



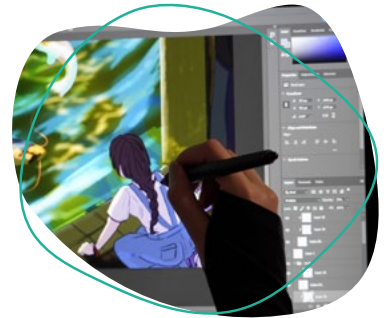
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# North Metropolitan TAFE **Strategic Plan 2024-2026**

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## Acknowledgement of Country

North Metropolitan TAFE acknowledges and pays respects to the Whadjuk people of the Noongar Nation, the traditional custodians of the lands on which our campuses are located. We stand on the ancient foundations of a culture rich in wisdom, knowledge, and connection to the land and water that has sustained generations for millennia.

We acknowledge Elders both past and present, and value the contribution of Aboriginal and Torres Strait Islander people within our organisation. In the spirit of reconciliation and with a shared commitment to education, we honour the legacy of the past and the promise of a future, where the stories, wisdom, and knowledge of over 60,000 years continues to enrich our collective learning experience.

We support the Uluru Statement from the Heart and we embrace its invitation to walk alongside Aboriginal people, united in an educational journey towards a better future for all Australians.



The design of this strategic plan is inspired by former North Metropolitan TAFE student and Aboriginal artist Brody Campbell's artwork "Bidee" (pictured left)

Bidee (path) depicts personal journeys and the broader landscape and imitates how North Metropolitan TAFE (NMTAFE) influences both.

Bidee is a combination of new and traditional art. The photograph of Noongar boodjar is overlaid with digital yet traditional style of art. The artwork has vibrant colours that symbolises NMTAFE's energy, knowledge, creativity, and growth.

The yarning circles represent NMTAFE's campuses, each unique yet united by a shared purpose. Travel lines, like life's journeys, crisscross to show the diverse directions, guiding individuals to new horizons.

Bidee is a tribute that captures NMTAFE's impact. It tells stories of exploration, embraces various paths, and highlights the blend of nature, training, growth, and creativity.

It encourages everyone to learn, grow, and journey together.

"Bidee" – Brody Campbell, 2023.

## Our story and impact

Established under the Vocational Education and Training Act (1996), North Metropolitan TAFE (NMTAFE) is a statutory authority of the State Government of Western Australia, with the responsibility of delivering training to support a thriving economy and community prosperity. National frameworks underpin the portability and quality of our qualifications and skill sets, ensuring our graduates are recognised nationally and globally.

As the largest provider of vocational education and training in Western Australia, NMTAFE plays a pivotal role in the development of workforce and community capability. In collaboration with the Department of Training and Workforce Development, the State Training Board and regional and metropolitan TAFE colleges, NMTAFE forms part of a network that collectively lifts the capacity of the State to achieve economic and social impact. Informed by industry needs, our training:

- Delivers a pipeline of new workers to industry.
- Upskills existing workers in new and emerging technologies.
- Builds capability and diversity in local economic supply chains and in the community.
- Powers the scaling up and adoption of innovation.

Our selection of courses is informed through direct engagement with industry, and other government agencies such as the Department of Jobs, Science, Tourism and Innovation, generating opportunities for our students to commence or level up careers in current and emerging fields.

Increasing participation by under-represented groups in our workforce is an important driving force for NMTAFE. Our commitment to reconciliation focusses us strongly on walking together with Aboriginal and Torres Islander communities and businesses in the design and implementation of our products and services.

NMTAFE is a vibrant hub of cultural diversity, celebrating the aspirations of all our students in advancing their educational and employment outcomes.

Our skilled tradespeople and para-professionals form the essential workforce for well-established sectors such as mining, health, and education. We are at the forefront of training delivery in emerging fields of renewable energy, autonomous operations, and cybersecurity. Our dynamic and industry-aligned training programs play a pivotal role in strengthening Western Australia's competitive position, and its future as a vibrant global centre of innovation and excellence.





## Our road to excellence

The Western Australian State Government sets a clear agenda through several key strategies which inform the direction and positioning of NMTAFE. *Diversify WA, the State STEM Strategy, WA Innovation Strategy, WA International Education Recovery and Renewal Plan and Mobilising WA's Future: Young People in VET* challenge and inspire NMTAFE to action.

Aligning our suite of training products to the State Training Plan, NMTAFE is agile in the scoping of new products to meet demand. Industry collaboration ensures course development is dynamic and relevant to demands.

Government investment in facilities has seen the evolution of our campus infrastructure with future fit training hubs reflecting state of the art industry practice. Clean energy technologies using solar, wind, hydrogen and batteries are connected across Midland, East Perth, and Joondalup campuses. With construction underway, a facility for Automation and Electric Vehicle training in Joondalup will see auto-analytics, autonomous vehicles, robotics, and collision avoidance technologies in 2024. Similarly, upon its completion, the Construction Future Skills Workshops in Balga will usher in a new era of smart buildings and sustainable practices to reduce the carbon footprint of the built environment. Existing campus infrastructure includes simulated hospital environments, film, tv and music studios, an art gallery, podcasting and radio station, dental practice office, cyber security operations centre, rail track and signalling facilities.

Digital disruption is transforming our industries as well as our delivery of services. The impacts of artificial intelligence and integrated technologies on workplaces are reflected in the introduction of new curriculum as we keep pace with change. Digitisation is not only influencing what we teach, but also how we teach as we adopt new practices to maximise learning and student engagement.

Ensuring that we are providing individuals with the critical skills for jobs of the future, NMTAFE is recognised as a leader in delivering training excellence in the following areas:

- Health
- Cyber security
- Rail and civil infrastructure
- Creative industries and tourism
- Natural resources and autonomous operations
- Clean energy



# Our strategic journey

Our 2023-2026 Strategic Plan has been designed in collaboration with industry, government and community representatives, and staff. Strategic directions and enablers set out a path to build NMTAFE's agility in response to economic growth and social inclusion imperatives, as we strive to make a difference in the future of the people, community, and businesses we serve.

## Our Vision

Transforming lives; strengthening industry and community.

## Our Values

North Metropolitan TAFE 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 enduring aims



### We aim to nurture **PARTICIPATION** by:

- Walking together with Aboriginal and Torres Straight Islander people to implement skills development, mentoring and support programs that achieve employment and community outcomes.
- Developing programs and pathways that address underrepresented groups in training and employment.
- Co-designing delivery strategies that overcome barriers, including universal assessment design, accessible timetabling, student support, digital learning, and tools.



### We aim to contribute to **PRODUCTIVITY** by:

- Designing and contextualising qualifications to reflect new and emerging jobs needs.
- Offering specialised skill sets and mid-career post-graduate qualifications to empower aspirational graduates to upskill, and employers to reskill their workforce.
- Developing contemporary approaches to apprenticeship and traineeship delivery that maximise on and off the job learning, and multidisciplinary approaches.
- Scaling up to increase the flow of workers to critical skill shortage areas.
- Responding with agility to develop new curriculum for emerging jobs and industries.



### We aim to improve **EMPLOYABILITY** by:

- Forging dynamic partnerships with industry to create highly accurate simulated training environments, including the use of digital twins.
- Offering suites of training products that traverse a life-long career approach, scaffolding learner's capabilities from industry-specific qualifications and skill sets to critical soft skills development, digital literacy, and relevant tickets and licenses.
- Creating a link for all students to employment opportunities through our Jobs and Skills Centres and employer outreach programs.



### We aim to support **ASPIRATIONS** by:

- Establishing pathways from vocational education and training to higher education, enabling individuals a pathway that matches their ambition.
- Establishing pathways from university to vocational education and training, providing applied learning opportunities to build on research and development understandings.
- Providing career counselling services through the Jobs and Skills Centres to guide clients in recognising their interests, potential and career aspirations.



## Our strategic enablers

- Nurture a caring and inclusive culture valuing all staff and students.
- Pursue a 10-year shared vision for TAFE digital service delivery considering accessible, universally designed training and high-quality student engagement.
- Provide a digitally efficient student experience from enquiry to certification.
- Collaborate with industry and community to co-design innovative, responsive, and contemporary courses.
- Shape our campuses to align with the evolving needs of industry and community, refreshing and maintaining industry standard equipment in simulated or digitally enabled environments.
- Integrate responsible practices and foster a culture of sustainability and safety into our own business operations.
- Collaborate on cross government initiatives which contribute to the achievement of government priorities for economic development and social impact.
- Be agile in our recruitment, development, and retention of qualified and industry current lecturers to meet delivery and workforce diversity requirements.
- Foster relationships and partnerships with the Department of Training and Workforce Development to maximise performance of department provided services to support the implementation of strategic priorities.





# Declaration

North Metropolitan TAFE is pleased to submit its strategic plan 2024 – 2026 for the Minister’s approval.



**Mara West**  
GOVERNING COUNCIL CHAIR

27/11/2023

Date



**Michelle Hoad**  
MANAGING DIRECTOR

27/11/2023

Date

The strategic plan 2023 – 2026 for North Metropolitan TAFE is:

approved

not approved



**HON SIMONE MCGURK MLA**  
MINISTER FOR TRAINING

28/11/2023

Date





RT0: 52786

1300 300 822

enquiry@nmtafe.wa.edu.au

northmetrotafe.wa.edu.au

**Postal address**  
North Metropolitan TAFE  
Locked Bag 6  
Northbridge WA 6865



● **CLARKSON**

ISC Campus with Jobs and Skills Centre

● **JOONDALUP (MCLARTY)**

ISC **JOONDALUP (KENDREW)**

Jobs and Skills Centre

ISC **BALGA**

Jobs and Skills Centre

Jobs and Skills Centre

**MIDLAND** ISC

● **LEEDERVILLE**

● **MOUNT LAWLEY**

ISC **PERTH**

Jobs and Skills Centre

● **EAST PERTH**