

2024

STATEMENT OF CORPORATE INTENT

VICTORIAN TRAINING AWARDS
WINNER
2022
TEACHER/TRAINER
OF THE YEAR

AUSTRALIAN TRAINING AWARDS
WINNER
2022
VOCATIONAL
STUDENT
OF THE YEAR

VICTORIAN TRAINING AWARDS
FINALIST
2023 LARGE
TRAINING
PROVIDER OF
THE YEAR



TAFE VICTORIA

SOUTH WEST TAFE



ACKNOWLEDGEMENT

We respectfully acknowledge the traditional custodians, the Gunditjmara/Maar people past and present.

We also pay respect to all Aboriginal Community Elders and People, past and present who have resided in south west Victoria and been an integral part of the region's history.

Point Ritchie, Warrnambool
Victoria, Australia

Chair and CEO Forward

WE ARE
PLEASED
TO PRESENT
SOUTH
WEST TAFE'S
STRATEGIC
PLAN.

INTRODUCTION

South West TAFE (SWTAFE) is the Great South Coast region's largest provider of vocational education and training (VET) and is committed to making educational opportunities accessible and equitable for regional, outer- regional and rural communities, businesses and industries.

The success of this approach, and our ability to meet the needs of industry, is evidenced by over two thirds of the region's students studying VET being enrolled at SWTAFE. This positive impact on industry, businesses and individuals was also recognised by our 2023 shortlisting as a finalist in the Victorian Training Awards for Large Training Provider of the Year.

Our objectives and strategic goals are guided by State and Commonwealth policies that call for training systems and providers to: improve the accessibility and quality of educational opportunities for regional Australian's; actively engage with industry in identifying and meeting training needs; and ensuring society's most isolated, vulnerable and disadvantaged groups are provided opportunities and pathways to employment.

Underpinning these objectives is our priority to provide an inclusive, high quality workforce that is resourced and supported to deliver a broad range of services and programs for students and staff.

We have adapted to a new post-COVID business as usual and continue to offer the hands-on practical skills we are known for, while also delivering more real-time online learning across our courses.

We have continued to develop and deliver a range of new programs to support government training and employment initiatives such as Job Seeker and Job Trainer, Working for Victoria, Victoria's Big Build; as well as Free TAFE. These programs have included courses and new skills sets for the health and building and construction sectors. We have creatively used a range of grants to re-develop our infrastructure and training facilities to provide a higher-quality learning environment with contemporary industry standard equipment.

The Nursing, Electrotechnology and Early Childhood Departments are undergoing major refurbishments that will provide industry and students with the latest equipment and new learning resources to meet critical industry workforce needs.

The recently completed Asset Masterplan describes the future development of our campuses, particularly those in rural areas and has a focus on better meeting our role of providing accessible and equitable education for all.

We are also preparing to play our part in meeting the new Circular and Clean Economy workforce training needs as the State moves towards its net-zero greenhouse gas targets with the future development of new infrastructure and courses.

Our refreshed 2024 Strategic Plan builds on the foundations of the past three years, but is informed by extensive input from State and local governments; as well as consultation and feedback from key regional industry, business, education, and community leaders. In 2023 we focused on further upgrades and improvements to our learning resources that will enable the organisation to prepare itself for the next five years; as well as consolidating the transition of VCAL courses into the new VEC Vocational Major model, and additional VETDSS programs.

In 2023 regional unemployment has remained low, and the demand for workers in the health and social assistance, tourism/ hospitality, building and construction, and food and fibre sectors continues to be ongoing and often unmet. We have already actively prepared for future training demands across all sectors by continuing to vigorously promote our VET Teacher Scholarship program and using it as a source of new teachers to meet the ongoing demand for training.

Our Skills and Jobs Centre stands ready to assist in meeting the demand for new workers, and is looking at ways to better support women, older workers; and people from culturally and linguistically diverse, and socially marginalised groups enter the workforce or better progress in their careers.

We have developed a focused and forward-looking plan with the support of the Victorian Government through the 2024 SWTAFE Statement of Priorities.

The 2024 strategic plan will ensure SWTAFE provides our students and stakeholders with the skills needed by industry, education and community; while also working to achieve greater financial and environmental sustainability.



OUR PEOPLE

The foundations for our strategic direction are our organisational purpose and values, and they underpin all that we do. Our workforce is central to meeting our future goals and our above average People Matters Survey results again evidence SWTAFE's commitment to creating a supportive and collaborative culture that is respectful and inclusive.

Quality education and training is a factor of the calibre of our teachers and their industry expertise; the skills and knowledge of our student and stakeholder support staff; the richness and suitability of our learning resources; the standard of our specialist equipment and learning facilities; and our understanding of what industry expects and needs for its current and emerging workforces. The Institute invests considerably in developing and improving the skills and abilities of its staff to ensure the high quality of the training delivered. We recruit people who are expert in their fields, and provide ongoing support, resources and training for them to do their jobs effectively.

STUDENTS

Embedded in the fabric in the region, SWTAFE actively engages and supports our students to ensure they develop their skills in line with their personal and career aspirations; and that contribute to the social and economic prosperity of our region.

Whilst our student outcomes and satisfaction levels are well above the state average, we continue to enhance our monitoring and understanding of the student experience and student outcomes, seeking new ways to ensure success. Students and stakeholders actively contribute to the development of strategies and programs that improve student engagement, and support outcomes for all learners, particularly those facing barriers to education. This year we have included a new section called 'Our Student and Stakeholder Plan'.

SKILLS

SWTAFE prides itself on its willingness and ability to engage with key community, business, education, government and industry stakeholders. We actively partner or collaborate with like-minded organisations and agencies that are committed to addressing the social and economic needs of the region. Our facilities and learning spaces are made available to external organisations, industry engagement activities, and for other special events.

SWTAFE has a strong relationship with the region's education providers, our VET Delivered in Secondary Schools (VETDSS) programs are delivered to over 28 regional schools, and we enjoy strong support from our two regional Local Employment Networks. We work closely with Deakin and Federation Universities on a range of initiatives, ranging from shared facilities, post-VET pathways, to exciting new projects that support the emerging renewable energy sector and clean economy priorities. Our nursing, aged care and early childhood teams have great relationships with their industry partners, as evidenced by their willingness to host our students and their support for new training initiatives. Apprentice numbers in our traditional trades courses continue to grow and expand and we are exploring new and better ways to deliver those programs. The building and construction and land, food and fibre teaching departments have very strong relationships with industry.

Our long-term goal is to create a learning organisation that will stimulate our learners, promote life-long learning; and support our students, industry and community partners ongoing aspirations.

SUSTAINABILITY

As the region's major post-secondary provider of education, it is critical that our long-term viability is secure. We undertake a comprehensive annual course review and budgeting processes to ensure our financial security and sustainability. Financial security is essential to allow us to continue to offer the range and quality of programs that are needed across the region. We take a strategic approach to the services and courses we offer, and ensure that these are financially sustainable or provide a clear and demonstrable economic or community benefit.

We understand the importance of working and collaborating with other TAFE's; Adult, Community and Further Education providers, Learn Locals and other training providers, to identify and implement improved systems and practices that maximise public value and enhance our long-term sustainability. We also understand the importance of environmental sustainability and the role we have to play in assisting the region to transition its energy usage from carbon-based sources to renewable energies and more energy efficient practices.

WE HAVE
DEVELOPED A
FOCUSED AND
FORWARD-
LOOKING PLAN.



Steven Waterhouse
Board Chair



Mark Fidge
Chief Executive Officer

Our Ambition, Purpose, Values + Approach

OUR **AMBITION**

Education that creates a lifetime of opportunity for all.

OUR **PURPOSE**

We provide accessible and equitable training and education opportunities that enable our students, industry partners and communities to flourish.

OUR **APPROACH**

SWTAFE's Board has established a governance structure that ensures we deliver a Strategic Plan that supports our key focus areas. Our Strategic Plan cascades into everyone's work plans:

- **Strategic Plan** every 3 years
- **Business Plans** annually
- **Department Plans** annually
- **Individual Work Plans** every 6 months

A simple, clear and coordinated set of business plans expand our strategic priorities and include, but are not limited to:

- **Our People Plan**
- **Our Student Plan**
- **Education + Training Plan**
- **Asset Management Plan**
- **Financial Plan**

OUR **VALUES**



Integrity + Impartiality

We are transparent + ethical in all that we do, every day



Respect + Human Rights

We demonstrate trust, understanding and embrace diversity



Leadership

We will be forward thinking, collaborative and inspirational



Accountability

We take ownership of our actions and deliver on our promises



Responsiveness

We will deliver and respond with care



The importance of South West TAFE to south-west Victoria's prosperity

ECONOMIC CONTRIBUTION



\$51.6m

Estimated 2023 annual turnover (EOY forecast)



\$113.16m

Our contribution to the region



5000+

Students at SWTAFE in 2023



400+

Staff employed at SWTAFE in 2023

COMMUNITY CONTRIBUTION



150+

Programs delivered in 2023



Accessible

and equitable educational opportunities across our communities



40

SWTAFE connect with over 40 schools and higher education providers



Community

Active engagement with organisations such as FoodShare, Standing Tall, Salvation Army + Loved and Shared

STUDENT + STAFF CONTRIBUTION



1423

Apprentice trainees at SWTAFE



Voted #1 TAFE

In Victoria for staff satisfaction in 2021 & 2022 & 2023



84.2%

who achieved their main reason for training







87%

student satisfaction



2024 Strategic Pillars

We provide sustainable, accessible and equitable training and education opportunities that enable our students, industry partners, communities, and our people to flourish.

 OUR PEOPLE	 STUDENTS	 SKILLS	 SUSTAINABILITY
<p>We use our values to provide a safe and inclusive culture that builds workforce capability and performance to deliver our commitment to equitable education and training.</p>	<p>We strive to provide a high-quality student experience that encourages lifelong learning and personal growth for all.</p>	<p>We deliver innovative education and training to support the Victorian Skills Plan and other initiatives to develop workforce capabilities that contribute to the social and economic prosperity of our region.</p>	<p>We develop efficient and effective systems, processes and infrastructure to achieve greater financial and environmental sustainability that benefits our community's needs and expectations.</p>
INDICATORS OF SUCCESS			
<ol style="list-style-type: none"> 1. Created a more inclusive and fairer culture as a result of meaningful staff engagement and recognition. 2. Developed a more skilled and adaptive workforce supported by better resources and systems. 3. Regarded as a leading regional employer with a quality employee value proposition. 4. Increased attraction and retention of First Nations people. 5. Improved workforce gender equality and diversity in our teams. 	<ol style="list-style-type: none"> 1. Created new and stronger educational pathways for all learners that better met personalised career aspirations. 2. Built stronger relationships with schools, education providers, and industry collaborators that have enhanced regional workforce development. 3. Improved engagement, support and outcomes for every learner who experienced educational barriers. 4. Delivered an enhanced student experience built on identifying and embedding educational innovation and 'best practice'. 5. Increased student access and support for blended online learning delivery models. 	<ol style="list-style-type: none"> 1. Developed student capabilities and skills that better met current and future community and industry needs. 2. Delivered high quality and industry benchmarked education and training programs. 3. Provided industry standard resources and infrastructure that delivered a contemporary learning experience. 4. Implemented three new innovative educational programs that improved learning quality and effectiveness. 5. Engaged with key stakeholders and identified new and emerging training needs and solutions. 	<ol style="list-style-type: none"> 1. Achieved defined and strategic financial sustainability outcomes. 2. Understood, evaluated, and actively addressed key cost drivers such as delivery and services costs; and asset utilisation. 3. Reduced duplication in resource development and systems management through increased collaboration with the TAFE network. 4. Completed key infrastructure projects and asset master plan actions; with environmental sustainability at the forefront of new opportunities and projects. 5. Implemented new climate adaptation practices across the organisation to support the Victorian Government's Clean Economy priorities.
KEY PERFORMANCE INDICATORS			
<ul style="list-style-type: none"> • Staff satisfaction >77% 	<ul style="list-style-type: none"> • Market share in principal region >65% • Improved employment stats after training >63% • Student satisfaction (>2023) 	<ul style="list-style-type: none"> • Employer and industry recommendation >85% 	<ul style="list-style-type: none"> • Diversified revenue 66% • Decreased employment costs as percentage of revenue 121.3%



SWTAFE CAMPUS LOCATIONS

Warrnambool

197-205 Timor Street
WARRNAMBOOL VIC 3280

Hamilton

200 Ballarat Road
HAMILTON VIC 3300

Portland

154 Hurd Street
PORTLAND VIC 3305

Colac

89 Bromfield Street
COLAC VIC 3250

SWTAFE TRAINING FACILITIES

Sherwood Park

Princes Highway (Deakin University)
WARRNAMBOOL VIC 3280

Industry Skills Centre

8 Robson Street
WARRNAMBOOL VIC 3280

Glenormiston

333 Glenormiston Road
GLENORMISTON VIC 3265

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