

612 POSITIONING TAFE PROJECT - NOTED

Not Relevant

MINUTES *forming* ENCLOSURE to

TO: PREMIER AND CABINET

RE: POSITIONING TAFE PROJECT

1. Proposal

It is proposed Cabinet note that;

1.1 The Positioning TAFE Project, commissioned by then Minister for Employment Training and Further Education, Dr Jane Lomax-Smith in November 2003 has completed its initial tasks. The Steering Committee (chaired by Mr Jim Hullick) has presented an interim statement of decisions and outcomes for consultation with Departmental staff. The consultation period is 21 July – 11 August 2004 and the TAFE SA: 2005: Consultation Document is available to all departmental staff on the intranet.

1.2 Three principal tasks remain:

- 1 Define the future role of Institute Councils
- 2 Fully implement a system of Program Leadership and Review
- 3 Establish a network of responsive campuses under strengthened managerial expertise and administrative systems

1.3 Following cabinet endorsement in November 2003 of the proposal to establish one regional and two metropolitan Institutes of TAFE, the following names and campus configurations have been decided:

TAFE SA Adelaide North - Executive Director based at Elizabeth with office facilities in other campuses. TAFE SA Adelaide North includes the following campuses; Cheltenham, Croydon, Elizabeth, Gilles Plains, Parafield Airport, Port Adelaide, Regency Park, Salisbury, Tea Tree Gully

TAFE SA Adelaide South - The Executive Director located at Noarlunga with office facilities in other campuses. TAFE SA Adelaide South includes the following campuses; Currie Street, English Language Services, Marleston, Noarlunga, O'Halloran Hill, Panorama and the Roma Mitchell Arts Education Centre

TAFE SA Regional - The Executive Director located at a regional campus with office facilities in other campuses. Although the base location of the Executive Director is to be negotiated, the Regional Reference Group has recommended either Murray Bridge or the Barossa Valley. TAFE SA Regional includes all sites of the existing Murray, South-East and Spencer Institutes, plus Kangaroo Island, Mt Barker, Murray Bridge, Victor Harbor (all from Onkaparinga Institute) and Urrbrae (from Torrens Valley Institute).

The target date for the commencement of operations for the three new Institutes is 1 January 2005.

1.4 Overview of significant milestones in the Positioning TAFE SA Project, Jul- Dec 2004.

1. **21 July – 11 August** - Staff consultation/feedback on **TAFE SA 2005**
2. **31 July** - announcement of the Executive level C Directors for the three new Institutes
3. **19 August** - Steering Committee sign off on Transition Plans
4. **30 August** – proposals for the structure of teaching work groups in the **3** new Institutes finalised
5. **31 October** – proposals for the structure of Education Support Services work groups in the **3** new Institutes finalised
6. **19 August – 31 December** - Implementation of Transition Plans
7. **30 November** – All employees are clear about their **2005** role and location

2. Background

Government Policy

On entering office, the Government had a clear policy orientation to restore the TAFE system as a key public asset and a primary instrument in achieving policy goals in economic development and social inclusion. We sought advice on realigning TAFE governance and skills development policy from specialist reviews conducted or chaired by eminent vocational education authorities in Peter Kirby and Kaye Schofield.

On the basis of recommendations of these important reviews, the Government has already acted to

- Restore a focus on TAFE SA as a state asset with a key role in implementing Government policy
- Develop a strategic direction for TAFE SA
- Promote effectiveness and responsiveness in the TAFE system
- Support the viability and efficiency of TAFE SA operations
- Re-establish TAFE SA as a coherent, collegially managed and strategically focused education system.

Strategic Focus and Direction

TAFE is now a driving force in the new Department of Further Education, Employment Science and Technology (DFEEST) and as such is integral to the Department's governance arrangements; and increasingly, through the Department, it is being linked to other instruments of State Government policy and programs as both Kirby and Schofield had recommended.

An important early decision based on a recommendation of the Kirby report was the establishment of a TAFE SA Board to undertake strategic planning and monitoring for the TAFE network as a whole. The board (chaired by Kaye

Schofield) has already completed a draft TAFE SA Statement of Strategic Intent. This proposes Vision, Values and Goals for TAFE SA.

3. Discussion

3.1 Determine the future for Institute Councils

Under the new arrangements for Institutes the Minister will be asked by the Steering Committee to consider various options for the role of Institute Councils.

The Kirby report supported the retention of Councils in an advisory role for a network of what was thought likely to be no less than three city and two non-metropolitan Institutes. On the other hand, the report proposed a considerable streamlining of the functions of Councils and noted that their role would be affected by the creation of the TAFE SA Board and by a more collegial style of TAFE SA management.

A separate paper will be developed setting out the traditional role of Councils, proposals advanced during the corporatisation and post-Kirby periods, and the pro- and contra- cases for continuing arrangements essentially along present lines; and if other approaches are adopted, what present roles of Councils are important to preserve and what models are available for the performance of these functions. The Steering Committee will decide whether the paper will be used either as the basis for proposing a policy for the Minister's consideration or for use as a discussion paper for a wider audience of stakeholders, prior to referring the matter to the Minister.

3.2 Fully implement a system of Program Leadership and Review

TAFE SA requires a capacity for state-wide program planning and delivery in timely response to Government policy, the requirements of Industry and enterprises and the needs of local communities.

Reintroduction of a state-wide program orientation was a major theme of several TAFE stakeholder groups in consultations with the Kirby review, including Business SA and staff groups. Both the Kirby and Schofield reports placed strong emphasis on this need. Proposals for a new system of program leadership and review are contained in the TAFE SA 2005: Consultation Document.

3.3 Establish a network of responsive campuses under strengthened managerial expertise and administrative systems

This task has commenced and involves TAFE SA campuses being consolidated to a stronger network of two metropolitan Institutes and one regional Institute with management expertise being strengthened considerably with the voluntary departure of five permanent Institute Directors being replaced by three Executive level C positions and other changes to strengthen Institute management capacity.

The seven current interim Director appointments will end on 31 December 2004.

The Kirby review noted the desirability of re-examining the number and location of TAFE Institutes. There has been a long-term pattern of building stronger Institutes from smaller bodies. For example, the over 30 institutions which existed when TAFE became a separate agency in 1971 gradually evolved in to 19 TAFE Colleges. In 1993, 19 TAFE Colleges became 10 Institutes of Vocational Education. By 2000, eight TAFE Institutes offered TAFE SA programs throughout the state.

Consolidation of TAFE SA delivery services will result in:

- Reduced complexity of state wide program planning and delivery
- Collaboration between Institutes encouraged by creating a small team of senior managers and a streamlined TAFE SA Executive with a cascading effect on educational leadership and support services
- Prompt TAFE SA responses to Government policy initiatives both system wide and within the footprint of each of the three Institutes
- Strong partnerships with industry, community, regional bodies and other education sectors, particularly schools
- Ready access to senior TAFE SA decision makers for external industry and community interests
- Strong role and identity for the local TAFE SA campus
- Institutes as significant Directorates of DFEEST with TAFE SA Executive Directors on the DFEEST Board
- South Australian TAFE SA Institutes with the same educational, resource and leadership strength as interstate counterparts
- Innovative approaches to teaching and learning fostered and disseminated throughout the TAFE SA system.

3.3 Issues

As agreed by cabinet in its endorsement of the initial proposal, a fundamental tenet of the move to three Institutes is that "any resources freed up are to be reinvested in enhanced training and education programs in TAFE."

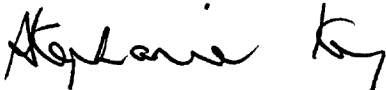
Other matters / issues that need to be noted with respect to the transition to three Institutes on 1 January 2005 are as follows:

- There will be no campus closures
- There will be minor job reductions in the consolidation of corporate functions
- Some staff will be required to relocate, although this is expected to be minimal
- Other staff may be required to assume a different role from 1 January 2005, although again, this is expected to be minimal

4. Recommendation

It is therefore recommended Cabinet note progress being made to position TAFE SA as:

- A state asset with a key role in implementing Government economic and social inclusion policy
- An effective and responsive provider of vocational education and training
- A coherent, collegially managed and strategically focused education system.



**HON STEPHANIE KEY MP
MINISTER FOR EMPLOYMENT, TRAINING AND FURTHER EDUCATION
MINISTER FOR YOUTH
MINISTER FOR THE STATUS OF WOMEN**

22nd July 2004

In Cabinet

26 JUL 2004

