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Foreword from the CEO

I am delighted to present GOTAFE’s new 2020-2023 Education Strategy, which sets out our plan to work collaboratively with our stakeholders to enhance GOTAFE’s educational offers and support improved outcomes for our region.

This Strategy builds on our bold, but achievable, vision for education at GOTAFE. Over the next three years and beyond, we will work to make education at GOTAFE dynamic, holistic and innovative, with student success at the core of everything we do.

The TAFE landscape is dramatically changing, with major reforms underway in the VET sector. Throughout this transformation, our foremost priority is to deliver contemporary education and training, of an exemplary standard, that is accessible and equitable for regional students.

As the largest vocational education provider in Northern Victoria, GOTAFE plays critical roles supporting employment and growth in our region and strengthening the local communities in which we operate. Our strong regional presence means we have a commitment to local prosperity and a broader social obligation that extends beyond the business of education and training. GOTAFE provides opportunities to people in our communities, regardless of ability or background; and by harnessing the strength inherent in diversity we help build more vibrant communities.

GOTAFE has a critical role supporting employment and growth in the region by producing a pipeline of highly skilled employees. We understand the importance of strong partnerships with industry to anticipate and align our programs with industry demand to provide meaningful post-secondary pathways and employment.

This Education Strategy builds on our bold, but achievable, vision for education at GOTAFE. It sets out a plan for GOTAFE to work collaboratively with our stakeholders towards improved outcomes for our region and a better TAFE for all.

Introduction

The Australian Vocational Education and Training (VET) sector is in the early stages of a major reset and reform journey.

Amid these reforms, the fourth industrial revolution is changing the world of work and the types of skills in demand. Similarly, the learning preferences of Australians are changing in-line with the skills demands of industry and new forms of delivery. This means the VET sector, and with that TAFE, must adapt quickly to remain relevant.

In August 2019, the Council of Australian Governments (COAG) agreed on a new vision for VET that articulated three priority areas:
1. Relevance
2. Quality
3. Accessibility.

Delivering this vision requires a new coordinated approach to instigate much needed change that will position the sector as ‘responsive, dynamic and world-leading’.

The draft VET Roadmap outlines the desired high-level changes in the sector, including those listed in the box below. In Victoria, the Macklin Review is also in its early stages. As such, TAFE must anticipate both national and state change drivers, and position itself to maximise outcomes for industry, students and government.

GOTAFE aims to be a leader in these reforms through proactive transformation and by positioning itself to capture the emerging opportunities created by change.

Throughout this transformation, our foremost priority is to deliver contemporary education and training, of an exemplary standard, that is accessible and equitable for regional students. GOTAFE remains resolutely committed to ensuring the needs of our students are at the heart of everything we do.

As the largest vocational education provider in northern Victoria, GOTAFE plays a critical role in strengthening the local communities in which we operate. Our strong regional presence means we have a commitment to local prosperity and a broader social obligation that extends beyond the business of education and training. GOTAFE provides opportunities to people in our communities, regardless of ability or background; and by harnessing the strength inherent in diversity we help build more vibrant communities.

The desired high-level draft VET Roadmap changes:
1. Trusted and relevant qualifications and credentials
2. High quality education, training and assessment
3. Attractive apprenticeships and employment-based pathways
4. Access for all learners, in training that is right for them
5. Stronger alignment between VET and Higher Education
6. Government VET investment that supports economic and social priorities
7. National architecture and governance that gives credibility, impact and stability.

Travis Heeney
CEO, GOTAFE
About GOTAFE

GOTAFE is the largest tertiary education provider in Northern Victoria.

Goulburn Ovens Institute of TAFE (GOTAFE) was established in October 1996 with the amalgamation of the Goulburn Valley Institute of TAFE and the Wangaratta Institute of TAFE.

Our Values

- **Integrity**: Be honest, reliable and trustworthy
- **Collaboration**: Partner with others to achieve goals
- **Accountability**: Take responsibility for your actions
- **Respect**: Appreciate and accept each other’s differences
- **Excellence**: Aim high

The world of work is changing

The future is being shaped by four global megatrends

A truly globalised world is shifting political and economics dynamics with implications for traditional institutions, governments, and individuals.

Increasing concern for, and demands on, the environment and our resources means we have to find more sustainable ways of living.

Demographic changes and distribution of wealth are uneven. In Australia, our ageing population will reduce the proportion of workers compared to retirees.

Technological advancement is accelerating and disrupting the ways we live, play and work.

These megatrends are impacting the type of skills needed for future jobs

**Industry 4.0 requires new skills**

Technologies that connect the physical and digital world, such as robotics, artificial intelligence, and data analytics, will create new jobs that require different skills.

**Automation will affect, but not replace, all jobs**

Technology will increasingly replace routine manual tasks, changing the way we work by requiring more cognitive skills.

**Increasing demand for soft skills**

86% of jobs created between now and 2030 will be knowledge worker jobs, two-thirds of which will be soft-skill (interpersonal and creative) intensive.

**Transferrable ‘enterprise skills’ will be required in many future jobs**

- Problem Solving
- Teamwork
- Financial Literacy
- Critical Thinking
- Communications
- Creativity
- Presentation Skills
- Digital Literacy

Diversity and Inclusion

- 4.2% of students identify as Indigenous
- 9.5% of students have a disability

Study Areas

- Business & IT
- Creative
- Education
- Health & Community
- Hospitality & Baking
- Hair & Beauty
- Land & Animals
- Manufacturing & Work Safety
- Technical Trades

GOTAFE’s annual turnover in 2019

- $58 million

Student contact hours

- 31 million

Individual students

- Over 9,400

50 Courses

COURSES

were offered in 2019 through the Victorian Government’s Free TAFE Priority Courses initiative.

Average shortage by skill type, Australia (000s)

- Soft Skills: 1730
- Cognitive: 510

Employment growth by occupation type (since 1998)

- Manual Routine: 22%
- Manual Non-routine: 25%
- Cognitive Routine: 41%
- Cognitive Non-routine: 86%
Our region is growing

Growth in GOTAFE’s region is being driven by agricultural industries and the increased need for logistics and associated facilities along major transport routes. Population increases are also driving civil construction and regional infrastructure projects, with a corresponding growth in health and service related industries.

Jobs growth across the Hume region is most pronounced in five key sectors.

- CONSTRUCTION
- AGRICULTURE, FORESTRY AND FISHING
- HEALTHCARE AND SOCIAL ASSISTANCE
- EDUCATION AND TRAINING
- ACCOMMODATION AND FOOD SERVICES

Major projects within GOTAFE’s region

- Goulburn Valley Highway Shepparton Bypass ($1.3b)
- Munarra Centre for Regional Excellence ($23m)
- GV Health Redevelopment ($169m)
- Wangaratta Hospital Precinct ($22m)
- GV Link (Stage 1 - $20m)
Our education strategy is shaped by our stakeholders

When embarking on an education strategy to position GOTAFE for the future, we knew that it would be critical to involve the organisations and people that GOTAFE serves. Accordingly, we engaged with stakeholders across our region to understand how the Education Strategy could best position GOTAFE, and our stakeholders, for the future.

Stakeholder group
- Current and future GOTAFE students
- GOTAFE staff
- Industry stakeholders
- Community stakeholders
- State and local government representatives

Engagement methods
- Interviews
- Stakeholder engagement forums
- Surveys
- Staff workshops

Our vision
‘In 2025, education at GOTAFE will be dynamic, holistic and innovative. Student success will be at the core of everything we do.’

Strategic planning framework
GOTAFE’s 2020–2023 Education Strategy sets out the path ahead for the next three years. The Strategy articulates the vision, strategic intent, directions, and initiatives for GOTAFE’s education offer, and defines what success looks like. It is the guiding document that will focus the efforts of our staff on positioning GOTAFE for the future. The figure below describes the framework that is used to articulate the Education Strategy.

<table>
<thead>
<tr>
<th>OUR VALUES</th>
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<tbody>
<tr>
<td>VISION</td>
<td>What’s the dream?</td>
</tr>
<tr>
<td>STRATEGIC INTENT</td>
<td>What are we trying to achieve over the next three years?</td>
</tr>
<tr>
<td>STRATEGIC DIRECTIONS</td>
<td>What should we focus on?</td>
</tr>
<tr>
<td>STRATEGIC INITIATIVES</td>
<td>How will we get there?</td>
</tr>
<tr>
<td>MEASURES OF SUCCESS</td>
<td>How will we know we’ve arrived?</td>
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</table>
Strategic intent

Our strategic intent articulates what GOTAFE is trying to achieve as an organisation over the next three years.

Strategic pillars

GOTAFE’s Education Strategy is organised around five key pillars – the themes that organise the specific strategic directions and initiatives that will bring the Strategy to life.

Core pillars
The two inner pillars are the ‘core pillars’ of the Education Strategy. These encompass strategic directions that put GOTAFE’s students at the centre of its Strategy.

Enabling pillars
The three outer pillars represent the critical capabilities and activities that need to be in place to be able to deliver on the core pillars and ensure GOTAFE is a thriving and sustainable business within its region.
**Pillar 1: Quality learner-centred education**

Our primary reason for being is to provide high-quality education and training to help our students reach their full potential. GOTAFE students will achieve meaningful employment outcomes and/or pathways to further study as a result of the quality and relevance of our courses.

<table>
<thead>
<tr>
<th>Strategic directions</th>
<th>Initiatives</th>
<th>Success measures</th>
</tr>
</thead>
</table>
| Ensure that GOTAFE’s education and training meet student needs and are in line with changing industry demand | • Conduct market research at regular intervals  
• Engage industry and students in co-design of courses and training offers  
• Establish a high-level industry reference group to provide guidance on industry needs | • Student satisfaction  
• Employment and further education outcomes  
• Industry satisfaction with GOTAFE’s education offerings  
• Increased enrolments in qualifications aligned to industry priority needs |
| Develop graduates that are industry ready and prepared for their future careers | • Deliver education and training in line with leading and contemporary teaching practices  
• Embed employability skills across all GOTAFE courses  
• Deliver work-integrated learning and onsite training in partnership with local industry  
• Deliver training with new and emerging technologies in line with industry trends | • Improved employment and further education outcomes  
• Industry satisfaction with GOTAFE’s education offerings  
• Student satisfaction |  
| Create outstanding learning environments | • Revitalise physical learning environments to create vibrant hubs of life and learning  
• Align physical learning environments with industry needs  
• Enhance virtual learning environments to support online, blended, and remote modes of learning |  | • Student satisfaction  
• Campus performance metrics (staff, student, and industry feedback; usage data; accessibility measures) |
Pillar 2: Student experience at the centre

Our student experience – what students think, feel and do as they follow their education journey – will be supportive, seamless, and efficient for all students regardless of background or need.

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<tr>
<td>Design and deliver a responsive and seamless GOTAFE experience</td>
<td>• Authentically engage students in co-design of the ‘GOTAFE experience’&lt;br&gt;• Develop a student experience framework, systems map and roadmap to integrate the student experience into GOTAFE’s ways of working&lt;br&gt;• Build and facilitate student communities that support learning and student life</td>
<td>• Student satisfaction&lt;br&gt;• Course completion rates</td>
</tr>
<tr>
<td>Embrace diversity to become known as the region’s leading inclusive learning provider</td>
<td>• Implement GOTAFE’s Social Justice Framework&lt;br&gt;• Provide student support services that help students to participate and complete their studies</td>
<td>• Student satisfaction&lt;br&gt;• Enrolments for students with disabilities, and those from Indigenous, migrant and disadvantaged backgrounds&lt;br&gt;• Improved employment and further education outcomes for students with disabilities, and those from Indigenous, migrant and disadvantaged backgrounds&lt;br&gt;• Overall course completion rates</td>
</tr>
<tr>
<td>Build lasting relationships with our students to support their lifelong learning</td>
<td>• Develop a GOTAFE alumni strategy</td>
<td>• Students returning for further study&lt;br&gt;• Ex-students returning as trainers</td>
</tr>
</tbody>
</table>
**Pillar 3: Embed GOTAFE in our region**

As the largest vocational education provider in Northern Victoria, we are a cornerstone of our local communities. We rely on our industry and community partners, as they do us, to drive growth in our region and help people to reach their full potential.

### Strategic directions

- Maximise skills investment in the region to support regional growth
- Create and foster industry partnerships
- Strengthen our communities and help people realise their potential
- Enhance GOTAFE’s profile and reputation to become the training provider of choice in our region

### Initiatives

- Develop a government and regional engagement strategy to influence regional development and position GOTAFE as the partner of choice for large regional projects
- Undertake a skills audit of the region and emerging industries
- Develop an industry engagement framework and client relationship management system
- Target partnerships in regionally significant and key growth areas (e.g. healthcare, renewable energy, advanced agriculture, food processing)
- Deepen relationships with local schools to raise the profile of VET pathways
- Engage with, and provide support for, community groups to build trust and enduring relationships
- Strengthen pathways for people from Indigenous, migrant and disadvantaged backgrounds
- Increase indigenous representation at GOTAFE
- Develop ‘areas of excellence’ aligned to GOTAFE’s strengths and regional opportunities (e.g. healthcare, renewable energy, advanced agriculture, food processing)
- Continue to develop GOTAFE’s education and training brand

### Success measures

- Number of training hours delivered by GOTAFE in the region
- Value and number of major training contracts won by GOTAFE
- Industry satisfaction
- Increased activity with existing industry partners
- Increased financial value of partnerships in key growth areas
- Community satisfaction
- Number of students studying VET in school
- Student enrolments from Indigenous, migrant and disadvantaged backgrounds
- Improved employment and further education outcomes for student from Indigenous, migrant and disadvantaged background
- Number of Indigenous staff in leadership positions at GOTAFE
- GOTAFE’s reputation for ‘areas of excellence’
- Net Promoter Score
Pillar 4: Highly skilled and capable people

Our staff underpin the success of our organisation and education vision. We will be a thriving organisation known for inspiring and equipping our staff for success.

**Strategic directions**
- Develop a culture of innovation and excellence that enables our people to thrive and deliver
- Ensure our teaching staff remain at the forefront of their industries
- Cultivate visible and accountable leaders to support our staff and students
- Enhance GOTAFE’s reputation as an employer of choice

**Initiatives**
- Provide clear expectations for performance and behaviour linked to PD’s and individual performance plans.
- Ensure a positive culture is role-modelled at all levels.
- Recognise and celebrate innovation and excellence in practice.
- Provide professional learning opportunities to enhance teaching and assessment capability.
- Provide opportunities for trainers to spend time in industry and attend relevant industry events.
- Conduct leadership capability assessments.
- Deliver leadership programs to emerging and existing leaders.
- Ensure leaders are accountable for performance plans and management processes.
- Develop a GOTAFE employee value proposition.
- Continue to improve GOTAFE’s employer brand.

**Success measures**
- Staff satisfaction.
- Organisational health metrics (staff utilisation, staff turnover, sick leave).
- Industry currency.
- Industry satisfaction.
- Leadership capability.
- Staff satisfaction.
- Number of active Individual Performance Plans (IPPs).
- Quantity and quality of job applications.
- Staff satisfaction.
- Ratings and reviews on job advertisement and related websites.
Pillar 5: Organisational sustainability

We will continue to improve operational efficiencies and the quality of our education and training to ensure GOTAFE’s long-term sustainability. At the same time, our enhanced commercial focus will enable us to stay abreast of industry trends and maintain ongoing relevance.

Consolidate GOTAFE’s education offer to improve the quality and viability of courses

Enhance GOTAFE’s commercial focus to capture emerging opportunities that drive sustainable long-term growth

Invest in GOTAFE’s enabling systems to optimise organisational performance

Initiatives

- Ensure compliance with Standards for Registered Training Organisations (RTOs) 2015
- Consolidate GOTAFE’s portfolio to focus on courses that are financially sustainable and regionally significant
- Update GOTAFE’s asset strategy based on the consolidated course portfolio
- Conduct periodic market research to identify emerging opportunities
- Develop a decision framework for assessing the attractiveness of opportunities
- Allocate resources to support innovation and explore new opportunities
- Align GOTAFE’s ICT strategy to support delivery of quality education and training
- Collect, translate, and apply data to monitor and improve organisational performance

Success measures

- Ongoing compliance
- Financial sustainability
- Return on assets in line with industry benchmarks
- Ratio of innovation expenditure to corresponding savings or revenue increases
- Sustainable long-term growth
- Improved operational efficiency
- Enhanced performance data

Strategic directions

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