



GOVERNMENT OF
WESTERN AUSTRALIA



Central
Regional

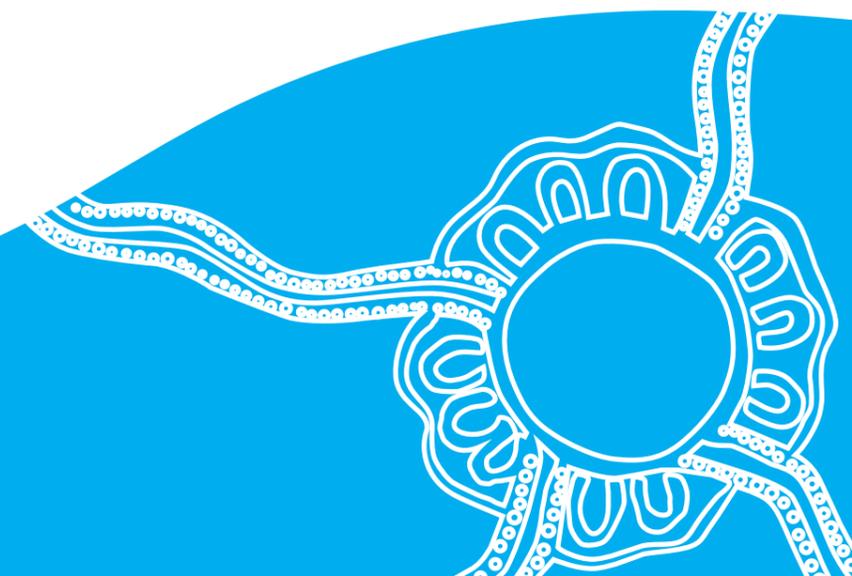
*We're working
for Western
Australia*

Central Regional TAFE

Strategic Plan 2023-2025



Unlocking Potential



Welcome Message

On behalf of Central Regional TAFE (CR TAFE) we present our new Strategic Plan for 2023-2025. This plan focuses on developing and expanding our capability to deliver training that will provide the skills required for a prosperous future for our regions. By placing students at the centre of all that we do we will deliver the skills required to fuel industry and community in the Gascoyne, Goldfields, Mid West and Wheatbelt regions of Western Australia.

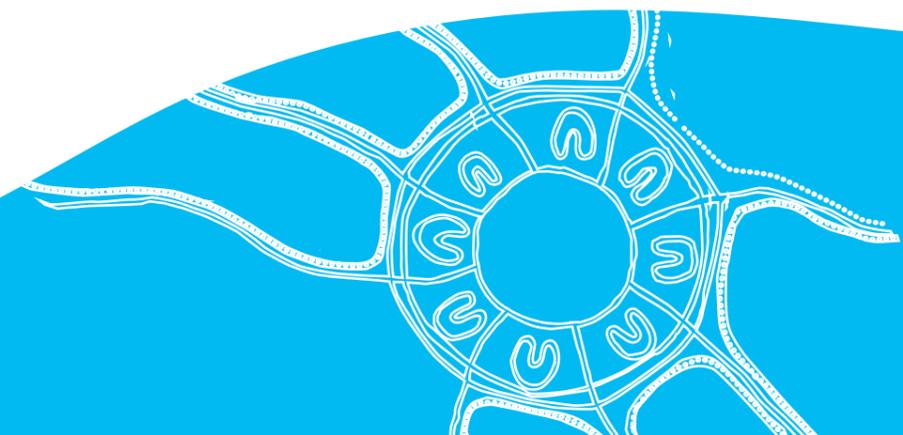
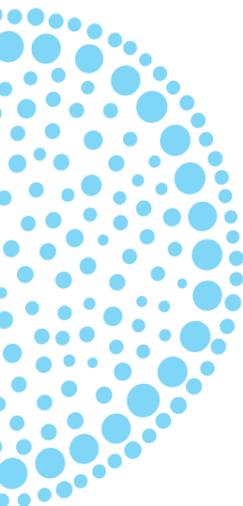
Our training supports the priorities of the State Training Board's *WA State Training Plan 2022-2023*, the *WA Recovery Plan*, in particular the Regional Recovery Plans, the recommendations made in the Report on the *Review of Skills, Training and Workforce Development - a targeted training and skills roadmap for Western Australia's economic recovery* and actions arising from Regional Skills Summits.

Over the next few years we will continue to focus on providing easy access to training that is offered under the State Government's *Lower Fees, Local Skills* initiative. A key part of this strategy is to develop the capability to cater for the increased demand that this scheme will generate.

We will support the ongoing recovery from the COVID-19 pandemic by providing training opportunities that support the State's industries, many of which are experiencing skills shortages. The College is pro-actively engaging with Government, the Department of Training and Workforce Development (DTWD), and with industries and businesses to provide practical and responsive training solutions that meet State and National economic stimulus programs.

As our international student base grows we will work to capture the opportunities that are presented for industry and our communities. We will continue to grow our enterprise-based training by increasing apprenticeships and traineeships. Building lecturer capability and leveraging technology in our training programs will support students on their learning journey.

The 2023-2025 Strategic Plan has been developed to guide us through a period of growth to meet the training demands and the needs of emerging and transforming industries.



About Us

Central Regional TAFE is the largest provider of Vocational Education and Training in the Gascoyne, Goldfields, Mid West and Wheatbelt regions of Western Australia. This vast geographic footprint covers over one million square kilometres with industries represented across the spectrum from agriculture to mining. Our communities are the lifeblood of the region, and the Strategic Plan 2023-2025 reflects state and regional priorities for training and workforce development in our communities.

Our Vision

Unlocking potential through training for the skills and jobs of the future.

Our Purpose

By providing contemporary, high quality training that is the key to meeting industry and community needs.

Our Values

*Collaboration
Integrity
Innovation
Respect
Courage*

COLLABORATION

We work together as a team and communicate openly and honestly with each other. When one does well, we all do well.



INTEGRITY

We are genuine, honest, and apply high ethical standards.



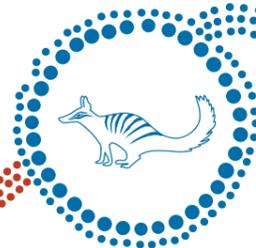
INNOVATION

We have a “can do attitude” and seek solutions that are imaginative, championing flexible thinking and approaches.



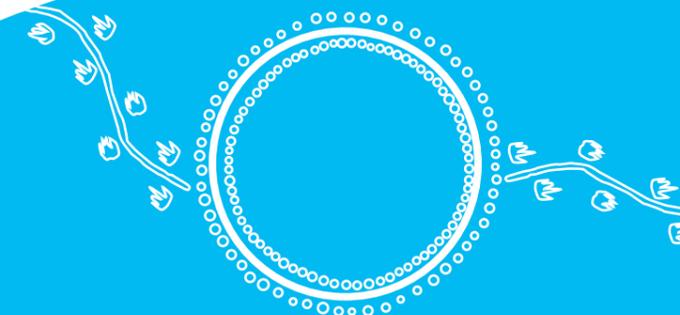
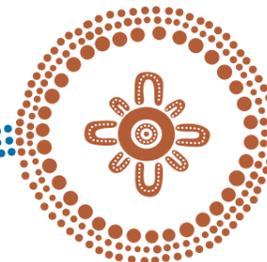
RESPECT

We treat everyone fairly, valuing the difference between people, taking their preferences into consideration and acknowledging the rights of others.



COURAGE

We respond to challenges, take appropriate risk and accept responsibility for our actions. We are resilient and positive and show trust in each other.





Goal 01: Develop and support contemporary training

Our Success Factor #1

Training accurately meets industry and communities needs.

Will be achieved by

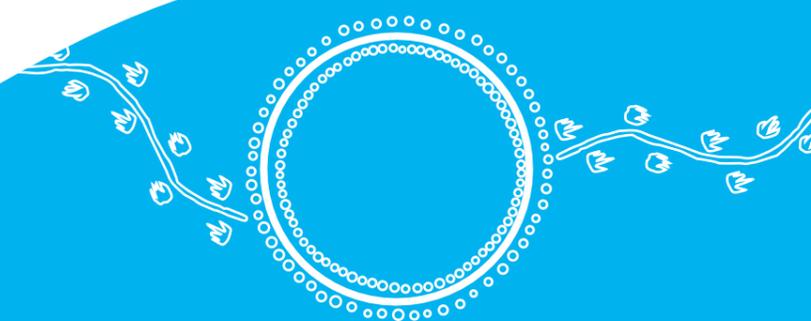
- Reviewing and updating our courses in response to market demand.
- Offering new courses in response to changing industry needs/new and emerging industries.
- Increasing training that is delivered through or enhanced by technology.
- Enabling lecturers to deliver high-quality teaching and learning.
- Identifying and supporting initiatives for lecturers to develop innovative training resources and practices.
- Building stakeholder engagement and partnerships to achieve the following:
 - *Develop partnerships with industry to identify current and emerging skills needs and identify training products to meet those needs.*
 - *Engage with industry to access equipment and expertise to meet training needs.*
 - *Build relationships with employers to strengthen lecturer capability e.g., through Industry Placement Project.*
- Generating revenue through commercial training activities.

Our Success Factor #2

Training aligns with state priorities.

Will be achieved by

- Aligning our training delivery with the Minister's Statement of Expectations.
- Engaging with underrepresented groups to increase participation.
- Facilities and infrastructure meeting training requirements (fit-for-purpose facilities with industry-grade equipment).
- Developing areas of excellence to support priority industry sectors.





Goal 02: Have students at the centre of all that we do

Our Success Factor #1

A seamless, consistent, and supported student journey.

Will be achieved by

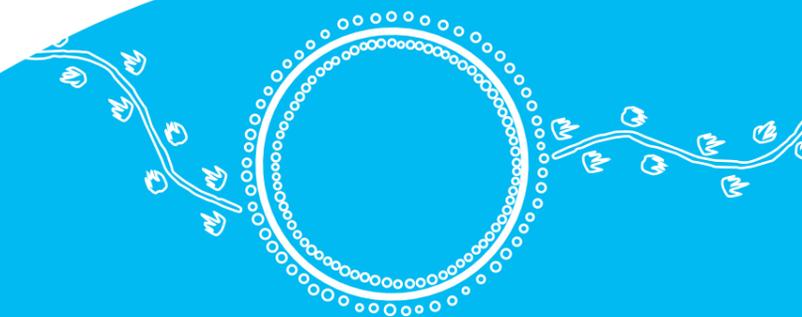
- Developing a comprehensive model of the student journey.
- Improving the student journey by providing consistent, accurate, timely services regardless of where/how/when the client interacts with CR TAFE.
- Ensuring our systems and processes easily facilitate an inquiry becoming an enrolment.
- Ensuring services are joined-up:
 - *Internally this means students can move seamlessly from one CR TAFE service to another i.e., no run-around.*
 - *Students are quickly and easily linked into external services when needed.*
- Confirming all student wrap-around services including pastoral and mentoring services.
- Tracking student engagement and measuring repeat student business to determine factors for success.
- Continually improving the quality of our programs and services.

Our Success Factor #2

Successful student outcome(s).

Will be achieved by

- Enhancing access to vocational education and training and fostering and promoting pathways for high schools and universities.
- Monitoring The Student Journey and intervening proactively if the student is at risk of not having a successful outcome.
- Following up withdrawals (official and discontinued) with a view to re-engagement. If not re-engaged, an analysis of the reasons for withdrawal/discontinuation will be undertaken and used to inform improvements in delivery and services.
- Monitoring and managing student complaints.
- Establishing a database of student unit completion surveys with an initial target of 30% of all unit completions surveyed.





Goal 03: Be a sustainable college capable of growth

Our Success Factor #1

CR TAFE is a safe and healthy workplace.

Will be achieved by

- Successfully implementing the WHS Transition Action Plan.
- Developing and implementing staff satisfaction surveys and mechanisms for consultation and participation.

Our Success Factor #2

A strong organisational structure.

Will be achieved by

- Enhancing CR TAFE's culture through the active application of values and the code of conduct.

Our Success Factor #3

A financially sustainable college.

Will be achieved by

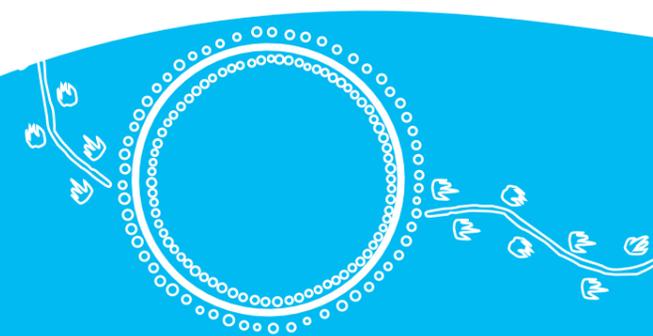
- Maximising operational efficiency and effectiveness of systems and processes.
- Working with Department of Training and Workforce Development to review the College's finances and funding arrangements.
- Progressing to becoming an environmentally sustainable organisation.

Our Success Factor #4

Business capability to support a contemporary training organisation.

Will be achieved by

- Having a robust governance structure in place (academic and non-academic).
- Ensuring our services are client focussed (internal and external clients) and supporting the core business of CR TAFE.
- Actively utilising the risk management framework and using it to inform organisational decision making.
- Supporting the CR TAFE workforce to deliver the range and quality of training and services required i.e:
 - We have the required number of quality staff
 - Retaining employees within an acceptable turnover rate
 - Ensuring staff are suitably qualified and skilled
 - Encouraging staff to engage in ongoing learning through PD and on the job learning
 - Proactively working on succession planning.
- Investing in leading edge infrastructure, equipment and technology.
- Increasing digital capability in delivery of training and services across all areas of operation.
- Leveraging contemporary technologies and practices to market and promote the College to all stakeholders.





Goal 04: Build a connected and cohesive college

Our Success Factor #1

Operations are aligned to optimise efficiency.

Will be achieved by

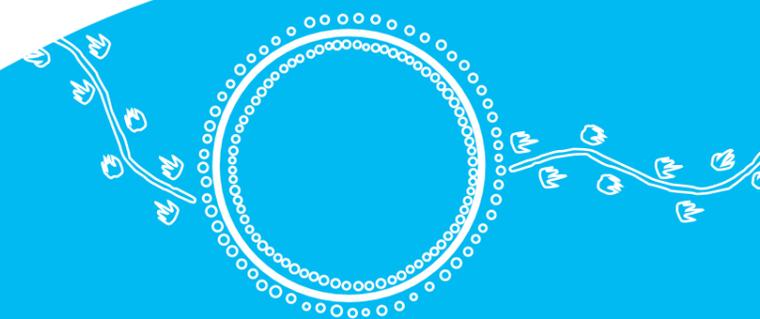
- Defining and embedding CR TAFE's values across the College.
- Having an organisational structure that is fit for purpose and enables us to achieve improved performance and improved culture by being "one CR TAFE".
- Defining and articulating CR TAFE operational model and the leadership required.
- Reviewing our form/structure and the roles that we play.
- Developing a defined communication strategy to inform staff at all points in the process.
- Collaboration and application - Reviewing processes and functions across the college to identify points for collaboration. Developing a college collaboration plan.
- Focusing on re-casting our central model and the core philosophy of the college - Identifying the recommended college model and articulating the organisational change stages required.
- Establishing a culture of monitoring and reporting.
- Developing processes and systems to enable a culturally competent organisation.

Our Success Factor #2

Facilities, resources and talent is maximised to enable a culture of high performance.

Will be achieved by

- Harnessing champions - Undertaking a staff skills audit and identifying champions to facilitate change.
- Recognising the geographic locations of the college and the operational structure that facilitates collaboration - Identifying campus strengths and best practice processes to work collectively across the campuses.
- Collaboration leading to greater engagement of staff with each other, which leads to improved/increased output and outcomes. Identifying and supporting staff collaboration opportunities.
- Getting full value from existing systems and processes by ensuring they are fully utilised by staff.



Key Performance Indicators

STUDENT OVERALL SATISFACTION

An overall expression of how satisfied students are with the quality of the delivery of training and services provided by the college.

GRADUATE ACHIEVEMENT RATE

The extent to which college graduates have achieved their main reason for undertaking their training.

GRADUATE DESTINATION

The extent to which the college is providing relevant, quality training that enhances student employability.

ACHIEVEMENT OF PROFILE DELIVERY

The effectiveness of the college in meeting Delivery and Performance Agreement targets.

DELIVERY COST PER STUDENT CURRICULUM HOUR

The efficiency with which the college manages its resources to enable the provision of vocational education and training services to meet community and industry needs.





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