5 Year Strategic Plan
2012-2017

Education and training and strong, cohesive communities are the key factors leading to a more equitable society, as well as personal, social and economic wellbeing.

Our Department is very influential at different stages of an individual’s life – from early childhood education and care, to young students in schools, adult learners in TAFE, and the wider community. We educate and support a wide cross-section of society.

This Strategic Plan focuses on longer-term priorities of our organisation that we hope will make a real difference for our students and communities. It links the Department with national and state commitments, and aligns our efforts throughout the organisation.

The plan is based on evidence and research and builds on analysis of what works at the local, state, national and international levels.

Education and training are the foundations of our economic prosperity – the value of which can’t be measured simply in dollars and cents. They open the doors to opportunities, and provide individuals with a sense of self-worth and the tools to spark innovation and creative thinking.

We know from research that people with a well-rounded education tend to have good personal relationships, better health and jobs. They have experienced the intrigue, wisdom and intrinsic motivation of learning. They have, hopefully, come to value and love learning.

We have high expectations for every student to succeed. We promote quality teaching and leadership, because we know they are crucial to improving student learning outcomes.

We need to better connect individuals with their communities and to foster resilience and wellbeing in all our students.

It’s a real privilege and responsibility to be entrusted with the education, training and care of our students. It is also wonderful to know that we are helping to build strong and vibrant communities for the citizens of New South Wales.

We have worked in collaboration with our staff, customers and key stakeholders to develop this plan. We will continue to work in partnership to deliver the plan and ensure that our priorities are transformed into outcomes. We hope our work will contribute to a brighter future for our students and communities.

Michele Bruniges
Director-General of Education and Communities
Managing Director of TAFE NSW

A few words from the Director-General
## Our vision
A highly skilled, educated, vibrant and inclusive NSW, where all people achieve their potential, build social and economic prosperity, participate in activities that contribute to their wellbeing, and contribute as informed citizens to our society.

## Our priorities

### Quality teaching and leadership
Quality teaching is essential to the success of our students, including improving literacy and numeracy for all children in our schools. We'll develop our teachers and leaders in education and increase their capacity to deliver our outcomes.

### High expectations, closing the gaps
We'll have high expectations for all and focus on closing gaps in achievement in areas of disadvantage. We’ll ensure everyone has the opportunity to achieve their potential and participate fully in our society.

### New and better ways of doing business
We'll innovate and undertake continual improvement to respond to the changing needs of the people of New South Wales. We’ll develop our staff and support them in delivering excellence. We’ll form strong partnerships with others including parents and families, industry, and non-government education providers. We’ll be open and accountable in both our day-to-day business and strategic outcomes.

## Our outcomes

### In early childhood
All children will receive high quality early childhood education and care to give them a great start in life and at school.

### At school
All students will get the teaching and support they need to learn, achieve and progress.

### In tertiary education
We’ll equip all students with the skills and knowledge for successful participation in employment and their communities, ensuring easier transitions, especially to higher education.

### In our communities
We’ll build on the tremendous community spirit in NSW by promoting strong social partnerships.
We work to ensure that people of all ages and backgrounds have the education, skills and opportunities to pursue activities that promote their wellbeing and build strong communities.

We are the largest provider of public education and training in Australia, from early childhood, through school, in tertiary education and into the workplace. We encourage lifelong learning.

For children aged 0-5 years, we run over 120 preschools and children’s centres, as well as Kindergartens in our schools. We also regulate 3,500 early childhood services. We work with other agencies to support children during their transition to school to ensure that every child gets off to a good start. From the very beginning, we encourage parents to get involved in their child’s education.

We provide world-class education to more than 740,000 students in over 2,200 primary and secondary government schools, including the internationally recognised HSC. We provide advice on education issues affecting all students, including those in non-government schools.

TAFE NSW offers courses from school equivalence to degrees. It is the leading Vocational Education and Training (VET) provider in Australia and plays a vital role in improving the workforce productivity. Our ten TAFE NSW Institutes have more than 130 campuses and specialist centres educating over 400,000 students each year – one in 10 of the working age population of NSW. In partnership with enterprises, and with a strong focus on sustainability, TAFE NSW develops the knowledge and skills that industry, individuals and communities need for success.

State Training Services (STS) manages the broader VET market, through the registration, regulation and funding of training organisations to meet industry and skills requirements.

We work with universities and non-university higher education providers to improve access to education. We work with adult and community education providers and provide support to community colleges across NSW. We have an international team that promotes and manages our international business activities, including customised education and training services.

We provide targeted support for a range of people in our community who are at risk of not achieving their full potential. This includes Aboriginal students, those from low socio-economic and rural and regional backgrounds and students with disabilities and special needs.

We work with Aboriginal people to create opportunities that allow them to make choices and take responsibility for their own futures. We contribute to reducing the gap in life expectancy between Aboriginal and non-Aboriginal people.

We build on strong community spirit and strong social relationships, so that people feel supported and can participate in activities, events and decisions that are important to them.

We make it easier for people to become involved as volunteers, as supporters of community organisations and causes, and as connected and supportive neighbours and community members.

We increase opportunities for children and young people to contribute to and connect with their communities.
Our priorities in detail

Quality teaching and leadership

Quality teaching is essential to the success of our students, including improving literacy and numeracy for all children in NSW schools.

Research shows the difference between good and bad teaching can amount to two years of student achievement.

Recruiting the right people to be teachers and developing their capacity is the way to deliver effective learning.

Strong partnerships for a better future require high quality leadership throughout our education system and in our communities.

Leaders must have the ability to inspire and work with others to address complex challenges.

We must develop our leaders in education and the community, and increase their capacity to deliver on our outcomes.

We will:

- recruit and retain the highest quality graduates and skilled staff in all locations
- ensure rigorous preparation and development of teachers and leaders
- implement effective systems to recognise and reward quality teaching that improves achievement
- implement the National Quality Framework on Early Childhood Education and Care
- focus on building the knowledge and skills of early childhood educators
- implement the Literacy and Numeracy Action Plan
- develop ways to work with and engage communities based on understanding their strengths
- promote Aboriginal community partnerships through community engagement programs such as Elders in classrooms
- increase volunteering and community participation including strengthening opportunities for children and young people to contribute to the community.

High expectations, closing the gaps

To ensure Australia is a socially cohesive and high-skill economy, the Commonwealth and states have set targets that require:

- increases in achievement at all levels of education and training, including completion of higher-level qualifications (Certificate III and above)
- increases in the numbers of students eligible for university entrance
- increases in the proportion of tertiary education students from under-represented groups e.g. Aboriginal students, students from low socio-economic backgrounds, and rural and remote students.

To increase levels of achievement for all students we must have consistently high expectations for every student, and put systems and targeted support in place to ensure that every student is able to benefit from excellent instruction. There is clear evidence of the positive impact of personalisation and its key features, such as partnering with parents.
We will:

- personalise education and training to raise student achievement, using assessment and data
- improve the achievement and inclusion of specific under-performing and under-represented groups
- close the gap in life outcomes between Aboriginal Australians and other Australians
- increase access to preschool
- implement the Supporting Students Action Plan
- support successful transitions to tertiary education and increase the number of students completing tertiary education
- partner with industry to provide training that meets knowledge and skills needs, and to support enterprise and employment in communities
- implement place-based and population strategies which address disadvantage and make communities stronger.

New and better ways of doing business

Innovation and a culture of continual improvement is essential for us to respond to the changing needs of the people of NSW. We must care for and support our staff in delivering excellence.

Individual schools can make a real difference to lifting student achievement. We must empower principals, teachers and support staff to improve performance and recognise those who have a significant impact on individual progress.

We must continue to build on the benefits of public education, aligning our efforts and working in partnership with parents, employers and others, including supporting the work of other education providers. We must communicate better with students, parents, employers and the community.

We must use our publicly funded resources wisely and make open and transparent decisions based on solid research and best practice.

We will:

- implement Local Schools, Local Decisions to ensure public schools have more options for school-level decision-making
- recruit, retain, manage, educate and train our people for success
- manage performance against our outcomes, priorities and targets – be transparent about our performance
- use data, evidence and evaluation to inform planning and practice
- manage our assets, business and learning systems and infrastructure effectively and efficiently
- deliver our services in an environmentally sustainable way
- explore better use of digital media and technology to support community involvement and participation
- partner with other agencies and sectors to deliver benefit for our students.
Shaping the national agenda

NSW will continue to inform and shape the national agenda in early childhood education and care, schools and tertiary education. Our work will include:

- reinforcing the importance of early learning and implementing the National Quality Framework on Early Childhood Education and Care
- leading and implementing high quality national initiatives in areas such as teaching quality and the support for the national curriculum
- delivering better results through the National Partnerships and securing stable funding to sustain support for students and reform efforts
- maintaining the high quality of education and training providers in NSW as we move to national regulation of the tertiary education sector

NSW 2021 goals

Our goals align with State Plan goals including:

- improving education and learning outcomes for all students
- strengthening the NSW skill base
- making it easier for people to be involved in their community
- fostering opportunity and partnership with Aboriginal people.

We are committed to leveraging our strength, size and intellectual resources to ensure that national policy results in the best possible educational practice. Our students, their wellbeing and achievements, are always at the centre of our decision making.
Our targets

Through NSW and national commitments we have set ambitious targets to achieve our goals and measure our success:

**In early childhood**
- Ensure all children have access to a quality early childhood education program in the 12 months prior to formal schooling, by 2013.
- Ensure all Aboriginal 4-year-olds have access to a quality early childhood education program by 2013.
- Increase the proportion of children ready for school, as measured by the Best Start literacy and numeracy assessment, when children start school.

**In tertiary education**
- Increase by 50% the proportion of Australians aged 20 to 64 with qualifications at Certificate III and above by 2020.
- Increase by 20% the number of completions in higher level VET qualifications at AQF III and above by women by 2020.
- Increase by 20% the number of completions in higher level VET qualifications at AQF III and above by students in rural and regional NSW by 2020.
- Increase by 20% the number of completions in higher level VET qualifications at AQF III and above by Aboriginal students by 2020.
- Increase by 100% the number of completions in higher level qualifications at Diploma and above by 2020.
- Increase to 20% the proportion of undergraduate enrolments by students from low socio-economic status backgrounds by 2020.

**At school**
- Increase the proportion of students in Years 3, 5, 7 & 9 achieving at and above the national minimum standards in reading and numeracy.
- Increase the proportion of students in Years 3, 5, 7 & 9 in the top two performance bands for reading and numeracy.
- Ensure participation of NSW students in NAPLAN tests consistently exceeds the national average for participation.
- Halve the gap between Aboriginal and non-Aboriginal students in reading and numeracy by 2018.
- Increase to 90% the proportion of 20-24 year olds who have completed Year 12 or attained a qualification at Certificate II or above by 2015.
- Increase to 90% the proportion of 20-24 year olds who have completed Year 12 or attained a qualification at Certificate III or above by 2020.
- Halve the gap in Year 12 or equivalent attainment for Aboriginal 20-24 year olds by 2020.
- Improve Year 12 completion rates for students in low ICSEA schools.
- Increase to 90% the proportion of 20-24 year olds in rural and regional NSW who have attained a Year 12 or AQF III qualification or above by 2020.
- Increase to 60% the proportion of students with a confirmed disability who have a personalised learning and support plan.
- Increase the number of teachers seeking and gaining accreditation at Accomplished and Leadership levels.
- Ensure public schools have more options for local decision-making.
In our communities

- Increase the proportion of the population involved in volunteering to exceed the national average by 2016.
- Increase proportion of the population involved in local community organisations, to exceed the national average by 2016.
- Increase the proportion of the population who have weekly social contact with family or friends, to exceed the national average by 2016.
- Increase the proportion of the population who feel they have someone to turn to in times of crisis, to exceed the national average by 2016.

- Close the life expectancy gap between Aboriginal and non-Aboriginal people within a generation.
- Increase the number of Aboriginal communities the State Government is partnering with to improve local outcomes.
- Increase access for people to learn Aboriginal languages.
- Increase the number of hectares of public lands that Aboriginal people are actively involved in managing.
- Increase the number of Aboriginal culturally significant objects and places protected.

Increase the number of opportunities for cultural participation including:
- Aboriginal cultural activities/events
- Multicultural activities/events
- Community events which are planned and delivered locally.

How we will use our plan

We will:
- Share our vision with students, parents and families, other stakeholders and all staff
- Publish our progress with implementation and performance against our targets
- Use the plan to guide key performance management, planning, budgeting and evaluation
- Review and adapt our plan to respond to the changing needs of the people of NSW.