



Australian Government  
Australian Skills Quality Authority

ASQA

# ASQA Corporate Plan 2025–26

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.

### **Contact**

Enquiries and feedback about this report can be directed to:

Director, Risk, Assurance and Evaluation  
Australian Skills Quality Authority

Email: [ceo@asqa.gov.au](mailto:ceo@asqa.gov.au)

### **More information about ASQA**

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

### **Online version**

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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.

VET 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 some are in persistent shortage across Australia.

A high-performing, reputable and trustworthy VET sector remains 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 that ASQA's role as the national regulator of the VET sector also continues to be critical, to ensure that VET standards are met and providers are capable and committed to meet their obligations.

This Corporate Plan sets out how we will deliver on the expectations of government, including those outlined in the Minister's Statement of Expectations, and respond to the evolving risks and challenges across the VET sector. In considering the substantial and vital program of work outlined in this Corporate Plan over the coming financial year and through to 2029, it continues to serve as a reminder that, as a modern regulator of a key sector that operates as a gateway to many other important sectors in the economy, our ability to be responsive to risk and to changes in our operating environment has never been more important.

Sentinel reforms come into effect in 2025-26, including the revised Standards for Registered Training Organisations (RTOs) 2025. These Standards raise the bar for quality and accountability and represent a step change in all governments' shared ambition to lift quality and integrity across the entire sector by enabling a more flexible, robust and quality-driven approach, including as it relates to regulation. ASQA will play a lead role in supporting providers to understand and apply the Standards, while maintaining a clear focus on compliance and enforcement where expectations are not met.

We continue to 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 regulatory priorities for the coming year, I remain confident we will appropriately balance taking strong and decisive 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 that our ability to deliver on this plan rests with ensuring we have a highly skilled workforce and that our people are well supported to perform at their full potential, we will continue to invest in the ongoing development of our workforce and to leverage investment in our digital transformation and data analytics to improve service delivery and regulatory outcomes.

Our continued collaboration – including in relation to intelligence-sharing, joint compliance activities with governments, industry, other regulators, and education partners to ensure a harmonised approach across the tertiary education system – remains a key deliverable across our program of work.



Saxon Rice  
Chief Executive Officer, ASQA

## Statement of preparation

I, Saxon Rice, as the Accountable Authority of the Australian Skills Quality Authority, present our Corporate Plan 2025–26, which covers the period 1 July 2025 to 30 June 2029, 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**



# 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.

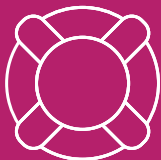
We accredit VET courses to make sure nationally approved standards are met, based on established industry, enterprise, education, legislative or community need.

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 (detailed in Appendix B) includes:

- legislation establishing ASQA as Australia's 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 international students (ESOS).

# Our operating context

## Current and emerging priorities

The Australian Government's priorities remain focused on enhancing 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, and 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.

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.

A high-performing, reputable and trustworthy VET sector is, therefore, 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.

## Enabling a strong high-quality sector

ASQA welcomes the Standards for RTOs which take effect from 1 July 2025. These Standards aim to lift quality and integrity across the entire sector, and 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.

The revised Standards represent a step change in all governments' shared ambition to lift quality and integrity across the entire sector by enabling a more flexible, robust and quality-driven approach, including as it relates to regulation.

The standards-based quality framework is integral to achieving the objectives of our VET sector, particularly in the context of quality, flexibility and innovation in VET but also national consistency. The revised Standards clearly articulate the characteristics and behaviours required of providers. They help foster a shared understanding of what constitutes high-quality delivery for all users of the VET system and they provide a clearer and more direct link between the requirements providers are expected to meet, and the outcomes they are expected to deliver.

In arriving at the revised Standards, it was recognised that there was a need to:

- lift quality, integrity and governance across the entire VET sector
- allow more flexibility and innovation in VET delivery
- shift away from a focus on administrative processes which often came at the cost of good organisational practices and results for students
- harness the value of VET in supporting the Australian economy.



Confidence in the integrity of our VET sector and the qualifications issued by RTOs is paramount. Supporting implementation of the revised Standards, ASQA is focused on:

- fostering quality and learner outcomes through facilitation and support
- ensuring integrity through scrutiny and assurance (particularly in relation to credential requirements)
- implementing proportionate regulation based on risk.

Implementing the revised Standards will involve a sustained, focused commitment to building a high-quality, responsive VET system. We will provide comprehensive support and guidance to providers throughout the implementation process, and will offer a range of resources, communications and consultations to facilitate a smooth transition and ensure providers are well-equipped to meet the new requirements. Our focus remains on empowering learners and meeting industry needs, reinforcing the VET sector's vital role in Australia's economic and social development.

We acknowledge that the successful implementation of the revised Standards requires significant maturing of approach across the VET system and we are committed to working in partnership with stakeholders to enhance provider capability, build regulatory performance, capability and culture, and ultimately, to continue to build trust and confidence in Australia's regulatory settings.

The National Skills Agreement and the Australian Universities Accord both continue to 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.

Under the 2024-25 Australian Universities 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 implement a dual sector strategy as we 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 consider the outcomes of our pilot to delegate our course accreditation function.





## Protecting the integrity of the sector

We recognise the critical threat posed by non-genuine providers and bad-faith operators who seek to exploit the system by enabling unqualified people entry into critical roles and defrauding government funding through VET and other social service programs. These providers differ significantly from committed providers who, despite having genuine intentions, may fall short in their capability to meet their regulatory requirements at times.

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 sector has seen an increased threat relating to the issuance of fraudulent qualifications, often linked to ‘cash for quals’ schemes and the exploitation of Recognition of Prior Learning (RPL) pathways, often driven by migration outcomes. These schemes not only threaten the integrity of the VET sector and confidence in the qualifications issued by providers but also have far-reaching consequences, potentially placing unqualified individuals in positions of care and responsibility in such important sectors as aged care, childcare, disability services and construction.

To protect the public and the integrity of the VET sector, ASQA will undertake an ongoing program of regulatory action against non-genuine providers, bad-faith operators and professional facilitators – as well as, where necessary, the qualifications they issued. We will continue to deliver on the government’s investment in our integrity program, which has enabled the establishment of the Integrity Unit and Tip-off line – increasing our intelligence, analytic and investigative capacity to respond to VET integrity risks and address and support issues associated with the government’s managed approach to international education.

As an active participant in initiatives such as the Fraud Fusion Taskforce – recognising that combating alleged criminal activities necessitates the sharing of information and intelligence across agencies – we will continue to strengthen our collaboration and coordination with state and territory governments and regulators, as well as our Australian government partner agencies (including law enforcement), to work together against those seeking to undermine the integrity of VET. The activities of our Integrity Unit will continue to send a clear message that threats to the quality and integrity of VET will be met with decisive action.

To protect the integrity and quality of the international VET sector, ASQA will continue to undertake regulatory activity as that sector responds to government measures to support managed growth and sustainability. In 2025-26, we will continue to monitor and respond to the sector's adjustment to sustainability measures, including by responding to changes in provider behaviour where they may pose an integrity threat, providing enhanced support functions for impacted students, and supporting providers to diversify and continue to meet their regulatory obligations.

We also recognise that prevention is paramount. Our consideration of applications seeking to enter the VET sector is a critical role in safeguarding the sector by rigorously scrutinising such applications, including in relation to strengthened fit and proper person requirements. This proactive approach is focused on protecting against 'phoenixing' and other undesirable practices.

## **Collaboration and stewardship both nationally and internationally**

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 on the right areas and effectively targeting our regulatory resources.

ASQA recognises the importance of effective stakeholder relationships for a thriving VET sector. In 2025-26, we will focus on maturing and strengthening our engagement through transparent and active communication, fostering close and cooperative working relationships with all stakeholders involved in VET quality and regulation. We will also harness opportunities for collaboration and collective stewardship of the sector with its peak bodies.

We will continue to strengthen our working relationships across government, including other VET regulators, state and territory officials and departments, other Commonwealth and industry agencies, Jobs and Skills Australia, Jobs and Skills Councils and the National Centre for Vocational Education Research. Our continued collaboration with state and territory governments remains vital to effective regulation and the delivery of shared outcomes under the National Skills Agreement, and we are strengthening these partnerships to ensure local insights inform national regulatory responses.

We will also continue to actively participate, alongside other government and law enforcement agencies, in multi-jurisdictional intelligence-sharing and coordinated responses through initiatives such as Operation Inglenook and the Fraud Fusion Taskforce.

More broadly, we recognise the opportunity to work alongside the Department of Employment and Workplace Relations (DEWR) and the Department of Education to support ongoing policy development and reform to facilitate a more harmonised approach between VET and higher education.

Beyond our borders, the delivery of VET offshore presents unique challenges, including for Australia's reputation internationally. We recognise and will progress opportunities, in alignment with DEWR, to engage with our international counterparts to deepen our understanding of respective regulatory environments, risks and approaches to best practice regulation. We will also progress several initiatives to strengthen and improve our approach to the regulation of the delivery of Australian VET offshore, including through our collaboration with our counterparts in key strategic partners.

Our 2025-26 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 maximise outcomes for the community.



## Continuously improving our regulatory practice and performance

ASQA will continue to apply best-practice regulation, taking a whole-of-system perspective, to ensure consistent high-quality VET across Australia. We employ an appropriate mix of education, compliance, performance assessments and monitoring and enforcement tools to support continuous improvement, while proactively preventing, managing, and addressing key risks. We will regularly review and adjust our priorities and practices to align with evolving social, technological, and commercial contexts, ensuring our regulatory approach remains agile and responsive to emerging issues and government priorities.

We will further mature our regulatory approach by adopting a more robust risk-focused strategy. This includes continuing to mature our approach to provider risk, as well as more effectively differentiating our regulatory supervision of providers based on their risk profiles. The maturing of our approach is intended to consider factors that include the level of oversight a provider may have by other government departments and regulators, and where this can support greater levels of assurance and reduced regulatory burden. This is also in line with ASQA's partnership with TEQSA and our development of a dual sector strategy to minimise duplication and maximise efficiency, including by conducting joint audits, sharing information, and harmonising regulatory requirements.

We will also evaluate the outcomes from our pilot to delegate our course accreditation function to a number of TAFEs and a dual sector provider, to consider opportunities for ongoing delegation of a range of ASQA's functions that can support efficient and effective outcomes.

We will leverage the government's investment in our digital and data capability to improve our regulatory efficiency and service delivery. Our holistic, outcomes-focused approach will prioritise systemic improvements and ensure that our technology solutions align with our Strategic Objectives while remaining adaptable to evolving policy, legislation, and sector requirements. Key initiatives to be delivered by our Digital Transformation Program (DTP) in 2025-26 will improve access to information, speed up processing times, and deliver more efficient communications. This technological uplift will continue to enhance our ability to identify emerging risks, track sector trends, and support real-time decision-making – enabling earlier intervention, more targeted regulatory action, better protection of student interests and greater confidence in the sector.

Best-practice regulation also requires ethical, accountable leadership and supported and capable staff. We will continue to focus on building staff well-being, morale and capability to support a high-performance, values-driven culture. Through our 2025-28 Workforce Plan and in alignment with the Australian Public Service (APS) Workforce Strategy, we will pursue improved outcomes and value for all stakeholders through the effective recruitment, retention and development of skilled and capable staff.

We will also draw on the experience and knowledge of the National Vocational Education and Training Advisory Council to improve our regulatory practice and performance, supporting the provision of timely advice to the Minister, as well as the Skills and Workforce Ministerial Council, about emerging trends, risks or issues that may affect the integrity or reputation of the sector.



# Our Strategic Objectives and regulatory approach

We assess our performance against our 3 Strategic Objectives, as outlined in the *Key activities and performance measures* section below.

We have 3 Strategic Objectives in our regulation of the VET sector. They are:



Our regulatory approach is transparent, accountable, and evidence-based, responding proportionately to risk and enabling provider self-assurance and continuous improvement



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



Our people and operations are supported and highly skilled to deliver and continuously improve.

## How we regulate

The work we do is intended to deliver on our purpose and is in line with [ASQA's Ministerial Statement of Expectations](#).

Our focus is to:

- enable a strong high-quality sector
- protect the integrity of the sector
- continuously improve our regulatory practice and performance
- collaboration and stewardship both nationally and internationally.

We do this by performing a range of regulatory activities:

- registering providers of VET
- accrediting courses that may be offered by registered training providers
- using data, evidence, intelligence and complaints to inform our regulatory priorities
- monitoring the quality and compliance of services provided by registered providers
- taking compliance action where providers are not meeting requirements
- considering the legitimacy of individual qualifications issued by providers
- conducting education programs and actively engaging with our stakeholders
- collecting, analysing, interpreting and disseminating information about sector and provider performance
- publishing information about providers 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](#), which describe how we manage sector and provider risk and apply our regulatory functions. As a Commonwealth regulator, we are accountable to government and committed to meeting the performance and reporting expectations outlined in the Regulator Performance Guide (RMG 128).

These expectations are underpinned by 3 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, as well as 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 capability, building trust in our regulatory framework, and ensuring that our regulation is as effective, efficient and transparent as possible.



# Our capability

## Our values

Our values, which are aligned to the APS Values, guide us in everything we do, including how we conduct ourselves in exercising our authority as Australia's national VET regulator. They foster our capability to perform efficiently, respectfully and in accordance with best practice, supporting us in our work to serve students, industry, government and the Australian community.

### Our values are:

**Committed to service**  
We serve the community with professionalism, energy and determination



**Accountable**  
We can account for how our actions deliver on our regulatory outcomes and purpose



**United and connected**  
We work together across ASQA to optimise the outcomes of our regulation



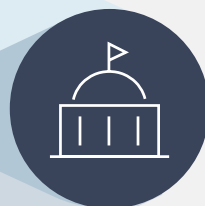
### Collaborative

We value the diverse experiences and insights of others and work with stakeholders towards better outcomes



### Empowered and trusted

We take ownership, apply judgement, learn continuously, and act with integrity and respect in all decisions



### Future orientated

We respond and adapt to current and emerging challenges and opportunities



## 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.

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 an internal committee (Executive Committee) supported by a number of sub-committees, including the Work Health and Safety Committee, Staff Consultative Committee, and Diversity and Inclusion Working Group.

### **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.

### **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 our capability, and meet our legal, financial, resourcing and regulatory obligations.



## Our people

Our success comes from our people. Recognising this, we are focused on attracting, retaining, and developing a highly skilled and engaged workforce, supported by strong leadership and grounded in a values-driven organisational culture.

Our workforce priorities and strategies are aligned with and complement the APS Workforce Strategy 2025. In building our workforce of the future, we are committed to 3 key objectives:

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

Our geographically dispersed workforce comprises over 250 staff. We foster a contemporary, high-performing, agile and inclusive workforce with the right culture, capability and tools to:

- exemplify our organisational and APS values
- ensure we are change resilient and agile in response to our operating environment
- identify and embrace opportunities presented by change, enabling us to play a pivotal role in supporting sector reform
- promote continuous improvement, including pursuing and supporting development in regulatory capability to ensure high-calibre VET outcomes
- implement our workforce strategies to align our workforce structure and capabilities to deliver outcomes now and into the future
- clearly articulate organisational outcomes to be achieved and support success through a range of opportunities for formal and informal professional development
- support delivery of outcomes through effective planning, reporting, clarity, and communication
- recognise and reward contributions
- focus on performance and productivity through modern, flexible work practices, and
- embrace and celebrate diversity and inclusion and actively promote and support staff health and wellbeing.

Our Workforce Plan 2025-28 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 in upholding APS frameworks and policies, ensuring high standards of conduct, performance, and ethical decision-making in all regulatory activities. This includes adherence to APS Values, the Code of Conduct, and Employment Principles, which help us to identify and manage risks, maintain a secure working environment, and maintain public confidence in ASQA and its workforce.

Our internal assurance and audit program, along with oversight from the Audit and Risk Committee, provides advice on the agency's accountability and control framework. To meet Commonwealth compliance obligations, we have established key assurance and governance mechanisms that uphold security and integrity standards, further strengthening public trust.

These mechanisms include:

- Enterprise Performance Management Framework and reporting
- APS Code of Conduct compliance
- anti-corruption and anti-fraud measures
- protective security policies and frameworks
- investigations and enforcement processes
- parliamentary oversight.

In 2025-26, ASQA will continue to implement targeted actions and improvements aligned with the Commonwealth Fraud and Corruption Control Framework 2024. As a regulator, we are committed to ensuring that integrity remains central to the daily conduct and decision-making of all employees.





## Diversity and inclusion

We value the diversity of experiences and contributions our staff bring to the workplace. Acknowledging and celebrating our various abilities and backgrounds contributes to a productive and high-performing work culture. It also improves our regulatory practice and internal ways of working, as it brings different perspectives to our decisions and approaches.

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

Our Diversity and Inclusion Strategy 2023–26 focuses on a range of contemporary initiatives and ensures we:

- have an employment offer that attracts, develops, and retains the diverse and skilled workforce we need to deliver strong outcomes
- align with APS diversity targets and strategies, including the APS Employment Strategies 2020–2025
- understand the importance of diversity and practice inclusive behaviours
- can all contribute fully and bring our unique and best selves to work
- 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 and proactive steps to eliminate workplace discrimination and harassment in all forms
- promote awareness and understanding of positive mental health practices, minimising or eliminating risks to mental health, and supporting the psychosocial health of our employees
- acknowledge and celebrate diversity and inclusion occasions which helps to raise awareness and educate.

## 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.

During 2025–26 we will launch our second Innovate Reconciliation Action Plan (RAP), which builds on our previous RAP and reflects our ongoing commitment to address inequities and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples.

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 our agency can drive reconciliation through its business activities, services, programs, stakeholders, and sphere of influence.

## Digital and data capability

ASQA relies heavily on data, information and intelligence to inform decision-making, monitor compliance, and assess the impact of our regulation. Ongoing government investment in ASQA's digital and data capability is ensuring that we are equipped with the technology and data-matching capability to identify and respond proactively to threats to the quality of VET.

Moving beyond foundational work, in 2025-26 our Digital Transformation Program is focused on:

- the tangible delivery of transformative digital tools that will significantly enhance how we leverage data
- modernising our digital infrastructure to create a more robust and efficient environment for managing and analysing the increasing volumes of data essential for effective regulation
- moving 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.

We will further refine our data strategy and data roadmap in 2025-26, improving how data will be collected, stored, analysed, and shared, ensuring that ASQA has the information it needs, at the right time, to make informed decisions. This includes enhancing our ability to proactively identify and respond to risks, particularly within the framework of our approach to provider risk where we are making targeted investments in improved data analytics capabilities. This will enable us to better focus our regulatory activities and develop a more sophisticated understanding of the risk profiles of individual providers.

Underpinning this data-centric approach is a strong commitment to transparency, including through our ongoing efforts to expand our data and reporting mechanisms, providing clearer and more accessible insights into our regulatory performance for both the sector and broader public.

During 2025-26, we will also deliver:

- a refreshed ASQA website, which is more user-centric, accessible and intuitive, enhancing our communications with the VET sector, the community and broader stakeholders and supporting our reach as Australia's VET regulator
- new functionality to the ASQA portal to streamline the user journey for all stakeholders engaged with ASQA in regulatory activities, including improved authentication capability, efficiencies through predictive information entry and smarter information capture, so that users only need to 'tell us once and validate often'
- further streamlining of internal operations through solutions that enable greater consistency in information capture and assessment, enabling greater flexibility and adaptability to changing processes and workflows, boosting productivity.

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 for 2026-27 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 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 at 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

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

## Summary of Strategic Risks

Strategic risk	Control 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>• Workforce plan</li> <li>• Recruitment and Selection Strategy</li> <li>• Learning and development plan</li> <li>• Diversity Program including Reconciliation Action Plan</li> </ul>
ASQA does not respond efficiently and effectively to government priorities.	<ul style="list-style-type: none"> <li>• Statement of Intent responding to Ministerial Statement of Expectations</li> <li>• Networks and key relationships in place (Department of Employment and Workplace Relations, Department of Education, central agencies, sector peak bodies, Minister's Office, State and Territory governments)</li> <li>• ASQA's regulatory practices align with government reform initiatives</li> <li>• Corporate Plan</li> <li>• Workforce Plan</li> </ul>
ASQA does not meet its performance targets and compliance obligations.	<ul style="list-style-type: none"> <li>• Enterprise Performance Management Framework</li> <li>• Risk Management and Compliance and Incident Management Framework</li> <li>• Financial Policy and 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>
ASQA's regulatory approach does not promote a cultural shift to self-assurance and continuous improvement.	<ul style="list-style-type: none"> <li>• National Vocational Education and Training Regulator Advisory Council</li> <li>• Implementation of Regulatory Risk Framework</li> <li>• Assurance workplans and business-as-usual practices, including activities to identify continuous improvement</li> <li>• Provider education and guidance</li> <li>• Education and enforcement of continuous improvement standard</li> <li>• Service Charter and Service Standards</li> </ul>
ASQA does not effectively address risks to quality and integrity of vocational education and training.	<ul style="list-style-type: none"> <li>• National Vocational Education and Training Regulator Advisory Council</li> <li>• Audit and Risk Committee</li> <li>• Regulatory Risk Framework and Risk Priorities</li> <li>• Environmental Scan program</li> <li>• Data and intelligence collection and analysis</li> <li>• Applying ASQA's regulatory tools to deter and disrupt misconduct</li> <li>• Education and guidance to support compliance and improve quality outcomes</li> <li>• Collaborate with industry, State and Territory governments and collectively exercise our respective powers to address key risks to the VET sector</li> <li>• Rigorous consideration of applicants seeking to enter the market.</li> </ul>

# Key activities and performance measures

Our 3 Strategic Objectives align with the performance criteria in our Portfolio Budget Statement (PBS) 2025-26. Each Strategic Objective contains a set of key activities and Key Performance Indicators (KPIs) against which we measure our performance. Our planned activities also incorporate ongoing implementation of recommendations outlined in the Rapid Review of ASQA's regulatory practices.

In May 2025, we refreshed our Strategic Objectives and KPIs to better reflect our regulatory priorities, organisational values, and impact on the VET sector.

These changes reflect our commitment to being a modern, transparent, and impact-driven regulator. During 2025-26, we will continue to enhance our performance framework, 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 is transparent, accountable, and evidence-based, responding proportionately to risk and enabling provider self-assurance and continuous improvement.**

## PBS performance criteria

- ASQA delivers improved provider self-assurance and continuous quality improvement
- ASQA's regulation is best practice, integrated, risk-based and proportionate
- ASQA's regulatory approach and performance of our regulatory functions is transparent and accountable.

## Key activities

- Protecting the integrity of the VET sector through all our regulatory activities and ongoing work in our Integrity Unit, the operation of our Tip-off line, and through increased scrutiny of those seeking to enter the VET market
- Supporting uplift in the capability and capacity of the sector to deliver high-quality training and assessment, including by supporting the sector's transition to the revised Standards for RTOs
- Maturing our regulatory approach to provider risk through targeted risk-based strategies and differentiating our regulatory supervision, including in the use of our regulatory powers
- Maturing our approach to the regulation of Australian VET offshore
- Monitoring and responding to the international VET sector's adjustment to sustainability measures, including support for affected students.

## Key Performance Indicators

### 1A: Effectiveness of regulatory risk treatment strategies.

#### Rationale

- While timeliness remains important, it recognises that effective risk treatment depends on:
  - regulatory responsiveness and risk containment
  - the right intervention matched to the nature and severity of risk
  - the correct timing to maximise compliance outcomes and sector impact
  - the ability to de-escalate or escalate as new intelligence or behaviours emerge.
- This indicator includes quality and proportionality of regulatory responses
- This indicator includes the effectiveness of interventions and the integrity of the VET sector over time
- Focuses on timely mitigation of harm and links directly to impact goals (e.g. early removal of bad-faith operators, reduced harm to learners)
- Demonstrates the effectiveness of interventions including intelligence sharing, analytics, and regulatory action
- Shows progress toward the outcome of a sector that operates with integrity.

### **1B: Proportion of providers demonstrating effective self-assurance practices through self-assessment and transparent reporting.**

#### **Rationale**

- Captures the core outcome of enabling continuous improvement in the delivery of quality outcomes through strong governance
- Reflects the effectiveness of interventions such as the transition to revised Standards for RTOs, education, and fit and proper person requirements
- Providers are able to demonstrate an appropriately skilled and trained workforce
- Industry satisfaction with learning outcomes
- Directly linked to impact indicators like self-assessment, self-publishing, and stakeholder confidence.

### **1C: Provider conformance with the Standards for Registered Training Organisations 2025.**

#### **Rationale**

- Directly measures system integrity and regulatory effectiveness, independent of targeted regulatory activities
- Compliance with the Standards is foundational (minimum requirement) for delivering quality training and assessment
- Provides a systemic snapshot of sector health
- Effective conformance reflects a capable and accountable training sector focused on high quality outcomes
- Enables trend analysis and risk targeting
- Over time, changes in conformance and compliance rates can signal shifts in risk, sector performance, or regulatory impact
- Demonstrates the impact of regulatory interventions
- Helps evaluate whether audits, education, or reforms are lifting provider performance
- Supports public trust and stakeholder confidence
- Stakeholders (e.g. learners, employers, governments) rely on committed and capable providers to ensure qualifications are credible.

# Strategic Objective 2

**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

- Strengthening collaboration and enhancing operations and feedback loops across all jurisdictions and through key mechanisms (such as the Fraud Fusion Taskforce) to improve regulatory outcomes
- Improving regulatory efficiency and reducing burden for providers by maturing our approach to provider risk and considering the outcomes of a pilot to delegate ASQA's course accreditation function
- Responding to government policy objectives for VET, including supporting a more integrated approach between higher education, VET and migration systems, and a whole-of-system approach to risk indicators
- Collaborating on initiatives relevant to the Australian Universities Accord, including implementation of a Dual Sector Strategy
- Ensuring our regulatory approach supports diversity and inclusion and reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians
- Develop a new Cost Recovery Implementation Statement for 2026-27 to better align with regulatory practice and our level of regulatory supervision of the market.

## Key Performance Indicators

### **2A: Improvement in performance against ASQA's service standards.**

#### **Rationale**

- Quantitatively measure and communicate how well ASQA delivers its regulatory responsibilities and interacts with stakeholders
- Aligns with the principle that regulators must not only be effective but also fair, transparent, and responsive
- Demonstrates accountability and transparency
- Improves stakeholder confidence and satisfaction
- Aligns with risk-based regulation principles
- Supports continuous improvement and efficiency
- Enables evidence-based reporting and oversight
- Reinforces professionalism and culture within ASQA as the regulator.



**2B: Level of stakeholder satisfaction.****Rationale**

- Measuring relationships with external stakeholders – especially in a regulatory context – is essential for building trust, transparency, and shared responsibility
- Enhances compliance and trust – when stakeholders feel heard and valued, they are more likely to comply and participate constructively
- Strengthens risk intelligence – strong relationships lead to more accurate information sharing and early detection of emerging risks
- Improves regulatory design – engaging stakeholders early and often supports better-informed policies and programs
- Upholds APS integrity values – relationships reflect how well the regulator models accountability, service, and stewardship
- ASQA's engagement and partnerships provide clarity of the role of the national regulator and improve regulatory impact
- Demonstrates that ASQA is consultative and transparent, is responsive and trusted by the regulated sector and broader community in delivering better regulatory outcomes through shared insight, risk intelligence, and reform co-design.



# Strategic Objective 3

**Our people and operations are supported and highly skilled to deliver and continuously improve.**

## PBS performance criteria

- ASQA is efficient, effective, and continuously improves.

## Key activities

- Implementing our Workforce Plan and strategies aligned with our organisational values to support a highly skilled and engaged workforce
- Continuous improvement of our workforce capabilities, including in the use of artificial intelligence (AI)
- Diversity and inclusion strategies to build an inclusive workplace that promotes improved productivity, greater creativity and innovation, and that reflects the Australian community
- Strengthen our use of digital and data capabilities to drive regulatory efficiency
- Working in partnership with DEWR to protect our organisation, and therefore 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).

## Key Performance Indicators

### **3A: Staff engagement in skills and capability development and innovation adoption.**

#### **Rationale**

- Aligns directly with public sector goals of continuous improvement, workforce resilience, innovation and strategic agility
- Supports our objectives related to workforce capability, resilience, and performance, and demonstrates alignment with APS capability frameworks and the Australian Government's commitment to upskilling the public service
- Active engagement and participation in skills and capability development initiatives helps to determine whether development initiatives lead to skill advancement
- Ensures staff are equipped to adapt to evolving regulatory, digital, and strategic demands and enables the agency to proactively manage future capability needs
- Encourages individual development planning and career progression and reinforces accountability at both leadership and staff levels for skill uplift
- Provides insight into capability gaps, informs learning and development investments, and enables targeted interventions where progression is slow or stagnant
- Fosters a culture of innovation
- Reduces risks associated with under-skilled teams, including compliance breaches, service delivery gaps, or poor decision-making.

**3B: Key projects and programs delivered on schedule.****Rationale**

This KPI reflects ASQA's operational capability, responsiveness, and strategic alignment. Timely delivery of regulatory and operational initiatives is critical.

- Sector stakeholders rely on timely delivery of reforms, system upgrades, or program implementations to plan, comply, and adapt
- Data is integrated into new regulatory and corporate systems without manual intervention
- Emerging sector risks (e.g. misuse of AI, international delivery issues) require the regulator to act swiftly and decisively – delays can expose learners and the system to harm
- On-schedule delivery reflects effective project governance, planning, prioritisation, and resourcing
- Many sector improvements (e.g. improved compliance, learner protection) are only achievable if foundational reforms or programs are delivered on time
- Demonstrates that the regulator follows through on commitments made to government, industry, and the public.



# Appendix A: List of Requirements

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

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

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>	5
<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>	6
<b>Key activities</b>	23
<b>Operating context</b>	8-12
<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>	24-29
<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 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)*

*Regulatory Powers (Standard Provisions) Act 2014*

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

*Public Service Act 1999 (PS Act)*

## **Instruments**

*National Vocational Education and Training Regulator (Authorised Officer Requirements) Determination 2023*

*National Vocational Education and Training Regulator (Charges) Determination 2022*

*National Vocational Education and Training Regulator (Fees) Determination 2022*

*ELICOS (English Language Intensive Courses for Overseas Students) Standards 2018*

*Education Services for Overseas Students Regulations 2019*

*National Vocational Education and Training Regulator (Financial Viability Risk Assessment Requirements) Instrument 2021*

*National Code of Practice for Providers of Education and Training to Overseas Students 2018*

*National Vocational Education and Training Regulator (Data Provision Requirements) Instrument 2020*

*National Vocational Education and Training Regulator Regulations 2011 and National Vocational Education and Training Regulator Amendment Regulations 2022*

*Standards for Registered Training Organisations (RTOs) 2015*

*Standards for VET Accredited Courses 2021*

*Standards for VET Regulators 2015*

*Public Governance, Performance and Accountability Rule 2014 (PGPA Rule)*

# Appendix C:

## Acronyms and abbreviations

Term	Definition
<b>AI</b>	Artificial Intelligence
<b>APS</b>	Australian Public Service
<b>ASQA</b>	Australian Skills Quality Authority
<b>CEO</b>	Chief Executive Officer
<b>CRICOS</b>	Commonwealth Register of Institutions and Courses for Overseas Students
<b>DEWR</b>	Department of Employment and Workplace Relations
<b>DTP</b>	Digital Transformation Program
<b>ELICOS</b>	English Language Intensive Courses for Overseas Students
<b>ESOS</b>	Education Services for Overseas Students
<b>KPI</b>	Key Performance Indicator
<b>NVETR</b>	National Vocational Education and Training Regulator
<b>PBS</b>	Portfolio Budget Statements
<b>PGPA Act</b>	Public Governance, Performance and Accountability Act 2013
<b>RAP</b>	Reconciliation Action Plan
<b>RPL</b>	Recognition of Prior Learning
<b>RTO</b>	Registered Training Organisation
<b>TEQSA</b>	Tertiary Education Quality and Standards Agency
<b>VET</b>	Vocational Education and Training



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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'.

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