



Australian Government  
Australian Skills Quality Authority

ASQA

# ASQA Corporate Plan 2024–25

Integrity ~ Quality ~ Innovation

### **Acknowledgement of Country**

The Australian Skills Quality Authority (ASQA) acknowledges the traditional owners and custodians of country throughout Australia and acknowledges their continuing connection to land, sea and community. We pay our respects to the people, the cultures and the elders past, present and emerging.

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### **More information about ASQA**

[www.asqa.gov.au](http://www.asqa.gov.au)

### **Online version**

A digital copy of this publication can be downloaded at:

[Corporate Plan | Australian Skills Quality Authority \(ASQA\)](#)

ISSN: 2982-0766

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# Chief Executive Officer's message

Our purpose is to ensure quality vocational education and training (VET) so that students, industry, governments and the community have confidence in the integrity of national qualifications issued by training providers.

In considering the substantial and vital program of work outlined in this Corporate Plan over the coming financial year and through to 2028, it serves as a reminder that, as a modern regulator, the ability to be responsive to risk and to changes in our operating environment, has never been more important.

Sentinel reforms have been agreed across government to improve and mature the legislative framework of the VET sector and to realise initiatives that more effectively support the sector's 'harmonisation' within the tertiary sector.

These measures are at varying stages of implementation and include legislative changes and investment in ASQA's capability to support our role in upholding the integrity of the sector, as well as finalisation of revised Standards for registered training organisations (RTOs) for implementation in 2025 that mature the capability and capacity of the sector to deliver quality outcomes for students and industry.

The ongoing implementation of these measures are key aspects of our program of work over the coming year and their effective implementation is supported by the maturation of ASQA's governance, regulatory culture and practice, since 2020.

We think strategically and tactically about our compliance and enforcement approach and how we exercise our powers to achieve the best outcomes for students, industry, governments and the community. This is strengthened in focus and action through ASQA's Integrity Unit and having regard to our updated regulatory priorities for the coming year, I am confident we will appropriately balance taking strong action wherever it is warranted, continue to support and facilitate compliance for less serious matters, and guide and educate the sector about the high expectations of quality outcomes to be achieved in accordance with the revised standards for RTOs.

Recognising our evolving operating environment and the skills we need to fulfill our mandate now and into the future, we are committed to the ongoing development of our workforce's capability and supporting our people to perform at their full potential. This includes responsibly investing in significantly enhanced digital, data and technology capability so we have the tools we need to effectively and efficiently perform our role and realise the benefits of our regulation.

We recognise the pace, scale, and complexity of current reforms – for the VET workforce, across qualification reform, and across the broader regulatory framework – and in the context of ongoing demand for skills by the economy. Our collaboration, engagement and effective communication with all stakeholders is paramount and a key deliverable across our program of work.

## Statement of preparation

I, Saxon Rice, as the Accountable Authority of the Australian Skills Quality Authority, present our Corporate Plan 2024–25, which covers the period 1 July 2024 to 30 June 2028, as required under section 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

This plan is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule). This plan also meets the corporate plan requirements of sections 218(1) of the *National Vocational Education and Training Regulator Act 2011* (NVR Act).



Saxon Rice  
Chief Executive Officer  
Australian Skills Quality Authority

# About ASQA

## Our purpose and role

As Australia's national regulator, we oversee the VET sector to maintain high standards of quality and integrity.

Our purpose is to ensure quality VET so that students, industry, governments, and the community have confidence in the integrity of national qualifications issued by training providers.

We regulate providers that deliver:

- VET qualifications and courses to students in Australia or offer Australian qualifications internationally
- VET courses to overseas students – approved on the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS) to teach overseas students on student visas in Australia
- English Language Intensive Courses for Overseas Students (ELICOS) – approved on the CRICOS.

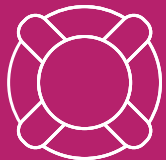
We accredit VET courses to make sure nationally approved standards are met, based on established industry, enterprise, education, legislative or community need.

We take regulatory action against non-registered training providers and other entities not authorised to deliver VET qualifications if they breach the law.

### We support confidence in the integrity of national qualifications issued by training providers by:



Ensuring our monitoring, compliance, enforcement, and education activities make full use of intelligence and data so that the community can be confident that our activities are based on analysis of risk



Maintaining essential safeguards by responding adeptly to provider non-compliance and taking effective action, applying a range of compliance and enforcement activities proportionate to the level of harm



Using education as a key regulatory tool and providing feedback that enables regulated entities to take responsibility for meeting their obligations, and supports providers to address risks and monitor, evaluate and continuously improve VET outcomes.





## Our legislative framework

The Australian Skills Quality Authority is a Statutory Agency under the *Public Service Act 1999*, and a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*. We operate within a framework of broader VET legislation, which includes the requirements for training packages that define the skills and knowledge learners need to perform jobs.

Our legislative framework includes:

- legislation establishing ASQA as the national VET regulator
- the VET Quality Framework of standards and requirements of providers
- Standards for VET Accredited Courses 2021
- legislation relating to education services for overseas students (ESOS).

A full list of our authorising legislation is provided in Appendix B.

# Our operating context

## Current and emerging priorities

### Government priorities

The Australian Government's priorities are to enhance Australians' skills for improved productivity, wage growth and economic development, as well as to support more equitable outcomes in employment opportunities for those who may be disadvantaged. Vocational education and training contributes significantly to Australia's economic, employment and social outcomes. Workers qualified through VET pathways play a key role in supplying applied learning and practical skills for roles that continue to be in demand and are in persistent shortage across Australia.

A high performing, reputable and trustworthy VET sector is critical to supporting the five-year National Skills Agreement between the Commonwealth and states and territories that will provide the skills needed for a modern economy. This means the role ASQA plays as national regulator of the VET sector is critical to ensuring that VET standards are met and providers are capable and committed to meet their obligations.

### Addressing threats to integrity of VET<sup>1</sup>

Non-genuine providers and bad faith operators that do not demonstrate a genuine commitment and capability to deliver quality training and assessment, and engage in illicit or unethical activities, damage the reputation of the sector and present a significant threat to the integrity of VET.

The Commonwealth and state and territory governments have supported a range of measures to strengthen quality and integrity within the VET sector. These include:

- changes to the current Standards for Registered Training Organisations
- strengthened fit and proper person requirements under the Act
- increased scrutiny on those in management positions within RTOs
- recent reforms to the National Vocational Education and Training Regulator Amendment (Strengthening Quality and Integrity in Vocational Education and Training No.1) Act 2024, passed in March 2024, to strengthen ASQA's powers to take action to deter and remove non-genuine or unscrupulous RTOs
- endorsement of revised standards for RTOs for implementation and operational effect in 2025.

ASQA has also had investment in an Integrity Unit, including a significant program to upgrade our digital and data systems, and the establishment of a tip-off line to detect and address unacceptable and egregious behaviour by RTOs. Supported by data and networked intelligence across law enforcement and government entities, our Integrity Unit will continue to prioritise integrity measures aimed at identifying and responding proactively to unethical and potentially illegal activity in the VET sector.

The nature of this activity and threat to the reputation of the sector is continuously evolving, including to potentially place at risk, individual workers, workplaces and members of the community in sectors such as aged care, disability, childcare, individual support and construction related industries. In order to protect the public and the integrity of the VET sector, ASQA will undertake an ongoing program of regulatory action against non-genuine and bad-faith providers and where necessary, the qualifications they issued. This program of work will include consideration of the legitimacy of tens of thousands of individual qualifications and statements of attainment.

<sup>1</sup> Content in this section was updated in February 2025.



Supported by data and intelligence, we will make full use of our regulatory powers to take action to detect and target these risks to student wellbeing, and provider behaviours that result in inadequate or non-compliant training outcomes. We will continue to collaborate with policy agencies and stakeholders to support the development and introduction of new measures that further strengthen our ability to take action to deter and remove non-genuine or unscrupulous RTOs, to apply greater scrutiny to new RTOs seeking to enter the VET sector, and to ensure the integrity of individual qualifications and statements of attainment.

## International student protections and migration reform

The Australian Government's Migration Strategy sets out a wide range of reforms so that skilled migration can more effectively address labour shortages and boost productivity. These include actions to close COVID concessions, strengthen integrity and lift the standards in international education, end settings that drive long-term temporary stays, tackle exploitation of the visa system, and target skilled migration to genuine shortages.

ASQA has a key role through our oversight of the standards and conduct of providers registered on the Commonwealth Register of Institutions and Courses for Overseas Students. ASQA will ensure a focus on the standards and conduct of CRICOS providers to safeguard Australia's international reputation as a provider of high quality education and training. We will continue to collaborate with policy agencies and stakeholders to support the implementation of new measures to ensure that registration requirements are met, including that registered providers are monitoring compliance with student visa conditions.

We also recognise that migration settings and growing international demand for skills and training, combined with Australia's strong reputation for education, is creating new opportunities for Australian providers to deliver offshore. In this context, the right regulatory settings for RTOs delivering offshore, including where existing offshore provision is already occurring, is essential to safeguard the quality and integrity of VET delivered offshore by Australian RTOs.

## Revised standards for registered training organisations

The Australian Government has identified high quality VET as vital to Australia's future, giving people the knowledge and skills they need for secure and rewarding careers, as well as positioning Australia as an economically prosperous, socially equitable and environmentally sustainable nation.

Revised standards for RTOs, that are expected to come into effect in July 2025, aim to lift quality and integrity across the entire sector. The revised RTO standards emphasise quality outcomes rather than merely complying with the minimum requirements. Students, industry, the community, and governments expect training organisations providing nationally recognised training to comply with their obligations and to have mechanisms in place to ensure that they are meeting and continuously improving outcomes at all times as a core part of a provider's business practice.

ASQA's strategies to support the revised standards will optimise feedback on sector performance and risk and enable continuous improvement within RTOs, focusing on areas of risk and of greatest quality gain. Our program in 2024-25 will develop more differentiated regulatory supervision and compliance strategies to recognise the diversity of the VET market and the significant variability in governance, quality, culture and self-assurance capabilities across the sector. This would include recognising mechanisms that TAFEs, as public providers, have in place to support assurance under revised standards.

## Broader context for the tertiary education system

The National Skills Agreement and the Australian Universities Accord both highlight the need for a more integrated whole-of-system approach to meet Australia's current and future skills needs. This will require higher education, VET, and migration systems to more effectively complement each other and respond to the needs of a dynamic economy and changing labour market.

A government priority is to raise the status of skills relative to knowledge, and VET relative to higher education, by raising the value of the application of skills and knowledge contextualised to the workplace. The intent is for the VET sector to be held in the same esteem as the university sector – by industry, by governments, by the community, and by the university sector. Ensuring the quality and integrity of qualifications issued by VET training providers through effective regulation has never been more important.

Under the 2024-25 Australian Universities Accord (the Accord) Federal Budget measures, ASQA will continue to collaborate with the higher education regulator, the Tertiary Education Quality and Standards Agency (TEQSA), to prevent and respond to risks to quality outcomes for students. We will develop a dual sector strategy to look to apply a more integrated approach to ensure that regulatory obligations of dual sector providers can be assured without duplication of effort. We will also pilot the delegation of ASQA's course accreditation function to a number of TAFEs, to enable and evaluate quality, flexibility and innovation in VET under a delegated model.

## Regulatory stewardship and collaboration

We recognise the pace, scale, and complexity of reform and other operational realities in a post-pandemic environment and take a proactive approach to monitoring market settings and provider behaviour to ensure that we are focusing in the right areas and effectively targeting our regulatory resources. We will continue to use environmental scanning including data and information from intelligence holdings, complaints, tip-offs, referrals and compliance history, as well as engagement with a broad range of industry and government stakeholders. These activities support our risk identification and help ensure our regulatory approach and strategies are fit-for-purpose, responsive and proportionate, and effectively manage current and emerging risks in an evolving environment. Our regulatory risk priorities are [published on our website](#).

Our 2024-25 Corporate Plan reflects a whole-of-system approach to ensure we manage risks to quality VET at both a sector and provider level, while improving our regulatory capability in partnership with others to maximize outcomes for the community.

## Summary of our key priorities 2024-25

Implementing amendments to the National Vocational Education and Training Regulator Act that give ASQA greater powers to protect vulnerable students, take action against non-genuine providers and ensure suitability at market entry.

- Through our Integrity Unit, uplifting ASQA's investigation, enforcement and intelligence capability including multi-agency compliance operations.
- Collaborating with the Department of Employment and Workplace Relations (DEWR) and stakeholders to prepare for the implementation of revised Standards for RTOs, including development of differentiated regulatory strategies and guidance to enhance sector capacity for continuous quality improvement.
- Responding to government policy objectives for VET, including supporting a more integrated approach between higher education, VET and migration systems.
- Providing our workforce with the right tools, including by progressively implementing digital enhancements to improve our regulatory capacity, service delivery and effectiveness.



# Our strategic objectives and regulatory approach

## Our strategic objectives

We have five strategic objectives in our regulation of the VET sector. They are:



1) our regulatory approach promotes a culture of quality through self-assurance and continuous improvement



2) our regulatory approach is focused on integrity through best practice, risk-based and proportionate regulation



3) our regulatory approach is transparent and accountable



4) we engage, collaborate and partner with stakeholders to improve regulatory outcomes



5) our people and operations are supported and capable to deliver this plan and continuously improve

We assess our performance against each of these objectives, as outlined in the *Key activities and performance measures* section below.





## How we regulate

The work we do is intended to deliver on our purpose and in line with the Ministerial Statement of Expectations. Our focus is to:

- safeguard student welfare and the quality of VET
- foster a world-class VET sector through regulatory action
- collaborate with other agencies to enhance the quality of VET and to support students.

We do this through ASQA's core regulatory activities:

- registering providers of VET
- accrediting courses that may be offered by registered training providers
- using data, intelligence and complaints to inform our regulatory priorities
- monitoring the quality and compliance of services provided by registered providers
- taking compliance action where registered providers are not meeting requirements
- conducting education programs and actively engaging with our stakeholders
- collecting, analysing, interpreting and disseminating information about sector and provider performance
- publishing information about registered training organisations in accordance with legislation
- taking action against non-registered organisations operating illegitimately.

# Principles of regulatory best practice

Our regulatory approach is set out in our [Regulatory Operating Model](#) and [Regulatory Risk Framework](#) – communicating our management of sector and provider risk and describing how our regulatory functions are applied. As a Commonwealth regulator, we are accountable to government and committed to meeting the performance and reporting expectations outlined in the Regulator Performance Guide (July 2021).

These expectations are underpinned by three principles of regulatory best practice:

- **Continuous improvement and building trust:** Regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.
- **Risk-based and data-driven:** Regulators manage risks proportionately and maintain essential safeguards, while minimising regulatory burden and leveraging data and digital technology to support those they regulate to comply and grow.
- **Collaboration and engagement:** Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

We apply these principles by:

- adopting a whole-of-sector perspective, to ensure consistent high-quality VET across Australia
- applying an appropriate mix of education, compliance and enforcement tools to support the sector to continuously improve, and to prevent, manage and act on key risks
- regularly reviewing and, where necessary, adjusting our priorities and practices to meet changing social, technological and commercial contexts
- being open and consistent in our engagement with stakeholders, including industry, government and the broader community
- being responsive to government policy objectives for VET and the reforms endorsed by the Skills and Workforce Ministerial Council.

We remain committed to continuous improvement in performance and culture, building trust in our regulatory framework and ensuring that our regulation is as effective, efficient and transparent as possible.





# Capability

## Our values

Our values describe who we are and guide how we conduct ourselves with integrity to exercise our authority as Australia's national VET regulator. Our values reflect and build on the APS Values and Code of Conduct. They help build a culture in which we can perform efficiently and effectively, provide a foundation for best practice, supporting us to serve students, industry, government and the Australian community through our role.



## Our governance

Our corporate governance arrangements support the CEO, as ASQA's Accountable Authority, and relevant delegates to make informed decisions as well as to manage risks and resources so that we can effectively deliver on our purpose. We will continue to refine these arrangements over the life of this plan to ensure they effectively support any new or changed requirements in our organisation or the environment in which we operate.

### Governance

We are led by a Chief Executive Officer who reports directly to the Minister for Skills and Training. Our CEO is supported by a ministerially appointed Advisory Council, a legislated Audit and Risk Committee and one internal committee.

#### National Vocational Education and Training Regulator (NVETR) Advisory Council

The NVETR Advisory Council is established under Section 174 of the *National Vocational Education and Training Regulator Act 2011*, to advise the CEO on the exercise of our functions. The Council may also advise the Minister in relation to these functions on request.

#### Audit and Risk Committee

The CEO established an Audit and Risk Committee in compliance with section 45 of the PGPA Act and section 17 of the PGPA Rule, to provide independent advice on the agency's accountability and control framework, including independently verifying and safeguarding the integrity of the agency's financial and performance reporting.

#### Executive Committee

The Executive Committee is a strategically focused committee that supports the CEO in leading and governing to ensure we fulfil our purpose, deliver on our objectives, foster a positive culture, and meet our legal, financial, resourcing and regulatory obligations.

## People

We recognise our success is dependent on our people and are focused on attracting, retaining, and developing a highly skilled and engaged workforce, supported by strong leadership, within a values-driven organisational culture.

Our workforce priorities and strategies are aligned with the APS Workforce Strategy 2025. In building our workforce of the future, we are committed to three key action areas:

- 1) Attract, build, and retain skills, expertise, and talent
- 2) Embrace data, technology, and flexible and responsive workforce models
- 3) Strengthen integrity and purposeful leadership.

Our geographically dispersed workforce comprises over 200 staff. We are fostering a contemporary, high performing, and inclusive workforce culture that:

- exemplifies our organisational and APS values
- builds competencies to manage change as we respond to our operating environment
- identifies opportunities presented by change and enables us to play a pivotal role in supporting sector reform
- invests in regulatory skill sets to continue to ensure quality VET outcomes
- is clear about the outcomes to be achieved and is supported to succeed including through a range of opportunities for formal and informal professional development
- is supported to deliver through effective planning, reporting, clarity, and communication
- is recognised for their contributions
- focuses on performance and productivity through adopting modern, flexible work practices, and
- embraces and celebrates diversity and inclusion, and actively promotes and supports staff health (including mental health) and wellbeing.

Our Workforce Plan 2023-25 and Capability Framework bring together a range of programs and initiatives which support and strengthen our workforce and enable our people to bring their best to work, ultimately making us more effective in achieving our strategic objectives.



## Integrity, security and assurance

ASQA places a high value on the policy, practices and culture that sustain a professional, ethical and trusted regulator. Our employees are supported to embed APS frameworks and policies, ensuring high standards of conduct, performance and integrity in our regulatory tasks. These includes the [APS Values, Code of Conduct and Employment Principles](#), which support us in identifying and managing risks, making ethical decisions, maintaining a secure working environment, and working with integrity, which in turn helps to maintain public trust in ASQA and its employees.

ASQA has an internal assurance and audit program and our Audit and Risk Committee provide independent advice on the agency's accountability and control framework. There are key assurance and governance mechanisms in place to ensure that our security and integrity standards are being met, which in turn strengthens the public's trust in ASQA. These include:

- agency reporting (e.g. Annual Report, internal and external audit, State of the Service report)
- Code of Conduct
- anti-corruption and anti-fraud measures
- protective security policies and frameworks
- investigations and enforcement
- parliamentary oversight.

In 2024-25 we will be implementing identified actions and improvements aligned with the new Commonwealth Fraud and Corruption Control framework. As a regulator we are working to ensure that integrity is a primary motivating factor in the day-to-day conduct of employees.

## Diversity and inclusion

We value the diverse experiences and contributions our colleagues bring to the workplace. Acknowledging and celebrating our diverse abilities and backgrounds contributes to a productive and high-performing work culture. It also improves our regulatory practice as it brings different perspectives to our decisions and approaches.

We engage with a diverse range of stakeholders and are striving to ensure our workforce reflects this diversity, and is supported, skilled and knowledgeable in their dealings with these stakeholders.

Our Diversity and Inclusion Strategy and initiatives focus on a breadth of issues and ensure we:

- align with APS diversity targets and strategies, including the APS Employment Strategy 2020–2025
- take targeted actions to ensure that no discrimination or disadvantage occurs with respect to any ASQA employee on the basis of their gender, gender identity or sexual orientation
- take positive steps to eliminate workplace sex discrimination and harassment in all forms
- promote awareness and understanding of positive mental health practices, minimising, or eliminating risks to mental health, and supporting employees who are experiencing mental health concerns through supporting psychologically safe work practices
- acknowledge and highlight diversity and inclusion occasions by raising awareness and education.

We are committed through our diversity initiatives to do what is possible in our role as the National VET regulator to address entrenched disadvantage.



## Reconciliation Action Plan

We value and celebrate Aboriginal and Torres Strait Islander peoples and their cultures, languages, identities, and connection to country. Our vision for reconciliation is for all Australians to work together to address injustice and provide equality of opportunity, and to support the development of a VET sector that embraces the knowledge, leadership, and strengths of Aboriginal and Torres Strait Islander peoples. We seek to achieve this by deepening our understanding of Aboriginal and Torres Strait Islander peoples, and by broadening our engagement with other Government departments, the private sector, the VET sector, and the community we represent.

In 2023 we launched our *Innovate* Reconciliation Action Plan (RAP), which builds on our first RAP launched in November 2020. This plan will help us develop mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples to address inequities, particularly in the areas of education, employment, and economic prosperity.

We seek to achieve positive education and employment outcomes for Aboriginal and Torres Strait Islander peoples ensuring high-quality VET is available and accessible for all by:

- engaging staff in reconciliation
- developing and piloting strategies for reconciliation initiatives
- exploring how the organisation can drive reconciliation through its business activities, services, programs, stakeholders, and sphere of influence.



## Digital and data capability

Recent government investment in ASQA's digital and data capability will ensure that we are equipped, as a national regulator, with the technology and data-matching capability to identify and respond proactively to threats to the quality of VET. This investment will also support us to move our broad-based regulatory operations away from inadequate and legacy IT systems, which will benefit providers in their interactions with ASQA as well as provide our people with the modern tools they need to perform their roles effectively and in ways that add value.

Building on enterprise, system and network architecture to implement digital enhancements and technological solutions will improve our regulatory and corporate capacity, efficiency and effectiveness and deliver an enhanced user experience. This includes:

- enhancing our data capture, storage, analytical and reporting capabilities to give us greater visibility of provider information across our regulatory operations and strengthen data-driven and risk-based regulatory approaches based on a contemporary understanding of the behaviours and performance of the sector and individual providers
- putting people at the centre by ensuring we build platforms, products and systems that meet the needs of providers, students, and our staff, and improve our service delivery capabilities
- better managing high volumes in registration management, and continually improving our external-facing communications platforms and products, such as websites and portals, to enhance the way that providers, students, and the public interact with us.

During 2024-25, the government's investment in our digital and data systems and capability allows us to design, develop and deliver new functionality and transition from our legacy systems and platforms, including:

- prioritising changes to support the operations and caseload of the Integrity Unit
- reviewing our digital system for the Regulatory Operating Model and operating workflows with our Enterprise Architecture
- modernising our information, data, and intelligence capture, storage, sharing analysis and reporting capabilities through:
  - new external facing portals and information capture capabilities
  - flexible cloud-based data storage
  - information and intelligence assessment capabilities within our new system
  - more powerful and flexible analytics, reporting and dashboarding tools.
- establishing new content management systems and communication platforms to improve the consistency and quality and user experience of our communication especially with regulated entities.

Digital and data capability will also support us to continuously improve our cost recovery model, and enhance the cost consciousness of both ASQA and providers to improve the efficient, effective, transparent, and accountable conduct of our regulatory activity.

This is important as we will be consulting with stakeholders and State and Territory Skills Ministers to develop a new Cost Recovery Implementation Statement (CRIS) for 2025-26 to better align with regulatory practice and our level of regulatory supervision of the market.



# Organisational risk oversight and management

Effective, integrated management of risk continues to be critical to the achievement of our purpose. Effective risk management helps us to:

- guard against the possibility that by act, oversight or omission, our ability to achieve our purpose is compromised
- make sound evidence-based decisions in relation to our strategic objectives, management approaches and day-to-day operations
- build our capacity to innovate
- engender confidence in our stakeholders.

Our system of risk oversight, management and internal controls is aligned with section 16 of the PGPA Act 2013 and the Commonwealth Risk Management Policy.

We will continue to strengthen our risk maturity, ensuring risk management is:

- integral to all our activities, functions and processes including how we innovate in key areas, how we engage and partner with our stakeholders, and, ultimately, how we regulate
- a key element of good governance and our best practice regulatory decision-making
- pivotal to our management practices at all levels, including accountability and transparency
- part of the day-to-day work of everyone in ASQA as we build individual capability to engage with risk.

We accept that, despite best efforts and robust risk management practices, things may still go wrong. A positive risk culture is inherent in our approach to regulation and key to our continuous improvement – we review the reasons for failure, and use our learnings to further strengthen our systems, processes and controls, reducing the likelihood of reoccurrence.

## Types of risk defined

Strategic Risk	Strategic risks are risks that affect ASQA as a whole, and our ability to achieve our strategic objectives and operate effectively. ASQA's leadership team takes direct responsibility for managing strategic risks.
Operational Risk	Operational risks are those which could impact on a business area or on our ability to achieve operational deliverables. Operational risks are generally the responsibility of managers of ASQA's business units.

## Summary of Strategic Risks

Strategic risk	Controls summary
ASQA does not attract, support and retain an engaged, skilled and resilient workforce in order to deliver on our objectives.	<ul style="list-style-type: none"> <li>Recruitment and selection policy including mobility, bulk recruitment, diversity targets, and transfers</li> <li>Learning and development, and capability uplift</li> <li>Diversity and culture measures, including flexible employment provisions</li> <li>Capability Framework and workforce plan</li> <li>Organisational Capability and Culture project.</li> </ul>
ASQA does not respond efficiently and effectively to government priorities.	<ul style="list-style-type: none"> <li>Networks and key relationships in place (Department of Employment and Workplace Relations, Department of Education, central agencies, sector peak bodies, Minister's Office, States and Territories)</li> <li>Formalised engagement, standing arrangements, memoranda of understanding</li> <li>Budget and business planning processes</li> <li>Corporate Plan</li> <li>Five-year planning (roadmap) cycle, including program planning and evaluation frameworks to ensure a clear vision and approach</li> <li>Organisational capability and culture project, including investment in change capability.</li> </ul>
ASQA does not meet its performance targets and compliance obligations.	<ul style="list-style-type: none"> <li>Risk management system</li> <li>Compliance and Incident Management framework</li> <li>ASQA's Performance framework supports monitoring and embeds performance culture</li> <li>Budgetary framework, financial performance management, and reporting</li> <li>Fraud Control framework</li> <li>System of governance</li> <li>Service Charter and Service Standards</li> <li>Digital Transformation Program ensures alignment of ICT strategy with business operational needs and performance targets.</li> </ul>

Strategic risk	Controls summary
<p>ASQA's regulatory approach does not promote a cultural shift to self assurance and continuous improvement.</p>	<ul style="list-style-type: none"> <li>• National Vocational Education and Training Regulator Advisory Council</li> <li>• Implementation of Rapid Review recommendations</li> <li>• Assurance workplans and business as usual practices include activities to identify continuous improvement</li> <li>• ASQA values clearly identified</li> <li>• Education as a key function in ASQA's regulatory approach</li> <li>• Service Charter and Service Standards.</li> </ul>
<p>ASQA does not effectively address risks to quality and integrity of vocational education and training.</p>	<ul style="list-style-type: none"> <li>• Established stakeholder liaison mechanisms</li> <li>• Use of data and intelligence to identify risks and inform treatments (including through the tip-off line and functioning of the Integrity Unit)</li> <li>• National Vocational Education and Training Regulator Advisory Council</li> <li>• ASQA Performance framework</li> <li>• Performance Development and Management framework</li> <li>• Functional design supports the Regulatory Operating Model</li> <li>• Regulatory Risk Framework and Regulatory Operating Model</li> <li>• Environmental Scan provides actionable intelligence in relation to key systemic risks.</li> </ul>

# Key activities and performance measures

Our five Strategic Objectives align with the performance criteria in our Portfolio Budget Statement (PBS) 2024-25. For each Strategic Objective, we have identified key activities, key performance indicators (KPIs), measures and targets to assess our performance. Our planned activities also incorporate ongoing implementation of recommendations outlined in the Rapid Review of ASQA's regulatory practices and processes, as well as address the recommendations of other government reviews that ASQA is responsible for, including the Nixon Review and Universities Accord Government Response.

As part of delivering best practice regulation for Australia's VET sector, we will enhance our performance framework, year by year, to improve the quality, relevance and timeliness of information about our performance as well as the performance of the sector we regulate.



# Strategic Objective 1

**Our regulatory approach promotes a culture of quality through self-assurance and continuous improvement.**

## PBS performance criteria:

ASQA delivers improved provider self-assurance and continuous quality improvement.

### Key activities

We will foster a world-class VET sector, through nationally consistent regulation using a standards-based quality framework and risk-based approaches, by:

- Collaborating with DEWR and stakeholders to implement the revised Standards for Registered Training Organisations, including development of differentiated regulatory supervision, and guidance to enhance sector capacity for continuous quality improvement.
- Providing education and guidance to providers and market entrants to communicate our expectations and their obligations to comply and continuously improve quality outcomes.
- Aligning our data and intelligence to identify common areas of non-compliance with Standards and providing feedback and information on risks of non-compliance.

KPI	Performance measure	Year	Target
<b>1.1 ASQA's regulatory tools and practices support providers to self-assure quality VET outcomes and continuously improve.</b>	1.1a) Percentage of providers that agree our regulatory tools and practices support them to self-assure and continuously improve.	2024-25	77%
		2025-26	79%
		2026-27	80%
		2027-28	>80%
<b>1.2 Our published insights about risks and the outcomes of our risk treatments support providers to self-assure their own operations.</b>	1.2a) Percentage of providers that agree our published insights about risks and the outcomes of our risk treatments support providers to self-assure their own operations.	2024-25	77%
		2025-26	79%
		2026-27	80%
		2027-28	>80%

# Strategic Objective 2

**Our regulatory approach is focused on integrity through best practice, risk-based and proportionate regulation.**

## **PBS performance criteria:**

ASQA's regulation is best practice, integrated, risk-based, data-driven, and proportionate.<sup>2</sup>

## **Key activities:**

To protect students and Australia's reputation for VET nationally and internationally, we will ensure the quality and integrity of VET by:

- Focusing on the operations of our Integrity Unit, in uplifting ASQA's investigation, enforcement and intelligence capability, including multi-agency compliance operations.
- Implementing amendments to the National Vocational Education and Training Regulator Act and Fit and Proper Person Requirements that give ASQA greater powers to protect vulnerable students, take action against non-genuine providers and ensure suitability at market entry.
- Analysing data, intelligence and information, and identifying and responding proportionately to risk.
- Applying a risk-based proportionate approach to:
  - registering VET training providers to provide national qualifications and registering providers to provide a course or courses to overseas students
  - accrediting national courses to meet statutory requirements
  - monitoring training provider compliance with the VET quality framework and applicable legislation, including the ESOS Act and National Code 2018
  - conducting performance assessments (audits) of training providers against applicable standards and obligations
  - holding providers to account through compliance tools and enforcement of their obligations through a range of regulatory interactions
  - protecting individuals, employers and the public from the risks posed by inadequate training and assessment of employees by focusing on the integrity of individual qualifications and statements of attainment
  - delivering education activities relating to the regulation of RTOs and to promote and encourage provider capacity to deliver quality VET.
- Improving our reporting on outcomes from our risk-based regulatory activities and sharing the insights and feedback from these activities with the sector.
- Considering and learning from best practice regulation in other jurisdictions.

<sup>2</sup> Content in this section was updated in February 2025.



KPI	Performance measure	Year	Target
<b>2.1 Our regulation focuses on the greatest risk of harm to the integrity of training products and achievement of quality outcomes.</b>	2.1a) We draw on intelligence and data from a broad range of inputs to determine the most significant risks and publish Regulatory Risk Priorities.	2024–28	2 per year
	2.1b) We report on outcomes of our delivery of planned, integrated regulatory treatments and how they address our Regulatory Risk Priorities.	2024–28	Annually
	2.1c) We implement and report on our Data Strategy and Roadmap 2023–27 to embed the use of data, analytics and insights throughout decision-making.	2024–28	Annually
<b>2.2 Our education and communication with the sector supports sustained compliance.</b>	2.2a) We publish information and guidance to providers, market entrants, course owners to understand and meet their regulatory obligations.	2024–28	Aligned to our Regulatory Risk Priorities, or when risks, obligations, or expectations change.
		2024–25	77%
		2025–26	79%
		2026–27	80%
	2.2b) Percentage of providers that report our feedback is clear and supports an improved understanding of their performance.	2027–28	>80%
		2024–25	77%
		2025–26	79%
		2026–27	80%
	2.2c) Percentage of applicants that report our feedback is clear and supports an improved understanding of requirements.  NB: ‘applicants’ to include course accreditation applicants	2027–28	>80%
		2024–25	77%
		2025–26	79%
		2026–27	80%
<b>2.3 We manage risks proportionately and maintain essential safeguards.</b>	2.3a) We demonstrate proportionality by reporting on the regulatory tools applied at market entry and in monitoring the compliance of providers in accordance with our Regulatory Risk Framework.	2024–28	Annually
	2.3b) We demonstrate proportionality by reporting on the broad range of regulatory tools applied in responding to findings of non-compliance in accordance with our regulatory risk framework.	2024–28	Annually

KPI	Performance measure	Year	Target
2.4 We implement better practice improvements in how we exercise our regulatory functions.	2.4a) Number of improved regulatory processes implemented in consultation with key stakeholders.	2024–28	2 per year
	2.4b) We publish evidence of ASQA's active participation in regulatory communities of practice.	2024–28	Annually



# Strategic Objective 3

## Our regulatory approach is transparent and accountable.

### PBS performance criteria:

- ASQA is transparent in the performance of our regulatory functions and responsibilities as a regulator, including compliance with the Standards for VET Regulators 2015.
- ASQA publishes information about performance of the sector to support transparency and accountability.

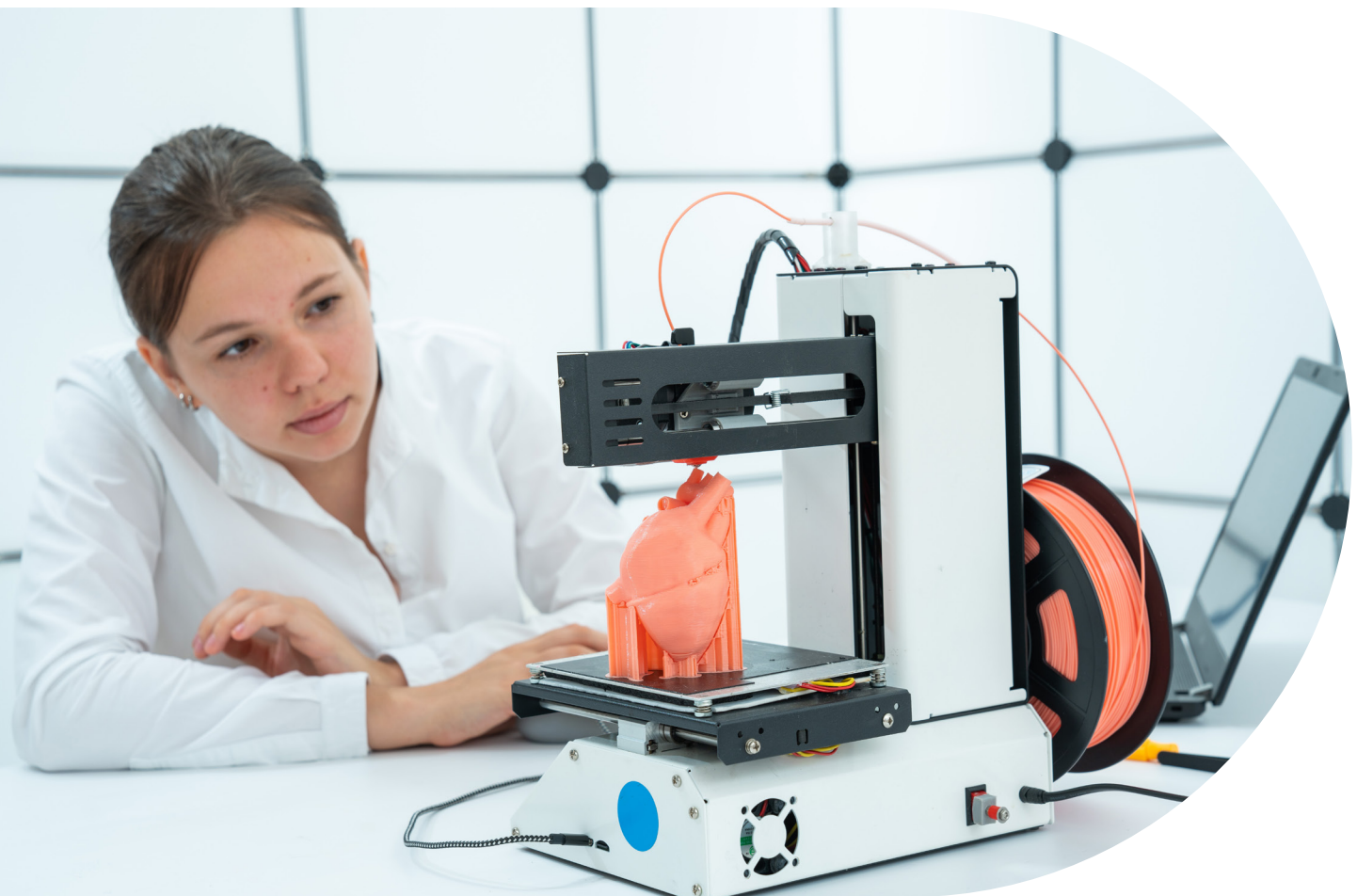
### Key activities:

We will facilitate access to accurate information relating to the quality of VET and provide transparent and responsive communication about our regulation by:

- Collecting, analysing, interpreting and disseminating information about sector and provider performance.
- Publishing information about registered training organisations in accordance with legislation.
- Continuously improving the quality, relevance, and timeliness of the information we publish including about:
  - our risk-based regulatory approach
  - implementation of regulatory practice improvements
  - our regulatory activity and performance.
- Publishing our policy to manage and respond to stakeholder feedback about our regulatory practices and using evidence from a range of sources, including feedback about ASQA, to review and improve our regulation.

KPI	Performance measure	Year	Target
<b>3.1 Stakeholders can access information about our regulatory approach.</b>	3.1 a) We publish our Regulatory Risk Framework and Regulatory Operating Model.	2024–28	Annually
<b>3.2 Stakeholders can access information about our regulatory activity and performance.</b>	3.2a) We report on our performance against ASQA Service Standards.	2024–28	Annually
	3.2b) We report on our performance against the <i>Standards for VET Regulators 2015</i> .	2024–28	Annually
<b>3.3 The Australian community can access information about our regulatory decisions.</b>	3.3a) We publish information about provider performance to enable students and employers to differentiate between providers.	2024–28	Annually

KPI	Performance measure	Year	Target
<b>3.4 The Australian community can access information about sector-wide performance.</b>	3.4a) We publish a summary of our findings regarding all providers' performance against the Standards.	2024–28	Annually
	3.4b) We analyse and report on trends in relation to complaints received about registered training providers.	2024–28	Annually
<b>3.5 We report on implementation of ASQA's regulatory reform.</b>	3.5a) We report on the number of Rapid Review Recommendations implemented.	2024–28	Annually
	3.5b) We analyse and report on our response to other government reviews and reforms.		



# Strategic Objective 4

**We engage, collaborate and partner with stakeholders to improve regulatory outcomes.**

**PBS performance criteria:** ASQA's engagement and partnerships provide clarity of the role of the national regulator and improve regulatory impact.

## Key activities

We will collaborate and work in partnership to enhance quality, flexibility and innovation in VET and to promote a VET system that is appropriate to meet Australia's social and economic needs for a highly educated and skilled population by:

- Supporting major reforms to the regulatory framework for registered training organisations, and market entrants, and implementation of revised standards for RTOs.
- Engaging with policy agencies, State and Territory funding entities, industry regulators and stakeholders on issues of quality and integrity and enhancing feedback loops on risks and issues that inform broader VET reforms, the Australian Qualifications Framework, and VET delivery.
- Responding to government policy objectives for VET including supporting a more integrated approach between higher education, VET and migration systems, including a whole-of-system approach to risk indicators.
- Collaborating on initiatives relevant to the Australian Universities Accord (the Accord), including development of a Dual Sector Strategy and pilots for a model of delegation of ASQA's course accreditation function.
- Ensuring our regulatory approach supports diversity and inclusion and reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.
- Partnering to support national consistency in the regulation of the VET sector.

KPI	Performance measure	Year	Target
4.1 Our partnerships and engagement inform and enhance our regulatory approach.	4.1a) We constructively engage with peak bodies of the regulated community to inform and improve our regulatory approach and support timely communication with the sector.	2024–28	Quarterly
	4.1b) We implement our protocols to engage and collaborate with government entities, other regulators, industry, students and the consumer protection network to support regulatory outcomes.	2024–28	Annually
4.2 We are proactive in our engagement to ensure that the regulatory system for which we have operational responsibility remains fit-for-purpose over the long term.	4.2a) We report our contribution to improvement of the regulatory settings and the broader VET framework.	2024–28	Annually



# Strategic Objective 5

**ASQA's people and operations are supported and capable to deliver this plan and continuously improve.**

**PBS performance criteria:**

ASQA is efficient, effective, and continuously improves.

**Key activities**

We will invest in building organisational capability to deliver on priorities for the government and the community, and quickly respond to opportunities and challenges in our environment by:

- Implementing our Workforce Plan and strategies aligned with our organisational values to support a highly skilled and engaged workforce
- Providing our workforce with the right tools including by progressively implementing digital and data enhancements to improve our regulatory capacity, efficiency and effectiveness
- Diversity and inclusion strategies to build an inclusive workplace that promotes improved productivity, greater creativity and innovation, and reflects the Australian community
- Strengthening the connection our staff have with this plan and giving everyone visibility of how they contribute so they can grow in their roles and thrive into the future
- Implementing identified actions and improvements aligned with the new Commonwealth Fraud and Corruption Control framework
- Working in partnership with DEWR to protect our organisation, and thereby providers and others in the VET ecosystem from cyberthreats and data breaches
- Using our assurance and evaluation activities to understand our performance and identify improvements in our operations (including systems and technology).

KPI	Performance measure	Year	Target
<b>5.1 We use a range of tools to understand and improve the efficiency of our operations and inform the alignment of our resources to regulatory priorities</b>	5.1a) Our published Cost Recovery Implementation Statement demonstrates how regulatory activities generate costs and the achievement of a minimum efficient cost for those activities.	2024–28	Annually
<b>5.2 We share information about our assurance and quality control activities</b>	5.2a) Key stakeholders receive information about our assurance activities and continuous improvement of processes and systems.	2024–28	Annually



KPI	Performance measure	Year	Target
<b>5.3 We share information about evaluation of our regulatory operations</b>	5.3a) We publish iterative evaluation of our regulatory operations.	2024–28	Annually
<b>5.4 We progressively implement digital enhancements that improve the efficiency and effectiveness of our operations</b>	5.4a) We track and measure the benefits and efficiencies enabled by the Digital Transformation Program and report on these appropriately.	2024–28	Annually



# Appendix A – List of requirements

This Corporate Plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the PGPA Act; and
- subsection 16E(2) of the PGPA Rule 2014.

The table details the requirements met by ASQA's Corporate Plan and the page reference(s) for each requirement.

Requirements	Page(s)
<b>Introduction</b>	3
<ul style="list-style-type: none"> <li>• Statement of preparation</li> <li>• The reporting period for which the plan is prepared</li> <li>• The reporting periods covered by the plan</li> </ul>	
<b>Purposes</b>	5
<b>Key activities</b>	18
<b>Operating context</b>	6-12, 16-17
<ul style="list-style-type: none"> <li>• Environment</li> <li>• Cooperation</li> <li>• Capability</li> <li>• Regulatory Functions</li> <li>• Risk oversight and management, including key risks and their management</li> </ul>	
<b>Performance</b>	19-24
<ul style="list-style-type: none"> <li>• Performance measures</li> <li>• Targets for each performance measures (if reasonably practicable to set a target)</li> </ul>	

# Appendix B – Key legislation

## Acts

*National Vocational Education and Training Regulator Amendment (Strengthening Quality and Integrity in Vocational Education and Training No.1) Act 2024*

*National Vocational Education and Training Regulator Act 2011 (NVR Act)*

*Education Services for Overseas Students Act 2000 (ESOS Act)*

*Education Services for Overseas Students (Registration Charges Act 1997 (ESOS Registration Charges Act)*

*National Vocational Education and Training Regulator (Charges) Act 2012 (NVR Charges Act)*

*Public Governance, Performance and Accountability Act 2013 (PGPA Act)*

## Instruments

*National Vocational Education and Training Regulator (Authorised Officer Requirements) Determination 2023*  
*Australian Skills Quality Authority Instrument Fixing Fees Amendment Declaration (No 1) 2018 (s 232 of the NVR Act)*

*Australian Skills Quality Authority Instrument fixing fees No 1 of 2013 (ss 232(1) and 232(5) of the NVR Act)*

*ELICOS (English Language Intensive Courses for Overseas Students) Standards 2018 (s 176B(1) of the ESOS Act)*

*Financial Viability Risk Assessment Requirements 2021 (s 158 of the NVR Act)*

*Fit and Proper Person Requirements 2011 (s 186 of the NVR Act)*

*National Vocational Education and Training Regulator (Charges) Determination 2013 (No 1) (ss 6B(1), 9(2), 12(2) and 13 of the NVR Act)*

*National Vocational Education and Training Regulator (Data Provision Requirements) (s 187 of the NVR Act)*

*National Vocational Education and Training Regulator Regulations 2011 (s 235 NVR Act)*

*Standards for NVR Registered Training Organisations (RTOs) 2015 (s 185 of the NVR Act)*

*Standards for VET Accredited Courses 2021 (s 188 of the NVR Act)*

*Standards for VET Regulators 2015 (s 189 of the NVR Act)*

*National Code of Practice for Providers of Education and Training to Overseas Students 2018 (s 33(1) of the ESOS Act)*

*Education Services for Overseas Students Regulations 2019*

*Regulatory Powers (Standard Provisions) Act 2014*

The logo for ASQA (Australian Skills Quality Authority) is centered in the middle of the page. It consists of the letters 'ASQA' in a bold, white, sans-serif font. The letter 'Q' is stylized with a small, white, curved line underneath it, resembling a checkmark or a stylized 'Q'.

[asqa.gov.au](http://asqa.gov.au)