

Strategic Plan 2021–2024



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Acknowledgement

Chisholm respectfully acknowledges the Traditional Custodians of this land. We pay respect to Elders past, present and emerging, for they hold the memories, the traditions, the culture and hopes of our nation's First Peoples.

Chisholm is committed to supporting and empowering our Aboriginal and Torres Strait Islander workforce, students and their communities through providing quality teaching and learning opportunities.



CEO introduction

On behalf of Chisholm Institute's Board, I am proud to share our 2021–2024 Strategic Plan.

This Strategic Plan has been developed in consultation with the Chisholm Board, with broad input from our employees, local community and industry, under the direction and guidance of the Executive team and in line with Victorian Government direction. The plan provides the focus and priorities of work to be completed over the next three years to ensure we are a strong and viable TAFE provider for the south east of Melbourne.

This plan has evolved during a time of great change and opportunity. Throughout 2020, the challenges of adapting to remote working environments while continuing delivery of high-quality education and training produced strong and resilient employees with innovative and creative ideas. We accelerated our delivery of online learning, developed a Higher Education College and produced more flexible and blended options for all students.

Our investment in technology continues to improve the student, employer and employee experience and supports the digital transformation required to realise components of this new strategy. We are also preparing for government policy changes and reform within an evolving education environment that are designed to support and enhance the tertiary sector.

We are well positioned to make the most of opportunities ahead of us and support the growing industries across our communities in the south east of Melbourne and beyond. Our Strategic Plan builds on our major strengths across the health, trades and education sectors, while extending our influence and growing our markets where there is a clear student, business or industry need that we can meet.

While we may operate within an uncertain and ambiguous environment, our purpose has never been clearer. We have a critical and central role to play in skilling our communities and industries for now and generations to come.

In this Strategic Plan, our focus on people will help drive significant improvements in the student experience across their entire journey. We will develop and support our employees to nurture a collaborative culture that will extend beyond Chisholm to include partnerships across the tertiary education sector, industry and community. Our communities will benefit from us working better together.

We are committed to delivering on student and employer expectations and adapting as needs evolve. We are equally committed to providing consistent, high-quality relevant education and learning opportunities to produce successful work-ready graduates. We want to create an outstanding experience at every point of interaction with Chisholm. To achieve this, we will put the needs of our students and our customers at the centre of every decision we make.

This Strategic Plan outlines the roadmap to our future. Our people, students and partners all have a role to play and I look forward to working with you to bring it to life.

Thank you to all those who were involved in the development of our new strategic direction.



STEPHEN VARTY

Chisholm strategy overview

Ambition statement

'At Chisholm we transform lives through relevant and responsive high-quality education and training.'

At the core of our ambition is our commitment to excellence in teaching and training provision. We strive to deliver consistently outstanding experiences that empower students, employers and industry to reach their true potential.

To achieve our strategic intent and meet the expectations of our customers and stakeholders, we will put people at the centre of everything we do. We will support students through educational choices and pathways. We will drive continuous improvement across our organisation.

This is how we will continue to make a positive difference, transform lives and create a real impact in the communities and industries we serve.

Most importantly, our Ambition Statement connects us all to the shared purpose of educating and skilling our communities and industries for generations to come.

Case for change; bringing the 2021–2024 strategy to life

We are working together to achieve our ambition.

In a rapidly changing environment we need to ensure the experiences and training provision we offer are the best they can be.

We will be agile, responsive and relevant to the needs of students, employers and industry.

We will deliver consistent and high-quality education experiences that inspire and help people to reach their potential, fulfil their goals and maintain a lifelong relationship with Chisholm. This is the purpose of our Strategic Plan.

The 2021–2024 Strategic Plan; our roadmap to achieve our ambition

Our values guide how we do things at Chisholm and how we measure success. They support our workforce and students to excel at what they do best and be proud of what we have achieved together.

The Strategic Plan's 10 guiding principles and eight pillars are designed to enable us to achieve our ambition.

They provide clear direction to inform our decision making and are aligned to key performance indicators to measure our future success.

Our growing reputation and student preference for Chisholm are clear signs that we are well positioned for the future.

Our passionate, committed and supportive employees are vital to our future success.

We will work together to create the organisation we need to and can be for our students, employers and industry partners.

Ambition and purpose

Ambition

At Chisholm we transform lives through relevant and responsive high-quality education and training.

Purpose

Educating and skilling our communities and industries for generations to come.



Values

Collaboration

We are one united team, working together with each other and our partners to meet the needs of our students, customers and government.

Integrity

We always do the right thing, guided by our Values and ethical principles even when faced with difficult decisions.

Accountability

We take responsibility for our work, focusing on the best outcomes for the student, customer, Chisholm and its people.

Respect

We respect our organisation, its people and its guiding principles in all our interactions.

At Chisholm, we also adhere to the Victorian Public Sector Commission values.

Chisholm is committed to diversity and inclusion and takes a stance against family violence.

We are committed to supporting diversity and providing an inclusive, respectful and safe workplace and place of study. We are proactive in our promotion of gender equality and take a stance against family violence. We will continue our work with our Koorie and LGBTIQ+ communities and remain committed to supporting our students and workforce with a disability.



Our operating environment

Chisholm comprises Chisholm Institute, Chisholm Online and the Caroline Chisholm Education Foundation, together referred to as Chisholm.

Chisholm was established as a Victorian Government entity by the *Education and Training Reform Act 2006*. Through our Board, our organisation is accountable to the Minister for Training and Skills and Minister for Higher Education for effective and efficient governance including to:

- > deliver education services
- > maximise the contribution to the wellbeing of the community and industries we serve
- > facilitate student learning, knowledge acquisition, skills for employment and vocational education and training (VET) through excellent teaching, innovation and educational leadership that delivers quality outcomes
- > collaborate as part of a strong public training provider network.

We are operating in a rapidly changing environment – our success today and in the future will be shaped by seven key influences. These key influences affect not only the VET and higher education sectors, but also relevant senior secondary and other education programs such as the VCE, VCAL, VET delivered to secondary students and foundation courses. These factors have both direct and indirect impact on our performance.

Government policy: Over past years, national and state government education agenda have elevated the profile of the VET sector to improve quality and innovation and create a skilled workforce to meet industry needs. Policies such as tuition-free TAFE for priority courses have enhanced equity of access to VET education. To aid with the economic recovery from the coronavirus pandemic, government support through additional funding and policy measures has increased.

Higher education is similarly undergoing a transformation, with greater emphasis on employment outcomes for graduates and broader connections to industry. The *Review into vocational and applied learning pathways in senior secondary schooling* (Firth Review) will transform how senior secondary education is delivered, and the new single certificate places a greater emphasis on vocational and applied learning within secondary school. The Victorian Skills Plan is supporting a coordinated approach to the provision of training and skills across Victoria.

As one of the largest TAFE providers in Victoria, Chisholm plays a significant role in creating a sustainable and stable TAFE system. We embrace ambitious government policy changes and an increased focus on delivering relevant skills, and recognise the need for the sector to constantly evolve and remain agile.

Industry and labour markets: The effects of unemployment and underemployment on Melbourne's south east, especially youth unemployment, are likely to continue for a number of years as the economy recovers. Industry sectors including construction, education, and healthcare and social services are projected to experience strong growth in the coming years. We can leverage our strength in health, trades and education to meet greater workforce demand through delivering high-quality education and training.

Regional investment: Major regional investments are currently committed or planned across the south east in healthcare and social services, education, infrastructure and manufacturing by both the public and private sectors. Government investments in these areas have also recently increased in an effort to speed up economic recovery. We can support the deployment and implementation of these resources by delivering education, training and partnerships, especially in our areas of greatest strength.

Demographic growth and change: The overall population within Chisholm's catchment is expected to grow 1.5 per cent annually over the next five years. Our catchment contains some of the fastest growing regions in Victoria, with Cardinia and Casey expected to grow by over 3 per cent annually. Compared to Victoria and Australia overall, our catchment is more culturally diverse, ranked lower socio-economically and has a

lower median income. To effectively deliver quality education and training and improve employability, we need to devote more resources to partner with local industries and understand and support the needs of students with diverse backgrounds.

Education market: Despite our growing market share over the last two years as the largest VET provider in our catchment, we are facing competition from other VET providers. VET enrolments within our catchment region have been in decline over the past few years. Survey results have indicated that businesses in Melbourne's south east prefer private registered training organisations (RTOs) over TAFE institutes for accredited skills training, especially mature aged students. To continue growing our market share, we need to direct our efforts and resources on growing and targeting large industries and students from different age groups, along with a focus on key industries to better position our organisation as a preferred education and training provider. Opportunities also exist for us to broaden our higher education offer to improve pathways and expand access to higher education across the region.

Educational participation: Our catchment has a higher participation rate for vocational education compared to Victoria and Australia, with a corresponding lower university participation rate. Secondary education, certificates and diplomas are the most common highest level of education attained within the region. We will benefit from this opportunity through better targeting local student needs.

Technology trends: The fourth industrial revolution, how we work and the rapidly changing technological landscape are generating demand for new digital skills. Online delivery has reduced barriers for other RTOs to deliver into our region. This creates risks of increased competition but also opportunities to provide courses that may not have been previously viable. To succeed in a rapidly changing technological landscape, we will need to fully evaluate the role that online delivery plays in our future business model. We will also need to partner with businesses, leverage information from industry groups to stay informed about skill demand and drive innovation in course delivery.

What this means for Chisholm

Our 10 guiding principles

We need to reinvigorate our focus on our students and their employers. We must modernise and revitalise our education delivery and experience to ensure we are relevant and able to meet the skills demand for the south east and beyond, now and into the future.

We also need to be more agile in a rapidly evolving operating environment. The changing nature of work, evolving skills requirements, increasing competition from other education and training providers, and advances in technology and digital learning require us to be more responsive and adaptive to the needs of students, industry and communities.

This 2021–2024 Strategic Plan has been developed to realign our organisation to core activities that are fundamental to any TAFE institute and deliver a step change in their execution. These include student and employer experience and relevant quality education. To do so, we have identified a set of 10 guiding principles that have helped shape the priorities and objectives of the Strategic Plan and will form the basis for strategic decision making now and into the future.



Focus on the south east

Our primary focus is and will always be the south east. We will focus on improving and broadening our relevance to student groups, communities, employers and industries across the region, and improve access to education for all members of the community.



Deliver a responsive and reliable experience

We will provide a responsive and reliable end-to-end experience regardless of location, channel, area of study or needs. This will provide consistency in student and employer experiences and ensure that all interaction and engagement with Chisholm is consistently to the highest standard.



Partner for outcomes

We are not looking to compete with other TAFE providers in their own and surrounding catchments. We will collaborate with other TAFE providers and industry where appropriate to provide better outcomes for students, employers and government.



Connect and engage with industry for the long term

We will better connect and actively engage with industries to support education and employment outcomes for students and provide an additional source of revenue, such as in-kind support. Our partnerships will be long term, enduring, multifaceted and strategic rather than short term and transactional.



Continuously improve education quality and relevance

We will continue improving our quality and relevance of education through building teaching capability and embedding contemporary learning, assessment and industry practices. Our education offering will prioritise choices through a considered and flexible approach.



Maintain financial sustainability

We will strive to ensure financial sustainability through driving efficiencies and targeted revenue growth that outpaces costs and by pursuing diverse revenue streams. We will optimise and consolidate our course portfolio to ensure that it is aligned with our strategy and seek diverse sources of revenue to better manage risks.



Retain a broad education offer

We will preserve a broad education offer to provide students with choices and pathways between different types and levels of education. We will consider our offer across VETDSS, foundation, VET and higher education courses, and ensure seamless integration to provide pathways for continuous learning.



Promote agility and nimbleness

We will be agile and nimble across the organisation as required by the operating environment. Greater organisational agility will enable us to adapt and respond to threats and opportunities as they emerge. We have and will continue to invest in our IT systems and infrastructure to ensure that our operations are effective, digitally enabled and aligned to our strategy. We will improve our effectiveness and efficiency in our operations and support agility through improving internal collaboration and reducing silos.



Focus on areas of strength and opportunity

We will focus on areas of greatest opportunity and strength. This includes health, trades, education and pathways.



Invest in our people

Our people and culture remain our greatest asset. Our people act with integrity and are respectful and accountable. We will continue to strengthen how teams communicate, collaborate and deliver on the Chisholm values. Our investment in people's capability will be sustained as Chisholm evolves.

2021–2024 Strategic Plan



Ambition and purpose

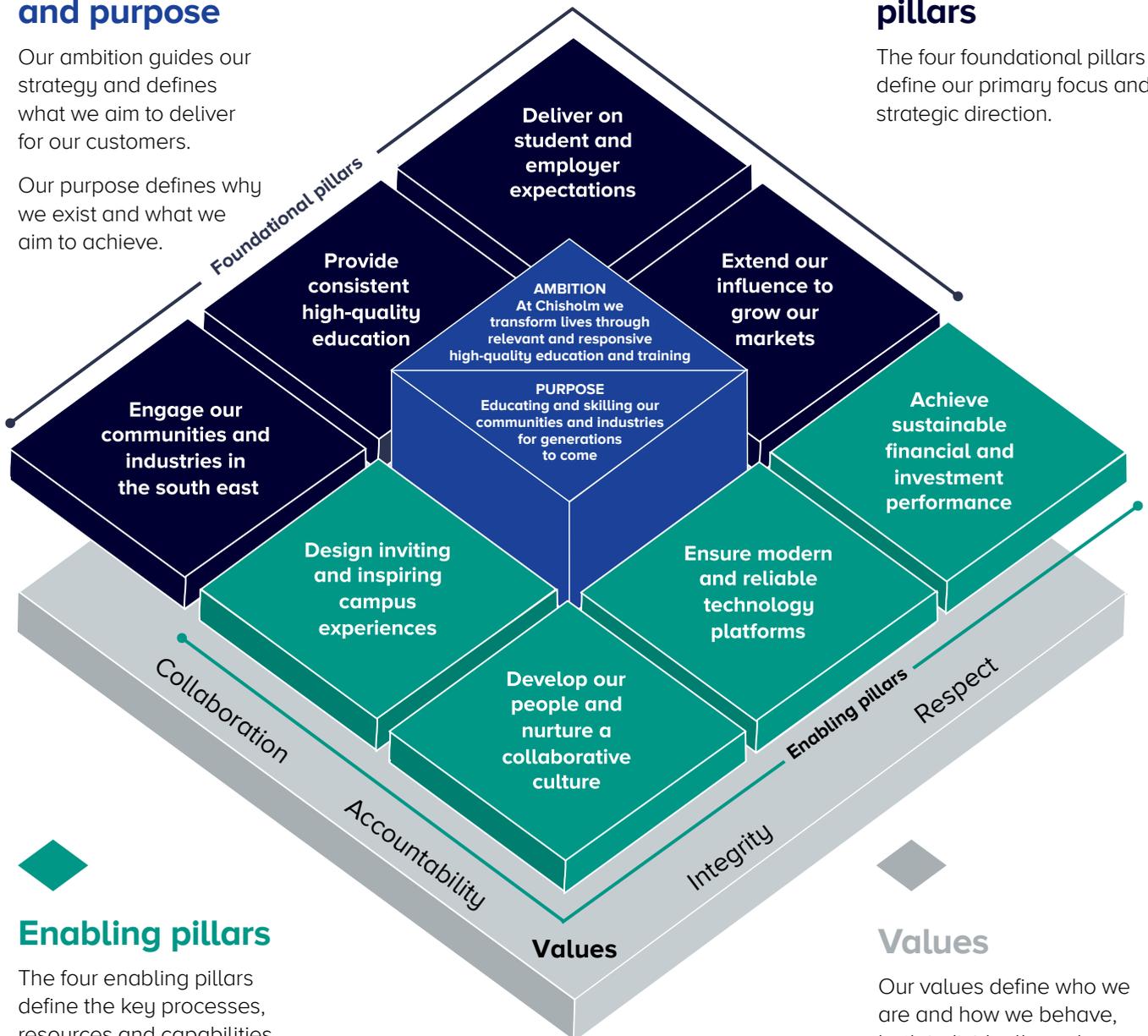
Our ambition guides our strategy and defines what we aim to deliver for our customers.

Our purpose defines why we exist and what we aim to achieve.



Foundational pillars

The four foundational pillars define our primary focus and strategic direction.



Enabling pillars

The four enabling pillars define the key processes, resources and capabilities we need to achieve our priority objectives under the foundational pillars.



Values

Our values define who we are and how we behave, both individually and collectively.

Delivery against the ambition and pillars is everyone's responsibility at Chisholm.

Deliver on student and employer expectations

We understand the needs of our students and support them to ensure their outcomes meet and exceed expectations. We work collaboratively with the employers of our students, in particular employers of our apprentices and trainees, and those organisations that take our students on placement, to ensure an outstanding experience across the entire student journey. We focus on the success of our students and liaise closely with employers to ensure their voice is heard to drive continuous improvement.

Our starting point

Our student experience plays a pivotal role in shaping Chisholm's aspiration of being the preferred provider of tertiary education in Melbourne's south east. It is important for us to deliver a consistent and positive student experience along the end-to-end journey, to drive an increase in student satisfaction and recommendation. When our students have a positive experience, they carry that with them into their workplace and community and become advocates for Chisholm. By focusing on our customer experience design principles, we will pivot to a more student and employer-centric organisation.

Equally, we must improve the experience for employers who select Chisholm to skill their workforce. Positive recognition from industry has resulted in our organisation being one of the largest providers of apprenticeships and traineeships across the VET sector in Victoria. Given the importance of industry connection and input, a greater focus on employer support and collaboration will drive increased satisfaction rates.

Where we want to be

Along with the quality of our education offer, we will re-align our focus on delivering a truly customer-centric experience that is consistent, responsive and flexible. This will enable and not hinder the progress of our students and employers across their entire journey. Rapid and frequent feedback loops will ensure we understand our customers' needs and expectations and can respond appropriately.

We will ensure that students and employers alike are delighted and fulfilled with their experience at and with Chisholm, regardless of campus, delivery mode or channel. Every student who enrolls with us and every employer who chooses Chisholm as a training provider will tell their friends, family and colleagues how Chisholm helped them achieve their goals and aspirations.

How we will get there

- > **Listen and respond to our customers.** Implement frequent, rapid and active feedback loops with students and employers across all stages of their journey.
- > **Enable our customers through digital innovation.** Integrate our systems and platforms to provide a seamless, user-friendly end-to-end system for students and employers.
- > **Apply a customer service mindset.** Equip our teachers and professional workforce to deliver customer-centric service, advice and support.
- > **Enrich our campus environment.** Offer access to rewarding services, amenities, social opportunities and events that transform the on-campus experience.
- > **Proactively support our students and their employers.** Provide active support through a collaborative approach to ensure students and employers receive the assistance they need for success.

How we will measure our success

- > Increased student and employer recommendation.
- > Reduced student attrition rate.
- > Reduced student and employer complaints.

Provide consistent high-quality education

We are an educator of choice across south east Melbourne and beyond, based on our reputation for delivering consistently high-quality and contemporary education. Potential students know that a Chisholm education will set them apart from their peers, and employers know that Chisholm graduates have the technical and general skills they need to succeed in their careers. Our well-managed course offerings provide students and employers choices in pathways to help realise their ambitions.

Our starting point

Chisholm is a part of the fabric of the south east, educating over 40,000 students annually in more than 350 courses across the region and beyond. Culturally, socially and economically diverse, Chisholm proudly supports the region with foundation programs such as literacy and numeracy, the Adult Migrant English Program (AMEP) and a broad offer of short, VET and higher education courses. Chisholm's ability to support VET in secondary schools, post-secondary vocational education and pathways into Higher Education is a key point of difference in the Victorian education sector.

Despite our past success, we cannot and must not stand still. Student expectations are changing at a rapid and unprecedented rate as innovation in work and education practices drives demand for new skills and delivery models that respond to emerging needs. Continuous improvement is required across all aspects of delivery to ensure our students continue to succeed. This includes improving the quality of learning materials and facilities along with teaching and assessment practices.

The pace of change also has implications for our education offer, which must adapt and evolve to changing community and industry needs. At the same time our broad education offer presents us with an opportunity to provide more seamless integration and pathways for continuous learning across courses. Improvements to the quality, consistency and responsiveness of our education offer will enable more students to achieve their study goals and ensure we truly make a difference in the communities we serve.

Where we want to be

Over the next three years, we will continue to refresh our education portfolio with a focus on quality learning, assessment and work experience (including placements). Students and employers will know that, regardless of location, course or delivery mode, (on campus, blended delivery or fully online), we deliver a relevant, reliable, high-quality education experience that is grounded in contemporary learning practices. We will continually review our offering to ensure we are having a meaningful impact and are meeting the needs of our region.

Chisholm will be known for its educational pathways and promoting lifelong engagement in learning. Students who choose Chisholm will have a variety of flexible pathway options that are aligned with the industry needs of the region. Students will receive high-quality outcomes from our targeted range of course offerings relative to their peers, especially in our core areas of strength.

Employers will prefer Chisholm graduates as they will have high-level practical, technical and work-ready skills that enable them to be immediately successful in their careers.

How we will get there

- > **Strengthen our educational foundations.** Continuously improve education quality and relevance to deliver inclusive, inspiring for all learners.
- > **Develop teacher capability.** Enhance teacher capabilities and build educational excellence to deliver quality programs that meet both student and industry needs.
- > **Deliver skills for today and tomorrow.** Provide contemporary learning through a range of delivery modes and work integrated learning with digital and enterprise skills.
- > **Maintain a broad and considered offer.** Actively manage our course portfolio to ensure quality, relevant and viable education pathways that complement and build on our core strengths in health, trades and education.

How we will measure our success

- > Increased student satisfaction with training.
- > Improved module retention rates.
- > Increased employer satisfaction with graduates.
- > Improved course financial viability.
- > Increased number of work placements available for Chisholm courses.

Extend our influence to grow our markets

We are proactive and targeted in seeking out employers and learner groups where there is a clear industry or business need that we can meet. New relationships are founded on our understanding of, and commitment to, meeting the needs of our industry partners. Domestic and international partners understand our capabilities and have confidence that we will always act in their best interests, including when collaboration is required with others. Relationships are long term, multifaceted and strategic rather than short term and transactional.

Our starting point

Chisholm has a proud history of partnering with industry, employers and other education providers to deliver high-quality educational outcomes domestically and abroad. In 2019 we partnered with 13 Chinese colleges to deliver qualifications to over 3500 students. In Vietnam, we have awarded Australian qualifications to 724 students. Domestically, our partnerships around the AMEP, defence programs, major projects and many other initiatives illustrate the importance of partnerships to our operations.

We have a high dependency on school leavers and youth undertaking government subsidised training. This creates unnecessary risk to Chisholm that can be managed through more diverse revenue sources. One key opportunity is to strengthen business to business offerings. Industry connections support employment outcomes for students and provide an additional source of revenue or in-kind support.

Opportunities also exist to strengthen our offer to local and international student groups. Mature aged students already in employment are significantly underrepresented at Chisholm compared to other providers in the south east, while our international offerings can be improved to provide greater choices and pathways, especially to higher education. The unprecedented rate of change in domestic and overseas markets necessitates continued evolution. Fully understanding our partners' strategic and operational needs will enable us to secure large contracts and deliver the targeted offerings and services our customers expect.

Where we want to be

Over the next three years, rigorous analysis and assessment of our domestic and international markets will define the target markets in which we want to grow. We will align our current capability and build new offerings to meet the needs of target markets. We will grow our fee-for-service markets through stronger partnerships with industries and businesses. Growing our international enrolments will further reduce our reliance on government funding. We will remain open to viable opportunities in new and emerging markets.

Our in-depth understanding of our customers' needs will allow us to deliver on our promises and provide targeted products and services in our core delivery areas of health, trades and education. With our structured partnership model and excellent relationship management skills, we will collaborate effectively with other providers in areas where we are unable to deliver to our partners' expectations. We will be considered the preferred provider by stakeholders and enterprises in our target markets.

How we will get there

- > **Focus on our areas of strength.** Conduct rigorous assessment to prioritise opportunities in our areas of strength where we understand the needs and can demonstrate the capability to deliver.
- > **Be agile in our product offering.** Drive innovation and change in our products and services to respond to new and emerging market needs in our areas of strength.
- > **Work with our customers strategically.** Build a partnership model underpinned by skilled workforce advisors who are capable of effectively connecting with our partners and providing tailored solutions.
- > **Collaborate for outcomes.** Ensure our organisation has the capability to meet the needs of customers through tapping into the expertise of other TAFE institutes or consortium partners where appropriate.

How we will measure our success

- > Increased share of revenue from non-government sources.
- > Increased value of contracts with business customers.
- > Increased number of fee-for-service and international students.
- > Increased government funded enrolment market share in principal region.

Engage our communities and industries in the south east

Our communities and industries take pride in Chisholm and attribute their success in part to the sustained contribution Chisholm makes to the region. We are more than just a TAFE.

To the industries, partners and communities across the south east, Chisholm is their provider, as it has been for generations before and will be for generations to come.

Our starting point

Chisholm lies in the heart of one of the fastest growing regions in Australia. The overall population within Chisholm's catchment is expected to grow 1.5 per cent annually over the next five years. The south east is also one of Victoria's most diverse areas and is expected to become more so.

Our organisation has proudly served this region for over 70 years and 90 per cent of students who study on campus live within 30 minutes of a Chisholm location. However, our influence is at risk. Despite higher historical VET participation rates relative to the state average VET activity has declined across the region, with more school leavers moving directly into the workforce over formal post-secondary education.

Our ability to serve this growing region is linked to our standing within the community. As remote, blended and online learning delivery become more prevalent, we must do more to position our organisation as an educational and training partner of choice across the south east.

Where we want to be

The next three years will see us re-invigorate our connection to the south east to ensure we remain front-of-mind for individuals, businesses and communities across the region. Students, employers, government and other organisations will think of Chisholm first when looking to study, train, upskill or choose a partner.

We will understand the workforce, education and training needs of Melbourne's south east better than any other organisation and will be proactive in building the capability of the region, its industries and people. Stakeholders will be clear on the value we provide and will support our efforts for continued improvement due to shared interests.

How we will get there

- > **Understand and respond to industry and community needs.** Strengthen our understanding of the communities and industries we serve to be better able to respond to their needs.
- > **Cultivate aspiration and participation.** Build awareness of the opportunity provided by education and address barriers to participation. Be clear on what we stand for and how we can assist.
- > **Strengthen local networks.** Build personal connections across the region so the local community and industry members know who to call to study at, work for or partner with Chisholm.
- > **Strengthen the system.** Collaborate with government, industry and community partners to further strengthen our foundations and better support a high-functioning labour market and education system.

How we will measure our success

- > Increased participation in education and training across the south east.
- > Increased brand awareness across the south east and priority industries.
- > Improved community (including industry) satisfaction with Chisholm.
- > Increased engagement and partnerships with communities and industry partners.

Develop our people and nurture a collaborative culture

Our success is tied to our people and organisational culture. Professionals and teachers alike come to Chisholm because of the quality of the work and the training and development opportunities that have supported our people to thrive and succeed.

Our positive and supportive culture is renowned in the south east and across the sector as a key enabler of our success.

Our starting point

Chisholm has long valued the important contribution and positive impact our people make to our success as a leading educator in Melbourne's south east. We have a workforce of over 1500 people across 55 business areas, and a teacher–professional workforce ratio of 60:40. Our workforce recognises the positive impacts and outcomes that we have delivered to learners and local communities. Over 70 per cent of our workforce has a positive perception of diversity, inclusion and role satisfaction, along with clear gender equality among our leadership team.

However, our workforce has identified the need to improve their experience at Chisholm with employee engagement and management support as the key areas for enhancement. They also identified breaking down a silo mentality, insufficient role clarity and a lack of support and accountability as other areas where we can improve. Responses from our people present opportunities for leadership across all levels of Chisholm.

Our people exert a strong influence on our organisational culture, which is key to our success. Our high-calibre people are passionate about education and have fostered a culture of helping students to achieve their goals and deliver positive outcomes for the wider community. During these unprecedented times, our people are faced with greater pressure to adapt to the evolving education and industry landscapes. We will need to continue to foster an open, collaborative and adaptive culture through improving internal communication, accountability and role clarity to become the preferred industry employer for our existing and prospective workforce.

Where we want to be

We will have an open, positive and collaborative culture based on integrity, respect and accountability. We will break down the silo mentality to enable effective communication between teams. Our leaders will seek

and respond to feedback from our workforce to create a safe and supportive workplace that fosters an inclusive, diverse and engaged workforce. Our people will be customer-centric to foster positive experiences at every stage of the Chisholm journey. This will enable us to realise our ambition and the foundational pillars.

We will understand the evolving workforce needs and deliver positive employee experiences. Our people will receive development opportunities to realise their potential, as well as contemporary and high-quality training to engage students with diverse backgrounds and build enduring partnerships with businesses. We will nurture a culture of integrity where our people will do the right thing, guided by the Chisholm values, when faced with difficult decisions. We will invest in our leaders to ensure they lead with purpose and work collectively towards achieving our strategic objectives. We will recognise and celebrate the achievement of all our people, who each make valuable contributions across different functions and business areas.

How we will get there

- > **Empower our leaders.** Ensure our leaders lead with purpose and consistency, drive quality and work collectively towards achieving our strategic objectives.
- > **Invest in our workforce.** Provide high-quality training and development opportunities along with clear key performance indicators and actions to develop our workforce and drive greater consistency and quality.
- > **Nurture a collaborative culture.** Foster an inclusive, agile and purpose-driven culture that allows for meaningful collaboration and attract, develop, retain and grow our people into future Chisholm leaders. We will break down silos to enable effective cross-departmental collaboration.
- > **Promote safety and wellbeing.** Prioritise safety and provide access to wellbeing and mental health services to ensure our people can perform at their best, both physically and mentally.

How we will measure our success

- > Continued improvement in workforce satisfaction and engagement.
- > Positive organisational culture, including indicators relating to diversity and inclusion.
- > Sustainable and improved workforce physical and psychological safety.
- > Material increase in levels of completed development and career plans in workforce.
- > Continued growth in workforce capability and productivity.

Design inviting and inspiring campus experiences

Our buildings, open spaces and amenities all integrate seamlessly to foster environmentally sustainable and impactful experiences for anyone studying, working at, or visiting a Chisholm campus.

Our well-designed campuses offer innovative, vibrant, safe, and socially connected experiences for our students, our workforce and communities while supporting productive industry collaboration.

Our starting point

Our campuses are situated at convenient locations across Melbourne's growing south east, with most campuses located close to major arterial roads or public transport linkages. Our campus environments play significant roles in affecting the experiences of our students, workforce, community and industry partners as they seek inspiration from the environment in which they learn, teach and collaborate. Our learners also want access to innovative and high-quality remote delivery to provide maximum flexibility and convenience.

Our infrastructure and assets still have opportunities for enhancement to deliver the rich experience we aspire to. Our recent capital projects have combined high-performing specialised and agile teaching spaces. However, we still have a portfolio of older, inflexible buildings that are unlikely to fully meet our stakeholder needs. The layouts of some of our main campuses need optimising to be more outward facing and inviting for our community. Open spaces could also be expanded on some campuses.

Contemporary education facilities can improve student engagement and outcomes, while a modern and considered campus footprint is critical to underpin our operations and our commitment to environmental sustainability. The Campus Master Plan provides the blueprint for an inviting and inspiring campus experience that links education and commercial strategy to our built environment assets.

Where we want to be

Our students, workforce and visitors will perceive all Chisholm campuses to be more welcoming, inspiring, consistent and sustainable. Our stakeholders will regard our campuses as a collection of vibrant and activated areas that deliver consistent and high-quality experiences. We will have a greater presence at strategic locations in our catchment to maximise the visibility of the Chisholm brand and better connect with industry partners.

Our well-designed campuses will be safe, accessible, sustainable and connected. Teaching spaces and campus infrastructure will focus on addressing the needs of our students and our workforce to improve their campus experience with sector-based facilities to support education delivery where appropriate. Our students, workforce and visitors will be attracted to our common areas and open spaces, which will provide access to various amenities and facilities while offering social, recreational and quiet spaces.

How we will get there

- > **Achieve minimum campus standards.** Set and apply minimum standards for the design, safety and security, function and performance of campuses to all future development activities and, where feasible, retrospectively to existing campuses.
- > **Revitalise our assets.** Implement a consolidated Campus Master Plan for our key campuses, including Dandenong, Berwick, Cranbourne and Frankston, to drive development and maintenance.
- > **Lift return on assets.** Strengthen alignment of delivery and asset planning to make best use of our land and buildings. Be proactive in addressing underutilised space, including through alternative uses.
- > **Invest for sustainability.** Establish and implement Chisholm's sustainability plan.

How we will measure our success

- > Improved extent of minimum standards achieved by our campuses.
- > Improved student, workforce and stakeholder feedback on our infrastructure and facilities.
- > Lower proportion of maintenance and building work that is reactive.
- > Improved asset turnover ratio.
- > Sustainable campus infrastructure, facilities and experiences.

Ensure modern and reliable technology platforms

All students and employees will benefit from a rich and engaging experience fostered by our modern and reliable technology platforms. Our fast and fully connected digital environment enables our students and our workforce to study and work effectively, both on campus and remotely, providing them with flexible access to applications and services. Our standardised and automated systems will simplify how we work and manage information.

Our starting point

We have embarked on an unprecedented technology modernisation program over recent years to improve our outdated technology and systems. Previously, our platforms were only capable of maintaining uptime of around 80 per cent and had little capacity to scale to meet greater demand. Our customer engagement and access were reported to be manual, limited and slow. Since then, we have invested in creating a fast and fully connected environment with full wireless coverage across our campus spaces, improving from the previously slow network that only covered 60 per cent of the campus. We have migrated our core applications and services to Microsoft's cloud platforms to deliver a better customer experience and improve education delivery.

Despite our recent improvements, we still have issues that need to be addressed. Our organisational operating model and business functions have traditionally not been fully connected, which affects our applications and services. So we will focus on connectivity by uniting the non-integrated applications across the organisation so that they work together more seamlessly.

We will continue improving our IT systems to create a consistent, reliable and secure learning experience for both online and in-person learning. We have started a major program to reduce the complexity of our applications and services to improve customer engagement and support services, modernise systems and devices, and enable efficient access to information for students and our workforce.

Where we want to be

Our students and our workforce will be provided with a dynamic and engaging technology experience tailored to their needs. Our powerful on-campus systems and secure connected environment, as well as our technology-enabled learning and workspaces, will effectively support working and learning remotely or on campus. Applications will be available anywhere, anytime and on any device.

Information will be available from a unified source. Systems will work seamlessly together to capture, store and make available data critical to our operations. Robust data management practices will ensure confidence in the quality and accuracy of data while supporting secure, streamlined and timely reporting.

How we will get there

- > **Digitally support our workforce and students.** Provide a modern and consistent digital experience for our workforce and students, underpinned by fit for purpose connectivity, devices and productivity tools and services.
- > **Ensure customer-centric systems.** Implement a single customer lifecycle (enquiry to alumni) platform to drive process improvement, enhance customer experience and position Chisholm for future growth.
- > **Unify information management.** Deliver a standardised and secure approach to how we store, access and manage our data, including a single student record underpinned by an integrated system architecture.
- > **Provide responsive support and services.** Become a catalyst for innovation and improvement (including optimising processes and systems) through a business linked IT agenda and services.

How we will measure our success

- > Improved customer satisfaction with services, while maintaining sustainable IT spend per customer.
- > Increased system and network reliability, security and availability.

Achieve sustainable financial and investment performance

Our financial performance is pivotal to supporting the continued success of our organisation. We stand out across the sector as a financially sustainable TAFE provider that has the capacity to fund investments that improve our offerings, people and facilities, and delivers on the expectations of our students and their employers. Our financial risks are minimised with best practice internal controls and processes used by our workforce.

Our starting point

Our strong financial position and a culture of cost consciousness have been critical to our success as a leading education provider in Melbourne's south east. In 2019, we earned \$172 million in operating revenues, second highest across the VET sector. Also, we can be compared favourably on a range of financial indicators relative to our peers.

Despite our strong historical performance, we operate in a highly competitive market and face growing pressure on our cost base. We are more reliant on government contributions with lower fee-for-service revenue than comparable TAFE institutes, while our operating surpluses have declined. The TAFE Multi-Enterprise Agreement has increased our employment security but also increased wages at a time when demand for training has fluctuated. This has reduced our ability to effectively adjust our cost base and presents financial challenges to continually meet new demands and evolve our student experiences and operating systems.

At the same time, our need to invest has grown in response to sectoral changes. Continued investment will be required to maintain relevance across all aspects of our operations, from our facilities through to how we respond to student needs. To support investment decisions, we need to improve financial sustainability by growing our operating margin, strengthening our balance sheet and maintaining sufficient cash flow.

Where we want to be

Our financial performance will be optimised through business partnerships and a deeper understanding, commercial awareness and focus on the margin of our activities, as well as the efficiency and effectiveness of our outgoings. We will ensure that costs remain economically proportionate to revenue generated where possible. If this is not viable, we will ensure that boundaries are clear and understood. From this, we will continue to maintain a strong balance sheet with adequate reserves to safeguard us against potential downturns while providing for future re-investment.

Our people will consider and be aware of the financial risks and implications of their decisions regardless of role. There will be stronger financial acumen and oversights, supporting analytics and accountability across Chisholm to assist our people with decision making processes. Our controls and processes will be responsive with greater agility and efficiency, yet robust and reliable to ensure compliance and process integrity.

How we will get there

- > **Optimise procurement and operational efficiency.** Maximise equity and value for money outcomes through our buying decisions. Review corporate efficiencies and drive automation to manage overheads.
- > **Build commercial awareness and ownership of outcomes.** Grow the provision of analysis and costing tools to support decision making and financial management metrics. In that way our workforce is informed and empowered to improve margin and financial management, and to drive efficiencies/ productivity and revenue growth that outpaces costs.
- > **Invest strategically.** Maintain clear oversight of investments across Chisholm to ensure scarce resources are allocated efficiently, align to strategy and generate an appropriate return on investment.
- > **Manage financial risk.** Implement best practice controls and processes to minimise financial risks.

How we will measure our success

- > Improved EBITDA position to an ongoing and stable surplus.
- > Improved Operating Margin (EBIT), excluding capital contributions.
- > Cash reserves maintained at a level to align with internal capital re-investment plans.

Successful implementation will result in substantial benefits for Chisholm, its employees, students and partners across a range of key measures

1. Deliver on student and employer expectations

- > Increased student and employer recommendation.
- > Reduced student attrition rate.
- > Reduced student and employer complaints.

2. Provide consistent high-quality education

- > Increased student satisfaction with training.
- > Improved module retention rates.
- > Increased employer satisfaction with graduates.
- > Improved course financial viability.
- > Increased number of work placements available for Chisholm courses.

3. Extend our influence to grow our markets

- > Increased share of revenue from non-government sources.
- > Increased value of contracts with business customers.
- > Increased number of fee-for-service and international students.
- > Increased government funded enrolment market share in principal region.

4. Engage our communities and industries in the south east

- > Increased participation in education and training across the south east.
- > Increased brand awareness across the south east and priority industries.
- > Improved community (including industry) satisfaction with Chisholm.
- > Increased engagement and partnerships with communities and industry partners.

5. Develop our people and nurture a collaborative culture

- > Continued improvement in workforce satisfaction and engagement.
- > Positive organisational culture, including indicators relating to diversity and inclusion.
- > Sustainable and improved workforce physical and psychological safety.
- > Material increase in levels of completed development and career plans in workforce.
- > Continued growth in workforce capability and productivity.

6. Design inviting and inspiring campus experiences

- > Improved extent of minimum standards achieved by our campuses.
- > Improved student, workforce and stakeholder feedback on our infrastructure and facilities.
- > Lower proportion of maintenance and building work that is reactive.
- > Improved asset turnover ratio.
- > Sustainable campus infrastructure, facilities and experiences.

7. Ensure modern and reliable technology platforms

- > Improved customer satisfaction with services, while maintaining sustainable IT spend per customer.
- > Increased system and network reliability, security and availability.

8. Achieve sustainable financial and investment performance

- > Improved EBITDA position to an ongoing and stable surplus.
- > Improved Operating Margin (EBIT), excluding capital contributions.
- > Cash reserves maintained at a level to align with internal capital re-investment plans.



Our locations

On campus. Online. In the workplace.

As one of the largest TAFE institutes in Victoria, in Melbourne's south east, Chisholm offers many locations to study from including on campus, online and in the workplace. Students are able to study near the beautiful beaches of Frankston, in the multicultural hub of Dandenong, in the Health and Education Precinct of Berwick or in the comfort of their own home.

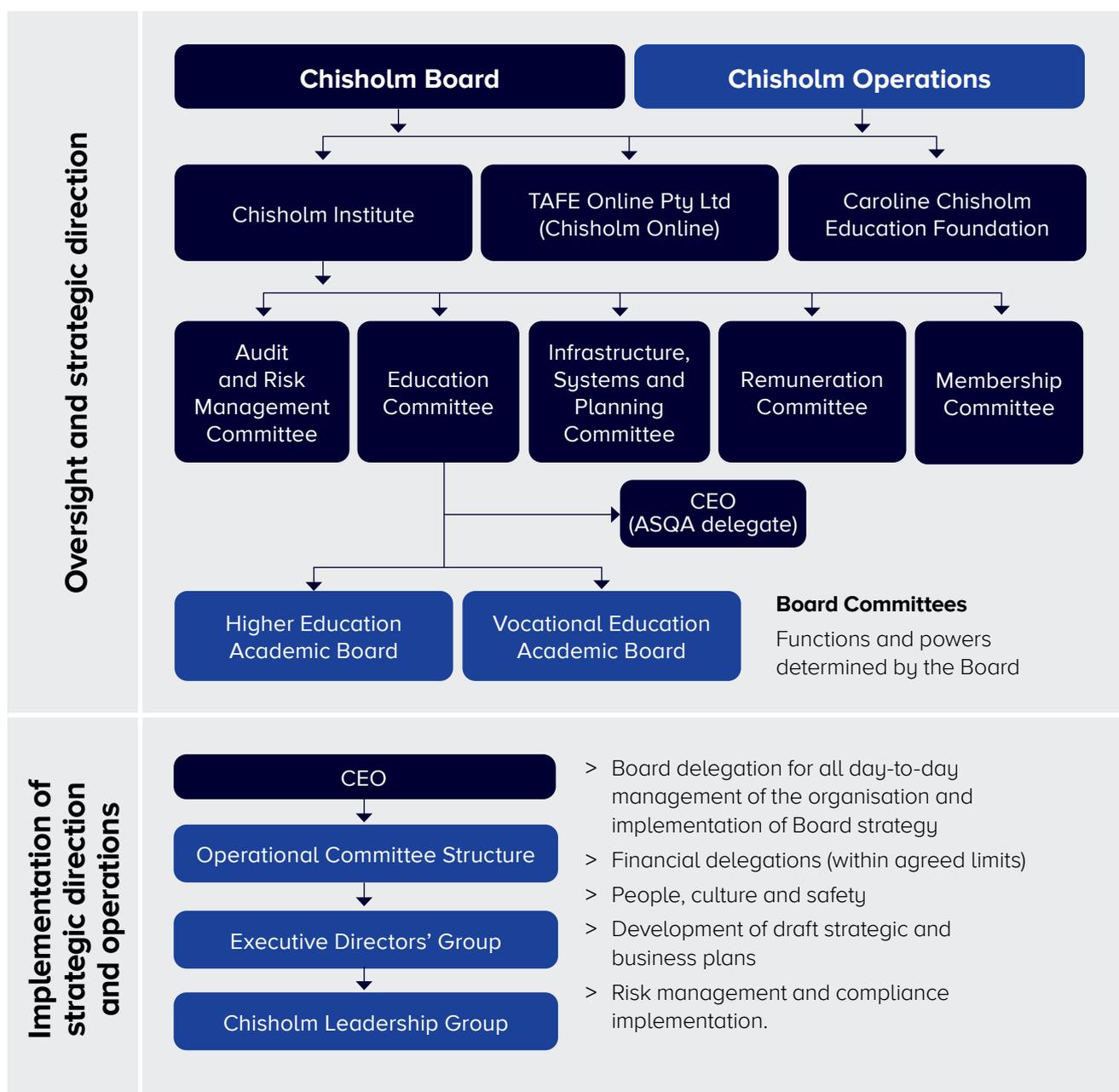
Our eight locations across Melbourne's south east feature state-of-the-art equipment, world-class facilities, modern learning environments, comprehensive libraries and helpful support services. All campuses are conveniently located, with parking and public transport access.

Find out more about our campus locations and facilities at chisholm.edu.au/locations.

Operational governance

The next stage to implementing and realising our ambition will be to align our three-year Strategic Pillar Plans to this bold new strategic direction. Hard choices will need to be made to ensure we focus our efforts and prioritise our resources.

Underpinning our alignment to the new strategic direction is our governance framework. Through this framework, we can be assured that the right people receive the right information at the right time to make those decisions, and that the ongoing viability, reputation and quality of our organisation are considered with the appropriate level of scrutiny.



Chisholm