

MAKE
GREAT
HAPPEN

tafe
Queensland

Strategic Plan 2023-2027



Acknowledgment of Country

TAFE Queensland acknowledges the Traditional Custodians of Country throughout Australia and respects the continuing connection to land, waters, cultures and family that First Nations peoples uphold.

We pay respect to Elders past and present. We recognise that teaching and learning has taken place on Country for over 60,000 years and two-way learning is an important part of our reconciliation journey.

Artwork from TAFE Queensland's Reconciliation Action Plan artwork 'Connecting Knowledge – Connecting Cultures' by Riki Salam.

Visit tafeqld.edu.au/RAP to view the Reconciliation Action Plan.



Our vision

Our vision is to be the leading provider of vocational training and targeted higher education programs, critical to strengthening the Queensland economy and supporting local communities.

Our purpose

We deliver contemporary, globally relevant skills, needed now and into the future, along with the opportunity for everyone, everywhere to transform their lives.

Our values



Safety first



Focusing on our customer



Taking responsibility



Showing initiative



Working together

Our strategic opportunities

- **Working together with our communities, industry and government to build on our great legacy.**
- **Partnering with industry, employers and governments to provide innovative skilling for current, emerging and future industries.**
- **Increasing demand for tailored, flexible and adaptive delivery of vocational education and higher education programs, both locally and globally.**
- **Continuing to embed a culture of sustainability and capability across our services and people to respond to emerging priorities and keep pace with change.**

Our strategic risks

- **Inadequate investment in technology infrastructure and digital capability**
Investing in innovations, technology and digital capability to ensure training continues to position students, workforces, industry and the economy for success.
- **Cyber or data security breach**
Strengthening security of information assets for the provision of service delivery and protection of information.
- **Continued financial sustainability**
Balancing commercial interests with government and community expectations on availability of training delivery and long-term financial sustainability.
- **Failure to provide a safe and productive environment**
Supporting our people by maintaining a healthy workplace and cultivating our safety culture for the wellbeing of our staff, students and visitors.

Our contributions

TAFE Queensland supports the Government's objectives for the community:



Safety where you live

We provide training options across the state to support community training needs for early intervention and rehabilitation.



A better lifestyle through a stronger economy

We provide training critical to strengthening the Queensland economy and supporting local communities.



Health services when you need them

We provide training solutions to address critical workforce skills gaps in the health, nursing and community services sectors.



A plan for Queensland's future

We deliver training to provide Queenslanders with the skills they need to gain meaningful and sustainable employment.

TAFE Queensland respects, protects and promotes human rights in our decision making and actions.

	Delivering skills for Queensland	High performing people	Exceptional student experiences	A thriving TAFE Queensland
Our objectives	<p>TAFE Queensland is trusted by employers, government and communities for the skills, knowledge and job-readiness of graduates.</p>	<p>TAFE Queensland has a high performing, adaptable workforce that delivers improved organisational performance and responds effectively to changing priorities.</p>	<p>TAFE Queensland is the trainer of choice delivering responsive and innovative training that supports student success and employment outcomes.</p>	<p>TAFE Queensland operates as a financially sustainable organisation that contributes to economic growth and supports resilient, thriving communities.</p>
Our strategies	<ul style="list-style-type: none"> Working proactively with industries and communities to identify the skills required now and for future work Partnering with industry and employers to deliver innovative training solutions that build current, emerging and future skills Delivering future-focused training that skills the workforce throughout their careers Delivering industry-aligned higher education programs that strengthen employability outcomes for students and address workforce demands in areas of critical skills shortage 	<ul style="list-style-type: none"> Enabling our people to realise their full potential by building clearly defined roles, capability requirements, resourcing models and increased internal mobility across regions and functions Fostering a values driven, inclusive, and safe culture where our people feel connected, supported and empowered to perform at their best Building clear career pathways, meaningful development opportunities, and recognise and reward values-based performance Modernising HR systems and use technology to simplify processes and improve the employee experience, enabling leaders to manage capability, performance, and risk with confidence Leading transformational change and embedding accountability and role model the behaviours required for a high-performing service provider 	<ul style="list-style-type: none"> Enhancing the Customer Service Model to benefit customers and staff, with a focus on delivering a consistent and exceptional customer experience that drives enrolment outcomes Providing access and equity to training for students from diverse backgrounds and rural, regional and remote areas supported through digital platforms Providing supportive, positive and safe experiences across the entire student journey Delivering applied learning that enables a seamless transition from learning to the workplace Delivering future-focused training that builds, upskills and reskills the workforce throughout their career 	<ul style="list-style-type: none"> Strengthening our financial sustainability and resilience by diversifying and growing our revenue streams, and demonstrating transparency, efficient and effective management of finances and resources Leveraging our scale to support Queensland's economic priorities, strengthen outcomes in regional, rural and remote communities, and meet Community Service Obligation training access requirements Providing contemporary, flexible and fit-for-purpose training infrastructure that enables high quality delivery across Queensland Investing in secure, scalable digital and AI-enabled solutions to enhance learner engagement, workforce capability and organisational efficiency Strengthening information security, cybersecurity and privacy to ensure trust and continuity Embedding disciplined, risk informed decision making aligned to the organisation's risk appetite
Our performance	<ul style="list-style-type: none"> Employer satisfaction 	<ul style="list-style-type: none"> Employee satisfaction 	<ul style="list-style-type: none"> Student post-training outcomes (employed or in further study after training) Graduate satisfaction 	<ul style="list-style-type: none"> Average cost per competency Achieve or exceed operational and capital budgetary targets, approved by the TAFE Queensland Board