



GOVERNMENT OF  
WESTERN AUSTRALIA



South  
Regional

*We're working for  
Western Australia.*

# South Regional TAFE Strategic Plan 2022-24



**Front cover:** Art installation at South Regional TAFE Esperance Campus

## Our Country – Kepa Kurl Nyungar Boodja

*A journey of Sea Country – Wadarn Boodja, the exquisitely beautiful coastline, sky, ocean islands (kubitj), water holes and myriad of life forms connected to these.*

*Graphic design elements featured throughout this document are drawn from this artwork.*

Lead artist Jennell Reynolds with contributing artists Donna Beach, Hayleigh Graham, Julie Walker and Loretta Mogridge collaborated with artist mentor Rick Vermey and architects of Hassell Studio to create two vibrant artworks for the new South Regional TAFE Esperance Campus (opened 2021) in close consultation with Tjaltjraak Native Title Aboriginal Corporation, its Elders and community.



## Six Nyungar Seasons

**Pictured above:** Six screens, depicting the Nyungar seasons – Birak, Bunuru, Djeran, Makuru, Djilba and Kamarang, rise from the earth and are configured in semi-circular form to invoke a Yarning Circle – a place where culture, learning, care of and connections to country are nurtured.

## Acknowledgement

South Regional TAFE acknowledges the Noongar peoples, the traditional custodians of the land on which we operate. We pay our respects to all members of the Noongar communities and their cultures, and to the Elders past, present and emerging.



## Alternative Formats

This publication is available in alternative formats on request. Please phone South Regional TAFE Disability Liaison Officer on 6371 3741 or email [DisabilityServices@srtafe.wa.edu.au](mailto:DisabilityServices@srtafe.wa.edu.au)

# Message from the Governing Council Chair and Managing Director



**Susan Barrera**  
Governing Council Chair



**Darshi Ganeson-Oats**  
Managing Director

## It is our pleasure to present South Regional TAFE's 2022-24 Strategic Plan.

Our plan has been developed to position South Regional TAFE to support the continued growth of the South West and Great Southern regions through innovative, responsive and industry-led training. We know how important it is to understand the pulse of our community and to respond to current and emerging workforce needs. By engaging with, and listening to, the needs of students, employers and industry, we will deliver quality training

that fosters and develops work-ready, employable graduates. To ensure we drive our business in the right direction, the development of our 2022-24 strategic plan has been informed by consultation with industry stakeholders and community representatives and provides a roadmap for the college to achieve our purpose of **building our community today, for tomorrow.**



The State Government's continued investment in the vocational education and training sector provides the catalyst to meet our region's diverse skilling needs.

**It is imperative that we capitalise on this investment and provide affordable and accessible training options so we can rebuild, reskill and invigorate the community by assisting learners to obtain the skills they need, when they need them.**

Through driving accessibility and participation in training and by working collaboratively with schools, industry and the local community, we will meet the region's emerging workforce needs. We will continue to focus on fostering apprenticeship and traineeship pathways, growing employment-enabling programs, and embedding digital capabilities into our training and delivery products. For us, supporting Western Australians in their vocational education and training journey to create a thriving local economy is our priority.

South Regional TAFE is well placed to meet industry and community needs, with a vast suite of low-cost and free training options to meet local workforce requirements, and initiatives to support pathways for school students. With more than \$35 million received to establish a new campus in Esperance and to upgrade our training facilities in Albany, Collie and Harvey, these significant investments will help to sustain our commitment to promoting a contemporary and dynamic training environment, where we will continue to work with employers and industry to deliver innovative, flexible and responsive training products and services.

Our plan reflects our approach to implementing the requirements of the State Government's election commitments, WA Recovery Plan and the Plan for WA Jobs, while achieving the strategic priorities identified in the State Training Plan 2021-22. Through this plan, we will continue to implement the outcomes from the skills summits and progress the diversification agenda and the recommendations of the 2020 Report on the Review of Skills, Training and Workforce Development.

## Purpose, Vision and Values

The 2022-24 Strategic Plan provides a road map for the college to achieve our **purpose** of building **our community today, for tomorrow.**

South Regional TAFE's strategic **vision** is focused on **creating a learning experience to inspire success.**

In order to achieve this, we will strive to provide responsive and sustainable training that builds on innovation and celebrates the diversity of our community.

Embedding our core **values** in all we do will enable us to meet our strategic direction.



## Integrity

We are leaders in the vocational training community, and as such we are honest and fair in all we do. We are committed to being accountable and transparent. We hold ourselves to high standards of ethical behaviour and take responsibility for our actions.

## Collaboration

We will listen, evolve and work together, helping and supporting each other for the collective goals of the college.

## Inclusion

We work to strengthen a culture of care for our students and staff, by supporting every learning journey, whether for our students, colleagues or industry partners.

## Innovation

We create exceptional teaching and learning environments; valuing the experience and knowledge students and industry bring and engaging them in constructing a learning journey which values new ideas.

## Values

# About Us



10,000+ Total students  
Including 1,800+ apprentices and trainees



300+ Industry and community partners



240+ VET qualifications



420+ Staff

We deliver training to the south of Western Australia



# Key Aspirations



94% Student satisfaction

87% Graduate achievement rate



81% Graduate destination



Well-managed growth

Enhanced staff wellbeing



Brand awareness

# Operating Environment

The South West and Great Southern regions are continuing to experience significant growth and prosperity. As Western Australia continues to lead the countries COVID-19 recovery, our regions have experienced growth in population and economic investment and as a result are nearing full employment.

The need for a pipeline of skilled workers to support the growth experienced in areas, including health and community services, manufacturing, construction, agriculture, conservation, mining, tourism and hospitality, is now more important than ever.

Coupled with this is the establishment of emerging industries in areas such as renewable energy, lithium hydroxide processing and the proposed development of an advanced manufacturing and technology hub in the South West region.

*Fast Track to Hospitality Program*



*Bunnings Employment Information Session*

## Skilling the future workforce

With an increased focus on the establishment and investment in new, clean and renewable energy we are also experiencing a shift of focus away from the dependence of the coal industry in Collie and the timber industry in Manjimup. In order to support the workforce transition to these new opportunities, South Regional TAFE has an important role to re-skill and up-skill existing workers to meet the needs of the emerging industries and to foster regional growth.

In order to capitalise on these and other emerging opportunities, we have added to our scope of delivery for the 2022-24 period and are creating training and delivery products in areas such as:

- ▶ integrated technologies, cyber and robotics;
- ▶ driver training to meet the state-wide shortage of truck drivers;
- ▶ autonomous workplace operations to support technological advancement;
- ▶ arboriculture, aquaculture, beekeeping and technology training to support the agriculture sector.



*Heavy Vehicle Driving Operations Skill Set launch*

While South Regional TAFE's broader operational environment will continue to evolve, we too are evolving to support our community and the need to live locally and train locally. We will continue to work in partnership with our many industry and community stakeholders to leverage off these opportunities and to support a vibrant, agile, work-ready and skilled workforce.

# Strategic Theme 1

## Student Centred – Right skills at the right time

*Deliver skills to meet current workforce needs and emerging jobs*



Students are at the forefront of everything we do. We will design and deliver programs that encourage and promote access to vocational education and training for students at all stages of their educational and employment journey, whether they are pre-apprentices, apprentices, school-based trainees or students who are embarking on a new career or entering the workforce for the first time. We will empower students to learn and upskill by ensuring support services are effective and responsive and we will foster the online environment to enhance the student experience.

At South Regional TAFE, we embed quality outcomes in our vast suite of training products and services. We will continue to enhance our technology-enabled learning capability to increase flexibility and to meet the needs of our diverse learners and industry. We are continuing to increase our focus on STEM and digitally responsive delivery.

We are constantly engaging with industry to identify the emerging workforce needs so that we can provide students with the skills they need for local jobs, so that people have the continued opportunity to train and work within their local community. We will work hand-in-hand with the local community to understand their needs and how it intersects with the needs of industry. We will continue to focus on driving apprenticeships, school-based trainees and pre-apprenticeship programs and will work with all groups within our community to maximise their access to vocational education and training.

Our commitment to quality education and the enhanced student experience is paramount. We will continue to embed a continuous improvement culture where we foster the student experience through regular feedback mechanisms to ensure that students are engaged and satisfied, and to ensure that high-quality training is delivered.

### Our Initiatives

**Innovative growth** by providing new and responsive training to meet local workforce needs

**Enriching our targeted programs** through a range of projects to support our students in optimising their employability skills

#### Student experience and engagement framework

- Youth and Aboriginal Engagement Plan
- Diversity Framework
- Student Experience Strategy
- Student Hub Concept
- Disability Access and Inclusion Plan
- Multicultural Plan
- Reconciliation Action Plan

### Our Mechanisms

### Measures of Success

1. New training programs in growth industries
2. A range of wrap-around services to support graduate destination
3. Improved student satisfaction and innovative student support services
4. Increase in apprenticeships and traineeships

# Strategic Theme 2

## Demand Driven

*Support local industry, community and government priorities*



South Regional TAFE is positioning to become a leader in providing emergent skills to support a strong and diversified local economy through a focused industry consultative framework. We aim to support the growing health, community services and social assistance requirements arising from COVID-19 impacts by developing skilled learners to meet our region's growing workforce needs.

South Regional TAFE will continue to leverage off the strong community and industry connections that staff have in our Jobs and Skills Centres to provide engaging, responsive and effective training solutions and pathways for our local community. This, coupled with the enhanced engagement with local community groups and our extended partnerships with Aboriginal organisations, disability service providers and multicultural support services, will allow us to further develop customised vocational education and training solutions.

Our enhanced industry consultation capability will provide a launch pad to enable innovative, agile and relevant workforce development services that are just in time and meet emergent skill needs. Our ability to partner and collaborate with other government agencies will support our requirement to meet State Government priorities, and workforce transition needs, while also effectively contributing to the establishment of an international education strategy for Western Australia, that we will be ready to implement when required.

### Our Initiatives

- Industry-focused partnerships** by strategically partnering with industry and local organisations to strengthen our capability, capacity and agility to deliver emerging skills for the regions
- Support local communities** by engaging with and meeting the skilling needs of the regions and addressing the impacts from COVID-19
- Collaborate with other government agencies and education providers** to align products and services to market needs

### Our Mechanisms

- Growth Strategy
- Pathway Programs
- Product Review

### Measures of Success

1. Increased number of industry-led skill sets and programs developed
2. Transition workforce arrangements developed
3. Increased engagement with, and expansion of, VET delivery in schools

# Strategic Theme 3

## Sustainable Performance

Support a strong economy for Western Australians through transparent and sustainable management



South Regional TAFE staff will continue to use strong oversight, measures and controls to promote financial sustainability and stability. Transparent and sustainable management will enable us to deliver innovative and high-quality training while also meeting operational, financial and governance requirements. Effective risk management controls will ensure we meet our requirements as a publicly funded vocational education and training provider.

Through transparent and sustainable management, we will provide a safe learning environment that fosters a performance culture enhanced by a commitment to quality.

We will invest in the development of an information, communication and technology (ICT) transformation strategy and roadmap to support a technology-rich and financially efficient learning environment and workplace.

*By fostering a culture underpinned by our value of integrity, we will continue to grow and develop responsibly as a leader in vocational education and training.*

### Our Initiatives

**Optimise operational performance by leveraging existing and emerging technologies**  
**Enhance workplace health and safety**

### Our Mechanisms

- Health and Safety and Wellness Plan
- Digital Now Roadmap
- ICT Transformation Strategy

### Measures of Success

1. Financial key performance indicators
2. Implementation of the ICT transformation strategy
3. Workplace health and safety key performance indicators

## Strategic Theme 4

### Value Our People

Foster an environment of inclusivity, innovation and collaboration



*Staff are the foundation of our organisation. A valued and committed workforce will be the enabler of our strategy.*

We will support our staff to excel in their role. By fostering a performance culture enhanced by a commitment to quality vocational education and training delivery and support, we will create a unified workforce culture aligned to our values.

We will continue to improve standards of training quality and compliance through improved lecturer currency. We will provide mechanisms to support collaboration and value our people through wellbeing and a staff capability framework.

This fostering of an inclusive, innovative and valued workplace will position us to grow and meet our strategic priorities.

#### Our Initiatives

#### Our Mechanisms

#### Measures of Success

**Innovation and quality in our people**  
**Nurture a unified, supportive and collaborative culture that promotes our vision and values**

- Professional Development Enhancement Project
- Digital Literacy Plan
- Reconciliation Action Plan
- Wellbeing Framework

1. Increase in lecturer currency and industry skills
2. Increase in staff engagement with the college

## Section 4: Key performance indicators

### 4.1 Sector wide key performance indicators

Strategic Outcome/Key Focus Area	Performance Measure	Performance 2020
<b>Stakeholder Satisfaction</b>		
Student overall satisfaction	An overall expression of how satisfied students are with various services provided by the college (Target 88.0%)	92.1%
Graduate achievement rate	The extent to which college graduates have achieved their main reason for undertaking the training (Target 87.0%)	82.1%
Graduate destination	The extent to which the college is providing relevant and quality training that improves student employability (Target 81.0%)	65.5%
<b>Training Outcomes</b>		
Achievement of profile delivery	The effectiveness of the College in meeting Delivery and Performance Agreement targets (Target 100%)	96.94%
<b>Financial/Efficiency Indicators</b>		
Delivery cost per student curriculum hour	The efficiency with which a college manages its resources to enable the provision of vocational education and training programs (Target \$22.00)	\$23.94 per SCH

## Section 5: Declaration

South Regional TAFE is pleased to submit its 2022 annual business plan for the Minister's approval.

*Susan Barrera*

26 October 2021

**Susan Barrera**  
Governing Council Chair

Date

*Darshi Ganeson-Oats*

26 October 2021

**Darshi Ganeson-Oats**  
Managing Director

Date

The 2022 annual business plan for South Regional TAFE is

- approved  
 not approved

*Sue Ellery*

14/11/21

**Hon. Sue Ellery**  
Minister for Education and Training

Date

## Appendix

Appendix 1: Table 1: New and existing domestic commercial contracts and other activities