

BENDIGO
KANGAN
INSTITUTE
20>25
STRATEGY



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ACKNOWLEDGMENT OF COUNTRY

Bendigo Kangan Institute acknowledges the Traditional Custodians of the land where its campuses and centres are located.

At Bendigo Kangan Institute we share the vision of Reconciliation Australia that recognises the special place and culture of Aboriginal and Torres Strait Islander people as the First Australians.

We also recognise that reconciliation will only be achieved if the past is acknowledged, the present understood, and the future based on equality, respect and genuine opportunity.



Bendigo Kangan Institute’s 2025 Strategy aims to position the organisation as a nationally renowned education institute, teaching and training students to meet industry and government demands of today, while being equipped to adapt to the requirements of the future.

This is ambitious but our collective focus will see us succeed. To achieve this, we have identified six Activity Streams. These streams will guide the delivery of our organisation’s work programme and projects – the delivery of which will see us achieve our seven Strategic Goals.

Together this strong focus will guide our completion of a range of strategic initiatives. We have started with 24, and this has already required adjustment as the impact of the coronavirus pandemic hit home.

Our initiatives will succeed, evolve and change as we move through our next five years. We must remain flexible yet focused as we look towards 2025.

To ensure we succeed we have launched a new internal brand to bring the thinking of our TAFE workforces into alignment.

For our students we are either Kangan Institute or Bendigo TAFE. Together as a united team we **KanBe** the very best; delivering quality education to support our students into work, supporting our industry partners to deliver the training programmes most relevant to their needs, and doing all of this in a supportive, innovative and dynamic workplace.

We look forward to implementing our 2025 Strategy, and to be the best we **KanBe**.

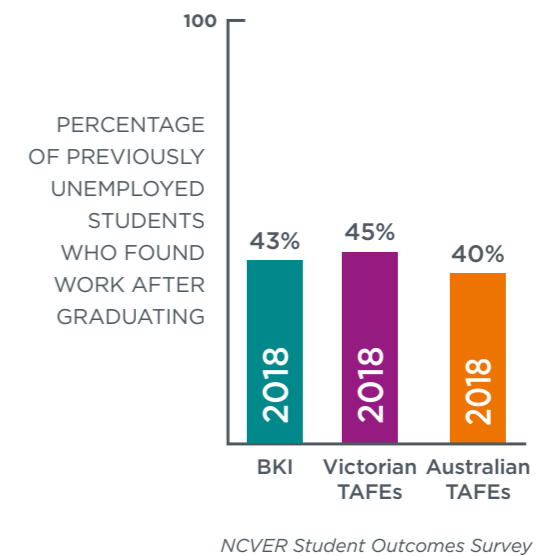
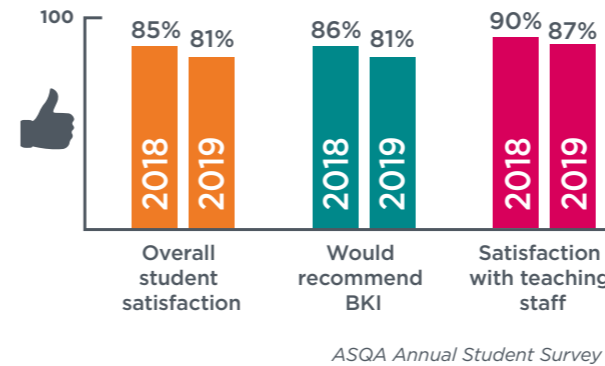
*Sally Curtain
Chief Executive Officer*

The best we **KanBe for our people, as without them we are a just a collection of campuses, infrastructure and information**

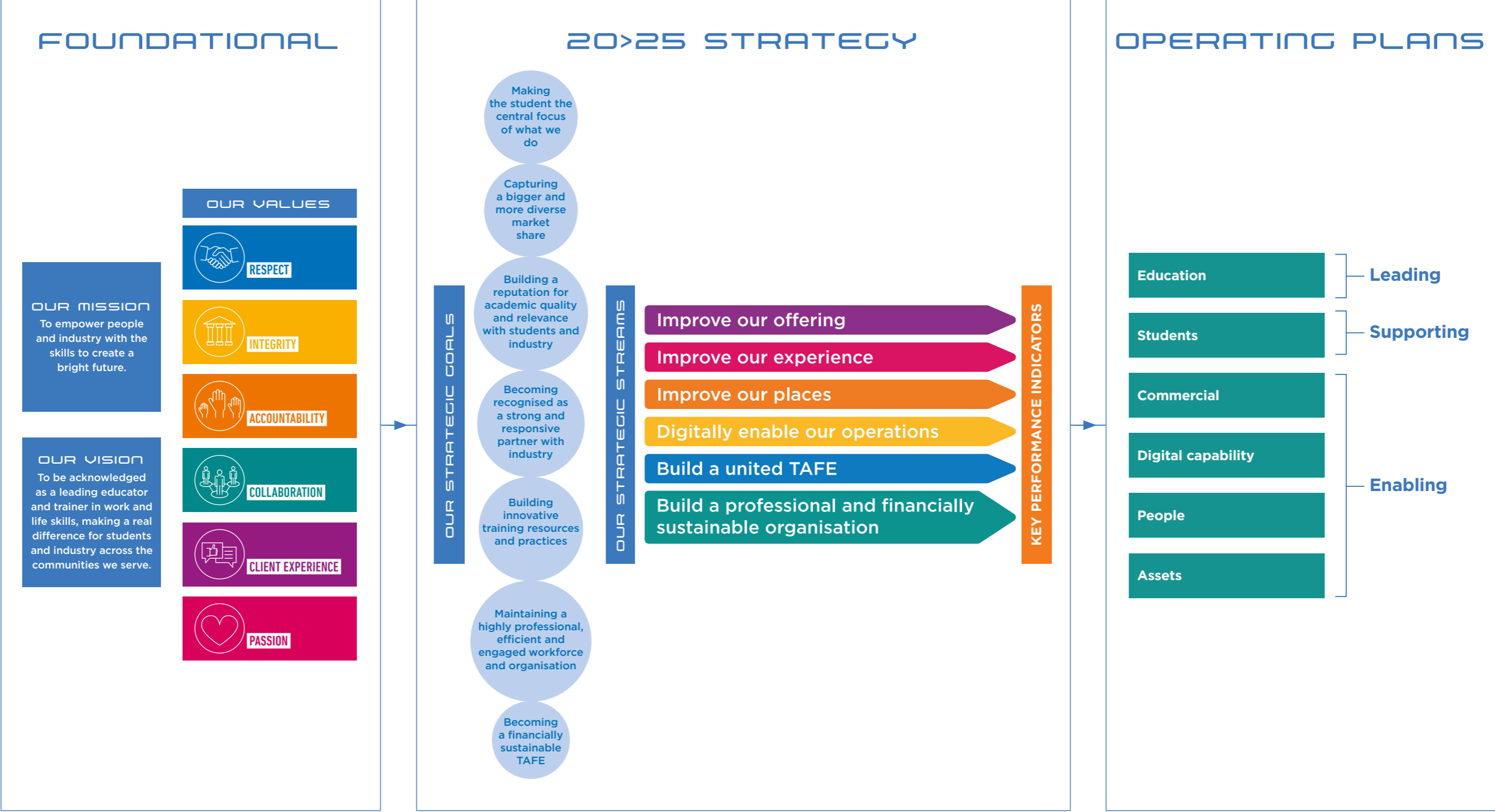
At Bendigo Kangan Institute we’re committed to delivering specialised education and training that leads students to real jobs.

Through this 2025 Strategy we will meet the rapidly changing needs of industry, providing workplaces with skilled, energised and experienced people ready to embrace their work and succeed in their chosen field.

We know we have a great base to work from. Our students consistently report high satisfaction levels, and say they would recommend our Institute to others. More importantly, we know our students gain employment after graduating.



OUR JOURNEY



2025 STRATEGY STATEMENT

By 2025, Bendigo Kangan Institute will be a nationally renowned education institute, teaching and training students to meet industry and government demands of today, while being equipped to adapt to the requirements of the future.

We will be capable of teaching 40,000 students annually on innovation-driven campuses and world-class centres of excellence across metropolitan Melbourne and regional Victoria, all individually geared to meet specific, targeted, diverse workplace needs.

Delivery of teaching will be highly professional, financially sustainable and seamless, entirely digital and with the student at the heart of every system.



Our Strategic Goals set the course for our organisational success.

They provide our 'big picture' - the high level view of where we want to be in 2025.

Our goals outline our intentions for our students, our commercial position and our internal capability, and everything we do in our day-to-day delivery takes us a step closer to success.

As we make progress, new initiatives and projects will begin, while others may pause or change. Regardless, the heart of our Strategy will remain the same - that's our seven Strategic Goals.



Our six Strategic Streams define the work program through which we will achieve our goals.

- Improve our offering
- Improve our experience
- Improve our places
- Digitally enable our operations
- Build a united TAFE
- Build a professional and financially sustainable organisation

Each of the Streams indicate what success looks like, once our Strategy is realised.

All of our work - from our infrastructure projects, down to our day-to-day activities - fit within these Streams and importantly, connect to our Strategic Goals.

Our Strategic Streams are not siloed to either TAFE. This matrix approach provides our people with clear definition of what their work contributes to, connecting everyone with our 2025 Strategy.



OUR OFFERING

At Bendigo Kangan Institute we provide skills and experience for young Victorians to meet the demands they will face in the workforce today and into the future.

Improve our offering

We have an unparalleled offering of courses, and we need to ensure that offering is fit-for-purpose to support our students, as well as our industry partners' needs.

Under this Strategic Stream we will review and refine our courses in response to market demand. By 2025 we will have improved and developed student pathways to successful careers based on industry needs.



OUR EXPERIENCE

Our enhanced student journey will make learning at Bendigo TAFE or Kangan Institute an enjoyable, memorable experience and one that will ensure those who graduate will remember us proudly and recommend us widely.

Improve our experience

Transforming the student experience, from enquiry to alumni, and our staff experience, from recruitment to retirement, will see us improve student retention and strengthen advocacy for our brands.



OUR PLACES

Our footprint extends across ten campuses and three Centres of Excellence in metropolitan Melbourne and regional Victoria.

Improve our places

We know our students and industry partners want their learning experience to be delivered in fit-for-purpose facilities with industry-grade equipment.

By providing a diverse range of demand-driven specialised campuses we will consistently meet the needs of the future working environment.



Artists impression, new building G on Hargreaves Street



Refreshed Heritage Building entrance



Artist's impression, new building J on Chapel Street

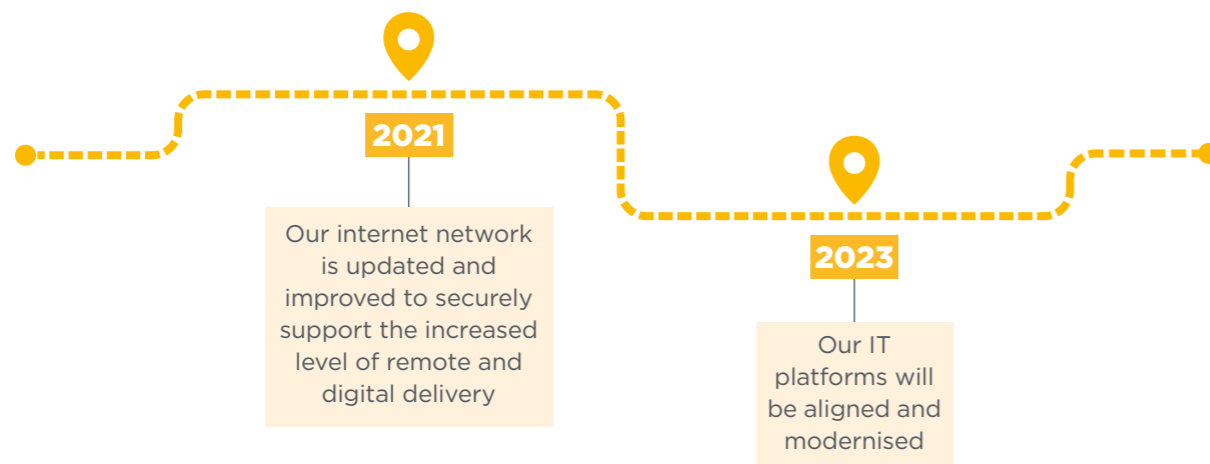
DIGITALLY ENABLE OUR OPERATIONS

The coronavirus COVID-19 pandemic was the catalyst for a swift move to remote course delivery – well ahead of our original plans.

Digitally enable our operations

Under the 2025 Strategy we will review and refine that digital transition, ensuring that future state will include a digital offering which is supported by robust cybersecurity and disaster recovery capability.

Successful delivery under this Strategic Stream will give our students access to online enabled learning and assessment resources, anytime and anywhere.



BUILD A UNITED TAFE

Our diverse workforce stretches across Victoria, working in a variety of locations and campuses.

Build a united TAFE

Under our 2025 Strategy we will reset and develop our thinking as one aligned organisation.

By building a united TAFE we will be offering a consistent and clear service for our students, clients and industry partners, from a platform of a strong and respected brand. This will ensure we achieve our aim of becoming a nationally renowned education institute by 2025.



Just as we will build on our offering and experience, we will be looking for new ways to support students and industry partners which also improve our revenue streams and reduce business risk.

Build a professional and financially sustainable organisation

This includes the continuous improvement in revenue capture and cost controls, particularly those highlighted through our COVID-19 response. Through this stream we will build a culture of workplace health, safety and wellbeing.

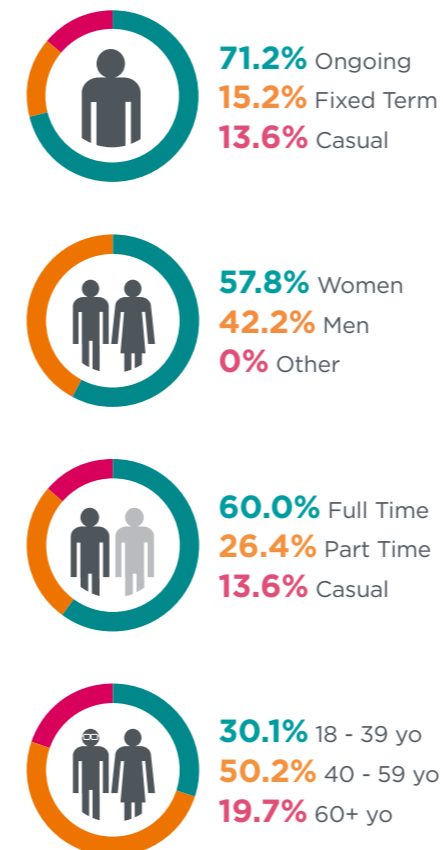


For our teachers and educators, making the student the central focus of what we do at Bendigo Kangan Institute is key.

Supporting them is a network of enabling professionals who ensure that collectively we can embrace new demands and deliver beyond expectations.

Together they represent the face of Victoria –a diverse group of people bring of a wealth of cultural history, breadth of experience and innovative thinking. Because of our people, we KanBe the best for our students, our industry partners and our wider network.

Workforce Composition



| Region | Teaching | Professional | Grand Total |
|--------------------|------------|--------------|-------------|
| Metro | 426 | 578 | 1004 |
| Regional | 187 | 136 | 323 |
| Grand Total | 613 | 714 | 1327 |

| Location | Teaching | Professional | Grand Total |
|--------------------|------------|--------------|-------------|
| Broadmeadows | 226 | 157 | 383 |
| Bendigo | 158 | 121 | 279 |
| VETASSESS | | 197 | 197 |
| Docklands | 81 | 65 | 146 |
| Prisons | 79 | 23 | 102 |
| Essendon | 12 | 81 | 93 |
| Richmond | 21 | 55 | 76 |
| Other | 36 | 15 | 51 |
| Grand Total | 613 | 714 | 1327 |

OUR VALUES

Our Values underpin the behaviours expected of all employees at Bendigo Kangan Institute.

They also reflect those expected of every employee in the Victorian Public Sector in order to uphold community expectations. All employees are expected to live these values daily, in all our decisions and actions.



Passion

Our people display optimism and perseverance as we move towards the future, and contribute to a fun and positive environment. We regularly encourage, acknowledge and celebrate team efforts, ideas and achievements.



Client Experience

We are dedicated to meeting and enhancing internal and external clients' experiences, requirements and expectations. Establishing and maintaining trusted, respectful relationships with clients is critical.



Accountability

We take personal accountability in our roles in delivering the 20>25 Strategy, and can embrace change when it occurs. We actively support continuous learning and personal performance.



Respect

We recognise and respect the different needs and perspectives of others, by treating everyone as we wish to be treated ourselves.



Collaboration

This ensures we create an inclusive environment where people feel safe to contribute. We openly share knowledge using non-judgemental, two-way communication and feedback.



Integrity

We demonstrate unwavering ethical standards and strive to earn and sustain public trust.

