



TAFE SA Priority Statement

July 2011 – June 2012



Government
of South Australia

tafeSA

Message from the Chief Executive, Office of TAFE SA



Elaine Bensted

Chief Executive, Office of TAFE SA
DFEEST

This is a very exciting time for TAFE SA and I am delighted to present the 2011-12 TAFE SA Priority Statement that sets out TAFE SA transitional governance arrangements and the priorities for the next 12 months.

The vocational education and training system is undergoing significant changes nationally and in South Australia. Over the coming years South Australia will need more people participating in training and doing so at higher qualification levels to meet the needs of new, growing and rapidly transforming industries. *Skills for All* will reform vocational education and training in South Australia so it can deliver the skills that South Australia requires and link people with the jobs we need them to do. This will be underpinned by an extra \$194 million from the State Government that will deliver 100,000 training places.

TAFE SA as South Australia's largest provider will play a critical role in progressing these reforms across metropolitan and regional South Australia. There will be significant opportunities for TAFE SA. Establishing TAFE SA as a statutory authority by 1 July 2012 will position TAFE SA to better compete with other providers when funding becomes fully contestable.

The Office of TAFE SA will commence operations from 1 July 2011 as an interim arrangement to progress TAFE SA priorities and address key challenges and to assist TAFE SA to become increasingly independent and accountable in preparation for full autonomy under a governance board arrangement. I will be working closely with the Managing Directors and the executive teams of the Institutes to ensure we meet best practice standards in the critical areas of:

- teaching and product delivery
- promotion and marketing
- organisational capability, culture and practice
- financial management
- accountability and governance.

I look forward to working with all staff to ensure TAFE SA remains the number one provider of quality vocational education and training in South Australia. I commit to providing regular communication about our progress.

Elaine Bensted

Chief Executive
Office of TAFE SA
DFEEST

Stephen Conway
Managing Director
TAFE SA Adelaide
South Institute
DFEEST



Denise Janek
Managing Director
TAFE SA Regional
DFEEST



David Royle
Managing Director
TAFE SA Adelaide
North Institute
DFEEST



Message from TAFE SA Managing Directors

TAFE SA has a proud educational tradition and we intend to build on this to create future growth in a contestable market place.

In 2011-12 the TAFE SA Managing Directors commit to work collaboratively with the Chief Executive, Office of TAFE SA through the TAFE SA Executive. We will position TAFE SA to maximise the opportunities of *Skills for All* reforms and further enhance the strength of the TAFE SA brand across South Australia.

It is essential that we adopt bold new ways to market and refresh TAFE SA in response to our rapidly changing technological, social, economic, policy and funding environments.

With autonomy comes accountability and as Managing Directors we accept the responsibilities of the Ministerial Charters and Performance Agreements whilst delivering the 2011-12 TAFE SA priorities outlined in this statement. We also commit to work with our respective Institutes and Campuses to ensure that our local communities, regions, businesses and industries benefit from these generational reforms in vocational education and training.

In turn we ask that all staff gain an understanding of what the *Skills for All* reforms mean for South Australia and TAFE SA's business. We also ask that work groups take every opportunity to progress our 2011-12 priorities so that together we move TAFE SA toward becoming a statutory authority.

Priorities for TAFE SA in 2011- 2012

- TAFE SA is in a financially viable position by 1 July 2012 to operate commercially in an increasingly competitive training market
- TAFE SA has greater accountability and responsibility in meeting its performance and financial obligations
- TAFE SA ensures a strong focus on quality for both our domestic and international training
- TAFE SA culture and management practices become more commercial and entrepreneurial
- Flexibility within existing TAFE SA industrial relations arrangements is maximised
- TAFE SA marketing flexibility is increased through a new agreement with the Department of the Premier and Cabinet and revised marketing structures
- TAFE SA has the appropriate skills base in its workforce, including strengthened financial and commercial capability to respond to a demand driven system
- The TAFE SA Institutes collaborate to position TAFE SA for 2012 and the future, supported by Educational Services and the Office of TAFE SA
- Partnerships with industries, employers, schools, universities, Adult Community Education providers and other advocates are strengthened to maximise outcomes for students and employers
- TAFE SA reviews policies and develops Service Level Agreements with DFEEST to ensure we are positioned well for a move to a statutory authority
- TAFE SA maximises the customer benefits and improved business practices possible by leveraging the new Student Information System (SIS)
- TAFE SA is prepared for the introduction of *Skills for All* reforms including VET Fee Help
- TAFE SA increases training volume by increasing hours delivered and student numbers.

TAFE SA Accountability and Relationships

In 2011-12 the Chief Executive, DFEEST will remain responsible for all departmental outcomes including staffing and financial outcomes for TAFE SA. The Office of TAFE will be responsible for the day to day operations of TAFE SA and will report to the Minister and a TAFE SA Interim Board.

This interim board will be Chaired by the Chief Executive of DFEEST and will include external members. The Minister Assisting the Minister for Employment, Training and Further Education will oversee TAFE SA responsibilities, including the Office of TAFE SA and day to day operational matters for TAFE SA. TAFE SA will be given as much operational autonomy as possible under these revised governance arrangements.

The accountability and responsibilities of TAFE SA will be articulated through:

- a Ministerial Charter between the Minister Assisting the Minister for Employment, Training and Further Education and each Institute
- a performance agreement between the Chief Executive, DFEEST, the Chief Executive Office of TAFE SA and each Institute that includes performance indicators and targets that align with each Ministerial Charter. Regular reporting against the performance agreement will be required of each Institute to the Interim TAFE SA Board
- individual performance agreements will also be put in place and monitored.

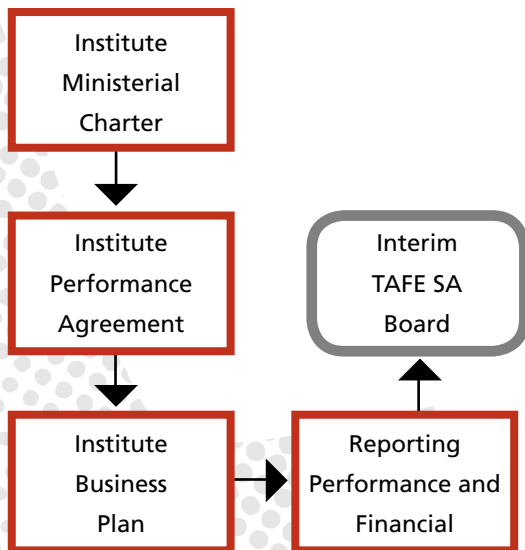
The responsibilities as Principal Executive Officer, International and Principal Officer for Higher Education will transfer to the Chief Executive, Office of TAFE SA. TAFE SA Adelaide North Institute, TAFE SA Adelaide South Institute and TAFE SA Regional will continue to function as three registered training organisations and each will operate to a DFEEST approved business plan. These business plans will articulate Institute directions in response to *Skills for All* and include further accountabilities and reporting. TAFE SA Institute Councils will continue to provide advice and advocacy for the Institutes.

The Chief Executive, Office of TAFE SA direct reporting lines will consist of:

- Institute Managing Directors
- a new Educational Services Manager overseeing: Child Care Network, SIS Operations, Higher Education, Admissions and Curriculum Services, Disability Services, Learning Materials, WEB Services, and Youth Pathways and Partnerships
- Director International
- Manager Marketing and Brand
- Office of the Delegate
- Office of TAFE SA Staff.

The Aboriginal Access Centre will continue to report to TAFE SA Regional and provide services across TAFE SA.

Governance Diagram



TAFE SA Accountability and Relationships Decision Making

The Office of TAFE SA will commence operations on 1 July 2011. Any governance and committee arrangements are temporary until the implementation of TAFE SA as a statutory authority.

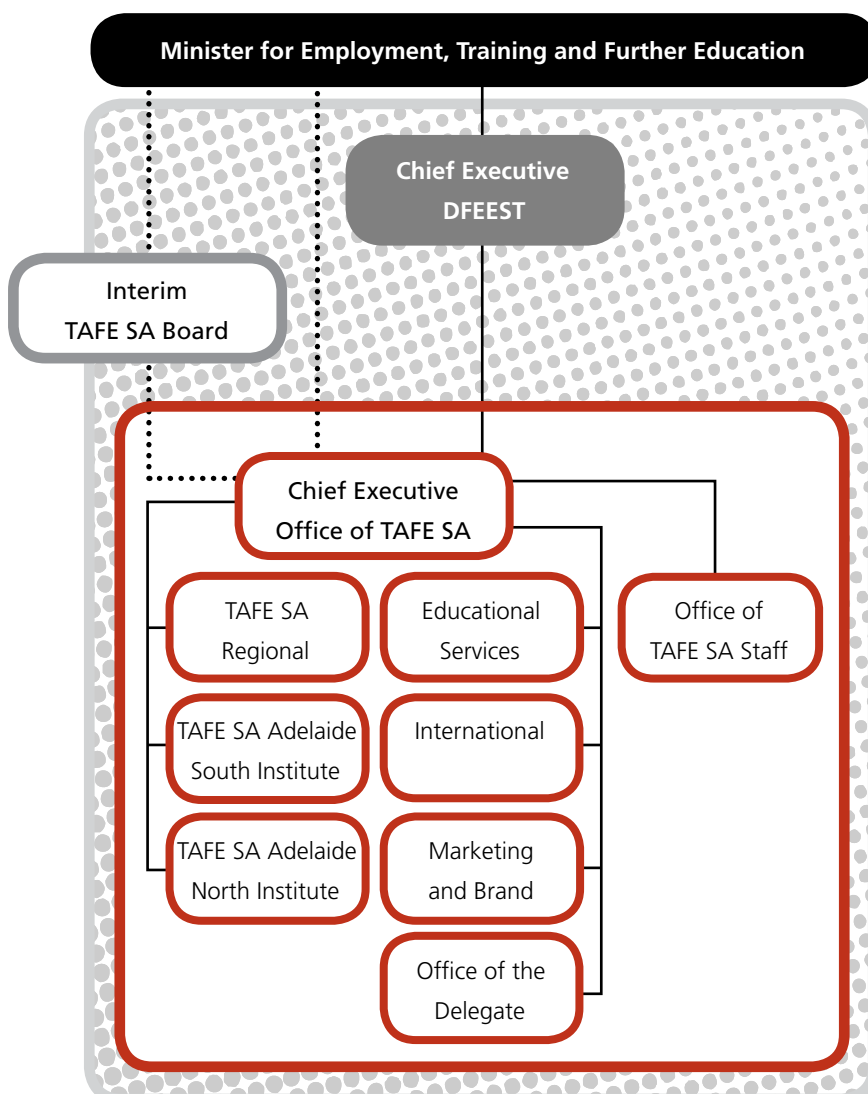
The DFEEST Corporate Executive committee is the peak governing body for overseeing all departmental matters. DFEEST Corporate Executive with external membership and Chaired by the Chief Executive, DFEEST, will operate as the Interim TAFE SA Board in 2011-12, until the statutory authority is established.

The TAFE SA Executive will be the peak decision making body for TAFE SA. This board will comprise the Chief Executive, Office of TAFE SA and TAFE SA Managing Directors. The TAFE SA Executive will develop business strategy and direction and monitor performance in 2011-12.

Other across TAFE SA governance committees will be the TAFE SA Educational Service Committee, Quality Assurance Groups and the International Activity Board. Other key committees at an Institute level will include the: Executive Management, Educational Development, Finance, Occupational Health and Safety and consultative committees.

These decision making bodies are critical mechanisms to ensure that TAFE SA strategically approaches and monitors performance to progress TAFE SA's priorities as a whole. It is also essential that individuals be enabled to make and enact decisions within their delegated authority so that together, TAFE SA becomes more flexible and responsive and meets the challenge of full autonomy through the statutory authority.

Governance Diagram



TAFE SA - A Snapshot

TAFE SA delivers training to nearly 80 000 students in more than 800 courses across almost 50 campuses in metropolitan and regional areas. As South Australia's largest provider of vocational education and training TAFE SA plays a major role in providing a comprehensive range of courses and services to industry, the community and disadvantaged groups. Training is provided in a range of fields including: building, construction and furnishing; mechanical, engineering and transport; community services and health; hospitality and tourism; business and finance; and food and wine.

TAFE SA is made up of three registered training organisations - Adelaide South Institute, Adelaide North Institute and Regional. Each plays a critical role in delivering training as part of TAFE SA. This will continue in 2011-12 and into the future once TAFE SA becomes a statutory authority in July 2012.

TAFE SA consistently leads Australia in terms of student satisfaction and employment outcomes for students. According to the National Centre for Vocational Education and Research, 92% of TAFE SA graduates are satisfied with the overall quality of their training and 95% of TAFE SA graduates would recommend the training they undertook to others.

TAFE SA campuses and facilities have received major State and Commonwealth Government infrastructure investment over the last year to modernise campuses and this will continue in the future. In particular, the State Government has committed to develop the Sustainable Industries Education Centre, a \$125 million building and construction education hub to be built at Tonsley Park. This will see approximately \$200 million in recent TAFE SA infrastructure investment.

TAFE SA courses are increasingly an alternative pathway to university and over the last three years the number of offers to universities being made on the basis on an applicant's TAFE qualification, increased by 30%.



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