



Government of Western Australia  
North Regional TAFE

# Strategic Plan

2017 - 2019



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## North Regional TAFE 2017 – 2019 Strategic Plan

The TAFE sector will work collaboratively to develop a student centred culture which is based on a sound quality framework and delivers positive student outcomes. Staff will contribute their teaching, learning and administrative capabilities, their passion for their industries and communities and their energy and integrity.

### Governing Council Chair's message



On the 11 April 2016, the Pilbara Institute and Kimberley Training Institute formed North Regional TAFE (NRT) and Kevin Doig has been appointed as the interim Managing Director. This is the first Strategic Plan for North Regional TAFE and I would like to acknowledge the exciting opportunities this collaboration brings to northern Western Australia.

North Regional TAFE is the largest provider of training and vocational services in the north of Western Australia, servicing industries and communities across a region of almost one million square kilometres. North Regional TAFE has twelve campuses, from Karratha in the south to Kununurra in the north, with the College's three largest delivery centres at Broome, Karratha and South Hedland/Pundulmurra.

The College delivers over 160 nationally recognised and industry endorsed qualifications each year to over 8,000 students. Training is also offered in non-accredited programs, short courses, work-readiness programs, literacy and numeracy, and skill sets. Over 35% of our students are Aboriginal and Torres Strait Islanders who access culturally appropriate training support initiatives developed by our dedicated NRT Aboriginal Training Services team. The College is a major contributor to social capital in the region with an annual budget of \$61 million and over 300 staff.

The North Regional TAFE Strategic Plan reflects the priorities of the state and federal governments, the Minister's *TAFE Colleges Statement of Expectations* and the State Training Plan. It is also responsive to the needs of local industries, enterprises and communities.

The accompanying 2017 Annual Business Plan reflects the strategic goals and activities for the next twelve months and is the blueprint which will inform and direct NRT operations. The Business Plan supports the implementation of the three year Strategic Plan. Annual KPIs will enable NRT to review its performance against the strategic goals and will be monitored closely by the Governing Council.

A handwritten signature in black ink that reads "Ian Smith".

Ian Smith  
Governing Council Chair

## **TAFE Sector Priorities and Objectives**

- The TAFE sector will increase student access to a broader range of high quality vocational education and training programs across Western Australia.
- The skills needs of industry and employment prospects of students will be enhanced through more coordinated delivery of training programs across the TAFE sector, in consultation with local industries and communities.
- Cost effective measures in delivering training and administration practices across the TAFE sector will be maximised through greater collaboration and adoption of best practice methods.
- The TAFE sector will work with the Department and stakeholders to identify opportunities for specialised programs and locations to become Centres of Excellence to ensure highest standards of skill development.
- The viability of the three regional TAFE Colleges will be strengthened through a broader range of training programs being delivered to a larger number of students.
- Collaboration across the VET sector will be enhanced through the provision of greater information on the activities of the TAFE Colleges and clarification of their roles and responsibilities.

### **North Regional TAFE is committed to:**

- Delivering training that is consistent with the State Training Plan.
- Achieving client-centred services, systems and performance that are of the highest quality.
- Implementing an organisational structure and developing strategies that reflect NRT's business model.
- Valuing and supporting our staff and student's safety and well-being, by minimising lost time injuries and zero fatalities.
- Investing in knowledge and innovation to ensure a fit for purpose workforce enabling the capacity of the college to respond to emerging industry and community needs.
- Developing pathways for Aboriginal students by maximising culturally appropriate service delivery and support mechanisms and targeting TAFE training options to suit Aboriginal and Torres Strait Islander (ATSI) clients and communities of the Pilbara and Kimberley.
- The development of a Reconciliation Action Plan (RAP) as a set of guiding principles and strategies that ensure NRT provides a quality training product that is culturally inclusive and appropriate for Aboriginal stakeholders in the Pilbara and Kimberley regions.
- Recognising and valuing diversity by providing training opportunities to diversified client groups throughout the Kimberley and Pilbara including areas and communities facing significant socio-economic disadvantage.
- Contributing to the development of a standardised costing model that meets the requirements for competitively neutral pricing of commercial services.



Developing strong leadership within NRT and a culture of collaboration and learning that supports a focus on streamlining services, products and delivery models aligned to the achievement of state training objectives.

Providing infrastructure and resources that support the contribution of education and training services to address regional and state workforce development priorities, and increase student access to a broad range of high quality vocational education and training programs across the Kimberley and Pilbara.

### **Governance and Reporting**

Achieve client-centred services, systems and performance of the highest quality.

- Commitment to work closely with the Department and other colleges, including the establishment of a collegiate working group.
- Adopt and implement the principles of good governance outlined in the guidelines for public sector agencies.
- Establish clear governance arrangements for managing partnerships incorporating a communication plan.
- Identify college-wide best practice improvements.
- Implement the identified Reconciliation Action Plan (RAP) strategies to ensure that we are achieving a quality training product that is culturally inclusive and sensitive to the local needs and issues of Aboriginal people.
- Manage and uphold high satisfaction ratings of the College products and services through effective communication with individuals, organisations and communities.
- Use technologies to simplify knowledge management and enhance the provision of information sharing and the clarification of roles, accountability and responsibility.
- Develop and implement a framework that enables NRT to manage risks, especially those that threaten the achievement of its vision, mission and key deliverables.

### **Leadership in Quality and Inclusive Services**

Evolve an organisational structure and develop strategies that reflects NRT's business model that commits to:

- Working with people from marginalised groups.
- Providing high quality teaching and assessment.
- Sharing knowledge and resources with others in the WA state training sector.
- Providing value for money services.
- Strong leadership to achieve state training initiatives, especially the uptake of apprenticeships and traineeships.
- Improve employer satisfaction in delivery of apprenticeships and traineeships.

Value and support our staff and student's safety and well-being by:

- Creating and maintaining a workplace that attracts, retains and nurtures good people.
- Developing strong performance management and enhancement systems that ensure the provision of high quality service to staff and students across the organisation.
- Recognising and valuing diversity and develop a culture that ensures everyone is accepted and has equal opportunities when it comes to education and employment in NRT.

### **Supporting Local Communities**

Support staff in regional centres to continue to work in their regions and towns through flexible and innovative workplace arrangements.

Schedule regular Aboriginal Education, Employment and Training Committee (AEETC) meetings to consult local representatives of the Aboriginal community in the development and support services to Aboriginal and Torres Strait Islanders.

### **Collaboration and Specialisation**

Invest in knowledge and innovation to ensure a fit for purpose workforce that increases the College's capability to respond to emerging industry and community needs.

- Enhance the efficiency and range of training delivery throughout the northwest through partnering with individuals, organisations, regional and metropolitan colleges to improve outcomes for industry, communities and students.
- Identify opportunities for specialised programs and locations to become centres of specialisation.
- Formalise, prioritise and actively manage partnership relationships.
- Foster innovative practices to maximise collaboration within areas of specialisation.
- Promote North Regional TAFE's Aboriginal Training Services as a key support for targeted Aboriginal training pathways in the northwest.
- Meet customer expectations through the provision of quality skill development practices that focus on positive outcomes for students, industry and communities.
- Increase staff leadership and engagement in marketing and developing the business.

## College Commercial Activities

Contribute to the development of a standardised costing model that meets the requirements for competitively neutral pricing of commercial services.

- Implement a financial model for our services, products and modes of delivery for:
  - onshore delivery to international students;
  - customised training; and
  - fee-for-service training.
- Collaboration with TAFE Western Australia to capitalise on global education export opportunities.
- Maintain commercial focus on NRT's Aquaculture Centre to support the expansion of the aquaculture industry within the region.
- Maintain commercial focus on the Broome Maritime Simulation Centre.
- Identify further areas of commercial focus for NRT.
- Meet all financial targets.

## Efficient Operations

Support the implementation of streamlined services and products and delivery models to ensure alignment to the achievement of State training objectives.

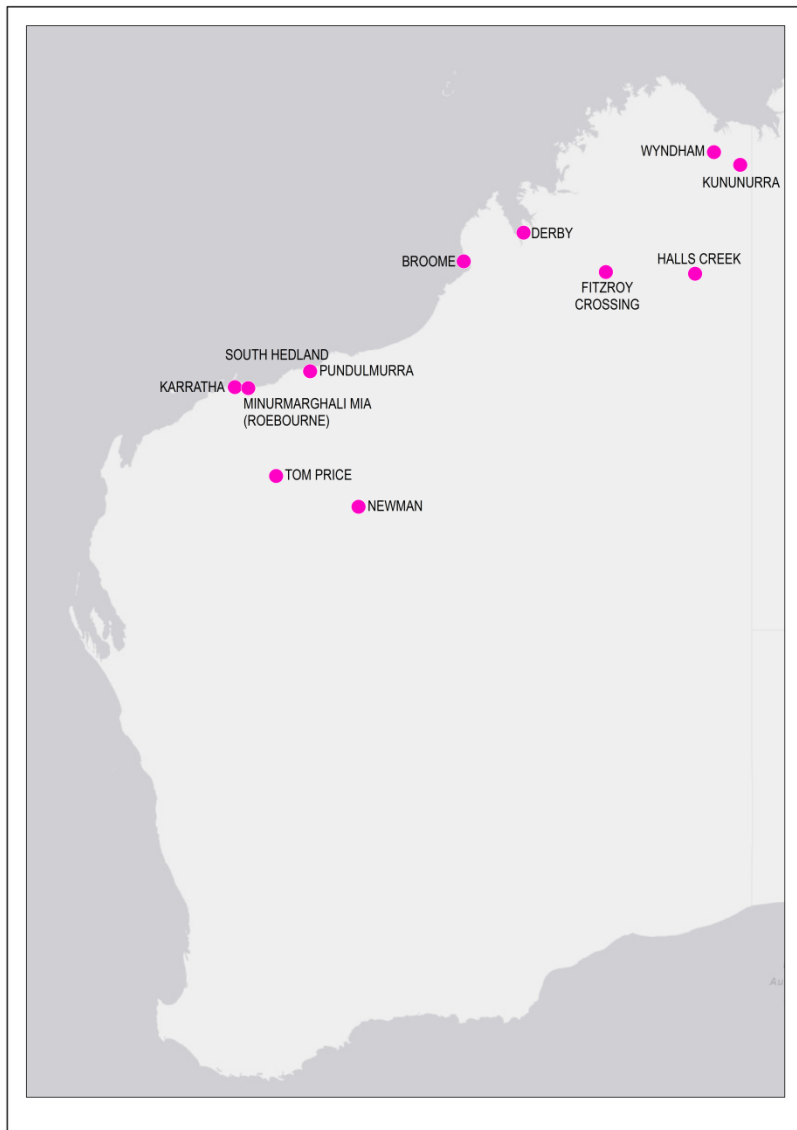
- Provide streamlined service delivery and a business approach which focusses on a positive student experience and quality outcomes for priority training areas.
- Ensure a positive training experience for students through improved standards of communication, responsibility and accountability of key training functions.
- Streamlining reforms to corporate services, regulatory and policy functions including standardisation and centralisation of key functions.

## Infrastructure

Providing infrastructure and resources that support the contribution of education and training services to address regional and state workforce development priorities, and increase student access to a broad range of high quality vocational education and training programs across the Kimberley and Pilbara.

- Identify asset efficiencies that support the NRT's infrastructure planning.
- Minimise NRT's environmental impact on the Pilbara and Kimberley environments.
- Manage and develop internal capabilities and assets to ensure physical infrastructure meets the ongoing training requirements of the region.
- Work with the Department and other colleges to develop and implement a campus utilisation strategy which provides the most efficient campus configuration and utilisation, including increased access to campus facilities by third parties.

### Our Campus Locations





**North Regional TAFE offers excellence through collaboration with partners****BHP Billiton Contract**

Training agreement for the delivery of various qualifications, which may include:

- Operate and Maintain a 4WD Vehicle
- Operate a 4WD Vehicle in Rough Terrain
- Load Restraint Training
- Chainsaw Safety
- ACMA Open Cabling
- Testing & Tagging
- Introduction to Safety Rep
- Safety Rep Refresher
- Tug Training

**Department of Corrective Services**

Train within prisons so that on release individuals can contribute to community.

Delivery of various qualifications which may include:

- Certificate II in Horticulture
- Certificate II in Resources and Infrastructure Work Preparation
- Certificate II in Surface Extraction Operations
- Certificate II in Warehousing Operations
- Certificate III in Civil Construction Plant Operations
- Certificate II in Building and Construction (Pathway - Trades)
- Certificate II in Engineering

**Education Department**

Training agreement for the delivery of various qualifications which may include:

- Certificate II in Community Services
- Certificate III in Early Childhood Education and Care
- Certificate II in Business
- Certificate II in Automotive Vocational Preparation
- Certificate II in Engineering
- Certificate II in Engineering Pathways
- Certificate II in Retail Make-Up and Skin Care
- Certificate II in Electrotechnology (Career Start)
- Certificate II in Building and Construction (Pathway - Trades)
- Certificate II in Construction Pathways [Building Maintenance]
- Aboriginal School Based Training (ASBT), various qualifications including: Certificate I in Gaining Access to Training and Employment, Certificate I and II in Leadership.

**Australian Government Department of Employment - Seasonal Worker Programme**

Where viable, delivery of various qualifications may include:

- First Aid
- Certificate II in Hospitality

**Marine Produce Australia (MPA)**

Training agreement for delivery of maritime, aquaculture and tailored training as requested.

**AARLI MAYI**

Training agreement re: extension services and fish production.

**Seaways Consultants**

Provide industry recognised training and assessment in ASD (Azimuth Stern Drive) vessel handling program (tug training).

**Building and Construction Training Fund**

'Try a Trade' taster programs in Building and Construction and Civil Construction to school students to gain awareness of course pathways offered through NRT.

**Greening Australia**

Training agreement for the delivery of various qualifications which includes: Certificate II Conservation and Land Management.

**Mamabulanjin Aboriginal Corporation**

NRT works in collaboration with Mamabulanjin to deliver training for five Green Army Projects in Broome and surrounds over 2016 and 2017. Mamabulanjin is the Green Army Project Host and CoAct (the Green Army Broome Service Provider, formerly Job Futures) administers the Green Army funds. In Broome CoAct is part of Kimberley Employment Services (KES). One of the Green Army projects is being facilitated at the NRTAFE Balu Buru site and involves the delivery of:

- Certificate II in Conservation and Land Management.
- Certificate III in Conservation and Land Management.
- Certificate II in Horticulture.

**Muresk**

NRT work collaboratively with Muresk to provide Jackaroo (Horse Handling) training.

**Shell**

The Shell Scholarship Program supports Broome based school leavers to undertake vocational training in their home town. Scholarships are open to Broome students in many fields including: engineering, construction, aviation, logistics, business, accounts administration, horticulture, early childhood education, aged care, community services and tourism.

**Buru Energy**

NRT works in collaboration with Buru Energy to provide training to employees, with the combination of classroom learning with NRT trainers and site based field work with Buru environmental scientists.

**INPEX**

The INPEX-operated Ichthys LNG Project is one of the most significant oil and gas projects in the world. INPEX and the Ichthys Project have worked closely to set up a user-friendly hub at its Broome campus for students with disabilities. NRT is currently working in partnership with INPEX to identify other collaborative opportunities.

**Argyle Diamond Mine (ADM)**

NRT works in collaboration with ADM to provide training to employees and apprentices.

**Goolarri Media Enterprises**

Goolarri Media Enterprises hosts annual programs Kimberley Girl and Pilbara Girl, which aim to transform groups of young indigenous women into leaders through a range of workshops and competitions. NRT formed a partnership with the organisation in 2015 to support the development of the participants through a series of pre-program life skills workshops.

**Kimberley Group Training**

Kimberley Group Training Inc. (KGT) is an independent, community based, not-for-profit organisation, focused on supporting both Indigenous and non-Indigenous people in establishing career pathways through traineeships and apprenticeships. NRT works in partnership with KGT to provide industry-standard training and support services for apprentices and trainees.

**Central Queensland University (CQU)**

CQU have set up a student hub on two major campuses at NRT: Broome and Karratha. This collaboration enables pathway opportunities for students who wish to pathway further into higher level qualifications such as: nursing, environmental studies, early childhood, community services and aged care.

**Edith Cowan University (ECU)**

NRT and ECU have identified various qualifications which allow students to have advanced standing articulation into university courses.

**Diploma of Nursing**

Working relationships are in place to support and ensure quality delivery of the Diploma of Nursing (Enrolled - Division 2 Nursing):

- WA Country Health Service (WACHS) - including Hedland Health Campus, Karlarra House aged care hostel (Hedland), Nickol Bay Hospital (Karratha);
- South Metropolitan Health Service (SMHS) - including Fremantle Hospital and Health Service, Armadale Health Service, Bentley Health Service - Graylands Hospital, Rockingham Peel Group;
- Agreements are also in place for student clinical placement with other services including Wirraka Maya Health Service (Hedland), Kinetic Health (Karratha) and Meath Care Inc (Perth)

North Regional TAFE consults with the health sector and collaborates with other WA enrolled nursing training providers through participation in regular meetings and information sharing of the Enrolled Nursing Cooperative Group. This includes consultations with peak industry bodies including Australian Health Practitioner Regulation Agency, Australian Nursing & Midwifery Accreditation Council, Community Services and Health Industry Skills Council and the Department of Health.

### **Electrical and Mechanical Fabrication and Engineering**

An alliance was established in 2012 with Woodside and the then Pilbara Institute which set a benchmark for industry-standard training, for an electro-technology centre to be constructed in Karratha. Apprentices across the Pilbara will soon be able to learn their trade on the latest equipment, using cutting edge technology. This construction is due for completion late 2016.

The College also delivers a number of 'Work Readiness' programs for Aboriginal clients. Partnership arrangements with Rio Tinto, BHP, FMG and Woodside, facilitates the provision of training to students on campus and on the job to ensure students have a basic knowledge of hand and power tools as well OSH requirements in the workplace.

NRT was awarded the BHP Billiton 'Iron Ore Training' contract in the Pilbara enabling employees to be skilled and upskilled in their identified areas of need.

**TAFE Colleges' Key Performance Indicators**

<b>Stakeholder satisfaction</b>
<b>Student overall satisfaction</b> An overall expression of how satisfied students are with various services provided by the College.
<b>Graduate achievement rate</b> The extent to which College graduates have achieved their main reason for undertaking the training.
<b>Graduate destination</b> The extent to which the College is providing relevant and quality training that improves student employability.
<b>Training outcomes</b>
<b>Achievement of profile delivery</b> The effectiveness of the College in meeting Delivery and Performance Agreement targets.
<b>Unit completion rate</b> A measure of training effectiveness reflecting the proportion of training hours successfully completed.
<b>Financial/efficiency indicators</b>
<b>Delivery cost per student curriculum hour</b> The efficiency with which a college manages its resources to enable the provision of vocational education and training programs.
<b>Administration</b> Administration expenses as a percentage of total expenditure and non-teaching FTE as a ratio of total FTE.
<b>Facilities utilisation</b> The average percentage of time college facilities are booked and used.
<b>Financial parameters and sustainability</b> The College operates with approved State budget parameters including: net debt net operating balance expense limit
<b>People management</b>
<b>Staff engagement</b> The extent to which College staff are engaged with the organisation's objectives.
<b>Productivity</b> The utilisation of available teaching hours.

**North Regional TAFE Specific Key Performance Indicators**

Increase Aboriginal recruitment and retention.
Maintain occupational safety and health targets of no workplace injuries and zero fatalities.

**Contact details**

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RTO code: 52788



**DECLARATION**

North Regional TAFE is pleased to submit its 2017-2019 strategic plan for the Minister's approval.



15/9/2016

Ian Smith  
GOVERNING COUNCIL CHAIR

Date



15/9/2016

Kevin Doig  
MANAGING DIRECTOR

Date

The 2017-2019 strategic plan for North Regional TAFE is:

- approved.
- not approved.

SIGNED

DATE

**LIZA HARVEY MLA  
DEPUTY PREMIER; MINISTER FOR POLICE; ROAD SAFETY;  
TRAINING AND WORKFORCE DEVELOPMENT; WOMEN'S INTERESTS**