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FOREWORD

I’m delighted to present the TAFE NSW Strategic Plan 2014-16. It sets a clear direction for our transformation as a global leader in education in the Asian century.

Our customers have told us clearly that we must set the pace for service delivery in the digital era. The NSW Government has been explicit about our future in its Statement of Owner Expectations, specifying the reforms that TAFE NSW must implement to adapt and remain relevant in a changing environment.

We aim to be competitive, sustainable and profitable while maintaining our wider economic and social role in supporting the New South Wales Government’s goals for the renewal of the economy.

We’re embracing the challenge of reforming our governance, business and financial frameworks, as our Institutes become more autonomous entities in the next stage of our evolution as a government business.

As we evolve, our gaze is outward – to the benefits that we can bring to the students, enterprises and communities we serve through our extensive Institute networks.

We’re committed to our customers and the role we play in changing lives and opening up opportunities through learning.

We will be building on the strength of the TAFE NSW brand and our longstanding reputation to take us into a more vibrant and successful future.

Margy Osmond
Chair, NSW TAFE Commission Board
OUR AMBITION

TAFE NSW will be the brand in global demand to build skills for success in today’s and tomorrow’s world.

WHAT WE DO

TAFE NSW delivers the skills that drive a strong economy, support vibrant communities and help individuals, enterprises and industries to adapt and thrive.
OUR FUTURE STRENGTH RESTS ON OUR VALUES – SUPPORTING OUR CUSTOMERS AND OUR PEOPLE IN ALL WE DO.

WE ARE:

PASSIONATE
We love what we do and the difference we make.

CONNECTED
We share our ideas and learnings across our networks and with our partners.

CREATIVE
We make things possible and say yes to opportunities and ideas to work smarter.

PRACTICAL
We have the know-how and experience to get the best results.

TRUSTED
People can count on us and our longstanding reputation of service as a public provider.
AND THE POWER OF OUR INSTITUTE NETWORK

TAFE NSW operates as a network of Institutes offering the best of campus-based delivery as well as flexible, online and work-based alternatives suited to customers near and far.

Collaboration, diversity and the strong relationships between our Institutes contribute to and magnify the value of TAFE NSW and importantly, the benefits that we deliver to communities and the economy of New South Wales.
“TAFE NSW has become more firmly planted in today’s computer based world...offering flexibility and choice for students has meant that I have been able to change careers, better myself and still look after my children”

(Student) Let’s talk about TAFE – Have your say online survey 2013

“TAFE NSW students are well regarded in our industry as they have the broad practical knowledge which complements the theoretical knowledge they gain in the course”

(Employer) Let’s talk about TAFE – Have your say online survey 2013
TAFE NSW stands apart as an educational organisation by operating as the NSW Government’s public provider of vocational education and training. Our Institutes contribute to the wealth and wellbeing of the communities in which they work by providing access to world-class learning services and courses across our extensive networks.

TAFE NSW forms the backbone of the training system in NSW, leading the field in the provision of high quality teaching and learning.

TAFE NSW fulfils our owner’s expectations by:

> providing a state-wide service
> offering a broad choice of courses
> providing inclusive services
> delivering skills critical to the NSW economy
> leading quality, innovation and customer focus in service delivery
> operating as a sustainable business
> being an employer of choice.
TAFE NSW IS COMMITTED TO:

PRODUCING
outstanding graduates ready for the challenge of today’s workplace

WORKING
proactively with employers and industry to increase competitiveness and productivity

INSPIRING
and enabling our customers to achieve their ambitions

ENRICHING
lives and creating opportunities through new skills

SUPPORTING
the economic growth of NSW communities and regions.
WHAT’S DRIVING OUR TRANSFORMATION?

OUR BUSINESS ENVIRONMENT IS CHANGING AND OUR CUSTOMERS’ NEEDS ARE DYNAMIC.

We must adapt our services and step up to meet the challenges of a new era and to position TAFE NSW as a leader in a competitive market.

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OUR CUSTOMERS
THE STUDENTS, ENTERPRISES AND COMMUNITIES WE SERVE

YOU’VE TOLD US
You love what we do – and you want us to increase your options

OUR EMPLOYEES

YOU’VE TOLD US
You share professional commitment to making a difference and you know we must continue to lead the field

OUR RESPONSE
> World leading services and choices
> Great connections and pathways to success
> Best service always
> Solutions to meet your needs

OUR OWNER
THE NSW GOVERNMENT

YOU’VE TOLD US
We’re vital for the NSW economy and communities and we must be a sustainable business

OUR RESPONSE
> Supporting great people and ideas
> Inclusion, collaboration and recognition
> Optimism and enthusiasm for our future
> Embracing change and adapting

> A dynamic and competitive training enterprise
> Transformation of our governance and core business systems
> Efficiently managed assets
> Transparency and accountability

STRATEGIC PLAN 2014 – 2016

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IN 2014-2016 OUR EFFORTS WILL BE ON:

1. Capturing customers’ imaginations
2. Leading the market
3. Advancing our capability
4. Building business excellence & innovation
1. CAPTURING CUSTOMERS’ IMAGINATIONS

BUILDING EXCITEMENT TO CHOOSE TAFE NSW

Many people know and recognise TAFE NSW as a pre-eminent and highly reputable educational institution, a cutting-edge service building skills in industry and a vital part of local communities. Few know we are adapting our services – responding with innovation and excellence to the changing needs of our customers and the labour market in the digital era. Our efforts are focussed on communicating this direction to re-energise our profile, extend our reach and expand our substantial potential as a global brand in demand.

OUR PRIORITIES

1.1 Revitalise the TAFE NSW brand to enthuse, attract and retain customers’ support for our services

1.2 Promote the strengths of our diverse products, markets and networks to increase customer appeal and satisfaction nationally, internationally and digitally

1.3 Deliver compelling and satisfying learning experiences and great outcomes for customers across our business

WHAT DO WE WANT TO ACHIEVE?

We will meet the challenge of increasing competition head on and increase the number of students and employers choosing TAFE NSW

We will significantly expand work-based, flexible and digital delivery in domestic and international business and promote the uptake of our diverse business segments

We will continually satisfy our customers with the diversity and quality of our services and our students’ achievements will stand out from our competitors.
HOW WILL WE KNOW OUR RESULTS?

- We achieve positive trends in enrolments, unit completions and increases in graduate numbers
- Our customer surveys tell us our students, graduates and industry are pleased with our responsiveness, services and outcomes
- We grow enrolments and graduates in targeted delivery modes
- We achieve revenue targets in market segments and product lines
- Our graduates’ success is measured by outcomes exceeding national benchmarks
2. LEADING THE MARKET

RESHAPING TAFE NSW TO WIN BUSINESS AND THRIVE

Competitive pressure is expanding and transformation of the national and international education and training market is underway. Accordingly, TAFE NSW must evolve to continue as a sustainable and successful business. We will build on our partnerships and collaborations with industry and employers at multiple levels to strengthen opportunities for new business. We will improve the efficiency of our operations to improve revenue margins.

OUR PRIORITIES

2.1 Expand our portfolio of learning services, partners and customers through profitable growth

2.2 Capitalise and leverage customer loyalty and market intelligence to increase opportunities in existing markets and win business

2.3 Review and align our asset use and management to technological developments, more responsive services and greater efficiency in delivery to meet the needs of the people of NSW and its economy

WHAT DO WE WANT TO ACHIEVE?

TAFE NSW will be a resilient and sustainable business with substantial growth and increased diversity in new business

We will compete effectively for market share and achieve business performance across critical markets and customer segments of our existing business

Our Strategic Asset Plan will target under-utilised facilities, courses and opportunities to optimise use of physical assets and respond to new directions in services We will reinvest in new technologies and/or facilities as a platform for innovation and flexibility in service delivery
HOW WILL WE KNOW OUR RESULTS?

- Our revenue sources diversify and grow
- We maintain our market share
- We grow revenue margins and achieve profitability targets
- We strengthen our TAFE NSW and institute balance sheets and improve the liquidity ratio
- Our asset utilisation rates are more efficient and we achieve savings in asset management costs
- We achieve improved return on assets (ROA)
Implementing a new vision for TAFE NSW will require increased capability in Institutes to lead developments in business and service innovations in a range of new areas. Working together with staff to understand the reforms we are tackling and to support them in the challenges we must address is a foundation of our strategy for success. Open communication, collaboration and a shared purpose are vital for the work we do and for our transformation.

### OUR PRIORITIES

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<tr>
<th>3.1</th>
<th>Establish teaching and learning quality benchmarks to underpin customer satisfaction and outcomes from our services</th>
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<td>3.2</td>
<td>Align our workforce capabilities in core areas including leadership, emerging technologies and financial acumen to enable TAFE NSW to operate effectively in a commercial environment</td>
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<td>3.3</td>
<td>Extend service innovation and support for customers through introduction of new service models</td>
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<td>3.4</td>
<td>Understand and improve factors related to staff engagement, transition to the new TAFE NSW business environment and a positive culture within the organisation</td>
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### WHAT DO WE WANT TO ACHIEVE?

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<th>3.1</th>
<th>We will adopt an external teaching and learning standard so TAFE NSW can benchmark against competitors nationally and internationally</th>
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<td>3.2</td>
<td>Our customers and graduates will recognise and rate the quality of our teachers and services highly</td>
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<tr>
<td>3.3</td>
<td>Our staff capabilities and performance will be externally benchmarked against the NSW Public Sector Capability and Performance Development Framework</td>
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<tr>
<td>3.4</td>
<td>We will trial the use of new educational support and leadership roles to increase options for customers and expand opportunities for new business</td>
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<td>We will explore issues in positive staff engagement and growth of a collaborative industrial relations environment</td>
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HOW WILL WE KNOW OUR RESULTS?

> Our teaching and learning standard exceeds national benchmarks
> We establish governance and financial management capability benchmarks across the organisation
> Our outcomes in independent compliance and quality audits demonstrate the high standard of TAFE NSW
> Institute VET Quality Framework survey results show high levels learner and employer satisfaction in targeted result areas
> We successfully trial new roles and deliver improvement for customers, staff and TAFE NSW business
> Our staff rate our organisation highly and we exceed international and industry staff engagement survey benchmarks
> We have a high level of participation in enterprise agreement ballots.
Institutes are accountable for the responsiveness, relevance and excellence of the services they deliver, and must have the authority and control to meet their customers’ expectations. Currently our governance and financial model, systems and processes do not adequately underpin Institutes’ transition to independence. Increasing Institute self determination and responsibility for functions that promote agile business responses at the local level will be a feature of our strategy. A key investment will be in the modernisation of our ‘back of house’ systems and processes to ensure they meet customer demands for excellence and the best of contemporary business practices.

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<th>OUR PRIORITIES</th>
<th>WHAT DO WE WANT TO ACHIEVE?</th>
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<tr>
<td>4.1 Increase TAFE NSW Institute business autonomy and capability to deliver greater benefits for our customers and the NSW Government as owner and shareholder</td>
<td>We will strengthen TAFE NSW competitiveness, flexibility and sustainability by implementing a new TAFE NSW governance and financial model</td>
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<td>4.2 Ensure TAFE NSW’s ICT roadmap delivers the infrastructure and technologies to enable effective business operations that support our emerging governance model and business ambitions</td>
<td>We will modernise and simplify our processes through deployment of integrated student enrolment, administration and business systems Customers will find TAFE NSW helpful and easy to deal with</td>
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<td>4.3 Develop a connected and superior customer experience of TAFE NSW</td>
<td>We will put in place an effective student relationship management system to support improved engagement with TAFE NSW and repeat business</td>
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RESULTS FOCUSED, CUSTOMER MINDED
HOW WILL WE KNOW OUR RESULTS?

- We deliver increased Institute profitability measured by improved revenue margins and efficiencies in overheads
- Our unit cost of delivery demonstrates greater efficiency
- Our capital investments achieve project returns (ROI)
- We reduce the number of non-integrated systems and have systems in place to support Institute autonomy and business responsiveness
- Our customer surveys tell us our students, graduates and industry are pleased with our responsiveness, services and outcomes
- We achieve a high proportion of registrations with TAFE Student Relationship Management system.
TAFE NSW Institute network

Hunter Institute
T 131 225

Illawarra Institute
T (02) 4222 2908

New England Institute
T (02) 1800 448 176

North Coast Institute
T (02) 6586 2222

Northern Sydney Institute
T 131 674

Riverina Institute
T 1300 823 374

South Western Sydney Institute
T 13 7974

Sydney Institute
T 1300 360 601

Western Institute
T (02) 6393 5912

Western Sydney Institute
T (02) 9208 9999

www.tafensw.edu.au