



Government of  
South Australia

# Strategic Plan

## **2016-2019**

# Vision

Recognised as Australia's best vocational education and training provider.

# Mission

Transform people's lives by delivering high-quality and financially sustainable training and education in a competitive environment.

# Core values

Our behaviour reflects our core values:

## Service excellence

We meet the needs of all customers effectively and enthusiastically.

## Work as one team

We display a can-do attitude and work together to deliver solutions.

## Success focused

We always strive to do better.

## Accountability

We take responsibility for our behaviours, actions and outcomes.

## Respect

We demonstrate respect for our customers, our people and our organisation.



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# Foreword



## From the Chair

This is the most important Strategic Plan that TAFE SA has released in its 45-year history.

We are at the halfway point in a period of transformation that is bringing about dramatic changes in the way we think, act and respond to the world around us.

As the leading vocational education and training provider in South Australia – and one of the largest educators in Australia – we have a responsibility to provide relevant and accessible high-quality training to people from all parts of the State and all walks of life, and in so doing support the State's development and economic priorities.

However, we are expected to do so with even greater efficiency, despite increased competition and under new funding arrangements. The TAFE SA of tomorrow needs to be even more commercial than it is now, without losing its historic focus on students.

This presents us with quite a challenge, but we are well placed to meet it because a great deal has been achieved over the past three years.

Since TAFE SA became a statutory corporation in November 2012 we have consolidated three separate training organisations into one and streamlined our operations such that we have reduced our reliance on State Government funding by nearly 20 per cent.

An important part of the story has been a nearly 20 per cent increase in external fee-for-service revenue. That is an impressive performance in a relatively short time, and it is significant that a component of that growth has come from overseas.

Our expertise is widely recognised, and we have signed partnership agreements for study tours, training and intellectual property licensing – for example, in China, Malaysia, Indonesia and Japan. At home, we are working with some of Australia's leading companies.

TAFE SA is a very different organisation now from what it was three years ago, and it will be different again in another three years.

This new Strategic Plan sets out the range of actions and activities our dedicated employees, with the support of the Board, will take to build on our successes, continue the process of change, and consolidate our reputation for providing modern and flexible training options and opportunities.

It is a very exciting time for all stakeholders in a key enterprise in the State's future.

**Peter Vaughan**  
Chair, TAFE SA Board



## From the Chief Executive

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Two factors underpin the development of this new Strategic Plan: TAFE SA's long-standing success and reputation, and the need to keep evolving to maintain that reputation.

We were greatly encouraged by a statewide consultation undertaken in late 2015 that revealed a high level of engagement across all sectors of the community and a real appreciation of what TAFE SA does and why.

The consultation process made it clear that we are recognised as the State's flagship provider of vocational education and training, with a mandate to contribute to economic and regional development. However, we also know that changing expectations and funding models require us to be financially sustainable by adopting a more commercial approach. We will be even more market focused by increasing our collaboration with industry and better promoting who we are and what we deliver.

Our focus is very much on offering courses, delivery models and career pathways that South Australians want and that meet the needs of the areas in which they live, whether in Adelaide or regionally.

Our aim is to deliver a broad range of options and opportunities, but in different ways that reflect contemporary approaches to teaching and learning and respond to the needs of individuals, businesses and regional economies.

Training must be relevant to present and future job opportunities.

I am delighted to say that a great deal is already happening to make us a more flexible education and training provider.

We currently have more than 3,000 online modules, with in excess of 30,000 students involved in some degree of e-learning. For example, our curricula, resources and assessment methodologies include iBooks, interactive scenario-based learning, virtual classrooms and augmented reality in printed learning guides.

We are also taking steps to streamline our student entry, assessment and support services to ensure that TAFE SA offers a clear and simple pathway through our system and new and exciting options for students to continue the education journey.

I am proud to say that close to 90 per cent of our graduates find jobs or continue studying and 91 per cent say they are satisfied with the training they receive. That is an impressive performance given the diversity of our courses and our student mix – and is a tribute to our hard-working staff.

This Strategic Plan sets out a clear path for TAFE SA – one which very much meets the needs of South Australia.

**Robin Murt**  
Chief Executive, TAFE SA

# TAFE SA snapshot



 **80,000**  
students

 **1,300**  
qualifications

 **290** delivery sites

Supporting the **South Australian Government's** economic priorities

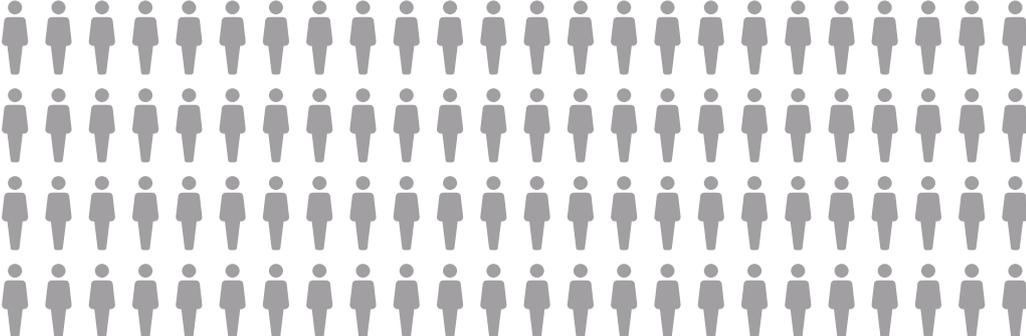
## DIVERSITY

 **1,200+** international students

 **2,900+** students identify as Aboriginal and Torres Strait Islander

 **3,200+** students identify as having a disability

 **5,500+** students aged over 55

 **25,000+** regional students

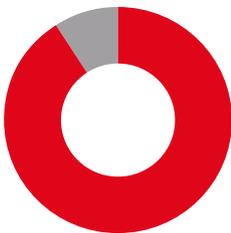
# EXCELLENCE

63

Dual Offer courses providing students guaranteed pathways to a public university

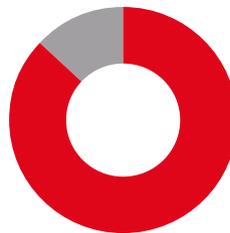


Transnational business and export with 8+ Asian countries



91%\*

of students are satisfied with the teaching at TAFE SA

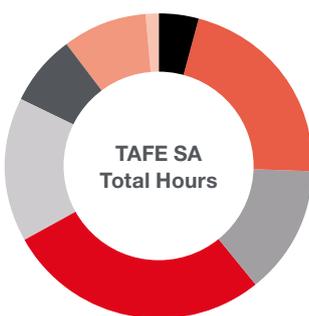


87%\*

of graduates get jobs or continue studying

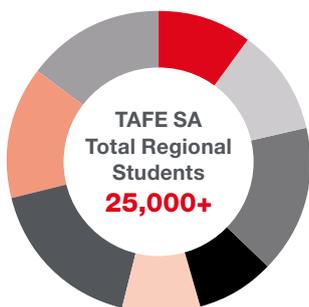
\*NCVER, December 2015

## TAFE SA customers include



## TAFE SA Qualifications

- Advanced Diploma
- Certificate I
- Diploma
- Non accredited
- Certificate IV
- Bachelor Degree, Associate Degree, Graduate Certificate / Graduate Diploma
- Certificate III
- Certificate II



## Student distribution by region

- Adelaide Hills
- Limestone Coast
- Barossa, Light and Lower North
- Murray and Mallee
- Eyre and Western
- Yorke and Mid North
- Far North
- Fleurieu and Kangaroo Island

Content correct at time of publication

# Market and environment

TAFE SA's aim is to build capacity, manage risks and become more efficient and flexible. Making this happen requires vision and a realistic appraisal both of our current position and of the economic, political and social environment in which we operate.

Like all organisations, we face a range of external factors that can assist or hinder our progress or, at the very least, influence our thinking. Some affect the certainty with which we can make key decisions and the speed with which we can implement change.

As a public education and training provider assisting the State Government in meeting its strategic objectives, we have clear obligations in relation to compliance and accountability and face a range of expectations around our role and performance. More broadly we are affected by State and Federal Government decisions in relation to skills funding and economic and political priorities, including decreasing State Government funding and the requirement to operate competitively in commercial market segments from 2019.

As a contributor to the South Australian economy, there is enormous potential to support business growth in a State that is dominated by small and medium size enterprises and is championing the importance of innovation and the need to identify and develop future industries. We need to continue to place emphasis on both business-to-business and business-to-consumer relationships.

As an education and training provider, the transformation of our organisation is continuing within a competitive vocational education and training sector. We will strengthen our partnerships with schools and universities and increase our online and flexible teaching in other markets. At the same time our more commercial focus will change the dynamic between us and other vocational education and training providers.

In addition, as we expand our international presence – an area of great potential – we will be more exposed to international currency changes, global events and prevailing government policies on building training capacity, immigration, visas and student numbers.

Most importantly, the process of change as we transition to a new operating model rightly brings expectations that we will be conscious of our responsibilities and of the expectations of our current and future staff and other stakeholders.

In turn, our expectations of staff will continue to increase as the vocational education and training sector becomes more competitive and we as an organisation become more efficient, flexible and responsive to a changing economic and political environment.

# Strategic goals

The TAFE SA Strategic Plan 2016-19 incorporates four 'Strategic Goals'.

**1**

**Deliver innovative training to our transforming society**

Objective

Provide high-quality, flexible, demand-driven courses and training options that meet the needs of students, employers and the industries of the future.

**2**

**Meet our customers' expectations**

Objective

Create a customer-centric culture, efficient systems and clear, accessible and equitable pathways that will ensure we are the training provider of choice.

**3**

**Build a high-performance culture**

Objective

Set high standards and clear expectations that will ensure all employees are empowered and perform at their optimum levels of capability.

**4**

**Grow profitable external income**

Objective

Diversify our income streams and expand our reach by leveraging our unique strengths through new courses and new markets, and with a greater focus on commercial opportunities and partnerships with industry.



# Deliver innovative training to our transforming society

## OBJECTIVE

Provide high-quality, flexible, demand-driven courses and training options that meet the needs of students, employers and the industries of the future.

## PRIORITIES

- > Understand our customers' needs through increased industry engagement to ensure courses reflect the priorities of each region in South Australia.
- > Develop close collaboration with secondary schools.
- > Use creative educational design and delivery methods to meet student and industry demand.
- > Ensure the digital learning experience meets national standards and supports vocational education and training pedagogical outcomes.
- > Increase the capability of our staff to consistently deliver high-quality training.
- > Utilise fit-for-purpose training venues and flexible delivery options.
- > Offer courses that are attractive to international markets.
- > Ensure course fees reflect market competition, student demand, community expectations and costs of delivery.
- > Raise TAFE SA's profile as a leader in vocational education and training pedagogy.

# Meet our customers' expectations

## OBJECTIVE

Create a customer-centric culture, efficient systems and clear, accessible and equitable pathways that will ensure we are the training provider of choice.

## PRIORITIES

- > Ensure we are close to our customers, understand their needs and learn from their feedback.
- > Ensure engagement and service delivery is efficient for students and staff.
- > Streamline all processes for students and customers to do business with us.
- > Give all students access to advice and support.
- > Provide continuity of services, especially when students change course or campus.
- > Ensure accountability and ownership of customer excellence in every area of the organisation through a strong 'work as one team' approach.
- > Improve the conversion rate from initial enquiry to enrolment and customer retention.





# Build a high-performance culture

## OBJECTIVE

Set high standards and clear expectations that will ensure all employees are empowered and perform at their optimum levels of capability.

## PRIORITIES

- > Provide employees with a safe work environment that is conducive to performing at their best.
- > Recruit and retain exceptional individuals.
- > Implement best-practice leadership approaches and remove barriers to performance.
- > Ensure employees understand how their roles support the delivery of specific elements of the Strategic Plan.
- > Set performance objectives, competency expectations and measures for each employee and provide regular, timely, management-led performance feedback.
- > Establish effective mechanisms to acknowledge and reward high performance and address unsatisfactory performance or behaviour.
- > Establish systems to identify critical roles, key talents and succession planning.
- > Create an organisational structure in which accountabilities are well defined and communicated.
- > Optimise employee access to training options to further facilitate professional development.

# Grow profitable external income

## OBJECTIVE

Diversify our income streams and expand our reach by leveraging our unique strengths through new courses and new markets, and with a greater focus on commercial opportunities and partnerships with industry.

## PRIORITIES

- > Proactively pursue and win new profitable business opportunities.
- > Increase market connectivity and understanding through collaboration with industry, interest groups and other training providers.
- > Promote TAFE SA's ability to transform people's lives by showcasing success stories and actively engage with alumni.
- > Ensure product alignment to industry needs and market demand to support partners in growing their businesses.
- > Accelerate alternative study options.
- > Strengthen university partnerships and promote TAFE SA's role as a pathway to higher education.
- > Build on our reputation to attract more international students, secure transnational business and increase national and international online enrolments.
- > Clearly identify commercial and non-commercial offerings.
- > Allocate earning targets to specific roles in the organisation to bring together priorities with accountability.



# Strategic enablers

In planning the future of TAFE SA, we have been conscious of the two significant changes taking place in education and training around the world.

The first is the continuing evolution of technology and the regular arrival of new and clever ways to provide information and facilitate teaching and learning, pretty well any time and anywhere.

The second is the continual delivery of demand-driven training and education. Modern providers must constantly adapt to the changing needs of customers and the society.

Responding to these changes drove our transformation over the past three years and will continue to do so over the next three. Success will require everyone in our organisation to join the journey and act with our long-term goals in mind and foster a culture of operational excellence.

Our financial and business development teams will pursue improvement through more effective processes, efficient operation and utilisation of digital technology.

In the areas of facilities management, procurement and information and communication technology, the focus will be on overall cost efficiency while ensuring we have access to the equipment, infrastructure and venues appropriate to our teaching program, delivery models and stakeholder expectations.

Our student administration teams will adapt their skills to new imperatives and approaches. There is a very strong commitment over the next three years to streamlining our systems and making the student experience even better.

Our marketing and communications teams will be proactive not just in 'selling' TAFE SA courses but also in presenting a clear picture of the modern TAFE SA and a compelling overview of our role and potential.

Very importantly in this period of transformation, our human resources and organisational development teams will ensure the delivery of genuine staff support and the continuing growth of a performance culture.

We know that as an employer we must be open, fair and transparent about why change is happening and how it will impact on TAFE SA and our people.

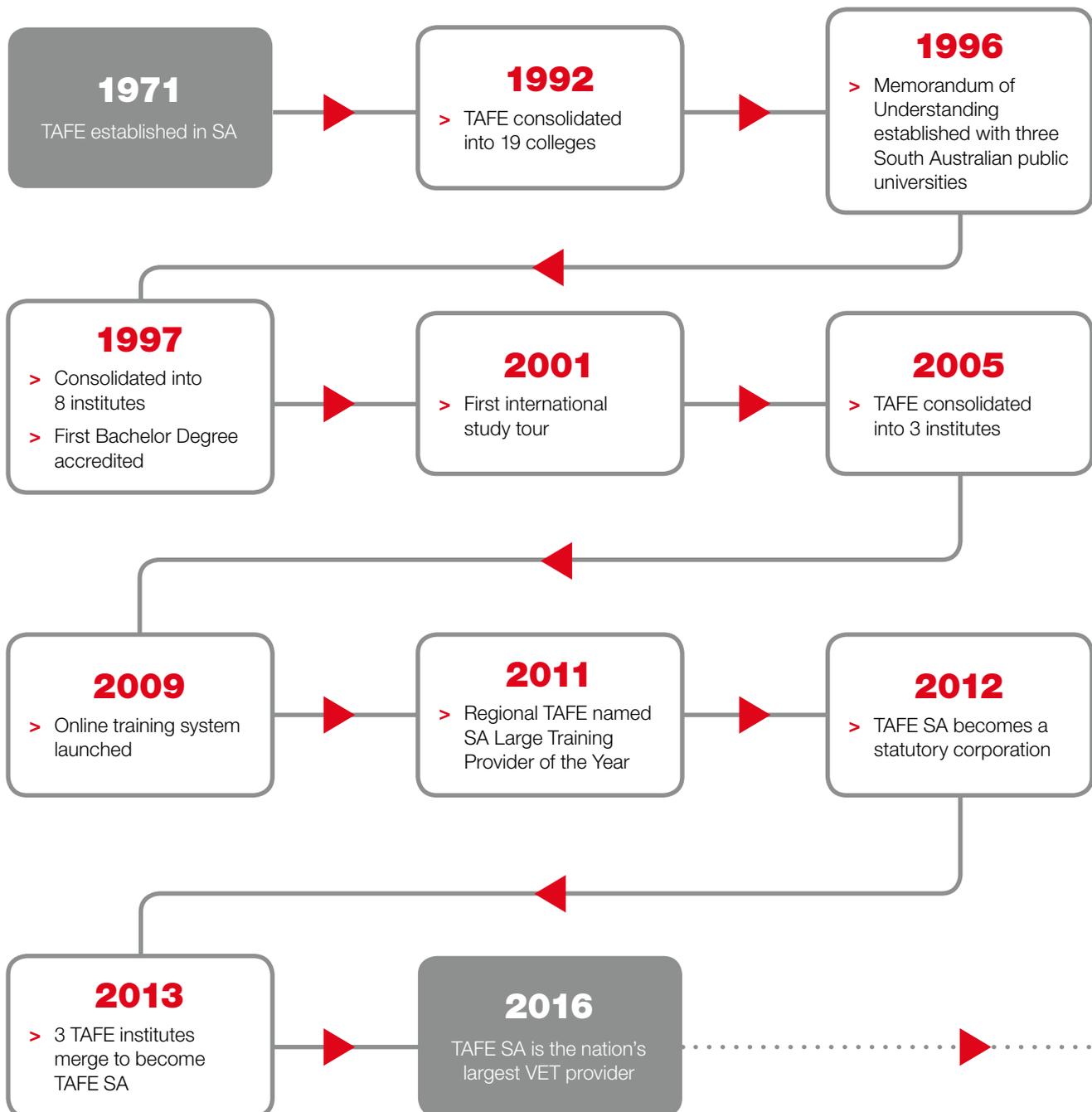
Collaboration with customers, staff and other stakeholders is essential for a successful TAFE SA through to 2019 and beyond.



# Strategic goals

## Timeline and deliverables

### OUR HISTORY



## OUR FUTURE

**2016**

**2017**

**2018**

**2019**

- > New interactive website
- > Consolidation around fit-for-purpose facilities and the use of community/industry/business facilities
- > Demand-driven delivery plans
- > Operational excellence
- > People review and succession planning
- > All staff understand how their roles support the delivery of the Strategic Plan
- > Streamlined enrolment process
- > Delivery of higher education courses
- > Alumni strategy
- > Joint research with industry
- > Applied research in education and training methodologies
- > Consistent delivery practices
- > Double external income for international students and export
- > Managers/leaders have leadership development plans
- > Operate competitively in commercial market segments

# Stakeholders

TAFE SA will strengthen its performance with and for the following stakeholders.

## For students

TAFE SA will deliver a complete student experience with improved access to the courses that will prepare them for meaningful learning and career outcomes.

## For business

Our high-quality training will provide job-ready graduates with the qualifications, training and skills to immediately support productivity and growth.

## For the local community

A more accessible and locally engaged TAFE SA will actively contribute to communities' economic and social well-being.

## For TAFE SA employees

Employees will understand their importance in achieving education and learning objectives within a valued organisation that fosters innovation and initiative.

## For South Australia

TAFE SA's tailored training will meet industry demands, deliver the State's economic objectives and contribute to making South Australia a place where people and businesses thrive.

## For TAFE SA

TAFE SA will increasingly be recognised as a local, national and international leader in quality vocational education and training, an employer of choice and a commercially sustainable business.





 **2016 TRAINING AWARDS** **WINNER**  
LARGE TRAINING PROVIDER OF THE YEAR