



Strategic Plan

2026 – 2028

December 2025



Acknowledgement of Country

CVGT Employment acknowledges the Traditional Custodians of the lands on which our team members live and work. From the diverse lands of the Kulin nations, to the wonders of the lands of the Palawa people, to Latji Latji and Barkindji land where the sun always shines, and the First Owners of our corporate birthplace, the Dja Dja Wurrung Clans, and to the plains of the Wemba Wemba lands, the rivers of the Yorta Yorta, Wadi Wadi and Waveroo countries, we pay our respects.



FRONT COVER
Erin Aldous, CVGT Employment
Apprentice and 2025 Finalist for
the Women in Trades Award with the
Apprenticeship Employment Network (AEN).

Introduction

CVGT Employment is committed to creating meaningful opportunities and lasting change for individuals and communities. Our Strategic Plan 2026–2028 sets a clear direction for the next three years, ensuring we remain resilient, relevant, and focused on delivering greater impact.

Government reforms are reshaping the employment services sector, placing a stronger emphasis on accountability and measurable outcomes.

At the same time, labour market shifts and increasingly complex participant needs demand holistic, innovative, and personalised support. Digital transformation is redefining how services are delivered and evaluated, while competition continues to intensify.

Building on our strong community connections and proud status as a not-for-profit, this strategy positions CVGT to lead with purpose. It brings together our vision, values, and priorities to:

- **Empower participants** through tailored pathways to sustainable employment.
- **Strengthen communities** by addressing barriers and promoting inclusion.
- **Innovate service delivery** using data, technology, and partnerships to amplify outcomes.

Developed with input from our Board, Executive, staff, and industry experts, this strategy provides a practical roadmap to maximise CVGT's impact and deliver on our charitable purpose.

The need for change

The challenge we face: the operating environment

CVGT operates in a dynamic external environment defined by shifting government policy, evolving labour market demands, and increasingly complex client needs.

Factors influencing CVGT’s operating environment include:

Policy and funding landscape

Government reforms are shifting employment services from transactional contracts toward outcome-based, partnership-driven models.

Labour market and economic trends

Persistent barriers for disadvantaged cohorts and rising demand for new skills are reshaping pathways into work.

Social and demographic shifts

Increasing diversity and complexity of participant needs require holistic support and stronger employer engagement.

Technology and data

Rapid advances in digital tools and data analytics are redefining service delivery and accountability expectations.

Sector dynamics

A competitive, consolidating provider market is driving the need for differentiation through quality and cross-sector collaboration.

Our response: a holistic, long-term partnership model

CVGT aspires to build on its strong foundations and legacy by expanding its role as an organisation creating lasting impact for people and communities. There is an opportunity for CVGT to amplify its impact through enhanced service delivery.

CVGT’s new strategy will balance resilience and continuity with innovation and growth, to enable the organisation to fulfil its vision.

We will do this by:

- Delivering impactful, high-value services through technology-enabled, holistic support. Our holistic services, comprehensive assessment tools, and AI-assisted platforms will create personalised pathways that extend beyond job placement to sustained career development and wellbeing outcomes for people, employers, and communities.
- Strengthening our community impact by addressing the social determinants that influence employment success. Based on the internationally recognised World Health Organisation (WHO) Social Determinants of Health Framework, we will develop partnerships that tackle health, housing, education, financial security, and social inclusion—recognising that meaningful work depends on these interconnected factors.
- Building a sustainable organisation that can deliver long-term outcomes beyond traditional funding constraints. By investing in our people, improving our digital maturity, and diversifying our revenue streams, we create the organisational resilience needed to be a leader in the evolving employment and skills ecosystem.

CVGT Employment

CVGT Employment plays an integral part in the employment and skills ecosystem through our unique position, bridging the gap between government policy, employer needs, and individual aspirations.

As the employment and skills landscape evolves, our three distinct but interconnected roles enable us to create value for all participants in this ecosystem – from the people seeking meaningful work, to the employers building sustainable workforces.

Role

A values-driven, trusted partner

A respected organisation that works alongside people, employers, Government, and communities to create sustainable employment pathways.

Improving people's lives by building skills and confidence

Developing wraparound employment support and training that helps remove barriers, build confidence, and connect people to the networks and tools they need to thrive.

Connecting employers with the right people

Improving employment participation by connecting employers with the right people.

Our guiding principles are the 'North Star' for our Strategic Plan. They guide decision-making to achieve our strategic aspirations.

Guiding principles

Person-centred

We put people first, designing and delivering services around their needs and potential.

Social impact

We are committed to community impact and creating opportunities for under-represented groups.

Adapt and evolve

We stay relevant and responsive in a changing environment and are ready to respond to gaps in the market.

Holistic care

We view employment through the social determinants of health lens and tailor our services accordingly.

Excellence

We strive for consistency and quality across every program and service.

Positive partnerships

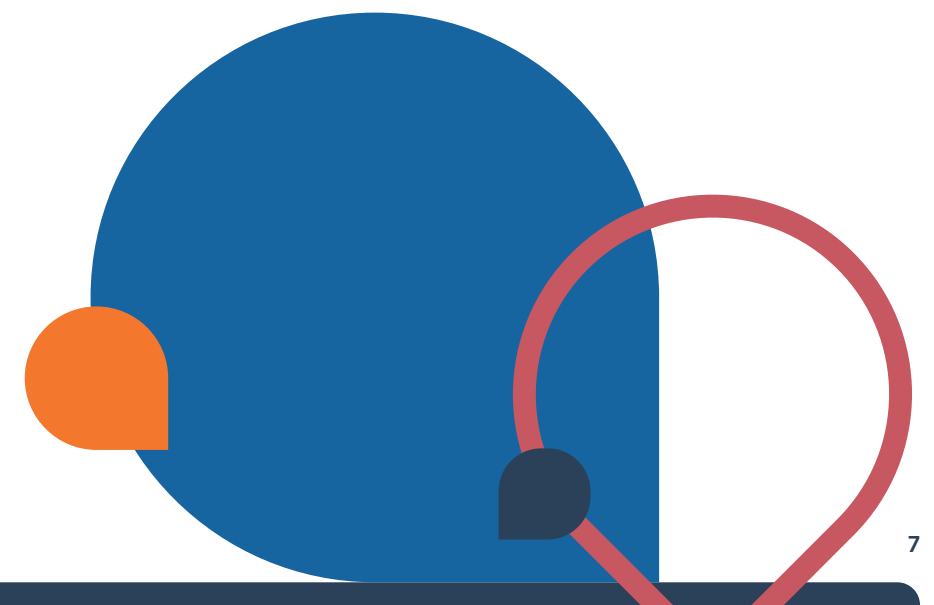
We intentionally collaborate with partners to amplify our impact.

Evidence-based

Data guides our effective service delivery to maximise our impact.

People powered

We invest in our people, culture and leadership to create a capable and diverse workforce.



Strategy overview

Vision

Creating opportunities for people to build brighter futures.

Purpose

Improving lives through inclusive pathways to meaningful employment.

Role

A values-driven, trusted partner

Improving people's lives by building skills and confidence

Connecting employers with the right people

Our values



BETTER TOGETHER

We work together and support each other to achieve our purpose.



COMMUNITY MATTERS

We take our responsibility seriously – to be an enabler of positive change.



GENUINE CARE

We take the time to understand people, as your priorities may differ from ours.



DO THE RIGHT THING

We look for ways to do the right thing, beyond just what we're required to do.



FIND A WAY

We see constraints as opportunities and believe in a world of possibilities.

Impact areas

01

Deliver impactful, valuable and innovative services

We will deliver employment support services through technology-enabled, holistic support that creates lasting outcomes for people and employers.

02

Lead with purpose to amplify community impact

We will address the social determinants that influence employment success through place-based partnerships and long-term customer relationships.

03

Create lasting impact through sustainable growth

We will build on organisational resilience and capacity to deliver on our vision over the long-term.

Impact areas

01

Deliver impactful, valuable and innovative services

We will deliver employment support services through technology-enabled, holistic support that creates lasting outcomes for people and employers.

By integrating AI, comprehensive assessment tools, and evidence-based interventions within the WHO Social Determinants of Health Framework, we deliver personalised pathways that go beyond job placement to sustainable career development.

What we will do to achieve this

Listen deeply to our workforce and stakeholders

- Co-produce services to ensure relevance, responsiveness, and stronger outcomes.
- Develop and test expanded service models and innovative delivery approaches, including early intervention and transition support, to meet evolving needs.

Enhance stakeholder experience through data and evidence

- Apply data, insights and feedback to inform service design and decision-making, ensuring continuous improvement.
- Identify and address market gaps by providing new services that reach those most in need and deliver positive impact.
- Utilise digital platforms to help deliver a consistent and efficient service, at scale.

Innovate our service offering

- Analyse participant and employer needs to provide tailored service offerings.
- Adapt services to meet the changing needs of employers and industries, ensuring alignment with current and future workforce demand.
- Modify support for different participant cohorts, including those at the point of transition into the workforce, so services are responsive to varying levels of need and circumstance.
- Strengthen service effectiveness by using labour market data and modelling to match people to opportunities more efficiently.

Lead with purpose to amplify community impact

We will address the social determinants that influence employment success through place-based partnerships and long-term customer relationships.

By connecting people to comprehensive support networks and maintaining strong partnerships with the broader ecosystem, we tackle the root causes that prevent sustainable employment and build stronger, more resilient communities.

What we will do to achieve this

Live our identity

- Refresh and strengthen CVGT's identity to reflect its purpose, values, and impact.
- Use brand and storytelling to build trust and connect with people, employers, and communities.

Build stronger partnerships

- Forge strategic partnerships and increase collaboration with employers, government, education and training providers, and community organisations to address the broader social determinants of employment.
- Foster long-term relationships with participants keeping them connected to CVGT.

Boost our social impact

- Strengthen CVGT's role in supporting underrepresented cohorts by creating inclusive pathways into work and training, including structured transitions from education to employment.
- Demonstrate and communicate CVGT's social and economic impact to communities, partners, education stakeholders, and funders.

Be a trusted voice contributing to the reform agenda

- Advocate for policies and practices that improve employment outcomes, work readiness and reduce barriers for disadvantaged groups.
- Position CVGT as a thought leader, trusted voice and research partner in shaping the future of employment and work readiness services.

Create lasting impact through sustainable growth

We will build our organisational resilience and capacity to deliver on our vision over the long-term.

By investing in our people, improving our digital maturity, and diversifying our revenue streams, we create the organisational resilience needed to be a leader in the evolving employment and skills ecosystem.

What we will do to achieve this

Create an adaptable and inclusive workforce

- Foster a diverse and inclusive workforce that values the life experiences and backgrounds of all employees.
- Create a culture of collaboration and knowledge-sharing where staff learn from each other to grow capability.
- Strengthen leadership practices to ensure responsive, transparent, and accountable decision-making.

Optimise operations through strategic business transformation

- Build organisational capability in data and business intelligence to improve insight and performance.
- Harness emerging technologies, including AI, to support decision-making and greater social impact.
- Adopt agile approaches that ensure timely responses to emerging need.

Innovate our services in line with our vision and financial goals

- Consistently deliver on contractual responsibilities while positioning CVGT as a high-performing provider of choice.
- Strengthen financial resilience by expanding services and diversifying income in alignment with CVGT's purpose and strategic vision.

Be a modern, fit-for-purpose governance culture

- Ensure governance structures and practices provide strong oversight, transparency, and accountability.
- Embed a culture of compliance, ethics, and integrity across all levels of the organisation.

Be an environmentally responsible organisation

- Reduce CVGT's environmental footprint through sustainable operations and procurement practices.
- Incorporate environmental responsibility into organisational decision-making and culture.
- Demonstrate CVGT's commitment to sustainability by aligning practices with community and sector expectations.



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