



Central  
Regional

*We're working  
for Western  
Australia*

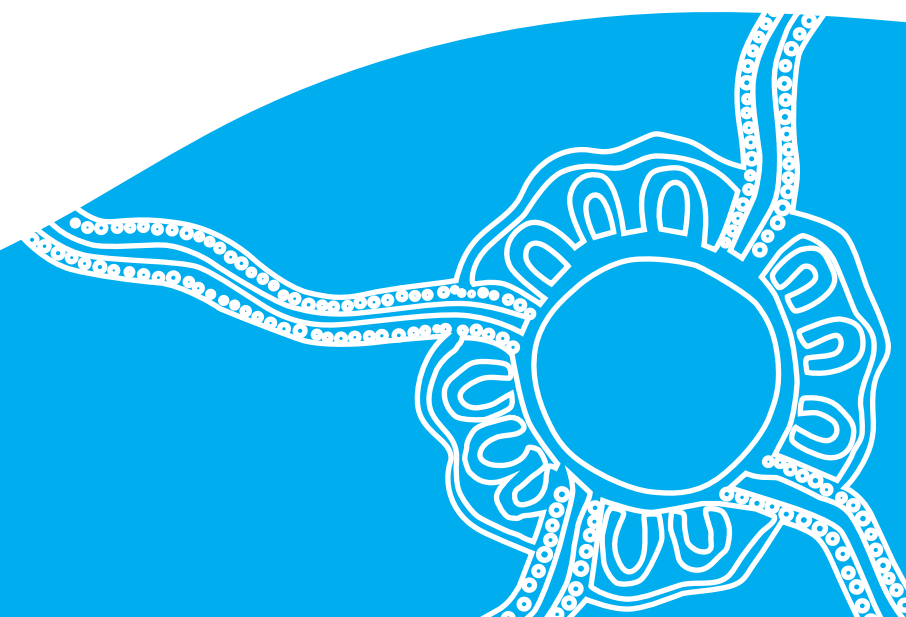
Central Regional TAFE

# Strategic Plan 2023-2025



Unlocking Potential

Updated August 2024



# Welcome Message

Our *2023-2025 Strategic Plan* represents our commitment to achieving our vision of unlocking our communities' potential through training and skill development, and fulfilling our purpose of providing contemporary, high-quality training and skill development that meets industry and community needs.

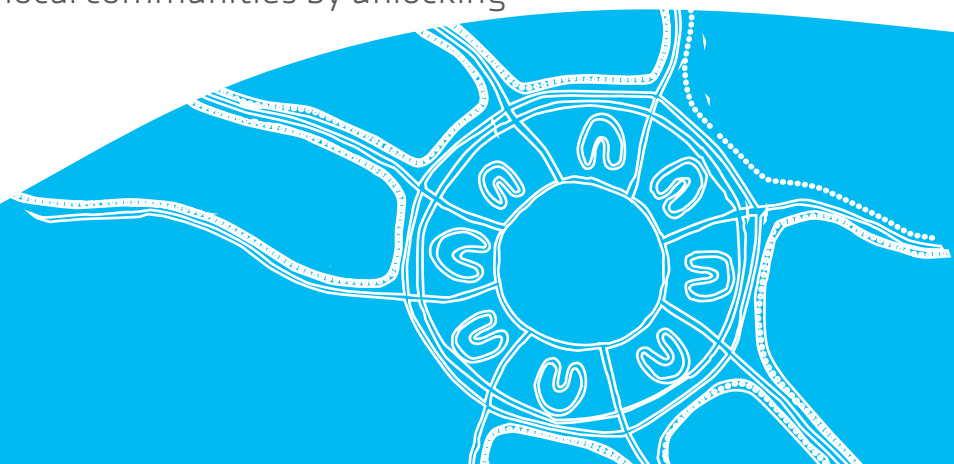
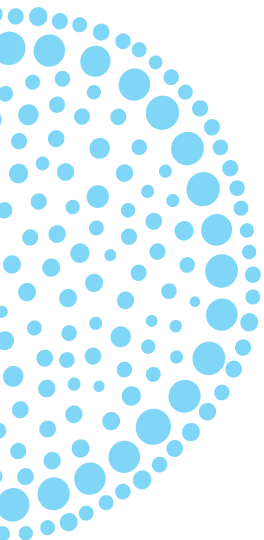
Our updated plan provides us with the framework required to respond to our communities' specific training needs. As our evolving training priorities adapt to meet regional workforce demands, we will work collaboratively with our employers, industry partners and local communities to focus on providing training and skills development that supports regional growth, now and into the future.

Building on our strategic strengths, this plan focuses on developing and expanding our capability to deliver training that will provide the skills required for a prosperous future. By placing students at the centre of all that we do, we will deliver the skills need to fuel our industries and communities located across the Gascoyne, Goldfields, Mid West and Wheatbelt regions of Western Australia.

Our *2023-2025 Strategic Plan* provides us with the flexibility to respond to local needs while also positioning ourselves to meet the priorities reflected in the *Western Australian State Training Plan* and other state government requirements. This strategic period also requires us to respond to the priorities detailed in the National Skills Agreement to provide training and skills development for the jobs of the future. Leveraging off our regional strengths, we will work with our training and industry partners to increase the size and diversity of the workforce, support the transition to clean energy and meet other reform priorities in digital and technology capability, food security and the care sector.

In our regions, we will continue to grow our employment-based training by increasing delivery to apprentices and trainees, and by continuing to increase access to Fee-Free and Lower fees, local skills training. We will increase student diversity through enhanced strategies to support Aboriginal and Torres Strait Islander students, students with disabilities, increased pathways for young people and long-term unemployed, and support women re-entering the workforce and other diverse cohorts. To achieve this, we will continue to invest in a high performing workplace and support our staff with the skills and resources needed to meet the ever-increasing training demands.

Our *2023-2025 Strategic Plan* positions us to meet these needs and challenges head-on and support our local communities by unlocking their potential through training and skills development.



# About Us

Central Regional TAFE (CR TAFE) has a large geographical footprint, encompassing 1.55 million square kilometres, or 58% of Western Australia. Our capacity to reach clients across four major regions means we can make a real difference when it comes to unlocking the potential of individuals and the businesses that power regional Western Australia. As the largest provider of vocational education and training (VET) in the Gascoyne, Goldfields, Mid West and Wheatbelt regions of Western Australia, we work collaboratively with our industry partners, employers and local communities to understand and deliver on the training and skills requirements of the current workforce and to plan for the development needs of the future. Covering such a vast geographic footprint, CR TAFE is responsible for supporting the wide and diverse range of businesses represented across our regions' workforce. These industries range from civil construction to education, the care sector to maritime, hospitality, aquaculture and a significant range of skilled trades that support the major industry sectors that power our economy including mining, transport and agriculture.

As our communities are the lifeblood of the region, our *2023-2025 Strategic Plan* has been updated to reflect the state and regional priorities for training and workforce development. It is tailored to assist us in meeting our specific needs and challenges and to position us to provide the skills required to enable a thriving local economy.

## Our Vision

*Unlocking our communities' potential through training and skill development.*

## Our Purpose

*To provide contemporary high-quality training and skill development that meets industry and community needs.*

## Our Values

Collaboration  
Innovation  
Courage

Integrity  
Respect

### INNOVATION

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

### 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.

### 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.







## Strategic priority 01

Develop and support contemporary training

### Our Success Factor #1

*Training meets industry and communities' needs.*

#### Objectives:

- Training products offered meet industry and community demand, are aligned to regional jobs and are reviewed regularly to ensure relevance and alignment to demand and government priorities.
- High-quality delivery and assessment practice is provided by a skilled lecturing workforce.
- Students train in contemporary facilities and to industry standards, using first class equipment and technology.
- Training supports the diversification of the state economy, through stakeholder engagement and partnerships to identify skills and training needs, including new and emerging skills.
- CR TAFE actively collaborates with other Western Australian TAFE colleges, the Department of Training and Workforce Development (DTWD) and other partners in the Clean Energy Skills National Centre of Excellence to develop the training needed by clean energy projects in WA.

### 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.
- Engage with DTWD, other TAFE colleges and industry to ensure access to fit-for-purpose facilities, with industry-grade equipment.
- Action priorities agreed upon under the National Skills Agreement.





## Strategic priority 02

Have students at the centre of all that we do

### Our Success Factor #1

*A seamless, consistent, and supported student journey.*

#### Objectives:

- Continue to develop and refine our understanding of the student journey to guide development and improvements of systems and services.
- Ensure systems and processes support the student journey by:
  - (a) providing consistent, accurate, and timely services regardless of where/how/when the client interacts with CR TAFE.
  - (b) ensuring systems and services easily facilitate an enquiry becoming an enrolment.
  - (c) ensuring services are connected, so students can move easily from one service to another.
- Provide access to a range of support services that assist students in accessing and succeeding at all points in the student journey.

### Our Success Factor #2

*Successful student outcomes.*

#### Objectives:

- Enhance access to vocational education and training and foster pathways with high schools and universities.
- Monitor student progress by:
  - (a) implementing strategies for students at risk of disengaging or not achieving a successful outcome.
  - (b) following up on withdrawals and discontinued students with a view to re-engagement.
  - (c) measuring transition to employment and/or further training.
- Monitor and manage student complaints.
- Establish a database of student unit completion surveys with an initial target of 30% of all unit completions surveyed.





## Strategic priority 03

### Enable a high-performing organisation



#### Our Success Factor #1

*CR TAFE is a safe and healthy workplace.*

##### Objectives:

- Re-develop and update the work health and safety (WHS) Action Plan, capturing actions and responsibilities across all pillars.
- Fully implement and embed the WHS Management System.
- Develop and implement further staff feedback surveys and mechanisms for consultation and participation.
- Complete and implement the Staff Wellbeing Strategy.
- Continue to implement improvements, initiatives and actions resulting from the 2023 Public Sector Census.

#### Our Success Factor #2

*Operations are aligned to optimise efficiency and effectiveness.*

##### Objectives:

- Our values underpin the behaviours expected of all employees at CR TAFE.
- The organisational structure is fit for purpose and is regularly reviewed to ensure it supports staff to perform their roles effectively and efficiently.
- The core value of collaboration drives improved organisational performance and culture.
- Conduct a review of organisational structure changes from the Revitalisation Project after 12 months (February 2025).
- Further 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".

#### Our Success Factor #3

*A financially sustainable college.*

##### Objectives:

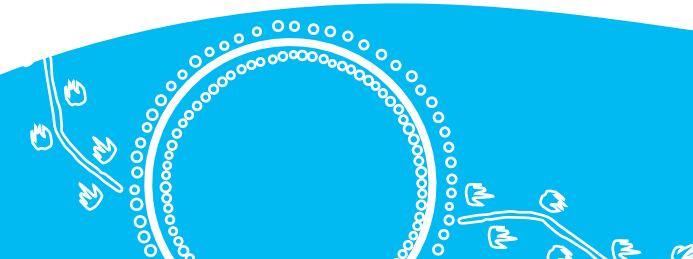
- Best practice financial management underpins operations; staff are trained and undertake financial processes appropriate to their positions at a high standard.
- Utilise data to evaluate systems and processes to identify opportunities for improvement in efficiency and effectiveness.
- Work with DTWD 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) 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 Public Sector Commission's Ethical Foundations (CI40), specifically the Integrity Framework, to embed a robust approach to governance 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 CR TAFE's 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 enhancing 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.





# 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 objective 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 (DPA) 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.

## Internal Measures of Objectives

Achievement of our objectives is measured and monitored using a range of internal processes that include adherence to standards and frameworks, achievement of benchmarks and targets, and formal performance reporting.

Progress of objectives is monitored and managed in committees that form part of our governance framework, such as the corporate executive, VET policy and leadership committee. Progress is reported in key documents including the annual report, reports to governing council and the chief executive officer's performance agreement.





**1800 672 700**  
[centralregionaltafe.wa.edu.au](http://centralregionaltafe.wa.edu.au)