



NCVER's strategic plan 2021–23

Context

The National Centre for Vocational Education Research (NCVER) is an independent not-for-profit company. It was established in 1981 and is owned by the Commonwealth and state and territory ministers responsible for vocational education and training (VET). Our role is to collect, manage, analyse, curate and communicate VET research and statistics.

Our [*Memorandum and articles of association*](#) requires us to ‘carry out programs... that satisfy the needs of Members in discharging their responsibilities for VET’. Our priorities are to provide services to Ministers and their senior officials to underpin evidence-based public policy development and decision making.

Our *Memorandum of association* additionally outlines our obligation to undertake activities that benefit the other diverse participants in the VET sector. This wide range of stakeholders includes public and private training providers, industry and union peak bodies, employers and regulators, and most importantly, students of the sector.

Future direction

The operating environment of the VET sector has profoundly changed as a result of the worldwide **coronavirus pandemic** and the impact this has had on the Australian economy and the broader labour market. This has created a greater urgency to produce **timely data on skills development** and to conduct **research and analysis** related to the impacts of the pandemic on various cohorts, industries and delivery modes.

Our stakeholders require more frequent, timely data and **responsive integrated analysis** of training activity which can help them to gauge the effectiveness of programs and interventions designed to build and sustain the workforce. In addition, they require pertinent information to better inform longer term policy development and the management of jurisdictional and national VET systems.

In November 2019, the Skills Senior Officials Network (SSON) endorsed the establishment of the **VET Data Streamlining - Data Design and Governance** program of work. The overarching goal of the program is to support the development and implementation of an **enhanced VET data system** that enables easy, flexible collection and sharing of VET data, which is consistent with Australian privacy and other relevant legislation. The development of a **new digital strategy** and sharply focused research aligned to the VET Reform Roadmap will necessarily drive NCVER's business in the next 3 years and beyond.

We have made significant progress towards meeting these goals, underpinned firstly through **investing in the right skills** and the commencement of foundational work around **information standard design**.

Coupled with the imperative for better, faster data, our national research program is developing capability to harness the power of **big data and advanced data analytics**, integrated with traditional research methods to provide more relevant, evidence based research to inform policy and practice in the VET sector. Key to our outputs is producing **quality research** that is concise and insightful and presents key findings in an engaging manner.

Far more however needs to be achieved in the next three years for NCVER to be a true leader in advanced data systems and infrastructure, big data analytics, and research.

Developing **future products and services** desired by stakeholders is dependent upon close engagement with governments and their officials and the broader community. To this end, NCVER will continue to forge and maintain **high quality relationships** and to consider and involve stakeholders in our work at every opportunity.

This strategic plan is designed to build on the important work and achievements of the previous plan but taking it further in order to achieve **closer policy connection** and even greater system relevance while continuing to maintain our trusted role as the **national VET data custodian**.



Vision

Informing and influencing policy and practice in VET to support a skilled and capable Australian workforce and a strong economy



Mission

To deliver world class research, intelligent analytics and highly accessible data that is timely, relevant and trusted by our stakeholders

Values and culture

The following five values underpin NCVER's culture and we strive to demonstrate these in our day-to-day behaviours:

Trust: Be credible and reliable, safeguard information and deliver authoritative products and services

Respect: Develop and nurture strong collaborative relationships, embrace diversity and be considerate of others

Integrity: Be transparent, responsible and accountable and offer solutions while leading by example

Responsiveness: Listen with intent, take relevant action and seek to meet others' needs

Innovation: Consider possibilities and encourage new ideas, take relevant opportunities, learn from challenges and build on our successes

Corporate objectives

The following five corporate objectives will drive our business in the next three years:



1

As the national data custodian, develop and implement the new VET Information Standard and Data Governance model, streamlined data collection and reporting system, that is fit for purpose and provides more timely and flexible data for users



2

Advanced data analytics are integrated into our research that is highly valued, relevant and accessible, and used widely by our stakeholders to inform policy and practice



3

Enhance the functionality and interactivity of our products and services across a wider range of delivery platforms that are valued and tailored to the needs of our diverse customers



4

Develop our staff as highly expert people whose skills are aligned with our service transformation goals and our changing customer preferences and who have deep capability in data design and transformation, research, data analytics and communications methods



5

Ensure our financial, human resource and compliance obligations are met and our processes are aligned to contemporary best practice standards to meet the needs of our Members

Service quality standards

The following six service quality standards will assure our performance:

- ✓ **Effective partnerships:** We are highly responsive to our stakeholders' needs through partnering with them to deliver organisational goals and objectives
- ✓ **Leading products and services:** We contribute to policy, practice and VET system improvement through products and services that are trusted, authoritative and highly valued
- ✓ **Efficient practices and processes:** We maximise effective information flows through adopting leading practices and technologies
- ✓ **Sound data governance standards:** We safeguard private information by upholding the highest standards of privacy, security and data integrity
- ✓ **High quality of work:** We produce high quality, timely and relevant work using leading and contemporary techniques
- ✓ **Impactful communication:** We communicate widely and effectively with the VET sector and our messaging is tailored to the needs of stakeholders



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