

TAFE NSW
STRATEGIC
PLAN

2022 - 25

Building a skilled
workforce for
a stronger NSW



TAFE NSW

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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, PRESENT AND EMERGING OF ALL NATIONS.

COVER IMAGE: SOUND PRODUCTION



ENGINEERING



FOREWORD

The *TAFE NSW Strategic Plan 2022-25* outlines a roadmap for the state's public training provider over the next three years.

At its core, TAFE NSW remains focused on building a strong economy through a skilled and agile workforce. Helping individuals, businesses, and communities to upskill and reskill is the bedrock of what we do.

TAFE NSW is an education provider offering both vocational training and higher education programs. From pre-vocational taster courses, to nationally recognised qualifications, and higher education programs, TAFE NSW is critical to skilling the state's workforce. In the trades segment alone, we deliver practical skills training for more than 70 per cent of the state's apprentices.

TAFE NSW is committed to ensuring all people, including those experiencing disadvantage, have access to the training they need to participate fully in their local communities and the economy. In the last 12 months alone, we have trained more people experiencing disadvantage than any other training provider in the country. More than 150,000 people from regional and remote communities, 36,000 Aboriginal and/or Torres Strait Islander peoples, and 46,000 people living with disability have been the beneficiaries of a skills-based TAFE NSW education.

While the One TAFE modernisation reforms outlined in the previous strategic plan afforded opportunities

to become more agile and efficient, TAFE NSW must continue to evolve the way it operates.

This plan builds on the last five years, and ensures our training and support services, employees, curriculum, technology, and learning spaces work together to deliver the kind of educational experiences that lead to student success and good job outcomes. This is a customer-centric plan, based on the needs of industry and learners. It seeks to make a positive impact on the lives of individuals, and the communities in which they live and work.

The rapidly changing nature of work, the expanding digital economy, and the growing demand for flexible educational pathways, presents TAFE NSW with enormous opportunity to help shape and grow the NSW economy.

The Strategic Plan sets out a clear direction for advancing and evolving TAFE NSW, and in doing so ensures we remain an efficient, effective, and highly sought-after training provider for the people of NSW, now and into the future.

Stephen Brady
Managing Director, TAFE NSW

INTRODUCTION

TAFE NSW is Australia's leading provider of vocational education and training. With 171 learning locations, deep industry connections, and a highly recognised and trusted brand, TAFE NSW stands apart from its competitors.

Our origins go as far back as the 1890s when demand for nation-building skills was high. More than 130 years later, we remain Australia's largest vocational education and training provider, recognised for the important role we play in supporting the NSW Government's economic priorities of a highly skilled, job-ready workforce.

Fluctuating economic and labour market conditions will always shape the services delivered by TAFE NSW.

Factors guiding our future direction include the economic and structural transition taking place in many of the state's industries and regions.

Supporting the economic recovery of those sectors and communities most profoundly affected by the global pandemic and natural disasters

is also driving the demand for TAFE NSW training.

Additionally, a competitive labour market, and the accelerated pace of digital adoption is feeding the demand for training that helps workers upskill and reskill.

As the state's public vocational education and training provider, TAFE NSW plays a critical role in strengthening the skills base of the NSW economy and alleviating social inequality. It does this by supporting the NSW Government's key focus areas of:

- making NSW the smartest state;
- helping make ends meet no matter the postcode;
- providing accessible, affordable, and world-class government services;
- increasing our capacity to create jobs and build the industries of tomorrow; and
- growing Greater Sydney to include Wollongong, the Central Coast, and Newcastle.

TAFE NSW plays a critical role in promoting equity and access to education in NSW. As the public training provider, TAFE NSW has an obligation to the NSW Government to serve the people and communities of NSW including those who face significant barriers to education and employment.

This includes:

- delivering on the National Agreement on Closing the Gap to overcome inequality experienced by Aboriginal and Torres Strait Islander People by ensuring:
 - > students reach their full potential through further education pathways;
 - > youth participation in education and employment; and
 - > strong adult economic participation.
- a range of skills initiatives to improve the educational and employment outcomes of Aboriginal and Torres Strait Islander peoples, ensuring the same opportunities as all other people in NSW;
- ensuring that people experiencing disadvantage gain the skills they need to participate fully in their communities and the economy;
- providing foundational and pre-vocational training for people who require assistance to participate in education; and
- supporting specialist services including career support, pre-training support, and disability support.



Central to this plan is a focus on our customers: industry and learners. By aligning our operations to support the skills needs of industry and the aspirations of learners, TAFE NSW is well positioned to help build a stronger NSW.

The changing nature of work and the accelerated adoption of workplace technologies are rapidly transforming the skills needs of businesses. Employers want a digitally literate, job-ready workforce with both technical and people skills. They are looking for training partners who can respond to emerging skill needs, and can fast-track the industry-specific training solutions that will help them remain locally and globally competitive. TAFE NSW will strive to meet these needs while acknowledging the national training packages, which play a significant role in meeting industry needs to their

level of satisfaction, are developed and regulated by the Commonwealth Government.

Against this backdrop, today's learners are demanding a greater say in their own learning journey. Our learners, whether they be school leavers, lifelong career learners, or come from disadvantaged and vulnerable communities, want the flexibility to choose what, where, and how they learn.

They are looking for training providers to prepare them for the world of work with a broad mix of modern educational experiences. They want both full qualifications and bite-sized, industry-aligned microcredentials, higher education programs, self paced learning options, and easy to navigate study pathways that allow them to move seamlessly between school, vocational training, and university.

As the state's comprehensive training provider, TAFE NSW recognises improving educational and employment outcomes rests on our ability to evolve our services. Over the next three years, TAFE NSW will move:

FROM

TO

A singular focus on formal qualifications underpinned by the Australian Qualifications Framework (AQF)	A mix of accredited and non-accredited industry-aligned courses, higher education courses, full qualifications and stackable skills programs
A bricks and mortar, traditional classroom environment, with fixed learning spaces and standard learning platforms	A learning environment with adaptable spaces, digitally-enabled anytime, anywhere learning, and intuitive learning platforms
Industry connected	Industry collaborator and partner
Courses determined by local teacher and classroom availability	Courses informed by industry demand and learner interest
A stand-alone training provider	A multidirectional, connected training provider with seamless educational pathways into schools, universities, other training providers, and the workplace.

CASE STUDY

TAFE NSW Electric Vehicle Training Solution

TAFE NSW is working with industry to turn disruptive technologies into career opportunities. The NSW Government is transitioning 8,000 buses to Zero-Emission technology by 2030, which will bring with it a new range of skills needs.

In response, TAFE NSW engaged bus manufacturers, operators and NSW Government agencies to develop the TAFE NSW Electric Vehicle Solution. This training framework is now being used to upskill drivers, existing mechanics, and auto electricians, and provide brand-specific, digitally-enabled training for specialist technicians involved in repairs.

We also partnered with Volvo Bus Australia to develop a suite of TAFE NSW microcredentials that work in parallel with Nationally Recognised Skill Sets and Units of Competency.

By working together with industry, TAFE NSW is co-designing flexible curriculum options fit for both campus and workplace-based delivery. Taking this strategic approach to skills planning ensures TAFE NSW supports the changing skills needs of industry by fast-tracking training solutions that support jobs and economic growth.





DENTAL TECHNOLOGY

OUR VISION

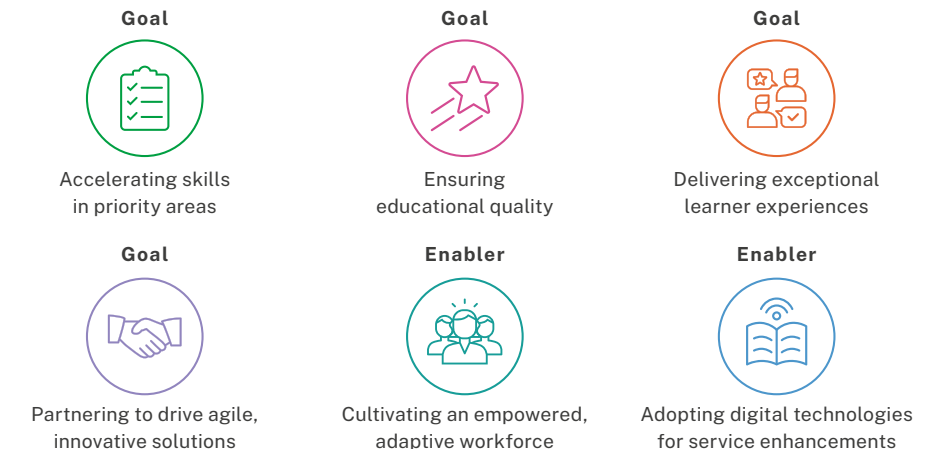
TAFE NSW’s vision is to be the leading provider of lifelong learning, meeting the evolving needs of industry and learners in communities across NSW.

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 largest provider of vocational training, 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.

Our educators underpin the delivery of quality educational outcomes and exceptional learner experiences. Their industry connections and educational leadership enrich our services and contribute to the social fabric of the communities we serve.

WE WILL DO THIS BY:



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 support the aspirations of the NSW Government's *NSW 2040 Economic Blueprint* and *A 20-Year Economic Vision for Regional NSW*.

Our learning programs and pathways will be designed in collaboration with industry, learners, and other education providers. Through learner-centric skills training, we will offer students diverse learning experiences.

To achieve this, we will ensure:

- Our training portfolio is aligned to skills demand and supports building a stronger NSW
- Our course profile is enhanced to support the diverse learner cohorts in communities across NSW
- Course development processes keep pace with emerging industry needs
- Course development approaches use efficient and innovative design practices that lead to improved outcomes

Success will be measured by:

Enrolments in priority skill areas

Enrolments of learners experiencing disadvantage

STRATEGIC GOALS



Ensuring educational quality

This goal focuses on accelerating the adoption of emerging teaching and learning models so we can deliver quality training that is responsive to the needs of learners and industry.

We will ensure a learner-centric approach in the way we deliver training and services. Our focus on educational quality will ensure TAFE NSW consistently delivers training that supports learner success, and meets industry's skills needs.

We will simplify our processes, embed effective governance and accountability frameworks, and shift our budgeting from an expenditure-based model to an outcome-driven model.

To achieve this, we will ensure:

- Teaching and learning practices are enriched to embrace learner-centric and latest educational approaches
- Courses are routinely refreshed to meet evolving industry expectations and regulatory standards
- Quality frameworks are embedded to ensure integrity of course design and delivery across the state
- Standards are in place to support diverse learner needs and ensure educational quality

Success will be measured by:

Course and unit completions

Learner satisfaction with quality of training and learning

STRATEGIC GOALS



Delivering exceptional learner experiences

This goal focuses on fostering seamless processes and blended learning options to offer engaging and flexible experiences at each touchpoint throughout the lifelong learner journey.

To consistently deliver value in a dynamic and complex environment, we must continually adjust our operations to support the delivery of education and training. We will calibrate teaching around relevant industry clusters. We will collaborate with industry partners to incorporate new learning approaches into our curriculum, and support the co-development and delivery of training.

We will ensure a learner-centric approach in the way we deliver training and services. We will leverage digital innovation to provide multi-purpose and adaptable learning spaces that support flexible learning.

We will offer personalised experiences by contextualising teaching and learning, offering flexible study options, and tailoring support services.

We will progressively adapt our delivery models to suit a more digitally-enabled world, embedding digital literacy into our learning experiences.

To achieve this, we will ensure:

- Learner experiences are augmented to foster meaningful engagement and lifelong connections
- Training delivery models are made flexible and responsive to meet industry and learner preferences
- Educational services are enhanced to provide holistic and inclusive learning support
- Infrastructure and support services are improved to create enriched on-campus and off-campus experiences

Success will be measured by:

Learner satisfaction with services

Learner confidence in completing training

STRATEGIC GOALS



Partnering to drive agile, innovative solutions

This goal focuses on establishing the foundations to deliver agile, industry-leading learning solutions in collaboration with government, industry, and community to progress in a changing world.

TAFE NSW will work closely with industry and local communities to develop and deliver industry leading training solutions.

We will do this by fostering targeted, strategic partnerships with industry and other education and service providers, including through the pilot Institutes of Applied Technology. We will cultivate opportunities to co-design curriculum and co-deliver educational programs with our partners.

We will explore opportunities to expand into new markets. Government funding will be supplemented by commercial revenue.




While we will continue delivering formal training, we will expand stackable, industry-aligned microcredentials and higher education programs to foster lifelong learning.

We will position TAFE NSW as the preferred provider of skills training for the NSW public sector and major government contracts.

To achieve this, we will ensure:

- Our training portfolio attracts diversified learner cohorts and supports lifelong learning
- Foundations are embedded to position TAFE NSW successfully for commercial markets
- Strategic partnerships are strengthened to offer industry-leading learning programs
- Our local engagement and partnerships make a difference to the communities we serve

Success will be measured by:

- 
Brand sentiment scores
- 
Revenue from fee-for-service activities
- 
Industry and employer needs are met by learner centric training

STRATEGIC ENABLERS



Cultivating an empowered, adaptive workforce

Empowering our people and building a great workplace is the key to outstanding customer service.

The market for talent is becoming more competitive and global. Through this plan, we will become innovative in the way we secure, develop, and retain our workforce.

We will support and empower our teachers to remain industry current and evolve with the rapidly changing learning landscape.

We will support professional development for our people, invest in opportunities that build deep industry connections, and reduce administrative burdens that get in the way of delivering great customer service.

We will support our people to evolve with the changing learning landscape. We will equip our people with the tools to provide personalised educational experiences and work effectively with learners from diverse backgrounds.

We will also foster a workplace where employees feel valued, supported and inspired. Our day-to-day activities will ensure a safety culture and support a respectful and collegial work environment.

To achieve this, we will ensure:

- A team culture focused on working together to deliver great customer service for industry and learners
- A responsive, adaptable workforce to deliver impactful industry and learner outcomes
- Our people are recognised for their industry-aligned capabilities, and are empowered to thrive in evolving environments
- Our workforce reflects the diverse communities we support

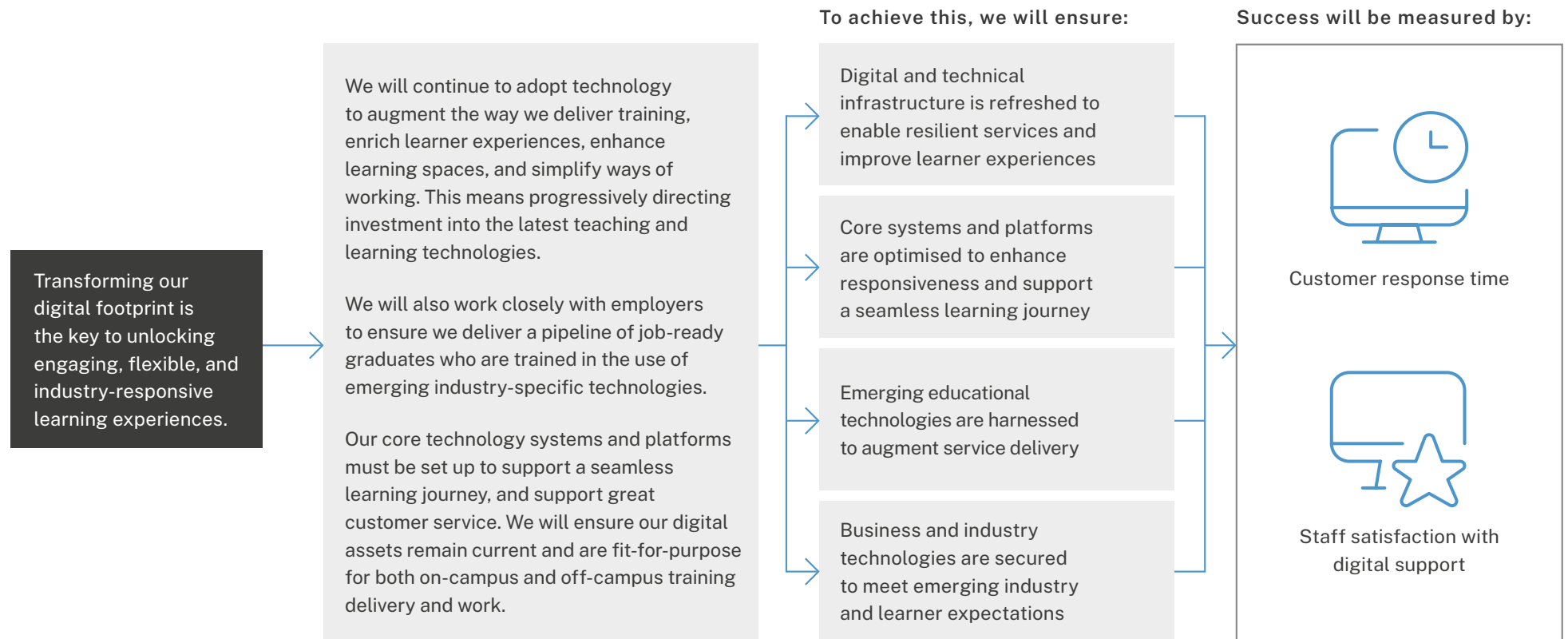
Success will be measured by:

-  Employee sentiment scores
-  Work Health and Safety scores
-  Workforce diversity targets

STRATEGIC ENABLERS



Adopting digital technologies for service enhancements





CASE STUDY

Construct NSW

TAFE NSW and the Office of the NSW Building Commissioner have partnered to deliver Construct NSW, a one-stop online platform for the residential construction industry. The platform connects the sector to education, digital tools, and research to respond to skills needs emerging as a result of once-in-a-generation regulatory reforms.

Through Construct NSW, TAFE NSW offers online microcredentials that combines interactive and video-based learning to rapidly upskill the residential construction sector to respond to current skills gaps identified by industry and regulators.

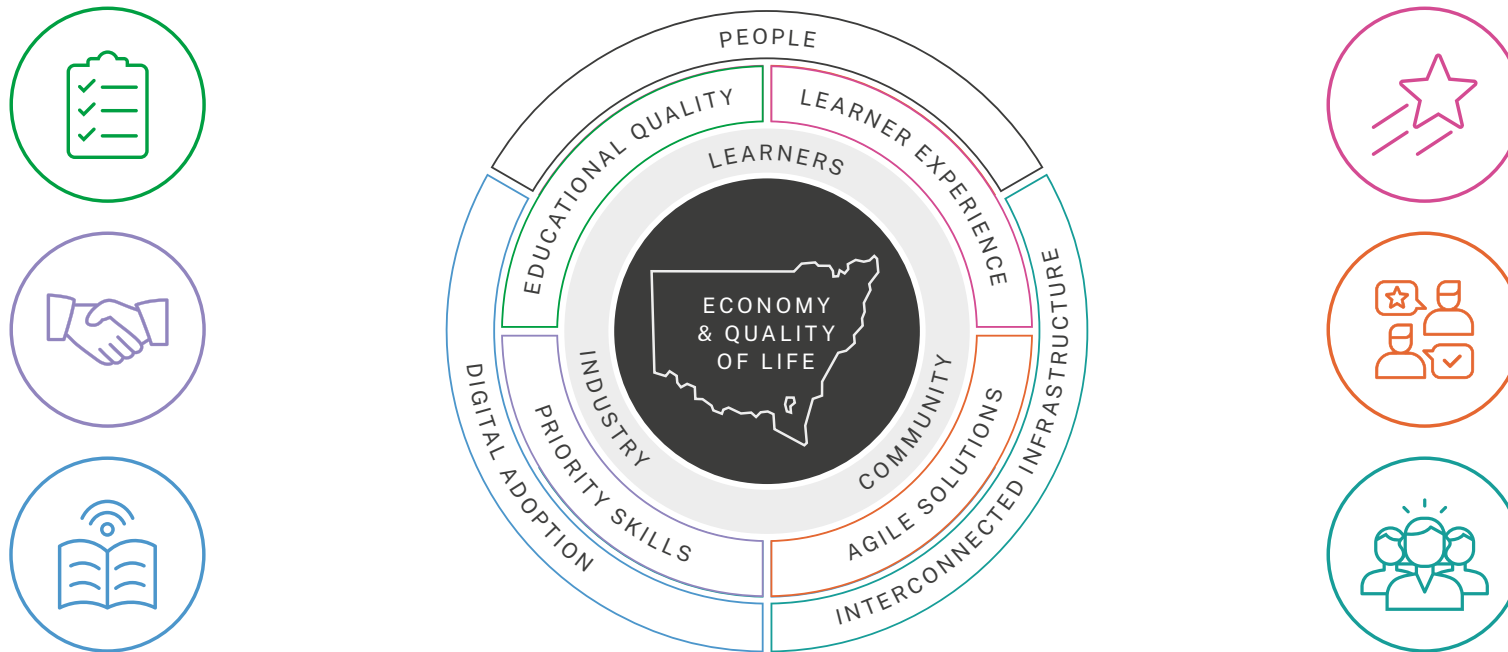
The platform and training materials ensure construction workers get the training they need to understand building legislation, navigate the NSW Planning Portal, and update their knowledge of new safety standards and regulations around asbestos, waterproofing, and pre-occupancy inspections.

This innovative training solution saw more than 23,000 enrolments in its first year, creating a pipeline of upskilled workers that helped deliver the NSW Government's record infrastructure investment.

OUR VISION

To be the leading provider of lifelong learning, meeting the evolving needs of industry and learners in communities across NSW.

WE WILL ACHIEVE OUR VISION BY:



SUCCESS WILL BE MEASURED BY:

OUTCOMES	NSW has the skills base to propel economic growth and build thriving communities	Employers are able to acquire job-ready graduates and ensure ongoing work readiness of their talent base	Learners are satisfied with our training and are able to achieve their desired outcomes	Vulnerable communities, including those experiencing disadvantage, have access to quality training	Staff are proud to work at TAFE NSW and are recognised for industry currency and quality educational delivery	Boundaryless learning networks are established with our partners to deliver agile and innovative solutions
	INDICATORS	Learners achieve their main study goal	Industry is satisfied that training meets their evolving needs	Our people feel connected to the organisation and its vision	Finances are managed within the net cost of services threshold	

OUR SHARED VALUES

This plan is underpinned by a set of employee-driven shared values. These values promote positive behaviours and guide how we serve our customers, how we work together, and how we make decisions.



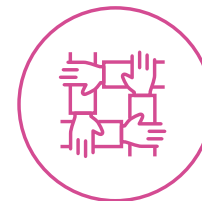
Integrity

We are committed to doing business the right way. We act professionally and with honesty and transparency. We are accountable for our actions and can be relied upon to deliver on our promises.



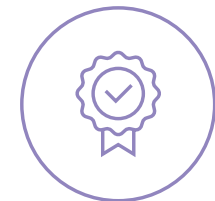
Customer Focus

We place customers at the centre of our decision making. We are responsive to diverse customer needs. We strive for simplicity and make decisions quickly and pragmatically, focused on customer outcomes.



Collaboration

We are inclusive and work together towards our shared purpose. We partner with governments and agencies, industry, community and other educational providers to deliver the best outcomes for learners. We think, consider alternatives, listen to diverse ideas, and are open to change.



Excellence

We strive to be the best and are passionate about the outcomes we generate for learners. We are proactive and adapt quickly to changing circumstances. We look for ways to continually improve our service provision.



ANIMAL STUDIES AND VETERINARY NURSING



TAFE NSW