



North  
Metropolitan

We're working for  
Western Australia.



# STRATEGIC PLAN

## 2021–2023

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RTO: 52786



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# Welcome message

On behalf of North Metropolitan TAFE (NMTAFE), we are pleased to present the updated 2021–2023 Strategic Plan. This plan reinforces NMTAFE's focus on training that is industry led and flexibly delivered to provide the skills of the future for individuals, businesses and communities across the central, northern and north east metropolitan regions of Perth.

Training is targeted to support the Western Australian Government's *Recovery Plan, Diversify WA, the State Training Plan, WA Jobs Plan and the Review of Skills, Training & Workforce Development*.

NMTAFE is rebuilding the capacity of displaced workers, women and youth, to gain jobs in the latest and emerging areas of career growth. New opportunities to access training will arise from the State Government's *Lower Fees, local skills* initiative, and the College is scaling up capability to cater for the expected increase in demand.

Responding to the COVID-19 pandemic has accelerated rapid innovation and transformation of College service delivery. NMTAFE has embraced new business practices, and our people are keen to retain learnings in flexible workplace delivery, online learning, industry specific skill sets and emerging sector short courses.

It is anticipated that the introduction of alternative and innovative practices has positioned the College to continue to future proof its approach to training delivery and assessment throughout 2021–2023, ensuring a student centred focus both now and into the future.

Jobs and Skills Centres (JSCs) have never been more important in the role they play in providing access to career advice, resume writing, job search assistance, interview conversations and course information. Through face-to-face, telephone and online consultations, JSC staff provide comprehensive career, recruitment and training advice to individuals and businesses.

We are committed to reconciliation and to closing the achievement gap in education and employment outcomes, enabling Indigenous people to realise their full potential. Our Jobs and Skills Centres provide culturally safe career and training advice to Aboriginal people, assist employers with understanding the Aboriginal Procurement Policy, WA Industry Participation Strategy and support with developing workforce development plans to retain and attract Aboriginal people to the workplace.

Our 2021–2023 Strategic Plan sets out a clear roadmap and the College is agile, adaptable and flexible to meet any unexpected challenges that arise. Our strategic priorities and goals are firmly guided by our vision of '**Transforming lives: strengthening industry and community**'.



Emeritus Professor Bill Louden AM  
Governing Council Chair



Michelle Hoad  
Managing Director

# Our vision

**Transforming lives; strengthening industry and community.**

# Our values

NMTAFE is committed to investing in our people and developing a work culture that embraces our values:

- **Respect** - We treat one another fairly and with courtesy while acknowledging the right of each person to hold different or opposing views.
- **Integrity** - Our interactions with others are based on honesty and trust motivated with their best interests at heart.
- **Student-centred** - Our students are our reason for being hence we place their best interests at the centre of our decision making and service delivery.
- **Accountability** - We accept personal accountability for our actions and decisions, demonstrating social, financial and environmental responsibility to stakeholders.
- **Innovation** - We aspire to deliver best practice in everything we do for the benefit of our students and industry.
- **Professionalism** - We willingly share our knowledge, reflect on our performance and strive to continuously improve on how and what we deliver.

# Our business

NMTAFE, the State's largest publicly funded TAFE College, has 10 campuses across metropolitan regions 'north of the river' and offers over 350 courses in 70 industry areas. Our training delivery reflects the State Government's policies and strategic priorities and provides quality training choices to the market.

Working with industry and employers, the College uses its knowledge and understanding of changing business needs and contemporary training techniques to provide solutions to meet the current and future skill requirements of individuals, enterprise and the community.

Through our JSC's, we take an integrated customer focused approach to providing professional and practical support services: to individuals needing assistance to re-enter the workforce; and informing school aged individuals of the various training and working pathways available to them after completing secondary school.

Working in collaboration with key industry stakeholders and enterprises, the JSCs will foster discussions to identify relevant workforce development planning and the provision of apprenticeship and traineeship information.

The JSC's also provide guidance on the development of Aboriginal recruitment and retention strategies to assist businesses and members of the community benefit from the new opportunities arising from the impacts of COVID-19.

We recognise the benefits diversity and inclusivity brings to individuals, enterprise and the broader community. NMTAFE encourages participation from people disadvantaged in the labour market and our training provides pathways to jobs or further educational opportunities.

# Our priorities

The College aligns its training delivery to address current skill shortages and provide future skills for future jobs as outlined in the WA Government's *State Training Plan, Diversify WA, Review of Skills, Training & Workforce Development, WA Jobs Plan and Recovery Plan* in response to COVID-19.

Working in collaboration with the Department of Training and Workforce Development, State Training Board and industry stakeholders, the College addresses the skills needs of workers impacted by COVID-19 through the promotion of the *Lower fees, local skills* initiative and evolving skills training in the areas of new technologies and automation.

Flowing from the Government's investment commitment in capital works and upgrade of essential infrastructure, the College will build state of the art training facilities at our Balga (Technology and Trades workshops) and Joondalup (Light Automotive and Technologies building) campuses. These infrastructure upgrades will complement the current work in progress at the College's Midland (METRONET Trade Training Centre), McLarty (Disability and Aged Care simulated facility) and Joondalup (Training Cyber Security Operations Centre) campuses.

Our priority is to increase workforce capacity for the State, with the provision of vocational education and training with a particular focus on STEM qualifications and skill sets delivered across 70 industry areas. Our industry training flagships focus in the following areas of:

- Aged care and disability in response to National Disability Insurance Scheme (NDIS);
- Cyber security and automation;
- Rail and civil infrastructure to support the METRONET project;
- Creative industries;
- Mining and resources sector; and the
- Renewable energy sector.

# Our aims

Working towards our vision of '**Transforming lives; strengthening industry and community**', we aim to nurture participation, to improve employability, contribute to productivity and support the aspirations of our learners, industry and the community.

We nurture **participation** by:

- Designing delivery and assessment strategies that embrace new technologies and contemporary teaching methodologies.
- Developing flexible delivery of skill sets as a pathway to further training or a recognised qualification to up-skill, re-skill or refine workers skill development.
- Reduce barriers to training participation by making opportunities more flexible and adapted to the needs of adult learners including mature age apprentices, through the provision of distance, part-time and modular learning.
- Working in collaboration with TAFE International WA to retain existing and attract new international business as part of the WA Government's road to recovery activities.
- Working with schools to develop a range of high quality taster programs and qualifications for the delivery to secondary school students with a strong focus on STEM related skills.
- Ensuring all courses have the foundation skills of language, literacy, numeracy and digital competency embedded in delivery.

We improve **employability** by:

- Collaborating with industry to pilot new approaches and programs to enhance industry and small business capabilities.
- Increasing workplace learning, access to simulated work environments and live works project opportunities, across a range of qualifications, to ensure graduates are work ready.
- Providing training that ensures graduates are ready for employment opportunities in new and emerging industries such as robotics, automation and industry 4.0.
- Working with industry to develop 21st Century apprenticeships that provide a customised approach to training pathways and dual qualifications.
- Providing existing workers with options to develop specialist skills in trade-related industries, through hybrid skills sets that are designed according to emerging industry needs.
- Working with the self-employed and SMEs to design and implement workforce development strategies through our Jobs and Skills Centres.
- Providing a range of industry specific micro-credentials to students to increase their employability.

We contribute to **productivity** through:

- Ensuring training offerings reflect industry demand and requirements.
- Increasing responsiveness to industry training needs, with the provision of customised and specialised skill sets.
- Ensuring our training is delivered by lecturers who are up to date with current industry standards and practices particularly for industries experiencing rapid changes in technologies and business processes.
- Refreshing curriculum to future proof skill development in new technologies and automation in emerging industry skills needs i.e. industry 4.0.
- Having a future focused approach to training to deliver technology-driven knowledge and skill acquisition.

We support **aspirations** of our learners, industry and the community by:

- Providing access to career counselling, job preparation and Aboriginal workforce development services through our **Jobs and Skills Centres**.
- Providing holistic student support services throughout their training journey.
- Embedding 21st Century skills such as collaboration, critical thinking, communication and creativity into training offerings.
- Encouraging entrepreneurship and Science, Technology, Engineering and Mathematics (STEM) applications, (particularly for under-represented groups) through various forums, training strategies and engagement activities.
- Connecting individuals with the training offerings at TAFE and the employment opportunities within their region.
- Increasing the number of schools students that have access to a quality VET Delivery to Secondary Students (VETDSS) experience.

## Key performance indicators

### **Student overall satisfaction – 85%**

An overall expression of how satisfied students are with various services provided by the college.

### **Graduate achievement rate – 80%**

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

### **Graduate destination – 70%**

The extent to which the college is providing relevant and quality training that improves student employability.

### **Achievement of profile delivery – 100%**

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

### **Delivery cost per student curriculum hour \$17.90**

The efficiency with which a college manages its resources to enable the provision of vocational education and training programs.

# Strategic enablers

Working in a collegiate manner, North Metropolitan TAFE conducts its daily operations with an approach that is transparent, accountable, efficient; in line with effective risk management practices.

Every member of staff is critical to the College achieving our vision:

**'Transforming lives; strengthening industry and community'**

To achieve this we will:

- Focus on increasing digital and blended service delivery to ensure greater flexibility in the provision of training and support services.
- Continue to develop a customer-centric approach and work processes that enhance the student experience.
- Develop a culture of professional growth, shared knowledge and continuous improvement throughout the College.
- Continue to focus on systems integration and simplify processes to enhance operational efficiency.
- Develop and maintain quality designed products that meet the needs of students and industry.
- Invest in staff to ensure that they have the skills required to work in a dynamic and contemporary training environment via formalised training and industry placement opportunities.
- Pursue investment in industry standard infrastructure and equipment.

# Declaration

North Metropolitan TAFE is pleased to submit its 2021 – 2023 Strategic Plan for the Minister's approval.



22/10/2021

Emeritus Professor Bill Louden AM  
GOVERNING COUNCIL CHAIR

Date



22/10/2021

Michelle Hoad  
MANAGING DIRECTOR

Date

The 2021 – 2023 Strategic Plan for North Metropolitan TAFE is:

approved

not approved



28/10/21

HON SUE ELLERY MLC  
MINISTER FOR EDUCATION AND TRAINING

Date



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