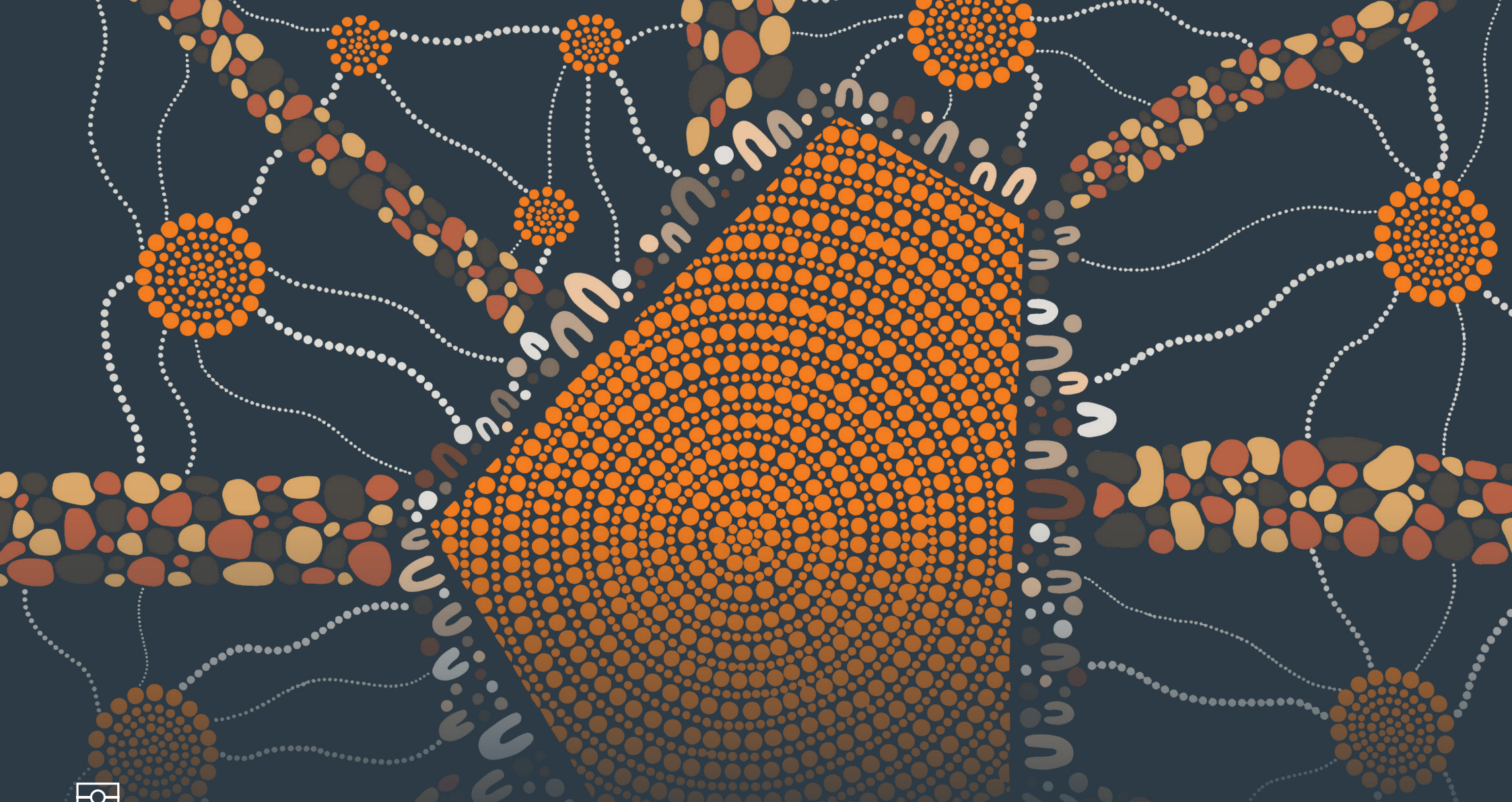




Government of Western Australia  
North Regional TAFE

North Regional TAFE

**Strategic Plan 2025-2027**



## Acknowledgment

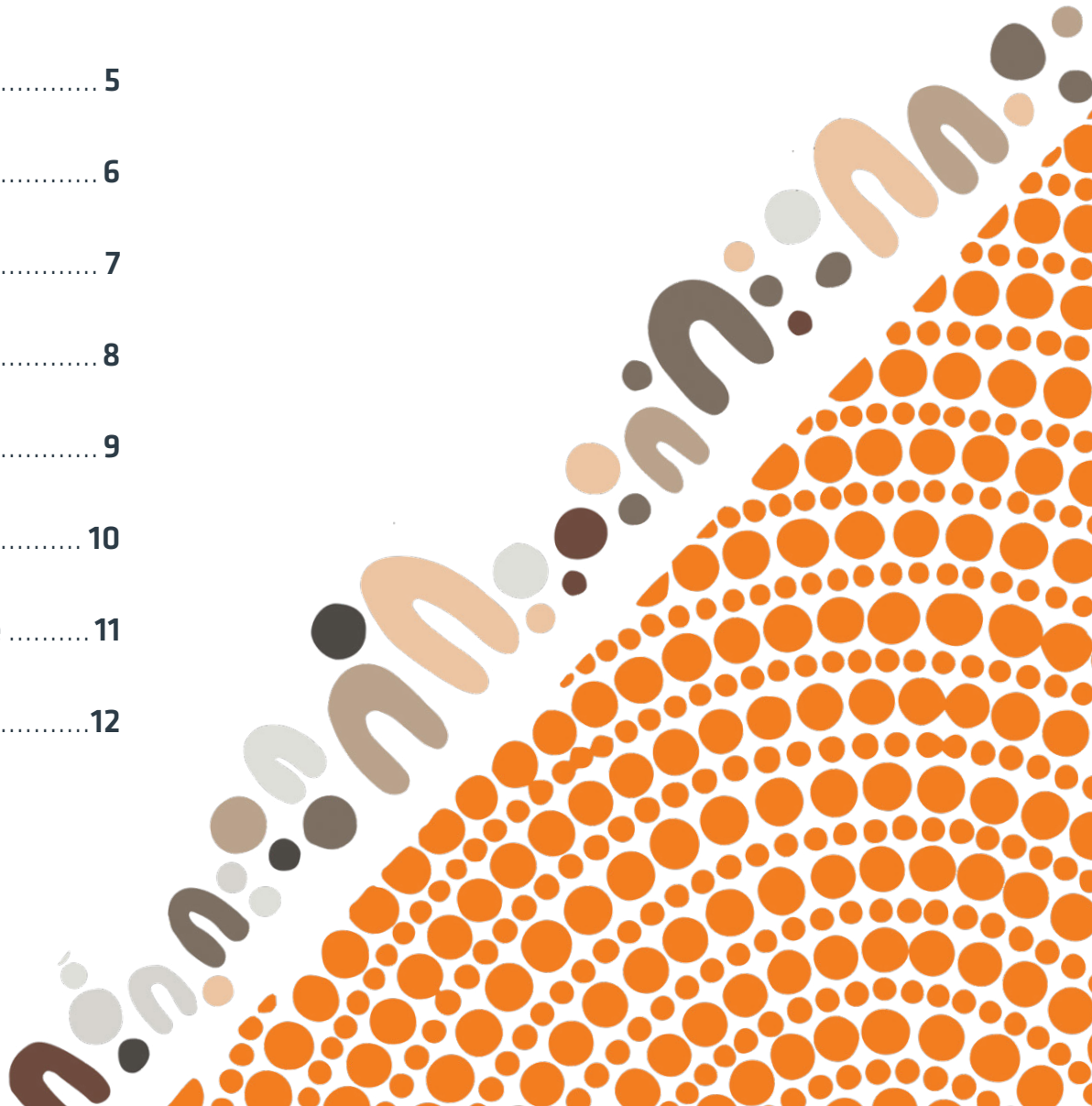
North Regional TAFE acknowledges the Traditional Custodians of the Kimberley and Pilbara regions of the North West of Australia and their history, culture and continuing connection to the land, sea, waterways and communities. We pay our respect to them and their elders past, present and emerging.

## Artist Acknowledgment

Rowena Morgan is a Kija, Jaru and Gooniyandi women from Halls Creek, WA. Rowena who designed the piece to align with our values, brand and the services we provide for the community in the north west region. The artwork represents all of the campuses, the diversity of our staff and students, and the journey that our staff and students travel between each campus. After a consultation with Rowena we felt that she had a great insight into the training we deliver. We can't thank her enough for creating a piece that represents the College in a detailed and thoughtful way.

# CONTENTS

Foreword .....	4
Our Story .....	5
Operating Environment .....	6
Our Vision Our Purpose .....	7
Strategic Themes .....	8
➔ Priority 1 – A Great Place to Work .....	9
➔ Priority 2 – Strong Foundations .....	10
➔ Priority 3 – Respected Within the Communities we Serve .....	11
➔ Priority 4 – Engaged and Active Relationships .....	12



# FOREWORD

North Regional TAFE's (NR TAFE) Strategic Plan is informed by the State Government's training and workforce development drivers and strategic priorities, supported by programs and initiatives managed by the Department of Training and Workforce Development. Our work with Aboriginal and Torres Strait Islander students and communities is also informed by vital input from our Aboriginal Training Advisory Group.

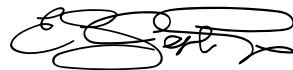
Central to our operations over the next three years, will be supporting the State Government's Made in WA plan and Clean Energy Strategy, along with the State Training Plan and Diversify WA.

The 2025-27 plan addresses the need for strategic agility by setting aspirations to guide operations through 2025 and beyond. NR TAFE is geared to demonstrate resilience, flexibility and innovation throughout the continued evolving digital and industry landscapes. The levers to success in our strategic plan will rely on the capacity of our business systems, practices and people to be dynamic, future-focused and energetic in driving change that creates opportunities for our students and communities to thrive and succeed.

To do this, NR TAFE will focus on achieving key training priority areas including Science, Technology, Engineering and Mathematics (STEM), Clean Energy skills, education pathways, increased apprenticeships, traineeships, and building stronger strategic partnerships with employers and Aboriginal communities.

NR TAFE is committed to implementing the Public Sector Commission's Building Leadership Impact - a comprehensive approach to strengthening the leadership behaviours of all professional and support staff. In addition, NR TAFE is supported by WA Government strategies to build the training workforce via initiatives such as investment in the skills of lecturing staff through the College Lecturer Industry Placement (CLIP) Program, to ensure training is at the cutting edge of emerging industry trends.

Underpinning the successful achievement of NR TAFE aspirations, are our values and our commitment to a healthy and safe workplace. NR TAFE's Integrity Framework underpins the way in which we work individually and collectively to ensure ethical behaviours and decision making to achieve growth and exciting new opportunities in our region.



**Elizabeth Carr AM, Governing Council Chair**



**Paula Dewhurst, Managing Director**



Elizabeth Carr AM



Paula Dewhurst

*North Regional TAFE (NR TAFE) recognises Australian Aboriginal and Torres Strait Islander peoples who live, work, and participate in education and training within the North West of Australia. Throughout this document we have used the term Aboriginal to identify both Aboriginal and Torres Strait Islander peoples but not to exclude Torres Strait Islander people*

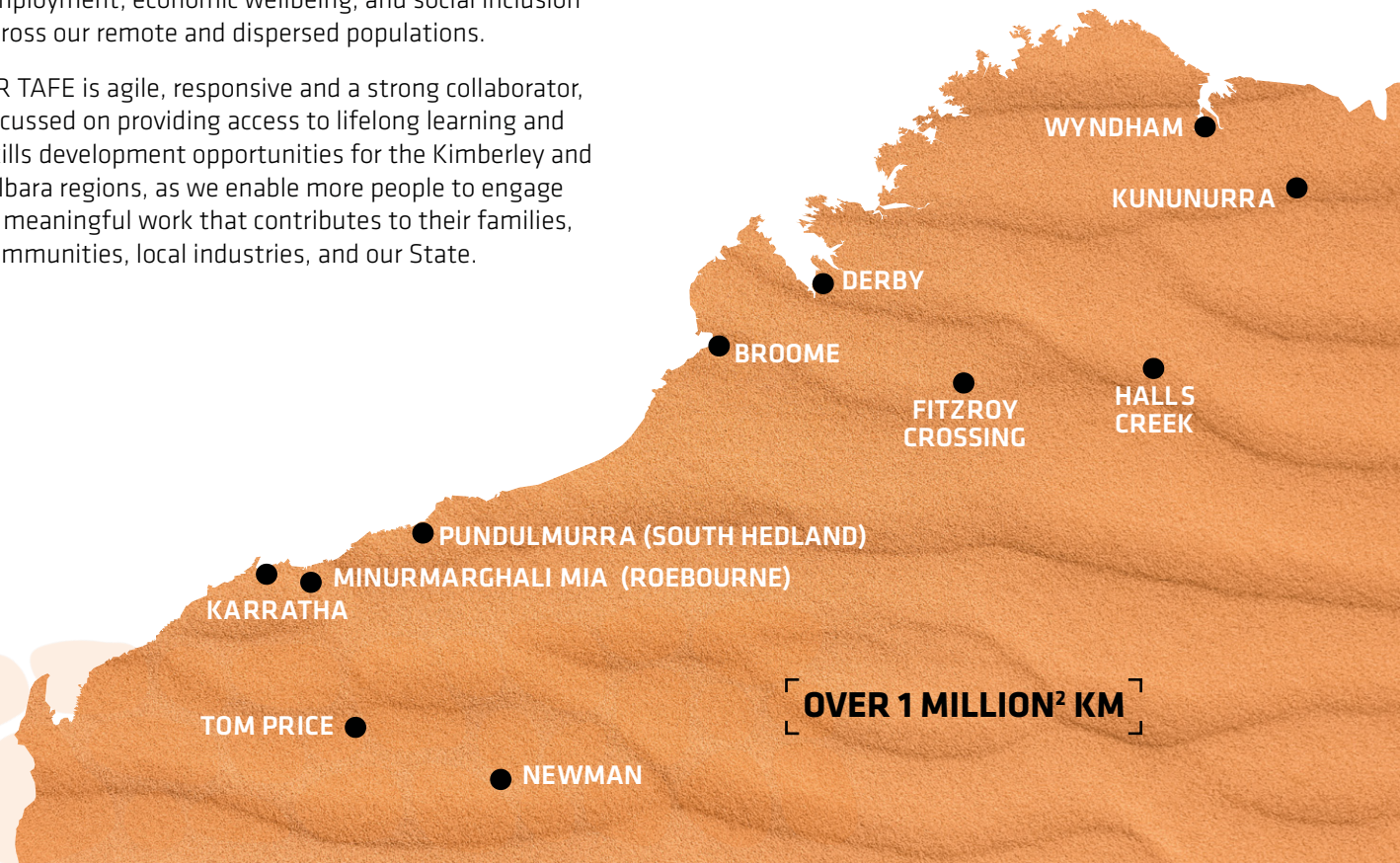
## OUR STORY

The Kimberley and Pilbara are home to the world's oldest continuing cultures and the landscape is vast and diverse. As the State's largest public provider of vocational education and training in Western Australia's North West, NR TAFE is committed to meeting the needs of students, communities, and stakeholders across the 1 million square kilometre region we service. We have a proud history of delivering innovative training on country and in remote, rural, and regional areas.

NR TAFE plays a critical role in building capability across the North West and is a key enabler of government economic development and social

equity policy including Closing the Gap. We build capability and social sustainability, supporting local economic futures through accessible, inclusive, and culturally safe vocational education and training that ensures equitable participation and the benefits of employment, economic wellbeing, and social inclusion across our remote and dispersed populations.

NR TAFE is agile, responsive and a strong collaborator, focussed on providing access to lifelong learning and skills development opportunities for the Kimberley and Pilbara regions, as we enable more people to engage in meaningful work that contributes to their families, communities, local industries, and our State.



# OPERATING ENVIRONMENT



## Our People

Like the communities we work in, NR TAFE is a hub of cultural diversity, with more than 300 staff choosing to call the Kimberley and Pilbara their home. Our staff work in rewarding but often challenging environments to achieve a shared vision of providing opportunities in their communities for individuals to thrive and succeed.

NR TAFE's staffing profile has a strong representation of Aboriginal and Culturally and Linguistically Diverse (CALD) staff to better meet the needs of our communities and students. When compared with the WA Public Sector, NR TAFE has:

- Employment status: We have 86% full time staff versus the State wide 55%
- Aboriginal employment: 14.8% when compared to the metro 1.7% and regional 6.2%
- Retention: 30% of our staff are employed for three years or less compared to the State wide 18%



## Our Students

NR TAFE values each student's individual experience, providing tailored student support from their first contact through to successful outcomes. Administrative processes, communication, Aboriginal student support, study support, our lecturers, and the learning environment all provide learning experiences that contribute to student wellbeing, engagement and course completion.

- 6500 + Students
- 12.5% Apprentices and trainees
- 36% Aboriginal
- 9.5% Culturally and Linguistically Diverse
- 35% 24 Years or younger
- 15.5% Secondary school students
- 53% Male and 47% female

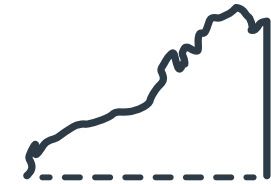


## Our Infrastructure

NR TAFE has 11 well-equipped campuses extending from Wyndham (Balangarra and Djaru Country) in the north to Newman (Niyiyaparli and Palyku Country) in the south, providing services in the workplace, online, and in many other locations including remote communities.

Government investment in our facilities over the last few years has provided contemporary, state of the art industry-standard learning environments for our students. These include specialised training facilities and equipment for Nursing, Engineering, Heavy Automotive, Heavy Vehicle Driver, Hydrogen, Hospitality, Commercial Cookery, Beauty, and Hairdressing.

Students and people living in the community have access to job and career advice at our four major campuses where Jobs and Skills Centres are co-located.



## Our Communities and Stakeholders

NR TAFE strives to develop strong relationships with local communities, industries and employers to provide innovative training solutions for current, emerging and future industries.

The Pilbara is home to 59,961 people and supports 59,782 jobs and has an annual economic output of \$117.381 billion and the Kimberley is home to 39,389 people and supports 15,650 jobs and has an annual economic output of \$7.677 billion.

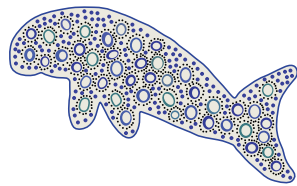
# OUR PURPOSE: AN OPPORTUNITY TO THRIVE AND SUCCEED

## OUR VALUES



### Integrity

- Do the right thing because it is the right thing to do
- Respectfully challenge behaviour that is not aligned with NR 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



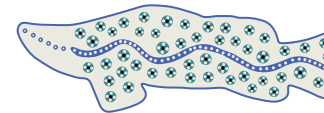
### Teamwork

- 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



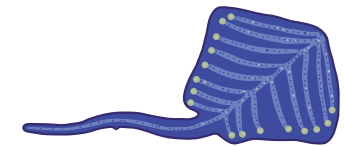
### Continuous improvement

- 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



### Leadership

- 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



### Respect

- 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

# OUR STRATEGY

Our Strategic Plan is underpinned by four strategic themes



**A Great Place To Work**



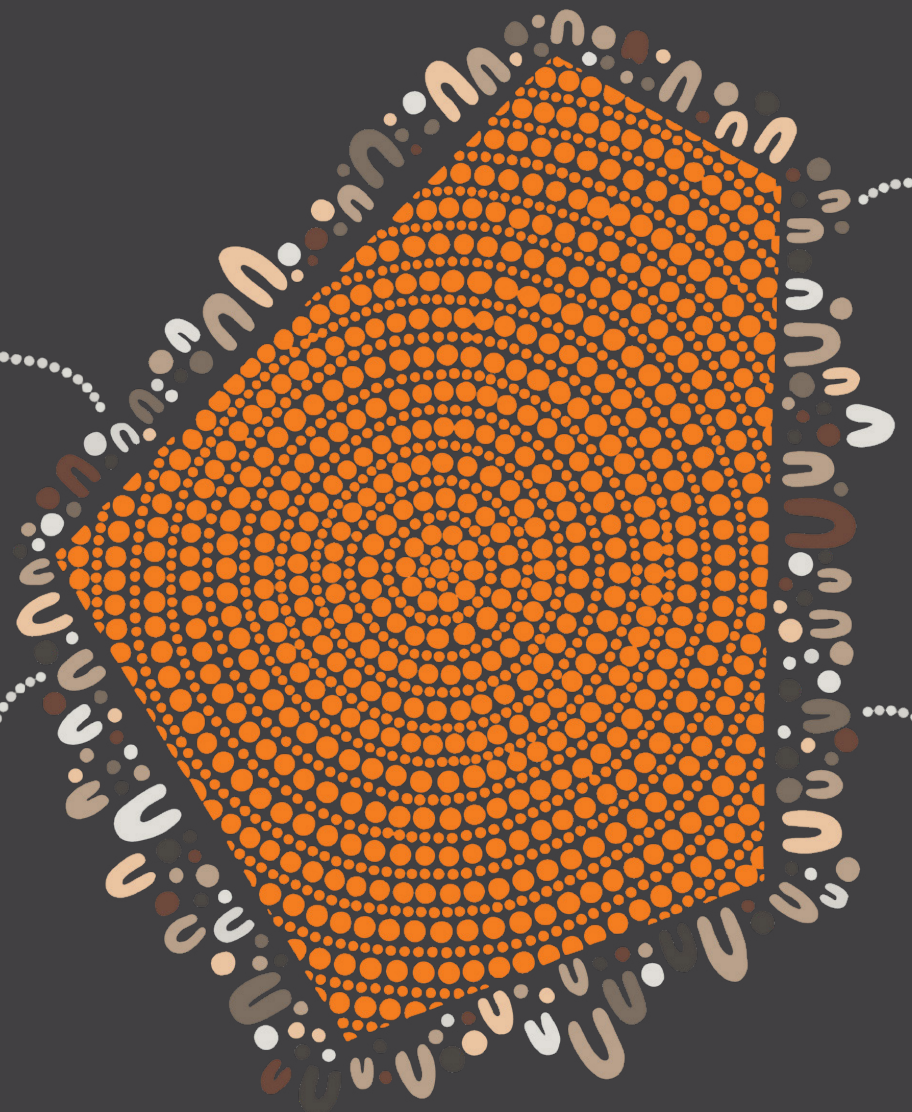
**Engaged and Active Relationships**



**Strong Foundations**



**Respected Within The Communities We Serve**





STRATEGIC THEMES - PRIORITY 1

# A Great Place To Work

## Our Objectives

**A connected and cohesive College that celebrates diversity and inclusion**

## Our Strategies

- Foster a workplace culture where staff feel valued, supported and motivated
- Our workforce reflects the diverse communities we support
- Enhance health, safety and wellbeing
- Rewarding and recognising values based behaviours

## Measures of Success

- Staff are proud to work at NR TAFE
- Ability to attract, retain and develop staff
- Workforce diversity targets are met
- Safe and respectful workplace
- Increased attraction, recruitment, and retention of Aboriginal staff
- Celebrate diversity and inclusion



STRATEGIC THEMES - PRIORITY 2

# Strong Foundations

## Our Objectives

**A contemporary and future focussed learning environment**

**Agile, to support growth, change and financial viability**

## Our Strategies

- Ensure industry standard facilities and equipment, and embrace new technology
- Enable lecturers to deliver innovative and high-quality teaching and learning
- Increase commercial training activities
- Innovative student hubs
- Build a sustainable pipeline of Apprentices and Trainees
- Develop the digital capabilities of our staff and students
- Responsive to student, local employers, other agencies and community needs
- Engage Place-Based planning
- Maximise our resources
- Expand access for secondary students and priority cohorts
- Evolve our digital service to improve access to training
- Building pathways from school to vocational and tertiary education
- Build workforce capability through initiatives including the CLIP Program and Building Leadership Impact

## Measures of Success

- Learner Satisfaction Survey
- Employer Satisfaction Survey
- Participation in Skills for Study
- Course, unit and skillset completions
- Growth in revenue
- Our workforce is capable and innovative
- Increase in e-learning delivery
- Apprenticeship numbers including completion rates
- Build a minimum digital footprint on our Learning Management System
- Achievement of key performance indicators
- Financial efficiency indicator
- Improved financial position
- Robust governance processes
- Increased participation rates for priority cohorts
- Increased online enrolments



## STRATEGIC THEMES - PRIORITY 3

# Respected Within the Communities We Serve

### Our Objectives

**The leading provider of vocational education and training, building the regional workforce and the capacity of the communities we work in**

**Culturally and socially responsible to Aboriginal students', staff, and communities**

### Our Strategies

- Evolving to meet economic diversification and market demands
- Future focussed and proactive
- Deliver contemporary, responsive, engaging, inclusive and accessible training
- Teaching and learning practices are place based and student-centred
- Teaching and learning is enhanced by providing holistic and inclusive learning support
- Providing support and positive experiences across the entire student journey
- Targeted training for priority industries including construction, clean energy, advanced manufacturing, transport, agriculture and the care sector
- Support Closing the Gap through co-designed, culturally safe training
- Establish, maintain and grow partnerships with Aboriginal organisations
- Support the social and economic priorities of Aboriginal communities

### Measures of Success

- Learner Satisfaction Survey
- Employer Satisfaction Survey
- Course and unit completions
- Increased participation by Aboriginal communities, women, youth and those experiencing disadvantage
- An increase in the percentage of students with a disability who enrol and access disability support services
- Training outcomes and pathways in essential care and community services
- Partnerships with industry to diversify programs with onsite training for thin markets
- Aboriginal students and communities, have access to quality and culturally safe teaching and learning
- Increased Aboriginal student participation
- Reconciliation Action Plan commitments are met
- A key contributor to achieving Closing the Gap targets
- Aboriginal communities recognise NR TAFE as a key success factor in their social and economic success
- Placed based training strategies



STRATEGIC THEMES - PRIORITY 4

# Engaged and Active Relationships

## Our Objectives

**NR TAFE is a trusted brand**

## Our Strategies

- Strengthen strategic partnerships with industry to support regional workforce needs and economic development
- Early adopter of continuous improvement and change
- Reliable, consistent, quality training provider
- Utilise Jobs and Skills Centres to promote fee subsidies and career pathways linked to high-demand industries

## Measures of Success

- Recognised by key stakeholders as the preferred training organisation
- Partnerships supporting regional job outcomes and economic growth
- Recognised for our employer and student satisfaction
- Growth in revenue
- Meeting the workforce requirements of the North West
- Increase in training delivery linked to emerging industries
- Participation in Industry Advisory Groups

## North Regional TAFE

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*RTO Provider No: 52788*