Australian Government
Australian Skills Quality Authority

ASQA

ASQA Corporate Plan

2026/27 – 2029/30

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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Corporate Plan | Australian Skills Quality Authority (ASQA)

ISSN: 2982-0766

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Contents

Chief Executive Officer's message

Australia's vocational education and training (VET) sector is entering a new chapter — one that demands both ambition and steadiness in equal measure.

This Corporate Plan sets out how ASQA will meet that challenge over the next 4 years. It reflects a period of genuine transformation — for the sector, for the regulatory framework, and for ASQA as an organisation. And it is realistic about the complexity of the environment in which that transformation is happening.

Internationally, global conflict has disrupted energy and supply chains, creating real uncertainty for businesses and communities. The Australian Government's National Fuel Security Plan is a significant response to a significant challenge, and the VET sector is not insulated from its effects — particularly in regional and remote areas where skills shortages already have impact. At the same time, global economic and geopolitical pressures are impacting employer investment in training and workforce capability which flow through to the VET sector. The pace of reform across skills, higher education and migration adds further complexity to an already demanding environment.

Against this backdrop, ASQA's role as a smart, proportionate, risk-based and responsive regulator has never been more important.

The 2025 Standards for Registered Training Organisations (RTOs), which came into effect on 1 July 2025, are the most significant change to VET regulation in a generation. They signal a shift in how we think about quality — from prescriptive compliance to genuine, outcomes-focused practice. Embedding that shift across a diverse provider population is a multi-year endeavour, and supporting the sector through it is our most important near-term priority. That means clear guidance, expanded regulatory education, and a genuine commitment to understanding what good looks like — and helping providers get there.

Protecting the integrity of the VET sector remains equally critical. Our Integrity Unit continues to target non-genuine providers and bad faith actors, working in close partnership with law enforcement, other regulators, and state and territory governments. We are also conscious of the pressures facing the international education sector following changes to visa and migration settings, and we will continue to ensure that providers delivering to overseas students meet their obligations and uphold Australia's reputation.

System stewardship — working with our partners across government, with Tertiary Education Quality and Standards Agency (TEQSA), and with the sector itself — is increasingly central to how we see our role. The tertiary harmonisation agenda, including the establishment of the Australian Tertiary Education Commission (ATEC), creates opportunities for a more seamless tertiary system. ASQA is well placed to contribute constructively, and we will.

None of this is achievable without ongoing investment in our own capability. This plan represents the final year of our Digital Transformation Program (DTP), and with it, the coming-online of the ASQA Regulatory Management System (ARMS) — a genuine step-change in how we interact with providers and how we use data to drive regulatory decisions. We are also building our approach to the responsible use of Artificial Intelligence (AI) as a regulator, as an employer, and as an organisation that has a view on how AI should and shouldn't be used in the delivery of training and assessment across the sector.

We are operating in a demanding environment, but we are doing so with clarity about our purpose, confidence in our approach, and genuine commitment to the sector we regulate. I am proud of what the ASQA team has built, and of what this plan reflects about where we are headed.

Saxon Rice
Chief Executive Officer (CEO)

Statement of preparation

I, Saxon Rice, as the Accountable Authority of the Australian Skills Quality Authority, present our Corporate Plan 2026–27, which covers the period 1 July 2026 to 30 June 2030, as required under paragraph 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 subsection 218(1) of the *National Vocational Education and Training Regulator Act 2011* (NVR Act).

Saxon Rice
Chief Executive Officer

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 contribute to a VET sector that is trusted, high-performing and responsive to Australia's evolving skills needs. We support a sector that is inclusive and protects students through strong safeguards, enables innovation while maintaining quality standards, and contributes to national productivity by helping providers focus on delivering high-quality training. Through smart, proportionate and risk-based regulation, we support quality outcomes while protecting the integrity of Australia's VET system.

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, applying a proportionate and risk-based regulatory approach so the community can be confident that regulatory effort is focused where it is most needed
- 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 timely, tailored feedback that enables regulated entities to take responsibility for meeting their obligations, supporting continuous improvement, and strengthening VET outcomes.

Our legislative framework

ASQA is a statutory agency under the *Public Service Act 1999* and a non-corporate Commonwealth entity under the *PGPA Act*. We operate within a broader legislative framework that includes legislation governing the VET sector, such as 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, including the *National Vocational Education and Training Regulator Act 2011* (NVR Act)
- the VET Quality Framework of standards and requirements of providers
- Standards for VET Accredited Courses 2021
- legislation relating to education services for international students (e.g. the *Education Services for Overseas Students Act 2000* (ESOS Act)).

Our regulatory approach

How we regulate

The work we do is intended to deliver on our purpose and is aligned with ASQA's Ministerial Statement of Expectations and our Statement of Intent.

Our focus is to:

- enable a strong high-quality sector
- protect the integrity of the sector
- continuously improve our regulatory practice and performance to support productivity and reduce unnecessary regulatory burden
- collaborate and offer 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 and intelligence, supported by digital capability, 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
- considering the legitimacy of individual qualifications issued by registered providers
- conducting education programs and actively engaging with our stakeholders
- collecting, analysing, interpreting and disseminating information about sector and provider performance
- publishing information about RTOs 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.

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 operating context

Current and emerging priorities

Operating environment

Australia's VET sector is navigating a period of significant complexity, shaped by global factors and an ongoing domestic reform agenda having the potential to create challenges for the sector.

International conflict has caused an unprecedented shock to global oil and gas supply, and its effects are being felt across Australia. On 30 March 2026, National Cabinet agreed to the National Fuel Security Plan, a coordinated response to support fuel security and supply chain resilience in the face of the ongoing conflict in the Middle East. Australia is currently operating at Stage 2 of the Plan's four-stage framework, with governments and industry working together to keep the economy moving.

For the VET sector, these developments give rise to potential risks. Fuel supply pressures, particularly localised disruptions, have the potential to affect the ability of providers to deliver training, with regional and remote communities most exposed. Existing skills shortages in critical industries, including transport, logistics, agriculture, construction, and emergency services, mean that any reduction in training access or provider capability in these areas could have significant economic and community impacts. ASQA will need to be responsive and adaptive in monitoring and managing these risks as they emerge.

More broadly, global economic and geopolitical uncertainty is affecting business confidence and financial conditions. This has potential for the financial viability of training providers, particularly smaller and regionally based operators, and may affect workforce availability and employer investment in training. At the same time, the Australian Government's productivity agenda remains a central policy driver, and ASQA is well placed to contribute by ensuring that our regulatory approach actively supports the productive capacity of the sector.

Supporting uplift in sector capability and capacity

Embedding the 2025 Standards for RTOs remains ASQA's most significant regulatory priority. The 2025 Standards represent a fundamental shift from prescriptive compliance to outcome-based regulation, requiring genuine cultural change across the sector. In 2025-26, ASQA delivered targeted education sessions to uplift sector capability and support providers to embed the 2025 Standards for RTOs in practice.

AI presents both opportunities and risks for the VET sector. ASQA will support the responsible adoption of AI that enables innovation, improves efficiency and helps prepare learners with the skills required in an evolving workforce, while safeguarding assessment integrity, quality learning outcomes and equitable access for students. Consistent with ASQA's Principles for the Responsible Use of AI in VET, we will promote approaches that are underpinned by strong governance, transparency, human oversight and accountability, recognising that providers remain responsible for ensuring training and assessment meet regulatory requirements regardless of the technologies used. As AI capabilities continue to evolve, ASQA will work with providers, government and sector stakeholders to build capability, share good practice and support the safe, ethical and effective use of AI across the VET sector.

Protecting integrity and public confidence

ASQA's integrity focus remains central to its mission. The work of ASQA's Integrity Unit – targeting non-genuine providers and bad faith actors – will continue, with an emphasis on effective multi-jurisdictional action in partnership with other Commonwealth departments and agencies, law enforcement bodies, and state and territory regulators. Coordinated action across government is essential to achieving outcomes that protect students, public confidence and the broader reputation of the sector.

ASQA will also maintain its focus on the integrity of individual qualifications, including through ongoing government investment in this area, and will continue its work in relation to providers delivering to overseas students in Australia on student visas. We are conscious that changes to migration and visa settings may affect international student enrolments and/or the financial viability of some providers. Ensuring these providers meet their regulatory obligations – and continue to deliver quality training that upholds Australia's international reputation – remains a key priority.

System stewardship, cooperation and smart regulation

The pace and complexity of reform across skills, higher education and migration requires ASQA to play an active system stewardship role – not simply as a regulator of individual providers, but as a collaborative partner within Australia's tertiary education, skills and regulatory systems.

Effective cooperation across governments, regulators, providers, industry and community stakeholders will be critical to the successful delivery of reform and achievement of shared outcomes across the VET sector.

ASQA will continue to strengthen partnerships with the Department of Employment and Workplace Relations (DEWR), the Department of Education, TEQSA, state and territory training authorities, industry representatives and RTOs to support policy implementation, share intelligence, reduce duplication and promote a more coherent regulatory environment.

Through these partnerships, ASQA will support a coordinated regulatory and policy response to emerging issues, while helping providers navigate reform, reduce unnecessary regulatory burden and build sector capability.

ASQA's regulatory approach, including our smart regulation agenda, will continue to mature through the progressive application of risk-based regulatory tools, continued delegation of course accreditation functions, and the further development of our dual-sector strategy with TEQSA.

As the tertiary harmonisation agenda advances, including implementation of ATEC, ASQA will work alongside government and regulatory partners to support a coherent, connected and learner-focused tertiary system.

International engagement will remain an important component of our regulatory approach. Working closely with DEWR, the Department of Education and international regulatory counterparts, we will strengthen information sharing, regulatory cooperation and mutual understanding of emerging risks and best-practice approaches.

Particular attention will be given to deepening engagement with India and other key partner jurisdictions where there are strong education, skills and workforce links with Australia, supporting both quality assurance outcomes and Australia's international education objectives.

ASQA will also continue to enhance its approach to regulating offshore VET delivery, recognising the importance of maintaining the international reputation of Australian qualifications and ensuring students undertaking Australian VET programs overseas receive high-quality educational outcomes.

Organisational capability and culture

Delivering on ASQA's regulatory vision requires a skilled, resilient and values-driven workforce. In 2026–27, ASQA will continue to invest in its people – including professional development, workforce planning and the cultivation of a high-performance, purpose-led culture. This includes continuing to draw on the experience and knowledge of ASQA's Advisory Council to improve our regulatory practice and performance.

This period also represents a critical stage in ASQA's digital transformation. Investment in data capability and systems modernisation will enable earlier identification of risk, more efficient regulatory processes, and faster, clearer communication with providers. Improvements to the way we interact with providers through our provider portal will reduce administrative burden and improve the experience of engaging with the regulator – supporting providers to focus on what matters most: delivering quality training and assessment outcomes for students.

Our performance

Our Strategic Objectives

We assess our performance against our Strategic Objectives, which are listed below.

We have 2 Strategic Objectives in our regulation of the VET sector:

1. Our regulatory approach is transparent, accountable, and evidence-based, responding proportionately to risk and enabling provider self-assurance and continuous improvement.
2. We engage, collaborate and partner with stakeholders to improve regulatory outcomes

Since our 2026-27 Portfolio Budget Statements (PBS), we have made changes to our performance measures. The details and rationale for each change are outlined below. The measurement and assessment of the performance measures outlined in this 2026-27 Corporate Plan will be published in our 2026-27 annual performance statements.

Our 2026-27 PBS included a performance measure for key projects and programs delivered on schedule. This performance measure has been removed from this 2026-27 Corporate Plan given it focuses on internal programme management and operational delivery, and does not directly measure ASQA's effectiveness in achieving its regulatory purpose and intended outcomes for stakeholders.

Key activities and performance measures

Each of the Strategic Objectives are supported by a set of key activities and key performance indicators (KPIs), which we use to monitor and report on our performance.

Our planned activities for 2026–27 continue to embed improvements to our regulatory practices, informed by previous reviews and ongoing evaluation of our regulatory effectiveness. This includes strengthening risk-based regulation, improving regulatory consistency, and enhancing our engagement with the VET sector.

Following the refresh of our Strategic Objectives and KPIs in 2025, we have continued to refine our performance framework to ensure it remains aligned with our regulatory priorities, organisational values, and intended impact on learners, providers and the broader VET system.

During 2026–27, we will further enhance the quality, relevance and timeliness of performance information we collect, analyse and publish. This will support greater transparency, accountability, and improve our understanding of ASQA's performance as well as the performance and integrity of the VET sector.

ASQA'S PERFORMANCE REPORTING FRAMEWORK

OUR PURPOSE

To ensure quality VET so that students, industry, governments and the community have confidence in the integrity of national qualifications issued by training providers

OUR OUTCOME

Through our regulation and partnership with stakeholders, ensure quality vocational education and training so that students, employers, the community and governments have confidence in the integrity of national qualifications issued by training providers

STRATEGIC OBJECTIVE 1:

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

STRATEGIC OBJECTIVE 2:

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

STRATEGIC OBJECTIVE 3:

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

OUR KEY PERFORMANCE INDICATORS (KPIs) AND PERFORMANCE MEASURES (PMs)

KPI 1A:
Effectiveness of regulatory risk treatment strategies
PM 1A.1, 1A.2, 1A.3

KPI 1B:
Providers demonstrating effective self-assurance practices through self-assessment and transparent reporting
PM 1B.1

KPI 1C:
Providers demonstrate conformance with the 2025 Standards for RTOs
PM 1C.1

KPI 2A:
Improvement in performance against ASQA's service standards
PM 2A.1

KPI 2B:
Level of stakeholder satisfaction
PM 2B.1, 2B.2

Strategic Objective 1

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

Key Activities

- Protecting the integrity of the VET sector through our regulatory activities, ongoing work in ASQA's Integrity Unit, operation of ASQA's Tip-off line, and through increased scrutiny of those seeking to enter the VET sector.
- Supporting uplift in the capability and capacity of the sector to deliver high quality training and assessment, including by supporting the sector's embedding of the 2025 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.

KPI 1A: Effectiveness of regulatory risk treatment strategies

PERFORMANCE MEASURE 1A.1

ASQA completes planned regulatory risk activities within approved timeframes.

Targets:	**2026-27** Establish baseline[1]	**2027-28** Baseline + 5%	**2028-29** Baseline + 10%	**2029-30** Baseline + 10%
Rationale:	Measures ASQA's effectiveness and timeliness in completing regulatory campaigns to ensure the quality and integrity of VET.			
Methodology:	Calculated as the percentage of regulatory campaigns completed (or on track to be completed) by the agreed date.			
Data source:	Administrative data of ASQA regulatory campaigns.			
Measure type:	Quantitative; effectiveness (proxy)[2].			
Link to 2026-27 PBS:	Outcome 1, Program 1.1 Regulation and advice, page 98			

PERFORMANCE MEASURE 1A.2

Providers engaged through performance assessments who are identified as not meeting the Standards (excluding those identified as non-genuine providers) successfully return to compliance by the end of the engagement.

Targets:	**2026-27** Establish baseline[1]	**2027-28** Baseline + 5%	**2028-29** Baseline + 10%	**2029-30** Baseline + 10%
Rationale:	Measures the effectiveness of ASQA's intervention in supporting genuine providers identified as not meeting the Standards in returning to compliance, enhancing quality training outcomes for students, industry and employers in the VET sector.			
Methodology:	Calculated as the percentage of all providers who had a Performance Assessment (and were not meeting the Standards) who returned to compliance at the end of the engagement.			
Data source:	Administrative data of regulatory interventions, performance assessment and compliance activities.			
Measure type:	Quantitative; effectiveness.			
Link to 2026-27 PBS:	Outcome 1, Program 1.1 Regulation and advice, page 98			

1 This performance measure will be re-baselined in 2026–27 to ensure it accurately reflects ASQA's revised regulatory approach, including changes to regulatory activities implemented from 1 July 2026 under the revised cost recovery model.

2 Regulatory campaigns are a targeted mix of regulatory activities designed to address identified priority risks. The delivery of these outputs is expected to reduce risk in the sector and therefore provide a reasonable proxy for regulatory effectiveness.

PERFORMANCE MEASURE 1A.3

ASQA's decisions to exit providers found to be non-genuine are sustained.

Targets:	**2026-27** 75%	**2027-28** 0%	**2028-29** 80%	**2029-30** 80%
Rationale:	Measures the effectiveness and defensibility of ASQA's intervention – specifically, ASQA's regulatory decisions to cancel or not renew a non-genuine provider's registration, to safeguard the integrity of VET.			
Methodology:	Calculated as the percentage of external review matters relating to ASQA's decisions to cancel or not renew a non-genuine provider's registration (made by the CEO in their role as the National VET Regulator) that are finalised in ASQA's favour (that is, the original decision was affirmed by the Tribunal, the matter was dismissed by the Tribunal, or the matter was withdrawn by the applicant).			
Data source:	Administrative data of external review matters relating to ASQA's decisions to cancel or not renew a provider's registration (made by the CEO in their role as the National VET Regulator) that are finalised in ASQA's favour.			
Measure type:	Quantitative; effectiveness.			
Link to 2026-27 PBS:	Outcome 1, Program 1.1 Regulation and advice, page 98			

KPI 1B: Providers demonstrating effective self-assurance practices through self-assessment and transparent reporting

PERFORMANCE MEASURE 1B.1

Providers publicly report the outcomes of their self-assessment activity.

Targets:	**2026-27** Maintain baseline	**2027-28** Baseline + 5%	**2028-29** Baseline + 10%	**2029-30** Baseline + 10%
Rationale:	Measures the extent to which providers engage in self-assurance practices and self-assessment activities, promoting a culture of continuous improvement to support quality training outcomes for students, industry and employers in the VET sector.			
Methodology:	Calculated as the percentage of providers that have publicly and transparently reported the outcomes of their self-assessment activities.			
Data source:	ASQA Provider and Course Owner Survey.			
Measure type:	Quantitative; effectiveness.			
Link to 2026-27 PBS:	Outcome 1, Program 1.1 Regulation and advice, page 98			

KPI 1C: Provider conformance with the 2025 Standards for RTOs

PERFORMANCE MEASURE 1C.1
Providers demonstrate conformance with the 2025 Standards for RTOs.

Targets:	**2026-27** Maintain baseline	**2027-28** Baseline + 5%	**2028-29** Baseline + 10%	**2029-30** Baseline + 10%
Rationale:	Measures the extent to which providers meet the 2025 Standards for RTOs, providing a system wide indicator of sector integrity. Effective conformance reflects a collaborative and educative regulatory approach focused on quality, continuous improvement and self assurance rather than reactive enforcement.			
Methodology:	Calculated as the percentage of providers who indicated their conformance with the 2025 Standards via the Annual Declaration on Compliance program.			
Data source:	The Annual Declaration on Compliance Program.			
Measure type:	Quantitative; effectiveness.			
Link to 2026-27 PBS:	Outcome 1, Program 1.1 Regulation and advice, page 98			

Strategic Objective 2

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

Key Activities

- Strengthening collaboration and enhancing operations and feedback loops across all jurisdictions and through key mechanisms to improve regulatory outcomes.
- Improving regulatory efficiency and reducing burden for providers by maturing our approach to provider risk and progressing the delegation of 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, including a whole-of-system approach to risk indicators.
- Collaborating on initiatives relevant to the ATEC, including implementation of a dual sector strategy.
- Ensuring our regulatory approach supports diversity and inclusion, as well as reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.
- Implementing a revised Cost Recovery Implementation Statement (CRIS) for 2026-27 to better align with regulatory practice and our level of regulatory supervision of the sector.

KPI 2A: Improvement in performance against ASQA's service standards

PERFORMANCE MEASURE 2A.1
ASQA meets its service standards.

Targets:	**2026-27** All met	**2027-28** All met	**2028-29** All met	**2029-30** All met
Rationale:	Demonstrates accountability, transparency and fairness by quantitatively measuring how effectively ASQA delivers its regulatory responsibilities, supporting continuous improvement and stakeholder confidence.			
Methodology:	Calculated as the number of ASQA service standard targets that are met.			
Data source:	Administrative data of regulatory activities as indicated by ASQA's current service standards.			
Measure type:	Quantitative; effectiveness.			
Link to 2026-27 PBS:	Outcome 1, Program 1.1 Regulation and advice, page 98			

KPI 2B: Level of stakeholder satisfaction

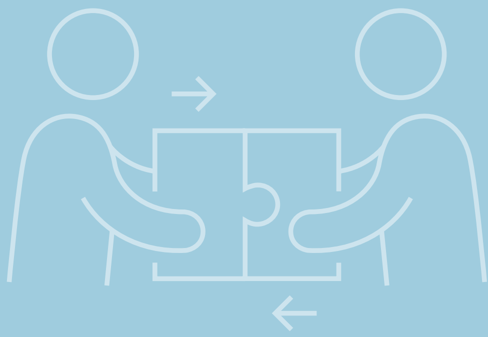
PERFORMANCE MEASURE 2B.1
ASQA improves the integrity and quality of the VET sector.

Targets:	**2026-27** Maintain baseline	**2027-28** Baseline + 3%	**2028-29** Baseline + 5%	**2029-30** Baseline + 5%
Rationale:	Measures the level of satisfaction with ASQA as a regulator and provides insights into whether ASQA's regulatory approach is seen as effective in improving the integrity and quality of the VET sector. This supports transparency, accountability and continuous improvement.			
Methodology:	Calculated as the percentage of providers who agree, through the Provider and Course Owner Survey, that ASQA is effective in improving the integrity and quality of the VET sector.			
Data source:	ASQA Provider and Course Owner Survey.			
Measure type:	Quantitative; effectiveness.			
Link to 2026-27 PBS:	Outcome 1, Program 1.1 Regulation and advice, page 98			

PERFORMANCE MEASURE 2B.2
ASQA engages and collaborates with stakeholders effectively.

Targets:	**2026-27** Maintain baseline	**2027-28** Baseline + 3%	**2028-29** Baseline + 5%	**2029-30** Baseline + 5%
Rationale:	Measures the level of stakeholder satisfaction and provides insights into how well ASQA communicates, consults and works with stakeholders. Effective engagement builds stakeholder confidence, supports continuous improvement, and ensures our regulatory approach is well-understood and informed by sector insights.			
Methodology:	Calculated as the percentage of stakeholders that agree (via a Stakeholder Survey) that ASQA is effective in its stakeholder engagement, collaboration and partnerships.			
Data source:	ASQA Stakeholder Survey.			
Measure type:	Quantitative; effectiveness.			
Link to 2026-27 PBS:	Outcome 1, Program 1.1 Regulation and advice, page 98			

Our capability



Strategic Objective 3

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

Our ability to achieve our purpose as Australia's national VET regulator depends on the capability, engagement and well-being of our people, as well as the effectiveness of the systems, processes and culture that support them. Delivering high-quality regulatory outcomes requires a workforce that is skilled, adaptable and connected to a positive organisational culture, supported by strong leadership, contemporary ways of working and a commitment to continuous improvement.

As an organisation, we are committed to building and sustaining a high-performing workplace that attracts, develops and retains talented people, supports employee well-being and engagement, strengthens leadership capability, and fosters an inclusive and values-driven culture. We recognise that investment in our people and organisational capability is critical to maintaining regulatory excellence and ensuring we can respond effectively to changing stakeholder, sector and government expectations.

Strategic Objective 3 is about strengthening the foundations that enable ASQA to deliver on its broader strategic objectives. This includes supporting workforce capability and development, promoting employee engagement and well-being, embedding a positive workplace culture, strengthening leadership at all levels, and enhancing the systems, processes and governance arrangements that underpin organisational performance.

To achieve this objective, we will:

- implement our Workforce Plan and workforce strategies aligned with our organisational values to support a highly skilled and engaged workforce
- continuously improve workforce capability, including leadership capability and the effective use of emerging technologies such as AI
- implement diversity and inclusion initiatives that foster an inclusive workplace, promote innovation and productivity, and reflect the Australian community
- strengthen our use of data and digital technologies to support regulatory effectiveness and efficiency
- work in partnership with DEWR to strengthen cybersecurity and protect our systems, data and information
- use assurance, evaluation and continuous improvement activities to assess performance and identify opportunities to improve our operations, systems and technology.

Our values

Our values align with the Australian Public Service (APS) Values and guide our decisions, actions and conduct as Australia's national VET regulator.

They support us to exercise our authority with integrity, independence and proportionality, and to regulate in a way that is fair, transparent and evidence-based. By living our values, we strengthen our capability and deliver best-practice regulation in the service of students, industry, government and the Australian community.

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

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

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

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

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

Future orientated
We respond and adapt to current and emerging challenges and opportunities

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 for the future, we are committed to:

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.

We measure our progress along the maturity continuum and acknowledge we are on a change journey. We are committed to empowering and building our workforce to have the right people in the right roles at the right time. This includes responsibly investing in our people and enhancing our digital, data and technology capability, so that we can effectively and efficiently perform our role as Australia's national VET regulator.

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

- exemplify our organisational and APS values
- 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 the organisational outcomes we want to achieve
- support success through a range of formal and informal professional development opportunities
- support delivery of outcomes through effective planning, reporting and communication
- recognise and reward contributions
- focus on performance and productivity through modern, flexible work practices
- embrace and celebrate diversity and inclusion
- actively promote and support staff health and well-being.

We continue to build the capacity and capability of our people through our planned workforce, capability development, and recruitment initiatives. Our core work is delivered across key job families including regulatory operations and compliance, provider assessment, intelligence and data analytics, legal and policy, and corporate enabling functions. In line with the APS Strategic Commissioning Framework, we are strengthening capability in these core areas through targeted workforce planning, recruitment and development initiatives.

Our Workforce Plan 2025-28, our Leadership Capability Uplift 2026-29 and Learning and Development Strategy 2026-29 bring together a coordinated program of activity to build in-house expertise, support our people to perform at their best, and reduce reliance on external providers in core regulatory functions. Through this approach, we are strengthening our internal capability and ensuring we are well positioned to deliver our Strategic Objectives effectively and sustainably.

Diversity and inclusion

We are committed to fostering a supportive, respectful, and engaging environment for our employees and external stakeholders.

We value the diversity of experiences and contributions that 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, by bringing different perspectives to our decisions and approaches.

ASQA engages with a wide range of stakeholders through its work as a national regulator. We strive to ensure that our workforce reflects this diversity, and that employees are supported, skilled and knowledgeable in their interactions with these stakeholders.

Our Diversity and Inclusion Strategy 2026-29 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 Disability Employment Strategy 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 based on 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 to raise awareness and educate.

Reconciliation Action Plan

We value and celebrate Aboriginal and Torres Strait Islander peoples — their cultures, languages, identities and deep connection to Country. Our vision for reconciliation is for all Australians to work together to address injustice, create equality of opportunity, and support a VET sector strengthened by the knowledge, leadership and contributions of Aboriginal and Torres Strait Islander peoples. We work toward this vision by deepening our understanding of First Nations histories and cultures, and by broadening our engagement with government, industry, the VET sector and the communities we serve.

Our second Innovate Reconciliation Action Plan (RAP) for 2026–28 reaffirms our commitment to achieving meaningful and sustainable outcomes for Aboriginal and Torres Strait Islander peoples. Building on the foundations established through our first Innovate RAP, we continue to strengthen respectful, collaborative relationships and embed practices that support Aboriginal and Torres Strait Islander employees, students, employers, training providers and communities. This next phase of our Innovate RAP focuses on expanding culturally safe employment pathways, supporting the development and contribution of Aboriginal and Torres Strait Islander staff, and deepening understanding and recognition of Aboriginal and Torres Strait Islander peoples histories, cultures and knowledge across our agency. Our vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians work together in genuine partnership to address inequity and shape a VET sector enriched by Aboriginal and Torres Strait Islander leadership and perspectives. Through strengthened relationships with communities, government and the broader VET sector, we aim to improve access, participation and outcomes by ensuring our regulatory and engagement approaches are culturally appropriate, accessible and free from discrimination. In doing so, we remain committed to supporting a VET system where Aboriginal and Torres Strait Islander peoples can thrive — and where their strengths and knowledge play a central role in our shared success.

Digital and data capability

ASQA relies on data, information and intelligence to support effective decision-making, monitor compliance, and regulate in a way that protects the quality and integrity of Australia's VET sector for students, providers and employers.

Continued government investment through our DTP has strengthened our digital foundations and is enabling more secure, efficient and user-centred regulatory services. 2026–27 represents the final year of current-scope DTP funding, with a strong focus on completing delivery, embedding new capabilities into business-as-usual operations, decommissioning old systems, and beginning to realise the benefits of our investment in modern digital and data platforms.

Delivering core digital capability

A central focus for 2026–27 is delivering the full capability of the ARMS, which will become our primary platform for managing regulatory interactions with providers and for undertaking core regulatory functions.

For providers, ARMS will provide a more secure, trusted and user-centred way to provide regulatory information, reducing administrative burden and improving confidence in regulatory interactions. Improvements to user experience and information capture will allow providers to supply accurate information more efficiently, with fewer repeat requests and less rework.

ARMS will also enable more integrated and effective management of assessments across performance monitoring, compliance and registration activities.

A consistent, networked case-management approach will provide a single source of truth for regulatory information, improve data quality at the point of capture, and strengthen our ability to analyse, report on and respond to regulatory risks. ARMS will also support the transition of information published to national registers from legacy systems to modern platforms.

The movement of ASQA regulatory functions to ARMS will increase the reliability, quality, and depth of data capture to support analytics and risk identification. ARMS will provide fit-for-purpose data capture and engineered data quality across all regulatory functions, including new and evolving activities, creating a robust and reliable dataset to strengthen reporting, performance analysis and risk identification.

Supporting cost recovery and business-as-usual operations

Digital and data capability will continue to support our cost recovery arrangements by making it easier for providers to access and pay invoices, improving transparency and visibility of regulatory costs so that providers better understand how fees relate to regulatory activity. These improvements will also support the transition of DTP-delivered products and program functions into business-as-usual operations, ensuring that benefits are sustained beyond the life of the program.

Reporting against ASQA's revised cost recovery model is a crucial step in the assurance, transparency, and effectiveness of the model. Investment in digital and data capabilities will support robust reporting on the revised cost recovery model, ensuring that ASQA's charging of activities meets the intended resourcing impost.

Modernising infrastructure and decommissioning legacy systems

During 2026–27, ASQA will continue to reduce its reliance on costly legacy systems and on-premise infrastructure. This includes transitioning to more dynamic, consumption-based cloud services, where we only pay for what we use, and shifting infrastructure management and security patching to Microsoft-managed environments.

This approach improves security, resilience and scalability, while allowing us to rationalise existing software and take advantage of consolidated licensing arrangements. Collectively, these changes reduce operational risk and free up capacity to focus on higher-value regulatory and analytical work.

Building data foundations and readiness

ASQA's digital transformation is underpinned by continued investment in data capability. In 2026–27, the Modern Data Warehouse will support the ongoing transition and uplift of core datasets, improving data quality, consistency and accessibility. Following initial delivery under the DTP, ownership of the Modern Data Warehouse will transition to our Data and Insights function, supporting improved reporting, analytics and data sharing over time.

These data foundations will strengthen our ability to understand regulatory performance, provider risk and market dynamics, and will support more informed, timely and targeted regulatory decision-making. Modern warehousing and piping of data in the Modern Data Warehouse will enable more agile reporting and analysis, as well as make modelling new data and using this to support quicker and more effective decision-making.

Preparing for the responsible use of AI

In 2025–26, we delivered an AI implementation strategy. In 2026–27, the focus will shift to building organisational readiness and maturity to support the responsible and effective use of AI.

This includes piloting AI use cases to support internal productivity, regulatory activities and data analytics, as well as continuing the use of existing tools such as Microsoft Copilot. This work will ensure we are well-positioned to operationalise AI capability in a way that is safe, ethical and aligned with regulatory needs.

Improving staff and stakeholder experience

Digital investment in 2026–27 will continue to improve both the stakeholder and staff experience. Key deliverables include:

- a new ASQA website with improved information architecture and design, supporting clearer communication with the VET sector and broader public
- new digital tools that support more consistent and efficient internal processes, including staff onboarding, records management and digital forms
- further streamlining of internal workflows to improve productivity, consistency and adaptability as regulatory processes evolve.

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.

Our governance arrangements support senior executive accountability for APS-wide reform priorities, including Priority Reform 3 under the *National Agreement on Closing the Gap*, through existing executive, risk, assurance and performance oversight mechanisms.

We are led by a CEO who reports directly to the Minister for Skills and Training. Our CEO is supported by a ministerially appointed Advisory Council, the Audit and Risk Committee, and an Executive Committee. The Executive Committee is supported by 3 sub-committees (Work Health and Safety Committee, Staff Consultative Committee, and Regulatory Committee) and 3 working groups (Diversity and Inclusion Working Group, Reconciliation Action Plan Working Group, and Security and Integrity Working Group).

Our entity does not have any subsidiaries.

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 effectiveness and appropriateness of ASQA's accountability and control framework, including its financial and performance reporting, risk management and internal control systems.

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.

We will continue to refine our governance 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.

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 2026-27, 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.

Organisational risk

ASQA operates in a complex and evolving regulatory environment. Effective oversight and management of risk is essential to achieving ASQA's purpose of regulating VET in a way that protects quality, integrity and public confidence.

ASQA maintains an enterprise risk management framework aligned to the Commonwealth Risk Management Policy, supported by active oversight through the Executive Committee and the Audit and Risk Committee.

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 meets the requirements of section 16 of the PGPA Act and aligns with the Commonwealth Risk Management Policy and guidelines.

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.

Key organisational risks and how we manage them

Key risk	Description of risk	Mitigation Strategies
Failure to respond to government priorities and reform pace	Misalignment between ASQA's regulatory activities and rapidly evolving government priorities across skills, migration and tertiary reform could reduce regulatory effectiveness or confidence.	• Active system stewardship role with Commonwealth, state and territory partners • Executive oversight of reform impacts and sequencing • Scenario-based regulatory planning and prioritisation
Integrity threats from non-genuine providers or bad-faith actors	Non-compliant or fraudulent providers could undermine student outcomes, public confidence and Australia's international reputation.	• Regulatory activities targeting non-genuine providers • Multi-jurisdictional intelligence sharing and enforcement • Risk-based surveillance and compliance activity
Provider viability and market instability	Financial stress on providers may lead to sudden closures, reduced training quality, or disruption to students and critical skills pipelines.	• Financial viability assessments and monitoring • Early identification of distress indicators • Coordinated response with other regulators and funding bodies
Regulatory burden and unintended impacts of reform	Poorly timed or disproportionate regulatory action could impede provider capability uplift or exacerbate workforce shortages.	• Outcome-based regulation under the 2025 Standards for RTOs • Proportionate, risk-based regulatory tools • Regulatory education and guidance to support compliance
Offshore and international delivery risks	Inadequate oversight of offshore delivery could harm Australia's international standing and student confidence.	• Strengthened approach to regulating offshore delivery • Engagement with international regulators and policy agencies • Targeted monitoring of overseas student delivery

Key risk	Description of risk	Mitigation Strategies
Regulatory capability and workforce capacity	ASQA may be unable to respond effectively to reform, emerging risks, or integrity threats if regulatory capability, specialist skills or workforce capacity are insufficient.	• Workforce planning linked to strategic priorities • Targeted recruitment and professional development • Communities of practice and advisory support • Use of risk-based prioritisation to deploy regulatory effort
Data quality and digital capability limitations	Weak data systems may limit ASQA's ability to identify risk early or support evidence-based regulatory decisions.	• Investment in data capability and systems modernisation • Internal audit and assurance over data quality • Improved analytics to support risk identification

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.

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

Requirements	Pages
Introduction • Statement of preparation • The reporting period for which the plan is prepared • The reporting periods covered by the plan	2
Purpose	3
Key activities	8, 10, 15
Operating context • Environment • Cooperation • Capability • Regulatory Functions • Risk oversight and management, including key risks and their management *Note: ASQA does not have any subsidiaries*	3-7; 19-30
Performance • Performance measures • Targets for each performance measures (if reasonably practicable to set a target)	8-17

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 2026

National Vocational Education and Training Regulator (Fees) Determination 2026

ELICOS Standards 2018

Education Services for Overseas Students Regulations 2019

Education Services for Overseas Students (Suspension of Applications for Registration to the National VET Regulator) Determination 2026

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

National Vocational Education and Training Regulator (Outcome Standards for NVR Registered Training Organisations) Instrument 2025

National Vocational Education and Training Regulator (Compliance Standards for NVR Registered Training Organisations and Fit and Proper Person Requirements) Instrument 2025

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
AI	Artificial Intelligence
APS	Australian Public Service
ARMS	ASQA Regulatory Management System
ASQA	Australian Skills Quality Authority
ATEC	Australian Tertiary Education Commission
CEO	Chief Executive Officer
CRICOS	Commonwealth Register of Institutions and Courses for Overseas Students
CRIS	Cost Recovery Implementation Statement
DEWR	Department of Employment and Workplace Relations
DTP	Digital Transformation Program
ELICOS	English Language Intensive Courses for Overseas Students
ESOS	Education Services for Overseas Students
KPI	key performance indicator
NVETR	National Vocational Education and Training Regulator
PBS	Portfolio Budget Statements
PGPA	Public Governance, Performance and Accountability
RAP	Reconciliation Action Plan
RTO	Registered Training Organisation
TEQSA	Tertiary Education Quality and Standards Agency
VET	Vocational Education and Training

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