



# Melbourne Polytechnic Strategic Plan 2024-2028

An inclusive, sustainable and thriving  
community inspired by learning



**MELBOURNE  
POLYTECHNIC**



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# Acknowledgement of Country

Melbourne Polytechnic acknowledges the Traditional Custodians of the lands on which we operate, and we honour the education practices of our First Nation peoples that have been occurring here for tens of thousands of years.

We acknowledge that our campuses rest on the lands and waters of the Kulin Nations, and we pay our respects to all Elders past, present and emerging.

We acknowledge that sovereignty has never been ceded on these lands. It always was and always will be Aboriginal land.

We support the Uluru Statement from the Heart to achieve justice, recognition and respect for First Nations people. We accept the invitation contained in the Statement to walk together with Aboriginal and Torres Strait Islander peoples in a movement of the Australian people for a better future.

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# A message from our Chair and Chief Executive

## We are delighted to share Melbourne Polytechnic's 2024 – 2028 Strategic Plan.

This plan builds on the stable foundations we've built together over the last five years. It defines our direction for the next five years, as we, the staff of Melbourne Polytechnic, pursue our new vision for an inclusive, sustainable and thriving community inspired by learning.

Our bold vision will challenge each of us daily to grow and innovate through our work.

Every person who works at Melbourne Polytechnic had the opportunity to contribute to developing this plan, including the Board, our Leadership team and all of our staff. Our process to develop this plan was supported by a team of 50 staff who conversed with over 700 colleagues to collect their ideas, thoughts and insights for our shared future. This collaborative process was critical, as we know the success of this plan lives through every one of us and our actions every single day.

Through the collective combination of our approach, our partnerships, the courses we deliver and the opportunities we facilitate, we are confident we will fulfil our role to provide excellent learning experiences that develop skills and capabilities valued by industry and community.

Our Strategic Plan puts students at the heart of our work. By fostering a culture that centres on students' learning in everything we do, including teaching, systems and processes, we can elevate their achievements and enhance positive outcomes for our community.

This plan also recognises the critical role of industry and community to our success. By listening to their needs, concerns and aspirations, and proactively responding to them, we will address priorities and foster effective collaboration to support the achievement of our vision.

Our courses' relevance and our approach to delivery empower our students with the skills, capabilities and knowledge that will enrich their lives and make meaningful contributions to society, industry and the economy.

We are proud of our Melbourne Polytechnic community. It is one rich in diverse culture, knowledge and lived experiences. This includes the Wurundjeri Woi Wurrung and Bunurong Boon Wurrung people, on whose lands our Melbourne campuses are based, and where we listen, learn and improve. Everyone at Melbourne Polytechnic can tell a different tale about what led them here, and what we learn from each other every day.

Our Strategic Plan has been carefully developed to ensure we respond and adapt swiftly to the dynamic changes in the world around us, including the ever-evolving economic landscape and job markets. Importantly, this plan also sees us continue our focus on sustainable and ethical practices and governance. This focus will not only help us to be efficient, effective and manage our social and environmental impacts, it will also contribute to protecting the planet now and for future generations.

Our strategy helps us best serve our community.

Our plan is ambitious, and we will achieve it together.



Helen Clarke  
Chair



Frances Coppolillo  
Chief Executive



*“We are proud of our Melbourne Polytechnic community. It is one rich in diverse culture, knowledge and lived experiences.”*



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## Our Vision

### **An inclusive, sustainable and thriving community inspired by learning.**

At Melbourne Polytechnic, we believe that learning underpins the health and wellbeing of communities and contributes to the economy's strength.

We also believe that communities thrive when everyone has the same opportunities to learn, work and participate in the economic and social activities surrounding them.

We want to live in a world where everyone plays their part in caring for the planet so future generations can enjoy it.

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# Our role

## **We provide excellent learning experiences that develop skills and capabilities valued by industry and community.**

Our role is to create exceptional learning experiences for every student. Students are at the centre of our thinking in every decision we make so we can help them to achieve their goals and aspirations. We deliver learning experiences that meet the individual needs of our students while also being flexible and adapting to their learning preferences. We know that their success is our success.

We recognise that the world is changing rapidly. Industries are transforming, driven by globalisation and technology. Our students' expectations are also changing, and the lifecycle for skills and careers are shortening. We are no longer training students for a single job, we are preparing them for a future where career change is the norm.

We prepare students to embrace the opportunities and the challenges of tomorrow, including emerging technologies, climate change, inequality and increasing global uncertainty. We play a pivotal role in helping traditional industries transform and adapt through access to a skilled workforce with 21st century capabilities. We also play a critical role in addressing the challenges of a growing and ageing population, in training and upskilling the care workforce.

As a community inspired by learning, at Melbourne Polytechnic we are well placed to respond to challenges and change ahead. We are committed to understanding the skills that will be in demand in the future, both within industry and the community. This involves recognising and responding to global changes, economic dynamics, digital transformation, and their impacts.

Above all else we create opportunity and prosperity for people and communities. We offer a place where they can learn, grow and belong. Equipped with the skills and confidence to gain meaningful employment, they create better lives for themselves and their families and can contribute to industry, the broader economy and become engaged, global citizens.



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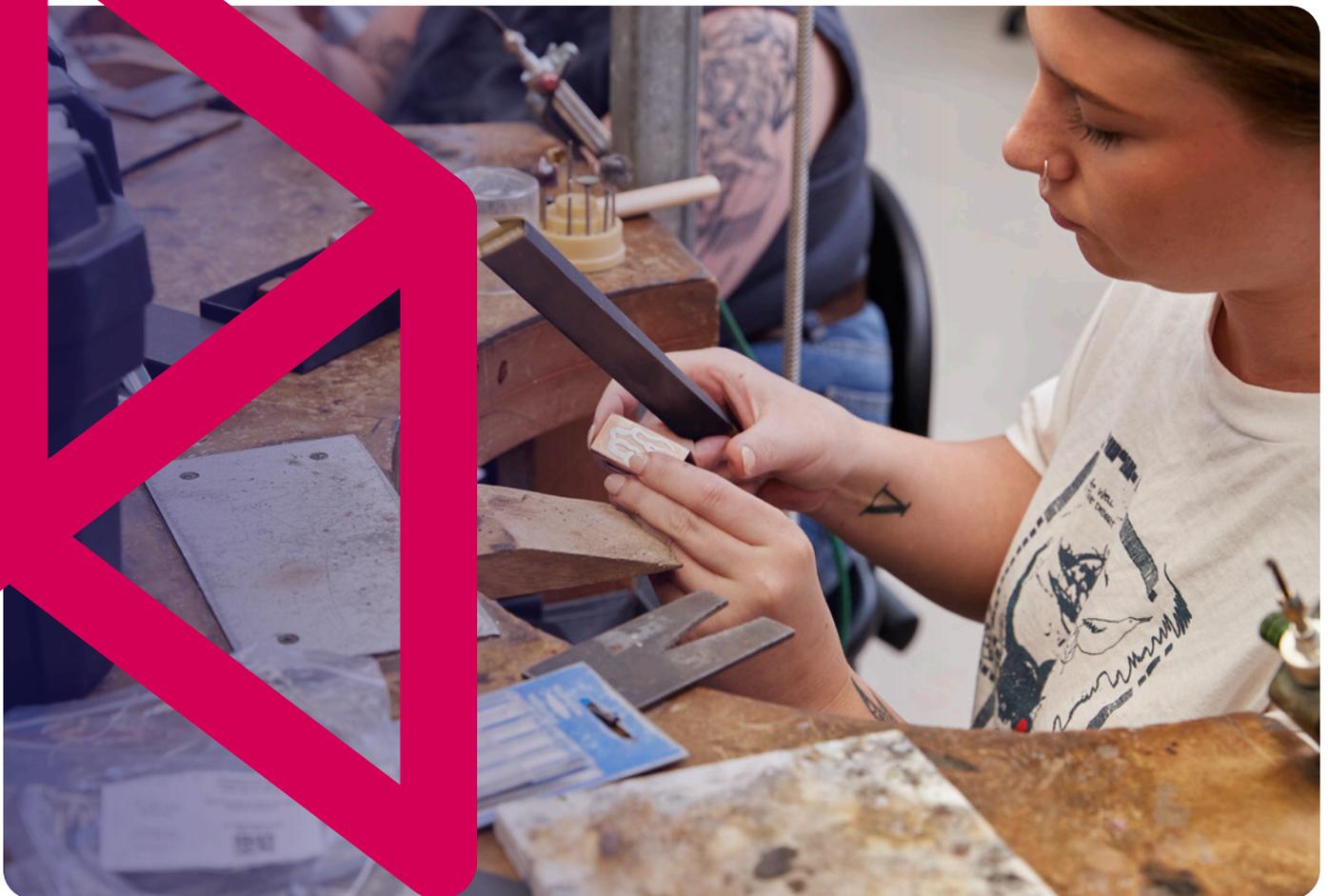
## Our culture

**At Melbourne Polytechnic, we believe our culture is as important as our strategy. The way we behave is as important as what we do.**

Our values describe how we behave to achieve our vision and successfully perform our role, and they also guide every decision we make. When we live these values through our work and interactions with each other, our students, industry and community, we support Melbourne Polytechnic to achieve our shared goals with integrity and respect.



*“Students are at the centre of our thinking in every decision we make so we can help them to achieve their goals and aspirations.”*





**Learning  
is the  
Heartbeat**

# Our Values

## WELCOMING



### *We all belong.*

We welcome and appreciate diverse ideas, and we embrace differences. We are open-minded, kind and compassionate so that everyone feels valued and respected. We create safe spaces for every person to come with their whole self and achieve their full potential. When everyone feels supported, our community is a better place.

## CURIOUS



### *We have a passion for learning.*

Curiosity inspires us to be creative and find different ways of viewing the world. When we listen well and ask thoughtful questions, we learn more and adapt well to change. Our enthusiasm for learning and sharing knowledge drives us to improve. We are open to and respectful of everyone's experience and contribution. We seek out and are receptive to new skills and ideas. We find better ways of doing things that benefit our community.

## COLLABORATIVE



### *We are better together.*

We support and empower each other as we work towards our shared vision. We achieve more when we share our work, ideas and solutions respectfully. We make it easy to connect and collaborate with each other, our students, industry and the community.

## ACCOUNTABLE



### *We all act with integrity.*

We hold ourselves to a high standard and are responsible for our actions. We take our role seriously, and our vision informs every decision. In every interaction we are honest, respectful and fair. We deliver on our commitments to each other, our students, industry and community.

# Our community

## At Melbourne Polytechnic, we proudly serve the communities, industries and employers in Melbourne's north and beyond.

Melbourne's north covers a vast area containing over one million residents, with an additional 17% growth predicted by 2036, making it one of the fastest-growing regions in Australia (ABS, 2022). The people in the northern metropolitan area come from diverse cultural and linguistic backgrounds, with a high proportion of people for whom English is not their first language. At the same time, just under 1% of the population of the region are Aboriginal or Torres Strait Islander.

In Melbourne's North we have five campuses in the suburbs of Preston, Epping, Fairfield, Heidelberg and Greensborough, and two in the inner city suburbs of Collingwood and Prahran. We also have bespoke training centres in Ararat and at Northern Lodge, Eden Park. Collectively, these locations serve over 19,000 domestic students and employ 1,100 people.

The communities at each of our campuses and training centres reflect the rich diversity and vitality of Victoria's population. We are committed to understanding and meeting the needs and aspirations of our local student community, contributing to their growth and success.

Melbourne Polytechnic also has a growing national and international presence. Our community extends well beyond our Victorian campuses, and we are one of the state's largest providers of vocational education and training to international students, both on- and offshore. In 2022, over 700 international students attended our Melbourne-based campuses, accounting for approximately 26% of all onshore international students across the Victorian TAFE sector. The majority of these students came from Sri Lanka, Pakistan, China, India and Vietnam.

We have strong connections in ten locations across China as well as emerging operations in South Korea, Vietnam, Sri Lanka and Indonesia. We have proudly provided education and training in China for over 20 years, including through our flagship Fuzhou Melbourne Polytechnic, a cooperative institute between Minjiang University and Melbourne Polytechnic, where Chinese students graduate with Australian qualifications. In 2022, over 7,000 students enrolled with us through our offshore operations.

The transition to increased digital and blended learning approaches was accelerated due to the COVID-19 pandemic lockdowns and has subsequently supported our engagement with broader communities, allowing Melbourne Polytechnic to bring the best of what Melbourne has to offer to the world.





# One Passionate Team



# Invest For Purpose

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# About us

**Melbourne Polytechnic is proud to be physically located on the lands of the Kulin Nations. We recognise the traditional learnings and teachings that occurred for thousands of years on our campuses' land. Since our humble beginnings in 1912, Melbourne Polytechnic has become one of Victoria's largest technical and further education (TAFE) providers. We play a central role in supporting economic and community development by providing training to address critical skills gaps and increasing workforce participation and social inclusion opportunities. We offer a broad range of innovative foundation, vocational education and training, and higher education courses linked to the skills most needed for jobs to more than 23,500 students annually.**

## Our approach

Our delivery focuses on developing students' practical skills, knowledge, ways of thinking, and confidence to thrive in their chosen careers, community and life.

Melbourne Polytechnic is one of the largest of 16 technical and further education providers in the Victorian TAFE network. As part of this broader network, we tailor our offerings to respond to industries' needs and address skills shortages in the areas where they are needed most. As our regions' industry requirements evolve, we review and adapt course offerings to meet workforce and economic needs. We collaborate with other providers within the TAFE network, sharing strengths to provide accessible training across Victoria and beyond.

We believe everyone deserves access to education's transformative benefits, and this conviction fuels our commitment to inclusiveness. At Melbourne Polytechnic, we acknowledge that the differences amongst us are what makes our community rich and engaging. We want all students and staff to feel welcome regardless of gender identity, sexual orientation, ability, age or ethnicity. We strive to create an inclusive, respectful and equal culture for all our students and staff.

Our approach to blended learning at Melbourne Polytechnic means we offer the flexibility of online learning with the benefits of the personal experience of face-to-face learning.

## Our students

Our students span all age groups and come from a broad range of cultural backgrounds. In 2022, 60% of enrolled students across all our courses were under the age of 25, while 9% were over the age of 40.

From a geographical perspective, about half of our domestic students live within a 10km radius of the Melbourne Polytechnic campus they attend and 32% are international students, most studying offshore.

Whether pursuing a senior secondary qualification, building foundational skills, developing a new or changing career path or a personal interest, Melbourne Polytechnic supports people to grow. Our domestic student community reflects a wide range of backgrounds, united by a dedication to skill development and growth. Through practical education and hands-on experience, we support our students to shape a stronger future for themselves, and to contribute to the vitality of industry and their community.

In 2022, we were Victoria's most active TAFE internationally, recruiting 1,600 new students at Fuzhou Melbourne Polytechnic and welcoming more than 50 international students through this pathway to Melbourne. In the same year, 961 international students from 50 countries were enrolled with us. An additional 7,284 transnational students enrolled with us via international partnerships throughout Asia.

We aim to support all our students to achieve economic independence and social connectedness. We offer innovative pathways, blended learning delivery, flexible study options and individual learning support to all our students when it is needed, whether they are in Australia or offshore.

We offer a wide range of student services to all our students, including free counselling and education support, an International Student Association, and an Equity and Access Service to tailor services for students with a disability or additional needs. Our Student Life at MelbPoly (SLAM) team enriches the student experience by running social events, career expos, markets and other initiatives to foster connection and a sense of community amongst our students. We work alongside local Aboriginal communities to provide culturally-safe learning environments and through our Koorie Services we provide individualised support to First Nations students.

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## Our staff

We employ a large workforce of over 1,100 staff who support students to reach their potential.

The majority of our workforce are teachers and educators. In 2022, 59% of all our staff were women, and 65% of our staff were 45 years or older. In 2022, 53% of staff were employed in full-time, ongoing roles, with the remaining in part-time, fixed-term or casual positions.

Our teachers are passionate, well-established in their professions and have continued relationships with industry experts. They take pride in guiding students to develop their passions and fulfil their learning goals to make meaningful contributions to their communities and the Victorian economy.

We consider our staff our most important asset. Just as our students are supported, we provide our staff access to professional development and links to industry, as well as care and assistance to promote wellbeing.

## Our places

We are committed to facilitating meaningful interactions between students, staff, industry partners and other stakeholders, whether online or face-to-face. Our physical campuses allow us to deepen our industry and community partnerships and connections. We achieve shared success by fostering hubs of innovation and collaboration with industry and community, attracting investment and boosting local jobs and productivity.

We actively welcome students, staff, visitors, businesses, industry and the local community to our campuses, each of which reflects and expresses the uniqueness, history, heritage and diversity of its community. Our campuses contribute positively to the overall health and wellbeing of our communities while also being a place of learning and development.

Our campuses and training facilities boast exceptional amenities, with many classrooms and workshops simulating real-work environments and supporting hands-on, practical learning. Our campuses provide students with a 'sense of belonging' and act as a hub for the local community.





**Net Zero  
by 2040**

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## Our partners

Through strong partnerships, we maintain vibrant precincts that harness the latest technology to unite learners, teachers, industries and communities. In many courses, students can provide services to the public and industry throughout their learning experience, building connections with the community and facilitating employment opportunities.

Our Partnering Framework outlines our approach to building new, innovative and effective partnerships. Supported by robust data analytics, we identify emerging industry needs and seek to respond to these with appropriate course offerings that will help foster sustainable growth and meet the future skill needs of industry, workers and learners.

We consistently assess and adjust our strategic market focus to meet the demands of various stakeholders, including industry requirements, community needs and government priorities. In Melbourne's north, the health and community services sector is the largest employment provider and is expected to expand further with the ageing population. Following closely are the retail, trade, and education and training industries. Additionally, we will place a strong emphasis on manufacturing, logistics and the clean economy. Manufacturing remains a significant source of both direct and indirect employment in our regions. Logistics, too, offers promising prospects, given the projected expansion of related workforce opportunities. Lastly, the clean economy aligns with the clear priorities set forth by the government for the future.

We maintain and build strong relationships and partnerships with employers (both those who employ our students, and those who host our students for work placements), secondary schools, as well as a broad range of industry organisations.

## A sustainable future for all

We understand our critical role as a trusted public provider of education and training, and we are committed to maintaining robust governance mechanisms to effectively understand and manage the social and environmental impacts of our operations. We use resources efficiently and effectively to support our financial, social and environmental sustainability.

We have an Environmental Sustainability Strategy (ESS) 2020 - 2025 that provides us with a clear focus for our priorities and efforts to realise our environmental sustainability vision.

We want to be known as an Institute that practices environmental sustainability, empowering our students and staff to change the way they think, ensuring a sustainable future for all.

The ESS is framed around three focus areas: Operations, Knowledge and Capacity, and Community and Engagement. The United Nations' Sustainable Development Goals (SDGs) guided the development of our ESS, and the targets and goals we have set are in line with global, national and state objectives.

At Melbourne Polytechnic, we strive to continuously monitor and improve experiences and outcomes for students, local communities and industries. We collaborate with other public training providers and the Victorian TAFE network, and in doing so, aim to maximise the contribution we make to the economy and wellbeing of the communities and industries we serve.





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## Our strategy

**At Melbourne Polytechnic, we provide excellent learning experiences that develop skills and capabilities valued by industry and community. This is our contribution to creating a world that reflects our vision for an inclusive, sustainable and thriving community inspired by learning.**

We do this by:

- ▶ Ensuring students are central to everything that we do. Focusing on student success guides all of our thinking, design, delivery and the decisions we make. When our students succeed, we have the most significant positive impact on the communities we serve.
- ▶ As a team, passionately pursuing the best, most inclusive education experiences for every student. We know empowering all our staff in everything they do allows them to realise their potential and contribute most significantly to our vision.
- ▶ Investing our time, money and resources in ways that generate the greatest value for today and tomorrow. We are good stewards of public resources and work together to manage them wisely.
- ▶ Assessing and improving our governance mechanisms' robustness and ability to effectively manage our environmental and social impact. This includes being responsible with the environmental resources we use. We strive to be leaders in the circular economy and experience the social, environmental and economic benefits of these aspirations.

While our vision and strategy address immediate local priorities, through our efforts and empowering our students to achieve their goals, we also contribute to achieving global sustainability priorities.

# Melbourne Polytechnic Strategic Plan 2024-2028

## OUR VISION

An inclusive, sustainable and thriving community inspired by learning.

## OUR ROLE

We provide excellent learning experiences that develop skills and capabilities valued by industry and community.

## STRATEGIC GOALS

### LEARNING IS THE HEARTBEAT



Students and industry are at the heart of the design and delivery of every learning experience.

#### OBJECTIVE 1

We personalise the student experience so they achieve their learning goals.

#### OBJECTIVE 2

We design and deliver learning experiences that are engaging and inspiring.

#### OBJECTIVE 3

Our programs are contemporary, high quality and industry connected.

### ONE PASSIONATE TEAM



We are enthusiastic, capable and industry-leading and believe in the ability of our students to succeed.

#### OBJECTIVE 4

We all understand that our students' success is our success.

#### OBJECTIVE 5

Our inclusive culture creates a sense of belonging.

#### OBJECTIVE 6

We create an environment that attracts and empowers the best educators and professional staff.

### INVEST FOR PURPOSE



We invest to make learning accessible, successful and future focused.

#### OBJECTIVE 7

We simplify, improve and streamline our systems and processes to make it easier to learn and work.

#### OBJECTIVE 8

We invest in programs, services and infrastructure that respond to community and industry expectations.

#### OBJECTIVE 9

We are excellent financial stewards, which leads to our ongoing financial sustainability.

### NET ZERO BY 2040



We take actions that drive a sustainable world.

#### OBJECTIVE 10

We take responsibility and actively manage the environmental impact of each decision we make.

#### OBJECTIVE 11

We demonstrate accessible and sustainable design in our built environment.

#### OBJECTIVE 12

We inspire our students, industry and community to imagine, create and participate in the clean economy.

## OUTCOMES BY DECEMBER 2028

1

85% of students will achieve their learning goal.

2

Our industry and community give us a Net Promoter Score of 35.

3

We achieve 69 on Melbourne Polytechnic's Inclusion Index.

4

We will reduce our emissions by 50%

5

Our staff rate our organisational culture as 'very good'.

6

We will achieve a positive annual financial position equivalent to 7% of training revenue, allowing for reinvestment.



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**TAFE VICTORIA**

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