



**South
Metropolitan**

South Metropolitan TAFE Strategic Plan 2025-2027



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

Message from the Governing Council Chair and Managing Director

Our new Strategic Plan charts South Metropolitan TAFE's future direction, reinforcing our vital role within the national TAFE network and our contribution to national and state skills priorities.

By clearly communicating our dynamic vision and the strategies to achieve it, this plan establishes the groundwork for enhancing our reputation as a leading provider of skills for future jobs, both nationally and globally.

The industries we support are crucial to our nation, state, and community. It is essential that South Metropolitan TAFE (SM TAFE) aligns with industry needs and responds with agility, integrity, and innovation in workforce development.

As student support needs become more complex, balancing this with the promotion of self-directed learning, critical thinking, and overall well-being is critical. We are committed to removing barriers, expanding access, and ensuring that every student finds the right study path for their success.

We aim to cultivate leadership, engage our team, and turn vision into action. By empowering, inspiring, and energising our people, and leveraging technology to optimise operations and boost performance, we are poised to achieve outstanding results.

This strategic plan aligns our purpose and values with our long-term vision. Our actionable strategies will focus our efforts and support the government in job creation, economic growth, and diversification.

We extend our gratitude to everyone who contributed their insights and aspirations to this plan. As leaders, we are dedicated to showcasing the importance of vocational skills and highlighting the benefits of partnering with TAFE. We are ready to inspire and build a skilled workforce equipped to shape the future.



Rhys Williams
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

SM TAFE's agility and distinctive capabilities ensure alignment with national, state, and local priorities. Our strategic plan is designed to meet the National Skills Agreement, WA's economic framework, state training priorities, regional skill needs, and the demands of key industries in WA.

Our proactive strategies address the workforce challenges posed by a rapidly evolving economy and society. Collaborating with national and international partners on systemic reforms and innovative product design is essential to achieving SM TAFE's long-term vision and success.

We will adeptly manage the impacts of digital disruption, AI, integrated technologies, automation, and cyber security in both our services and operations. Our customer profile is evolving as we focus on ensuring every student has an opportunity to access TAFE. We will continue to work to increase participation among under-represented groups and support the health and wellbeing of all students for their study success.

We are committed to rebuilding our international market while adapting our strategies to evolving

legislative changes. SM TAFE is dedicated to providing high-quality and responsive training for critical and emerging industries, including essential care and support services, digital and technological advancements, and the transition to net zero.

With four campuses situated in the Western Trade Coast major industrial area, we offer specialised facilities and expertise in key industry sectors such as defence, shipbuilding and maintenance, advanced manufacturing, and clean energy.

Our strategies address national, state, and sectoral needs, from developing Australia's sovereign capabilities and advancing contemporary skills products to harmonising tertiary education and improving access to foundational skills. These efforts underscore the critical role that SM TAFE plays in meeting current and future workforce demands.



Our operating environment (continued)

NATIONAL CONTEXT

National Skills and Reform Agreement

TAFE Centres of Excellence

National Jobs and Skills Councils

VET Workforce Blueprint

VET quality reforms

Fee-Free TAFE

Closing the Gap

Focus:

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

STATE CONTEXT

Diversify WA Framework: cross sector activities

Supply chain development

Advanced manufacturing

Science, innovation and technology

Environmental, social and governance frameworks

Enabler to accelerate growth: a skilled and productive workforce

Employment trends and labour market insights

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

State budget training initiatives

- Regional international education
- Students in regions
- Women in non-traditional occupations

State Training Plan

- Advocating for WA industry skills needs in National Skills Reform
- Preparing a skilled workforce for energy transformation and decarbonisation targets
- Managing a suitable pipeline of apprentices and trainees
- Building regional workforce skills and capacity

Diversity, access and participation

- Women
- Aboriginal and Torres Strait Islander people
- People with disability
- Culturally and Linguistically Diverse
- Youth

State election commitments

- Lower fees, local skills program
- Fee-Free TAFE guarantee
- More Vocational Education and Training Delivered to Secondary Students (VETDSS) places
- Training for local jobs

Focus:

- Skilled workers
- STEM skills
- Local and regional needs
- Clean energy and automation
- Student support and wellbeing
- Digital capability

SOUTH METROPOLITAN TAFE

Skilling Western Australians for a smart future

Service innovation

Partnerships

Connection to community

Student success

People and culture

Optimising organisational performance

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.

**Service
innovation**

Partnerships

**Connection to
community**

**Student
success**

**People and
culture**

**Optimising
organisational
performance**

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	Measures of success
Enhancing the student journey, streamlining the discovery, application and enrolment process with the automation and digitisation of student service points.	<ul style="list-style-type: none">• Implementation of Next Generation Admissions portal for SM TAFE applications and enrolment readiness.• Student satisfaction with discovery, application and enrolment process.
Innovative product design and placement with flexible approaches to learning models and competency pathways, ensuring alignment to contemporary industry needs.	<ul style="list-style-type: none">• Number of courses offering blended learning accessibility.• Number of training pathways offered outside standard business hours.• Student and employer satisfaction rates.
Fostering a digitally enabled learning experience with enhanced accessibility and support for emerging and industry-reflective technology.	<ul style="list-style-type: none">• 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	Measures of success
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.	<ul style="list-style-type: none">• Employer satisfaction rates.• International exchanges.• Industry advisory arrangements.
Contributing to and influencing local, state and commonwealth inter-agency and international collaboration.	<ul style="list-style-type: none">• Inter-agency networks.• International partnerships.
Positioning SM TAFE as the partner of choice with TAFE Centres of Excellence and partnering with them to support SM TAFE's strategic outcomes.	<ul style="list-style-type: none">• Engagement with TAFE Centres of Excellence.
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.	<ul style="list-style-type: none">• 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	Measures of success
Offering diverse training services across our campuses which provide pathways to further education and local employment.	<ul style="list-style-type: none">• Number of course offerings at regional and smaller campuses.
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.	<ul style="list-style-type: none">• Numbers and module load completion rates of Aboriginal students, students with disability and women in non-traditional occupations.• Number of transitions to work initiatives.
Delivering a 'No Wrong Door' experience by providing universal access to literacy, language, numeracy, and digital skills for all students.	<ul style="list-style-type: none">• 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	Measures of success
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.	<ul style="list-style-type: none">• 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.
Engaging students with contemporary learning models aligned to learner cohort needs.	<ul style="list-style-type: none">• Participation and engagement.• Student satisfaction rate.
Proactive identification and tailored interventions to connect students with relevant support.	<ul style="list-style-type: none">• 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	Measures of success
Emphasising the unique value proposition of TAFE, promoting diversity and job security, and enhance onboarding processes to attract skilled and experienced staff.	<ul style="list-style-type: none">• Successful recruitment strategies.
Offering opportunities for growth and skill enhancement and improving job satisfaction through work-life balance, recognition and feedback mechanisms to retain and develop staff.	<ul style="list-style-type: none">• Employee engagement survey results.• Employee participation in learning and development.
Fostering a safe and inclusive work environment and embed a culture of ethics and integrity.	<ul style="list-style-type: none">• Employee engagement survey results.• Integrity framework evaluation.



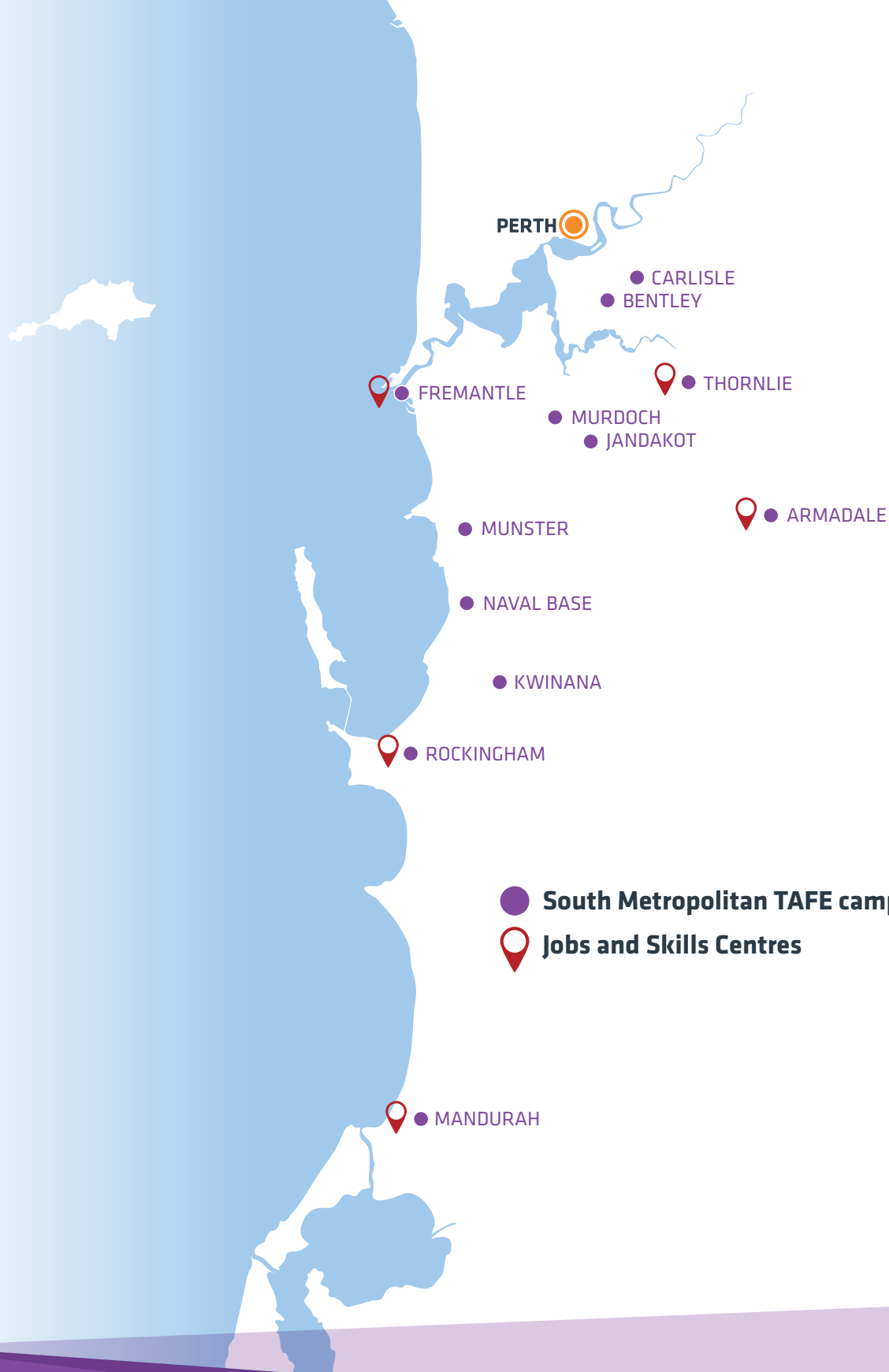
Optimising organisational performance

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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