



Central
Regional



Central Regional TAFE

Strategic Plan 2026 - 2028

Acknowledgement of Country

Central Regional TAFE acknowledges the Traditional Custodians of Country throughout the Midwest, Gascoyne, Wheatbelt and Goldfields regions and their connections to land, sea, and community. We pay our respect to their Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander Peoples today.

We support the Uluru Statement from the heart and embrace its invitation to walk alongside Aboriginal People, united in a movement for a better future for all Australians.





Welcome Message

Central Regional TAFE's 2026 – 2028 Strategic Plan represents our commitment to being the future focused training and skills provider for all. Our 2026 – 2028 Strategic Plan outlines the framework we will use to equip people for employment opportunities through training and skill development, now and for the future.

Our plan is founded on the importance of high-quality and responsive training and skills development and is underpinned by the role we play in engaging with our regional communities, industries and employers. We deliver training that is not only relevant and future-focused but also deeply connected to place and purpose.

Our college is committed to supporting national, state, and regional training priorities through a strategic focus on building local capability, addressing workforce needs in regional manufacturing, building and construction, and enabling the clean energy transition. We play a critical role in supporting the diversification of the regional economy by developing a skilled workforce aligned with the WA Government's priorities relating to **diversifying the WA economy, healthcare, housing, safe and inclusive communities, the environment, and infrastructure and services.**

Our strategic priorities include supporting the growth of apprentices and trainees entering the workforce, increasing opportunities for existing workers to upskill through skill sets and short courses, addressing the emerging needs of the clean energy sector, and addressing the ongoing demand in the construction, manufacturing, and care sectors. We are also committed to improving access to training for under-represented groups, including Aboriginal and Torres Strait Islander peoples, ensuring inclusive participation in the workforce of the future.

Our plan allows us to centre our efforts around the needs of our students and **provide a positive and inclusive student experience.** As students are at the heart of all that we do, enhancing the student journey from pre-enrolment to completion is a strategic priority for our college.



Being responsive to the ***current and emerging training needs and priorities of industry and community*** is also integral to our college vision and purpose. Our relationships with local employers, schools, communities and industries underpins our success, as it ensures that we understand their training and skill development requirements. By working in partnership, we can tailor our training and delivery to meet current and emerging needs, and to position ourselves to respond to future workforce demands.

Our dedicated and skilled workforce forms the third key enabler of our success. Fostering a ***college culture that is people focused, digitally enabled and performance driven*** is essential to driving our vision and meeting our strategic requirements.

Using this plan as our blueprint to success, we will work collaboratively to meet our strategic priorities and support our vision **to be the future focused training and skills provider for all**, by achieving our purpose **to equip people for employment opportunities through training and skill development, now and for the future.**

Joanne Payne
Managing Director

Christine Rafanelli
Chair Governing Council



Our College

Encompassing 1.55 million square kilometres or 58% of Western Australia, Central Regional TAFE has the largest geographical footprint of the TAFE colleges in Western Australia.

This footprint presents some unique challenges in supporting students, industry and staff across a wide area of Western Australia but also provides opportunities in meeting the diverse range of training and skills development needs that characterise the distinctive geographical region of WA in which we work.

Our college is responsible for training an extensive and diverse workforce, providing skilled workers across industry sectors including, agriculture, mining, maritime, the health and care sectors, education and training, building and construction, and a range of skilled trades. Through close collaboration with employers and industry leaders, we work collaboratively to address local workforce demands and to ensure our training remains relevant, responsive, and outcomes-driven.

We deliver training that provides our students with skills and with qualifications that open doors to facilitate their careers pathways, with employment opportunities, and with clear pathways to further education and lifelong learning. Our training programs are developed for industry and are delivered alongside them. With flexible learning strategies embedded into our delivery, our community of trainers and learners work together to achieve success.

This is all possible through our dedicated staff who are passionate about supporting the end-to-end student journey, who are experienced in their field and know how to share their skills and knowledge to cultivate the workforce of the future.



Our Vision

To be the future focused training and skills provider for all.

Our Purpose

To equip people for employment opportunities through training and skill development, now and for the future.

Our Commitment

At Central Regional TAFE, we work together with integrity, respect, and a shared commitment to excellence. We foster collaboration, communicate openly, and make informed decisions that support continuous improvement. Guided by our core values, we create a positive, innovative workplace that delivers meaningful outcomes for our students, staff, and stakeholders.

Our Values

Collaboration

We work together as a team and communicate openly and honestly with each other. We work across teams, areas and campuses to achieve our priorities, solve problems and meet student needs. When one does well, we all do well.

Integrity

We are genuine, honest and apply high ethical standards. We do what is right. We are transparent in our actions, decisions, and communication and we take responsibility for all that we do.

Innovation

We have a 'can do' attitude and seek solutions that are imaginative, championing flexible thinking and approaches. We embrace change and finding new ways to work.

Respect

We treat everyone fairly, valuing the difference between people, taking their preferences into consideration and acknowledging the rights of others. We listen to other views without judgement and value everyone's perspectives and boundaries.

Initiative

We respond to challenges, take appropriate risk and accept responsibility for our actions. We are resilient and positive and show trust in each other. We make positive changes to our college and in the work that we do.





Our Strategic Priorities

Priority 1 - Provide a positive and inclusive student experience

Success Factor

1.1 A seamless, consistent, and supported end-to-end student journey

Objectives

- 1.1.1 Enhance the efficiency of the pre-enrolment and enrolment experiences.
- 1.1.2 Students are provided with efficient, timely services that support their training journey.
- 1.1.3 Monitor and manage student complaints within the required timeframe.
- 1.1.4 Enhance student wellbeing with services that support their success throughout their journey.

Success Factor

1.2 Successful student outcomes

Objectives

- 1.2.1 Increase accessibility of vocational education and training pathways to employment and further study through clearer progression routes, and stronger industry and education linkages.
- 1.2.2 Increase student completions by identifying and implementing targeted strategies for students at risk of disengaging or not achieving successful outcomes.
- 1.2.3 Deliver training that improves completion outcomes in apprenticeships, pre-apprenticeships, gap training, and post-trade upskilling of workers.
- 1.2.4 Identify and implement practical approaches and support to enable staff to effectively manage challenging student behaviours and to create positive learning environments.

Priority 2 – Respond to the current and emerging training needs of industry and the community

Success Factor

2.1 Training is relevant, future-focused, and aligned to the evolving needs of students, industry, and communities

Objectives

- 2.1.1 Deliver responsive, innovative training that meets regional workforce needs, responds to industry and community demand, and supports government priorities.
- 2.1.2 Strengthen partnerships with employers and community-based organisations to co-design and deliver training solutions that address current and emerging workforce skills needs.
- 2.1.3 Support increased participation and successful completion among under-represented groups by engaging communities and shaping training programs in response to emerging social and economic needs.

Success Factor

2.2 Training aligns with national and state priorities

Objectives

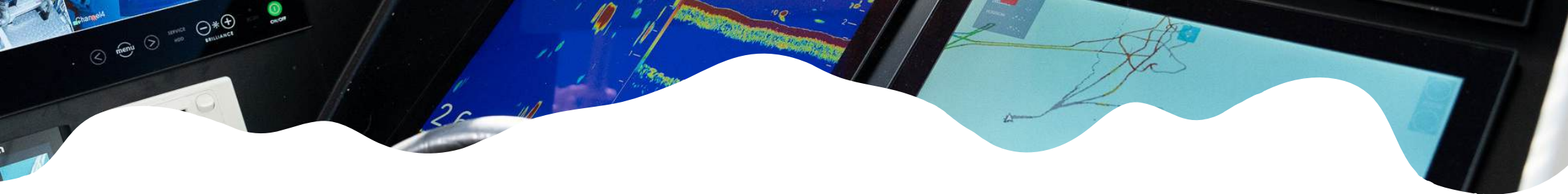
- 2.2.1 Support key state and national priorities for our region:
 - Clean energy transition by contributing to the Clean Energy Skills National Centre of Excellence and advancing renewable energy skill development
 - Digital capability (including AI innovation).
- 2.2.2 Collaborate with the Defence Industry Skills Centre of Excellence to strengthen workforce development and support the expansion of defence-related capabilities.
- 2.2.3 Support the region's workforce needs in the space industry.
- 2.2.4 Strengthen partnerships with Aboriginal and Torres Strait Islander communities to advance Closing the Gap reforms through culturally informed collaboration and shared action.
- 2.2.5 Ensure flexible, inclusive training that creates pathways to education and employment for under-represented groups including women and culturally diverse learners.

Success Factor

2.3 Build CR TAFE's capability to deliver quality training

Objectives

- 2.3.1 Maintain a skilled, industry-current lecturing workforce supported through ongoing professional development and engagement to ensure effective training and assessment delivery.
- 2.3.2 Deliver professional development that builds staff cultural competence and strengthens engagement with Aboriginal and Torres Strait Islander students and stakeholders.
- 2.3.3 Implement flexible and innovative delivery models that respond to diverse learner and stakeholder needs and improve access to training.
- 2.3.4 Strengthen the use of digital technologies in training delivery to enhance engagement, accessibility, and cost-effectiveness.
- 2.3.5 Maximise opportunities to provide students with access to high quality, industry standard infrastructure, facilities and equipment to support their training experience.



Priority 3 - Foster a workplace culture that is people-centred, inclusive and performance driven

Success Factor

3.1 Employees are engaged, empowered and equipped to deliver the college's strategic priorities

Objectives

- 3.1.1 Strengthen staff engagement by promoting the Strategic Plan so that it is understood and embraced by staff who see a clear connection to their day-to-day roles and responsibilities.
- 3.1.2 Promote continuous improvement by seeking feedback and implementing initiatives and actions informed by student, staff and stakeholder input.
- 3.1.3 Recalibrate our Workforce Development and Diversity Plan to better align with the sector capability framework and targeted initiatives such as:
 - Aboriginal Employment
 - Multicultural inclusion, and
 - Disability and Diversity programs.
- 3.1.4 Address potential staff and/or skills shortages through flexible and innovative recruitment and retention strategies.
- 3.1.5 Advance implementation of the Wellbeing Strategy to support staff and student wellbeing across all campuses.
- 3.1.6 Progress implementation of the WHS Action Plan to embed workplace health and safety practices across all operations.
- 3.1.7 Strengthen onboarding, induction and professional development and collaboration support for staff.

Success Factor

3.2 Business practices that align to optimal efficiency and effectiveness

Objectives

- 3.2.1 Embed best practice financial management and people and culture practices to drive organisational performance and ensure sustainable, efficient operations.
- 3.2.2 Utilise data effectively to inform evidence-based decision making that improves operational efficiency and optimises resource use.
- 3.2.3 Strengthen the Integrity Framework by aligning practices and enhancements with the principles of Commissioner's Instruction 40: Ethical Foundations (or successor) to support a culture of ethical conduct and continuous improvement.
- 3.2.4 Invest in fit for purpose systems and processes, infrastructure and resources, including prioritising digital capability and emerging capabilities such as AI.



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

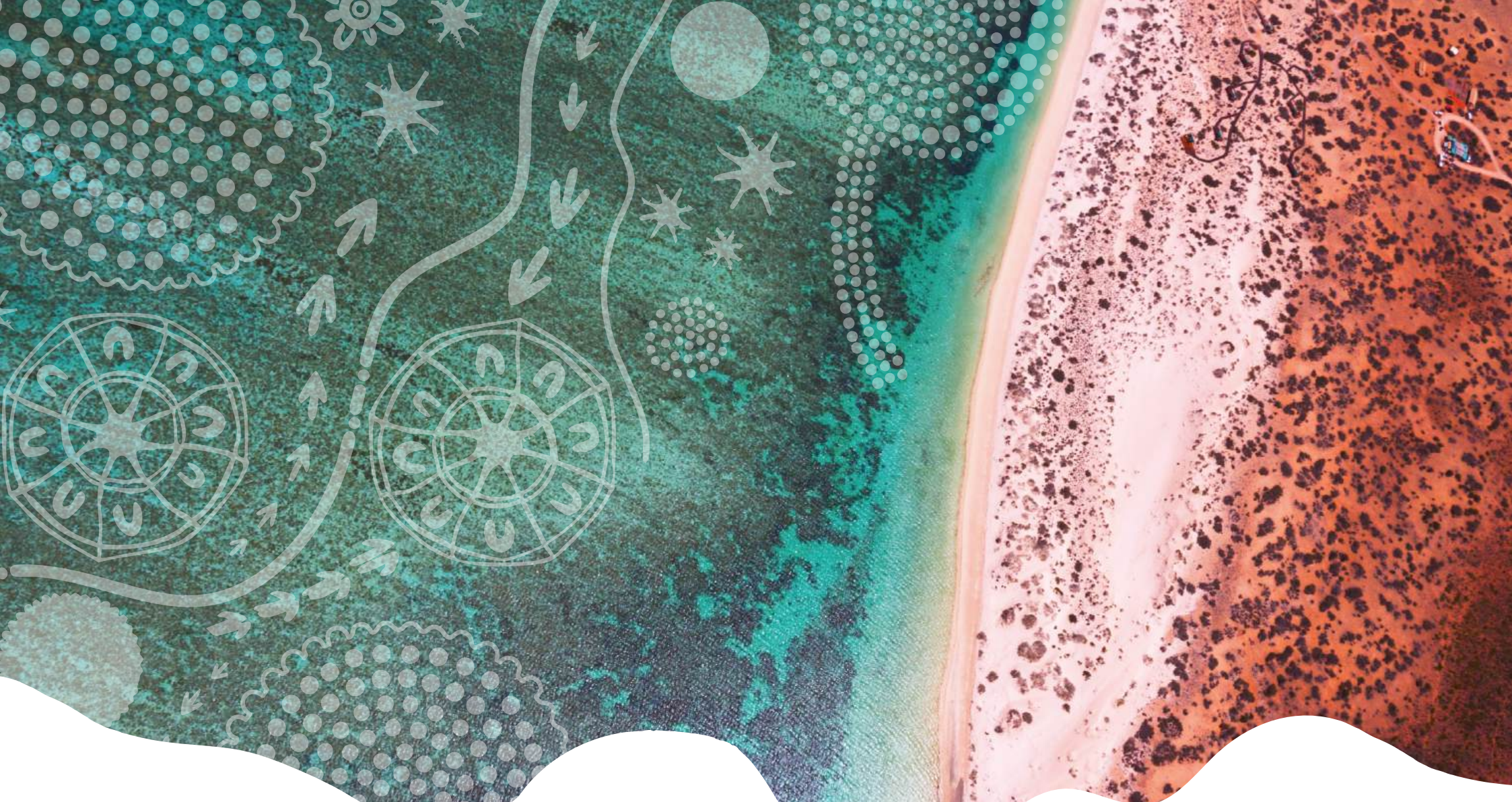
The effectiveness of the college in meeting Delivery and Performance Agreement targets.

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.

Liquidity

The liquidity or current ratio is a traditional way of assessing the college's ability to pay its debts as and when they are due.



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