

Bendigo Kangan  
Institute

2030  
Strategic Plan

# Growth for impact



Bendigo Kangan Institute acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of the cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.



# Foreword from the Board Chair



The Board of Bendigo Kangan Institute have been watching in real time the rapidly changing educational and economical environment we participate in.

Our organisation is well equipped to respond to, and capitalise on, these opportunities. With talented people, robust industry relationships and two-way dialogue with our communities providing the foundation we need to continue to thrive.

That said, we are ambitious, and through the 2030 Strategic Plan we have identified a range of development areas to generate sustainable growth, and to design and deliver high-demand and emerging skills. We will invest in state-of-the-art facilities, cutting-edge technology, and innovative learning practices. We will meet this change and growth with a solutions and performance mindset.

This plan is aligned to the Minister for Skills and TAFE's *Statement of Priorities*, ensuring a focus on environmental sustainability, housing, the care economy, and digital innovation.

We are committed to making a tangible difference in the lives of our students and customers across Victoria, around Australia, and through international skills corridors. We're here to deliver a job-ready workforce who are ready to contribute to a new future.

I'm delighted to be working with a visionary board, dynamic leaders and passionate staff. There are five exciting years ahead.



**Sharan Burrow**  
Board Chair



# Foreword from the Chief Executive Officer



I am delighted to introduce the 2030 Strategic Plan for Bendigo Kangan Institute (BKI). This is a roadmap that outlines our commitment to fostering growth and driving impact in a time marked by significant change and opportunity.

As we stand at the intersection of technological advancement and evolving workforce needs, this strategic plan is designed to continue BKI's position as a leader in vocational education and skills assessment and recognition, ensuring that we meet the increasing demand for skilled professionals in Victoria and across the country.

The nature of work and education is transforming at an unprecedented pace. To stay ahead, we must be agile, innovative, and forward-thinking. This strategic plan is our response to these changes. It emphasises BKI's role in equipping students and customers with the skills and knowledge they need to thrive in a dynamic and complex world.

This plan reflects our commitment to delivering on the priorities set by the Minister for Skills and TAFE and our capabilities that can be shared across the TAFE Network. Our Strategy is grounded in deep engagement with a wide-range of stakeholders. We have listened far and wide and this plan reflects not only our own ambitions but those of our students, partners, government and peak bodies.

To cater for rising demand, we will focus on sustainable growth, through innovation and organisational agility. BKI's aim is to increase accessibility and provide diverse skilling opportunities that meet the needs of our students, customers and the industries we serve.

To make a meaningful difference for individuals and industries we will focus on aligning our programs with the current and future needs of the workforce. We aim to ensure that our students and customers are job-ready and capable of leading and innovating in their fields.

The 2030 Strategic Plan is a promise of excellence. It encapsulates BKI's shared purpose of changing lives through the power education and skills, by fostering innovation, and contributing to a resilient and prosperous community. I am confident that through this strategic plan BKI will continue to set new benchmarks in vocational education/skills assessments and recognition.



**Sally Curtain**  
Chief Executive Officer



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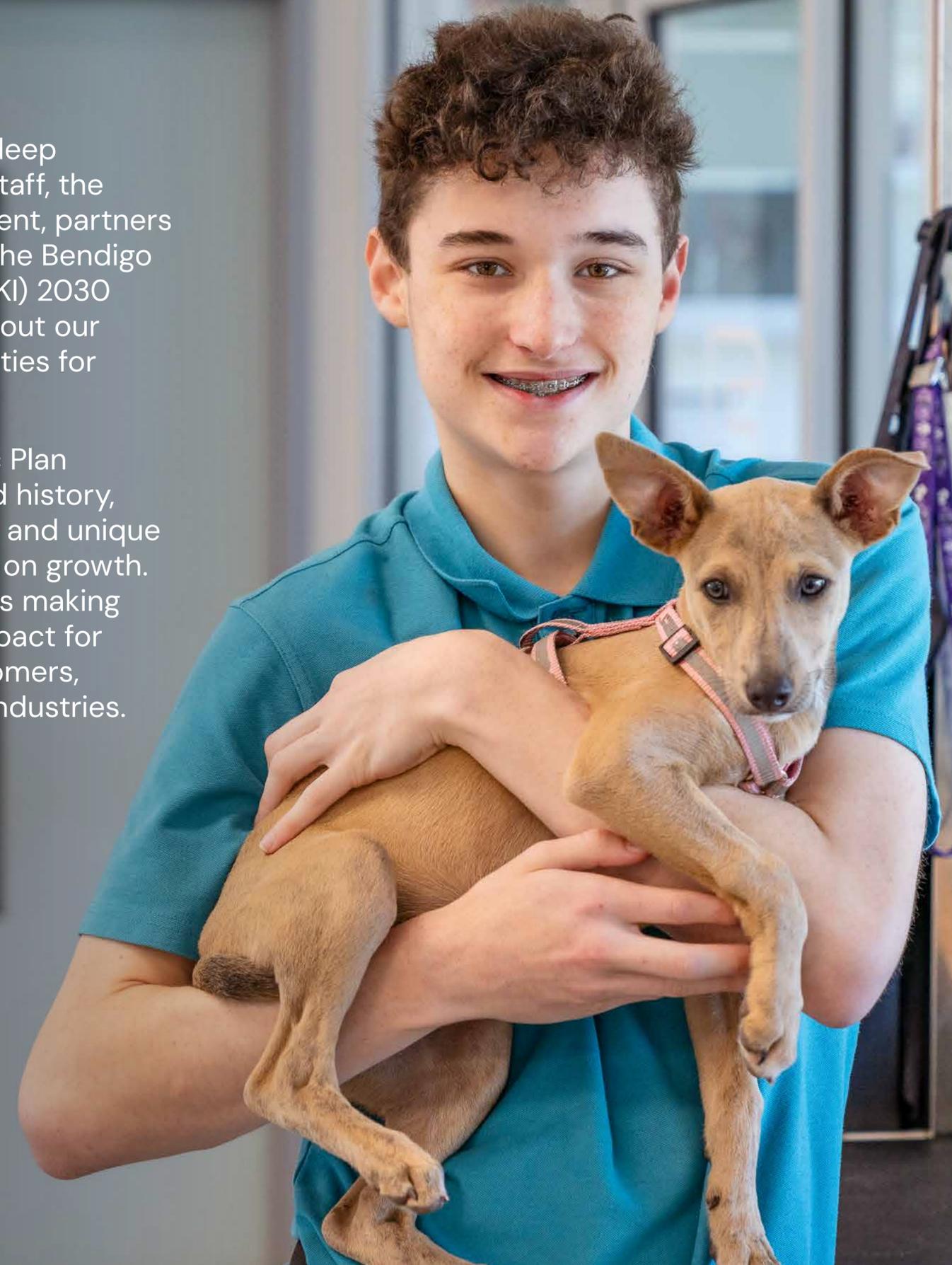
BKI's developed capabilities

27

BKI contributions to the TAFE network

Informed through deep engagement with staff, the Victorian Government, partners and stakeholders, the Bendigo Kangan Institute (BKI) 2030 Strategic Plan sets out our direction and priorities for the next five years.

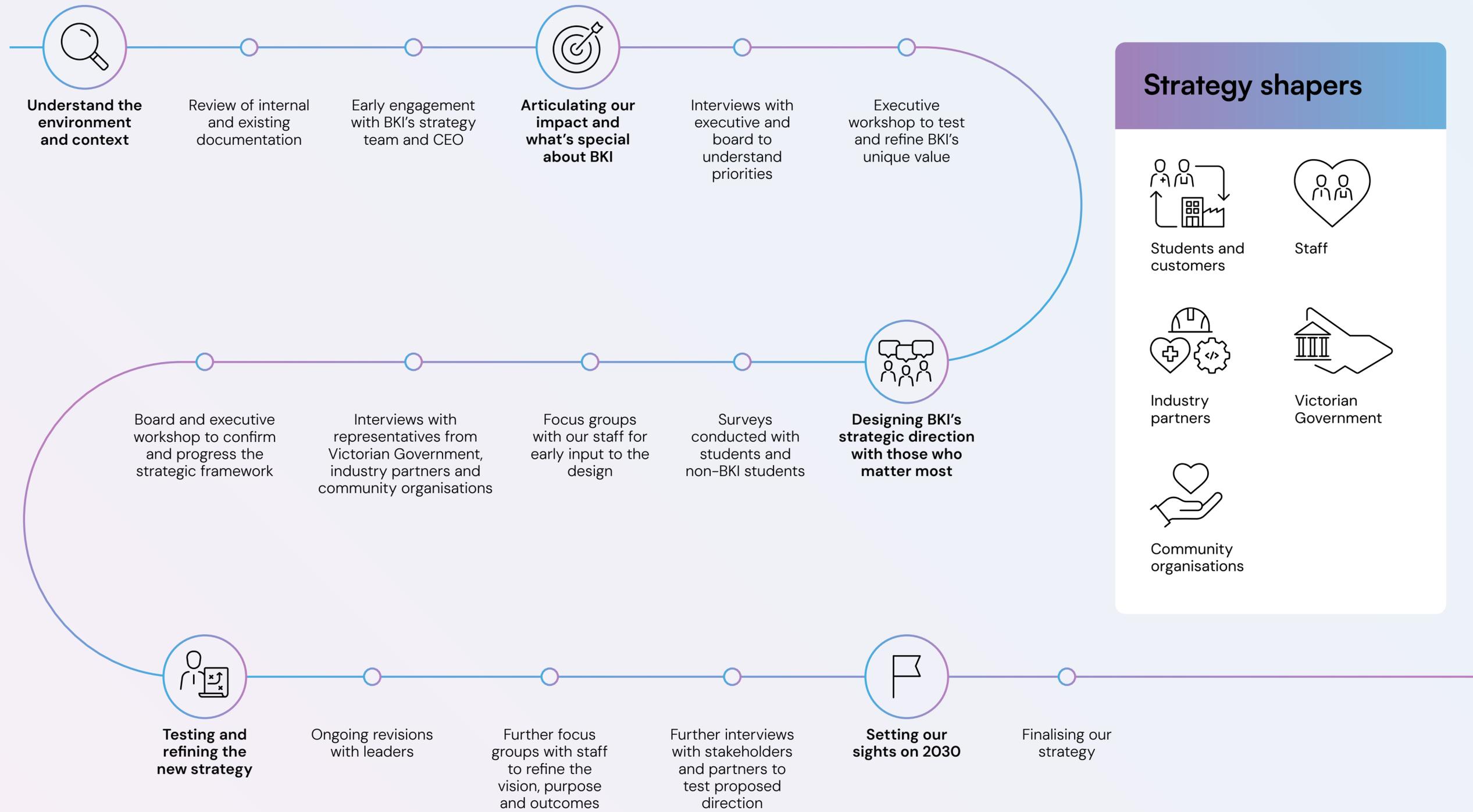
The 2030 Strategic Plan builds on our proud history, past achievements and unique strengths, to focus on growth. It guides us towards making an even greater impact for our students, customers, communities and industries.



# How we got here: The journey so far



This strategic plan has been crafted in close consultation with our people, partners, community and stakeholders. We want to ensure they can all see themselves in this plan.



### Strategy shapers

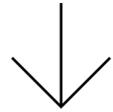
- Students and customers
- Staff
- Industry partners
- Victorian Government
- Community organisations



# Who we are

The story of BKI

# Who we are



BKI is an integrated skills provider that brings together education, assessment and learning. We have an impressive 150 year history that helps inform our future.

We are a Victorian Government TAFE and proud member of the Victorian TAFE Network. BKI brings together Bendigo TAFE, Kangan Institute, VETASSESS and eWorks, to connect people and industries with the transformative power of education and careers. Through this, we transform lives, strengthen communities, empower workforces, and support industries to grow and thrive.

We've expanded our TAFE offering in Victoria's north-west and will continue to sustainably grow our impact across the state, the nation, and internationally.

### Our footprint includes:

- ✓ Operating nine TAFE campuses.
- ✓ Three Centres of Excellence, in automotive, health and community, food and fibre.
- ✓ Operating two Indigenous Education Centres in Broadmeadows and Bendigo.
- ✓ Delivering training across Victoria through our workplace delivery model and at corrections facilities.
- ✓ Delivering innovative vocational education and VCE programs for senior secondary.
- ✓ Assessing and recognising skills for migrants from across the globe.
- ✓ Delivering training internationally through partnerships with overseas training institutes.



Provider of vocational education and training in regional Victoria.



Provider of vocational education and training in metropolitan Melbourne.



Australia's leading authority in qualifications and skills assessment, providing educational services, consultancy, and assessment services.



Provider of holistic online solutions and e-learning systems for organisations and education providers.



**200**  
courses in high priority areas



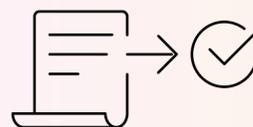
**1,400+**  
staff



Innovative workplace delivery model across the state



**12,375**  
new VET students in 2023



**60,000**  
skills assessment applications received in 2023



**Largest**  
VET provider for Victorian correction facilities



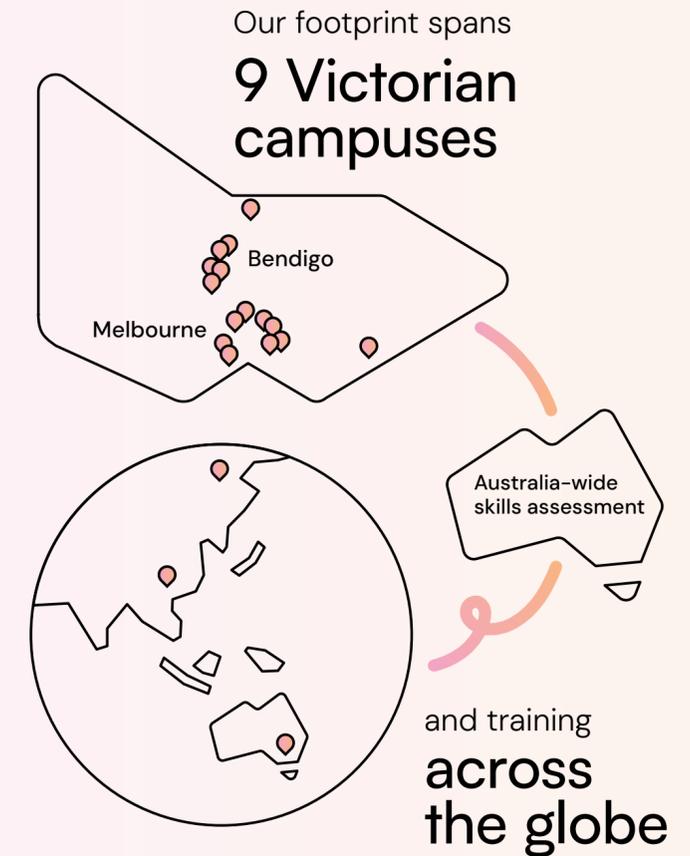
**3**  
Centres of Excellence



**450+**  
Industry partners



**Largest**  
skills assessment organisation in Australia



The work we do:

# BKI is at the heart of skills



We are a modern, agile organisation, delivering future-ready skills, training and assessment solutions, as well as lifelong learning opportunities. We work in close partnership with industry, educators, government and communities to deliver life-changing education and skills development.

This partnership and collaboration mindset with our stakeholders gives us deep insights to design solutions for education and skills frameworks, teaching, migration and policy, which in turn lifts the entire sector.

## We empower and enable future workers.

- > Deliver TAFE (on-campus, online, in workplaces and in correctional workplaces)
- > Deliver VET to secondary school students
- > Deliver to secondary school students through our VCE and upcoming tech school programs
- > Conduct qualifications and skills assessments for migration
- > Evaluate and recognise prior learning and qualifications
- > Operate Jobs and Skills Centres
- > Develop new offerings to meet priority and future needs



## We enhance the VET sector.

- > Improve assessment standards
- > Conduct independent assessment validations
- > Train and assess Technical and Vocational Education and Training (TVET)
- > Map qualifications within and between frameworks
- > Contribute to the Victorian and National TAFE Networks
- > Use data and insights to advocate for and enhance the sector



## Bendigo Kangan Institute

## We partner with industry and support communities.

- > Partner and deliver on Centres of Excellence
- > Pilot innovative new curriculum
- > Contribute to Jobs and Skills Councils
- > Host industry engagement forums
- > Develop new skills solutions in emerging areas
- > Partner in research



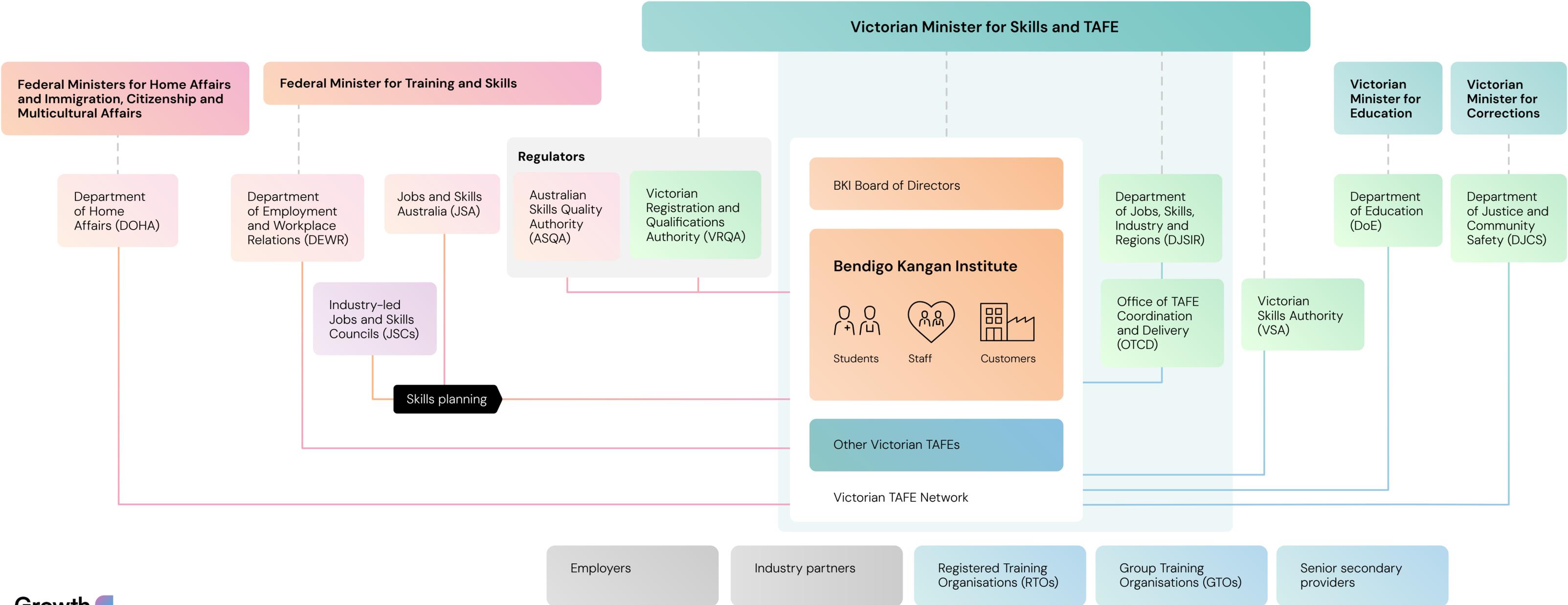
## We support workplaces to thrive.

- > Deliver in-workplace learning
- > Assess and certify trade skills and qualifications
- > Provide educational services and consulting
- > Assess workplace competencies
- > Specialist employability skills solutions

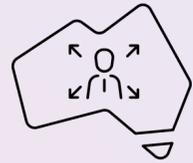


# Our authorising and regulatory environment

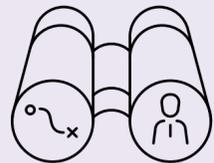
As an integrated skills provider, we operate in a layered and diverse landscape, allowing us to collaborate and deliver on government priorities to benefit students, industry and community.



# What we're facing



Australia is facing incredible demand for workforce which has led to a once in a generation transformation of the VET sector



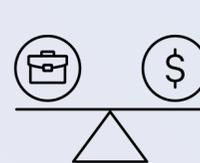
The skills of the future are changing



The migration policy landscape is changing



Technology continues to evolve with increasing pace and new technologies are emerging



High cost of living and low unemployment is impacting decisions to study



Unprecedented Government reform of the Higher Education system through The Accord

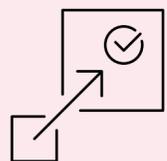


New models of flexible, online learning are now both desired and expected by students, industry and employers



Significant population growth in the northern/western catchment

# How we're responding



Scaling up to increase our footprint in growth areas and improve participation rates for education, skills assessment and recognition



Developing new offerings aligned to the Victorian Skills Plan



Extending student support and wrap-around services ensuring equality, access and employment outcomes for all



Delivering innovative education and assessment solutions to meet priorities and solve problems



Renewed focus on partnerships and industry engagement



Modernising the way we operate to deliver flexible digital-first and AI enabled

# The positive impact we'll make by 2030



## Support students and customers

▼  
 Leading completion rates for Victorian TAFEs

Double Free TAFE enrolments to  
**6,000** annually

**4,000+** new apprentices and trainees annually

**85%** student and customer satisfaction



## Grow the workforce with skills and solutions

Increase skills assessments by 67% to  
**100,000** applications annually

Double commencements to  
**30,000** annually

Increase stakeholder satisfaction to  
**85%**



## Empower our staff and communities

Improve from 75% to  
**85%** staff satisfaction rating

▼  
 Be an employer of choice across the VET sector nationally

▼  
 Improved campus utilisation from 12% to 45%+ with greater access for community use



## Support organisational sustainability

A  
**5%** EBITDA enabling reinvestment into our future

▼  
 Improved market share year-on-year in all locations we serve

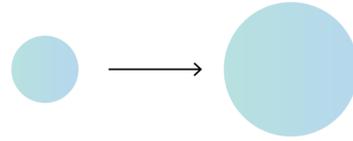
**Net zero** carbon emissions

# The positive impact we'll make by 2030



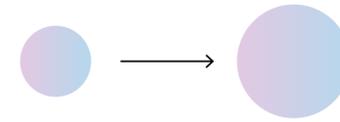
We're striving to have a meaningful impact among students and customers by setting ambitious growth targets between now and 2030.

Commencements  
Up 100%



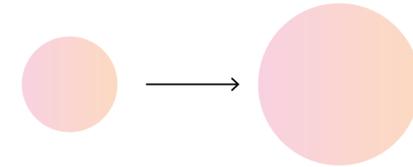
15,000      30,000

New apprentices  
Up 60%



2,500      4,000

VETASSESS assessments  
Up 69%



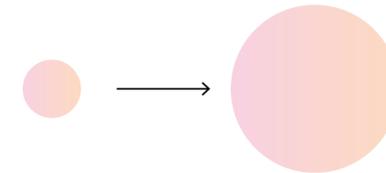
59,000      100,000

Female students  
Up 140%



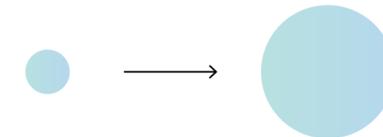
5,000      12,000

CALD students  
Up 188%



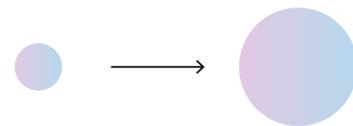
2,600      7,500

Long-term unemployed students  
Up 200%



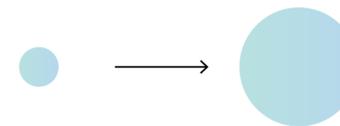
1,500      4,500

Students with a disability  
Up 150%



12,000      30,000

Indigenous students  
Up 200%



400      1,200

Student satisfaction  
Up 8%



77%      85%

# The contribution we'll make to Sustainable Development Goals



BKI's growth for impact outcomes aim to contribute towards the United Nations Sustainable Development Goals<sup>1</sup>.

**SDG 4**

## Quality education

BKI provides accessible and practical education directly contributing to improving the quality of education. Offering pathways for diverse groups creates a strong positive impact.

**SDG 8**

## Decent work and economic growth

By equipping students and customers with skills aligned with industry needs, BKI plays a significant role in fostering employment and supporting economic growth, particularly through increasing 'earn and learn' programs.

**SDG 9**

## Industry, innovation and infrastructure

We partner with industries to develop innovative solutions and technologies, such as advanced manufacturing and digital skills, driving sustainable industrial development.

**SDG 10**

## Reduced inequalities

BKI contributes positively by offering education to underrepresented groups; we also reduce the negative impact of social and economic disparities by providing opportunities for social mobility and inclusivity.

**SDG 11**

## Sustainable cities and communities

**SDG 12**

## Responsible consumption and production

**SDG 13**

## Climate action

BKI's training programs incorporate sustainability, and clean economy principles, contributing to make our communities more resilient and environmentally friendly as well as reducing negative impact by preparing individuals to work in sectors that combat climate change. Through our migration offering, we contribute to building Australia's overall capability in sustainability bringing skills in from other countries.

**SDG 17**

## Partnerships for the goals

Through partnerships with government, industry and other stakeholders across the skills landscape, BKI fosters industrial development and supports emerging sectors such as advanced technologies and clean economy.



# Strategic direction

Our next five-year chapter

A woman with blonde hair tied back, wearing safety glasses and a dark blue work shirt, is smiling while using a red power drill on a wooden frame in a workshop. The background shows a corrugated metal wall and industrial shelving. The work shirt has a logo that reads "adrian bassetthomes" and "new homes, renovations & repairs".

**Our vision**

Australia's leading  
skills provider

**Our purpose**

Changing lives through  
the power of education  
and skills

# Where we're going: Strategy on a page

## Our vision

Australia's leading  
skills provider

## Our purpose

Changing lives through  
the power of education  
and skills

### Pillar 1

## Our students and customers

High quality services so  
every student and customer  
can take their next step



### Our priorities

- 1.1 Integrate education and employment to enhance student outcomes.
- 1.2 Provide best-in-class wraparound support and services that our students and customers need to succeed.
- 1.3 Reimagine a consistent, modern and high-quality student and customer experience that meets their expectations.

### What we'll achieve

- Students are job-ready with the skills they need.
- Applicants feel supported and receive a fair and prompt skills assessment outcome.
- Access to skills is inclusive and fair.
- We deliver the experience that our students and customers want and expect.

### Pillar 2

## Skills and solutions

Innovative solutions and  
partnerships that shape industries,  
education and assessment



### Our priorities

- 2.1 Accelerate future skills in sectors of government and industry priority.
- 2.2 Innovate our business models to diversify our training, skills and assessment opportunities.
- 2.3 Grow and build partnerships with employers, industry, secondary and tertiary education providers to fill skills gaps locally and globally.

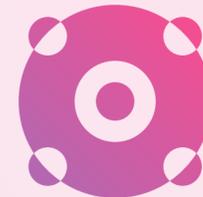
### What we'll achieve

- We'll contribute to Australia's skilled workforce.
- We're a trusted advisor designing and delivering innovative solutions with Industry and Government.
- We're a go-to local, national and international skills partner.
- Our offerings are linked to skills priorities.

### Pillar 3

## Our people and communities

Empowering and  
enabling our people and  
communities to thrive



### Our priorities

- 3.1 Ensure a compelling employee value proposition that attracts, retains, and nurtures our talent.
- 3.2 Embed an organisational culture that increases our impact, empowers employees, drives performance and celebrates diversity.
- 3.3 Maximise the use of our resources to foster vibrant communities.

### What we'll achieve

- Our organisation has the diverse people, culture and capability to deliver our vision.
- We're known as a great place to work and grow.
- Our campuses are hubs within the community.
- Improved health, safety and wellbeing for our people, students and customers.

### Pillar 4

## Organisational sustainability

A leading and  
sustainable skills  
organisation



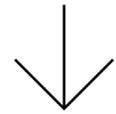
### Our priorities

- 4.1 Continuously improve our operations to drive superior performance, operational efficiency, and long-term financial sustainability.
- 4.2 Implement impactful ESG initiatives across our operations and achieve our emission reduction targets.
- 4.3 Mature into a highly agile and resilient organisation that adapts to changing market conditions, customer needs, and technological advancements.

### What we'll achieve

- Our operating model is effective, delivering to the Ministers expectations.
- Our operations are effective and agile, so it's easy for customers and industry to do business with us.
- We're net zero and leading the way in ESG.

# Our students and customers



High quality services so every student and customer can take their next step.

## Our priorities

- 1.1 Integrate education and employment to enhance student outcomes.
- 1.2 Provide best-in-class wraparound support and services that our students and customers need to succeed.
- 1.3 Reimagine a consistent, modern and high-quality student and customer experience that meets their expectations.

Students entering the VET sector have diverse expectations regarding their career aspirations and learning preferences. Recognising that these expectations are evolving, especially due to low unemployment rates, housing availability, and the high cost of living, it is more crucial than ever to offer flexible learning options that enable students to earn while they learn.

Today's students also demand a high-quality educational experience, including access to state-of-the-art facilities, cutting-edge technology, and comprehensive support services, particularly those that facilitate connections to jobs and careers.

We also acknowledge that our skilled migration customers' experiences can be enhanced through greater support and stronger connections to employment opportunities once they have arrived in Australia.

Simultaneously, the skills required by industry are continually changing, evidenced by the 95% of courses that have transitioned over between 2022-2024 to meet new industry requirements. Aligning our education offerings with industry needs and emerging trends will mean students and customers are job ready.

### What we'll achieve

- ✓ Students are job-ready with the skills they need.
- ✓ Applicants feel supported and receive a fair and prompt skills assessment outcome.
- ✓ Access to skills is inclusive and fair.
- ✓ We deliver the experience that our students and customers want and expect.

### How we'll track our progress

- + Students and customers we connect with employment
- + VET completion rates
- + Customer satisfaction
- + Quality of courseware, educators and facilities
- + % of courses available online

## Strategy in action



### Increasing apprenticeship and traineeship offerings

BKI is the largest and most experienced training provider for apprentice and trainees. We will continue to develop innovative offerings, including online and hybrid delivery, allowing more students to study and work concurrently.

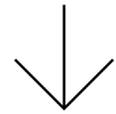


### Improved employment support and employer connections

Offering flexible access to skills and connecting our students and customers with employers at the earliest stages of their journey will expedite their path to earning and enable them to balance their studies with work commitments.

## Pillar 2

# Skills and solutions



Innovative solutions and partnerships that shape industries, education and assessment.

### Our priorities

- 2.1 Accelerate future skills in sectors of government and industry priority.
- 2.2 Innovate our business models to diversify our training, skills and assessment opportunities.
- 2.3 Grow and build partnerships with employers, industry, secondary and tertiary education providers to fill skills gaps locally and globally.

The Victorian Skills Plan identifies over 140 unique occupations in high demand across various industries in Victoria. Facilitating skills transferability, informed career choices, and enhancing student experiences are crucial in attracting students and skilled migrants to meet these industry demands.

At the same time, industries are undergoing unprecedented transformation in response to energy transitions, net zero initiatives, and the rapid advancement of technologies like artificial intelligence.

We play a pivotal role in the skills ecosystem by promoting education and recognising prior learning and skills. This is vital amidst rapid employment changes driven by evolving technology, industry dynamics, and shifting workforce requirements.

Our offerings and solutions must facilitate expedited skill attainment while aligning closely with evolving industry needs.

### What we'll achieve

- ✓ We'll contribute to Australia's skilled workforce.
- ✓ We're a trusted advisor designing and delivering innovative solutions with industry and government.
- ✓ We're a go-to local, national and international skills partner.
- ✓ Our offerings are linked to skills priorities.

### How we'll track our progress

- + Offerings aligned to Priority Skills Training List
- + Stakeholder satisfaction
- + VET Commencements
- + Applications received for skills assessment
- + Tertiary attainment

## Strategy in action



### Delivering for the care economy

Leveraging our existing traineeship models, further developing micro credentials, and partnering more closely with industry, we will grow our health and community offering to meet the changing needs of industry. Placing students in workplaces and augmenting traditional courses with skillsets will allow students and employers to tailor each learning journey to their individual needs.

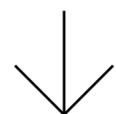


### Skills recognition to power the workforce

Through VETASSESS' unrivalled understanding of the Australian Qualifications Framework, assessing existing skills locally and globally will be expanded through AI-powered assessments.

### Pillar 3

# Our people and communities



Empowering and enabling our people and communities to thrive.

## Our priorities

- 3.1 Ensure a compelling employee value proposition that attracts, retains, and nurtures our talent.
- 3.2 Embed an organisational culture that increases our impact, empowers employees, drives performance and celebrates diversity.
- 3.3 Maximise the use of our resources to foster vibrant communities.

With the competitive landscape intensifying, attracting and retaining top talent is crucial. As industries evolve and technological advancements reshape job requirements, there is a rising demand for skilled educators capable of imparting relevant, up-to-date knowledge and practical skills to students.

Our sector faces competition from other industries that offer attractive career paths, often with higher salaries. This competition underscores the need for a great staff experience including professional development opportunities, employee benefits, recognition, and an excellent organisational culture. We must be a purpose rich organisation that prioritise learning in order to build and grow in a rewarding career.

At the heart of our organisation is our people, who play a pivotal role in cultivating skills that empower communities. We prioritise creating vibrant workplaces where staff can thrive, students can excel in their studies, with the latest tools and technology that reflects industry standards and communities can come together.

### What we'll achieve

- ✓ Our organisation has the diverse people, culture and capability to deliver our vision.
- ✓ We're known as a great place to work and grow.
- ✓ Our campuses are hubs within the community.
- ✓ Improved health, safety and wellbeing for our people, students and customers.

### How we'll track our progress

- + Staff satisfaction
- + Staff wellbeing
- + Staff advocacy
- + Asset utilisation

## Strategy in action



### Partnering with industry

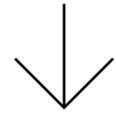
Through closer partnerships with industry, students will have access to the latest thinking with educators who work part-time in industry and part-time in education. This will bolster the supply of industry-connected educators who get the best of both worlds.



### Activating campuses for greater community involvement

We will open our campuses to invite community to engage and participate in events and activities, making our BKI spaces welcoming and fostering a sense of community and belonging.

# Organisational sustainability



A leading and sustainable skills organisation.

## Our priorities

- 4.1 Continuously improve our operations to drive superior performance, operational efficiency, and long-term financial sustainability.
- 4.2 Implement impactful ESG initiatives across our operations and achieve our emission reduction targets.
- 4.3 Mature into a highly agile and resilient organisation that adapts to changing market conditions, customer needs, and technological advancements.

The contemporary skills landscape is defined by rapid fluctuations in market dynamics and shifts in student and customer demographics. To maintain leadership, we must remain relevant, embody agility and resilience, be capable of swiftly adapting to external disruptions, and capitalise on unforeseen opportunities. We also need to be responsive to evolving government policy and industry needs.

Through technological advancement, particularly AI we will have a culture of continuous improvement to ensure we're always evaluating and developing our processes, systems and capabilities. This extends to our commitment to the environment and our communities, and we will strive to lead the sector in Environmental, Social and Governance (ESG) initiatives.

Having a future-focus on our environment, our students, and industry will also attract partnerships and investment, propelling us into the future.

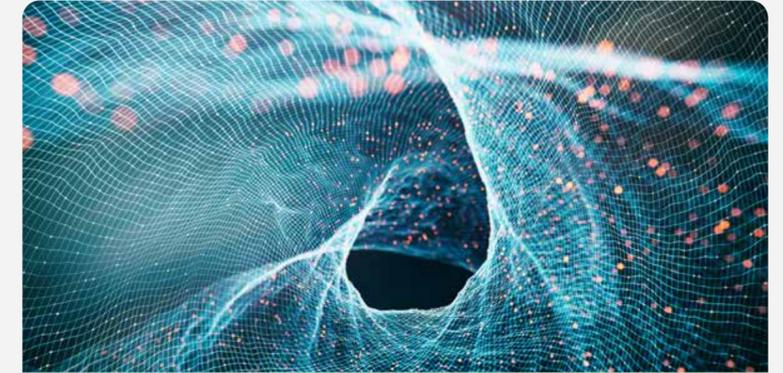
### What we'll achieve

- ✓ Our operating model is effective, delivering to the Minister's expectations.
- ✓ Our operations are effective and agile, so it's easy for customers and industry to do business with us.
- ✓ We're net zero and leading the way in ESG.

### How we'll track our progress

- + EBITDA
- + Market share
- + Carbon emissions
- + Technology adoption

## Strategy in action



### Increasing agility with AI

Teams will be empowered with accessible and replicable AI tools to address their most significant challenges. These locally-led 'micro-transformations' will be available to all teams, enabling incremental improvements across the organisation. Our AI Framework will guide our use, acknowledging risk and leveraging the benefits of AI to free up staff for best and highest use, to the advantage of our customers and students. Simultaneously, project teams will focus on major transformations, such as leveraging AI technology to enhance the flexibility and delivery of our courses.



### Carbon emissions reduced

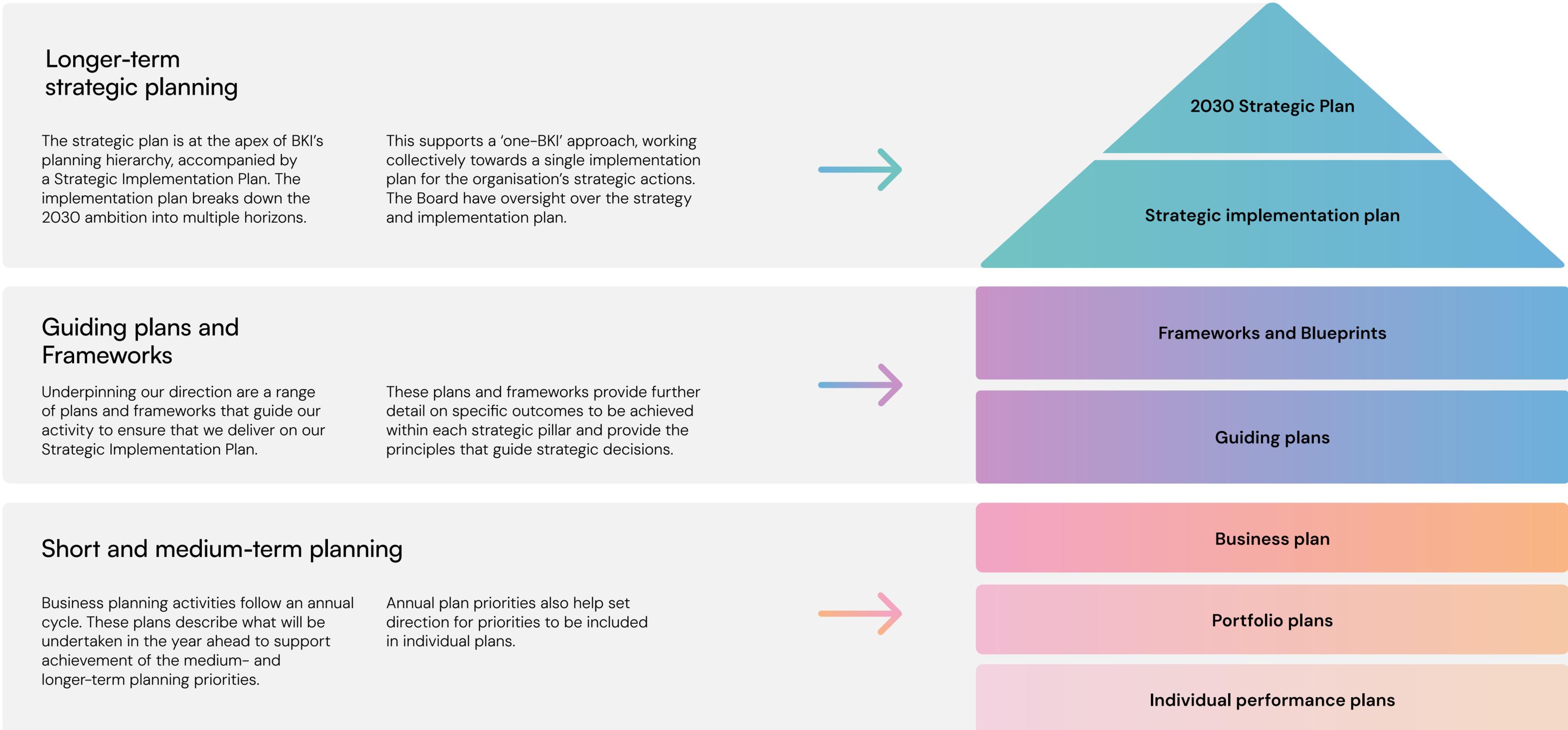
By 2030, 100% of our operations will be fuelled by renewable sources through our inaugural Environmental Social Governance commitments.



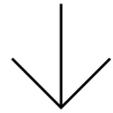
# Implementation

What this looks like  
for us within BKI

# Planning framework



# Our values



Bendigo Kangan Institute is a proud provider of public education and skills. Aligned to the Victorian Public Sector, our values reflect not only the expectations of the Victorian Government and community but also of our students, customers and industry partners.

## 01 Responsiveness

At BKI we



prioritise prompt and efficient responses to inquiries, requests, and issues.



respond effectively to new demands and challenges, ensuring our continued relevance and success



prioritise student, customer and partner needs, delivering tailored solutions that drive satisfaction and loyalty

## 05 Respect

At BKI we:



treat others as we expect to be treated



recognise and respect the different needs and perspectives of others

## 02 Integrity

At BKI we:



make decisions based on what is right, not what is easy



build trust through honesty and maintain transparency in all our processes and interactions

## 06 Leadership

At BKI we:



inspire others with our clear vision and strategic direction, driving impact and growth



empower our teams to be curious, take initiative, make decisions, and lead in their areas of expertise

## 03 Impartiality

At BKI we:



ensure that our decisions and actions are based on merit and objective criteria, fostering a culture of fairness



proactively identify and manage potential conflicts of interest to ensure that our actions remain unbiased and in the best interest of our organisation and stakeholders

## 07 Human Rights

At BKI we:



are inclusive and treat all individuals with respect, recognising their inherent worth and dignity, promoting equality and actively working to eliminate discrimination in all its forms



collaborate with stakeholders, including local communities, governments, and non-governmental organisations, to advance human rights and address systemic issues



actively promote gender equality particularly as it relates to industry and careers

## 04 Accountability

At BKI we:



engage in new ideas and processes, and constantly seek out continuous improvement opportunities



don't blame others, instead we work to find solutions together



do what we say we're going to do

	Priority	Outcome	Measure
 <h2>Students and customers</h2>	1.1 Integrate education and employment to enhance student outcomes.	Students are job-ready with the skills they need.	Students and customers we connect with employment*
	1.2 Provide best-in-class wraparound support and services that our students and customers need to succeed	Applicants feel supported and receive a fair and prompt skills assessment outcome. Access to skills is inclusive and fair.	Completion rates by student cohorts
	1.3 Reimagine a consistent, modern and high-quality student and customer experience that meets their expectations.	We deliver the experience that our students and customers want and expect.	Customer satisfaction Quality of courseware Quality of educators Quality of facilities % of courses available online
 <h2>Skills and solutions</h2>	2.1 Accelerate future skills in sectors of government and industry priority.	Australia has the skilled workforce to grow existing and emerging industries. All offerings are linked to skills priorities.	Offering aligned to Priority Skills Training list
	2.2 Innovate our business models to diversify our training, skills and assessment opportunities.	We're a trusted advisor designing and delivering solutions with Industry and Government.	Stakeholder satisfaction
	2.3 Grow and build partnerships with employers, industry, secondary and tertiary education providers to fill skills gaps locally and globally.	We're a go-to local, national and international skills partner.	Commencements (excl. corrections) Applications received for skilled migration Tertiary attainment
 <h2>Our people and communities</h2>	3.1 Ensure a compelling employee value proposition that attracts, retains, and nurtures our talent.	We're known as a great place to work and grow. We're meeting ISO standards for safety.	Staff satisfaction Staff wellbeing
	3.2 Embed an organisational culture that increases our impact, empowers employees, fosters collaboration, and drives performance.	Our organisation has the diverse people, culture and capability to deliver our vision.	Staff advocacy
	3.3 Maximise the use of our facilities and resources to foster vibrant communities.	Our campuses are hubs within the community.	Asset utilisation by purpose (i.e education, community)
 <h2>Organisational sustainability</h2>	4.1 Continuously improve our operations to drive superior performance, operational efficiency, and long-term financial sustainability.	Our operating model is effective, delivering to the Ministers expectations.	EBITDA (excl. investment in projects) Government-Funded TAFE Market Share VETASSESS Market Share
	4.2 Implement impactful ESG initiatives across our operations and achieve our emission reduction targets.	We're net zero and leading the way in ESG.	Carbon emissions
	4.3 Mature into a highly agile and resilient organisation that adapts to changing market conditions, customer needs, and technological advancements.	Our operations are effective and agile, so it's easy to do business with us.	Technology adoption*

\*Not yet measurable, will be added once available.

	Measures	Current Target	2025 EOY Target	2026 EOY Target	2027 EOY Target	2028 EOY Target	2029 EOY Target
 <h2>Students and customers</h2>	Students and customers we connect with employment*	NYM	To be set	To be set	To be set	To be set	To be set
	Completion rates for all student cohorts	Top 3 Victorian TAFE for completion rates	Top 2 Victorian TAFE for completion rates	Lead Victorian TAFE for completion rates			
	Customer satisfaction:						
	-Students	78.4%	80%	82%	83%	84%	85%
	-Jobs and Skills Centre	NYM					
	-Employer	NYM					
	-Schools	NYM					
	-VETASSESS customers	7					
	-eWorks customers	NYM					
Quality of courseware	48%	60%	73%	87%	94%	100%	
Quality of educators	NYM	To be set	To be set	To be set	To be set	To be set	
Quality of facilities	NYM	To be set	To be set	To be set	To be set	To be set	
 <h2>Skills and solutions</h2>	Offering aligned to Priority Skills Training list	NYM	To be set	To be set	To be set	To be set	90%
	Stakeholder satisfaction	NYM	To be set	To be set	To be set	To be set	To be set
	Commencements (excl. corrections)	15,268	18,000	21,000	24,000	27,000	30,000
	Applications received for skills assessment	60,033	70,000	79,000	87,000	94,000	100,000
	Tertiary attainment	NYM	To be set	To be set	To be set	To be set	To be set
 <h2>Our people and communities</h2>	Staff satisfaction	75%	77%	79%	81%	83%	85%
	Staff wellbeing	79%	80%	81%	82%	83%	84%
	Staff advocacy						
	- Great place to work	+2	+3	+4	+5	+6	+7
	- Great services offered	+7	+7	+8	+8	+9	+9
	Asset utilisation:						
	- Total	12%	20%	25%	35%	45%	Meet the Tertiary Education Facilities Asset Management utilisation benchmark
- Skilling							
- Community							
 <h2>Organisational sustainability</h2>	EBITDA excluding project investment	1%	2.5%	5%	5%	6%	6%
	Government-Funded TAFE Market Share	5.4%	6%	7%	8%	9%	10%
	Carbon Emissions	NYM	To be set	To be set	To be set	To be set	Net Zero
	Technology adoption	NYM	To be set	To be set	To be set	To be set	To be set

# Student stories



## Zeanna

Zeanna is pursuing a career in automotive after realising university wasn't the path for her.



## Tino

Armed with a passion to help people, Tino is following in his family's footsteps by training to be a nurse, just like his parents.



## Elliot

A neuro-diverse learner who struggled in mainstream school, Elliot turned to TAFE to pursue an education in animal care with customised support in place.



## Emmie

Emmie began exploring the construction industry through work experience in secondary school. Progressing into an apprenticeship, Emmie is now a multi award-winning qualified carpenter.



## Elias and Katerina

As BKI student ambassadors, Elias and Katerina are drawing on their lived experience of migrating to Australia, and their skills in community services and mental health to make a positive impact to the student community.

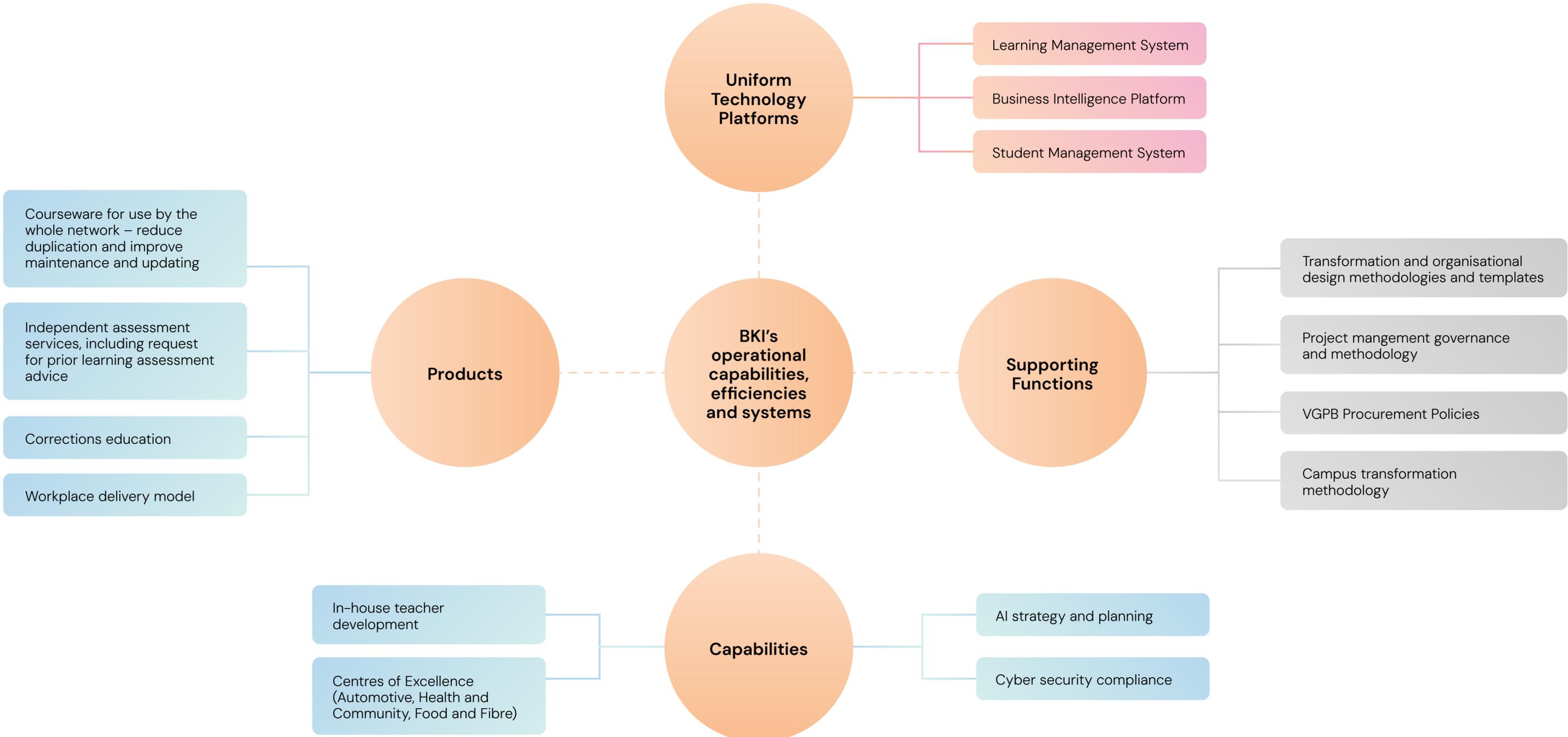


## Bridie

Award-winning fashion student Bridie is demonstrating her skills on the national stage, through showcases at Melbourne Fashion Week and Fashion Awards Australia.

\*The images shown are for promotional purposes and may not be an exact representation of the training.

# BKI's extensively developed capabilities ready to offer to the TAFE Network



# BKI actively contributes to the TAFE network through participation in forums and committees





# Thank you

