



Government of **Western Australia**
North Regional **TAFE**

NORTH REGIONAL TAFE

Strategic Plan

2018 - 2020

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VISION

Recognition in North Western Australia as the flagship provider of vocational education and training and the provider of choice.

MISSION

To build the skills and capacity of North Western Australia workforce for a sustainable economy and enable resilient communities.

CORE VALUES

Our values promote positive behaviours and guide how we work together to serve our students, our colleagues and our communities.

- > **Respect**
- > **Integrity**
- > **Professionalism**
- > **Teamwork**



NRT VALUES

RESPECT and **INTEGRITY** through
PROFESSIONALISM and **TEAMWORK**



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Foreword

A message from North Regional TAFE's Governing Council Chair



I am pleased to present the North Regional TAFE 2018-2020 Strategic Plan which outlines key strategies on how the provision of high quality training will be delivered across our extensive region to meet the needs of employers, industry and community.

North Regional TAFE is the largest provider of vocational training in the north of Western Australia and services industries and communities across a region of almost one million square kilometres. North Regional TAFE has 11 campuses, from Newman in the south to Wyndham in the north, with the College's three largest delivery centres at Broome, Karratha and Pundulmurra campus in South Hedland.

The College delivers over 150 nationally recognised and industry endorsed qualifications each year to over 7,000 students. Training is also offered in non-accredited programs, short courses, work-readiness programs, literacy and numeracy and skill sets. Over 44% of our students are Aboriginal and Torres Strait Islanders who access culturally appropriate training support initiatives developed by our dedicated Aboriginal Training Services team. The College is a major contributor to social capital in the region with an annual budget of \$58 million and over 300 staff.

The Strategic Plan identifies the key goals and directions as outlined in the State Government's WA Labor Plan for Jobs and the State Training Plan 2017-2020 reflected across TAFE WA. The Strategic Plan was developed in consultation with key stakeholders, including the Governing Council, the Executive Management Team and College Managers.

North Regional TAFE is well positioned to prepare students in the industry areas of agriculture, technology and service industries (education, tourism, hospitality).

We will maintain a strong focus on strengthening relationships with local industries to increase training opportunities, apprenticeships and traineeships.

Centres of specialisation are located at Karratha, Pundulmurra and Broome campuses for Electrotechnology and Instrumentation, Nursing, Maritime and Aquaculture. NRT's high quality infrastructure provides local training to industry standards for a range of qualifications in construction, engineering, fabrication, hospitality, logistics and conservation and land management (with a focus on training Indigenous rangers).

The accompanying 2019 Annual Business Plan reflects the strategic goals and activities for the next 12 months and is the blueprint which will inform and direct North Regional TAFE operations. The Business Plan supports the implementation of the three year Strategic Plan. Annual key performance indicators will enable North Regional TAFE to review its performance against the strategic goals and will be monitored closely by the Governing Council.

North Regional TAFE has identified five key strategic goals that will provide a focus for the next three years to continue to provide innovative vocational education and training services that are flexible, relevant and responsive to community and industry.

Ian Smith
Chair, Governing Council

Capability Statement

SPECIALIST PROGRAMS



Hospitality & Tourism



Education, Arts & Access



Health & Community



Food & Environment



Trades (Auto, Electro-technology, Engineering, Construction and more)



Aviation & Logistics



Business skills

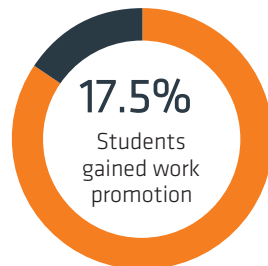
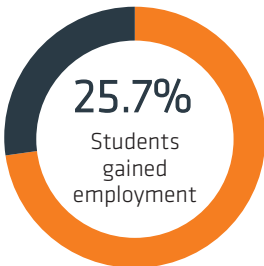
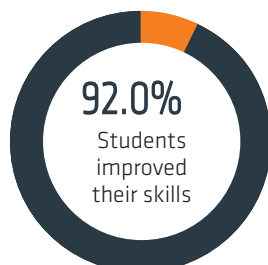
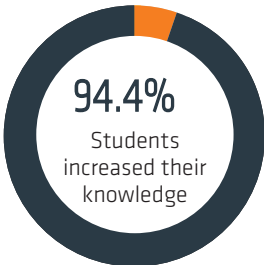


Maritime & Aquaculture



Sport & Recreation

AS A RESULT OF STUDYING WITH NRT



AWARD WINNING RTO



2018 Richard Rose

WA Trainer of the Year finalist

2018 Soleil White

WA Aboriginal and Torres Strait Islander of the Year student finalist

2017 NRT

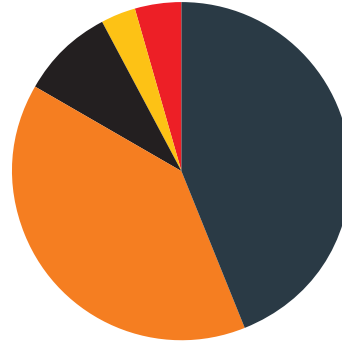
WA Large Training Provider of the Year

2017 Wynston Shovellor-Sesar

WA Aboriginal and Torres Strait Islander of the Year student finalist



STUDENT DEMOGRAPHIC 2017



45% General

41% Aboriginal and Torres Strait Islander students

10% VET in Schools

4% Students in prison

5% Students with a disability

WHY STUDENTS CHOOSE NRT



Location

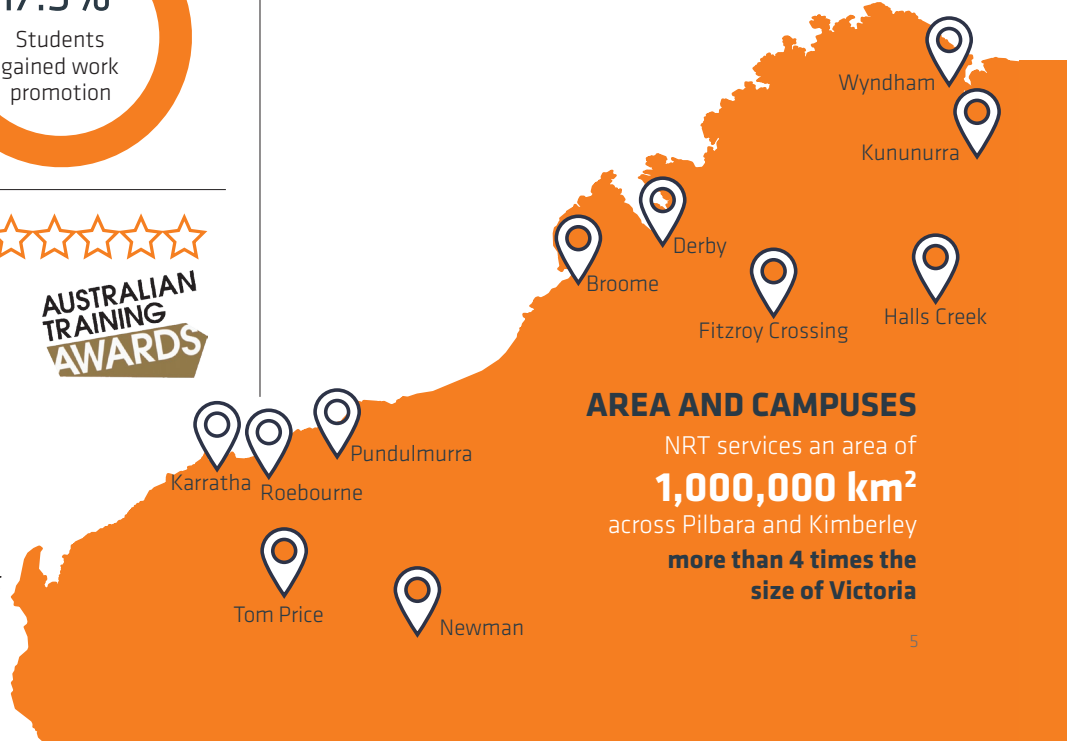
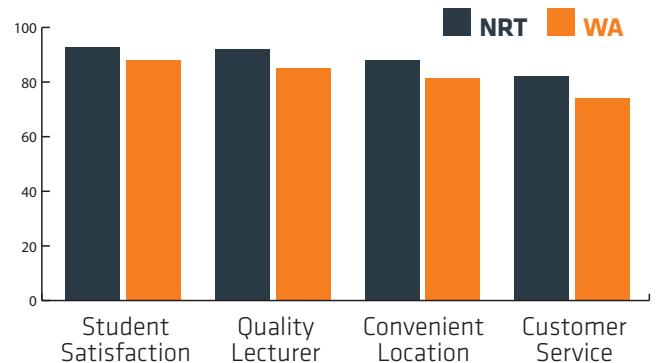


Flexible course options



Quality of lecturers

STUDENT SATISFACTION IN 2017





Key challenges and opportunities

North Regional TAFE is the largest provider of training and vocational services in North Western Australia, servicing industries and communities across some of the most remote regions in Australia. To realise our vision and strategic goals we recognise the need to meet certain challenges and maximise opportunities.

VALUES

Model shared values and use these to live our vision and be customer focused in all we do.

DIRECTION

Provide clear strategic direction and shared understanding of core business.

LEADERSHIP

Foster effective leadership and collaboration of staff. The Executive Management Team and Governing Council to enable changes that address the shifting landscape.

PEOPLE

Develop, attract and retain knowledgeable and trained staff.

STUDENTS

Our ability to sustainably provide training to all potential students and engage students effectively to achieve our Mission.

SUSTAINABILITY

Financial sustainability and performance including growth and options for diversification across the business.

BUSINESS INTELLIGENCE

Use evidence based analysis and planning through sophisticated business intelligence and evaluation and centralised reporting frameworks that are meaningful and enable good decision making.

INFRASTRUCTURE

Build and use strong business support systems - ICT, human resources, financial, academic and asset management.

ENGAGEMENT

Develop and maintain well-coordinated engagement strategies with key stakeholders and employers.

INNOVATION

Foster innovation and creativity across NRT.

Strategic Goals

GOAL

1

Train for the future

GOAL

2

Build a high performing culture

GOAL

3

Exceed stakeholder expectations

GOAL

4

Grow and diversify revenue streams

GOAL

5

Achieve business sustainability

Train for the future



PRIORITIES

- Provide excellence in training delivery and skills development.
- Understand our students' needs through increased engagement to ensure training services are contemporary and reflect industry and local needs.
- Deliver innovative training using the latest technology where appropriate.
- Optimise existing delivery models to achieve full potential market share.
- Undertake ongoing product review to ensure relevance to local needs.



Build a high performing culture

PRIORITIES

- Develop, attract and retain exceptional individuals.
- Develop workforce capacity, agility, capability, relevance and credibility.
- Achieve operational efficiencies that reduce duplication and improve performance.
- Communicate and model the NRT values in all we do.
- Foster environments for teamwork, collaboration and communication to build one NRT team.



Exceed stakeholder expectations



PRIORITIES

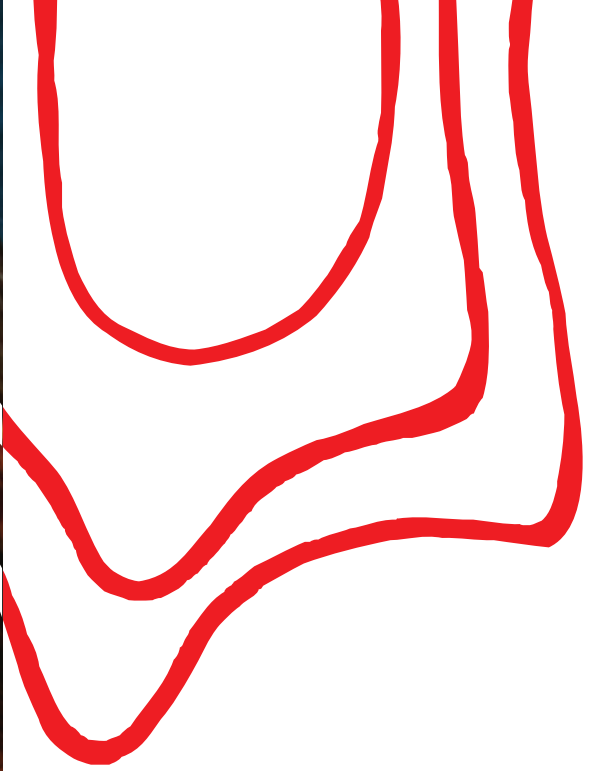
- Communicate effectively with all students from commencement to completion of training.
- Seek client feedback to enhance and add value to services.
- Increase understanding of our students and their support needs.
- Develop and maintain strong industry relationships.
- Ensure accountability and ownership of exceptional service in every area of the organisation through a strong 'work as one team' approach.

A man wearing a light-colored cowboy hat and a light-colored button-down shirt is looking at a white horse. The horse is wearing a red halter. The man is holding a rope. The background is a bright, outdoor setting.

Grow and diversify revenue streams

PRIORITIES

- Nurture relationships that grow NRT.
- Increase external profitable revenue.
- Implement the NRT marketing communications and brand strategy.
- Celebrate and share successes to build a strong reputation as a provider of quality training.



Achieve business sustainability



PRIORITIES

- Identify opportunities for business improvements across all operational areas.
- Continue to demonstrate responsible corporate governance and environmental and social responsibility.
- Meet financial targets and ensure financial sustainability of all activity.
- Optimise assets, shared delivery sites and maximise use of resources.
- Establish systems and adopt new technologies that support customer-centred services simply and efficiently.

Strategic enablers

QUALITY

Our ability to demonstrate excellence in all we do by making quality a daily habit for everyone.

TECHNOLOGY

Investment in technology to create learning spaces that will take our training into the future.

COMMUNICATION

Effective communication to all stakeholders at all times.

SYSTEMS

Continuous improvement through more effective processes, efficient operations and better systems.

COLLABORATION

How we work together internally and externally to solve problems, build capacity and exceed customer needs.



Stakeholders

Effective stakeholder engagement is critical to the success of the training implemented by North Regional TAFE. It offers the opportunity for NRT to better align its training with the current and emerging demands of industry and the needs of students.

NRT will strengthen its performance with and for the following stakeholders:

STUDENTS

NRT will deliver a complete student experience with improved access to the courses that will prepare them for meaningful learning and employment outcomes.

BUSINESS AND INDUSTRY

Our high-quality training will provide job ready graduates with the qualifications, training and skills to immediately support productivity and growth.

COMMUNITY

A more accessible and locally engaged NRT will actively contribute to communities' economic and social well-being.

NRT EMPLOYEES

NRT employees will understand their importance in achieving quality training objectives within a respected and supportive organisation.

NORTH WESTERN AUSTRALIA

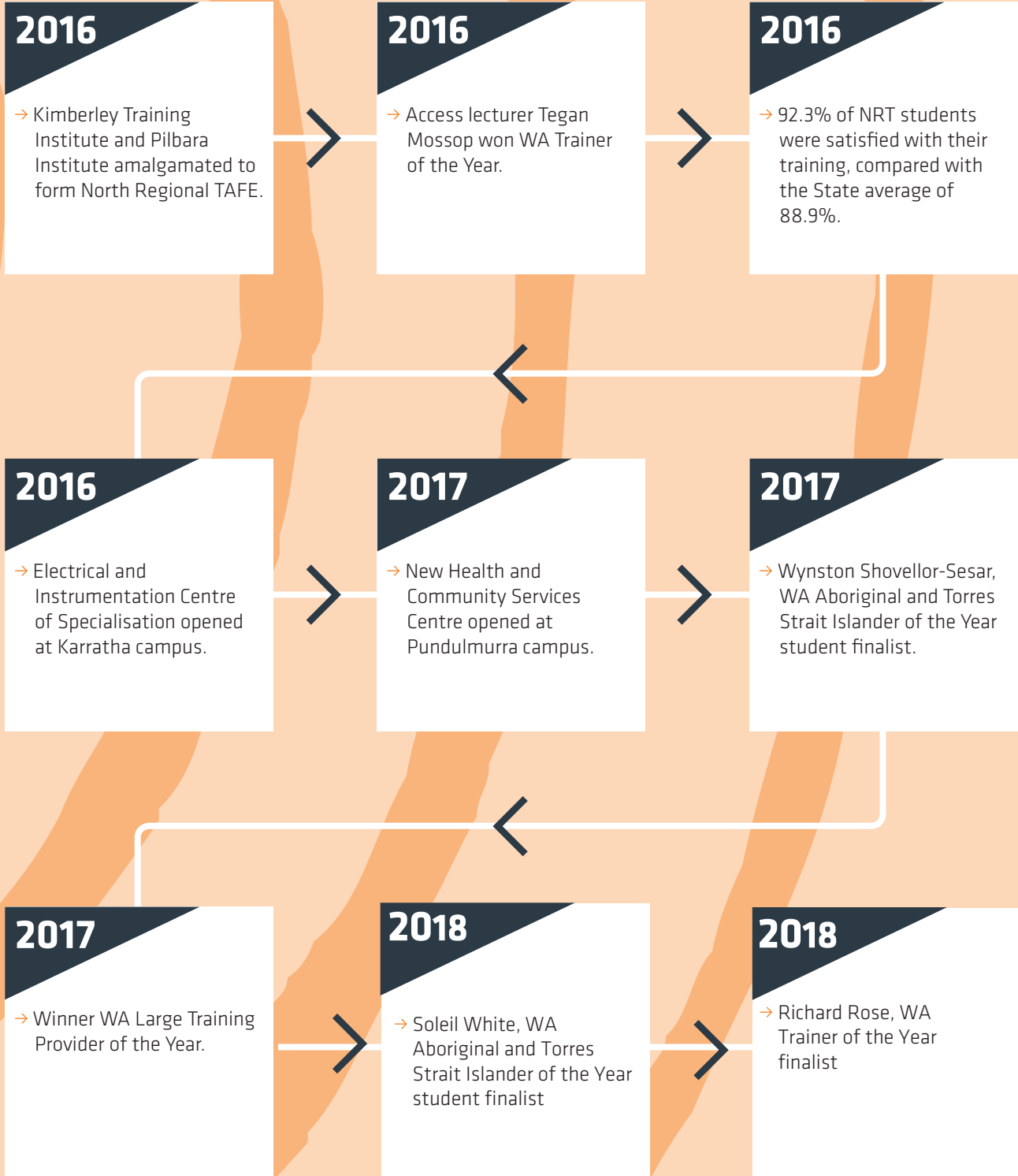
NRT's training will meet industry needs and contribute to the State government's economic objectives and the WA Labor Plan for Jobs.

TAFE WA

TAFE WA will increasingly be recognised as a local and national leader in quality vocational education and training.



Timeline



northregionaltafe.wa.edu.au

North Regional TAFE
Winner WA Large Training Provider of the Year 2017

