



Central
Regional

*We're working
for Western
Australia*

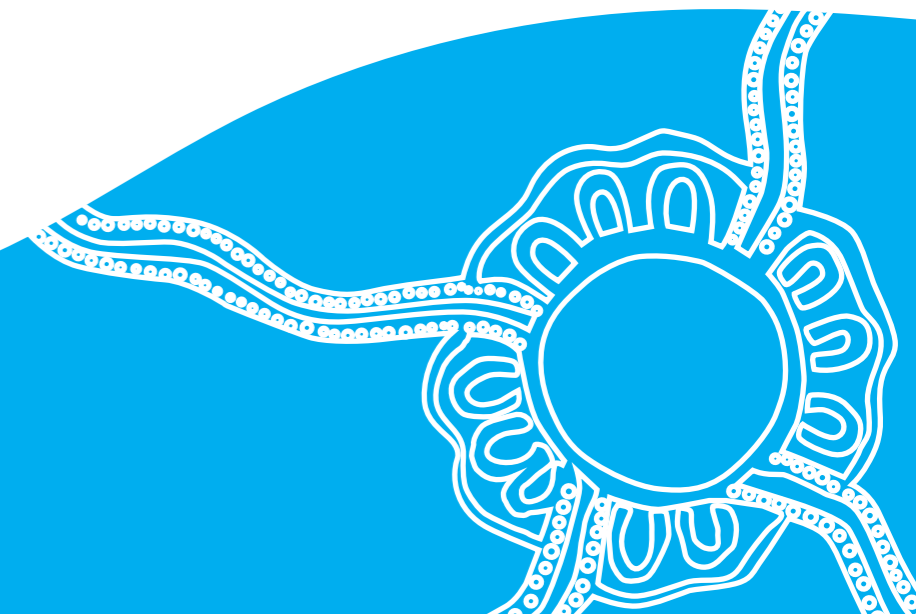
Central Regional TAFE

Strategic Plan 2023-2025



Unlocking Potential

Reviewed October 2023



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.

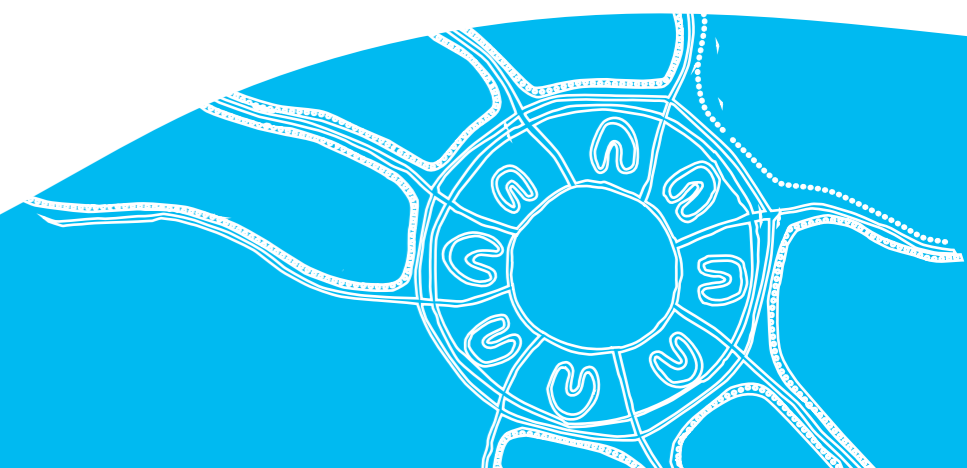
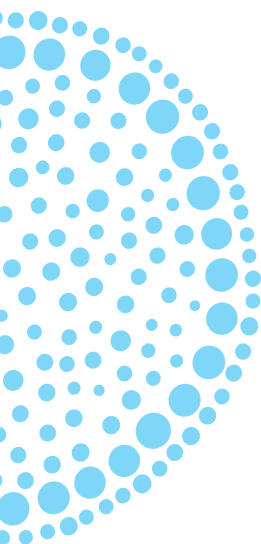
Our training supports the priorities of the State Training Board's *WA State Training Plan 2022-2023*, the *WA Recovery Plan*, in particular the Regional Recovery Plans, the recommendations made in the Report on the *Review of Skills, Training and Workforce Development - a targeted training and skills 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 *FEE FREE* and *Lower Fees, Local Skills* initiatives. 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 priorities.

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.



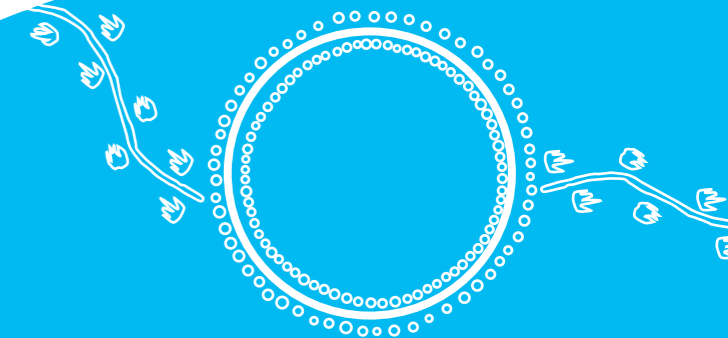
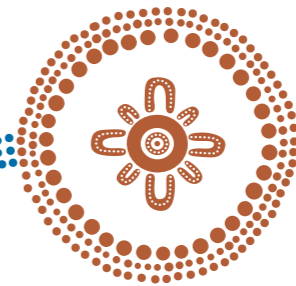
RESPECT

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 meets industry and community's needs.


Objectives:

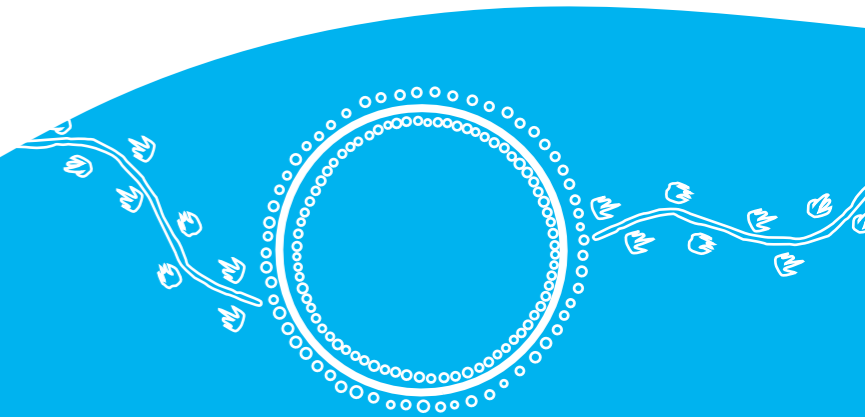
- Training products offered meet industry and community demand, are aligned to regional jobs and are reviewed regularly to ensure ongoing alignment with market demand and government priorities for training.
- Training meets the needs of transforming, new and emerging industries and supports the diversification of the WA economy.
- Support lecturers with resources and professional development to enable innovative, high-quality delivery and assessment practice.
- Build stakeholder engagement and partnerships to identify local and regional skills needs including new and emerging skills.

Our Success Factor #2

Training aligns with state priorities.

Objectives:

- Deliver high-quality, responsive training for apprentices and trainees. Maintain relationships with employers to understand and deliver training that meets their needs.
- Grow the number of international students enrolled at CR TAFE and expand offerings to more CR TAFE campuses.
- Engage with underrepresented groups to increase participation and successful training outcomes.
- Facilities and infrastructure meet industry training requirements. The College engages with DTWD, other TAFE colleges and industry to ensure access to fit-for-purpose facilities with industry-grade equipment.
- Action priorities under the National Skills Agreement, including TAFE Centres of Excellence. 





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

Our Success Factor #1

A seamless, consistent, and supported student journey.

Objectives:

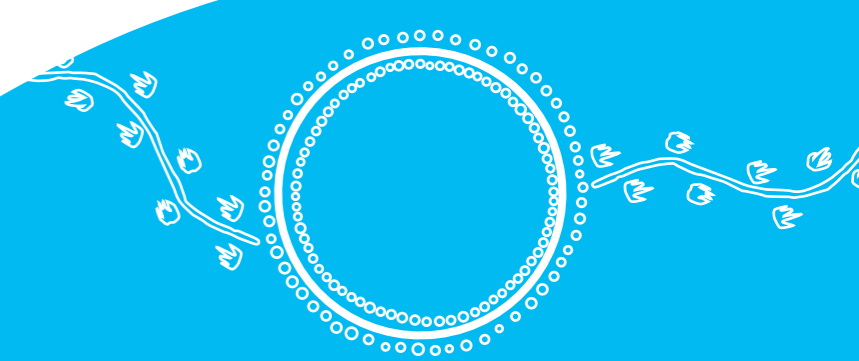
- Develop a comprehensive map of the student journey to guide development and improvements of systems and services.
- The student journey:
 - (a) provides consistent, accurate, timely services regardless of where/how/when the client interacts with CR TAFE
 - (b) ensures systems and services easily facilitate an inquiry becoming an enrolment
 - (c) services are joined up, so students move easily from one service to another.
- Provide access to a range of support services that assist students to access and succeed at all points in the student journey.

Our Success Factor #2

Successful student outcome(s).

Objectives:

- Enhance access to vocational education and training and foster and promote pathways for high schools and universities.
- Monitor student progress:
 - (a) implement strategies for students at risk of disengaging or not achieving a successful outcome
 - (b) follow up on withdrawals and discontinued students with a view to re-engagement.
- Monitor and manage student complaints.
- Establish 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.

Objectives:

- Continue to implement actions identified in the WHS Transition Action Plan and fully implement the WHS Management System.
- Develop and implement staff satisfaction surveys and mechanisms for consultation and participation.

Our Success Factor #2

A strong organisational structure.

Objective:

- Implement organisational structure outcomes of Revitalisation Project, actively monitor changes and conduct review of new structure after 12 months.

Our Success Factor #3

A financially sustainable college.

Objectives:

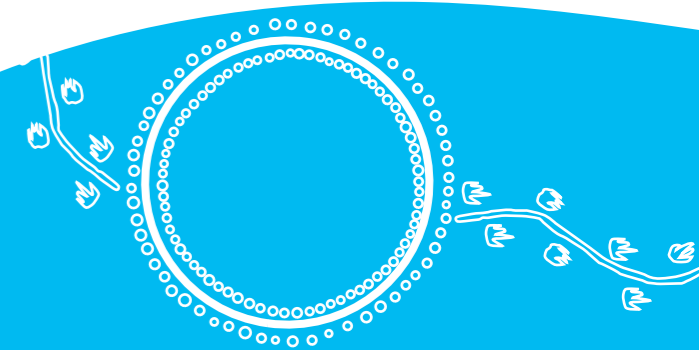
- Utilise data to evaluate systems and processes to identify opportunities for improvement in efficiency and effectiveness.
- Work with Department of Training and Workforce Development on the review of the funding model to improve long term financial sustainability of TAFE colleges.
- Become an environmentally sustainable organisation. Work towards applying principles of Environmental, Social and Governance (ESG) principles to College operations.
- Generate own source revenue through approved commercial activities.

Our Success Factor #4

Business capability to support a contemporary training organisation.

Objectives:

- Utilise the PSC Ethical Foundations, specifically the Integrity Framework, to embed a robust approach to governance in training across all College operations.
- Utilise organisational performance management strategies, data and tools, including the risk management framework to analyse the operational environment and inform organisational decision making.
- Equip the CR TAFE workforce to deliver the range and quality of training and services required through the provision of skills and fit-for-purpose systems and processes.
- Invest in infrastructure, equipment and technology that support a productive and efficient workplace.
- Increase training and College services delivered digitally by increasing information and communication technologies and staff skills to support a digitally capable organisation.
- Increase the College's profile with industry and the community through effective marketing of products and services and activation of College campuses.





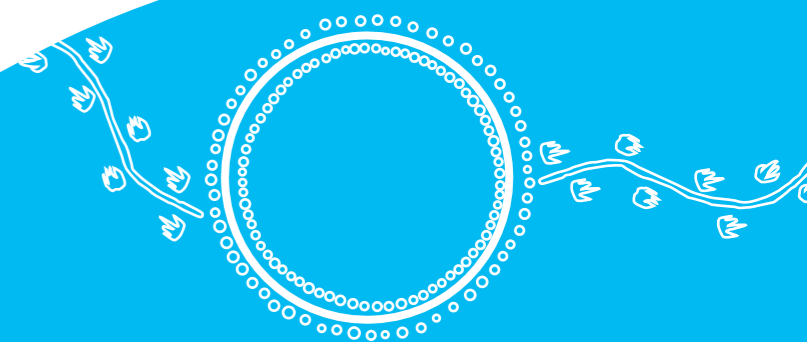
Goal 04: Build a connected and cohesive college

Our Success Factor

Operations are aligned to optimise efficiency and effectiveness.

Objectives:

- Our values underpin the behaviours expected of all employees at CR TAFE.
- Organisational structure is fit for purpose and supports staff to perform their roles effectively and efficiently and which enables the core value of Collaboration.
- Implement Building Leadership Impact (BLI) as the underpinning framework that articulates leadership expectations of all staff.
- Improve internal communications with more proactive strategies to provide staff with key information through multiple channels.
- Continue to develop monitoring systems and strengthen the culture of transparency and reporting. Promote awareness of transparency and reporting to staff.
- Implement programs and systems to enable a culturally competent organisation that demonstrates “Reconciliation Every Day”.
- Progress Revitalisation to ensure collaboration that leads to better performance and improved organisational culture.



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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