



# STATEMENT OF CORPORATE INTENT **2021**

**SHONA McGUIGAN**

WINNER OF 2020 APPRENTICE OF THE YEAR - VICTORIAN TRAINING AWARDS







## ACKNOWLEDGEMENT

We respectfully acknowledge the traditional custodians, the Gunditjmara 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 regions history.



# Chair and CEO Forward

We are pleased to present South West TAFE's Statement of Corporate Intent 2021.



## INTRODUCTION

As the largest provider of education and training in south-west Victoria, and recognised as Australia's Large Training Provider of the Year in 2020, South West TAFE plays a crucial role in the region's future. Our focus is on providing accessible and equitable training for individuals, communities and industry partners and delivering quality learning experiences that equip them with the skills needed for the jobs of today and tomorrow.

In keeping with State and Commonwealth governments' long term vision for improved educational standards for those living in regional and outer-regional areas we are committed to providing improved learning options to isolated, vulnerable and disadvantaged learners. Through the development of a new equity strategy we will better support gender diversity, disability, cultural and linguistic diversity, as well as our region's indigenous peoples. This strategy will be underpinned by South West TAFE's continued commitment to developing and upgrading our regional campuses, including Colac, Hamilton, Portland and Sherwood Park, to provide quality educational opportunities. In 2021 we will reactivate Glenormiston College, purchase and begin refurbishing the Hamilton Campus; and expanding campus-based and remote learning options.

Job creation is at the heart of the Victorian Government's "Skills First" policies, and is dependent on the quality and integrity provided by TAFE – a stable and trusted basis for training and education. COVID-19 has had a major regional impact and we are working to support the Government to implement its Working for Victoria program with a range of targeted initiatives in the health, tourism/hospitality and building and construction sectors. The ongoing support of the Department of Education and Training to the Institute has been reaffirmed as we both strive to develop workforce solutions for the benefit of the region.

The foundation for our strategic direction are our organisational purpose and values. Our values align with the Victorian Public sector values and are integrity and impartiality, respect and human rights, responsiveness, leadership, and accountability. They guide all that we do and their impact is reflected in our outstanding People Matters Survey results.

Over the next three years, South West TAFE will continue to strive to be an employer of choice and expand and modernise its delivery options. We will seek to better understand and meet our students and clients' needs, and monitor this through student, staff and industry satisfaction levels. The Institute will continue to engage with industry, government, and other education providers to lead the ongoing economic and social development and prosperity of our region.

We have developed a clear and forward-looking plan and with the support of the Victorian Government it will lead South West TAFE towards providing quality education and training, enhancing our community and industry partnerships and working hard to achieve greater financial security.

## QUALITY EDUCATION AND TRAINING

South West TAFE 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. South West TAFE is responding quickly 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. We know that 77% of our young people

believe that training and TAFE is vital to their jobs future. Through our Skills and Jobs Centre and Teaching Divisions we will identify, develop and deliver high quality, relevant education and training aligned to current and emerging skills of our industry partners.

In collaboration with the Victorian TAFE network, South West TAFE is well placed to provide expert advice to achieve stronger accountability and integrity that creates improved services and achieves a higher level of quality training. In response to the recent Independent Broad-Based Anti-Corruption Commission (IBAC) recommendations, the Board is committed to strengthening our integrity and developing and implementing appropriate systems and controls across the organisation. South West TAFE promotes a culture of accountability that provides a transparent line of sight on organisation, team and individual performance.

Our ability to respond to the economic and social impacts of the COVID-19 pandemic across the south west region of Victoria will underpin key State and Federal government initiatives. We have already developed a series of short courses for the aged care sector to support it with responding to the COVID crisis. We stand ready to provide the additional upskilling, retraining, and educating people need for new careers in health and social assistance, building and construction, and the food and fibre sector. We will strengthen our Teaching Divisions to support the new Job Trainer initiatives, and better meet the needs of those who have been most affected by COVID.

## FINANCIAL SECURITY

In order to maintain our role as the leading public provider in our region and to achieve our governments and local community expectations we will work hard to achieve greater financial security. We will work in collaboration with other TAFEs and like-minded organisations to establish best practice, provide public

value and implement improved systems and practices that enhance our long-term sustainability.

South West TAFE has a distinct role in delivering on the Victorian Government's "Skills First – A Vision for TAFE." We understand the importance of partnering with industry and Government and leading on key priorities such as excellence and innovation in education, providing essential life skills and support services; and helping disadvantaged students and communities. Our organisation will continue to champion for support for better educational choices, and to address local issues such as low levels of Year 12 and equivalent attainment rates; and high rates of socio-economic disadvantage. Over 50% of our young are concerned about finding employment, and 42% are uncertain that they will find a long term career in the region. However, in a region with a flat population growth and aging workforce we have a responsibility to provide and support opportunities to retain our next generation locally in order to maintain a viable regional workforce.

## COMMUNITY + INDUSTRY PARTNERS

As a forward-thinking organisation, we are committed to addressing the social and economic needs of the region by collaborating with many like-minded organisations. South West TAFE has made a strong and genuine commitment to the south west region by collaborating with community group projects, supporting local events, and opening our learning spaces and expertise to the community.

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.

We understand the critical role that we play in developing strong relationships with primary and secondary schools,

Deakin University and other higher education providers, the Local Learning and Employment Networks (LLEN) and Adult, Community and Further Education Board (ACFE) providers across the region. These relationships will enable us to develop better educational pathways and options.

The development of our Educational and Cultural precinct, incorporating the Learning and Library Hub (Warrnambool) will facilitate the co-location and the sharing of expertise, knowledge and resources that will result in a culture of collective impact. Future additional support for the Regional Study Hubs feasibility plan in Portland and Hamilton will create similar opportunities for our outer-regional communities. South West TAFE is committed to creating a learning environment that will stimulate our creative thinkers, inspire our future generations, embed a love of learning; and support our students, industry and community partners.



The Board and Executive team appreciate the continued contribution that staff and stakeholders make to our organisation. South West TAFE is proudly the sum of our students, staff, communities, and partner organisations. We have a clear vision to support regional and outer-regional people and look forward to providing a bright and exciting future-focused education that creates a lifetime of opportunity for all.

**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.



Georgia McKenzie  
VET DSS & Beauty

## OUR PURPOSE

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

We do it for the communities and industries of south-west Victoria and beyond.

We do it collaboratively, cleverly, creatively and courageously.

## OUR APPROACH

South West TAFE's Board has established a governance structure that ensures we deliver a Strategic Plan that supports our key focus areas. Our 3-year Strategic Plan cascades into everyone's work plans:

- **Strategic Plan** annual update
- **Department Business Plans** annually
- **Individual Work Plans** annually

Complementing these plans are Institute-wide strategic priorities managed through our:

- **Education + Training Plan**
- **Finance Plan**
- **Asset Management Strategy**
- **Our Team Capability Blueprint**

## 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



**\$33m**

Our annual turnover



**\$72.3m**

Our contribution to the region



**4500+**

Students at SWTAFE in 2020



**400+**

Staff employed at SWTAFE in 2020

## COMMUNITY CONTRIBUTION



**190+**

Programs delivered in 2020



**200**

Events and projects held within the community



**40**

SWTAFE connect with over 40 schools and higher education providers



Prominent in community engagement with organisations such as FoodShare, Standing Tall + Salvation Army

## INDUSTRY CONTRIBUTION



**1112**

Apprentice trainees at SWTAFE



**Voted #1 TAFE**

In Victoria for employer satisfaction in 2020 and student satisfaction in 2019



**85.2%**

Were employed or enrolled in further study after training in 2019






**278**

Students aged 21 and under, who have not completed school or attended for two years and have re-engaged in learning



# 2021 Strategic Pillars

SWTAFE is committed to meeting the needs of its communities and industries as its key priority while improving its financial security by continuing to work smarter and collaboratively.

<b>Financial Security + Responsibility</b> 	<b>Quality Education + Training</b> 	<b>Community + Industry Partnerships</b> 
<p>We develop efficient and effective systems and processes to achieve greater financial sustainability and benefit our communities' needs.</p>	<p>We deliver innovative education and training that provides 21st Century workforce skills.</p>	<p>We engage with our community to improve the economic and social prosperity of the region.</p>
STRATEGIC OBJECTIVES	STRATEGIC OBJECTIVES	STRATEGIC OBJECTIVES
<ul style="list-style-type: none"> <li>1.1 Maximise government funding opportunities</li> <li>1.2 Advocate for regional funding</li> <li>1.3 Work collaboratively across TAFE network to reduce duplication and achieve efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>2.1 Deliver high quality and compliant training and education programs</li> <li>2.2 Develop student capabilities and skills to meet current and future community and industry needs</li> <li>2.3 Provide the resources and infrastructure to deliver contemporary learning experiences</li> <li>2.4 Build and implement a team capability blueprint</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Provide strong regional educational leadership</li> <li>3.2 Identify and develop industry-based projects</li> <li>3.3 Target emerging regional educational and learning needs</li> <li>3.4 Implement the Library &amp; Learning Hub project</li> </ul>
COVID-19	COVID-19	COVID-19
<ul style="list-style-type: none"> <li>• Maximise training options to support Commonwealth COVID Job Seeker &amp; Job Trainer initiatives</li> <li>• Maximise training options to support Working for Victoria COVID initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Work with State and Commonwealth governments in the design and delivery of new programs</li> <li>• Develop staff, student and Institute capabilities to embed quality remote learning options</li> </ul>	<ul style="list-style-type: none"> <li>• Work with industry partners to develop innovative industry placements that are COVID safe</li> <li>• Work with communities and industries to ensure community-based COVID transmissions are eliminated</li> </ul>
KEY PERFORMANCE INDICATORS	KEY PERFORMANCE INDICATORS	KEY PERFORMANCE INDICATORS
<ul style="list-style-type: none"> <li>• Diversified revenue 80% (Govt funding)</li> <li>• Decreased employment costs as percentage of revenue 121.3%</li> <li>• Maintain operating deficit (tbc)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased student satisfaction (recommended) 82.5%</li> <li>• Increased employer and industry recommendation 88%</li> <li>• Implement three new innovative training initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Increased market share in principal region 65%</li> <li>• Increased staff satisfaction 75%</li> <li>• Improved employment status 50%</li> <li>• Implement three new innovative industry initiatives</li> </ul>





2020  
**VICTORIAN**  
TRAINING AWARDS

**WINNER**

**TH WEST TAFE**  
**PROVIDER**





## 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

### Glenormiston

333 Glenormiston Road  
GLENORMISTON VIC 3265



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