

OFFICIAL

TAFE NETWORK STATEMENT OF PRIORITIES FOR 2023



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Acknowledgement of Country

The Department of Jobs, Skills, Industry and Regions acknowledge the Traditional Owners of Country throughout Victoria, their ongoing connection to this land and we pay our respects to their culture and their Elders past, present and future. We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches our society more broadly. We embrace the spirit of self-determination and reconciliation, working towards equality of outcomes and ensuring an equitable voice.

Authorised by the Hon. Gayle Tierney, Minister for Training and Skills
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Together with TAFE

Minister's Commitment

We know that skills shortages and the growing demand for workers are creating serious challenges for Victorian industries. The Government's commitment to broadening student eligibility and expanding Free TAFE will enable more Victorians to get jobs while boosting our economy through delivery of a pipeline of highly skilled, TAFE-trained workers.



Victoria's unique network of public TAFEs provides a strong foundation for the Victorian skills system. TAFE has a central role in finding innovative ways to achieve Victoria's economic transformation, particularly as we transition to a clean economy. Government is investing in TAFE's capability to meet future challenges including through its \$50 million TAFE Clean Energy Fund and ensuring TAFEs are ready to train the workforce needed for the new State Electricity Commission.

While TAFEs must look to the future and adapt in the face of digital and technological change, they must also continue to meet skills shortages now: our construction industry's demand for electricians, landscapers and plumbers; our services industry's need for hospitality staff; and our health and community services industry's critical need for care workers to support the older members of our communities and people with disability. These critical skills shortages are even more challenging in the regions – where the TAFE Network has a long history of working with local communities and supporting local economies.

Updated annually, the Victorian Skills Plan now provides a roadmap to guide the skills and training portfolio and TAFE is leading the way on delivering training to meet the industry skills needs it identifies. The creation of the new Department of Jobs, Skills, Industry and Regions brings TAFE together with industry and jobs. This will enable TAFE to achieve even greater integration with industries to support the Victorian economy, but also strengthen TAFE's role in ensuring all Victorians can access and succeed in high quality training for jobs – regardless of the barriers they may face. The Government is also driving improvements for apprentices through a \$9.7 million investment in cost of living relief and the establishment of a new Apprenticeships Taskforce to deliver enhanced safety and fairness for apprentices as they get started in their careers, supported by TAFE.

There is also a significant opportunity for Victorian TAFE to lead the way in the national skills innovation agenda. Victoria's landmark Free TAFE offering has been extended with the Australian Government as part of the new one-year National Skills Agreement for 2023, while negotiations are underway for a new five year funding agreement to support TAFE and the VET sector. This provides an opportunity to strengthen the work already underway across the TAFE Network to meet new and emerging skills needs, lift the quality of teaching materials, and develop new training approaches for new workforces. It also presents an opportunity to consider a more ambitious agenda for public TAFEs – as equal partners in innovation and applied research.



Never has a strong TAFE Network been more important.

In this second year of the Statement, we will build on our achievements in driving improved outcomes in the areas of skills, students and sustainability and add a specific focus on the staff that make this happen. The 2023 Statement of Priorities outlines how the TAFE Network will pursue these collective goals – working together to explore new opportunities, while also lifting quality and efficiency through network investment and initiatives. The driver for success is the collaborative Network model where TAFEs work together with the guidance and support of the Office of TAFE Coordination and Delivery, to plan Network services and to draw on the strengths and efficiencies that can be gained when a group shares a vision.

I am committed to ensuring that the Network has the direction and support it needs to rise to the challenges and opportunities of a skills-hungry economy, while ensuring no one is left behind. Government is committed to ensuring the TAFE Network has the security it needs to keep growing sustainably and will introduce legislation into Parliament that guarantees 70 per cent of Vocational Education and Training (VET) funding is allocated to TAFE. The TAFE Network will continue to grow, collaborate and work together and with Government to fulfil the expectations in this Statement.

I look forward to working with the TAFE Network and to the great outcomes we will achieve for students, employers and communities across the coming year.

Purpose

The *TAFE Network Statement of Priorities* is an annual agreement between the Minister for Training and Skills and Victoria's public TAFEs. It sets out the strategic objectives, priority activities and outcomes expected of the Network in relation to skills, students, sustainability and, for 2023, staff for the year ahead.

The *Statement of Priorities* also affirms and supports TAFE's central role in the VET sector and its contribution to addressing critical skills gaps in the economy, increasing opportunities for workforce participation for priority groups and implementing major Victorian Government commitments, such as creating jobs in clean energy. TAFE is also central to national skills sector reform, with the Australian and Victorian Governments taking action to address the current skills shortage by delivering more Free TAFE and vocational education places for Victorians. In 2023, the Statement now includes 'staff' as a fourth priority, recognising the vital role of the TAFE workforce in delivering Government commitments, the challenges faced by the sector in recruiting, retaining and building the capability of staff, and the need for a Network-wide approach to workforce development.

Accountability for Network outcomes

To ensure these outcomes are delivered, individual TAFE providers will agree with the Minister specific actions, deliverables, and targets as part of their response to the Network statement in their individual response to the 2023 TAFE Network Statement of Priorities. The response to the TAFE Network Statement of Priorities will include the services the TAFE will deliver and outline specific key performance indicators and targets for each TAFE, linked to the Network priorities for the year ahead. These will be reviewed as part of quarterly monitoring through the *Outcomes, Improvement and Accountability Framework* and through ongoing engagement between TAFEs and the OTCD.

The OTCD's *Outcomes, Improvement and Accountability Framework* provides transparent reporting and monitoring, and analysis and evidence-building to support improvement, share best practice, and identify and address whole of Network issues. The OTCD will provide the Minister for Training and Skills half-yearly updates on progress towards delivering Network priorities, including whole of Network initiatives, and individual TAFE achievements against agreed targets.

The OTCD will continue its support for the achievement of the strategic Network objectives by continuing to support Network-wide systems and processes and maintaining strong and supportive relationships with TAFEs. To support the delivery of an effective network model, the OTCD will continue to progress reforms including legislative change which seeks to enshrine the unique role, purpose, and value of the TAFE Network.



The principles which underpin our priorities

The Victorian Government is committed to ensuring the centrality of the Victorian TAFE Network within the broader VET system and to affirming the importance of public provision, including the Network's value and unique role and purpose. The following principles will underpin all our collective efforts.

Public provision and the TAFE Network are central to the VET system

By working together as a strengthened public Network and harnessing the Network's deep collective expertise, scale and diversity, the Victorian TAFE Network will lead the vocational education and training system.

The inaugural *Victorian Skills Plan* – Victoria's skills roadmap – provides a guide for responding to the skilling challenges ahead and the opportunities presented by new and emerging industries. This will be updated annually. Located across the state and offering broad training opportunities linked to the skills most needed for jobs, the Victorian TAFE Network will take a planned, system-wide approach to delivering on the *Victorian Skills Plan*. TAFE will be instrumental to training the workforce for the State Electricity Commission (SEC) and variously informing, supporting or participating in the establishment of the SEC Centre for Excellence in skills and training. TAFE teachers and other professional staff play a critical role in equipping students for new and changing work by creating the meaningful educational experiences that give students the knowledge, skills and ways of thinking and working they need for their careers. The TAFE Network will continue to support and invest in high-quality vocational teaching setting a standard that is a benchmark for the sector. The TAFE Network will also continue to be the training provider which offers students tailored and culturally appropriate supports and services, to ensure all Victorians have an opportunity to achieve success, regardless of their circumstances or background.

The TAFE Network delivers skills for Victoria's economic growth *and* social inclusion

Through the Victorian TAFE Network, the Victorian Government provides high quality vocational education and training in skills areas linked to government's economic and social objectives. This includes skills for economic growth in key areas like:

- the technology and digital sectors, agriculture, hospitality, tourism and manufacturing;
- skills to support the transition to a climate-resilient future;
- construction to support the government's large-scale infrastructure priorities; and
- skills that support Victoria's critical social and community services including early childhood education and care workforces, supporting delivery of government's priority social and inclusion reforms.

TAFEs also play a unique role supporting local communities and regional economies by providing community access to TAFE facilities for civic activities and emergency response efforts. At the regional level TAFEs are key players in supporting regional development, infrastructure, revitalisation, and supporting local staff and businesses.

The TAFE Network is a partner with industry in growing Victoria's economy

Supported by the OTCD, TAFEs work to maintain and deepen their relationships with industry for the benefit of students who need contemporary skills and experience for work, and to support the growth of the Victorian economy which relies on a pipeline of skilled people to drive its industries.

TAFEs are at the forefront of delivering future, high quality skills to support Victoria's workforce development, including in important areas such as the care sector and the industries supporting transition towards clean energy and advanced technologies. This includes engaging local industry in course and

assessment design and developing leading-edge materials and assessment. Sharing these contemporary learning resources will be key to building deeper quality into the TAFE Network offering.

The TAFE Network safeguards broad access for all Victorians to training in skills linked to jobs

By working as a Network, Victorian TAFE will ensure all Victorians can access vocational education and training and skills through:

- reliable access to consistent, high quality training in the vocational skills areas linked to the greatest job demand.
- training and innovation in applied learning in specialised skills areas linked to specific industry skills needs, particularly in 'future skills' areas and skills to support the 'clean economy' and industry resilience to the impacts of climate change.





The TAFE Network is central to delivering Government's commitments to equity and equality through vocational training and education, and key pathways for students

The TAFE Network provides crucial access to applied education and training for Victorians facing exclusion or disadvantage, including through pathways into work, targeted outreach and support programs and tailored student pathways. This includes recognition of, and continuing support for, the principles of cultural safety and self-determination for Aboriginal and Torres Strait Islander people and tailored support for students with disabilities, LGBTIQ+ students, students from culturally and linguistically diverse backgrounds.

The TAFE Network is also central to supporting students to navigate within and across the broader educational sector. This occurs through its lead role in the delivery of TAFE training within secondary schools, and the creation of educational pathways into TAFE (including from schools and university), within the TAFE Network and from TAFE to jobs or other higher education, including through the Network's dual sector universities.

TAFE Network priority areas

The TAFE Network Statement of Priorities is focused on four areas – Skills, Students, Sustainability and Staff. Staff has been added as an enduring priority area in 2023, in recognition of the critical role TAFE workforces play in supporting high quality outcomes.

			
<p>Skills</p> <p>TAFEs will deliver the right skills for jobs, by working together as a network, embedded within industry, to deliver broad access to high quality training across Victoria</p>	<p>Students</p> <p>TAFEs will support student pathways across a joined-up education sector, and enable students to achieve successful outcomes, including those facing barriers to education and employment</p>	<p>Sustainability</p> <p>TAFEs will work towards achieving financial sustainability at their institute and the TAFE Network. TAFEs are working towards environmental sustainability.</p>	<p>Staff</p> <p>TAFEs will support their staff to offer excellent teaching and services so that students achieve their educational goals, and the TAFE Network leads the VET sector, setting a high benchmark for quality delivery</p>

2023 TAFE Network Priorities: Skills

TAFEs will deliver the right training for jobs aligned to Victoria's skills needs by working as a Network to ensure Victorians have broad access to high quality, industry relevant training across Victoria.

Skills: Key priorities

- TAFEs will promote the value of public education, and the unique opportunities for students such as *Free TAFE*, including a focus on improved outcomes for students and employers who access these opportunities.
- TAFEs will engage in a staged, whole of Network approach to planning training delivery informed by each update of the *Victorian Skills Plan*, to ensure the Network offers broad access to the most relevant training for students, communities and industry where it is needed most. Leveraging the expertise, specialisation and scale of the Network, this whole of Network approach will focus on:
 - *Free TAFE* courses, Apprenticeships and Traineeships and local skills needs identified in the Skills Plan.
 - Delivery of training that supports cultural safety and promotes and enables Aboriginal self-determination and minimises barriers to equal participation and belonging, including for students with disabilities, LGBTIQ+ students, and students from culturally and linguistically diverse backgrounds.
 - Training delivery supporting the Victorian Government's broader social and economic priorities, including supporting transition towards clean energy and advanced technologies, infrastructure development including Victoria's Big Build, and supporting a pipeline of workers for Victoria's mental health, family violence prevention and early childhood workforces.
 - The expanded delivery of certificates as part of the new VCE core offering for secondary school students, the VCE Vocational Major and support for their transition to further TAFE training.
 - Ensuring a strong role for TAFEs in innovation and vocational excellence in responding to new and emerging skills and technology. TAFEs play a lead role in the national skills innovation agenda and in delivering on the *National Skills Agreement* for 2023.
- Led by the OTCD, TAFEs will share best practice in teaching and learning across the Network, including, course materials and resources. The Network will continue its support for a new approach to developing shared, quality-assured teaching materials to improve student experience and industry relevance and actively participate in the refinement, establishment and ongoing operation of the model. This will ensure that all students get the very best the Network can collectively offer by enabling focused investment in quality and supporting efficiency by reducing duplication. TAFEs will actively contribute to lifting quality and overall Network delivery of best-in-class training.

Skills: what will success look like?**Priority****What will success look like for the TAFE Network in 2023?**

The TAFE Network is delivering the right skills for the right jobs in the right places

OTCD led:

- The OTCD works with TAFE institutes and dual sector universities towards an agreed Service Delivery Framework, and TAFEs participate in whole of TAFE Network service delivery planning. This will support:
 - the TAFE Network's delivery profile to be increasingly focused on Victoria's skills needs as identified in the Victorian Skills Plan
 - the TAFE Network to close geographical gaps in delivery (e.g., in growth corridors and regional Victoria) through Network level provision planning.
- The OTCD progresses a whole of TAFE Network approach to developing, maintaining and sharing quality-assured teaching materials, designed with industry.

TAFE and dual sector university led:

- TAFEs increase delivery of Free TAFE, apprenticeship and traineeship courses, and other priority courses identified through the new Service Delivery Framework
- TAFEs demonstrate improved employment and other training outcomes for students against 2022 results.
- TAFEs expand the Network's offering and delivery of VET training for Victorian secondary school students.
- TAFEs increase their strategic industry partnerships and grow commencements linked to these partnerships, supported by the OTCD and Apprenticeships Victoria.

Skills: How Government is supporting these priorities

The Government is investing in the TAFE Network to support its role at the centre of the VET system and to deliver on these priorities. Expanded student eligibility and *Free TAFE*, and the guarantee of 70 per cent of Vocational Education and Training (VET) funding allocated to TAFE each year, will support a stronger TAFE Network, as will the capital investments under the *Building Better TAFE Fund* and the *TAFE Clean Energy Fund*. TAFEs will continue to be supported by the OTCD through strategic coordination and support for TAFEs to work as a Network.

The OTCD will support TAFEs to develop delivery plans in collaboration with other TAFEs across Victoria, so that the Network's delivery reflects the jobs and local community needs highlighted by the *Victorian Skills Plan* and ensures access to training for students.

The OTCD will support delivery and access to VDSS through ongoing work with the Senior Secondary Pathway Reforms Taskforce via the inter departmental committee.

The OTCD will develop a new Clean Energy Steering Committee to support innovation relating to the clean economy.

The OTCD with TAFEs, will develop a new operating model for developing, maintaining, and sharing common resources. This new way of working will give ready access to quality-assured, shared resources that can be used by all teachers in the Network. These materials will be high quality and fit-for-purpose, freeing up teachers' time for teaching and supporting students.

2023 TAFE Network Priorities: Students

TAFEs will enable students to achieve successful outcomes, regardless of the barriers they face. TAFEs will support students to engage in lifelong learning through pathways across the education sector.

Students: Key priorities

- TAFEs will work together, and with the OTCD, to ensure all students receive a consistently high-quality experience at TAFE, building the reputation of TAFE as a high-quality vocational option for Victorians, with a direct link to jobs.
- TAFEs will actively support structural adjustment towards the low-carbon economy by promoting student pathways into clean economy jobs, including in the SEC and building relevant industry partnerships that strengthen opportunities for students to participate in the clean economy workforce.
- TAFEs will prioritise the engagement and support of learners who face barriers to education, training and employment through a network-approach to equality and diversity inclusion. This will include sharing good practice and contributing to an evidence-base about what works best to improve outcomes in enrolments and completion rates, for different cohorts. The OTCD will support TAFEs to identify and share best practice in TAFE student engagement and support across the Network. This includes delivering outcomes linked to whole of government priorities such as:
 - supporting Indigenous self-determination and sovereignty in line with Victoria's *Pathway to Treaty*, and the existing *Marrung Strategy* and *Wurreker Plans*,
 - the findings of the *Disability Royal Commission* and the actions for TAFE identified in *Inclusive Victoria: State disability plan*,
 - the actions for achieving LGBTQ+ inclusion articulated in *Pride in our future: Victoria's LGBTQ+ strategy*, and
 - actions for progressing gender equality in line with *Safe and Strong: A Victorian gender equality strategy*, the *Gender Equality Act 2020*, and *Respect and Equality in TAFE*.
- TAFEs will prioritise vocational pathways for young Victorians by supporting them to get the skills they need to gain confidence and move successfully into great jobs and further training. This will occur through relationships with local schools and working together with the OTCD and the Department of Education. Ensuring access for all government school students will require the continued development of and expanded participation in the planned, place-based approach to the core offering of VET Delivered to Secondary Students.
- TAFEs will actively strengthen student pathways by supporting students to move between the opportunities available at TAFE and strengthen student pathways, including from TAFE to higher education, increasing opportunities for upskilling and ensuring a skilled workforce for our growing high-skill economy.

Students: what will success look like?

Priority	What will success look like for the TAFE Network in 2023?
High-quality student experience across the Network	<p><u>OTCD led:</u></p> <ul style="list-style-type: none"> TAFEs and the OTCD work towards defining TAFE's unique student offering as public providers, designing a Student Engagement and Support Framework to support greater consistency across the Network. Building on the work of the Victorian Skills Authority, TAFEs and the OTCD will develop a suite of common measures relating to the TAFE student experience and specific targets to drive continued improvements in student satisfaction for the 2023 training year and beyond. <p><u>TAFE and dual sector university led:</u></p> <ul style="list-style-type: none"> TAFEs improve their students' satisfaction with training over a multi-year timeframe, working towards being VET sector leaders by 2025 in key skills areas. TAFEs support the rollout of training and information for first year apprentices and trainees on their rights and safety in the workplace.
Stronger pathways and lifelong learning	<p><u>OTCD led:</u></p> <ul style="list-style-type: none"> TAFEs and the OTCD work towards developing consistent measures and ensure student pathways and progression are tracked, working towards agreed targets for the 2024 Statement of Priorities. <p><u>TAFE and dual sector university led:</u></p> <ul style="list-style-type: none"> In 2023, TAFEs strengthen their relationships with local secondary schools, Learn Local providers, universities, and industry to support students moving between educational institutions, into the workforce and between industries.
Improved engagement, support and outcomes for learners who face barriers to education	<p><u>OTCD led:</u></p> <ul style="list-style-type: none"> TAFEs are supported to work together as a Network to share and build evidence of what support services work best for different student cohorts, including recognition of and support for the principles of cultural safety and self-determination for Aboriginal and Torres Strait Islander people. <p><u>TAFE and dual sector university led:</u></p> <ul style="list-style-type: none"> More TAFE students who face barriers to participation complete their training and achieve employment and other successful outcomes, compared with the 2022 training year. TAFEs and Koorie communities work together on local, place-based approaches to improving learning outcomes, by increasing involvement of Koorie people in educational decision making and delivering training priorities consistent with local occupational, industry and community needs. TAFEs, with support from OTCD, will deliver outcomes that respond to reforms related to Indigenous self-determination and sovereignty (<i>Pathway to Treaty, Marrung Strategy and Wurreker Plans</i>), disability (<i>Disability Royal Commission, Inclusive Victoria: State disability plan</i>), and LGBTQ+ inclusion (<i>Pride in our future: Victoria's LGBTQ+ strategy</i>).

Students: How Government will support these priorities

The OTCD will support the TAFE Network's participation in and response to whole-of-Victorian-Government strategies supporting students facing barriers to learning.

The OTCD will support TAFEs to work together to identify good practice in TAFE student support and inclusion to understand what works to deliver great outcomes for students across the Network.

2023 TAFE Network Priorities: Sustainability

TAFE institutes will continue to work towards achieving financial sustainability. TAFEs are working towards environmental sustainability and implementing Network-wide strategies in environmental sustainability and climate change adaptation aligned to *Victoria's Climate Change Strategy* and associated adaptation plans.

Sustainability: Key priorities

Financial sustainability

- TAFE institutes will operate within acceptable levels of financial risk, proactively adapting to realise agreed budget, cashflow and financial performance targets and return on capital investment strategies. TAFE institutes will maintain sufficient net cash reserves to support ongoing operations.
- TAFE institutes will maintain an efficient operating model through ensuring that course delivery is viable or aligns with agreed strategic priorities or access expectations. TAFEs will meet benchmarks and performance levels agreed through their TAFE Provider Statements of Priorities, reporting quarterly to the OTCD, and work with the OTCD to ensure continuous improvement.
- TAFE institutes will actively and effectively support initiatives to achieve the financial sustainability of the Network as a whole, working towards increasing public confidence and student demand for TAFE, and by increasing internal collaboration, integration and transparency within the Network.
- TAFEs will be transparent regarding their commercial activities and how profits are reinvested to support TAFE service delivery priorities.

Environmental sustainability

- TAFEs will take active steps to strengthen the climate resilience of assets and infrastructure.
- TAFEs work towards sustainability by building climate change adaptation skills and capability and implementing approaches to identify and manage risks associated with the impacts of climate change, adjust to potential damage, take advantages of opportunities, and incorporate climate change adaptation into decision-making processes and practices, and across the emergency management cycle.
- TAFEs will support their local communities as incidents of extreme weather and climate change events occur.

Financial sustainability*¹: what will success look like?

Priority	What will the success for the TAFE Network look like in 2023?
<p>TAFEs actively adopt financial strategies to achieve agreed sustainability outcomes and actively address cost drivers.</p> <p>TAFEs' third-party revenue and commercial activity is strategic and supports essential TAFE delivery</p>	<p><u>OTCD led:</u></p> <ul style="list-style-type: none"> TAFEs work with the OTCD towards achieving viable service delivery in terms of course scope and student enrolments – including working with the OTCD to identify and reach agreement on courses delivered to meet strategic priorities or access expectations, where viability cannot be achieved, and other funding sources may be required to support delivery. TAFEs work together, and with the OTCD to identify opportunities for shared approaches to services, administrative systems and platforms and support implementation of agreed initiatives. The TAFE Network continues to work with the OTCD to develop and adopt standardised approaches to financial reporting and responding to DTF's Asset Management and Accountability Framework. <p><u>TAFE institute led:</u></p> <ul style="list-style-type: none"> TAFEs' corporate planning and budgets include strategies and clear pathways to achieving balanced or positive EBITDA (excluding capital). TAFEs operate within financial risk parameters established by the OTCD in the TAFE Network budget planning process.

*Note the financial sustainability indicators do not apply to Dual Sector Universities due to their different governance, reporting and financial arrangements.

Environmental sustainability and climate change adaptation: what will success look like?

Priority	What will success for the TAFE Network look like in 2023?
<p>TAFEs are working towards environmental sustainability, by building climate change adaptation skills and capability and identifying and managing risks associated with the impacts of climate change</p>	<p><u>OTCD led:</u></p> <ul style="list-style-type: none"> The OTCD supports a key strategic role for the TAFE Network in supporting and developing a Clean Economy for Victoria. The OTCD supports sharing of good practice tools, templates and frameworks to support climate adaptation. <p><u>TAFE institutes and dual sector university led:</u></p> <ul style="list-style-type: none"> TAFEs develop organisation-wide incentives to motivate staff to progress an environmentally sustainable agenda. Climate change adaptation is embedded into TAFE risk management frameworks and emergency management cycles. TAFEs embed an environmental sustainability and climate change adaptation lens across all organisational policies. Business tools, corporate templates and frameworks are updated to facilitate staff consideration of environmental sustainability in all aspects of their work.

Priority**What will success for the TAFE Network look like in 2023?**

TAFEs take steps to strengthen the climate resilience of assets and infrastructure

TAFE institutes and dual sector university led:

- Climate change considerations are reflected in all stages of the asset lifecycle (planning, acquisition, operation, and maintenance and disposal).
- Capital works projects to upgrade TAFE infrastructure include considerations to improve resilience to climate change impacts (e.g., the impact of flood and high temperatures on public safety and the risk to assets) to address/mitigate negative health impacts.

Sustainability: How Government will support these priorities

- The Government will implement its guarantee of 70 per cent of Vocational Education and Training (VET) funding going to TAFE each year.
- The Minister will define the financial expectations for which TAFEs will be held accountable through proposed legislative reforms.
- The OTCD will identify strong and strategic practices in financial reporting, analysis and performance and in meeting the requirements of the financial management framework, and will share these among the Network, supporting all TAFEs to adopt them.
- The OTCD will maintain a consistent approach across the Network to financial reporting and planning, including through an agreed financial performance and accountability cycle.
- The new financial performance framework will be refined to ensure it reflects a concise suite of financial reporting metrics and targets that measure the financial performance of the TAFE Network and individual TAFE institutes. It will provide a clear picture of both the financial sustainability and operating efficiency of the TAFE Network and each TAFE institute, as well as the overall financial health of the organisation.
- The OTCD will monitor costs associated with course delivery, Multiple Enterprise Agreement (MEA), workforce transition and asset utilisation at Network and individual institute levels. These outcomes will form the basis of the approach to financial performance management including additional advice to Government on TAFE financial and budgetary matters.
- The OTCD will work with TAFEs to support the development of consistent, easily digestible communication of environmental sustainability as a TAFE Network priority to embed into decision-making processes and practices.

2023 TAFE Network Priorities: Staff

TAFEs will build staff capability, capacity and confidence through a Network-wide approach to workforce development, support and continuous improvement, encompassing all areas of TAFEs' workforce, including teaching and non-teaching staff.

Staff: Key priorities

- TAFE is an employer of choice for highly skilled staff and teachers, including those from diverse backgrounds.
- TAFE is a culturally safe employer for Aboriginal Victorians. The TAFE Network will develop and adopt a Network-wide approach to supporting and increasing the Aboriginal workforce, including in leadership roles. The Network will work together to build the skills of its workforce to effectively engage with Victorian Aboriginal communities, and to embed the self-determination enablers and guiding principles in policies and programs to ensure this is part of core business.
- TAFE institutes will identify Network initiatives to ensure increased staff satisfaction and wellbeing, including through:
 - focused and purposeful actions to deepen diversity and inclusion at TAFE workplaces;
 - actions to promote physically and mentally healthy workplaces; and
 - increased support for industry engagement and professional development to help staff to maintain professional currency and pursue innovation in teaching practice.
- TAFEs will work with the OTCD to develop a Network-wide workforce strategy aimed at supporting collaboration and building strategies increasing network capacity, attracting talent, and supporting retention in priority areas where there are skills shortages, as well as supporting job satisfaction, career development, wellbeing and diversity and inclusion.
- TAFEs will actively work towards addressing recommendations in the Commission for Gender Equality in the Public Sector's baseline report through their gender equality action plans.
- TAFEs will work with the OTCD to develop, maintain and share best practice teaching and assessment materials to support teaching staff to apply the best available strategies and resources in their teaching practice. This will support students to achieve their best and the TAFE Network to set the benchmark for quality in applied learning in Victoria, enhancing its reputation both as an employer and an education provider of choice.
- TAFEs will undertake targeted activities to improve staff understanding of the impacts of climate change, to support the teaching workforce to prepare learners to understand climate change and its impact on them and the world around them.
- TAFEs implement workplace relations changes arising from the new Fair Work Legislation (Secure Jobs, Better Pay) Act 2022 aimed at modernising the bargaining system, improving job security and workplace conditions, promoting gender equity and legislating changes related to compliance and enforcement.

Staff: what will success look like?

Priority	What will success for the TAFE Network look like in 2023?
<p>TAFEs work with Government to adopt a Network approach to TAFE staff development to drive improved outcomes including excellence in teaching and student support.</p>	<p><u>OTCD led:</u></p> <ul style="list-style-type: none"> TAFE institutes will work with the OTCD to develop a Network strategy that supports TAFEs to attract and retain quality staff, support professional and leadership development and support increased job satisfaction, career progression, wellbeing, and diversity and inclusion among the TAFE Network workforces. This will include monitoring links between staff-related outcomes and student outcomes and sharing best practice amongst TAFEs. <p><u>TAFE institutes and dual sector university led:</u></p> <ul style="list-style-type: none"> TAFEs will build cultural capability across their institutions and work towards increasing workplace diversity, including in senior leadership and on governing boards and will work towards pay equity and addressing recommendations in the Commission for Gender Equality in the Public Sector's workplace gender audit data analysis Baseline Report, aligned to TAFEs' gender Equality Action Plans.

Staff: How Government will support these priorities


- The OTCD will support the TAFE Network to participate in the implementation of a whole of Victorian Government approach to supporting and increasing the Aboriginal workforce, including in leadership roles.
- The OTCD will develop a workforce strategy that includes identification of practices and policies that supports attraction, retention and capability development and supports the best outcomes for TAFE staff in relation to job satisfaction, career development, wellbeing, and diversity and inclusion. The strategy will identify and disseminate Network best practice and strategies for lifting staff outcomes.

The Statement of Priorities is supported by the governance architecture for the TAFE Network

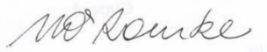
The OTCD is supporting the achievement of Network priorities, outcomes, and accountability, through a new system architecture.

- **New Guidelines** will establish the operating framework for the new governance architecture. While the Statement of Priorities sets annual priorities and performance expectations for institutes, new and refreshed guidelines will provide clear direction from the Minister for Training and Skills in relation to the delivery of services and other activities, such as community service activities, commercial activities, assessment management and service delivery planning.
- **The TAFE Outcomes, Improvement and Accountability Framework** is built around regular formal performance meetings to consider performance metrics and progress on the Statement of Priorities actions. TAFEs will be expected to report quarterly against agreed metrics and provide data necessary to support monitoring and analysis by the OTCD. Transparency across the Network will be a key principle, to support work towards whole of Network outcomes.
- In developing responses to the TAFE Network Statement of Priorities, TAFE Boards will be **expected to review their longer-term strategic priorities to ensure alignment**. It is proposed that performance against the individual TAFE Statements of Priorities actions and deliverables are reported in each TAFE's annual report at the end of the financial year, consistent with good practice public sector reporting. TAFEs and TAFE Boards are also expected to meet their other obligations as set out under legislation, regulations, TAFE Constitutions, accountabilities relating to the Victorian Skills Authority and Victorian Skills Plan, the VET funding contract and compliance with training and other regulatory frameworks.

Signing page



The Hon Gayle Tierney MP
Minister for Training and Skills
Minister for Higher Education



Margaret O'Rourke
Board Chair
Bendigo Kangan Institute




Tracey Cooper
Board Chair
Box Hill Institute




Prue Digby
Board Chair
Chisholm Institute




Paul Buckley PSM
Board Chair
TAFE Gippsland




David Bowen
Board Chair
The Gordon Institute of TAFE



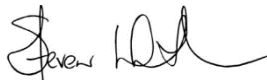

Hon. Candy Broad
Board Chair
GOTAFE Institute of TAFE




Michael Gorton
Board Chair
Holmesglen Institute of TAFE




Helen Clarke
Board Chair
Melbourne Polytechnic

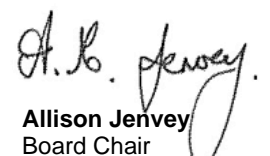
Steven Waterhouse
Board Chair
South West Institute of TAFE




Neth Hinton
Board Chair
Sunraysia Institute of TAFE




Dr Anne Astin AM, PSM
Board Chair
William Angliss Institute of TAFE

Allison Jenvey
Board Chair
Wodonga Institute of TAFE



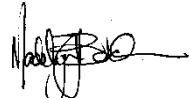
This TAFE Network Statement of Priorities is also supported by Victoria's dual sector universities, which provide TAFE services in Victoria with government funding*.



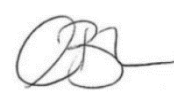
Liam Sloan
Deputy Vice-Chancellor and
Chief Executive TAFE
Federation University Australia




Mish Eastman
Deputy Vice-Chancellor
Vocational Education
RMIT University

Madelyn Bolch
A/Pro Vice Chancellor and
Chief Executive, Vocational
Education and Training
Swinburne University of
Technology

Wayne Butson
Interim Deputy Vice-Chancellor
Vocational Education
Victoria University



*While their commitment to supporting and developing the skills and students of Victoria mirrors that of the Victorian Government-owned 'standalone' TAFEs, the governance and financial arrangements of dual sector universities differ and the priorities that specifically relate to sustainability do not apply.