

2009-2012

**tafeSA**

sustainability strategy &  
action plan



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*The vocational education and training (VET) sector's central role is to support the development and maintenance of a productive national economy through the provision of a skilled workforce. The VET sector must identify emerging areas of skill demand and ensure the availability of relevant products and delivery.'*

*National VET Sector Sustainability Policy and Action Plan (2009 - 2012)*

## Introduction

The aim of the TAFE SA Sustainability Strategy and Action Plan is to help enterprises, individuals and communities to meet the challenges of Australia's drive to become more economically, socially and environmentally sustainable.

This transition will require a re-profiling of existing jobs as enterprises and entire industries move to a more sustainable economy and the upskilling of workers already in environmentally sustainable jobs. It will also necessitate the skilling of other workers, in particular vulnerable workers, with the skill sets and values that meet the needs of newly created jobs in emerging, sustainable industries.

TAFE SA has a pivotal role to play in the development of sustainable South Australian workforces through the provision of training programs and services that meet the current and future needs of key stakeholder groups. It also has a vital role to play in the creation and diffusion of innovative products, processes and practices across its areas of industry focus.

To fully realise these roles, TAFE SA recognises that it must reorientate and/or transform key aspects of its business, through the implementation of an integrated strategy that provides a proactive response to state and national sustainability policies and associated initiatives. These policies include the: SA Climate Change and Greenhouse Emissions Reduction Act 2007; South Australian Vocational Education and Training Sector Agreement; National VET Sector Sustainability Policy and Action Plan (2009 - 2012); Living Sustainably: The Australian Government's National Plan for Education for Sustainability (2009); and the National Green Skills Agreement.

The 2009 - 2012 TAFE SA Sustainability Strategy and Action Plan outlines the goals, strategies and actions that will be adopted and implemented by the three TAFE SA Institutes – TAFE SA Adelaide South, TAFE SA Adelaide North and TAFE SA Regional.

To drive its Sustainability Strategy and Action Plan, TAFE SA will establish a high profile Sustainability Advisory Group, a Sustainability Secretariat and a virtual network of Sustainability Centres of Excellence.

I commend this plan to you.

**Stephen Conway**

Managing Director, TAFE SA Adelaide South

Lead Managing Director - Sustainability

*'Sustainable development is defined by the World Commission of Environment and Development as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'... it describes the interconnectedness of a healthy environment, social justice, equity and economic vitality.'*

*National VET sector Sustainability Policy and Action Plan (2009 - 2012)*

## Vision

TAFE SA is recognised as an innovative, global leader in the design and delivery of sustainable VET products and services.

## Purpose

TAFE SA's purpose is to support enterprises, individuals and communities to build sustainable futures.

## Underpinning Principles

TAFE SA believes that:

- sustainability is an interconnected concept that involves economic, social and environmental considerations and that it has the capacity through its diverse range of programs, to operate in all three dimensions
- as the largest provider of VET in South Australia, it can make an important contribution to the achievement of state and national sustainability policies and objectives, in particular to the development and maintenance of a highly-skilled workforce to support the transition to a sustainable economy
- it is well-placed to assist industry, enterprises, government agencies and community-based organisations to design and implement workforce development plans that underpin the achievement of their sustainability goals
- it has an important role to play in the diffusion of innovation and technologies through: proactive leadership; the design and development of new training products and services; the flexible, responsive, energy and cost efficient delivery of training products and services; and high quality student support services
- innovation, creative problem solving, conflict resolution and critical thinking and reflection skills are key underpinning skills for sustainability; and
- a distributed leadership model that empowers individuals to think, act and build relationships at the local level, is the most effective way to achieve sustainability goals.





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## Key Stakeholders

The key stakeholders of the TAFE SA Sustainability Strategy and Action Plan are:

- Industry peak bodies, skills boards and councils
- Enterprises
- Trade unions
- Individual learners, including trainees and apprentices
- DFEEST
- SA Training and Skills Commission
- Government agencies in particular local government
- Research organizations eg CSIRO, SARDI, Cooperative Research Centres
- Universities; and
- Community-based associations and organisations.

## Key Industry Focus Areas

In the implementation of this Sustainability Strategy and Action Plan, TAFE SA will focus on the following industry sectors:

- Building and Construction
- Renewable Energies and Utilities
- Manufacturing
- Agriculture, Forestry, Fishing and Land Management
- Transport and Storage
- Government Administration
- Hospitality and Retail Trades; and
- Property and Business Services.



*The Australian Government is committed to using education as a critical resource to prepare Australia for the emerging social, economic and environmental challenges of the 21st century. A transformative approach to education is needed, involving whole-of-institution engagement, innovative teaching and learning, and changes to curricula.'*

*Living Sustainably: The Australian Government's National Action Plan for Education for Sustainability 2009*

## Goal 1 Governance

TAFE SA has the necessary decision making, planning and organisational structures in place to successfully implement all the goals, strategies and actions of the 2009 - 2012 TAFE SA Sustainability Strategy and Action Plan.

### Strategy 1.1 Establish a high level TAFE SA Sustainability Advisory Group.

Action 1.1.1 Identify and establish a group of high profile 'sustainability champions' (including a patron) representing industry, VET, higher education sectors, research organisations and the broader community to provide strategic advice and support to TAFE SA on the implementation of its Sustainability Strategy and Action Plan.

Timeline September 2010  
Responsibility Managing Director TASI

### Strategy 1.2 Establish a TAFE SA Sustainability Secretariat to: drive the implementation of the Sustainability Strategy and Action Plan; provide a focal point for industry to conduct business with TAFE SA; act as an innovation clearing house; and ensure that commercial business opportunities are sought and translated into successful business activities.

Action 1.2.1 Appoint a senior TAFE SA Educational Manager/Leader to establish and manage the Sustainability Secretariat.

Timeline December 2009  
Responsibility Managing Director TASI

Action 1.2.2 Appoint a small team of senior Sustainability Business Development Consultants and external consultants (as required) to enable Secretariat key results to be achieved.

Timeline January 2010  
Responsibility Managing Director TASI/Secretariat Manager

Action 1.2.3 Organise a high profile event to launch the: 2009 – 2012 TAFE SA Sustainability Strategy and Action Plan; TAFE SA Sustainability Secretariat; the TAFE SA Sustainability Capability Statement; and announce the patron and membership of the TAFE SA Sustainability Advisory Group.

Timeline September 2010  
Responsibility Secretariat Manager





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**Strategy 1.3 Establish a virtual network of TAFE SA Sustainability Centres of Excellence.**

Action 1.3.1 Secretariat staff to work with TAFE SA Directors and Educational Managers to:

- design an interactive website to act as an industry portal for TAFE SA sustainability products and consultancy services
- develop a new range of sustainability products and services to meet current and future industry needs
- identify virtual Sustainability Centres of Excellence in key industry focus areas
- identify enterprise, organisational and university partners to provide each Centre of Excellence with the capacity for research and development and the diffusion of innovation
- develop a business plan for each identified Centre of Excellence; and
- launch (on a rolling basis) the virtual network of TAFE SA Sustainability Centres of Excellence.

Timeline July 2010

Responsibility Secretariat Manager

**Strategy 1.4 Incorporate sustainability principles and practices into all TAFE SA planning processes.**

Action 1.4.1 All TAFE SA Institutes (and associated work teams) to develop Sustainability Action Plans in the context of the 2009 – 2012 TAFE SA Sustainability Strategy and Action Plan.

Timeline August 2010

Responsibility TAFE SA Managing Directors



*'... companies in the fledgling green economy are struggling to find workers with the skills needed to perform the work that needs to be done. Indeed, there are signs that shortages of skilled labour could put the breaks on green expansion ... There is thus a need to put appropriate education and training arrangements in place.'*

*Green Jobs: Towards Decent Work in a Sustainable, Low-Carbon World, United Nations Environment Programme 2008*

## Goal 2 Marketing

All TAFE SA 'skills for sustainability' products and services are designed, delivered and promoted in accordance with sustainability principles and the needs of key stakeholder groups.

**Strategy 2.1 Develop and promote a new range of 'skills for sustainability' training programs to provide immediate bridging training for industry sectors and individual enterprises who need to upskill their existing workforces in new technologies and sustainability practices.**

Action 2.1.1 Engage in a comprehensive consultation process with key industry stakeholders to determine current and future workforce development needs.

Timeline November 2009 (ongoing)

Responsibility Secretariat Manager/Business Development Consultants/Institute Lead GM's/Workforce Development Consultants

Action 2.1.2 Design a range of customised, accredited short courses focussing on sustainability skill sets to address identified industry needs and to upskill vulnerable workers.

Timeline July 2010 (ongoing)

Responsibility Secretariat Manager/Institute Lead GM's

Action 2.1.3 Design and publish a 'TAFE SA Skills for Sustainability Short Course Guide' (via the sustainability website and other mediums as required) to promote all new training courses to industry and the wider community.

Timeline July 2010

Responsibility Secretariat Manager

**Strategy 2.2 Develop and deliver a range of services to support the development of sustainable industry workforces.**

Action 2.2.1 Conduct an audit of contemporary, sustainable workforce planning tools and resources and where gaps are identified, design and develop a new range of products.

Timeline December 2009 (ongoing)

Responsibility Secretariat Manager/Institute Lead GM's/Teaching & Learning Managers

Action 2.2.2 Develop and publish a 'TAFE SA Building Sustainable Workforces Capability Statement' to promote TAFE SA's workforce development services to industry and other key stakeholders. Services to include: training needs analyses; skills audits; Recognition of Prior Learning; and gap training.

Timeline July 2010

Responsibility Secretariat Manager





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Action 2.2.3 Identify and train a team of Workforce Development Consultants in each of the TAFE SA Sustainability Centres of Excellence.

Timeline June 2010 (ongoing)  
Responsibility Institute Lead GM's/Teaching & Learning Managers

**Strategy 2.3 Ensure that technical and generic 'skills for sustainability' are taught as part of all training packages.**

Action 2.3.1 All TAFE SA work teams to adopt and deliver the sustainability skills embedded into all training packages as the result of the national review, as soon as it is practically possible.

Timeline July 2010 (ongoing)  
Responsibility Institute Lead GM's/Educational Managers/QAG's

**Strategy 2.4 Design and/or deliver a range of new qualifications to meet the needs of key stakeholders.**

Action 2.4.1 Conduct an audit of existing national sustainability-related qualifications ie Diploma of Sustainability and add to TAFE SA Institute(s) Scope of Registration where appropriate.

Timeline May 2010 (ongoing)  
Responsibility Institute Lead GM's

Action 2.4.2 Explore opportunities to develop higher level sustainability qualifications ie Advanced Diplomas, Degrees and Vocational Graduate Certificates targeting individuals in (or aspiring to) supervisory and management levels.

Timeline June 2010 (ongoing)  
Responsibility Institute Lead GM's

**Strategy 2.5 Position TAFE SA as a market leader in 'Skills for Sustainability'.**

Action 2.5.1 Develop and implement a comprehensive TAFE SA Sustainability Promotions Plan to include: a TAFE SA sustainability brand and range of associated promotional materials; launch of the TAFE SA Sustainability Strategy and Action Plan, TAFE SA Sustainability Capacity Statement and TAFE SA Sustainability Advisory Group; an interactive TAFE SA sustainability website; stakeholder forums, workshops and trade shows; and a series of Sustainability Centres of Excellence launches.

Timeline June 2010 (ongoing)  
Responsibility Secretariat Manager/Institute Lead GM's



## Goal 3 Workforce Development

TAFE SA has a sustainable, highly-skilled workforce with the knowledge, skills, attitudes and motivation to achieve organisational sustainability goals.

*'Workforce development is defined as the comprehensive management of human resources so as to better meet the demands of a global economy at both the national and local levels, through improving economic competitiveness and social cohesion.'*

OECD 2008

**Strategy 3.1 Ensure that TAFE SA has a workforce skilled in sustainability that is able to meet its current and future skill needs.**

Action 3.1.1 Each TAFE SA Institute to develop and implement a 'TAFE SA Sustainable Workforce Plan'.

Timeline September 2010

Responsibility TAFE SA Managing Directors/HR Managers

**Strategy 3.2 Ensure that all TAFE SA educational and corporate services managers have 'leading for sustainability' skills.**

Action 3.2.1 Provide a series of professional development programs for all TAFE SA managers to develop their knowledge, skills and capacity to lead the implementation of the TAFE SA Sustainability Strategy and Action Plan and associated change management processes.

Timeline June 2010 (ongoing)

Responsibility Institute Directors/HR Managers





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**Strategy 3.3 Ensure that all TAFE SA educational and corporate services managers have ‘training for sustainability’ skills.**

Action 3.3.1 Provide a series of professional development programs for all TAFE SA teaching staff to develop their technical and generic knowledge, skills and capacities to design and deliver sustainability-related training programs.

Timeline May 2010 (ongoing)

Responsibility Institute Lead GM's/Teaching & Learning Managers/HR Managers

**Strategy 3.4 Ensure that all corporate and education services support staff have ‘supporting for sustainability’ skills.**

Action 3.4.1 Provide a series of professional development programs for all TAFE SA corporate and education services support staff in order to maximise their contribution to the achievement of the TAFE SA Sustainability Strategy and Action Plan.

Timeline July 2010 (ongoing)

Responsibility Institute Lead GM's/HR Managers



## Goal 4 A sustainable TAFE SA

TAFE SA has fully embraced and implemented economic, social and environmental sustainability principles and practices across all its business operations.

*'The VET sector manages significant land and infrastructure holdings, consumes significant quantities of products and accesses a wide range of services. It has the potential to, directly and indirectly, make a vital contribution to a low carbon, sustainable economy of the emerging future.'*

*National VET Sector Sustainability Policy and Action Plan (2009 - 2012)*

### Strategy 4.1 Ensure that TAFE SA uses all aspects of its business operations to model an holistic and fully-integrated approach to sustainability.

Action 4.1.1 In association with DFEEST, explore the opportunity to design and develop a TAFE SA Triple Bottom Line Scorecard for use as the basis for planning and reporting.

Timeline Ongoing  
Responsibility Institute Corporate Services Directors

Action 4.1.2 All TAFE SA Institutes (and associated campuses) to establish and report upon carbon reduction targets as part of their Sustainability Action Plans.

Timeline As per regular reporting cycle  
Responsibility Institute Corporate Services Directors

Action 4.1.3 Explore ways to better use, conserve, manage, reuse and recycle natural resources ie water, land, energy and waste across all TAFE SA campuses.

Timeline As per regular reporting cycle  
Responsibility Institute Corporate Services Directors/Facilities Managers

Action 4.1.4 Explore all opportunities to design TAFE SA training products and services using technology-based methodologies and to deliver these products and services in workplaces and other creative learning spaces which minimise the travel required by lecturers and/or learners.

Timeline December 2009 (ongoing)  
Responsibility Institute GM's/Educational Managers/Teaching & Learning Managers





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- Action 4.1.5 TAFE SA procurement managers to use (wherever possible and practicable) suppliers with a strong commitment to sustainability practices within their own organisation.  
Timeline As per regular reporting cycle  
Responsibility Institute Corporate Services Directors/Procurement Managers
- Action 4.1.6 Encourage all TAFE SA managers and staff to utilise technology-based tools ie teleconferencing, video-conferencing and other internet communication platforms to conduct meetings.  
Timeline As per regular reporting cycle  
Responsibility Institute Corporate Services Directors
- Action 4.1.7 Ensure that the TAFE SA vehicle fleet is the most fit-for-purpose, economical, efficient and produces the lowest possible level of carbon emissions.  
Timeline As per regular reporting cycle  
Responsibility Institute Corporate Services Directors
- Action 4.1.8 Wherever possible and financially viable, retrofit and/or renovate existing TAFE SA buildings with sustainable building materials.  
Timeline As per regular reporting cycle  
Responsibility Institute Corporate Services Directors/Facilities Managers
- Action 4.1.9 Design and build all new TAFE SA facilities in accordance with the most contemporary sustainability principles and practices.  
Timeline As per regular reporting cycle  
Responsibility Institute Corporate Services Directors/Facilities Managers



## Goal 5 Research and Development

TAFE SA has a well-established and highly-respected organisational culture, capacity and core competence for the design and development of sustainability products and the diffusion of innovation.

*'The VET sector can provide leadership by contributing to innovation through the creation, installation, use and maintenance of new technologies, tools and processes that contribute to a sustainable economy. The sector, together with industry, has the responsibility to ensure that its students and graduates, and its own workforce, have the knowledge and skills to facilitate the adoption and diffusion of these tools, technologies and processes.'*

*National VET sector Sustainability Policy and Action Plan (2009 - 2012)*

### Strategy 5.1 Establish the TAFE SA Sustainability Secretariat as an 'Innovations Clearing House'.

Action 5.1.1 Staff appointed to the Sustainability Secretariat possess high order skills and/or capacities in the areas of: creative problem solving; critical thinking and reflection; product design and development; project management; interpersonal communication; and team leadership.

Timeline February 2010 (ongoing)

Responsibility Secretariat Manager

### Strategy 5.2 Create a culture of innovation across TAFE SA work teams.

Action 5.2.1 Establish all TAFE SA Sustainability Centres of Excellence in partnership with key enterprises, research organisations and the university sector

Timeline July 2010 (ongoing)

Responsibility Secretariat Manager/Institute Director's/Lead GM's

Action 5.2.2 Design, resource and implement a 'TAFE SA Sustainability Innovation Project' which encourages and supports team of TAFE SA teaching and support staff to identify a sustainability issue and to work in collaboration with one or more industry/community mentors to develop an innovative solution or response.

Timeline July 2010 (ongoing)

Responsibility Secretariat Manager





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Action 5.2.3 Use the outcomes of the 'TAFE SA Sustainability Innovation Project' to showcase TAFE SA's research and development capacity to external stakeholders and to foster the uptake of further innovation projects across other work teams.

Timeline November 2010 (ongoing)

Responsibility Institute Managing Directors/Secretariat Manager

**Strategy 5.3 Build a capacity and motivation for innovation amongst all TAFE SA learners, at all qualification levels and across all disciplines.**

Action 5.3.1 All TAFE SA teaching staff to explore ways to incorporate research and development projects into their training and assessment strategies.

Timeline June 2010 (ongoing)

Responsibility Institute Lead GM's/Educational Managers/Teaching & Learning Managers/Teaching Staff



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## Notes

*'Education for Sustainable Development (ESD) is based on values of justice, equity, tolerance, sufficiency and responsibility ... ESD is underpinned by principles that support sustainable living, democracy and human well-being. Environmental protection and restoration, natural resource conservation and sustainable use, addressing unsustainable production and consumption patterns, and the creation of just and peaceful societies are also important principles underpinning ESD.'*

*Bonn Declaration, UNESCO World Conference on Education for Sustainable Development 2009*







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