal welfare issues gain greater political attention. Best practice in areas of agriculture such as irrigation; chemical usage; and animal husbandry have changed significantly in the last 5 years. However, learning what these changes are and how they can be adopted, amended or rejected in this Region requires courses of learning specifically tailored to Regional circumstances. KLC should provide the framework and learning environment to bring expert, teacher and learner together to study the full range of issues ensuring the skills and knowledge required to achieve a viable and sustainable agricultural sector into the future is embedded in the Region.

Young People's Business Development

Younger people have historically in Australia pioneered new business, and have been the local entrepreneurs who have stimulated communities to new heights. Processes that traditional encouraged these roles for young people are less evident hence the community needs to be more proactive to reclaim this resource. Learning Centres that encourage and support young people to push the boundaries of local skills and knowledge and their application are an appropriate incubator for an entrepreneurial spirit. Learning programs that optimize young peoples to

explore regional needs, imagine alternative lifestyles and futures and teach pathways to being an entrepreneur are essential. Once started a variety of Cross-generational experiences can aid the young entrepreneurs' ability to attain new industry skills or invent new ways to stimulate regional social, economic and environmental wellbeing.

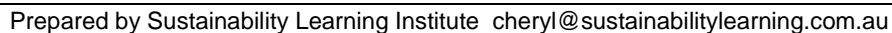
Regional Transport

The initial task is to create a community ideas data-base on mobility across the region. The current status of empty seats on school buses is a way to get early positive outcomes. KLC could provide a program for interested locals to learn about Regional Transport issues with a view to formulating a submission to appropriate planning authorities. While the program would focus on Transport it would teach researching skills, data analysis and submission writing. The program once assembled could be offered to other interest groups wanting to create first class submissions to Government or other authorities (eg MDBA)"

(Since assembling the community members' insights associated with Regional Transport, the Report authors have been made aware of the work being done by Local Government to advance this issue. The focus given here on Regional Transport can be directed to many other Regional essential services.)

Planning for Growth

The basis for growth is found in the Region's sense of pride in its accomplishments, its ability to acquire knowledge and the generation of partnerships between people and between enterprises. From this basis, challenges can be understood and barriers addressed, further, such a region's intellectual capacity can be channelled into initiating innovative solutions which will stimulate further learning and attract new residents to sustain the growth.

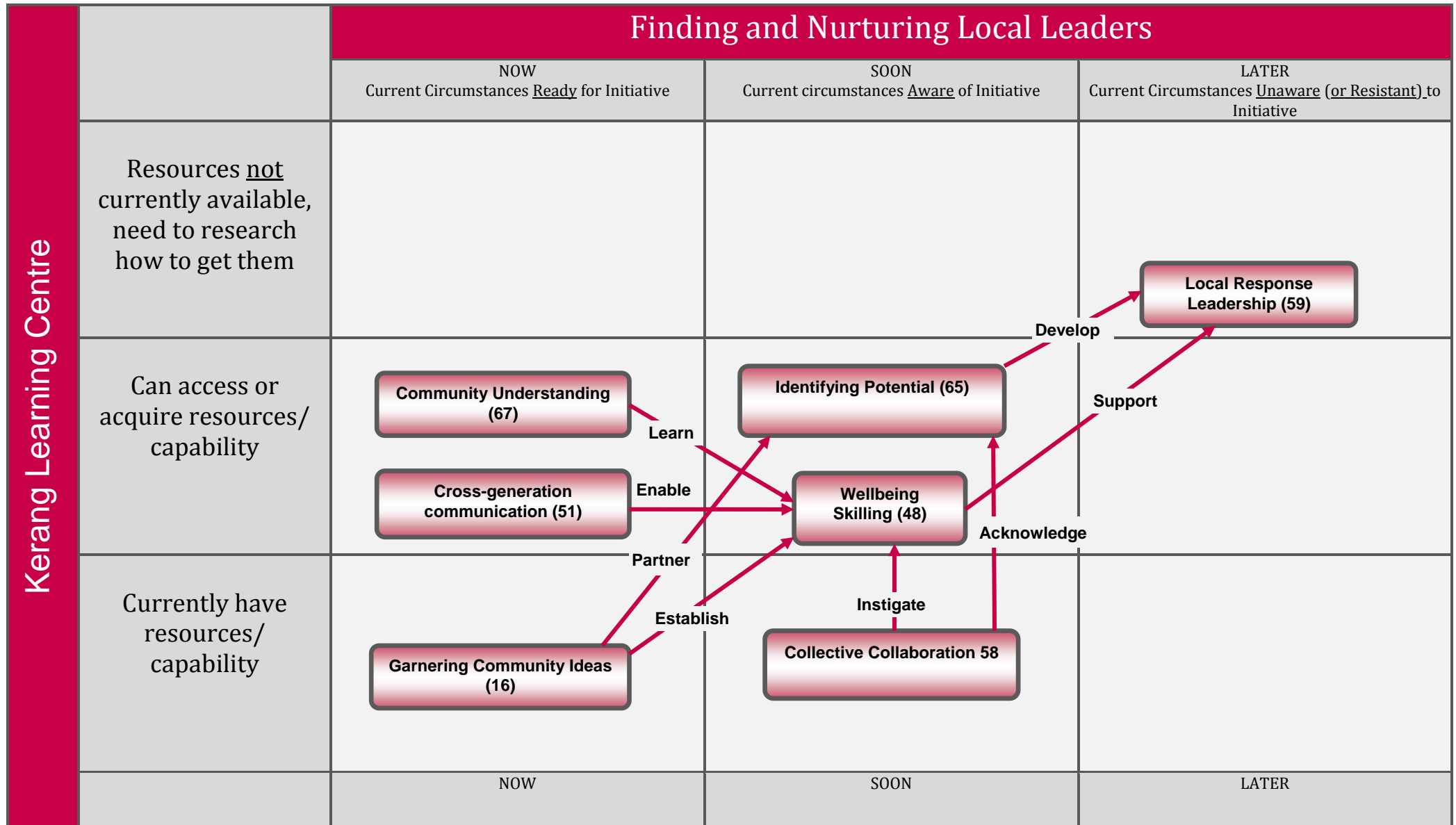


FUTURE REGIONAL DEVELOPMENT

	NOW – Current Circumstances Ready for Initiative	SOON – Current Circumstances Aware of need for Initiative	LATER – Current Circumstances unaware or resistant to Initiative
R&D Required to create skills knowledge required.	<u>Dealing with Red Tape and Insurance Costs:</u> Red tape and insurance issues have led to the cancellation of many previously successful community events curtailing activities essential for community cohesion. Those that do manage their way through these issues maintain or grow their community wellbeing through a range of activities that enhance community connectedness. KLC can facilitate a series of workshops sponsored by the Shires of Gannawarra and Loddon designed to develop the skills and knowledge of local community leaders about the Municipal Association of Victoria's public liability scheme, that provides cover to not-for-profit community organisations and associated risk management procedures. This scheme has been developed as a response by local government to the concerns raised by Not-for-Profit organisations to large increases in premiums over recent times and a lack of available cover. (31)	<u>Stimulating local viability:</u> The viability of each locality in the region is dependent on the region's long term economic prospects and vice versa. Each locality has an unknown and untapped potential to value add to its economic diversity and thereby enhancing regional sustainability. KLC holds quarterly community and business conversations (or mini forums) throughout the region so that they can be informed about current and emerging business needs, value adding prospects and associated training needs. (32) <u>Planning Participation:</u> Most organisations and especially government want to engage their clients and citizens in their planning for the future, however these skills are not available to (and within) community members but are essential if the 'consultative' model of government is to be successful. A basic understanding of planning and futuring will enable greater, and a more meaningful and satisfying participation. KLC in partnership with the Regional Shires can host skills development forums designed to assist people to understand how planning for the future is done and to participate in such events (40)	<u>Supporting future development:</u> Communities can often become tired and despondent when faced with continual difficult challenges to their development and survival. Improved services and attractions will lead to a more vibrant community through reducing disadvantage and lifting pride. KLC will take a significant leadership role in the community to provide the formal and informal skills training necessary for local people to develop and compete today and into the future. (23) <u>Planning for Growth:</u> There are many barriers that regions need to overcome such as inadequate transport services and access to training and learning opportunities; however planning that addresses and minimises these barriers and brings city-type opportunities to the region can be the catalyst for regional growth. The Shires of Gannawarra and Loddon can access funding to develop a range of regional growth plans which in turn support population retention and growth which in turn brings economies of scale to attract these types of service provision. KLC can contribute ideas to these types of planning activities (36) <u>Leading the Way:</u> Many RTO's serving small communities struggle to survive, and yet have the potential to grow and be sustainable with new ways of thinking and community engagement. KLC has the potential to be viewed as a state-wide leader in providing locally based training in small communities. (80)
Can acquire from external agents skills and knowledge required.	<u>Governance Training:</u> Community members are often reluctant to accept positions on local committees and boards as they lack understanding of the legalities and processes involved. Community organisations will flourish when significant numbers in the community are conversant with these skills. KLC will run Governance Training courses for all members and potential members of local committees (26)	<u>Services Planning:</u> People are leaving (that is re-locating away from) the region because they need to access facilities and services from the cities (and larger regional centres) that are not available in the region; however people would be more likely to remain in their communities if they were confident that their needs for these services and facilities could be met. New ways of service provision and accessing facilities can be addressed by working with city based agencies so as to bring the city to the region through use of current and emerging technology eg VOIP (voice over internet protocol), out-reach and mobile services. KLC can demonstrate how this can be done through provision of training into smaller communities. (35) <u>Health Planning:</u> The population of the region is forecast to gradually decline, with an emphasis on an increased ageing profile. This ageing population requires a range of health services, which are also in decline. A collaborative	<u>Attracting New Residents:</u> There is a forecast decline in the population of the region, and yet there is the hope that this will be increased in 2020. The flow-on effect of attracting new residents means that there is a flow-on effect for increased services, education, employment, training etc (47)

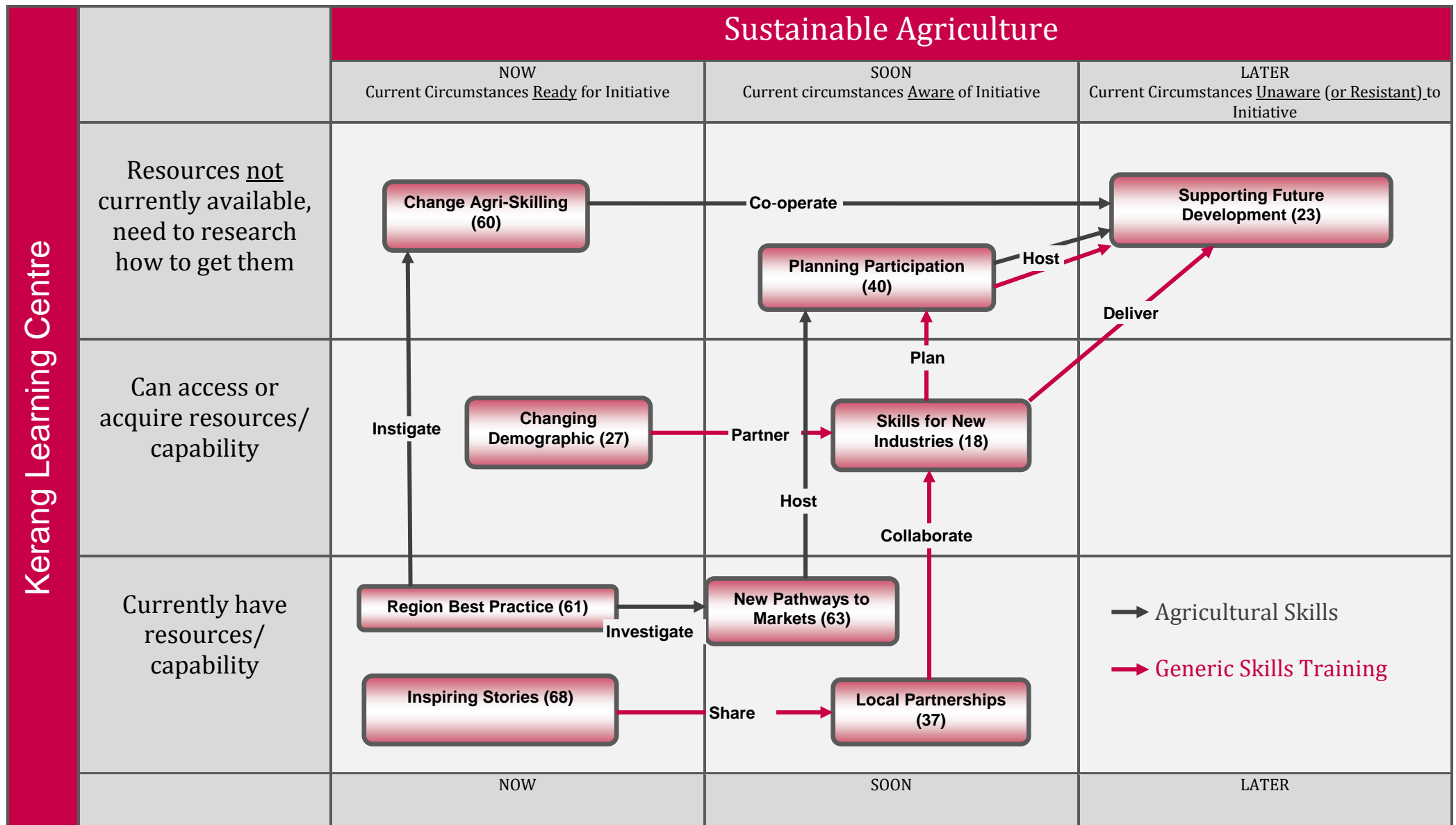
		partnership between stakeholders representing health service agencies, Shire council, training providers (including KLC) and users can develop a medical health plan that encourages doctors to the region and included in the plan are strategies to enhance training relevant to the region's health industries and other measures designed to attract staff to live and work in the region. (34)	
Skills and knowledge required available in-house.	<p><u>Communicating business needs:</u> There is often a disconnect between the skills set needed by employers and courses offered/available to people seeking employment due to a lack of communication between the two. Employers should take the lead in identifying and articulating the skills they require in new employees so that courses can be offered to include such skills. . KLC will establish an on-going, formal and regular consultation process with local government, business organisations, job network providers and service providers to remain abreast of current and emerging employment and training opportunities. (22)</p> <p><u>Inspiring stories:</u> Finding out the achievements of community members is not easy, yet it is so important to the community's confidence, pride and motivation that stories should be easily accessible. KLC will use its writing classes to collect and where necessary write stories of local champions and support the Library to have them on public display (68).</p> <p><u>Ideas Farming:</u> Whenever local people get together numerous ideas are shared as to how things could be better in the future; these hundreds of ideas should not be allowed to disappear as they represent the creative wisdom of the community and the basis for its future prosperity. Community ideas sessions be offered where the ideas generated by participants are explored through sharing, clustering with other like ideas and the resultant developed ideas considered for further incubation. (64)</p>	<p><u>Generic skills for new markets:</u> Skills training is often industry specific, however there are many skills that are generic and transferrable to lots of situations. The attainment of these skills will enhance employment opportunities in existing industries but also provide opportunities for emergent leaders to develop new industries or businesses. New market opportunities may exist in tourism, retail, eco-tourism, agriculture, off-farm trading, sustainable agriculture, water efficiencies, farm gate sales in cheese, meat, flowers, chocolate etc., massage/day spa, olive oils and marketing. KLC will offer a range of units of competency that will develop a skills set in people that enables them to participate in a range of emerging industries and the region the capacity to entice new initiatives (17)</p>	

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FINDING AND NURTURING LOCAL LEADERS

	NOW – Current Circumstances Ready for Initiative	SOON – Current Circumstances Aware of need for Initiative	LATER – Current Circumstances unaware or resistant to Initiative
R&D Required to create skills knowledge required.			<u>Local Response Leadership:</u> Unexpected and unplanned for challenges with both positive and negative impact often confront rural communities, who do not have available leadership to lead an appropriate response; communities need such a resource as soon as possible. Developing a squad of proven leaders and offering them further training will enable the community to have a well informed, mutually support of leader ready for deployment in any circumstances. (59)
Can acquire from external agents skills and knowledge required.	<p><u>Community Understanding:</u> There are perceived barriers to community participation in developing appropriate health and community services. When community members have a detailed understanding of the difficulties facing these agencies they are better placed to offer their insights as to how services might be improved. Learning programs to enable community members to gain knowledge about the day to day functioning of service centres can be subsequently developed into support groups for those agencies (67)</p> <p><u>Cross-generation Communication:</u> Most teenagers have acquired skills associated with mobile telecommunication technologies their parents have not creating a potentially serious dysfunction in both family and cross generation communication. Parents who do not have a 'peer' learning network, in this area of life, ought to be able to acquire the necessary skills to maintain effective communication using the new technologies. Intense programs should be designed by young people expert in these competencies and offered to adults before the gulf widens further (51)</p>	<p><u>Wellbeing skilling:</u> Rural citizens are exposed to many social and psychological stresses for which they do not have appropriate, skills to manage and maintain personal and family mental health, and social wellbeing ought to be known to all residents of rural communities. Instigating low cost, locally relevant skills learning courses through organizations where people currently gather, Neighbourhood Centres, Resource Centres, CFA, CWA, etc. (48)</p> <p><u>Identifying Potential:</u> Communities can easily slip into a culture of leaving new challenges to 'old hands' who have managed before leaving a large amount of community knowledge unused and undeveloped. Releasing this knowledge is a critical challenge for rural communities. Collaborative activities between Local Government, Commercial Enterprises, Community Services and Learning Agencies to invite new voices to contribute to resolving community challenges will identify undisclosed potential. (65)</p>	
Skills and knowledge required available in-house.	<u>Garnering community ideas:</u> Ideas for the advancement of the community are articulated in many formal and informal conversations but they seldom go any further as there is no mechanism for this to occur. The acknowledgement of these ideas and the people providing them will provide an impetus to commercial or community successes. KLC will partner with local government and local newspaper to establish a "Community Ideas" notice board in the towns where a community conversation can take place. (16)	<u>Collective Collaboration:</u> Older women seeking to give leadership can experience negative stereotyping in rural communities; the competencies and capacities mature women offer should be supported and encouraged. Developing a Collective of such women will enable them to gain personal confidence in their willingness to contribute and demonstrate the value of this resource to the community's business and government leadership (58)	

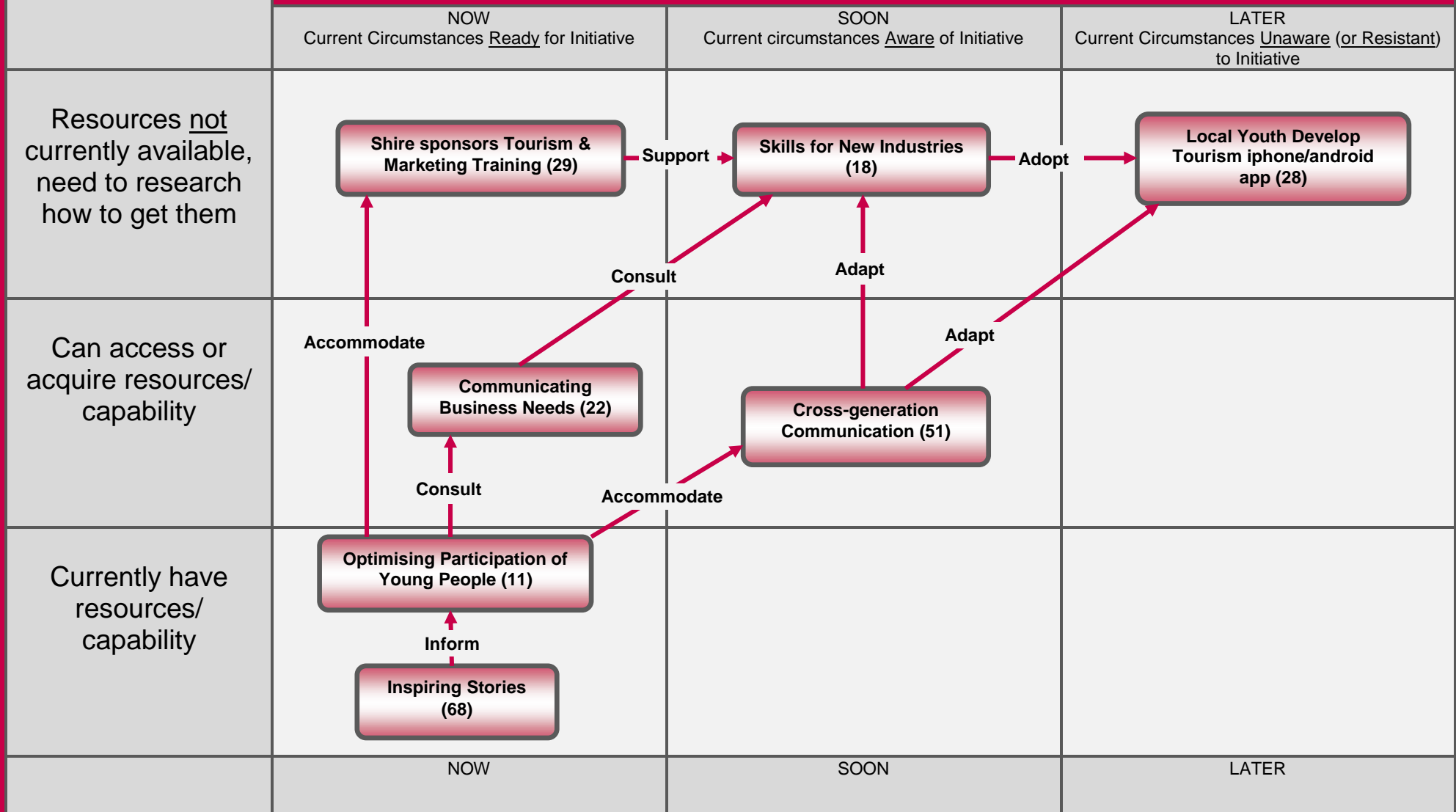


SUSTAINABLE AGRICULTURE

	NOW – Current Circumstances Ready for Initiative	SOON – Current Circumstances Aware of need for Initiative	LATER – Current Circumstances unaware or resistant to Initiative
R&D Required to create skills knowledge required.	<u>Change Agri Skilling:</u> Changes to regulations shaping use of natural resources, potential climate change and produce market variations are retarding traditional agricultural activities indicating the Region ought to have a capacity to redirect its use of resources to alternative and sustainable agricultural pursuits. Working with local industry leaders KLC will offer courses on the skills and background knowledge required to enable farmers to adapt profitably to the emerging circumstances (60)	<u>Planning Participation:</u> Most organisations and especially government want to engage their clients and citizens in their planning for the future, however these skills are not available to (and within) community members but are essential if the 'consultative' model of government is to be successful. A basic understanding of planning and futuring will enable greater, and a more meaningful and satisfying participation. KLC in partnership with the Regional Shires can host skills development forums designed to assist people to understand how planning for the future is done and to participate in such events (40)	<u>Supporting future development:</u> Communities can often become tired and despondent when faced with continual difficult challenges to their development and survival. Improved services and agriculture will lead to a more vibrant community through reducing disadvantage and lifting pride. KLC will take a leadership role in the community to provide the formal and informal skills training necessary for local people to develop and compete today and into the future. (23)
Can acquire from external agents skills and knowledge required.	<u>Changing demographic:</u> The comparatively lower cost of housing in the region has seen people relocate to the area many with lower levels of employment skills. These people can make a significant contribution to the region's growth and prosperity if provided with appropriate training and employment opportunities. KLC will partner with local orgs such as LLEN committees to foster and promote training.(27)	<u>Skills for new industries:</u> The area is highly geared to agriculture, dairying and associated secondary industries. Economic growth will be enhanced by the development of new industries that will provide employment for its young people. . KLC will offer a range of units of competency that will develop a skills set in people that enables them to participate in a range of emerging industries and the region the capacity to entice new initiatives (18)	
Skills and knowledge required available in-house.	<u>Region Best Practice:</u> Irrigation practices vary across the Region with some practices outperforming others in meeting changing circumstances. The Region needs its own study, publication and sharing of local best practice. In cooperation with irrigators the KLC can instigate a Community of Practice so that irrigators can collaborate and learn off each other in creating a best practice document. (61) <u>Inspiring stories:</u> Finding out the achievements of community members is not easy, yet it is so important to the community's confidence, pride and motivation that stories should be easily accessible. KLC will use its writing classes to collect and where necessary write stories of local champions and support the Library to have them on public display (68).	<u>Local Partnerships:</u> Many ideas, events and activities fall by the wayside due to an inability of the local organisation to take the idea forward due to lack of manpower, skills, knowledge, and other resources or they take a 'silo' approach and adopt 'an if we can't do it then no-one does it' approach. Those organisations that have been successful have access to these resources or the ability to bring them in, and they take a whole of community approach. Local organisations need to collaborate and share in partnerships to achieve local outcomes and KLC can also adopt these principles of collaboration and partnership making so as to increase their provision of training to local communities (37) <u>New pathways to Markets:</u> The local primary industry sector is struggling to develop long term secure markets for its produce. Knowledge about alternative pathways to markets should be available in the community. Seminars with people acknowledged as expert in alternative marketing should be instigated so that an activity debate on alternatives and the consequences on the region can be conducted (63)	

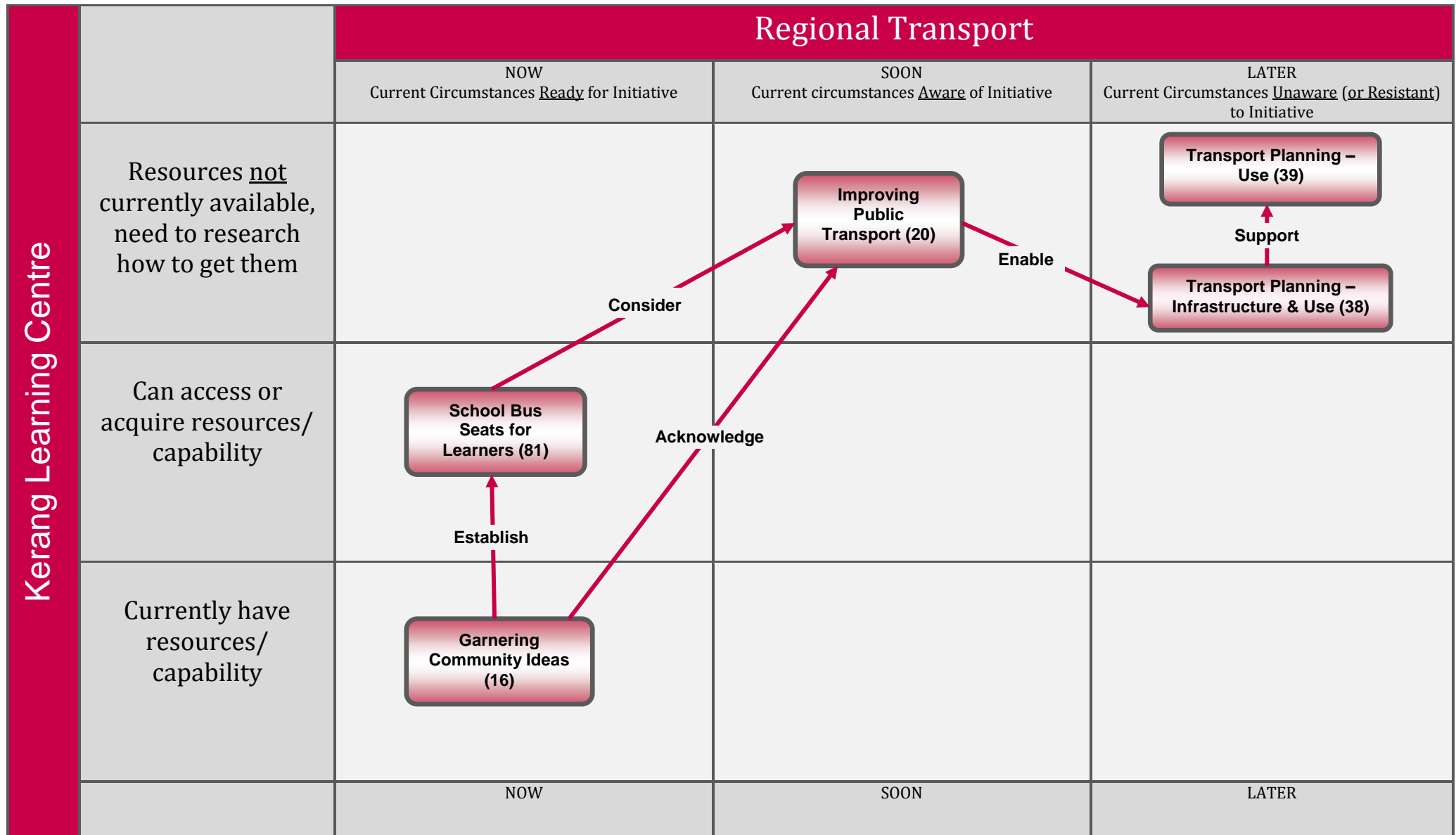
Young People's Business Development

Kerang Learning Centre



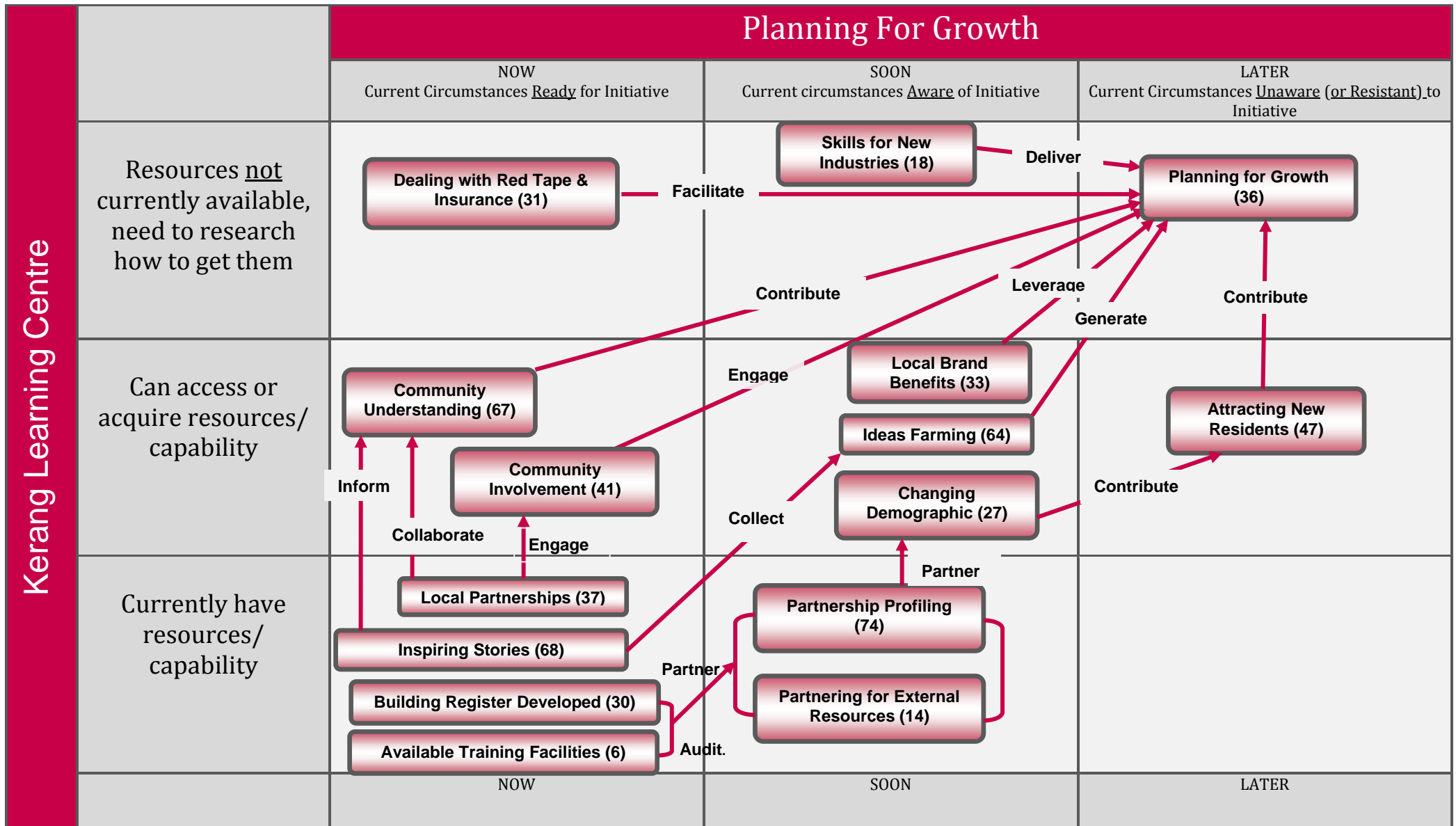
YOUNG PEOPLE'S BUSINESS DEVELOPMENT

	NOW – Current Circumstances Ready for Initiative	SOON – Current Circumstances Aware of need for Initiative	LATER – Current Circumstances unaware or resistant to Initiative
R&D Required to create skills knowledge required.	<u>Tourism business and marketing training sponsored by Shire of Gannawarra:</u> Many good ideas designed to bring tourists to the region go undeveloped and unrealized due to an inability both in terms of capability and resources, and yet there are many people who have a multitude of ideas that need nurturing and support. The Shires of Gannawarra and Loddon in partnership with KLC can pool their resources and facilitate, support or sponsor the development of skills and ideas that enhance the tourism capability of the region. (29)	<u>Skills for new industries:</u> The area is highly geared to agriculture, dairying and associated secondary industries. Economic growth will be enhanced by the development of new industries that will provide employment for its young people. . KLC will offer a range of units of competency that will develop a skills set in people that enables them to participate in a range of emerging industries and the region the capacity to entice new initiatives (18)	<u>Local youth develop Tourism iphone/android app:</u> Tourist visitor numbers somewhat minimised due to waterway and boundary focused marketing, whereas there is the potential to inform tourists about a wider range of tourist destinations, day trails and activities in and beside the region. Local young people with IT savvy inclinations can use the KLC computer centre to learn the skills to research, and develop a regionally specific iphone/android app. (28)
Can acquire from external agents skills and knowledge required.	<u>Communicating business needs:</u> There is often a disconnect between the skills set needed by employers and courses offered/available to people seeking employment due to a lack of communication between the two. Employers should take the lead in identifying and articulating the skills they require in new employees so that courses can be offered to include such skills. . KLC will establish an on-going, formal and regular consultation process with local government, business organisations, job network providers and service providers to remain abreast of current and emerging employment and training opportunities. (22)	<u>Cross-generation Communication:</u> Most teenagers have acquired skills associated with mobile telecommunication technologies, their parents have not creating a potentially serious dysfunction in both family and cross generation communication. Parents who do not have a 'peer' learning network, in this area of life, ought to be able to acquire the necessary skills to maintain effective communication using the new technologies. Intense programs should be designed by young people expert in these competencies and offered to adults before the gulf widens further (51)	
Skills and knowledge required available in-house.	<u>Optimising participation of our young people:</u> There is concern that talented young people are leaving the area due to lack of sustainable local jobs and an inflexible learning environment. Courses that provide entry level skills and qualifications to local industry sectors conducted at times suitable to young people will increase the number of participants and improve learner outcomes. When planning new courses that look to attract young participants KLC be mindful of other local youth activities that may clash and select times that optimize participation. (11) <u>Inspiring stories:</u> Finding out the achievements of community members is not easy, yet it is so important to the community's confidence, pride and motivation that stories should be easily accessible. KLC will use its writing classes to collect and where necessary write stories of local champions and support the Library to have them on public display (68).		



REGIONAL TRANSPORT

	NOW – Current Circumstances Ready for Initiative	SOON – Current Circumstances Aware of need for Initiative	LATER – Current Circumstances unaware or resistant to Initiative
R&D Required to create skills knowledge required.		<u>Improving public transport:</u> Limited and expensive access to public transport for internal movement within the region and to access external regional facilities in a timely manner can be a significant barrier to people to take up training opportunities. Mobility is essential for today's youth and providing affordable access to transport is paramount to enabling young people to stay and prosper in the region. KLC will work with local government and other stakeholders to develop improved public transport options. (20)	<u>Transport Planning (Infrastructure and use):</u> Public transport options within the region and, to and from the region are considered to be inadequate and where in place, deemed to be costly, inflexible and with unsuitable timetables. There are examples of better utilising resources such as running sprinter trains and/or community buses along with one off support to attend learning activities with travel vouchers. The Shires of Gannawarra and Loddon along with all stakeholders could consider these options and develop convincing cases for support through Government initiatives (38) <u>Transport Planning (use):</u> Population in all areas is forecast to decline, along with opportunities to live and work in the region; whereas an improved public transport system enables people to live in the region and work outside it, attend learning, access services and other resources. Similarly an improved transport system enables greater flexibility in the provision of services normally only available in larger regions, along with accessing a greater range of qualified tutors. KLC can work with the Shires of Gannawarra and Loddon along with other stakeholders in support of developing greater public transport options. (39)
Can acquire from external agents skills and knowledge required.	<u>School Bus Seats for learners:</u> Many school buses travel daily to local centres with empty seats that community members are barred from using. These seats should be made available to persons travelling to attend training courses so that lack of suitable transport is not a reason for non-attendance. KLC will brief local Members of Parliament and write to the Minister seeking a policy change to the current situation. (81)		
Skills and knowledge required available in-house.	<u>Garnering community ideas:</u> Ideas for the advancement of the community are articulated in many formal and informal conversations but they seldom go any further as there is no mechanism for this to occur. The acknowledgement of these ideas and the people providing them will provide an impetus to commercial or community successes. KLC will partner with local government and local newspaper to establish a "Community Ideas" notice board in the towns where a community conversation can take place. (16)		



PLANNING FOR GROWTH

	NOW – Current Circumstances Ready for Initiative	SOON – Current Circumstances Aware of need for Initiative	LATER – Current Circumstances unaware or resistant to Initiative
R&D Required to create skills knowledge required.	<u>Dealing with Red Tape and Insurance Costs:</u> Red tape and insurance issues have led to the cancellation of many previously successful community events curtailing activities essential for community cohesion. Those that do manage their way through these issues maintain or grow their community wellbeing through a range of activities that enhance community connectedness. KLC can facilitate a series of workshops sponsored by the Shires of Gannawarra and Loddon designed to develop the skills and knowledge of local community leaders about the Municipal Association of Victoria's public liability scheme, that provides cover to not-for-profit community organisations and associated risk management procedures. This scheme has been developed as a response by local government to the concerns raised by Not-for-Profit organisations to large increases in premiums over recent times and a lack of available cover. (31)	<u>Skills for new industries:</u> The area is highly geared to agriculture, dairying and associated secondary industries. Economic growth will be enhanced by the development of new industries that will provide employment for its young people. . KLC will offer a range of units of competency that will develop a skills set in people that enables them to participate in a range of emerging industries and the region the capacity to entice new initiatives (18)	<u>Planning for Growth:</u> There are many barriers that regions need to overcome such as inadequate transport services and access to training and learning opportunities; however planning that addresses and minimises these barriers and brings city-type opportunities to the region can be the catalyst for regional growth. The Shires of Gannawarra and Loddon can access funding to develop a range of regional growth plans which in turn support population retention and growth which in turn brings economies of scale to attract these types of service provision. KLC can contribute ideas to these types of planning activities (36)
Can acquire from external agents skills and knowledge required.	<u>Community Understanding:</u> There are perceived barriers to community participation in developing appropriate health and community services. When community members have a detailed understanding of the difficulties facing these agencies they are better placed to offer their insights as to how services might be improved. Learning programs to enable community members to gain knowledge about the day to day functioning of service centres can be subsequently developed into support groups for those agencies (67) <u>Community Involvement:</u> Gathering knowledge and understanding about the region's needs in relation to skills and training is somewhat spasmodic and inefficient, however gathering this knowledge and understanding requires regular engagement with all stakeholders guided by an effective community consultation program that includes the Shires and cultural groups along with Training Providers, Job Network providers, LLENs, Business Associations etc. KLC needs to schedule regular stakeholder consultations using the new techniques observed and learnt as part of the current consultation used to form this report (41)	<u>Local Brand Benefits:</u> The region has a diverse profile and putting the resources, facilities and produce of the region under a single brand will establish a vibrant image for local activities. The region led by the Shire of Gannawarra can facilitate the development of a profile that is uniquely recognizable through is "brand" so that business and community activity can leverage off the promotional (and economic) benefits of having a local brand (33) <u>Changing demographic:</u> The comparatively lower cost of housing in the region has seen the relocation to the area of many people with lower levels of education and employment skills. These people can make a significant contribution to the region's growth and prosperity if provided with appropriate training and employment opportunities. KLC will partner with local LLEN committees to foster and promote training to this cohort. (27) <u>Ideas Farming:</u> Whenever local people get together numerous ideas are shared as to how things could be better in the future; these hundreds of ideas should not be allowed to disappear as they represent the creative wisdom of the community and the basis for its future prosperity. Community ideas sessions be offered where the ideas generated by participants are explored through sharing, clustering with other like ideas and the resultant developed ideas considered for further incubation. (64)	<u>Attracting New Residents:</u> There is a forecast decline in the population of the region, and yet there is the hope that this will be increased in 2020. The flow-on effect of attracting new residents means that there is a flow-on effect for increased services, education, employment, training etc (47)
Skills and knowledge required available	<u>Building register developed:</u> There are many buildings and other infrastructure whose original purpose has been superceded or under-utilised and yet there are many local community based organisations, providers of learning, or people with a business idea in need of space and resources. The Shires of Gannawarra and Loddon allocate resources to	<u>Partnership Profiling:</u> Many communities both large and small are victims of silo mentality, where organisations and community groups feel that they have to (or want to) go it alone. Enhanced creativity, thinking and problem solving are the product of situations where many people and organisations are invited to participate or form ongoing	

in-house.	<p>research and establish a data base (using Microsoft Access or similar) of infrastructure and have this information readily available on their websites (30)</p> <p><u>Available training facilities:</u> Most facilities within the region used for training are not suitable for this purpose and hiring costs can make many courses economically unsustainable. Appropriate, well -costed facilities will facilitate an increase in the number of courses and students. KLC to undertake a facilities audit in its key delivery centres to ascertain availability and suitability for future training opportunities. (6)</p> <p><u>Inspiring stories:</u> Finding out the achievements of community members is not easy, yet it is so important to the community's confidence, pride and motivation that stories should be easily accessible. KLC will use its writing classes to collect and where necessary write stories of local champions and support the Library to have them on public display (68).</p> <p><u>Local Partnerships:</u> Many ideas, events and activities fall by the wayside due to an inability of the local organisation to take the idea forward due to lack of manpower, skills, knowledge, and other resources or they take a 'silo' approach and adopt 'an if we can't do it then no-one does it' approach. Those organisations that have been successful have access to these resources or the ability to bring them in, and they take a whole of community approach. Local organisations need to collaborate and share in partnerships to achieve local outcomes and KLC can also adopt these principles of collaboration and partnership making so as to increase their provision of training to local communities (37)</p>	<p>partnerships. KLC to draw up a partnership matrix with desired outcomes from a partnership. Initiate discussion to formalise with each identified partners/group of partners. (74)</p> <p><u>Partnering for external resources:</u> Smaller communities lack the critical mass to provide the breadth of opportunities available in larger centres. However the rapid development of new technologies can be harnessed to help overcome barriers of size and distance and are well understood and used by young people. KLC can develop local technological and physical capabilities in order to establish partnerships with providers from outside the area to provide courses to meet local needs (14)</p>	
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Conversation Map created on 11th May 2011 with the Emergent Themes that were identified in Colours.