

# Strategic Plan - 2025 Update



Strengthening TAFE NSW to support the growth and wellbeing of individuals, businesses, and communities across NSW.





## Acknowledgement of Country

TAFE NSW acknowledges Aboriginal Peoples as the Traditional Custodians of the lands on which our campuses are located and where we conduct our business. We pay our respects to elders past and present and we are committed to honouring Aboriginal and Torres Strait Islander Peoples' unique cultural and spiritual relationships to the land, waters and seas as well as their rich contribution to society.

We recognise that Aboriginal cultures and communities form the foundation of cultural diversity within New South Wales. Hundreds of cultures, languages and kinship structures have long been embedded in the lands of Aboriginal Countries throughout the state. We acknowledge and celebrate these diverse traditions, customs and cultures that have existed since the beginning of time.

We will continue to value Aboriginal and Torres Strait Islander cultures and promote their rights and interests. In doing so, we acknowledge the wrongs of the past, respect the cultural diversity of Aboriginal and Torres Strait Islander Peoples and commit to embedding equality and equity throughout all areas of our organisation by integrating inclusive and innovative opportunities that will result in stronger relationships built on respect and trust.

© Amy Allerton, contemporary Aboriginal Artist of the Gumbaynggirr, Bundjalung and Gamilaroi nations.



# Contents

Message from the Managing Director	3
Introduction	4
Our journey so far	5
Our commitments	8
Our strategic direction	9
Goals and enablers	10
Our commitment to Aboriginal and/or Torres Strait Islander peoples	18
What success looks like	20



# Message from the Managing Director



I am pleased to present the TAFE NSW Strategic Plan 2025 Update. TAFE NSW has a long tradition of delivering high quality vocational education and training (VET) to students across NSW, including school leavers, career changers, and people looking to upskill and progress in their chosen industry. More students and employers choose TAFE NSW for their tertiary education needs than any other provider in Australia.

Ours is a clear and enduring ambition: to build a sustainable, future-focused organisation that supports the growth and wellbeing of individuals, businesses, and communities right across New South Wales (NSW). We offer students quality education, community, and care to achieve their learning goals and strive to empower people through more equitable access to lifelong education and training. This means TAFE NSW must deliver its services in ways that help students overcome barriers to participation in, and completion of, education and training.

This is against a background of significant reforms to the Vocational Education and Training sector at both the national and state level, as governments invest in reshaping the sector to meet the pressing workforce needs of several priority industries and critical skills areas. The role of TAFE NSW at the heart of the VET sector has never been more critical.

The TAFE NSW Strategic Plan 2022-25 was developed as a dynamic document to be regularly reviewed and updated to reflect the changing needs of our students, communities, and industry, shifting economic conditions, and government priorities. The Strategic Plan was last updated in 2023 and since then there have been a number of significant developments including the release of the National and NSW Skills Plans, a sharper focus on educational outcomes and quality, and the delivery of findings and Final Report from the NSW VET Review. For TAFE NSW specifically, we've also launched the TAFE NSW Charter and transitioned to a new industry-aligned operating model at the start of this year.

While our overall direction is unchanged, our goals and enablers, and the ways in which we plan to achieve them have been refined to reflect government priorities and the evolving needs of the sector and students. The TAFE NSW

Strategic Plan 2025 Update provides a snapshot of some of our achievements and progress since the launch of the Strategic Plan in 2022, introduces where we will focus our efforts, and how we will measure our success.

This Plan also places renewed emphasis on our people and the importance of a strong and stable VET workforce to deliver on the government's priorities and achieve our strategic goals. I'd like to acknowledge and thank all our people who continue to drive and contribute to the initiatives within our Strategic Plan and our vision to be the leading provider of lifelong learning, meeting the evolving needs of industry and students in communities across NSW.

A handwritten signature in black ink that reads "Chloe Read".

**Chloe Read**  
Managing Director, TAFE NSW

# Introduction



“Our focus is on delivering high-quality, inclusive education that empowers individuals, strengthens businesses, and builds vibrant communities across NSW.”

TAFE NSW remains Australia's largest provider of vocational education and training, delivering education and skills training to around 400,000 enrolments each year. With a presence in more than 150 communities across the state, we offer vocational and higher education programs that support students to achieve their goals and prepare for success in a dynamic and evolving workforce.

Our training spans over 260 occupations across a wide range of industries, equipping students with the practical, job-ready skills needed to thrive in today's workforce. We also play a crucial role in fostering lifelong learning opportunities, offering flexible pathways between school, training, higher education, and employment.

As the trusted public provider of vocational training, TAFE NSW works closely with industry, governments, and communities to respond to

evolving needs. Our focus is on delivering high-quality, inclusive education that empowers individuals, strengthens businesses, and builds vibrant communities across NSW.

Today, TAFE NSW operates in an environment shaped by rapid technological advancement, shifting workforce demands, and social and economic transformation. To adapt and respond to these evolving needs, we are expanding our digital capability, strengthening our industry partnerships, and working to remove barriers for priority student groups. At the same time, we continue to support the development of emerging industries and safeguard the future of existing sectors.

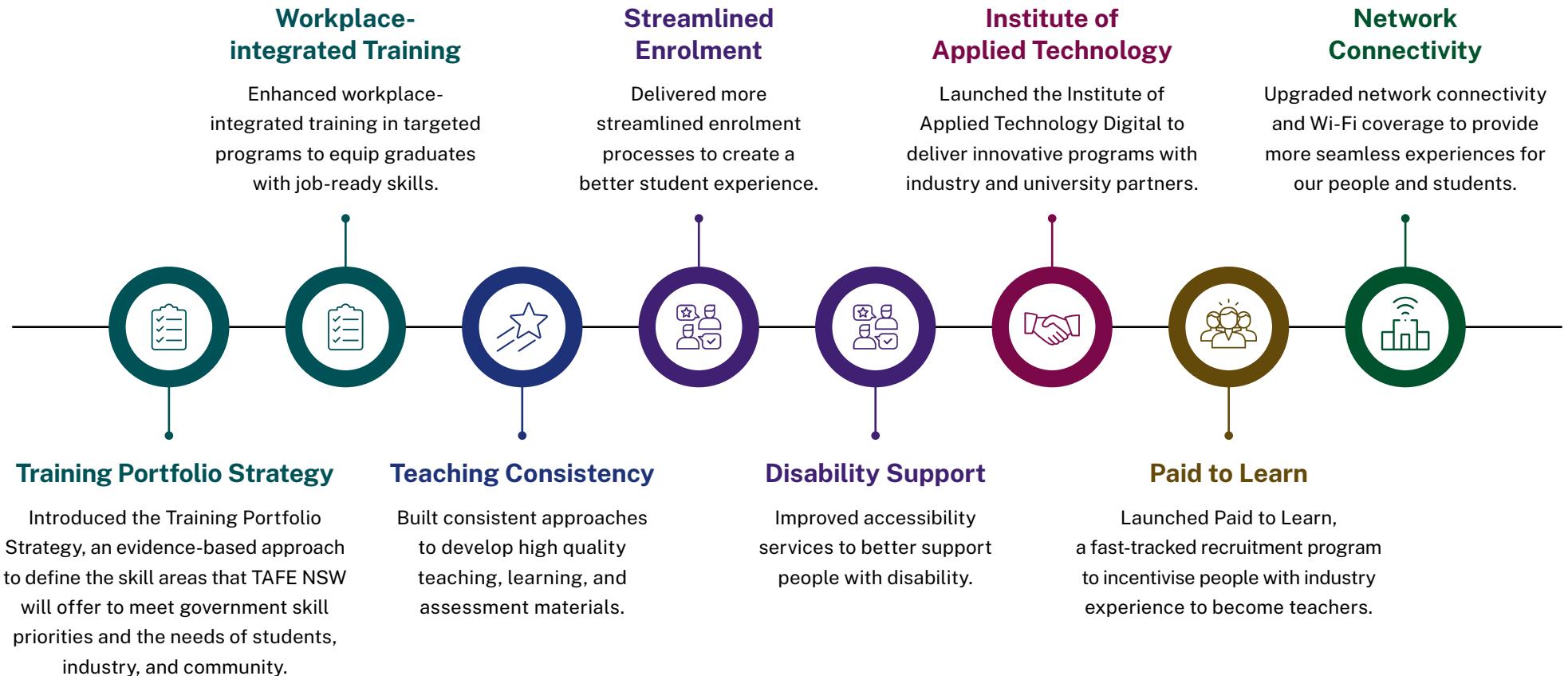
The TAFE NSW Strategic Plan 2025 Update builds on our strengths and outlines how we will continue to meet government priorities and deliver outcomes for the people of NSW.

It is underpinned by:

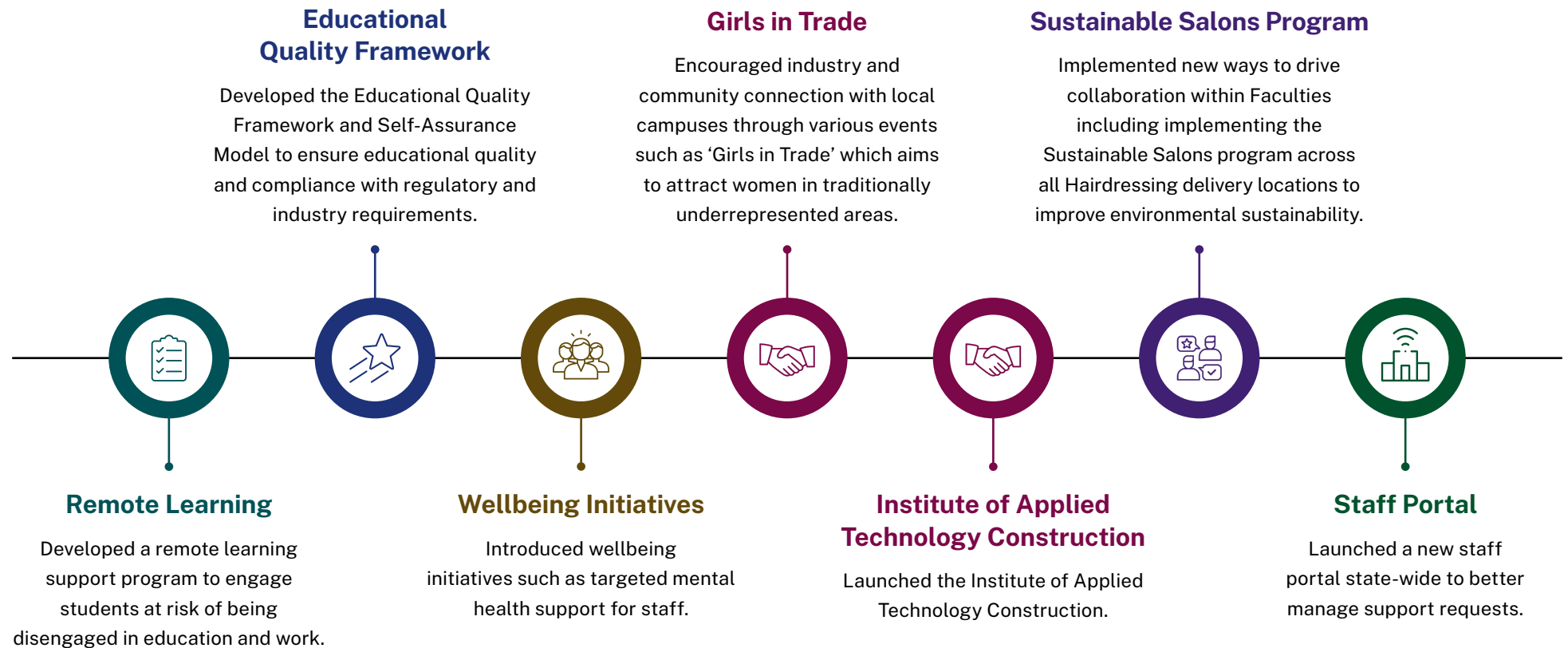
- Student-focused, industry-aligned training.
- Engaging, future-focused learning experiences.
- Strong local partnerships and community connections.
- Access to training through our extensive campus and digital networks.
- Industry-leading teachers and support teams.

We are proud of the vital role we play in powering a highly skilled workforce and supporting every student to pursue meaningful learning and career outcomes. With a committed team of professionals who bring deep industry expertise and educational excellence to everything they do, TAFE NSW will continue to be a cornerstone of economic growth and social progress across the state.

# Our journey so far 2022-23

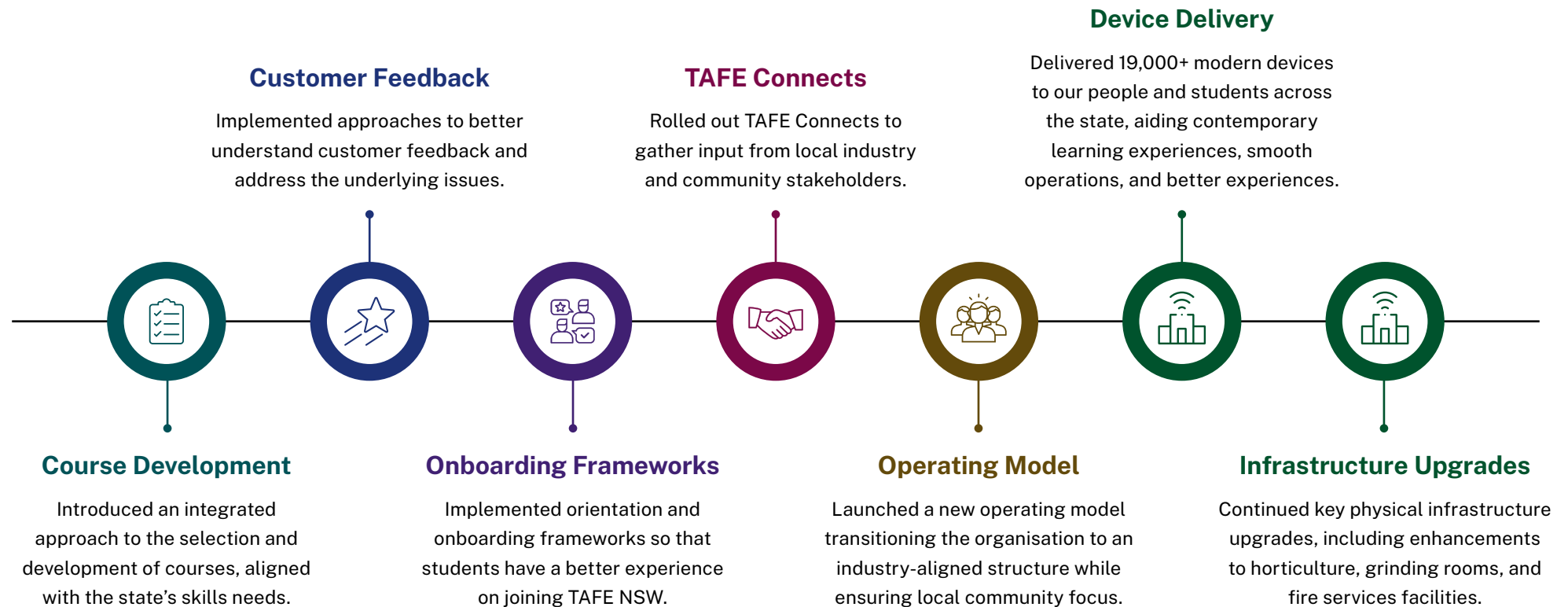


# Our journey so far 2023-24





# Our journey so far 2024-25





# Our commitments

The TAFE NSW Charter sets out our purpose: to advance the NSW Government's social and economic objectives by delivering VET to build the skills base of the state and enable rewarding career opportunities for NSW residents. As the state's public provider, TAFE NSW has a community service obligation to increase equitable access to lifelong education and training.

The NSW Government expects us to:

- Align VET with government priorities and industry needs
- Support students' lifelong learning needs and career aspirations
- Address regional, local, and community needs
- Benchmark quality and innovation.

## Our values

Our values promote positive behaviours and create a culture centered around the people we serve. They guide how we engage with our customers, how we work together, and how we make decisions to achieve our vision.

**Excellence:** We are adaptive and look for ways to improve and exceed expectations.

**Integrity:** We are accountable and deliver on our commitments.

**Customer Focus:** We are responsive and make things easier for our customers.

**Collaboration:** We are respectful and believe in the power of working together.





# Our strategic direction

## Our vision

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

## Our purpose

To advance the NSW Government's social and economic objectives by delivering VET to build the skills base of the state and enable rewarding career opportunities for NSW residents.

## Our goals and enablers

The strategic goals and enablers in the TAFE NSW Strategic Plan 2025 Update have been refreshed to ensure the organisation remains agile, relevant, and responsive in a rapidly evolving education and training landscape.

Following a thorough review of progress against previous goals and enablers, we've updated our priorities to better reflect the current needs of our students, staff, communities, and industry partners. While our overarching direction remains the same, the refreshed goals and enablers sharpen our strategic focus, ensuring we prioritise the capabilities, partnerships, and systems essential for delivering impactful, future-ready education and training.

We've also renewed our commitment to our people – recognising that a skilled, supported, and future-ready workforce is essential to delivering quality education. The previous People Enabler has been split into a goal: "Building a skilled, engaged and thriving team" and an enabler: "Unified teams and streamlined operations." The goal reaffirms our commitment to supporting our people through development opportunities and an inclusive work environment, while the enabler supports more effective collaboration and simplified systems and processes.





# Goals



## Accelerating skills in priority areas

This goal is about ensuring TAFE NSW offers the right mix of courses to meet current and emerging workforce demands. It aligns our educational offerings with government priorities and industry needs, enabling students to gain the skills required for high-demand roles that are critical to community wellbeing and economic growth.



## Leading quality education

This goal highlights how we'll elevate the quality of learning across TAFE NSW. It drives a strategic approach to defining and implementing robust quality standards and assurance mechanisms, ensuring contemporary, high-impact educational practices. By continuously improving what we teach and how we teach it, we support student success and uphold excellence in education.



## Delivering engaging learning

This goal is all about how we engage, teach, and support our students. It promotes innovative delivery models, personalised support, and enriching learning experiences that empower students to thrive in a dynamic and evolving world. By placing learners at the heart of everything we do, we foster excellence throughout the educational journey.



## Partnering for greater educational impact

This goal highlights the importance of collaboration in achieving meaningful outcomes. It positions TAFE NSW as a trusted partner within communities, delivering industry-relevant, locally tailored training that drives regional development, boosts educational participation, and contributes to economic and social wellbeing.



## Building a skilled, engaged, and thriving team

This goal focuses on cultivating a high-performing workforce that drives transformative learning. It ensures our people have access to professional growth opportunities, develop future-ready capabilities, and work in inclusive environments where they feel valued, respected, and recognised for their contributions. A thriving team is key to delivering outstanding educational outcomes.

# Enablers



## Unified teams and streamlined operations

This enabler strengthens the foundations for effective collaboration and operational excellence. It promotes cross-team alignment to achieve shared goals and ensures our administrative processes are simple, transparent, and continuously improved. By reducing complexity and enhancing efficiency, we create a more agile and responsive organisation.



## Modern digital ecosystems and campus network

This enabler focuses on transforming our digital infrastructure and physical spaces to meet contemporary needs. It ensures our systems are secure, reliable, and fit-for-purpose, while enhancing learning environments through flexible, tech-enabled campuses. By embracing digital solutions and modern facilities, we support innovative training delivery and optimise campus utilisation.



## Accelerating skills in priority areas

(Goal 1: Priority skills)

**We aim to deliver training in priority areas so that we strengthen the state's skills base and support inclusive economic growth.**

It ensures that we are offering the right mix of courses, aligned with government priorities and industry needs, enabling our students to achieve their study and career goals in areas of demand, and critical to the community.

We will prioritise our efforts by ensuring that:

- Our training is responsive to emerging industry and student needs, and supports building a stronger NSW
- Our training portfolio is aligned with the state's skill needs and government priorities through a robust and systematic approach
- Our teaching and assessment resources are designed to keep up with evolving industry practices and meet the lifelong learning needs of our students.

### Measures for success

- Our training equips students with the skills they need to secure jobs in current, emerging, and future industries
- Our training remains strong in skill areas that grow the economy and strengthen local communities, delivering impact where it matters the most
- Our educational resources support high-quality, innovative learning and teaching that keep pace with industry developments and student aspirations.







## Leading quality education

(Goal 2: Educational quality)

**We aim to enhance the quality of our education and training offerings so that we deliver fit-for-purpose learning that ensures industry relevance and drives student success.**

It drives a strategic approach by defining and implementing quality standards and effective assurance mechanisms to lead contemporary, high-quality educational practices that improve both what and how we teach, ensuring student success.

We will prioritise our efforts by ensuring that:

- Our quality assurance practices enable us to set the benchmark for excellence in education, driving innovation and promoting equity
- A systematic approach is in place to keep policies current with changes, maintaining a supportive and inclusive environment for all students
- Our educational methods support continuous enhancement, paving the way for innovative approaches to equip students with the skills essential for navigating a changing world.

## Measures for success

- Quality is integrated into every aspect of our work, taking a student-centric approach to meeting industry requirements and regulatory standards
- Our educational practices cater to students from diverse backgrounds, providing equal opportunities for all to actively and meaningfully engage in lifelong learning
- Our curriculum and teaching methods are designed to support students to excel in their careers and achieve personal growth.





## Delivering engaging learning

(Goal 3: Learning excellence)

**We aim to deliver engaging learning and experiences throughout a student's time with TAFE NSW and ensure they feel supported for success.**

It promotes innovative delivery models, student-centred support, and positive experiences throughout the learning journey, supporting students to thrive in a changing world.

We will prioritise our efforts by ensuring that:

- Student interaction with TAFE NSW throughout their learning journey is consistently positive, engaging, and meaningful, fostering lifelong connections
- Our delivery models and support services are enhanced to be flexible, innovative, and responsive to the evolving needs of industry and students.

### Measures for success

- Our students can easily access the information they need and enjoy positive experiences throughout their learning journey, helping them attain their study goals successfully
- Our delivery methods incorporate innovative and efficient practices, providing students with flexibility in how and where they learn, enhancing their engagement and experience
- Individuals, including those facing challenges in accessing education and finding employment, can access support that is responsive to their needs.







# Partnering for greater educational impact

(Goal 4: Collaborative networks)

**We aim to maintain strong connections with our communities, ensuring local input in decision-making and driving value-adding activities at our campuses. We will establish mutually beneficial partnerships, laying the foundations for sustainable growth and enabling us to respond to emerging industry and community needs.**

It positions us as a valued partner in communities, enabling industry-leading, locally relevant training that supports regional growth, enhances participation in education, and promotes economic and social wellbeing.

We will prioritise our efforts by ensuring that:

- Our campuses serve as community hubs, strengthening long-term regional resilience through education and development opportunities
- Our partnerships with key stakeholders are deepened to collectively build skills that address emerging needs and prepare for the future.

## Measures for success

- Our engagement with local communities enables us to offer training that is responsive to their needs, building trust and driving growth
- We collaborate seamlessly across the education sector, forging partnerships with industries and communities to co-create training solutions that address emerging and future needs
- Our campuses are deeply embedded in local communities, promoting increased educational participation and contributing to building vibrant regional economies.





## Building a skilled, engaged, and thriving team

(Goal 5: Leading expertise)

**We will support our people to be recognised for their industry-aligned educational expertise and to be part of an engaging organisation that is delivering impactful outcomes and significant value for NSW.**

It ensures our people have opportunities for professional growth, develop future-ready, industry-leading capabilities, work in an inclusive environment where they feel valued and respected, and are recognised for their excellence.

We will prioritise our efforts by ensuring that:

- Our people are equipped to thrive in changing environments, enabling them to deliver industry-leading training and responsive services
- Our work environment is designed to be inclusive and diverse, supporting our people to engage and connect in meaningful ways, resulting in positive outcomes for everyone.

### Measures for success

- Our people feel supported and empowered to achieve excellence and are equipped to meet the demands of the diverse communities we represent and the industries we serve.







## Unified teams and streamlined operations

(People enabler: Operational simplicity)

**We aim to promote collaboration to achieve our shared goals and ensure our processes are simple, so our teams can focus on delivering for the people, communities, and industries of NSW.**

It ensures our administrative processes are simple, clearly understood, and continuously improved, making daily operations more efficient and less complex.

We will prioritise our efforts by ensuring that:

- Our teams are supported to excel in a collaborative and performance-driven culture, achieving results that align with, and advance, our shared goals
- Our operational processes are streamlined to be simple and easy to follow, helping us to work efficiently, adapt quickly to changes, and create positive experiences.

### Measures for success

- We enable collaboration so each team can contribute effectively within the broader network to deliver impact as the leading provider of lifelong learning
- Our processes are easy to follow, promote teamwork, and help us work efficiently toward shared goals.





# Modern digital ecosystem and campus network

(Infrastructure enabler: Fit-for-purpose systems and campuses)

**We aim to provide our people with a conducive work environment, our students with safe, purpose-built learning spaces and our communities with a hub for collaborative activities.**

It focuses on modernising our digital infrastructure and systems to ensure they are secure, reliable, and fit-for-purpose. It also aims to enhance our learning and teaching spaces, aligning with contemporary practices and industry requirements. The approach involves gradually adopting digital solutions to improve operations and training delivery, while optimising campus utilisation through flexible, tech-enabled spaces that support diverse learning and collaborative activities.

We will prioritise our efforts by ensuring that:

- Our campuses enable industry-relevant learning and support collaborative activities, ensuring optimal utilisation of spaces across the network
- A transparent, structured approach is established to manage resources, ensuring they are effectively allocated to priorities and efficiently utilised to deliver outcomes
- Our ICT infrastructure is modern, scalable, and secure, enhancing experiences for our students and people
- Our systems and applications are designed to run smoothly and integrate seamlessly, creating a resilient technology ecosystem that scales with evolving operational needs.

## Measures for success

- Our students have access to fit-for-purpose, digitally enabled facilities that support industry-relevant learning and serve as focal points in local areas for delivering high-quality programs
- Our people and students across NSW have access to modern devices, and reliable and secure connectivity to our systems and services
- Our systems are easy to use, allowing smooth navigation, and adaptable to changing needs - helping us work efficiently, get more done and enjoy positive experiences.



# Our commitment to Aboriginal and/or Torres Strait Islander peoples

TAFE NSW is committed to delivering education, skills, and employment initiatives to enhance the lives of Aboriginal and/or Torres Strait Islander peoples.

We play a critical role in promoting equity and access to education by adopting an integrated approach that recognises the interdependent social, cultural, economic, and environmental factors impacting the lives and wellbeing of Aboriginal and/or Torres Strait Islander peoples.

We will listen and work with Aboriginal and/or Torres Strait Islander

organisations, community groups, and businesses to design sustainable and culturally responsive solutions to improve educational and career outcomes, and the overall wellbeing of individuals and communities. We will also collaborate and connect across government and communities to deliver on shared goals.

Through the TAFE NSW Reconciliation Action Plan and our strategic goals and enablers, we will embed actions aligned with the national Closing the Gap four Priority Reforms and outcomes to empower Aboriginal and/or Torres Strait Islander peoples in NSW to thrive, now and into the future.

## Priority skills

- Create pathways that enable Aboriginal students to seamlessly transition between schools, VET, and Higher Education, providing access to fulfilling careers and empowering them to realise their full potential (PR1, PR2).
- Introduce place-based programs in collaboration with Aboriginal Community Controlled Organisations (ACCOs) to support individuals at risk of disengaging from education and work, and help alleviate skills inequality (PR1, PR2).
- Engage, listen, and partner with ACCOs by drawing on their expertise to design culturally appropriate training programs, develop community-led skilling solutions, and offer flexible study options that cater to diverse learning needs (PR1, PR2).

## Educational quality

- Establish education policies and guidelines to promote cultural safety, wellbeing, and inclusivity for Aboriginal students and ensure equal opportunities, improved academic outcomes, and a stronger sense of belonging (PR3).
- Enhance curricula and teaching practices by embedding cultural perspectives, protocols, and languages to foster a positive climate for learning that values diversity, supports Aboriginal cultures, and strengthens student success (PR3).

PR1 - Closing the Gap Priority Reform 1: Formal Partnerships and Shared Decision Making

PR2 - Closing the Gap Priority Reform 2: Building the Community-Controlled Sector

PR3 - Closing the Gap Priority Reform 3: Transforming Government Organisations

PR4 - Closing the Gap Priority Reform 4: Shared Access to Data and Information at a Regional Level



## Learning excellence

- Refine enquiry-to-enrolment processes and systems to provide Aboriginal people with accessible information, equitable services, and the locally specific data they need to make informed decisions about their lives (PR4).
- Enhance our delivery practices across the learning journey to be inclusive and accessible, enriching Aboriginal student experiences, and supporting greater engagement in education and employment (PR2, PR3).
- Strengthen delivery and support service models to remove barriers to education for Aboriginal students by creating offerings that align with their skill needs, supported by culturally responsive wraparound services (PR2, PR3).

## Collaborative networks

- Establish a robust mechanism to respond to ACCO aspirations, ensuring their needs are integrated into policies and initiatives that promote lifelong learning (PR1, PR2).
- Strengthen local partnerships to expand Aboriginal peoples' participation in education, facilitate work placements, and support Closing the Gap outcomes (PR2).
- Work with our stakeholders to support Aboriginal governance at all levels of government to enable shared decision-making that drives sustainable improvements (PR1).

## Leading expertise and operational simplicity

- Incorporate cultural safety and inclusion principles into people-related policies, the code of conduct, and leadership programs to ensure TAFE NSW is an employer of choice that values the skills and strengths of Aboriginal people (PR3).
- Implement inclusive practices and training to support all TAFE NSW staff to create a culturally safe workplace and ensure that the cultural diversity, rights, views, and values of Aboriginal people are respected in service delivery (PR3).
- Enhance targeted recruitment and professional development opportunities for Aboriginal education and support teams to strengthen representation and career progression (PR3).

## Fit-for-purpose systems and campuses

- Co-design culturally safe, supportive learning environments with Aboriginal communities and educators to ensure Aboriginal students have equitable access to education and feel a strong sense of belonging (PR3).
- Ensure systems and information policies are designed to be inclusive and culturally appropriate to enhance access to TAFE NSW services and use of information to support community decision-making related to education (PR4).
- Enhance digital connectivity across NSW to support greater flexibility in delivery and access to training in remote areas (PR2, PR3).

# What success looks like



**Communities** have access to training and education that is inclusive and responsive to local needs through our network of campuses, which serve as hubs for community activity and enable growth and wellbeing in the regions they serve.



**Industry** trusts us for producing job-ready graduates and ensuring the ongoing work readiness of their skills base.



**Partners** find it easy to collaborate with us in addressing skills development needs, resulting in clear outcomes.



**Government** is confident in public VET provision to build the state's skills base and drive equitable outcomes for communities across NSW.



**Our people** view TAFE NSW as a great place to work, where they feel valued, recognised for their excellence and empowered to deliver the best outcomes.



**Students** are satisfied with our training, reach their goals, find us accessible and inclusive, and actively seek us for lifelong learning opportunities, engaging experiences, and quality outcomes.



