



Australian Government

Tertiary Education Quality and Standards Agency

# TEQSA Corporate Plan

2025-29

Advancing together: Delivering enhanced regulation and quality assurance for higher education

August 2025



# 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 2025–29



With the exception of the Commonwealth Coat of Arms, TEQSA's logo, any material protected by a trade mark, photographs, images, signatures and where otherwise noted, all material presented in this document is provided under a Creative Commons Attribution 3.0 Australia licence [creativecommons.org/licenses/by/3.0/au/](https://creativecommons.org/licenses/by/3.0/au/)

The terms under which the Coat of Arms can be used are set out on the It's an Honour website (see [pmc.gov.au/government/its-honour](https://pmc.gov.au/government/its-honour))

The details of the relevant licence conditions are available on the Creative Commons website (accessible using the links provided) as is the full legal code for the CC BY 3.0 AU licence [creativecommons.org/licenses/by/3.0/au/legalcode](https://creativecommons.org/licenses/by/3.0/au/legalcode)

The document must be attributed as the TEQSA Corporate Plan 2025–29

### Contacts

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](https://teqsa.gov.au/about-us).

Comments and enquiries about this publication may be directed to:

Tertiary Education Quality and Standards Agency  
Level 11, 452 Flinders Street  
MELBOURNE VIC 3000

T: 1300 739 585

F: 1300 739 586

E: [enquiries@teqsa.gov.au](mailto:enquiries@teqsa.gov.au)

### Acknowledgements

This publication reflects the efforts of many people. Special thanks go to TEQSA staff involved in contributing and coordinating material.

# Contents

<b>Introduction</b>	<b>1</b>
<b>Commissioners' foreword</b>	<b>2</b>
<b>Our operating environment</b>	<b>6</b>
Australian Universities Accord	6
International education	6
Student safety and wellbeing	7
Strengthening corporate and academic governance	8
Tertiary harmonisation	8
Sector integrity and academic quality	9
Provider information security	9
Financial standing	10
<b>Objectives, key activities and performance</b>	<b>12</b>
Alignment with Portfolio Budget Statement and Regulator Performance Resource Management Guide	12
Objective 1: Promote and support good practice and effective self-assurance across the sector	13
Objective 2: Identify, analyse and respond to risks to the sector	16
Objective 3: Ensure compliance with applicable legislation through effective and efficient regulation	19
<b>Oversight and management of enterprise risk</b>	<b>22</b>
<b>Capability</b>	<b>23</b>
Our values	23
People	24
Data, digital and cyber	24
Engagement and collaboration	25
Our stakeholders	25

# Introduction

As the accountable authority of the Tertiary Education Quality and Standards Agency (TEQSA), we are pleased to present the TEQSA Corporate Plan 2025-29 which covers the 4 reporting periods from 1 July 2025 to 30 June 2029, 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*.



**Professor Kerri-Lee Krause**  
Chief Commissioner



**Ms Adrienne Nieuwenhuis**  
Commissioner



**Emeritus Professor Elizabeth More**  
Commissioner



**Mr Stephen Somogyi**  
Commissioner



# Commissioners' foreword

We are pleased to present TEQSA's Corporate Plan for 2025–29. This Plan prepares TEQSA for the financial year 2025–29 and subsequent years from 2026–27 to 2027–28.

This Plan was prepared as the Australian Government embarks on the next stage of its Australian Universities Accord reform agenda. The Accord agenda comprises diverse and comprehensive goals to drive long-term structural change in the higher education sector. These include the establishment of the National Student Ombudsman (NSO) in February 2025, and the interim Australian Tertiary Education Commission (ATEC) in July 2025.

We recognise the Australian Government's broader focus on lifting national productivity, and the critical role that higher education plays in achieving that goal. Effective higher education providers are essential to realising Australia's long-term economic growth and social ambitions as outlined in the Accord final report. A strong, trusted regulator can contribute to that outcome by supporting provider effectiveness and assuring public confidence in the sector.

As Australia's national higher education regulator, we welcome and support the Accord reform agenda and remain committed to working with Government to implement it. The priorities set out in this Plan align closely with those of the Accord, while also ensuring TEQSA continues to respond to emerging and evolving risks to the integrity, quality and reputation of Australian higher education.

Our Corporate Plan, *Advancing together: Delivering enhanced regulation and quality assurance for higher education*, commits to maturing our regulatory model, strengthening our data and analytics capabilities and developing our workforce.

Over the course of the year ahead, TEQSA's work will centre on 4 strategic focus areas. These areas will guide TEQSA's activities and will inform future regulatory and corporate strategies.

**> Advancing regulatory strategy and processes**

- a. Developing, consulting on and implementing a refreshed regulatory strategy to support sector quality and confidence
- b. Improving processes for regulatory assessment to ensure sustainability and timeliness.

**> Strengthening responsiveness to sector risks**

- c. Enhancing our ability to monitor and respond proactively to risks across the higher education sector
- d. Developing a regulatory approach tailored to quality assurance and risk management in transnational education (TNE).

**> Enhancing enabling systems and processes**

- e. Embedding strategic focus and organisational resilience in leadership and culture
- f. Aligning business planning, budgeting and workforce planning with strategic objections.

> **Building organisational resilience**

- g. Improving the ability to work with the sector and other stakeholders to respond effectively to change
- h. Developing and aligning workforce capabilities to enable more robust regulatory performance and implementing a sustainable resourcing model to support sector engagement and service delivery.

In our dual role as the Commission and accountable authority, we will continue to assure that the agency, led by the Chief Executive Officer, Dr Mary Russell, and her executive leadership team, is delivering on TEQSA's legislated and strategic objectives. This includes our commitment to promoting good practice, remaining alert to emerging trends and risks, and ensuring compliance with the *Higher Education Standards Framework (Threshold Standards) 2021*.

We look forward to working closely with our colleagues across Government and stakeholders in the sector as we continue to regulate for quality and integrity, to assure ongoing public confidence in the excellence of Australian higher education.



**Professor Kerri-Lee Krause**  
Chief Commissioner



**Ms Adrienne Nieuwenhuis**  
Commissioner



**Emeritus Professor Elizabeth More**  
Commissioner



**Mr Stephen Somogyi**  
Commissioner

# ADVANCING TOGETHER:

## Delivering enhanced regulation and quality assurance for higher education (2025-29)

### 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, access and opportunity, affordability and sustainability of higher education, in order to achieve long-term security and prosperity for the sector and the nation. An important part of those reforms is a focus on providing greater representation and genuine opportunities for participation for First Nations People.

As part of this reform agenda, 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



**1.6 million**  
higher education students (2023)



**492,287**  
international students (Year to Date April 2025) (HE+ELICOS)



**213**  
registered higher education providers (August 2025)

## International education

The Australian Government's policy agenda for international education addresses a range of integrity risks in relation to overseas student enrolments. It additionally focuses on managing the higher education sector to deliver sustainable growth over time, with a focus on supporting Australia to meet its future skills needs. 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.

The policy agenda also proposes changes to 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
- > 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.

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 Threshold Standards are upheld to protect the interests of students and the integrity, quality and reputation of Australian higher education.

A key consideration for TEQSA in the coming year will be ensuring our regulatory approach remains responsive to sector risks and aligns with any legislative changes. This may require the recalibration of our policies, approach and agency resourcing. TEQSA will continue to engage with other agencies to ensure our strategic approach aligns with legislation and government policy. TEQSA will continue to monitor, 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.

## Student safety and wellbeing

As identified by the Australian Universities Accord, student wellbeing and safety are priorities for strengthening Australia's higher education sector. TEQSA has included these important areas of focus in our annual compliance priorities. A key focus for TEQSA has been addressing systemic failures by providers to maintain contemporary and fit-for-purpose student grievance and complaint mechanisms to support student wellbeing and safety.

In 2024, TEQSA commenced work to support social cohesion and safety across the sector. As part of this work TEQSA conducted roundtable meetings in October and November 2024 and February 2025. These roundtables have informed TEQSA's work to:

- > develop a Statement of Regulatory Expectations for student grievance and complaint mechanisms
- > document and collate the sector's approach to managing external actors on campus and share this emerging practice with the sector to support providers to maintain safe campuses for their communities.

TEQSA supports the Australian Government's *Action Plan Addressing Gender-based Violence in Higher Education* and is working closely with the newly established National Student Ombudsman to ensure a united approach.

Another key issue related to student wellbeing identified by the Accord relates to racism within the higher education sector. Following the outbreak of conflict in the Middle East in 2023, TEQSA has closely monitored the risks posed by increased racism in the higher education sector and continues to assure that providers are meeting their obligations under the Threshold Standards. TEQSA has supported higher education providers to assure themselves that they are meeting their obligations around wellbeing and safety while also maintaining a commitment to freedom of speech and academic freedom.

TEQSA has supported the whole-of-government response to support social cohesion, including engaging with the Australian Human Rights Commission's Racism at Uni study,

as well as work undertaken by the Special Envoy to Combat Antisemitism in Australia and the Special Envoy to Combat Islamophobia in Australia. TEQSA will work to ensure relevant findings from any final reports are reflected in our guidance and regulatory activities.

## Strengthening corporate and academic governance

Shortcomings in governance have the potential to expose a provider to significant risks. TEQSA expects higher education providers to focus on effective governance oversight to ensure they manage and respond to key risks and challenges.

While governance issues often differ between large and small providers, many core governance challenges persist across the sector regardless of size. Across all provider types, common governance challenges include:

- > Financial oversight and risk management: poor financial planning, a lack of transparency in financial reporting, and inadequate risk management.
- > Governing body effectiveness: limited expertise, over corporatisation, poor decision-making processes, poor management of conflicts of interest, challenges in exercising sound judgment on complex social, cultural or community issues and insufficient oversight of the management of key risks.
- > Regulatory compliance issues: weak self-assurance processes, and inadequate reporting that increases risks of non-compliance with the Threshold Standards.
- > Workforce and employment risks: over-casualisation of the workforce, executive remuneration concerns, and workplace law non-compliance.
- > Academic governance and integrity risks: weak oversight leading to research and academic misconduct risks, immature arrangements for course monitoring, review and reporting, and inadequate student support arrangements.
- > Transparency and accountability: limited public reporting, poor student and staff engagement in governance, and insufficient independent oversight.

Assurance about the effectiveness of higher education providers' corporate governance remains a compliance priority for the agency, with key areas of focus including wage underpayment, threats to financial position, assessment integrity and international education integrity.

## Tertiary harmonisation

Building on reforms outlined in the Government's response to the Australian Universities Accord, a key focus for TEQSA will be to work jointly with ASQA to improve harmonisation of regulatory arrangements across the vocational education and training and higher education sectors. This includes the development of a Dual Sector Regulatory Strategy, which is being co-developed by TEQSA and ASQA. 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.

Improved, less burdensome, regulation of dual-sector providers will create more opportunities for providers to facilitate students transitioning between higher education and vocational education and training, offer joint qualifications, and transfer credits between education types. These opportunities will support and address many of the recommendations made in submissions to the *Building a skilled and adaptable workforce* inquiry.

TEQSA will continue to 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 regulatory burden for providers who are regulated by both TEQSA and ASQA. TEQSA is also working with ASQA to harmonise and mature academic and corporate governance across the tertiary education sector. This is one of the ways TEQSA will contribute over the coming year to the Government's productivity agenda.

## Sector integrity and academic quality

Rapid developments in technology and commercial services that facilitate cheating continue to pose serious threats to academic integrity and research integrity in Australian higher education. Current issues centre on file sharing websites, commercial academic cheating services and generative artificial intelligence (gen 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 gen 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 gen AI. In June 2024, we issued a request for further information to all providers. The request asked for credible institutional action plans to address the risk gen AI poses to award integrity. Based on the analysis of the information received, TEQSA released the toolkit *Gen AI strategies for Australian higher education: Emerging practice*. Responding to risks posed by gen AI will remain an ongoing priority for TEQSA.

## Provider information security

Cyber security continues to pose risks to Australian higher education. Policy and responses from a range of government agencies continue to support providers in understanding their obligations and managing 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 and protection needs to remain a high priority for providers to meet their privacy obligations to students and staff and respond to continuing threats to cyber security.

## 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.

TEQSA's recent financial analyses have identified ongoing vulnerabilities in the higher education sector regarding financial reliance on international student enrolments, and persistent operational deficits among smaller providers. These vulnerabilities signal heightened risk to financial position, necessitating targeted regulatory responses to ensure financial sustainability and robust governance across the sector.

Moving forward, TEQSA will continue its focus on the quality of providers' risk management. Using sector-scanning, TEQSA will identify providers at highest risk and focus on whether they can demonstrate they have credible financial scenario modelling and have incorporated diversified revenue strategies into their risk management and financial planning.

These steps collectively ensure TEQSA's regulatory approach remains proactive, data-driven and aligned with the evolving landscape of the higher education sector.





Objectives, key activities  
and performance



# Objectives, key activities and performance

As outlined in this Plan, TEQSA will continue to develop and refine its comprehensive regulatory strategy to guide the evolution of our regulatory approach including:

- > improvements to our data management and analysis capacity
- > improvements to our workforce development
- > strengthening TEQSA's capability as a regulatory body.

This Plan will inform TEQSA's new strategic plan 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.

## 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) 2025-26. For each of these objectives we have identified key activities, performance measures and expected results. TEQSA will be reviewing its performance measures alongside the development of the regulatory strategy, and they may change to better reflect 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 is 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 Threshold Standards. 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
- > digital and other tools.

Since 2023, TEQSA has started to implement provider self-assurance processes into new re-registration applications. TEQSA has received positive feedback along with suggestions for improvement throughout 2024-25. This approach continues to be embedded within TEQSA and is being rolled out to different application types. Providers who have engaged in self-assurance have told us that the process has prompted valuable internal reflections and improvement. This has been beneficial in our work to advance the sector with a view to improving regulatory efficiency.

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. This work will focus on strengthening corporate governance and tertiary sector harmonisation, and research quality and academic 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 <sup>1</sup>	Number of website visits to TEQSA-developed resources	10% increase in website visits to TEQSA-developed education and guidance materials compared to previous year
	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 <sup>2</sup>	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

*continued on next page...*

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 <sup>3</sup>	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 <sup>3</sup>	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 are accelerating such as gen AI, contract cheating services, flawed admissions practices, unsatisfactory education agent behaviour, outsourcing of academic and business services, and cyber security risks.

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. TEQSA is currently consulting with the sector on an updated regulatory risk framework.

As part of our work to address risks and ensure compliance, our 2025–26 compliance priorities include:

- > student safety and wellbeing
- > corporate and academic governance
- > sector integrity and academic quality
- > provider information security
- > 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.

We will also continue to engage with the other regulators in our sector, as well as with international regulatory and quality assurance agencies for higher education on issues of common interest. This includes participation in 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 gen 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 <sup>4</sup>	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 <sup>5</sup>	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 <sup>5</sup>	Sector compliance activity involving student wellbeing	Annual Compliance Plan will be modified each year to target relevant priority issues

*continued on next page...*

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 <sup>6</sup>	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

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 continue engaging 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.

Included in these improvements is the development of new regulatory tools like Statements of Regulatory Expectations (SRE). An SRE sets out TEQSA's expectations and gives the sector greater transparency about how TEQSA interprets the Threshold Standards.

The work currently in progress 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 <sup>7</sup>	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 <sup>7</sup>	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 <sup>7</sup>	Yearly trend in processing times	Median assessment times within legislative deadline in TEQSA Act
	Percentage of providers satisfied TEQSA is reducing administrative burden	In 2025, 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

*continued on next page...*

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 <sup>8</sup>	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 <sup>8</sup>	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 to 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 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 2025-26 are:

- > ineffective and inefficient cyclical assessment processes
- > failure to proactively identify or effectively manage acute compliance risks or sectoral risks
- > inadequate governance, planning or management of people, resources or technology
- > failure to build or sustain a positive culture which supports integrity.

The agency's system of risk oversight, management and internal controls is guided by section 16 of the PGPA Act 2013 and aligns with the Commonwealth Risk Management Policy.

As we continue to enhance our risk maturity and embed a positive risk culture, our risk management uplift priorities include:

- > reviewing and adapting our regulatory strategy, including our processes for registering providers and accrediting their courses of study, to align with sector-wide and individual provider risk
- > investing in technology platforms and systems to enable us to deliver our core regulatory functions effectively and efficiently
- > redeveloping our service charter to closely align with expectations of the timeliness and responsiveness of our services
- > enhancing our workforce capability and improving our enabling processes, to develop and maintain a sustainable basis for our regulatory practice and organisational resilience.

# Capability

## Our values

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

Our values reflect the 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 the Australian community.

### 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.

Through our people, data, digital and cyber we ensure our capabilities can deliver on our responsibilities and purpose. Underpinning our corporate functions 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 supports innovation, strengthens leadership and organisational resilience
- > equipping staff with transferable skills through capability development and collaboration 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.

TEQSA has adopted all 7 principles outlined in the APS Strategic Commissioning Framework to reduce reliance on contractors and consultants.

## Data, digital and cyber

We recognise the crucial role that data, digital technologies and cyber plays in achieving our strategic objectives and delivering efficient and trusted services.

Our ICT Strategy will be instrumental in supporting the delivery of TEQSA's regulatory strategy and processes, and strengthening our responsiveness to sector risks through enhanced data, digital and cyber capabilities. Over the coming years we will focus on:

- > keeping our digital and data assets secure, reliable and available to support timely and effective regulation and uphold public trust
- > upgrading our provider information management system for managing our regulatory functions, from initial application submissions to ongoing monitoring and compliance. The system will streamline processes, enhance data analytics capabilities, and improve regulatory outcomes whilst meeting whole-of-government information security requirements
- > enhancing our analytics and business intelligence capabilities to boost our regulatory intelligence and service delivery
- > reducing our dependency on legacy platforms by transitioning to a secure, reliable and fit-for-purpose technology ecosystem.

## 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.

TEQSA liaises 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, the HESP, peak bodies, students and industry groups to ensure we stay up to date with the latest developments in the higher education sector. We regularly seek feedback from the sector via the annual survey and other avenues as part of our commitment to continuous improvement. We value constructive feedback and actively seek ways to build on this to inform efficient, effective and contemporary regulatory approaches.

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 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 engagement with students to ensure a broader and more representative student voice, including First Nations students and students with a disability 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 Threshold Standards. 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. 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.

## **National Student Ombudsman**

TEQSA is working closely with the National Student Ombudsman on a number of matters, such as promoting best practice, information sharing and referral of information as appropriate.

## **Australian Tertiary Education Commission**

TEQSA is working together with the interim ATEC and looks forward to that relationship continuing, subject of the passage of legislation to establish the ATEC itself.

The image features a diagonal split background with orange in the top right and dark blue in the bottom left. The text 'TEQSA' is in a large, white, sans-serif font, with 'teqsa.gov.au' in a smaller, white, sans-serif font directly below it.

**TEQSA**  
teqsa.gov.au