



South Metropolitan TAFE

Strategic Plan 2025-2027 (2026 revision)



Acknowledgement of Country

We acknowledge the Whadjuk and Gnaala Karla peoples 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.

About the Artist

Emily Rose is an Aboriginal artist and Noongar Yamatji woman living here in Boorloo (Perth), Western Australia. The mediums and methods used are guided by intuition and inspired by Emily's spiritual connection to country, the elements of nature, and the astral bodies that pepper the night sky. Emily explores her cultural connection through her ephemeral and digital art style incorporating elements of Noongar Boodja.

| Published version number | Version date | Amendment details |
|--------------------------|------------------|-------------------|
| 1 | 1 November 2024 | Original issue |
| 2 | 18 December 2025 | 2026 revision |

*This publication is available in alternative formats on request.
Please contact us on 1800 001 001 or info@smtafe.wa.edu.au*



Message from the Governing Council Chair and Managing Director

Our Strategic Plan is grounded in a clear vision to lead the way in transforming the workforce with innovative skilling solutions. As we reflect, our purpose, values and goals remain just as relevant for 2026 and continue to guide our strategic direction in an ever-changing skills landscape.

Over the past year, we have embraced opportunities for growth and transformation, recognising that our institution's ability to innovate and respond to shifting workforce dynamics is fundamental to our success, as new industry needs and contemporary job roles rapidly emerge and evolve.

South Metropolitan TAFE is integral to skilling the defence industry, the emerging clean energy workforce and continues to shape career pathways for the growing essential care services and construction sectors.

Our role and contribution to Australia's skills priorities is crucial to both the nation and our local industries and communities. Our work internationally is enhancing our reputation as a leading provider of skills for future jobs.


New and innovative products and services are being developed, our existing partnerships are strengthening, and new industry partnerships are evolving as we constantly align our business with government and workforce priorities.

Importantly, we continue to place our students at the core of what we do, strongly reflecting our purpose to provide them with skills to enable employment and career development. We're proud to connect with our communities and offer a 'no wrong door' experience to ensure every student is able to access a diverse range of training services. Our commitment to continuous improvement drives service innovation, and ensures all students are empowered to achieve their ambitions.

We extend our gratitude to our engaged and experienced leaders and teams who are bringing our vision to life, strengthening our collective capability and enabling the transformational shift in skills for the next generation.



Deborah Hamblin
Governing Council Chair



Darshi Ganeson
Managing Director

SM TAFE Strategic Plan 2025-2027

Our purpose

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

Our vision

By 2030, SM TAFE will be Australia's leader in transforming the workforce with innovative skilling solutions.

Our 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 provided with the customer in mind and at the centre of all our decisions and actions. We are outcomes-focused and we are responsive.

Innovation

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

Our operating environment

WA is prospering with a jobs focussed economy, low unemployment, growing population and investment in TAFE. Firmly aligning our capability with national, state, regional and local priorities is key focus for South Metropolitan TAFE.

We are delivering the innovative solutions to equip existing and emerging industries with skilled workers, and our proactive responses to address workforce challenges in critical industries is vital in supporting the State's economic goals.

Advanced manufacturing, clean energy and defence are just three of the powerhouse industries that are requiring leadership in new skills development and SM TAFE is ensuring we are engaging with the right partners, to deliver the right skills at the right time. Our geographical proximity to major jobs precincts at Kwinana, Westport and Henderson promotes collaboration and integration with these strategic industrial areas. Targeted strategies are being implemented to support the demands for workers in the essential care and construction industries, in addition to the wide range of accredited qualifications and training products and services on offer in many other industries.

Enhancements to models of student academic support, a variety of accessible career pathway options, training incentives and initiatives are all enabling greater student success. SM TAFE must further explore contemporary models of delivery to continue to efficiently respond to increasing market demand.

Artificial intelligence continues to be a key disrupter in addition to rapid change of technological advancements in cyber security, digital service delivery and automation. SM TAFE is embracing new and emerging technologies, uplifting our capabilities and exploring opportunities to utilise the latest advancements for both training delivery and business operations.

SM TAFE, together with our five integrated Jobs and Skills Centres, provides a cohesive approach to targeted skills development, supplying job ready graduates from all walks of life into WA's diverse and dynamic workforce.



Our operating environment

NATIONAL CONTEXT

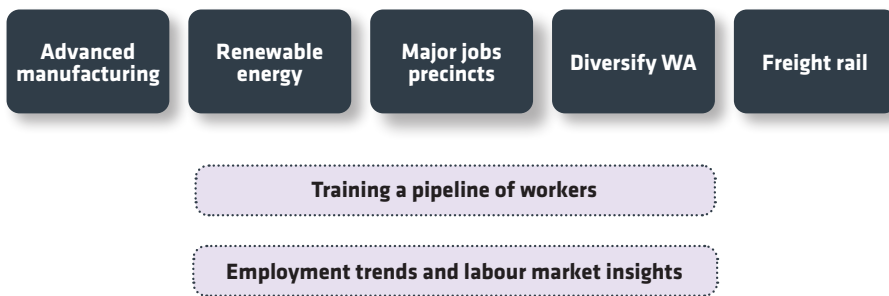
National Skills and Reform Agreement



- Focus:**
- Agriculture
 - Care
 - Construction
 - Defence
 - Early childhood education
 - Hospitality and tourism
 - Manufacturing
 - Net zero transformation
 - Sovereign capability
 - Food security
 - Technology and digital

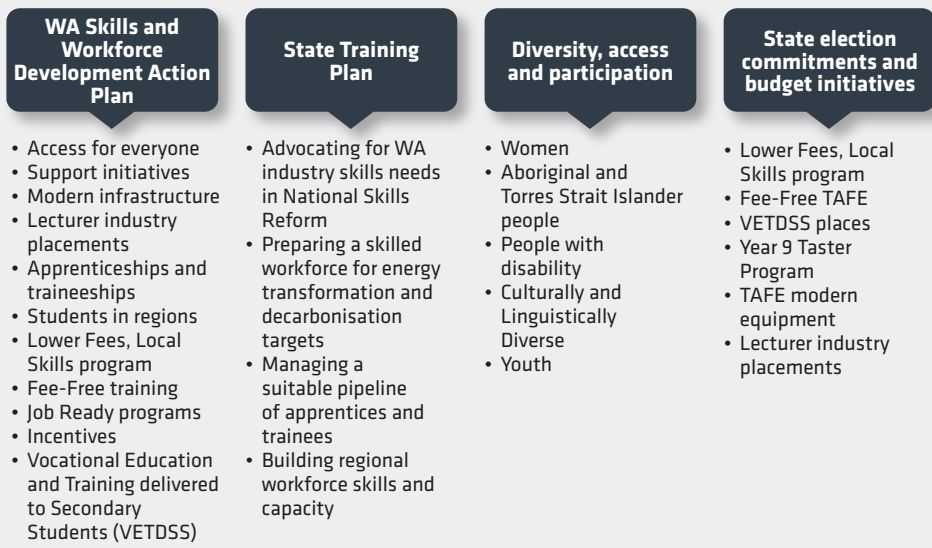
STATE CONTEXT

Made in WA



- Focus:**
- Energy
 - Tourism, events and creative industries
 - International education
 - Defence industries
 - Mining and METS
 - Space industries
 - Health and medical life sciences
 - Primary industries

VET SECTOR



- Focus:**
- Apprenticeships
 - STEM skills
 - Local and regional skills needs
 - Student support and wellbeing
 - Digital capability
 - Technologies and skills needed for new and emerging industries
 - Industry partnerships
 - International Education
 - Jobs and Skills Centres

SOUTH METROPOLITAN TAFE

Skilling Western Australians for a smart future



Linking our purpose, vision, and values with our strategy

South Metropolitan TAFE's purpose is to provide students with skills to enable employment and career development.

We will progress towards our 2030 vision to be Australia's leader in transforming the workforce with innovative skilling solutions, by implementing actions to achieve our strategic goals in the below six areas.



Our values of **integrity, excellence, agility, and innovation** influence our culture and behaviours.

Our commitment to our vision will be monitored through our measures of success.

Service innovation

Our strategic goal

Elevate the student experience by embracing innovative technologies and optimising system flexibility.

We will achieve this by

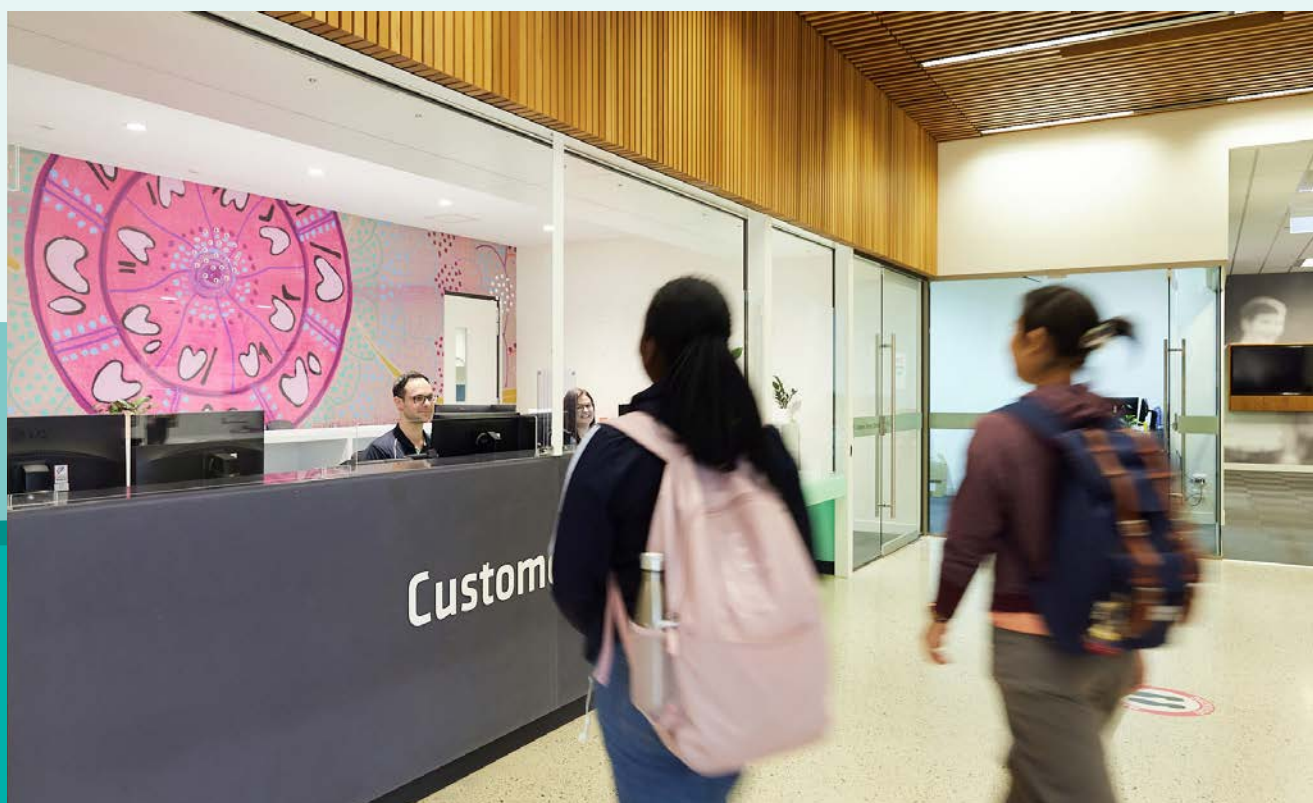
Enhancing the student journey, streamlining the discovery, application and enrolment process with the automation and digitisation of student service points.

Innovative product design and placement with flexible approaches to learning models and competency pathways, ensuring alignment to contemporary industry needs.

Fostering a digitally enabled learning experience with enhanced accessibility and support for emerging and industry-reflective technology.

Measures of success

- Implementation of Next Generation Admissions portal for SM TAFE applications and enrolment readiness.
- Student satisfaction with discovery, application and enrolment process.
- Number of courses offering blended learning accessibility.
- Number of training pathways offered outside standard business hours.
- Student and employer satisfaction rates.
- Increased use of own devices across the SM TAFE student network.
- Increased use of immersive technology in teaching and learning.



Partnerships

Our strategic goal

Strengthen collaboration and partnerships with new industries, state, national and international partners to align training with contemporary workforce needs.

We will achieve this by

Developing new and innovative approaches to facilitate a deep level of industry engagement, and maximising industry networks to inform course design and new approaches to delivery.

Contributing to and influencing local, state and commonwealth inter-agency and international collaboration.

Positioning SM TAFE as the partner of choice with TAFE Centres of Excellence and partnering with them to support SM TAFE's strategic outcomes.

Utilising partnerships with schools, universities, and industry to create a seamless pathway through SM TAFE, and designing qualification pathways that build a pipeline of talent in areas of current and future demand.

Measures of success

- Employer satisfaction rates.
- International exchanges.
- Industry advisory arrangements.
- Inter-agency networks.
- International partnerships.
- Engagement with TAFE Centres of Excellence.
- Achievement of VETDSS target.
- Partnerships with universities.
- Student and employer satisfaction rates.



Connection to community

Our strategic goal

Ensure every student has an opportunity to access a diverse range of training services in their local community.

We will achieve this by

Offering diverse training services across our campuses which provide pathways to further education and local employment.

Providing opportunities for under-represented groups through vocational education and training with a focus on Aboriginal student outcomes that contribute to 'Closing the Gap' targets.

Delivering a 'No Wrong Door' experience by providing universal access to literacy, language, numeracy, and digital skills for all students.

Measures of success

- Number of course offerings at regional and smaller campuses.
- Numbers and module load completion rates of Aboriginal students, students with disability and women in non-traditional occupations.
- Number of transitions to work initiatives.
- Implementation of study support for Vocational Education and Training (VET).



Student success

Our strategic goal

Maximise student success by meeting diverse needs and driving engagement, retention, and completion.

We will achieve this by

Tailoring approaches to language, literacy, numeracy, digital (LLND) competency development and other individual learning support requirements; and elevating the provision of support for mental health and behavioural needs.

Engaging students with contemporary learning models aligned to learner cohort needs.

Proactive identification and tailored interventions to connect students with relevant support.

Measures of success

- Implementation of a foundation skills framework to guide the provision of LLND support.
- Number of students supported by student support services.
- Broadened focus on student well-being.
- Participation and engagement.
- Student satisfaction rate.
- Increased qualification completion rates.



People and culture

Our strategic goal

Build a thriving workforce and cultivate a positive organisational culture.

We will achieve this by

Emphasising the unique value proposition of TAFE, promoting diversity and job security, and enhance onboarding processes to attract skilled and experienced staff.

Offering opportunities for growth and skill enhancement and improving job satisfaction through work-life balance, recognition and feedback mechanisms to retain and develop staff.

Fostering a safe and inclusive work environment and embed a culture of ethics and integrity.

Measures of success

- Successful recruitment strategies.
- Employee engagement survey results.
- Employee participation in learning and development.
- Employee engagement survey results.
- Integrity framework evaluation.



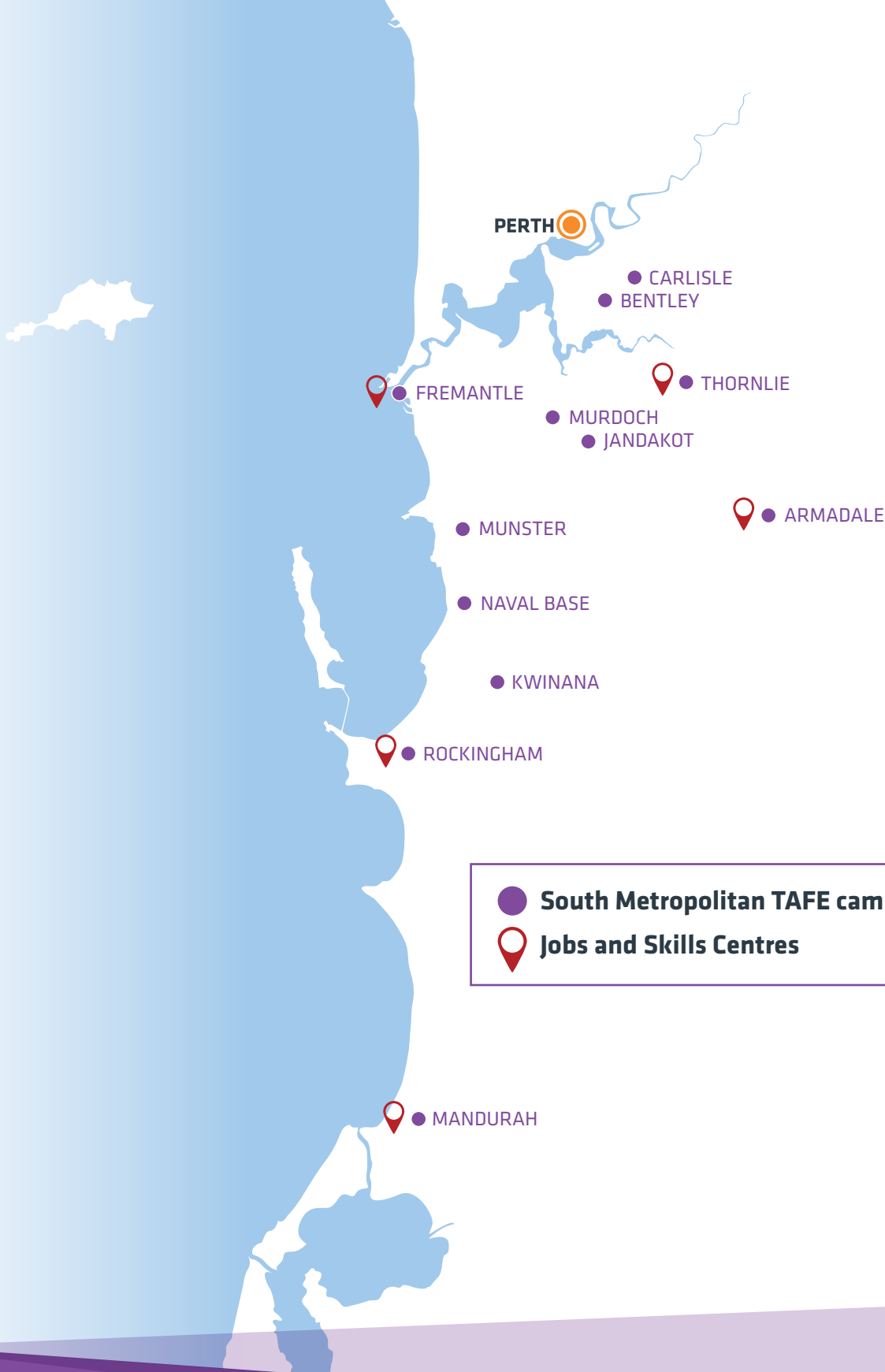
Optimising organisational performance

Our strategic goal

Effective governance and optimised operational efficiency.

| We will achieve this by | Measures of success |
|--|--|
| Enhancing the governance structure to be adaptable and forward-looking, ensuring ethical decision-making, and maintaining fiscal responsibility and sustainability. | <ul style="list-style-type: none">• A robust governance framework. |
| Driving data-informed decision-making and business planning; maximising resource utilisation through technology; and ensuring robust data management, security, and privacy. | <ul style="list-style-type: none">• Data utilisation and accuracy drive decision-making.• Effective data management and security. |
| Cultivating a culture of continuous process improvement to streamline and automate business processes for efficient service delivery. | <ul style="list-style-type: none">• Effective business improvements. |





 **South Metropolitan TAFE campuses**
 **Jobs and Skills Centres**



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Declaration

South Metropolitan TAFE is pleased to submit its Strategic Plan 2025–2027 (2026 revision) for the Minister’s approval.



Deborah Hamblin
Governing Council Chair

Date: 30 September 2025



Darshi Ganeson
Managing Director

Date: 30 September 2025

The Strategic Plan is:

- APPROVED
 NOT APPROVED



Hon Amber-Jade Sanderson MLA
Minister for Energy and Decarbonisation;
Manufacturing; Skills and TAFE; Pilbara

18 DEC 2025
Date: