



Imagine 2025-2035

Strategic Plan



Acknowledgement of Country

TasTAFE has a long history of working with Tasmanian Aboriginal people to provide accessible and quality education and training that empowers individuals to upskill, reskill, and pursue their life and work goals. We are extremely proud of this commitment.

We acknowledge the Palawa people as the traditional owners of the lands where we work, live, and socialise.

We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the land, sea, waterways, and skies of Lutruwita/Tasmania.

We pay our respects to ancestor's past, Elders present, and the Tasmanian Aboriginal community today.

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TasTAFE

Imagine 2025-2035

It has been three years since our Reimagining TasTAFE 2022-2032 Strategic Plan launched, and during this period, TasTAFE have stayed true to our promise to seize opportunities that position us as a future-focused and market-aligned leader in vocational education and training.

Since our transition out of the Tasmanian State Service in July 2022 to become a not-for-profit government business, we have been evolving into a more people focused, modern and responsive organisation, placing our learners' needs front and centre. During this period, we have achieved significant milestones, including:

- Established three new Enterprise Agreements under Fair Work.
- Worked more closely with industry and community, with a renewed energy and focus on partnership and collaboration.
- Designed, consulted, and implemented a Cultural Improvement Plan.
- Created a new learning model – the Learning Balance – which places learners at the centre and reflects the unique nature of vocational learning.
- International recruitment, management, and delivery moved in-house, allowing us to explore new opportunities.
- Reintroduced the Trade Excellence Awards and planned future Graduation Ceremonies, to celebrate our learners and their success.
- Developed a new approach to skills, including a supporting Foundations Plan and the implementation of a Foundation Skills Service model.
- Established the first of 5 new integrated learner hubs, known as taypani at our Clarence Campus, that provide a one-stop-shop for learner services.

As we embark on the next phase of our journey, we take this opportunity to refresh our strategic plan, putting in place a revised blueprint for change that builds on previous success, and allows us to take stock of the current vocational education landscape.

At a time where technological disruption is both a challenge and an opportunity, new jobs are being created and industries are evolving through automation and digitisation. To keep up with the rapid pace of change, our industries and our community must be supported with contemporary training that looks to the future and acts as a catalyst for change.

Our role as 'Tasmania's TAFE' is something that we take seriously and undertake with pride. We hear from our staff and learners, the critical role that we play in the future of individuals, families and communities, throughout the state. This is reflected proudly and boldly in our new Vision.

Our learners, our people and our connections with industry, community and government continue to sit at the heart of our plans. It is only through working together that we can achieve the future we have imagined. Together, we are shaping a future where TasTAFE leads the way in vocational education and training, transforming the lives of individuals, developing communities and the State.



Tim Gardner
Board Chair

Our Vision

Transforming lives through learning.

Our Purpose

To provide vocational education and training that benefits individuals, the community, industry, and the economy.

Our Values



Aspirational

We are open to new ideas and creatively seek solutions that encourage us to do our best for our learners, industry and community.



Respectful

We are inclusive, welcoming and considering of all points of view.



Collaborative

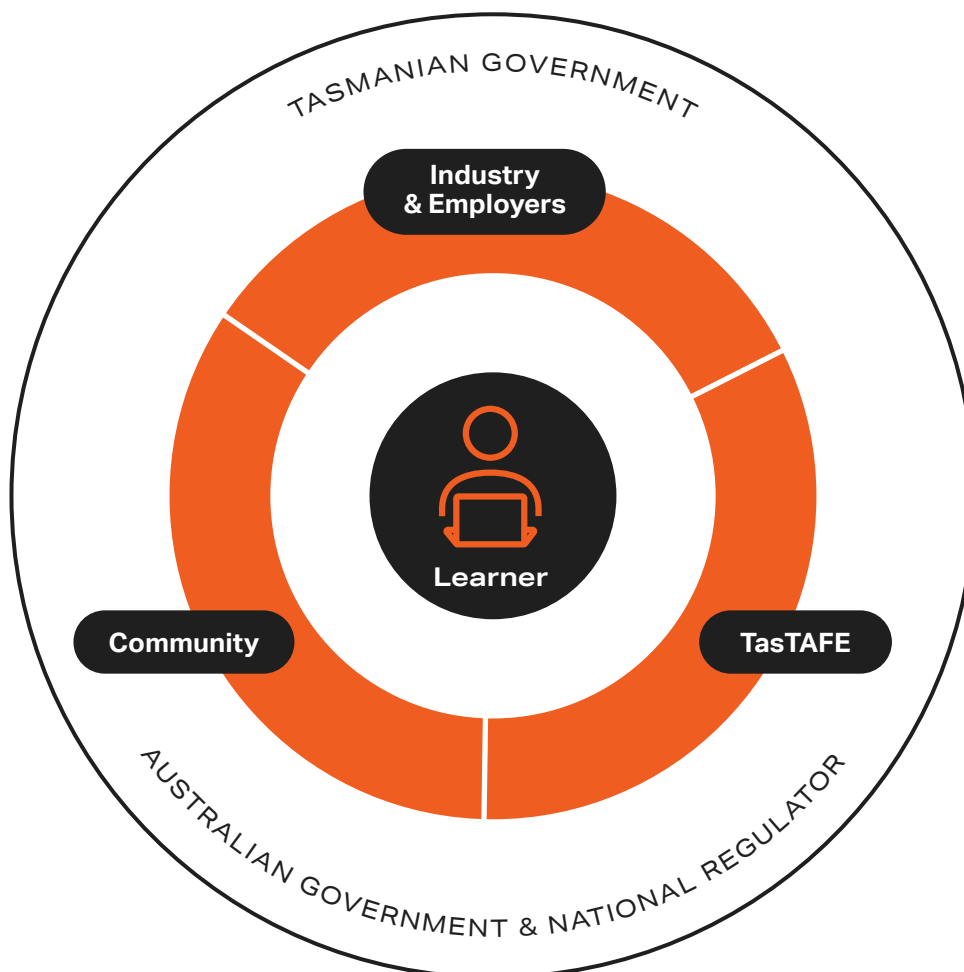
We work together to honour our commitments.

Our Learner-Centric Approach

TasTAFE is committed to a Learner-Centric ecosystem, ensuring we are attentive and responsive to the evolving needs of industry and the impact of this on our learners.

We support and enable learners to develop skills, knowledge and capability so that they are work ready, and able to meet and exceed the expectations of those who employ them.

Our focus on the learner is reflected in our strategy, shaping our daily decisions and actions.



2025-2035 Road Map

The tertiary education sector will evolve dramatically over the ten years covered by this strategic plan. The change will be driven by technological advancements and shifting industry demands. There will be an increased focus on creating personalised learning experiences that cater to individual needs, supported by adaptive technology. Courses will become increasingly modular, mobile and micro, allowing learners to access content anytime and anywhere.

Competency-based learning and assessment will continue to hold an important place, lending itself well to the creation of short, sharp learning experiences, skill sets and innovative approaches to recognising learning, formal and informal. Employers will seek individuals who demonstrate creativity and soft skills alongside their technical expertise.

In this evolving landscape, high-tech virtual environments will provide immersive and interactive learning experiences, blurring the lines between learning and working. Seamless and meaningful digital interactions between learners, industry and education providers will become the norm.

Campuses will transform into integrated hubs, accessible both digitally and physically, fostering connections and playing diverse roles, providing everything from specialist equipment access to social networking opportunities. As smart city microcosms, campuses will prioritise social connections, health, safety and wellbeing.

At a more local level, it is predicted that the Tasmanian workforce will need to grow by 13.1 percent by 2033, and that more than nine in ten jobs will require post-school qualifications¹. Technological, environmental and global political conditions will continue to present challenges and opportunities for Tasmanian employers.

With this context in mind, our four strategic pillars underpin our strategy, detail how we will work towards our goals, and provide structure to our journey over the next ten years. The pillars are deeply grounded in our vision, purpose and values, and ensure that our direction remains true to the needs of our learners and communities.

¹ Tasmanian Skills Plan 2024





"TasTAFE has been invaluable, providing me with comprehensive training, hands-on skills, and the professional support needed to excel in my trade."

Chey Sullivan
Certificate III in Electrotechnology
Electrician Graduate

Strategic Pillars

Learner **experience**

Active **engagement**

Valuing **our people**

Responsible **governance**

Learner experience

We will create dynamic, engaging, and meaningful experiences that add value for our learners, promoting their success and competitively positioning them for employment.

Opportunities for TasTAFE

- **Accessible and User-Friendly:** Position TasTAFE as Australia's most accessible TAFE by providing support for students that leverages technology platforms to create tailored, immersive and equitable learning experiences.
- **Learner-Centric Approach:** We listen to our learners, supporting and inspiring them to develop skills, knowledge and capability so that they are work and life ready.
- **Future-Focused Training:** Adopt a contemporary delivery approach that encourages success, supports lifelong learning and addresses industry needs.
- **Skills Development:** Enhance language, literacy, and numeracy rates in Tasmania through holistic, respectful assessment models.
- **Peer and Social learning:** Emphasise social connections through digital technology to create inclusive and collaborative learning experiences.
- **Inclusive Empowerment:** Enhance the learner experience by recognising and valuing First Nations peoples, fostering a supportive and inclusive environment that empowers Aboriginal learners to succeed.
- **Stackable Learning Bites:** Delivery of skills sets and short courses to support job transitions and address skills shortages.
- **Digital Transformation:** Focus on digital skills crucial for industries impacted by technological change, ensuring global competitiveness.
- **Campus Activation:** Revitalise campuses for social and peer learning, ensuring they are vibrant and welcoming spaces.
- **Celebrating Learner Success:** Celebrate and recognise learner success through Awards, Graduations and other means of recognition.
- **Blue Tech Workforce:** Introduce competencies for technology-intensive jobs, enhancing Tasmania's advanced manufacturing and knowledge economy.
- **Industry Experiences:** Offer seamless digital interactions for industry-based learning, respecting diverse learner needs and aspirations.
- **Engaging Teaching Practices:** Evolve our delivery to meet diverse learner needs, expanding learning experiences and technology use.
- **Product Lifecycle:** Enhance our response to learner and industry needs through a consistent model of decision making, development and review of all programs.

Outcomes

- **Learner-Centric Model:** Our learner-focused training model, known as 'The Learning Balance', will be embedded across the organisation.
- **Expanded Accessibility:** Increase and improve access for regional and remote learners, and those with additional needs.
- **Customised Experiences:** We will provide personalised learning experiences, based on diverse perspectives and needs.
- **Supportive Environment:** We will ensure our learners feel safe and supported throughout their learning journey, promoting a respectful and inclusive environment.

Active engagement

We will collaborate with industry, community and government to create connections that open doors for learners, keep our training and assessment aligned to industry's needs, and encourage a sense of belonging and pride.

Opportunities for TasTAFE

- Training for Employment: Prioritise job-aligned learning and training.
- Co-design with Industry: Collaborate with industry to ensure course relevance, with a focus on enhancing employment outcomes.
- Lifelong Connections: TasTAFE will foster ongoing relationships with our graduates, encouraging a sustainable and collaborative lifelong learning journey.
- Innovative Learning Hubs: Transform campuses into innovation hubs for learners, sharing these resources with industry to enhance learner outcomes.
- Virtual Experiences: Develop simulated, virtual, AI and gaming experiences with industry to enhance learning and prepare work-ready graduates.
- Digital Connectivity: Expand digital delivery to support meaningful connection beyond geographical limits.
- Off-shore Partnerships: Develop a strong network of off-shore partnerships, to build TasTAFE and Tasmania as recognised, high quality and attractive destinations for international students.
- Brand Identity: TasTAFE will listen to our stakeholders' feedback regarding our identity, with a focus on enhancing TasTAFE's brand, visibility and recognition.

Outcomes

- Industry Aligned Training: We will listen to industry and develop our course content and assessment to meet future regional and industry needs.
- Preferred Training Provider: We will be recognised as the first choice for industry and individuals when selecting training solutions.
- Global Reach: We will deliver national and international products and programs that enhance learning and employment opportunities.
- Brand Awareness: We will achieve state, national and global brand awareness and engagement, through a strategic and targeted alignment of brand to our values and commitment to place and people.

Valuing our people

We will become a destination employer, creating opportunities for the best teachers, support staff and leaders to work and thrive.



Opportunities for TasTAFE

- Attraction, development and retention: Implementation of recognition and reward program that aligns with our organisational values, and the design of clear career pathways and opportunities that enable our employees to grow and develop.
- Cultural Improvement: Engage in action planning to build a constructive culture that empowers our people to do their best work, by developing and delivering on a Culture Improvement Action Plan and establishing an employee survey program to assess progress and continuously improve.
- Leadership and Professional Development: Support and foster the development of an agile, responsive and future-focused workforce, through the development of 3-year Learning and Development Plans for all staff in people management roles.
- Health and Safety Commitment: Develop and foster a safety-first culture and environment for all employees, learners and visitors on campus.

Outcomes

- Agile Workforce: Our people will be responsive to industry, business and learner needs.
- Pride in TasTAFE: Our people are champions of working at TasTAFE – “Our TasTAFE”.
- Future-Proofed Workforce: We will ensure the right people are in the right jobs within a changing VET environment.
- An Environment of Safety: Our people feel psychologically and physically safe at work.

Responsible governance

We will lead through responsible, considered approaches to financial governance, regulatory compliance, infrastructure and investment, digital transformation and environment sustainability.

Opportunities for TasTAFE

- **Managing our Digital Resources:** TasTAFE will proactively manage our digital resources and requirements, ensuring they are fit for purpose and support learner needs.
- **Efficiency in Delivery:** Enhance training delivery by providing fit-for-purpose spaces that integrate digital platforms, reduce costs, and improve the learner experience.
- **Immersive Learning Environments:** Develop our Centres of Excellence (CoE) and campuses, enabling us to work with business and industry to offer flexible, immersive and interactive learning experiences.
- **Simulation Leadership:** Lead simulation training in the State by providing spaces for learners to obtain new skills in simulated environments that mimic the real world.
- **Streamlined Digital Infrastructure:** We will redesign our digital infrastructure and systems, with a focus on efficiency and automation.

Outcomes

- **Modern and contemporary digital infrastructure:** Our systems and digital infrastructure will support the needs of staff, learners and industry.
- **Fit-for-purpose training spaces:** Our campuses will meet the needs of learners and industry.
- **Efficiency and Cost-Savings:** Achieve improved efficiencies and cost reductions.
- **Asset Utilisation:** Maximise use of physical and digital assets.
- **Cybersecurity:** Reduce vulnerabilities and cyber risk associated with legacy infrastructure.
- **Technological Currency:** Maintain our commitment to technological advancements.
- **Contemporary Learning Spaces:** Deliver learning experiences in modern, safe environments.

A Future Focused View

As we look to the future, we commit to the following strategic goals:

2025-2027

Seizing Opportunities

Building on the foundational work of the last three years, we will focus on enhancing the learning journey, refining our learning model and driving industry growth through innovative products and partnerships. Our key areas of focus are:



- Ensuring that all courses align with our commitment to keeping the learner at the centre, with contemporary learning and teaching strategies that meet the learner where they are.

2028-2035

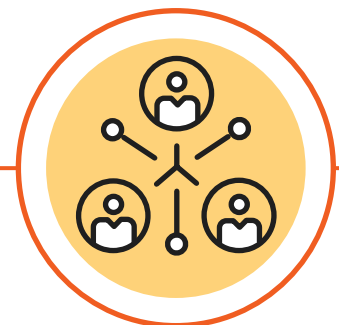
Looking to the Future



- Longer term, we commit to working towards recognition as a leader and innovator in VET through anticipating and responding swiftly to changes in the marketplace.

- We will be leaders in collaboration with business and industry, who will be our partners in innovation and learning.

- We will establish innovative local, national and global partnerships.





- Building our reputation in key off-shore markets, aligned with an enhanced product portfolio and range of opportunities for international students.
- Working in partnership with the Government to use the data informed Infrastructure Plan to seek approval for modern and contemporary infrastructure across the state.



- Sourcing and implementing a new fit-for-purpose Student Management System.
- Embedding a positive and engaged TasTAFE Culture.
- Embedding digital capability and confidence throughout the organisation, with greater use of technology, automation, simulation and artificial intelligence.



- We will continue to develop fit-for-purpose and state-of-the-art campuses and facilities.



- Our brand awareness at a State, National and Global level will reflect our leadership in vocational education and create new opportunities.



