

WODONGA INSTITUTE OF TAFE



Statement of Corporate Intent 2020

**INSPIRING
FUTURES**



WODONGATAFE

Building success through learning

A message from the Board and the Chief Executive Officer

It is our pleasure on behalf of the Board of Wodonga Institute of TAFE, to present the Institute's Statement of Corporate Intent 2020. The corporate intent continues to reflect the Institute's Strategic Plan 2017-2020 'Inspiring Futures' and incorporates our mission, vision, values and behaviours. The strategic plan defines the future direction of the Institute and provides a framework for organisational decision making.

In line with the Victorian Government's 'Skills First' strategy, Wodonga TAFE commits to increasing participation in training, meeting the evolving workforce needs in Victoria, working alongside industry to improve productivity through skills development and providing support to achieve the successful delivery of key government initiatives.

Guided by five strategic directions, the plan will see Wodonga TAFE evolve in line with the needs of the communities we support. Focussing on quality learning and teaching, innovation in training, increasing access to education, driving employment outcomes and inspiring individuals and communities through education, the success delivered through this strategic plan will help shape the overall growth of our community and Victoria.

With our dedicated and passionate workforce, and guided by our strategic plan, Wodonga TAFE will build upon the many successes it has achieved over the years. Collaborating with industry, community partners and our staff to inspire and drive innovation, we look forward to Wodonga TAFE continuing to be celebrated as a leading regional provider of vocational education and training.

Allison Jenvey
Board Chair

Phil Paterson
Chief Executive Officer



Mission, vision, values and behaviours

Mission

To strengthen our communities and industries through accessible and innovative learning

Vision

To be a strong and vibrant institute, building **success through learning**

Values and Behaviours

QUALITY and ACCOUNTABILITY

Our people, products and services will exceed expectations. We will be responsible for our actions while always maintaining the highest standards of ethical behaviour

INNOVATION

We will discover and share new ways to learn, to lead and to work now and into the future. We will engage broadly and frequently to create new ideas and improved practices

COLLABORATION and TEAMWORK

We will deliver on our responsibilities to each other, our students, our partners and our communities. We will work collaboratively with our community, industry and other TAFEs as a trusted provider of first choice

CHALLENGE

We will empower and challenge each other, our students and our partners to grow, contribute and make a difference

FUTURE SUCCESS AND GROWTH

We will sustain our local and global environment and our organisational health to create a positive and successful future for the institute and our community

Strategic directions

Strategic direction 1 **Successful learners**

Key performance statements

- Engage learners through quality learning and facilitation
- Provide programs that maximise employment opportunities and vocational outcomes
- Enable learners to aspire to achieve their full potential
- Provide an inclusive environment for learners with additional needs
- Ensure all students have access to educational pathways, holistic support and essential services to achieve their career goals

Strategic direction 2 **Strengthening communities**

Key performance statements

- Promote social awareness and shared community expectations
- Create, connect and participate in learning communities
- Build and maintain productive networks and community partnerships
- Build our reputation as educational innovators in the community
- Promote understanding of government funding streams and new initiatives



Strategic directions

Strategic direction 3 **Partnering with industry**

Key performance statements

Partner with industry to deliver apprenticeships and traineeships

Nurture and grow key industry partnerships

Maximise the opportunities with existing partnerships

Enhance industry productivity through the development of future workforce skills

Understand industry needs and innovate with industry to build targeted training solutions and workforce capability

Realise the potential of the Skills and Jobs Centre through building strong partnerships with local businesses, employers and industry

Strategic direction 4 **Inspiring futures**

Key performance statements

Practise and drive innovation in all we do

Pro-actively anticipate and promote skills of value to industry, now and in the future

Embrace change and adapt to new technologies and methodologies

Strategic directions

Strategic direction 5 **Empowering our people**

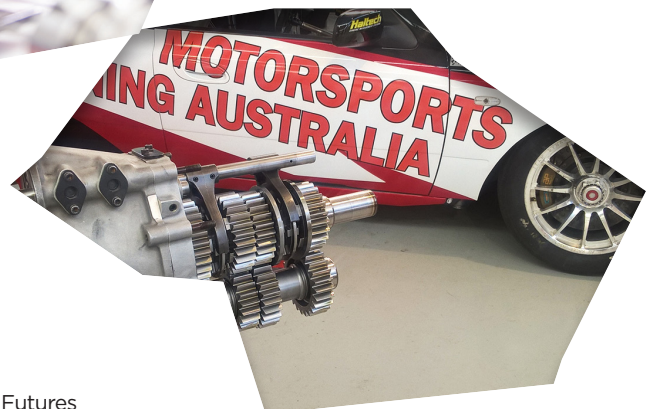
Key performance statements

Deliver workforce capability improvements

Inspire our people and lead by example

Celebrate our achievements and successes

Collaborate with other Victorian TAFEs to drive best practice and capability improvements



Institute performance expectations

As a strong public provider within the Victorian TAFE sector Wodonga TAFE will expand its market share by growing enrolments and improve our operating position. We will build organisational capability and teacher quality to meet genuine industry needs so that we strengthen the distinct role of TAFE within Victoria.

Wodonga TAFE will deliver on the Minister's objectives to:

- meet the needs of Victoria's workforce
- work with enterprises to apply skills to improve productivity
- deliver key Government initiatives relating to economic and social challenges
- meet the needs of the local communities we serve by increasing participation in training
- develop partnership across the education sector to deliver productivity, flexible learning and quality improvements.



2020 Priorities

- Continue to refine the Institute's delivery profile, seek new opportunities to enter areas of high demand, whilst supporting the Government's 'Free TAFE' course initiative.
- Deliver Community Service funded projects including implementation of best practice Skills & Jobs Centre service and support, particularly in support of communities and people impacted by the bushfire emergency.
- Consolidate the delivery across three key Defence contracts and explore further Defence partnership opportunities.
- Ensure Wodonga TAFE has a voice in representing cross border issues, including highlighting vocational education and training within the Albury/Wodonga Regional Deal planning phase and providing input to the Macklin Review.
- Complete construction of the Early Childhood Education Centre of Excellence and commence other priority masterplanning projects for the McKoy Street Campus such as the Trades Hub. Finalise disposal of the Newborough site.
- Embed Workforce Capability programs: talent management, workforce development and succession planning.
- Implement a range of initiatives to ensure Wodonga TAFE is considered an Employer of Choice within the region.
- Build financial sustainability through partnering across the TAFE sector.

Institute performance expectations

Wodonga TAFE will continue to build on its 2019 End of Year Operating Result as it strives to achieve financial sustainability. This is underpinned by a diversified service offering which includes both Government and Fee For Service funding. Growth in Fee For Service revenue is primarily as a result of the Institute's strong partnership with the Australian Defence Force for the delivery of Vocational Education & Training services. The holding of three key Defence contracts provides revenue streams which extend over a number of years, however, the nature of the deliverables impacts the Institute's Training Revenue per Teaching FTE.

The operating environment remains challenging in terms of growth and our aim is to maintain enrolments with ongoing support through the Victorian Government 'Free TAFE' initiative.

The Wodonga Institute of TAFE Board has approved a program of investment activities for 2020 focussed on improving the student experience and training outcomes. This program includes initiatives to enhance the quality of learning and teaching delivery, building staff capability and developing Institute infrastructure such as buildings and training equipment and resources.

Wodonga TAFE reports performance data to the Higher Education & Skills Group of the Department of Education on a quarterly basis as required.

Specific measures for 2020

Key Performance Indicator	Target 2020
Training Revenue Diversity <ul style="list-style-type: none"> • Skills First • Fee for Service <ul style="list-style-type: none"> • Australian operations • Student fees and charges 	38% 56% 100% 6%
Employment and third party delivery costs as a proportion of training revenue	Improve ratio by 5%
Training revenue per teaching FTE	\$156k
Operating margin	Focus on revenue growth towards sustainability