



Wyndham Community & Education Centre Inc.

Strategic Plan
2022 – 2026

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Wyndham Community & Education Centre Strategic Plan

Vision:

Improving lives – Strengthening communities

Mission:

Wyndham Community and Education Centre Incorporated will be a leader in educational, social, cultural and community services in Wyndham City and surrounds. Our programs, services & activities will be responsive to community needs and provide opportunities for participation, inclusion and enhanced well-being.

Values:

Wyndham Community and Education Centre Incorporated is proud of the diversity of staff, students, Board members and volunteers and, is guided by the following set of values:

- Respect – being aware of and valuing other beliefs, cultures and opinions
- Integrity – being honest, ethical and accountable
- Commitment – consistently achieving our goals, values and purpose
- Inclusion – working together, connecting communities, celebrating diversity
- Responsive – consistently responding and adapting to meet community needs

Wyndham Community and Education Centre Incorporated promotes these values through:

- Providing access and equity to all members of the community
- Implementation of its policies and procedures

Democratic Principles:

Wyndham Community and Education Centre Incorporated supports and promotes the principles and practice of Australian democracy including a commitment to:

- Elected government
- The rule of law
- Equal rights for all before the law
- Freedom of religion
- Freedom of speech and association
- The values of openness and tolerance.

Wyndham Community and Education Centre Incorporated supports and promotes these principles through its leadership of the Wyndham Humanitarian Network, its auspice of the Wyndham Interfaith Network, its Statement of Purpose as an Incorporated Association, through its policies, procedures and codes and, as a signatory to the Anti-racism strategy: Racism. It stops with me.



1 Introduction

Wyndham Community & Education Centre (Wyndham CEC) is an incorporated association and a registered charity with its head office in Werribee in Melbourne's west. The organisation currently provides services to the communities of Wyndham, western Melbourne and Geelong.

Founded over 47 years ago, Wyndham CEC is one of Victoria's largest Adult & Community Education providers and a leader in supporting people and communities to make positive changes for their futures. The organisation offers a diverse range of quality community programs, including a growing employment service, and education opportunities for the local community.

The organisation relies on a range of funding sources, including state and federal government, to support its ability to respond quickly and effectively to local needs. Wyndham CEC has forged a strong relationship with the Wyndham City Council as a local place-based partner.

In addition, Wyndham CEC works closely with local schools and organisations that are focussed on supporting youth at risk. It also partners with community organisations such as Djerriwarrh Community & Education Services and Westgate Community Initiatives Group (WCIG) to secure services for the Wyndham, western Melbourne and Geelong communities.

Wyndham CEC has grown steadily over the years and today has an annual turnover of over \$10 million dollars. It is a significant community organisation in the Wyndham area and is growing its service reach in the western Melbourne and Geelong regions.

In outlining a five-year future horizon, the Wyndham CEC Strategic Plan 2022 – 2026 focusses its strategic goals on growth and consolidation of services in the Wyndham, western Melbourne and Geelong regions, and on expanding, as appropriate to regions where there is strong alignment with existing services and capability. The Plan recognises the changing emphasis on, and value of, lifelong learning and the demand for skills and employment pathway development. It determines strategic growth opportunities as well as emerging issues and risks.

The Plan is developed within the context of the organisation's Statement of Purpose that outlines the intention of the organisation to provide direct relief of poverty and to provide services to refugees, humanitarian entrants and asylum seekers including education, training and community services.



2 Strategic Context

The Wyndham CEC Strategic Plan 2022 – 2026 is being formulated at a time when organisations, communities and economies are grappling with the disruption resulting from the COVID-19 pandemic and associated lockdowns.

Whilst the longer-term impacts of the pandemic are still playing out, in the shorter term there are population segments and industry sectors that have been more significantly impacted by the lockdowns, resulting in business closures, job losses and interrupted work and learning.

Coinciding with the COVID pandemic is the emergence of **Industry 4.0**, the world's 4th industrial revolution, where smart, connected technology is transforming economies, jobs and societies. Physical and digital technologies are combining through **“analytics, artificial intelligence, cognitive technologies, and the Internet of Things (IoT) to create digital enterprises that are both interconnected and capable of more informed decision-making”**.¹

These new technologies are now at the heart of the worldwide response to COVID-19, with businesses rapidly innovating and digitising to sustain and grow their operations leaving those that survive, with greater Industry 4.0 capability and mindset.

Education 4.0, with its focus on lifelong and life wide learning, responds to the challenges posed by Industry 4.0, through the underpinning principles of: **“anywhere anytime, personal and personalised learning, flexibility, learning from peers and mentors, why/where and not what/how, practical applications, modular and projects, learner ownership and evaluated not examined.”**²

The World Economic Forum (WEF), in promoting Education 4.0, is supporting a world that focusses development on global citizenship skills; innovation and creativity skills including complex problem-solving, analytical thinking, creativity and systems analysis; technology skills; interpersonal skills and emotional intelligence, empathy, cooperation, negotiation, leadership and social awareness; personalized and self-paced learning based on the diverse individual needs of each learner; accessible and inclusive learning for everyone; problem-based and project learning; and, lifelong and student-driven learning where everyone continuously improves on existing skills and acquires new ones based on their individual needs.

At a local level, the Wyndham, western Melbourne and Geelong regions are continuing to experience high levels of population growth and with this growth comes increasing diversity and opportunities for Wyndham CEC to continually skill and reskill the community, provide place-based responses to employment pathway needs and foster responsive service solutions to support vulnerable individuals and families and create opportunities for individuals and communities to engage and connect with each other.

¹ www2.deloitte.com, *Industry 4.0 Are You Ready?* 22nd January 2018, Accessed 17th March 2018

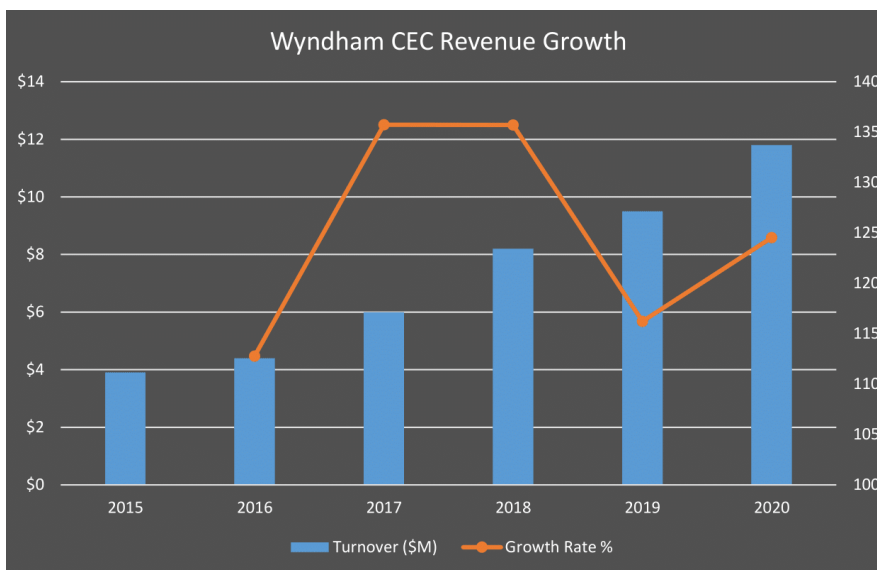
² www.thegeniusatwork.com, Accessed 16 March 2018 *Education 4.0 ... the future of learning will be dramatically different, in school and throughout life*, January 24, 2017, Fisk Peter



3 Major Themes

3.1 Period of Sustained Growth

Wyndham CEC is experiencing a period of sustained growth with the expansion of its employment services and other support service opportunities. In the past six years the turnover of the organisation has grown three-fold from \$3.92 million in 2015 to \$11.86 million in 2020. The Table below shows that year on year the growth rate has been relatively steady ranging between 113% - 135%, with the average being 125%. This steady rate has enabled the organisation to adjust its internal systems and processes to keep pace with and continuously improve the increased demands associated with growth.



With continued growth as the aim, the following themes have been identified as important for consideration by the Wyndham CEC senior team and Board when setting its 2022 – 2026 Strategic Goals.

3.2 Deepening Our Footprint

Whilst Wyndham CEC is strongly embedded in the Wyndham local government area and has developed a service presence in Geelong and western Melbourne, the organization has identified the opportunity to deepen its service and brand footprint in each of these three catchment areas through leveraging the following of its existing services:

3.2.1 A Responsive Energetic Innovative RTO

With a limited Scope of Registration for its Registered Training Organisation (RTO), Wyndham CEC is currently restricted in its ability to respond to skills and capability development needs and opportunities in Wyndham, western Melbourne and Geelong. There is an immediate opportunity to expand the Scope of Registration and apply for additional DET Skills First Program funding from 2022.



With the right credentials on its Scope of Registration, Wyndham CEC can look to further its engagement with business and industry by providing accredited and customised non-accredited training to existing staff, and skills development, as a pathway to employment for people who are disadvantaged in the labour market. By connecting more strategically with industry across western Melbourne, Wyndham and Geelong, the organisation can assist business to determine the training and workforce development they need to optimise performance in an Industry 4.0 economy.

3.2.2 Settlement and CALD Services

The upcoming Settlement Services tender provides the opportunity for Wyndham CEC to expand on the services it provides for people from newly arrived refugee, humanitarian and CALD communities.

In positioning for growth in Settlement and CALD services, there is the opportunity for Wyndham CEC to explore the potential to expand its partnership base and seek business relationships with other providers where there is vision and values alignment.

3.2.3 Employment Services

With the economy in transition and impacted by COVID-19, the State and Federal Governments recognise the need to focus on providing employment transition interventions for jobseekers who are marginalised or locked out of the labour market.

Wyndham CEC is partnering with WCIG in the delivery of state funded employment services. It is positioned with place-based solutions to extend its employment services portfolio and reach through federal funding that aligns with its strategic goals.

In addition, throughout the life of this Strategic Plan, Wyndham CEC is in the position to investigate the potential, and develop the capability if appropriate, to provide employment and skills pathways for particular cohorts such as Indigenous and CALD peoples, people with lived experience of mental illness and people with disability.

3.2.4 Education alternatives and pathways for young learners

The Victorian government is embarking on major changes to secondary school education. The *Firth Review*, published in 2020, flags major changes to VCE and senior year's education as well as to curriculum and teaching practice related to applied learning. The *Macklin Review* of post compulsory education and training also highlights the need for change and the importance of pathway development.

The impact of these two reports on Wyndham CEC and its arrangements for delivery to young people disconnecting or disconnected from school is not yet known. The organisation's current Strategic Plan identifies the creation of an Independent School as an option. This option will remain in this new Strategic Plan, along with the exploration of other options, such as extending existing partnership arrangements, developing new partnerships with schools, and positioning as one of many solutions schools will need, to fully develop applied learning options.



3.2.5 Wyndham

With the population in Wyndham set to double over the next 15 years, Wyndham CEC is in the position to consolidate and grow as the region’s leading provider of education and training, settlement services, employment services and community initiatives. Its relationship with the City of Wyndham is strong and needs to continue to be nurtured. Wyndham CEC is recognised by the City as a key partner for the Learning Community Strategy 2018 – 2023 and the Learning Festival. The relationship with the City includes delivery of Wyndham CEC programs from Council Neighbourhood Hubs and Community Centres across the local government area and partnering on community-led initiatives.

3.2.6 Barwon

Geelong and the broader Barwon region is set for significant population growth over the next decade providing opportunities for organisations that are nimble and agile—such as Wyndham CEC—to provide services that respond to the needs of the community.

Wyndham CEC occupies a quality space in the central business district of Geelong. AMEP and SEE are well established but the space is currently under utilised providing an opportunity for Wyndham CEC to expand its services without occurring additional facilities costs.

Wyndham CEC is relatively new to the Barwon region and, as such, the organisation is in a relationship building phase. Geelong is a highly networked community and Wyndham CEC has the opportunity to become “local” and fill gaps in service provision and pre-accredited and accredited learning that are emerging with some of the traditional Geelong providers changing focus.

3.2.7 Western Melbourne

Wyndham CEC provides a range of Settlement and Community Services in western Melbourne. Over the next five years there will be opportunities for Wyndham CEC to grow the breadth and depth of its services in the Melton, Brimbank, Hobsons Bay, Maribyrnong and potentially other LGAs in western Melbourne.

3.2.8 Regional Victoria

With Wyndham CEC becoming increasingly known for the quality of its work, and as it builds strong industry connections, opportunities will arise for the organisation in regional Victoria. The organization is open to opportunities from outside its current footprint where there is strong alignment with its strategic direction.

3.3 Social Enterprise

Wyndham CEC established Saffron Kitchen in 2008 to provide volunteer opportunities for local residents to gain valuable experience in a hospitality environment and to improve employment prospects and language skills. Saffron Kitchen operates a café at Wayaperri House and two V/Line Kiosks at Wyndhamvale and Tarneit.

The introduction of social procurement clauses in state and federal government contracts has lifted the profile of social enterprises and increased recognition of the role they play in engaging



vulnerable people with a disability, people with a lived experience of mental illness, First Nations people, refugees and new arrivals to Australia in the labour market.

With Saffron Kitchen, Wyndham CEC has a model for operating a successful social enterprise. Further well designed and operated social enterprise businesses would provide Wyndham CEC with the opportunity to expand its ability to provide entry to work opportunities to highly vulnerable customers.

Across Australia there are many examples of social enterprises being operated by not-for-profit organisations across a wide range of industry sectors. If Wyndham CEC is to pursue an expansion of its social enterprises an investigation into other models and possibilities, along with a scan of opportunities that are emerging from industry growth sectors would be advisable.

3.4 Unique Service Model

Wyndham CEC's ability to attract projects and new services is a result of its reputation for delivering high quality outcomes from its employment services, Learn Local, alternative secondary education programs and community services. This reputation ensures that Wyndham CEC has a competitive advantage over other providers that come into the region looking to establish a foothold.

With Industry 4.0 driving changes to the nature of work and learning, Wyndham CEC's clients will expect to be provided with services that fully integrate accessible intuitive digital technologies with place based and highly personalized learning and employment pathway experiences. Wyndham CEC will be challenged to stay up to date with the expectations of learners, job seekers, employers, and the communities in which it works.

The current model is conceptualized as a Hub and Spoke model, with the head office and corporate services located in Werribee as the Hub and the strong presence in the suburbs as the Spokes. COVID and the growth in virtual operations provides the opportunity to think about the Hub and Spoke model as the organization having a core set of functions – finance, human resource management, marketing, information technology, quality assurance – that:

- Ensures Wyndham CEC fulfils its governance obligations
- Supports high quality customer experiences and a coherent service model
- Underpins efficiency in service operations
- Enables organisational and service accountability

The extent to which these functions are wholly operationalised from a centralised core versus enabled and supported by the core to be activated at a service level will be dependent on the approach that is best going to support Wyndham CEC to maintain its focus on quality service provision as it scales up.

3.5 Partnerships and Relationships

Wyndham CEC is highly networked in Wyndham with strong local partnerships and relationships. As it deepens its delivery in Wyndham and grows its delivery in western Melbourne and Geelong, Wyndham CEC would benefit from developing a strategic approach to cultivating new



relationships and determining a partnership approach that can assist the organization in delivering on its strategy, whilst ensuring competition does not erode its ability to grow and develop.

In Wyndham, the City Council is a critical partner. This relationship needs to be a priority. In western Melbourne and Barwon Wyndham CEC needs to continue to strengthen relationships with other local government administrations.

A key partner for Wyndham CEC is Djerrivarrh Community and Education Services. This long-standing relationship includes subcontracting arrangements for AMEP, SEE and Settlement Services in Sunshine and Melton.

Other key partners in western Melbourne are CommUnity+, Yarraville Community Centre, WCIG, Laverton Community Integrated Services and the Local Learning and Employment Networks in its service areas. Wyndham CEC has also developed a strong foundation for a continuing relationship with MiCare.

Wyndham CEC is working on strengthening the relationships it has formed to date and embedding itself into the fabric of the Geelong community.

3.6 Building Internal Capability

For Wyndham CEC to grow successfully and sustainably it needs to ensure that its internal capability and systems are fit for size and purpose. The following areas of capability have been identified as critical to the ongoing development of Wyndham CEC:

- ❑ Ability of Managers to develop new business, write submissions and pursue and close a deal
- ❑ A depth of project management expertise in the organization
- ❑ A system network that is efficient and effective and optimizes Wyndham CEC's ability to deliver its core business functions (review the ability to connect MYOB, Employment Hero, aXcelerate and other digital systems to improve efficiencies and effectiveness)
- ❑ Back of house capability (including staffing numbers) to support business growth and development
- ❑ The right technologies and systems to enable Wyndham CEC's service model to continue to meet the changing expectations of customers
- ❑ Skills development to ensure that staff are equipped for the challenges and opportunities of the Industry 4.0 revolution.



4 Strategic Goals

Wyndham CEC has identified four Strategic Goals for its 2022 – 2026 Strategic Plan. These Goals align with the organisation’s Vision and Mission, being:

Vision: *Improving lives – Strengthening communities*

Mission: *Wyndham Community & Education Centre Incorporated will be a leader in educational, social, cultural and community services in Wyndham City and surrounds. Our programs, services and activities will be responsive to community needs and provide opportunities for participation, inclusion and enhanced well-being.*

The 2022 – 2026 Strategic Goals are focussed on the continued growth of Wyndham CEC, growth in programs and services, growth in geography and growth in revenues.

Goal	Key Indicators –
Goal 1: Deepen Wyndham CEC’s footprint	1.1 A responsive energetic and innovative RTO
	1.2 Growth in settlement services
	1.3 Growth in employment services
	1.4 New sustainable business opportunities
	1.5 Sustainable suite of industry training delivery
	1.6 Sustainable model of alternative secondary education for young people
	1.7 Expansion of social enterprise activity
Goal 2: Underpin success with a unique service model	2.1 A clear scalable Wyndham CEC model of program and service delivery supported by strong business service functions
	2.2 Reputation for quality services and outcomes leads to new and repeat business
	2.3 Evidence that the Wyndham CEC service model is embedded in all aspects of delivery
	2.4 Evidence that the Wyndham CEC service model embeds digital enablement and drives innovation
Goal 3: Build strong local and strategic relationships	3.1 A Strategic Relationship Development Plan that drives the strengthening of existing, and development of new strategic and local relationships
	3.2 Relationships established with local government and key stakeholders and decision makers in western Melbourne and Barwon
	3.3 Continue as a key partner with the City of Wyndham in relation to the Wyndham Learning Community Strategy, the delivery of lifelong learning, Youth Services, Social and Economic Inclusion and Council’s Neighbourhood Hubs
Goal 4: Ensuring strong foundations underpin sustainable growth	4.1 Evidence of strong business and service excellence capability throughout the organisation
	4.2 Investment in professional growth and development
	4.3 Robust corporate systems that are fit for growth
	4.4 Profit year on year to service growth (5-10%), meet infrastructure (including mortgage) demand and provide sufficient liquid assets to buffer against any unforeseen economic shocks or business interruption events, consistent steady growth in revenues.



5 Action Plan

(To be reviewed annually)

Strategic Goal	2022	2023	2024	2025	2026
	Key indicators	Key indicators	Key indicators	Key indicators	Key indicators
1.0 Deepen Wyndham CEC's Footprint (Wyndham, western Melbourne, Greater Geelong)	1.1 Expand Scope of Registration to include skills sets/credentials relevant to prescribed professions, e.g Early Childhood Education & Care; Gender; Family Violence; school age education; and review annually - Apply for additional DET SF Program funding for 2023	Continue to expand based on analysis undertaken in 2022 Measurable increase of 5-10% enrolments Explore opportunities to expand scope further for future years	Continue to expand based on analysis undertaken in 2023 Measurable increase of 5-10% enrolments One extra course/ skill set per year	Continue to expand based on analysis undertaken in 2024 Measurable increase of 5-10% enrolments One extra course/ skill set per year	Continue to expand based on analysis undertaken in 2025 Measurable increase of 5-10% enrolments One extra course/ skill set per year
	1.2 Growth in settlement services	Successful re-tender bid in late 2022 or 2023	Build on 2023 programs & activities	Build on 2024 programs & activities	Build on 2025 programs & activities



	<ul style="list-style-type: none"> - Expand partnership base - Seek business relationships where there is alignment 				
	1.3 Growth in employment services	<p>Develop any new programs & activities achieved in 2022</p> <p>Implement any new employment programs if successful</p> <p>Develop employment transition interventions for jobseekers who face barriers to employment</p>	Build on 2023 programs & activities	Build on 2024 programs & activities	Build on 2025 programs & activities
	<p>1.4 New sustainable business opportunities, such as:</p> <ul style="list-style-type: none"> - Scope Project with Ararat 	Build on new opportunities developed/ commenced in 2022	Identify further opportunities and continue to sustain or increase opportunities developed in 2023	Identify further opportunities and continue to sustain or increase opportunities developed in 2024	Identify further opportunities and continue to sustain or increase opportunities developed in 2025



	<p>Council/support relocation of 20-30 families to take available employment in farming, meat processing and other identified industries</p> <ul style="list-style-type: none"> - Curriculum development for ACFE - Growth in 1.2 & 1.3 above 			<p>Review any strategic directions from work in 2022-23 and identify further opportunities to refine and/ or grow current ones</p>	<p>Develop from review/ analysis in 2024</p>
	<p>1.5 Sustainable suite of industry training delivery</p> <ul style="list-style-type: none"> - Respond to skills & capability development needs & opportunities - Consider Regional Victoria 	<p>Build on new opportunities developed/ commenced in 2022 across Wyndham, western Melbourne, Greater Geelong & potentially regional Victoria</p>	<p>Build on new opportunities developed/ commenced in 2023</p>	<p>Build on new opportunities developed/ commenced in 2024</p>	<p>Build on new opportunities developed/ commenced in 2025</p>



	<p>footprint that aligns with strategic direction</p> <ul style="list-style-type: none"> - Identify & fill gaps in service provision & pre-accredited/ accredited learning 				
	<p>1.6 Sustainable model of alternative secondary education for young people, such as:</p> <ul style="list-style-type: none"> - MCM pathways for young people in residential housing - Future of VCAL following implementation of Firth Review - Assess relevance of an 	<p>Build on any new opportunities developed/ commenced in 2022 once Firth reforms are implemented</p> <p>Develop new partnership arrangements with new schools and position as a possible solution for post compulsory learning options</p>	<p>Further develop opportunities in 2024</p>	<p>Review any strategic directions from work in 2022-24 and identify further opportunities, or refine and/ or grow programs</p>	<p>Further develop opportunities in 2026 based on 2025 review/ analysis</p>



	<p>independent school (as per previous strategic plans)</p> <ul style="list-style-type: none"> - Extend existing partnership arrangements 				
	<p>1.7 Undertake an investigation into potential development of further social enterprises</p> <ul style="list-style-type: none"> - Lift profile and increase recognition of role SEs play in engaging vulnerable jobseekers 	Implement based on 2022 analysis	Build & monitor	Build & monitor	Review
2.0 Underpin success with a unique service model	2.1 A clear scalable Wyndham CEC model of program and service delivery supported by	Implement review findings	Implement & monitor	Implement & monitor	Review



	<p>strong business service functions</p> <ul style="list-style-type: none"> - Consult with Value Concepts to review business process needs (lean principles) - Training system design and development review - Hub & spoke model with service accountability from centralized core (hub) and strong presence in suburbs (spokes) 				
	2.2 Reputation for quality services and	Capture feedback	Implement & Monitor	Monitor & review	Monitor & review



	<p>outcomes leads to new and repeat business</p> <ul style="list-style-type: none"> - Explore ways to improve measurement of our impact - Embed Sustainable Development Goals (SDGs) into the way we measure - Maintain competitive edge over other providers - Ensure Wyndham CEC fulfills governance obligations 	<p>Buy-in expertise such as Spark Strategy to measure impact</p> <p>Align SDGs to measurable/ outcomes</p> <p>Strong governance</p>			
	<p>2.3 Evidence that the Wyndham CEC service model is embedded in all aspects of delivery</p> <ul style="list-style-type: none"> - Improve cross pollination of 	<p>Review analysis and implement as required</p> <p>Refine testimonials; build case studies</p>	Monitor & review	Monitor & review	Monitor & review



	<p>ideas/ services across service units</p> <ul style="list-style-type: none"> - Analyse success of above - Build above into continuous improvement strategies - Better use customer testimonials to tell the Wyndham CEC story across units & programs - High quality customer experiences & a coherent service model 				
	<p>2.4 Evidence that the Wyndham CEC service model embeds digital enablement and drives innovation</p>	<p>Review analysis and meet gaps</p> <p>Invest in people as required</p>			



	<ul style="list-style-type: none"> - Identify gaps in expertise across service units - Invest in our people to develop skills and expertise - Connect with SDGs - Provides accessible digital technologies with highly personalized learning & employment pathway experiences for students & clients 	Align with 2.2			
3.0 Build strong local and strategic relationships	3.1 Develop a Strategic Relationship Plan (SRP) that drives the strengthening of existing, and	Cultivate relationships identified in the plan	Monitor & review	Monitor & review	Monitor & review



	development of new strategic and local relationships				
	3.2 Relationships established with local government and key stakeholders and decision makers in western Melbourne and Barwon	Build and support relationships e.g. Opportunity Wyndham; local jobs; local people Focus on Barwon and western Melbourne to deepen footprint	Monitor	Monitor	Reveiw
	3.3 Continue as a key partner with the City of Wyndham in relation to the Wyndham Learning Community Strategy; delivery of lifelong learning; delivery of WLF; Young people; Social and Economic Inclusion and Council's Neighbourhood Hubs	Lead actions in Learning Community Strategy Explore Council Hubs & appropriate programs	Review of Learning Community Strategy Explore Council Hubs & appropriate programs	TBC Explore Council Hubs & appropriate programs	TBC Explore Council Hubs & appropriate programs



<p>4.0 Ensuring strong foundations underpin sustainable growth</p>	<p>4.1 Evidence of strong business and service excellence capability throughout the organisation</p> <ul style="list-style-type: none"> - Dedicated HR resource reporting to CFO - Explore different and more effective ways to run the business and deliver services 	<p>Develop a culture of benchmarking people and process with a diversity of businesses</p> <p>implement different and more effective ways to run the business and deliver services</p> <p>Further explore IT & technological systems</p>	<p>Implement & monitor</p>	<p>Implement & monitor</p>	<p>Monitor & review</p>
	<p>4.2 Investment in professional growth and development/ 3-year investment in building the business, management and strategic skills of Managers</p> <ul style="list-style-type: none"> - Identify the desirable skills expected of Managers - Hold monthly meeting with the Finance 	<p>Skills and Capability Development</p>	<p>Skills and Capability Development</p>	<p>Review and identify gaps and needs following 3-year investment in professional growth and development</p>	<p>Develop new or further update and finalise current strategy</p>



	<p>Team, coach Managers</p> <ul style="list-style-type: none"> - Develop plan to build skills; set expectations, provide quality information (financial, budgets, HR, Performance) - Form short term cross disciplinary teams to develop capability - Recruit for business and people acumen 				
	<p>4.3 Robust corporate systems that are fit for growth</p> <ul style="list-style-type: none"> - Allocate “project” budget to buy in expert resources to support change as appropriate 	<p>Implement ‘Lean Review’ undertaken in 2022</p> <p>Develop a costed Project Plan for change Implement change as required (turn tap on and off as required)</p>	Implement & monitor	Implement & monitor	Monitor & review



	<ul style="list-style-type: none"> - Undertake a 'Lean Review' of corporate systems and processes to determine inefficiencies, bottlenecks, potential for single points of failure and key priorities for change now and for future - Use Lean Review and Project Plan to pitch for resources to support changes - Implement structural change to support growth & development 	<p>Resourcing change, structural change, Corporate Systems and Processes</p> <p>HR role reporting to CFO</p> <p>Additional staff in finance to support growth</p> <p>Clarity of roles and expectations in Senior Manager roles Reporting and Accountability Framework to assist in managing staff</p>			
	4.4 Profit year on year to service growth (5-10%)	Sustainable approach to managing people resources	Monitor	Monitor	Monitor & review



Wyndham
Community &
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Improving lives - Strengthening communities



	<ul style="list-style-type: none">- Involve Managers in building annual budget and actively managing revenues (performance & expenses)				
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