



TAFE WESTERN STRATEGIC PLAN 2015–2018



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www.tafewestern.edu.au

EDUCATION & TRAINING THAT CHANGES LIVES



It is my pleasure to present the 2015–2018 TAFE Western Strategic Plan. This plan will guide us through a time of significant change for TAFE NSW and the NSW VET Sector.

Over many years TAFE Western has met the challenges of operating across a large geographical area, through finding innovative and creative solutions to the issues which have confronted us. In this plan you will see that TAFE Western will continue to value this approach. We will also continue our strong focus on our customers and the communities of western NSW. Our previous commitment to Aboriginal education continues in this plan.

Within the changing VET environment we are also seeing a change in our customers' expectations. Across many business areas, customers are now expecting to 'do business' at times that suit them and in a highly individual manner. Most people now undertake many of their business transactions online. The same is true in education and our challenge in the coming years will be to deliver our customers a personal experience that includes customised individual support.

At the same time that we are constantly re-evaluating the services and experience our customers receive, we will be focussing on building a sustainable business. Our traditional revenue streams are changing and TAFE Western is very focussed on generating new revenue streams as well as managing our costs. By successfully generating surplus funds we can re-invest into TAFE Western's services, technology and facilities across western NSW.

During times of change our staff often feel frustrated and uncertain. This plan highlights the commitment of TAFE Western to support staff so the whole workforce can together achieve our vision of 'Education and Training That Changes Lives'. During the next three years we will be focussing the attention of all staff on our stated values of Collaboration, Accountability, Respect and Integrity. By ensuring these values are incorporated into the work of all staff, TAFE Western will be a place where staff want to work and students want to learn.

Any planning document is only effective if those for whom the plan applies embrace its intent and commit to acting on its stated direction. I commend the 2015-2018 TAFE Western Strategic Plan to all staff. As the VET environment changes what each staff member does in their day-to-day activities will also change. This plan provides a framework to guide all of us in determining our priorities in the coming three years.

I am confident that TAFE Western, given our strong history of being innovative and creative, will successfully transition to being a sustainable business that delivers education and training that continues to change lives in western NSW and beyond.

Kate Baxter
Institute Director

OUR BUSINESS PRINCIPLES

CUSTOMER SERVICE

In TAFE Western's more competitive operating environment, where funding to operate is directly connected to the enrolment and course completion of students, our success and survival will be our ability to attract, retain and complete students. Every staff member should be aware of how their role and their actions contribute to a good customer experience.

CUSTOMER RESPONSIVENESS

Customer responsiveness focuses on knowing what the customer wants and making sure they get what they want in a timely manner. TAFE Western needs to be able to identify, and respond to, what the market demands to be able to attract students.

QUALITY

In our more competitive operating environment, quality will continue to be our key competitive advantage. It is important to consider what quality means to a customer and ensure we align our priorities with their expectations of us.

VALUE FOR MONEY

Customers make purchase decisions based on a wide range of factors and every customer is different. Broadly speaking, customers will choose to purchase the product that provides them with the best benefit for the price they are prepared to pay. TAFE Western needs to consider how to ensure customers understand the value they get for their purchase with us.

OUR VALUES AND BEHAVIOURS

In living our values TAFE Western staff will focus on:

INTEGRITY

- Communicating with clarity and honesty.
- Acting in a way that is lawful, ethical and builds trust in TAFE Western.
- Challenging unacceptable behaviour.
- Seeking opportunities for continued learning and personal growth.

RESPECT

- Treating others with respect and dignity and respecting diversity.
- Addressing conflict directly and in a way that focuses on early resolution.
- Taking the time to really listen to co-workers and customers.
- Implementing the statement 'TAFE Western rejects any form of racism'.

COLLABORATION

- Willingly sharing information, knowledge and skills with others.
- Supporting group decisions made by others or the team they belong to.
- Appreciating other people's strengths and what they contribute to the team.
- Recognising, praising and thanking my colleagues.
- Embracing change and innovation by contributing and being open to new ideas.
- Promoting confidence in TAFE Western by acting as an ambassador.

ACCOUNTABILITY

- Taking responsibility for my decisions, behaviours, actions and mistakes and admitting if wrong.
- Giving and receiving constructive feedback in a timely manner and using it as an opportunity to improve.
- Stating how I feel so others can understand my concerns and my views.
- Explaining the rationale behind decisions to foster better understanding.

TAFE WESTERN STRATEGIC PLAN 2015 – 2018

VISION	
Education and training that changes lives.	
MISSION	
TAFE Western creating education and training opportunities and outcomes for individuals, communities and industry.	
STRATEGIC INTENT	
Create retained earnings to invest in changing lives in western NSW.	
GOALS	STRATEGIES
During the 2015 – 2018 period, TAFE Western will focus on:	
Strengthening Customer Relationships	<ul style="list-style-type: none"> Delivering the personal experience and individual support our customers want. Making the experience of our customers easy and satisfying for both internal and external customers. Being responsive to customer feedback and adapting services based on feedback.
Building a Sustainable Business	<ul style="list-style-type: none"> Actively competing in new markets—at a local, national and global level. Understanding and managing our real costs. Understanding and diversifying our revenue streams. Generating profits to reinvest in our customers, our business and our region. Building or strengthening partnerships to capitalise on emerging opportunities. Demonstrating leadership in ecological sustainability.
Fostering Innovation	<ul style="list-style-type: none"> Empowering and inspiring innovative thinking and behaviour. Ensuring innovation is supported, shared and replicated across TAFE Western. Building innovative ICT infrastructure and capability. Establishing an innovation fund to support the development of innovative products or new ways of doing business.
Being a High Performing TAFE Western Team	<ul style="list-style-type: none"> Creating a capable future workforce committed to working together to achieve the TAFE Western vision. Working together to develop a high performing and a healthy business culture. Focusing on continuous improvement.
Leading Aboriginal and Indigenous Education and Training	<ul style="list-style-type: none"> Developing and delivering innovative programs in partnership with stakeholders. Ensuring Aboriginal graduates from TAFE Western are supported to find and retain employment. Extending our leadership in Aboriginal education and training to the national and global market place. Continuing to contribute to the improvement of life outcomes of Aboriginal peoples to bridge the gap on the disadvantage Aboriginal peoples experience in relation to educational and employment outcomes. Committing to reconciliation between non-Aboriginal and Aboriginal peoples.
Investing in Western NSW	<ul style="list-style-type: none"> Strengthening TAFE Western Connect to offer more choices in more places. Contributing to the economic and social development of local communities. Understanding and responding to the different needs of individual communities. Investing in technology which improves educational access for communities.

OUR BUSINESS PRINCIPLES

- Customer service
- Customer responsiveness
- Quality
- Value for money

OUR VALUES

- Integrity
- Respect
- Collaboration
- Accountability



TAFE WESTERN CASE STUDIES

Strengthening Customer Relationships

Student Hubs



At TAFE Western, we focus on exceptional customer service and ensuring our students have access to the absolute best in learning facilities.

TAFE Western's Student Hubs provide a one-stop shop for all the information and support students need—whether that be individually or in groups.

It is our aim to wrap our services around our students, providing a physical and virtual learning environment while also providing a collaborative network of staff who work together to service TAFE Western students.

Features of the Student Hubs include:

- course information
- enrolment assistance
- Aboriginal student support services
- disability support services
- counselling and career advice
- library services
- study help and more.

Currently TAFE Western has Student Hub locations in Dubbo, Orange and Parkes.

Following successful trials at these three locations, new hubs will be rolled out in Bourke, Walgett, Bathurst, Wilcannia and Mudgee in the not too distant future.

Building a Sustainable Business

Business Partnerships



Over the past few years the vocational education and training sector has undergone significant changes.

It is important for TAFE Western to build a sustainable business. A crucial element in our bid to actively compete in new and existing markets is to develop strong and beneficial partnerships.

Some of these successful partnerships include:

- Western NSW Local Health District:** Training is provided for staff across their regional footprint, collaboration on workforce projects for Western NSW.
- Skillset:** We provide training for Skillset trainees and apprentices, as well as being their RTO partner for the Green Army program in NSW, Queensland and the ACT.
- Aboriginal Employment Strategy (AES):** We have a formal agreement to work together with the AES to facilitate sustainable employment outcomes for their Aboriginal clients.

TAFE Western's partnerships are not confined to Australia. We also have a memorandum of understanding with Wuxi International Childcare Centre and are negotiating partnerships with other Chinese organisations.

These partnerships demonstrate not only TAFE Western's diversity, but leadership and ongoing ambition to compete in markets locally, nationally and internationally.

Fostering Innovation

Maliyan Experience



TAFE Western has made a reputation for itself throughout Australia and internationally for creating and fostering innovative, world class programs, courses and ideas for Aboriginal peoples.

A key priority for TAFE Western is to invest in ideas and strategies that have the potential to create new products, enter new markets, and bring our products and services to our customers more efficiently and with a better experience for them.

A perfect example is The Maliyan Experience—Supporting Cultural Excellence. This is a new product that has been developed to fit a market need and combines a range of learning approaches—online, face to face and business consultancy.

The Maliyan Experience is TAFE Western's six stage cultural competence training program for individuals and businesses. The program is designed to provide students with the first step to bridging the gap through cultural excellence.

Participants better understand Aboriginal peoples, as well as considering the attitudes, practices, business standards and policies they need in their workplaces. This generates a better outcome for all.

The Maliyan Experience is an exciting, interactive journey, with Aboriginal teachers sharing their knowledge and perspectives for the benefit of all participants.

Being a High Performing TAFE Western Team

Aspiring Leaders Program



Thirty six aspiring leaders at TAFE Western have recently graduated from the Aspiring Leaders Program.

The program, run in partnership with the Australian Catholic University (ACU), is part of a strategy to create a capable future workforce that will work together to achieve TAFE Western's vision.

The key deliverables were to build leadership excellence for succession planning by:

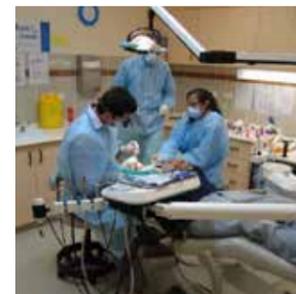
- developing strategic skills
- developing financial acumen skills
- enhancing personal leadership skills
- building change management capabilities.

An important part of the program was to work in teams for eight months to develop unique projects that will enhance a higher performing, and healthy business culture.

Some of these projects included: developing and promoting innovation, collaboration across the business and a real focus on continuous improvement.

Leading Aboriginal and Indigenous Education and Training

iSmile



At TAFE Western, we pride ourselves on helping bridge the gap on the disadvantage Aboriginal peoples face when it comes to education and employment.

iSmile is one of a number of TAFE Western programs offering life changing opportunities.

iSmile is a training program which provides Aboriginal students with a customised pathway to a career in oral health (or other areas in the health industry), ensuring that Aboriginal graduates are supported in finding employment.

Students in the iSmile program commence with a one year co-enrolment in Certificate III Dental Assisting and a Certificate II Skills for Work and Training.

The aim is to provide targeted literacy, numeracy and learning strategies contextualised to the dental industry through the Certificate II qualification as well as technical skills through the Certificate III qualification.

The iSmile training program is delivered flexibly and once completed, students can exit to work as a dental assistant or continue their studies at TAFE Western and Charles Sturt University, working towards a career as a dental hygienist, dental therapist or dentist.

iSmile is not an acronym, but is meant to represent happy people being able to smile because they have been provided with good dental care.

Investing in Western NSW

TAFE Western Connect



TAFE Western Connect (TWC) offers innovative training solutions that provide students with easy access to the best study options where they live, which contributes to the economic and social development of local communities.

TWC brings our products and services, with the support of technology and mobile units, to all our customers, including those in rural and remote locations.

TWC has invested heavily in technology and state-of-the-art equipment to ensure the best learning experience and educational access for local communities. The Heavy Vehicle Driving Simulator is an excellent example.

The Certificate II Driving Operations was offered to 11 students in Brewarrina, with the objective of preparing them for their heavy rigid licence assessment.

Collaboration between community and TAFE Western staff provided a great training opportunity to these remote students. All 11 course participants completed the course, with 10 students booking in for their Heavy Rigid licence training at Bathurst.

As well as delivering training via our mobile unit fleet, TWC offers a number of other study options, including online learning, connected classrooms and web conferences.

TAFE Western Connect offers students who wish to study where they live or work, flexible, quality study options—more choices in more places.

Bathurst College

Panorama Avenue (PO Box 143)
Bathurst NSW 2795
P 02 6338 2424 F 02 6338 2439

Coonamble College

Dubbo Street (PO Box 200)
Coonamble NSW 2829
P 02 6827 1600 F 02 6827 1616

Grenfell College

Cnr Rose and East Streets
Grenfell NSW 2810
P 02 6349 1000 F 02 6349 1033

Orange College

March Street (PO Box 1059)
Orange NSW 2800
P 02 6391 5777 F 02 6391 5613

Bourke College

Oxley Street (PO Box 510)
Bourke NSW 2840
P 02 6872 2287 F 02 6872 3052

Cowra College

27-33 Carleton Street
Cowra NSW 2794
P 02 6340 1700 F 02 6340 1788

Lightning Ridge College

Kaolin Street (PO Box 552)
Lightning Ridge NSW 2834
P 02 6829 9800 F 02 6829 9805

Parkes College

25 Bushman Street
Parkes NSW 2870
P 02 6862 8100 F 02 6862 2999

Brewarrina College

Bourke Street (PO Box 213)
Brewarrina NSW 2839
P 02 6839 2433 F 02 6839 2473

Dubbo College

Myall Street (PO Box 787)
Dubbo NSW 2830
P 02 6883 3444 F 02 6883 3466

Lithgow College

2 Hill Street (PO Box 297)
Lithgow NSW 2790
P 02 6352 0444 F 02 6352 0466

Walgett College

42 Arthur Street (PO Box 186)
Walgett NSW 2832
P 02 6828 6200 F 02 6828 6296

Broken Hill College

248 Argent Street
Broken Hill NSW 2880
P 08 8082 6888 F 08 8087 5264

Dunedoo College

Digilah Street (PO Box 6)
Dunedoo NSW 2844
P 02 6370 3300 F 02 6370 3303

Menindee College

Bear Street
Menindee NSW 2879
P 08 8091 4148 F 08 8087 5264
or through Broken Hill College

Warren College

Burton Street (PO Box 174)
Warren NSW 2824
P 02 6847 7501 F 02 6847 7541

Cobar College

45 Bathurst Street
Cobar NSW 2835
P 02 6836 2399 F 02 6836 3081

Forbes College

Cnr Browne and Harold Streets
(PO Box 145)
Forbes NSW 2871
P 02 6853 9100 F 02 6853 9111

Mudgee College

269 Ulan Road (PO Box 297)
Bombira via Mudgee NSW 2850
Phone 02 6378 2666
Fax 02 6378 2685

Wellington College

43 Maughan Street
(PO Box 92)
Wellington NSW 2820
P 02 6845 1844 F 02 6845 2780

Condobolin College

Cnr Turner and High Streets
(PO Box 155)
Condobolin NSW 2877
P 02 6895 3133 F 02 6895 2087

Gilgandra College

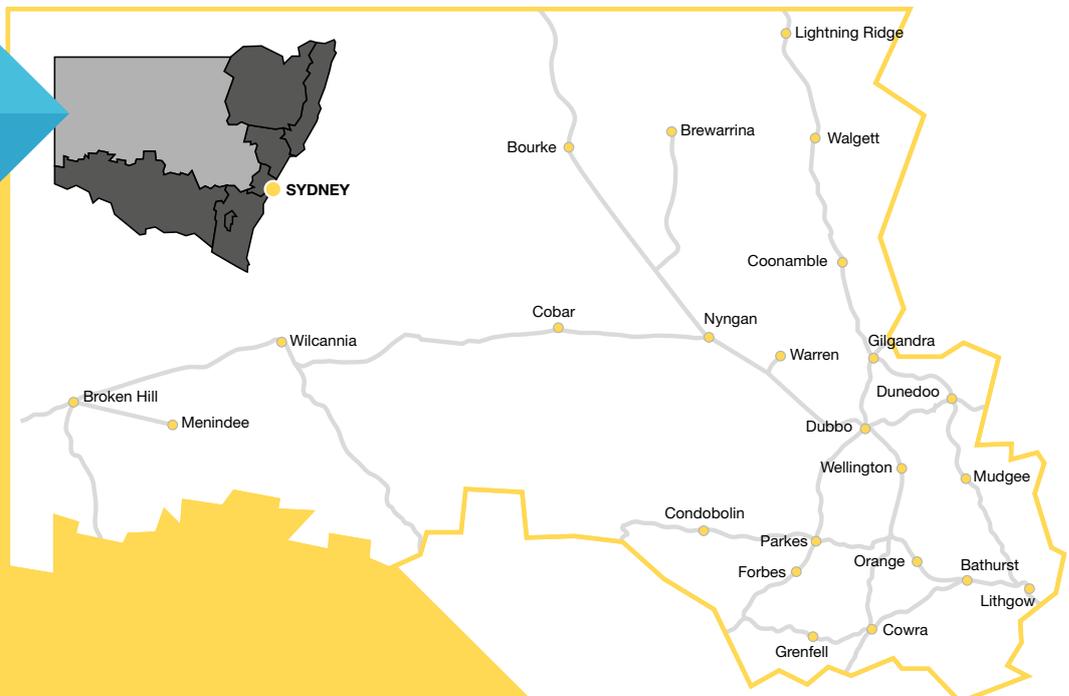
Wamboin Street (PO Box 48)
Gilgandra NSW 2827
P 02 6847 8700 F 02 6847 8760

Nyngan College

Cobar Street (PO Box 69)
Nyngan NSW 2825
P 02 6832 1883 F 02 6832 2532

Wilcannia College

Reid Street (PO Box 23)
Wilcannia NSW 2836
P 08 8091 5974 F 08 8091 5081



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