



2023 TAFE NSW
STRATEGIC PLAN
UPDATE



TAFE NSW ACKNOWLEDGES ABORIGINAL AND TORRES STRAIT
ISLANDER PEOPLES AS THE TRADITIONAL CUSTODIANS OF
THE LAND, RIVERS AND SEA. WE ACKNOWLEDGE AND PAY OUR
RESPECTS TO ELDERS: PAST AND PRESENT OF ALL NATIONS.

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FOREWORD

I am pleased to present the *2023 TAFE NSW Strategic Plan Update*.

For over a century, TAFE NSW has played a critical role in the NSW economy, providing industry with a skilled workforce, and fostering opportunities within local communities for education and employment. Today, we are Australia's largest training provider, offering vocational and higher education pathways in more than 156 regional, remote, and metropolitan communities across the state.

In July 2022, we unveiled our ambitious Strategic Plan. The Strategy is a dynamic document, reflecting the evolving environment in which TAFE NSW operates. It acknowledges shifting economic and labour market conditions, and technological and digital innovations, as well as changing industry, learner, and community expectations.

This Update underscores our commitment to annually reviewing the Strategic Plan to ensure it remains fit for purpose and aligns with the NSW Government's current and emerging priorities for TAFE NSW. Specifically, this Update supports the new Government priorities for the public training provider, including:

- Rebuilding a strong and locally connected TAFE NSW
- Reducing the reliance on a casualised teaching workforce

- Achieving enrolment growth and improving learner completion rates; and
- Reducing the administrative burden on employees.

The overall direction of the Strategy is unchanged, but we have refined some of our goals, timelines, and success measures. We have also extended the Strategy's timeframe by two years to 2027, allowing for better prioritisation and phasing of major initiatives. The refinements to the Strategy are detailed throughout this document.

I extend my gratitude to everyone who has contributed to the initiatives and targets outlined in the plan. The *2023 TAFE NSW Strategic Plan Update* provides a clear direction for advancing TAFE NSW and securing our position as an efficient, effective, and highly sought-after training provider for the people of NSW.

Stephen Brady
Managing Director, TAFE NSW

INTRODUCTION

TAFE NSW is Australia's largest provider of vocational education and training, serving around 397,000 learners each year. We operate in more than 150 communities and support more individuals facing disadvantage than any other training provider.

Our training spans around 260 occupations, across 85 industry sectors and includes short courses, nationally accredited vocational training, higher education programs, as well as microskills and microcredentials.

TAFE NSW plays a vital role in supporting industries by providing them with a versatile workforce, equipped to meet the demands of a dynamic economy. At the same time, we empower individuals, helping them secure employment, adapt to the evolving nature of work, and pursue fulfilling professional lives. Additionally, TAFE NSW works closely with local communities, addressing

their specific skills needs and contributing to the development of vibrant and thriving places to live and work.

Today we operate in a changing environment where digital innovation and social disruption are rapidly transforming the way we live, learn, and work. TAFE NSW plays an increasingly important role in this shifting landscape, contributing to the growth of emerging industries, while safeguarding the resilience of existing ones. This necessitates a public training provider that can keep pace with today's skills needs while imagining a future yet to be defined.

TAFE NSW takes pride in its role as a key driver of economic prosperity and community vibrancy. We support the NSW Government, industry, and communities, in creating jobs, growing the economy, and making NSW a better place to live and work.

Our role is to:

- Deliver vocationally aligned education and training to support individuals in securing meaningful jobs and progressing their studies and careers
- Provide work-integrated training in priority areas to strengthen the state's skilled workforce and build a stronger economy
- Provide inclusive and accessible programs to support learners living in regional communities and experiencing disadvantage
- Offer upskilling and reskilling programs to enable individuals and enterprises to succeed in a world of accelerating change; and
- Create skills ecosystems by breaking down sectoral boundaries, leading to equitable educational opportunities that drive socially inclusive outcomes.



2022-23 KEY ACHIEVEMENTS



Established the Training Portfolio Strategy informing service delivery, infrastructure planning, course development, and workforce planning



Designed a consistent staff complaints management process to respond to employee feedback



Launched the Paid to Learn teacher recruitment program to attract a new generation of educators



Increased educational quality by establishing the Higher Education Governing Body and the Educational Quality Committee



Attained Higher Education re-registration with TEQSA for the maximum 7 years, with no conditions



Established partnerships with universities to expand skills development in high-demand energy and healthcare sectors



Streamlined accessibility services to improve the way we support people with disability



Streamlined product development processes, fast-tracking training package updates



Piloted the new Institute of Applied Technology education model bringing together industry and university partners



Simplified enrolment processes through improved website content, an eligibility calculator, and application self assessment tools



Introduced Universal Design Standards ensuring equitable use of digital technologies in course design and delivery



Delivered record investment in digital infrastructure with 15,000 new devices, and 200+ connected learning points



PLUMBING

OUR VISION

TAFE NSW's vision is to be the leading provider of lifelong learning, meeting the evolving needs of industry and learners in communities across NSW.

TAFE NSW is committed to helping grow the state's economy, transforming lives, and making communities a better place to live and work.

As the state's comprehensive public training provider, TAFE NSW plays an important role in delivering future-focused, responsive, and flexible skills education to the people of NSW, regardless of who they are, or where they live.

WE WILL DO THIS BY:

Goal



Accelerating skills in priority areas

Goal



Ensuring educational quality

Goal



Delivering exceptional learner experiences

Goal



Partnering for greater educational and social impact

Enabler



Cultivating an empowered, adaptive workforce

Enabler



Modernising our digital and physical infrastructure

OUR COMMITMENT TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES



TAFE NSW is committed to delivering education, skills, and employment initiatives to enhance the lives of Aboriginal and Torres Strait Islander peoples. We play a critical role in promoting equity and access to education by adopting a holistic approach that recognises the interdependent social, cultural, and environmental factors that affect the lives and well-being of Aboriginal and Torres Strait Islander peoples.

TAFE NSW is committed to listening to and working with Aboriginal people to design sustainable and culturally responsive solutions that improve educational and career outcomes, as well as the overall well-being of individuals and communities.

Through the TAFE NSW Reconciliation Action Plan, and our strategic goals and enablers, TAFE NSW will embed actions aligned to Closing the Gap Outcomes to

empower Aboriginal and Torres Strait Islander peoples to thrive now and into the future.

We will:

- Support Aboriginal and Torres Strait Islander learners to achieve their full potential by bridging the skills gap between current and future job roles, and supporting communities in alleviating skills inequality
- Introduce place-based programs and pathways to support people at risk of being disengaged from education and work
- Ensure that standards are in place to support Aboriginal and Torres Strait Islander learners needs and ensure educational equity
- Embrace diversity and cultural perspectives in curriculum and pedagogy to enhance learner success, ensuring that cultures and languages are strong, supported, and flourishing
- Enhance our support services to facilitate meaningful outcomes for Aboriginal and Torres Strait Islander learners
- Enhance Aboriginal and Torres Strait Islander experiences to support greater engagement in education and employment
- Respond to Aboriginal and Torres Strait Islander community and learner needs to improve educational participation
- Support economic participation and development of Aboriginal and Torres Strait Islander people and communities through local engagement and strengthened partnerships
- Foster a diverse and inclusive workplace to ensure that TAFE NSW is an employer of choice that values the skills and strengths of all Aboriginal and Torres Strait Islander employees
- Support all TAFE NSW employees to create a culturally safe workplace
- and ensure that the cultural diversity, rights, views, and values of Aboriginal and Torres Strait Islander people are respected in the delivery of culturally appropriate services
- Provide equal opportunities for Aboriginal and Torres Strait Islander learners to access fit for purpose learning spaces and facilities
- Ensure that Aboriginal and Torres Strait Islander people have access to digital information and services enabling participation in informed decision-making regarding their own lives.

STRATEGIC GOALS



Accelerating skills in priority areas

This goal focuses on ensuring learners develop the right mix of skills needed to achieve educational and job outcomes aligned to evolving economic and community needs.

As industries evolve, shaped by technological innovation and shifts in consumer expectations, we will adapt our portfolio of learning products, and deliver skills that cater to the needs of current, emerging, and future industries.

Our training will be aligned with Government priorities and supports building a stronger economy and thriving communities.

Our learning programs and pathways will be designed in collaboration with industry, community, and other education providers. We will renew our traditional programs to suit digitally augmented workplaces and provide modularised learning to support diverse learner cohorts.

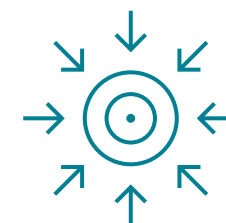
To achieve this, we will ensure:

Our training is aligned to evolving skills demand and supports building a stronger NSW

Our training portfolio is determined through a robust and systematic approach and supports lifelong learning of diverse learner cohorts

Our learning, teaching, and assessment resources are periodically refreshed to cater to changing industry landscapes and learner preferences

Success will be measured by:



Enrolments in priority skill areas



Employer satisfaction with training

STRATEGIC GOALS



Ensuring educational quality

This goal focuses on enhancing the quality of our education and training offerings so that we deliver fit-for-purpose learning that ensures industry relevance and drives learner success.

The education landscape is changing. We will renew our quality framework to be risk-based and proportionate, simplifying compliance processes to remain abreast of changing regulatory standards.

We will ensure a learner-centric approach in the way we deliver training and services. Our quality assurance model will maintain the integrity of course design and delivery, while allowing for contextualisation to meet diverse learner needs.

To achieve this, we will ensure:

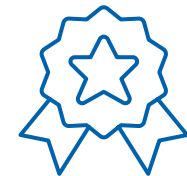
Standards are renewed to reflect the new regulatory approach and promote educational excellence and equity

Quality assurance practices are embedded to ensure the integrity of course design and delivery across the state

Success will be measured by:



Qualification and unit completions



Learner satisfaction with quality of training and learning

STRATEGIC GOALS



Delivering exceptional learner experiences

This goal focuses on delivering exceptional experiences throughout the learning journey and ensuring our learners feel supported for success.

The way people learn is evolving, with students increasingly demanding greater convenience and tailored educational experiences.

To remain responsive, we will revitalise our delivery models, embracing technological innovation, and amplifying flexible study options that are suited to blended learning environments.

We will redesign our delivery planning approach to ensure our offerings encompass a wide range of programs aligned to demand. We will bolster our support services by implementing results-driven evaluation frameworks and adapting contemporary practices to deliver better outcomes for our learners.

To achieve this, we will ensure:

Learner interactions with TAFE NSW are consistently positive, engaging, and meaningful, fostering confidence in lifelong learning

Our learning and delivery models are augmented to be flexible and responsive to the needs of industry and learners

Our offerings and support services are enhanced to better meet the needs of diverse learners, facilitating their full engagement in education and/or work

Success will be measured by:



Learners found the training relevant to their job



Learner satisfaction with support services

STRATEGIC GOALS



Partnering for greater educational and social impact

This goal focuses on the importance of strong connections with industry, community, universities, schools, and government to shape the courses we offer across our physical and digital campuses.

As regional economies and local communities continually transform, we will strengthen our partnerships to develop and deliver industry-leading, community-based solutions aligned to their needs.

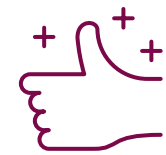
We will enhance the use of our facilities to enrich campus experiences and provide safe campus and online learning environments that foster a sense of belonging.

To achieve this, we will ensure:

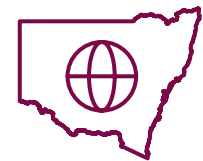
Our local engagement and campus activities are elevated to make a difference in the communities we serve

Our partnerships with government, industry, educational institutions and communities are deepened to enable value creation

Success will be measured by:



Community sentiment scores



Enrolments from learners of diverse backgrounds, including those living in regional areas

STRATEGIC ENABLERS



Cultivating an empowered, adaptive workforce









STRATEGIC ENABLERS



Modernising our digital and physical infrastructure



STRATEGY ROADMAP

GOALS	2022-23	2023-24	2024-25	2025-26	2026-27
	Data-driven planning, with courses optimised for rapid industry response.	New course profiles with both recognised and unaccredited programs.	Training incorporates innovative practices, future-focused learning and job readiness.	Initiatives strengthen training in priority areas. Courses support transition between school, VET and HE.	Customise training to suit learner needs. TAFE NSW recognised as a leading trainer in priority skill areas.
	Quality parameters defined for training that is adaptable to various contexts and industry settings.	Educational Quality Framework embedded with streamlined standards, reducing regulatory burden.	Accessible self-assurance model with simplified compliance processes, to integrate quality in all training.	Self-assurance model with continuous improvement mechanisms, driving operational agility and stakeholder confidence.	Quality embedded in ways of working, ensuring delivery of quality training. Learners and industry highly satisfied with the outcomes.
	Improved enrolment processes. A roadmap showing the learner journey.	Digitalised enrolment process. New onboarding, supporting learner success. Revamped delivery planning to meet demand.	Continually improved enrolment experiences. Flexible learning models to drive enrolments. Cross-region collaboration for expanded access.	Digitally enabled delivery models and modernised learning environments.	Processes and systems enable tailored learning solutions, to meet the evolving needs of learners.
	Enhanced stakeholder engagement, piloting educational models collaborating with universities and industry.	Streamlined community engagement, supporting meaningful interaction.	Strengthened connections with government, industry, universities and schools, fostering greater participation.	Engagement with stakeholders generates benefits for learners and community. Campus environment fosters engagement.	TAFE NSW positioned at the centre of the education and training ecosystem, building a stronger skills base.
ENABLERS	2022-23	2023-24	2024-25	2025-26	2026-27
	Strategies and culture programs that improve workforce alignment. Simplified workplace processes reducing administrative burden.	Professional development opportunities for staff to optimise expertise.	Partnerships providing career mobility. Workforce culture promoting an agile response to community needs.	A future-ready workforce with agile teams to meet changing skill needs. Streamlined workplace processes.	An empowered workforce supporting emerging skill needs. TAFE NSW known for our industry-leading talent.
	A refreshed IT network and modern devices rolled out. An online platform supporting flexible learning. Equipment mix reviewed to support current and future service delivery	Boosted digital connectivity enhancing experiences. Modern device rollout continued. Operationalise Asset Management System. Policies and systems that support increased use of TAFE NSW facilities.	Enhanced student management system, reducing educator workload. Enhanced spaces for community engagement via implementation of Campus Master Plan initiatives.	Digitalised customer relationship workflows. Smart infrastructure dashboard implemented. Design standards for spaces updated.	Support for employees to integrate smart technologies in pedagogy. Learners use industry-relevant technologies. A campus network that provides contemporary learning environments, supports optimal utilisation, and promotes broader socio-economic outcomes.



AGED CARE

TAFE NSW 