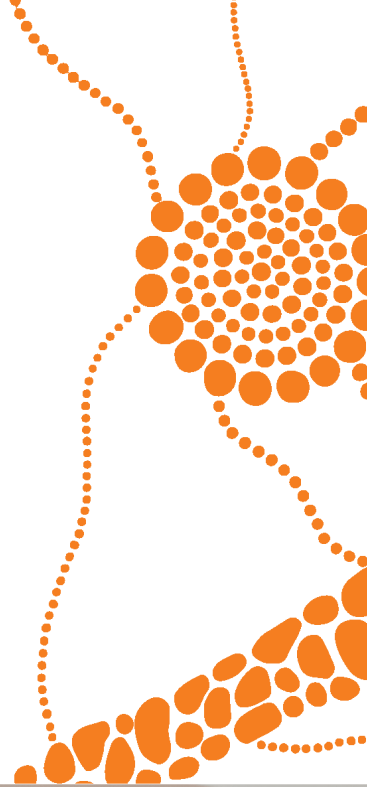




STRATEGIC PLAN

2024-2026



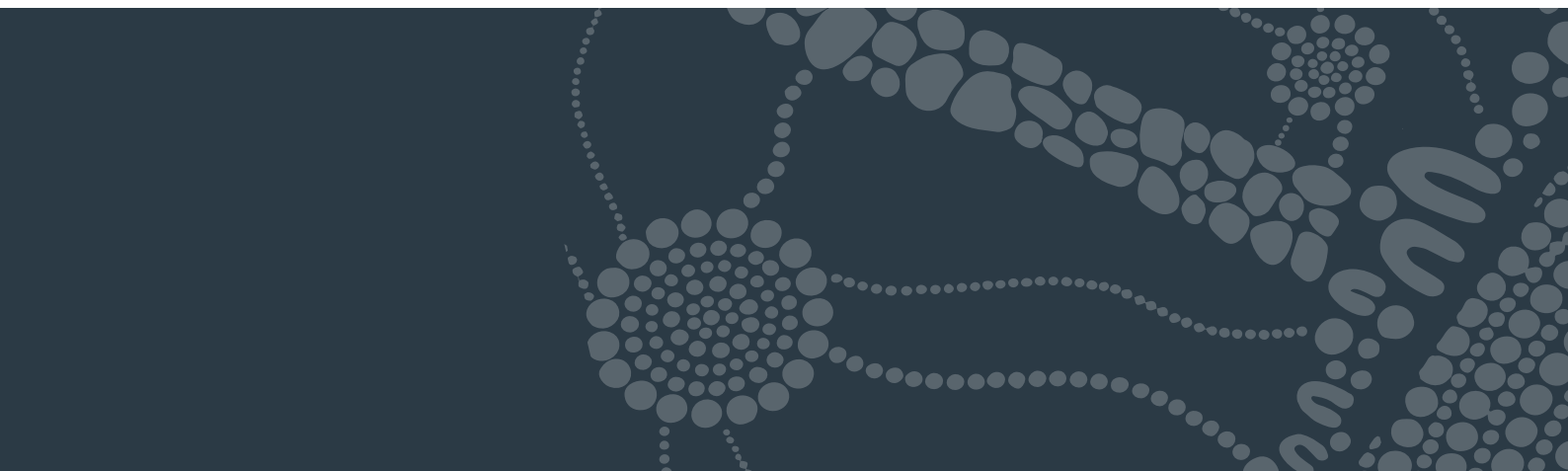


Acknowledgement

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

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Foreword

North Regional TAFE (NR TAFE) is the largest provider of training and vocational services in Western Australia's North West. Covering a geographical area exceeding one million square kilometres, NR TAFE is committed to providing accessible education and training to the diverse communities in the region. NR TAFE has 11 well-equipped campuses extending from Wyndham in the north to Newman in the south, providing services in the workplace, online, and in many other locations including remote communities.

The North West is a diverse and dynamic region and NR TAFE is invested in sound strategic planning and development to ensure we support the education and training aspirations of individuals and the workforce development requirements of industry and community.

This plan addresses the need for strategic agility by setting goals and strategies to guide the College's operations through 2024 and beyond.

The plan is informed by the State Government's training and workforce development drivers, in particular the outcomes of the Regional Skill Summits. NR TAFE has many working relationships and partnerships with industry and community that also inform the planning of our service delivery. Our work with Aboriginal and Torres Strait Islander students and communities is also supported by the Aboriginal Training Advisory Group.

Our vision, mission and values remain primarily focused on providing a quality learning experience for our students to achieve their desired vocational outcomes through the provision of accessible and inclusive learning environments.



Welcome from Governing Council Chair and Managing Director

We are pleased to present the updated Strategic Plan, as a precursor to further strategic planning during 2024. As incoming Governing Council Chair and relatively new Managing Director, we are both enormously impressed by the scope and range of NR TAFE's service delivery.

The updated strategic plan further guides the College's operations to continue to provide accessible, inclusive education and training, and meet the workforce development needs of the North West region.

NR TAFE staff have shown resilience, agility and innovation through the COVID pandemic and are now supporting the recovery of communities across the North West with a continued focus on meeting the education and training needs of individuals, industry, and community.

We recognise the continued support of our key stakeholders and acknowledge the value of the partnerships and collaboration that are essential for us to operate and ensure a skilled workforce for the North West. We also acknowledge the support and guidance provided by the Aboriginal Training Advisory Group.

NR TAFE has had considerable WA Government investment in infrastructure over the last few years, providing contemporary, industry-standard learning environments for our students. NR TAFE is well placed to support the goals identified in the State Government's Regional Action Plans for the Kimberley and the Pilbara and to respond to the emerging trends in technology and industry.

The Strategic Plan outlines the focus on business systems, planning, human resource management and digital transformation while maintaining a primary focus on delivering high-quality education. The plan furthers our commitment to providing a culturally safe environment for our students and staff.

Importantly, the plan reinforces our shared values of integrity, respect, continuous improvement, leadership and teamwork. These are attributes NR TAFE staff have demonstrated during the uncertainty over the last few years and no doubt will continue to embody as we move forward into a period of recovery, growth and exciting new opportunities in our region.

Elizabeth Carr AM

Governing Council Chair



Helen Smart

Managing Director



Our Purpose – Creating Opportunities through

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



Great Learning Experiences

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

RESPECT

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

LEADERSHIP

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

WORK



Our Pillars

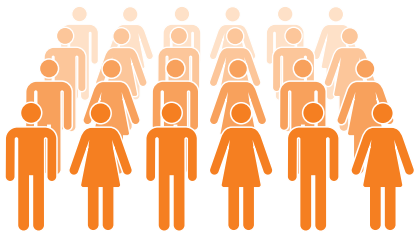
North Regional TAFE is a State Government Vocational Education and Training business preparing our future skilled workforce. Our College is built on five pillars that reflect our commitment to providing quality and accessible vocational education and training that meets the needs of the individual, industry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

- Respect and Human Rights
- Accountability
- Responsiveness
- Diversity of cultures, ideas and peoples
- Aboriginal and Torres Strait Islander 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

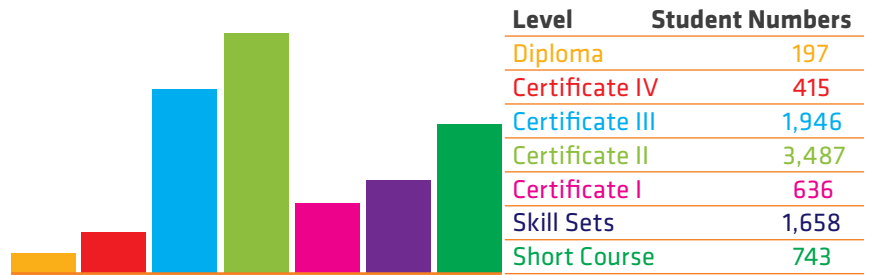


6,576 Total Students



3,580 Male
2,992 Female

STUDY LEVELS



TOP 5 Qualifications

1. **Certificate II** in Conservation and Ecosystem Management
2. **Certificate III** in Civil Construction Plant Operations
3. **Certificate III** in Electrotechnology Electrician
4. **Certificate III** in Engineering - Mechanical Trade [Mechanical Fitter ZA]
5. **Certificate II** in Horticulture

STUDENT ENROLMENTS



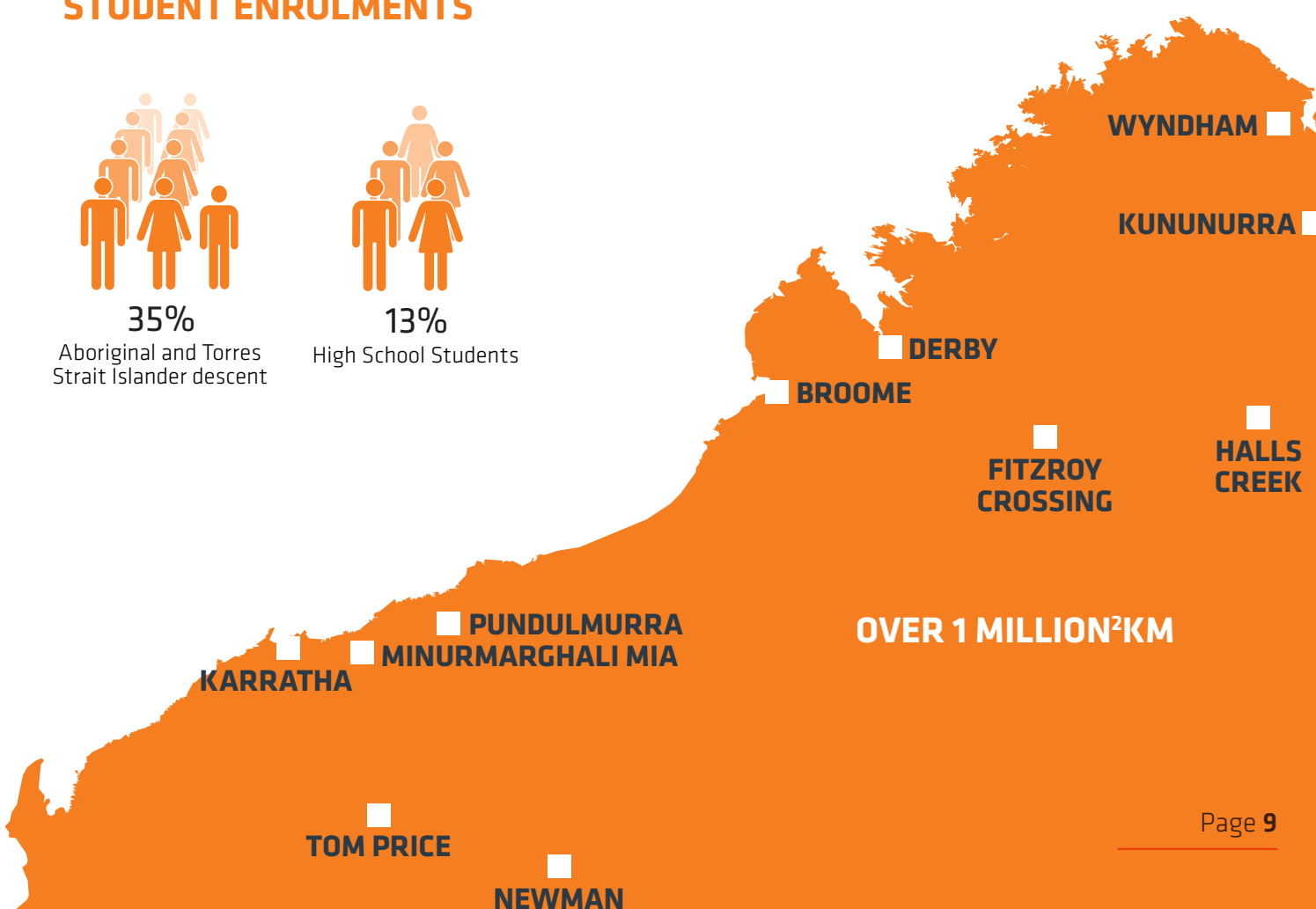
35%

Aboriginal and Torres Strait Islander descent



13%

High School Students



Operating environment

Multiple internal and external factors will influence North Regional TAFE's ability to deliver on our Plan, and many of these factors are interrelated and complex.

Key factors are listed below, not in priority order:

- > 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 and Torres Strait Islander people
- > Technology and digital advances that drive greater efficiency and change work practices
- > Extreme weather events and other environmental challenges
- > Emerging industries and associated training requirements
- > Pace of change and future of work and learning
- > Changes in government policy
- > Financial constraints
- > Competition
- > Changing expectations of students, employers and community
- > Challenges of escalating costs and supply chain logistics in the current economic environment, often related to large North West distances and high fuel costs.

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 and Torres Strait Islander 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 skill 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

Enable lecturers to deliver high quality teaching and learning experiences

Deliver contemporary responsive, engaging, inclusive and accessible learning solutions

Ensure industry standard facilities, equipment and technology

Our strategies

Attract and retain best possible quality lecturers.
Ensure currency of lecturer vocational competencies.
Development of new lecturers' teaching and learning facilitation skills.

Qualifications and skillsets to address emerging industrial and technological trends.
Ensure all training meets regulatory requirements.
Delivery methodologies to match learners' needs.
Enhanced capability in e-learning and other flexible delivery modes.

Leverage investment in new technology, facilities and equipment as part of the WA Recovery Plan to enhance students' learning experiences and training opportunities.
Develop training capacity and capability for Clean Energy initiatives in the North West.

Measures of Success

- > Overall Student Satisfaction (WA 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 and meet their learning requirements.
Participate in achieving Regional Skills Summit Action Plan objectives.

Maximise the learning experience by reviewing the student journey.
Develop strategies to meet the training needs of smaller regional and remote communities.
Implement 2021-25 Disability Access and Inclusion Plan measures.

Develop a Cultural Lens Framework in consultation with the Aboriginal Training Advisory Group.
Develop a new NR TAFE Reconciliation Action Plan.
Provide an inclusive student environment that embraces all students.

Enhance engagement with employers and industry using approaches such as the Karratha Campus Resources Industry Advisory Group (KCRIAG).
Review employer survey results to improve stakeholder relationships.

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 who access disability support services
- > Maintain high levels of satisfaction in Aboriginal and Torres Strait Islander students who access support services
- > Overall Employer Satisfaction (National Quality Indicators – Employer Survey)
- > Student Outcomes Survey
- > Achievement of relevant Regional Action Plan objectives

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

Through a strengthened Human Resources team, provide a strong supportive Human Resources framework with policies embodying inclusion and valuing all staff.

Cultural change strategies to enhance staff professionalism and ensure appropriate workplace behaviours.

Develop strong onboarding processes.

Targeted staff attraction strategies highlighting the benefits and incentives of working in the North West.

Innovative strategies to address critical lecturing vacancies and training delivery needs.

Implement a Psycho-Social Safety Framework for staff.

Measures of Success

- > Staff satisfaction
- > Reduction in customer and student complaints
- > New staff survey on successful onboarding
- > Work Health & Safety audits
- > Position vacancy rate
- > Staff retention rate



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.

Work with GROH to Increase NR TAFE’s housing allocation and improve occupancy rate of GROH.

Implement new business systems including migration to Sharepoint.

Implement academic planning cycle and enhanced student management systems.

Engage Place-Based planning.

Develop locally based sustainability initiatives.

Leverage technology to meet organisational requirements.

Engage with sector Digital Roadmap Transition

Investment in improved cybersecurity.

Implement Employer Portal and systems to streamline employment-based training experiences for employers and Apprentices.

Implement HubSpot as the College’s Customer Relationship Management system to effectively share information and manage strategic customers collaboratively.

Prioritise our planning cycle to enable achievement of agreed targets.

Strengthen the regular monitoring of performance data to increase revenue.

Measures of Success

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







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