It is with great pleasure that we present South Metropolitan TAFE’s Strategy 2020. Shortly after the formation of South Metropolitan TAFE, we embarked on a journey to establish our direction, vision and values, laying important foundations on which our college would grow.

Guided by the needs of our students, our competitive operating environment, and our ongoing need to remain sustainable, Strategy 2020 was created with a vision for the future that considered our many stakeholders.

Underpinned by four key pillars, Strategy 2020 will help drive our operations over the coming years, and inform the projects and initiatives we undertake. Important, our values of integrity, excellence, agility and innovation will guide us as we do so.

While it is acknowledged that many challenges lie ahead, as the college begins large scale projects such as the implementation of a new student management system, expansion into growing markets and the review of our key products, we are confident that Strategy 2020 will sharpen our focus, and serve as a barometer to ensure our activities align with the greater needs of the college, and most importantly, our students.

South Metropolitan TAFE continues to work hard to maintain its reputation as a quality provider of vocational education and training, and we are confident that Strategy 2020 will assist us to further develop our capabilities and excellence.

Elizabeth Carr AM
Governing Council Chair

Terry Durant
Managing Director
Our Purpose, Vision & Values

PURPOSE
We provide students with skills to enable employment and career development

VISION
By 2020 SM TAFE will be recognised as a national leader in providing skills for employment and career development

OUR VALUES

INTEGRITY
We are committed to achieving our vision and delivering on our purpose, we work collaboratively, 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 quality lens in the services and training deliver 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 respond.

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

Commitment to community
As the local TAFE provider for thousands of Western Australians, SM TAFE is an important member of the southern metropolitan community. Through the continual growth of our youth programs, community partnerships, and commitment to industry collaboration, SM TAFE has a strong sense of responsibility to supporting and engaging with the community.

Growth industries and opportunities
Specialist health, construction, hospitality and maritime facilities make SM TAFE well placed to meet training demand in key growth industries that are predicted to employ the most West Australians.

The Australian Federal Government’s commitment to defence projects presents opportunities for SM TAFE to build on the training it provides to the Royal Australian Navy, and is well positioned to be a significant provider of training for new defence projects.

SM TAFE’s proximity to major industrial precincts, including Latitude 32 and the Australian Marine Complex, presents opportunities to increase services to a diverse range of industries in this zone. Internationally, SM TAFE has opportunities to increase international student numbers both onshore, and with long term partners in strategic offshore markets.

Student demand and expectations
Student expectations for high quality training and clear vocational outcomes are high. SM TAFE aims to maximise the competitive advantage it has in quality training, specialist facilities and its work based placements to meet these expectations. SM TAFE also has the opportunity to maximise facilities and industry connections to offer unique student experiences that can complement their vocational courses.

The competitive market place
SM TAFE will succeed in a highly competitive market by delivering flexible, innovative and modern training that meets the contemporary needs of employers, industry and students. To be successful, SM TAFE will need to demonstrate its commitment to strong industry engagement, hands-on learning and employment outcomes.

Economic outlook and financial sustainability
SM TAFE is currently operating within a subdued economic environment in Western Australia, and faces unique challenges as a result of its geographical spread. Streamlining operations and diversifying revenue will be vital to ensuring ongoing sustainability.

International education will play an increasingly important role within the State, through attracting international students to Western Australia, as well as through offshore commercial training with overseas organisations. To be competitive in these offshore training markets, SM TAFE will need to be flexible and responsive while maintaining a high level of quality.
SM TAFE's vision is to **be recognised as a national leader in providing skills for employment and career development**. It intends to achieve this through three strategic horizons over the coming years to 2020.

### Our Strategic Horizons

1. **Get fit and focused**
   - Cement foundation and focus on developing specialisations.
   - Build SM TAFE culture and staff capabilities.
   - Build online learning model.

2. **Extend the Business**
   - Develop core products for growth sectors.
   - Extend quality strategic partnerships.
   - Create the student life-cycle experience.
   - Embed a servicing model for facilitating employment and job outcomes.
   - Actively manage capital base.

3. **Accelerate the Business**
   - Demonstrate growth and be recognised as a market leader within specialist areas.
   - Increase international engagement and market share.
   - Continuously improve teaching offering and facilities.
Our Strategy 2020 Themes

Achieve Financial Sustainability

Our strategies

- MANAGE OUR CAPITAL BASE
- IMPROVE OPERATIONAL EFFICIENCY

Our initiatives

⇒ Diversify and grow revenue streams
⇒ Improve risk management and reporting
⇒ Improve financial management and reporting
⇒ Develop commercial market segments

What success will look like?

◊ We have diversified our income streams
◊ We achieve growth in commercial profit
◊ We have a robust risk management framework
◊ We achieve our financial targets

Optimise Operations

Our strategy

- ALIGN DELIVERY TO INDUSTRY AND EDUCATION PRECINCTS

Our initiatives

⇒ Analyse market data to inform portfolio product strategy
⇒ Respond to customer needs and feedback

What success will look like?

◊ Our sites and facilities meet the needs of key stakeholders
◊ We are agile and responsive to local industry needs
Exceed Customer Expectations

Our priorities
- DELIVER A FULL SERVICE CUSTOMER EXPERIENCE
- ALIGN PRODUCTS, SERVICES AND SPECIALISATIONS TO FUTURE MARKET NEEDS
- PROVIDE A CONTEMPORARY LEARNING ENVIRONMENT

Our strategies
- Develop and implement a sales and service culture
- Extend quality partnerships with key stakeholders
- Develop and extend products and services for growth sectors
- Expand specialised offerings to meet industry needs
- Develop and implement a technology enabled learning approach
- Align facilities and training experience to reflect current industry practice, preparing students for employment

Our initiatives
⇒ Implement a new student management system
⇒ Develop an alumni strategy
⇒ Develop a school engagement plan and an apprenticeship and trainee engagement plan
⇒ Support education services in the Peel region
⇒ Establish a product portfolio cycle and management system
⇒ Review market and products in key growth areas
⇒ Develop and implement a technology enabled education and training strategy
⇒ Review products and services to embed employability skills, work integrated learning, placements and linkages to employment networks

What will success look like?
◊ We operate a contemporary student management system
◊ We are engaged with schools, and apprenticeship and trainee networks
◊ Our product reviews ensure courses meet current and future industry needs
◊ We are responsive to the needs of students and industry, and our graduates are job ready
◊ We have developed services in the Peel region