



VDC STRATEGIC PLAN
2018-2020

STRATEGIC PLAN

THE VDC

A CENTRE OF EXCELLENCE FOR CONTINUING
PROFESSIONAL LEARNING IN VOCATIONAL
EDUCATION AND TRAINING (VET)

**BUILDING THE
CAPABILITY OF VET
PROFESSIONALS**

MESSAGE FROM THE CHAIR OF THE BOARD



I am pleased to introduce the VDC's new Strategic Plan to 2020 with its clear focus on quality to deliver better outcomes for learners and industry.

A reinvigorated program and new state-of-the-art premises position the VDC well to operate as **"a centre of excellence for continuing professional learning to the VET workforce"**: our vision for 2020.

The Board has identified a new set of strategic goals and an ambitious agenda for building the capability of the VET professional workforce in support of the Victorian Government's 'Education State' and 'Skills First' initiatives. This reform agenda is galvanising a strong focus on quality that I am pleased to see the VDC promoting throughout its program of activities.

Importantly, I am encouraged by the VDC's efforts to strengthen collaboration across the whole sector and believe that this collaboration is part of improving the organisational capability of providers. A VET system that works collaboratively to drive excellence, quality and innovation cannot fail to deliver the outcomes we are seeking for learners and industry.

I am energised by the vision for a centre of excellence and I am confident that this strategic plan enables the VDC to play a key role in driving quality through practice excellence and innovation in VET professional learning for Victoria. By building a strong reputation in the Victorian VET sector, I believe that the VDC is well placed to attract and foster national and international knowledge exchange and collaborations.

We all want a strong VET sector that develops the knowledge, skills and attributes for the jobs of today and for tomorrow. I consider the VDC to be instrumental in providing a central point of support for this aim.

A handwritten signature in black ink, reading "Susan Christophers".

Susan Christophers

Chairperson

VET DEVELOPMENT CENTRE

15 December 2017

MESSAGE FROM THE CEO

This new plan is all about quality. It responds to the Victorian Government's priority to set a high benchmark for training quality in a sector that is rapidly evolving, increasingly diverse and needing to be much more agile to provide the courses that will lead to employment in a competitive global market.

We have proudly launched a new facility in the heart of Melbourne's CBD and revitalised our online presence to extend our reach locally, nationally and internationally and enhance our on-demand delivery. Our Board has developed a bold new vision to be a 'centre of excellence' for continuing professional learning in VET and has provided the direction to help mobilise the organisation for its next dynamic and expansive phase.

Quality is at the heart of being recognised as a centre of excellence and we will achieve this by building a reputation for thought leadership, trusted advice and practice excellence, and for collaboration and connectedness.

We are a central hub, fostering the networks for knowledge exchange and innovative collaborations with training providers and professional groups, industry and the wider community. By facilitating and delivering new approaches to training, industry engagement, and educational leadership and management, we are building practice excellence and inspiring a level of performance that raises the professional standing of all those working in the VET sector.

We are uniquely placed to bring VET professionals together physically and virtually to exchange knowledge, collaborate, and develop the networks to inspire outstanding performance. Our networks and our relationships are important to us, to keep our professional community connected and inspired to go on and inspire their students, staff and colleagues.



The end game for us is that we enable VET providers to excel so that more students are engaged and satisfied by the quality of training provided and that it responds to the current and foreseeable needs of industry and leads to employment. As a central hub - a centre of excellence - the VDC is a key contributor to this quality training through its programs, events and communications that share the thought leadership and facilitate the learning networks for ongoing knowledge exchange, innovation and collaboration.

A handwritten signature in black ink, appearing to read 'M Powell'.

Martin Powell

CEO

VET DEVELOPMENT CENTRE

15 December 2017

WHAT WE DO

The VDC is a public company limited by guarantee established in 2005 with a charter to ***promote the development and raise the professional standing of people working in the VET sector.*** Consistent with our constitution, we deliver and facilitate Government funded and fee-for-service professional learning to the VET sector by:

- // Identifying and sponsoring opportunities for the ongoing development of all teaching and specialist staff in the sector, and fostering recognition for continuing professional learning;
- // Facilitating the development and recognition of high quality teacher training for the sector and leading the design and development of innovative approaches to ongoing teacher education;
- // Supporting the development of educational leadership and management capabilities in the sector;
- // Promoting the use of professional standards for development purposes, particularly for staff in non-teaching roles;
- // Identifying, encouraging and contributing to the development of research into vocational teaching and learning in Australia and overseas; and
- // Facilitating information exchange and collaboration, and supporting strategic partnerships, within the sector and with relevant professional groups, industry and the wider community, at state, national and international levels.

HOW WE ADVANCE THE EDUCATION STATE AND SKILLS FIRST

The 'Education State' firmly positions the VET sector's role as helping to develop the skills and knowledge to expand employment opportunities and support industry. 'Skills First' sets an expectation for a high benchmark of training quality and accessibility to meet the needs of all learners with programs most likely to lead to employment.

The VDC plays a key role in implementing this agenda by providing the quality professional learning that responds to the evolving needs of a growing and diverse sector. The size, diversity and pace of change experienced by the sector calls for stability and consistency to preserve quality teaching and leadership as well as innovation to adapt to change and maintain agility and currency.

A centre of excellence for continuing professional learning for VET teachers, leaders and support staff provides this source of consistent, high quality and innovative program support and advice. The VDC is well placed to enable and inspire practice and leadership excellence, and facilitate productive networks that improve provider capability. We fulfil our obligations to our Government shareholder by demonstrably helping to build this capability of the VET sector workforce to better prepare students with the skills and abilities for work.

OUR 2020 VISION AND VALUES

THE VDC IS THE CENTRE OF EXCELLENCE FOR CONTINUING PROFESSIONAL LEARNING TO THE VET WORKFORCE

We are positioned to become the go-to centre for all VET professional learning programs and advisory support to both Government and providers by 2020. With a new state of the art facility that expands our face to face and digital reach, and a revitalised program focussed on building quality through practice excellence and innovation, we are confident in our contribution to building the capability of the VET workforce.

Becoming a centre of excellence in a global world expands our connections to national and international markets for VET professional learning, increasing both the demand for our services and the depth of networks that can foster greater innovation and deepen collaboration for the future.

Importantly, the way that we achieve our vision is as crucial to us as its achievement itself. We demonstrate our values of:

- // **Ethics and Integrity, Respect and Collaboration** through our strongly collaborative approach and trusted relationships and we believe that our growth in the recent past reflects this;
- // **Passion and a Customer Focus** through our relentless efforts to understand the specific needs of providers and to be a partner in their success;
- // **Life-long Learning and Quality** by continuously seeking out best practice methodologies and engaging more and more in strategic collaborations with providers and agencies to build the knowledge-base that can then be shared across the sector.

We endeavour to demonstrate our values in all our interactions with clients, customers and stakeholders and monitor our impact through survey feedback, program participation rates and demand for our advisory services.

OUR 2020 GOALS AND SUCCESS INDICATORS

To achieve our vision of a centre of excellence guided by our values, we have identified the following strategic goals and success indicators of our achievement by 2020:

OUR 2020 GOALS

Leading VDC	Enabling VDC	Customer-focussed VDC	Thriving VDC
<ul style="list-style-type: none"> // Become the recognised leader of continuing professional learning and thought leadership for the VET sector workforce. 	<ul style="list-style-type: none"> // Enable the implementation of Victorian Government quality priorities for VET. 	<ul style="list-style-type: none"> // Enable VET providers and VET professionals to equip and inspire the delivery of quality learning outcomes. 	<ul style="list-style-type: none"> // Drive growth through exploration of new business opportunities.

OUR 2020 SUCCESS INDICATORS

Leading VDC	Enabling VDC	Customer-focussed VDC	Thriving VDC
<ul style="list-style-type: none"> // First choice for professional learning and thought leadership by VET teachers and specialist staff. // Evidenced by survey feedback, increased delivery and advisory work. 	<ul style="list-style-type: none"> // Programs, activities and advice support and strengthen the 'Education State' and 'Skills First' initiatives. // Evidenced by Ministerial and Department feedback and evaluations. 	<ul style="list-style-type: none"> // Continued high satisfaction ratings from customers. // Positive impact evaluations from VET providers against their workforce performance indicators. 	<ul style="list-style-type: none"> // Funding mix rebalanced to reflect growth in fee-for-service delivery.

ANNUAL PRIORITIES

To reach these goals, we develop an annual set of priorities which, for the 2020 calendar year, are as follows:

OUR 2020 PRIORITIES

Leading VDC	Enabling VDC	Customer-focussed VDC	Thriving VDC
<ul style="list-style-type: none"> // Explore new products, services and strategic collaborations. // Analyse innovative breakthroughs in VET workforce development. // Maintain and improve a targeted stakeholder engagement strategy supported by a communications kit. 	<ul style="list-style-type: none"> // Achieve agreed outcomes of the Common Funding Agreement to the Department's satisfaction. // Provide robust advice to Government on VET workforce development as it impacts the delivery of the Education State and 'Skills First' initiatives. 	<ul style="list-style-type: none"> // Maintain and improve impact evaluation methodology for VDC initiatives on VET provider workforce performance. // Maintain and improve impact evaluation methodology for participants of training programs for learning outcomes. 	<ul style="list-style-type: none"> // Refine a market development plan to deliver growth in priority markets. // Maintain strong corporate governance and fiscal responsibility for the entity.

DEEPENING COLLABORATION

Engaging with all our stakeholders and working closely with our customers are key to achieving these bold ambitions. We have a targeted engagement plan for our staff and Board to deepen their collaboration with our stakeholders and develop strategic partnerships that maximise the impact of our lean organisation.

As a recognised centre of excellence, the VDC will be a facilitator and contributor to the networks of VET professionals, policy makers, industry and advisory groups that work together to develop and raise the professional standing of the VET sector workforce.



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 VET Development Centre

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