



# Strategic Plan 2006-2010



Department of  
Education and Training

**TAFEWA**  
discover your future



## Introduction

The TAFEWA Strategic Plan 2006 to 2010 has been developed by TAFEWA Managing Directors and the Department of Education and Training to:

- **strengthen the collective capability of the TAFEWA Network to better meet learner and business needs and to more effectively implement Government priorities**
- **articulate the strategic priorities, strategies and measurable outcomes for the collaborative activities of the TAFEWA Network by setting a clear direction and vision for the development of the Network over the next five years**
- **recognise and build the capabilities of all TAFEWA colleges.**

TAFEWA colleges are the backbone of skills development in Western Australia. They are a key instrument of State Government policy to create sustained economic and employment growth, and develop Western Australia's communities and regions.

TAFEWA colleges provide programs through which more than 120,000 Western Australians each year gain the skills and knowledge for productive and rewarding employment. They provide training and skills development to hundreds of businesses of all sizes across the State. They also operate successfully in national and international markets, increasing export income and exposing staff to new and challenging environments.

The environment within which TAFEWA colleges operate is complex and demanding<sup>1</sup>.

- Western Australian businesses are increasingly required to compete in global markets.
- Skill and knowledge are the principal drivers of economic productivity and labour market participation and are an essential part of human resource development strategies.
- Skill shortages are evident across the labour market and levels of participation in the labour market must be raised.

- All young people need to gain post compulsory qualifications to undertake further studies and find satisfying and rewarding employment.
- The Western Australian workforce is ageing but the current workforce will be the major source of new skills.
- The number of people working on a casual or part-time basis has grown rapidly and, while unemployment has dropped to a 30 year low, the proportion of long-term unemployed has increased.
- Most people will change jobs several times during their careers.
- Individuals and businesses require technical skills as well as skills to adapt to change for innovation, communication and in the use of information and communications technology.
- Skills are increasingly acquired in different ways and in different settings; people and businesses are more discerning and demanding in how and where they can access skills.
- People and businesses can choose from a diverse range of providers to meet their skills needs.

Meeting these challenges requires strong collaboration between colleges and the TAFEWA Network to deliver effective outcomes. The following strategic priorities have been identified for the Network and will play a critical role in implementing government policies and meeting business, learner and community needs.

- **Contribute to economic development** with a focus on reducing industry skills shortages.
- **Contribute to community development** with a focus on increasing the effective participation in TAFEWA of 15 to 24 year olds.
- **Improve the quality of teaching and learning** with a focus on improving learning resources to support the implementation of Training Packages.
- **Increase client service** with a focus on making it easier for students and industry to access and navigate the TAFEWA Network.

Although this strategic plan is scheduled to commence in 2006 and conclude in 2010, 2005 will be the transition year and implementation will commence in mid-2005. The plan will be revised, updated and circulated annually.

The State Training Executive will be accountable for the implementation of the Plan and report regularly to the Minister for Education and Training on the progress of strategies.

<sup>1</sup> See the State Training Board's State Training Sector Strategy Framework for a full analysis of the external environment affecting Vocational Education and Training in WA at [www.training.wa.gov.au/sub-sites/stsweb/statetrainingprofile/index.htm](http://www.training.wa.gov.au/sub-sites/stsweb/statetrainingprofile/index.htm)

*“TAFEWA colleges are the backbone of skills development in Western Australia. They are a key instrument of State Government policy to create sustained economic and employment growth, and develop Western Australia’s communities and regions.”*

## Building the strengths of TAFEWA

Meeting these challenges requires strong collaboration between colleges. The TAFEWA Network connotes collaboration between colleges while maintaining the flexibility, distinct identity and accountability of the individual members of the Network.

### 1. Western Australian TAFEWA colleges aspire to:

- contribute effectively to achieving government policy as the major providers of vocational education and training (VET) in Western Australia
- meet the needs of industries and enterprises
- be providers of first choice for students, parents and employers
- be accessible and inclusive and respond effectively to learner needs and preferences
- be employers of choice that attract, retain and develop high quality staff
- operate as responsive, accountable, well governed public authorities
- be driven by a culture of innovation, entrepreneurship and continuous improvement
- be financially sound with a diverse revenue base
- exceed national and international quality benchmarks, and be world leaders in areas of strength and specialisation.

### 2. The TAFEWA Network aspires to:

- build a unique, strong and unifying brand for TAFEWA throughout WA and in national and international markets signifying high quality and responsiveness
- develop centres of industry specialisation with collaborative governance arrangements

- provide an easy, consistent point of access and delivery to major industry and community clients
- provide a consistent and seamless point to access information and delivery, including full portability of student information and recognition of outcomes with schools and universities
- deliver rapid and consistent responses to government policies and priorities
- ensure supply in areas of low demand but high priority, and minimise duplication in facilities and resources
- share expertise and resources to build the capability of all TAFEWA colleges.

## Priorities for the TAFEWA Network

The TAFEWA Network will play a critical role in implementing government policies and in meeting business, learner and community needs.

The four strategic priorities for the TAFEWA Network are to:

- contribute to economic development with a focus on reducing industry skills shortages
- contribute to community development with a focus on increasing the effective participation of 15 to 24 year olds in TAFEWA
- improve the quality of teaching and learning with a focus on improving learning resources to support the implementation of Training Packages
- increase client service with a focus on making it easier for students and industry to access and navigate the TAFEWA Network.

Strategies for addressing these priorities and the outcomes expected are presented in the following pages. These priorities will also be reflected in performance and funding agreements with each TAFEWA college.

An overarching measure of success in addressing these priorities will be based on:

- the number of apprentices and trainees in training
- participation of 15 to 24 year olds in TAFEWA
- student satisfaction ratings
- employer satisfaction ratings.



# Priorities for TAFEWA Network Collaboration 2006 to 2010

Each TAFEWA college will draw on the strengths and breadth of choices available across the Network to implement these priorities and meet the needs of the students, industries and communities they serve. The following strategies have been developed, but are not exclusive, to strengthen the collective capability of the TAFEWA Network to better meet learner and business needs, and to more effectively implement government priorities.

## Contribute to economic development

GOALS	OUTCOMES	STRATEGIES
TAFEWA will anticipate and respond to present, future and specialist industry needs.	<ul style="list-style-type: none"> <li>• Reduced skill shortages.</li> <li>• Increased numbers of apprentices and trainees in TAFEWA to contribute to the achievement of the State target of 30,000 apprentices and trainees in training by 2009.</li> <li>• Increased proportion of the workforce holding VET qualifications.</li> <li>• Increased number of mature aged students across the TAFEWA Network.</li> <li>• Increased intake of the 'fast track' program across a broader range of industries.</li> <li>• Increased take up of skills recognition services.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve industry consultation systems and mechanisms for gathering, analysing and sharing information on current and future labour market trends and industry skills needs.</li> <li>• Create a Network response to key industry areas including:               <ul style="list-style-type: none"> <li>* lead colleges</li> <li>* specialisation in capital infrastructure</li> <li>* governance arrangements.</li> </ul> </li> <li>• Create a single point of contact for key industry sectors.</li> <li>• Actively promote apprenticeships and traineeships to employers and young people, including government entities.</li> <li>• Increase the flexibility of the TAFEWA Network to deploy resources to meet the changing needs of industry including:               <ul style="list-style-type: none"> <li>* development of a strategic capital investment plan</li> <li>* development of a policy to encourage TAFEWA staff mobility.</li> </ul> </li> <li>• Assist with the Department's career development strategies targeted towards industries with ageing workforces and mature age workers.</li> <li>• Expand workforce retraining and upskilling through:               <ul style="list-style-type: none"> <li>* recognition of prior learning</li> <li>* 'fast track' into trades</li> <li>* training brokerage.</li> </ul> </li> </ul>
TAFEWA will participate in the global education and training market in areas of strategic advantage to Western Australia.	<ul style="list-style-type: none"> <li>• Increased presence in selected offshore and onshore international markets.</li> <li>• Increased number of onshore international students in schools and TAFEWA colleges.</li> <li>• Increased revenue from overseas contracts.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a statement of strategic intent</li> <li>• Implement a collaborative framework based on a lead college model for overseas contract work.</li> <li>• Streamline overseas marketing.</li> <li>• Work collaboratively with Education and Training International.</li> </ul>

## Contribute to community development

GOALS	OUTCOMES	STRATEGIES
TAFEWA will address the diverse needs of young people as they make the transition from school to work.	<ul style="list-style-type: none"> <li>• Increased participation of 15 to 24 year olds in TAFEWA which contributes to the achievement of State targets for effective participation in education, training and employment.</li> <li>• Increased number and participation in innovative programs for students at risk.</li> <li>• Increased flow of students from:               <ul style="list-style-type: none"> <li>* schools to TAFEWA</li> <li>* TAFEWA to university</li> <li>* university to TAFEWA</li> <li>* ACE to TAFEWA.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Improve mechanisms for planning, resource allocation and service coordination between the schools, TAFEWA and higher education sectors.</li> <li>• Implement District Education Training Plans and ensure they reflect a comprehensive suite of programs including:               <ul style="list-style-type: none"> <li>* School Apprenticeship Link</li> <li>* VET for School Students</li> <li>* WA Certificate of Education</li> <li>* school based traineeships</li> <li>* pre-apprenticeships.</li> </ul> </li> <li>• Develop more flexible delivery of courses (place, mode, content, timing).</li> <li>• Review pastoral care.</li> <li>• Implement comprehensive career development services that guide people as they make the transition from school to TAFEWA, higher education and work.</li> <li>• Further develop articulation arrangements.</li> <li>• Streamline TAFEWA entry.</li> <li>• Build pathways from trade training into business and other academic studies.</li> <li>• Implement a streamlined and effective Recognition of Prior Learning process in TAFEWA.</li> <li>• Align TAFEWA and TISC enrolment processes.</li> </ul>



## Contribute to community development (cont)

GOALS	OUTCOMES	STRATEGIES
TAFEWA will contribute to enhanced education and employment outcomes for Indigenous people in Western Australia.	<ul style="list-style-type: none"> <li>Improved Indigenous participation and retention in schools and TAFEWA.</li> <li>Improved Indigenous participation at higher qualification levels.</li> <li>Improved employment outcomes for Indigenous TAFEWA graduates.</li> </ul>	<ul style="list-style-type: none"> <li>Develop collaborative education and training in remote communities.</li> <li>Increase Indigenous employment and career development services.</li> <li>Increase Aboriginal school based traineeships.</li> <li>Implement governance training.</li> <li>Implement social and community housing training.</li> <li>Implement contextualised learning programs.</li> </ul>
TAFEWA will contribute to and be valued members of sustainable Western Australian communities.	<ul style="list-style-type: none"> <li>Increase the community's confidence and awareness in TAFEWA's services.</li> <li>Achieve higher levels of community participation in learning.</li> <li>Collaborate with industry and private training providers to improve training outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>In collaboration with the Department, improve the image of TAFEWA by undertaking a major marketing campaign to inform the community about the services and achievements that TAFEWA delivers.</li> <li>Implement a TAFEWA Adult Community Education policy.</li> <li>Create a rapid Network response to local needs.</li> <li>Develop a policy to allow the community and industry to access TAFEWA facilities.</li> <li>Work with industry partners to maximise investment in TAFEWA.</li> <li>Enhance partnerships across agencies.</li> </ul>

## Improve the quality of teaching and learning

GOALS	OUTCOMES	STRATEGIES
TAFEWA teaching and learning strategies will be recognised as being innovative, flexible and responsive to client learning needs.	<ul style="list-style-type: none"> <li>Increased student satisfaction with quality of teaching, learning and assessment.</li> <li>Increased module and qualification completions.</li> <li>Increased number of finalists in recognised national and international training awards.</li> </ul>	<ul style="list-style-type: none"> <li>Increase flexible learning options and delivery.</li> <li>Further develop skills and resources to implement graded performance assessment.</li> <li>Increase use of industry facilities.</li> </ul>
TAFEWA training products will be designed to meet the needs of industry and learners.	<ul style="list-style-type: none"> <li>Increased number of learning resources to support the delivery of Training Packages.</li> </ul>	<ul style="list-style-type: none"> <li>Improve learning resources.</li> <li>Enhance processes for implementing national Training Packages and accredited programs.</li> <li>Contribute to the Master Class of Trade Qualification.</li> <li>Create higher qualifications in niche areas.</li> </ul>
TAFEWA employees will be recognised as a high quality and capable workforce.	<ul style="list-style-type: none"> <li>Increased staff satisfaction.</li> <li>Increased qualifications profile of staff.</li> <li>Increased staff participation in formal professional development and return to industry.</li> <li>Increased representation in recognised training awards.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a regular publication aimed at practitioners.</li> <li>Develop and collectively implement a TAFEWA workforce management plan to include:               <ul style="list-style-type: none"> <li>* the ageing workforce</li> <li>* educational leadership</li> <li>* succession planning</li> <li>* mobility.</li> </ul> </li> <li>Implement the EBA for 2005–2007.</li> </ul>

## Increase client service

GOALS	OUTCOMES	STRATEGIES
<b>TAFEWA will be a recognised 'brand' delivering responsive, quality training for industry.</b>	<ul style="list-style-type: none"> <li>Improved employer awareness and satisfaction with the TAFEWA system.</li> <li>Increased numbers of apprentices and trainees at TAFEWA under User Choice arrangements.</li> <li>Increased revenue from fee-for-service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a branding strategy with industry as the client.</li> <li>Create centres of specialisation.</li> <li>Develop a training brokerage service.</li> <li>Increase workplace based training.</li> <li>Ensure continuous evaluation and improvement in targeted industry areas and programs.</li> </ul>
<b>TAFEWA will have coherent and consistent client services that facilitate student interaction with the system and individual colleges.</b>	<ul style="list-style-type: none"> <li>Easier to get in and around TAFEWA and then move to other education and training options.</li> <li>Improved student satisfaction with client services.</li> <li>Improved retention within TAFEWA.</li> </ul>	<ul style="list-style-type: none"> <li>Implement a comprehensive career development service.</li> <li>Expand online enrolments.</li> <li>Implement revised Minimum Entrance Requirements and selection criteria.</li> <li>Develop a system to support portability of student records.</li> <li>Create a referral process within TAFEWA to meet student needs.</li> <li>Have consistent term dates and consistent and transparent fees.</li> <li>Implement recommendations of the evaluation of the information needs of prospective TAFEWA students.</li> </ul>

## Roles and responsibilities

The State Training Executive comprising TAFEWA Managing Directors and the Department of Education and Training will be responsible for overseeing the implementation of the strategic plan based on the following agreed statement of roles and responsibilities.

Department of Education and Training	State Training Executive
<p>The Department supports, advises and acts as the agent of the Minister for Education and Training in the performance of the statutory roles in the VET system in Western Australia; manages the public assets of the VET system; provides funding for VET in Western Australia; administers programs and the apprenticeship and traineeships system; services the State Training Board and the Training Accreditation Council; and participates in national VET decision making processes.</p> <p>The Department will:</p> <ol style="list-style-type: none"> <li>advise the Minister on strategic directions and priorities for TAFEWA</li> <li>provide policy direction for and support to colleges and the TAFEWA Network</li> <li>invest in infrastructure and projects to strengthen the capability of TAFEWA colleges and the TAFEWA Network</li> <li>support TAFEWA colleges in the achievement of their missions</li> <li>manage projects within its areas of responsibilities</li> <li>consult with State Training Executive on major policies and emerging priorities</li> <li>provide services and support to the TAFEWA Network and to individual colleges consistent with agreed service standards</li> <li>provide the planning and resource allocation framework for and negotiate performance and funding agreements with individual TAFEWA colleges for the Minister.</li> </ol>	<p>State Training Executive will:</p> <ol style="list-style-type: none"> <li>oversee the implementation of the TAFEWA Strategic Plan</li> <li>manage projects with individual Managing Directors as project sponsors</li> <li>report to the Minister on the implementation and outcomes of the strategic plan</li> <li>act as a consultative forum for the development and implementation of major government initiatives, Department policies and guidelines</li> <li>coordinate Network responses to major initiatives.</li> </ol> <p>The TAFEWA Network will be underpinned by the following values:</p> <ul style="list-style-type: none"> <li>a focus on achieving outcomes for clients</li> <li>a commitment to implementation of agreed goals and strategies</li> <li>a consultative approach with, and respect for, the views of all stakeholders</li> <li>consideration of the impact of decisions on the TAFEWA Network as a whole.</li> </ul>



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