



**VDC STRATEGIC PLAN  
2021-2023**

# STRATEGIC PLAN

## **VET DEVELOPMENT CENTRE**

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

**BUILDING THE  
CAPABILITY OF VET  
PROFESSIONALS**

## VDC STRATEGIC PLAN | 2021-2023

# INTRODUCTION

In May 2021, the Victorian Government announced the establishment of the Victorian Skills Authority, a new entity separate from the Department of Education and Training. The new Authority will work with industry – including employers and unions – as well as providers and other stakeholders to provide an integrated approach to the quality of teaching and training and better plan for the future training needs of Victoria's economy.

The new Authority has been established in response to the recommendations from the Skills for Victoria's Growing Economy review.

The VET Development Centre's critical work on professional development will continue under the new Authority. We look forward to working with the Authority to refine the VDC's strategic direction for 2023 and beyond.

## MESSAGE FROM

# THE CHAIR

I am pleased to introduce the VDC's Strategic Plan for 2021 and 2023 with its clear focus on quality to deliver better outcomes for learners and industry.

The Board has identified a new set of strategic goals that builds on the ambitious agenda set in the previous Strategic Plan for the VDC to operate as ***"a centre of excellence for continuing professional learning to the VET workforce"***: our vision for 2023.

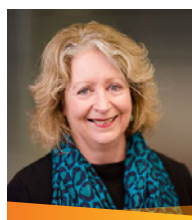
VDC is driven to building the capability of the VET professional workforce in support of the Victorian Government's 'Education State' and 'Skills First' initiatives and the new Victorian Skills Authority. This reform agenda is galvanising a strong focus on quality that I am pleased to see the VDC promoting 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. Sector collaboration was a key theme identified in the recently released final report for the Skills for Victoria's Growing Economy Review.

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.



**Dr Belinda McLennan**

Chairperson  
VET DEVELOPMENT CENTRE

## MESSAGE FROM

# THE CEO

Reflecting on the previous Strategic Plan 2018-2020, we proudly launched a new facility in the heart of Melbourne's CBD. This began the consolidation of VDC as an institution, an established and tangible professional learning provider for the VET workforce. Then the revitalisation and expansion of online programs were driven by the unprecedented demand and unexpected circumstances brought on through the COVID-19 restrictions in Victoria, which extended our reach locally and nationally and enhanced our online delivery.

The VDC already had this vision as it was already an established provider of online learning and was able to transition within a few weeks and throughout 2020. The fact that VDC could instantly guide and absorb the sector appetite for online professional learning and communication, to me, demonstrated the importance of the well-considered direction and vision of the VDC strategic plan. Our Board developed a bold new vision to be a 'centre of excellence' for continuing professional learning in VET and continues to provide the direction and support to help me and the team mobilise the organisation for its next dynamic and expansive phase to 2023.

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 stylized, handwritten signature in black ink, appearing to read 'MP' followed by a flourish.

**Martin Powell**  
Chief Executive Officer  
VET DEVELOPMENT CENTRE



## WHAT WE DO

Established in 2005 by the Victorian Government, the VDC is a public company limited by guarantee. Its charter is 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 VDC 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 2023 VISION AND VALUES

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

With expanded face to face and digital reach, and professional learning programs focussed on building quality through practice excellence and innovation, we are confident in our contribution to building the capability of the VET workforce and becoming the centre of excellence for Vocational Education professional learning in Australia.

Becoming a centre of excellence 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.

### HOW WE WORK

Importantly, the way that we achieve our vision is as crucial to us as its achievement itself. We will reflect our values through demonstrating professional conduct with:

- // **Ethics and Integrity, Respect and Collaboration** through our strongly collaborative approach and trusted relationships.
- // **Passion and a Customer focus** through our dedicated efforts to understand the specific needs of our community and to be a partner in their success.
- // **Life-long learning and Quality** by continuously seeking out best practice methodologies and engaging in even more strategic collaborations with providers and agencies - to build knowledge. Knowledge 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 services.



## OUR 2023 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 2023:

### OUR GOALS

Leading VDC	Enabling VDC	Customer-focused VDC	Thriving VDC
Become the recognised leader of continuing professional learning & thought leadership for the VET sector workforce.	Enable the implementation of Victorian Government quality priorities for VET.	Enable VET providers & VET professionals to equip & inspire the delivery of quality learning outcomes.	Drive growth through exploration of new business opportunities.

### OUR SUCCESS INDICATORS

Leading VDC	Enabling VDC	Customer-focused VDC	Thriving VDC
<p>Major provider of professional learning &amp; thought leadership for VET teachers, administrative &amp; specialist staff.</p> <p>Raising the status of and recognition of VET practitioner career development.</p> <p>Evidenced by:</p> <ul style="list-style-type: none"> <li>// Positive participant and client engagement</li> <li>// Broader range of programs to a wider audience</li> <li>// Research based policy advice &amp; activities</li> </ul>	<p>Programs, activities and advice to support and strengthen initiatives.</p> <p>Evidenced by:</p> <ul style="list-style-type: none"> <li>// Positive Ministerial, Victorian Skills Authority and Departmental feedback</li> <li>// Positive Independent evaluations</li> </ul>	<p>Flexible and responsive professional learning programs and activities.</p> <p>Adoption of a CPD recognition system.</p> <p>Establish active professional networks for VET practitioners and other staff.</p> <p>Continued high satisfaction ratings from participants and clients.</p>	<p>Diversified funding across Victorian Government and fee for service revenue sources.</p> <p>Strong brand recognition that is highly regarded throughout VET sector.</p> <p>Investment in best practice organisational enablers.*</p>

\* ORGANISATIONAL ENABLERS are the skills and knowledge, the tools and resources, and the culture of the organisation that will enable it to achieve strategy.

## ANNUAL PRIORITIES

To reach these goals, we develop an annual set of priorities which, for the 2023 calendar year, are as follows:

### OUR 2023 PRIORITIES

Leading VDC	Enabling VDC	Customer-focused VDC	Thriving VDC
<ul style="list-style-type: none"> <li>// Evaluate all programs and conduct targeted market research surveys.</li> <li>// Introduce intermediate and advanced professional learning programs and refresher courses.</li> <li>// Introduce self-paced learning modules and blended online learning.</li> <li>// Explore scholarship and induction programs for VET Practitioners &amp; specialist staff.</li> <li>// Explore VDC role as a knowledge leader &amp; seek strategic collaborations.</li> <li>// Research and analyse innovative breakthroughs in VET workforce development.</li> </ul>	<ul style="list-style-type: none"> <li>// Address appropriate workforce development initiatives outlined in the Victorian Skills Plan.</li> <li>// Achieve agreed outcomes of the Common Funding Agreement to the Victorian Skills Authority's satisfaction.</li> <li>// Provide robust advice to Government on VET workforce development as it impacts delivery of the Education State, Skills First and Victorian Skills Authority initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>// Achieve best practice in VDC facilitation.</li> <li>// Provide targeted introductory, intermediate and advanced professional learning.</li> <li>// Introduce communities of practice and peer to peer networking sessions.</li> </ul>	<ul style="list-style-type: none"> <li>// Refine a market development plan to deliver growth in priority markets distinguishing Victorian from nationally focused programs.</li> <li>// Maintain strong corporate governance &amp; fiscal responsibility for the entity.</li> <li>// Expand organisational capability of the VDC Board and staff and increase resourcing to support the new operating environment under the Victorian Skills Authority</li> <li>// Promote the VDC Learning Management System to support training resources and self-paced learning.</li> <li>// Review website, social media and marketing resources and implement new strategy including reflecting arrangements with the Victorian Skills Authority.</li> <li>// Increase profile of VDC Facilities.</li> </ul>

## DEEPENING COLLABORATION

Engaging with all our stakeholders and working closely with our customers is 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 organisation.

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.



## VET DEVELOPMENT CENTRE

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 VET Development Centre

 VET Development Centre

 @vetdevelopmentcentre



The VET Development Centre acknowledges the Wurundjeri people as the Traditional Owners on whose Country our office is based. We recognise and respect the cultural heritage of Aboriginal and Torres Strait Islander peoples and pay our respect to their Elders past, present and emerging.