

Bendigo Kangan Institute

2030 Strategic Plan



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.



Artwork by
Phil Bell

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 proud to share Bendigo Kangan Institute's refreshed Strategy to 2030.

At its core this strategy is about our purpose: changing lives through the power of education and skills.

Built on a strong foundation, this refresh of our Strategic Plan strengthens the connection between our purpose and what we do, making it easier to see how individual effort contributes to collective impact.

We have sharpened our view as we head towards 2030, focusing on access and equity and playing an important role in meeting Victoria's future workforce needs.

Whether supporting learners through TAFE, working with industry and employers, or delivering trusted skills assessment and recognition services in Australia and internationally, our work is united by this intent.

This Strategic Plan aligns BKI with the priorities of the Minister for Skills and TAFE and our role in the collaborative Victorian TAFE Network, responding to changing skills demands and delivering training that is relevant, high quality and impactful.

It reflects our responsibility to share capability, contribute to system-wide outcomes, across training, assessment and workforce development in Victoria and nationally.

A key focus of the refresh is clarity, about where we are heading, how we will work together, and what success looks like. Our signature behaviours and dial shifters provide a clear line of sight between our daily efforts and the outcomes that matter most, helping us track progress and understand the difference we're making.

This strategy belongs to all of us. It reflects the work we do and difference we can make for our students, customer, partners and communities. I look forward to working together to deliver on our purpose and change lives through education and skills.



Laura Macpherson
Chief Executive Officer



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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.

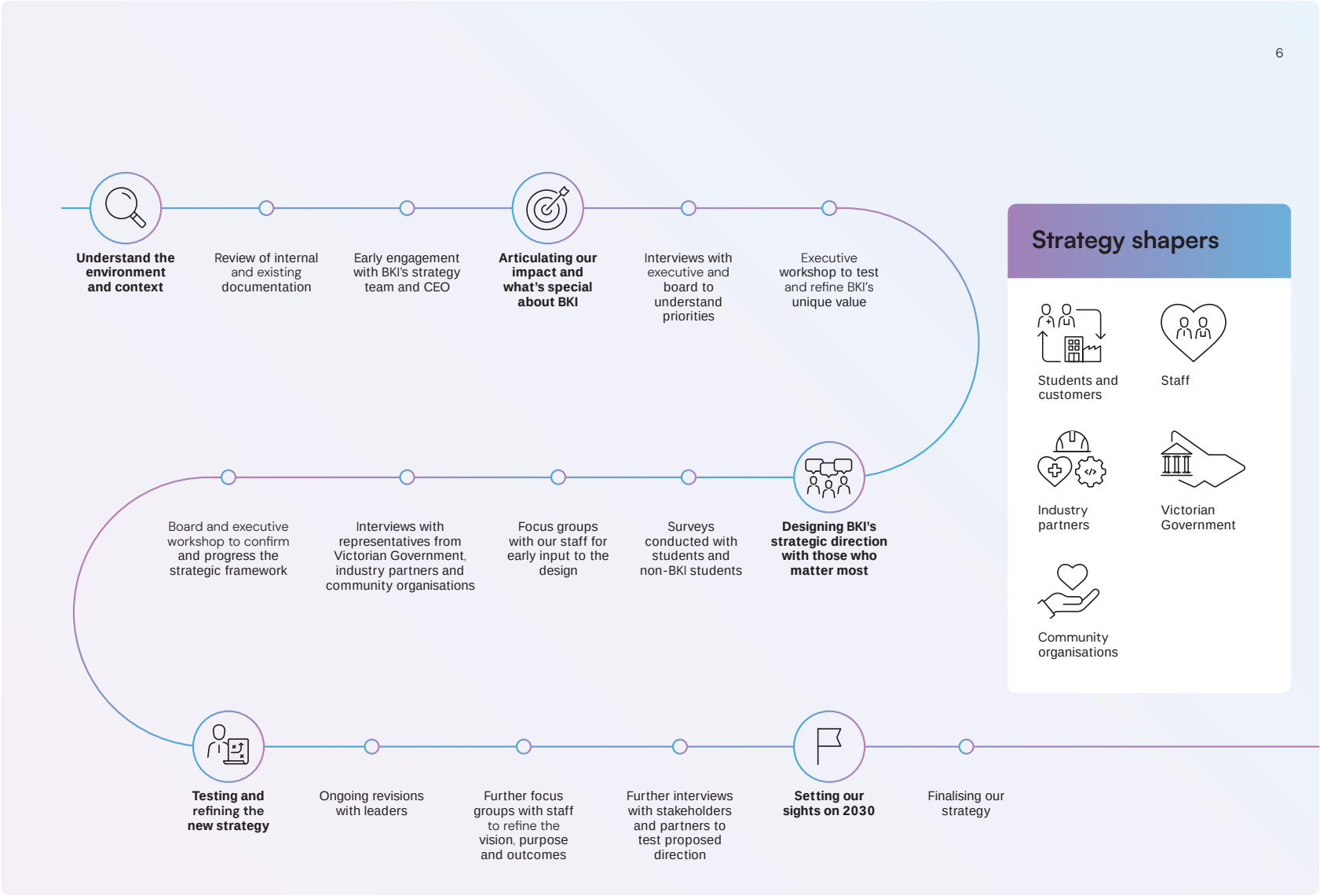


How we got here:

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.





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.



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.

eWorks

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

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.



200
courses in high
priority areas



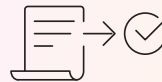
1,550+
staff



Innovative
workplace
delivery model
across the state



17,613
new enrolments
in 2025



55,000
skills assessment
applications
received in 2025



Largest
VET provider
for Victorian
correction facilities



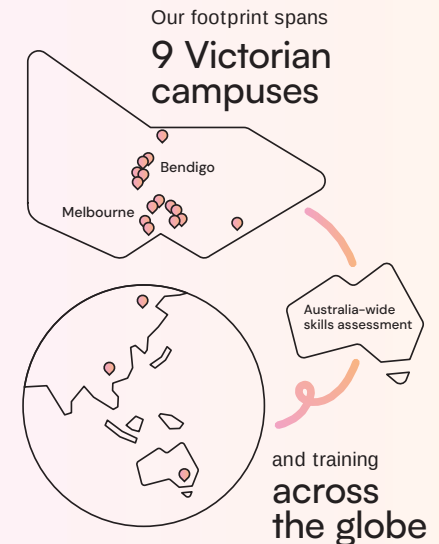
3
Centres of
Excellence



450
+ Industry
partners



Largest
skills assessment
organisation in
Australia



The work we do:

BKI is at the heart of skills



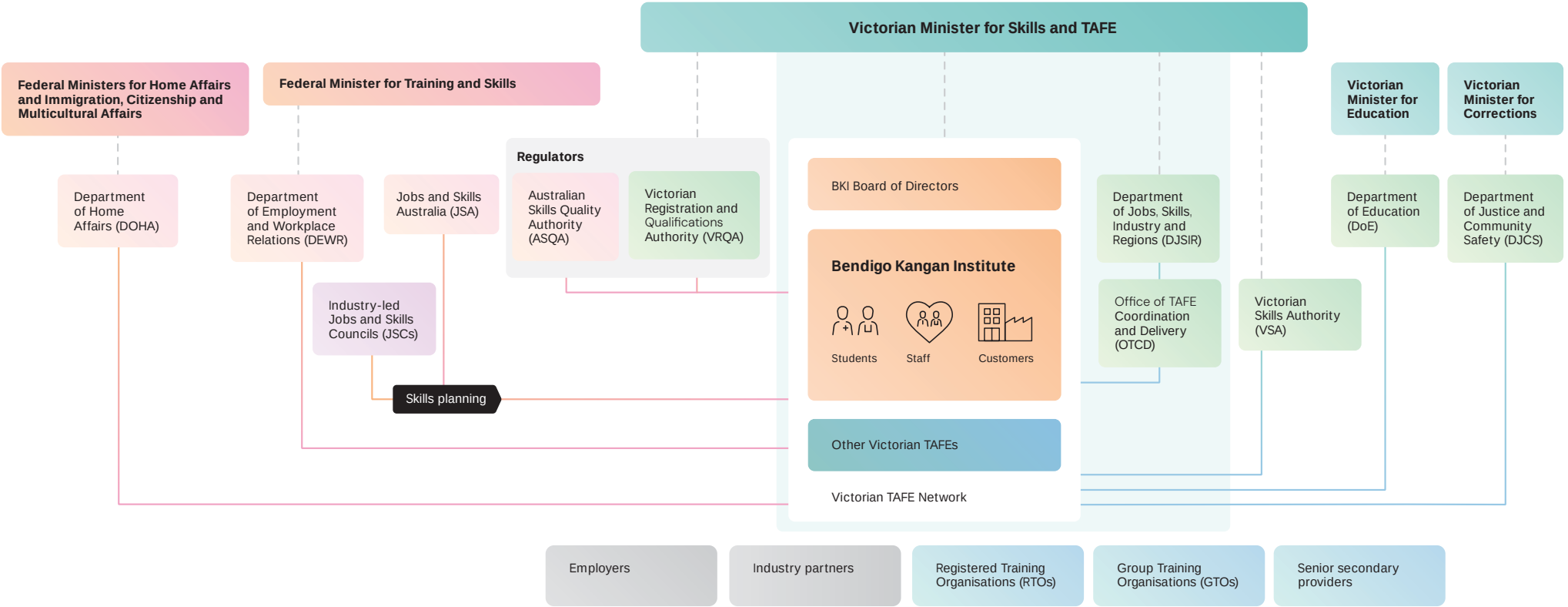
We are a modern, agile organisation, delivering future-ready skills, training and assessment solutions, as well as lifelong learning opportunities. We work in close partnership with industry, educators, government and communities to deliver life-changing education and skills development.

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.



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

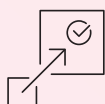


New models of flexible, online learning are now both desired and expected by students, industry and employers



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 contribution we'll make to Sustainable Development Goals



BKI's growth for impact outcomes aim to contribute towards the United Nations Sustainable Development Goals¹.

¹ www.un.org/sustainabledevelopment
The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.

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.

A healthcare professional, a Black woman with short dreadlocks, is smiling and holding a patient's hand. She is wearing black scrubs with a stethoscope around her neck. The background shows a hospital room with blue curtains, medical equipment, and a patient lying in a bed. A large, semi-transparent circle with a rainbow gradient is overlaid on the left side of the image, containing the text.

Strategic direction

Our next five-year chapter

Our purpose

Changing lives through the power of education and skills

Our Signature Behaviours

Own it: Make it happen

Team up: Achieve more together

Push the envelope: Be curious and take risks



Bendigo Kangan Institute Strategic Plan

OUR PURPOSE

Changing lives through the power of education and skills

OUR SIGNATURE BEHAVIOURS

Own It (Make it happen)
Team Up (Achieve more together)
Push the Envelope (Be curious and take smart risks)

Pillar 1



Our Students and Customers

Our goal: High-quality services where every student and customer feels confident to take their next step.

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.

Pillar 2



Skills and Solutions

Our goal: Innovative solutions and partnerships that shape industries.

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.

Pillar 3



Our People and Communities

Our goal: Empowering our people and communities to thrive.

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.

Pillar 4



Organisational Sustainability

Our goal: A leading and sustainable skills organisation.

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 emissions reduction targets.

4.3

Mature into a highly agile and resilient organisation that adapts to changing market conditions, customer needs, and technological advancements.

BY DECEMBER 2030 WE WILL HAVE:

Our Student Completion Rate is **60%**

We have a Customer NPS of **+44**

80% of our people say they are enabled to do their job

Our Operational Profit is **7%**

We have a Market Share of **9.5%**

We have reduced our Carbon Footprint by **70%**

Pillar 1

Our students and customers



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.



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.

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.



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.

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.

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



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.



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.

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.

Pillar 4

Organisational sustainability



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.

↓

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.

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

Longer-term strategic direction – 2030 Strategic Plan

Sets BKI’s long-term direction by articulating our ambition, strategic priorities and the outcomes we are seeking to achieve. It provides a single organisation-wide view of success and the basis for how progress will be measured.

Translating strategy into action – Pillar Plans

Translate the Strategic Plan into clear, horizon-based plans for each pillar. They set out how outcomes will be achieved over the medium term, including the priority initiatives and targets that will drive movement in our measures of success, with a clear link to annual delivery.
Each Pillar Plan represents the primary plan for that priority area and is supported by a set of aligned supporting plans that provide deeper direction on specific priorities, ensuring a coordinated and integrated approach to delivery across the organisation.

Annual planning and delivery – Annual Business Plan

Defines what will be delivered each year to progress the priorities set out in the Pillar Plans. It brings together the highest-impact initiatives into a coordinated, organisation-wide plan aligned to moving the dial on our strategic measures.

Individual Performance Plans

Translate annual priorities into clear individual objectives and performance expectations, ensuring accountability and alignment for delivery across the organisation.

Organisation-wide foundations – Enabling Plans

Define the core, organisation-wide capabilities, frameworks and settings required to support delivery across all pillars. These plans underpin all work across BKI and provide consistent direction in areas such as governance, people, technology and operations, ensuring alignment, efficiency and sustainability of delivery.



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

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

Thank you

