

# Strategic Plan 2022 - 2025



## Acknowledgement of Country

The Gordon would like to respectfully acknowledge the Traditional Owners throughout Victoria and acknowledge their ancestors and Elders past, present and emerging who have taught their children and adults on this land.

Our facilities recognise the Traditional Custodians and land of our following campuses,

- Geelong City campus - Wadawurrung Country
- East Geelong campus - Wadawurrung Country
- Werribee campuses - Wadawurrung, Woiwurrung and Boonwurrung Country.



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# Introducing our strategic plan

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**It is with great pleasure that we present The Gordon Institute of TAFE 2022-2025 Strategic Plan. The strategic plan defines the future direction of the institute and provides a framework for organisational decision making.**

Over many months, hundreds of our education community members — including representation from across the Institute, industry partners and community stakeholders — candidly shared their vision for The Gordon's future. Every voice was critical in shaping the six priority themes outlined in this plan. These will inspire The Gordon to flourish and move forward with impact and distinction. Your voices have built momentum and strength during a period of uncertainty and challenge.

Consideration of the challenges presented by the global pandemic has borne a determined, revitalising strategy for the Institute. It brings a vision grounded in building a stronger, more capable and highly skilled workforce. Its bold aspiration will see us deliver education that empowers students, industry, and the community to thrive. Education that is innovative at heart, focused on emerging challenges and building skills, careers and community prosperity.

Our strategy is underpinned by our values - we are one team; we believe results matter; we take action; and we are here to enable, empower and support our students to learn, grow and thrive. Our values define The Gordon and what we do. They embody our principles and power our practice.

The time is right for us to challenge ourselves to be more agile, responsive and innovative. We are defined by our symbiotic relationship with industry and community - and we continue to respond to the changing nature of work by strengthening these relationships. The realisation of our plan will see education meeting the needs of future work - where we help students evolve as the world evolves around them.

We look forward to building our future together and delivering our vision for The Gordon.

**Board Chair**

**Chief Executive Officer**



# The macro environment

As the labour market attempts to recover from the economic impact of COVID-19, many businesses will not survive, while others will not be able to keep the number of workers they had before COVID-19. The unprecedented scale and speed of COVID-19 related changes in the labour market require us to work together in a planned, measured, concerted and timely manner towards economic recovery. Many industries are experiencing significant growth amidst COVID-19, such as health and aged care, education, construction, cloud computing, cybersecurity, e-commerce, logistics, some manufacturing areas, robotics and automation, fitness, reusable products and renewable energy sectors, social platform-based businesses and more. All industries, to varying degrees, have had to pivot, realigning priorities, ways of working and delivering results, creating new products and services, shelving some offerings temporarily or permanently. This pivot has changed job roles significantly.

Oxford Economics estimates that some 630,000 roles will be lost around the world in the 2020s, displaced by technology. The Oxford report finds that more than 7% of current Australian jobs will be displaced by technology, examining the increasing need for technical and soft skills among workers. The use of artificial intelligence (AI), cognitive technologies, and robotics to automate and augment work is on the rise, prompting the redesign of jobs in a growing number of domains. The jobs of today are more machine-powered and data-driven than in the past, and they also require more human skills in problem-solving, communication, interpretation, and design.

'Future of work' researchers have long been talking about the need for businesses to move to managing a multi-dimensional workforce that includes full-time and part-time employees, contractors, consultants and freelancers; working flexibly, combining traditional systems and tools with new, virtual systems and tools; developing capabilities to meet new trends and deliver to customers, internal and external; creating new process architecture, deploying innovation and creativity for greater economic outcomes. COVID-19 has made this move urgent and imperative to survival. The 'Future of Work' is now here!

In the new normal, the fittest are those with the strongest transferable skills and ability to deal with change effectively. They are willing to learn furiously to deliver necessary business objectives, making themselves vital to the business and more attractive to new employers in other industries. Key transferable skills such as strong communication, problem-solving, teamwork and collaboration, digital skills, creativity, time management, customer service, researching and other general organisational, people and leadership skills will support workers at all levels to move into new careers and industries. Being able to recognise these strengths and competencies in oneself requires direction and support for many. Workers undergoing the psychological impact of the pandemic will need to be restored, rebuilt and supported to regain their self-confidence and move forward strongly into the new normal. Tangible, targeted and ongoing support is needed.

Connecting jobseekers - young and old, male and female, those from English-speaking and CALD backgrounds, with varying education and experience - to employers as well as tailoring education and training to ensure skills meet industry demand is critical to the recovery of the labour market. Education needs to effectively manage the changing social profile of students and reposition offerings to students' needs and priorities.

*There is no better time for government, industry, education and community to work together to seize opportunities and help Australians transition into new or changing job roles in their current businesses and new roles in new industries, pulling the entire nation into strong economic recovery mode. VET has a significant role to play, with its strengths in applied learning and skillsets that will help workers hit the ground running in new industries and upskill existing workforces quickly and effectively. It is clear that one size will not fit all. It is imperative for education to integrally collaborate with industry and work back from changing sectoral requirements to develop and deliver training that delivers clear value through increased productivity in industry.*

New structures such as the Victorian Skills Authority and the Office of TAFE Coordination and Delivery (DET) promise to better connect the sector and help maximise our collective efforts, heralding in the new era for VET. Watch this space.

## Skills are a priority now and for effective recovery in the post COVID-19 economy

### The Joyce Review

The review made 71 recommendations around six key priorities:

- Strengthening quality assurance
- Speeding up qualification development
- Simpler funding and skills matching
- Better careers information
- Clearer secondary school pathways
- Greater access for disadvantaged Australians.

### The Macklin Review

The review sets out a blueprint to improve Victoria's training and skills system with a focus on driving collaboration and innovation. Focus areas include:

- Collaborative Skills system
- Shared evidence base for decision-making
- Victorian Skills Plan
- FutureSkills Labs
- Focus on Clean Economy, Care Economy, Digital Economy and other priority sectors
- Greater support to meet needs of diverse learners and communities
- Continuous improvement of curriculum, assessment and professional development of VET practitioners.

### Skills Organisations

**“** The Australian Government is exploring ways to deepen industry engagement and improve the VET system for all Australians. Three industry-led Skills Organisation Pilots have been established to strengthen and enhance the role of industry and employers in the system. Through Skills Organisations, we are exploring potential design, approaches and opportunities to deepen industry engagement and strengthen the VET system. Skills Organisations work to ensure Australia has a highly skilled, resilient and adaptable workforce that is responsive to the needs of employers and industry.”

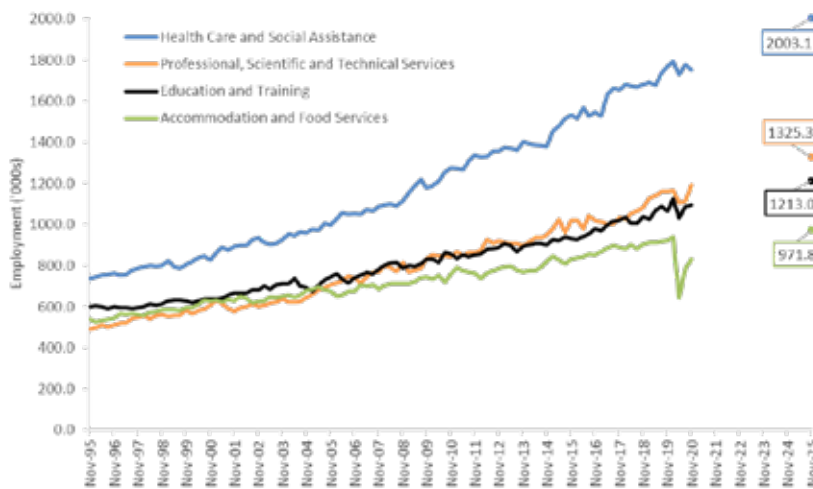
## Industry insights - a snapshot

The National Skills Commission's five-year employment outlook projects that the long-term structural shift in employment towards services industries is projected to continue over the coming five years. Health Care and Social Assistance is projected to make the largest contribution to employment growth over the period (increasing by 249,500), followed by Accommodation and Food Services (139,900), Professional, Scientific and Technical Services (131,100), and Education and Training (118,600). Together, these four industries are projected to generate over three-fifths (or 64.4 per cent) of total employment growth over the five years to November 2025.

- **Employment is projected to increase in 17 of the 19 broad industries over the five years to November 2025.**
- **Declines in employment are projected for Manufacturing (5900) and Information Media and Telecommunications (7500).**

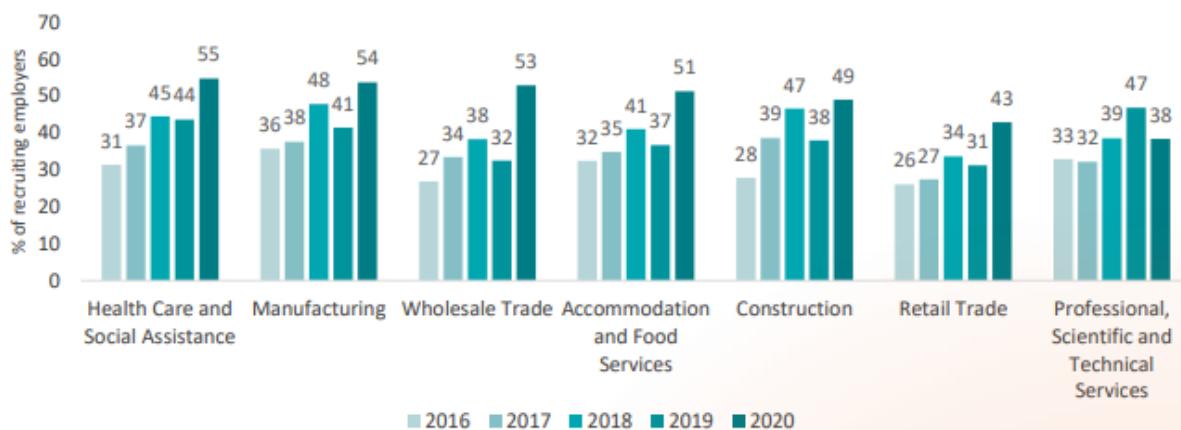
Total employment projected growth for the five years to November 2025 is based on the projected total employment growth rates published in the 2020-21 Mid-Year Economic and Fiscal Outlook (MYEFO), November 2020 Labour Force Survey (LFS) data for total employment, and the November 2020 detailed quarterly LFS data. Based on these data, total employment is projected to increase by around 991,600 (or 7.8 per cent) over the five years to November 2025.

### Employment levels, past and projected • four largest growing industries



While unemployment grows, recruitment difficulty does not seem to abate, with employers citing lack of skills' match to jobs being recruited for. There is a real opportunity here for education providers to step up and actively train, upskill/reskill, opening up a new world of opportunity for job seekers and career transitioners, effectively supporting industry growth.

### Recruitment difficulty in rest of state areas by industry



#### Macro-themes driving education

- Skills urgency - need to skill, upskill and reskill with urgency to meet changing needs in industry, workforce shortages, changing jobs and role metrics.
- Real-time upskilling and reskilling requires greater flexibility - trend towards short courses and skillset-based training.
- Pace of change accelerating need for core human, digital and business skills.
- Re-invigorated and growing trend in work-based learning - learning through immersion in work environments, including but not limited to placements, internships, apprenticeships, including higher apprenticeships and cadetships.
- The 'new normal' requiring flexibility in education delivery with focus on effective online and blended learning systems.
- No one size will fit all - changing workforce demographic profiles requiring agility to meet diversity and inclusion needs.
- The challenge to VET - jobs and careers as a core outcome of quality VET education.
- Creating education pathways and lifelong learning systems.
- Future of work and technological disruption raising a clear need for collaborative industry-education research and innovation.

**FLEXIBILITY • ACCESS • CLEAR PATHWAYS • INDUSTRY RELEVANCE • CAREERS • INDUSTRY IMMERSION**

# Regional overview

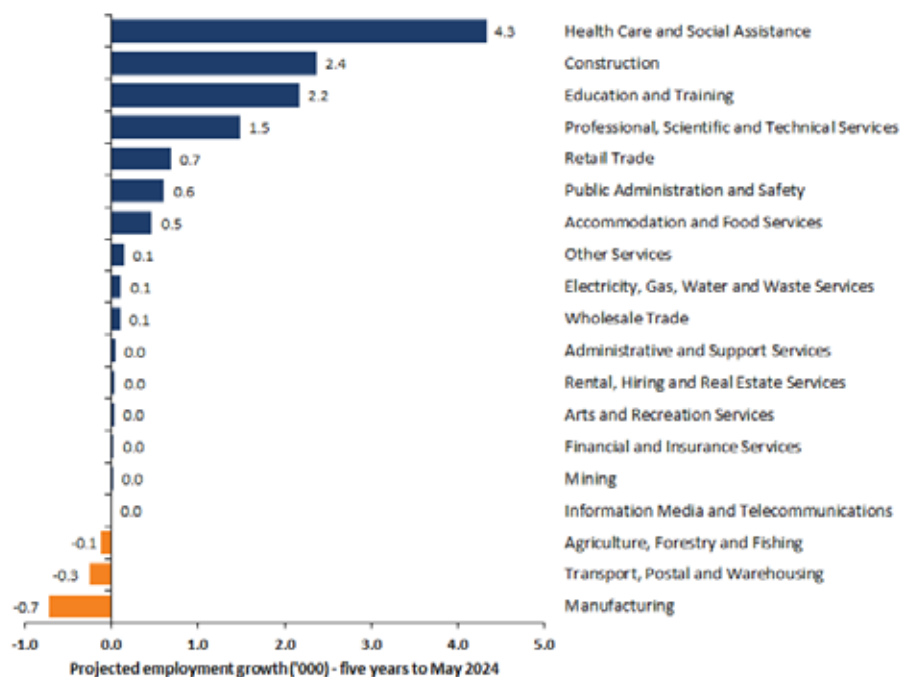
Although the effects of COVID-19 are global, the social and economic impacts are being felt differently in each region. Research from Regional Australia Institute asserts that we are starting to see the divergence in economic performance between regions and now is the time to consider place-based recovery responses tailored to each region's needs. Recognising there are many government and community organisations all working to assist the Geelong recovery, a concerted strategy to address skills' needs will need to be developed to feed into the broader strategic regional economic stimulus and development efforts to rebuild the economy, ensuring that:

- There is a focus on education and skills as enablers of community prosperity
- Initiatives are designed to overcome on-the-ground problems or gaps in new policy as state and nationwide strategies are implemented
- Place-based strategies exist to support industries as they emerge and assist the transition of displaced workers
- There is a coordination of effort to ensure all citizens are supported to prepare for work in a changing economy.

## Geelong

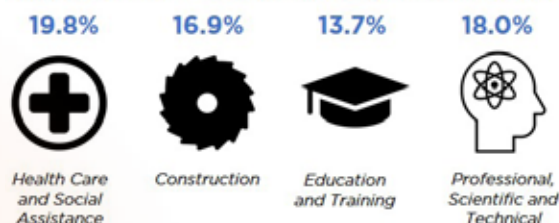
The five-year employment outlook (to 2024) for Geelong reflects a structural shift in employment towards services industries, similar to the all-Australia trend. Health Care and Social Assistance is projected to make the largest contribution to employment growth over the period (increasing by 4,300), followed by Construction (2,400), Education and Training (2,200), and Professional, Scientific and Technical Services (1,500). Together, these four industries are projected to generate over four-fifths of total employment growth over the five years to November 2024.

Whilst opportunities continue to emerge in the region, some industry sectors are already experiencing a significant downturn, particularly tourism, hospitality, food and accommodation services – at the end of April (2020) 50% of Greater Geelong and Queenscliff tourist operators had closed, and 68% were accessing government support.



Source: Imip.gov.au

### Geelong: Sectors with high projected employment growth to 2024



For other sectors such as professional, education and training, organisational restructures will also impact the regional workforce and economy. The local manufacturing and construction sectors offer a strong platform to build from, however are susceptible to supply chain disruptions, market fluctuations and other economic factors such as investor confidence and household spending. The retail sector, the second largest in the region is particularly vulnerable to both COVID-19 restrictions and household spending.

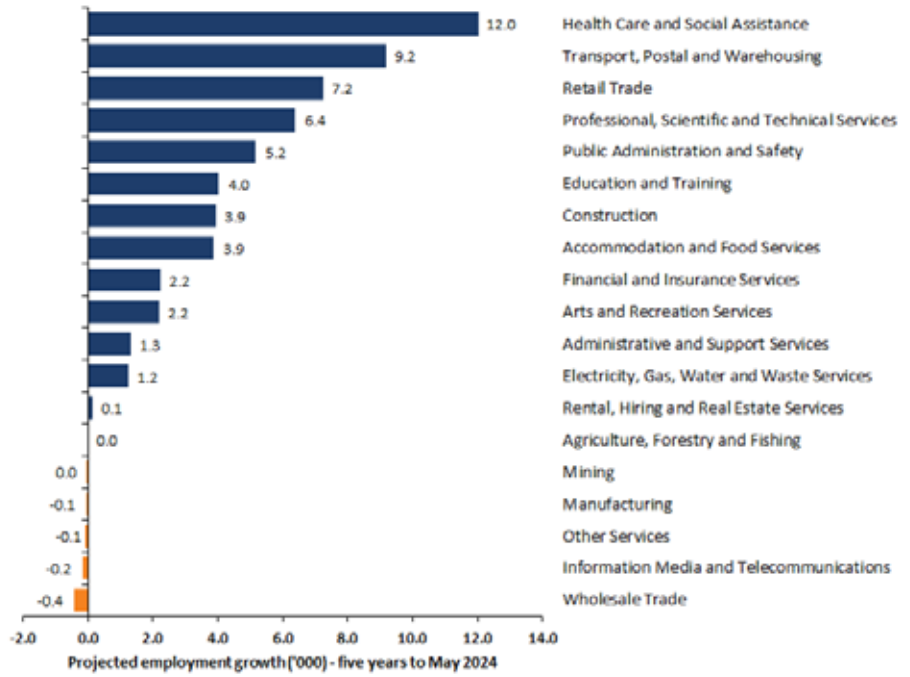
- **Youth, female, CALD and refugee population** most affected by COVID-19 related economic downturn
- **All growth industries** in the region have the potential to take on new entrants with foundation skills and to upskill/reskill existing workforce for greater efficiencies
- **Reducing barriers for the uptake of education will be the key** to starting the change in the region
- **Industry engagement** and commitment to SWL, internships, apprenticeships and traineeships are key
- Any and all education has to be supported with employment services
- **Support** of influencer groups within **government and community** will promote implementation of skills.

## Melbourne's West

The five-year employment outlook (to 2024) for Melbourne's West shows a growing influence on transport, postal and warehousing jobs. Health Care and Social Assistance is projected to make the largest contribution to employment growth over the period (increasing by 12,000), followed by Transport, Postal and Warehousing (9,200), Retail Trade (7,200) and Professional, Scientific and Technical Services (6,400). Together, these four industries are projected to generate over three-fifths of total employment growth over the five years to November 2024.

Our ambition for 2022-2025 reflects not The Gordon's determination to build on the strong foundations already laid and also the need to respond to the significant changes occurring in our operating environment. COVID-19 is a disruptive feature that will be layered with economic and political challenges over the initial phase of this plan.

These will interplay with existing complexities, including the fast pace of workforce evolution, the demand for more complex skills from our graduates, an acceleration in automation, and our local community's economic, demographic, and technological transformation. Within this environment, The Gordon has a continuing responsibility to deliver a productive and highly skilled workforce where we enable everyone, regardless of their background, to participate in the labour market and contribute to our economic future. More than ever, our region's education community needs to step up to meet the state's skills needs and provide a sense of confidence that all those who need work can gain qualifications that employers will recognise and value. Through education, our communities can realise improved labour market outcomes - including higher workforce participation rates, lower unemployment and higher full-time employment, and improved overall workforce productivity.

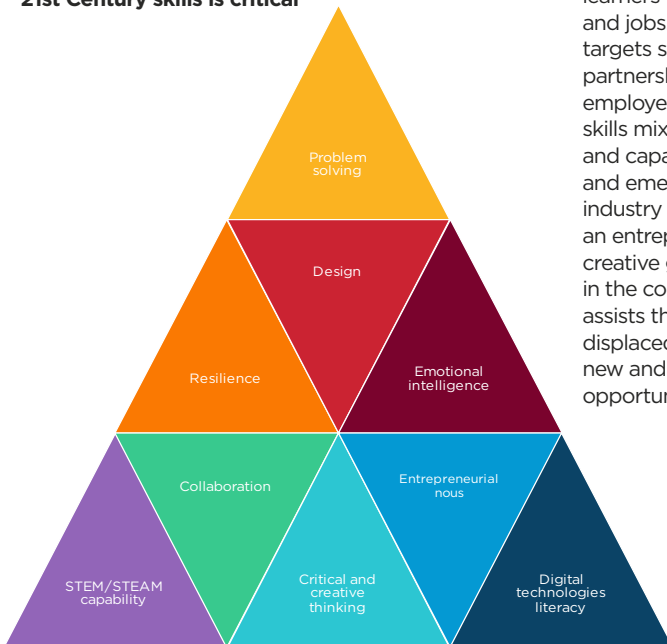


Source: [lmip.gov.au](http://lmip.gov.au)

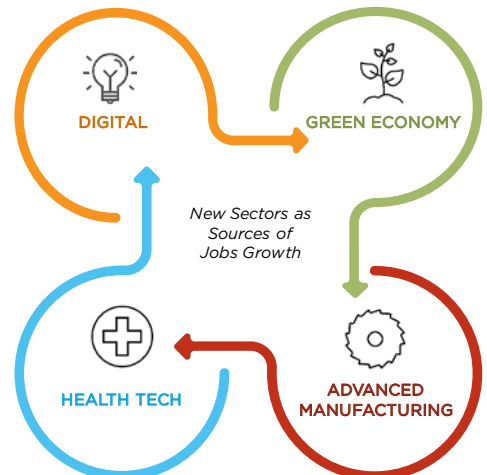
### Melbourne's West: Sectors with high projected employment growth to 2024



### Developing technical skills for emerging jobs and industries along with transferable 21st Century skills is critical



Our ambition is that today's challenging employment conditions do not obscure our economic opportunities. The Gordon is not only preparing learners to get jobs, but also seeks to fuel the creation of new industries and jobs. We are focused on an active skills policy that anticipates and targets skills shortages, unlocks sources of jobs growth, innovates in partnership with industry and produces students with skills sought by employers. The Gordon is focused on ensuring the region has the right skills mix to support a diversified economy that builds regional capability and capacity in key and emerging jobs and industry sectors, fosters an entrepreneurial and creative growth mindset in the community, and assists the transition of displaced workers to new and emerging work opportunities.





# Our internal drivers

The critical importance of a strong education system is amplified by the significant challenges confronting our society. The Gordon is ideally positioned, as a core social, economic and cultural partner to government, industry and community, to lead the response to these key challenges. While our performance indicators show that we are doing a good job, everyone within The Gordon recognises that the past cannot be the future; we need to do better today than we did yesterday and prepare for an even stronger tomorrow.

## Our challenge to ourselves

- Where is the skills market going? What do we want to be? What do we not want to be? Who are we? What do we specialise in? What do we want to be known for?
- We need to provide an unmatched student experience, grow the education portfolio on multiple fronts and confidently compete on quality. Are we ready? What do we need to get ready?
- Are we catering effectively to industry needs? What do we need to do more of and better to become a core business partner to industry?
- Are we fully embracing offerings that are of strategic value-based on analysis of key determinants of long-term regional growth?
- Thinking beyond regional; think national, think global. Why limit ourselves to 'best in region'? The world is our region. Growing our online education offerings will be key to expansion
- International student numbers may never come back to pre-2020 levels. How do we innovate and grow in the domestic market while exploring new ways of capturing the international market?
- Is our workforce ready? What do we need to do to increase teacher capability?
- Are our systems and processes enabling? Where are our roadblocks and how can we break them down?

## Our imperatives

STUDENT CENTRICITY	PATHWAYS	INNOVATIVE PRODUCTS AND DELIVERY
BUILDING TEACHER CAPABILITY AND INDUSTRY CURRENCY		QUALITY AND COMPLIANCE
INVESTMENT IN TECHNOLOGY	ENABLING STRUCTURES, SYSTEMS AND PROCESSES	
INDUSTRY AND COMMUNITY PARTNERSHIPS	MEASUREMENT OF PERFORMANCE	
APPLIED RESEARCH AND INNOVATION DRIVING CHANGE		FINANCIAL SUSTAINABILITY

- The Pareto Principle: 80/20 rule
- Focus on our 20% of power cells (top performing programs)
- Do what we do well, do more of it and do it better
- Stop doing what we are doing currently that simply does not work or do it differently and get the right results
- Keep the TAFE vision intact - as the economic, social and cultural partner to government and communities
- Develop oversight pro-actively to stay vibrantly relevant and to continue to meet emerging and future needs of students, industry and community.

- Focus on building our internal capabilities to deliver better results
- Focus on industry partnerships, authentic collaboration and joint initiatives - small, medium and large
- Be bold and innovative in the creation of new products and services that are customer centric (student and industry)
- Develop our irresistible unique value proposition(s) that will open up new revenue markets for The Gordon.

**Evidence and performance-based decision-making at the core of education strategy development**

**Unwavering focus on performance; robust results; sustainable growth; healthy brand**

# The strategic planning process

The strategic planning process brought to life The Gordon's unwavering focus on taking everyone on the journey. Our consultation process was deep and wide, involving staff, students, experts and influencers from industry, community and government. Numerous industry, community and government partners contributed their combined brainpower, challenging and supporting The Gordon. Current students and alumni willingly gave constructive feedback and challenged us to do more and better. Hundreds of staff members showed their commitment and passion, helping develop the strategic direction and Institute values that will give us the forward force to achieve our vision for 2025 and beyond.

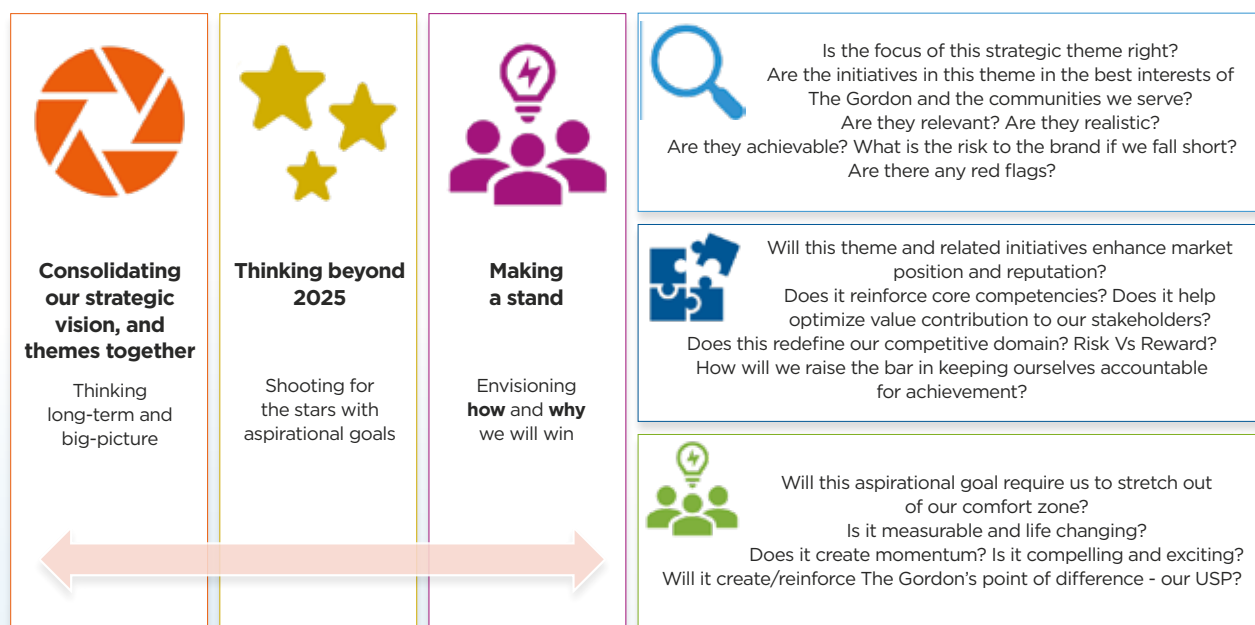
## Our joint objectives

- To consolidate the strategic direction for The Gordon for the next four years and beyond
- To ensure that the strategic plan has the right focus and priorities to guide, propel and inspire us to deliver our unique value proposition to our students, industry partners and the communities we serve.

## Our key steps

- Understanding the baseline - mixed methods research.
- Project team discussions - questioning, exploring, defining, challenging.
- Discussion papers provided to executive team.
- Executive team workshops and planning sessions.
- Draft vision and strategic themes created.
- Consultation workshops - staff, students, industry, community.
- Values consultation deployed through survey to all within The Gordon.
- Board workshop and subsequent feedback consolidated ambition, values, purpose, themes and goals to feed into the strategic plan.

## Our focus during consultation



## Key anecdotal feedback from stakeholders



"The Gordon is very important to our community - we stand together with The Gordon."

"The Gordon Strategic Plan has the potential to be a gamechanger for all of us - it is great to be a part of this process"

"Inspired to be part of this network and contribute for the benefit of the region"

All consultation feedback was fed back into the Board along with all relevant information gathered throughout the process.

# Ambition • Purpose • Values

## Our Ambition

We will lead the way in unlocking human potential through innovative, flexible education, setting students up for successful careers, enabling industry to prosper and empowering our communities.

## Our Purpose



### Our students and their education

We will develop and deliver best-in-class, progressive, stimulating education, enhancing career opportunities for our students now and into the future.



### Our students and their experience

We will provide impactful and empowering student experiences through better understanding who our customers are; student, alumni and community, and creating personalised experiences that make them feel more valued.



### Our partners

We will develop trusted, synergistic partnerships with industry, enabling cutting-edge applied research, innovation and agile execution to raise current and future workforce capability and promote career advancement.



### Our communities

We will be an unstoppable force for positive social change, championing the needs of our communities, providing access to education and careers, and unquestionable value for all.



### Our people

We will value, enable and empower our people to continually grow and work effectively to unlock current and future value for our students, our partners and our communities.



### Our operations

We will work relentlessly to build systems, structures and processes to enable our people to deliver their best to our students, our partners and our communities, and create long-term organisational sustainability through strong financial performance.

## Our Values

### We are The Gordon

We are one team, united through purpose, strengthened by difference, and better for our collective contribution.



### We bring our best

We deliver results that make a difference, and of which we are proud.



### We create the future

We think big and bold and push ourselves to be better.



### We are student minded

We put our students at the centre of our every decision and action.

# Our strategic themes

## Our objectives

Our strategic themes have come out of the core realisation that the past will not be the future and while we will continue to build on our strengths, we will relentlessly negate our weaknesses and seize opportunities. The time is right for us to challenge ourselves to be more agile, responsive and innovative, to consolidate our market position and brand, and be bold in shooting for the stars.

### 1. OUR STUDENTS AND THEIR EDUCATION

We will develop and deliver best-in-class, progressive, stimulating education, enhancing career opportunities for our students now and into the future.

### 2. OUR STUDENTS AND THEIR EXPERIENCE

We will provide impactful and empowering student experiences through better understanding who our customers are; student, alumni and community, and creating personalised experiences that make them feel more valued.

### 3. OUR PARTNERS

We will develop trusted, synergistic partnerships with industry enabling cutting-edge applied research, innovation and agile execution of evidence-based progressive strategies to raise workforce capability and promote career advancement

### 4. OUR COMMUNITIES

We will be an unstoppable force for positive social change, championing the needs of our communities, providing access to education and careers, and unquestionable value for all.

### 5. OUR PEOPLE

We will value, enable and empower our people to continually grow and work effectively to unlock current and future value for our students, our partners and our communities.

### 6. OUR OPERATIONS

We will work relentlessly to build systems, structures and processes to enable our people to deliver their best to our students, our partners and our communities and create long-term organisational sustainability through strong financial performance.

## Our approach to strategic themes

- What can I do more?
- What can I do differently?
- What can I do better?
- What can I stop doing?

## Shooting for the stars

Our aspirational goals will:

- Shift the way we do business.
- Be bigger, bolder and more powerful than short and long-term goals.
- Propel us to 2030 and beyond.

### Aspirational goals

Big and bold  
Up to 10 years

## Strategic horizons

### Do

Building the baseline  
6 - 12 months

### Do more, do better

Develop and enhance  
12 - 36 months

### Do different

Innovate and grow  
3 - 5 years



# Theme 1

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## Our students and their education

We will develop and deliver best-in-class, progressive, stimulating education, enhancing career opportunities for our students now and into the future.

This theme is underpinned by quality and compliance and commits to unwavering focus on:

- Students as core: our reason for being.
- Teacher capability: enable, empower and grow.
- Industry partnerships: industry and education as co-producers of capability; co-design, co-develop, co-deliver and co-achieve.
- Financial sustainability: focus on our power cells, regular strategic course reviews, performance KPIs.

### Our commitment:

- We will create lifelong learners who are job-ready and able to navigate the new world of work.
- We will enable and empower our teachers and support teams to continually grow to deliver even greater service to our students, partners and communities.
- We will develop deep, synergistic partnerships with industry.
- We will raise organisational productivity and sustainability.

## How we will achieve our objectives

Key initiatives	Do	Do more, do better	Measure of success
<b>Build a quality-focused continuous improvement culture</b>	<ul style="list-style-type: none"> <li>ASQA Quality and Compliance as cornerstone</li> </ul>	<ul style="list-style-type: none"> <li>Develop a framework for implementation of Continuous Improvement actions and measures</li> <li>Implement a Principal Product Governance Structure</li> <li>Student and Industry focus group consultation</li> <li>Educator community of Practice</li> <li>Teacher peer review</li> </ul>	<ul style="list-style-type: none"> <li>Principal Product Governance Framework in place by Jan 2022</li> </ul>
<b>Develop a relevant, comprehensive and flexible product suite</b>	<ul style="list-style-type: none"> <li>Review all current products against The Gordon Quality Assurance framework, Principal Product Governance Framework, Continuous improvement strategies deployed as necessary</li> </ul>	<ul style="list-style-type: none"> <li>Pro-actively prepare students for courses-Foundation/Preparatory Programs to set them up to succeed in courses</li> <li>Develop quality education products that are industry relevant and meet industry needs, current and emerging</li> <li>Create a flexible, agile program with common units across similar programs to provide students with options</li> <li>Thread in 21st Century Skills development into all programs to build greater employability and work-readiness skills (digital, human and business enablers)</li> <li>Raise quality and innovation of VETDSS and apprenticeship-based products for greater relevance and currency</li> <li>Stackable learning</li> <li>Develop value-add courses (micro-credentials) to upskill and reskill for currency and greater efficiency</li> <li>The Frequent Learner Model</li> </ul>	<ul style="list-style-type: none"> <li>50% product on LMS and cloned for teacher use by Dec 2022</li> <li>Every student has access to a Gordon value-add micro-credential in employability skills by June 2022</li> <li>Increase conversion by 10% from one area to the next in a student's education journey</li> </ul>
<b>Deliver extraordinary and empowering learning experiences</b>	<p>Review delivery methods for all courses</p> <p>Set up quality framework for consistent excellence in delivery across all locations</p>	<ul style="list-style-type: none"> <li>On-site assessment models to be piloted for nominated areas</li> <li>Set up a culture of cross-functional collaboration in delivery ensuring that students get the right level of teacher expertise for each unit</li> <li>Focus on delivering extraordinary and empowering student experiences in the classroom and outside the classroom (digital, blended and on-the job training experiences)</li> <li>Build strong digital learning proposition to increase flexibility in learning, promoting greater accessibility</li> <li>Teacher as facilitator of learning</li> <li>Consider progressive models of delivery to bed down applied learning and student empowerment</li> </ul>	<ul style="list-style-type: none"> <li>10% of courses have onsite assessment by 2023</li> <li>By 2023 50% courses have a quality online component by 2023</li> </ul>
<b>Actively promote and enable education pathways to enhance student careers</b>	<ul style="list-style-type: none"> <li>Increase numbers of students coming out of one program and into higher-order programs at The Gordon</li> <li>Enhance visibility of what's on offer through The Gordon and partners</li> <li>Support students to develop an integrated career management plan linked to education pathways (in collaboration with Student Experience Area)</li> </ul>	<ul style="list-style-type: none"> <li>Teachers to actively promote the next step in student's education pathways and support conversion</li> <li>Build strong relationships with ACFE and Higher Education providers and promote clear articulation pathways</li> <li>Promote the aligned pathways value proposition at every student touchpoint</li> <li>Set up "Returning student" incentive programs - loyalty program</li> </ul>	<ul style="list-style-type: none"> <li>Increase in students re-enrolling in higher AQF or into full-time VET from VETDSS</li> </ul>

Key initiatives	Do	Do more, do better	Measure of success
<b>Enable and empower our educators by growing capability</b>	<ul style="list-style-type: none"> <li>• Understand current status</li> <li>• Review structure, processes, and framework for fitness</li> <li>• Develop clear framework for teacher capability growth in conjunction with teachers and link to performance management system</li> <li>• Ensure clarity of roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Induction Programs and Buddying for new teachers</li> <li>• Better induction program for teachers on VETDSS and apprenticeship systems- accountabilities, roles, and responsibilities</li> <li>• Peer Mentorship</li> <li>• Build VETDSS teacher capability using secondary school educator mentors and coaches</li> <li>• Link workplans, TCPs and ensure PD is translated into better teaching practice</li> <li>• Build culture of accountability for ongoing learning and mentoring</li> </ul>	<ul style="list-style-type: none"> <li>• The functionality of MY HRP will include My Quals, My TCP, My Currency, My Workplan and My PD by June 2022</li> </ul>
<b>Actively develop synergistic partnerships with industry to enhance joint capability</b>	<ul style="list-style-type: none"> <li>• Recognise the need to maintain relationships with industry, community, and government at all levels</li> <li>• Invest in digital technology, resources, and training to enable integrated sharing of information</li> <li>• Promote opportunities for The Gordon staff to participate in industry projects – and recognise expertise</li> <li>• Undertake further investigation of industry/TAFE models of collaboration and innovation – and look at overseas experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Relentlessly focus on efficiency of communication, processes, and systems to support clients and stakeholders</li> <li>• Evaluate outcomes and measures of success and continuously reach for growth</li> <li>• Pro-actively and consistently explore and uncover market and client needs and convert into viable opportunities for The Gordon and client partners</li> <li>• Be agile and responsive to industry client needs</li> <li>• Focus on delivering extraordinary and empowering client experiences</li> <li>• Build strong networks and authentic partnerships with industry fostering mutual success</li> </ul>	<ul style="list-style-type: none"> <li>• Industry Reference Groups (IRGs) set up in all program areas by Dec 2023 to build and maintain key relationships</li> </ul>
<b>Financial performance</b>	<ul style="list-style-type: none"> <li>• Focus on our power cells and invest in them further (top 20% courses)</li> </ul>	<ul style="list-style-type: none"> <li>• Regular strategic course reviews</li> <li>• Focus on maximising productivity without compromising student experience (teacher utilisation / blended mode)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in course profitability across all centres by Dec 2023</li> </ul>



# Shooting for the stars

## Our aspirational goals

**Execution horizon:** Up to 10 years with key annual milestones leading up to final deliverables.

### Innovate and grow

#### 1. Pilot a situated learning model in areas such as health, aged care, transport, logistics and warehousing

- Provides real work experience.
- Provides students with workplace familiarisation prior to employment.
- Delivery and assessment will occur in these facilities as part of the course structure.
- Performance evidence is greatly enhanced to meet compliance of ASQA standards.

**Measures of success:** Enhanced job outcomes • Reduction of skilled workforce shortages in target sectors • Enhanced productivity in partner organisations • Efficacy of education-industry partnership measured through feedback.

#### 2. Develop The Gordon Teacher Professional Standards Scheme with internal CPD requirement

- Sets the standard for educator excellence that The Gordon expects when hiring and developing the teacher workforce.
- Provides students with a learning experience facilitated by high performing teachers.
- Leading the VET sector with enhanced teacher standards aligned with the VET Teacher Capability framework.

**Measures of success:** Enhanced job satisfaction and enrichment • Retention of skilled workforce • Enhanced student outcomes • Greater brand equity for The Gordon as true employer of choice.

#### 3. Establish a Centre for Applied Research and Innovation in partnership with industry (incorporating the Industry Immersion Guarantee for students and educators, and The Gordon Incubation Centre for industry projects)

- Adapts to future needs within vocations.
- Provides enhanced educational outcomes based on research and application.
- Provides greater opportunities for immersive experiences for both students (building work-readiness) and educators (building currency and greater knowledge of emerging industry practices and technologies).
- Co-designing learning with industry to ensure that teaching methodologies are aligned to skill needs.
- Solve real world problems and leverage opportunities for clients (industry, community, students).
- Advance professional knowledge, theory and practice in teachers.
- Foster innovative and entrepreneurial skills/mindsets in graduates.
- Evaluate the effectiveness of TAFE education in order to improve it.
- Increasing and encouraging partnerships and interactions with industry, businesses and communities.
- Opportunity to partner with other VET and HE providers, leading the way into the future to benefit industry and community.

**Measures of success:** Quantity and quality of education-industry partnerships • Successful project outcomes measured through real-world implementation • Student, teacher and industry feedback and continued engagement • Job outcomes through greater work-readiness • Enhanced student outcomes through greater engagement • Greater workforce effectiveness in industry partner organisations through targeted skills' relevance • Enhanced skilled educator retention • Enhanced brand equity for The Gordon.



# Theme 2

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## Our students and their experience

We will provide impactful and empowering student experiences through better understanding who our customers are; student, alumni and community, and creating personalised experiences that make them feel more valued.

This theme seeks to improve The Gordon's ability to meet student needs throughout their learning journey. It focuses on initiatives required to attract new customers and then to promote and sustain student satisfaction, retention, progression, completion and return business. It supports The Gordon's commitment to students' educational attainment and employment outcomes.

### Our commitment:

- We will create inspiring, impactful and empowering student experiences.
- We will produce lifelong learners who are job-ready and able to navigate the new world of work.
- We will extend our focus on 'experience' to every interaction with our customers; from first contact to graduation and beyond.



## How we will achieve our objectives

Key initiatives	Do	Do more, do better	Measure of success
<p><b>Develop and implement a customer insights strategy</b></p> <p><b>Develop a customer lifecycle model (Student Journey)</b></p> <p><b>Develop and implement performance standards and supporting capability frameworks</b></p> <p><b>Design and implement a persuasive digital experience</b></p>	<p>Student Experience project teams will complete the following activities for all four initiatives:</p> <ul style="list-style-type: none"> <li>Discovery phase – capture data insights, identify problems in consultation with stakeholders (e.g. opportunities to create more personalised experiences)</li> <li>Ideation and prototyping phases – co-design solutions with students/ customers, staff and industry</li> <li>Establish business cases, project plans, owners, timeframes and KPIs for all initiatives</li> <li>Careers and Training Services – continue working on a revised strategy (external and internal focus) and additional funding for the Skills and Jobs Centre</li> </ul>	<ul style="list-style-type: none"> <li>Implement Student Experience initiatives as per Annual Operating Plan</li> <li>Explore innovative uses of people and technology to improve the student experience</li> <li>Focus on 10 identified Student Experience priorities: service innovation, connecting with customers, building customer loyalty, continuous improvement, governance, people, performance, customer insights, business partnership and digital customer experience</li> <li>Improve the enrolment process and communication strategies for enquiring students</li> <li>Focus on entire student ecosystem, not simply on the student journey (e.g. collaborate with other areas to create student precincts, high-class facilities, cutting-edge technology and training, more innovative simulated workplace solutions)</li> <li>Improve digital experiences and their accessibility</li> <li>Provide service offerings that more effectively promote lifelong learning – meet students where they need us to meet them</li> <li>Get better at inducting students on, and promoting equitable access to, student support services</li> <li>Get better at providing positive, integrated supports for prospective students, students, disadvantaged (at-risk) students and alumni outside the classroom</li> <li>Promote student and alumni-led activities</li> </ul>	<ul style="list-style-type: none"> <li>Students feel more valued and are more loyal to The Gordon</li> <li>Students have a more personalised experience that meets their needs</li> <li>Educational attainment and job outcomes are improved</li> <li>Operating Plan initiatives deliver improvements to student commencement, progression, retention, completion and overall satisfaction rates</li> <li>Clear organisational, business unit and role-specific KPIs are established, managed and monitored to improve performance</li> <li>KPIs include a range of quantitative and qualitative measures of student satisfaction, organisational effectiveness and efficiency, service quality and education/ career pathway outcomes</li> </ul>

# Shooting for the stars

## Our aspirational goals

**Execution horizon:** Up to 10 years with key annual milestones leading up to final deliverables.

### Innovate and grow

#### Create The Gordon Centre for Careers and Talent Management

- Actively and effectively promote career advice, job-ready skills, career pathways, job opportunities and tangible employment outcomes.
- Support prospective students from all backgrounds in creating a Visual Career Management Plan linked to education pathways; lifelong learning, value-add skillsets, potential sideways career movement, all catering to career growth.
- Provide lifelong access to students and alumni to increase success in the world of work.
- Work with local, state and federal government partners and commercial agencies to align and leverage tools and services for the benefit of our joint customers.

The centre will bring to life an innovative approach that more effectively positions The Gordon to connect with its customers and differentiate its brand through a deeper, commercially savvy, comprehensive approach to careers and talent management.

**Measures of success:** Job outcomes • Student and employer feedback • Continued engagement from alumni and industry partners • Returning customers and continued student success through ongoing professional development undertaken with The Gordon.



# Theme 3

## Our partners

We will develop trusted, synergistic partnerships with industry enabling cutting-edge applied research, innovation and agile execution of evidence-based progressive strategies to raise workforce capability and promote career advancement.

The theme seeks to improve The Gordon's ability to grow revenue through fee for service and reduce the dependence on government-based revenue streams. This will be achieved by growing market share and brand equity year-on-year in our regions - now, and into the future. We will provide fit-for-purpose, contemporary, training and development to industry workforces combined with unquestionable value and extraordinary experiences, consistently building life-long industry partners for long-term commercial sustainability.

### Our commitment:

- As trusted education partner, we will get involved and be part of the solution.
- We will provide industry partners with graduates who are work-ready and can hit the ground running for organisational benefit.
- We will partner with industry to raise workforce capability now and into the future.
- We will evolve with industry, be agile, responsive and always provide value for money.



## How we will achieve our objectives

Key initiatives	Do	Do more, do better	Measure of success
<p><b>Develop a progressive, integrated industry engagement system to pro-actively explore and uncover market and partner organisation needs and wants</b></p> <p><b>Develop innovative workforce education solutions focused on quality, simplicity, flexibility, accessibility, and achievement of clear and measurable outcomes</b></p> <p><b>Build strong networks and authentic education-industry partnerships focussed on continued research and innovation for mutual success</b></p>	<ul style="list-style-type: none"> <li>Relentlessly focus on efficiency of communication, processes, and systems (CRM) to support clients and stakeholders</li> <li>Pro-actively and consistently explore and uncover market and client needs and convert into viable opportunities for The Gordon and client partners</li> <li>Develop a brand enabling marketing plan for industry growth</li> <li>Collaborate internally to develop business development ambassadors throughout The Gordon</li> <li>Develop a marketing strategy that assists to define clear, realistic, and measurable marketing objectives for the Institute.</li> </ul>	<ul style="list-style-type: none"> <li>Be agile and responsive to industry client needs, always providing value for money</li> <li>Develop innovative workforce education solutions to raise workforce capability now and into the future - focus on quality, simplicity, flexibility and accessibility</li> <li>Build strong networks and authentic partnerships fostering ongoing research and innovation initiatives for mutual success</li> <li>Focus on delivering extraordinary and empowering client experiences</li> <li>Evaluate outcomes and measures of success and continuously reach for growth</li> </ul>	<ul style="list-style-type: none"> <li>By evaluating outcomes and measures of success and continuously reaching for revenue growth. We will set yearly incremental revenue growth targets to meet from our commercial activity that would include domestic, international and student enrolments</li> </ul>



# Shooting for the stars

## Our aspirational goals

**Execution horizon:** Up to 10 years with key annual milestones leading up to final deliverables.

### Innovate and grow

#### 1. Establish Centres of Excellence in manufacturing, agtech, construction and health\*

- Adapts to future needs of industry.
- Differentiate The Gordon from other providers.
- Supports deep, synergistic partnerships with industry.

**Measures of success:** Successful setup of centres with strong industry partnerships • Revenue from industry projects • Revenue from student enrolments.

#### 2. Setting an offshore campus (virtual/physical)

- A guaranteed fee for service revenue stream for The Gordon.
- Ability to deliver non-accredited programs with less reliance on ASQA compliance requirements.

**Measures of success:** Achievement of revenue targets • Growth in student numbers • Growth in international industry and education partnerships • Enhanced brand equity for The Gordon globally.

#### 3. Developing and executing an innovative Business Partnering Framework focused on targeted solutions for workforce development

- Industry partner of choice for training needs.
- Provide up-to-date client solutions.
- Set up industry specialisations for career progression.

**Measures of success:** Achievement of revenue targets and growth year-on-year • Strong industry partner retention • Growth in contracts • Growth in teacher capability • Growth in student numbers • Enhanced workforce productivity reported by industry partners • Student and employer feedback..

\* Linked to The Gordon Centre for Applied Research and Innovation.

# Theme 4

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## Our communities

We will be an unstoppable force for positive social change, championing needs of our communities, providing access to education and careers, and unquestionable value for all.

This theme will champion the unique needs of the communities The Gordon operates in with key focus on increasing access to education and careers for all. It will bring together education providers, community organisations and industry to deliver targeted initiatives that will address the economic and industry changes impacting the Geelong region. We will work jointly to determine common goals, gain economies through reducing duplication of effort, leverage individual and collective expertise to provide greater value to the communities we serve.

### Our commitment:

- We will provide access to education and careers for all.
- We will integrally support diversity and inclusion for all in our communities.
- We will champion the needs of our communities.
- We will be a force for positive social change, providing unquestionable value to our communities.

## How we will achieve our objectives

Key initiatives	Do	Do more, do better	Measure of success
<p><b>Develop an integrated strategic and operational system for true engagement at all levels with the communities we serve</b></p> <p><b>Develop strong partnerships with providers in the community ecosystem to deliver a cohesive value proposition to our joint customers, improving social, economic and cultural outcomes</b></p> <p><b>Develop and deliver key initiatives to give back to our communities, involving our staff and students, making a meaningful impact</b></p>	<ul style="list-style-type: none"> <li>• Industry and community engagement at an operational and strategic level</li> <li>• Industry currency across our workforce is a foundation for industry and community engagement, cross-collaboration and learning</li> </ul>	<ul style="list-style-type: none"> <li>• There are integrated systems for capturing contacts and sharing information</li> <li>• Education and training is delivered in industry - utilising specialist equipment and resources (and vice-versa)</li> <li>• New education products are co-designed with industry and other community education providers</li> <li>• There is a systematic process for ensuring industry and community engagement with current offerings</li> <li>• Sponsorships and philanthropy</li> <li>• Industry partners see The Gordon as essential to developing their workforce now and for their future. Community partners see The Gordon as core education partner who provides clear pathways to greater education and career opportunities for their clients</li> <li>• The Gordon is seen as essential for a creating/maintaining a vibrant region and prosperous economy</li> <li>• The Gordon staff are valued for their professional expertise, connections and networks</li> <li>• The Gordon students are sought after for work placements and employment opportunities</li> </ul>	<p>Our community engagement will be measured through the unique capability to leverage our current, effective collaboration strategies learnt through the Skilling the Bay initiative and building partnerships with industry, schools, government agencies and regional and community networks. Setting up for strong relationship with crucial stakeholders such as</p> <ul style="list-style-type: none"> <li>• Pre-employment Network, chaired by City of Greater Geelong</li> <li>• Local Advisory Panel for Northern Futures</li> <li>• G21 Education and Training Pillar</li> <li>• Committee for Geelong member events – representing 100s of employers</li> <li>• Geelong Region Local Learning and Employment network</li> <li>• GROW</li> </ul> <p>and will focus on developing and implementing strategies that promote The Gordon within the region to ensure maximum benefit is achieved.</p>



# Shooting for the stars



## Our aspirational goals

**Execution horizon:** Up to 10 years with key annual milestones leading up to final deliverables.

### Innovate and grow

**Establishing and executing a progressive, multi-faceted community engagement model in collaboration with core community partners**

- Define the way we work with our communities (GTFP, Skilling the Bay, Regional Recovery Program), develop into core community programs and replicate in all the regions we operate in.
- Give back actively - every Gordon student and educator will engage with the community actively and undertake service/volunteering opportunities.
- Gain a seat at every top table in the community - local government, advocacy groups, business network groups etc.

**Measures of success:** Achievement of joint KPIs nominated to measure key social and economic value delivered to the community • Aligned with community partner and government objectives.

# Theme 5

## Our people

We will value, enable and empower our people to continually grow and work effectively to unlock current and future value for our students, our partners and our communities.

This theme focuses on our greatest assets and the linchpin of The Gordon, our people. To create a high performing environment, we will actively attract, develop and retain the right talent who consistently model our values and behaviours, and who together build our desired culture where we respect, value, enable and empower each other to grow and work cohesively together as one team delivering excellent results.

### Our commitment:

- I belong here, this is where I want to be.
- I am valued and respected.
- What I do matters; I understand how my role contributes to overall success.
- I change lives through education.
- I learn and grow continuously.
- I have a fulfilling and progressive career.

We will continue to focus on embedding accessibility, diversity and inclusiveness in everything that we do, to enhance our workforce and our reputation as a leading employer of choice in the region and sector. This will include the 2020 Reconciliation Action Plan and the developing Gender Equity Action Plan.

## How we will achieve our objectives

Key initiatives	Do	Do more, do better	Measure of success
<p><b>Develop strong talent attraction, development and retention strategies aligned with The Gordon's desired culture and behaviours</b></p>	<ul style="list-style-type: none"> <li>• Focus on building teacher and professional staff capability</li> <li>• Develop greater understanding of roles, responsibilities and performance accountability</li> <li>• Develop greater understanding of performance management systems</li> <li>• Develop capability framework for all staff (link to Educator Capability framework)</li> <li>• Evaluate individual capability through unified framework</li> </ul> <p><i>Linked to Education Strategy</i> <i>Linked to all-of-Institute People Plan</i></p>	<ul style="list-style-type: none"> <li>• Roll out MyHRP work plans across all operational and educational staff</li> <li>• Develop internal training programs geared towards living values and desired behaviours</li> <li>• Develop internal programs to build personal effectiveness across all levels of The Gordon</li> <li>• Develop internal programs to build leadership capability across all levels of organisation (includes distributed leadership, leading self, leading others and more)</li> <li>• Adopt and educate - Plan-Do-Review-Course-correct Continuous Improvement model</li> <li>• Build pathways from Induction as a journey supported by mentoring and buddying programs</li> <li>• Build cross-functional collaborative teams to deliver key initiatives, breaking down silos</li> <li>• Build an enabling internal service culture and customer-centricity</li> <li>• Create Agile opportunities through job rotation, secondments and micro-internships</li> <li>• Create cross functional learning platforms and opportunities</li> <li>• Consistently educate to sustain a culture of accountability and performance</li> <li>• Build communication protocols for clear and transparent communication across The Gordon, building ownership and commitment at all levels</li> <li>• Internal stakeholder management strategy to become "the way we do things around here" across all Departments.</li> <li>• Celebrate success actively reinforcing desired behaviours</li> </ul>	<ul style="list-style-type: none"> <li>• Talent attraction</li> <li>• Talent retention measures</li> <li>• Improved succession and career progression</li> <li>• Employee engagement and satisfaction measures</li> <li>• Performance KPIs - individual, team and organisation</li> <li>• Feedback obtained through active and regular consultation with staff at all levels</li> <li>• Evaluation towards recognised Employer of Choice measures</li> <li>• Measurement of brand ambassadorship of The Gordon</li> </ul>
<p><b>Develop a high performance culture where teams work collaboratively to achieve excellent results and deliver greater value to students, partners and communities</b></p>	<ul style="list-style-type: none"> <li>• Train all levels of organisation in managing performance, self, supervisors, managers and leaders</li> <li>• Inform and educate all staff on professional development opportunities available within The Gordon and external, approved sources.</li> <li>• Develop recruitment strategy to close capability gaps and build succession</li> </ul>		
<p><b>Build an active, collaborative internal stakeholder management plan - our people as our partners in progress and success</b></p>	<ul style="list-style-type: none"> <li>• Develop recruitment tools</li> <li>• Develop and educate - The Gordon's unique employee value proposition</li> <li>• Build a culture of accountability and performance</li> </ul>		

# Shooting for the stars

## Our aspirational goals

**Execution horizon:** Up to 10 years with key annual milestones leading up to final deliverables.

### Innovate and grow

#### 1. The Gordon Industry Immersion Program for educators\*

This will involve educators undertaking placements and rotations in relevant industry areas annually as part of The Gordon Teacher Professional Standards Framework.

- Develops real-time currency with industry, building greater understanding of current and emerging practices and tools.
- Enhances teaching performance.
- Enhances student pathway opportunities.
- Enhances industry partnerships.
- Builds brand awareness.

**Measures of success:** Enhanced brand awareness • Improved employee retention • Currency of workforce • Increased student numbers.

#### 2. The Gordon Industry Immersion Program for professional services staff

This will involve professional services staff undertaking micro-internships and actively pursuing strong engagement opportunities in respective industry and cross-functional networks to improve professional practice, bringing back continuous improvement strategies to The Gordon, as part of The Gordon's Professional Standards Framework for all staff.

- Develops real time currency with best-practice and emerging trends in field
- Enhances professional development opportunities to build on expertise
- Builds oversight
- Develops professional network
- Builds brand awareness.

**Measures of success:** Enhanced brand awareness • Improved employee retention • Currency of workforce • Efficacy of greater internal support services.

\* Aligned with Education Strategy.



# Theme 6

## Our operations

We will work relentlessly to build systems, structures and processes to enable our people to deliver their best to our students, our partners and our communities and create long-term organisational sustainability through strong financial performance.

This operations theme is intrinsically linked to enabling our people and provides the key foundation to support all other strategic themes across The Gordon that focus on student experience, education and industry partnerships and community.

This theme has three main streams to it; financial sustainability, internal structures and systems, and people and processes.

Our operations will be the engine room, enabling efficiency and sustainability of The Gordon all whilst valuing, enabling and empowering our people to grow and work effectively.

### Our commitment:

- We will improve The Gordon's ability to build a financially viable operation which will reduce the dependence on the current government-based revenue streams.
- We will increase fee for service income streams and improve financial operations that will enhance both operational efficiencies and effectiveness.
- We will explore, develop and execute the most effective and efficient business process systems that will provide a foundation to meet our internal demands of today and tomorrow.
- We will develop and execute people-supporting systems, structures and processes. An enhanced digital platform will be key to this success.

In essence, we must strive to be better at every level and the enhanced business processes and a focus on delivering outcomes in a cost-effective way will ensure we deliver whilst remaining viable. We know that our people are our greatest asset and it is our role to equip them with the platform and tools to enable success now and into the future.

## How we will achieve our objectives

Key initiatives	Do	Do more, do better	Measure of success
<p><b>Develop a strong financial review and management system that supports evidence-based decision making towards maximising opportunities for revenue growth and effective cost control</b></p>	<ul style="list-style-type: none"> <li>Develop greater capability in our finance team</li> <li>Shore up foundations in commercial team and enhance link to education teams</li> <li>Provide clear direction on way forward by setting better KPIs promoting greater accountability in managers</li> <li>Inform, educate and build departmental and cross-functional ownership to understand needs and jointly build solutions to increase efficiency in operations</li> <li>Build collaborative mindset- 'we are all in this together' to find aligned solutions</li> </ul>	<ul style="list-style-type: none"> <li>Raise organisational financial acumen and strategic decision making ability</li> <li>Focus on power cells and related investment</li> <li>Dispassionately recommend divestiture of unviable offerings through an annual SCR</li> <li>Support development of differentiated, profitable offerings that also promote The Gordon brand</li> <li>Strategic financial review as the norm monthly/quarterly</li> <li>Consistently look for opportunities to expand and grow.</li> <li>Enable diversification of revenue streams through FFS and other opportunities linked to B2B Strategy</li> <li>Bring in additional funding to support strategic growth activities and aspirational goal achievement to bring greater value to students, Industry partners and communities (includes, but not limited to development of Centres of Excellence, industry-partnered research and innovation, new and enhanced products to meet emerging regional skills priorities and innovation in delivery methods).</li> </ul>	<p>We will measure success financially through:</p> <ul style="list-style-type: none"> <li>Defined financial sustainability-related KPIs</li> <li>Increased profitability</li> <li>Increased revenue</li> <li>Strengthened industry relationships</li> <li>New offerings that differentiate The Gordon and build brand equity.</li> </ul>
<p><b>Develop continuous improvement framework to support consistent and progressive business process improvement strategies</b></p>	<p>Building a strong foundation for effective business systems, practices and processes is key priority. This will be done by:</p> <ul style="list-style-type: none"> <li>Deep and wide investigation to confirm and define/re-define organisational and stakeholder needs and wants across institute</li> <li>Critically analyse and evaluate existing business systems and processes and impact on results</li> <li>Develop business process improvement strategy</li> <li>Create a strong change management plan</li> <li>Commence execution</li> </ul>	<ul style="list-style-type: none"> <li>Complete execution of initial strategy</li> <li>Implement systematic structure for review and course correction</li> <li>Actively seek stakeholder feedback</li> <li>Develop and implement digital strategy</li> <li>Develop digital hub</li> <li>Utilise data and pro-active research to inform decisions</li> <li>Activate systems to assess and make recommendations on products and services based on financial viability</li> <li>Strategic financial review as the norm monthly/quarterly</li> <li>Implement Institute strong measurement systems</li> <li>Relentlessly focus on continued operational efficiency</li> </ul>	<p>With improvement in internal business processes, we garner greater efficiencies in the workplace which will in turn lead to:</p> <ul style="list-style-type: none"> <li>Greater student outcomes</li> <li>Enhanced staff satisfaction</li> <li>Enhanced talent retention</li> <li>Greater productivity</li> <li>Enhanced financial results</li> </ul>
<p><b>Develop enabling systems, structures and processes to support our people to deliver great results</b></p>	<ul style="list-style-type: none"> <li>Enhance PSC Team capability</li> <li>Build a performance measurement system utilising My HRP</li> <li>Refresh values</li> <li>Review capability and capacity across teams</li> <li>Review and support systems to achieve teacher compliance and currency</li> <li>Develop talent attraction strategy in conjunction with cross-functional leadership teams</li> <li>Develop supporting activities and tools</li> <li>Commence implementation of strategy</li> </ul>	<ul style="list-style-type: none"> <li>Roll out MyHRP work plans across all operational and educational staff with associated training for uptake</li> <li>Roll-out performance management system and protocols for managers and team members with associated training</li> <li>Build internal training capability to support/develop employees at all stages in their lifecycle</li> <li>Build capability to develop leaders at all levels in organisation</li> <li>Create cross functional learning systems and protocols</li> <li>Develop internal service level agreements to embed customer-centricity</li> <li>Build a culture of accountability and high performance in support and enablement of The Gordon</li> <li>Build on The Gordon's strong all-rounded EVP</li> <li>Actively seek employee feedback regularly</li> <li>Strive for continuous and never-ending improvement (CANI)</li> </ul>	<p>By empowering our people through breaking down inhibiting structures and processes while building enabling forward force, not only can we measure our success through KPIs related to the people plan, but the momentum gained through our people will impact the entire Institute's performance positively. We will hence measure our success through:</p> <ul style="list-style-type: none"> <li>Employee engagement and enablement scores</li> <li>Benchmarking to high performing norms</li> <li>Performance Management KPIs</li> <li>Talent attraction and retention KPIs</li> <li>Improved productivity</li> <li>Enhanced student, industry partner and community outcomes</li> <li>Improved financial results</li> </ul>

# Shooting for the stars

## Our aspirational goals

**Execution horizon:** Up to 10 years with key annual milestones leading up to final deliverables.

### Innovate and grow

#### 1. The Gordon Data Hub

The data hub will be a game-changer for The Gordon. It will form the foundation of an integrated approach to decision making where essential information critical to the Institute's peak performance will be available to decision makers.

- Enhances evidence-informed, timely strategic and operational decision making.
- Enhances operational efficiencies and agility.
- Provides enhanced educational outcomes.
- Creates visibility to recognise emerging challenges and opportunities.
- Supports adaptation to current, emerging and future trends.
- Improves people satisfaction.

**Measures of success:** Timely and accurate decision making • Enhanced business practices • Improved operational efficiencies and financial returns.

#### 2. Wyndham growth strategy

- Targeted products and services to raise skills profile in region.
- Consolidation of campuses to improve efficiencies and create stronger presence.
- Increased student numbers through access in region.
- Ability to focus on The Gordon's power cells in high growth area in trade and health skills needs.
- Situational learning opportunities, strengthening industry connections and raising industry effectiveness.
- Raises brand profile and builds The Gordon's brand equity.
- Strong synergistic industry and community partnerships developed as per The Gordon's purpose.
- Enhances value proposition through The Gordon-Deakin partnership providing strong pathway offerings for students.

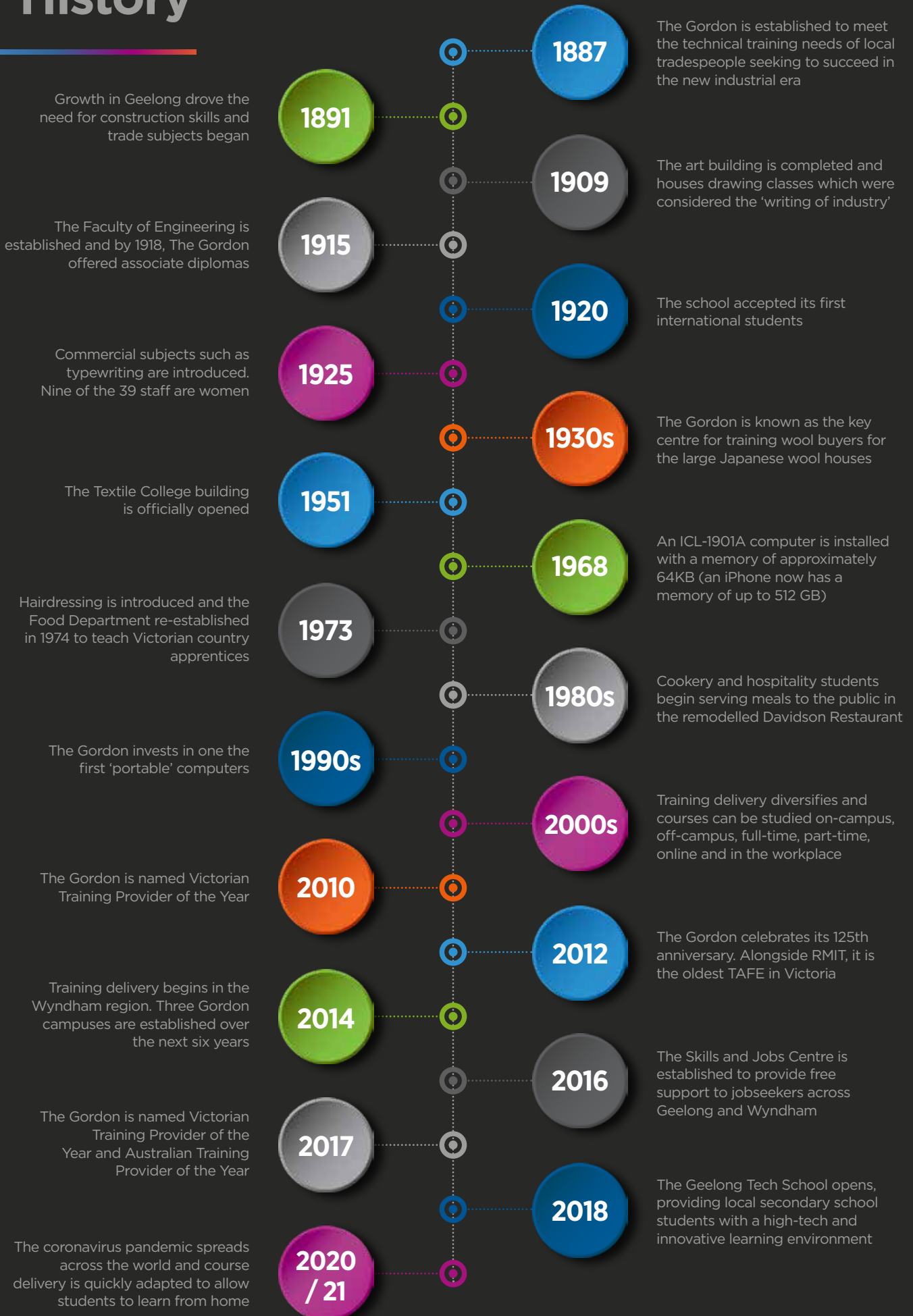
**Measures of success:** Diversified and increased revenue • Increased student numbers • Consolidated overheads • Improved brand recognition • Enhanced industry reputation.

#### 3. Focus on Strategic acquisitions and Joint Venture Partnerships that align with brand growth strategy

- Increase in student numbers.
- Access to increased and new revenue streams.
- Will expand The Gordon's value proposition in areas identified for strategic growth as relevant.
- Will support The Gordon to close gaps constraining expansion and/or ability to effectively meet customer needs.
- Will increase our capability to innovate.
- Supports diversification of revenue streams and greater financial sustainability.

**Measures of success:** Market growth • Increased revenue • Diversified revenue streams • Improved client outcomes.

# History





# Transforming industry



## Advanced Fibre Cluster Geelong

An industry initiative to accelerate the growth of the highly innovative engineering field of composites and advanced manufacturing technology.



## The Brinary

The signing of a MoU with The Brinary in 2018 leads to Gordon students designing an international board game; The Human Rights game.



## Geelong Tech School

The Geelong Tech School has prototyped medical equipment to help prevent the spread of COVID-19 among health professionals.



## Chongqing Centre for International Education Exchange

MoU signing to establish the Chongqing VET Teachers Training Centre in Chongqing and Geelong.



## Hanwha Defense Australia

A commitment to deliver Hanwha's Australian manufacturing workforce.



## Industry 4.0 Skills Development Discussion

Working with local leaders to better understand changes in the advanced manufacturing sector and our role in skilling their future workforce in Geelong.

# Transforming lives



**Jordan • salon owner, Mr Aldema**

Jordan completed an apprenticeship through The Gordon and is now living his dream as a salon owner creating a space where hairdressers can work together and inspire each other.



**Mandy • gallery owner, The Space**

Graphic Design alumni and former Student of the Year, Mandy now creates original art, limited edition prints and educational products at her art gallery in central Geelong.



**Felicity • award winner**

Creating her own recipes which she shares on her Instagram page, @cookingwithfelicity, Felicity is The Gordon's Apprentice of the Year.



## The Global Careers Program

A customised 3-week online course providing opportunities for students from Inha Technical College in South Korea to improve their English for work, study and social settings.



**Maria • award winner**

Operating her own business and freelancing as a graphic designer and communications consultant, Tet is The Gordon's Student of the Year.



**Jenny • industry expert and teacher**

Jenny has spent 18 years developing her expertise as a carer in the aged and disability sector. After completing a Certificate IV in Training and Assessment, she can now share these skills with others.



**Zane • Ramona • Brayden**

Building Design students win the 2020 Design Matters National award for Best Student Group Project.



# Transforming community



## the Gordon RECONCILIATION ACTION PLAN

SEPTEMBER 2020 - SEPTEMBER 2021

### Reconciliation Action Plan

On our journey towards reconciliation, The Gordon has developed its inaugural Reconciliation Action Plan (RAP) in conjunction with Wadawurrung representatives.



### Cottage by the Sea

Landscaping and Horticulture students dig deep for charity as they transform the western courtyard at Cottage by the Sea to deliver an outdoor entertainment area with edible garden.



### Victorian Learn Local Collaboration Award

### Cloverdale Community Centre

The Gordon and Cloverdale Community Centre partner to win the Victorian Learn Local Collaboration Award.



### Samaritan House

Landscaping students help to support developing transitional accommodation for men experiencing homelessness in the greater Geelong region.



### Northern Futures Program

Six civil construction students find full-time employment while completing a Certificate II in Civil Construction through the Northern Futures program.

### Skills and Jobs Centre Reconnect Program

The Reconnect program assists participants to overcome their barriers in education, training and employment, providing a tailored support plan for further study and employment pathways.

### Barwon Health

Gordon cookery students cater for Barwon Health's Longest Lunch.



# Testimonials



## Quinton • Smart Sparkz Electrical

**Quinton left retail in his thirties, traded up to a Gordon apprenticeship and is now a successful business owner.**

When I completed my apprenticeship and also the registered electrical contractors licensing course, I had one goal in mind, to own my own business. I was striving towards a business that implemented new technologies and processes to help customers save money and work towards a greener future for their home or business. The Gordon gave me the skills I needed to succeed in the field I wanted to specialise in; automation and green, clean technologies. I enjoyed the teachers and fellow students. I found them to be really informative and good to get along with. If I can give other apprentices any advice, it would be to study hard and to try and learn as much as you can. Listen to your teachers and do any extra circular activities to help your apprenticeship. It will make it easier in the long run."



## Amber • Grindstone Barbers

**Amber left hospitality to make a new start in the creative and very cool barbering industry. She's now a Gordon apprentice, working at Grindstone Barbers.**

The Gordon is a pretty cruisy environment; I have the space to be myself, do my own thing, there is no pressure to conform or anything. Everyone is embraced differently. I love barbering. No two days are the same and the clients are amazing. So many different people coming through the door, all with their own story, makes for some amazing conversation, even a few life lessons. It's an excellent way to get to know your community. It's a career that can be taken anywhere. I could pack up and move to the other side of the world tomorrow and I would find a job easily. It's a career that's always going exist as long as humans grow hair. That kind of stability and job security is becoming rarer and rarer in other fields, but barbering, as far as I can see, seems to be immune."



## Dwayne • Jack Rabbit Restaurant

**Dwayne's story started at The Gordon where he completed his cookery apprenticeship while working at Sunnybrae in Birregurra. Dwayne had great mentors and creative minds to draw from that inspired his love of food.**

The teachers were great. They mentored me, drove me and made me want to go to school."

### **His advice for those considering an apprenticeship:**

Be committed. Understand what you are getting into and then commit to doing the best you can. Utilise mentors and draw knowledge from everyone around you."



# Making it happen

Conduct • Compile  
Gather • Analyse



## Step 1 • Determine strategic position

**Strategic issues:** Identify strategic issues to address (internal and external)

**Industry and market data:** Identify market opportunities and threats

**Customer insights:** Assess current student/employer satisfaction and future demand

**Employee input:** Determine strengths and weaknesses

**SWOT:** Synthesise the data into summary SWOT items



Revisit • Discuss  
Consult • Create



## Step 2 • Determine strategy

**Purpose:** Revisit The Gordon's core purpose

**Values:** Revisit our core beliefs against the lens of new leadership and desired culture

**Our vision and ambition:** Co-create the image of what success looks like for The Gordon in 4 years time

**Competitive advantage:** Solidify The Gordon's unique position

**Org. wide strategies:** Establish the approach for how we will succeed

**Long-term objectives:** Develop a 4-year balanced framework of key objectives

**Forecast:** Develop a 4-year financial projection



Determine • Set  
Cascade • Align



## Step 3 • Build the plan

**Use SWOT:** Process the SWOT to set priorities

**Organisational goals:** Set short-to-mid-term SMART goals (1+ yrs)

**KPIs:** Select key performance indicators to track progress

**Department goals:** Cascade Institute goals to departments

**Team member goals:** Cascade department goals to individuals

**Budget:** Align a one-year budget with the plan



Establish • Execute,  
Evaluate • Evolve



## Step 4 • Manage performance

**Rollout:** Communicate strategy to all organisation

**Planning to execute:** Departmental planning and prioritisation of objectives and key actions

**Accountability, ownership, KPIs and deadlines** for execution agreed

**Project teams mobilised and resources allocated:** workstreams deployed to execute

**Execution gets underway**  
**Monitoring and evaluation process** and schedule for progress reviews established

**Leverage tools:** Train team to use tools established

**Adapt quarterly:** Hold progress reviews and modify

**Update annually:** Review end of year, plan next year.



## Tracking our progress

- We will develop a measurement and evaluation framework with associated tools to enable us to review our progress against our objectives.
- We will have strategy checkpoints weekly, monthly, quarterly, and annually. We will course-correct and adapt as necessary, with lessons learnt.
- We will commit to getting out of our 'day-to-day' and back to the strategy often, as we weave our strategic objectives into everything we do, slowly but surely.
- Hand-in-hand, we will continue to develop, utilise, and amalgamate The Gordon's structure, control systems and culture to enable us to execute the right strategies that will lead to our competitive advantage and better performance.
- We will have open conversations departmentally, cross-functionally, and organisation-wide, challenging ourselves and we will celebrate success along the way!
- We will continue to engage with our students, industry, community, and government partners to inform, consult and collaborate in the achievement of our strategic objectives that they helped form. We will actively ask for feedback and pursue our goals relentlessly.

This is ours to own, completely and whole-heartedly. This is the most important part we will play in defining our joint professional futures and in turn making a positive impact on our students, our partners and our communities.

**We are The Gordon. We make it happen.**

# My part in the play

“ I'm really excited about the direction we are heading in. My role is to ensure that direction is well communicated internally so all levels of staff understand The Gordon's 'why', and externally so that industry and prospective students choose The Gordon to reach their future goals.

**Raelene Woods**  
Manager • Strategic Communications,  
Brand and Marketing

“ I'm here to help reduce barriers to education and training for students from culturally and linguistically diverse backgrounds; making them feel safe, supported and successful. Also opening their eyes to opportunities to train and work in the future industries of the Geelong region. To make that happen I need to contribute to a sustainable institute that will be here well into the future.

**Andrew Palmer**  
Manager • English Language Centre

“ We all own the strategic plan - my part in the Plan is to foster innovation and enthusiasm through supportive leadership. Working with the teams to ensure they have the capability, opportunity and support to make our collective goals a reality.

**Amanda Meath**  
Vocational Education Manager •  
Centre for Design and Construction

“ My aim is to empower staff to remain passionate and focused on delivery excellence and successful student outcomes, as well as strengthen relationships with industry and community.

**Nevena Pinjuh • Business Manager**

“ As a teacher, through the strategic plan we are part of creating a future for a Gordon we are proud to work at, by honest and supported reflection and discussion, but we also have had the opportunity to see the extensive work needed by the executive and administrative areas of our organisation to deliver objectives from the plan. I have relished being part of the process in my tiny way.

**Luisa Drent**  
Teacher and Content Writer

“ Every team member is a valuable asset. We all need to embrace the strategic plan so we continue to develop and enhance the student experience. I am advancing my pedagogical and industry knowledge so that my delivery becomes more innovative and effective to all learners.

**Simon McLean**  
Teacher • Carpentry

“ The development of the strategic plan has shown we all have the ability to influence the direction of The Gordon. I feel a sense of personal ownership and look forward to leading the way.

**Katrina Hassett**  
Manager • Commercial Operations

“ When individuals rally around a collective vision for the future, magic happens. The sum becomes greater than the parts and anything is possible. We are all part of the 'possible' not the 'impossible'.

**Wayne Ketchen**  
Head of Centre •  
Design and Construction

“ As the financial hub of The Gordon, my team and I will provide advice and support across the Institute as we all strive towards financial sustainability.

**Joanne Fry**  
Senior Manager • Financial Accounting  
and Reporting



## Thank you

The Gordon Strategic Plan 2022-2025 is the culmination of a significant body of work in which many have participated. Thank you to those from our education and business communities who have been part of this process – our teachers, professional staff, students, industry partners and community stakeholders.

The opportunity to contribute was open to all. The voices of our community have given the Institute a strong and compelling message.

## Geelong

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### **Geelong City Campus**

2 Fenwick Street,  
Geelong, Victoria, 3220

### **East Geelong Campus**

Boundary Road,  
East Geelong, Victoria, 3219

## Wyndham

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### **Werribee Campus**

24 Watton Street,  
Werribee, Victoria, 3030

### **Hoppers Crossing Trades Campus**

195 Old Geelong Road,  
Hoppers Crossing, Victoria, 3029

### **Werribee Princes Campus**

180 Princes Highway,  
Werribee, Victoria, 3030

## Colac

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### **Colac Trade Training Centre**

173 Queen Street,  
Colac, Victoria, 3250