

TasTAFE

Corporate Plan 2018 - 2021

August 2018

The logo graphic consists of several curved, overlapping bands in shades of yellow, orange, and red, arranged in a semi-circular pattern.

TasTAFE

TasTAFE

Corporate Plan 2018 – 2021

TasTAFE's Corporate Plan 2018–2021 refreshes the Corporate Plan submitted in 2017 making it relevant to the environment of 2018-19 and subsequent years.

As the state's largest and only public vocational education and training organisation, TasTAFE places students at the centre of its operation ensuring, through consultation with industry, TasTAFE graduates have the skills and aptitudes demanded by Tasmanian employers.

In accordance with the *Training and Workforce Development Act*, the Minister for Education and Training has set down eight policy expectations for TasTAFE:

1. The nature and scope of TasTAFE operations are geared towards reversing any decline in student numbers to at least 2016 activity levels. Increased activity should be demand driven, high-quality training to support growth areas of the economy and assist more Tasmanians to participate in the workforce.
2. The WLF internal audit recommendations are implemented as a priority, with TasTAFE working collaboratively with relevant organisations and agencies.
3. TasTAFE contributes to the achievement of the Ministerial Priorities for Training and Workforce Development, including delivering on the mutually agreed outcomes in the Deed of Purchasing Arrangement.
4. TasTAFE works constructively and collaboratively with the Department of Education and the Department of State Growth to provide policy advice on legislation, funding arrangements, and governance.
5. Through improved partnerships, develop a business model that sees industry playing an increased role in the development of TasTAFE products, with an initial focus on the implementation of the Drysdale Centre of Excellence initiative.
6. That collaboration and partnerships between the University of Tasmania, TasTAFE and the Department of Education continue to develop with a focus on meeting the demand for skills in growing labour markets and regions as efficiently as possible for the state.
7. The effectiveness of the organisational structure, including corporate services provision, increases accountability and efficiency, rebuilds a positive workplace culture, and produces effective and responsive partnerships with community and industry.
8. TasTAFE operates in accordance with sound financial management practices and within funding allocated by Government.

This Corporate Plan demonstrates that TasTAFE is meeting these Ministerial priorities by stabilising internal systems and structures during 2018, being industry relevant and adapting to changing market conditions and student needs.

Within this context, our Plan continues its focus on five goals:

- **Demand-driven:** TasTAFE will strive to provide training that is responsive to Tasmanian industry and benefits students.
- **Student-focussed:** TasTAFE will focus on training that provides quality teaching and real employment outcomes for students.
- **People and culture:** TasTAFE will attract and retain staff who are invested in delivering high quality training and building and maintaining closer connections with industry.
- **Business systems:** TasTAFE will provide an efficient, effective and user-friendly experience for our customers.
- **Financial:** TasTAFE will meet the financial expectations of its Board and the Tasmanian Government and our training will be cost-effective and competitive.

Through the implementation of this Plan, TasTAFE will deliver stabilisation (year one), develop strategy and service offerings (year two) and achieve growth (year three) while ensuring our culture is aligned with our brand. Our brand promise to students, employers and all stakeholders is 'TasTAFE leads the development of Tasmania's skilled workforce'.



Jenny Dodd
Chief Executive, TasTAFE
May 2018



Mike Blake
Chair, TasTAFE Board
May 2018

OUR PURPOSE

Leading the development of Tasmania's skilled workforce.

OUR VALUE PROPOSITION

OUR EXPERIENCE: We have provided generations of Tasmanians with vocational skills and training.

OUR INDUSTRY PARTNERS: We work side by side with our industry partners to deliver what is best for Tasmania.

OUR PEOPLE: Our skilled staff live and work in the very communities that benefit from the skills, education and training we provide.

OUR FACILITIES: Our facilities, and those we share, provide the infrastructure needed to enhance skills development.

OUR ORGANISATION: We combine our experience, our connections with industry partners, our facilities and our people to create Tasmania's skilled workforce.

OUR VALUES AND BEHAVIOURS

At TasTAFE, staff care about the achievement and success of individual students, employers and industry, and know the benefits of a community rich with skills and knowledge.

TasTAFE is the State Government vocational education and training business – preparing the State's future skilled workforce. Our values and behaviours reflect our commitment to working with our partners to provide high level vocational education and training that meets the needs of the individual, industry and the broader Tasmanian economy.

CONNECTED: We are connected with our students, partners, industry and the community, and strive to build strong relationships and collaborate with others to open up new possibilities.

ACCOUNTABLE: We are transparent and objective in our decision-making, and seek to be environmentally, socially and economically responsible and sustainable.

INSPIRATIONAL: We will make a difference to the vocational education and training experience of our students through being authentic in our words and actions.

CURIOUS: We are interested in new ideas, thinking innovatively and imaginatively, and challenging existing practices.

POSITIVE: We embrace continuous improvement on a journey towards excellence; we grasp opportunities, look for ways to say 'yes' and make positive self, and organisational, changes.

STRATEGIC DIRECTION

TAFE in Tasmania has undergone significant change across the last 10 years, moving from a single provider to separate identities as the Skills Institute and Polytechnic, and back to a single provider under the banner of TasTAFE.

More recently, the organisation has recruited a new CEO and senior executive team aligned to a new executive management structure. In addition, a new Board Chair and two new board members have been appointed providing a strong focus on governance and accountability.

Following the acceptance of all recommendations of a recent internal audit, the organisation will now undertake a three year phased approach to stabilisation, which will be embedded in year one, see development of strategy and service offerings in year two, and achieve growth in year three.

Challenges

The strategic direction for TasTAFE is to provide student-centred, quality vocational education aligned with Tasmanian Government priority industries, producing skilled graduates who are work-ready or adequately prepared to engage in more learning. Enabling these outcomes requires:

- contemporary learning environments that maximise the use of infrastructure and digital technologies,
- teachers who are current in these industries and who demonstrate high levels of capability in applying contemporary educational approaches, and
- commitment to one organisation where there is a consistent learner experience from the first point of contact through to graduation and re-engagement.

A number of challenges will need to be managed as part of the implementation of this Corporate Plan. These include:

1. Financial: TasTAFE will need to operate within the available funding envelope while developing the business case to fund updated services and growth strategies.
2. People: This Corporate Plan includes the development of a comprehensive workforce plan to manage profile changes, with a focus on matching staff skills to student and industry needs.
3. Facilities: Management and modernisation of the large number of facilities will need to be carefully considered as part of any future product delivery strategy.
4. Digital infrastructure: Continuous investment will be required in TasTAFE's digital infrastructure and learning products to ensure a contemporary student experience and to meet the current and future needs of the business.

Three-year phased approach

First Year – Stabilisation

- Student focus: Prepare the organisation to maintain its RTO status in all qualifications.
- Industry consultation: Listen to what employers need and develop partnerships focused on government priorities, including Centres of Excellence.
- Financial: Ensure TasTAFE can meet its operating requirements within available funding with a focus on containment of costs without negatively impacting quality.
- Governance: Implement policies, systems and processes to address shortcomings identified as part of recent internal audit work commissioned by the Board and shortcomings identified by incoming Executives.
- Facilities: Assess the current suitability of physical facilities to meet current and future student needs.
- Digital planning: Plan a technology renewal program that provides consistent and contemporary student and staff experiences.
- People: Produce the fundamentals with a focus on induction for different roles and annual refresher training that includes code of conduct, WHS, diversity.

Second Year – Development of strategy and service offerings

- Service Delivery: Placing the student experience at the centre, implement a lifecycle experience for students that is consistent and contemporary throughout the organisation.
- Industry partnerships: Continue to develop partnerships in priority industries.
- Revenue strategy: Develop a revenue strategy for each market e.g. apprentices, schools, international, diplomas, entry level qualifications including reviewing industry demand.
- Product strategy: Develop and implement a product strategy that defines what products will be developed or maintained, what products will be phased out, what channels (modes of delivery) they will be delivered through. This will be based on market research, government and local priorities, and attractiveness to markets, including international.
- Workforce plan: Develop a workforce plan that matches the future workforce to the agreed market and product strategy.
- Culture: Develop a plan for our people that will lead to culture, strategy and brand alignment including leadership and educator frameworks that will guide investment.
- Digital improvement: Implement new systems that modernise the business and improve student and staff experience.

Third year – Growth

- Continuous improvement of the student experience.
- Full implementation of the product and marketing strategies to achieve revenue growth, associated workforce plans and supporting infrastructure and digital requirements.
- Pursue growth opportunities as identified in development of partnerships and the product, marketing and business strategy revenue plans.
- Achievement of a financially sustainable business model.
- Alignment of brand, strategy and culture.

The following table contains details of the specific initiatives planned over the period of this Plan. The numbers in brackets indicate where the strategy aligns to the Minister's policy expectations.

Goal	Year 1	Year 2	Year 3
Demand driven markets and customers	<ul style="list-style-type: none"> • Extensive industry consultation and formation of industry partnerships (1, 3, 5) • Establish stakeholder partnerships (1, 6, 7) • Marketing strategy and brand review commenced (1, 5) 	<ul style="list-style-type: none"> • Revenue, product and marketing strategies developed and implemented (1, 3) • Partnership plans well developed (1, 3, 5) 	<ul style="list-style-type: none"> • Growth in partnerships and students from all target markets across every revenue stream (1, 3, 5) • Full implementation of product strategy (1, 5, 6)
Students	<ul style="list-style-type: none"> • Student centred culture leading to ASQA accreditation in all qualifications (1) • Facilities master plan (4) • Digital capability assessment (4, 6) 	<ul style="list-style-type: none"> • Student experience lifecycle plan consistently applied (1) • Service delivery model improving student experience (1, 4, 7) • Digital capability investment plan (4) 	<ul style="list-style-type: none"> • Continuous improvement of the student experience (1) • Implementation of the asset and digital strategies (4, 7)
People and culture	<ul style="list-style-type: none"> • Culture demonstrates adoption of internal audit findings (2) • Induction training completed (2, 7) 	<ul style="list-style-type: none"> • Develop strategic workforce plan (1, 3) • People development plans in place (1, 7) 	<ul style="list-style-type: none"> • Culture, brand, strategy aligned (4, 7)
Business systems and processes	<ul style="list-style-type: none"> • Appropriate governance framework, including risk management (2) • Business process improvements in line with external recommendations (4, 7) 	<ul style="list-style-type: none"> • Compliance review (7) • Identify further business process change requirements (1, 4, 7) 	<ul style="list-style-type: none"> • Systems re-engineering in line with digital investment strategy (1, 7)
Financial	<ul style="list-style-type: none"> • Financial stability: cost reduction focus (7) • Develop models for scenario analysis • 5 year financial plan endorsed (4, 7) 	<ul style="list-style-type: none"> • Develop capital funding business cases to support growth (4, 5) 	<ul style="list-style-type: none"> • Approved long term investment strategy (4, 6)

GOALS

DEMAND-DRIVEN MARKETS AND CUSTOMERS

GOAL: TasTAFE will strive to provide training that is responsive to Tasmanian industry needs and that benefits students.

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN:

- We have a range of industry-endorsed products that lead to employment outcomes for students.
- Our training hours and enrolments have stabilised, and then increased in targeted areas.
- Customer needs, including industry partnerships, are treated as our priority.
- Our assets are utilised more fully.

KEY STRATEGIES

- Product and revenue plans that are aligned to Tasmanian Government priorities that demonstrate consultation with industry at all levels of the TasTAFE business.
- Capability development of staff in line with the move to demand-driven products.
- Effective partnerships with industry customers, government agencies, the University of Tasmania, community groups, and selected RTOs.

MEASURES OF SUCCESS OVER THE LIFE OF THIS PLAN

- TasTAFE students will be valued in the employment market and the community for the relevance and quality of their skills.
- TasTAFE will become an embedded partner with business, industry associations, government and other education institutions by providing vocational education and training solutions that produce a skilled workforce.

BEHAVIOURS WE WILL VALUE

- Understanding the needs of industry and students and actively and responsively adapting our business and products to their requirements.
- Maximising the flexibility available in training products to meet customer needs.
- Ensuring the highest levels of quality teaching and overall student experience.
- Actively seeking business growth through partnerships with stakeholders.

STUDENTS

GOAL: TasTAFE will optimise the student experience by focusing on training that provides quality outcomes and consistent and contemporary experiences.

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN:

- The TasTAFE brand is linked to positive employment outcomes for students.
- Industry and students publicly value the quality of our teaching and learning expertise.
- Students find a pathway to their desired goals.
- Learners come to TasTAFE because of its reputation as a quality education provider.

KEY STRATEGIES

- Consistent and contemporary experiences at every touch point of the student lifecycle.
- Provision of a safe and secure environment for students to learn within.
- Students who attain a TasTAFE qualification have industry-relevant skills.
- Preparing students to be lifelong learners.

MEASURES OF SUCCESS OVER THE LIFE OF THIS PLAN

- The TasTAFE brand is to be increasingly linked to positive employment outcomes for students.
- TasTAFE will be recognised and valued for the quality of its teaching and learning.
- There are positive trends in student satisfaction regarding each part of their experience.

BEHAVIOURS WE WILL VALUE

- Commitment to providing consistent student experience that maximise contemporary service and learning.
- Any behaviour that will enhance the possibility of a student becoming employed during or following the completion of a TasTAFE qualification/course.
- Working hard to see student retention rates increase.
- Any behaviour that enhances the possibility that a student will re-enrol in further learning with TasTAFE upon the completion of a TasTAFE qualification or course.

PEOPLE AND CULTURE

GOAL: TasTAFE will be a workplace that attracts high quality people that embrace the TasTAFE purpose.

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN:

- We have an upward trend in staff satisfaction.
- More time and effort is invested in nurturing genuine and mutually beneficial industry and community relationships.
- All staff engage in professional development programs that align with our strategic intent.

KEY STRATEGIES

- Summarise the achievements of the working group One TAFE. One Team, identify forward direction and embed TasTAFE values in all business plans.
- Capability development of all TasTAFE staff to align with the strategic intent of the organisation.
- Engage all TasTAFE staff in understanding and actively contributing to achieving the goals set out within the Corporate Plan.

MEASURES OF SUCCESS OVER THE LIFE OF THIS PLAN

- TasTAFE will have an overall increase in staff satisfaction levels.
- TasTAFE staff will actively invest in, and demonstrate understanding of, the value of industry and other stakeholder relationships.
- TasTAFE will be able to provide specific, comprehensive examples of how we are working with our partners, from industry to the AEU, to ensure alignment to industry and sustainability.

BEHAVIOURS WE WILL VALUE

- Any behaviour that enhances the achievement of the purpose of TasTAFE – to lead the development of Tasmania’s skilled workforce.
- Any behaviour that promotes and demonstrates the commitment to the Corporate Plan and its strategies.

BUSINESS SYSTEMS AND PROCESSES

GOAL: TasTAFE will have fit-for-purpose systems that we use consistently to optimise business sustainability.

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN:

- TasTAFE is more accessible and provides a seamless, effective and user-friendly experience for our customers.
- Our clients notice an increase in responsiveness.
- Our cost per training hour is reduced to a more competitive level.
- Our budgets are met or positively exceeded.

KEY STRATEGIES

- Invest in contemporary systems and review current service delivery models to enable consistent student, client and stakeholder experiences.
- Communicate the importance of, and gain a commitment to, the full utilisation of business systems, policies and processes.
- Develop a culture that values the reduction in cost per student hour.
- Diversify profitable revenue streams through the introduction of demand-driven products and reducing under-utilised product offerings.
- Optimise our course delivery costs through collaboration and development of a consistent approach across TasTAFE.
- Leverage the benefits of increased investment in business intelligence tools.

MEASURES OF SUCCESS OVER THE LIFE OF THIS PLAN

- Increased staff engagement and understanding of new and improved business systems.
- Inclusion of budget management performance measures in all management performance appraisal documentation.

BEHAVIOURS WE WILL VALUE

- Any behaviour that demonstrates commitment to the implementation of business systems, delegations and processes of TasTAFE.

FINANCIAL

GOAL: TasTAFE will meet the financial expectations of its Board and the Tasmanian Government.

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN:

- We meet our agreed budgets and operate within our approved government funding allocation.
- Our cost of training per student hour is reduced to a more competitive level.
- We have the capacity to reinvest in our core business.
- We grow our non-government revenue where possible.

KEY STRATEGIES

- Centralised setting of revenue budgets based on trend analysis.
- Enhanced reporting at all levels of the business, focussing on financial responsibilities.
- Business decisions are made using well-researched business intelligence.
- Investment in profitable international student activity and other revenue streams as detailed in the revenue strategy.
- Ensure governance and management frameworks are in place so that TasTAFE operates within the principles of sound financial management.

MEASURES OF SUCCESS OVER THE LIFE OF THIS PLAN

- TasTAFE values business efficiency and productivity.
- TasTAFE has achieved financial sustainability, including required levels of capital investment.
- TasTAFE has a clear understanding of the cost to deliver, and revenue received, for all products offered.
- TasTAFE is financially responsible.
- TasTAFE is known for its investment in training all staff responsible for budget management.

BEHAVIOURS WE WILL VALUE

- Clear demonstrations of following due process and delegations with regard to all expenditures.
- Active, responsive and flexible actions that result in increases in profitable activity.

FINANCIAL STATEMENTS

TASTAFE STATEMENT OF COMPREHENSIVE INCOME

	2017-18	2018-19	2019-20	2020-	2021-22
	Budget	Budget	Forward	Forward	Forward
			Estimate	Estimate	Estimate
Revenue and other income from transactions					
Grants	78 261	84 920	89 557	78 583	79 623
Sales of goods and services	25 651	24 150	24 659	25 153	25 656
Interest	125	140	125	125
Fees and Fines
Other revenue
Total revenue and other income from transactions	103 912	109 195	114 356	103 861	105 404
Expenses from transactions					
Employee benefits	70 384	71 957	72 025	72 770	73 499
Depreciation and amortisation	8 223	8 825	8 655	8 970	8 511
Supplies and consumables	31 250	31 170	31 108	31 419	31 695
Total expenses from transactions	109 857	111 952	111 788	113 159	113 705
Net result from transactions (net operating balance)	(5 945)	(2 757)	2 568	(9 298)	(8 301)
Net result	(5 945)	(2 757)	2 568	(9 298)	(8 301)
Other economic flows - other non owner changes in equity					
Changes in physical asset revaluation reserve
Comprehensive result	(5 945)	(2 757)	2 568	(9 298)	(8 301)

TASTAFE STATEMENT OF FINANCIAL POSITION

	2018	2019	2020	2021	2022
	Budget	Budget	Forward Estimate	Forward Estimate	Forward Estimate
Assets					
Financial assets					
Cash and deposits	6 006	6 367	2 421	2 440	2 949
Receivables	6 764	5 608	4 992	4 375	3 757
Other financial assets
	12 770	11 975	7 413	6 815	6 706
Non-financial assets					
Property, plant and equipment	163 844	163 077	169 674	161 812	153 950
Infrastructure
Other assets	4 610	2 852	1 745	637	26
	168 454	165 929	171 419	162 449	153 976
Total assets	181 224	177 904	178 832	169 264	160 683
Liabilities					
Payables	8 361	8 062	6 612	6 562	6 512
Employee benefits	16 734	16 470	16 280	16 060	15 830
Other liabilities
Total liabilities	25 095	24 532	22 892	22 622	22 342
Net assets (liabilities)	156 129	153 372	155 940	146 642	138 341
Equity					
Reserves	9 880	9 880	9 880	9 880	9 880
Accumulated funds	(80 784)	(83 541)	(80 973)	(90 271)	(98 572)
Other equity
Contributed Capital	227 033	227 033	227 033	227 033	227 033
Total equity	156 129	153 372	155 940	146 642	138 341

TASTAFE STATEMENT OF CASH FLOWS

	2017-18	2018-19	2019-20	2020-	2021-22
	Budget	Budget	Forward	Forward	Forward
			Estimate	Estimate	Estimate
Cash flows from operating activities					
Cash inflows					
Grants	78 261	84 920	89 557	78 583	79 623
Sales of Goods and Services	25 250	25 438	25 234	25 728	26 231
GST receipts	3 360	3 360	3 712	3 766	3 821
Interest received	125	140	125	125
Other cash receipts
Total cash inflows	106 871	113 843	118 643	108 202	109 800
Cash outflows					
Employee benefits	(62 500)	(63 969)	(63 946)	(64 614)	(65 268)
Superannuation	(7 884)	(8 252)	(8 269)	(8 376)	(8 461)
GST payments	(3 464)	(3 464)	(3 621)	(3 674)	(3 728)
Supplies and consumables	(31 250)	(31 497)	(32 608)	(31 519)	(31 833)
Total cash outflows	(105 098)	(107 182)	(108 444)	(108 183)	(109 290)
Net cash from (used by) operating activities	1 773	6 661	10 199	18	510
Cash flows from investing activities					
Payments for acquisition of non-financial assets	(1 255)	(6 300)	(14 145)
Sales of non-financial assets
Net cash from (used by) investing activities	(1 255)	(6 300)	(14 145)
Net increase (decrease) in cash and cash equivalents held	518	361	(3 946)	18	510
Cash and deposits at the beginning of the period	5 488	6 006	6 367	2 421	2 440
Cash and deposits at the end of the reporting period	6 006	6 367	2 421	2 440	2 949