

# GippsTAFE

## STRATEGIC PLAN

Securing your future through **flexible solutions**



2012



## FROM THE CHAIR

*Institute Board*

GippsTAFE has, as its cornerstone, the capacity to increase its business through client responsive, flexible and innovative training solutions. Its ability to respond quickly to a changing business environment for TAFE institutes emphasises the resilience and sustainability that has been built over its 80 year history.

**Flexible solutions** continues to drive the Institute's business providing a clear picture of the goals that need to be achieved for sustained success. In the current climate, our vision, "Securing Your Future through Flexible Solutions" highlights our commitment to individuals, enterprises and communities to secure their success.

Together we will create a future which reaps rich rewards for us all.

*David Gittins*



## FROM THE CHIEF EXECUTIVE OFFICER

Our People, Our Products and Services and Our Financial Security are the fundamental platforms of our success. This strategic plan demonstrates the willingness and commitment of our staff to ensure that GippsTAFE continues to play a significant role in your future success.

**Flexible solutions** establishes a road map to guide us in preparation for a future which will require different sets of skills and advanced qualifications. Our investment in technology and flexible delivery platforms will provide opportunities for all learners, whatever their lifestyles, to access the training they need to continually create their futures.

Through the choice and flexibility of quality learning options, we will optimise success for you – our stakeholders.

*Dr Peter Whitley*

GippsTAFE is a Registered Training Organisation (RTO) committed to developing long term partnerships with clients. In achieving this, we are dedicated to providing innovative flexible training services and business solutions that add value to the community and industry, and optimise personal potential and enterprise success.

GippsTAFE staff are respected for their professionalism, client focus, commitment to achieving outcomes and dedication to quality.

The Institute has campuses in Morwell, Yallourn, Leongatha, Traralgon and Warragul in Gippsland, Victoria and Chadstone in the south east of Melbourne which specialises in the Energy and Telecommunications sectors. Staff at all of the campuses have extensive experience in the design, development and delivery of programs that provide flexible solutions to a broad range of clients and industries. Delivery options include workplace learning, Recognition of Prior Learning (RPL), online learning, distance education and classroom based to clients locally, nationally and internationally.

GippsTAFE is proud of its history of serving our clients for more than 80 years and will continue to ensure complete client satisfaction through our Flexible Solutions.

# GippsTAFE Strategic Plan 2012

Priority Area

## OUR PEOPLE: OUR ADVANTAGE

Context Statement

Context Statement Develop and promote a sustainable workforce highly regarded for their skills, knowledge, adaptability, innovation and professionalism.

### STRATEGIC OBJECTIVES

*A culture of innovation and collaboration will define our organisation and the way we do business*

*Our organisational reputation and capability will be enhanced through the ongoing development and transformation of our staff – their skills, capabilities and professionalism*

*Engagement with our internal and external communities, sharing knowledge and ideas, will enable the Institute to respond effectively to our clients*

*High quality responsive customer service will characterise a business solutions approach to meet every clients' needs  
Respect for a culturally diverse community will be reflected in our client service practices*

### OPERATIONAL TACTICS

- Recognise and reward achievement that contributes to meeting clients' expectations and builds sustainable business success
- Embed the Institute's values in organisational practice
- Promote an organisational environment which rewards individual and team contributions which result in Institute success
- Promote and foster accountability and responsibility at all levels of the organisation
- Maintain a rigorous staff development program that enhances staff capabilities
- Develop a flexible and responsive Workforce Development Plan which focuses on recruitment and retention of the skills and capabilities required to ensure the Institute's sustained business success
- Improve and enhance communication both internally and externally
- Promote a culture which shares business knowledge and practice
- Strengthen community and industry networks and partnerships
- Develop customer service capability to enable staff to be client responsive and solutions oriented

### KEY RESULT AREAS

- ✓ Reward and recognition strategies in place
- ✓ Performance management system monitored
- ✓ Developed and implemented a three year professional development place focused on business and commercial acumen, innovative and flexible teaching delivery practices and customer relationship skills
- ✓ Improved staff satisfaction
- ✓ Maintained the Workforce Development Plan
- ✓ Improved targeted industry release program improved
- ✓ Enhanced Customer Service Standards
- ✓ Increased involvement with community and industry networks

## OUR PURPOSE

GippsTAFE develops and delivers customised training solutions for the economic and social development of individuals, enterprises and communities

Priority Area

## OUR PRODUCTS AND SERVICES: OUR DIFFERENCE

Context Statement

Provide quality competitive training services and business solutions which are responsive, flexible and innovative.

### STRATEGIC OBJECTIVES

*Innovation and new technologies including environmental sustainability will underpin and differentiate our products and services*

*The Institute's planning processes will effectively link the allocation of resources and the delivery of products and services to identified market segments*

*Studying at GippsTAFE will provide qualifications pathways for clients to actively participate in a highly competitive and highly skilled global economy*

*Recognising the diversity of our clients' needs, our Institute will be their first choice for training and business solutions*

*Collaboration, partnerships and alliances will expand the Institute's delivery capability to service our clients*

### OPERATIONAL TACTICS

- Diversify products and services to provide learning and development solutions that meet the needs of industry, community and individuals
- Initiate and sustain strategic relationships and alliances that support business growth
- Implement flexible, innovative delivery strategies and an extended range of assessment and recognition methods
- Create flexible pathways that enhance learning and employment outcomes for our clients
- Expand the Institute's range of offerings in Diploma, Advanced Diploma and Graduate Vocational Diplomas
- Investigate new business and product development opportunities
- Implement marketing strategies to enhance the Institute's public profile, increase brand recognition and generate growth
- Build our client base and loyalty through effective client relationship management that is responsive and solutions focused
- Respect our clients' cultural diversity in our delivery and in particular, assist Koorie people to achieve success through the Wurreker Implementation Plan

### KEY RESULT AREAS

- Increased investment for Innovation and e-learning technologies
- Increased enrolments in Diplomas and Advanced Diplomas delivered
- Increased pathways formalised within the higher education sector
- Performance Agreement Targets achieved
- NVR Compliance implemented
- Improved client satisfaction
- Sustainability concepts embedded in all relevant products and services

## OUR VISION

Securing Your Future through flexible solutions

GippsTAFE puts you **FIRST** by demonstrating:

Flexibility | Innovation | Responsiveness | Sustainability | Transformation



## Priority Area

# OUR FUTURE: OUR FINANCIAL SECURITY AND INFRASTRUCTURE

## Context Statement

Invest for the future to achieve a sustainable and successful organisation.

### STRATEGIC OBJECTIVES

*Investment in the Institute's strengths and future directions will ensure sustained success*

*Profitability will be a key feature of organisational operations to enable re-investment in the Institute*

*All staff will appreciate and understand the Institute's processes of defining and measuring success to secure its future*

*The Institute's infrastructure supports the attainment of high quality service delivery outcomes*

*The Institute will plan for the future in a sustainable way that promotes an awareness of environmental issues*

### OPERATIONAL TACTICS

- Promote a business culture that values business acumen, innovation and responsiveness and drives business success
- Develop and implement a sustainable investment strategy that promotes growth and re-invests in the Institute's operations and infrastructure
- Implement business strategies that identify and promote growth in State, National and International markets
- Establish and foster partnerships that will increase our capability to deliver products and services to clients – including those off-shore
- Utilise data from research and environmental scans to provide information to position the Institute's business for sustained success
- Invest in Institute facilities and equipment to enhance the development and delivery of innovative training services and business systems
- Develop a culture of client responsiveness that achieves high levels of customer satisfaction and repeat business
- Ensure all Institute policies are followed to reduce risk and retain Registered Training Organisation (RTO) certification
- Ensure sustainability practices throughout the Institute contribute positively to the reduction of the Institute's carbon emissions footprint

### KEY RESULT AREAS

- Achieve Net Annual surplus
- % Annual Business Growth
- Investment Strategy implemented
- Increased sch/revenues per EFT staff
- Reduced costs of operation/EFT staff
- Positive contribution achieved on all business activities
- Reduction in carbon footprint
- Continue to develop new business and partnerships

## AGILITY AND RESPONSIVENESS

feature strongly in GippsTAFE's Strategic Plan

## **GIPPSTAFE POSTAL ADDRESS**

PO Box 3279, GMC Morwell 3841

## **GIPPSTAFE WEBSITE**

[www.gippstafe.edu.au](http://www.gippstafe.edu.au)

## **GIPPSTAFE LOCATIONS**

### **Morwell Campus (Office of the CEO)**

**Location** Cnr Princes Drive & Monash Way, Morwell

**Phone** (03) 5120 4500

### **GETT Centre (GippsTAFE Employment and Transitional Training Centre)**

**Location** 49-63 Princes St, Traralgon

**Phone** (03) 5136 3600

### **GippsTAFE Education Precinct (GEP)**

**Location** Northways Road, Churchill

**Phone** (03) 5132 3812

### **GippsTAFE Yallourn Campus**

**Location** Monash Road, Newborough

**Phone** (03) 5127 0277

### **GippsTAFE Warragul Campus**

**Location** Queen Street, Warragul

**Phone** (03) 5622 8500

### **GippsTAFE Leongatha Campus**

**Location** 129 Nerrena Road, Leongatha

**Phone** (03) 5662 6800

### **GippsTAFE Chadstone Campus**

**Location** 41 Drummond Street, Chadstone

**Phone** (03) 9251 3000

### **GippsTAFE Academy**

**Location** 49-63 Princes St, Traralgon

**Phone** (03) 5136 3600