



Australian Government

Tertiary Education Quality and Standards Agency

Annual Report

2024-25



TEQSA

TEQSA Annual Report 2024–25

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teqsa.gov.au/about-us/reporting-and-accountability/annual-report.

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Hon Jason Clare MP
Minister for Education
Parliament House
CANBERRA ACT 2600

Dear Minister,

Subject: Tertiary Education Quality and Standards Agency Annual Report 2024–25

As the accountable authority of the Tertiary Education Quality and Standards Agency (TEQSA), we have pleasure in presenting to you the Agency's annual report and annual performance statements for the year ended 30 June 2025.

TEQSA's annual report and annual performance statements have been prepared in accordance with the following requirements:

- Subsection 46(1) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act) requires the accountable authority provide the responsible Minister with an annual report for presentation to Parliament.
- Paragraph 39(1)(a) of the PGPA Act requires the preparation and presentation of annual performance statements.

As the accountable authority of TEQSA, it is our opinion that the annual report and performance statements are based on properly maintained records, accurately reflect the performance of the entity, and are compliant with the requirements.

Furthermore, we certify that TEQSA:

- has prepared fraud risk assessments and fraud control plans;
- has in place appropriate fraud prevention, detection, investigation and reporting mechanisms that meet the specific needs of the Agency; and
- has taken all reasonable measures to appropriately deal with fraud relating to the Agency.

This report describes the progress made over the course of 2024–25 to advance national action to assure the quality of higher education in Australia. This work continues through the staff of TEQSA and a range of stakeholders in the higher education sector.

Yours sincerely,

Kerri-Lee Krause
Chief Commissioner

Adrienne Nieuwenhuis
Commissioner

Stephen Somogyi
Commissioner

Elizabeth More
Commissioner

25 September 2025

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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.

Introduction

 TEQSA's vision is public confidence in the excellence of Australian higher education.

This vision reflects our role in assuring higher education providers meet nationally consistent standards, safeguard student interests and contribute to the reputation of Australian higher education.

The Tertiary Education Quality and Standards Agency (TEQSA) is responsible for the regulation and quality assurance of all Australian providers offering higher education courses. As the sector evolves at pace, our vision has never been more critical or relevant. To achieve this vision, we are guided by our values of trust, respect, accountability and collaboration. This approach to our work to assure public confidence in higher education supports diversity, innovation and excellence.

TEQSA was established under the *Tertiary Education Quality and Standards Agency Act 2011* (TEQSA Act). TEQSA's role is to protect and enhance the integrity, quality and reputation of Australian higher education by assuring the quality of higher education, to protect the interests of students, industry and the wider Australian community.

As required by the TEQSA Act, TEQSA regulates using a standards-based quality framework guided by the principles of regulatory necessity, risk and proportionality. TEQSA is responsible for assuring providers meet their obligations under the *Higher Education Standards Framework (Threshold Standards) 2021*, a legislative instrument under the TEQSA Act, which sets minimum requirements for entering and operating within Australia's higher education sector.

Recognising the diversity of providers across the sector, these standards emphasise high-level principles over detailed prescriptive measures. The Threshold Standards are developed independently of TEQSA by the Higher Education Standards Panel (HESP), an expert statutory advisory body that provides recommendations to the Minister for Education.

In accordance with the Act, a key focus of TEQSA's regulatory processes is the initial registration of prospective providers and courses, cyclical provider re-registration and course re-accreditation to assure quality and determine whether a provider is meeting the Threshold Standards.

Providers are responsible for managing their own risk and are expected to demonstrate self-assurance consistent with the Threshold Standards. TEQSA supports this through guidance to direct and strengthen provider quality assurance and to support them in identifying emerging risks. In addition to cyclical re-registration assessments, where TEQSA identifies that a provider is at risk of not meeting its obligations under the Threshold Standards, we will seek information from the provider and assess the extent and focus of potential non-compliance. Outcomes of our compliance activity can include entering undertakings, imposing conditions on registration or cancelling a provider's registration.

This report is an account of TEQSA's performance for the past year against measures and targets set out in its 2024–25 Portfolio Budget Statements and 2024–28 Corporate Plan.

Highlights of 2024-25



110

illegal academic cheating
websites blocked



254,448

visits to TEQSA's online provider
guidance and educative materials



1,919,530

page views of the TEQSA website



245,167

searches of the National Register



114,852

visits to online student resources



933

number of attendees at
TEQSA 2024 Conference



17

new provider registrations



104

course re-accreditations

The year in review

Throughout 2024–25, the Australian Universities Accord reform agenda drove change across Australia’s higher education sector. TEQSA continues to work collaboratively with the Australian Government to support this reform agenda to improve the quality, accessibility, affordability and sustainability of higher education in order to achieve long-term security and prosperity for the sector and the nation. Over the past year, TEQSA has engaged with the newly established National Student Ombudsman, and worked with the Department of Education to support its work to implement the National Higher Education Code to Address Gender-based Violence in Higher Education and establish the interim Australian Tertiary Education Commission.

Social cohesion

A key focus for TEQSA during this past year has been assuring higher education providers’ actions to protect student and staff safety and wellbeing, during protest activities in Australia related to conflict in the Middle East.

This has included responding to concerns about antisemitism, Islamophobia, and other forms of racism and discrimination reported by higher education students and staff. Through TEQSA’s Regulatory Response Group, the agency continued to monitor how Australian registered higher education providers are assuring the safety and wellbeing of students and staff in this environment.

As part of this continuing work, TEQSA also provided advice about provider obligations, including academic freedom, freedom of speech and student wellbeing and safety. TEQSA also consulted on new regulatory guidance materials in March 2025 and engaged with the Australian Human Rights Commission’s Racism@Uni Study and several parliamentary inquiries. TEQSA met with student organisations through this period to understand and respond to their concerns, and hosted roundtable meetings in October and November 2024 and February 2025 attended by stakeholders including the Minister for Education, the Race Discrimination Commissioner, the Special Envoy to Combat Antisemitism in Australia, the Special Envoy to Combat Islamophobia in Australia, the National Student Ombudsman and university vice-chancellors.

Governance

Another focus during the period was university governance, which was identified as a priority area by the Australian Universities Accord final report.

TEQSA’s CEO was appointed to the Expert Council on University Governance, and TEQSA also made a submission to, and appeared before, the Senate Education and Employment Legislation Committee’s inquiry into the quality of governance at Australian higher education providers. In May 2025, TEQSA published a *Statement*

of *Regulatory Expectations: Compliance with workplace obligations*, which included additional reporting requirements for universities.

Regulatory reform

During 2024–25, TEQSA continued to focus on improving its service and reforming its regulatory approach to protect and enhance the integrity, quality and reputation of Australian higher education.

In November 2024, TEQSA consulted with 154 stakeholders from across the higher education sector at the Regulatory Strategy Preliminary Consultation Workshop. Work also progressed on updating regulatory processes, including registration and CRICOS applications. In April 2025, a centralised enquiries management approach was implemented. Informed by sector feedback, this centralised approach ensures business continuity, consistency and greater support to providers. Initial feedback from stakeholders has been positive.

Sector integrity

TEQSA's Higher Education Integrity Unit (HEIU) leads the agency's work to identify emerging and increasing threats to the integrity of Australian higher education awards.

The HEIU works in partnership with Australian Government agencies and institutions to identify practical strategies to mitigate these threats. Current areas of focus for the HEIU include the impacts of generative artificial intelligence (gen AI) on assessment integrity, commercial academic cheating services, academic misconduct and academic and research integrity.

A key focus during the past 12 months has been analysing responses from the request for information which was issued to all registered higher education providers on 3 June 2024. This request asked providers for a credible institutional action plan addressing the risks gen AI poses to assessment integrity, and TEQSA received a 100% response.

TEQSA has analysed these responses and is working to uplift the sector's capability to respond to the risks posed by the increased sophistication of gen AI on assessment integrity and student learning outcomes. TEQSA:

- > Published a 3-video suite, *Gen AI: Transforming higher education assessments*, to increase understanding of gen AI's evolving capability and its potential impact on assessment integrity. Together these have been viewed more than 28,000 times.
- > Developed and published 2 complementary resources, *Gen AI strategies for Australian higher education: Emerging practice* and *Gen AI strategies for research training: Emerging practice*, which have been downloaded more than 7,000 times. These resources share approaches and experience from across the sector on managing gen AI's risks.
- > Collaborated with the National Artificial Intelligence Centre and Jobs and Skills Australia, to deliver a webinar, *Education to industry: how gen AI is shaping tomorrow*. This webinar, attended by more than 1,000 staff of professional accreditation bodies and higher education providers, focused on how gen AI is transforming work, and the skills and knowledge graduates require.

- > Updated the Gen AI knowledge hub on TEQSA's website, to share knowledge and resources that support providers in meeting the challenges and opportunities gen AI presents.

This financial year, TEQSA commenced legal proceedings in the Federal Court of Australia against Chegg Inc, alleging contraventions of subsection 114A(3) of the TEQSA Act which prohibits providing, offering to provide, or arranging for a third party to provide, an academic cheating service to a higher education student.

TEQSA has also blocked 475 websites (110 in 2024-25) offering or advertising commercial academic cheating services and removed 1,020 advertisements from social media platforms. Internet users trying to access blocked websites are redirected to TEQSA's *Protect yourself from illegal commercial cheating services* webpage, which received more than 49,000 page visits during 2024-25.

Compliance

Throughout the year, TEQSA's compliance efforts were focused on our identified compliance priorities: ensuring academic quality, strengthening governance, upholding student wellbeing and safety, protecting sector integrity, maintaining information security and monitoring financial standing.

Through its sectoral work, TEQSA received a range of material changes reported to it by providers. The majority were changes to senior leadership and ownership of higher education providers.

TEQSA also identified and carefully considered a range of concerns via sources such as media, individuals and information sharing with other agencies. These remain significant sources of intelligence and effort with over 400 concerns received in 2024.

TEQSA undertook activities to support social cohesion and safety in higher education and to identify risks to compliance regarding financial monitoring and sustainability.

Regarding social cohesion, TEQSA undertook an escalating series of responses to protest activity including direct contact with universities while protests were ongoing and providing immediate feedback to improve universities' responses to these activities. The second level of regulatory activity was issuing guidance to the sector, with an interim statement of regulatory expectations published to drive review and maturation of higher education providers' grievance and complaints mechanisms. The third important area of our activity has involved compliance casework with relevant universities.

The *TEQSA Compliance Report 2023* was published on 10 September 2024. This report provides details of TEQSA's 2023 compliance activities, including key learnings for providers, and priorities for the coming year. The report also includes compliance in-focus studies to support sector uplift.

To support compliance with the Threshold Standards, TEQSA also updated our suite of guidance materials throughout the year.

Student safety and wellbeing

In 2024-25, TEQSA continued to prioritise issues related to student wellbeing. Of particular focus has been supporting providers to mitigate risks to the wellbeing and safety of all students and staff in response to the recent rise in racism, particularly antisemitism, in the context of student protests and encampments on campus.

TEQSA's continued work has focused on ensuring that all registered higher education providers meet their obligations under the Threshold Standards, which include provisions for supporting and upholding the wellbeing and safety of all students and staff.

In addition, TEQSA has supported higher education providers to assure themselves that discussion around contested ideas could occur while guarding against or responding to risks to student wellbeing and safety. As part of this work, TEQSA has remained cognisant of the sector's commitment to uphold freedom of speech and academic freedom.

TEQSA regularly communicated updates and expectations to providers, writing letters to all providers on 9 May 2024, 4 October 2024, 12 February 2025, and to all universities on 5 June 2024, 7 August 2024, and 12 February 2025. These letters reminded providers of their obligations to protect student and staff safety. TEQSA also published an interim sector update on 23 August 2024 stating the agency's regulatory expectations of providers to assure safety and wellbeing on campus in relation to student protests.

These communications form part of TEQSA's ongoing work to improve system responses to these types of issues within Australia's higher education sector. Throughout 2024-25, TEQSA's work has included:

- > monitoring and responding to concerns about antisemitism and other forms of racism including Islamophobia within the higher education sector
 - > in cases where a risk of non-compliance was identified, TEQSA initiated regulatory processes with providers.
- > updating and developing new guidance materials for higher education providers, including identifying and sharing emerging practice to support providers to manage risks
- > developing and consulting on a statement of regulatory expectations about student grievance and complaint processes to support providers to assure themselves that they are meeting their obligations under the Threshold Standards
- > continuing to engage with stakeholders including students, providers, peak bodies, other government agencies and offices, and experts
- > supporting whole of government responses to support social cohesion, including engaging with Australia's Special Envoy to Combat Antisemitism, the Special Envoy to Combat Islamophobia, the Department of Education, and the Australian Human Rights Commission's Racism@Uni study.

To inform the development of targeted guidance materials, TEQSA held roundtable meetings in October and November 2024, and February 2025.

Invitees to these meetings included the Minister for Education, universities, students and other stakeholders, including the National Student Ombudsman, Australian Human Rights Commission, Universities Australia, Australia's Special Envoy to Combat Antisemitism and the Special Envoy to Combat Islamophobia.

Registration and accreditation

TEQSA is continuing work to evolve our approach to assessing initial registration and course accreditation applications.

For applicants seeking to apply for a higher education provider registration, this work is focused on ensuring the applicants are ready, that foundational work has been undertaken to support delivery, understand financial viability and ensure appropriate oversight of risk, academic and other matters by the corporate governing body.

TEQSA regulates 222 providers (including 206 higher education providers) and is responsible for accrediting 1,720 courses of study for institutions that do not have self-accrediting authority.

Registration and initial course accreditation (new providers)

In 2024-25, TEQSA made 14 initial registration decisions with a median processing time of 257 days. This is a slight reduction, with 267 days of median processing times for 2023-24 of the 12 registration and initial accreditation decisions.

The annual number of regulatory assessments managed by TEQSA has more than doubled, post COVID-19 and since 2018-19 (i.e. the last full year of regulatory activity not impacted by the COVID-19 pandemic).

Re-registration

In 2024-25, TEQSA received 54 applications for re-registration, 8 applications for self-accrediting authority, and 1 application for provider category change. The median processing time for re-registration applications has increased slightly to 368 days, with 38 decisions on re-registration, 8 decisions on self-accrediting authority, and 1 decision reached on provider category change applications during 2024-25.

TEQSA's re-registration team primarily focuses its regulatory activities on the provider compliance with the Threshold Standards, as reflected by the adequacy of corporate and academic governance, risk management and internal self-assurance practices.

Since implementing provider self-assurance reports in new re-registration applications in 2023, positive provider feedback has been received throughout 2024-25. This approach continues to be embedded within TEQSA and is being rolled out to different application types. Providers who have engaged with the system have reported that preparing these reports has prompted valuable internal reflections and improvements.

Regulatory flexibility applied through the pandemic, especially extensions to re-registration and re-accreditation due dates, has contributed to peaks in the number of assessments.

Course accreditation decisions for existing providers

In 2024–25, TEQSA made 115 decisions to accredit new courses for existing providers, with a median processing time of 179 days. The median processing time has significantly reduced from 223 days for 2023–24.

Course reaccreditation for existing providers

In 2024–25, TEQSA made 97 course reaccreditation decisions with a median processing time of 251 days. The median processing times for reaccreditation applications has increased in 2024–25, largely due to an increase in initial course accreditation applications, which have a legislative deadline and are prioritised by the Courses team.

TEQSA expects to see a reduction in median processing times over the financial year 2025–26 through the implementation of process improvements focussed on provider self-assurance.

Education Services for Overseas Students Framework

The Education Services for Overseas Students (ESOS) Framework is a body of legislation that provides protection for international students studying in Australia.

TEQSA is the ESOS agency for all registered higher education providers, as well as providers delivering English Language Intensive Courses for Overseas Students (ELICOS) courses, in entry arrangements with a higher education provider, and all providers of Foundation Programs.

In 2024–25, TEQSA received 9 applications for initial registration on the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS) and 28 applications to renew CRICOS registration. In addition, TEQSA received 1,119 applications for changes to CRICOS registration, including registering courses and locations. In the same period, TEQSA completed 10 assessments for CRICOS registration, 23 assessments for renewal of CRICOS registration and 1,053 assessments for changes to CRICOS registration.

TEQSA's CRICOS team primarily focuses its regulatory activities on the following key aspects of provider performance:

- > recruitment and admissions practices
- > management of education agent performance
- > the adequacy of student support services and information for prospective students, and
- > the relevant governing bodies' identification, management and oversight of risks to its overseas students and its overseas student operations.

In 2024–25, the CRICOS team's regulatory assessments focused on provider compliance with the ESOS Framework, as reflected by the adequacy of risk management and internal quality assurance practices.

TEQSA continues to be concerned with ongoing risks arising from the recruitment of large numbers of non-genuine overseas students. In 2024-25, there were indications some higher education providers had been targeted for exploitation by non-genuine students and unscrupulous education agents.

TEQSA's CRICOS team also paid particularly close attention to applications to change student capacity made by providers who have significantly increased recruitment from high-risk markets, increased on-shore recruitment, recruited high numbers of students whose visas are refused, and/or have persistently high volumes of students who do not commence or complete their studies.

In a small number of instances, TEQSA identified serious risks to non-compliance with the ESOS Framework that were not being appropriately managed by the provider and took regulatory action. This action included imposing registration conditions, shortening registration periods and limiting the number of overseas students the provider is allowed to recruit and admit.

Between November 2024 and April 2025, the TEQSA's CRICOS website information and evidence requirements were updated to reflect TEQSA's self-assurance model. Applications for CRICOS renewal of registration, change of student capacity on CRICOS, intention to relocate or add a new delivery location, add an ELICOS course or Foundation Program on CRICOS are now required to be accompanied by a self-assurance statement outlining how the provider complies with and will continue to comply with the ESOS Act and its legislative instruments.

Engagement

TEQSA's engagement activities are focused on building provider capability, increasing understanding of issues affecting students and supporting the quality of Australian higher education. Key activities during 2024-25 included the 2024 TEQSA Conference, roundtables, webinars and meetings with stakeholders, supported by formal consultation activities.

The TEQSA Talks webinar series has continued to provide valuable opportunities for TEQSA to engage with the sector about our regulatory work, quality assurance matters and sector risk. These free webinars also provide opportunities for providers and other stakeholders to ask us questions during interactive Q&A sessions. The webinars are highly rated, with 85% of surveyed attendees at the most recent webinar in March 2025 rating the webinar as extremely or very useful.

TEQSA held annual meetings with higher education peak bodies including:

- > Australian Technology Network of Universities
- > English Australia
- > Group of Eight
- > Independent Higher Education Australia
- > Independent Tertiary Education Council Australia
- > Innovative Research Universities
- > Regional Universities Network
- > TAFE Directors Australia
- > Universities Australia.

These conversations provide us with valuable stakeholder feedback, giving TEQSA an understanding of the emerging issues and challenges facing the sector. This engagement is an essential part of our regulatory approach and supports our commitment to meaningful consultation. The feedback also helps us set our strategic priorities for the year.

TEQSA also engaged with peak student and advocacy bodies including:

- > National Union of Students
- > Council of Australian Postgraduate Associations
- > Australasian Union of Jewish Students
- > Student Voice Australasia.

The 8th annual TEQSA Conference was held at the Sofitel Melbourne on Collins on Tuesday 12 and Wednesday 13 November 2024. The conference theme, *Navigating tomorrow – anticipating challenges, embracing change*, explored the rapid transformation in technology, demographics and global pressures facing Australian providers, together with the opportunities and risks to prepare for in an increasingly dynamic future.

A total of 933 delegates, including 126 students, from Australia and overseas registered for the conference, with 793 attending in-person and a further 140 registered to attend virtually.

TEQSA also engaged with the newly established National Student Ombudsman (NSO), who commenced in February 2025. This included inviting the NSO to the TEQSA 2024 Conference, roundtables and to present to TEQSA staff. Regular officer-level meetings were also established to facilitate information sharing and seamless transfers for complainants between either organisation. Other government agencies TEQSA engaged with during the period included the Australian Skills Quality Authority, the Department of Education, the Fair Work Ombudsman and the Department of Home Affairs.

International engagement

TEQSA protects the international reputation of Australia's higher education sector through our regulatory and assurance work and engagement with international quality assurance partners. International engagement is a vital activity that protects this economically important sector while supporting and enhancing our international competitiveness and safeguarding the student experience.

The principal objectives of TEQSA's international engagement are:

- > supporting Australian transnational higher education activity and innovation
- > building networks and collaborating to ensure quality
- > monitoring opportunities and risks in transnational higher education.


During the past financial year, TEQSA has engaged with international regulatory and quality assurance agencies. This engagement has provided us with valuable insight into global trends and risks. This included specific engagements with China,

India, the Philippines and Vietnam, to build relationships with regulators in these countries, and to support high quality Australian transnational education. Many of our international counterparts have been interested in TEQSA's regulatory approach and emphasis on provider self-assurance, in TEQSA's work to combat commercial academic cheating services and in Australia's response to the emerging assessment integrity risk posed by artificial intelligence.

TEQSA also continued to support the Global Academic Integrity Network (GAIN). Launched in October 2022 by TEQSA and Quality and Qualifications Ireland (QQI) to share intelligence and knowledge, GAIN's initial membership of 16 members continues to expand. At 30 June 2025, there were 33 countries represented on GAIN through a total of 43 members.

TEQSA changes




Ms Adrienne Nieuwenhuis was Acting Chief Commissioner until 6 April 2025. Professor Kerri-Lee Krause was appointed Chief Commissioner on 7 April 2025. Professor Joan Cooper resigned as Commissioner effective 9 August 2024. Emeritus Professor Elizabeth More AM was appointed Commissioner on 24 February 2025.



In 2024-25, TEQSA continued to prioritise issues related to student wellbeing. Of particular focus has been to support providers to mitigate risks to the wellbeing and safety of all students and staff in response to the recent rise in racism, particularly antisemitism, in the context of student protests and encampments on campus.


1

Overview

-  What we do
-  Our portfolio
-  Accountable authority
-  Our organisation

What we do



 Our purpose is to protect and enhance the integrity, quality and reputation of Australian higher education.

The TEQSA Act outlines TEQSA's responsibilities for the regulation and quality assurance of all providers offering higher education courses.

Our key activities include:

- > registering regulated entities as higher education providers
- > conducting compliance and quality assessments
- > conducting accreditation assessments of courses developed by providers without self-accrediting authority
- > providing advice and making recommendations to the Minister responsible for higher education on matters relating to the quality and regulation of higher education providers
- > cooperating with similar agencies in other countries
- > collecting, analysing, interpreting and disseminating information relating to quality assurance practice and quality improvement in higher education.

TEQSA's core legislated role is to register all providers offering higher education qualifications in, or from, Australia (AQF5 and above). We accredit their courses of study, except for those providers (mostly universities) that have an authority to accredit their own courses.

TEQSA also has responsibilities under the *Education Services for Overseas Students Act 2000* (ESOS Act) for providers offering courses to overseas students; Foundation Programs (except those delivered by schools); and English Language Intensive Courses for Overseas Students (ELICOS) programs delivered by higher education providers.

The *National Code of Practice for Providers of Education and Training to Overseas Students 2018* (National Code) was also established under the ESOS Act to provide nationally consistent standards and procedures for registered providers of education and training.

TEQSA conducts risk and compliance and other assessments of individual providers, as well as the sector more generally, against the Threshold Standards.

Our portfolio



TEQSA is a portfolio agency attached to the Department of Education.

The Minister for Education is the Hon Jason Clare MP.

The Department's purpose is to create a better future for all Australians through education. Key priorities of the Department are:

- > Improve early learning, schooling, student educational outcomes and transitions to and from school through access to quality early childhood education and care, support, parent engagement, quality teaching and learning environments.
- > Promote growth in economic productivity and social wellbeing through access to quality higher education, international education, and international quality research.

Accountable authority



TEQSA's Commissioners, who are also the agency's accountable authority, are responsible for monitoring agency performance.

TEQSA Commissioners are appointed by the Minister and have responsibility for making regulatory decisions, such as decisions about provider registration and re-registration. Commissioners also consider compliance matters, such as imposing conditions on a provider's registration or revoking a registration.

Table 1. Details of accountable authority during 2024–25

Name	Position title	Date of commencement	Date of cessation
Professor Kerri-Lee Krause	Chief Commissioner	7 April 2025	Current
Adrienne Nieuwenhuis	Commissioner	6 August 2021	Current, Acting Chief Commissioner from 11 May 2024 to 6 April 2025
Emeritus Professor Elizabeth More AM	Commissioner	24 February 2025	Current
Stephen Somogyi	Commissioner	1 November 2021	Current
Emeritus Professor Joan Cooper	Commissioner	15 April 2019	9 August 2024

Our Commissioners

Kerri-Lee Krause



Professor Krause, former Vice-Chancellor and President of Avondale University, commenced as TEQSA’s Chief Commissioner on 7 April 2025.

Professor Krause brings extensive higher education leadership and knowledge to TEQSA, with more than 30 years’ experience in public universities and independent institutions. The chair of the Higher Education Standards Panel (until 7 April 2025), her leadership has focused on systemic institutional turnaround strategies through enhancing the quality of university learning, teaching and student experiences, particularly among diverse student cohorts. An Honorary Professorial Fellow at the University

of Melbourne’s Centre for the Study of Higher Education, Professor Krause’s most recent book, *Learner-centred leadership in higher education*, is a practical guide on strategic higher education leadership practices with learners at the heart.

Most recently, as Vice-Chancellor of Avondale University, Kerri-Lee successfully led Avondale’s transition from University College to University, applying lessons learned over many years of leading sector-level quality enhancement and university-wide organisational renewal and strategic improvement. Other executive leadership roles have included Deputy Vice-Chancellor Academic at Western Sydney University and

La Trobe University and Provost at Victoria University where she led the introduction of the block model curriculum initiative and workforce renewal spanning the higher education and TAFE sectors. As Deputy Vice-Chancellor at the University of Melbourne, she led the Student Life executive portfolio, partnering with students, heads of student residential halls and colleagues across the University to enhance the quality of student engagement, safety and wellbeing.

Her previous sector leadership includes 4 years as elected Chair of the Universities Australia Deputy Vice Chancellor (Academic) group and non-Executive Director on numerous boards. She led the national admissions transparency of higher education strategic priority on behalf of the Higher Education Standards Panel from 2017 to 2025. Professor Krause is internationally recognised for her contributions to higher education policy research and practice, including research on the evolving nature of higher education curricula, learners, academic work and implications for leadership, quality, standards and university governance.

Adrienne Nieuwenhuis



Adrienne Nieuwenhuis was appointed Acting Chief Commissioner of TEQSA on 11 May 2024 until 6 April 2025.

Prior to her appointment to TEQSA, Adrienne held senior positions at the University of South Australia, most recently as the Director of the Office of Vice Chancellor, and in state government as the Director Quality, Tertiary Education, Science and Research in the South Australian Department of Further Education, Employment, Science and Technology.

Adrienne has provided strategic leadership, policy advice and investment direction to support tertiary education, science and research in South Australia. She was also responsible for the regulation of both

higher education and vocational education and training (VET) and worked closely with the Australian Government in the establishment of the national regulatory systems for both higher education and VET.

Adrienne was an inaugural member of the Higher Education Standards Panel (2011–14) and the National Skills Standards Council (2011–13). She was reappointed to the Higher Education Standards Panel for a further 3-year term in 2018.

Adrienne has been a member of the South Australian Skills Commission since 2013 and has held several roles within the Commission, including Deputy Chair of the Commission (2013–14; 2019–20) and Chair of the Commission's Traineeship and Apprenticeship sub-committee since 2013. She was also a member of the Australian Industry and Skills Committee. In 2022 she was appointed to the National Vocational Education and Training Regulator Advisory Council and in 2024 was appointed to the Initial Teacher Quality Assurance Oversight Board.

Adrienne has over 30 years' experience in tertiary education, regulation and in public administration, management and governance. She has been a member of various

state and federal committees and working parties associated with both VET and higher education and public policy.

Adrienne holds an honours degree in science and a masters degree in tertiary education policy and administration.

Elizabeth More AM



Professor More was appointed to the TEQSA Commission in February 2025.

Prior to her appointment to the TEQSA Commission, Professor More held a number of senior academic and leadership roles in higher education. Most recently, Elizabeth has been Chair of the Academic Board of the SP Jain School of Global Management, Board Chair of Nexus Education, and on the Council and Academic Board of Kings Own Institute. Previously, she was the Chief Academic Advisor/Director of Research at Study Group and a member of its senior leadership team. She has also served as Deputy Vice-Chancellor at Macquarie and

Canberra universities and Director of the Macquarie University Graduate School of Management (MGSM), Managing Director of MGSM Pty Ltd; Chair of the Academic Senate at Macquarie University; Foundation Executive Dean of the Faculty of Business at the Australian Catholic University; Professor of Management and MBA and Research Director at MGSM; and Academic Director of Macquarie University's city campus. She was also the Dean of the Faculty of Business, Management and Wellness, incorporating the Australian Institute of Management (AIM) School of Business and the Australasian College of Health and Wellness.

A past president of the Australian and New Zealand Academy of Management, and of the Australian Communication Association, Elizabeth also has extensive experience in governance, and consulting to both private and public sector organisations. Before becoming a university academic, she worked as a classical ballet dancer in theatre and television, and in the advertising industry.

In addition to being a member of the 2019 Australian Qualifications Framework review panel, Professor More has been on the editorial boards of the *Journal of Global Responsibility*, *Asia-Pacific Journal of Business Administration*, *Australian Journal of Communication*, *Journal of Communication Management*, *Journal of International Communication*, *Knowledge and Process Management*, and the *Journal of Corporation Transformation*.

Professor More's academic achievements were acknowledged in the Queen's Birthday 2005 Honours List, when she received the award of Member of the Order of Australia (AM) for service to education, particularly in the fields of communication, management and organisational change. Her most recent research presentations and publications have been focused on change management in the non-profit sector, highlighting the implementation of the National Disability Insurance Scheme. Her latest publication with co-editors Associate Professor David Rosenbaum and Mark Orr, *Journeys through the Disability and Mental Health Nonprofit Sector – The*

Theory and Practice of Leadership, will be published in April 2025 by Springer UK. Her academic qualifications include a Bachelor of Arts (Hons) (UNSW), Graduate Diploma in Management (Central Queensland University), Master of Commercial Law (Deakin University), and a PhD (UNSW).

Her recent work in the non-profit sector has been as Chair of Flourish Australia, a Director of the Symphony for Life Foundation, and member of the Australian Institute of Company Directors' NFP Chairs' Forum.

Stephen Somogyi



Steve Somogyi was appointed a TEQSA Commissioner in November 2021. He has extensive global experience in the financial services, health care, higher education and prudential regulation sectors and has chaired boards and audit and risk committees.

Steve served as the Chief Operating Officer at RMIT University for 10 years from July 2006 until July 2016. He then became a Strategic Adviser to Monash University, Victoria University, the University of Melbourne, the University of Adelaide, Siemens, Queensland Investment Corporation and Energy Trade.

He has chaired complex projects including the Queen Street Precinct project to improve the student experience for Victoria University. He also helped create the Net Zero Program for Monash to achieve energy savings and zero net carbon emissions by 2030 and developed a strategic approach to the Higher Education and Health Care sectors for the Siemens Smart Cities Business Unit.

He was a member of the Expert Review Group for the Australian Council for Educational Research.

Steve has held a range of senior roles in government and industry at the Australian Prudential Regulation Authority, Trowbridge Consulting, Mayne Nickless, Bonlac Foods, IOOF and the CPI Group. He worked at National Mutual for 27 years and ended his career there as Chief Finance Executive and Chief Actuary.

His work on boards includes serving as a Commission Member of the Safety, Rehabilitation and Compensation Commission, former Chair of Guild Group, former Director of UniSuper including Chair of the Audit, Risk and Compliance Committee, former Chair of Higher Ed Services (now known as HES), Chair of CourseLoop and Chair of Net Zero Design and Execution.

Earning a Master of Science in High Energy Physics from the University of Melbourne and a Master of Science in Management (Sloan Fellow) from Massachusetts Institute of Technology, Steve is a Fellow of the Institute of Actuaries of Australia, the Australian Institute of Company Directors and the Financial Services Institute of Australia.

Our organisation

Dr Mary Russell, Chief Executive Officer



Dr Mary Russell is CEO of TEQSA. She was appointed to the role in May 2024, having led TEQSA as acting CEO since June 2023.

Mary joined TEQSA as the Executive Director of Regulatory Operations in 2022. In this role she led the regulatory teams which manage higher education provider registration, course accreditation, compliance and regulatory risk assessments.

Before joining TEQSA, Mary was Assistant Ombudsman for Dispute Resolution at the Telecommunications Industry Ombudsman. She held executive roles at the Australian Health Practitioner Regulation Agency (AHPRA) for 6 years, including as State Manager for Victoria, National Manager of Notifications and National Manager of Regulatory Risk Strategy. While at AHPRA, she led the development and implementation of a risk-based approach to managing concerns about the performance and conduct of health practitioners.

Mary has served as chair and member of regulatory boards, concurrently with roles as a health practitioner and a tertiary educator. She has extensive experience in university teaching, curriculum development and delivery.

Our people

TEQSA's CEO, supported by the agency's Executive Leadership Team (ELT), is responsible for the management and administration of the agency. This includes leading the development and implementation of the agency's strategy, providing advice to support regulatory decision making by the Commissioners, and ensuring regulatory decisions are implemented.

The ELT provides operational leadership for TEQSA and informs decisions in relation to our operational requirements and priorities, including staffing, business planning and the management of resources. The ELT also develops our corporate plan, annual report and annual budget for the consideration and approval of the accountable authority.

TEQSA's staff bring knowledge and expertise in regulation, quality assurance, risk management, the public sector and higher education. Staff members build on their knowledge and experience through regular interactions with providers, professional accreditation bodies, TEQSA experts and overseas quality assurance bodies.

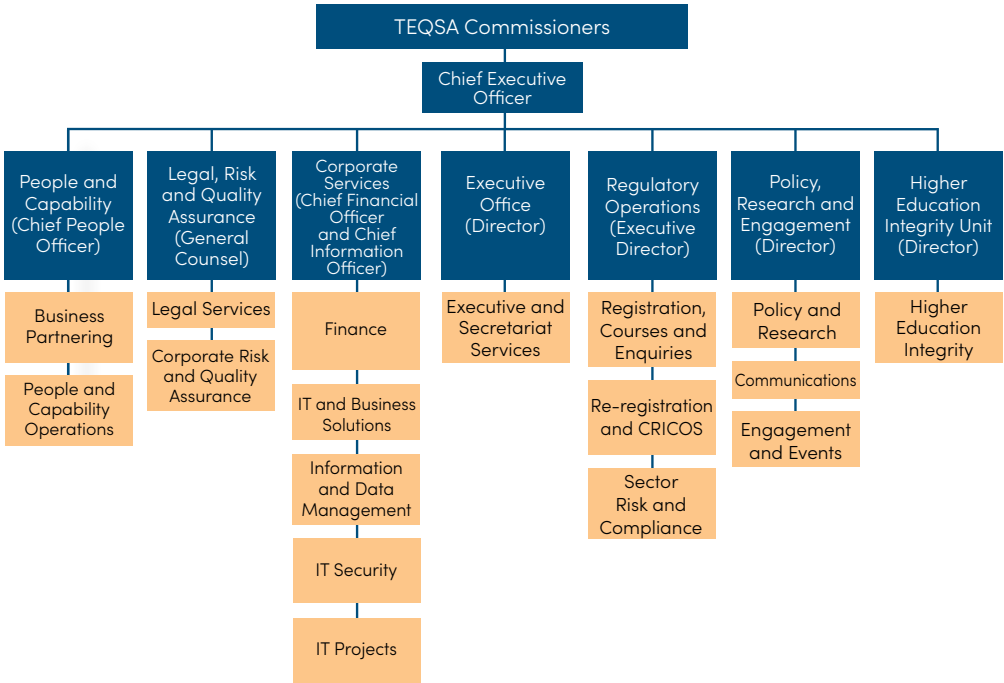
TEQSA's staff come from diverse backgrounds, including regulation and government, higher education delivery, data collection, data analysis, risk management and financial analysis. They apply their specialist skills in assessing complex qualitative

and quantitative information, with a focus on protecting the interests of students and the reputation of the higher education sector.

Functional groups

TEQSA's functional groups comprise Legal, Risk and Quality Assurance, People and Capability, Corporate Services, Regulatory Operations, Policy, Research and Engagement and the Higher Education Integrity Unit.

Figure 1. TEQSA organisation chart (as at 30 June 2025)



People and Capability

People and Capability is led by the Chief People Officer and is responsible for delivering strategic and operational human resources (HR) strategy, services and expert advice across all employee lifecycle activities.

These include payroll, recruitment and selection, learning and development, performance management, culture and engagement, workplace relations and work, health and safety.

Legal, Risk and Quality Assurance

Legal, Risk and Quality Assurance is led by the General Counsel, and comprises Corporate Risk and Quality Assurance and Legal Services.

The Corporate Risk and Quality Assurance team is responsible for TEQSA's internal quality assurance, enterprise risk management and protective security frameworks. It also coordinates performance reporting, group business planning, and the procurement and oversight of the agency's (outsourced) internal audit function.

The Legal Services team is responsible for providing TEQSA staff with strategic legal services, including legal advice, training on legal issues, managing claims by or against TEQSA and drafting and managing legislative instruments and delegations relevant to TEQSA's regulatory and enabling functions.

Corporate Services

Corporate Services is led by the Director Corporate Services and Chief Financial Officer and provides strategic and operational management of TEQSA's resources. The Corporate Services group is responsible for providing key enabling services based on specialised knowledge in the areas of finance, procurement, information technology, property, project, data and records management that assist TEQSA to achieve priorities and policy objectives. This includes financial management and reporting, capital investment, information systems, data analytics, and technology support.

Regulatory Operations

Regulatory Operations conducts all regulatory assessments and investigations of providers, including:

- > accreditations and renewals of courses
- > initial registrations and re-registrations of providers
- > assessments under the ESOS legislative framework
- > risk assessments, compliance assessments and investigations.

Regulatory Operations comprises Registration, Courses and Enquiries, Re-registration and CRICOS, and Sector Risk and Compliance.

Registration, Courses and Enquiries

Registration, Courses and Enquiries is responsible for delivering TEQSA's regulatory assessments under the TEQSA Act in relation to initial provider registration, course accreditation and renewal of course accreditation.

The Initial Registration team assesses applications for initial provider registration and accreditation of new courses and prepares assessment information and recommendations on initial registration applications for the decision of the TEQSA Commission.

The Courses team assesses applications from registered non-self-accrediting providers for the accreditation of new courses and the renewal of accreditation of existing courses.

The Enquiries Team is responsible for managing general and provider enquiries. The team serves as the dedicated first point of contact for provider enquiries, shifting away from assigning individual case managers and instead managing enquiries through a central, shared inbox monitored by a specialised and experienced team focused solely on provider support. This enables TEQSA staff to concentrate on their core regulatory duties while improving service delivery through a consistent and coordinated approach.

Re-registration and CRICOS

The Re-registration team assesses applications made under the TEQSA Act to renew registration as a higher education provider, gain authority to self-accredit courses of study, and change provider category.

TEQSA has regulatory responsibility as an ESOS agency for the higher education sector, Foundation Programs and ELICOS courses delivered by providers that have an entry arrangement with at least one registered higher education provider.

The ESOS Framework is a body of legislation that provides protection for international students studying in Australia, protects and enhances Australia's reputation for quality education and supports the integrity of Australia's student visa program. CRICOS, the Commonwealth Register of Institutions and Courses for Overseas Students, records the registration of all Australian education providers approved to recruit, enrol and deliver education and training services to overseas students.

TEQSA's ESOS/CRICOS team assesses applications for initial registration, renewal of registration on CRICOS and a range of other regulatory assessments under the ESOS legislative framework.

Sector Risk and Compliance

Sector Risk and Compliance is comprised of the Financial Advisory and Risk team and the Compliance and Investigations team.

The Financial Advisory and Risk team is responsible for sourcing information and intelligence related to risk and undertaking quantitative and qualitative analyses to inform TEQSA's regulatory assessment and compliance activity. The work of the team helps ensure TEQSA's regulatory and compliance activities are proportionate and reflect risk and regulatory necessity.

The Compliance and Investigations team is responsible for assessing and managing concerns about provider compliance with regulatory requirements, including the Threshold Standards. The team undertakes non-cyclical compliance assessments and investigations, based on identified risks and sector-wide thematic analyses. It also monitors and manages concerns about providers and monitors assurance action imposed on providers.

Policy, Research and Engagement

Policy, Research and Engagement provides strategic policy and sector engagement advice that supports TEQSA's outcomes and informs its future directions.

The Communications team is responsible for providing strategic advice about communications with TEQSA's diverse range of internal and external audiences. This includes media relations, issues management, communications strategy, website management, graphic design, intranet management, production of digital content, such as event videos and webinars, and internal communications support.

The Engagement and Events team ensures TEQSA's events, such as the annual TEQSA conference and other stakeholder engagements, support the achievement of TEQSA's strategic goals. They also ensure TEQSA's register of experts is reviewed and managed.

The Policy and Research team support the enhancement of TEQSA's outcomes by identifying emerging risks and trends to inform guidance to the sector. The team also coordinates strategic projects, resources for the sector, policy development and submissions on behalf of the agency.

Higher Education Integrity Unit

TEQSA's Higher Education Integrity Unit (HEIU) aims to identify and address issues likely to impact the integrity of Australia's higher education sector. Areas of focus for the HEIU are developed and updated in response to sector trends and data analysis.

With the rapid evolution of generative AI (gen AI) technologies, the HEIU has been working to uplift sector capabilities and provide support and guidance to assist higher education providers in addressing the risks gen AI poses to assurances of student learning outcomes and award integrity. In the 2024-25 financial year, the HEIU has delivered a body of work to support Australia's higher education providers in reflecting on both the opportunities and risks of gen AI.

To ensure the sector is engaging meaningfully with the impact of gen AI, TEQSA issued a request for information (RFI) to all registered higher education providers on 3 June 2024. TEQSA received a 100% response to this request, which asked providers for a credible action plan that set out an institutional strategy for addressing the risk gen AI poses to the integrity of awards, across the breadth of the provider's course offerings. In the 2024-25 financial year, TEQSA analysed the information received in response to this RFI and used the information provided to inform the development of 2 resources, *Gen AI strategies for Australian higher education: Emerging practice* and *Gen AI strategies for research training: Emerging practice*. These resources seek to share information and showcase differing approaches, drawn from across the sector, to support providers in managing the risk of gen AI technologies and uplift sector-wide capabilities.


An ongoing priority of the HEIU is to use TEQSA's legislative authority to continue to disrupt commercial academic cheating services that target students enrolled with Australian higher education providers. In 2024-25 TEQSA continued our regulatory and educative activities that address commercial academic cheating. This included blocking websites and social media accounts which offer or advertise commercial academic cheating services and, for the first time, commencing legal proceedings

in the Federal Court of Australia alleging contraventions to Australian laws which prohibit academic cheating.

Further, to assist and support students accused of academic misconduct, TEQSA has commenced the development of a suite of new resources. When available, these resources will provide guidance and advice to students navigating an accusation of academic misconduct and complement our existing student resources, including our *Understanding academic integrity* resources which are available on the TEQSA website.

The HEIU has also worked with other government agencies to support Institutes of Higher Education and University Colleges to enhance their cyber security awareness and maturity. In August 2024, we released 2 cyber security e-learning modules tailored for these provider categories, *Enhancing cyber security awareness* and *Cyber security for senior leadership*. These e-learning modules seek to build knowledge and awareness of cyber security risks and how to manage them. They add to TEQSA's existing e-learning resources, including our *TEQSA Masterclass: Contract cheating detection and deterrence*.

Other areas likely to impact the integrity of the higher education sector are being examined and acted upon as needed and when the opportunity arises. For example, the increase in online learning and offshore delivery through third-party arrangements, English language standards, research integrity and admissions practices.



TEQSA's engagement activities are focused on building provider capability, increasing understanding of issues affecting students and supporting the quality of Australian higher education. Key activities during 2024-25 included the TEQSA Conference, roundtables, webinars and meetings with stakeholders, supported by formal consultation activities.

2

Performance review

- 🎯 Statement of compliance
- 🎯 Performance analysis
- 🎯 Objective 1: Promote and support good practice and effective self-assurance across the sector
- 🎯 Objective 2: Identify, analyse and respond to risks in the sector
- 🎯 Objective 3: Ensure compliance with applicable legislation through effective and efficient regulation

Statement of compliance

We, the TEQSA Commissioners, as the accountable authority of the Tertiary Education Quality and Standards Agency (TEQSA), present the 2024–25 annual performance statements for TEQSA, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

In our opinion, these annual performance statements are based on properly maintained records, accurately present the performance of TEQSA, and comply with subsection 39(2) of the PGPA Act.



Kerri-Lee Krause
Chief Commissioner



Adrienne Nieuwenhuis
Commissioner



Elizabeth More
Commissioner



Stephen Somogyi
Commissioner

The annual reporting cycle

TEQSA is required to include annual performance statements that review our non-financial performance in achieving our vision and purpose. The Annual Report and annual performance statements complete the cycle that commenced with the Portfolio Budget Statements (PBS) and Corporate Plan. The performance statements report the actual results achieved against the performance measures and targets set out in our Corporate Plan and PBS.

Figure 2. The reporting cycle



Each performance measure relates to TEQSA's vision, purpose and key activities. These performance measures, objectives and targets are described in the next section.

Outcome – contribute to a high-quality higher education sector

TEQSA contributes 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.

Program – regulation and quality assurance

TEQSA provides higher education regulation and quality assurance with reference to standards established under the TEQSA Act and the *Education Services for Overseas Students Act 2000* (ESOS Act):

Objective 1 – promote and support good practice and effective self-assurance across the sector

Objective 2 – identify, analyse and respond to risks in the sector

Objective 3 – ensure compliance with applicable legislation through effective and efficient regulation

Key activities include:

- > registering regulated entities as higher education providers and accrediting courses of study
- > conducting compliance assessments
- > conducting accreditation assessments of courses developed by providers who do not have self-accrediting authority
- > providing advice and making recommendations to the responsible Minister on matters relating to the quality and regulation of higher education providers
- > cooperating with similar agencies in other countries
- > collecting, analysing, interpreting, and disseminating information relating to quality assurance practice and quality improvement in higher education.

These activities are underpinned by performance measures and qualitative and quantitative targets. The measures and targets help us to monitor our progress and determine whether we are effective in delivering on our purpose.

TEQSA aligns key performance measures against the *Australian Government Regulator Performance Resource Management Guide (RMG-128)*, which requires regulatory agencies to annually assess their performance and report in an annual report.

The principles are:

1 – continuous improvement and building trust

TEQSA adopts a ‘whole-of-system’ perspective continuously improving performance, capability and culture to build the trust and confidence of the higher education sector and other stakeholders in our regulatory settings.

2 – risk-based and data driven

TEQSA responds to risks proportionately and maintains essential safeguards while minimising regulatory burden and leveraging data and digital technology to support higher education providers to comply and grow.

3 – collaboration and engagement

TEQSA is a transparent and responsive communicator, regulating against the higher education standards in a modern way.

Operating environment

TEQSA’s operating environment consists of 213 (as at 30 June 2025) higher education providers across 4 provider registration categories:

- > Australian University
- > University College

- > Institute of Higher Education
- > Overseas University.

These providers offer a diverse range of study courses to more than 1.55 million higher education students. About 95% of providers are registered to deliver higher education courses to international students. Almost half of all registered higher education providers also deliver VET courses (dual-sector providers).

At 30 June 2025, Australia's higher education sector comprised 43 Australian Universities, 7 University Colleges and 156 Institutes of Higher Education. The universities, mostly large and comprehensive in scope, account for about 90% of Australia's higher education students.

TEQSA authorises universities, and a small number of providers in other categories, to self-accredit courses of study. Providers without self-accrediting authority are required to have their courses of study accredited by TEQSA. At 30 June 2025, TEQSA had 1,879 active courses accredited across 12 broad fields of study, principally in management and commerce, society and culture, and information and technology.

Challenges

Australia's higher education sector is in a period of transition, driven by Australian Government reform and changes in the domestic and global environment.

The evolution of delivery formats, gen AI and overseas student enrolments have each brought threats to the integrity of Australia's higher education. Student safety and wellbeing is also in focus, particularly gender-based violence and racism on campus, reflecting domestic and international events.

TEQSA's challenge is to continue to adapt our regulatory approach to ensure it aligns with legislative changes, while also monitoring and responding to existing and emerging risks.

An important priority for TEQSA is supporting innovation, while ensuring quality and integrity are maintained and enhanced and the interests of students are protected as the sector continues to transform. During 2024-25, to support providers and align with priorities set out in the Australian Universities Accord reform agenda, TEQSA worked with the VET-regulator Australian Skills Quality Authority (ASQA) to develop a dual-sector regulatory strategy. The strategy sets out work to improve alignment and support streamlined regulation of VET and higher education sector providers while providing greater opportunities to assure quality and integrity for providers operating in both VET and higher education.

This requires TEQSA to evolve our regulatory approach, improve capacity for data management to inform our work, respond to both legislative changes and promote and support effective self-assurance, while maintaining and building trust with stakeholders.

Priorities

TEQSA identified priorities to respond to the operating environment and address opportunities and challenges:

- > reviewing and adapting TEQSA's regulatory model and practice, in keeping with established principles of regulatory best practice and reform (outlined in *Regulator Performance RMG-128* guidance provided by the Department of Finance), in consultation with stakeholders
- > working with ASQA to develop a dual sector strategy to provide a medium to long-term blueprint to support and guide greater regulatory collaboration and alignment
- > maintaining a risk assessment focus on the financial viability of providers, particularly in relation to providers heavily reliant on overseas students
- > continuing the HEIU program focused on academic or contract cheating and artificial intelligence and collaboration with other agencies in relation to issues such as cyber security and foreign interference
- > further developing TEQSA's risk and compliance focus in relation to student wellbeing
- > continuing to update TEQSA's guidance materials, including our higher education good practice hub with the inclusion of artificial intelligence resources
- > working closely with the Department of Education and the Higher Education Standards Panel on priority projects, and
- > investing in our workforce and enabling systems to build and maintain TEQSA's regulatory practices and organisational capacity.

Our stakeholders

TEQSA engages with a range of stakeholders from the national and international higher education sector, government and related professions to achieve our purpose.

TEQSA's key stakeholders include:

- > Department of Education
- > Higher Education Standards Panel
- > Australian Skills Quality Authority
- > educators
- > regulators
- > immigration committees
- > students and student bodies
- > providers and provider peak bodies
- > industry professional bodies.

Performance analysis

Targets for TEQSA's performance measures are rated as:

- > achieved (100% or qualitatively fulfilled)
- > partly achieved (50% or less, or qualitatively only partial progress)
- > not achieved (0% or target not fulfilled).

In 2024–25, TEQSA has achieved or partly achieved 22 of the 26 performance measures outlined in the 2024–2028 Corporate Plan.

Table 2. Summary of TEQSA's overall performance against its 26 measures in 2024–25

Rating	Number of performance measures
Achieved (100% or qualitatively fulfilled)	17
Partly achieved (50% or more, or qualitatively partial progress)	5
Not achieved (did not fulfil target requirements)	4

In the 2025 annual Provider Survey 72% of providers rated TEQSA's overall performance as either 'excellent' or 'good'. The strong result demonstrates TEQSA's continued commitment to ensuring its service and approach are of the highest quality.

While a slight decline in overall performance rating, as reported by surveyed providers, compared to the previous financial year, the agency recorded improvements or stable ratings in response to a number of questions asked. Areas that saw an increase in the percentage of 'excellent' and 'good' responses by surveyed providers in 2024–25 performance compared to the previous year include:

- > providing opportunities to address matters relevant to a regulatory decision, prior to a final decision being made (75% excellent or good, up from 68%)
- > facilitating / helping the sector, as a whole to protect students (70% excellent or good, up from 65%)
- > listening to your organisation's views on improving quality assurance (69% excellent or good, up from 55%)
- > providing your organisation with the opportunity to give feedback on the annual risk assessment process (64% excellent or good, up from 45%).

In rating 'Compliance and monitoring approaches for higher education providers has been streamlined and coordinated', there was an 8% decline (to 53%) of providers surveyed responding 'good or excellent'. To improve, TEQSA has updated its compliance priorities for 2025, to be more specific and targeted than those in 2024,

to help ensure TEQSA and its regulatory compliance functions clearly and effectively target available resources to a proportionate scope of issues. This approach will also strengthen TEQSA's coordination of compliance activities to reduce unnecessary burden on providers.

TEQSA also notes further work is needed to improve the agency's timeliness in making decisions. In 2024–25, TEQSA recorded extended median processing times for course accreditation and reaccreditation applications due to the higher than average application load, a legacy from the COVID-19 period and fee relief measures in place ahead of the introduction of increased cost recovery in January 2023. TEQSA expects to see a reduction in median processing times over the financial year 2025–26 due to process and systems improvements. This quality assurance work is ongoing, and it will inform how TEQSA continues to meet its legislative deadlines.

Providers continued to rate TEQSA's guidance materials highly, with 85% of those surveyed regarding 'Usefulness of the information on the Threshold Standards in the form of the guidance notes' as 'excellent' or 'good'. Total page views of TEQSA-developed education and guidance materials increased from 19.65% to 244,992 in 2023–24 compared to the previous year. Finally, an overall decline in traffic to the TEQSA website by students saw the target for visitors to the *Students* section of the website not achieved. While TEQSA did not achieve its 10% target in 2024–25, this result follows a significant increase in page views recorded in 2023–24 and 2022–23.

List of performance measures

Objective 1: Promote and support good practice and effective self-assurance across the sector		
Performance measure	Result	Reference
Key activity 1.1: Develop and publish education and guidance materials, in consultation with the sector, to support good practice and provider self-assurance		
Number of website visits on TEQSA developed resources	Not achieved	#1
Website-based guidance is current and relevant to providers	Achieved	#2
Extent of stakeholder satisfaction with TEQSA developed resources	Achieved	#3
Key activity 1.2: Engage with higher education peak bodies, registered providers and students to uphold student interests and support effective regulation and quality assurance		
Extent of satisfaction with TEQSA's engagement with peak bodies and providers, including in relation to:	Achieved	#4
(i) sector trends, risks and challenges	Achieved	#5
(ii) applications for registration and accreditation	Achieved	#6
(iii) implementation of cost recovery	Achieved	#7
(iv) the annual conference and other events	Partly achieved	#8
(v) engage high-risk providers in free online events to promote and support good practice	Achieved	#9
(vi) number of visits to the <i>Students</i> section of TEQSA's website	Not achieved	#10
Key activity 1.3: Work closely with the Department of Education and the Higher Education Standards Panel on joint projects regarding the <i>Higher Education Standards Framework 2021</i> (Threshold Standards)		
Participation and substantive contribution to joint projects	Achieved	#11

Performance measure	Result	Reference
Key activity 1.4: Advise and make recommendations to the Minister on matters relating to the quality and regulation of higher education providers		
Provide advice to the Minister with regard to key trends, risks and issues across the sector and regarding high-risk providers	Achieved	#12

Objective 2: Identify, analyse and respond to risks in the sector

Performance measure	Result	Reference
Key activity 2.1: Monitor the performance of registered providers, identify risks, assess provider responses and, where necessary, take regulatory or other action		
Complete and report on the annual risk assessment of providers and share key themes with the sector	Partly achieved	#13
TEQSA's sector risk monitoring activity contributes to the setting of its risk priorities and is shared with the sector – emphasising opportunities for improvement	Achieved	#14
Key activity 2.2: Maintain a risk assessment focus on the financial viability of providers, particularly in relation to providers heavily reliant on overseas students		
Assess provider financial risk as part of the annual risk assessments	Achieved	#15
Key activity 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		
Sector compliance activity involving student wellbeing	Achieved	#16
Key activity 2.4: Further develop the activity of the TEQSA Higher Education Integrity Unit in relation to contract cheating, cyber security and foreign interference		
Demonstrated improvements in sector awareness, identification, analysis and response to integrity risks	Partly achieved	#17

Objective 3: Ensure compliance with applicable legislation through effective and efficient regulation		
Performance measure	Result	Reference
Key activity 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		
Stakeholder acceptance of process and outcomes for regulatory reform	Achieved	#18
Key activity 3.2: Align risk and compliance approach with legislated requirements and principles of regulatory necessity, risk and proportionality		
Proportion of compliance assessments undertaken to address non-compliance and restore compliance (registered and non-registered) providers	Achieved	#19
TEQSA reviews cases in which its decisions are externally reviewed, identifies any opportunities for improvement in TEQSA's regulatory approach and implements improvements	Achieved	#20
Extent to which TEQSA meets relevant legislated and/or statutory freedom of information, privacy or information security obligations	Not achieved	#21
Key activity 3.3: Ensure regulatory assessments are streamlined and coordinated to ensure regulatory activity is undertaken efficiently		
Yearly trend in processing times	Achieved	#22
Percentage of providers satisfied TEQSA is reducing administrative burden	Not achieved	#23
Percentage of assessments completed within legislative deadlines as required under the TEQSA Act	Achieved	#24
Key activity 3.4: Recover regulatory costs consistent with Cost Recovery Implementation Statement (CRIS) and relevant framework/guidelines		
Recovery consistent with approved CRIS and with support of providers	Partly achieved	#25
Key activity 3.5: Implement key strategic projects in relation to organisation capability		
Strategic projects progressively implemented, on time and on budget	Partly achieved	#26

Objective 1

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



TEQSA offers education and guidance to assist providers in meeting their obligations and to promote quality enhancement.

This education and guidance includes:

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

In addition to these materials, in 2024-25 TEQSA began publishing Statements of Regulatory Expectations (SREs). SREs are a regulatory tool TEQSA uses to address systemic ongoing or acute emerging risks to compliance with the *Higher Education Standards Framework (Threshold Standards) 2021*. By publishing a SRE, TEQSA is giving the sector greater transparency around how TEQSA interprets the standards and what we will look for through our compliance activities to assure providers continue to meet the Threshold Standards.

While a SRE is not a legislative instrument they are designed to clearly and transparently communicate TEQSA's expectations of the types of actions, improvements and monitoring that providers should put in place to understand and manage a key issue or risk. Providers should use SREs to assess their systems, processes and monitoring and to take corrective or improvement actions where needed. A SRE may also set out TEQSA's expectations about the type of information that the senior executive and governing body should receive to inform their active oversight and accountability for the issue.

SREs are one of a number of ways that TEQSA promotes good practice across the higher education sector. TEQSA's annual conference and the quarterly TEQSA Talks webinar series offer open, robust and interactive engagement opportunities with the sector. The conference and webinar agendas vary in response to identified needs as we move through the year.

To inform the educational and guidance content that TEQSA shares with the sector, feedback is gathered from a range of sources including providers, the Higher Education Standards Panel, peak bodies and students. We also bring in observations from cyclical and compliance assessments and the annual risk cycle to establish the areas and forms of support to be developed. The commitment to promoting and supporting good practice also extends to TEQSA providing advice and making recommendations to the Minister responsible for higher education on matters relating to the quality and regulation of higher education providers.

Of the impacts, challenges and priorities identified in Section 2 of the 2024–28 TEQSA Corporate Plan, the following priority activity is relevant to promoting and supporting good practice and effective self-assurance across the sector:

- > Work closely with the Department of Education and the Higher Education Standards Panel on joint projects such as modes of delivery, admissions transparency and research quality (see key activity 1.3 in the table below).

#1	Number of website visits on TEQSA-developed resources
Target	10% increase in website visits to TEQSA-developed education and guidance materials compared to previous years
Result	Not achieved
Analysis	In 2024–25 the guides and resources section of TEQSA’s website was accessed 254,448 times. This is a 3.86% increase compared to the previous financial year but below the 10% growth target. TEQSA continues to receive positive feedback on the usefulness of guidance materials we develop
Methodology	Total website visits for all TEQSA developed education and guidance materials are 110% of 2023–24
Source	Google Analytics on TEQSA website
Key activity	1.1: Develop and publish education and guidance materials, in consultation with the sector, to support good practice and provider self-assurance
Responsible	Policy, Research and Engagement

#2	Website-based guidance is current and relevant to providers	
Target	<p>Publication of 3 to 4 sector guidance notes or resource packs annually</p> <p>100% of the website pages visited most frequently (top 30% visits) have been reviewed and (if required) updated within the last 12 months</p>	
Result	Achieved	
Analysis	<ul style="list-style-type: none"> > 3 guidance notes published or updated: Learning resources and educational support (11 June 2025), Staffing (11 June 2025), Research and Research Training (11 December 2024) > 3 guidance notes recently released for external consultation: Information for prospective and current students, Information management, Representation <p>Throughout 2024-25, TEQSA has achieved our target of reviewing and updating content on 30% of the most accessed pages on the website. Additionally, TEQSA developed other resource materials such as <i>Assessment reform in the age of artificial intelligence</i>, cyber security modules for independent higher education providers and guidance materials to support providers to respond to TEQSA's request for information to address the risk artificial intelligence poses to award integrity</p> <p>TEQSA also published the <i>Statement of Regulatory Expectations: Compliance with workplace obligations</i>, and the <i>Guide to determining the fitness and propriety of a person</i>. TEQSA also consulted on the interim <i>Statement of Regulatory Expectations: Student grievances and complaints mechanisms</i> and <i>Interim advice around managing external actors</i>, which were developed following roundtable meetings in late 2024 and early 2025</p>	
Methodology	<p>Count of number of guidance notes and resource packs published in 2024-25</p> <p>Percentage of top 30% of all web pages by total visits for each month have been reviewed or updated within the last 12 months</p>	
Source	<p>TEQSA website guidance note publications</p> <p>Google Analytics on TEQSA website</p>	
Key activity	1.1: Develop and publish education and guidance materials, in consultation with the sector, to support good practice and provider self-assurance	
Responsible	Policy, Research and Engagement	

#3	Extent of stakeholder satisfaction with TEQSA-developed resources
Target	Peak bodies and providers report substantive contribution to TEQSA's good practice materials and guidance
Result	Achieved
Analysis	<p>The 2025 Provider Survey found 69% of providers rated TEQSA as excellent or good for "Listening to your organisation's views on improving quality assurance (for example, feedback on guidance notes and other regulatory material / information)"</p> <p>During 2024-25, TEQSA developed a range of guidance and support materials based on identified need and promoted these and opportunities to provide feedback through our website, social media, webinars and other activities</p> <p>TEQSA updated 3 guidance notes and commenced consultation on a further 3 with the sector, with information about these shared via social media, TEQSA's website and TEQSA e-News</p> <p>The <i>Assessment reform in the age of artificial intelligence</i> resource was launched at the TEQSA Conference in November 2024 and shared via TEQSA's website, e-News and social media channels and was well received. TEQSA also consulted with stakeholders ahead of the publication of the <i>Statement of Regulatory Expectations: Compliance with workplace obligations</i> and engaged with students, providers and other stakeholders through roundtables and consultation to inform the agency's work on updated regulatory guidance to support social cohesion</p> <p>Our regular Good Practice Monday series across our social media accounts shares TEQSA's education and guidance resources with our audiences</p>
Methodology	<p>Count of support materials developed, shared and/or promoted with external stakeholders</p> <p>Count of stakeholders engaged in education or training events</p> <p>A majority of providers report that they have substantially contributed to TEQSA good practice materials</p>
Source	<p>Guidance notes as published on TEQSA website</p> <p>Records of attendance at TEQSA education events</p> <p>2025 Provider Survey</p>

Key activity	1.1: Develop and publish education and guidance materials, in consultation with the sector, to support good practice and provider self-assurance
Responsible	Policy, Research and Engagement

#4	Extent of satisfaction with TEQSA's engagement with peak bodies and providers
Target	Peak bodies and providers generally report constructive and effective engagement with TEQSA
Result	Achieved
Analysis	<p>The 2025 Provider Survey showed that of those who responded and provided ratings, the following gave TEQSA a rating of 'excellent' or 'good':</p> <ul style="list-style-type: none"> > 85% regarding 'Usefulness of the information on the Threshold Standards in the form of the guidance notes' > 85% regarding 'Usefulness of the information contained within the good practice notes' > 79% regarding the usefulness of TEQSA-facilitated workshops and webinars to discuss regulatory requirements and issues <p>This shows that peak bodies have reported constructive and effective engagement with TEQSA</p>
Methodology	A majority of providers and peak bodies report positive responses to questions provided
Source	2025 Provider Survey
Key activity	1.2: Engage with higher education peak bodies, registered providers and students to uphold student interests and support effective regulation and quality assurance
Responsible	Policy, Research and Engagement

#5	Extent of satisfaction with TEQSA's engagement with peak bodies and providers, including in relation to: (i) sector trends, risks and challenges
Target	Peak bodies and providers report substantive contribution to TEQSA's identification and response of sector trends and risks
Result	Achieved
Analysis	<p>Annual dialogue meetings with peak bodies took place between March and June 2025 (excluding the caretaker period)</p> <p>The 2025 Provider Survey showed of those who responded and provided ratings, the following gave TEQSA a rating of 'excellent' or 'good':</p> <ul style="list-style-type: none"> > 73% regarding 'Usefulness of information provided on the National Register (showing the results of regulatory decisions)' > 69% regarding 'Using a variety of media and channels to communicate sector-wide updates' <p>This shows that peak bodies and providers understand and accept TEQSA's published priorities</p>
Methodology	A majority of providers and peak bodies report positive responses to questions provided
Source	2025 Provider Survey
Key activity	1.2: Engage with higher education peak bodies, registered providers and students to uphold student interests and support effective regulation and quality assurance
Responsible	Policy, Research and Engagement

#6	Extent of satisfaction with TEQSA's engagement with peak bodies and providers, including in relation to: (ii) applications for registration and accreditation
Target	Peak bodies and providers report substantive contribution to reformed TEQSA regulatory model and practice
Result	Achieved
Analysis	<p>73% of providers who responded to our annual survey rated TEQSA 'excellent' or 'good' in response to the prompt 'Usefulness of information on TEQSA's regulatory policies and processes – provided through TEQSA's website and newsletters'</p> <p>This indicates a high level of satisfaction with the information published on TEQSA's website regarding its regulatory policies and processes</p>
Methodology	A majority of providers and peak bodies report positive responses to questions provided
Source	2025 Provider Survey
Key activity	1.2: Engage with higher education peak bodies, registered providers and students to uphold student interests and support effective regulation and quality assurance
Responsible	Policy, Research and Engagement

#7	Extent of satisfaction with TEQSA's engagement with peak bodies and providers, including in relation to: (iii) implementation of cost recovery
Target	Peak bodies register satisfaction with engagement on, and further development of the cost recovery model
Result	Achieved
Analysis	<p>The 2025 Provider Survey showed of those who responded and provided ratings, the following gave TEQSA a rating of 'excellent' or 'good':</p> <ul style="list-style-type: none"> > 64% regarding 'Usefulness of the information on our website about TEQSA's fees and charges' > 66% regarding 'Usefulness of materials explaining how your registered higher education provider charge was calculated' > 59% 'Transparency of TEQSA's cost recovery processes in relation to fees and charges' > 58% regarding 'Usefulness of advice and support when using updated forms within the Provider Portal' <p>This shows that a majority of stakeholders surveyed are satisfied with TEQSA's engagement in relation to the implementation of cost recovery</p>
Methodology	A majority of providers and peak bodies report positive responses to questions provided
Source	2025 Provider Survey
Key activity	1.2: Engage with higher education peak bodies, registered providers and students to uphold student interests and support effective regulation and quality assurance
Responsible	Policy, Research and Engagement

#8	Extent of satisfaction with TEQSA's engagement with peak bodies and providers, including in relation to: (iv) the annual conference and other events
Target	<p>80% of stakeholders are satisfied as per the conference survey, webinar feedback and provider survey results</p> <p>Increase of student attendance at the conference compared to previous years</p>
Result	Partly achieved
Analysis	<p>85% of surveyed attendees rated their overall satisfaction with the TEQSA 2024 Conference as 'good', 'very good', or 'excellent'. Satisfaction with TEQSA Talks webinars has continued to increase, with 85% of surveyed attendees finding the March 2025 webinar extremely or very useful</p> <p>The TEQSA 2024 Conference was attended by 126 students, down on the record 147 student delegates in 2023 but higher than the 112 recorded in 2022. The students also participated in a pre-conference Student Forum, which was designed for students to network with each other and engage with TEQSA and NSO staff prior to the event. The event was very well-received, and plans are afoot to build on this success for 2025</p>
Methodology	<p>A majority of providers report positive responses to questions provided</p> <p>Count of attendance at TEQSA events</p> <p>Comparison of student attendance numbers from the Conference compared to previous year results</p>
Source	<p>TEQSA 2024 Conference Survey</p> <p>2025 Provider Survey</p>
Key activity	1.2: Engage with higher education peak bodies, registered providers and students to uphold student interests and support effective regulation and quality assurance
Responsible	Policy, Research and Engagement

#9	Engage high-risk providers in free online events to promote and support good practice
Target	10% year-on-year increase in participation of high-risk providers in online provider information events
Result	Achieved
Analysis	<p>The <i>Education to Industry: How Gen AI is Shaping Tomorrow</i> webinar was hosted by TEQSA in June 2025. It was attended by more than 1,005 people, with TEQSA presenting alongside the National Artificial Intelligence Centre (NAIC) and Jobs and Skills Australia (JSA)</p> <p>The TEQSA Talks webinar series was launched in 2024 to help inform the sector about TEQSA's regulatory work, quality assurance matters and sector risk. Average attendance for the 3 webinars in 2024–25 was 346, drawn from across all providers and other stakeholders</p> <p>TEQSA held 3 roundtable meetings with universities and other key stakeholders to support social cohesion, wellbeing and safety between October 2024 and February 2025</p> <p>Annual dialogue meetings with peak bodies took place between February and June 2025 with all 9 peak bodies</p>
Methodology	Attendance of events in 2024–25 is at least 110% of 2023–24 attendance from the same risk category of providers
Source	Participation numbers in free online provider information events from high-risk providers
Key activity	1.2: Engage with higher education peak bodies, registered providers and students to uphold student interests and support effective regulation and quality assurance
Responsible	Policy, Research and Engagement

#10	Number of visits to the <i>Students</i> section of TEQSA's website
Target	10% year-on-year increase of website visits to the <i>Students</i> section of the TEQSA website compared to previous years
Result	Not achieved
Analysis	<p>In 2024-25 the <i>Students</i> section of TEQSA's website was accessed 114,852 times. This is a 6.32% decrease compared to the previous financial year. TEQSA's website experienced an overall decline in web traffic in 2024-25. This could be partly attributed to the individual complaints the National Student Ombudsman is handling. With the NSO continuing to raise awareness about its dispute resolution services, TEQSA expects to see a decline in web traffic to the <i>Students</i> section</p> <p>TEQSA has launched a webinar series which external stakeholders can access, in addition to the TEQSA website</p>
Methodology	Total number of visits to <i>Students</i> section for 2024-25 is at least 110% of 2023-24 visits
Source	Google Analytics on website
Key activity	1.2: Engage with higher education peak bodies, registered providers and students to uphold student interests and support effective regulation and quality assurance
Responsible	Policy, Research and Engagement

#11	Participation and substantive contribution to joint projects
Target	TEQSA annually participates and substantially contributes to at least 3 joint projects aligned with the Threshold Standards
Result	Achieved
Analysis	<p>TEQSA participated in joint projects involving:</p> <ul style="list-style-type: none"> > Social cohesion > Expert council on university governance > International education <p>This shows that TEQSA met its participation and contribution targets on joint projects for 2024-25</p>

Methodology	Count number of joint projects to which TEQSA regularly consults and contributes
Source	Record of TEQSA membership in Department of Education/HESP project working groups
Key activity	1.3: Work closely with the Department of Education and the Higher Education Standards Panel on joint projects regarding the Threshold Standards
Responsible	Policy, Research and Engagement

#12	Provide advice to the Minister regarding key trends, risks and issues across the sector and high-risk providers
Target	Provide advice and recommendations on 4 to 5 policy initiatives relevant to key trends, risks and issues across the sector
Result	Achieved
Analysis	Below are the topics on which TEQSA briefed the Minister: <ul style="list-style-type: none"> > University governance > Student wellbeing and safety > Freedom of speech > Social cohesion
Methodology	Count of number of advice and recommendations in record
Source	Record of TEQSA advice and recommendation to policy initiatives
Key activity	1.4: Advise and make recommendations to the Minister on matters relating to the quality and regulation of higher education providers
Responsible	Policy, Research and Engagement

Objective 2

Identify, analyse and respond to risks in the sector



TEQSA collects, analyses, interprets, and disseminates information relating to quality assurance practice and quality improvement in higher education.

TEQSA undertakes an annual cycle of risk assessment for all registered higher education providers as a fundamental regulatory tool that informs our regulatory work. We use the outcomes to engage the sector, and in certain instances individual providers, as well as other stakeholders, in particular the Australian Government, on key trends and risks.

In recent years, TEQSA has worked with sector stakeholders to respond to sector risks such as academic integrity, transparency of admission processes, English language proficiency and student wellbeing and safety. TEQSA's Higher Education Integrity Unit (HEIU) makes a leading contribution to identifying and supporting responses to threats to integrity in the sector. The annual compliance program and regulatory assessments also highlight risk areas. As well, TEQSA engages with international quality assurance agencies on issues of common interest.

TEQSA publishes an annual compliance report that sets out compliance priorities – based on a compliance monitoring framework that identifies particular trends and risks across the sector.

TEQSA's 2024-25 priorities were governance and international education integrity. Within these, focus was applied to:

- > wage underpayment issues in universities
- > threats to financial position, including governing bodies' oversight of responses to threats to financial position and the impact on staff and students
- > admission and recruitment of overseas students
- > meeting financial obligations to overseas students.

Of the impacts, challenges and priorities identified in the TEQSA Corporate Plan 2024-28, the following activities are most relevant to identifying, analysing and responding to risks in the sector:

- > maintaining a risk assessment focus on the financial viability of providers, particularly in relation to providers heavily reliant on overseas students
- > further developing TEQSA's risk and compliance focus in relation to student wellbeing
- > further developing the activity of the TEQSA HEIU in relation to issues such as commercial academic cheating, cyber security, and foreign interference.

#13	Complete and report on the annual risk assessment of providers and share key themes with the sector
Target	<p>Publishing of TEQSA's annual (CY) Compliance Report by 30 March and Annual Report by 30 September</p> <p>Publish TEQSA's annual Compliance Report by 30 March and Annual Report by 30 September</p>
Result	Partly achieved
Analysis	<p>TEQSA's Annual Report was delivered by 30 September 2024 last year and is on track to be delivered by 30 September this year</p> <p>The Compliance Report has been delayed. TEQSA is reviewing timeframes for production of the Compliance Report for future years</p>
Methodology	<p>Publication of TEQSA Annual Report via relevant website</p> <p>Publication of TEQSA's annual Compliance Report on the TEQSA website</p>
Source	<p>TEQSA annual Compliance Report</p> <p>TEQSA Annual Report 2024-25</p>
Key activity	2.1: Monitor the performance of registered providers, identify risks, assess provider responses, and where necessary, take regulatory or other action
Responsible	Regulatory Operations

#14

TEQSA's sector risk monitoring activity contributes to the setting of our risk priorities and is shared with the sector - emphasising opportunities for improvement

Target	<p>Complete 2 compliance annual plan sector risk monitoring or compliance activities</p> <p>Findings of the annual sector risk monitoring activities are shared with the sector in written and seminar format by the end of the financial year</p>
Result	Achieved
Analysis	<p>TEQSA undertook 2 compliance activities last financial year. One focused on social cohesion within the universities. The other focussed on the recruitment of overseas students and financial sustainability</p> <p>Significant guidance was provided to the sector regarding social cohesion through written correspondence, guidance notes, roundtables and webinars</p> <p>The assessments for the second compliance activity have been completed and insights from these will be shared with the sector in the new financial year</p>
Methodology	<p>Count the number of activities completed</p> <p>Key findings from compliance activities shared with the sector</p>
Source	<p>Risk monitoring and compliance activities completed</p> <p>Seminar agenda and participation record</p>
Key activity	2.1: Monitor the performance of registered providers, identify risks, assess provider responses and where necessary, take regulatory or other action
Responsible	Regulatory Operations

#15	Assess provider financial risk as part of the annual risk assessments
Target	Financial risk assessment will be completed for providers who have been in operation for more than 3 years, as part of annual risk assessment
Result	Achieved
Analysis	The risk cycle completed in 2024 included a financial risk assessment for providers who have been in operation for more than 3 years
Methodology	Financial risk assessment completed for each provider that has been in operation for greater than 3 years
Source	Provider financial assessment records
Key activity	2.2: Maintain a risk assessment focus on the financial viability of providers, particularly in relation to providers heavily reliant on overseas students
Responsible	Regulatory Operations

#16	Sector compliance activity involving student wellbeing
Target	Annual compliance plan will be modified each year to target relevant priority issues
Result	Achieved
Analysis	Significant work was undertaken to respond to concerns about student wellbeing and safety as part of TEQSA's work on social cohesion with the sector This is reflected in the compliance priorities published on the TEQSA website
Methodology	Annual compliance priorities published on the TEQSA website
Source	Annual compliance plan
Key activity	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
Responsible	Regulatory Operations

#17

Demonstrated improvements in sector awareness, identification, analysis and response to integrity risks

Target	<ul style="list-style-type: none">> Additional prosecutions under section 114 of the TEQSA Act> 90% of websites advertising or offering commercial academic cheating services blocked> Ongoing program of work to remove posts and accounts from social media, with a target of at least 500 removals per financial year> 80% of providers have had at least one staff member complete the masterclass in deterring and detecting commercial academic cheating> Comprehensive suite of resources delivered to Institutes of Higher Education to support enhanced cyber security awareness and maturity
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Result	Partly achieved
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Analysis	<p>TEQSA has commenced civil penalty proceedings against Chegg, Inc, alleging contraventions of subsection 114A(3) of the TEQSA Act</p> <p>475 websites identified as offering commercial academic cheating services in contravention of sections 114A or 114B of the TEQSA Act have been blocked</p> <p>Over 1,020 pages advertising academic cheating services have been removed from social media platforms</p> <p>69.8% of providers have had at least one staff member complete the masterclass series which fell below target, however 97% of universities have had at least one staff member complete the series</p> <p>Cyber security modules were launched in 2024 to support enhanced cyber security awareness and maturity</p>
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Methodology	<ul style="list-style-type: none">> Count number of prosecutions> Percentage of websites identified as advertising or offering commercial academic cheating services that are blocked> Count number of posts removed> Percentage of providers that have at least one staff member complete the masterclass> Presence of modules in LMS
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Source	<ul style="list-style-type: none"> > Prosecutions under section 114 > Data as per TEQSA website blocking information: teqsa.gov.au/blocked-illegal-cheating-websites > HEIU Dashboard > Masterclass attendance records > LMS
Key activity	2.4: Further develop the activity of the TEQSA Higher Education Integrity Unit in relation to contract cheating, cyber security, and foreign interference
Responsible	Higher Education Integrity Unit

Objective 3

Ensure compliance with applicable legislation through effective regulation



TEQSA's core functions are to register all providers that offer higher education qualifications in or from Australia and to accredit their courses, with the exception of those offered by universities and select providers who have partial or full authority to self-accredit their own courses of study.

TEQSA's core regulatory work includes:

- > registering and re-registering providers delivering higher education courses, Foundation Programs and ELICOS to overseas students
- > accrediting and re-accrediting courses offered by higher education providers, for those providers without self-accrediting authority
- > compliance monitoring and assessments, including in response to material change notifications received by, and complaints about, higher education providers
- > assessing providers for partial or full self-accrediting authority
- > ensuring that regulated academic awards are not offered by unregistered providers.

In 2024-25, TEQSA continued with our aim to reduce the administrative burden of regulation for higher education providers while focusing on monitoring providers' compliance.

Of the impacts, challenges and priorities identified in the TEQSA Corporate Plan 2024-28 the following are most relevant to ensuring compliance with applicable legislation through effective and efficient regulation:

- > reviewing and adapting TEQSA's regulatory model and practice, in keeping with established principles of regulatory best practice and reform, in close consultation with stakeholders (see key activity 3.1 in the following table)
- > implementing strategies to improve the timeliness and responsiveness of regulatory assessments and decisions (see key activity 3.3 in the following table)
- > investing in our workforce and enabling systems to rebuild and then maintain a sustainable basis to TEQSA's regulatory practice and organisational capacity (see key activity 3.5 in the following table)
- > the performance measures and targets for Objective 3 also include organisational capacity initiatives and strategic projects (see key activity 3.5 in the following table) which, it should be noted, also apply across TEQSA's other objectives and priorities.

#18	Stakeholder acceptance of process and outcomes for regulatory reform
Target	Revised regulatory model and practice accepted by range of stakeholders as effective and reflective of modern regulatory practice, by encouraging and facilitating sector innovation
Result	Achieved
Analysis	<p>Since implementing provider self-assurance in new re-registration applications in 2023, positive provider feedback has been received throughout 2024-2025. This approach continues to be embedded within TEQSA and is being rolled out to different application types. Providers who have engaged with the system have reported that engaging in self-assurance has prompted valuable internal reflections and improvements</p> <p>The 2025 Provider Survey indicates that 73% of providers reported TEQSA as 'excellent' or 'good' in proportionate approach to managing risk and supporting the sector to comply and improve</p> <p>72% of providers report that TEQSA has an 'excellent' or 'good' view of TEQSA's overall regulatory process, with 67% of stakeholders (up 7-percentage points) reporting that TEQSA has an accountable regulatory process where decisions are transparently justified</p>
Methodology	Majority of providers reporting positive feedback on TEQSA's regulatory process
Source	2025 Provider Survey
Key activity	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
Responsible	Regulatory Operations

#19	Proportion of compliance assessments undertaken to address non-compliance and restore compliance (registered and non-registered) providers
Target	90% of compliance assessments conclude with provider compliance (by regulatory action, provider education, court or tribunal order)
Result	Achieved
Analysis	<p>One compliance assessment was concluded with a provider having their ESOS Act registration suspended, and then the provider was wound up, addressing all outstanding non-compliance</p> <p>Two compliance assessments are envisaged to be concluded with the providers addressing re-registration compliance issues, resulting in full compliance</p>
Methodology	At 30 June 2025, 90% of all compliance assessments between 1 July 2024 and 20 June 2025 have concluded with provider compliance
Source	Compliance assessment records
Key activity	3.2: Align risk and compliance approach with legislated requirements and principles of regulatory necessity, risk and proportionality
Responsible	Regulatory Operations

#20	TEQSA reviews cases in which our decisions are externally reviewed, identifies any opportunities for improvement in TEQSA's regulatory approach and implements improvements
Target	TEQSA's Annual Report includes details of improvement opportunities and the steps taken by TEQSA to implement identified improvements
Result	Achieved
Analysis	TEQSA staff have undertaken reviews of each case in which TEQSA's decisions have been externally reviewed. TEQSA's Commission was briefed on improvements to be made as a result of these reviews and relevant details are recorded in the 2024-25 Annual Report

Methodology	The Annual Report contains details of improvement opportunities for the regulatory approach and a record of the review and improvement process
Source	TEQSA Annual Report
Key activity	3.2: Align risk and compliance approach with legislated requirements and principles of regulatory necessity, risk and proportionality
Responsible	Regulatory Operations

#21 Extent to which TEQSA meets relevant legislated and/or statutory freedom of information (FOI), privacy or information security obligations

Target	100% compliance and no adverse findings with respect to relevant obligations, requirements or requests
Result	Not achieved
Analysis	TEQSA received 14 formal FOI applications and did not meet the statutory deadline for a decision on one FOI application, due an error in calculating the date. TEQSA otherwise complied with its statutory obligations and had no adverse findings with respect to relevant obligations, requirements or requests
Methodology	Freedom of information requests, privacy obligations and security obligations
Source	Legal team records of FOI requests and data breaches relevant to the <i>Privacy Act 1988</i> , self-assessment against the Protective Security Policy Framework, and Information Security Manual
Key activity	3.2: Align risk and compliance approach with legislated requirements and principles of regulatory necessity, risk and proportionality
Responsible	Legal, Risk and Quality Assurance

#22	Yearly trend in processing times
Target	Median assessment times within legislative deadline in TEQSA Act
Result	Achieved
Analysis	<p>Course accreditation existing providers: In 2024-25, a total of 113 course accreditation assessments for existing providers were completed, with a median processing time of 179 days, calculated from the substantive assessment start date. All these course accreditation assessments for existing providers were finalised within the applicable legislative timeframes, reflecting a 100% compliance rate with legislative deadlines</p> <p>Initial registration and accreditation: The median processing time for initial registration and accreditation assessments (calculated from Substantive Assessments start date) in 2024-25 was 253 days. This is down from a median processing time on 2023-24 of 267 days</p>
Methodology	Median assessment times compared to legislative deadlines in TEQSA Act
Source	Power BI Dashboard
Key activity	3.3: Ensure regulatory assessments are streamlined and coordinated to ensure regulatory activity is undertaken efficiently
Responsible	Regulatory Operations

#23	Percentage of providers satisfied TEQSA is reducing administrative burden
Target	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
Result	Not achieved
Analysis	<p>In 2025, 80% of respondents provided a positive rating regarding 'regulation by TEQSA does not unnecessarily impede the efficient operation of higher education providers' being positive, a decrease of 1.8% in 2024</p> <p>TEQSA will continue to look for opportunities to improve and in the 2025 survey there was a 4% increase on the previous year in the number of providers who rated TEQSA as 'good' or 'excellent' on this criterion</p>

Methodology	Question in Provider Survey 2025 year-on-year increase in positive ratings
Source	2025 Provider Survey
Key activity	3.3: Ensure regulatory assessments are streamlined and coordinated to ensure regulatory activity is undertaken efficiently
Responsible	Regulatory Operations

#24	Percentage of assessments completed within legislative deadlines as required under the TEQSA Act
Target	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
Result	Achieved
Analysis	<p>More than 90% of assessments were completed within legislative deadlines for the period for the following activities:</p> <ul style="list-style-type: none"> > Preliminary assessment of registration application (TEQSA Act s19) > Preliminary assessment of course accreditation application (s47) > Decision on course accreditation application (s49) > Decision on review of reviewable decision (s186) > Decision on registration application (s21) <p>Refer to table #22 for details of assessment processing times by the different categories as prescribed in the TEQSA Act</p>
Methodology	Median assessment times compared to legislative deadlines in TEQSA Act
Source	Power BI Dashboard
Key activity	3.3: Ensure regulatory assessments are streamlined and coordinated to ensure regulatory activity is undertaken efficiently
Responsible	Regulatory Operations

#25	Recovery consistent with approved CRIS and with support of providers
Target	<ul style="list-style-type: none"> > Full implementation of CRIS, as amended through annual consultation framework > 70% provider ratings in annual survey rate the process as transparent and information or consultation as good > TEQSA systems mature and efficient
Result	Partly achieved
Analysis	<p>TEQSA has fully implemented cost recovery, with the latest Cost Recovery Implementation Statement (CRIS) published on the TEQSA website</p> <p>TEQSA recognises the need for strong provider engagement, underpinned by transparency, clear information, and meaningful consultation in its cost recovery. In the 2025 survey 59% of respondents rated transparency of TEQSA's cost recovery process as 'excellent' or 'good'. TEQSA will continue to review its approach to providing information in light of the feedback in the annual provider survey</p>
Methodology	<p>CRIS amended through consultation process yearly (consultation plan, revised CRIS Statement, etc)</p> <p>Question in 2025 Provider Survey</p>
Source	<p>Consultation plan</p> <p>2025 Provider Survey</p>
Key activity	3.4: Recover regulatory costs consistent with CRIS and relevant framework/guidelines
Responsible	Corporate Services

#26

Strategic projects progressively implemented, on time and on budget

Target	<ul style="list-style-type: none">> PIMS fully implemented and mature, with full consideration of further updates> Records management fully digitised and consistent with archival and other requirements> Student records for provider closures complete and available on demand> HRMIS effectively utilised and further modules considered and implemented> TEQSA's external facing communications tools reflect best practice, including accessibility> TEQSA employees report strong and positive organisational culture reflecting APS best-practice
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Result	Partly achieved
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Analysis	<p>PIMS (cloud-based CRM) implementation has been delayed and is not expected to be implemented until 2026</p> <p>TEQSA manages all new records digitally. TEQSA is improving its ability to adhere to archival requirements where practicable</p> <p>The Student Records Management System (SRMS) has been launched and operates as the TEQSA Student Record Management Portal, and it continues to effectively operate since August 2024</p> <p>HRMIS (Aurion) has been effectively utilised and all planned upgrades have been implemented, including additional functionality and modules</p> <p>TEQSA's external facing communications tools reflect best practice, including in accessibility. TEQSA's website has been designed to meet the requirements set out in Criterion 4 of the Digital Inclusion Standard. TEQSA's brand guidelines and editorial style are also structured to support accessibility, in alignment with the Australian Government Style Manual</p> <p>TEQSA APS Census 2025 survey results were not available as of the time of reporting</p>
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Methodology	<ul style="list-style-type: none"> > System is in production and used by TEQSA for provider management on its planned completion date > System is in production and in-use on its planned completion date > System is in operation with data readily available on its planned completion date > System is in operation and used by TEQSA on its planned completion date. Additional module project is underway > External facing communications tools reflect best practice principles > Increased satisfaction with organisation culture as per question in the APS Census compared to the previous year
Source	<ul style="list-style-type: none"> > PMS System and implementation project plan > Records management system and implementation project plan > Student records system and implementation project plan > HRMIS system, implementation project plan, additional module implementation project plan > List of communications tools and defined best practice principles > APS Census results for 2024-25 for TEQSA
Key activity	3.5: Implement key strategic projects in relation to organisational capability
Responsible	Corporate Services

TEQSA's performance against legislative timeframes in the TEQSA Act

Section and target	Results 2024-25
Section 19: TEQSA must undertake a preliminary assessment of an application for registration within 30 days after an application is made	14 out of 14 preliminary registration assessments were completed within the legislative timeframe
Section 21: TEQSA must make a decision on an application for registration within 9 months of receiving it, or if TEQSA is satisfied for reasons beyond our control that a decision cannot be made within the 9 months, TEQSA may determine a longer period not exceeding a further 9 months, within which we must make a decision on the application	14 substantive registration assessments were completed for decision: 14 within the legislative timeframe
Section 47: TEQSA must make a preliminary assessment of an application for a course of study to be accredited within 30 days after an application is made	169 out of 169 preliminary course accreditation assessments were completed within the legislative timeframe
Section 49: TEQSA must make a decision on an application for accreditation of a course of study within 9 months of receiving it, or if TEQSA is satisfied for reasons beyond its control that a decision cannot be made within 9 months, TEQSA may determine a longer period not exceeding a further 9 months, within which it must make a decision on the application	142 substantive course accreditation assessments were completed for decision: 142 within the legislative timeframe
Section 186: TEQSA must make a decision on a reviewable decision within 90 days after receiving the application for review	All reviewable decisions were made within the required legislative timeframe (1 in 2024-25 which refers to an internal review of a course assessment)

*The above data refers to performance measure #24

Report on financial performance

The work of TEQSA is mainly funded by government appropriations, with a small amount of revenue generated from the annual TEQSA conference.

TEQSA's total Comprehensive Income Statement reported a surplus of \$3.806 million (\$4.046 million after changes in assets revaluation reserve) in the 2024-25 financial year. Excluding the impact of depreciation, amortisation and adjusting for leasing arrangements, TEQSA reported an operating surplus of \$4.725 million in the 2024-25 financial year.

As part of the 2024-25 Mid-Year Economic and Fiscal Outlook (MYEFO), additional funding of \$3.446 million over 5 years was provided to update TEQSA's information technology system to meet whole-of-government information security requirements. The cost of this measure will be met over 5 years from 2024-25 under TEQSA's cost recovery arrangements. This funding was not included in the original budget.

Expense impacts

In 2024-25, TEQSA spent 69% of its budget on employee-related expenses, 22% on supplier expenses and 2% on contractors and consultants. TEQSA's total expenses for 2024-25 were \$21.658 million, compared to \$22.947 million in 2023-24, a decrease of \$1.289 million.

Revenue impacts

Government revenue from departmental appropriation was \$24.722 million in 2024-25, an increase of \$3.225 million from 2023-24.

Own source revenue in 2024-25 was \$0.742 million, a decrease of \$0.060 million compared to 2023-24. The decrease was from a sub-leasing arrangement ending at 30 June 2024.

Financial position

TEQSA's overall financial position continued to remain sound in 2024-25:

- > total assets increased as at 30 June 2025 to \$23.492 million
- > total liabilities reduced to \$7.563 million.

The majority of TEQSA's assets are financial assets, with the largest balance being appropriation receivables (\$16.262 million), which has increased by \$5.564 million from 2023-24, reflecting the funding received during MYEFO.

TEQSA continues to operate with sufficient cash reserve to fund its liabilities and commitments as and when they fall due.

Table 3. Summary of financial performance, 2023–24 and 2024–25

	2024–25	2023–24	Variance
Statement of comprehensive income	(\$'000)	(\$'000)	(\$'000)
Total own-source revenue	742	806	-64
Total revenue from Government	24,722	21,497	3,225
Total expenses	21,658	22,947	-1,289
Net surplus/(deficit)	3,806	-644	4,450
Statement of financial position			
Total assets	23,492	19,215	4,277
Total liabilities	7,563	8,215	-652
Net assets	15,929	11,000	4,929
Equity	15,929	11,000	4,929

Entity resource statement




The entity resource statement provides additional information about the various funding sources that TEQSA may draw on during the year. Appendix A details the resources available to TEQSA during the 2024–25 financial year and sets out the TEQSA's summary of total expenses.



TEQSA protects the international reputation of Australia's higher education sector through our regulatory and assurance work and engagement with international quality assurance partners. International engagement is a vital activity that protects this economically important sector while supporting and enhancing our international competitiveness and safeguarding the student experience.

3

Management --- and accountability

-  Corporate governance
-  Management of human resources
-  Purchasing and procurement

Corporate governance



TEQSA's *Governance, Performance and Compliance Framework* outlines the internal governance arrangements for the leadership and management of TEQSA including the responsibilities of the accountable authority, the CEO, and the Executive Leadership Team.

The accountable authority's high-level functions include:

- > informing the strategic direction of the performance of TEQSA's functions, including governance and assurance of major strategic projects
- > approving key policies and procedures necessary to enable the performance of TEQSA's statutory functions
- > supporting strategic engagement with key stakeholder groups, including international counterparts
- > providing input into the reporting of performance in accordance with the principles of regulator best practice
- > overseeing TEQSA's corporate planning and financial governance, including the corporate plan, annual financial statements, and annual performance statements
- > approving the charter of the Audit and Risk Committee (ARC) and appointing its members to ensure effective financial and risk oversight
- > maintaining high-level assurance and governance of TEQSA's regulatory functions and risk management approach.

During 2024–25, the accountable authority met 15 times.

The TEQSA Service Charter outlines our commitment to everyone who deals with us. This includes higher education providers, current and prospective students at Australian higher education providers, members of the public, employers, government agencies, experts, and peak bodies with responsibility for representing the sector we regulate. TEQSA is presently reviewing the charter.

TEQSA experts

TEQSA engages subject matter experts as required to support the agency's regulatory work. While experts do not make regulatory decisions or recommendations, independent advice can contribute to TEQSA's assessment of applications.

Planning and management

The functions of the CEO are derived from the TEQSA Act and the *Public Service Act 1999* (PS Act) and delegations from the Commission. The CEO is responsible for overall management and administration of TEQSA, overseeing agency performance, financial management, risk management, people management, security management, legislative compliance and the operational relationship with the Commission.

The Executive Leadership Team (ELT) members have individual responsibilities and are jointly responsible for leadership and management of the agency's operational performance including:

- > recommending TEQSA's strategic direction, priorities and objectives
- > monitoring, reviewing and making recommendations on the agency's operational performance and risk management
- > reviewing and making recommendations regarding TEQSA's governance and assurance arrangements and frameworks
- > staffing, business planning and the management of resources
- > developing our corporate plan, annual report and annual budget for approval by the TEQSA Commission in its role as the accountable authority.

The elements of the annual planning process for TEQSA groups are as follows:

- > budget planning
- > business planning
- > group workforce planning
- > risk management planning.

Fraud and corruption control

TEQSA complies with the legislative requirements of section 10 of the *Public Governance, Performance and Accountability Rule 2014* relating to fraud.

The TEQSA Fraud and Anti-Corruption Policy, Fraud and Anti-Corruption Plan, and Fraud and Anti-Corruption Risk Assessment are regularly reviewed and describe TEQSA's approach to fraud and corruption risk management and internal controls. TEQSA also complies with the Commonwealth Fraud Control Framework and contributes towards the collection of information by the Australian Institute of Criminology.

Areas of particular focus in the most recent review of TEQSA's fraud and corruption control framework include improving the maturity of detective controls and the management of conflicts of interest.

TEQSA's approach to preventing fraud and corrupt conduct is based on promoting ethical behaviour in the workplace, developing staff awareness of appropriate responses to fraud and corruption, and identifying and mitigating risks of fraud and corrupt conduct.

TEQSA did not become aware of any incidents of fraud or corruption within the organisation in 2024-25.

Audit and Risk Committee

TEQSA's Audit and Risk Committee is established in compliance with section 45 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and operates under an ARC Charter, approved by the Commissioners as our accountable authority. TEQSA's ARC Charter is available on our website at: teqsa.gov.au/about-us/teqsa-overview/our-leadership-and-organisation

Table 4. Audit and Risk Committee membership 2024-25

Member name	Relevant qualifications and experience	Number of meetings attended/ total number of meetings	Total annual remuneration (GST inc.)	Additional information
Sally-Anne Pitt, Chair	Sally-Anne Pitt's areas of expertise include internal audit and performance audit, audit quality, risk management and corporate governance, and public policy development and review. She holds a Bachelor of Applied Science, a Master of Public Policy and post-graduate business studies from the Darden Business School, University of Virginia (USA). Ms Pitt is a Professional Fellow of the Institute of Internal Auditors and a Director of its Global Board. She is a Certified Internal Auditor, Certified Government Auditing Professional and is qualified as a Quality Assessment Reviewer by the Institute of Internal Auditors.	5/5	\$22,500	
Brandon Mack, Member	Brandon Mack has previously acted as a senior executive in a large state government department. As a member of its leadership group, he was also the lead executive in risk management, occupational health and safety, and portfolio performance, reporting and oversight. His fields of expertise include influencing organisational performance and outcomes in areas spanning major transport projects, transport and planning policy, social policy, corporate governance, corporate planning, procurement, business systems and processes, IT, and internal audit. Mr Mack holds a Bachelor of Arts (Hons) degree from Monash University.	5/5	\$11,385	

Table 4. Audit and Risk Committee membership 2024–25 (continued)

Member name	Relevant qualifications and experience	Number of meetings attended/ total number of meetings	Total annual remuneration (GST inc.)	Additional information
Claire Hamilton, Member	Claire Hamilton is an experienced leader who has held executive roles in publicly listed and government-owned entities. Her areas of expertise include risk and compliance management, finance, audit, and corporate governance. Ms Hamilton holds a Bachelor of Arts (Hons) degree in Business Studies from the University of Sheffield (UK) and is a Chartered Accountant, Chartered Secretary, Certified Internal Auditor, and Professional Member of the Institute of Internal Auditors.	5/5	\$6,900	
Darren Box, Member	Darren Box is a highly experienced senior executive with over 30 years' experience spanning national social service to national security across the Commonwealth and United Kingdom. Darren has extensive financial management, organisational reform, governance, and audit experience, and is committed to driving organisational change and building capability. Darren holds a Bachelor of Business (Acc) from Charles Sturt University, is a Fellow of CPA Australia and has qualifications in Professional Coaching from IECL.	5/5	\$ 11,270	

External scrutiny

Reports of parliamentary committees

The Senate Education and Employment Legislation Committee is undertaking an inquiry into the quality of governance at Australian higher education providers, with specific reference to the adequacy of the powers available to TEQSA in identifying and addressing corporate governance issues. The Committee's interim report noted that the issues raised in evidence in submissions and during the public hearing included the appropriateness of TEQSA's powers and opportunities to enhance their effectiveness, as well as other regulatory changes related to improving the quality of governance at Australian higher education providers. The Committee's reporting date was extended to 1 August 2025, following the prorogation of Parliament on 28 March 2025.

Decisions by courts, administrative tribunals or the Australian Information Commissioner

Two significant decisions by administrative tribunals occurred in 2024-25.

In *Australian College of Theology and Tertiary Education and Quality and Standards Agency* [2024] AATA 3498, the Administrative Appeals Tribunal set aside TEQSA's earlier decision and remitted the matter to TEQSA, with a direction that TEQSA register the Australian College of Theology (ACT) as an Australian University, subject to completion of requirements for consultation with state and territory ministers.

The Tribunal's decision concluded that TEQSA "subjected ACT to an unnecessarily protracted engagement process" and ultimately concluded that ACT's research was at the "world standard" required for registration as an Australian University. TEQSA takes the Tribunal's comments seriously and is continuing to consider this feedback to support ongoing improvements.

TEQSA is developing a Research Requirements Framework to provide further guidance about the approach to evaluating research quality. TEQSA's work will be informed by recommendations in the review of the *Australian Research Council Act 2001* and the Australian Universities Accord final report. TEQSA will draw on input from the Australian Research Council, independent experts, and other stakeholders.

In *Kontea Pty Ltd and Tertiary Education Quality and Standards Agency* [2025] ARTA 785, the Administrative Review Tribunal accepted TEQSA's submissions that its earlier decision to suspend Kontea's registration under the *Education Services for Overseas Students Act 2000* (ESOS Act) should be set aside and substituted with a decision to cancel registration under the ESOS Act.

The Tribunal's decision reinforces the importance of maintaining the "protected amount" required under section 29 of the ESOS Act, designed to ensure that a provider is able to pay timely refunds to students where required. TEQSA continues to work closely with other agencies, including the National Student Ombudsman and the Tuition Protection Service, to respond to concerns about handling of the protected amount.

TEQSA continues to consider decisions of the Tribunal, in the context of the broader development of the agency's regulatory strategy, processes and approach.

There were no decisions by courts or the Australian Information Commissioner in 2024–25 which are likely to have a significant impact on TEQSA's operations.

Other external scrutiny

No reports on TEQSA's operations by the Auditor-General (other than reports under section 43 of the PGPA Act) or the Commonwealth Ombudsman occurred during this period.

Information technology

The Information and technology services (ITS) team manages and supports the core technology and systems required for TEQSA to deliver its essential services effectively.

In 2024–25, the team published the agency's first Artificial Intelligence (AI) transparency statement, delivered the Higher Education Providers Annual 2024 Risk Assessment, Cost Recovery 2025 Dashboard and TEQSA Quarterly Assessment and Performance Dashboard. Our ICT refresh Program of Work business case was approved, and initiatives were implemented to reduce the risks associated with legacy platforms and cyber security.

TEQSA's ICT Strategy is being developed to align to the Corporate Plan 2024–2028, strategic focus areas, and group business plans.

Information Publication Scheme

Pursuant to Part II of the *Freedom of Information Act 1982* (FOI Act), TEQSA is required to publish information as part of the Information Publication Scheme requirements. These requirements impose an obligation on TEQSA to publish a range of information, including information about what we do and how we do it.

Our agency plan indicating published information is accessible from TEQSA's website (*About us > Reporting and accountability* section).

Management of human resources



Flexible working arrangements

TEQSA's *Flexible Work Framework* (the Framework) sets out the flexible work options available to TEQSA employees and aligns to the *Principles of Flexible Work in the Australian Public Service (APS)*.

TEQSA aims to create a high-performance culture that delivers outstanding results and inspires employees, grounded in TEQSA's values of trust, respect, accountability and collaboration. As part of this commitment, TEQSA recognises that supporting employees to perform at their best includes enabling them to balance work and life commitments. Feedback from staff surveys continues to show this is something our people value highly about working at TEQSA.

Flexible work promotes workforce participation, employee satisfaction and productivity. Providing flexible work options benefits employees and allows TEQSA to remain a competitive employer by attracting and retaining diverse and talented employees.

Workplace consultative arrangements

The Staff Consultative Committee remains one of the key forums for consulting with employees about proposed changes to policies, procedures and guidelines that are in place to support the *TEQSA Enterprise Agreement*. The committee meets twice a year and includes staff from each work group and management.

In 2024–25, TEQSA continued to consult with staff through regular newsletters, all-staff emails and meetings, providing updates on a range of management and operational matters. Each business group also held regular meetings to raise matters and put forward ideas for improving the culture and work environment.

Our Culture Plan

TEQSA's Culture Plan to shape 'a culture for TEQSA by TEQSA' supports staff to make the agency a better place to work for everyone. As part of this work to build TEQSA's culture, staff developed a set of values and supporting behaviours to complement the APS Values and Code of Conduct.

TEQSA is committed to upholding our values of trust, respect, accountability and collaboration, and embedding these in all we do. These values are detailed in the Culture Plan, published April 2023. TEQSA continues to build on the APS Values and Code of Conduct by clarifying how we want to work, the behaviours we expect and how we will deliver our goals and commitments. Workplace behaviour standards are set by TEQSA's respectful workplace policy, performance management policy and reward and recognition policy, and are regularly promoted and practised through leadership development training and recruitment and retention strategies.

Professional development

TEQSA's workforce consists of staff in specialist regulatory operations roles as well as a range of supporting functions. These functions include policy and sector analysis, legal advice, risk analysis, information management, communications, stakeholder liaison, governance, information and communication technology, human resources and finance.

TEQSA recognises the value of a capable and high-performing workforce and continues to provide learning and development opportunities to develop skills and knowledge for current and future roles and responsibilities. TEQSA's Learning Committee promotes and encourages continuous improvement and staff development through our internal and external speaker program. The program focuses on sharing information about strategic and emerging issues in the higher education sector.

In 2024–25, TEQSA also provided staff with various training programs and workshops designed to develop capability. These included:

- > Psychosocial risk training for managers
- > Leadership development program for leaders and developing leaders
- > Briefing and responding to APS decision makers
- > Appearing before parliamentary committees
- > Building relationships and engagement
- > Government investigations
- > Coaching and developing others
- > Procurement and project management
- > Workforce planning
- > Unconscious bias, diversity and inclusion
- > Managing difficult conversations
- > Thriving through change
- > Responding to disclosures of sexual assault
- > Artificial intelligence
- > Monthly all-staff workshops focused on mental and physical wellbeing
- > Mental health first aid training for managers and people leaders
- > SharePoint, Excel and Power BI training
- > Work health and safety including officer due diligence, health and safety representative, harassment contact officer, first aid officer and warden training.

As part of our commitment to capability development, TEQSA provides all staff with access to professional development and study assistance. This support includes an annual professional development allowance up to \$3,000 and where eligible, study leave of up to 8 hours per week.

Performance assessment

TEQSA continues to strengthen its annual formal performance management system. This helps to:

- > clarify individual employee work tasks, responsibilities and performance
- > set performance expectations and provide feedback
- > improve communication between managers and their staff (through performance appraisals)
- > provide a basis for determining salary advancement within classifications
- > identify learning and professional development needs and opportunities
- > identify and manage under-performance.

The annual performance management tool (Individual Performance Agreement) successfully transitioned to a digital platform in 2024. The digital transition enables easier access, use and recordkeeping, and improve completion rates.

Workplace health and safety

TEQSA remains committed to safeguarding staff and visitor health, safety and welfare, and to preventing occupational injury. TEQSA has a Workplace Health and Safety Committee that includes representatives from management and staff.

TEQSA provides staff with access to an Employee Assistance Program (EAP), annual flu vaccinations, a range of health and wellbeing resources and initiatives, and a network of first aid and mental health first aid officers and harassment contact officers. The EAP provider, TELUS Health, offers confidential support services and is available to all staff.

There have not been any reportable health and safety incidents that occurred during 2024–25 and TEQSA was not required to give any notices under the *Work Health and Safety Act 2011*.

Staffing statistics

As at 30 June 2025, TEQSA employed 5 key management personnel, one Senior Executive Service (SES) officer, 35 executive-level staff and 80 APS staff. TEQSA is continuing to grow its interstate workforce, with 35% of employees located outside of Victoria, up from 22% at the end of the previous reporting period.

For more detailed information on TEQSA's staffing profile see:

- > Appendix B: Employee profiles
- > Appendix C: Australian Public Service classification and gender
- > Appendix D: Employment type by full-time and part-time status
- > Appendix E: Employment type by location
- > Appendix F: Indigenous employment
- > Appendix G: Employment arrangements of SES and non-SES employees.

Remuneration and other terms and conditions

TEQSA's Commissioners, including the Chief Commissioner, are appointed by the Minister pursuant to section 138 of the TEQSA Act and are paid the remuneration determined by the Remuneration Tribunal. TEQSA's CEO is also appointed by the Minister and the CEO's remuneration is also determined by the Remuneration Tribunal.

The conditions of employment for APS and executive-level staff are set out in the:

- > Tertiary Education Quality and Standards Agency Enterprise Agreement 2024–2027

The Enterprise Agreement and Public Service Determination offer competitive terms and conditions of employment.

For information on remuneration, see:

- > Appendix H: Salary ranges by classification level
- > Appendix I: Executive remuneration.

Non-salary benefits

Non-salary benefits provided to employees include superannuation, home-based computer access, professional development and study assistance and flexible work options.

Performance pay

TEQSA's enterprise agreement does not include provision for performance pay.

Payroll services

TEQSA engages Aurion as a Managed Payroll Service. The system provides staff access to online timesheets, leave applications and balances, Individual Performance Agreements, probation reports and records of completed learning.

Recruitment

TEQSA uses an e-recruitment system to streamline and automate recruitment and selection processes. This supports TEQSA's recruitment processes to be more efficient, effective, streamlined and accurate to better support, attract and retain our workforce and enable organisational performance.

Disability reporting

The *Australian Public Service Disability Employment Strategy 2020–25* is an important part of the Australian Government's ongoing commitment to improving employment outcomes for people with disability. Continuing the momentum from the previous APS disability employment strategy, this strategy sets out a comprehensive plan to improve the employment outcomes for people with disability.

TEQSA reported on measures of success against this strategy by publicly reporting progress in the annual State of the Service Report available at apsc.gov.au.

Purchasing and procurement



TEQSA continues to review its procurement framework and approach to identify areas for improvement, and to support improved compliance with the *Commonwealth Procurement Rules* and the *Commonwealth Protected Security Policy Framework*. TEQSA ensures that procurements represent value for money before entering into contracts with suppliers. However, TEQSA is working to improve the timeliness of reporting arrangements for contracts, and on improving staff capabilities in procurement and contract management.

TEQSA's procurement plan is published annually and is available on the AusTender website, tenders.gov.au. The plan is updated when circumstances change.

Notes on competitive tendering and contracting

Decisions to engage consultants during 2024-25 were guided by TEQSA's *Accountable Authority Instructions* and *Procurement Manual*, which require compliance with the *Commonwealth Procurement Rules* and the *Commonwealth Protected Security Policy Framework*. Consultants are engaged through a procurement process, using open tender, limited tender or an established panel arrangement. All consultants are evaluated and selected in accordance with the *Commonwealth Procurement Rules*, various procurement-related legislations and relevant internal policies.

TEQSA uses consultancy services to obtain specialist expertise or independent advice to investigate or diagnose a defined issue or problem, carry out defined reviews or evaluations and provide creative solutions to assist in the agency's decision-making. During 2024-25, 3 new consultancy contracts were entered into involving total actual expenditure of \$66,968. No ongoing reportable consultancy contracts were active during 2024-25.

Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website at tenders.gov.au.

Annual reports also contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website at tenders.gov.au.

Table 5. Expenditure on reportable consultancy contracts 2024-25

	Number	Expenditure \$000 (GST inc.)
New contracts entered into during the reporting period	3	67
Ongoing contracts entered into during a previous reporting period	-	-
Total	3	67

Table 6. Expenditure on reportable non-consultancy contracts 2024-25

	Number	Expenditure \$000 (GST inc.)
New contracts entered into during the reporting period	53	2,411
Ongoing contracts entered into during a previous reporting period	34	3,005
Total	87	5,416

Table 7. Organisations receiving a share of reportable consultancy contract expenditure 2024-25

Name of organisation	Expenditure \$000 (GST inc.)
Neoteric Consulting Pty Ltd (ABN 44 671 094 769)	25
The University of Western Australia (ABN 37 882 817 280)	22
Samantha Young (ABN 62 603 708 240)	19

Table 8. Organisations receiving a share of reportable non-consultancy contract expenditure 2024–25

Name of organisation	Expenditure \$000 (GST inc.)
Deka Australia Management Two Pty Ltd (ABN 22 612 336 984)	1,168
Data#3 Limited (ABN 31 010 545 267)	610
Australian Government Solicitor (ABN 69 405 937 639)	424
ASN Events Pty Ltd (ABN 22 007 439 714)	328
Corporate Travel Management Group Pty Ltd (ABN 52 005 000 895)	209

Australian National Audit Office access clauses

No contracts were let during the year for \$100,000 or more (inclusive of GST) with provisions to exempt Australian National Audit Office access to contractors’ premises.

Exempt contracts

No contracts in excess of \$10,000 (inclusive of GST) that were exempted by the CEO from being published on AusTender because it would disclose exempt matters under the FOI Act.

Advertising and market research

Under section 311A of the *Commonwealth Electoral Act 1918*, we are required to disclose payments of \$16,900 or more (inclusive of GST) to advertising agencies, market research organisations, polling organisations, media advertising organisations and direct mail organisations.

TEQSA did not make any payments to direct mail organisations or polling organisations and did not make any payments of \$16,900 or more (inclusive of GST) to media advertising organisations. During 2024–25 TEQSA did not conduct any advertising campaigns. TEQSA spent \$18,865 on online content material to adapt a suite of cyber security blueprints and training resources to the university sector for non-university providers.

Grants

TEQSA does not administer any discretionary grants programs.

Small business

TEQSA supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SMEs) and Small Enterprise participation statistics are available on the Department of Finance, Statistics on Australian Government Procurement Contracts webpage.

TEQSA uses a number of procurement practices to support SMEs including:

- > use of the Commonwealth Contracting Suite for low-risk procurements valued under \$200,000
- > applying the Small Business Engagement Principles to effectively engage and communicate with small businesses
- > seeking opportunities to engage Aboriginal and Torres Strait Islander businesses
- > use of electronic payment systems to facilitate on-time payments.

TEQSA recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website.

Ecologically sustainable development and environmental performance

TEQSA is committed to progressing towards a sustainable future and continued improvement in reducing negative impacts on the environment.

The information provided is in accordance with section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*.

TEQSA's office at 452 Flinders Street, Melbourne, features a range of environmental performance initiatives put in place during the office fit-out and as part of the overall initiatives provided by building management.

These include:

- > implementing no under-desk bins and the availability of several bin stations with different waste streams
- > an on-site organic waste dehydrator
- > battery recycling
- > e-waste collection
- > light globe recycling
- > adherence to NABERS waste rating.

Australian Public Service Net Zero 2030

APS Net Zero 2030 is the Government’s policy for the Australian Public Service (APS) to reduce its greenhouse gas emissions to net zero by 2030, and transparently report on its emissions. As part of this, non-corporate and corporate Commonwealth entities are required to report on their operational greenhouse gas emissions.

The Greenhouse Gas Emissions Inventory presents greenhouse gas emissions over the 2024–25 period. Results are presented on the basis of Carbon Dioxide Equivalent (CO₂-e) emissions. Greenhouse gas emissions reporting has been developed with methodology that is consistent with the Whole-of-Australian Government approach as part of the APS Net Zero 2030 policy. Not all data sources were available at the time of the report and adjustments to baseline data may be required in future reports.

Table 9. Greenhouse gas emissions inventory – location-based method 2024–25

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (location-based approach)	N/A	32.786	3.832	36.618
Natural gas	0	N/A	0	0
Solid waste	0	N/A	0	0
Refrigerants	0	N/A	N/A	0
Fleet and other vehicles	0	N/A	0	0
Domestic commercial flights	N/A	N/A	43.622	43.622
Domestic hire car	N/A	N/A	0	0
Domestic travel accommodation	N/A	N/A	17.173	17.173
Other energy	0	N/A	0	0
Total t CO ₂ -e	0	32.786	64.627	97.413

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = carbon dioxide equivalent. N/A = not applicable.

Table 10. Electricity greenhouse gas emissions 2024–25

Emission source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (location-based approach)	32.786	3.832	36.618	42,579.558
Market-based electricity emissions	28.214	3.832	32.046	34,832.207
Total renewable electricity consumed	N/A	N/A	N/A	7,747.351
Renewable Power Percentage ¹	N/A	N/A	N/A	7,747.351
Percentage ^{2,3}	N/A	N/A	N/A	-
GreenPower ²	N/A	N/A	N/A	-
Large-scale generation certificates ²	N/A	N/A	N/A	-
Behind the meter solar ⁴	N/A	N/A	N/A	-
Total renewable electricity produced	N/A	N/A	N/A	-
Large-scale generation certificates ²	N/A	N/A	N/A	-
Behind the meter solar ⁴	N/A	N/A	N/A	-

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).




1. Listed as Mandatory renewables in 2023–24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).
2. Listed as Voluntary renewables in 2023–24 Annual Reports.
3. The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).
4. Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.



TEQSA's staff bring knowledge and expertise in regulation, quality assurance, risk management, the public sector and higher education. Staff members build on their knowledge and experience through regular interactions with providers, professional accreditation bodies, TEQSA experts and overseas quality assurance bodies.

4

Financial report

-  Independent auditor's report
-  Statement by accountable authority and CFO
-  Financial statements



INDEPENDENT AUDITOR'S REPORT

To the Minister for Education

Opinion

In my opinion, the financial statements of the Tertiary Education Quality Standards Agency (the Entity) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Accountable Authority and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising a summary of significant accounting policies and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Commissioners are responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Commissioners are also responsible for such internal control as the Commissioners determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Commissioners are responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Commissioners are also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Saminda Maddumahewa
Audit Principal

Delegate of the Auditor-General

Canberra

29 August 2025

STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the period ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Tertiary Education Quality and Standards Agency will be able to pay its debts as and when they fall due.



Kerri-Lee Krause
Chief Commissioner
on behalf of the Accountable Authority
28 August 2025



Jason Sriwijaya
Director Corporate Services and
Chief Financial Officer
28 August 2025

Tertiary Education Quality and Standards Agency
STATEMENT OF COMPREHENSIVE INCOME
for the period ended 30 June 2025

		2025	2024	2025
	Notes	\$'000	\$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	14,901	14,486	14,993
Suppliers	1.1B	5,268	6,800	6,210
Depreciation and amortisation	3.2A	1,345	1,534	1,254
Finance costs	1.1C	111	127	111
Write-down and impairment of other assets	3.2A	33	-	-
Total expenses		21,658	22,947	22,568
Own-source income				
Own-source revenue				
Revenue from contracts with customers		693	588	650
Rental income		-	167	-
Resources received free of charge		49	47	50
Total own-source revenue	1.2A	742	802	700
Gains				
Gains from sale of assets		-	4	5
Total gains		-	4	5
Total own-source income		742	806	705
Net cost of services		(20,916)	(22,141)	(21,863)
Revenue from Government	1.2B	24,722	21,497	21,276
Surplus/(Deficit) attributable to the Australian Government		3,806	(644)	(587)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		240	-	-
Total comprehensive income/(loss)		4,046	(644)	(587)

The above statement should be read in conjunction with the accompanying notes.

Tertiary Education Quality and Standards Agency
STATEMENT OF COMPREHENSIVE INCOME
for the period ended 30 June 2025

Budget Variances Commentary
Statement of Comprehensive Income

Line item	Explanation of major variances
<i>Employee expenses</i>	Total employee expenses \$0.092m (1%) under budget due to the timing of filling staff vacancies.
<i>Suppliers</i>	Total suppliers \$0.942m (15%) under budget, with delays in some projects and in-house capabilities utilised to reduce supplier dependence.
<i>Depreciation and amortisation</i>	Depreciation and amortisation \$0.091m (7%) over budget due to the amortisation of student records management solution which was understated in the original budget.
<i>Revenue from contracts with customers</i>	Revenue from contracts with customers \$0.043m (6%) over budget, on account of a refund from Comcare for a prior year premium adjustment.
<i>Revenue from Government</i>	TEQSA received \$3.446m in funding in the 2024-25 mid year budget round to update its information technology system to meet whole-of-government information security requirements. This item was not included in the original budget.
<i>Changes in asset revaluation reserve</i>	Total asset revaluation reserve \$0.240m (100%) over budget, because of a revaluation increment from an independent valuation of TEQSA's assets.

Tertiary Education Quality and Standards Agency
STATEMENT OF FINANCIAL POSITION
as at 30 June 2025

		2025	2024	2025
	Notes	\$'000	\$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	3.1A	558	655	563
Trade and other receivables	3.1B	16,262	10,698	8,321
Total financial assets		16,820	11,353	8,884
Non-financial assets				
Buildings ROU	3.2A	2,883	3,436	2,875
Leasehold Improvements	3.2A	1,830	1,907	1,655
Plant and equipment	3.2A	439	647	1,193
Intangibles - computer software	3.2A	1,056	1,334	1,450
Prepayments	3.2B	464	538	343
Total non-financial assets		6,672	7,862	7,516
Total assets		23,492	19,215	16,400
LIABILITIES				
Payables				
Suppliers	3.3A	594	945	200
Other payables	3.3B	418	301	350
Total payables		1,012	1,246	550
Interest bearing liabilities				
Leases		4,131	4,797	4,128
Total interest bearing liabilities	3.4	4,131	4,797	4,128
Provisions				
Employee provisions	6.1	2,420	2,172	2,000
Total provisions		2,420	2,172	2,000
Total liabilities		7,563	8,215	6,678
Net assets		15,929	11,000	9,722
EQUITY				
Contributed equity		18,214	17,331	18,214
Reserves		257	17	17
Accumulated deficit		(2,542)	(6,348)	(8,509)
Total equity		15,929	11,000	9,722

The above statement should be read in conjunction with the accompanying notes.

Tertiary Education Quality and Standards Agency
STATEMENT OF FINANCIAL POSITION
as at 30 June 2025

Budget Variances Commentary
Statement of Financial Position

Line item	Explanation of major variances
<i>Trade and other receivables</i>	Total trade and other receivables \$7.941m (95%) over budget, due to an increase in the appropriations receivable, mainly because of an increase to TEQSA's appropriations from budget measures during the 2024-25 financial year, and Section 74 retained receipts being greater than anticipated.
<i>Leasehold improvements</i>	Total leasehold improvements \$0.175m (10%) over budget, due to an independent revaluation of TEQSA's assets conducted during the financial year with an increase attributable to the movement in the total fair value of leasehold improvements.
<i>Plant and equipment</i>	Total plant and equipment is \$0.754m (63%) under budget due to delays in the purchase of plant and equipment which has been deferred to the next financial year.
<i>Intangibles - computer software</i>	Total intangibles - computer software \$0.394m (27%) under budget as TEQSA is utilising cloud based services that cannot be capitalised.
<i>Prepayments</i>	Total other non-financial assets \$0.121m (35%) over budget, due to TEQSA utilising cloud based services and the increase in prepayments related to multi-year subscriptions for these services.
<i>Suppliers</i>	Total suppliers \$0.394m (197%) over budget, due to higher than expected accruals of agency projects at 30 June, primarily driven by IT project uplifts in system capabilities.
<i>Other payables</i>	Other payables \$0.068m (19%) over budget, as monies payable to other Government entities and leave provision transfers were finalised, and accrued salaries being more than anticipated as a result of higher staffing levels at 30 June 2025.
<i>Employee provisions</i>	Total employee provisions \$0.420m (21%) over budget, due to carried forward entitlements of staff transferring to TEQSA from qualifying entities.

Tertiary Education Quality and Standards Agency
STATEMENT OF CHANGES IN EQUITY
for the period ended 30 June 2025

	2025 \$'000	2024 \$'000	2025 Original Budget \$'000
CONTRIBUTED EQUITY			
Opening balance			
Balance carried forward from previous period	17,331	16,415	17,331
Transactions with owners			
Contributions by owners			
Departmental capital budget	883	916	883
Total transactions with owners	883	916	883
Closing balance as at 30 June	18,214	17,331	18,214
RETAINED EARNINGS			
Opening balance			
Balance carried forward from previous period	(6,348)	(5,704)	(7,922)
Comprehensive income			
Surplus/(Deficit) for the period	3,806	(644)	(587)
Total comprehensive income	3,806	(644)	(587)
Closing balance as at 30 June	(2,542)	(6,348)	(8,509)
ASSET REVALUATION RESERVE			
Opening balance			
Balance carried forward from previous period	17	17	17
Comprehensive income			
Other comprehensive income	240	-	-
Total comprehensive income	240	-	-
Closing balance as at 30 June	257	17	17
TOTAL EQUITY			
Opening balance			
Balance carried forward from previous period	11,000	10,728	9,426
Comprehensive income			
Surplus/(Deficit) for the period	3,806	(644)	(587)
Other comprehensive income	240	-	-
Total comprehensive income	4,046	(644)	(587)
Transactions with owners			
Contributions by owners			
Departmental capital budget	883	916	883
Total transactions with owners	883	916	883
Closing balance as at 30 June	15,929	11,000	9,722

The above statement should be read in conjunction with the accompanying notes.

Budget Variances Commentary
Statement of Changes in Equity

Major budget variances for balances contained in the Statement of Changes in Equity have been included in the budget variances commentary for the Statement of Comprehensive Income and the Statement of Financial Position.

Tertiary Education Quality and Standards Agency
CASH FLOW STATEMENT
for the period ended 30 June 2025

		2025	2024	2025 Original Budget
	Notes	\$'000	\$'000	\$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		21,051	22,636	21,196
Rendering of services		659	167	650
GST received		533	697	637
Other		34	2,270	-
Total cash received		22,277	25,770	22,483
Cash used				
Employees		14,653	14,677	14,913
Suppliers		5,359	7,529	6,160
Interest payments on lease liabilities		111	127	111
GST paid		428	158	637
Section 74 receipts transferred to OPA		1,157	2,621	-
Total cash used		21,708	25,112	21,821
Net cash from operating activities		569	658	662
INVESTING ACTIVITIES				
Cash received				
Proceeds from sale of property, plant & equipment		-	4	5
Total cash received		-	4	5
Cash used				
Purchase of plant, equipment and intangibles		23	589	883
Total cash used		23	589	883
Net cash used by investing activities		(23)	(585)	(878)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		23	640	883
Total cash received		23	640	883
Cash used				
Principal payments of lease liabilities		666	621	667
Total cash used		666	621	667
Net cash from/(used by) financing activities		(643)	19	216
Net increase/(decrease) in cash held		(97)	92	-
Cash and cash equivalents at the beginning of the reporting period		655	563	563
Cash and cash equivalents at the end of the reporting period	3.1A	558	655	563

The above statement should be read in conjunction with the accompanying notes.

Tertiary Education Quality and Standards Agency
CASH FLOW STATEMENT
for the period ended 30 June 2025

Budget Variances Commentary
Cash Flow Statement

Line item	Explanation of major variances
<i>Operating activities</i> <i>GST received</i>	Total GST received \$0.104m (16%) under budget, due to a decrease in supplier expenses which has resulted in TEQSA paying less GST during the financial year.
<i>Operating activities</i> <i>Employees</i>	Cash paid to employees \$0.260m (2%) under budget due to timing of pay cycles.
<i>Operating activities</i> <i>Suppliers</i>	Cash paid to suppliers \$0.801m (13%) under budget due to delays in the commencement of agency projects, hence the decrease in supplier cash used.
<i>Operating activities</i> <i>Section 74 receipts transferred to OPA</i>	Section 74 receipts transferred to OPA is \$1.157m (100%) over budget as TEQSA does not budget for receipts transferred to the OPA. Retainable receipts are money collected that can be retained and increases the balance of the existing appropriation.
<i>Investing activities</i> <i>Purchase of plant, equipment and intangibles</i>	Purchase of plant, equipment and intangibles \$0.860m (97%) under budget due to delays in the procurement of TEQSA's plant and equipment.

Tertiary Education Quality and Standards Agency
ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME
for the period ended 30 June 2025

		2025	2024	2025
		\$'000	\$'000	Original Budget \$'000
	Notes			
Income				
Non-taxation revenue				
Fees	2.1	<u>16,495</u>	<u>13,086</u>	<u>16,937</u>
Total non-taxation revenue		<u>16,495</u>	<u>13,086</u>	<u>16,937</u>
Total income		<u>16,495</u>	<u>13,086</u>	<u>16,937</u>
Net contribution by services		<u>16,495</u>	<u>13,086</u>	<u>16,937</u>
Surplus		<u>16,495</u>	<u>13,086</u>	<u>16,937</u>

The above schedule should be read in conjunction with the accompanying notes.

Budget Variances Commentary

Administered Schedule of Comprehensive Income

Line item	Explanation of major variances
<i>Fees</i>	Administered fees is \$0.442m (3%) below budget due to the nature and timing of applications fees.

ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES

as at 30 June 2025

ASSETS

Financial assets

Trade and other receivables		<u>68</u>	<u>157</u>	<u>6</u>
Total financial assets	4.1	<u>68</u>	<u>157</u>	<u>6</u>
Total assets administered on behalf of Government		<u>68</u>	<u>157</u>	<u>6</u>

LIABILITIES

Payables

Suppliers		<u>-</u>	<u>-</u>	<u>-</u>
Total payables		<u>-</u>	<u>-</u>	<u>-</u>
Total liabilities administered on behalf of Government		<u>-</u>	<u>-</u>	<u>-</u>

Net assets		<u>68</u>	<u>157</u>	<u>6</u>
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The above schedule should be read in conjunction with the accompanying notes.

Budget Variances Commentary

Administered Schedule of Comprehensive Income

Line item	Explanation of major variances
<i>Trade and other receivables</i>	Trade and other receivables are \$0.062m (1,028%) above budget due to timing of receipts for the annual registered higher education provider charge.

Tertiary Education Quality and Standards Agency
ADMINISTERED RECONCILIATION SCHEDULE
for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Opening assets less liabilities as at 1 July		157	6
Net contribution by services			
Income		16,495	13,086
Transfers (to)/from the Australian Government			
Transfers to Official Public Account		(16,715)	(12,938)
Appropriation transfers from Official Public Account			
Special appropriations (unlimited)			
Payments to entities other than corporate Commonwealth entities		131	3
Closing assets less liabilities as at 30 June		68	157

The above schedule should be read in conjunction with the accompanying notes.

Accounting Policy

Administered Cash Transfers to and from the Official Public Account

Revenue collected by TEQSA for use by the Government rather than TEQSA is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of Government. These transfers to and from the OPA are adjustments to the administered cash held by TEQSA on behalf of the Government and reported as such in the schedule of administered cash flows and in the administered reconciliation schedule.

Tertiary Education Quality and Standards Agency
ADMINISTERED CASH FLOW STATEMENT
for the period ended 30 June 2025

	2025	2024
	\$'000	\$'000
OPERATING ACTIVITIES		
Cash received		
Fees	16,715	12,938
Total cash received	16,715	12,938
Cash used		
Refunds to higher education providers	131	3
Total cash used	131	3
Net cash from operating activities	16,584	12,935
Cash from Official Public Account		
Appropriations	131	3
Total cash from Official Public Account	131	3
Cash to Official Public Account		
Appropriations	(16,715)	(12,938)
Total cash to Official Public Account	(16,715)	(12,938)
Net increase/(decrease) in cash held	-	-
Cash and cash equivalents at the beginning of the reporting period	-	-
Cash and cash equivalents at the end of the reporting period	-	-

Tertiary Education Quality and Standards Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Overview

Objectives of the Entity

The Tertiary Education Quality and Standards Agency (TEQSA) is an Australian Government controlled not-for-profit entity. TEQSA is Australia's independent national quality assurance and regulatory agency for higher education. The objective of TEQSA is to protect student interests and the reputation of Australia's higher education sector through a proportionate, risk-reflective approach to quality assurance that supports diversity, innovation and excellence.

The registered office of TEQSA is Level 11, 452 Flinders Street, Melbourne, Victoria.

TEQSA is structured to meet delivery of the outcome as detailed in the Portfolio Budget Statement:

Outcome1: Contribute to a high quality education sector through streamlined and nationally consistent higher education regulatory arrangements; registration of higher education providers; accreditation of higher education courses; and investigation, quality assurance and dissemination of higher education standards and performance.

TEQSA is governed by independent Commissioners who form the TEQSA Accountable Authority. The Commissioners draw together skills in higher education to provide expert administration of TEQSA.

The Basis of Preparation

The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b) Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars and values rounded to the nearest thousand dollars unless otherwise specified.

New Accounting Standards

All new and revised, amending standards and/or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect, on TEQSA's financial statements for the current and future reporting periods.

Standard/ Interpretation	Nature of change in accounting policy
AASB 2022-10 Amendments to Australian Accounting Standards – <i>Disclosure of Accounting Policies and Definition of Accounting Estimates</i>	AASB 2022-10 states the changes to non-financial asset valuation practices by not-for-profit entities are a change in accounting estimates.

Taxation

TEQSA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Reporting of Administered activities

Except where otherwise stated, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

Events After the Reporting Period

Departmental

No events have occurred after the reporting date that should be brought to account or noted in the 2024-25 financial statements.

Administered

No events have occurred after the reporting date that should be brought to account or noted in the 2024-25 financial statements.

Tertiary Education Quality and Standards Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1. Financial Performance

This section analyses the financial performance of the TEQSA for the period ended 2025.

1.1 Expenses

	2025 \$'000	2024 \$'000
1.1A: Employee benefits		
Wages and salaries	11,640	11,479
Superannuation		
Defined contribution plans	1,840	1,777
Defined benefit plans	105	108
Leave and other entitlements	1,286	1,115
Separation and redundancies	30	7
Total employee benefits	14,901	14,486

Accounting Policy

Accounting policies for employee related expenses is contained in the People and Relationships section.

1.1B: Suppliers

Goods and services supplied or rendered

Consultants	100	328
Contractors	301	903
Travel	289	444
IT services	1,784	1,987
Expert fees	164	248
Legal fees	424	333
Recruitment and training	482	514
Property operating expenses	381	387
Payroll services	70	143
Event costs	486	579
Other	617	625

Total goods and services supplied or rendered

5,098	6,491
--------------	--------------

Goods supplied

11	50
----	----

Services rendered

5,087	6,394
-------	-------

Total goods and services supplied or rendered

5,098	6,444
--------------	--------------

Other suppliers

Workers' compensation expenses

170	309
-----	-----

Total other suppliers

170	309
-----	-----

Total suppliers

5,268	6,800
--------------	--------------

1.1C: Finance costs

Interest on lease liabilities

111	127
-----	-----

Total finance costs

111	127
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The above lease disclosures should be read in conjunction with the accompanying notes 3.2A and 3.4.

Accounting Policy

All borrowing costs are expensed as incurred.

Tertiary Education Quality and Standards Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1.2 Own-Source Revenue

	2025 \$'000	2024 \$'000
1.2A: Own-Source Revenue		
Revenue from contracts with customers - rendering of services	693	588
Subleasing right-of-use (ROU) assets	-	167
Resources received free of charge (RRFOC) - audit fees	49	47
Total Own-Source Revenue	742	802
Disaggregation of own-source revenue		
Service category:		
TEQSA Conference	652	583
Subleasing ROU assets	-	167
RRFOC - Audit fees	49	47
Miscellaneous / Other	41	5
	742	802
Type of customer:		
Australian Government entities (related parties)	49	214
Non-government entities	693	588
	742	802
Timing of transfer of goods and services:		
Over time	49	214
Point in time	693	588
	742	802

Accounting Policy

Revenue from contracts with customers is recognised when the performance obligation required under enforceable agreements are satisfied.

TEQSA collects minor miscellaneous fees from freedom of information requests and reimbursements of staff costs to attend sector-based events. TEQSA generates ticket sales revenue associated with the annual TEQSA Conference. Revenue is recognised upon receipt, or at the conclusion of the event.

The transaction price is the total amount of consideration to which the TEQSA expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

Receivables for goods and services, which have 30-day terms (2024: 30 days), are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

Tertiary Education Quality and Standards Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	2025 \$'000	2024 \$'000
1.2B: Revenue from Government		
Appropriations		
Departmental appropriations	<u>24,722</u>	<u>21,497</u>
Total revenue from Government	<u>24,722</u>	<u>21,497</u>

Accounting Policy

Revenue from Government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when TEQSA gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

2. Income and Expenses Administered on behalf of Government

This section analyses the activities that the TEQSA does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

2.1 Administered - Income

Revenue

	2025	2024
	\$'000	\$'000
Non-Taxation Revenue		
Fees		
Regulatory fees - Registered Higher Education Provider (RHEP) charge	7,380	3,979
Regulatory fees - applications	9,115	9,107
Total fees	16,495	13,086

Accounting Policy

All administered revenues are revenues relating to ordinary activities performed by TEQSA on behalf of the Australian Government.

Since 1 January 2023, TEQSA has commenced a transition to cost recovery for its regulatory and quality assurance services and activities, with the following revenue elements:

- annual RHEP charge
- application-based fees

The RHEP fees for the calendar year 2025, were raised at 100% cost recovery of the above expenditure.

RHEP charge

TEQSA collects an annual RHEP charge as outlined in the *Tertiary Education Quality and Standards Agency (Charges) Regulations 2022*. The RHEP charge commenced on 1 January 2023 and is the sum of a base component and a compliance component that will cover compliance activities undertaken in relation to the provider in the preceding calendar year.

Revenue of the annual RHEP charge is recognised at time of invoicing. The RHEP charge have 30-day terms and are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

Application-based fees

TEQSA collects application-based revenue from activities such as registration and re-registration of providers, accreditation and re-accreditation of courses, and major variations to registrations and accreditations. Fees are charged in accordance with the *Tertiary Education Quality and Standards Agency Determination of Fees No. 1 of 2020*. Application-based revenue is recognised on receipt.

Administered revenue reported for the period is net of refunds made during the year.

Tertiary Education Quality and Standards Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3. Financial Position

This section analyses the TEQSA assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships section.

3.1 Financial Assets

	2025 \$'000	2024 \$'000
3.1A: Cash and cash equivalents		
Cash at bank	558	655
Total cash and cash equivalents	558	655

Accounting Policy

Cash and cash equivalents

Cash is recognised at its nominal amount. Cash and cash equivalents include cash on hand and deposits in bank accounts.

3.1B: Trade and other receivables

Goods and services	23	36
Appropriation receivable	16,120	10,432
GST receivable from the Australian Taxation Office	128	233
Other	1	7
Total trade and other receivables	16,272	10,708
Less expected credit loss allowance	(10)	(10)
Total trade and other receivables (net)	16,262	10,698

Credit terms for goods and services were within 30 days (2024: 30 days).

Accounting Policy

Financial assets

Financial assets comprise trade and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows measured at amortised cost adjusted for any loss allowance. TEQSA recognise a loss allowance as an impairment expense.

Tertiary Education Quality and Standards Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3.2 Non-Financial Assets

3.2A: Property, Plant & Equipment and Intangibles

Reconciliation of the opening and closing balances of property, plant and equipment and intangibles for 2025

	Buildings Right-of-use	Leasehold Improvements	Plant and equipment	Intangibles - computer software	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2024					
Gross book value	4,453	2,472	1,116	6,142	14,183
Accumulated depreciation, amortisation and impairment	(1,017)	(565)	(469)	(4,808)	(6,859)
Total as at 1 July 2024	3,436	1,907	647	1,334	7,324
Purchase or Internally developed	-	-	14	8	22
Depreciation and amortisation	-	(309)	(197)	(286)	(792)
Depreciation on right-of-use assets	(553)	-	-	-	(553)
Revaluations	-	232	8	-	240
Impairments recognised in other comprehensive income	-	-	(13)	-	(13)
Disposals	-	-	(20)	-	(20)
Total as at 30 June 2025	2,883	1,830	439	1,056	6,208
Total as at 30 June 2025 represented by					
Gross book value	4,453	1,830	439	6,150	12,872
Accumulated depreciation, amortisation and impairment	(1,570)	-	-	(5,094)	(6,664)
Total as at 30 June 2025	2,883	1,830	439	1,056	6,208
Carrying amount of right-of-use assets	2,883	-	-	-	2,883

Revaluations of non-financial and intangible assets

TEQSA undertakes revaluations on its leasehold improvements and property, plant and equipment asset class. Revaluations are conducted in accordance with the revaluation policy.

Contractual commitments for the acquisition of property, plant, equipment and intangible assets

As at 30 June 2025, TEQSA has no contractual commitment for the acquisition of property, plant, equipment and intangible assets. The capital commitment in the prior years for student records management solution was fully paid in the last financial year.

Accounting Policy - Property, Plant & Equipment and Intangibles

Revaluations of non-financial assets

Following initial recognition at cost, property, plant and equipment (excluding ROU assets) are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depended upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class. Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset, and the asset is restated to the revalued amount.

Accounting Policy - Property, Plant & Equipment and Intangibles (continued)

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate. Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$2,000 which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in property leases taken up by TEQSA where obligation exists to restore the property to its original condition.

Lease Right-of-Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

On initial adoption of AASB 16, TEQSA has adjusted the ROU assets at the date of initial application by the amount of any provision for onerous leases recognised immediately before the date of initial application. Following initial application, an impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition in Commonwealth agency, GGS and Whole of Government financial statements.

Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the entity using, in all cases, the straight-line method of depreciation. Leasehold improvements are depreciated at the lesser of the asset remaining useful life of or the remaining lease term. Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

Asset Class	2025	2024
Buildings ROU	Lease term	Lease term
Leasehold improvements	Lease term	Lease term
Plant and equipment	3 to 8 years	3 to 8 years
Intangibles - computer software	3 to 5 years	3 to 5 years

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Impairment

Assets held at cost, including intangibles and ROU assets, were assessed for impairment at the end of the reporting period. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. All assets were assessed for indicator of impairment at 30 June 2025, with no indication of impairment.

Tertiary Education Quality and Standards Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Accounting Policy - Property, Plant & Equipment and Intangibles (continued)

Fair Value

Leasehold improvements and plant and equipment are measured at their estimated fair value in the statement of financial position. Leasehold improvements and plant and equipment held by TEQSA are categorised under Levels 3 and 2 respectively, in accordance with the hierarchies listed in AASB 13. TEQSA's policy is to recognise transfers into and out of the fair value hierarchy levels as at the end of the reporting period. TEQSA has not disclosed quantitative information about the significant unobservable inputs for the levels 2 and 3 measurements in these classes.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Intangibles - computer software

TEQSA's intangibles comprise of internally developed software and associated enhancement costs for internal use. Intangibles computer software assets are carried at cost and amortised on a straight-line basis over its useful life.

All software assets were assessed for indications of impairment at the end of the reporting period, with no indication of impairment.

Accounting Judgements and Estimates

The last independent valuation of leasehold improvements and plant and equipment was conducted by Jones Lang LaSalle in June 2025. The valuation was undertaken using a cost approach to assess the leasehold improvements and plant and equipment, which were considered level 3 measurements in the fair value hierarchy. In addition to the fair value measurement for each asset, the valuation also reported on other aspects of the fair value framework, including the valuation premise, the highest and best use, the valuation technique, the market (principal or most advantageous), the fair value hierarchy level for the measurement including whether this has changed since the 2023-24 financial year and a description of the significant observable input(s).

	2025	2024
	\$'000	\$'000
3.2B: Prepayments		
Property prepayments	24	23
Goods and services prepayments	440	515
Total other non-financial assets	464	538

No indicators of impairment were found for other non-financial assets.

Accounting Policy

Prepayments

Prepayments are expected to be consumed within the next 12 months.

3.3 Payables

3.3A: Suppliers

Trade creditors and accruals	594	945
Total suppliers	594	945

Settlement is usually made within 20 days (2024: 20 days).

3.3B: Other payables

Salaries and wages	353	242
Superannuation	64	53
Other	1	6
Total other payables	418	301

Tertiary Education Quality and Standards Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3.4 Interest Bearing Liabilities

	2025 \$'000	2024 \$'000
Leases		
Lease liabilities	4,131	4,797
Total leases	4,131	4,797
Maturity analysis - contractual undiscounted cash flows (GST exclusive)		
Within 1 year	810	778
Between 1 to 5 years	3,578	3,440
More than 5 years	63	1,010
Total leases	4,451	5,228

The cash outflow for leases for the period ended 30 June 2025 was \$778,088 (2024: \$747,549).

In January 2022 TEQSA entered into an eight year lease, commencing on 1 July 2022, for office premises at Level 11, 452 Flinders Street, Melbourne. TEQSA recognised the right-of-use asset and lease liabilities under AASB 16 Leases. The lease is subject to normal office lease obligations, with fixed annual percentage increase of 3.5% and make-good obligations limited to rectification associated with tenant damage or alterations.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1C and 3.2A.

Accounting Policy

For all new contracts entered into, TEQSA considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

4. Assets and Liabilities Administered on behalf of Government

This section analyses assets used to conduct operations and the operating liabilities incurred as a result the TEQSA does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

4.1 Administered - Assets

	2025	2024
	\$'000	\$'000
<u>Trade and other receivables</u>		
Other receivables		
Fees	68	157
Total other receivables	68	157
Total trade and other receivables	68	157

Credit terms for goods and services were within 30 days (2024: 30 days).

Tertiary Education Quality and Standards Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

5. Funding

This section identifies the TEQSA funding structure.

5.1 Appropriations

5.1A: Annual appropriations ('recoverable GST exclusive')

	2025	2024
	\$'000	\$'000
Departmental		
Ordinary annual services	24,722	21,497
Capital Budget ¹	883	916
Total departmental	25,605	22,413
Adjustments to appropriation - PGPA Section 74 receipts	1,157	2,621
Total appropriation	26,762	25,034
Appropriation applied (current and prior years)	21,171	23,183
Variance²	5,591	1,851

¹ Departmental Capital Budgets are appropriated through Supply and Appropriation Acts (No.1,3,5). They form part of ordinary annual services and are not separately identified in the Supply and Appropriation Acts.

² In 2024-25, the variance between total appropriation and appropriation applied in 2025 relates to the timing of payment to suppliers for operating transactions, and strategic and capital projects.

5.1B: Unspent annual appropriations ('recoverable GST exclusive')

Departmental		
<i>Appropriation Act (No. 1) - Operating 2024-2025</i>	10,580	-
<i>Appropriation Act (No. 3) - Operating 2024-2025</i>	4,108	-
<i>Appropriation Act (No. 1) - Capital Budget (DCB) 2024-2025</i>	874	-
<i>Appropriation Act (No. 1) - Operating 2023-2024</i>	14	8,682
<i>Appropriation Act (No. 3) - Operating 2023-2024</i>	-	1,035
<i>Appropriation Act (No. 1) - Capital Budget (DCB) 2023-2024</i>	545	559
<i>Supply Act (No. 3) - Operating 2022-2023¹</i>	364	520
Cash and Cash Equivalents	558	655
Total departmental	17,043	11,451

¹ \$364,000 has been formally withheld since 2022-23 under the direction section 51 of the *Public Governance, Performance and Accountability (PGPA) Act 2013*.

5.1C: Special appropriations ('recoverable GST exclusive')

Authority	Appropriation Applied	
	2025	2024
	\$'000	\$'000
Refunds - <i>Public Governance, Performance and Accountability Act 2013</i> , s. 77 - all transactions under this Act are recognised as Administered items.	131	3
Total special appropriations applied	131	3

Tertiary Education Quality and Standards Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	2025 \$'000	2024 \$'000
5.2 Regulatory Charging Summary		
Amounts applied		
Departmental		
Annual appropriations	16,789	13,502
Total amounts applied	16,789	13,502
Expenses		
Departmental	18,328	14,540
Total expenses	18,328	14,540
External revenue		
Administered	16,495	13,086
Total external revenue	16,495	13,086
Amounts written off		
Departmental	-	-
Administered	-	-
Total amounts written off	-	-

Regulatory charging activities

Since 1 January 2023, TEQSA has commenced a transition to 90 per cent cost recovery for its regulatory and quality assurance services and activities. Costs are recovered from higher education providers by way of:

(1) A RHEP charge invoiced annually to all providers. The charge is the sum of a base component and a compliance component.

(2) Application based fees for regulatory activities related to registrations, course accreditations, major variations to registrations and accreditations, and revocation of conditions.

All fee revenue from regulatory charging activities is administered revenue and is returned to the Consolidated Revenue Fund.

Documentation for the above activities is available at <https://www.teqsa.gov.au/about-us/fees-and-charges>.

5.3 Net Cash Appropriation Arrangements

Total comprehensive income/(loss) - as per the Statement of Comprehensive Income	4,046	(644)
Plus: depreciation / amortisation of assets funded through appropriations (departmental capital budget funding and / or equity injections) ¹	792	980
Plus: depreciation of right of use asset ²	553	554
Less: lease principal repayments ²	(666)	(621)
Net Cash Operating Surplus	4,725	269

TEQSA is required to prepare this Note as it receives appropriations through Departmental Capital Budgets funding or equity appropriations to fund:

¹ Asset purchases and replacements;

² It is leased with right of use assets and lease liabilities

6. People and Relationships

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

6.1 Employee Provisions

	2025 \$'000	2024 \$'000
6.1: Employee provisions		
Leave	2,420	2,172
Total employee provisions	2,420	2,172

All employee leave provisions relate to annual leave and long services leave.

Accounting Policy

Liabilities for short-term employee benefits, as defined in AASB 119 Employee Benefits, and termination benefits expected within twelve months of the end of reporting period are measured at their nominal amounts. Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including TEQSA's employer superannuation contribution rates and applicable on-costs to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR) 24.1(b) using the shorthand method issued by the Department of Finance (2024: LSL shorthand method). The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and enterprise agreements, which are unchanged from prior years.

Superannuation

TEQSA's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

TEQSA makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. TEQSA accounts for the contributions as if they were contributions to defined contribution plans. The liability for superannuation recognised as at 30 June 2025 represents outstanding contributions.

Tertiary Education Quality and Standards Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

6.2 Key Management Personnel Remuneration

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of TEQSA, directly or indirectly.

TEQSA has determined the KMP to be the Chief Commissioner, Commissioners and the Chief Executive Officer. Key management personnel remuneration is reported in the table below:

	2025 \$'000	2024 \$'000
Short-term employee benefits	581	691
Post-employment benefits	79	79
Other long-term employee benefits	8	5
Termination benefits	-	-
Total KMP remuneration expenses	668	775

The above KMP remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by TEQSA. The remuneration for TEQSA Commissioners is set by the Remuneration Tribunal.

The total number of KMP that are included in the above table is 6 (2024: 5).

6.3 Related Party Disclosures

Related party relationships

The parent entity to TEQSA is the Australian Government. TEQSA is an Australian Government controlled entity.

Related parties of TEQSA include:

- KMP (See Note 6.2 KMP);
- Portfolio and Cabinet Ministers;
- Close family members of the persons identified in (a) and (b) above;
- An entity which is controlled or jointly controlled by a member of the KMP; and
- Other entities controlled by the Australian Government.

Transactions with related parties

Given the breadth of Government activities, related parties may transact with the Government sector in the same capacity as ordinary citizens. Such transactions include payment / refund of taxes, receipt of Medicare rebate, higher education loans, use of public infrastructure and public services that are available to all citizens. These transactions have not been separately disclosed in this note.

Related party transactions are managed in accordance with TEQSA's conflict of interest policy.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period, it has been determined that TEQSA entered into nil (2024: Nil) transactions with related parties during the reporting period. It should be noted that in all transactions the KMP affected by a relationship excluded themselves from all decision processes and/or management of the contract or arrangement. All transactions were on normal business arm's length terms and conditions.

7. Managing Uncertainties

This section analyses how the TEQSA manages financial risks within its operating environment.

7.1 Contingent Assets and Liabilities

7.1A: Contingent Assets and Liabilities

TEQSA had no departmental contingent assets at 30 June 2025 (2024: Nil). TEQSA has a contingent liability relating to an ongoing legal matter (2024: one).

7.1B: Administered - Contingent Assets and Liabilities

TEQSA had no administered contingent assets or liabilities at 30 June 2025 (2024: Nil).

7.2 Financial Instruments

	2025	2024
	\$'000	\$'000
7.2A: Categories of financial instruments		
Financial assets at amortised cost		
Cash and cash equivalents	558	655
Trade and other receivables	24	43
Total financial assets at amortised cost	582	698
Total financial assets	582	698
Financial liabilities measured at amortised cost		
Suppliers and other payables	594	945
Total financial liabilities measured at amortised cost	594	945
Total financial liabilities	594	945

Accounting Policy

Financial assets

In accordance with AASB 9 Financial Instruments, TEQSA classifies its financial assets as financial assets measured at amortised cost.

The classification depends on both TEQSA's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when TEQSA becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

- (1) the financial asset is held in order to collect the contractual cash flows; and
 - (2) the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.
- Amortised cost is determined using effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Tertiary Education Quality and Standards Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

7.2A: Categories of Financial Instruments - continued

Accounting Policy (continued)

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to *lifetime expected credit losses* where risk has significantly increased, or an amount equal to *12-month expected credit losses* if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial Liabilities at Amortised Cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

7.3 Administered - Financial Instruments

7.3A: Categories of financial instruments

	2025	2024
	\$'000	\$'000
Financial assets		
Financial assets at amortised cost		
Trade and other receivables - goods and services	68	157
Total financial assets at amortised cost	68	157
Total financial assets	68	157

8. Other Information

8.1 Current/non-current distinction for assets and liabilities

	2025 \$'000	2024 \$'000
8.1A: Current/non-current distinction for assets and liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	558	655
Trade and other receivables ¹	16,262	10,698
Prepayments	464	538
Total no more than 12 months	17,284	11,891
More than 12 months		
Buildings ROU	2,883	3,436
Leasehold Improvements	1,830	1,907
Plant and equipment	439	647
Intangibles - computer software	1,056	1,334
Total more than 12 months	6,208	7,324
Total assets	23,492	19,215
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	594	945
Other payables	418	301
Leases	810	778
Employee provisions	1,008	908
Total no more than 12 months	2,830	2,932
More than 12 months		
Leases	3,321	4,019
Employee provisions	1,412	1,264
Total more than 12 months	4,733	5,283
Total liabilities	7,563	8,215

8.1B: Administered - current/non-current distinction for assets and liabilities

Assets expected to be recovered in:		
No more than 12 months		
Trade and other receivables	68	157
Total no more than 12 months	68	157
Total assets	68	157

¹Includes GST receivable

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Appendices

- 📍 Appendix A: Summary of resources
- 📍 Appendix B: Employee profiles
- 📍 Appendix C: APS classification and gender
- 📍 Appendix D: Employment type by full-time and part-time status
- 📍 Appendix E: Employment type by location
- 📍 Appendix F: Indigenous employment
- 📍 Appendix G: Employment arrangements of SES and non-SES employees
- 📍 Appendix H: Salary ranges by classification level
- 📍 Appendix I: Executive remuneration
- 📍 Glossary of abbreviations, acronyms and definitions
- 📍 Compliance index
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Appendix A: Summary of resources

Table 11. Entity resource statement 2024–25

	Current available appropriation (a)	Payments made (b)	Balance remaining (a)–(b)
	\$'000	\$'000	\$'000
Departmental			
Annual appropriations – ordinary annual services	38,214	21,171	17,043
Prior year appropriations available – ordinary annual services	–	–	–
Annual appropriations – other services – non-operating	–	–	–
Prior year appropriations available – other services – non-operating	–	–	–
Total departmental annual appropriations (c)	38,214	21,171	17,043
Total departmental special appropriations (d)	–	–	–
Opening balance – special accounts	–	–	–
Special account receipts (s74 receipts)	–	–	–
Total special accounts (e)	–	–	–
less departmental appropriations drawn from annual/special appropriations and credited to special accounts (f)	–	–	–
Total departmental resourcing (c+d+e–f)	38,214	21,171	17,043

Table 11. Entity resource statement 2024–25 (continued)

	Current available appropriation (a)	Payments made (b)	Balance remaining (a)-(b)
	\$'000	\$'000	\$'000
Administered			
Annual appropriations - ordinary annual services	-	-	-
Prior year appropriations available - ordinary annual services	-	-	-
Annual appropriations - other services - non-operating	-	-	-
Prior year appropriations available - other services - non-operating	-	-	-
Annual appropriations - other services - specific payments to States, ACT, NT and local government	-	-	-
Prior year appropriations available other services - specific payments to States, ACT, NT and local government	-	-	-
Annual appropriations - other services - new administered expenses	-	-	-
Prior year appropriations available - other services - new administered expenses	-	-	-
Total administered annual appropriations (g)	-	-	-
Total administered special appropriations (h)	-	-	-
Opening balance - special accounts	-	-	-
Special account receipts	-	-	-
Total special accounts receipts (i)	-	-	-

Table 11. Entity resource statement 2024–25 (continued)

	Current available appropriation (a)	Payments made (b)	Balance remaining (a)-(b)
	\$'000	\$'000	\$'000
less administered appropriations drawn from annual/special appropriations and credited to special accounts (j)	-	-	-
less payments to corporate entities from annual/special appropriations (k)	-	131	-131
Total administered resourcing (g+h+i-j-k)	-	131	-131
Total resourcing and payments for TEQSA	38,214	21,302	16,912

Appendix B: Employee profiles

Table 12. All ongoing employees 2024-25

Location	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	5	-	5	2	-	2	-	-	-	-	-	-	-	-	-	7
Qld	-	-	-	9	1	10	-	-	-	-	-	-	-	-	-	10
SA	1	-	1	2	-	2	-	-	-	-	-	-	-	-	-	3
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	31	-	31	36	4	40	-	-	-	-	-	-	-	-	-	71
WA	1	-	1	2	-	2	-	-	-	-	-	-	-	-	-	3
ACT	-	-	-	4	-	4	-	-	-	-	-	-	-	-	-	4
NT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Oversseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	38	-	38	55	5	60	-	-	-	-	-	-	-	-	-	98

Table 13. All non-ongoing employees 2024-25

Location	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	2	-	2	1	2	3	-	-	-	-	-	-	-	-	-	5
Qld	-	-	-	2	1	3	-	-	-	-	-	-	-	-	-	3
SA	-	-	-	2	1	3	-	-	-	-	-	-	-	-	-	3
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	4	1	5	1	2	3	-	-	-	-	-	-	-	-	-	8
WA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ACT	2	-	2	1	1	2	-	-	-	-	-	-	-	-	-	4
NT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	8	1	9	7	7	14	-	-	-	-	-	-	-	-	-	23

Table 14. Ongoing employees 2023-24

Location	Male			Female			Indeterminate		Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	
NSW	4	-	4	3	-	3	-	-	7
Qld	1	-	1	7	-	7	-	-	8
SA	-	-	-	1	-	1	-	-	1
Tas	-	-	-	-	-	-	-	-	-
Vic	31	1	32	41	4	45	-	-	77
WA	1	-	1	-	-	-	-	-	1
ACT	-	-	-	2	-	2	-	-	2
NT	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-
Total	37	1	38	54	4	58	-	-	96

Table 15. Non-ongoing employees 2023-24

Location	Male			Female			Indeterminate		Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	
NSW	-	-	-	2	-	2	-	-	2
Qld	-	-	-	2	-	2	-	-	2
SA	-	-	-	1	-	1	-	-	1
Tas	-	-	-	-	-	-	-	-	-
Vic	5	1	6	5	2	7	-	-	13
WA	-	-	-	-	-	-	-	-	-
ACT	-	-	-	2	-	2	-	-	2
NT	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-
Total	5	1	6	12	2	14	-	-	20

Appendix C: Australian Public Service classification and gender

Table 16. APS Act ongoing employees 2024–25

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Total
SES 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 1	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	1
EL 2	6	-	6	3	-	3	-	-	-	-	-	-	-	-	-	9
EL 1	13	-	13	13	-	13	-	-	-	-	-	-	-	-	-	26
APS 6	16	-	16	28	3	31	-	-	-	-	-	-	-	-	-	47
APS 5	3	-	3	9	1	10	-	-	-	-	-	-	-	-	-	13
APS 4	-	-	-	1	1	2	-	-	-	-	-	-	-	-	-	2
APS 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	38	-	38	55	5	60	-	-	-	-	-	-	-	-	-	98

Table 17. APS Act non-ongoing employees 2024-25

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EL 2	4	-	4	-	-	-	-	-	-	-	-	-	-	-	-	4
EL 1	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	2
APS 6	2	-	2	4	3	7	-	-	-	-	-	-	-	-	-	9
APS 5	-	-	-	2	-	2	-	-	-	-	-	-	-	-	-	2
APS 4	-	-	-	-	1	1	-	-	-	-	-	-	-	-	-	1
APS 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1	1	1	3	4	-	-	-	-	-	-	-	-	-	5
Total	8	1	9	7	7	14	-	-	-	-	-	-	-	-	-	23

Table 18. APS Act ongoing employees 2023–24

	Male			Female			Indeterminate		Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	
SES 3	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-
SES 1	-	-	-	1	-	1	-	-	1
EL 2	4	-	4	4	-	4	-	-	8
EL 1	15	-	15	12	-	12	-	-	27
APS 6	16	1	17	27	1	28	-	-	45
APS 5	2	-	2	8	2	10	-	-	12
APS 4	-	-	-	1	1	2	-	-	2
APS 3	-	-	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-
Other	-	-	-	1	-	1	-	-	1
Total	37	1	38	54	4	58	-	-	96

Table 19. APS Act non-ongoing employees 2023-24

	Male			Female			Indeterminate		Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total indeterminate
SES 3	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-
SES 1	-	-	-	-	-	-	-	-	-
EL 2	-	-	-	1	-	1	-	-	1
EL 1	1	-	1	1	-	1	-	-	2
APS 6	1	-	1	6	1	7	-	-	8
APS 5	2	1	3	2	-	2	-	-	5
APS 4	-	-	-	-	1	1	-	-	1
APS 3	-	-	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-
Other	1	-	1	-	2	2	-	-	3
Total	5	1	6	10	4	14	-	-	20

Appendix D: Employment type by full-time and part-time status

Table 20. APS Act employees by full-time and part-time status 2024-25

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total ongoing	Full-time	Part-time	Total non-ongoing	
SES 3	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-
SES 1	1	-	1	-	-	-	1
EL 2	9	-	9	4	-	4	13
EL 1	26	-	26	2	-	2	28
APS 6	44	3	47	6	3	9	56
APS 5	12	1	13	2	-	2	15
APS 4	1	1	2	-	1	1	3
APS 3	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-
Other	-	-	-	1	4	5	5
Total	93	5	98	15	8	23	121

Table 21. APS Act employees by full-time and part-time status 2023-24

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total ongoing	Full-time	Part-time	Total non-ongoing	
SES 3	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-
SES 1	1	-	1	-	-	-	1
EL 2	8	-	8	1	-	1	9
EL 1	27	-	27	2	-	2	29
APS 6	43	2	45	7	1	8	53
APS 5	10	2	12	4	1	5	17
APS 4	1	1	2	-	1	1	3
APS 3	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-
Other	1	-	1	-	3	3	4
Total	91	5	96	14	6	20	116

Appendix E: Employment type by location

Table 22. APS Act employment type by location 2024–25

Location	Ongoing	Non-ongoing	Total
NSW	7	5	12
Qld	10	3	13
SA	3	3	6
Tas	-	-	-
Vic	71	8	79
WA	3	-	3
ACT	4	4	8
NT	-	-	-
External Territories	-	-	-
Overseas	-	-	-
Total	98	23	121

Table 23. APS Act employment type by location 2023–24

Location	Ongoing	Non-ongoing	Total
NSW	7	2	9
Qld	8	2	10
SA	1	1	2
Tas	-	-	-
Vic	77	13	90
WA	1	-	1
ACT	2	2	4
NT	-	-	-
External Territories	-	-	-
Overseas	-	-	-
Total	96	20	116

Appendix F: Indigenous employment

Table 24. APS Indigenous employment 2024–25 and 2023–24

	Total 2024–25	Total 2023–24
Ongoing	0	1
Non-ongoing	0	0
Total	0	1

Appendix G: Employment arrangements of SES and non-SES employees

Table 25. APS Act employment arrangements 2024-25

	SES	Non-SES	Total
Section 24(1) determination	1	5	6
Enterprise Arrangement	-	115	115
Total	1	120	121

Appendix H: Salary ranges by classification level

Table 26. APS Act employment salary ranges by classification level (minimum/maximum) 2024-25

	Minimum Salary	Maximum Salary
SES 3	-	-
SES 2	-	-
SES 1	190,000	235,000
EL 2	141,896	170,329
EL 1	120,581	133,272
APS 6	98,062	107,835
APS 5	87,227	93,253
APS 4	78,996	84,490
APS 3	72,627	75,647
APS 2	65,033	69,301
APS 1	55,369	60,539
Other	30,773	46,677
Minimum/maximum range	30,773	235,000

Appendix I: Executive remuneration

Table 27. Information about remuneration for key management personnel

Name and position title	Short-term benefits				Post-employment benefits		Other long-term benefits		Termination benefits	Total remuneration
	Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long-term benefits				
Joan Cooper, Commissioner ¹	7,956	0	0	727	0	0	0	0	0	8,683
Adrienne Nieuwenhuis, Commissioner ²	102,095	0	0	11,376	0	0	0	0	0	113,471
Stephen Somogyi, Commissioner	54,712	0	0	6,292	0	0	0	0	0	61,004
Kerri-Lee Krause, Chief Commissioner ³	35,632	0	0	4,097	0	0	0	0	0	39,729
Elizabeth More, Commissioner ⁴	27,382	0	0	3,149	0	0	0	0	0	30,531
Mary Russell, CEO	353,409	0	0	53,429	8,373	0	0	0	0	415,211
Total	581,186	0	0	79,070	8,373	0	0	0	0	668,629

The above table has been prepared on an accruals basis.
The Chief Commissioner, Commissioners and Chief Executive Officer are paid in accordance with remuneration entitlements as set by the Australian Government Remuneration Tribunal. The Chief Commissioner and Commissioners are paid sitting fees, with no leave entitlements paid or accrued.

-
1. Commissioner from 1 July to 9 August 2024.

2. Acting Chief Commissioner to 6 April 2025, Commissioner from 7 April 2025.

3. Chief Commissioner from 7 April 2025.

4. Commissioner from 24 February 2025.

Table 28. Information about remuneration for Senior Executive Service officers

Total remuneration	Number of senior executives	Short-term benefits			Post-employment benefits	Other long-term benefits			Termination benefits	Total remuneration
		Average base salary	Average bonuses	Average other benefits and allowances		Average long service leave	Average other long-term benefits	Average termination benefits		
\$0-\$220,000	0	0	0	0	0	0	0	0	0	0
\$220,001-\$245,000	0	0	0	0	0	0	0	0	0	0
\$245,001-\$270,000	2	\$107,750	0	0	\$16,452	\$11,123	0	0	0	\$135,325
\$270,001 - \$295,000	0	0	0	0	0	0	0	0	0	0
\$295,001 - \$320,000	0	0	0	0	0	0	0	0	0	0
\$320,001 - \$345,000	0	0	0	0	0	0	0	0	0	0
\$345,001 - \$370,000	0	0	0	0	0	0	0	0	0	0
\$370,001 - \$395,000	0	0	0	0	0	0	0	0	0	0
\$395,001 - \$420,000	0	0	0	0	0	0	0	0	0	0
\$420,001 - \$445,000	0	0	0	0	0	0	0	0	0	0
\$445,001 - \$470,000	0	0	0	0	0	0	0	0	0	0
\$470,001 - \$495,000	0	0	0	0	0	0	0	0	0	0
\$495,001 - \$520,000	0	0	0	0	0	0	0	0	0	0

Glossary of abbreviations, acronyms and definitions

Item	Definition
AA	Accountable Authority
AFP	Australian Federal Police
AI	Artificial Intelligence
APS	Australian Public Service
AQF	Australian Qualifications Framework
ASL	Average Staffing Level
ASQA	Australian Skills Quality Authority
CEO	Chief Executive Officer
CRICOS	Commonwealth Register of Institutions and Courses for Overseas Students
ELICOS	English Language Intensive Courses for Overseas Students
ELT	Executive Leadership Team
ESOS	Education Services for Overseas Students
ESOS Act	<i>Education Services for Overseas Students Act 2000</i>
FOI Act	<i>Freedom of Information Act 1982</i>
HEIMS	Higher Education Information Management System
HEIU	Higher Education Integrity Unit
HES Framework	<i>Higher Education Standards Framework (Threshold Standards) 2021</i>
HESP	Higher Education Standards Panel
IBAC	Independent Broad-based Anti-Corruption Commission
IPS	Information Publication Scheme
IRAP	Information Security Registered Assessor Program
MoU	Memorandum of Understanding

Glossary (continued)

PBS	Portfolio Budget Statements
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PIMS	Provider Information Management System
RPG	Regulator Performance Guide
SAA	Self-accrediting authority
SES	Senior Executive Service
SME	Small and Medium Enterprises
TAFE	Technical and Further Education
TEQSA	Tertiary Education Quality and Standards Agency
TEQSA Act	<i>Tertiary Education Quality and Standards Agency Act 2011</i>
TPA	Third-party arrangements
VET	Vocational education and training
WHS	Workplace Health and Safety

Compliance index

Section	Page	Description/link	Requirement
17AD(g)	I	Letter of Transmittal	
Enterprise Arrangement	I	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report	Mandatory
17AD(h)	II	Aids to Access	
17AJ(a)	II	Table of contents (print only)	Mandatory
17AJ(b)	150–151	Alphabetical index (print only)	Mandatory
17AJ(c)	138–139	Glossary of abbreviations and acronyms	Mandatory
17AJ(d)	140–149	List of requirements	Mandatory
17AJ(e)	Inside cover	Details of contact officer	Mandatory
17AJ(f)	Inside cover	Entity's website address	Mandatory
17AJ(g)	Inside cover	Electronic address of report	Mandatory
Review by accountable authority			
17AD(a)	3	A review by the accountable authority of the entity	Mandatory
17AD(b)	13–25	Overview of the Entity	
17AE(1)(a)(i)	13–25	A description of the role and functions of the entity	Mandatory
17AE(1)(a)(ii)	20–25	A description of the organisational structure of the entity	Mandatory
17AE(1)(a)(iii)	29–30	A description of the outcomes and programs administered by the entity	Mandatory

Section	Page	Description/link	Requirement
17AE(1)(a)(iv)	14	A description of the purposes of the entity as included in the corporate plan	Mandatory
17AE(1)(aa)(i)	15–19	Name of the accountable authority or each member of the accountable authority	Mandatory
17AE(1)(aa)(ii)	15–19	Position title of the accountable authority or each member of the accountable authority	Mandatory
17AE(1)(aa)(iii)	16	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory
17AE(1)(b)	15	An outline of the structure of the portfolio of the entity	Portfolio Departments, Mandatory
17AE(2)	N/A	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change	If applicable, Mandatory
17AD(c)	26–67	Report on the Performance of the Entity	
<i>Annual Performance Statements</i>			
17AD(c)(i); 16F	26–67	Annual Performance Statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule	Mandatory
17AD(c)(ii)	<i>Report on Financial Performance</i>		
17AF(1)(a)	66–67	A discussion and analysis of the entity's financial performance	Mandatory
17AF(1)(b)	120	A table summarising the total resources and total payments of the entity	Mandatory

Section	Page	Description/link	Requirement
17AF(2)	N/A	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results	If applicable, Mandatory
17AD(d)	69–85	Management and Accountability	
		<i>Corporate Governance</i>	Mandatory
17AG(2)(a)	71	Information on compliance with section 10 (fraud systems)	Mandatory
17AG(2)(b)(i)	I	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared	Mandatory
17AG(2)(b)(ii)	I	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place	Mandatory
17AG(2)(b)(iii)	I	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity	Mandatory
17AG(2)(c)	70–75	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance	Mandatory
17AG(2)(d) – (e)	N/A	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to noncompliance with Finance law and action taken to remedy non-compliance	If applicable, Mandatory

Section	Page	Description/link	Requirement
Audit Committee			
17AG(2A)(a)	71	A direct electronic address of the charter determining the functions of the entity's audit committee	Mandatory
17AG(2A)(b)	72–73	The name of each member of the entity's audit committee	Mandatory
17AG(2A)(c)	72–73	The qualifications, knowledge, skills or experience of each member of the entity's audit committee	Mandatory
17AG(2A)(d)	72–73	Information about the attendance of each member of the entity's audit committee at committee meetings	Mandatory
17AG(2A)(e)	72–73	The remuneration of each member of the entity's audit committee	Mandatory
External Scrutiny			
17AG(3)	74	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny	Mandatory
17AG(3)(a)	74	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity	If applicable, Mandatory
17AG(3)(b)	N/A	Information on any reports on operations of the entity by the Auditor General (other than report under section 43 of the Act), a Parliamentary Committee or the Commonwealth Ombudsman	If applicable, Mandatory
17AG(3)(c)	N/A	Information on any capability reviews on the entity that were released during the period	If applicable, Mandatory
Management of Human Resources			
17AG(4)(a)	76–79	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives	Mandatory

Section	Page	Description/link	Requirement
17AG(4)(aa)	123–126	<p>Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following:</p> <ul style="list-style-type: none"> > (a) statistics on full-time employees > (b) statistics on part-time employees > (c) statistics on gender > (d) statistics on staff location 	Mandatory
17AG(4)(b)	127–134	<p>Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following:</p> <ul style="list-style-type: none"> > Statistics on staffing classification level > Statistics on full-time employees > Statistics on part-time employees > Statistics on gender > Statistics on staff location > statistics on employees who identify as Indigenous 	Mandatory
17AG(4)(c)	79	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common-law contracts and determinations under subsection 24(1) of the Public Service Act 1999	Mandatory
17AG(4)(c)(i)	135	Information on the number of SES and non-SES employees covered by agreements etc. identified in paragraph 17AG(4)(c)	Mandatory
17AG(4)(c)(ii)	135	The salary ranges available for APS employees by classification level	Mandatory
17AG(4)(c)(iii)	79	A description of non-salary benefits provided to employees	Mandatory

Section	Page	Description/link	Requirement
17AG(4)(d)(i)	N/A	Information on the number of employees at each classification level who received performance pay	If applicable, Mandatory
17AG(4)(d)(ii)	N/A	Information on aggregate amounts of performance pay at each classification level	If applicable, Mandatory
17AG(4)(d)(iii)	N/A	Information on the average amount of performance payment, and range of such payments, at each classification level	If applicable, Mandatory
17AG(4)(d)(iv)	N/A	Information on aggregate amount of performance payments	If applicable, Mandatory
Assets Management			
17AG(5)	N/A	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, Mandatory
Purchasing			
17AG(6)	80	An assessment of entity performance against the Commonwealth Procurement Rules	Mandatory
Reportable consultancy contracts			
17AG(7)(a)	81–82	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST)	Mandatory

Section	Page	Description/link	Requirement
17AG(7)(b)	80	A statement that <i>"During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]"</i>	Mandatory
17AG(7)(c)	80	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged	Mandatory
17AG(7)(d)	80	A statement that <i>"Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website"</i>	Mandatory
Reportable non-consultancy contracts			
17AG(7A)(a)	81–82	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST)	Mandatory
17AG(7A)(b)	80	A statement that <i>"Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website"</i>	Mandatory
17AD(daa)	81–82	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts	

Section	Page	Description/link	Requirement
17AGA	81-82	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts	Mandatory
Australian National Audit Office Access Clauses			
17AG(8)	N/A	If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract	If applicable, Mandatory
Exempt contracts			
17AG(9)	82	If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters	If applicable, Mandatory
Small business			
17AG(10)(a)	83	A statement that "[Name of entity] supports small business participation in the Commonwealth Government procurement market. SME and Small Enterprise participation statistics are available on the Department of Finance's website"	Mandatory
17AG(10)(b)	83	An outline of the ways in which the procurement practices of the entity support SMEs	Mandatory

Section	Page	Description/link	Requirement
17AG(10)(c)	83	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that “[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury’s website”	If applicable, Mandatory
Financial Statements			
17AD(e)	87–118	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act	Mandatory
Executive remuneration			
17AD(da)	136–137	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2-3 of the Rule	Mandatory
Other Mandatory Information			
17AH(1)(a)(i)	82	If the entity conducted advertising campaigns, a statement that “During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website”	If applicable, Mandatory
17AH(1)(a)(ii)	82	If the entity did not conduct advertising campaigns, a statement to that effect	If applicable, Mandatory
17AH(1)(b)	82	A statement that “Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website]”	If applicable, Mandatory
17AH(1)(c)	79	Outline of mechanisms of disability reporting, including reference to website for further information	Mandatory

Section	Page	Description/link	Requirement
17AH(1)(d)	75	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found	Mandatory
17AH(1)(e)	N/A	Correction of material errors in previous annual report	If applicable, Mandatory
17AH(2)	14	Information required by other legislation	Mandatory

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