

TasTAFE

Corporate Plan 2020 – 2023

August 2020

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

TasTAFE

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Corporate Plan 2020 – 2023

At the time of writing this Corporate Plan, Australia is experiencing the COVID-19 health pandemic. This pandemic is having a profound impact on the operations of TasTAFE. Much of TasTAFE's future focus will be shaped by the length and breadth of the pandemic. It is too early to determine that impact with any degree of certainty.

TasTAFE responded immediately to the pandemic by transitioning to greater use of online learning and planning for small groups only to undertake the practical aspects of their courses. Work placements in industries such as health have had to be delayed along with some workplace assessments. There are both positive and negative outcomes from these transformative actions. TasTAFE now has well over 150 courses in the online environment enabling more agile delivery and better access for students. This change will have long lasting cultural impacts on the way TasTAFE can service its markets. Challenges ahead include the impacts of COVID-19 on work placements, implementing small group practical learning and the ability to offer some new qualifications. The impact has also been felt in the international student market and in commercial training as both revenue sources have effectively ceased.

This plan details the expected impact in the medium term and TasTAFE's proposed path out of the pandemic. As a result, the financial forecasts in this plan include the predicted impact of COVID-19, but do not make any allowance for a government response that will be clearer when the Tasmanian State budget is handed down in November 2020. Regardless of the economic environment, this plan addresses those initiatives that will underpin the future success of TasTAFE by focussing on skills needed to help drive the Tasmanian economy.

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.

During 2019, TasTAFE completed the stabilisation phase of its 2019-2022 Corporate Plan. Of particular note was TasTAFE receiving seven years registration with the Australian Skills Quality Authority (ASQA). This outcome enabled TasTAFE to respond positively and with confidence to a period of uncertainty requiring new ways of working in preparation for the future.

TasTAFE will continue to focus on its core business of delivering quality vocational education and training. While that remains the case, 2020–21 will also see TasTAFE position itself to enable it to meet the key strategic directions as its longer-term strategic plan is developed and articulated.

It is expected that COVID-19 will continue to have an impact particularly regarding TasTAFE's commercial and international growth targets. Locally TasTAFE will play a vital role as Tasmania, and our nation, recover from COVID-19, by providing the vocational education and training necessary to equip job seekers in the new economy.

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 and upskilling workers.
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 this Corporate Plan prioritises the following four goals:

- **Student-focussed:** TasTAFE will capture and retain the positive approaches that have resulted because of COVID-19 to the way we deliver training to students. This will ensure that we will continue to deliver quality vocational education and training and to provide high standards of client service, so that students achieve employment and can pursue lifelong tertiary 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 remain financially stable meeting the expectations of the Tasmanian Government, and provide efficient, effective and contemporary environments and experiences for our students.

Through the implementation of the previous Corporate Plan, TasTAFE delivered on its objective of stabilisation. A focus of this Corporate Plan 2020-23 is on managing the impact of COVID-19 and preparing our students for the challenges of the post COVID-19 job world. TasTAFE will develop strategies to achieve this desired state while always focusing 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 2020



Mike Blake
Chair, TasTAFE Board
July 2020

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.

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

Australia wide, the vocational education and training sector has 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. This Corporate Plan outlines how TasTAFE will contribute to supporting an upturn in participation in VET.

Tasmania has committed to increasing the level of apprenticeships and traineeships to address skills shortages. TasTAFE plays 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 in identified trades.

TasTAFE began experiencing strong growth in several industry sectors prior to the COVID-19 pandemic. The size and breadth of the pandemic will result in significant changes to demand for training. TasTAFE is working closely with Skills Tasmania and industry bodies to identify skills needed and to demonstrate the value of vocational education and training to both employers and individuals. This includes the inclusion of focussed skills sets and short courses required to upskill new and existing workers.

The review of TasTAFE training products, and in particular the inclusion in Semester 2 2020 of a suite of short courses, will be accelerated to ensure that vocational education and training is best targeted to assist in the overall economic recovery from the COVID-19 pandemic. This is expected to be a long recovery process, spanning a number of years.

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 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 and deliver the outcomes needed by industry,
- 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 using online learning mixed with on campus practical sessions and workplace experiences and assessment,
- all staff with a client service approach, and
- commitment to one organisation where there is a consistent learner experience from the first point of contact through to graduation and re-engagement.

The primary challenge for implementation of this plan will be the impact of COVID-19 and Government, both locally and nationally, and industry responses.

Priority focus

In the next 12 months, our focus will be very clearly on dealing with the immediate impact of the COVID-19 pandemic and supporting our existing students and employers. The next period post 6 months will see a focus on delivering the training required to support the recovery of the Tasmanian economy.

It is expected the immediate twelve months will see increased demand for training with less capacity of students to pay. The commercial and international student markets will also be weak while the demand for courses from individuals on concession is likely to be strong. TasTAFE plays a vital role in that training opportunity for individuals to enable them to participate in the economy and to meet that student demand will be a challenge for TasTAFE but one we are committed to.

Next twelve months

- Capitalising on the positive changes to teaching delivery that has resulted from moving online.
- Improving the student experience using multi-levels of student feedback.
- Monitoring all training products and introducing new short courses to ensure-quality education delivery is embedded.
- Remaining viable and responsive to a declining economy and playing our role in offering relevant courses aimed at growing that economy.
- Implementing the product and marketing strategies to lay the foundations for revenue growth, associated workforce plans and supporting infrastructure.
- Further developing the digital environment that has supported the move online.
- Monitoring performance at all levels in particular margin level.
- Pursuing growth opportunities as identified in development of strategic partnerships and the product, marketing and business strategy revenue plans and a new international student strategy.
- 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.

Out years - Growth

As noted earlier, TasTAFE's corporate plan will be heavily influenced by the Commonwealth and Tasmanian Government's plan to recover from the COVID-19 pandemic. That recovery plan will influence TasTAFE's pace for a range of measures such as revenue growth and enrolment numbers. These targets will be updated as more information regarding the extent of the pandemic, and Government's response, becomes known.

Goal	Next 12 months	Years two and three
Students	<ul style="list-style-type: none"> • Foster the online environment to sustain improved student experience (1) • 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 between TasTAFE and schools and between TasTAFE and UTas and evidence students are benefiting from them (1, 6) • Responsive delivery strategies (1, 5) • Continued focus on driving apprenticeships (3) 	<ul style="list-style-type: none"> • Finalise implementation of the student portal and student lifecycle management • Optimise the learning model between on-line, workplace and on-campus split • Develop innovation in the student experience that is nationally leading, including in areas TasTAFE has Centres of Excellence
Demand driven markets and customers	<ul style="list-style-type: none"> • Growth in students with limited capacity to contribute financially to their learning (1, 2, 6) • Full implementation of product strategy including suite of short courses (1, 2,) • Completion of the Centres of Excellence - Drysdale and Agriculture and commencement of the Trades and Water infrastructure build (6) • Development of the international student strategy (1,6) • Partner with SkillsTas in meeting the State's objectives for post COVID-19 recovery and towards delivering Energising Tasmania (2) 	<ul style="list-style-type: none"> • Commercial strategy developed to meet emerging employer demand • Cultivate suite of short courses to meet emerging demand • Implement revised International strategy to achieve a doubling of international student numbers by 2024 • Develop Hydrogen Energy strategy and introduce training products to meet Energising Tasmania demand such as renewable energy. • Full sustainability of Centres of Excellence with industry commitment achieved

<p>People and culture</p>	<ul style="list-style-type: none"> • Continued implementation of workforce plan (1) • Culture, brand, strategy aligned (1, 2, 5, 6) 	<ul style="list-style-type: none"> • Continue implementation of preferred TasTAFE culture
<p>Operating Environment</p>	<ul style="list-style-type: none"> • Finalise implementation of Centre of Excellence Trades and Water (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) 	<ul style="list-style-type: none"> • Implement asset strategy • Implement IT strategy

GOALS

STUDENT-OUTCOMES

GOAL: TasTAFE will capture and retain the positive approaches that have resulted because of COVID-19 to the way we deliver training to students. This will ensure that we will continue to deliver quality vocational education and training and to provide high standards of client service, so that students achieve employment and can 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 engage with tertiary education.
- Students and accrediting authorities endorse our products and processes as quality, including the new short courses introduced as part of the response to COVID-19.

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

- Increasing percentage of students completing their courses within the specified timeframe (under development).
- Maintain level of learner engagement (as per ASQA engagement survey).

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 quality expectations of all stakeholders.

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 and 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

- Increase in total enrolments per annum as per AVETMISS data.
- Increase in total hours of learning per semester as per AVETMISS data.
- Increase course participation – the % of TasTAFE courses reaching the maximum course enrolments by census date (under development).
- Improve employer satisfaction – as measured by the employer satisfaction survey.

BEHAVIOURS WE WILL VALUE

- Understanding the needs of industry and students and actively and responsively adapting our business and training 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 can 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 in the second half of this plan because of the changes in business and education practice introduced in response to COVID-19.
- Workforce planning is underway.

MEASURES OF SUCCESS OVER THE LIFE OF THIS PLAN

- Reduction in lost time injury frequency rate.
- Improvements in employee engagement level.
- Improvements to cultural styles following establishment of culture benchmark.

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: TasTAFE will remain financially stable meeting the expectations of 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

- Stabilise, then increase, non-government revenue.
- Increase percentage of learner space utilisation.
- Increase Student/Teacher ratio.

BEHAVIOURS WE WILL VALUE

- Exercise of sound judgement within all decision-making controls and frameworks.
- Active, responsive and flexible actions that result in increases in productivity.
- Any behaviour that demonstrates commitment to the implementation of business systems, delegations and processes of TasTAFE.

The following table outlines the key performance indications, current performance and target at completion of the corporate plan

Goal Area	Key Performance Indicator	Definition	2020/21 Performance Target	Long term goal 2023/24
Student Outcomes	Level of learner engagement (satisfaction)	As per ASQA engagement survey	90%	90%
Demand Driven markets and customers	Total enrolments per annum	Total students across all classifications	26,700	30,000
	Total hours of learning per semester	As per AVETMISS	Semester 1: 1.662M Semester 2: 3.015M	Semester 1: 1.840M Semester 2: 3.415M
	Employer satisfaction	As per ASQA engagement survey	86%	88%
People and Culture	Lost time injury frequency rate	Number of LTI's per 1 million hours worked	12.5	5.0
	Employee engagement level	As per TSS employee engagement survey	62%	70%
Operating Environment	Non-government revenue	As a % of total revenue base	16.8%	28%
	% of building utilisation	Learning space occupancy as a % of availability and capacity	40%	70%
	Student/Teacher ratio	Number of teachers to students across all learner classes	63 to 1	70 to 1

FINANCIAL STATEMENTS

TASTAFE STATEMENT OF COMPREHENSIVE INCOME

	2019-20	2020-21	2021-22	2022-23	2023-24
	Estimate	Budget	Forward Estimate	Forward Estimate	Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue and other income from transactions					
Grants	92 344	93 337	87 807	87 807	84 934
Sales of goods and services	18 000	18 368	22 893	24 881	25 428
Asset Sales			7 500		
Interest	25	47	24		
Total revenue and other income from transactions	110 369	111 752	118 223	109 815	113 153
Expenses from transactions					
Employee benefits	74 125	80 829	82 870	84 805	86 756
Depreciation and amortisation	8 748	8 748	8 811	8 200	8 200
Supplies and consumables	30 754	25 652	26 165	26 688	27 222
Total expenses from transactions	113 627	115 229	117 846	119 693	122 178
Net result from transactions (net operating balance)	3 258	(3 477)	378	(9 878)	(9 025)
Net result	3 258	(3 477)	378	(9 878)	(9 025)
Comprehensive result	3 258	(3 477)*	378	(9 878)*	(9 025)*

*Interim forward estimates are volatile given operating impacts of Covid-19 remain unclear. Forward estimates do not include access to the \$21 million JobTrainer funding recently announced by State and Federal Governments or initiatives announced through the Tasmanian 2020 State Budget.

TASTAFE STATEMENT OF FINANCIAL POSITION

	2019-20	2020-21	2021-22	2022-23	2023-24
	Estimate	Budget	Forward Estimate	Forward Estimate	Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Financial assets					
Cash and deposits	23 511	11 873	(3 672)	(5 462)	(7 132)
Receivables	7 298	7 814	6 958	5 400	4 826
	30 808	19 687	3 286	(62)	(2 306)
Non-financial assets					
Property, plant and equipment	155 607	165 959	177 279	170 079	162 879
Heritage and cultural assets	21	21	21	21	21
Intangibles	1 719	611
	157 347	166 591	177 300	170 100	162 900
Total assets	188 155	186 278	180 586	170 038	160 594
Liabilities					
Payables	3 268	2 368	1 468	968	718
Employee benefits	16 723	17 473	17 304	17 134	16 965
Other liabilities	5 000	7 500	2 500	2 500	2 500
Total liabilities	24991	27 341	21 272	20 602	20 183
Net assets	163 164	158 937	159 314	149 436	140 411
Equity					
Contributed capital	227 033	226 283	226 283	226 283	226 283
Reserves	18 452	18 452	18 452	18 452	18 452
Accumulated funds	(82 321)	(85 798)	(85 421)	(95 299)	(104 324)
Total equity	163 164	158 937	159 314	149 436	140 411

TASTAFE STATEMENT OF CASH FLOWS

	2019-20	2020-21	2021-22	2022-23	2023-24
	Budget	Budget	Forward Estimate	Forward Estimate	Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
Cash inflows					
Grants	92 369	93 337	87 807	84 934	87 725
Sales of goods and services	16 745	17 998	23 893	26 381	25 928
GST receipts	2 520	4 728	4 654	2 953	3 021
Interest received	25	47	24		
Total cash inflows	111 634	116 110	116 377	114 268	116 675
Cash outflows					
Employee benefits	(66 010)	(71 735)	(73 554)	(75 242)	(76 969)
Superannuation	(8 125)	(9 094)	(9 485)	(9 732)	(9 956)
GST payments	(2 405)	(4 874)	(4 798)	(2 895)	(2 948)
Supplies and consumables	(30 254)	(26 552)	(27 065)	(27 188)	(27 472)
Total cash outflows	(106 793)	(112 255)	(114 902)	(115 058)	(117 345)
Net cash from (used by) operating activities	4 841	3 854	1 475	(790)	(670)
Cash flows from investing activities					
Proceeds from sale of non-financial assets			7 500		
Payments for acquisition of non-financial assets	(3 030)	(15 492)	(24 253)	(1 000)	(1 000)
Net cash from (used by) investing activities	(3 030)	(15 492)	(17 020)	(1 000)	(1 000)
Net increase (decrease) in cash and cash equivalents held	1 811	(11 638)	(15 545)	(1 790)	(1 670)
Cash and deposits at the beginning of the reporting period	21 700	23 511	11 873	(3 672)	(5 462)
Cash and deposits at the end of the reporting period	23 511	11 873	(3 672)*	(5 462)*	(7 132)*

* Interim forward estimates are volatile given operating impacts of Covid-19 remain unclear. Forward estimates do not include access to the \$21 million JobTrainer funding recently announced by State and Federal Governments or initiatives announced through the Tasmanian 2020 State Budget.