

TasTAFE

Corporate Plan 2019 - 2022

July 2019



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TasTAFE's Corporate Plan 2019-2022 represents the continuation of the strategic plan outlined in 2018, with the addition of a review of all training products in 2019-2020.

As the state's largest 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.

Considerable attention in financial year 2019 was on stabilisation, from both corporate and education perspectives. It is evident that while much has been achieved there is a need for a further year where TasTAFE focuses on its core business of delivering quality vocational education and training. While that is the case, 2019-20 will also see TasTAFE commence work on positioning itself to enable it to meet the key strategic directions as its longer-term strategic plan is developed and articulated.

This Corporate Plan recasts the growth assumptions of the previous plan in light of the current position and operating environment faced by TasTAFE. Activity in 2019-20 will be to review all vocational education and training programs and at the same time develop a strategic plan that will provide the platform for positioning TasTAFE in the Tasmanian market as a superior vocational education and training provider.

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

1. Maintain activity levels and a high quality of service delivery.
2. Deliver in core industry areas of comparative or differential strength and high government priority.
3. Promote and support growth in apprenticeships and traineeships.
4. Deliver foundation skills.
5. Deliver in rural and regional areas and to disadvantaged student cohorts.
6. Maintain strong community and industry relationships.

To achieve these expectations our Plan prioritises and weights its following four goals appropriately:

- **Student-focussed:** TasTAFE will deliver quality vocational education and training, and provide consistent and contemporary experiences, so that students achieve employment and have the ability to pursue lifelong education.

- **Demand-driven:** TasTAFE will provide vocational education and training that is responsive to Tasmanian industry needs and benefits students.
- **People and culture:** TasTAFE will attract and retain staff that deliver quality vocational education and training, and demonstrate responsiveness to industry stakeholders.
- **Operating environment:** TasTAFE will meet the financial expectations of its Board and the Tasmanian Government, and provide efficient, effective and contemporary environments and experiences for our students.

Through the implementation of the previous Corporate Plan, TasTAFE substantially delivered on its first year objective of stabilisation. However, there is still much to do. The focus of the Corporate Plan 2019-22 is on continuing to review all training products and developing a strategic plan to achieve TasTAFE's desired state. TasTAFE will develop strategies to achieve this desired state and will focus on the four goals stated above.

Through this Plan, TasTAFE will continue to lead the development of Tasmania's skilled workforce' with confidence that students and employers are receiving quality vocational education and training.



Jenny Dodd
Chief Executive, TasTAFE
July 2019



Mike Blake
Chair, TasTAFE Board
July 2019

OUR PURPOSE

Leading the development of Tasmania's skilled workforce.

OUR VALUE PROPOSITION

OUR EXPERIENCE: We have provided generations of Tasmanians with quality vocational skills, education 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 INFRASTRUCTURE: Our buildings, and those we share, provide the infrastructure needed to enhance skills development and we are investing in digital technology to meet student and employer expectations.

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.

All staff are committed to TasTAFE demonstrating quality learning outcomes that are endorsed by both industry and relevant regulatory authorities.

TasTAFE is the State Government's public provider of vocational education and training – preparing the State's future skilled workforce. Our values and behaviours reflect our commitment to working with our partners to provide 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.

CURIOS: 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

TasTAFE and the vocational education and training sector nationally, have seen a decline in participation rates over the past few years. There is a range of reasons for this decline; however, the result is a significant deficit in skilled labour both now and into the future.

Tasmania has committed to increasing the level of apprenticeships and traineeships in order to address these skills shortages. TasTAFE, as the State's largest training provider, has a pivotal role in delivering these increases.

However, it is well recognised that TasTAFE cannot address these skill shortages alone. We must work closely with industry and government to meet the increasing demand for skilled workers.

Whilst we are experiencing strong growth in a number of industry sectors, in other areas demand for vocational education and training continues to fall. TasTAFE is working closely with Skills Tasmania and industry bodies to demonstrate the value of vocational education and training to both employers and individuals.

The combination of the above factors will see the continual review of TasTAFE training products to ensure they are at quality standards and that government funding is used most effectively in meeting the forecast skills shortages of the future.

During 2018-19, the internal audit was finalised, TasTAFE underwent its renewal of registration process as a Registered Training Organisation (RTO), and TasTAFE achieved both governance and leadership stabilisation. New and existing Board members have been confirmed and the leadership team has been consolidated, including the appointment of an Executive Director Students and Education. A review of Drysdale's position in relation to TasTAFE will continue during the first part of 2019-20.

While much has been achieved, the proposed three year phased approach of stabilisation in year one, development of strategy and service offerings in year two, and achieve growth in year three will require a little longer. In the eighteen months to December 2020, the development of strategy and service offerings will occur simultaneously with in depth review of all training products. With this focus, TasTAFE will establish the conditions that can lead to future growth.

Challenges

The strategic direction for TasTAFE is to provide student-centred, quality vocational education, which is aligned with Tasmanian Government priority industries and produces skilled graduates who are work-ready or adequately prepared to engage in more learning.

To deliver on our strategic direction we need:

- confidence that our training products and delivery methods meet quality standards,
- contemporary learning environments that maximise the use of infrastructure and digital technologies,
- teachers who are current in their 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. Education: A review of all TasTAFE training products and the embedding of student feedback at multiple points in the student lifecycle.
2. Industry partnerships: Development of new and maintenance of existing key partnerships and relationships with relevant industries and employers.
3. Financial: TasTAFE will operate within the available funding envelope until business cases are developed for additional investment to implement contemporary services and growth strategies.
4. People: Recruitment of teachers in key industries is a continuing challenge. The development of a workforce plan with a focus on matching staff skills to industry needs is underway.
5. Infrastructure: As a consequence of a number of years of under-investment, many TasTAFE physical facilities and digital infrastructure do not meet contemporary education and training needs. Management of the large number of facilities involves significant overheads and will need to be carefully considered as part of any future product delivery strategy. At the same time an assessment will be required as to the suitability of existing and available IT applications.

Priority focus

Year one of the previous corporate plan had a focus on stabilisation, which was achieved. In this next period the focus turns to strategy development while simultaneously focusing on a full training product review.

Next eighteen months - Review of all training products and development of strategy and service offerings

- Education: Review all training products and embed student feedback.
- Equity and Access: Develop strategies to meet specific demands.
- Service Delivery: Placing the student experience at the centre, implement a lifecycle experience for a student that is consistent and contemporary.
- Industry partnerships: Seek to find better ways to engage with new industry partners as well as continue to build on and 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: Clearly articulate our desired culture and develop clear messaging that our people can engage with so that we deliver the promise of being student-centric.
- Built environment: With the completion of the asset master plan the first phase of the implementation will be underway.
- Digital improvement: Implement new systems that modernise the business and assist in managing the ongoing operational costs of the business while improving student and staff experience.

Following eighteen months – Growth

- Improving the student experience using multi-levels of student feedback.
- Monitoring of all training products to ensure-quality education delivery is embedded.
- Implementing the product and marketing strategies to achieve revenue growth, associated workforce plans and supporting infrastructure and digital requirements.
- Monitoring performance at margin level.
- Pursuing growth opportunities as identified in development of partnerships and the product, marketing and business strategy revenue plans.
- Identifying future skills demands and shortages, and developing product strategies to meet emerging needs.
- Aligning brand, strategy and culture thus demonstrating TasTAFE is a leading public provider of quality vocational education and training in Tasmania and nationally.

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	Current period – next 18 months	Forward years – future 18 months
Students	<ul style="list-style-type: none"> • Review of all training products (2) • Student feedback framework created, implemented and acted upon (1) • Student experience lifecycle plan embedded (1, 2) • Service delivery model through renewed enrolment process (1, 2, 5) • New pre-apprenticeship programs (3) • Digital capability investment plan (1, 4) • Full e-learning strategy in place and uptake evident (1, 2, 5) • Implementation of the asset and digital strategies (1, 5) • Remote and regional activities underway (5) • Risdon prison model implemented (5) • UTas letter of agreement implementation continued (6) 	<ul style="list-style-type: none"> • Embed quality outcomes in all training products (1) • Continuous improvement of the student experience including regular feedback surveys on both satisfaction with experience and of program delivery (1) • Dynamic agreements for pathways to university and evidence students are accessing them (1, 6) • Responsive delivery strategies (1, 5) • Continued focus on driving apprenticeships (3)
Demand driven markets and customers	<ul style="list-style-type: none"> • Revenue, product and marketing strategies developed and implemented (1, 2, 3) • Partnership plans well developed (1, 2, 3, 6) • Work with Skills Tas on promoting vocational education and training (6) 	<ul style="list-style-type: none"> • Growth in partnerships and students from all target markets across every revenue stream (1, 2, 6) • Full implementation of product strategy and continuous review (1, 2,) • Implementation of the international student strategy (1,6)
People and culture	<ul style="list-style-type: none"> • Teacher induction program in place and new recruitment strategies in skill shortage areas underway (1) • Develop workforce plan (1, 5) • People development plans in place (1) • Culture development to enable staff to articulate strategic direction (5, 6) 	<ul style="list-style-type: none"> • Continued implementation of workforce plan (1) • Culture, brand, strategy aligned (1, 2, 5, 6)

<p>Financial, Building and Business systems</p>	<ul style="list-style-type: none"> • Compliance review (1, 6) • Identify further business process change requirements (1, 5, 6) • Develop capital funding business cases to support growth (1, 2, 3) 	<ul style="list-style-type: none"> • Finalise implementation of Centres of Excellence (1, 2, 5, 6) • Approved long term investment strategy (1, 5, 6) • Deliver improved outcomes from review and analysis of Student Management System – (upgrade or replacement) (1) • Systems re-engineering in line with digital investment strategy (1)
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GOALS

STUDENT-FOCUSSED

GOAL: TasTAFE will deliver quality vocational education and training, and provide consistent and contemporary experiences, so that students achieve employment and have the ability to pursue lifelong tertiary education.

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 feel confident to continually to engage with tertiary education.
- Students and accrediting authorities endorse our products and processes as quality.

KEY STRATEGIES

- Consistent and contemporary experiences at every touch point of the student lifecycle.
- Student survey framework for continuous improvement in place.
- Provision of a safe and secure environment for students to learn within.
- All training products meet quality standards and students 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.
- Student-centric behaviour that meets the expectations of all stakeholders as quality.

DEMAND-DRIVEN MARKETS AND CUSTOMERS

GOAL: TasTAFE will strive to provide vocational education and 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.
- We have developed linkages with industry that are evident in the way our programs are delivered.
- Our assets are fit for purpose facilities that enable contemporary learning.

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.
- Strategic 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.

PEOPLE AND CULTURE

GOAL: TasTAFE will attract and retain staff that deliver quality vocational education and training, and demonstrate responsiveness to industry stakeholders.

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN:

- Staff are able to clearly articulate the vision and strategic intent of TasTAFE.
- We have an upward trend in staff satisfaction.
- All staff are actively engaged in nurturing genuine and mutually beneficial industry and community relationships.

KEY STRATEGIES

- All staff engage in professional development programs that align with our strategic intent.
- Engage all TasTAFE staff in understanding and actively contributing to achieving the goals set out within the Corporate Plan.
- Support for staff to implement quality improvements.
- Culture is captured as a benchmark for further development.
- Workforce planning is underway.

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 continue to receive positive results from regulatory processes.
- Workforce plan identifies priority areas for recruitment.

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.
- Any behaviour that removes siloes of behaviour and demonstrates a single TasTAFE approach to student, employers and product development.

OPERATING ENVIRONMENT

GOAL: Operating environment: TasTAFE will meet the financial expectations of its Board and the Tasmanian Government, and provide efficient, effective and contemporary environments and experiences for our students.

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN:

- We meet our agreed budgets or positively exceed them
- We are accessible and provide a seamless and user-friendly experience for our customers.
- We have the capacity to reinvest in our core business.

KEY STRATEGIES

- Invest in contemporary systems and review current service delivery models to enable consistent student, client and stakeholder experiences.
- Centralised setting of revenue budgets based on trend analysis.
- Enhanced reporting at all levels of the business, focusing on financial responsibilities.
- Business decisions are made using well-researched business intelligence and systems.
- Diversify profitable revenue streams through the introduction of demand-driven products and reducing under-utilised product offerings.
- Optimise our course delivery costs through development of a consistent approach.
- Leverage the benefits of increased investment in business intelligence tools.

MEASURES OF SUCCESS OVER THE LIFE OF THIS PLAN

- TasTAFE values business efficiency and productivity, and is financially responsible.
- 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.
- 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

- Demonstration we follow processes and adhere to financial delegations.
- Active, responsive and flexible actions that result in increases in profitable activity.
- Any behaviour that demonstrates commitment to the implementation of business systems, delegations and processes of TasTAFE.

FINANCIAL STATEMENTS

TASTAFE STATEMENT OF COMPREHENSIVE INCOME

	2018-19	2019-20	2020-21	2021-22	2022-23
	Budget	Budget	Forward Estimate	Forward Estimate	Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue and other income from transactions					
Grants	84 920	92 344	81 908	82 087	84 499
Sales of goods and services	24 150	23 703	24 200	24 685	25 179
Interest	125	125	140	125	125
Total revenue and other income from transactions	109 195	116 172	106 248	106 897	109 803
Expenses from transactions					
Employee benefits	71 957	73 312	75 421	74 940	76 461
Depreciation and amortisation	8 825	8 655	8 970	8 511	7 900
Supplies and consumables	31 170	30 754	31 062	31 829	32 987
Total expenses from transactions	111 952	112 721	115 453	115 280	117 348
Net result from transactions (net operating balance)	(2 757)	3 451	(9 205)	(8 383)	(7 545)
Net result	(2 757)	3 451	(9 205)	(8 383)	(7 545)
Comprehensive result	(2 757)	3 451	(9 205)	(8 383)	(7 545)

Notations:

1. Centre of Excellence funding appears in the revenue hence producing fluctuations in the bottom line revenue result
2. TasTAFE is funded for its operations through the agreement with Skills Tasmania. Like all government agencies depreciation is not generally funded. Replacement on capital is funded on a case by case basis.

TASTAFE STATEMENT OF FINANCIAL POSITION

	2019	2020	2021	2022	2023
	Budget	Budget	Forward Estimate	Forward Estimate	Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Financial assets					
Cash and deposits	6 367	7 223	7 334	7 761	8 416
Receivables	5 608	5 064	4 448	3 831	3 213
	11 975	12 287	11 782	11 592	11 629
Non-financial assets					
Property, plant and equipment	163 077	170 991	163 129	155 267	147 405
Heritage and cultural assets	26	26	26	26	26
Intangibles	2 826	1 719	611
	165 929	172 736	163 766	155 293	147 431
Total assets	177 904	185 023	175 548	166 885	159 060
Liabilities					
Payables	5 362	3 862	3 762	3 662	3 562
Employee benefits	16 470	16 280	16 060	15 830	15 600
Other liabilities	2 700	2 750	2 800	2 850	2 900
Total liabilities	24 532	22 892	22 622	22 342	22 062
Net assets (liabilities)	153 372	162 131	152 926	144 543	136 998
Equity					
Contributed capital	227 033	227 033	227 033	227 033	227 033
Reserves	9 880	14 092	14 092	14 092	14 092
Accumulated funds	(83 541)	(78 994)	(88 199)	(96 582)	(104 127)
Total equity	153 372	162 131	152 926	144 543	136 998

TASTAFE STATEMENT OF CASH FLOWS

	2018-19	2019-20	2020-21	2021-22	2022-23
	Budget	Budget	Forward Estimate	Forward Estimate	Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
Cash inflows					
Grants	84 920	92 344	81 908	82 087	84 499
Sales of goods and services	25 438	24 278	24 775	25 260	25 754
GST receipts	3 360	3 640	3 712	3 766	3 821
Interest received	125	125	140	125	125
Total cash inflows	113 843	120 387	110 535	111 238	114 199
Cash outflows					
Employee benefits	(63 969)	(65 103)	(66 980)	(66 544)	(67 890)
Superannuation	(8 252)	(8 399)	(8 661)	(8 626)	(8 801)
GST payments	(3 464)	(3 568)	(3 621)	(3 674)	(3 728)
Supplies and consumables	(31 497)	(32 254)	(31 162)	(31 967)	(33 125)
Total cash outflows	(107 182)	(109 324)	(110 424)	(110 811)	(113 544)
Net cash from (used by) operating activities	6 661	11 063	111	427	655
Cash flows from investing activities					
Payments for acquisition of non-financial assets	(6 300)	(14 145)
Net cash from (used by) investing activities	(6 300)	(14 145)
Net increase (decrease) in cash and cash equivalents held	361	(3 082)	111	427	655
Cash and deposits at the beginning of the reporting period	6 006	10 305	7 223	7 334	7 761
Cash and deposits at the end of the reporting period	6 367	7 223	7 334	7 761	8 416