



# Strategic Plan 2023-2027



## Acknowledgement of Country

TAFE Queensland acknowledge the Traditional Custodians of Country throughout Australia and respect the continuing connection to land, waters, cultures and family that Aboriginal and Torres Strait Islander peoples uphold.

We pay respect to Elders past, present and future. 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](https://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 and employers to provide innovative training solutions for current, emerging and future industries.**
- **Increasing demand for tailored, flexible and adaptive training delivery, 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 continuity of core systems for the provision of service delivery and protection of information.
- **Inability to maximise opportunities during business disruption**  
Continuing to align and connect to industry, communities and stakeholders to guide informed future-focused decision making.
- **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.

## Industry and employer focus

## Creating great people

## Exceptional student experiences

## A sustainable and socially responsible TAFE Queensland

### Our objectives

TAFE Queensland is a highly recognised and trusted brand with long established, deep industry connections offering employers confidence in the skills, knowledge, and quality of our students.



TAFE Queensland has a diverse, adaptable workforce who are capable, empowered and passionate, reflecting the communities we serve.



TAFE Queensland delivers responsive, contemporary training to our students to ensure a workforce with the skills and capability that industry needs now and into the future.



TAFE Queensland works collaboratively with government, industry and our communities to deliver training to support economic growth and community prosperity.



### Our strategies

- Working proactively with our industries and communities to identify the skills required now and for future work
- Partnering with industry and employers to provide innovative training solutions for current, emerging and future skills
- Delivering future-focused training that builds, upskills and reskills the workforce throughout their careers

- Attracting and retaining the best people by investing in targeted employment and professional development programs
- Fostering a workplace where our diverse workforce are valued and supported to thrive
- Equipping our educators to deliver agile and innovative training that supports current and emerging industries
- Rewarding and recognising values-based behaviours
- Cultivating our safety culture to continue enhancing our safety performance

- Providing access and equity to training for students from diverse backgrounds
- 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
- Providing support and positive experiences across the entire student journey

- Leveraging our scale to support the economic priorities and to enhance the social fabric of the communities we serve
- Providing contemporary and flexible training infrastructure
- Investing in digital solutions that engage learners and support contemporary work environments
- Focusing on efficient and effective training delivery and exploration of new markets in an environment of finite resources
- Connecting with our stakeholders to continue to achieve financial, social and environmental sustainability goals

### Our performance

- Proportion of employers satisfied with the quality of training

- Employee satisfaction
- Percentage of educators with industry currency

- Student post-training outcomes (employed or in further study after training)
- Proportion of graduates satisfied with the quality of their training

- Average cost per competency
- TAFE Queensland Social and Environmental Sustainability Action Plan commitments