

Strategy 2023-2026

Building a nationwide culture
of entrepreneurialism and
shared prosperity



Acknowledgement of Country

SSE acknowledges that Aboriginal and Torres Strait Islanders are the First Peoples and Traditional Custodians of the lands and waterways of Australia and the oldest continuing culture in the world. We pay respect to Elders past and present, as the original storytellers, innovators, and place-makers and together, celebrate the traditional sovereignty of these lands, which has never been ceded.

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“Australia’s future depends on all its people, whoever and wherever they are, being enabled to successfully engage in beneficial lifelong learning”

The Best Chance for All: Student Equity 2030 —
A long-term strategic vision for student equity in
higher education (Kift, Zacharias & Brett, 2021).

Foreword

SSE's Strategic Plan 2023-2026 ('Strategy 2023-2026') commits to building a nationwide culture of entrepreneurialism and shared prosperity. It presents the principles that underpin the core business of SSE and reinforces SSE as a values-based organisation serving culturally diverse, progressive, and fast-growing regions, precincts, and districts, forging multi-sectoral connections, cohesions, and collaborations to drive innovation and expand entrepreneurial mindsets.

SSE believes that all people should share in and be given a chance to contribute to the prosperity of our times, and our programs help build the skills that deliver a positive impact on people, places, and planet.

Our growth and transformation are pursued in service of our diverse communities and stakeholders and in recognition of the challenges they face. We deliver entrepreneurial education to unlock the untapped potential of more individual learners and promote their capacity for self-determination.

Strategy 2023-2026 is framed by our values of Excellence, Equity, Innovation, Diversity, and Collaboration. These values define what we do, how we do it, and why, and are guided by our core principles of sustainability, transformation, and connectedness.

The goals of this Strategic Plan will be achieved by focusing on the people and culture of our workplace, strengthening the learner experience, prioritising collaborative learning and place-based initiatives (with a focus on First Nations partnerships), and pursuing regional and (inter)national engagement. With the growth and expansion of urban areas, burgeoning regional areas, and multi-sectoral innovation districts, SSE's strategy is to help improve prospects for all people.

Our staff, learners, and partners co-create educational experiences and programs that inspire transformation in their communities and the spaces in which they live and work. At SSE we believe that building skills and capability are essential attributes for improved economic dynamism and knowledge-intensive jobs growth.

As we look to the next 3 years and beyond, we want our work to be more compelling and deliver more positive impact than at any other time in our history. Strategy 2023-2026 defines our future direction and priorities, and commits us to shared values, principles, and actions.

Because we know that we will always achieve more together, we are actively seeking partners to help deliver more, better opportunities and improved outcomes for more Australians.

Our Vision

Driven by a belief that entrepreneurship is a powerful catalyst for change, we aim to unlock the potential and talent of more people from different backgrounds to create a better future for all Australians. At SSE we see a world where every Australian is empowered with the skills, capability, and learning opportunities to overcome barriers to employment and education.

Our Mission

SSE's mission is to build a nationwide culture of entrepreneurialism and shared prosperity.

Our Beliefs

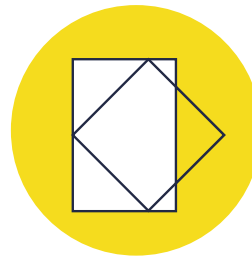
- Recognition and respect for Aboriginal and Torres Strait Islander peoples and their diverse knowledge systems
- Building collaborative, inclusive, and innovative communities
- Leading with excellence and empathy
- Commitment to our communities, and connecting locally and globally
- Promoting the primacy of the learner experience
- Environmental, enterprise, and social responsibility

Our Values

Excellence



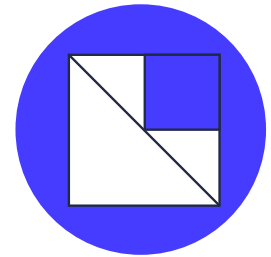
Innovation



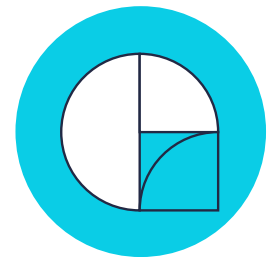
Collaboration



Equity



Diversity



Strategy Enablers

SSE's enablers set out the elements required to unlock and make possible the strategic imperatives embodied in Strategy 2023-2026. These enablers encapsulate our values and help to guide sustainability.

Our people

SSE fosters an environment to nurture resilient, creative, and high-performing personnel who lead with vision, curiosity, empathy, and integrity. We are a team of innovative problem-solvers and change-makers. We are open collaborators and great partners.

Data, systems & technology

SSE's innovative, client-centric processes, technologies, systems & practices are embedded within a culture of continuous improvement and informed by data insights. They deliver enhanced efficiencies, improve our teaching and learning environments, as well as the student experience, and they enable our capacity to expand our reach and impact, and customise to our learners' needs.

Collaboration & connectedness

SSE is recognised for mutually beneficial partnerships, and service that delivers impact to partners and their communities. Our programs are co-created in embedded settings, and we are expanding our (inter)national engagement and forging new partnerships and networks in key areas. We collaborate with First Nations peoples, regional and national communities, and those historically under-served to contribute to advancing economic and social prosperity and wellbeing for more people.

Financial management

Our financial stability and sustainability are the platforms for our success. Strong budget and financial management, underpinned by integrity, good governance, and great partnerships will support SSE's financial sustainability and grow our future.

Our Values

Our values acknowledge Aboriginal peoples as the custodians, carers, and traditional owners of the lands and waters of Australia. Our **values** define who we are and what we inspire in each other, and represent a commitment to each other, our learners, partners, and communities, locally and globally. They are lived and embedded in our practice, philosophy, and engagement.

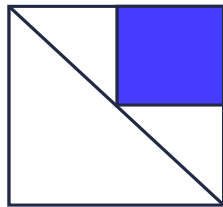
Excellence



We demonstrate a shared focus on excellence and value creation across all areas of our business and people.

We prioritise a culture of innovation, ambitious goal-setting, and continuous improvement to ensure we create the best experience possible for our community.

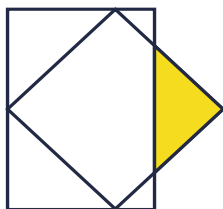
Equity



We are committed to widening participation and safeguarding equity, diversity, and inclusion, with empathy.

This approach promotes inclusive learning, teaching, and decision-making, and creates more opportunities for success.

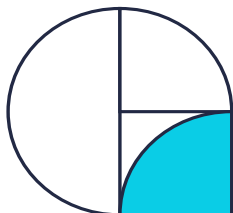
Innovation



We commit to generating innovative solutions to complex problems and work to deliver best-in-class entrepreneurship education.

Our programs are future-focused and emphasise the power of an entrepreneurial mindset to drive positive impact on people, planet and prosperity.

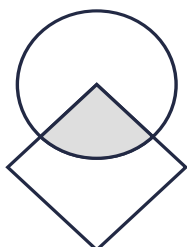
Diversity



SSE is founded on a diverse and inclusive culture of participation, community, and leadership for good.

Our places and practices – physical and digital – are safe, inclusive, and designed to enable success at all levels.

Collaboration



We build enduring partnerships through a connected and motivated community of entrepreneurs, innovators, and enablers to foster capability and transform lives.

We will make a measurable difference to the wellbeing, prosperity, and culture of the communities with which we engage.



Strategic Priorities

SSE is committed to building a nationwide culture of entrepreneurialism and shared prosperity; building the skills and learning opportunities that deliver positive impact on people, planet, and prosperity. To achieve this, Strategy 2023-2026 – underscored by our values, beliefs, and enablers – focuses on 4 key priority areas.

- 1. Education and Learning**
- 2. People, Partnerships, and Place**
- 3. Equity, Diversity, and Inclusion**
- 4. Sustainability**

Strategic Priority 1

Education and Learning

High-quality teaching, practice, performance, engagement, and outcomes through an equity lens to build and deliver relevant entrepreneurial education and customised engagement.

We will become a valued, globally-recognised partner and provider of industry-relevant entrepreneurial education.

SSE has a proud history of serving the diverse regions of New South Wales (NSW), with a growing national and global network of connections. We are committed to high-quality teaching, practice, performance, engagement, and outcomes, and use a specific equity lens to build and deliver relevant and recognised entrepreneurship education, and to customise engagement.

SSE is recognised as providing and enabling pathways to equitable access to quality, relevant skills development and dynamic lifelong learning, employment, and improved wellbeing. We deliver transformative education and learning experiences through innovative teaching and proactive, customised engagement, collaborating to develop regional places into smart, connected communities.

SSE is an integral part of the fabric of NSW's innovation ecosystem, and an engaged, collaborative contributor to positive transformation across the regions, as well as increasingly expanding its national and international engagement and networks. This expansion brings greater depth, experience, and connectedness to our teaching practices and learning outcomes.

To realise this Strategic Priority (SP), we will:

- 1.1** Use an equity lens to build and deliver relevant and recognised entrepreneurship education and customised engagement to help more individuals develop the skills that are needed now and in the future, and which inspire lifelong learning.
- 1.2** Enable pathways and transitions between life stages, and to help bridge the gap between secondary and tertiary education.
- 1.3** Strengthen our engagement culture and capability, cultivating partnerships that deliver mutual value and shared goals, knowledge sharing, and community to drive a nationwide culture of entrepreneurialism and prosperity.
- 1.4** Leverage our identity and build our global reputation – physically and virtually – by building our leadership in and across the regions and innovation districts, and expanding our presence across and beyond Australia, identifying opportunities for convergence and collaboration.
- 1.5** Extend the use of SSE's facilities by creating tangible opportunities for the broader ecosystem to better engage with SSE through our physical and virtual spaces.

Goal 1

Measures: M1, M2, M8, M9

By 2026, we will transform the understanding and application of entrepreneurialism in Australia. We will become a globally recognised and highly valued partner and provider of industry-relevant entrepreneurial education. We will co-design and co-deliver educational experiences that unlock a diversity of talent, build capacity and technical skills, and inspire lifelong learning to help drive career success and job creation for a sustainable future.

Strategic Priority 2

People, Partnerships, and Place

Strengthening our shared focus on excellence, empowerment, and mutually beneficial partnerships.

We will build an independent not-for-profit, centered on a collaborative partnership model with a B2B and B2G focus.

We are building a cohesive, inclusive culture that attracts, retains, and empowers an exceptional, diverse, and dispersed workforce, and partnership network committed to high-quality teaching, practice, performance, engagement and outcomes, and which reflects our values and principles.

SSE is Sydney in name only; our approach is proudly national, with global relevance and recognition. SSE aims to transform the way we think about place, space, community, collaboration, and value creation in Australia and beyond.

We know that people thrive when they are empowered, connected, and given opportunities to succeed. At SSE, we believe that 'it takes a village to raise an entrepreneur', and that 'you can't be what you don't see', so we are committed to strengthening partnerships locally, nationally, and globally.

SSE is an integral part of the fabric of NSW's innovation ecosystem and a contributor to transformation across the regions. This expansion brings greater depth, experience, and connectedness to our endeavours.

To realise this Strategic Priority (SP), we will:

2.1 Nurture engaged and mutually beneficial

partnerships that contribute to high-impact outcomes, and deliver value for partners and communities

2.2 Track and measure mutual value (beyond economic value) of staff engagement and external partnerships through our Engagement Framework and other evaluation tools

2.3 Build a connected culture empowered by people, driven by data and informed insights, and supported by exceptional operational structures, technologies, and systems that enable excellence across all areas

2.4 Build our leadership and reputation for collaboration with partners nationally and overseas

2.5 Increase the number of partners who co-create, co-design, co-educate and mentor SSE programs

2.6 Engage with communities to ensure our programs, practice and principles are connected to and contribute to the needs of the communities we serve

2.7 Establish advocacy groups to support and champion SSE activities

2.8 Provide sustainable, safe, respectful, and supportive physical and virtual spaces to enable success for our communities and SSE.

Goal 2

Measures: M1, M2, M4, M5, M6, M7, M9

We are recognised as an outstanding partner and exceptional collaborator, delivering positive impact for and with our communities and partners through social, economic, cultural, and place-based transformations. Our professionalism, quality of work, innovative mindsets, adaptability, and openness to new ideas are valued qualities that invite investment, funding, profile recognition, and advocacy. SSE will expand its design and delivery of learning experiences with more diverse communities, create more multi-sectoral partnerships and points of convergence, and innovate our internal practices and operational frameworks to support efficiencies, sustainability, and reputational positioning.

Strategic Priority 3

Diversity, Equity, and Inclusion

Supporting an inclusive culture that reflects the growth and transformations made possible through more diverse voices.

We embrace diversity, equity, and inclusion as core to our success.

SSE acknowledges First Nations peoples as the original custodians of the many lands upon which we live, work, innovate, and learn. We honour and value the voices of First Nations peoples and we are informed, guided, and improved by their leadership, scholarship, knowledge, and practice.

At SSE, we believe that equity, inclusion, and diversity are matters of fairness as well as drivers of innovation and prosperity. SSE commits to enhancing the lives of our people, learners, partners, communities, and collaborators by embedding equity, empathy, excellence, and opportunities for success at the core of our practice. We believe that all people should share in and be given a chance to contribute to the prosperity of our times, and actively encourage participation in our programs from learners from historically excluded and under-represented backgrounds.

SSE's people, partners, and learners are geographically dispersed and demographically diverse, but our shared values and dedication to leading with excellence and empathy foster cohesion and connectedness.

We support an inclusive culture for our staff, learners, and partners, that is reflective of the growth and transformation made possible through engagement and collaboration with diverse opinions, ideas, circumstances, and experiences.

To realise this Strategic Priority (SP), we will:

- 3.1** Apply an equity lens to our decision-making, recognising and learning from the cultures, contributions, and achievements of First Nations peoples
- 3.2** Collaborate to co-design programs that are inclusive and personally transformative
- 3.3** Demonstrate commitment to achieving diversity in the composition of our learners, staff, and partners through inclusive practices
- 3.4** Actively encourage, value, and learn from the intercultural competency skills of students, colleagues, partners, and stakeholders and commit to a shared appreciation of how diversity improves everything we do
- 3.5** Provide sustainable, safe, respectful, and supportive spaces to enable success
- 3.6** Commit to ensuring a greater diversity of learners succeed through SSE's efforts

Goal 3

Measures: M3, M4, M5, M6, M8, M9, M10

As a globally-recognised provider of entrepreneurship education, we will provide greater access and participation for learners from historically excluded and under-represented backgrounds, notably First Nations Australians, young people, women and girls, regional & rural Australians, and CARM groups, in particular those from low socio-economic backgrounds. SSE will expand its collaborative design and delivery of learning experiences with more diverse communities, ensuring that more diverse voices inform our practice.

Strategic Priority 4

Sustainability

Pursuing environmental, social, and economic sustainability through our teaching, research, engagement, operations, policies, and built environment.

We will develop a shared focus on sustainability.

SSE is committed to working responsibly as we pursue environmental, social, and economic sustainability through our teaching, research, engagement, operations, policies, and built environment. Our commitment to sustainability will be assessed through our contribution to the United Nations 2030 Agenda and its 17 Sustainable Development Goals (SDGs), notably poverty and gender equality. Through our teaching, research and innovation, engagement and outreach, operational efficiency, and the use of our built environment, SSE will report progress on the criteria goals for SDG 3, SDG 4, SDG5, SDG 8, SDG 9, SDG 10, SDG 11, SDG 12, SDG 17.

To continue to deliver impact and value to our communities, SSE's financial stability and growth is key. Financial sustainability will enable us to continue to create places that are accessible and equitable, and opportunities for convergence and connection, for all.

Our careful financial management and continuous improvement culture,

sustainable stewardship, and financial resilience are guided by governance systems that support and strengthen our infrastructure, systems, structures, and assets, and empower our people to lead with excellence.

To realise this Strategic Priority (SP), we will:

4.1 Foster and enable a collaborative culture of empowerment, accountability, and continuous improvement

4.2 Design policies, processes, systems, and services that are user-centered and insight-driven, and which embrace benchmarking to deliver sustainable, and high performance outcomes.

4.3 Achieve financial sustainability to ensure that we grow with the needs of our communities and achieve our mission

4.4 Design our practices and actions in ways that are committed to sustainability outcomes and a robust financial position

4.5 Commit to the United Nations 2030 Agenda and its Sustainable Development Goals (SDGs)

Goal 4

Measures: M1, M2, M5, M7, M8, M9, M10, M11

SSE is committed to sustainability in its broadest definition, and will be recognised as a sustainable enterprise with a robust financial position. Through program design and teaching, innovation, engagement activities, partnerships, and operational efficiency we will achieve financial stability by 2026.

We will expand our commercial revenue streams, developing alternative finance sources including sponsorship and high-value contracts, and will collaborate with like-minded partners to support of sustainability, amplify our impact and resilience, and demonstrate progress against the United Nations 2030 Agenda and its Sustainable Development Goals (SDGs).

Measuring Success

SSE will evaluate its success in realising the goals of Strategy 2023–2026 by measuring the extent to which we:

- M1.** Grow SSE’s brand profile and reputation for entrepreneurial education, partnerships, collaborations, and facilitating convergence
- M2.** Grow SSE’s reach in delivering quality entrepreneurial learning and application
- M3.** Increase the proportion of our learners who are from First Nations communities
- M4.** Increase the proportion of our learners who are from low socio-economic and historically under-represented groups, including young people, women, and Culturally and Racially Marginalised (CARM) communities
- M5.** Support the progression, retention, and success of our students
- M6.** Represent gender equity, diversity, and inclusion in our student body, enterprise culture, workforce, and processes and policies
- M7.** Improve the learner and partner experience through streamlined workflows, engagement, and participation enabled by technology and systems
- M8.** Deliver positive impact for and with our communities and partners through social, economic, cultural, and place-based transformations
- M9.** Expand the proportion of our programs and activities that are co-created with industry and community partners
- M10.** Recognise contributions to the United Nation’s Sustainability Development Goals (SDG) 1, 3, 4, 5, 8, 9, 10, 11, 12, 17
- M11.** Demonstrate financial resilience and robustness by establishing sustainability and maintaining liquidity



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