

**BKI 2020**  
our pathway to the future

# **BENDIGO KANGAN INSTITUTE STRATEGIC INTENT 2016 – 2020**

# Bendigo Kangan Institute



## turning to the future

In July 2014, Bendigo TAFE and Kangan Institute merged into a single organisation: Bendigo Kangan Institute.

This merger created one of Australia's most prominent vocational education institutes. Each year, Bendigo Kangan Institute provides education and employment services to more than 30,000 people.

We provide this training at ten campuses, in the workplace, online and in many other education, government and corporate locations. Our services reach across Victoria and, increasingly, across Australia and the world.

Bendigo Kangan Institute also manages two important, independent service providers:

- VETASSESS: a national and international provider of assessment services
- eWorks: one of Australia's leading e-learning hosting, content and consultancy specialists.

Since the merger, Bendigo Kangan Institute has been working to create a single organisation with a single vision.

This program is progressing well. We still have work to do, but it has already helped us reach an important turning point in our history.

As a result of the work we have been doing, Bendigo Kangan Institute is emerging as a far stronger organisation. We are well placed to meet the opportunities and challenges ahead and we can now confidently turn our attention to the future. This is reflected in our positive operating EBITDA (excluding capital contributions) forecasts and growth targets for enrolments:

2016 enrolment targets (% change from 2015)*	Victorian Training Guarantee enrolments	+8.5%
	Fee for service enrolments	+1.1%

\* Enrolment targets do not include Corrections enrolments

This document outlines our refreshed Strategic Intent for the period 2016 to 2020. We call it **BKI2020... our pathway to the future**. To create BKI2020, we've:

- carefully considered the evolving needs of our customers and the rapidly changing education environment from now until 2020
- refreshed our purpose, vision and strategy to create a clear picture of who we are, where we are going and how we will get there.

**We're pleased to present BKI2020 to you. It's our pathway to the future: Bendigo Kangan Institute's 2016 – 2020 Strategic Intent.**

who we are: our purpose

*our purpose gives everyone a clear view of who we are, what we do and why we do it. It also crystallises what our customers and stakeholders can expect from us.*

## “ WE EMPOWER PEOPLE AND INDUSTRY WITH THE SKILLS TO CREATE A BRIGHT FUTURE ”

Helping people develop in-demand skills and pathways to **life-long career success**

Helping industry build a **productive workforce** to meet today's challenges and create tomorrow's opportunities

Inspiring each other to deliver outstanding customer experiences and a **sustainable future**

Working with our partners and community to enable **learning for all**.

where we are going: our vision

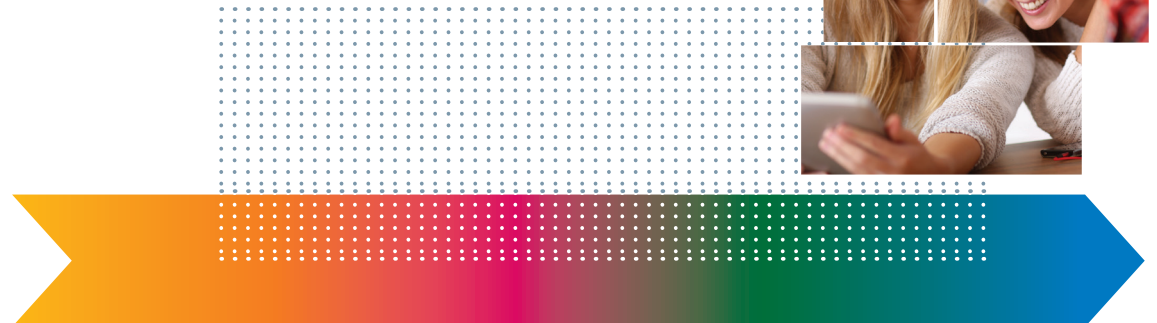
*our vision is customer-focused and specific. It guides us and ensures we are always delivering the right outcomes for our customers.*

## “ 100,000 PATHWAYS TO THE FUTURE ”

In 2020, Bendigo Kangan Institute will...

Help 100,000 people take the **next step in their careers**

Help industry plan and build the **workforce of the future**.



## how we will get there: our strategy

*our strategy provides the clear steps we need to take in order to fulfil our purpose and achieve our vision.*

We will deliver 100,000 pathways and financial sustainability by...

### EXCEEDING CUSTOMER EXPECTATIONS



EXCELLENCE IN THE  
TOTAL CUSTOMER  
JOURNEY



LEADERSHIP THROUGH  
SPECIALISATION



LEADING-EDGE  
TEACHING



INDUSTRY  
PARTNERSHIPS

### ENSURING OPERATIONAL EXCELLENCE



OPTIMISE WORK PRACTICES

ACTIVE PORTFOLIO MANAGEMENT

LEVERAGE BENEFITS FROM THE  
MERGER

### DEVELOPING GREAT PEOPLE AND PLACES



HIGH PERFORMANCE CULTURE

TRANSFORM ASSETS AND FACILITIES

## how we will get there: our values and behaviours

*our values and behaviours are the human side of our strategy. They outline the human qualities we all must live if we are to fulfil our purpose and achieve our vision.*

CUSTOMER AT THE CENTRE. PROACTIVE. COLLABORATIVE. OUTCOMES FOCUSED.

## Ten shifts that underpin our strategy

*In developing the Bendigo Kangan Institute 2016 -2020 Strategic Intent, ten significant shifts have been identified. These shifts in customer need, market dynamics and technology impact not just the way we do business, but our core business model. The ten shifts have been carefully considered in framing our purpose, vision and refreshed strategy. They are as follows...*

### FROM ONE CUSTOMER TO TWO

We are no longer about meeting the needs of one customer - students. We are about meeting the needs of two mutually-reliant customer groups (students and industry) by bringing them together.

By doing this, we will ultimately improve the outcomes for both.

### FROM JOBS TO PATHWAYS

Our current focus on helping people find a job will be less relevant to a growing number of our customers. More and more, we will be training people who already have jobs. Similarly, we will be helping industry partners and assessment customers meet an increasingly diverse range of needs.

### FROM STUDENT-LED TO INDUSTRY-LED

The courses we teach, and the way we teach them, have largely been defined by the student market and the position we hold within that market.

Moving forward, an increasing number of our courses will be determined by the specific needs of industry. This industry focus will help us create better employment outcomes for students and improved productivity outcomes for employers.

### FROM TEACHING TO ENGAGING

There will be a demand to provide teaching practices that suit the increasingly diverse needs of students and industry partners. They will be looking for a wider choice of learning experiences and a one size fits all approach will not suffice.

This demand will impact not just course content but the way we teach and support our students (e.g. learning for life and flipped classrooms), the locations and facilities we provide and the adoption of a growing range of technologies.

### FROM STEADY TO DISRUPTIVE

Technology is changing the game over and over again. This is a challenge, but also a great opportunity if we can embrace technology and change while becoming adaptable and agile in the way we operate.

Over the next five years, we will see e-learning, MOOCs and virtual classrooms become truly prominent, while emerging manufacturing technologies, such as 3D printing, will reinvent the trades we teach and the way we teach them.

### FROM DIVERSE STANDARDS TO A CONSISTENT EXPERIENCE

It is a key goal of our strategy to create a common, high standard experience for everyone we work with.

There will be many ways to access our growing range of services and each will be unique in its own way. Regardless of the point of access, however, the quality of service and support will always be of a consistently high standard.

### FROM TRANSACTIONS TO RELATIONSHIPS

The shift to learning for life and industry partnerships lifts the imperative on maintaining long term relations with everyone we work with.

### FROM TAFE-CENTRIC TO A GROUP OF SPECIALIST BUSINESS UNITS UNITED BY COMMON GOALS

This involves shifting our thinking to embrace the growing diversity of our organisation. We are now a group that goes beyond TAFE to incorporate services through VETASSESS and eWorks.

### FROM VICTORIA TO AUSTRALIA TO INTERNATIONAL

Moving forward, we will increasingly be seeking opportunities to grow both Australia-wide (through national learning partnerships) and in select international regions.

### FROM ACTIONS TO OUTCOMES

If we can all focus our thinking on the outcomes - what we're achieving for our customers - rather than the tasks themselves, we will make a step-change in the quality we provide. Focusing on outcomes will provide a context for everything we do and help us all keep the customer at the centre.

## join us

At Bendigo Kangan Institute, we're on a journey to 2020. We call it BKI2020... our pathway to the future.

Our purpose is to:

**Empower people and industry with the skills to create a bright future.**

In 2020, we will deliver:

**100,000 pathways to the future.**

We can achieve this by delivering on our strategy to:

**Exceed customer expectations**

**Deliver operational excellence**

**Develop great people and places.**

And by living our values and behaviours:

**Customer at the centre**

**Proactive**

**Collaborative**

**Outcomes focused.**

We hope you will join us as we bring BKI2020 to life.

Let's create a bright future for everyone.

Together.

If you would like to join us as a student, industry or community partner, please contact...



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