

Strategy 2024 - 2026

Looking out: Looking up





Holmesglen Institute acknowledges the traditional owners of this land, the Wurundjeri Woi Wurrung and Bunurong people, and recognises their continuing connection to the land and waterways. We pay our respects to their elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander people.

Foreword

In the ever-evolving landscape of tertiary education, adaptability and foresight have emerged as the cornerstones of institutional resilience across the globe.

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Our previous planning period was marked by unparalleled challenges stemming from the COVID-19 pandemic. As we embark on a new strategic planning horizon, we recognise the invaluable lessons gleaned from these transformative years and how our achievements during this period made a significant impact.

While the pandemic forced a rapid shift towards remote and hybrid learning models, it also underscored the necessity of prioritising the wellbeing and safety of our learners and staff, and the wider community.

In addition to the pandemic, we acknowledge that the education sector faces a dynamic and complex set of environmental factors that demand astute navigation. These factors include:

- changing demographics
- evolving learner expectations and values
- technological advancements
- increasing importance of our social and environmental impact
- intensifying competition among institutions, both domestic and international.

The overarching aim of this strategic plan is to leverage the resilience forged during challenging times, harness the opportunities presented by these environmental shifts, and chart a transformative path forward.

This includes reviewing and refocussing our Vision 2030 and the way we express our purpose and values to ensure they remain strategically relevant and resonate with our stakeholders.

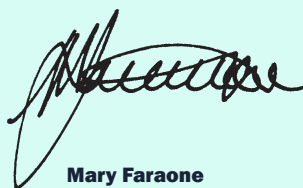
In this strategic plan, we outline our commitment to a people-centric approach, a dedication to delivering exceptional outcomes for our learners and a continued focus on mutually beneficial partnerships.

As we embark on this journey, we invite all our stakeholders—our learners, our people, alumni, partners, and the wider community—to join us in shaping Holmesglen's future.

We remain committed to providing world-class education and training that equips our learners for success and develops workforces for the future. We are excited to embark on our strategic endeavours for the years 2024 to 2026.



Michael Gorton AM
Chair



Mary Faraone
Chief Executive

Our Purpose, Vision and Values

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Our purpose

We transform lives, build workforce capability and enrich communities through education and training.

Our 2030 vision

Holmesglen is a leader in education, training and applied research, renowned for its innovation and its commitment to learner and industry success.



**For more information
about Holmesglen Institute
visit: holmesglen.edu.au
or scan the code**

Our ASPIRE Values

Ambition

Strive to be the best we can be and seek the best in others.

- Support and encourage others
- Get out and achieve goals
- Innovate
- Seek opportunities

Scholarship

Keep learning and apply it to your work.

- Take responsibility for your learning
- Stay up-to-date in your field
- Share your knowledge
- Stay connected inside and outside your work

Passion

Show enthusiasm and care for the work we do.

- Have pride in what we do
- Be positive and energetic
- Go the extra mile

Integrity

Know and do what is right.

- Make consistent and fair decisions
- Use authority responsibly
- Act ethically and be transparent
- Be accountable
- Report improper conduct

Respect

Treat others as you expect to be treated.

- Value differences, promote diversity and foster belonging
- Show empathy, kindness and consideration
- Be fair and objective
- Promote an environment free of discrimination, harassment and bullying
- Support organisational decision-making
- Work constructively with others and listen to what they say
- Respect others' privacy

Excellence

Deliver exceptional service and outcomes.

- Be responsive, adaptive and agile
- Know your customer and what they want
- Innovate and create to improve outcomes
- Seek and respond to feedback
- Don't compromise on quality
- Learn from experience

Background: Creating Strategy 2026

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Creating Strategy 2026 has been a collective effort that has incorporated ideas and insights from our people, learners and other stakeholders.

We looked inwards and outwards to determine the factors shaping our environment and our desired future state.

Reviewed

and Revised our Purpose and Vision 2030 Vision statements to ensure they remain relevant and aspirational

Confirmed

that our ASPIRE Values remain true to how we work, teach and research

Identified

key differentiators that will continue to set us apart strategically from our competitors

Pinpointed

our Strategy and what we intend to achieve between 2024 and 2026

Refocused our Vision 2030

Context and trends shaping our future

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5 Economic Forces

The **2023 Intergeneration Report** identifies five major forces shaping Australia's economy in coming years

Population is ageing

Rising demand for care and support services

Climate change and the net zero transformation

Technological and digital transformation

Geopolitical risk and fragmentation

5 Wellbeing Themes

Healthy

Secure

Prosperous

Cohesive

Sustainable

The report flags the need to understand how Australians are faring beyond traditional indicators, such as via the **Measuring What Matters Framework**.

3 Megatrends

The **Annual Jobs and Skills Report 2023** notes that:

"Australia faces a skills challenge not seen since the 1960s...Australia will need...foundation skills, through to extensive knowledge and workforce skills that are required at the highest level."

We will need to respond to these three megatrends that are shaping the economy and workforce:

Pressures and Drivers

1. Digital transformation

2. Clean energy and the net zero transformation

3. Growth of the care and support economy

Planned further reform of skills system

The future for educational communities

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"The waves of change impacting the education sector are perhaps unequalled. Education communities bridge the widest generation gaps, have to respond strategically to challenging demographics, technological shifts and societal change."
McCrindle, 2023

Five macro shifts are occurring in the world of work, which also create opportunities for educational institutions.

1

Manual to machine learning

Technological transformation is cementing the need for lifelong learning. Learning itself is also transformed as generations embed new tech into their lifestyles and psyches.

2

Technology to human

The most valuable skills have distinctively human characteristics: from foundation literacies for every day, to competencies needed for complex tasks and to character qualities that shape how we approach a changing environment.

3

Fixed to flex

Work is characterised by flexible careers, flexible working arrangements and flexible pathways, including the impact of the gig economy.

4

Perceptions to reality

The most in demand occupations now and predicted for the future are attained through VET, although there are some serious myths and preconceptions about the value of VET and its criticality to the wellbeing of our communities.

5

Security to purpose

Having purpose and meaning in work that is aligned with our core values, a workplace with strong social connections and having a positive impact on the world are increasingly important, particularly to young people.

What this means for us

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To meet these challenges and opportunities, we identified the following nine strategic imperatives.

Focus on a people-centric approach

Prioritise needs, perspectives and wellbeing of all stakeholders for student learning and organisational performance.

Ramp up our strategic strengths

Compete by pushing boundaries of our leadership in higher education, international education, applied research, major projects and industry collaboration.

Commit to net zero

Not just set a target, but transform our approach to reducing environmental impact and realising environmental benefits across the organisation.

Strategically embrace technology

Revolutionising our work and learning environments through targeted investment in digital integration and new solutions.

Invest in our people

Nurture our people's potential so both individuals benefit and Holmesglen for our overall success.

Access and equity to build social capital

An ethical imperative, but also critical for a more just, cohesive, inclusive and prosperous society.

Significantly expand the flexibility we offer

Encourage lifelong learning and diversity in our learner cohorts by including more pathways and delivery models.

Be agile and responsive

For long-term competitiveness, innovation and sustained growth, our organisation's and people's core capabilities require adapting to changing market conditions, learner and industry needs, and technology.

Remain positively connected to all our stakeholders

Provide relevant and lifelong skills and development opportunities by enhancing connections with alumni, industry, individual employers, community and government.

Our Roadmap 2024 - 2026

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Mission

We transform lives, build workforce capability and enrich communities through education and training.

Vision 2030

Holmesglen is a leader in education, training and applied research, renowned for its innovation and its commitment to learner and industry success.

Values

Ambition
Scholarship
Passion
Integrity
Respect
Excellence



GOALS



PRIORITIES

1 Inclusive and people-centric

Build and support an **inclusive and diverse** work and learning community

Enhance the **Holmesglen Experience (HX)** for learners, businesses and our people

Expand **opportunities** for learners and our people to **contribute with value**

Celebrate **success** and **tell our story**

2 Environmentally sustainable

Reduce our **carbon impact**

Build **climate change adaptation skills** into our programs and within our organisation

Promote **climate change awareness and engagement**

Embed a **climate change lens** in our decision-making

3 Future ready

Reimagine our approach to **teaching and learning**

Expand **progression pathways** and opportunities to **package credentials**

Improve **flexibility** of our programs and services

Support **workforce transformation** through **applied research** and **training** solutions

4 Technology enabled

Harness **AI** for work and learning

Build **digital learning** into every program

Streamline processes with **digital solutions**

Collaborate with **technology-leading industry partners**

5 Adaptive and engaged

Redesign and reset our **global strategy**

Build the **capabilities and engagement** of our people and expand **internal collaboration**

Expand our culture of **learner partnership** and act on feedback and data insights

Enhance **collaboration** to **innovate** and **expand our reach**

Planned Outcomes

- Work ready, life ready, world ready graduates
- Excellence in applied research
- An inspirational and inclusive place of work and learning
- Engaged people, learners and partners
- New opportunities for skills development
- Collaborative culture

Goal 1. Inclusive and people-centric

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Why prioritised

Our future will be characterised by the interplay of:

- accelerating technological transformation
- shifting generational composition and expectations of the workforce
- climate change imperatives and the impact on health and wellbeing
- increased recognition of the value of diverse and inclusive workplaces and communities.

A little more info

In response, this goal prioritises people.

We will build and support a **diverse, inclusive work and learning** community that delivers an exceptional learner, employee and client experience.

We will also:

- deliver more opportunities and supports for learners and our people to be socially connected
- amplify the distinct qualities of Holmesglen as a place of work, learning and development, so we can be more effective and sustainable, leading to positive outcomes for learners, our people and the environment
- proactively support the wellbeing of learners and our people
- create more opportunities to explore, learn and grow beyond the classroom and workplace.

At a glance

1. Inclusive and people-centric

- Build and **support an inclusive** and diverse work and learning community with strong **social and place connections**
- Enhance the **Holmesglen Experience (HX)** for learners, businesses and our people
- Expand **opportunities** for learners and our people to **contribute with value** to our community and **achieve their career goals**
- Celebrate **success** and **tell our story** in ways that are personal and authentic

Goal 2.

Environmentally sustainable

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Why prioritised

Climate change is one of the most pressing challenges. We have a distinct role to play in skilling the clean energy workforce and creating a sustainable future through our operations, curriculum and programs.

A little more info

We will:

- improve energy efficiency and increase renewable energy use
- move our vehicle fleet to sustainable options
- continue to invest in environmentally sustainable buildings and infrastructure
- significantly improve our waste management and recycling practices.

We will also develop the necessary knowledge, skills and capability to **adapt and build resilience** in a world affected by climate change through our teaching programs and within our organisation.

Alongside this, we will **promote climate change awareness and engagement** across the Holmesglen community to foster a culture of environmental responsibility and stewardship.

Together these priorities will ensure our graduates and people can contribute to a sustainable future and reduce their personal impact on the environment.

Making decisions with a **climate change lens** will assist us to positively contribute to sustainability right across our operations.

At a glance

2. Environmentally sustainable

- Reduce our **carbon impact**
- Build **climate change adaptation skills** into our programs and within our organisation
- Promote **climate change awareness and engagement** across the Holmesglen community
- Embed a climate **change lens** in our decision-making

Goal 3. Future ready

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Why prioritised

Jobs and skills will continue to transform and evolve, as the pace of change in the world of work accelerates.

This goal builds on our core strengths in applied, hands-on learning and applied research, so our learners and industry partners are primed for success and can adapt to a continually changing and increasingly complex world.

A little more info

We will:

- embed approaches to teaching and learning that develop the essential qualities for approaching change – curiosity, initiative, leadership, adaptability and social/cultural awareness
- create more progression pathways for learners to advance their skills, including options to scale and package credentials and deepen skills
- expand connections with our industry partners to better support lifelong learning and workforce reskilling, while building our collective knowledge and solving practical problems facing our workplaces and communities through applied research.

At a glance

3. Future ready

- Reimagine our approach to teaching and learning to better equip learners to successfully respond to complex tasks and a changing environment
- Expand progression pathways and opportunities to package credentials
- Improve flexibility of our programs and services to align with learner and business needs
- Support workforce transformation through applied research and training solutions

Goal 4.

Technology enabled

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Why prioritised

In this goal, we will seek to maximise the opportunities of digitisation for work and learning.

Leveraging AI has the potential to revolutionise the way we **teach and learn**, making education more personalised, inclusive, scalable, efficient and effective.

We will also strive to benefit from AI in our work and develop our capabilities and resources to derive and act on valuable insights from **data-driven** approaches.

A little more info

Virtual, augmented and mixed realities deliver immersive and authentic learning experiences and contexts for assessment, and we will aim to build these approaches **into every program**.

Automation and digitisation of processes will also continue to improve service efficiency and effectiveness for learners, staff and employers.

Bringing these technologies into our work and learning environments through partnerships and collaborative projects is fundamental to achieving this goal.

At a glance

4. Technology enabled

- Harness **AI** for work and learning
- Build **digital learning** into every program to make work-simulated learning come alive
- Streamline processes with **digital solutions**
- Collaborate with **technology-leading industry partners**

Goal 5. Adaptive and engaged

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Why prioritised

Being able to anticipate and adapt to change is critical to achieving our vision, as is the engagement and passion of our people.

Ultimately, our capabilities and drive to continue to create opportunities and value for our stakeholders are what sets us apart.

The global education market has fundamentally changed over the last planning period and we will redesign and reset our global strategy.

A little more info

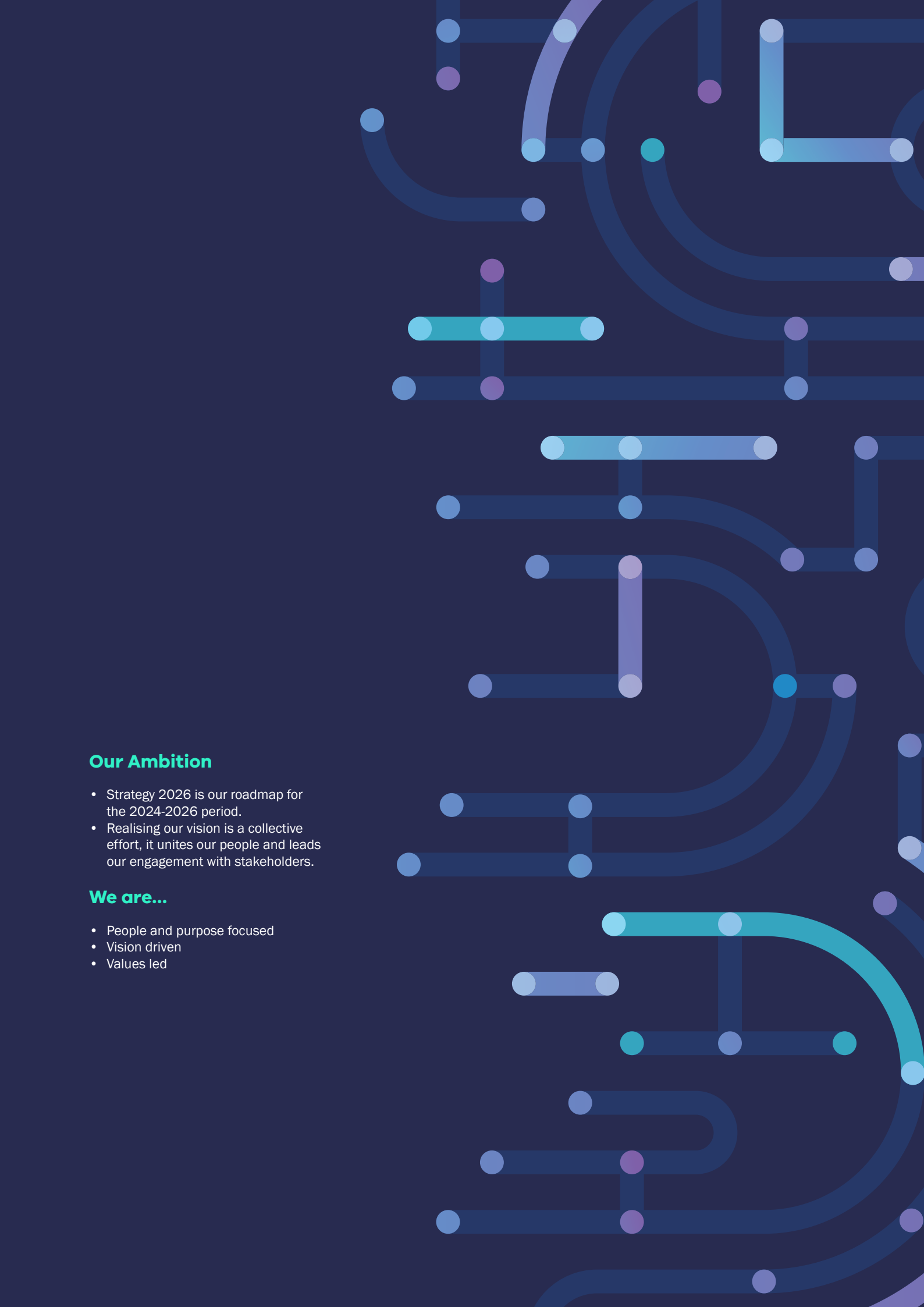
We aim to optimise outcomes for learners, the community, industry, employers, and government by partnering with our stakeholders.

Our collaborative culture will be evident throughout our organisation, both internally and when working externally with partners, on enhanced programs, teaching and learning approaches, applied research, and services and support.

At a glance

5. Adaptive and engaged

- **Redesign and reset our global strategy**
- **Build the capabilities and engagement of our people and expand internal collaboration**
- **Expand our culture of learner partnership and translate feedback and data-driven insights into action**
- **Increase collaboration with industry, educational and community partners to innovate and expand our reach**

An abstract graphic on a dark blue background. It features a network of lines and dots in various shades of blue and teal. The lines are of different thicknesses and some are curved, creating a sense of movement and connectivity. The dots are small circles, some solid and some with a white center, acting as nodes in the network. The overall composition is modern and tech-oriented.

Our Ambition

- Strategy 2026 is our roadmap for the 2024-2026 period.
- Realising our vision is a collective effort, it unites our people and leads our engagement with stakeholders.

We are...

- People and purpose focused
- Vision driven
- Values led

Bourke Street campus

Level 3, 206 Bourke Street
Melbourne, VIC 3000

Chadstone campus

Corner Batesford and Warrigal Roads,
Chadstone, VIC, 3148

Drummond Street campus

41 Drummond Street,
Chadstone, VIC, 3148

Glen Waverley campus

595 Waverley Road,
Glen Waverley, VIC 3150

Holmesglen at Eildon

92 Moore Road,
Eildon, VIC, 3148

Moorabbin campus

488 South Road
Moorabbin, VIC, 3189

North Melbourne - Futuretech

200 Arden Street,
North Melbourne, VIC, 3051

Mailing Address

PO Box 42, Holmesglen 3148

T: 1300 639 888

E: connect@holmesglen.edu.au

W: holmesglen.edu.au

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