



# 2023

## 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  
& AUSTRALIAN  
**WINNER**  
2020 LARGE  
TRAINING  
PROVIDER OF  
THE YEAR



## **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.

# Chair and CEO Forward

## WE ARE PLEASED TO PRESENT SOUTH WEST TAFE'S STRATEGIC PLAN 2023.

### 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 in our increasing student numbers which account for more than two thirds of all VET enrolments across south-west Victoria.

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. Overlaying that in the past three years has been our vital role in meeting the new regional challenges posed by the COVID-19 pandemic. We have done that by continuing to offer the hands-on practical skills we are known for, while also pivoting to a real-time online learning environment to maintain delivery of all our courses.

We have developed and delivered 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 also been re-developing our infrastructure and training facilities to provide a high-quality learning environment with contemporary industry standard equipment. A new \$20m Library and Learning Centre has recently been completed and a \$5m redevelopment of VCAL, early childhood and community services areas will ensure our region is supported accordingly. Ongoing planning and development of our remote campuses further assists with our role of providing accessible and equitable education for all.

Our refreshed 2023 Strategic Plan builds on the foundations of the past three years, but is informed by extensive input from State and local governments, key regional industry, business, education, and community leaders. In 2022 we focused on further upgrades and improvements to our learning resources that enabled the organisation to receive its Australian Skills Quality Authority (ASQA) reaccreditation for the next seven years; as well as the transition of VCAL courses into the new VCE planned for 2023.

As the region's businesses and industries begin to recover from the impacts of COVID we expect to see demand for workers in the health and social assistance, tourism/hospitality, building and construction, and food and fibre sectors to surge. We have already begun to take steps to prepare for the extra demand for training that will follow, and have a number of strategies in place to actively build our teaching capacity in readiness.

Our Skills and Jobs Centre also stands ready to assist in meeting the demand for new workers, and is looking at ways to better support women and older workers enter the workforce or better progress in their careers.

We have developed a focused and forward-looking plan, and with the support of the Victorian Government through the 2023 SWTAFE Statement of Priorities. This plan will lead SWTAFE towards providing quality education and training, enhancing our community and industry partnerships, and our goal to achieve greater financial security.



## 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 continuing on as an employer of choice through a supportive and collaborative culture.

Quality education and training is a factor of the calibre of our teaching and 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 quality of the training it delivers. We do this by recruiting people who are expert in their fields, and provide the support, resources and training for them to do their jobs effectively.

## STUDENTS

Deeply embedded in the fabric in the region, SWTAFE actively engages and nurtures our students to ensure they develop their skills in line with their 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 identify and capture data to enable enhanced monitoring and understanding of the student experience and student outcomes. Students and stakeholders are engaged to contribute to the development of strategies to be implemented to improve student engagement, support and outcomes for all learners particularly those facing barriers to education. This year we have included a new section called 'Our Student Plan'.

# WE HAVE DEVELOPED A FOCUSED AND FORWARD-LOOKING PLAN.

## SUSTAINABILITY

As a major public provider of education and training services financial security and sustainability 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. This approach is underpinned by comprehensive annual course review and budgeting processes.

We understand the importance of working and collaborating with other TAFEs; Adult, Community and Further Education providers, and other training providers, to identify and implement improved systems and practices that maximise public value and enhance our long-term sustainability. As the region's major post-secondary provider of education, it is critical that our long-term viability is secure.

## 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 VETDSS programs are delivered to over 22 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 to support the emerging renewable energy/hydrogen sector. Our nursing, aged care and early childhood teams have great relationships with their industry partners, as evidenced by their willingness to host our students.

Our building and construction and Food and Fibre teaching departments enjoy similarly strong relationships all of which support our long-term goal to create a learning organisation that will stimulate our learners, promote life-long learning; and support our students, industry and community partners ongoing aspirations.



**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**
- **Stakeholder Engagement 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



**\$37.7m**

Estimated 2022 annual turnover (EOY forecast)



**\$97.64m**

Our contribution to the region



**5500+**

Students at SWTAFE in 2022



**400+**

Staff employed at SWTAFE in 2022

## COMMUNITY CONTRIBUTION



**130+**

Programs delivered in 2022



**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

## STUDENT + STAFF CONTRIBUTION



**1726**

Apprentice trainees at SWTAFE. Up 12% on 2021



**Voted #1 TAFE**

In Victoria for staff satisfaction in 2021 & 2022



**82.9%**

who achieved their main reason for training







**85.6%**

student satisfaction #1 in state



# 2023 Strategic Pillars

SWTAFE is committed to meeting the education and training needs of its communities and industries, and improving inclusivity and equity, as its key priorities; whilst improving its financial and environmental sustainability, through working smarter and collaboratively.

 <b>SUSTAINABILITY</b>	 <b>SKILLS</b>	 <b>STUDENTS</b>	 <b>OUR PEOPLE</b>
<p>We develop efficient and effective systems, processes and infrastructure to achieve greater financial and environmental sustainability that benefits our communities' needs and expectations.</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 engage and support our students to deliver on their future career and educational aspirations; as we strive to provide an exceptional student experience.</p>	<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>
INDICATORS OF SUCCESS			
<ol style="list-style-type: none"> <li>1. Financial strategies achieve defined sustainability outcomes</li> <li>2. Key cost drivers such as workforce productivity and asset utilisation are understood, measured and actively addressed</li> <li>3. A reduction in duplication and increase in collaboration through shared platform models with the TAFE network</li> <li>4. Infrastructure projects and asset master plan completed and new opportunities acted on</li> </ol>	<ol style="list-style-type: none"> <li>1. Student capabilities and skills developed that meet current and future community and industry needs</li> <li>2. Delivery of high quality and industry benchmarked education programs</li> <li>3. Industry standard resources and infrastructure used to deliver contemporary learning experiences</li> <li>4. Three new innovative educational programs developed that improved quality and effectiveness</li> <li>5. Stakeholders engaged to identify emerging and innovative training needs</li> </ol>	<ol style="list-style-type: none"> <li>1. New and stronger vocational and education pathways from school to higher education, and for all learners developed</li> <li>2. Create stronger partnerships and relationships with schools, regional and community training providers and industry</li> <li>3. Improve engagement, support and outcomes for all learners who face barriers to education</li> <li>4. Implement three new innovative programs leading to improved student experiences</li> <li>5. Increase student access and support for blended online learning delivery models</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide the resources and support to create a skilled and adaptive workforce.</li> <li>2. An above average positive culture as measured by our values, staff engagement and celebration of achievements</li> <li>3. Establish as an employer of choice in our region for our values and inclusivity.</li> <li>4. Increase attraction and retention of First Nations people, women and culturally diverse people.</li> <li>5. Implementation of planned GEAP and equity initiatives</li> </ol>
KEY PERFORMANCE INDICATORS			
<ul style="list-style-type: none"> <li>• Diversified revenue 66%.</li> <li>• Decreased employment costs as percentage of revenue 121.3%.</li> </ul>	<ul style="list-style-type: none"> <li>• Employer and industry recommendation &gt;89%</li> </ul>	<ul style="list-style-type: none"> <li>• Market share in principal region &gt;65%</li> <li>• Employment status &gt;50%</li> <li>• Student satisfaction (&gt;2022)</li> </ul>	<ul style="list-style-type: none"> <li>• Staff satisfaction &gt;76%</li> </ul>



**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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