

# REDLANDS EDUCATION NETWORK

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Promoting Education Opportunities  
in Redland Shire

Study@Redland

3 YEAR BUSINESS PLAN

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## **EXECUTIVE SUMMARY**

After establishing that there was interest in developing a Redlands Education Network, we have progressed further to develop a business plan to begin our strategic planning. This three year business plan is the first of several steps to bring us closer to our vision.

Our objectives, as set out in the profile, provide a guide to what is required to begin the process of strategic planning in an attempt to improve cooperation between members and to promote the Redlands as a desirable place to learn.

The areas of focus, Governance, Marketing, Communications and Strategic Development, provide an important insight into what is needed to ensure operational activities of the Redlands Education Network are of a high standard.

# **1 PROFILE**

## **1.1 Purpose**

The purpose of the Network is to collaboratively pursue strategic issues, formulate strategies and implement projects that will benefit the broader education industry in the Redlands.

## **1.2 Vision**

To promote the Redlands as a desirable place for both domestic and international students of all ages to live and learn.

## **1.3 Participants**

The Redlands Education Network is comprised of educational providers within the Redland Shire as well as potential providers from outside the Shire. The network covers several tiers from primary, secondary and tertiary, including teaching ESL, at both government and private levels. Community cooperation and collaboration between the members of the network is imperative in order to realise the full benefits of the Network.

## **1.4 Funding Support**

The Network is to be supported by possible funding from local, state and federal government as well as from education providers and other industry participants.

## **1.5 Objectives**

The Network has been established to represent the interests of education providers in the Redland Shire and to promote the Shire as a premium location for quality education. The Network aims to increase the economic value of the education industry within the Shire and to maximise the capacity of education providers to assist growth in economic activity and output within the Shire.

The Network proposes to achieve this aim through the following major objectives:

- To attract and retain both domestic and international students to study in Redland Shire;
- To promote available learning pathways and establish new learning pathways in the community, including the culture of life long learning;
- To encourage the provision, within the Shire, of appropriate infrastructures for students and educators;
- To foster and maintain strong cooperative links between individuals and organisations in the network;
- To identify and develop partnering opportunities, both here and overseas (eg. sister cities);
- To work together on education initiatives that will benefit the whole industry in the Redlands and that may be more cost-effective and successful if provided collaboratively rather than through individual institutions;
- To encourage the sharing of information and resources across the educational sector; and
- To develop an image and marketing message (branding) that clearly identifies the education sector within the Shire.

## **2 AREAS OF FOCUS**

### **2.1 Governance**

**2.1.1 Key tasks** - To effectively manage the Network, in line with the objective of representing the interests of education providers within the Redland Shire.

- To establish a Network Management Committee to take responsibility for Network activities.

**2.1.2 Responsibility** - Chairperson.

**2.1.3 Actions** - To hold regular meetings and support the implementation of network projects. To consider the appointment of executive support for the Network's work.

**2.1.4 Key Performance Indicator** - Regular reporting outlining project implementation.

### **2.2 Marketing**

**2.2.1 Key tasks** - To develop and implement marketing initiatives that will establish Redlands education providers as:

- Innovative providers of education;
- Maintaining high quality education and training programs;
- Provide articulated pathways through all levels and forms of education;
- Possessing a premium location for quality education;
- Promoting the uniqueness of the Redlands education experience; and
- Culturally sensitive institutions.

**2.2.2 Responsibility** - Chairperson and members, with external assistance as required.

**2.2.3 Actions** - Agree on domestic and international target markets for network initiatives, noting that the response of local education providers indicated that the focus should be directed to the South-East Queensland segment and the international market<sup>1</sup>. There needs to be specific identification of education pathways to ensure continuation of local students studying within the shire.

Specific initiatives could include:

- Education brochure prepared and distributed.
- Showcasing educational providers during Education Week, ie. Educational expo, educational displays at the local libraries, events in schools/TAFE.
- Partnering with Redlands Tourism and Tourism Qld for promotions: locally, statewide and internationally.
- Develop relationships with international education marketing bodies such as AEI, IDP and QITE.

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<sup>1</sup> Survey initiated on 13 Aug. 2002 by Redland Shire Council, Economic Development Group. Titled: Redlands Education Consortium Survey

- Education providers to take part in various educational expos both domestically and internationally, ie Careers and Training Expo, TS Expo, Careers and Employment Expo, International Roadshows, and Indigenous Expo.
- Establish a web site and e-mail address to assist with marketing objectives, information distribution and contact management.

**2.2.4 Key Performance Indicators** - Quarterly progress reports conducted to identify numbers of inquiries and actual growth or decline of student numbers within the shire.

The number of visitors to the web site and inquiries posted by guests.

## **2.3 Communications**

**2.3.1 Key tasks** - With communication being the lifeblood of any organisation it is imperative that effective structures are put in place to minimise communication problems in every aspect of the education network.

**2.3.2 Responsibility** – Chairperson and members.

**2.3.3 Actions** - To implement initiatives, such as media releases, promotional items, newsletters and Network publications, that ensure effective communication is maintained with stakeholders, other organisations, and the community, and between network members.

**2.3.4 Key Performance Indicators**

- Regular participation by representatives of all providers in Network meetings;
- Newsletters, promotional items, and other Network publications, which would include regularly updated brochures reflecting all the educational opportunities in the Redlands; and
- A regularly updated Network webpage presenting all the educational opportunities in the Redlands and the advantages of studying here, including a news and events segment.

## **2.4 Strategic Development/Research Projects**

**2.4.1 Key tasks** - To expand the Network's resource base and assess changing needs and demands of potential clients. To continually identify and select particular strategic issues, formulating strategies and implementing projects to address those issues. To generate necessary funds, from federal, state and local governments, as well as industry, that will instigate these projects and produce optimal outcomes.

**2.4.2 Responsibility** - The chairperson and members.

**2.4.3 Actions** - To manage a number of projects aimed at addressing particular strategic issues that have been identified by stakeholders. For example:

- Determine the capacity and capabilities of education providers;
- Identify areas of excellence to promote as a strategic selling point;
- A support network/service to be put in place to ensure delivery of services is of a high standard;

- Increase the capacity of educational providers by monitoring possible developments that can be implemented effectively; and
- To secure funding from a range of sources – federal, state and local governments, as well as industry.

**2.4.4** *Key Performance Indicator* - The number of projects implemented and successful outcomes.