

**NORTH REGIONAL TAFE**

# Strategic Plan **2021-2023**

**LOOKING AHEAD 2023**





## Contents

Foreword	2
Welcome	4
College Purpose, Values and Pillars	6
About Us	9
Operating Environment	10
Strategic Priorities	
Priority 1 – Deliver High Quality Vocational Education	12
Priority 2 – Strengthen Our Student, Employer and Community Focus	15
Priority 3 – Valuing Our People	16
Priority 4 – Maximise Our Resources	19

## Acknowledgement

North Regional TAFE acknowledges the Traditional Custodians of the Kimberley and Pilbara regions of Australia and their continuing connection to the land, sea and community. We pay our respect to them and their cultures, and to the elders past, present and emerging.





## Foreword

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 exceeding one million square kilometres.

North Regional TAFE has 11 campuses, from Wyndham in the north to Newman in the south, with our three largest delivery centres at Broome, Karratha and Pundulmurra (South Hedland). The College provides education and employment services to thousands of people in the workplace, online and in many other locations including remote communities.

Over the past four years, we have worked to create an organisation with a single vision and much has been achieved. We are becoming a stronger organisation and are well placed to meet the opportunities and challenges ahead. We can now confidently turn our attention to the future.

This document outlines our new Strategic Plan – Looking Ahead 2023. To create this Plan, we have:

- > Carefully considered the evolving needs of our customers and the rapidly changing education environment from now until 2023
- > Reviewed WA Government plans and strategies including Our Priorities: Sharing Prosperity, Plan for Jobs, the State Training Plan and Diversify WA
- > Reviewed the Minister of Education and Training's Statement of Expectations
- > Received feedback from industry
- > Consulted with our staff
- > Combined our College Mission/Vision into Our Purpose
- > Refreshed our strategic priorities to create a clear picture of who we are, where we are going and how we will get there.

This plan embodies our shared ambition and we are all collectively responsible for its successful implementation.





# Welcome from Governing Council Chair and Managing Director

We are pleased to introduce North Regional TAFE's Strategic Plan - Looking Ahead 2021-2023.

The strategic plan defines the future direction of the College and a framework for organisational decision-making.

Our Plan has been developed against rapidly changing government and education landscapes, in particular the impact of COVID-19 and our actions to recovery. The period 2021-2023 has the potential to be the most challenging in North Regional TAFE's history. As a result, this Plan has been finalised during a time of some uncertainty for the TAFE sector.

Our strategic planning process has involved broad consultation within the College. We thank those who have provided input into the process and who have shared with us valuable insights and feedback.

The future is one of significant and unprecedented change as the ongoing impact of COVID-19 influences our organisation and service delivery and a range of external and internal drivers impact our organisation over the next three years and beyond.

Guided by four strategic priorities, our Plan will see North Regional TAFE evolve in line with the needs of the communities we support with an unrelenting focus on:

- > delivering quality education
- > strengthening our student, employer and community focus
- > valuing our people
- > maximising our resources

With this focus, the success delivered through our Plan will contribute to the overall growth of our region and Western Australia.

With our dedicated and passionate workforce guided by this Plan, North Regional TAFE will build upon the many successes that we have achieved since inception.

Collaborating with industry, community, our TAFE partners and our staff to inspire and drive innovation, we look forward to continuing as the leading regional provider of vocational education and training in the North.

Our Plan sets a strong foundation for the way forward. We are:

- > focused on the recovery of the State
- > committed to a positive and healthy culture
- > focused on students, industry and community
- > driven by quality
- > committed to continue to learn, improve and evolve

Our Plan is framed around strategic priorities and core values that define and differentiate North Regional TAFE from our competitors.

*They are central to the pursuit of our new purpose statement:*

*"Creating Opportunities through Great Learning Experiences".*

The Governing Council and Executive team appreciate the continued contribution that staff and stakeholders make to our organisation. North Regional TAFE is proudly the sum of our students, community and partner organisations.

As part of the broader WA Government's vision of diversifying the economy by developing a skilled workforce, we look forward to 'creating opportunities through great learning experiences'.

**Ian Smith**

Governing Council Chair



**Kevin Doig**

Managing Director



# Our Purpose – Creating Opportunities through Great Learning Experiences

## Our Shared Values

Our values are created and owned by our staff to enhance positive behaviours and promote a high performing culture.

They reflect how we work with our customers, how we work together and how we make decisions.

### INTEGRITY

I will:

- > Do the right thing because it is the right thing to do
- > Respectfully challenge behaviour that is not aligned with North Regional TAFE's values and code of conduct.
- > Make decisions that are ethical, honest, impartial, and fair
- > Admit mistakes openly, take ownership and learn from them

### CONTINUOUS IMPROVEMENT

I will:

- > Continuously learn and improve the way I do things, having a growth mindset
- > Be curious and think innovatively and creatively
- > Share ideas, resources, knowledge and learnings
- > Take feedback on board

### RESPECT

I will:

- > Treat others with care, kindness and empathy, respecting their differences
- > Communicate openly and honestly, maintaining confidentiality
- > Create connection, listening to learn and understand
- > Treat people with respect regardless of their point of view

### LEADERSHIP

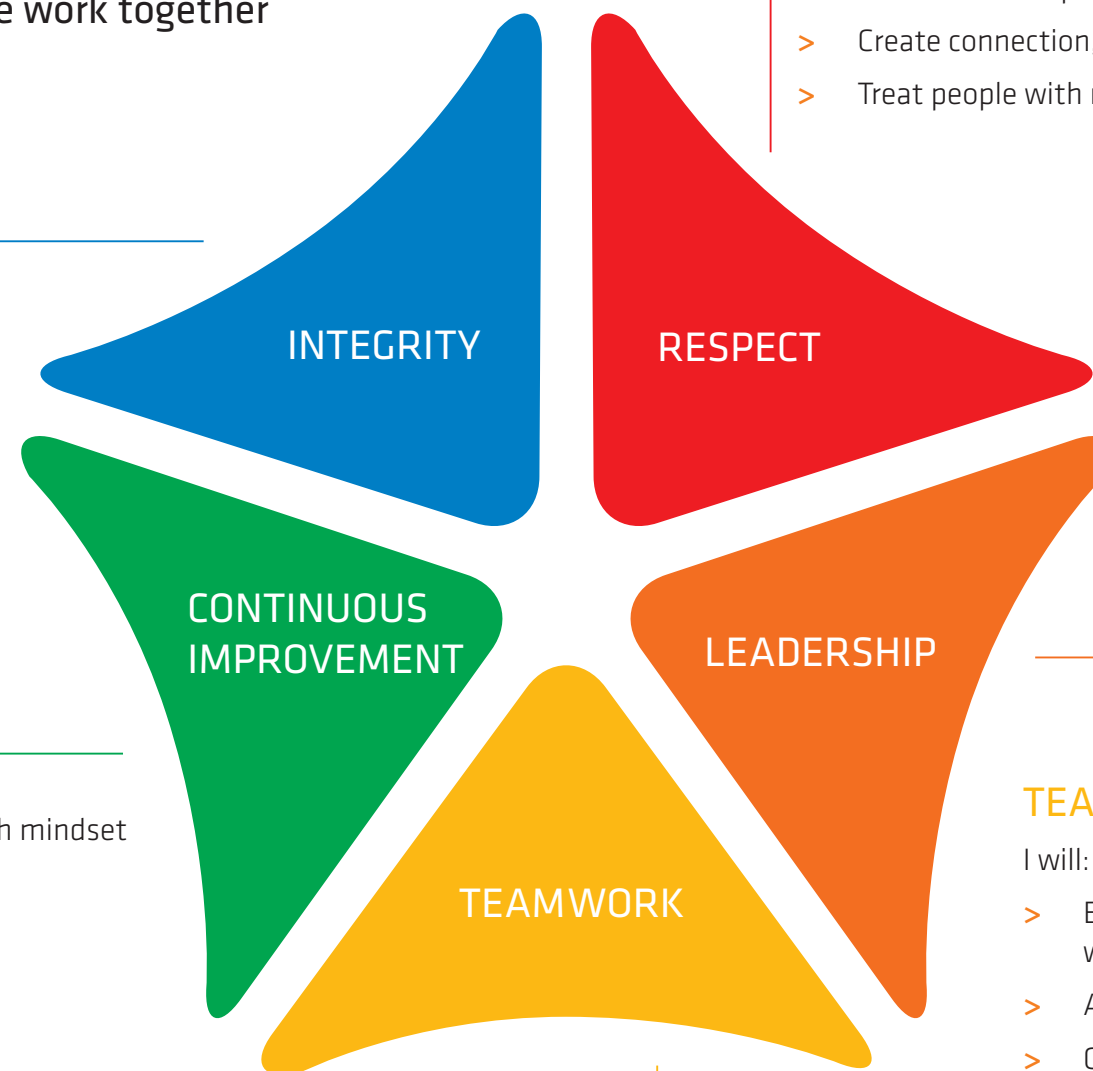
I will:

- > Lead from my position in the organisation
- > Create a positive and inclusive work environment
- > Lead by example, being mindful of what I say and do and its impact on others
- > Empower and enable others to deliver awesome work and be their best

### TEAMWORK

I will:

- > Be a team player, collaborate, share information and work together with others
- > Actively engage with others and across teams to benefit the collective
- > Collaborate with our stakeholders, sharing ideas, solving problems and planning for the future
- > Do what I say I'm going to do





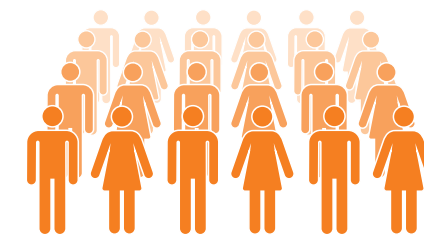
## Our Pillars

North Regional TAFE is a State Government Vocational Education and Training business preparing our future skilled workforce. Our College is built on five pillars that reflect our commitment to providing quality and accessible vocational education and training that meets the needs of the individual, industry and the broader community.

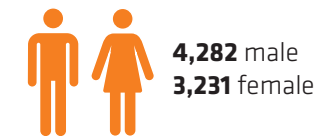
- Respect and Human Rights
- Accountability
- Responsiveness
- Diversity of cultures, ideas and peoples
- Aboriginal perspectives and reconciliation

The WA Public Sector Code of Ethics, North Regional TAFE's Values and Behaviours and Code of Conduct underpin the way in which we work individually and collectively.

## About us STUDENT DEMOGRAPHICS



7,513 total students



4,282 male  
3,231 female

## STUDENT ENROLMENTS



38%

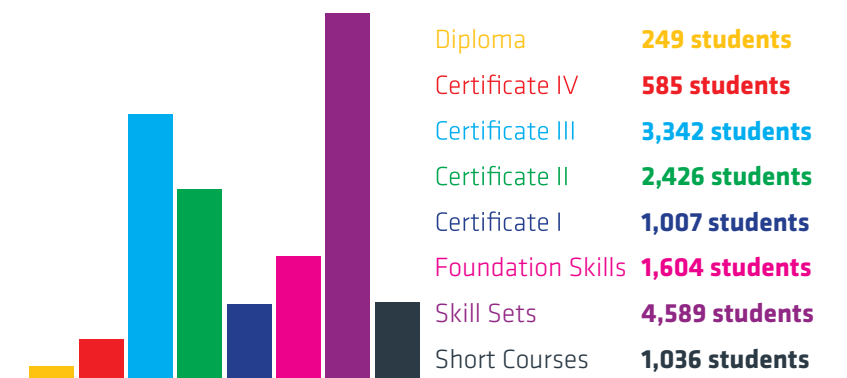
Aboriginal and Torres Strait Islander descent



20%

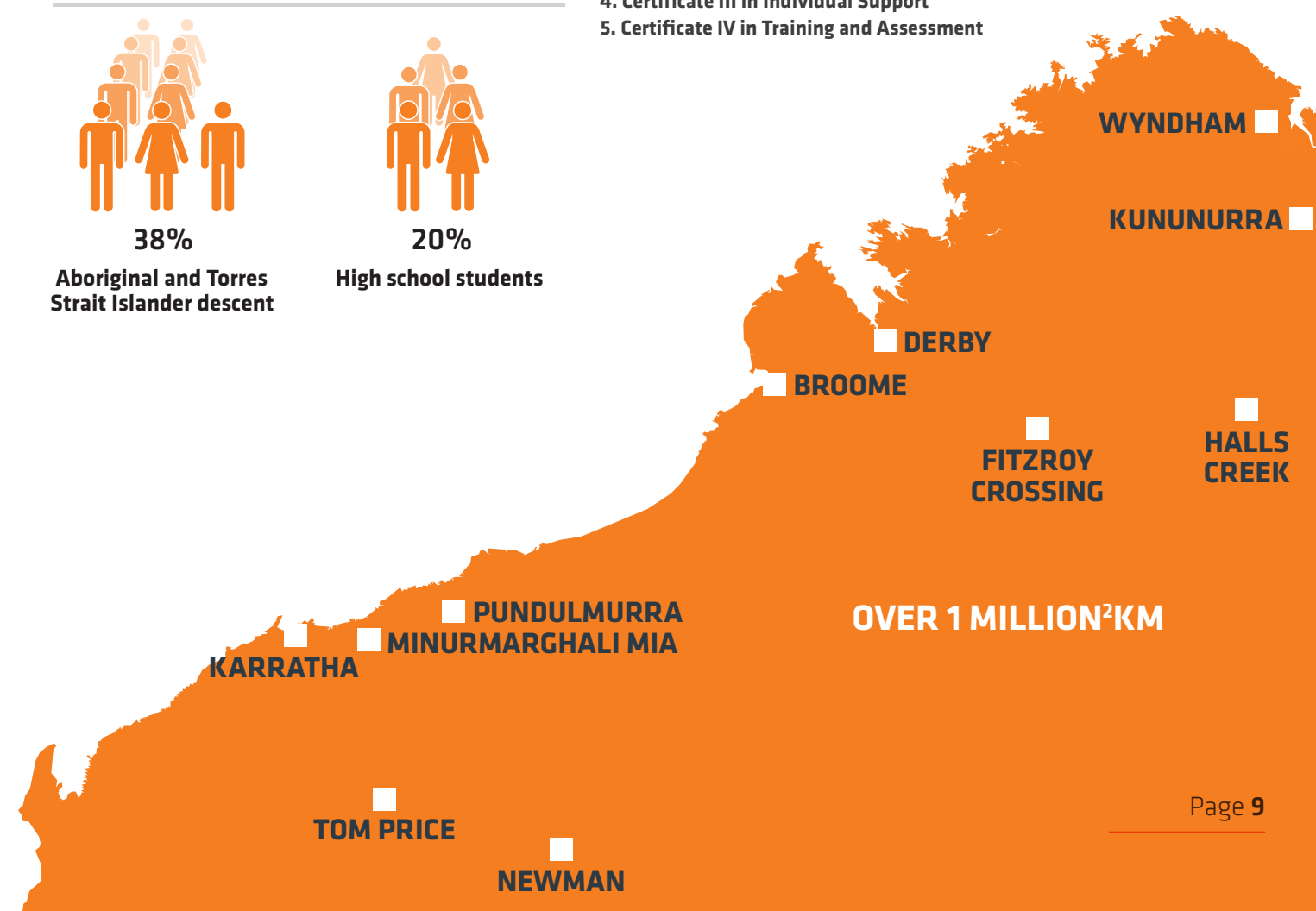
High school students

## STUDY LEVELS



### TOP FIVE QUALIFICATIONS

1. Certificate I in Gaining Access to Training and Employment (GATE)
2. Certificate II in Business
3. Certificate II in Conservation and Land Management
4. Certificate III in Individual Support
5. Certificate IV in Training and Assessment





## Operating environment

A number of internal and external factors will influence North Regional TAFE's ability to deliver on our Plan.

- > Ability to attract, retain and develop staff
- > Staff capacity, capability, knowledge and currency
- > Quality systems and regulatory requirements
- > Ageing workforce and succession planning
- > Organisational culture
- > Long-term economic sustainability
- > Diversity targets including the employment of Aboriginal people
- > Technology that drives greater efficiency and changes work practices
- > COVID-19 recovery
- > Emerging industry requirements and needs
- > Pace of change and future of work and learning
- > Changes in government policy
- > Financial constraints
- > Competition
- > Changing expectations of students, employers and community

## Our focus

1. Deliver High Quality Education
2. Strengthen our Student, Employer & Community Focus
3. Valuing our People
4. Maximise our Resources





# STRATEGIC PRIORITY 1

## Deliver high quality vocational education

We are proud of our reputation for delivering high quality and relevant vocational education.

We will provide a high quality and positive student experience where students are inspired and supported to learn the skills they need to pursue their goals.

We strive to be the choice for students when updating their skills throughout their working and personal lives.

We will deliver a student experience that is seamless and inclusive, accommodating the needs of all student cohorts including Aboriginal students, those from a range of cultural backgrounds, special needs and at-risk students.

We recognise both student and market expectations are constantly changing and technological advances are accelerating this change. Our education products need to reflect the technical, digital and interpersonal skills sets required by our students.

We will provide a contemporary education experience including new products and services to meet the needs of the future workplace in suitable format and location.

### 1. DELIVER HIGH QUALITY VOCATIONAL EDUCATION

Our objectives	Our strategies
Enable lecturers to deliver high quality teaching and learning experiences	Recruit and retain best possible quality lecturers Continue to focus on quality systems and processes
Deliver contemporary responsive, engaging, inclusive and accessible learning solutions	Review product offerings to ensure marketing viability All training meets regulatory requirements Differentiate our products and services with a focus on quality
Have the best facilities, equipment and technology	Leverage technology, facilities and equipment to enhance students' learning experience Ensure facilities, equipment and technology is accessible and appropriate to meet student needs

### Measures of Success

- > Overall Student Satisfaction (state Student Satisfaction Survey)
- > Overall Learner Satisfaction (National Quality Indicators - Learner Survey)
- > Overall Employer Satisfaction (National Quality Indicators - Employer Survey)
- > Graduate Destination - Employer (NCVER Graduate Outcomes Survey)







## STRATEGIC PRIORITY 2

### Strengthen our student, employer and community focus

Maintaining positive, long-term relationships with students, employers and community will be fundamental to realising our vision for the future.

Employer engagement will ensure that training aligns with the needs of industry and the regional economy.

We will ensure students, industry and community requirements are met and skills outcomes support Government objectives for economic productivity and growth.

We will build cultural competence across our organisation and develop understanding and respect for Aboriginal and Torres Strait Islander People to develop a culturally safe environment that recognises the value and importance of reconciliation.

### 2. STRENGTHEN OUR STUDENT, EMPLOYER AND COMMUNITY FOCUS

#### Our objectives

- Build our brand and reputation
- Develop a clear brand identity and customer focus that leads to increased market share
- Improve and enhance the student experience
- Demonstrate a high level of cultural integrity in everything that we do
- Increased employer satisfaction with their NR TAFE experience

#### Our strategies

- Collaborate with our employers and community to understand, improve and meet their learning requirements
- Maximise the learning experience by reviewing the student journey
- Confirm and deliver on our Reconciliation Action Plan
- Provide an inclusive student environment that embraces all students
- Improve employer engagement and develop the ability to deliver across the diversity and depth of our markets

#### Measures of Success

- > An increase in participation (percentage of students) and qualification completions of Aboriginal and Torres Strait Islander students
- > An increase in the percentage of students with a disability accessing disability support services
- > Maintain high levels of satisfaction in Aboriginal students who access support services
- > Overall Employer Satisfaction (National Quality Indicators - Employer Survey)
- > Student Outcome Survey



## STRATEGIC PRIORITY 3

### Valuing our people

We strive to be a high performing organisation, underpinned by shared values and agreed behaviours. We will foster an engaged, capable, inclusive and diverse workforce.

We will only achieve this plan with the dedication, talent and motivation of all our staff. We are committed to developing an open culture where our staff enjoy positive leadership that embraces teamwork, collaboration and continuous improvement.

The cornerstone to our success will be our ability to attract, retain and develop our workforce. A key focus will be aligning our staff skill sets with contemporary technology platforms.

We value wellbeing and safety as inherent to the way we work.

### 3. VALUING OUR PEOPLE

#### Our objectives

Develop a positive culture and inclusive work environment that embraces all staff

Engage, enable, retain and develop our workforce

Enhance health, safety and wellbeing

#### Our strategies

Create and implement a culture development plan

Grow and develop our people

Understand the workforce we have and the workforce we need

Foster a culture of respect and collaboration to enhance staff safety and wellbeing

### Measures of Success

- > An increase in staff engaging in professional development activities
- > Increase skills to improve quality and compliance
- > Implementation of professional development around inclusive practice
- > Induction of all new staff
- > Occupational Safety and Health audits







## STRATEGIC PRIORITY 4

### Maximise our resources

We will use all our resources to achieve the highest standards of performance, to deliver an outstanding student experience and foster a winning culture.

Our resources include physical assets, financial assets, data, intellectual property and information systems and most importantly, our people.

We will leverage these resources to maximise our potential and to achieve our desired performance standards, student experience and culture.

### 4. MAXIMISE OUR RESOURCES

#### Our objectives

Improve our efficiency and leverage all of our resources

Maintain and develop sustainable business practices

Technology as an enabler

Achieve sustained positive financial results

#### Our strategies

Optimise use of physical infrastructure  
Ensure our productivity  
Reduce barriers to getting work done

Apply innovative thinking to solve identified problems

Leverage technology to meet organisational requirements

Prioritise our planning cycle to enable the achievement of agreed targets  
Achieve fiscal efficiency

### Measures of Success

- > Achievement of key performance indicators
- > Audit results
- > Financial efficiency indicator (Delivery cost per SCH)
- > Module Load Completion Rate (MLCR)
- > S.40 financial position









### Contact details

Address: Broome Campus  
68 Cable Beach Road  
Broome WA 6725

Phone: 1300 996 573

Email: [info@nrtafe.wa.edu.au](mailto:info@nrtafe.wa.edu.au)

Website: [northregionaltafe.wa.edu.au](http://northregionaltafe.wa.edu.au)

RTO Code: 52788