

Strategic Plan 2012-2014



Fostering productivity, prosperity
and social inclusion through
quality training and skills development

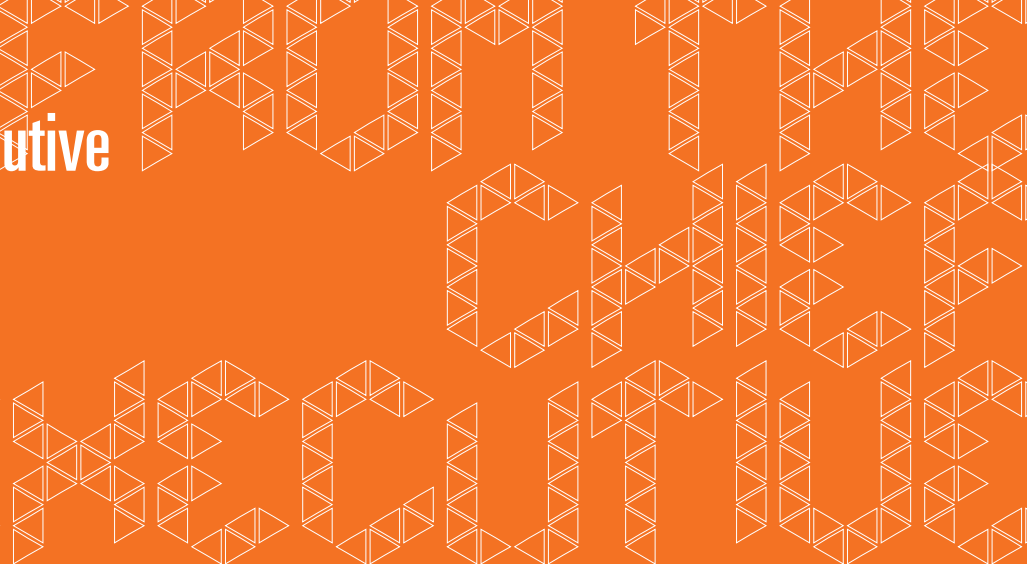


Government
of South Australia

tafeSA



From the Chief Executive



This is one of the most important strategic plans in TAFE SA's long and proud history.

The significant changes planned for vocational education and training and higher education in Australia and the new vision for South Australia as part of the State Government's *Skills for All* initiative, provide both challenges and exciting opportunities for us as an organisation.

The Government recognises that our State needs more skilled people to meet the demands of new, growing and rapidly transforming industries and the requirements of our ageing population, and it has committed \$194 million to fund 100,000 additional training places.

It has also recognised TAFE's track record by announcing plans to make us a statutory authority, thus better positioning our organisation to compete with other providers when funding becomes fully contestable.

This document sets out our strategy to build on a proud educational tradition and create future growth in a complex and competitive market place. It outlines how we will maximise opportunities from the Skills for All reforms and further enhance the TAFE SA brand, and it sets ambitious targets that will benefit us and the State.

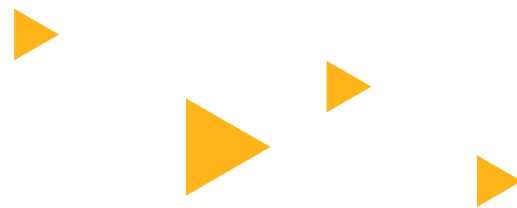
As you will see from the following pages, we recognise it is essential to adopt bold new ways to market and refresh TAFE SA in response to our rapidly changing technological, environmental, social, economic, policy and funding environments.

We will strengthen our relationships with industries and engagement with employers to deliver the education and training required to develop the highly skilled workforce needed by current and emerging industries. Accountability and performance management will be vital.

I hope you share my enthusiasm for the next phase of TAFE SA's development. I look forward to working with our students, staff, customers and our many stakeholders to ensure we remain the number one provider of quality vocational education and training in South Australia.

Elaine Bensted
Chief Executive
Office of TAFE SA

TAFE SA Overview



New structure, unchanged commitment

Under the proposed future governance model, TAFE SA's three registered training organisations – Adelaide South Institute, Adelaide North Institute and Regional – will operate as a single statutory authority.

This business model will provide flexibility for each of the organisations, while also harnessing the benefits of a state-wide system. The three institutes already share a CRICOS Code and Higher Education Provider registration and offer a range of educational services as part of the Office of TAFE SA to leverage system efficiencies.

Under the restructure we will remain South Australia's largest provider of vocational education and training (we currently offer more than 800 courses to approximately 80,000 students across 50 campuses) and will continue to offer a diverse range of options, including building, construction and furnishing, manufacturing, engineering and transport, community services and health, hospitality and tourism, business and finance, and primary industries, food and wine.

We will also continue to set the benchmark in Australia in terms of student satisfaction and employment outcomes. According to the National Centre for Vocational Education and Research, 91% of TAFE SA graduates are satisfied with the overall quality of their training and 95% would recommend the training they undertook to others. These are the highest satisfaction ratings in Australia.

We will continue to play a central role in the State's development. TAFE SA has received some \$200 million of State and Commonwealth Government infrastructure investment over the past two years 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 project including a building and construction education hub to be built at Tonsley Park.

Our Vision

TAFE SA provides quality education to create sustainable futures for our customers and South Australia.

Our Mission

TAFE SA fosters productivity, prosperity and social inclusion through skills development for individuals and industry as a State Government owned entity.

We achieve this by:

- Delivering learner-centred programs and value-added services that give students every opportunity to achieve their personal, educational and career goals.
- Engaging with employers, enterprises and communities to develop the highly skilled workforce they need.
- Ensuring our products and services meet the diverse needs of our students and industry clients.
- Prioritising resources to support our vision, meet market expectations and implement contemporary methodologies and technologies.
- Building relationships to guarantee our educational delivery is meaningful and current.
- Working with Adult Community Education to support customers needing foundation skills.

Our values shape our behaviours

TAFE SA is a prominent, high performing organisation. We have a strong commitment to our people and our core values, and work to attract, develop and retain a highly talented workforce. We share and seek to build upon the SA Government Public Sector's commitment to accountability, honesty, integrity, trust and respect.



Our core values are:

Quality and Excellence

- Ensuring our products and services are constructed and delivered to meet the needs of students and industry.
- Delivering high quality customer service.
- Fostering professionalism through mentoring and support.

Responsiveness:

- Providing timely services to individuals and businesses.
- Finding solutions to employers training needs.
- Cutting down on unwarranted red tape.

Innovation and Creativity

- Supporting innovation in teaching and learning.
- Fostering innovation in conduct of business.
- Actively encouraging new ideas and new solutions.

Accountability

- Setting clear key performance standards throughout the organisation.
- Requiring transparent performance reporting on all key elements of the business.
- Ensuring all staff take responsibility for delivering results.
- Ensuring efficient and effective use of public resources.
- Being accountable to future generations through environmentally sustainable practices.

Accessibility

- Offering programs and services for individuals through a variety of teaching methodologies.
- Recognising and responding to the diverse learning needs of our customers.
- Partnering with appropriate organisations to provide holistic services regardless of individual circumstances.



Goal 1 — Learners and Employers

TAFE SA will be the preferred choice for South Australian students and employers seeking high quality and innovative Vocational Education and Training and Higher Education programs and services that are relevant to existing and future community, industry and market needs.

“We have had a long and successful working relationship with TAFE SA ... our operation is extremely diverse, and due to the nature of the industry has a high turnover of personnel. As such we need to engage with a training provider who can meet the operational requirements of such diverse and complex operation.”

Manager Training & Development
BHP Billiton

Strategies

- Regularly review all programs in a systematic and responsive way that leads to decisions on retention, retirement or restructuring of program delivery or investment in new program areas.
- Partner with industry to determine new and emerging employment opportunities to influence new program areas.
- Deliver intensive training programs (such as summer schools, weekend retreats).
- Resource and use innovative technologies to increase access to training opportunities and enhance student learning outcomes.
- Work with industry to enhance professional opportunities for students, including work-based learning and future employment prospects.
- Implement a comprehensive marketing plan that reflects market segmentation and move to a demand-driven system.
- Provide pathways between TAFE and universities and between schools and TAFE.
- Ensure a greater proportion of TAFE SA expenditure is spent on the direct delivery of education and training.

Key Measures

- Load pass rate to remain at 87% or above.
- Rates of recognition of prior learning will remain above the national average (NCVER data).
- Increase by 5% per annum the number of qualifications issued.
- Increase SA public university offers made to applicants with a previous TAFE SA qualification by 13% (from a 2011 benchmark based on SATAC data).
- Overall satisfaction results for TAFE SA higher education student outcomes will equal or better the result for all Australian higher education institutions participating in the Australasian Survey of Student Engagement (AUSSE data).
- 50% of TAFE SA qualifications at AQF 5 and 6 will have at least one specific articulation agreement to a university or other higher education provider.

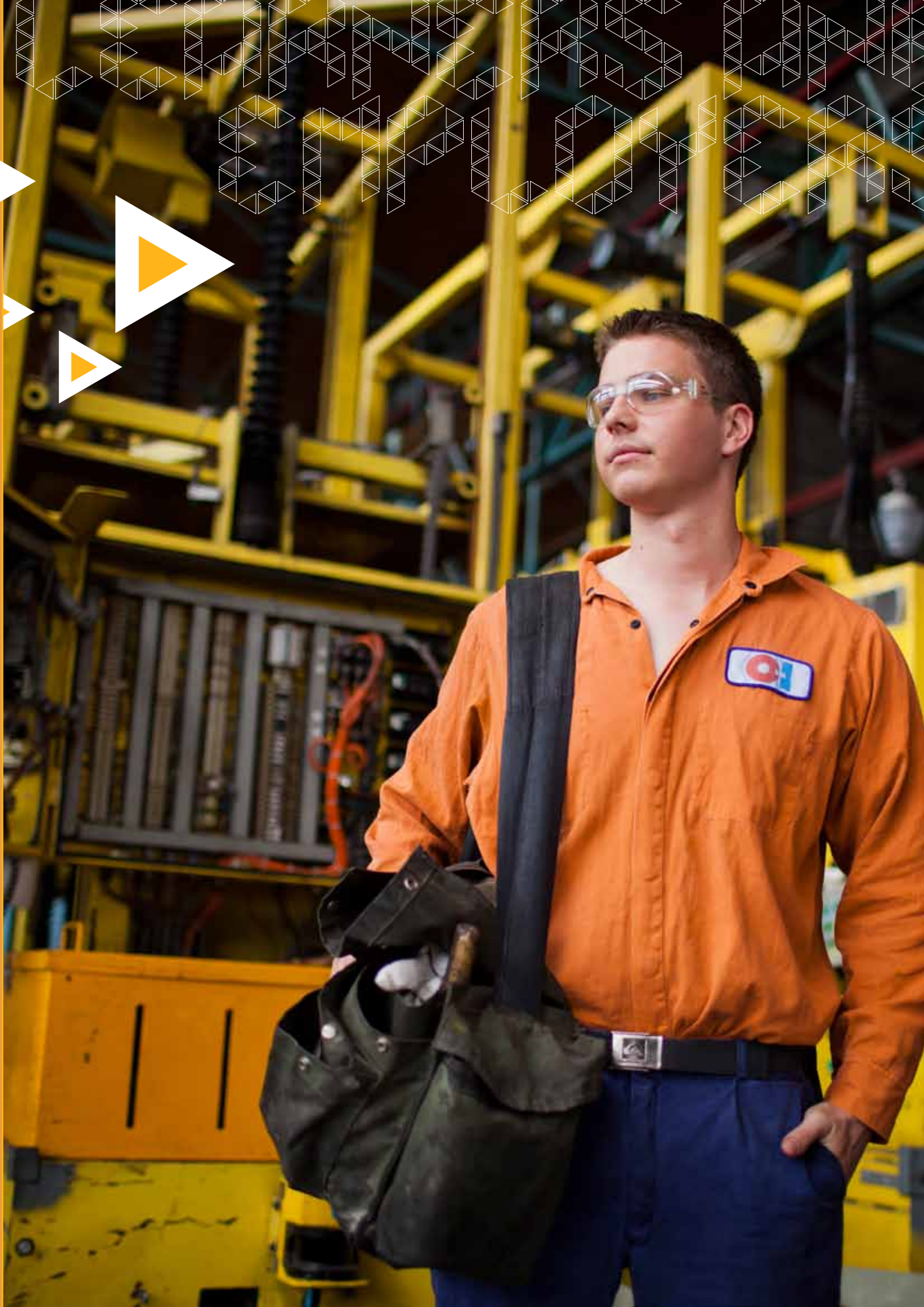
“Starting at TAFE SA with Certificate, Diploma and then Advanced Diploma of Marketing qualifications, gave me 36 points toward my Commerce Bachelor Degree at Uni. I think doing my study this way was the best decision I could have made.”

Student

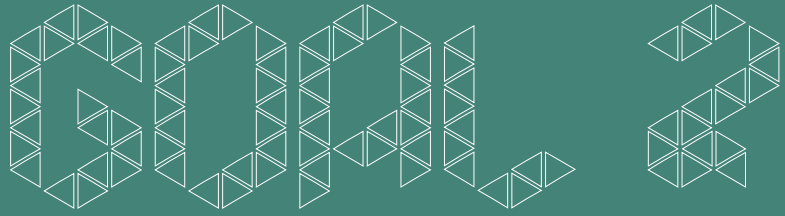
Advanced Diploma of Marketing

“The Institute of Public Accountants work closely with TAFE SA to help graduates enhance their career prospects, broaden their horizons and develop their professional skills to work in a variety of industries. Our partnership allows TAFE SA students to make a valuable contribution across all levels of business”

Institute of Public Accountants



Goal 2 — Participation



TAFE SA will maximise educational outcomes for learners by supporting individuals to effectively participate and succeed in education and training.

“I would like to say how happy I am with the Aboriginal Access Centre. (The staff) are able to read Aboriginal people and know exactly how to teach them and what they need to get them on the right path. (My children) were not coping with school and the way they were being taught. A person in the community ... told me to come into TAFE. I am thrilled to tell you that (my children) ... are both employed ... (one as) an apprentice cabinet maker ... (and the other) ... in the retail sector.”

Strategies

- Provide flexible and socially inclusive support services for the diverse needs of all learners to enhance successful outcomes.
- Increase participation and levels of achievement by Aboriginal people by designing and implementing culturally appropriate and inclusive training programs and services.
- Implement strategies to increase participation and completion rates by disadvantaged groups (eg youth, single mothers, disabled, mature-aged).
- Develop the foundation skills of people including the use of information and communication technologies.
- Ensure people living in regional and remote areas of South Australia have access to a broad range of vocational education programs and collaborate with universities to expand higher education opportunities.
- Strengthen relationships with the Adult Community Education sector to support the development of foundational skills and facilitate effective transitions from ACE to TAFE SA.

Key Measures

- Increase the number of Aboriginal students achieving Certificate 3 or above qualifications by 5% each year.
- Increase Aboriginal participation in TAFE SA courses by 5% each year.
- Increase the number of 16-24 year olds engaged in TAFE SA training by 5% by 2014. This means an additional 1500 student.
- Increase the number of students enrolled from low socio-economic backgrounds by 5% by 2014. This means an additional 1140 students.
- Deliver a small offering of higher education qualifications that are vocational in nature and have industry endorsement to meet community needs.
- Maintaining regional students as 32% of total TAFE SA students.

“TAFE SA works closely with the Bedford Group to ensure we can provide the best pathways, training and outcomes to suit the individual needs of our people. The TAFE SA joint “Skills Check” program means we can recognise previous skills and knowledge, courses and training for each individual to fast track them towards nationally accredited qualifications”

Bedford Group



Goal 3 — Sustainable Business

TAFE SA will be a thriving, agile and sustainable organisation.

Strategies

- Develop and implement a three-year business plan which articulates fund sources, business development plans and budget strategies.
- Create a viable business entity that can operate as a statutory authority.
- Align production of financial information and business operating reports to commercial practice and ensure managers receive accurate and timely information about performance against targets.
- Continue to implement and report on the TAFE SA Environmental Sustainability Plan.
- Maximise educational and business opportunities from the development of the Sustainable Industries Education Centre.
- Integrate risk management and mitigation strategies into TAFE SA planning and operations.

Key Measures

We will achieve:

- The outcomes and performance indicators outlined in approved business plans.
- Educational/environmental and economic benefits realised from the Sustainable Industries Education Centre project.
- Targets outlined in the TAFE SA Environmental Sustainability Plan (including waste, energy, water).



Goal 4 – TAFE SA workforce

TAFE SA will attract, develop and retain a highly talented workforce known for its professionalism and innovative practices.

“For me, sustainability is about never getting comfortable with what we’re doing. Resting on our past reputation is not going to carry us through in a contestable funding environment. We need to be continually looking for new opportunities to improve our existing products and be prepared to move into new areas of expertise as demand requires.” TAFE SA lecturer

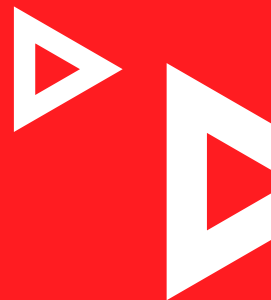
Strategies

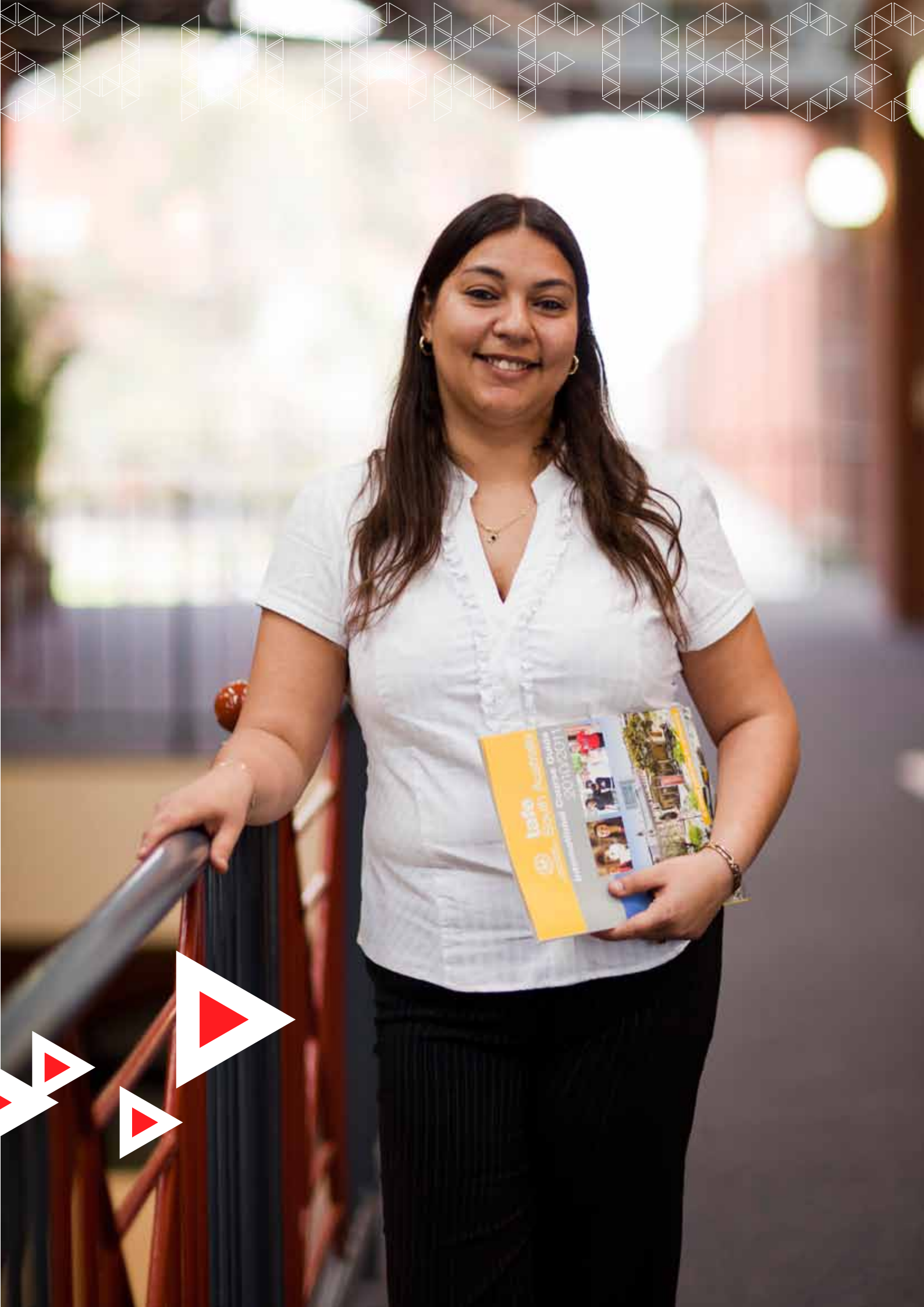
- Implement a Workforce Development Plan that maximises the full range of capabilities, knowledge and skills of staff.
- Implement a range of programs across five focus areas:
 - o Attract and recruit the right people
 - o Develop our people
 - o Engage and connect our people
 - o Look after our people
 - o Increase our organisational capability.
- Implement the Aboriginal employment strategy and the education recruitment strategy.
- Improve induction processes, strengthen performance management, leadership development and the development of a “green” workforce.
- Promote innovation in the workplace.
- Develop industrial relations initiatives to maximise TAFE SA flexibility and a continued focus on the implementation of the OHS & IM plan to reduce work injuries.
- Develop organisational capability strategies to respond to the results of staff surveys.

Key Measures

- 80% of TAFE SA employees will have a current individual development plan.
- Participation of Aboriginal people in our programs, spread across all classifications, will exceed 2%.
- 75% of our staff will state that they are proud to work for TAFE SA.
- Workplace Health and Safety legislative requirements will be met following our transition into a statutory authority.
- New injury claims will decrease by 25% by the 2014/15 financial year (from base year 2009/10).
- The total cost of workers compensation expenditure each financial year will be 10% less than that incurred in the previous financial year.

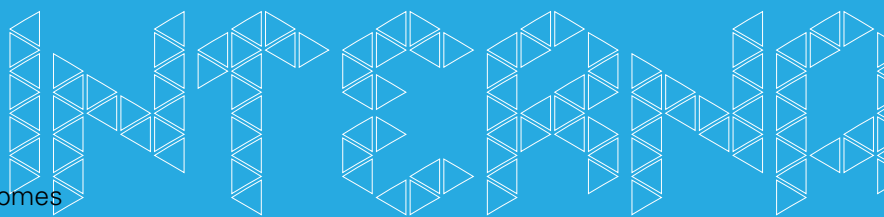
“We simply have to have the right staff... if we have the right tools....we can do anything.”
TAFE SA lecturer





Goal 5 — Internationalisation

TAFE SA will be a leader in international education and contribute to the target outcomes in the South Australian Strategic Plan.



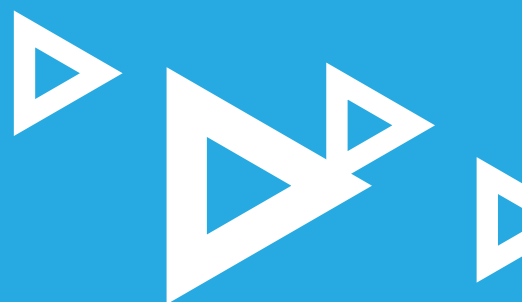
"Adelaide has a vibrant, friendly, relaxed multicultural society and the diversity of students at TAFE means you meet people from all over the world. Since arriving, I have found that education here has a high international reputation for excellence. I found studying in Australia to be a fascinating, challenging and unforgettable experience. Everyone is so kind and friendly here, I always feel like I am at home on "my island home." International Student Ambassador

Strategies

- Develop new products that meet the needs of overseas students and provide a more diversified product and country mix.
- Implement a dynamic international marketing strategy fully utilising digital media to increase the number of TAFE SA overseas students.
- Continue to improve customer service levels and value-add services for international students.
- Increase revenue levels from transnational activity while ensuring maximum focus on quality and risk management.
- Collaborate with university partners to promote further opportunities to attract overseas students.
- Encourage a culturally inclusive environment on each of our campuses.

Key Measures

- International student enrolments will grow by 35% by 2014.
- International revenue will increase by 15% annually, without losing our focus on quality.
- Student satisfaction will be measured using:
 - o Education Adelaide Brand Health Study.
 - o TAFE SA focus groups from the Student Ambassador Program and online surveys of commencing and existing TAFE SA students.





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Stakeholders

Achieving the outcomes outlined in this Plan will require TAFE SA to work with many different stakeholders and pursue specific objectives relevant to each group.

Stakeholders

Students

Objectives

Provide a dynamic learning environment where students are learning for success

Enterprises

Ensure TAFE SA graduates have the skills needed by industry and that we are training a workforce that meets the State's current and future needs as forecast by the Training and Skills Commission.

Work collaboratively to ensure TAFE SA can support workforce needs for existing and emerging industries.

Education Providers

Pursue collaborative relationships that provide the best possible outcomes for students and maximise pathways.

Government

Meet accountability and compliance requirements through strong governance and leadership.

Contribute to the achievement of the Jobs Strategy additional training places.

Staff

Provide a safe and healthy workplace that supports and develops our staff in delivering a positive learning experience.

Community

Contribute to sustainable and prosperous communities through skilling individuals and increasing participation.



Further Information

Copies of the TAFE SA Strategic Plan 2012-2014 are available on the TAFE SA website at www.tafesa.edu.au or by contacting:

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