

# Strategic Plan

## 2021-2024



Alisha Kirtley (registered teacher) with learner  
Albert Park College

---

Last updated 27 April 2023



Noah Kim (registered teacher) with learner  
Featherbrook College

# Contents

---

Message from the Minister	3
Message from the Chairperson	4
About VIT	5
Who we are	6
Strategic context	7
Strategic Plan summary	8
Strategic objective 1 <i>Provide for the safety and wellbeing of children and young people</i>	9
Strategic objective 2 <i>Set the standards and enable quality teaching</i>	10
Strategic objective 3 <i>Engage actively with, and learn from, stakeholders</i>	11
Strategic objective 4 <i>Provide an efficient and effective registration process</i>	12
Strategic objective 5 <i>Be a capable and high performing regulator</i>	13
Performance and success	14

# Message from the Minister

---



The Victorian Institute of Teaching (VIT) is driven by a strong purpose to regulate for a highly qualified, competent and reputable teaching profession.

It plays a critical role in ensuring public confidence in the teaching profession, particularly in the suitability of teachers to work with children, and is relied on by the community to be capable, responsive and high performing.

The VIT's strategy for the next three years builds on what is already working well, and contains bold ambitions designed to reflect commitment to the Victorian community and the teaching profession.

The VIT's Strategic Plan positions child safety, quality teaching and stakeholder engagement at the centre, but also introduces a new strategic objective to improve the registration experience for teachers and their employers. The VIT recognises the importance of enabling the profession to seamlessly complete their annual registration tasks and is dedicated to facilitating a user friendly, end-to-end registration experience.

This Strategic Plan envisions a responsive workforce that is outcome-focused and works together to achieve agreed goals that align with community expectations. The Plan also feeds into the Victorian Government's commitment to build an education system that produces excellence and reduces the impact of disadvantage by focussing on the health and wellbeing of students.

In the Education state, we all benefit when learners thrive and I look forward to working with the VIT to achieve our shared vision: for all Victorian children and young people to have the best teachers.

A handwritten signature in black ink, appearing to read 'James Merlino'.

**The Hon. James Merlino MP**

# Message from the Chairperson

---



At the VIT, our vision is clear: we are committed to ensuring that all Victorian children and young people have the best teachers. Our expanding remit and responsibilities compel us to hone the strategies we are using yet the guiding moral purpose remains. This refinement is especially important in the current environment of continuous challenge and change. So, it is with pride and confidence that we publish the 2021 – 2024 Strategic Plan of the VIT.

By regulating the profession, we enable an educational environment where children are safe and their wellbeing is always front and centre. Yet, rather than concentrating all our efforts on thorough investigation and monitoring, our plan is to do as much work “upstream” in educating, information-sharing and collaborating with stakeholders and co-regulators.

In Victoria, the value of a quality education system is the bedrock of our prosperity and wellbeing. Our community recognises that a high standard of teaching is integral to a quality education. So, rather than simply providing quality assurance of minimum standards, this Plan documents a coherent strategy to support teachers’ continued professional growth and showcase the best teaching to which all should aspire.

Considerable work over the next three years will focus on refining and embedding our new, self-managed registration process and integrated business management system. However, we are not relying solely on technological solutions. Our personnel are our most valuable resource and their development remains our commitment.

This Plan also demonstrates our determination to work proactively in developing better relationships with the teaching profession with a suite of measures to build a shared understanding of community expectations, promote teaching excellence, support compliance and maintain the integrity of the profession.

With increased responsibility comes increased accountability. We have built into this Plan numerous opportunities for feedback and review from the profession and the community. Our commitment to engage actively and productively with our stakeholders has been, and will continue to be, crucial to our determination to be a respected regulator of a respected profession.

**Lesley Lamb**

## About VIT

---

The VIT is an independent statutory authority for the teaching profession, whose primary function is to regulate members of the teaching profession.

The VIT was established by the *Victorian Institute of Teaching Act 2001* in December 2002 and undertakes its functions in accordance with the *Education and Training Reform Act 2006*.

It is a legal requirement for all teachers to be registered with VIT in order to undertake the duties of a teacher in a Victorian school or early childhood service. Teacher registration helps maintain professional status, standing and public confidence in the teaching profession, particularly in the suitability of teachers to work with children.

In our work as the regulator for teachers in Victoria, we accredit initial teacher education (ITE) and pathway programs, contribute to state and federal education policy initiatives, assess the suitability of applicants for teacher registration, develop teacher practice through professional standards, and regulate compliance with the Codes of Conduct and Ethics.



Robyn Cooke (registered teacher) with learners Assisi Kindergarten

# Who we are

---



## Our vision

For all Victorian children and young people to have the best teachers



## Our purpose

To regulate for a highly qualified, competent and reputable teaching profession



## Our principles

- accountable and transparent
- efficient and timely
- evidenced-based
- risk-based
- proportionate.



## Our functions

- assess suitability of, and register, teachers
- approve teacher education programs
- ensure all teachers maintain standards
- monitor and assist compliance
- investigate misconduct and take appropriate regulatory action.



## Our values

- considerate – we are polite and welcoming
- open – we share information and knowledge
- value – we listen to each other and make time to build relationships
- accountable – we are committed to a common purpose.

# Strategic context

---

The regulatory landscape in which we operate is continuously changing and becoming increasingly complex as we continue to respond to and manage a range of legislative and policy reforms affecting the teaching profession.

Over the next three years, we know our services will be called upon in different ways and, more than ever, we need to be flexible and responsive to community expectations.

This Strategic Plan outlines our ongoing commitment to provide for the safety and wellbeing of children and young people as well as enable quality teaching. We also see an opportunity to think strategically about how VIT can utilise its new business system to provide a more efficient registration process for teachers.

At the time of developing this strategy, it should be noted that Victoria, Australia and the world are continuing to deal with the impacts of COVID-19. This Strategic Plan has considered how VIT can be a capable and high performing regulator in the context of a rapidly changing environment. Our people are critical to VIT's success, and we are confident that we can continue to adapt and respond to the evolving needs of our stakeholders.

Our Strategic Plan is aligned to VIT's Statement of Expectations to ensure consistency between the Minister's expectations and VIT's strategic direction. In preparing this Plan, we have translated our vision and purpose into a clear set of objectives with specific areas of focus. We plan to deliver actions over the next three years that contribute to achieving our objectives, and have defined what success looks like.



Matthias Poi (registered teacher) with learners  
Carey Baptist Grammar School



# Strategic Plan summary

---



## Provide for the safety and wellbeing of children and young people

- strengthen child safety screening and the teacher suitability framework
- embed VIT's risk-based approach
- optimise investigative processes to ensure the effective and efficient management of VIT's professional conduct caseload.



## Set the standards and enable quality teaching

- enhance initial teacher education (ITE) and accreditation
- build understanding of professional standards of teachers
- strengthen teacher professional learning.



## Engage actively with, and learn from, stakeholders

- strengthen stakeholder relationships
- give voice to community expectations
- recognise the complexity of the education system, including its regulatory environment
- strengthen the understanding of VIT's regulatory impact on stakeholders.



## Provide an efficient and effective registration process

- improved registration experience for the teaching profession
- timely, transparent and consistent assessment of registration applications
- timely, accurate and consistent advice and assistance to applicants, registrants and employers
- assessments of suitability to teach are risk-based and promote child safety and wellbeing.



## Be a capable and high performing regulator

- strengthen governance and accountability
- build a high performing workforce
- address current and future cost pressures to ensure financial viability
- foster strategic relationships with co-regulators and the education sector
- enhance systems to support regulatory functions and obligations.



## Strategic objective 1

# Provide for the safety and wellbeing of children and young people

In 2019 our authorising legislation, the *Education and Training Reform Act 2006* was amended to add an overarching function that VIT, when performing any regulatory function, must consider the wellbeing and safety of children, including by taking into account community expectations. This legislative amendment has further defined our child safety and wellbeing responsibilities, and has been embraced to ensure we monitor the conduct and compliance of teachers to the highest standard.

### Areas of focus

- strengthen child safety screening and the teacher suitability framework
- embed VIT's risk-based approach
- optimise investigative processes to ensure the effective and efficient management of VIT's professional conduct caseload.

### Actions

- educate teachers, school and early childhood service leadership and employers about the revised Code of Conduct
- strengthen the understanding of reporting obligations for employers, school and early childhood service leadership, teachers, parents, students and the public
- strengthen effective information sharing with co-regulators (including information sharing processes to underpin automatic mutual recognition)
- utilise a risk-based model to inform investigative approach
- identify opportunities to intervene in order to prevent harm
- investigate misconduct and breaches of the Code of Conduct, and take appropriate regulatory action
- review functionality of, and information available on, the public register and Register of Disciplinary Action (RODA)
- publish a suitability to teach framework.

### When we achieve this objective, we will

- see an increase in the level of awareness of, and compliance with, the Code of Conduct and Code of Ethics
- detect minimal instances of non-reporting from school and early childhood service leadership
- improve identification of misconduct through data-sharing initiatives
- use investigation data to inform targeted education in relation to systemic patterns of teacher behaviour.



## Strategic objective 2

# Set the standards and enable quality teaching

---

Our Accreditation and Professional Practice team is responding to the ever-changing regulatory landscape with a focus on implementing the new legislative functions of approving pathway programs and endorsing continuing education programs.

We are committed to making evidence informed decisions in the development, setting and monitoring of the standards. We will continue to build positive relationships within and outside of VIT to educate and support regulated entities and duty holders to meet their obligations. Noting that our work occurs within a complex and dynamic environment, and managing the expectations of external stakeholders is essential to success.

### Areas of focus

- enhance initial teacher education (ITE) and accreditation
- build understanding of professional standards of teachers
- strengthen teacher professional learning.

### Actions

- educate teachers and pre-service teachers about the Australian Professional Standards for Teachers (APST) and the Code of Conduct and Code of Ethics
- develop and implement a framework, criteria, and process for VIT approval of pathway programs into accredited ITE programs
- develop and implement a framework, criteria, and process for VIT endorsement of continuing education programs
- assure quality of ITE programs
- report annually to the Minister on the implementation of, and compliance with, the Victorian Selection Framework
- support teachers to move from provisional to full registration
- facilitate effective mentoring of early career teachers
- review VIT's approach to professional learning to ensure a contemporary framework
- showcase best teaching practices
- work with the Australasian Teacher Regulatory Authorities (ATRA) to achieve harmonisation of the APST
- showcase employment based ITE programs.

### When we achieve this objective, we will

- have embedded the APST and the Code of Conduct and Code of Ethics into teaching practice
- have published frameworks, criteria, and processes for VIT approval of pathway programs and endorsement of continuing education programs
- have accredited all Victorian ITE programs for school teachers
- see an increase in the number of VIT trained mentors.



### Strategic objective 3

# Engage actively with, and learn from, stakeholders

---

Effective engagement with our stakeholders is critical to our success. We are in a unique position to engage with people and entities within the education sector and the Victorian community more broadly.

The quality of our relationships with stakeholders will determine how well we deliver on our vision, purpose and functions. We are therefore committed to engaging with our stakeholders by informing, consulting, involving, collaborating and empowering them.

## Areas of focus

- strengthen stakeholder relationships
- give voice to community expectations
- recognise the complexity of the education system, including its regulatory environment
- strengthen the understanding of VIT's regulatory impact on stakeholders.

## Actions

- review and maintain VIT's stakeholder engagement plan
- conduct stakeholder satisfaction surveys and embed learnings
- develop and implement digital media strategy
- use VIT's parent and student stakeholder group to gauge community expectations on VIT's risk lens
- strengthen and enhance stakeholder understanding of VIT's regulatory functions.

## When we achieve this objective, we will

- see increased input from, and outreach to, stakeholders
- see a reduction in complaints from stakeholders relating to VIT processes and practices
- have redesigned mechanisms for engaging with the community and stakeholders.



## Strategic objective 4

# Provide an efficient and effective registration process

The registration process plays a critical role in facilitating timely supply of teachers to Victorian schools and early childhood services, including for permission to teach (PTT) applicants.

Over 100,000 teachers in Victoria renew their registration each year and approximately 9,000 graduates apply for registration for the first time. While the vast majority of teachers and graduates are able to seamlessly complete their registration tasks, we acknowledge that some registrants have previously had a negative user experience.

To radically improve our operational capability and give teachers an efficient end-to-end self-service experience, we implemented a new business system in 2020. We are confident this system, combined with significant process improvements, will provide an accessible and effective registration experience for all teachers and employers going forward.

### Areas of focus

- improved registration experience for the teaching profession
- timely, transparent and consistent assessment of registration applications
- timely, accurate and consistent advice and assistance to applicants, registrants and employers
- assessments of suitability to teach are risk-based and promote child safety and wellbeing.

### Actions

- improve the self-managed registration process for applicants, teachers and employers
- utilise VIT's redesigned website to provide applicants, teachers and employers with relevant information relating to registration processes
- increase proactive engagement with pre-service teachers and providers to ensure an efficient registration process for graduate teachers
- implement e-cards
- increase proactive engagement with key PTT stakeholders to ensure an efficient registration process for PTT holders and schools
- increase VIT staff training to promote consistent and accurate assessment of applications
- improve efficiency and quality of engagement across teacher and employer hotlines
- proactively engage with stakeholders about changes in the registration landscape
- be responsive to teacher workforce shortage issues
- evaluate registration policies with a gender equity lens.

### When we achieve this objective, we will

- have improved the registration experience for teachers and employers
- see a reduction in telephone and email contact relating to registration processes that can be self-managed
- have successfully implemented our e-card strategy
- see improved rates of engagement on our teacher and employer hotlines.



## Strategic objective 5

# Be a capable and high performing regulator

We want to be known for being an adaptable and risk-based regulator that contributes to better educational outcomes for students in Victoria. This means exploring and embracing exciting and challenging ideas that will improve our processes, systems and technology in ways we might not have thought of yet.

We know that we can't achieve our vision without an exceptional and driven team. We will strive to support our people, and will invest in embedding our values and behaviours to positively impact all that we do.

We are accountable and committed to addressing known risks and challenges to stakeholders, our community and to Government while continuing to recognise the things that already make us a great organisation.

### Areas of focus

- strengthen governance and accountability
- build a high performing workforce
- address current and future cost pressures to ensure financial viability
- foster strategic relationships with co-regulators and the education sector
- enhance systems to support regulatory functions and obligations.

### Actions

- strengthen and support business and staff performance
- continue to build a positive and inclusive workforce culture
- develop a knowledge management system and improve training for staff
- use data and intelligence to inform VIT's regulatory approach
- strengthen strategic relationships with co-regulators and the education sector
- focus on achieving long-term financial sustainability
- communicate with, inform and work effectively with Government
- regularly review VIT's performance against the Strategic Plan and Statement of Expectations
- develop and implement VIT's Gender Equality Action Plan
- work with the Department of Education to design and implement legislative reform
- increase risk controls to mitigate cyber security threats.

### When we achieve this objective, we will

- have improved our performance and more confidently understand our regulatory impact on the teaching profession
- have utilised new and existing technology to deliver our functions
- successfully manage our organisation against agreed indicators, including evidence that we are meeting community expectations
- see our people proactively sharing knowledge, collaborating, and driving their professional development to support our vision for all Victorian children and young people to have the best teachers
- experience and live our values.

## Performance and success

---

Our Strategic Plan presents a number of success statements for each of the five strategic objectives outlined. To track our progress against these objectives, we will

- allocate clear accountability and responsibility for achievement of objectives and actions through our corporate planning process
- identify and articulate relevant qualitative and quantitative indicators
- review and report on our progress against each objective annually
- celebrate our successes, and hold ourselves accountable for delays or substandard results.



Marwa Abdul-Al (registered teacher) with learner Al-Taqwa College

## **Victorian Institute of Teaching**

Level 9 628 Bourke Street, Melbourne VIC 3000  
PO Box 531, Collins Street West VIC 8007

**t.** 1300 888 067

**e.** [vit@vit.vic.edu.au](mailto:vit@vit.vic.edu.au)

**w.** [vit.vic.edu.au](http://vit.vic.edu.au)