



Government of Western Australia
Department of Training
and Workforce Development

Strategic Plan

2023-2028

Acknowledgement of Country

The Department of Training and Workforce Development acknowledges Aboriginal people as the first sovereign Nations of Western Australia. We acknowledge their ancestral ties to the land and spiritual connection to Country. We acknowledge Elders both past and present, and value the contribution of Aboriginal people within our organisation. We support the Uluru Statement from the Heart and we embrace its invitation to walk alongside Aboriginal people, united in a movement for a better future for all Australians.



"Kaardijin" - Brody Campbell, 2023.

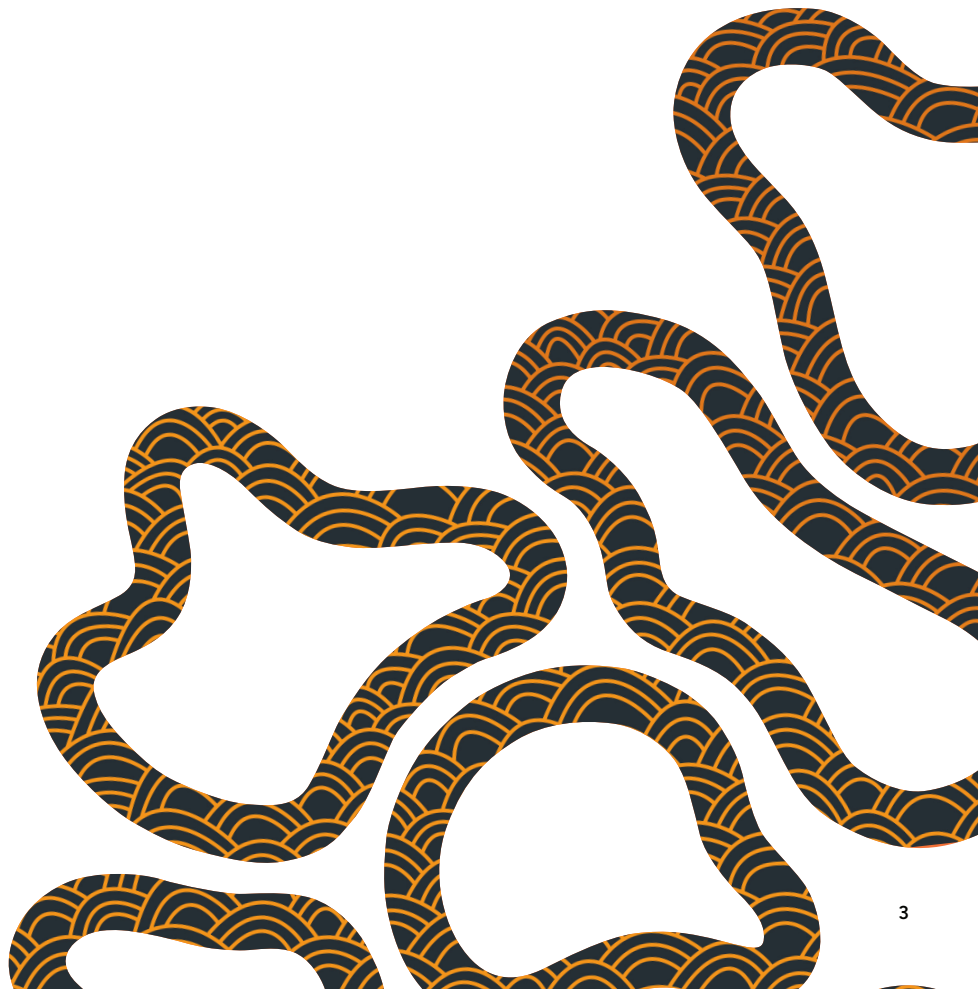
The design of this strategic plan is inspired by former North Metropolitan TAFE student and Aboriginal artist Brody Campbell's artwork "Kaardijin" (pictured above).

Kaardijin, meaning knowledge in Brody's language, tells a story of transforming lives, communities and enabling a thriving economy through a contemporary vocational education. Each element within Kaardijin holds a significant meaning that contributes to the overall narrative.

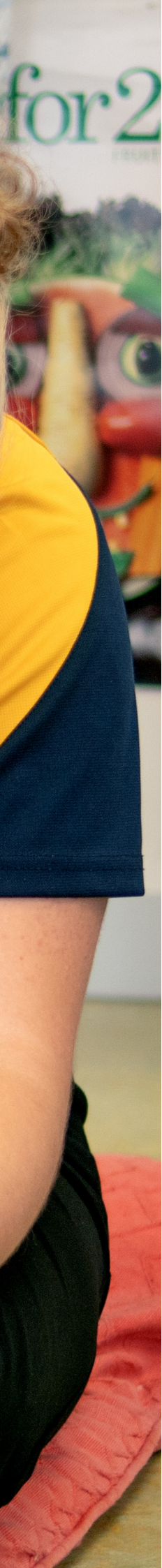
A celebration of the skills fostered at TAFE, and the culture of the First Nations peoples of Western Australia, the design is a visual reminder of the Department of Training and Workforce Development's ongoing commitment to reconciliation in Australia.

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About the Department

On behalf of the State Government of Western Australia, the Department of Training and Workforce Development assists the responsible Minister to manage and coordinate the State's vocational education and training sector. This important system stewardship role is undertaken in the context of national frameworks which ensure the quality and portability of qualifications.

Through strong engagement with industry, community and training service providers, and in close collaboration with other government agencies, the Department:

- identifies the current and emerging skills needed for Western Australia;
- leads the development of training and workforce strategies; and
- manages the public investment in training and workforce services delivered by TAFE colleges, private training providers and other service providers.

The Vocational Education and Training Act 1996 is the enabling legislation for the State training system and establishes the five TAFE colleges as statutory authorities with their own functions, accountabilities, Governing Councils, Managing Directors, staff and students. The State Government places TAFE colleges at the centre of government-funded vocational education and training across Western Australia. Their role is particularly important in regional and remote areas of the State, along with new and emerging skill areas, to support the State's economic diversification agenda.

The Department commissions training services from the TAFE colleges and provides a range of services to TAFE colleges. The partnership governance model between TAFE colleges and the Department fosters a collaborative state-wide network of TAFE colleges, underpins acceleration of system-wide improvements, and maintains high standards of training, which enables the Western Australian workforce to support a thriving and diversifying economy.

The Department also procures training and related services from over 200 private and not-for profit organisations. These providers play an important role in the State training system as they can offer flexibility and agility, specialisations and support for disadvantaged and under-represented groups in our workforce. They also help to address the unique aspects of our economy, geography and population.

Our story so far

The emergence of the COVID-19 pandemic in 2020 severely disrupted jobs and workforces, with some jobs disappearing suddenly and other industries requiring surge workforces.

Western Australia's strong economic recovery that followed brought with it an extremely tight labour market with shortages of skilled people constraining business growth across many industries and regions. These extraordinary circumstances have put skills and workforce strategies front and centre of our collective efforts to secure a sustainable and prosperous future for all Western Australians.

Apprenticeships, traineeships and enrolments in vocational training have reached record highs compared to pre-pandemic levels driven by significant investment by the State Government, lower fees for students and employer incentives. Innovative strategies and programs have been put in place to assist under-represented groups to enter training and jobs including an acceleration of the shift towards shorter courses and more agile training solutions. Skilled migration policy settings and services have been changed to make Western Australia the State of choice for skilled migrants.









The future enabling shifts required

The challenges of workforce shortages must remain a focus for our work.

This strategic plan also sharpens the focus on the major economic transitions and strategic shifts that are needed over the next five years to enable the State training system to develop the skills and capabilities of the workforce for a growing, sustainable and thriving economy.

These include:

- the diversification of the economy and the movement to a low carbon future;
- the need to focus on student support and well-being to ensure that no one gets left behind as the economy grows and diversifies;
- the commitment to empower and support First Nations people to develop the skilling solutions that will enable them to realise their economic and community aspirations;
- the importance of digital skills, digital capability and the digitisation of service delivery to provide greater access to learning, jobs and future careers; and
- the central importance of TAFE as a public institution and the need to partner with TAFE and Registered Training Organisations to enhance capability to deliver contemporary and agile learning experiences for students across Western Australia.

Our strategic plan

This plan sets out a clear vision for the future of the State training sector and guides the activities of the Department of Training and Workforce Development.

It draws on extensive consultation with industry, community and government representatives, TAFE colleges, Registered Training Organisations, other service providers and the staff of the Department.

It seeks to position the agency to deliver on government priorities and ensure that training and workforce strategies are aligned to emerging skill needs of the Western Australian economy, while widening access to learning, jobs and future careers.

Vision

Transforming lives and communities,
and enabling a thriving economy.

Purpose

To lead agile training and workforce strategies that
enable all Western Australians to participate in a highly
skilled and diversified economy.

Values

We find
solutions,
deliver and do
things well.

We have
integrity and
courage.

We respect,
trust and
care for each
other.

We know
diversity
makes us
stronger.

Priorities

Strategies

1

Enable all Western Australians to easily choose and access training that leads to jobs and careers according to their aspirations.

- Simplify training, job and career information across multiple platforms to enable students to more easily navigate the training system.
- Improve foundation and digital literacy skills to enable participation in the community and expand training and employment opportunities.
- Enhance access to student support to increase participation and retention.
- Increase awareness of careers available through vocational pathways among school students and educators.
- Enhance integration with tertiary education.

2

Lift the participation of First Nations People and under-represented groups in training and employment.

- Place First Nations People at the forefront of developing strategies to Close the Gap on employment and training measures and develop the skills to realise their economic and community development priorities.
- Enable women to develop the skills to participate equally in the community and workforce.
- Design policies, programs and service delivery with students from diversity groups and under-represented cohorts, including people with disabilities, mature aged jobseekers, people from culturally and linguistically diverse backgrounds, and people from remote geographic locations.

3

Grow the supply of skilled workers to sustain our economy and community wellbeing.

- Evolve approaches to understanding the State's skills needs to target investment.
- Partner with industry and training providers to develop sector strategies to address critical skill needs.
- Develop strategies to maintain a steady supply of apprenticeships and traineeships through the economic cycle.
- Enhance training options to support employers to upskill and reskill the existing workforce.
- Adjust State skilled migration policy settings so that Western Australia is a destination of choice in the global competition for skilled talent.

Priorities

Strategies

4

Develop the skills and capabilities for a clean energy economy and new and emerging industries.

- Build the workforce skills and training infrastructure to position Western Australia as a global leader in clean energy.
- Work with government agencies and industry to develop industry-specific workforce strategies to support economic diversification in priority sectors.
- Build relationships with market leaders to understand and prioritise future skills, jobs and workforce development.
- Create an agile model to make new curriculum and training products available in Western Australia.

5

Partner with TAFE to support their delivery of contemporary learning experiences that meet student and employer needs.

- Pursue a 10-year shared vision for TAFE digital service delivery.
- Enable an efficient digital TAFE student journey from enquiry through to certification.
- Increase the quality and availability of online and blended training opportunities at TAFE, particularly for regional and remote learners and workplace learners.
- Support TAFE to grow, retain and develop the skills of its workforce to thrive in a modern workplace.
- Strategically target investment in TAFE infrastructure and equipment.



Aspirations

Students are at the heart of vocational education and all students are supported to achieve their aspirations and be job ready.

Agile and digitally enabled training gives Western Australia a comparative workforce advantage locally and globally.

Industry in Western Australia has the skills to grow sustainably and diversify.





Key enablers

- Create value by caring about our people and developing our individual and collective capacity.
- Negotiate a new National Skills Agreement with the Australian Government and successfully implement agreed national reforms.
- Engage with industry, community, regional and government stakeholders to better understand skills and workforce needs and advise on trends.
- Partner with and support TAFE colleges as the anchor institute of the State Training System.
- Foster relationships and partnerships with training and service providers to optimise the quality and impact of public investment in skills and training.
- Enhance quality assurance and performance monitoring processes to ensure strategic priorities are achieved.
- Maintain delivery of high quality corporate services to the Department and TAFE colleges to support the implementation of strategic priorities.

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