

STRATEGIC PLAN 2019–2023



MELBOURNE POLYTECHNIC STRATEGIC PLAN

2019-2023



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INTRODUCING OUR STRATEGIC PLAN

We are pleased to present the Melbourne Polytechnic Strategic Plan 2019-2023. This Plan provides us with a clear focus for our priorities and efforts over the next five years to realise our vision: *Developing the capabilities of students and industry to thrive in a rapidly changing world.*

As the world and the industries with whom we work change, we need to change too. We understand that our people, systems and processes must be flexible, dynamic and innovative. With our dedicated and highly skilled workforce, we will put students at the centre of all that we do. We strive to strengthen career pathways for our students and prepare our learners to be global citizens with the skills to succeed in our fast-changing world. We understand the importance of genuine engagement and close working relationships with employers, industry, the community and other partners as a way to maximise our contribution to the economy and the wellbeing of the communities we serve.

Through this Strategic Plan, we demonstrate our commitment to improvement and continuing the transformation of Melbourne Polytechnic as an agile, forward-looking Institute that will deliver positive training and employment outcomes and success for our students, our local industries and communities. We have set clear parameters to hold ourselves to account, and are committed to continually measuring our performance, comparing ourselves to and learning from others.

We look forward to both the challenges and the opportunities that will be presented over the next five years as we work through this Plan.



Jim Pasinis
Board Chair



Frances Coppolillo
Chief Executive



AT MELBOURNE POLYTECHNIC, WE PROVIDE HIGH-QUALITY EDUCATION & TRAINING TO ENSURE STUDENT, INDUSTRY & COMMUNITY SUCCESS

Education can be a truly transformative experience. It has the power to create significant shifts in the lives of individuals, families and communities, and is an effective tool for reducing the impact of disadvantage. We are committed to creating opportunities for our students that result in both economic independence and social connectedness. We are committed to inclusiveness and responding effectively to diversity, and to continuously improving the experiences and outcomes for our students, local communities and industries.

We understand our critical role as a trusted public provider of education and training. We are committed to continuously improving the quality of all that we do. Our large workforce of teachers with industry experience share industry knowledge and expertise. We will continue to build our approaches to ensure our learners are exposed to industry-current, high-quality and progressive curricula to equip them for future success. We are committed to improving our digital environment to ensure our students and staff are equipped for new ways of working.

As stewards of public funds and assets, we are committed to making best use of all the resources we have at our disposal. Effective and efficient use of our resources ensures that we are financially and environmentally sustainable, and contributes to building our credibility, earning and creating community trust and value.

OUR OPERATING ENVIRONMENT

Melbourne Polytechnic is operating in a rapidly changing world. With the fourth industrial revolution upon us, there is a changing range of knowledge, skills and competencies required to respond to evolving technology, digital disruption and transitioning business models. We must respond with high-quality, fit-for-purpose training and education that equips current and future workforces with the soft and hard skills they need to be successful.

Melbourne's north is experiencing unprecedented growth in both its population and range of critical industries. We embrace the growing diversity of our communities and industries, and proactively seek their participation, ideas and views to ensure that our programs are inclusive of their needs and aspirations.

TAFEs are seen as a critical enabler of economic success and prosperity in Victoria, with significant employment outcomes for their students. Robust relationships between TAFE institutions, industry and employers are crucial to meet rapid industry transformation and skill shortages, produce quality vocational outcomes and contribute to reducing the impact of disadvantage in our communities. To this end, the Government has recently made significant investments in the vocational education and training sector.



OUR VISION

Developing the capabilities of students and industry to thrive in a rapidly changing world.

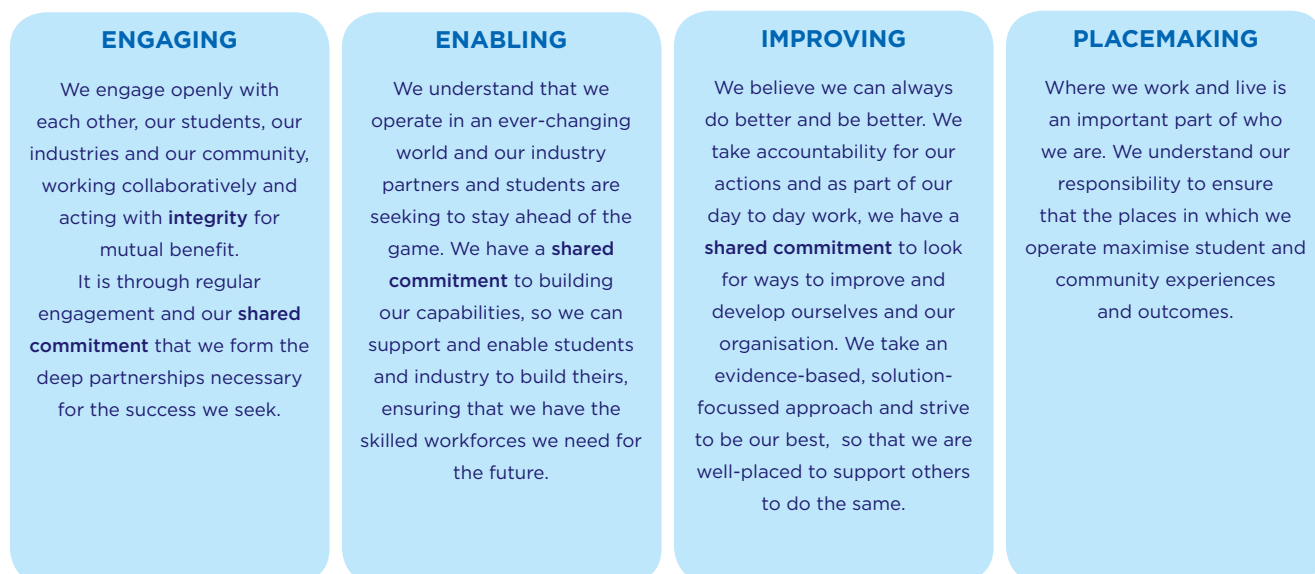
OUR VALUES

Our values are the enduring tenets of our organisation – a set of guiding principles that describe what we value and how we work.



OUR WAYS OF WORKING

Our ways of working are our values in action. They guide how we go about our business each and every day, and articulate what our stakeholders can expect from us, and what we expect from each other.



OUR STRATEGIC OBJECTIVES AND OUTCOMES

We have four strategic objectives that will ensure we realise our vision over the life of this Plan.



STRATEGIC INITIATIVES

This Strategic Plan is ambitious and future-focussed. Its delivery will see us enhance our standing as a provider of quality training and education and as an essential partner for industry and community success. We have many milestones to meet; the following initiatives will focus our efforts over the life of this Plan.

Our priority initiatives between now and 2021 include:

- ▶ Investing further in the quality of our teachers and training, to ensure learners have superior experiences and vocational outcomes
- ▶ Reorienting our systems and processes to create a truly student-centric organisation
- ▶ Establishing a Centre for Excellence in Human Services Workforce Development
- ▶ Deepening our industry partnerships with the Food and Fibre Industry culminating in lead programs that enable industry to be sustainable, and support the growing food and fibre industry in Melbourne's north

- ▶ Revitalising the Melbourne Polytechnic precincts at Collingwood and Preston, ensuring that they reflect the unique and multicultural nature of their local communities
- ▶ Developing a service provision plan guiding future asset development in our growing and changing catchment.

Longer term initiatives that we will progress between now and 2023 include:

- ▶ Establishing Flagships in logistics and advanced manufacturing to best respond to the needs of the industry in Melbourne's north
- ▶ Growing our product offerings, ensuring that our local and international students are offered the learning opportunities they need for career success
- ▶ Implementing models for workforce sustainability, which effectively respond to the increasing pressures for high quality, industry relevant teachers
- ▶ Transitioning to a digitally enabled organisation, to equip our students and staff for the changing world in which they work and live.



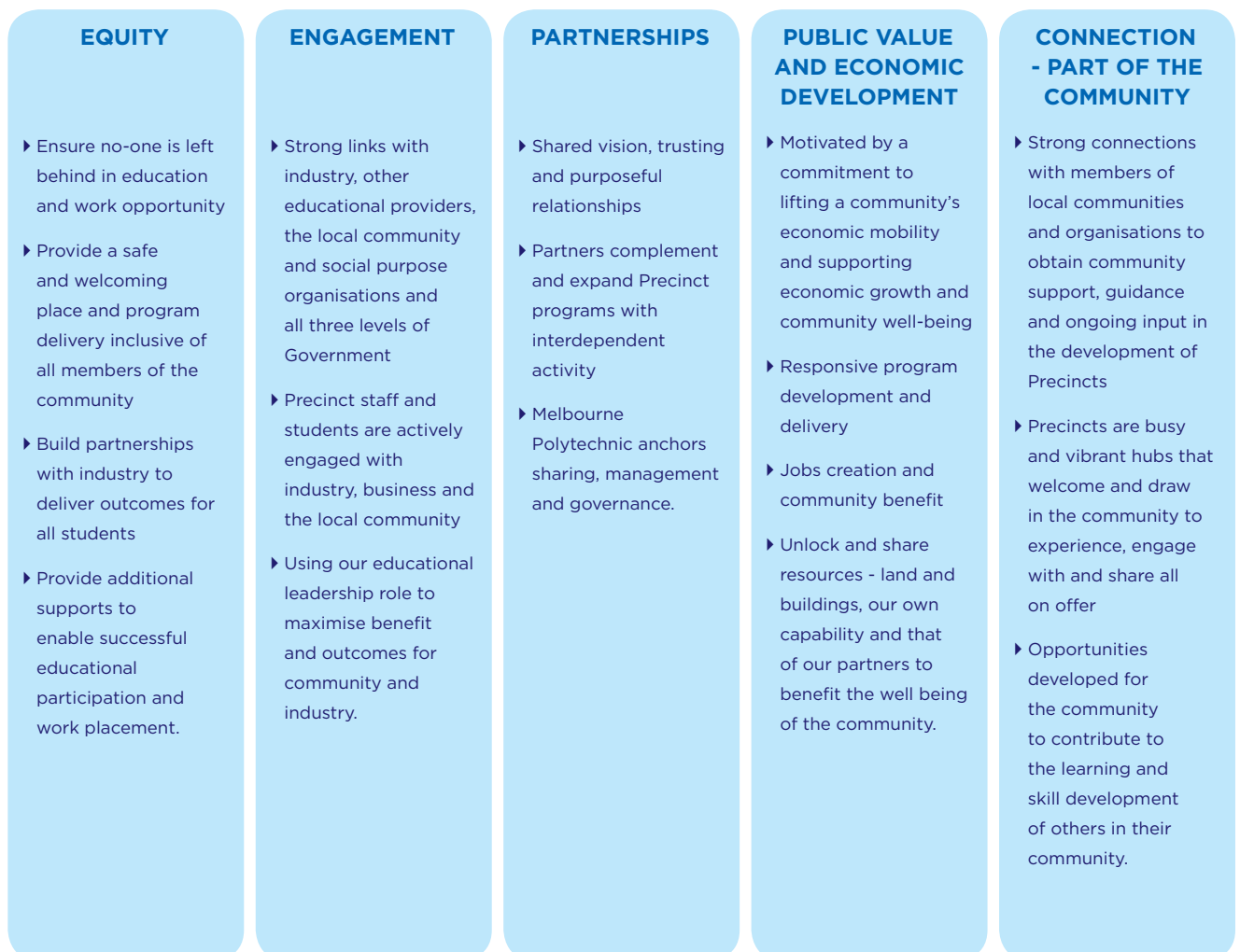
OUR WORK IN PRECINCTS – AN EXPRESSION OF PLACE

A Precinct is a vibrant student and industry-centric educational setting where evidence-informed programs are delivered to respond to the needs of students, industry and the community. Precincts utilise the latest technology and stimulate a learning environment where students, teachers, industry and the community are engaged. They are places of inclusion, into which the community are invited and welcomed.

Each Precinct is different depending on the needs of the community in which it exists. Precincts are concerned with equity of opportunity and approaches are pursued that engage and result in successful learning and employment outcomes for all.

At a Precinct, partners who share Melbourne Polytechnic's vision, and whose presence complement and expand our education offerings, work together in a shared governance arrangement to create a vibrant multi-purpose site. Partners collaborate with each other and look for opportunities to jointly use their capabilities and assets to contribute to the economic development and wellbeing of our communities.

PRECINCT PRINCIPLES



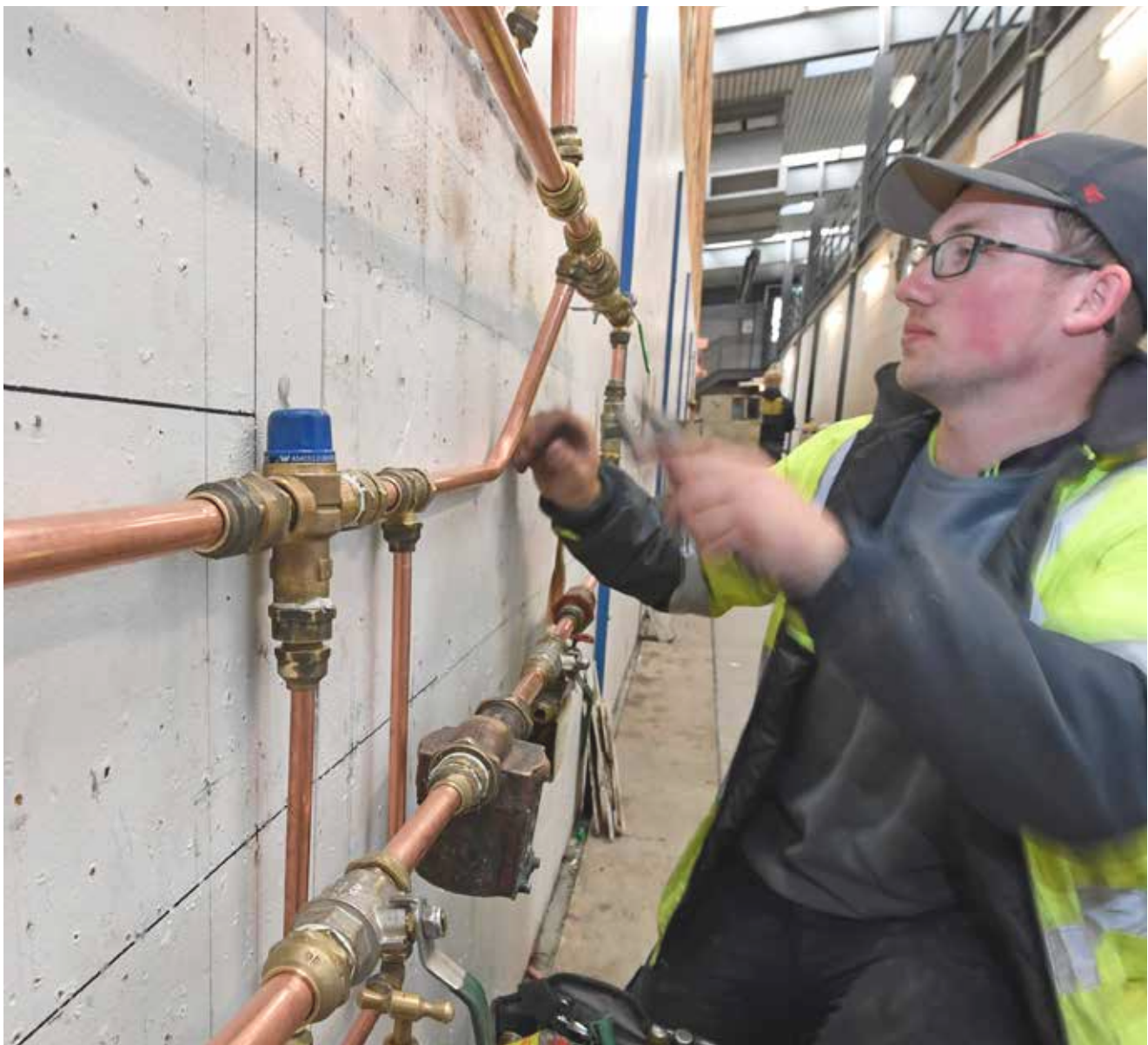
OUR WORK WITH FLAGSHIP INDUSTRIES

This Strategic Plan prioritises our work with Flagship industries. A Flagship is a range of high volume, coordinated and integrated activities centred around a particular industry, incorporating:

- ▶ Development and delivery of demand-driven (market-led) courses and content
- ▶ Deep industry partnerships supporting product relevancy, student placements, support for vocational currency of teaching staff
- ▶ Applied research opportunities that respond to industry needs and builds the capabilities of our staff
- ▶ Managed training partnerships with other providers to support delivery of a comprehensive training response to support industry.

Flagships contribute to our long-term growth and sustainability as we work to meet the future skill needs of industry, workers and learners. Market analysis reveals projected employment growth in 16 out of 19 major industries across Victoria's metropolitan and regional areas. With more than twenty-five percent of Melbourne's population growth targeted for the north, particularly Hume and Whittlesea, significant growth is expected in food and beverage industries, advanced manufacturing and logistics, construction, health and community services (including aged care and disability care).

To respond to this local industry profile, we have identified five Flagships to be established over the life of our Strategic Plan. The Human Services and Food and Fibre Flagships are our priorities for development in the first two years of this Plan.



FOOD AND FIBRE

The food and fibre sector is broadly defined to include whole market chains, from farm production and beyond the farm gate to domestic consumers and export markets. It is an important industry for Victoria; in 2016-17 approximately twenty-five percent of all Australian food and fibre exports originated in Victoria, equating to \$12.8 billion.

Significant growth in the food and fibre sector is projected for the north and regional areas of Victoria, with a projected forecast close to \$5 billion, and resulting in the creation of over 7,000 new jobs in the coming years. It is anticipated that the \$200 million Agriculture Infrastructure and Jobs Fund will further drive growth. A large pool of highly skilled labour is required to support projected growth, especially in key areas of the supply chain including post-harvest management, logistics, processing and manufacturing, and to support developments in automation of harvesting, handling of product and getting product to market.

HUMAN SERVICES

Community services and healthcare sectors are projected to be Victoria's largest employing industries with 428,000 jobs by 2020. Much of this demand for employment is due to improved living standards, an increasingly ageing population and demand for childcare provision. Research from the National Disability Insurance Scheme (NDIS) shows that more than 460,000 Australians with disability will enrol with the NDIS in coming years and it is estimated that the market will be worth \$22 billion, creating thousands of new jobs across Australia.

Significant reforms across the community, health and aged care sectors are resulting in new models of care, changing work patterns, and a shift in the required capabilities of the workforce. Future workforces will need to respond to the increased emphasis on consumer-directed care, changes in scope of practice as a result of evolving evidence-based practices and changes in industry structures (including a transition towards more commissioned services), and the use of new technologies. Equipping the existing workforce with the necessary flexibility and resilience to adapt to the fast rate of change in the sector is a key challenge. Melbourne Polytechnic will focus on providing high quality ongoing education and training for both new entrants into the sector and established workers.



CONSTRUCTION

Major construction across Australia is forecast to build on a high base of activity. Recent findings from the Australian Industry Group/ Australian Constructors Association indicates that the total value of non-residential construction work is projected to rise by over eight percent across the next few years. Based on these projections, the total nominal value of non-residential construction by the private sector is set to reach a six-year high of \$142.8 billion in 2019-20.

Growth prospects are also strong for other civil projects, including major infrastructure developments such as bridges, tunnels and roads. Commercial building activity (including offices, retail buildings and industrial premises) is poised for continued moderate growth over the next two years in line with rising private and public sector investment.

Closer to home, the construction sector is projected to be the largest employing industry in Melbourne's North West by 2020, and third highest in Melbourne's North East. The Northern Horizons report identified 37 infrastructure projects that would benefit the Northern Victorian economy as well as the broader Melbourne metropolitan region with a total average expenditure of approximately \$50 billion. Higher levels of infrastructure and commercial building work will support continued job gains across the sector, particularly for tradesmen and on-site workers.

With Victoria's population set to hit 10 million by 2050, there will be an increasing demand for housing and domestic development to meet the needs of the growing population. Our strategy aligns with industry requirements to meet the demand for skilled workers across a range of trades. We will continue to provide tailored training and development in all general construction trades, use of new technologies, project management and responding to changing safety regulations.

LOGISTICS

As one of the key foundations for manufacturing and trade, logistics contributes significantly to job creation and economic growth.

The Transport and Logistics industry in Australia has an estimated annual revenue of \$96.65 billion, and added \$39.95 billion to the Australian economy in 2017. The industry employs nearly half a million people across its major subsectors: road transport, logistics, warehousing and stevedoring.

The Logistics and Transport sector is changing at a phenomenal pace, with digitalisation, automation and other advances in technology changing the nature of work and required skills and capabilities in the workforce. The rapid uptake of technology is driving the need for higher order skills in the industry, as well as new skills to maintain automated equipment, and take advantage of improved asset tracking, warehousing operations and freight transportation.

Aside from transforming existing jobs, technology will also create entirely new ones, underscoring the importance of training in advanced analytics, communication practices and next-generation information technologies. The following skills have been identified by industry as the most important for the Transport and Logistics workforce within the next three to five years: compliance, health and safety, driving, operational management and digital capability.

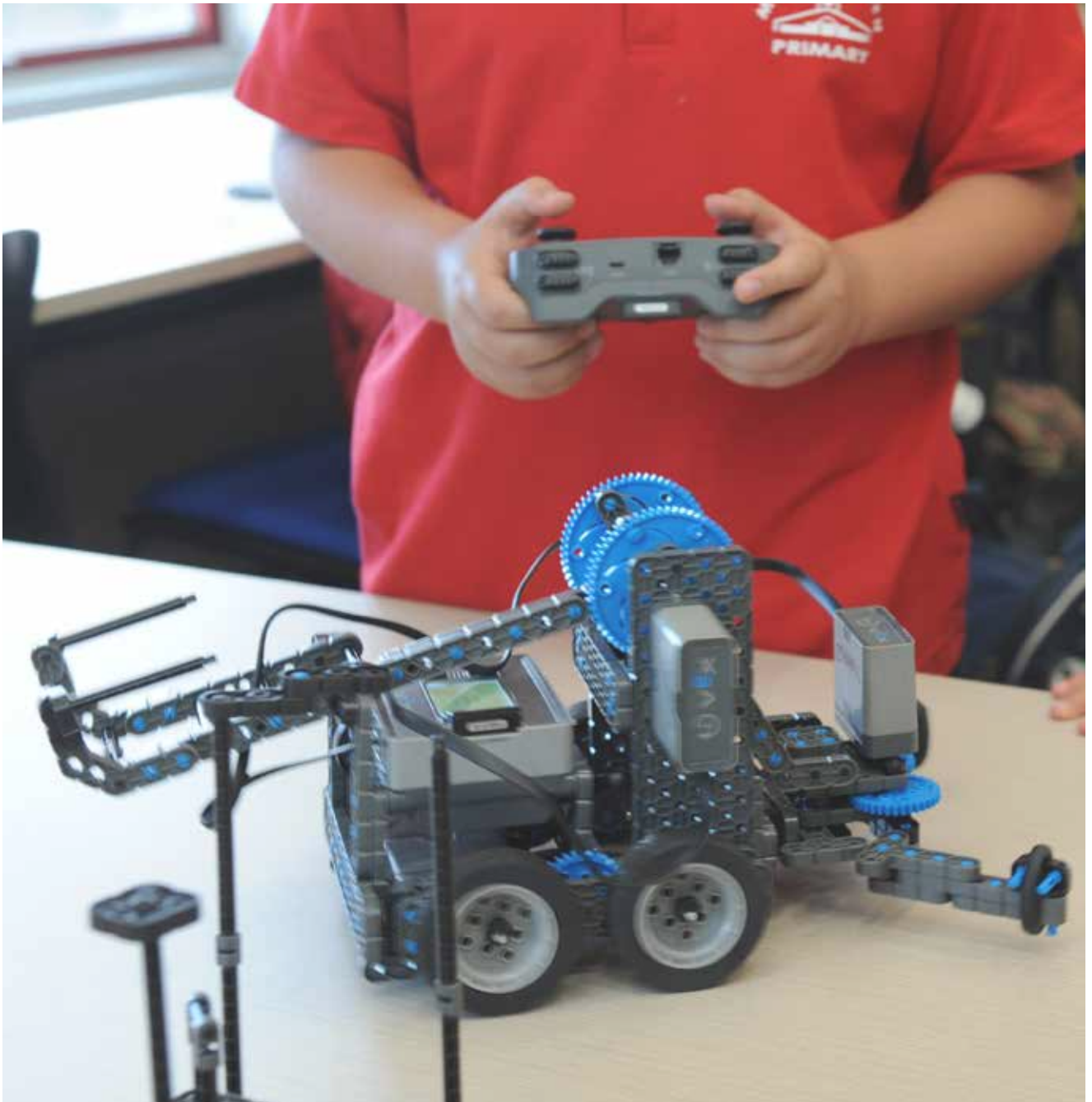


ADVANCED MANUFACTURING

Advanced manufacturing involves the development of new products, new technologies, and new ways to manufacture existing products. It relies on the use of new and emerging technologies, materials and innovations that can improve processes and production. Recent figures from the Australian Bureau of Statistics reveal that there has been a resurgence in manufacturing jobs in Victoria, with more people now employed in the sector than before the shutdown of the automotive industry. The number of people employed in the state's manufacturing industry has risen almost ten percent in past three years to 288,000.

Niche and advanced manufacturing companies are emerging, requiring a workforce with different skill sets, including software, mechanical and electronics engineering skills, to help develop technologies. A recent Australian Industry Group report found seventy-five percent of employers reported experiencing skills shortages as thousands of medium and high-tech jobs are added to manufacturing.

The opportunities for training and development in this sector are significant; in particular, we will work with the Caravan Industry Association of Victoria and industry to innovate Caravan Manufacturing and Maintenance training, for improved workforce skills and industry training standards.



MONITORING OUR SUCCESS

We will monitor our progress towards achievement of our strategic outcomes through regular reporting to our Board and our community. We will scrutinise our actions and processes, to ensure we are on track in terms of doing the things we said we would do, and making the differences we have committed to make.





*This training may be delivered with Victorian and Commonwealth Government funding.
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