



Australian Government

Tertiary Education Quality and Standards Agency

TEQSA Corporate Plan

2024-28

Delivering enhanced regulation and quality assurance for
Australian higher education



TEQSA

Acknowledgement of Country

In the spirit of reconciliation, TEQSA acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

TEQSA Corporate Plan 2024–28



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The document must be attributed as the TEQSA Corporate Plan 2024–28

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More information about the Tertiary Education Quality and Standards Agency, including electronic versions of this corporate plan, is available at teqsa.gov.au/about-us/publications

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Contents

Introduction	1
Commissioners' foreword	2
Our operating environment	5
Australian Universities Accord	5
International education	5
Ensuring academic quality	6
Student safety and wellbeing	6
Strengthening corporate governance	7
Tertiary harmonisation	7
Sector integrity	7
Information security	8
Financial standing	8
Objectives, key activities and performance	10
Alignment with Portfolio Budget Statement and Regulator Performance Resource Management Guide	10
Objective 1: Promote and support good practice and effective self-assurance across the sector	11
Objective 2: Identify, analyse and respond to risks to the sector	14
Objective 3: Ensure compliance with applicable legislation through effective and efficient regulation	17
Oversight and management of enterprise risk	20
Capability	20
Our values	22
Our stakeholders	23
Compliance	25

Introduction

As the accountable authority of the Tertiary Education Quality and Standards Agency (TEQSA), we are pleased to present the TEQSA Corporate Plan 2024-28 which covers the 4 reporting periods from 1 July 2024 to 30 June 2028, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and s160(1) of the *Tertiary Education Quality and Standards Agency Act 2011*.



Ms Adrienne Nieuwenhuis
Acting Chief Commissioner



Mr Stephen Somogyi
Commissioner

Commissioners' foreword

We are pleased to present TEQSA's Corporate Plan for 2024-28. This Plan prepares TEQSA for the financial year 2024-25 and subsequent years from 2025-26 to 2027-28.

This Plan was prepared as the Australian Government embarks on implementing the Australian Universities Accord reform agenda. The Accord reforms comprise of a diverse and comprehensive series of goals to drive transformative, long-term reform. As the national regulator, we welcome and support this reform agenda and remain committed to working across Government to support the implementation.

Our agency's focus, as outlined in this Plan, will support priorities identified by the Accord while ensuring TEQSA's work continues to address the emerging and evolving risks to the integrity, quality and reputation of Australian higher education. Through our strategy of *Advancing Together: Delivering enhanced regulation and quality assurance for higher education*, and as outlined in this plan, TEQSA will continue to mature our regulatory model, improving our data management and analytics capacity and developing our workforce. Underpinning this will be a new regulatory strategy that the agency will develop with broad consultation to inform our approach in this changing environment. As a result of the Accord reform agenda and our work to develop a new regulatory strategy, we expect our key measures and objectives may be revised in future years.

In our dual role as the accountable authority and Commission, we will continue to deliver our operations within budget and work closely with TEQSA's executive leadership, leveraging the dedication and expertise of our staff to support TEQSA's objectives of promoting good practice, staying alert to emerging trends and risks, and ensuring compliance with the *Higher Education Standards Framework (Threshold Standards) 2021* (HES Framework).

We look forward to continuing to work closely with our colleagues across Government and stakeholders in the sector we regulate to assure continued public confidence in the excellence of Australian higher education.



Ms Adrienne Nieuwenhuis
Acting Chief Commissioner



Mr Stephen Somogyi
Commissioner

ADVANCING TOGETHER:

Delivering enhanced regulation and quality assurance for higher education (2024-28)

OUR VISION

Public confidence in the excellence of Australian higher education

OUR PURPOSE

We protect and enhance the integrity, quality and reputation of Australian higher education

OBJECTIVES

1 Promote and support good practice and effective self-assurance across the sector



Develop and publish relevant guidance and information in consultation with the sector, to support good practice and provider self-assurance



Engage with higher education peak bodies, registered providers, and students, to uphold student interests and support effective regulation and quality assurance



Work closely with the Department of Education and the Higher Education Standards Panel on joint projects regarding the Higher Education Standards Framework



Advise and make recommendations to the Minister on matters relating to the quality and regulation of higher education providers

2 Identify, analyse, and respond to risks to the sector



Monitor the performance of registered providers, identify risks, assess provider responses and where necessary, take regulatory or other action



Maintain a risk assessment focus on the viability of providers, particularly in relation to providers heavily reliant on overseas students



Develop TEQSA's risk and compliance focus in relation to student wellbeing, such as mental health and the issues raised by sexual assault and sexual harassment



Further develop the activity of the TEQSA Higher Education Integrity Unit in relation to commercial academic cheating, cyber security and foreign interference

3 Ensure compliance with applicable legislation through effective and efficient regulation



Review and adapt TEQSA's regulatory model and practice, in keeping with established principles of regulatory best practice and reform, in consultation with stakeholders



Align risk and compliance approach with legislated requirements and principles of regulatory best practice and reform, in close consultation with stakeholders



Ensure regulatory assessments are streamlined and coordinated to ensure regulatory activity is undertaken efficiently



Recover regulatory costs consistent with the CRIS and relevant framework or guidelines



Implement key strategic projects in relation to organisational capability

MAKING IT HAPPEN

Embed our values in everything we do

Strengthen our risk approach

Support and develop our people

Improve our technologies and systems

Engage and collaborate with the sector



Our operating environment

Our operating environment

Australian Universities Accord

The Australian Universities Accord reform agenda aims to drive lasting and transformative reform across Australia's higher education sector. The Accord reforms are focused on improving the quality, accessibility, affordability and sustainability of higher education, in order to achieve long-term security and prosperity for the sector and the nation. As part of this reform initiative, the Government has set an overall tertiary attainment target of 80% of working aged people by 2050.

To support the achievement of this target, the long-term reform agenda is focused on improving access to higher education, strengthening student wellbeing and safety, achieving greater alignment between the VET and higher education sectors and reforms to policy and funding structures. TEQSA welcomes the Accord reforms and will continue to engage with the Department of Education and other stakeholders to support the reform agenda's implementation.

At a glance



1.55 million
higher education students (2022)



469,455
international students (March 2024) (HE+ELICOS)



205
registered higher education providers (June 2024)

International education

The Australian Government's draft International Education and Skills Strategic Framework sets out a clear policy agenda for addressing a range of integrity risks in relation to overseas student enrolments. At the time of preparing this Plan, legislative amendments to the *Education Services for Overseas Students Act 2000* (ESOS Act) have been proposed to address several areas of concern. TEQSA will continue working with the Department of Education, the Australian Skills Quality Authority (ASQA) and the Department of Home Affairs to ensure our regulatory approach supports the Government's wider objectives and adapts to meet any changed legislated requirements of providers.

These proposed changes will help address significant risks TEQSA has observed in Australia's international education sector. TEQSA's key concerns include providers recruiting students who are not prepared for their course of study, or who do not genuinely intend to study in Australia; using unethical education agents that do not act in the best interests of students; and failing to adequately inform prospective students about life in Australia, including information about accommodation and the cost of living. Poor practices increase the risks that overseas students may be exploited and undermine Australia's reputation for quality education and the integrity of Australia's visa framework.

A key consideration for TEQSA in the coming year will be ensuring our regulatory approach aligns with any legislative changes. This may require the recalibration of our policies, approach and agency resourcing, and TEQSA will continue to engage with other agencies to ensure our approach aligns with the final legislation and government policy. Ahead of any changes being implemented, TEQSA will continue to monitor for, and respond to, any practices of concern related to international student recruitment and enrolments. Where we identify any breaches or underlying systemic risks, we will take appropriate action to ensure compliance to protect students, institutions and the sector.

Ensuring academic quality

The higher education sector is continuing to innovate and engage with new delivery formats. This follows continued changes in the Australian and global environment as the world has emerged from the COVID-19 pandemic. Experiences during the pandemic identified opportunities to support effective student engagement online, different models for delivery of work-integrated learning and requirements to ensure academic integrity for remote or online assessment. TEQSA is continuing to see greater diversity in provider business models than was observed prior to the pandemic.

There has also been an expansion of third-party delivery arrangements, and we are continuing to see an increase in providers seeking to offer Australian higher education in other countries. These arrangements are being driven in part by changes in the higher education policy within other nations (such as India and Indonesia) that have long-standing international ties with Australian institutions, and by providers responding to changes in the broader international education market. These arrangements involve specific risks and complexity, which require ongoing attention by providers and TEQSA. TEQSA continues to maintain a close watch of these arrangements to ensure the HES Framework is upheld to protect the interests of students and integrity, quality and reputation of Australian higher education.

Student safety and wellbeing

As identified by the Australian Universities Accord, student safety and wellbeing are priorities for strengthening Australia's higher education sector. TEQSA has included these important areas of focus in our annual compliance priorities. For 2024, TEQSA has a particular focus on systemic failures to provide adequate assistance and support mechanisms for students, including academic advice, learning support and mental health support, addressing barriers for students with a disability and adequately informing staff and students about grievance mechanisms.

TEQSA supports the Australian Government's action plan to address gender-based violence in higher education, including the establishment of the new National Student Ombudsman. At the time of preparing this corporate plan, work to establish the new ombudsman function and implement key elements of the action plan are still in the early stages. TEQSA will continue work with the Department of Education and the Commonwealth Ombudsman as the ombudsman function and other initiatives are implemented.

Another key issue for student wellbeing identified by the Accord relates to racism within higher education. This has been highlighted further over the past year due to increased threats to broader social cohesion being reflected within higher education settings following the outbreak of conflict in the Middle East. TEQSA supports the independent study into

racism at Australian universities, which is being led by the Australian Human Rights Commission, and will work to ensure any findings are reflected in our guidance and regulatory activities. TEQSA will also continue to assure that higher education providers are meeting their obligations while this study is underway and take appropriate action to address any emerging risks.

Strengthening corporate governance

Shortcomings in governance have the potential to expose a provider to significant risks. TEQSA expects higher education providers to have a focus on effective governance oversight of the management of key risks. These include risks arising through failure to comply with the HES Framework, unrealistic or unsustainable resourcing to deliver quality higher education and threats to the integrity of higher education awards.

Over the past 18 months, TEQSA has become concerned that some governing boards are not effectively monitoring and responding to these risks. This was highlighted in the Australian Universities Accord Final Report, through the example of registered providers failing to ensure their staff are paid correctly and fairly. This concern was reflected in the April 2024 Education Ministers Meeting Communique which noted that, as part of the agenda to implement recommendations from the Australian Universities Accord, TEQSA will “issue new guidance and requirements to ensure all higher education providers have adequate governance and management processes in place to meet industrial and workplace obligations, including their readiness to faithfully implement enterprise agreements”. This work is underway.

Assurance about the effectiveness of higher education providers’ corporate governance is also a compliance priority for the agency, with key areas of focus including underpayment of staff, inadequate risk management, insufficient higher education expertise among members of governing bodies, changes in ownership and cross ownership.

Tertiary harmonisation

Building on reforms outlined in the Government’s response to the Australian Universities Accord, a key focus for TEQSA during this period will be to work jointly with the Australian Skills Quality Authority (ASQA) to improve mobility and harmonisation of regulatory arrangements across the vocational education and training and higher education sectors. This will include the development of a Tertiary Harmonisation Strategy, led by the Department of Education, over the next 12 months. TEQSA will also continue to work with the TAFE sector to support attainment of self-accrediting authority for TAFEs that deliver higher education courses.

This work builds on our existing strong relationship with ASQA, which has focused on ensuring regulatory approaches do not impose unnecessary burden on dual-sector providers. We will continue consult, cooperate and collaborate with ASQA on such matters as sharing compliance data and intelligence, delivering a consistent approach to regulation, consulting on developments of legislative instruments and reducing the potential for regulatory duplication for providers who are regulated by both ASQA and TEQSA.

Sector integrity

Rapid developments in technology and commercial services that facilitate cheating continue to pose serious threats to academic integrity in Australian higher education. Current issues centre on file sharing websites, commercial academic cheating services and generative

artificial intelligence (AI). Students who use these resources to cheat compromise their learning outcomes and are vulnerable to blackmail threats. This creates potential vulnerabilities to both cyber security and national security as graduates who have accessed cheating services begin to take up roles where the threat of exposure becomes more serious.

When cheating undermines academic assessment, it threatens graduate outcomes, and more fundamentally, the integrity of qualifications. TEQSA must be satisfied higher education providers are ensuring graduates are achieving the learning outcomes and capabilities specified for every award.

Detecting the use of cheating services and inappropriate use of technology is increasingly challenging particularly due to the increasing sophistication of generative AI. TEQSA recognises that the scale of this challenge can vary greatly among providers or across different fields of study, requiring each registered higher education provider to adopt risk mitigation approaches best suited to their organisational context. TEQSA has therefore been working proactively with the sector to support the identification of risk and the sharing of good practice.

TEQSA has been very active in responding to these integrity threats at the sector level, using its legislative powers to block access to cheating websites and targeting information campaigns to students about the risks of cheating. We have also developed resources and facilitated expert guidance, to support providers in responding effectively to these threats. TEQSA is continuing to analyse how the sector is responding to the risk of generative AI, including a request for information to all registered providers issued in June 2024, which will inform further work to address these risks. These activities will remain an ongoing priority for TEQSA.

Information security

Cyber security continues to pose risks to Australian higher education. Policy and responses from a range of government agencies are helping providers understand their obligations and manage threats. For TEQSA, the role of regulation on this issue is to ensure providers can evidence the policies, systems, governance oversight, and the assurance activities – external as well as internal – required of them to manage these risks. Effective data governance needs to be a high priority for providers to meet their obligations to students and staff under evolving privacy requirements. This will increase the costs of operations for many participants, especially smaller niche providers. As part of this work, TEQSA will release a series of information security modules to non-university providers in 2024.

Financial standing

While Australian higher education was relatively resilient throughout the pandemic, the financial impact is continuing to flow through. TEQSA's risk assessment process has seen a significant increase in the number of providers considered as having a moderate and high risk to their financial position over the past 5 years, something the COVID-19 pandemic exacerbated. TEQSA will continue to monitor the financial health of all providers.



Objectives, key activities
and performance

Objectives, key activities and performance

As outlined in this Plan, in the coming year we will develop a comprehensive regulatory strategy to guide the evolution of our regulatory approach, improvements to our data management and analysis capacity and our workforce development, to strengthen TEQSA's capability as a regulatory body. This strategy aims to ensure the agency can deliver quality assurance and regulatory outcomes that continue to protect and enhance the integrity, quality and reputation of Australian higher education.

This strategic focus will support TEQSA to deliver our objectives to:

1. promote and support good practice and effective self-assurance across the sector
2. identify, analyse and respond to risks to the sector
3. ensure compliance with applicable legislation through effective and efficient regulation.

Alignment with Portfolio Budget Statement and Regulator Performance Resource Management Guide

TEQSA's portfolio outcome (Outcome 1) is to contribute to a high-quality higher education sector through:

- streamlined and nationally consistent higher education regulatory arrangements
- registration of higher education providers
- accreditation of higher education courses
- investigation, quality assurance and dissemination of higher education standards and performance.

Our 3 objectives align with the performance criteria in our Portfolio Budget Statement (PBS) 2023-25. For each of these objectives we have identified key activities, performance measures and expected results. TEQSA will be reviewing its performance measures during the development of the regulatory strategy, and they may change as a result of this work.

TEQSA aligns its performance framework to the Australian Government Regulator Performance Guide (RMG 128), which sets out best practice principles, including continuous improvement, building trust, being risk-based and data-driven, and guided by collaboration and engagement.

OBJECTIVE 1

Promote and support good practice and effective self-assurance across the sector

TEQSA remains committed to ensuring that higher education providers in Australia meet the standards set out in the HES Framework. To assist providers in meeting their obligations and to promote quality enhancement, TEQSA offers a range of education and guidance including:

- guidance notes
- good practice notes
- seminars
- workshops
- digital and other tools.

TEQSA will continue to work closely with providers, students, and other stakeholders through regular communication channels, providing guidance, resources, and support to assist them in understanding and meeting their regulatory obligations. This includes providing clarity on expectations, offering feedback on performance, and facilitating discussions to address compliance concerns or challenges.

This involves working with the Department of Education and the Higher Education Standards Panel (HESP) on joint projects including those stemming from the Australian Universities Accord implementation focusing on strengthening corporate governance and tertiary sector harmonisation, and others such as admissions transparency and research quality and integrity.

Key activities	Performance measure	Target
1.1 Develop and publish education and guidance materials, in consultation with the sector, to support good practice and provider self-assurance ¹	Number of website visits to TEQSA-developed resources	10% increase in website visits to TEQSA-developed education and guidance materials compared to previous years
	Website-based guidance is current and relevant to providers	Publication of 3–4 sector guidance notes or resource packs annually 100% of the website pages visited most frequently (top 30% visits) have been reviewed and (if required) updated within the last 12 months
	Extent of stakeholder satisfaction with TEQSA-developed resources	Peak bodies and providers report substantive contribution to TEQSA’s good practice materials and guidance
1.2 Engage with higher education peak bodies, registered providers and students, to uphold student interests and support effective regulation and quality assurance ²	Extent of satisfaction with TEQSA’s engagement with peak bodies and providers, including in relation to:	Peak bodies and providers generally report constructive and effective engagement with TEQSA
	i. sector trends, risks and challenges	Peak bodies and providers report substantive contribution to TEQSA’s identification and response to sector trends and risks
	ii. applications for registration and accreditation	Peak bodies and providers report substantive contribution to reformed TEQSA regulatory model and practice
	iii. implementation of cost recovery	Peak bodies register satisfaction with engagement on, and further development of the cost recovery model

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1. RMG 128 Principle of regulator best practice – 3. Collaboration and engagement.

2. RMG 128 Principle of regulator best practice – 1. Continuous improvement and building trust, 2. Risk-based and data driven.

Key activities (<i>continued</i>)	Performance measure	Target
	iv. the annual conference and other events	80% of stakeholders are satisfied as per conference survey, webinar feedback and provider survey results Increase of student attendance at the conference compared to previous years
	Engage high-risk providers in free online events to promote and support good practice	10% year-on-year increase in participation of high-risk providers in online provider information events
	Number of visits to the <i>Students</i> section of TEQSA's website	10% year-on-year increase of website visits to the <i>Students</i> section of the TEQSA website compared to previous years
1.3 Work closely with the Department of Education and the Higher Education Standards Panel on joint projects regarding the HES Framework ³	Participation and substantive contribution to joint projects	TEQSA annually participates and substantively contributes to at least 3 joint projects aligned with the HES Framework
1.4 Advise and make recommendations to the Minister on matters relating to the quality and regulation of higher education providers ³	Provide advice to the Minister regarding key trends, risks and issues across the sector and high-risk providers	Provide advice and recommendations to 4-5 policy initiatives relevant to key trends, risks and issues across the sector annually

3. RMG 128 Principle of regulator best practice – 1. Continuous improvement and building trust.

OBJECTIVE 2

Identify, analyse and respond to risks to the sector

The higher education regulatory environment is constantly evolving. New business models are emerging, new technology is being developed and deployed, and integrity threats such as generative AI, contract cheating services, flawed admissions practices, unsatisfactory education agent behaviour, outsourcing of academic and business services, and cyber security risks, are accelerating.

TEQSA continues to devote resources to understanding the evolving needs of the sector and providers, assessing and responding to issues and enhancing the value of its regulatory services through a modern, risk-based regulatory model.

As part of our work to address risks and ensure compliance, our 2024-25 compliance priorities include upholding student wellbeing and safety, ensuring academic quality and student support, protecting sector integrity, strengthening corporate governance, maintaining information security and monitoring financial standing.

TEQSA will also work to develop our capability to anticipate and respond quickly to emerging trends and sector risks, in particular those that affect equity, access and student outcomes.

TEQSA will also continue to engage with international regulatory and quality assurance agencies for higher education on issues of common interest. This includes co-chairing the Global Academic Integrity Network to combat the risks posed by commercial academic cheating services and sharing information with the international quality assurance community about risks and responses to the development of generative AI.

Key activities	Performance measure	Target
2.1 Monitor the performance of registered providers, identify risks, assess provider responses and where necessary, take regulatory or other action ⁴	Complete and report on the annual risk assessment of providers and share key themes with the sector	Publish TEQSA's annual (CY) Compliance Report by 30 March, and Annual Report by 30 September
	TEQSA's sector risk monitoring activity contributes to the setting of its risk priorities and is shared with the sector – emphasising opportunities for improvement	Complete 2 annual sector risk monitoring or compliance activities
		Findings of the annual sector risk monitoring activities are shared with the sector in written and seminar format by end of FY
2.2 Maintain a risk assessment focus on the financial viability of providers, particularly in relation to providers heavily reliant on overseas students ⁵	Assess provider financial risk as part of the annual risk assessments	Financial risk assessment will be completed for providers who have been in operation for >3 years, as part of annual risk assessment
2.3 Develop TEQSA's risk and compliance focus in relation to student wellbeing, such as mental health and the issues raised by sexual assault and sexual harassment ⁵	Sector compliance activity involving student wellbeing	Annual Compliance Plan will be modified each year to target relevant priority issues

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4. RMG 128 Principle of regulator best practice – 2. Risk-based and data driven, 3. Collaboration and engagement.

5. RMG 128 Principle of regulator best practice – 2. Risk-based and data driven.

Key activities (<i>continued</i>)	Performance measure	Target
2.4 Further develop the activity of the TEQSA Higher Education Integrity Unit in relation to commercial academic cheating, cyber security and foreign interference ⁶	Demonstrated improvements in sector awareness, identification, analysis and response to integrity risks	<p>Additional prosecutions under Section 114 of the TEQSA Act</p> <p>90% of websites advertising or offering commercial academic cheating services blocked</p> <p>Ongoing program of work to remove posts and accounts from social media, with a target of at least 500 removals per financial year</p> <p>80% of providers have had at least one staff member complete the master class in deterring and detecting commercial academic cheating</p> <p>Comprehensive suite of resources delivered to Institutes of Higher Education to support enhanced cyber security awareness and maturity</p>

6. RMG 128 Principle of regulator best practice – 2. Risk-based and data driven.

OBJECTIVE 3

Ensure compliance with applicable legislation through effective and efficient regulation

TEQSA remains committed to ensuring that higher education providers in Australia meet the standards set out in the HES Framework. Compliance is a critical component of TEQSA's regulatory oversight, involving diligent monitoring and assessment of higher education providers' adherence to the standards, requirements, and conditions of their registration.

TEQSA will work closely with providers, students, and other stakeholders through regular communication channels, providing guidance, resources, and support to assist them in understanding and meeting their regulatory requirements. This includes providing clarity on expectations, offering feedback on performance, and facilitating discussions to address compliance concerns or challenges.

As part of our work to ensure our regulatory approach remains fit-for-purpose during this period of change, TEQSA will engage extensively with stakeholders to support the development of a regulatory strategy for the agency. This strategy will support TEQSA to minimise administrative burden on the sector while maintaining essential safeguards. This involves simplifying processes, leveraging technology and digital solutions, and building on capability and culture to improve efficiency and effectiveness in its regulatory operations over the plan horizon.

This work will support TEQSA to ensure regulatory efforts are aligned with the most critical risks that require regulatory intervention, reflect policy developments and allow the agency to effectively prioritise its resources and regulatory activities. The strategy will also inform our staff and organisational data capability, guidance materials and regular engagement with the sector to empower stakeholders with the knowledge and tools to effectively manage risks.

TEQSA will continue to prioritise the optimisation of its operations by evaluating and improving its systems, business processes, and operational procedures. This involves conducting regular reviews and implementing feedback mechanisms to enhance TEQSA's operations and ensure effective regulatory outcomes.

Key activities	Performance measure	Target
3.1 Review and adapt TEQSA's regulatory model and practice, in keeping with established principles of regulatory best practice and reform, in close consultation with stakeholders ⁷	Stakeholder acceptance of process and outcomes for regulatory reform	Revised regulatory model and practice accepted by range of stakeholders as effective and reflective of modern regulatory practice, in particular by encouraging and facilitating sector innovation
3.2 Align risk and compliance approach with legislated requirements and principles of regulatory necessity, risk and proportionality ⁷	Proportion of compliance assessments undertaken to address non-compliance and restore compliance (registered and non-registered) providers	90% of compliance assessments conclude with provider compliance (by regulatory action, provider education, court or tribunal order)
	TEQSA reviews cases in which its decisions are externally reviewed, identifies any opportunities for improvement in TEQSA's regulatory approach, and implements improvements	TEQSA's Annual Report includes details of improvement opportunities and the steps taken by TEQSA to implement identified improvements
	Extent to which TEQSA meets relevant legislated and/or statutory freedom of information, privacy or information security obligations	100% compliance and no adverse findings with respect to relevant obligations, requirements or requests
3.3 Ensure regulatory assessments are streamlined and coordinated to ensure regulatory activity is undertaken efficiently ⁷	Yearly trend in processing times	Median assessment times within legislative deadline in TEQSA Act
	Percentage of providers satisfied TEQSA is reducing administrative burden	In 2024, a 30% increase in positive ratings from providers for 'regulation by TEQSA does not necessarily impede efficient operation of higher education providers' in the stakeholder survey

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7. RMG 128 Principle of regulator best practice – 2. Risk-based and data driven, 3. Collaboration and engagement.

Key activities (<i>continued</i>)	Performance measure	Target
	Percentage of assessments completed within legislative deadlines as required under the TEQSA Act	90% of registration and courses assessments are concluded within legislated timeframes, and 10% concluded within extension period where this relates to issues outside TEQSA's control
3.4 Recover regulatory costs consistent with CRIS and relevant framework or guidelines ⁸	Recovery consistent with approved CRIS and with support of providers	<p>Full implementation of CRIS, as amended through annual consultation framework</p> <p>70% provider ratings in annual survey rate the process as transparent and information or consultation as good</p> <p>TEQSA systems mature and efficient</p>
3.5 Implement key strategic projects in relation to organisational capability ⁸	Strategic projects progressively implemented, on time and on budget	<p>PMS fully implemented and mature, with full consideration of further updates</p> <p>Records management fully digitised and consistent with archival and other requirements</p> <p>Student records for provider closures complete and available on demand</p> <p>HRMIS effectively utilised and further modules considered and implemented</p> <p>TEQSA's external facing communications tools reflect best practice, including in accessibility</p> <p>TEQSA employees report strong and positive organisational culture reflecting APS best-practice</p>

8. RMG 128 Principle of regulator best practice – 1. Continuous improvement and building trust, 2. Risk-based and data.

Oversight and management of enterprise risk

TEQSA seeks to empower its staff to identify, engage with and manage risk support the achievement of our strategic priorities.

Our approach to enterprise risk management occurs through:

- a risk management framework that sets out an agreed definition of risk across the agency, a process on how to consistently identify, assess and manage enterprise risks, and an overarching risk appetite and tolerance statement that underpins TEQSA's aligned approach in the management of enterprise risks, security risks, workplace health and safety (WHS risks) and project risks
- the enterprise risk register, which categorises key risks and is summarised below
- quarterly reviews of each enterprise risk that are reported to TEQSA's accountable authority and the audit and risk committee by the responsible risk owners.

TEQSA's key enterprise risks associated with our priority activities for 2024-25 are:

- ineffective or inefficient delivery of our legislated role and functions
- loss of support of one or more key stakeholders
- inadequate organisational governance, people capability and culture
- inadequate information technology to support us to perform our functions, including to protect the confidentiality, integrity and reliability of agency information.

Our approach to managing these risks includes reviewing and adapting our regulatory approach, including our processes for registering providers and accrediting their courses of study, to align with sector-wide and individual provider risk. We are also closely overseeing technology enhancement projects to ensure these investments deliver the planned improvements to functionality and security.

We are also redeveloping our service charter to closely align with expectations of the timeliness and responsiveness of our services, especially those for which we will be recovering costs. We will continue to invest in our workforce and our enabling systems, to build and maintain a sustainable basis for our regulatory practice and organisational capacity.

Capability

Through our people, structures, processes and technology we ensure our capabilities can deliver on our responsibilities and purpose. Underpinning our corporate functions over the next 4 years are our strategies for people, technologies and systems, stakeholder engagement and collaboration.

People

TEQSA supports and develops our people to deliver on our purpose and be an employer of choice. Our staff are valued and we strive for a safe, positive and inclusive workplace that encourages productivity, engagement, and innovation.

We have a skilled, dedicated and passionate workforce with knowledge and expertise in higher education, quality assurance, regulation and public sector administration.

TEQSA has developed organisational plans setting out actions and strategies for:

- attracting, retaining and effectively managing a required level of suitably qualified, skilled and experienced staff, including targeted recruitment that builds organisational data analytics and business improvement capabilities
- equipping staff with transferable skills through development and renewal opportunities
- supporting staff health, wellbeing and psychological safety
- ensuring an inclusive workplace that recognises and values the diversity of its employees, including through flexible work arrangements
- addressing our attraction and retention challenges, including by working collaboratively within the APS and the higher education sector.



APS Strategic Commissioning Framework

TEQSA has adopted all 7 principles outlined in the APS Strategic Commissioning Framework.

Technologies and systems

We recognise the crucial role that data technologies and systems play in achieving our goals. Our focus is in 3 areas: enhancing regulatory efficiency, improving stakeholder engagement, and ensuring data security and privacy, including through:

- the implementation of a provider information management system (PIMS) for managing our regulatory functions, from initial application submissions to ongoing monitoring and compliance. This system will streamline processes, enhance data analytics capabilities, and improve regulatory outcomes
- business intelligence and analytics tools that will allow us to better anticipate and understand trends and risks across the higher education sector
- digital platforms for engaging with stakeholders and ensuring that we are responsive to their needs – such as online portals for applications and renewals, and utilising social media and other digital channels
- cyber security, by ensuring the safety and privacy of sensitive information, including regular audits of our systems, strong encryption and access controls, and ongoing training for our staff.

Engagement and collaboration

We recognise the importance of engaging and collaborating with our stakeholders to ensure our regulatory practices are responsive and support the quality of higher education in Australia, while also ensuring this activity aligns to TEQSA's strategic direction.

Guided by our recently adopted Stakeholder Engagement Strategy, we liaise with stakeholders through a variety of channels, including public consultations, roundtable discussions, workshops, events and webinars. We also work closely with the Department of Education, Higher Education Standards Panel, peak bodies, students and industry groups to ensure we stay up to date with the latest developments in the higher education sector.

TEQSA will continue to prioritise engagement and collaboration as a key component of our regulatory practice and support increased provider self-assurance to deliver the best outcomes for the higher education sector and the wider community.

Our values

As a regulator committed to continuous improvement and building trust in its regulatory settings, TEQSA continues [to embed our values](#) to support our strategic objectives.

Our values reflect the Australian Public Sector (APS) Values and Code of Conduct and, in practice, create a positive culture in which we can perform efficiently and effectively.

TEQSA's values:

- support us in achieving our purpose as a regulator
- clarify our mindset and motivations
- guide us in how we operate
- help ensure we are doing the right things in the right way
- describe what the regulated community can expect of us
- describe how we operate to our stakeholders.



These values provide a foundation for best practice and support us to go beyond, to ensure we are well-positioned to serve all stakeholders.

Trust

We have confidence in each other to do our best. We encourage open and honest conversations that focus on the issue not the person. We promote a supportive and safe workplace environment.

Respect

We approach every situation with kindness, compassion, and an open mindset. We value people, the range of views and experience they bring and the work they undertake.

Accountability

We hold ourselves and each other accountable for our actions, how we work together and the quality of what we deliver. We gather feedback, reflect and act on opportunities for improvement.

Collaboration

We draw on our collective strength by encouraging each other to contribute to the achievement of shared objectives. We provide context and information to help others succeed.

Our stakeholders

TEQSA engages with a range of stakeholders across the domestic and international higher education sector, government and professions to achieve its purpose. In 2024, TEQSA developed a new Stakeholder Engagement Strategy, in consultation with the sector, to guide our approach.

Higher education providers

TEQSA will continue to work with and regulate higher education providers across the Australian higher education sector including public and private universities, Australian branches of overseas universities and other higher education providers.

Students

TEQSA is continuing to strengthen our engagement with students to ensure a broader and more representative student voice to discuss risks to student interests and to receive feedback on TEQSA's activity and initiatives.

Parliament and Executive

TEQSA is accountable, through the Australian Government, to the Parliament and to the Senate Estimates Committee scrutiny processes, as well as to other standing committees and committees of inquiry. While an independent statutory body, TEQSA has obligations in reporting to the Minister for Education, and in liaising closely with the Department of Education and its constituent portfolio entities, such as the HESP.

Higher Education Standards Panel

The responsibilities of the HESP include monitoring the operation of, and recommending changes to, the HES Framework. The HESP advises and provides recommendations to TEQSA regarding its performance, including approaches to deregulation, strategic objectives, the corporate plan, streamlining of activities, and resourcing requirements.

Department of Education

TEQSA will continue to work closely with the Department on policy-related matters, such as the Australian Universities Accord reform implementation and on data held by the Department (such as student information), which can be used to deliver more timely inputs for TEQSA's risk assessments. TEQSA will also continue to provide advice to the Department regarding admissions transparency, international engagements and the role of professional accreditation bodies.

Australian Skills Quality Authority

TEQSA will continue to collaborate with ASQA to support the Australian Universities Accord reform focus on achieving greater harmonisation between the vocational education and training and higher education sectors.

Education Regulators and Immigration Committee

TEQSA will continue to contribute to the multi-agency Education Regulators and Immigration Committee, to help safeguard the integrity and sustainability of the international education sector. TEQSA's focus will be on identifying and mitigating risks and influencing whole-of-government operational settings.

Provider peak bodies

TEQSA will work closely with provider peak bodies as part of its partnership approach with the sector, particularly in relation to the regulatory framework and TEQSA's performance. Peak bodies are an important source of information about providers' experience of working with TEQSA, while also detecting emerging risks for the sector.

Industry professional bodies

TEQSA and industry professional accreditation bodies with links to the higher education sector have a mutual interest in maintaining and improving quality of the provision of Australian higher education. TEQSA's agreements with industry bodies facilitate the sharing of information and seek to reduce regulatory burden on higher education providers through joint and streamlined approaches to assessment, as well as highlighting emerging risks.

Other stakeholders

TEQSA seeks to engage with its stakeholders at all levels through open, 2-way communication, to reflect on feedback and take action where appropriate. Our stakeholder engagement activities allow us to gain a greater understanding of the key issues in the higher education sector and help to build stakeholder capacity to meet regulatory requirements.

Compliance

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.

Source	Matter to be included	Page
PGPA Rule 16E (1)	The corporate plan for a Commonwealth entity must cover a period of at least four reporting periods for the entity.	
PGPA Rule 16E(2)1(a)	The corporate plan must include a statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act.	
PGPA Rule 16E(2)1(b)	The corporate plan must specify the reporting period for which the plan is prepared.	
PGPA Rule 16E(2)1(c)	The corporate plan must specify the reporting periods covered by the plan.	
PGPA Rule 16E (2)2	The corporate plan must state the purposes of the entity.	
PGPA Rule 16E (2)3	For the entire period covered by the plan, the corporate plan must outline the key activities that the entity will undertake in order to achieve its purposes.	
PGPA Rule 16E(2)4(a)	For the entire period covered by the plan, the corporate plan must state the environment in which the entity will operate.	
PGPA Rule 16E(2)4(b)	For the entire period covered by the plan, the corporate plan must include the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes.	
PGPA Rule 16E(2)4(c)	For the entire period covered by the plan, the corporate plan must include a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed.	
PGPA Rule 16E(2)4(d)	For the entire period covered by the plan, the corporate plan must include details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes.	
PGPA Rule 16E(2)4(e)	For the entire period covered by the plan, the corporate plan must include how any subsidiary of the entity will contribute to achieving the entity's purposes.	
PGPA Rule 16E(2)5(a)	For each reporting period covered by the plan, the corporate plan must include details of how the entity's performance in achieving the entity's purposes will be measured and assessed through specified performance measures for the entity that meet the requirements of section 16EA of the PGPA Rule.	
PGPA Rule 16E(2)5(b)	For each reporting period covered by the plan, the corporate plan must include details of how the entity's performance in achieving the entity's purposes will be measured and assessed through specified targets for each of those performance measures for which it is reasonably practicable to set a target.	
PGPA Rule 16E (3)	The corporate plan must be published on the entity's website by the last day of the second month of the reporting period for which the plan is prepared (i.e. 31 August 2022).	
PGPA Rule 16E (5)	The corporate plan must be given to the responsible Ministers and the Finance Minister.	

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TEQSA
teqsa.gov.au