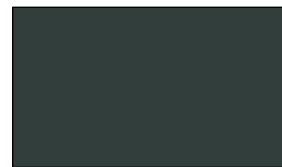
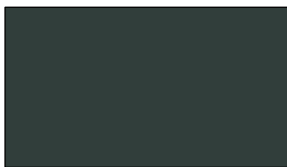
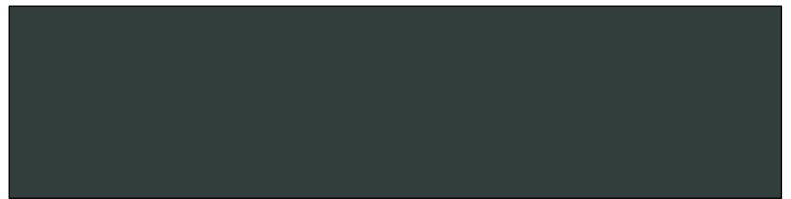




Government of **Western Australia**
Department of **Training**
and **Workforce Development**

Ministerial Guidelines for TAFE college strategic plans 2020 - 2022

April 2019



THE MINISTER FOR EDUCATION AND TRAINING

Ministerial guidelines relating to the provision of TAFE college strategic plans 2020 - 2022

These guidelines are issued by the Minister for Education and Training to TAFE Colleges under section 13 of the *Vocational Education and Training Act 1996* and are to be followed by Governing Councils and colleges pursuant to section 13(4) of the Act.

Citation

These guidelines may be cited as *Guidelines for TAFE college strategic plans 2020 - 2022*.

Interpretation

In these guidelines, unless the contrary intention appears –

‘college’ means a college established under section 35 of the VET Act;

‘the VET Act’ means the *Vocational Education and Training Act 1996* as amended;

‘TAFE College’ means a college established under section 35 of the VET Act.

In these guidelines, unless the contrary intention appears, a term that is used in the VET Act and in these guidelines has the same meaning as is given to the term in the VET Act.

Application of these guidelines

These guidelines apply with respect to the provision of a draft strategic plan by colleges for approval by the Minister.

Dated this 20 day of May 2019.


SUE ELLERY MLC
MINISTER FOR EDUCATION AND TRAINING

Introduction

The *Vocational Education and Training Act 1996* (VET Act) requires TAFE colleges to submit a draft strategic plan to the Minister for Education and Training before 1 September of each year (Section 43). Regulation 3A of the *Vocational Education and Training (Colleges) Regulations 1996* Prescribes that a college's draft strategic plan must be for a period of 3 years.

Recent accepted practice has been for strategic plans to be re-cast in entirety on a needs basis, often each three years, with interim modifications to the strategic plans in intervening periods. Latest versions of strategic plans are required by the Act to be submitted each year.

The VET Act also requires that college **business** plans are submitted annually (see separate Ministerial guidelines).

Purpose of guidelines for TAFE college strategic plans

These guidelines are provided to:

- refer Governing Councils to the legislative context relating to the development of strategic plans;
- convey the Government's key priorities through the Minister's Statement of Expectations to guide the development of strategic direction; and
- within these parameters, provide autonomy to Governing Councils to tailor college directions and activities to local emerging needs and through industry partnerships.

Legislative context

The VET Act Section 43 includes statements that the strategic plan must:

- "set out the colleges medium to long term objectives (including economic and financial objectives) and operational targets and how those objectives and targets will be achieved"; and
- "be consistent with the State Training Plan"¹.

The Minister may approve a draft plan received from a college ... or refuse to approve it and require the college to prepare another or an amended draft.²

Content and format of the Strategic Plan

The strategic plan should:

- incorporate relevant priorities identified in the Minister's Statement of Expectations on page four of these guidelines including the priorities identified in the State Government's *Our Priorities: Sharing Prosperity* where relevant to college activities.
- be sufficiently broad to provide an overarching framework for the draft annual business plan.

¹ Vocational Education and Training Act 1996 Section 43(2)(a) and 43(3)

² Ibid Section 43(4)

In the interests of ensuring consistency in form and consideration of issues across colleges, strategic plan formats should include the following components:

- operating environment analysis;
- the organisation's vision, mission and values; and
- strategic priorities and key actions required for their achievement.

Responsibilities of TAFE colleges

Strategic plans and annual business plans are also mechanisms to provide assurance to councils and the Minister that:

1. the college can manage its future operations in an open, transparent and accountable manner.
2. planned operations are in accordance with college functions as stipulated in the VET Act and the following documents (available online):
 - [TAFE colleges commercial activities guidelines](#);
 - [Ministerial guidelines for international commercial activities of TAFE colleges](#);
 - [Minister's Instrument of Delegation \(Colleges\)](#); and
 - [VET \(WA\) Ministerial Corporation Instrument of Authorisation \(Colleges\)](#).
3. the college is practising risk management as required under the [Public Sector Commissioner's Circular 2015-03](#).

Strategic and business plan processes and content should therefore incorporate provision for assuring appropriate governance systems.

A college must perform its functions in accordance with its strategic and annual business plan as per section 37(2) of the VET Act and within the parameters of the instruments of delegation and authorisation and the *Ministerial Guidelines* as listed above.

Process

The Governing Council and college senior management should be engaged in the planning process. Stakeholder perspectives will be important in the identification of future priorities.

Responsibilities of the Department of Training and Workforce Development

Following the Minister's endorsement of strategic and annual business plans the Department will work with colleges to allocate resources to support business plans having regard to parameters set by the Minister and annual budgets.

Submission of draft strategic plans

Colleges are required to submit their draft strategic plans to the Minister in PDF format with a copy to tpg@dtwd.wa.gov.au no later than **1 September 2019**.³

The strategic plan should be accompanied by a covering letter to the Minister. The letter should indicate whether there have been any amendments to the strategic plan from the previous year and the consultative process utilised in developing the plan.

The strategic plan and the covering letter should be endorsed by the Governing Council and signed by both the Governing Council Chair and the college Managing Director. A template for the Strategic plan declaration is included on page 5.

The Strategic Plan should be made available to the public through college websites following the Minister's approval.

³ Vocational Education and Training Act 1996 Section 43(1)

Minister's Statement of Expectations

This statement provides clarity to colleges on government policies and priorities relevant to the work of the TAFE colleges.

Through *Our Priorities: Sharing Prosperity (Our Priorities)* and *Plan for Jobs*, the McGowan Government has set a clear agenda to create jobs, grow and diversify the economy, and change the way Government works so that all Western Australian's can share in our State's prosperity.

TAFE plays a critical role in ensuring that Western Australians have the skills they need to take advantage of the jobs being created now and into the future.

Under *Our Priorities* the McGowan Government has identified six priority areas of focus for this Government with targets under each. The Vocational Education and Training (VET) sector will contribute to targets in at least three of these priority areas:

- **A strong economy**; by ensuring the State has the workforce it needs as jobs are created;
- **A bright future**; by increasing promotion and participation in STEM courses and related VET qualifications; and
- **Regional prosperity**; by ensuring training aligns with future jobs growth in the regions.

As important as achieving each of the targets we have set for ourselves under *Our Priorities*, is how they are achieved. It will be about working closely with partners inside and outside of Government, because the targets set cannot be achieved by Government alone.

In addition to the goals set out in *Our Priorities* and the *Plan for Jobs*, I also expect that your college plans and operations should reflect:

- conduct that is transparent, accountable and within budget;
- effective management of risk;
- training delivery that is aligned with:
 - the Government's economic and strategic skill development policies outlined in the *Plan for Jobs* and *State Training Plan*; and
 - future jobs growth in the regions, in line with the regional-specific occupation lists where available (for regions only);
 - workforce development needs of industry, especially where significant reform and growth is expected e.g. disability services sector and the roll out of the National Disability Insurance Scheme (NDIS).
- an integrated customer focussed service, reliable information and support and one contact point for industry, business and individual jobseekers around their career and training needs through the effective implementation and management of its Jobs and Skills Centres;
- new and innovative partnerships to create training and job opportunities to support the successful implementation of the VET Regional Partnerships Program, where appropriate (for metropolitan TAFEs this includes partnerships to share expertise with regional colleges);

- the colleges contribution to the development and implementation of a long-term international education strategy to increase Western Australia's market share of international students (with a particular focus on metropolitan colleges);
- ways to increase the access of Aboriginal Australians to relevant, appropriate high quality education and training;
- ways to maximise the access of other disadvantaged groups to training and job opportunities;
- how the college:
 - works with the Department of Training and Workforce Development, State Training Board and industry stakeholders to address the skills needs of workers impacted by new technologies and automation;
 - works with industry and employer stakeholders to increase the attraction, participation and completion of students in apprenticeships and traineeships;
 - is increasing the access of Aboriginal Australians to relevant, appropriate, high quality education and training;
 - maximises the access of other disadvantaged groups to training and job opportunities;
 - prioritises and increases skill set training to respond to enterprise need;
 - continues to evolve digital service delivery to provide greater access and flexibility to training;
 - continues to increase efficiency and quality in training delivery; and
 - monitors data to ensure early identification and response to trends and performance issues.

Declaration

The college **must** include the signed declaration page at the back of the strategic plan as a separate page. A template is provided below.

<Insert college name> is pleased to submit its <year - year> strategic plan for the Minister's approval.

<Insert name of Governing Council Chair>
GOVERNING COUNCIL CHAIR

Date

<Insert name of Managing Director>
MANAGING DIRECTOR

Date

The <year – year> strategic plan for <Insert college name> is:

- approved.
- not approved.

HON SUE ELLERY MLC
MINISTER FOR EDUCATION AND TRAINING

Date