

*Skilling Western Australia  
for a Smart Future*

# **SOUTH METROPOLITAN TAFE STRATEGIC PLAN**



**2020 – 2022**



*We're working for  
Western Australia.*

# FOREWORD

## *Skilling Western Australia for a Smart Future*

South Metropolitan TAFE's Strategic Plan 2020-2022 has been developed to look firmly toward the future. Evolving technologies and the rise of Industry 4.0 will 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, we believe that with change comes opportunity, and skilling Western Australians for a smart future will bring prosperity. 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 the future.

It is in this evolving environment that South Metropolitan TAFE must continue to keep pace with the expectations of our consumers, and deliver seamless student-centric experiences and quality, technology rich learning environments. Our ability to do this will define our capacity for future success.

As the training provider for communities within the vast southern metropolitan region of Perth, South Metropolitan TAFE's commitment to community is a central part of our strategic plan. As a government organisation, we must continue to provide value for money, be accountable for public finances and work to achieve government priorities. Among those priorities include a strong focus on driving the STEM agenda, which is embedded across our strategic plan.

Every year, we see the marked difference that providing skills for employment makes in the lives of our thousands of students. 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.

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 minded. Achieving the strategies articulated in the *People and Culture* theme of our plan will be a critical lever in realising this success.

Although we are aware of the challenges facing us, we look forward to working towards the goals of this plan. Our vision is firmly focussed on developing a smart and skilled workforce to face the jobs of tomorrow, but we also remain resolutely dedicated to the roots of TAFE – serving our communities, engaging with local industry and providing skills for jobs.

**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 Western Australian Government's 'Our Priorities: Sharing Prosperity'. South Metropolitan 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 STEM agenda by building the capacity of our staff and promoting STEM opportunities to our students.

This strategic plan is designed to address the above priorities, while also focussing on the broader strategic issues we face. Technological change, including the rise of Artificial Intelligence (AI), automation, Big Data, the Internet of Things and other disruptors 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.

Recognising the progress that was made under our last strategic plan, Strategy 2020-2022 builds on the exciting work that has been done over the past two years. Our recent work developing Australia's first accredited automation qualifications, as well as other exciting partnerships with industry and education sectors will promote capability in the application of Industry 4.0 technology to our products and services. It is from this starting point that we launch our vision: *By 2023, South Metropolitan TAFE will be a national leader in delivering skills for future jobs.*



## OUR VISION AND PURPOSE

The vision of South Metropolitan TAFE is:  
*By 2023, 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.

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**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.

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**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.

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

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# OUR OPERATING ENVIRONMENT

South Metropolitan TAFE (SM TAFE) has 12 campuses across the southwestern 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 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 effect of our cyclical economy is such that many VET based industries, such as construction, feel acutely the impacts of reduced economic activity.

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 new jobs and growth.

WA is uniquely positioned to capitalise on exciting opportunities with strong, sustainable job outcomes, in developing industries such as defence, resources, energy solutions, tourism, education and other emerging technologies.

SM TAFE is able to support and enable jobs and growth by partnering with organisations who are at the forefront of these developing industries, with current partnerships with Rio Tinto Iron Ore for qualifications in automation and Curtin University for the battery technology Cooperative Research Centres, being excellent examples.

The growing requirement for skills in allied 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 and developments in consumer expectation 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.

As a public education and training provider, we have clear obligations in assisting the State Government to achieve its strategic priorities, while also being affected by the broader Commonwealth policy environment. The recently published *Strengthening Skills: Expert Review of Australia's Vocational Education and Training System* articulates a number of recommendations which may influence the way we operate into the future.



# OUR STRATEGY ON A PAGE

*Our Strategic Plan is underpinned by four strategic themes.*



## COLLABORATION AND PARTNERSHIPS

- Strategically partner with organisations in order 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



## 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
- 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

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

# COLLABORATION AND PARTNERSHIPS



## *Build networks of partners to collectively strengthen capability and agility.*

With rapidly evolving industrial landscapes, technological disruption 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. This strategic theme supports the State Government's *A Bright Future and A Strong Economy* priorities.

### OUR PRIORITIES

Strategically partner with organisations in order 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

### OUR STRATEGIES

- Leverage partnerships to increase market share
- Strengthen our reputation in markets with growing opportunities

- Position SM TAFE as a partner of choice in Vocational Education and Training
- Establish and extend partnerships with Aboriginal organisations
- Establish and extend partnerships with industries that have direct linkage to mentoring, work experience or job placements
- Collaborate with other government agencies and education providers to strengthen capability and agility

- Develop business consultation capability and extend workforce development services
- Engage with local industries to develop tailored workforce development solutions

### MEASURES OF SUCCESS

- An increase in co-developed products and delivery models
- An Increase in the number of organisations we collaborate with
- An increase in the number of Aboriginal organisations we partner with
- An Increase in the uptake of work integrated learning
- Overall Employer Satisfaction (National Quality Indicators – Employer Survey)
- Graduate Destination – Employer (NVCER Graduate Outcomes Survey)

# INNOVATIVE LEARNING AND FUTURE SKILLS



## *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. This strategic theme supports the State Government's *A Bright Future* priority.

### OUR PRIORITIES

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

### OUR STRATEGIES

- Strategically position SM TAFE as a thought leader and pioneer of new ideas in vocational education and training
- 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

- Develop a road map for STEM priorities to support *Future Jobs, Future Skills*
- Embed a STEM culture across all training areas
- Equip staff with the skills needed to nurture a STEM centric environment and support STEM skills priorities

- Develop a Digital Strategy and Roadmap to support a technology rich learning environment and staff workplace
- Enhance technology enabled learning capability to increase flexibility and meet the needs of learners and industry
- Develop and enhance the student experience

### MEASURES OF SUCCESS

- We have a range of qualifications that integrate Industry 4.0 technologies and an increase in students graduating from courses with Industry 4.0 skills
- We grow our STEM in VET in Secondary Schools Delivery
- We develop and expand delivery of STEM based qualifications and pathways
- We develop STEM offerings targeted at mature students
- Overall Student Satisfaction (State Student Satisfaction Survey)
- Overall Learner Satisfaction (National Quality Indicators – Learner Survey)

# PEOPLE AND CULTURE



*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. This strategic theme supports the State Government's *A Bright Future* priority.

## OUR PRIORITIES

Develop a quality and performance focused workforce

Nurture a unified, supportive and collaborative culture that promotes our values of innovation, agility, integrity and excellence

## OUR STRATEGIES

- Foster a performance culture, enhanced by a commitment to quality
- Enhance standards of academic quality and compliance and embed the Academic Governance Framework in compliance activities.
- Strengthen the quality and compliance of our systems, procedures and practices
- Instil an accountable and outcomes focused workforce that is responsive to the needs of the business
- Encourage innovation through new ways of working
- Increase staff awareness to promote an inclusive and supportive work environment

## MEASURES OF SUCCESS

- An improvement in the number of staff participating in the Performance Appraisal process
- An increase in staff engaging in professional development activities
- Development of professional development programs to improve quality and compliance
- Implementation of the staff induction program
- Implementation of professional development around inclusive practice
- Introduction of collaboration tool

# COMMITMENT TO COMMUNITY



## *Meet the needs of our local communities and support the government's 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 Government's strategic priorities and operating our organisation in a transparent and efficient manner. This strategic theme supports the State Government's *Aboriginal Wellbeing* and *A Bright Future* priorities.

### OUR PRIORITIES

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.

Work collaboratively to achieve government goals and priorities

### OUR STRATEGIES

- 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

- Deliver programs that encourage and promote access to vocational education and training
- Empower students to learn and skill by ensuring support services are effective and responsive

- Implement an Aboriginal outcomes project

- Broaden the international on-shore delivery market
- Focus commercial fee-for-service work in areas of competitive advantage

- Partner and collaborate with other government agencies to meet State priorities
- Effectively contribute to the implementation of an international education strategy for Western Australia.

### MEASURES OF SUCCESS

- Meet JSC service level agreement
- Ensure we have a range of products that meet health and social assistance skilling needs
- Ensure CAVS, USIQ and other student support services are offered
- An increase in partnerships with not for profits and community groups
- An increase in participation (percentage of students) and qualification completions of Aboriginal and Torres Strait Islander students
- An increase in the number of Aboriginal and Torres Strait Islander Students accessing support services
- An increase in the percentage of students with a disability accessing disability support services
- Maintain high levels of satisfaction in Aboriginal students who access support services
- Increase in international student satisfaction
- Achieve our prison delivery profile targets



**INNOVATIVE LEARNING  
AND FUTURE SKILLS**

**SM TAFE  
PEOPLE AND  
CULTURE**



**COLLABORATION  
AND PARTNERSHIPS**



**COMMITMENT TO  
COMMUNITY**

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