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King Edward VII College has been operating since 2010. The College is based in Melbourne CBD and has an additional campus in Sydney. The College offers a range of courses in management, marketing, human resources and international business. It currently has 195 students enrolled across all of its courses and both campuses. Courses are offered at all levels, from Certificate II to Graduate Diploma.

King Edward VII College is very popular due to its competitive pricing structure, innovative teaching methods and state of the art facilities.

The College currently employs 25 staff members that include the CEO, a Finance manager, Sales and Marketing Manager and Sales and Marketing Assistant, Promotions Officer, Human Resources Manager, Operations Manager, Administration Manager, Office Assistant, Receptionist, Academic Manager, Student Services Officer and approximately 14 trainers and assessors. There is also a Board of Directors consisting of the four owners of the company.

You are the Operations Manager at the College, and part of your job is to manage the research that is conducted within the College and conduct applied research that enhances the College’s staff members’, the team’s and the organisation’s performance.

All applied research is to be conducted in house, relying on staff time, as there is no budget for research currently.  Any quantitative and qualitative data analysis tools may be used as long as they adhere to the Applied Research Policy and Procedure.

To assist with the selection of research subjects, the Management Team has drawn up a Research Statement that sets out several areas that they feel could benefit from applied research.

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King Edward VII College

Strategic Business Plan

2020 - 2022

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Executive Summary

Established in 2010, King Edward VII College is a Registered Training Organisation (RTO) that provides training to students in business and management.

Our principal purpose is to provide high quality training services to satisfy students’ needs.

Our training is nationally recognised and accredited to meet vocational and educational standards. Courses are designed by highly qualified staff with extensive industry and training experience to achieve teaching and learning excellence, flexibility and personal satisfaction.

We draw on our established relationships with industry and other stakeholders to ensure our courses are appropriate to the demands of our clients and consistently meet their expectations.

Quality is maintained in compliance with the national VET Quality Framework and through our continuous improvement system.

A key objective is to develop the required knowledge and skills for clients to be job ready and competently undertake their chosen role in a wide range of business areas.

Mission

King Edward VII College provides high quality industry training that engenders participation and achievement.

Strategic Objectives

1. To be a leader in vocational education and training
2. To be a leader in innovation in the vocational education and training sector
3. To establish and maintain high quality infrastructure supporting clients and staff
4. To be well led, high performing, profitable and accountable
5. To develop our people and resources

Values

The core values underpinning our activities are:

* Sustain excellence in training and assessment.
* Promote innovation across all of our business operations.
* Be a collaborative and caring community.
* Embrace difference and diversity.
* Demonstrate integrity and equality of opportunity in all activities.
* Operate with openness and accountability.

Overview

This new business plan reflects our approach to the coming years. We commenced operations in 2010 with relatively low student numbers which then increased significantly.

We do not expect these numbers to increase significantly over the period 2020 – 2022 as we are currently nearing capacity in our Melbourne and Sydney campuses.

We also expect stable costs for our existing campuses with no major increases expected. However, there will be significant financial investment required for the new campuses.

Resourcing

Financial

Due to the success of the College to date, there are significant cash reserves to fund the new campuses, plus general initiatives, including quality training and assessment and continuous improvement and innovation.

Staffing

Regarding staffing, existing staff will perform key functions across the new campuses such as human resources and marketing. They will also perform any new functions arising such as responsibility for quality and innovation.

Operational Objectives

The following identifies the operational objectives we plan to achieve in pursuit of our strategic objectives.

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| --- | --- | --- |
| **2020** | **Priorities** | **Key performance indicators** |
| July | Improve web site information to attract more students | 10% increase in students by June 2021  Improve market share by 5% |
| September | Conduct annual internal audit | Audit conducted, and continuous improvement identified |
| October | Develop and implement a cultural sensitivity and awareness program for staff | All staff trained in cultural awareness |
| December | Staff performance reviews | All staff performance reviews conducted |
| **2021** | **Priorities** | **Key performance indicators** |
| January | Identify staff required for new campuses | Staff recruited and in place |
| January | Provide information sessions showcasing the College (existing campuses) | Identify at least 50 potential sign ups |
| March | Develop online learning for all courses | All courses offered online by end 2021 |
| July | Conduct annual internal audit | Audit conducted, and continuous improvement identified  Increase student numbers by 12% by June 2021 |
| November | Staff performance reviews | All staff performance reviews conducted |
| **2022** | **Priorities** | **Key performance indicators** |
| February | Undertake scoping study for possible offshore campus | Scoping study completed by June 22 and decision made as to whether to proceed |
| July | Conduct annual internal audit | Audit conducted, and continuous improvement identified |
| November | Staff performance reviews | All staff performance reviews conducted |

The Market

Market characteristics & conditions

King Edward VII College has two broad segments to its target market consisting of people wishing to gain entry to the industry, as well as people already working in business and management who want to formalise or develop their skills.

Workforce needs for this sector have been identified as the need to develop an adaptive, responsive and diverse workforce, keep up with technology and to build effective leadership and management skills.

This has informed King Edward VII’s choice of course delivery.

We also intend to capitalise on market needs for delivery of blended (classroom and online), as well as online courses.

There are many training providers in our sector and King Edward VII seeks to offer a point of difference through our competitive pricing structure, innovative teaching methods and state of the art facilities.

Although we will be setting up new campuses in Brisbane and Adelaide in mid 2021 and commencing in the new financial year (July 1) we expect these to be loss leaders initially. Our main aim is to build our brand. We do not expect there to be more than 50 students in each campus in the first year, as these locations are less popular than Sydney and Melbourne but are important for building our brand.

Situation Analysis

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| **Strengths** | **Weaknesses** |
| * Price, value and quality * Clear understanding of student requirements * Delivery mode suitable for client requirements * High quality learning & assessment materials * Committed to quality ethical practice * Ability to adapt to changing market conditions * Effective and practical policies and procedures * Competitive pricing * Friendly organisational culture * Level of available finance for investment | * Focus on business and management courses only * Substantial investment in Brisbane and Adelaide meaning large financial outlay * High staff turnover of trainers * Lack of diversity in workforce |
| **Opportunities** | **Threats** |
| * Potential for offshore delivery * Target market experiencing growth * To target other States and Territories * Current portfolio of courses popular in target markets * Potential to apply for Government funding * Explore innovative processes and product offerings | * Changes in Industry/ Government legislation affecting students * Adverse effects of government policies * High level of competition * Other RTO’s bad/ malpractice creating poor perception of training providers to clients * Predicted uncertainties in the world economy impacting level of demand for training * Low price competitors * Failing to satisfy clients demands |

Marketing Strategies

Potential students make their decisions based on the reputation of the organisation, quality of courses, pricing, employment options and personal recommendations amongst other factors.

Our strong vocational emphasis and continual industry consultation will ensure our courses are appropriate to develop the skills and knowledge currently demanded by employers and students.

Our market decisions are based on extensive and continuous market research, targeting market segments and clients within industry. We collect our data from a variety of sources including current and potential clients, VET and business sectors, competitors, media and government along with many other sources.

We plan to develop our market share by:

* Offering online and blended learning
* Providing face to face information sessions
* Improving our web site
* Continually improving the quality of service given to clients’ pre-enrolment, during course delivery and through the provision of support services while remaining price competitive
* Focusing on the provision of courses required by industry
* Maintaining effective communication channels with all stakeholders to ascertain industry requirements and then develop products and manage services accordingly
* Continually improving communication channels with all our stakeholders, ensuring a flow of timely and accurate information to facilitate effective planning and decision making
* Consistently satisfying individual client needs and demands at the same time as developing the knowledge and skills required by industry
* Targeting identified growth markets with planned, market appropriate campaigns employing a variety of promotional strategies and advertising mediums
* Offering attractive fee structures to our clients
* Continually improving the skills, knowledge and effectiveness of King Edward VII College through our commitment to training and development
* Regularly reviewing the effectiveness of all our operations and making improvements when and where necessary.

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Introduction

King Edward VII College is committed to supporting ongoing research into all aspects of its operations in order to meet the ongoing objective of being a respected learning organisation. We are also committed to research into leadership theories, methodologies and strategies in order to develop our internal learning and those of our clients.

Priorities for research include:

* Analysis of industry specific industry trends, statistics and issues to identify opportunities for the company’s growth and to develop its learning capacity.
* Collection of data to assist in informed decision-making in all areas of the business.
* Risk management methods to assist in managing current and potential risks.
* Overcoming obstacles to WHMS implementation.
* Cutting edge employment and recruitment procedures.
* Analysis of strategies, policies, practices, or work processes developed and implemented and to assess their effectiveness and the need for change.
* An evaluation of methods used to support student learning.
* An evaluation of the College’s physical environment’s impact on learning.
* Application of theories that relate to dynamics within the workplace, employee performance and development.

Organisational learning strategy

Introduction

This organisational learning Strategy sets out the learning and development strategies that will be implemented by King Edward VII College in the period 2019 to 2022. It supports the achievement of the goals set out in the company’s Business Plan. It has been developed in consultation with the company’s management and staff. It has been approved by Senior Management, who is also responsible for implementing this Strategy.

Purpose

This strategy is part of the King Edward VII College’ strategic planning process. Its purpose is to link the management and staff’s learning and development activities with the company’s business needs and to establish priorities, procedures and plans for the relevant activities and resources.

Learning and development supports the achievement of the company’s strategic goals and Human Resources objectives by ensuring that management and staff have the know-how and expertise to achieve them.

Commitment

King Edward VII College is committed to ongoing training, up-skilling and development of its management and staff to ensure that the company maintains its competitive edge in the marketplace. This commitment is part of the company’s long-term policy of supporting the development of staff there by enhancing the level of individual’s core workplace skills, which will be reflected in the improved performance of the whole organisation.

Communication procedures

The development and implementation of an effective evaluation system is an important element in organisational learning programs. This determines how effective the learning and development has been at enhancing individual and company performance and if the investment is justified. The information generated from the evaluation should be used to make adjustments to the program or to decide whether it should continue in its current format.

The communication and consultation process requires an initial, two-hour meeting will be held with each member of management and staff.

There would then be ongoing, weekly staff meetings to discuss the strategies and their implications.

Longer term communication will be in the form of an online newsletter or blog.

Training and education should be discussed during every employee’s annual review, carried out by their line manager. They should be asked about the learning opportunities that they have taken advantage of during the year and what they need, and plan to do, over the year to come. These sections of the review should be collated by the Human resources department to enable effective, ongoing, comparative assessment of whether King Edward VII College’ organisational learning targets are being met.

Strategies

Recognising that organisational learning and development is multi-faceted, our approach will be to combine some or all of the following:

| **Strategy** | **Flexibility** | **Timeline** | **Resources** | **Responsibilities** | **Performance indicators** |
| --- | --- | --- | --- | --- | --- |
| Write a Learning and Development Policy and Procedures | Can be revised as often as necessary | Within one week | None required | General Manager and HR Manager | Completed Learning and Development Policy and Procedures |
| On the job learning | Timing and personnel matching can be altered as required. | Formal program ready within 2 months. | None required | General Manager and HR Manager | All new staff members provided with on the job learning opportunities during their induction period. |
| Self-directed learning | Staff can research and establish the learning that interests them and benefits the company. | Staff can begin researching immediately | None required | Individual staff members  HR Manager to collate data | All staff taking part in at least two self-directed learning opportunities per year |
| Deployment | Deployment can be stopped or changed at short notice. | Formal program ready within 2 months. | None required | General Manager and HR Manager | All requests for deployment opportunities are followed through |
| Group learning | Team membership can be altered as the situation allows | Formal program ready within 2 months. | None required | General Manager and HR Manager | Interdepartmental learning groups established with every staff member assigned to at least one. |

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Introduction

Grow Management Consultants is committed to supporting ongoing applied research into all aspects of its operations in order to meet the ongoing objective of being a respected learning organisation.

We realise that following old policies and practices is not an option in an age of rapid social, economic, cultural, and environmental changes taking place globally, so we encourage applied research that helps us to run our organisation in a better way.

We are also committed to research into leadership theories, methodologies and strategies in order to develop our internal learning and those of our clients.

Scope

This document has been developed to guide applied research that is carried out on behalf of the College.

These Policy and Procedures apply to all employees.

Procedures

Applied research carried out at King Edward VII College should be carried out observing the following steps.

1. **Select, define, and gain approval for the research project**

Articulate which problem or opportunity the research is meant to address.

Define what the goal and objectives of the inquiry are.

Clarify the logistics: define what the constraints are within which the research will be carried out.

All research projects carried out by King Edward VII College employees are to be assessed and authorised by the organisation’s CEO prior to commencement.

1. **Review existing information**

Learn as much as possible about the research problem, goal, and objectives in a short period of time. This will help clarify the research goals and objectives. It can save you from spending time on inappropriate problems or questions that may have already been answered elsewhere.

The following are commonly used sources of information:

* Reports and administrative documents
* Academic literature review
* Researching better-performing competitors
* Interviews.

1. **Plan research methods and tasks**

Research methodology is a plan of your research tasks that describes how you will answer your research questions. The methodology includes the sampling, data collection and analysis that you will use.

A research project’s methodology can be established by adhering to the following steps:

1. Select the design framework (experimental or descriptive) you will be using.
2. Specify the information needed to answer each research question.
3. Identify data sources for each piece of information needed.
4. Specify how you will sample the data that you collect from the sources.
5. Decide on data collection methods. Combining data collection methods, piloting them, and/or modifying them in advance can produce better quality data.
6. Design data collection instruments, forms, questionnaires and procedures corresponding to each data collection method.
7. Identify data analysis methods and tools for qualitative and/or quantitative data as relevant (use best practice tools and software to assist you).
8. Plan how you will address validity and reliability issues.
9. **Collect data**

Data should be collected as set out in step 3.

It should be recorded in a manner that enables efficient analysis

1. **Analyse and report on data**

Your analysis methods and tools will depend on the data that has been collected.

Data analysis should be carried out as set out in step 3.

Your data analysis should include:

* Identifying patterns in your findings
* Comparing patterns, or trends, across different research questions and/or data collection methods
* An interpretation of your findings in the light of your initial question(s)
* Draw practical recommendations from the data and analysis

Record and present your findings in a form that is easily understandable to the intended audience. This should be in any written format. We value creativity and give the researcher the freedom to choose how they record and present.

Learning and Development Policy and Procedures

Introduction

King Edward VII College is committed to be a great place to work and to learn. Personal and professional development for all staff is a key element in developing the company and its workforce to meet the future challenges

King Edward VII College is committed to continually improving the opportunities available to staff to help them reach their full potential.

Purpose

This Learning and Development Policy and Procedures describes the responsibilities of staff and their line managers in implementing the company’s Organisational Learning Strategy. It is intended to guide all employees in meeting their individual learning and development requirements and responsibilities.

Duties and responsibilities

Staff are required to:

* Discuss their learning and development achievements, progress and needs at annual performance reviews and one to one meetings throughout the year with their line manager
* Agree to an annual personal development plan with their line manager
* Be proactive in accessing and attending learning opportunities available
* Complete all elements of study days and courses, providing feedback on the quality and effectiveness of these
* Provide evidence of learning at annual performance reviews

Line Managers are required to:

* Ensure that all staff have equal access to learning and development opportunities.
* Hold regular discussions and reviews with staff on their learning and development progress
* Collaboratively develop an annual personal development plan with all staff
* Provide support to staff to meet their plan
* Ensure the release and attendance of staff for mandatory training.
* Collate education and development information from staff performance reviews for HR records
* All Managers must undergo training to ensure they have the skills and knowledge to undertake effective annual staff performance appraisals and performance reviews and support staff in constructing a personal development plan

Procedures

Identifying Learning and Development needs and opportunities

Both the line managers should prepare for the annual performance review by reflecting on the quality of their work and how this could be improved.

Specific goals should be linked to available courses or other educational opportunities.

Each prospective learning and development activity should have the approval of both line manager and staff member.

Study leave

All staff should be given enough time off to attend mandatory training, minimum essential professional requirements, continuous professional development and role essential requirements.

Study leave should be requested in writing. An email to the line manager is adequate for this purpose.

Study leave is granted at the discretion of the line manager and will only be allowed if mandatory training requirements have been fulfilled.

For study leave to be considered, the learning must meet one of the following criteria:

* The activity has been approved as part of a personal development plan
* It helps meet the King Edward VII College’ strategic aims and objectives
* The learning is essential to enable the employee to carry out their duties

Funding

If employees require funding for external study opportunities, books or course materials, they must obtain the approval of their line manager.

Privacy policy and procedures

Scope

This privacy policy outlines how Kings College protects and handles personal information in accordance with its obligations under the National Privacy Principles (APPs) contained in the Privacy Act 1988 (Cth) (Privacy Act).

1. **Collection of information**
   1. Kings College collects personal information relating to individual creators, publishers, licensees and IT professionals as part of the normal course of its business.
   2. Where possible, Kings College collects personal information directly from the individuals themselves.
   3. Third party collection: Kings College may also collect personal information from third parties in accordance with the requirements of the APPs, including:

* From other rightsholders of a work, including the publisher. This is restricted to information which will assist in member recruitment or payment to rightsholders, such as contact and entitlement information. If Kings College cannot collect that personal information from other rightsholders, its ability to efficiently recruit and pay rightsholders will be restricted;
* Kings College has agreements with similar organisations in other countries that enable the use of foreign text and images in Australia, and the collection of fees and royalties for the use of Australian works overseas and may collect information in this process;
* From the public domain from third party sources such as social networking services, industry directories, industry guides, and the Internet; and
* Through purchased mailing lists and business database lists which are used for sending Kings College marketing material, where recipients have consented to receiving such communications or it would be reasonably expected of us to use or disclose the information for that purpose.
  1. Websites and online services: a variety of information is collected by users of our Websites and online services.
  2. Emails and electronic forms: our servers may record an email address if a message is sent online. An email address will only be used for the purpose for which it has been provided and it will not be added to a mailing list or used for any other purpose without consent.
  3. Google Analytics: Kings College uses Google Analytics to collect data about users’ usage and behaviour on Websites. This information is used to improve the Websites and is not used by Kings College to personally identify users of the site. All tracked data is anonymously collected in accordance with Google Analytics’ privacy policy. Refer to Google’s privacy policy for further information: http://www.google.com.au/policies/privacy/
  4. Cookies: Kings College uses session ‘cookies’ to help analyse how users use their Websites. The cookie-generated information generated about the use of the website (including IP address) will be transmitted to and stored by our service providers on servers hosted in Australia. By using our website, users consent to the processing of data about them in the manner and for the purposes set out above.

1. **Anonymity**
   1. We provide the option for individuals to not identify themselves, or of using a pseudonym when dealing with us. In some circumstances, if a choice is made not to provide the information requested we may not be able to provide certain services.
   2. We do not provide this option in circumstances where it is impracticable to do so or where Kings College is legally required to deal with identified individuals only.
2. **Use and disclosure of personal information**
   1. Kings College uses and discloses personal information for the primary business purposes for which it is collected (set out above) and related management purposes.
   2. Kings College uses and discloses personal information for any other purposes to which consent has been given.
   3. Kings College will not otherwise use or disclose personal information without consent being given unless otherwise required or authorised by law.
   4. Subject to the requirements of the APPs, Kings College may also use and disclose personal information for any other related purpose that one would reasonably expect the information to be used or disclosed.
3. **Marketing material**
   1. Kings College may use personal information, from time to time, to send to marketing material that we consider will be useful, or other material about our activities.
   2. Kings College will only do this if we collected the information and one would reasonably expect us to use or disclose the information for that purpose, or if consent has been given to receiving such communications.
4. **Personal information storage and security**
   1. Kings College takes reasonable steps to protect personal information from loss, unauthorised access, modification, disclosure, interference or other misuse. These steps include electronic access restrictions for electronic files that contain personal information, securing paper files containing personal information in locked cabinets and physical access restrictions.
   2. Once collected, Kings College holds personal information in a number of different formats, including on servers (located both onsite and offsite, including in the cloud), databases, filing systems and in offsite backup storage.
   3. Kings College only retains personal information for as long as it is required for its business purposes or for as long as required by law. Any information that we no longer require is destroyed securely. An exception to this may be retention of the information for data analysis. However, if this occurs, the information will be retained in a form that does not allow you to be identified from that information.
   4. Kings College undertakes not to disclose your personal information in any manner that would be considered direct marketing.
5. **Digital security**
   1. Input devices such as thumb drives or other external memory devices should only be used if they come from a trustworthy source.
   2. Before opening a thumb drive folder, ensure that a malware scan is run on it.
   3. Files that are to be modified should first be saved to the computer’s desktop and the thumb drive ejected before beginning work on the files.
   4. All files should be saved to the relevant folder, and not left on the desktop.
   5. Back up of data should be performed at the end of every week. The data should be backed up onto an external memory device, which will be stored in the security cupboard in the Administration office.
6. **Internet security**
   1. A mailbox should be created for each email sender so they can be accessed efficiently.
   2. Before logging off from your inbox, ensure that it is empty. All emails should be placed in their sender’s mailbox.
   3. Suspicious or potentially dangerous emails should be deleted immediately. Attachments should not be opened.
   4. Personal emails should not be opened at work, or on King Edward VII College’s computers. If an email of a personal nature is received on a King Edward VII College’s email address, forward it immediately to a private email address, and open it outside work. Delete the original email from the inbox once it has been forwarded.
   5. Returned email should be examined to ensure that the address in correct. If in doubt as to the correct address, contact the source of the address and ask for verification.
   6. Email attachments should only be opened if they come from a trusted source. Attachments are to be stored and sent only as pdf, Word, PowerPoint or Excel files. If trustworthy emails are received in other formats, they should be converted before filing.
   7. New staff must be assessed on their email competence by their manager before they are given access to their company email address and access to company files. This assessment is to be carried out on an external email account.