

# TAFE SA STRATEGIC PLAN

**2023 - 2033**

*A response to the Roadmap for the Future of TAFE SA*



Government of  
South Australia









## ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Owners of these lands.  
It is a privilege to be sharing these lands on which we live, work, and learn.

We recognise that these lands have always been places of teaching,  
learning and knowledge sharing.

We acknowledge the deep and enduring spiritual connection the  
First Nation's people have to these lands and their ongoing contributions  
to education.

We recognise that Aboriginal and Torres Strait Islanders have maintained  
their cultures, heritage, beliefs, languages, and lores and these are of  
ongoing importance.

We commit ourselves to learning from the wisdom and knowledge of the  
Traditional Owners and to fostering a spirit of respect, inclusivity, and  
reconciliation within our TAFE SA community.

**Reconciliation Action Plan artwork by**  
Artist and TAFE SA graduate Karen Briggs (Yorta Yorta)

# MESSAGE FROM THE MINISTER FOR EDUCATION, TRAINING AND SKILLS, THE HON BLAIR BOYER MP



Investment in a high-quality, responsive skills and training system is vital to South Australia's economic growth and prosperity. The ambitious, nation-building projects under way in South Australia, including AUKUS, the hydrogen jobs plan and three-year-old preschool, require a significant expansion in capacity and skills.

TAFE SA will play a central role in delivering this training, and in equipping South Australians with the skills they need for well-paid, secure work.

That's why the Malinauskas Government is committed to rebuilding and strengthening TAFE SA.

It's why the government appointed Associate Professor Jeannie Rea to lead an extensive consultation on the future of TAFE SA, engaging with key stakeholders and communities across the state to determine their training needs and expectations. The final report, the *Roadmap for the Future of TAFE SA*, was released in August 2023 and outlines a renewed vision, purpose and goals for TAFE SA. That vision and the associated recommendations in the report have guided and informed the development of the TAFE SA Strategic Plan 2023-2033.

This Strategic Plan is a valuable resource that will guide TAFE SA through the next decade, contributing to the transformation of South Australia. There will be strong demand for vocational education and training qualifications across many industries in the years ahead. TAFE SA is well placed to deliver the skills needed now and into the future by partnering with industry and focusing on job outcomes.

TAFE SA's Strategic Plan also places strong emphasis on engaging with new industries and identifying opportunities for training and upskilling, as well as working collaboratively with other VET providers to achieve the best outcomes for students. We know regional South Australia plays a crucial role in our economy and TAFE SA's renewed regional focus will ensure training supports students, employers and industries across the state.

The TAFE SA Strategic Plan 2023-2033 has been shaped by feedback from staff, students, employers, industry leaders and many others. We're confident it's the right plan to deliver sector-leading training and a high-quality student experience. Together, we'll create a skilled workforce that supports a smart, sustainable and inclusive economy.



# MESSAGE FROM THE BOARD CHAIR AND CHIEF EXECUTIVE



**Joanne Denley**  
Board Chair



**David Coltman**  
Chief Executive

TAFE SA has a significant role and responsibility to support the development of South Australia's economic landscape.

Through the provision of access to affordable, quality vocational education and training, designed with industry, TAFE SA will ensure all South Australians can participate equitably in new work opportunities and share the benefits of this employment with their families and communities.

Enabling a responsive and adaptable vocational education and training sector in South Australia, that includes non-government and industry partners and has TAFE SA at the centre, will ensure South Australia has a skilled workforce to support the new industries of tomorrow, and expanded industries of today.

This means that we must rethink how we operate. We must be brave and bold and ensure that the benchmark for quality that has been established through the hard work and commitment of our education teams, continues to exceed expectations in all of our delivery.

The TAFE SA Strategic Plan 2023-2033 has been developed in response to the findings and recommendations of the Roadmap for the Future of TAFE SA. Commissioned by the State Government, the Roadmap is the culmination of engagement with our staff, our students, industry, the community and education experts, led by Associate Professor Jeannie Rea.

With six key goals framing the recommendations, the Roadmap was developed to reflect the needs and aspirations of TAFE SA's stakeholders. It is a rich document that cements a desire for TAFE SA to be strong and central to the state's education and training. It has provided the opportunity for us to listen and take action to shape TAFE SA's future and reflects the priorities of our students, industry and our staff to remain relevant, responsive and future focused across our operations.

The Commonwealth and State Governments have committed to placing TAFEs at the heart of the vocational education system, through a 5-year National Skills Agreement. This is a great responsibility and one that we do not take lightly.

We are proud to deliver our strategic commitments in this plan in response to the recommendations of our valued stakeholders.


We have every confidence that over the next decade the implementation of this future focused Plan will significantly contribute to our state's economic growth and through robust planning we will continue to align our courses to those identified in Skills Plans for South Australia.

Skills training has never been more important, and we are ready to fulfill our role as the public provider of quality education and training for our students, for industry, the diverse regions and communities we serve and for the betterment of the state of South Australia.



# WHERE WE LIVE, WORK & LEARN





South Australia is fortunate to have a rich tapestry and history of art, culture, food and wine and its people come from a wide range of diverse cultural backgrounds. As a state, South Australia has embraced cutting edge technologies, has a proud history of leading innovation and has been a place of setting the pace including many progressive positions on social and equity issues. South Australia leads in sustainable practices and respects the abundance of natural assets it has.

From the state's pristine coastline and stunning landscapes and natural beauty – South Australia is unrivalled. Its expansive rural regions home to strong and unique people are integral to the vibrant communities and economy of South Australia. A quarter of the state's population is located in regional and remote centres outside of Adelaide.

South Australia is home to the world's oldest continuing culture and more recently has become home to new migrants from all over the globe. This diverse cultural heritage provides a foundation from which to embrace new opportunities. The landscape is diverse and abundant, which has helped shape industries and communities state-wide.

As the state's public provider of vocational education and training, TAFE SA serves local communities across South Australia. We have a proud history of delivering education and training to remote, rural, regional and metropolitan communities and we work to align training to industries and organisations across South Australia.

South Australia is experiencing economic transformation like never before. Our population is growing as people choose our state as the place they want to work, live and learn. Our regional centres thrive with existing and exciting opportunities for growth and development. At the same time, digital and technology innovations transform how we live and work, while also improving our inter-connectedness with other Australian states, cities, and the world.

We have a bright future as a state, and as the public provider of vocational education and training the opportunities are endless. At the same time key challenges need to be addressed to ensure South Australia is recognised as an ambitious, inclusive and capable state. We embrace technology and drive innovation. We capitalise on the global green transition, as we build South Australia's talent.

Our future lies in building a sustainable economy, that mitigates and adapts to climate change, while being global leaders in the development and use of renewable energies. The economy needs new skills across many sectors now, so that we seize opportunities to build a more resilient, productive and sustainable state.

TAFE SA is critical to continuing to build the state's capability and economic future through accessible and inclusive vocational education and training. We will ensure there are lifelong learning and skills development opportunities for all South Australians as we enable more people to engage in meaningful work that contributes to their families, local industries and our state.

Together we will achieve a brighter tomorrow for South Australia.

**TAFE SA has never been more needed than now.**

## VISION:

A skilled and thriving South Australia where communities have access to quality education, training and support, employers have access to the skilled workforce they need and people are able to gain skills and capabilities to succeed.

## PURPOSE:

Enabling South Australians, local industries and communities to prosper through the delivery of sector leading accessible vocational education, training and support both locally and nationally.





# RESPONSE TO THE ROADMAP FOR THE FUTURE OF TAFE SA:

The South Australian Government has publicly set an agenda to rebuild TAFE SA and ensure it delivers on government priorities.

The Government's *Roadmap for the Future of TAFE SA* was led by Associate Professor Jeannie Rea and supported by an expert Advisory Panel. The *Roadmap for the Future of TAFE SA* engaged hundreds of stakeholders including, staff, students, unions, industry, government and community members through interviews, webinars and public submissions to describe a future state where TAFE SA can thrive.

Through the *Roadmap for the Future of TAFE SA* our key stakeholders provided us with recommendations on the role of TAFE SA as the public provider within the broader education and training system for the next decade and beyond. It identifies the opportunities, risks and barriers to be addressed to ensure that TAFE SA is able to fulfill its role and operate efficiently and effectively for the benefit of all stakeholders.

This Strategic Plan has been developed to respond to the aspirations and recommendations in the *Roadmap for the Future of TAFE SA*. Its development has reflected new ways of working and provides us with a framework to imagine and implement a reinvigorated TAFE SA for all South Australians.

## **The *Roadmap for the Future of TAFE SA* sets out an aspiration that:**

By 2033 TAFE SA leads in quality job focused vocational and further education facilitating inclusion for all people through connecting industry, community, unions, schools, universities and governments in responding to current and future workforce needs and facilitating life-long learning. TAFE SA advocates for, and models better practice in course innovation, development and provision to ensure successful student outcomes and community wide benefits.





# TRANSFORMING SOUTH AUSTRALIA

**The *Roadmap for the Future of TAFE SA* asks us to be an organisation where:**

The contributions of First Nations cultures, histories, knowledges, and skills to South Australian society are recognised and celebrated as TAFE SA works respectfully with First Nations communities to ensure equitable participation to gain the benefits of employment, economic and social inclusion.

TAFE SA is the foremost and the public provider of, and advocate for, vocational education and training (VET) and further education. TAFE SA is highly responsive to government economic development and social equity policy directions, planning and funding. TAFE SA leads in anticipating knowledge and skills needs at a state-wide and regional level in proposing job focused training solutions and further education. The structure and operations of TAFE SA enables this broader ambit and ambition.

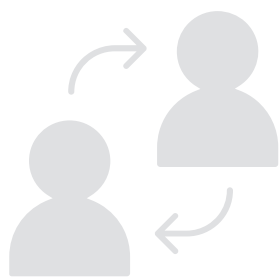






## OUR COMMITMENT – BY 2033 TAFE SA WILL:

- Be empowered to deliver education and training aligned to the state's economic needs and to the expectations of industry, Government and the community. This change will be reflected in updated legislation, which aligns to TAFE SA's strategic direction.
- Be known for providing respectful and safe places of connection for Aboriginal and Torres Strait Islander peoples. TAFE SA campuses will be a place of sanctuary that supports Aboriginal and Torres Strait Islander people during their studies.
- Through its Elders Advisory Group, Aboriginal and Torres Strait Islander staff and student networks, and the Aboriginal Access Centre, have a leadership role in supporting national reconciliation through deep and respectful engagement and collaboration with Aboriginal and Torres Strait Islander people, organisations and communities. TAFE SA will enable increased access to First Nations teaching and learning, knowledge, and in-language training through its support and partnerships with Aboriginal owned corporations and education providers.
- Be a leader in Vocational Education and Training (VET) research and innovation by working in partnership with South Australian universities and institutions to ensure a skills perspective is incorporated and leveraged in research opportunities.
- Support an integrated tertiary sector to drive essential reforms. TAFE SA's increased participation in tertiary education will include access to higher education through TAFE SA pathways, to ensure more South Australians gain the skills they need to secure jobs they want and that meet the skills needs of industry and the state.
- Deliver significant economic, cultural and social benefits for the state by expanding TAFE SA's global reach. This will be achieved by growing migration through initiatives that provide skills training for international students looking to make South Australia their home.
- Support the growth of South Australia and the state's economy by working in collaboration with government agencies to deliver new opportunities to meet the state's skills needs.



02

## INDUSTRY PARTNERED

**The *Roadmap for the Future of TAFE SA* asks us to be an organisation where:**

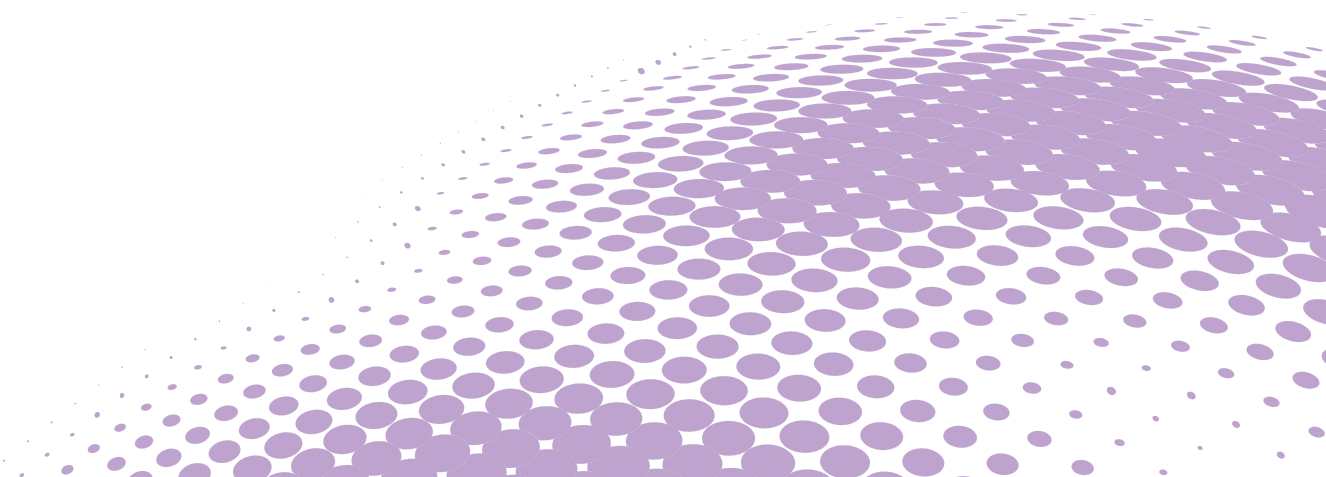
Employers across businesses and industries can expect supportive, transparent, collaborative, good-faith negotiated relationships with TAFE SA to ensure that courses fulfil current employer and student needs. TAFE SA collaborates with government, business and industry in identifying, developing and providing current and future vocational training and further education programs focused upon job outcomes, utilising resources to connect employers, community, unions, employment facilitators and government.





## OUR COMMITMENT – BY 2033 TAFE SA WILL:

- Be deeply connected with industry and communities across the state and respond directly to the state's skills requirements and industry needs. TAFE SA's capabilities to develop innovative, contextualised programs make it a trusted and essential partner of industry in South Australia.
- Be known for its network of contemporary, accessible and vibrant campuses, which complement TAFE SA's international and online presence and capabilities. TAFE SA will have welcomed and encouraged co-location with organisations, industries and businesses that align with its purpose, that enhance the capabilities and experiences of TAFE SA students and the industry that employs them.
- Be recognised for its graduate success by leading the design and implementation of innovative approaches for improving completion rates for all students, with a particular focus on the state's apprentices and trainees.
- Be known for its commitment to ensuring its graduates transition successfully to the workplace. Graduates will have knowledge of real workplace expectations and will be aware of how to access support, ensuring businesses and industry are able to retain newly skilled staff.
- Champion South Australian start-ups and small and medium enterprises (SMEs) through contextualised training delivery, connections to start-up support, and provide access to a competent and skilled workforce with confidence and capabilities to forge new horizons.



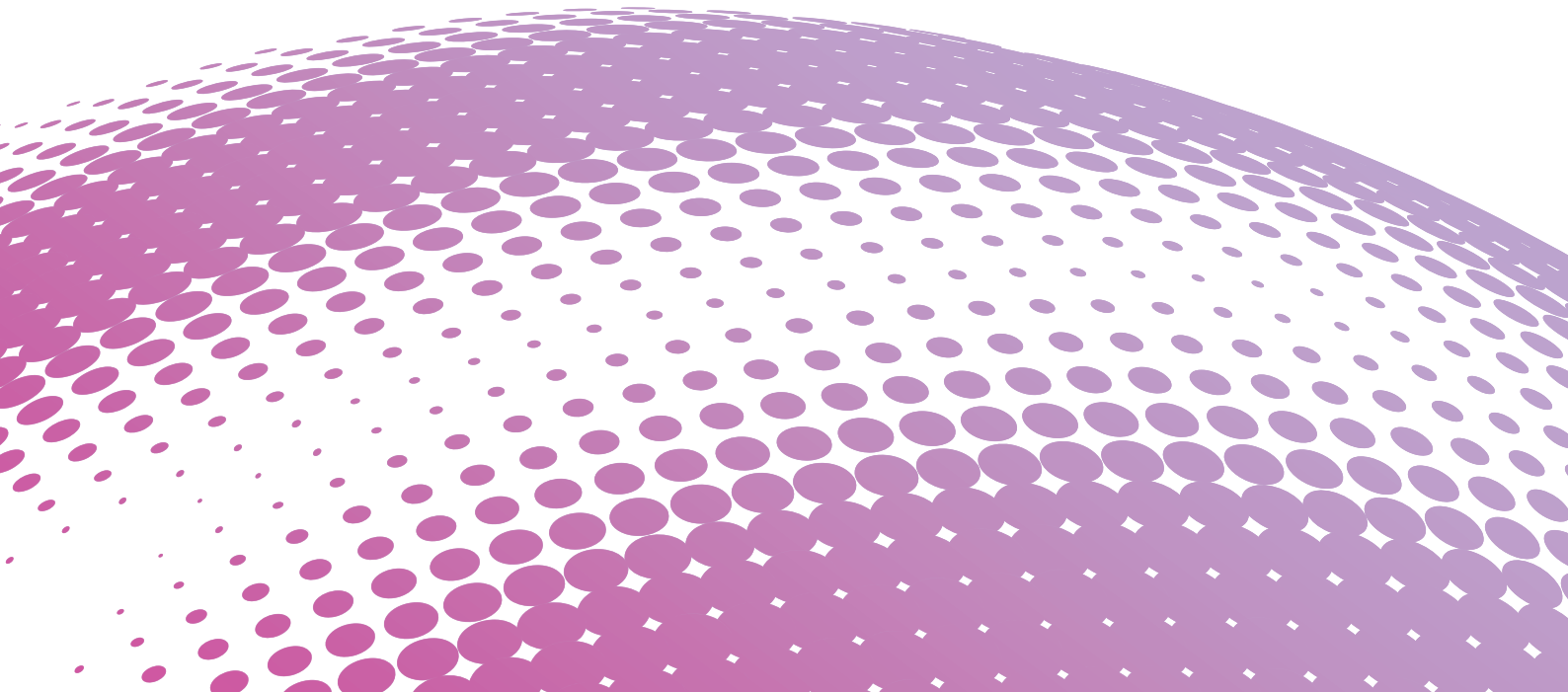


03

## JOB OUTCOMES

**The *Roadmap for the Future of TAFE SA* asks us to be an organisation where:**

Students access job and career advice from their initial query and throughout their courses, towards a successful employment outcome upon course completion. TAFE SA hosted job centres are developed in partnership with employers and communities at TAFE SA sites across the State.





## OUR COMMITMENT – BY 2033 TAFE SA WILL:

- Have students and graduates that are informed through expanded dedicated services for career advice while also benefiting from job matching services. TAFE SA will facilitate industry connection to job-ready workers, with a focus on addressing existing and emerging skills shortages, while enabling local industry to thrive.
- Provide more South Australians with increased access to Foundation Skills learning opportunities, including digital literacy skills. This will be achieved through the innovative leadership and delivery of Foundation Skills programs that actively support graduates into further training and employment, aligned with the needs of communities, employers and industry. Foundation Skills programs will be focused and aligned to address the current and projected workforce requirements of South Australia's evolving industries and enterprises.
- Strengthen the public sector's future workforce through the support of traineeship opportunities that lead to jobs and a more equitable, inclusive and diverse public sector.





# 04

## STUDENT CENTRED

**The *Roadmap for the Future of TAFE SA* asks us to be an organisation where:**

All students experience ongoing prompt and expert support from their first contact through to successful outcomes. Administrative processes, communication, personal and learning services, amenities and facilities supporting student learning are designed and maintained for student wellbeing, engagement and course completion.







## OUR COMMITMENT – BY 2033 TAFE SA WILL:

- Monitor and evaluate the experience of students, to ensure the delivery of high-quality services and training are adapted and aligned to changing student needs. Community and student feedback is embedded into processes to support how decisions are made to inform ongoing development.
- Enable students to inform all aspects of TAFE SA's education, training, administration and support services development and implementation. The unique and diverse requirements of students, their learning preference and digital capabilities will be reflected in the way TAFE SA develops and delivers courses and services.
- Have student support services that deliver increased access to vocational education and training and higher levels of student success. TAFE SA will recognise student capabilities, acquired formally and informally, and ensure that effective targeted supports are delivered to maximise student success. TAFE SA will continue to deliver sector-leading learner outcomes and completion rates, recognising the different opportunities and barriers that exist for diverse student cohorts, with a focus on progression to employment or further education and training.
- Be a safe and effective learning environment for all that meets the diverse needs of students while also delivering equity in educational outcomes. TAFE SA serves all people, including First Nations students, students with diverse abilities, and multicultural backgrounds as well as those from language, religious, cultural and ethnic identities and diverse gender and sexual identities, TAFE SA will provide learning environments, facilities and services that are safe, respectful and inclusive for all.

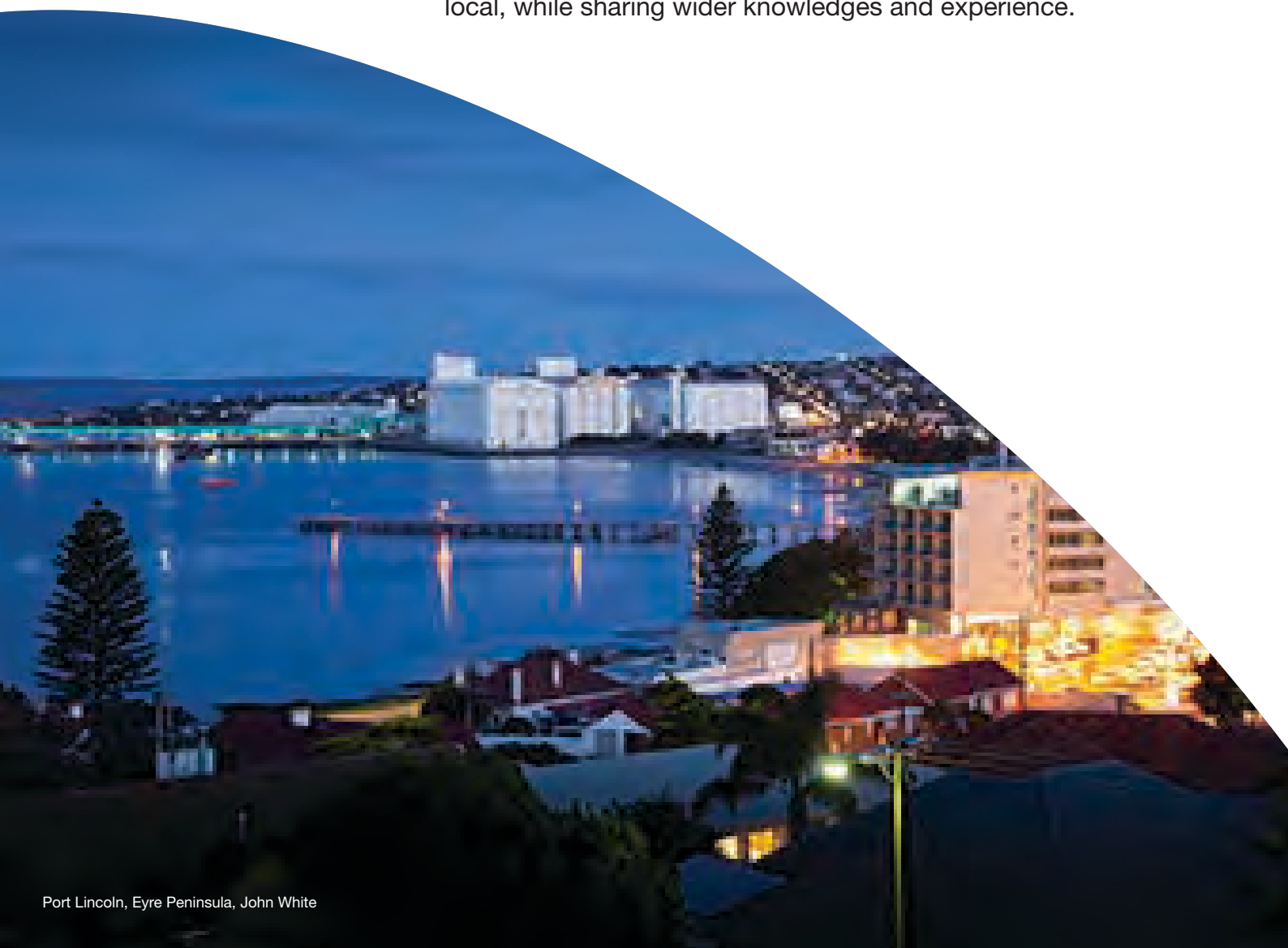


# 05

## PLACE-BASED

**The *Roadmap for the Future of TAFE SA* asks us to be an organisation where:**

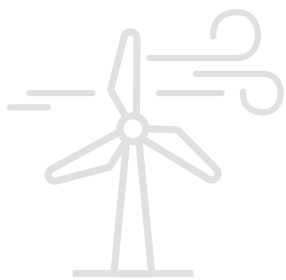
The provision of courses and support services respond to regional and local economic and social development. Decision making processes are representative and inclusive of all interests, recognising the diversity of expectations and needs across local areas, including First Nations communities. Organisational structures and operations reflect a place-based approach of recognising the uniqueness of the local, while sharing wider knowledges and experience.





## OUR COMMITMENT – BY 2033 TAFE SA WILL:

- Have onsite campus leadership that connects campuses with communities and leads relationship building with local students and businesses, including Aboriginal and multicultural communities to reflect the diversity of South Australia's regions and their industries.
- Ensure the voices and needs of regional business are reflected in the delivery of TAFE SA's courses and services. TAFE SA will engage local industry, community, staff and student representatives to inform TAFE SA's training profile and service delivery within the regions they represent.
- Have established industry specialisations at each campus. This approach will be aligned to local industries and workforce skill requirements and will provide state-wide leadership in training related to identified areas of specialisation.
- Have grown a First Nations workforce that contributes to the community empowerment of remote and metropolitan Aboriginal and Torres Strait Islander communities, including in the Anangu Pitjantjatjara Yankunytjatjara (APY Lands) (North) and Maralinga Region (West Coast).
- Have increased its regional workforce through targeted recruitment and workforce planning.
- Have increased the number of places where TAFE SA programs are delivered and accessed through the establishment of Associate campuses. These will see TAFE SA student support and teaching capability provided in existing regional community centres and Study Hubs.



# 06

## FUTURE FOCUSED

**The *Roadmap for the Future of TAFE SA* asks us to be an organisation where:**

Learning programs are designed for current and future knowledge and skills needs with flexibility to provide learning opportunities as needed. Students and expert educators are supported with up-to-date innovations in learning techniques and technologies.





## OUR COMMITMENT – BY 2033 TAFE SA WILL:

- Lead the nation in key areas of strength, by establishing at least one National Centre of Excellence to support workforce development in an industry aligned to state and national strategic priorities.
- Be sector leading in educational design by establishing teaching and learning curriculum resource development capability directly with industry and learning experts to build engaging and immersive digital and real time learning experiences that ensures graduates are in demand by industry.
- Have facilities and learning environments informed by the people and communities who use them. This will ensure learning environments and technologies for face-to-face and digital course delivery are sector leading and are continually reviewed to ensure they are fit for purpose.
- Ensure more students have access to higher education qualifications and learning through TAFE SA's expanded higher education offering, that will include degrees and associate degrees, and the establishment of more pathways between TAFE SA and South Australia's universities.
- Enable more Australians to access best practice education and training by publishing and sharing sector leading teaching and learning, education technology, industry engagement and inclusive teaching and learning for the benefit of the sector, the state and the nation.
- Be a trusted partner in the delivery of training for the state's technical colleges through innovative curriculum development to support new ways of learning. TAFE SA will also enable more South Australian school children to learn the skills they want earlier by increasing access to the VET in school programs as a pathway into tertiary education through engaged and collaborative relationships with South Australian schools.
- Embrace technological transformation and be at the forefront of education and training in new and emerging industries through engagement with other industries nationally and internationally.



07

## SKILLED, DYNAMIC & ENGAGED WORKFORCE

This goal has been developed by and for the people of TAFE SA and is in addition to the *Roadmap for the Future of TAFE SA's* six goals.

Our workforce is our greatest strength. Our educators are industry experts who are leaders in their technical field of expertise and in vocational education delivery. We are a team that is responsive and embraces change and is culturally competent coupled with a reputation for being brave.

We are a place where our people are proud to work and are respected for their expertise and their individual and unique contribution. We work together with the common purpose of better outcomes for our students, and we are known as an organisation where our culture reflects our values and our people will feel proud, valued, and supported every day.





## OUR COMMITMENT – BY 2033 TAFE SA WILL:

- Be informed by defined TAFE SA values developed by TAFE SA staff that reflects the organisation's shared commitments, our attitude, approach and the way we work with each other and our stakeholders.
- Be a place where people thrive through a more diverse workforce, encompassing First Nations personnel, and individuals from culturally, ethnically and linguistically diverse backgrounds to reflect the diversity of the communities we serve. This commitment will also deliver a workforce reflective of the changing world of work.
- Be actively engaged through the implementation of effective consultation, engagement and collaboration with staff and unions to capture and respond to the voices and needs of staff on a wide range of issues and opportunities. TAFE SA will be a vibrant, responsive, safe and supportive working environment for staff enabling them to deliver the best education and training outcomes for students.
- Have a national positive reputation for high quality education and training delivered by sector leading specialist lecturers. This will be achieved by embedding strategies to attract and retain expert educators and staff through a commitment to the provision of professional development opportunities, and a focus on secure work and reducing the use of short term and casual agreements for educators and staff.
- Enable TAFE SA's expert lecturers and staff to maximise skillsets through provision and encouragement of up-to-date innovations in learning techniques, resources and technologies. This approach will be informed through ongoing engagement with staff and unions to ensure TAFE SA responds effectively to workgroup needs.
- Have a workforce able to meet its expanded roles and functions with a broader distribution of educators and staff across TAFE SA's network of training locations. TAFE SA will increase the proportion of staff who work from regional centres and enhance TAFE SA's presence in and contribution to local communities.
- Be a place that learns from its people by embracing the skills and experiences of its workforce to foster a culture where TAFE SA grows its own talent and capabilities, while also learning from other cultures including First Nations and multicultural communities. This approach will ensure the cultural competency and awareness of staff will increase understanding of TAFE SA's diverse student communities.
- Have a reputation for innovation in the way it meets the skills requirements of South Australia's diverse, metropolitan, regional and remote communities.





08

## SUSTAINABILITY

**This goal has been developed by TAFE SA staff in response to stakeholder feedback and is in addition to the *Roadmap for the Future of TAFE SA's* six goals.**

TAFE SA is committed to fostering sustainability, community engagement, and making a lasting social impact in South Australia. TAFE SA's approach encompasses environmental responsibility, social equity, and economic growth, ensuring that educational endeavours contribute to a resilient and thriving future for all.

Through a comprehensive approach to sustainability, community engagement, and social impact, TAFE SA aims to be a catalyst for positive change in South Australia. By nurturing a generation of responsible leaders, fostering inclusive development, and promoting sustainable practices, TAFE SA strives to create a legacy that transcends the classroom, benefiting both current and future generations.

And through strong and effective financial and resources management, TAFE SA will also ensure the sustainability of delivery, allowing more students across South Australia to benefit from high quality vocational education and training.



## OUR COMMITMENT – BY 2033 TAFE SA WILL:

- Be a catalyst for positive change and a leader in environmental sustainability by modelling sustainable practices and climate adaptation strategies in TAFE SA operations.
- Be a leader in sustainability in the VET sector and beyond by minimising its carbon footprint, reducing waste and conserving resources through the implementation of sustainable practices across campuses to advance sustainable practices in education and vocational training.
- Have a defined sustainability focus and commitment by establishing a robust Sustainability Plan and metrics to track and report annually on the environmental, social, and economic impact of sustainability initiatives with regular progress updates provided to stakeholders.
- Ensure sustainability is at the forefront of education delivery by integrating environmental education into curriculum and empowering students to become advocates for eco-conscious practices in their future careers.
- Be a voice for a sustainable future by partnering with industries and communities to promote the sustainable use of resources that results in enhanced community wellbeing.

# STRATEGIC HORIZON

**BY 2026...**

**TRANSFORMING SOUTH AUSTRALIA**

TAFE SA's training and service provision is informed by clearly defined community service obligations, aligned to government and community expectations.

**INDUSTRY PARTNERED**

TAFE SA has collaborative, trusted partnerships with industry.

**JOB OUTCOMES**

Industry partners provide input into curriculum development, work placements and employment opportunities through traineeships/cadetships/post-graduation job offers.

**STUDENT CENTRED**

Students are front of mind and consistently engaged as we deliver safe, quality, job-focused education and training, supported by great experiences.

**PLACE-BASED**

TAFE SA is a trusted partner in regional communities, with campuses that contribute to regional vibrancy, and courses that deliver essential skills.

**FUTURE-FOCUSED**

TAFE SA has expanded capability in research and curriculum development to deliver new courses in emerging industries.

**SKILLED, DYNAMIC  
AND ENGAGED WORKFORCE**

TAFE SA's organisational structure aligns to the strategic direction, and staff are supported to deliver high-quality education and training, operating with shared values.

**SUSTAINABILITY**

TAFE SA has established a sustainability focus across its operations and developed essential training to support a low emissions economy as well as adaptation to a changing climate.



## BY 2029...

## BY 2033...



TAFE SA provides essential training aligned to the skills need of the state, and consistently delivers on targets set for disadvantaged groups and supports other organisations to strengthen their own equity and access.

TAFE SA is a champion of equity and access, instrumental in progressing societal change, and driving economic growth.

TAFE SA is the first-choice partner of industry, delivering essential training, aligned to the needs of local economies.

TAFE SA is co-located with industry, with embedded job pathways and co-located training and worksites.

TAFE SA will have dedicated services for career advice and job matching, to support graduates to secure a job, and industry to identify job-ready workers, with a focus on current and future skills shortages.

TAFE SA's job outcomes are sector leading, and TAFE SA's jobs and skills centres provide advice and job-matching services, with best practice shared at the national level.

TAFE SA's education, training, services and facilities reflect student-centred design, ensuring higher quality student experience and outcomes, and increased accessibility.

TAFE SA has achieved optimal student service provision, and students remain integral to decision making.

TAFE SA has an increased presence in regional communities, with an expansion of associate campuses to provide greater access across the state.

TAFE SA's campuses are central to local economic and social development, allowing more South Australians to live and work in local communities.

TAFE SA Emerging Skills and Social Needs Training Product Development Teams established to deliver high quality, bespoke curriculum in response to industry demand.

TAFE SA has highly responsive curriculum development capability and shares curriculum with TAFEs nationally.

TAFE SA is an employer of choice whose workforce reflects the diversity of the communities it serves.

TAFE SA leads in employee engagement and supports the industry in its own workforce development, equity and inclusion through training and modelling best practices.

TAFE SA will unlock innovation and economic opportunity for the state through its renowned sustainable education and training delivery. TAFE SA's policy settings and operations will support delivery against the South Australian Government's state wide targets to reduce net GHG emissions.

TAFE SA leads by example in delivering the South Australian Government's sustainability commitments, through robust sustainability practices and leading education and training that generates lasting positive environmental, social and economic impact for the state.

# STRATEGIC FRAMEWORK

Roadmap for the Future of TAFE SA

2023 – 33



TAFE SA Strategic Plan

2023 – 33



## GOAL 1

Transforming  
South Australia

## GOAL 2

Industry  
Partnered

## GOAL 3

Job  
Outcomes

## GOAL 4

Student  
Centred

## GOAL 5

Place-based

## GOAL 6

Future  
Focused

## GOAL 7

Skilled, Dynamic  
& Engaged  
Workforce

## GOAL 8

Sustainability



FIRST NATIONS  
PRIORITY PLAN

TEACHING  
AND LEARNING  
PRIORITY PLAN

STUDENT  
SUCCESS  
PRIORITY PLAN

PLACE BASED  
PRIORITY PLAN

PEOPLE  
PRIORITY PLAN

SUSTAINABILITY  
PRIORITY PLAN

Operational plans will be developed that will enable the implementation of the Strategic Plan.

Staff Performance + Development Plans



# NEXT STEPS

**TAFE SA's future direction has been informed by significant and broad consultation and engagement.**

To activate and implement TAFE SA's Strategic Plan over its 10-year horizon, Priority Plans associated with each of the goals will be developed. The Priority Plans will detail how the aspirations of the Strategic Plan will be achieved and will include the associated targets and measures of success.

Each plan will be developed through engagement, consultation and collaboration with staff and stakeholders. This will ensure the Plans benefit from diverse perspectives, skills and experiences.

This process of development signals a step change for TAFE SA. The future and the way forward is shaped by the people who are working, learning and engaging with TAFE SA each and every day.

The Priority Plans will enable the operational implementation of the Strategic Plan and will include how the aspirations of the Strategic Plan will be achieved over three horizons:

- > 2024 - 2026
- > 2027 – 2029
- > 2030 – 2033

This approach will ensure TAFE SA's ten-year Strategic Plan and future vision for the organisation will be achieved resulting in a resilient, dynamic, capable, ambitious and future focused TAFE SA that is responsive to the needs and aspirations of an ever-changing world over the years, and decades ahead.





Monica, TAFE SA Dance student



**TAFESA.EDU.AU**

Accurate as at November 2023.

If you are a person who is Deaf, hard of hearing or have a speech impairment,  
contact us through the National Relay Service **relayservice.gov.au**