



tafesa



Government of
South Australia

STRATEGIC PLAN

2019-2022



tafesa.edu.au



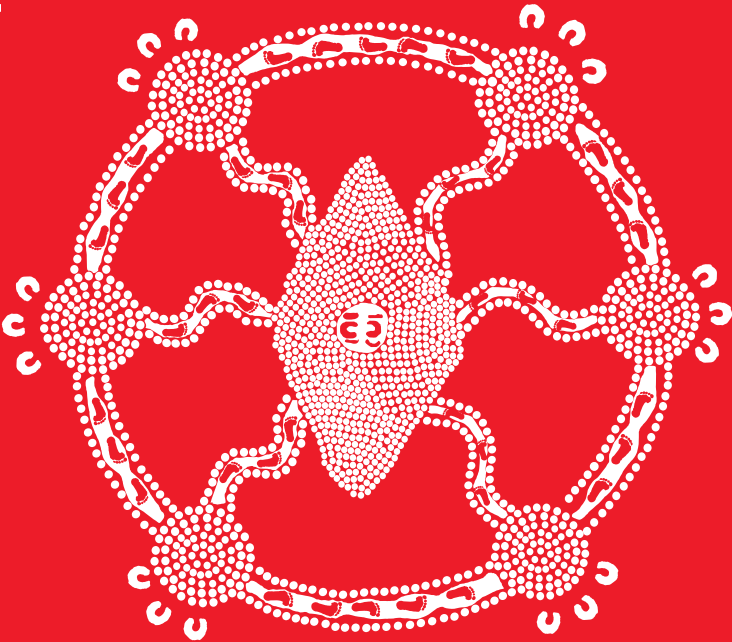


CONTENTS

TAFE SA Board Chair Foreword	1
TAFE SA Chief Executive Foreword	2
Introduction	3
Our role	4
Focus areas	5
Innovation in teaching and learning focused on the needs of our customers	5
Partnership approach to delivering our commitments	6
A culture of leadership and accountability	6
Sustainable performance	7
How we will measure our success	7

ACKNOWLEDGEMENT OF COUNTRY

TAFE SA acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our campuses are located and where we conduct our business. We pay our respects to ancestors and Elders, past and present. TAFE SA is committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.



TAFE SA BOARD CHAIR FOREWORD



TAFE SA is integral to the fabric of South Australia and a driving force in our future economy.

The new Board, Chief Executive and I are pleased to present this Strategic Plan that sets our focus on a Fresh Start for TAFE SA.

Crafted through extensive engagement with our leadership team, industry and other partners, this Plan outlines our commitment to deliver quality outcomes and exceed expectations.

TAFE SA will be more responsive and proactive in our engagement with students, staff, industries and our communities.

Our renewed focus on students and their future employers will help us deliver the right skills, for the right jobs – remaining focused on quality training and innovation.

New Leadership Approach

Our team is invested in a fresh leadership approach to drive a positive shift in culture, service delivery and importantly, student outcomes. From Board level to our most remote training campuses, we will foster a culture of leadership, transparency and accountability.

Delivering Quality Outcomes

We are raising the standard of training – there will be a new benchmark for quality in everything that we do. We will also be ready to respond to advances in technology, embrace emerging industries and adapt to the changing requirements of both employers and students.

Renewed Student Focus

We will provide local training, for local jobs and focus on equipping the students of today with the skills for tomorrow. We will provide clearer pathways to further education and develop job-ready graduates that have the skills to help South Australian businesses prosper in an increasingly competitive and integrated economy.

Open for Business

Through my industry background I've seen first-hand the positive impact of strong industry partnerships and placements on business. This will be a feature of all TAFE SA future operations. Strong engagement with industry and all levels of government will ensure that we continually respond to the evolving landscape of our local industries including defence, space, renewables and future technologies.

TAFE SA is vital to South Australia and I'm confident that we now have the capability and commitment to drive our sustainable future.

The Board and I look forward to delivering on this Strategic Plan for South Australia.

Jacqui McGill

Chair, TAFE SA Board

TAFE SA CHIEF EXECUTIVE FOREWORD



TAFE SA is now firmly focused on the future and this Strategic Plan sets a strong foundation for a Fresh Start and a new way forward.

This is an exciting time for TAFE SA. Our renewed focus and strategic collaboration will deliver quality outcomes for students, employers, staff and wider industry. I am thrilled to be providing the support and leadership to make this happen.

We're now open for business

TAFE SA is open for business and strengthening our partnerships with industry will allow us to work collaboratively in new and different ways. We will continue to develop and provide learning experiences that are innovative and inspiring.

We're focused on the future

TAFE SA is focused on the future. We will continually respond to the evolving landscape and training needs of our local and emerging industries (defence, space, renewables and future technologies) to support growth and maximise economic success.

We're committed to a strong and healthy culture

We will grow a strong, healthy and positive internal culture. Our staff will thrive in a transparent, accountable environment where innovation in teaching and learning directly connects students with jobs, ensuring we equip job-seekers with the necessary skills for the future.

We're focused on our regions

TAFE SA will maintain a strong presence across South Australia, working with local businesses and communities to address specific skill requirements. Location and background should never be a roadblock for students wishing to achieve their career goals.

We're driven by quality and innovation

An increased focus on quality and innovation in teaching and learning across all program areas will extend across everything we do – ensuring it is a positive and rewarding experience to be part of TAFE SA.

We'll continue to evolve

Students and employers will have access to flexible training options - whether it be industry and community training sites, mobile classrooms and online learning, or TAFE SA's state-of-the-art facilities. We must continue to evolve and expand our use of emerging and future technologies that support learning. Our investment in virtual and augmented reality devices is an example of our industry leadership in this space.

This Strategic Plan outlines our new areas of focus to ensure a strong and sustainable future for TAFE SA and for South Australia. Our success will be determined by strategic and collaborative implementation.

Thank you for your ongoing support of the iconic South Australian public institution that TAFE SA is today and will be long into the future.

David Coltman
Chief Executive

INTRODUCTION



This Strategic Plan represents a fresh start for TAFE SA, and is an opportunity to refocus on being an effective, sustainable provider that offers choice and high-quality training, while also providing leadership as the public VET provider in South Australia.

TAFE SA's new Board and Leadership team are focused on meeting the needs of students and employers (our customers) to provide the skills and opportunities needed to support South Australia's future workforce needs and economic growth of South Australia.

TAFE SA plays an important role in shaping South Australia economy and workforce. In recent years, TAFE SA's student enrolment and quality related performance has been disappointing, but we have turned a corner and have now achieved initial and positive steps to remedy this, including our recent seven-year ASQA re-registration. We have learned from the lessons of the past and are now focused on addressing those issues as part of our future, by working with other government agencies, industry, and the broader VET sector to deliver on our commitments in a sustainable and responsible manner.

TAFE SA's leadership is committed to seeing the institution become an effective, responsible public provider offering choice and high-quality training in line with the government



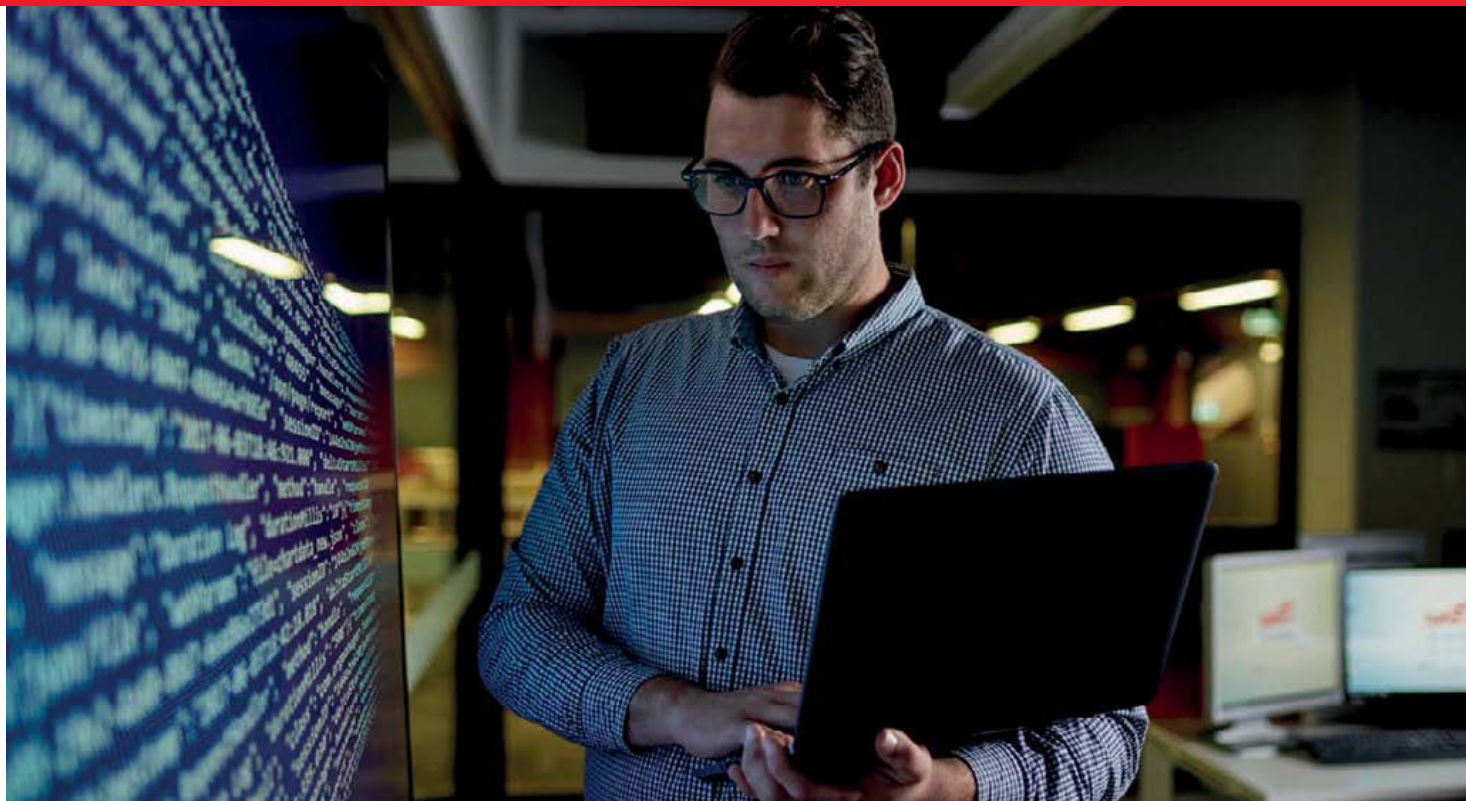
policy objectives set down in A Fresh Start for TAFE SA and TAFE SA Ministerial Charter.

This Strategic Plan has been prepared to outline how we will ensure that TAFE SA:

- > improves access and choice within a contestable VET market;
- > is the benchmark for quality; and
- > is viable, sustainable and accountable in our operations.

We are committed to providing leading vocational education and training that contributes to the success of South Australia. Through the implementation of this Plan, the leadership team is ready to meet the needs of students, staff and industry.

OUR ROLE



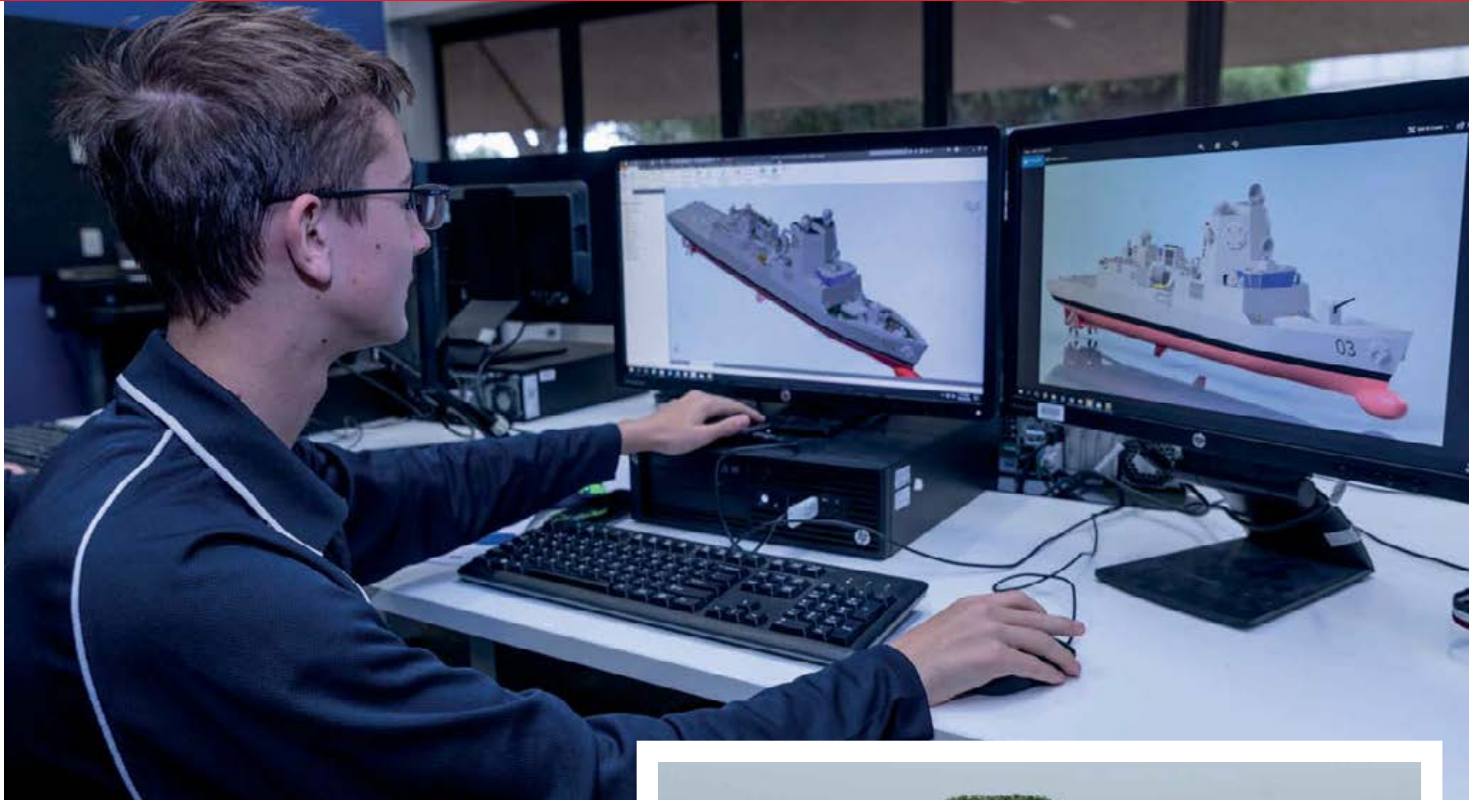
TAFE SA delivers vocational education and training services that meet the economic and social needs of South Australia. We provide access and choice to students, employers and industry to promote growth across the state including regional, rural and remote communities.

We are focused on strengthening the delivery of vocational education in schools and delivering higher education programs and services to domestic and international students residing in South Australia, and developing the skilled workforce required to drive South Australia's economic growth in the jobs of today and tomorrow.

It is important that while doing this, we provide a financial return to government on fee for service activities delivered in Australia and any other commercial vocational education ventures we undertake. We will do this by:

- > Delivering high quality training and assessment in programs that are aligned to the economic growth of South Australia now and in the future.
- > Training at least 25% of the apprentices and trainees under the Skilling South Australia target.
- > Delivering courses across the state in a way that meets the needs of our customers to achieve their desired outcomes of increased skills and employability.
- > Achieving our delivery commitments in a financially responsible and sustainable manner.
- > Providing respectful and accountable leadership underpinned by transparency and collaboration.
- > Supporting and nurturing a healthy VET sector in South Australia.
- > Being the benchmark for quality on our priority programs.
- > Deploying resources efficiently and effectively to deliver upon our commitments.

FOCUS AREAS



INNOVATION IN TEACHING AND LEARNING FOCUSED ON THE NEEDS OF OUR CUSTOMERS

We will achieve this through:

- > Understanding the needs of our customers for:
 - Employability.
 - Graduate skills and qualities.
 - Flexibility in delivery.
 - Innovative delivery methods.
 - Relevance in curriculum.
 - Access through foundational skills.
 - Smart use of technology and facilities.
- > Providing contemporary courses that produce highly employable graduates.
- > Increasing the amount of practical experience and engaging industry through partnerships to deliver employment opportunities for students.
- > Establishing a benchmark for quality founded on the student journey. From exploration, engagement, enrolment, learning and ultimately to employment.
- > Continuously improving the student experience using state-of-the-art delivery methods to meet the changing needs of student segments/cohorts and increase access and choice.





PARTNERSHIP APPROACH TO DELIVERING OUR COMMITMENTS

TAFE SA will be valued and trusted by the industries and organisations that we partner with to ensure that South Australia is getting the skilled employees it needs in current and emerging industries. We will build our understanding of, and response to, the training needs of regional South Australia. Utilising contemporary learning resources and methods we will increase access and choice to our programs.

Partnering with other educational institutions like schools, universities and industry will enable us to broaden our influence on the VET sector. Enhancing our approach to partnerships will increase the number and quality of educational opportunities that people can access in South Australia.

Fostering partnerships within the VET sector will improve shared capability training and support of TAFE SA staff, and strengthen their networks with employers and industry to further improve the teaching and student experience.



A CULTURE OF LEADERSHIP AND ACCOUNTABILITY

TAFE SA is committed to having a diverse workforce that is professional, client focused and is supportive, collaborative, transparent and accountable. It is important that we communicate openly with industry, students, communities and each other on how we make our decisions, and where our funding goes.

To improve the quality of services TAFE SA provides to the state, we will ensure that staff have the tools they need to deliver high quality training, while feeling supported to make those decisions by leadership. We will support one another to deliver for South Australians.



SUSTAINABLE PERFORMANCE

By bringing innovation into our teaching practices, focusing on students, taking a partnership approach with industry and other educational institutions, and supporting a culture of leadership and accountability, we will ensure the sustainability of TAFE SA's services for years to come.

We will continue to deliver in regions across South Australia to both domestic and international students, equipping them with the skills, qualities and confidence to thrive in their chosen field when they leave our doors.

We will be the benchmark for quality and regulatory compliance, increasing industry confidence in our services and further demonstrating our leadership in the VET sector.

We will be open and transparent in the work that we do.

We will allocate our resources, and develop our business to reduce our reliance on government funding.



HOW WE WILL MEASURE OUR SUCCESS

The following indicators will be used to measure TAFE SA's success:

- > Increasing the number of TAFE SA graduates who are employed, have improved their employment circumstances, or are in further study after their training.
- > Improving the quality of vocational education services and programs, while increasing the satisfaction rates of students and employers.
- > Attracting both international and domestic students to metropolitan and regional campuses in South Australia.
- > Training 25% of the trainees and apprentices in the Skilling South Australia initiative.
- > Supporting a contestable market for VET services by providing more learning opportunities through collaborative partnerships and pathways with schools, universities, other vocational education providers and industries.
- > Recognising and supporting diversity in leadership and being open and transparent in decision-making.
- > Providing a financial return to government on fee for service activities.
- > Delivering more agile learning spaces and options for students across the state.
- > Improved staff engagement supporting their professional standing and industry skills.







Government of
South Australia

1800 882 661
tafesa.edu.au

If you are deaf, or have a hearing or speech impairment,
contact us through the National Relay Service **relayservice.gov.au**