



**South
Metropolitan**

**SOUTH
METROPOLITAN
TAFE**

2023 - 2025

Strategic Plan

*Skilling Western
Australians for a
smart future*



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Acknowledgement

We acknowledge the Noongar peoples of the Whadjuk and Gnaala Karla areas as the Traditional Custodians of the lands that South Metropolitan TAFE's campuses are situated upon. We acknowledge the wisdom of Aboriginal Elders past and present, and pay respect to Aboriginal communities of today. We recognise the rich and diverse culture of Aboriginal and Torres Strait Islander peoples, and the valuable contribution this diversity brings to our college and country.

Foreword

Skilling Western Australians for a Smart Future

Since launching South Metropolitan TAFE's Skilling Western Australians for a Smart Future Strategic Plan in 2019, our world has changed significantly. The COVID-19 pandemic has impacted businesses and communities globally, creating new challenges and amplifying the need for a skilled workforce. Despite the changes to our operating landscape the priorities of our strategic plan remain as relevant as ever.



The stimulus measures announced by the Western Australian (WA) State Government has placed sharp focus, and responsibility, on the role of training as an economic enabler. Central to our operations over the next three years will be supporting State Government COVID-19 recovery initiatives, and the policy priorities outlined in Diversify WA and the WA Recovery Plan.

Evolving technologies will continue to have profound effects on jobs and economies globally, nationally and within our own state. While the threat of change and the reality of the unknown can be daunting, the COVID-19 pandemic has shown that with crisis comes opportunity, and the impetus to consider new ways of doing things. To do so, we must more than ever look to develop partnerships with industry, share resources and collaborate so that we will mutually build the capability to face the challenges of today and the future.

It is in this evolving environment that SM TAFE must continue to keep pace with the expectations of our consumers, and deliver seamless student-centric experiences and quality, technology rich learning environments. Traditional models of teaching and learning continue to be challenged, and our ability to reflect on how we operate will define our capacity for future success.

As the training provider for communities within the vast southern metropolitan region of Perth, SM TAFE's commitment to community is a central part of our strategic plan. We continue to be passionate advocates for the important role that TAFE plays in maximising the outcomes of the

disadvantaged and underserved members of our community, and our commitment to improving and developing this work is reflected in our plan. The COVID-19 pandemic has only served to renew the importance of our role in the community.

Ultimately, the success of our strategic plan will be reliant on the capacity of our staff to be agile, responsive and enthusiastic about driving the customer experience, embracing change and being future focused. Achieving the strategies articulated in the People and Culture theme of our plan will be a critical lever in realising this success.

As a government organisation, we will continue to provide value for money, be accountable for public finances and work to achieve government policy priorities. Among those priorities include a strong focus on driving the STEM agenda, supporting defence initiatives and skilling the workforce for the care economy. Since the introduction of government stimulus initiatives, demand for training has grown significantly in supporting apprenticeships and reigniting international education – a positive step to energising our economy with skilled workers.

Elizabeth Carr AM
Chair

Terry Durant
Managing Director

Introduction

South Metropolitan TAFE is the primary provider of vocational education and training across the southern metropolitan region of Perth. We train thousands of students every year and engage with hundreds of businesses, playing a vital role in the economic prosperity of the state by responding to, and anticipating, changes in the needs of industry. As a government organisation, we are committed to working collaboratively to achieve the priorities of the State Government, including those outlined in the Review of Skills, Training and Workforce Development, WA Recovery Plan and Diversify WA.

SM TAFE is positioned to support these priorities by:

- Providing students with the skills for jobs and pathways to further education.
- Partnering with businesses, industry and education organisations to collaboratively build capability and respond to rapid technological advancements.
- Responding to the immediate and emerging skilling needs of major stimulus programs and areas of emerging economic significance.

This strategic plan is designed to address the above priorities, while also focussing on the broader strategic issues we face. Technological change, including training for digital economy, automation and green energy will have substantial impacts on the jobs of the future – we must be ready for this. Similarly, we must continue to develop the student experience, focussing our attention on ensuring our learning environments are enhanced by technology and the student experience is a seamless one.

The importance of TAFE within the community is reflected in our strategic priorities to develop Aboriginal student outcomes, respond to the needs of disadvantaged and underserved members of our community, and support local businesses and industry.

The lever to success in our strategic plan will be our staff. Driving a culture of quality, that embraces our values of integrity, excellence, agility and innovation is vital to the success of our plan. We are fortunate to have a diverse and talented workforce; however, we are cognisant of the challenges of large organisations in building a resilient culture, facing change and ensuring quality and integrity remain integral to our operations. While universally challenging, the COVID-19 pandemic has demonstrated that our workforce is resilient and able to rise to the demands of change and innovation.





Our Vision, Purpose and Values



The Vision of South Metropolitan TAFE is:

By 2025, South Metropolitan TAFE will be a national leader in delivering skills for future jobs.

Our Purpose is:

To provide students with skills to enable employment and career development.



Values

INTEGRITY: We are committed to achieving our vision and delivering on our purpose. We work collaboratively and we are ethical and accountable in all our dealings with our students, our partners and ourselves.

EXCELLENCE: We are excellent at what we do - we have a quality focus and a quality lens in the services and training delivery that we perform. We exude and execute professionalism in all our dealings.

AGILITY: We are flexible, inclusive, agile, and easy to do business with. Servicing is done with the customer in mind and at the centre of all our decisions and actions. We are outcomes focussed and we are responsive.

INNOVATION: We are future focussed. Keeping pace with customers and market needs, we look for solutions and encourage creative thinking and continuous improvement.

Our Operating Environment

South Metropolitan TAFE has 12 campuses across the southern metropolitan region of Perth, the most northerly campus in Carlisle, to the southern semi-regional Mandurah campus servicing the Peel region. We provide skills and training to people from diverse communities and social backgrounds, industries and education levels, meaning our business is multi-faceted and diverse, with numerous priorities and stakeholders to consider.

Western Australia (WA) is the fourth largest employing state, with approximately 78% of jobs within the metropolitan region of Perth. WA employs 48% of Australia's mining jobs, equivalent to 8% of the state's job market, making the sector vital to the state's economic prosperity and a significant consideration from a skilling perspective, however making the state's prosperity exposed to fluctuations in global demand for commodities, as seen over the past decade.

The State Government's priority to establish a more diversified economy with growth across a wide range of sectors is supported by SM TAFE in our ability to connect and collaborate with local industry and provide the skills required to support jobs in emerging industries. WA is uniquely positioned to capitalise on exciting opportunities with strong, sustainable job outcomes, in industries such as defence, resources, energy solutions and tourism. SM TAFE is able to support and enable jobs and growth by partnering with organisations who are at the forefront of these developing industries.

The critical need for skills in health and social assistance is also a strategic consideration for SM TAFE. Demand for training in health and community services has remained relatively constant, with the ageing population, NDIS, the demands of the pandemic, and developments in consumer expectations expected to further drive demand for training in this area.

While our economic and broader operating environment is dynamic and evolving, so too are our key stakeholders - our students. As our customers becoming increasingly technologically literate and workplaces become more enabled by technology and innovation, SM TAFE must look to new ways of working and ensuring our delivery is supported and enhanced by new technology.

The diverse communities that we serve shape our operating priorities. With SM TAFE's catchment area including areas of high disadvantage and unemployment, targeting these areas through ongoing focused strategies continues to strongly align to our Commitment to Community strategic theme.



Our Strategy on a Page

Our Strategic Plan is underpinned by four strategic themes



COLLABORATION AND PARTNERSHIPS

- Strategically partner with organisations to promote capability and diversify revenue streams
- Collaborate with industry bodies, other government agencies and education providers to align products and services to future market needs and future jobs
- Support and enhance the capacity of local industry to meet their current and future workforce and skilling needs



INNOVATIVE LEARNING AND FUTURE SKILLS

- Be seen as a leader in delivering future skills.
- Ensure students are equipped with the skills to work in a technology rich and innovative economy
- Provide a seamless student experience and a contemporary learning environment
- Build our digital capability



COMMITMENT TO COMMUNITY

- Support healthy and vibrant communities by engaging with and meeting the skilling needs of the southern metropolitan and Peel region
- Maximise access to vocational education and training for vulnerable and underserved groups
- Promote and enhance the outcomes of Aboriginal students and community members
- Support a strong economy for Western Australians through transparent and sustainable financial management and effective risk governance
- Work collaboratively to achieve government goals and priorities



PEOPLE AND CULTURE

- Develop a quality and performance focused workforce
- Nurture a unified, supportive and collaborative culture that promotes our values of innovation, agility, integrity and excellence
- Develop a culture of innovation

UNDERPINNED BY OUR VALUES AND BEHAVIOURS OF: INTEGRITY | EXCELLENCE | AGILITY | INNOVATION



Work with partners that are aligned to our strategic priorities and develop our capabilities

With rapidly evolving industrial landscapes, technological disruptions and the evolving skilling needs of our workforce, collaborating and partnering with industry will be vital to growing capability and supporting a vibrant local economy.

Our Priorities	Our Strategies
Strategically partner with organisations to promote capability and diversify revenue streams	<ul style="list-style-type: none"> • Leverage partnerships to increase market share • Strengthen our reputation in markets with growing opportunities
Collaborate with industry bodies, other government agencies and education providers to align products and services to future market needs and future jobs	<ul style="list-style-type: none"> • Position SM TAFE as a partner of choice in Vocational Education and Training • Establish and extend partnerships with Aboriginal organisations • Collaborate with other government agencies and education providers to strengthen capability and agility
Support and enhance the capacity of local industry to meet their current and future workforce and skilling needs	<ul style="list-style-type: none"> • Develop business consultation capability and extend workforce development services • Engage with local industries to develop tailored workforce development solutions • Partner with industry to support a pipeline of talent for the emerging and future needs of the WA defence industry
Measures of Success	
We work with industry to co-design products and workforce solutions	Qualitative measures
We collaborate and partner with industry	Qualitative measures
We are recognised by key stakeholders as a training partner of choice	Qualitative measures
Overall Employer Satisfaction (National Quality Indicators – Employer Survey)	Quantitative measures
Graduate Destination – Employer (NVCER Graduate Outcomes Survey)	Quantitative measures



Deliver skills for future jobs in a technology enabled environment

The world of work is changing – technological innovations and industry 4.0 mean our students need the skills to face the challenges of evolving workplaces. We will do this by ensuring our learning environments are contemporary, enabled by technology and that our students are equipped with the skills to work in modern workplaces.

Our Priorities

Our Strategies

Be seen as a leader in delivering future skills

- Strategically position SM TAFE as a partner of choice in contemporary training and future skills
- Develop strategic marketing capabilities to position SM TAFE as a training provider of choice
- Position SM TAFE to meet the emerging needs of the workforce through maximising applications of Industry 4.0 technology and advancements
- Strategically position SM TAFE to become a leader in providing future skills to support a strong and diversified economy
- Support economic recovery and diversification by aligning delivery to areas of economic and community need

Ensure students are equipped with the skills to work in a technology rich and innovative economy

- Develop skilling opportunities that will enable Western Australia to respond to trends in the global economy
- Support government STEM priorities and initiatives

Provide a seamless student experience and a contemporary learning environment

- Support closing the 'digital skills gap' by implementing the Digital Skills Organisation's Digital Skills Standards
- Enhance technology enabled learning capability to increase flexibility and meet the needs of learners and industry
- Integrate new technologies into the learning environment to ensure a contemporary student training experience

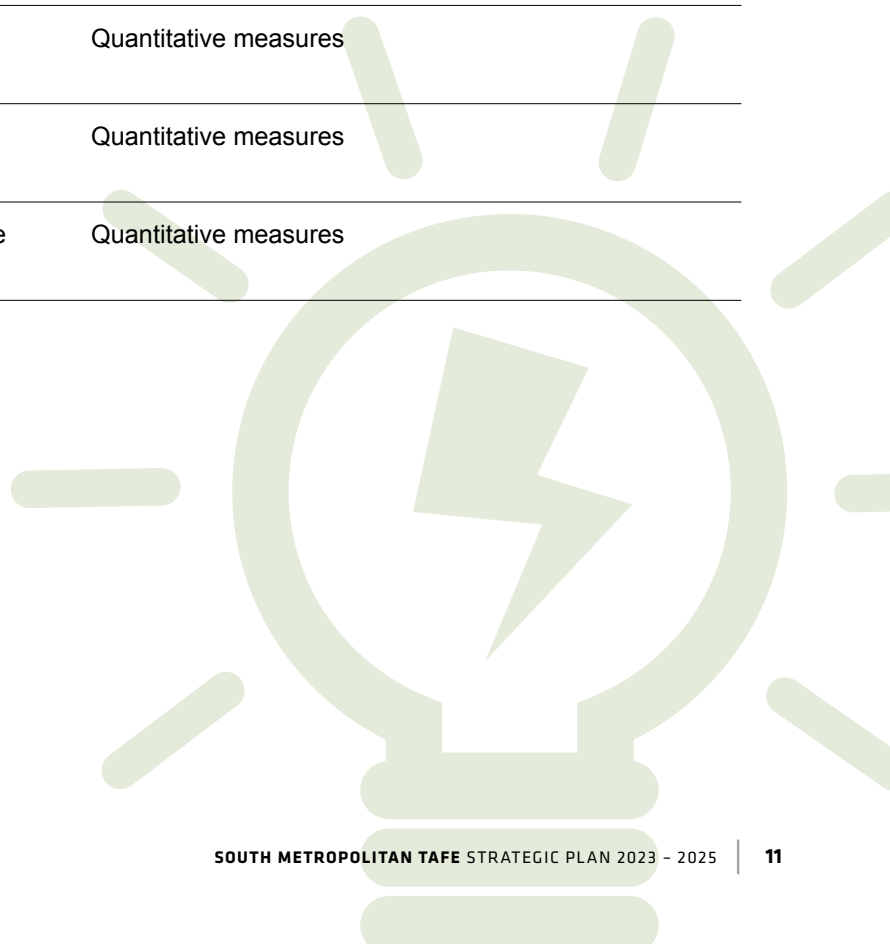
Build our digital capability

- Embed the Digital First Strategy across the organisation to progress our strategic goals
- Support the uptake of technology to improve service delivery



Measures of Success

Substantial progress towards the Automation Hub project	Qualitative measures
Our courses integrate Industry 4.0 technologies	Qualitative measures
Increase in students graduating from courses with Industry 4.0 skills	Qualitative measures
Improve digital service delivery to provide a seamless student experience	Qualitative measures
We grow our STEM in VET in Secondary Schools Delivery	Quantitative measures
The key performance indicators of the Digital First Strategy are met	Quantitative measures
Overall Student Satisfaction (State Student Satisfaction Survey)	Quantitative measures
Overall Learner Satisfaction (National Quality Indicators – Learner Survey)	Quantitative measures
Graduate Achievement Rate (NCVER Graduate Outcomes Survey)	Quantitative measures



Foster an environment of agility, innovation and quality

SM TAFE has a talented and diverse workforce, however our capacity to achieve our strategic plan is reliant on fostering a unified staff culture that is committed to innovation and quality.

Our Priorities	Our Strategies
Develop a quality and performance focused workforce	<ul style="list-style-type: none"> • Foster a performance culture, enhanced by a commitment to quality • Embed a positive health and safety culture • Develop a positive leadership culture (know/define what good leadership looks like/ model leadership values and behaviours) • Develop pathways to leadership (develop core leadership competencies, leadership and management program) • Strengthen academic standards and quality teaching practices • Strengthen the quality and compliance of our systems, procedures and practices • Support initiatives that engage lecturers with industry
Nurture a unified, supportive and collaborative culture that promotes our values of innovation, agility, integrity and excellence	<ul style="list-style-type: none"> • Instil an accountable and outcomes focused workforce that is responsive to the needs of the business • Increase staff awareness to promote an inclusive, supportive, and diverse work environment
Develop a culture of innovation	<ul style="list-style-type: none"> • Create an environment that is conducive to innovation. • Support new ways of working that enhance quality and promote efficiency • Promote and foster a culture of feedback



Measures of Success

Continuation of professional development around inclusive practice, including cultural awareness training and disability awareness training	Qualitative measures
An increase in staff engaging in professional development activities	Quantitative measures
Overall Student Satisfaction (State Student Satisfaction Survey)	Quantitative measures
Overall Learner Satisfaction (National Quality Indicators – Learner Survey)	Quantitative measures
All new employees engage in the college's induction program	Quantitative measures
100% employees complete AEDM, Disability Awareness and Cultural Awareness Training	Quantitative measures
Improve on key scales in the Staff Perception Survey	Quantitative measures
Equity indicators – Aboriginal, CaLD and disability workforce representation	Quantitative measures



Meet the needs of our local communities and support the governments priorities

South Metropolitan TAFE believes in a prosperous WA for all of our communities. We do this by providing a wide variety of skills that meet community needs, supporting the State Governments strategic priorities and operating our organisation in a transparent and efficient manner.

Our Priorities	Our Strategies
<p>Support healthy and vibrant communities by engaging with and meeting the skilling needs of the southern metropolitan and Peel region</p>	<ul style="list-style-type: none"> • Enhance engagement with local community groups and not-for-profits • Foster strong community and industry connections with engaged, responsive and effective Jobs and Skills Centres • Ensure a strong focus on skilling the workforce to meet growing health and social assistance needs • Support apprentices and trainees on their skilling and employment pathways
<p>Maximise access to vocational education and training for vulnerable and underserved groups</p>	<ul style="list-style-type: none"> • Deliver programs that encourage and promote access to vocational education and training • Provide effective and responsive student support services to maximise student outcomes and wellbeing • Continue to support the CaLD community by implementing a Multicultural Plan • Implement a Disability Access and Inclusion Plan
<p>Promote and enhance the outcomes of Aboriginal students and community members</p>	<ul style="list-style-type: none"> • Implement a framework of initiatives that promote Aboriginal outcomes.
<p>Support a strong economy for Western Australians through transparent and sustainable financial management and effective risk governance</p>	<ul style="list-style-type: none"> • Look for opportunities to work with international clients where aligned to strategic objectives • Focus commercial fee-for-service work in areas of competitive advantage
<p>Work collaboratively to achieve government goals and priority</p>	<ul style="list-style-type: none"> • Partner and collaborate with other government agencies to meet WA State Government priorities • Effectively support the State’s international education recovery strategies • Support the priorities of the State Training Plan • Respond to the WA Recovery Plan



Measures of Success

Meet Jobs and Skills Centres service level agreement	Qualitative measures
Ensure a range of products that meet health and social assistance skilling needs	Qualitative measures
Engage in partnerships with not for profits and community groups that support government priorities and community outcomes	Qualitative measures
Meet the targets/deliverables of our Multicultural Plan, Reconciliation Action Plan and Disability Access and Inclusion Plan	Qualitative measures
An increase in participation (percentage of students) and qualification completions of Aboriginal and Torres Strait Islander students	Quantitative measures
An increase in the number of Aboriginal and Torres Strait Islander Students accessing support services	Quantitative measures
Achievement of VET in Schools profile target	Quantitative measures
Meet the KPIs of the Aboriginal Training Plan	Quantitative measures





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