



Statement of Corporate Intent 2018

CHAIR AND CEO FORWARD



We are pleased to present South West Institute of TAFE's, Skills First 2018-2020 Statement Of Corporate Intent.

Our Board and Executive team have undertaken a comprehensive review of South West TAFE's strategic direction to ensure our organisation continues to exemplify the best qualities of a public TAFE and meets the Minister's objectives. The Board, as well as staff and external stakeholders, were all crucial participants in the review and as a result we have developed a clear and forward-looking plan that will lead our Institute to being a stronger TAFE, a better quality TAFE and a smarter TAFE. The foundation of our refreshed strategic direction is our purpose as a public TAFE and our organisational values. These values align with the Victorian Public sector values, including responsiveness, respect, integrity, leadership, impartiality, accountability, and human rights and form the basis upon which we will achieve our statement of expectations for 2018.

Victoria as the "Education State" is aspiring to become a knowledge society, where our citizens have a lifelong engagement in education and training, are agile, nimble and adaptable to the changing face of employment opportunities. We have a vision that sees all students reach their potential regardless of circumstance, background, place or abilities. The Victorian Governments "Skills First – A Vision for TAFE" recognises the distinct role that South West TAFE has as a public provider and recognises the importance of partnering with industry and Government on key economic priorities, leading the training system in excellence and innovation, providing essential life skills and support services and helping disadvantaged students and communities. Our Institute understands the critical role that we play in developing strong relationships with primary and secondary schools, Deakin University and other higher education providers, the LLEN's and ACFE providers to create pathway opportunities for every student in our region. These relationships will enable us to address local issues such as high youth unemployment, low levels of year 12 and equivalent attainment rates and provide opportunities to retain our next generation in our region where we have a stagnant population and an aging workforce.

Our Institute operates in a challenging, competitive environment both locally and globally, with students and employers having greater control and choice in a diverse education and training marketplace. Employment opportunities are changing rapidly in response to market forces, new technologies, changing demographic and emerging industries. Our Institute is responding to these challenges and opportunities by investing in industry engagement, identifying gaps between jobs and a skilled workforce, and evolving ways of effective, applied learning. It is critical that our Institute moves quickly to accommodate these major changes and through the continued engagement of our Skills and Jobs Centre we will deliver high quality, relevant education and training that is aligned with current and emerging skills needs and positions our students and industry for future success.

As a forward thinking Institute we are committed to addressing the social and economic needs of the region by collaborating with many like-minded organisations. Through the development of an Educational, Cultural and Arts precinct master plan we are encouraging co-location and the sharing of expertise, knowledge and resources that will result in a culture of collective impact. Our Institute is committed to creating an environment of life-long learning and the precinct will support our creative thinkers, inspire our future generations and support our students and industry partners.

The Board and Executive team appreciate the continued contribution that staff and stakeholders make to our organisation. South West Institute of TAFE is proudly the sum of our students, staff, community and partner organisations and as part of the broader Victorian Government's vision of "The Education State", we look forward to providing bright and exciting future focused education that creates a lifetime of opportunity and employability.

Felicity Melican
Board Chair

Mark Fidge
Chief Executive Officer

OUR AMBITION, PURPOSE & VALUES



Our Ambition:

Future focused education that creates a lifetime of opportunity and employability

What we do

We deliver a modern and fresh approach to helping generations develop the skills they need for the futures they aspire to.

Who we do it for

For the communities and industries of South West Victoria and beyond...in new and emerging markets.

How we do it

Collaboratively, cleverly, creatively and courageously.

People Focused

We put the customer first. We tailor our approach so every learner is successful and we exceed the expectations of every employer. We invest in our staff to keep them at the cutting edge of practice.

Quality and Excellence

We strive to exceed expectations.

We think BOLDLY and find ways of doing things better. Always. We aim to distinguish ourselves and stand out from the rest.

We act with integrity.

Innovation

We constantly seek innovation through: A dynamic approach.

Being responsive to community. Collaboration with industry.

Fresh thinking.

Flexible and adaptive practices.

Our Purpose:

Our Values:

OUR OBJECTIVES



Stronger Growth:

We will become stronger in our vocational education and training through focus, student attraction and employability results.

Our strategies are:

Focus – Manage a compact and competitive product portfolio within a set of specialised themes and in line with Government priorities.

Growth – Attract and retain more students, and ensure each student attains their stated educational objectives.

Results – Invest in and maximise the employability and suitability of our students to meet the needs of industry and community.

Better Quality:

We will provide a quality service through our education design, student experience and engagement with industry and community.

Our strategies are:

Next practice – Ensure all education is future focused in its delivery and content.

Modern – Build a contemporary approach to pedagogy which is aligned to industry and community needs. We will be a leader in the TAFE sector.

Experience – Create an individualised experience for our students and other stakeholders that exceed their stated educational objectives.

Smarter & More Confident:

We will work smarter and be innovative with our brand, culture and systems.

Our strategies are:

Brand – Leverage and deliver on the TAFE Victoria brand attributes – proud, contemporary and diverse – with our own brand refresh.

Culture – Live the values and embed them in everything we do.

Systems – Systemise our work practices to make them simpler and more efficient. Use technology and data to drive innovation.

OUR KEY PERFORMANCE INDICATORS

Stronger Growth:

TARGETS

Market share in principal region	Target: 50%
EBITDA	Target 2018: Positive (subject to Government Funding)
Training revenue diversity	Target 2018: 70%
VTG Enrolments	Target 2018: 4% increase
FFS Enrolments	
Employment cost as a proportion of Training Revenue	Target 2018: 120%
Training Revenue per Teaching FTE	Target 2018: \$135,000

Better Quality:

TARGETS

40 industry engagement sessions	Target: December 2018
Student Satisfaction	Target 2018: 78%
Employer Satisfaction	Target 2018: 84%

Smarter & More Confident:

TARGETS

Staff Satisfaction	Target 2018: 72%
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OUR STRATEGY COMES TO LIFE

Detailed Plans:

We will provide a simple, clear and coordinated set of plans to expand on our strategic priorities.

These plans are:

- Business plan (covering corporate, industry and training plan)
- Workforce development plan
- Brand and marketing plan

We will smartly cascade our strategic plan into everyone's work plans.

The cascade is:



The Cascade:

We will use visual and interactive technology to communicate our strategic priorities and provide ongoing feedback about progress.

This will include:

- A strategy portal
- Strategy ambassadors
- Use of digital media
- Regularly publishing performance

Staff Engagement: