Appendix A: Bilateral Implementation Plan – National Skills Agreement Policy Initiatives

## PRELIMINARIES

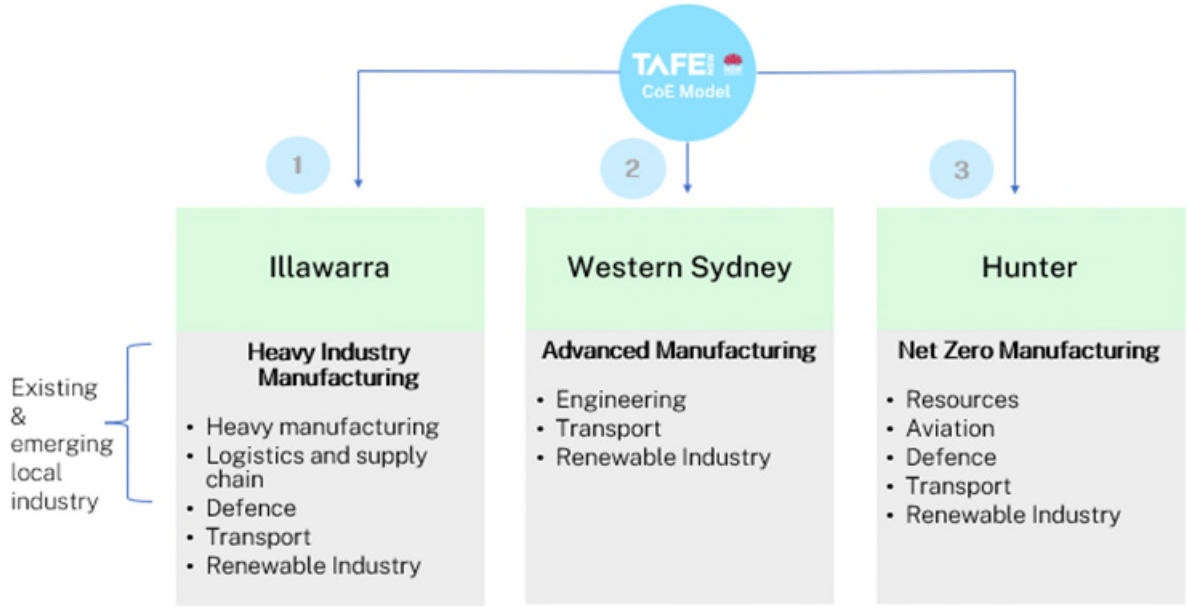
1. This implementation plan (Plan) is made between the Commonwealth of Australia (Commonwealth) and New South Wales under the 2024–2028 National Skills Agreement (the NSA) and should be read in conjunction with the NSA.
2. The Plan gives effect to the policy initiatives contained in the National Skills Agreement, which has been guided by the vision statement and principles endorsed by National Cabinet on 31 August 2022. It gives effect to the Parties' shared commitment to high-quality, responsive and accessible vocational education and training (VET) to boost productivity and support Australians to obtain the skills they need to prosper. The Plan will support governments to work collaboratively and purposefully towards national priorities, while preserving flexibility for States and Territories to align local skills supply with demand.
3. Once executed, this implementation plan and any updates agreed with the Commonwealth, will be appended to the NSA and will be published on the Commonwealth's Federal Financial Relations website (https://federalfinancialrelations.gov.au).
4. For each policy initiative, this Plan outlines the actions to be delivered, how progress will be measured and how the actions are expected to contribute to the overarching objectives of the NSA.
5. This implementation plan is expected to expire on 31 December 2028 (in line with the NSA), or on completion of the initiative, including final performance reporting and processing of final payments against milestones.
6. In considering bilateral Implementation Plans, the Commonwealth recognises that states are at different starting points across the different policy initiatives. Implementation plans may be updated at any time with the written agreement of the Commonwealth and the relevant State or States, including to incorporate additional policy initiatives, or additional activities under specific policy initiatives (Clause A90 refers).
7. The implementation plan does not cover the National TAFE Network initiative, as states will jointly develop a multilateral implementation plan for this initiative for agreement with the Commonwealth (Clause A122 refers).

## TAFE CENTRES OF EXCELLENCE (Clause A112 to A116 of the NSA)

### *TAFE NSW Manufacturing Centres of Excellence Model*

(a) Operation of TAFE Centres of Excellence (clause A112 refers).

The following Implementation Plan outlines TAFE NSW's proposal to establish a Manufacturing Centre of Excellence (CoE) delivered through three locations in NSW, the Hunter, Illawarra and Western Sydney regions, with each location being responsive to the industries located within each respective region.



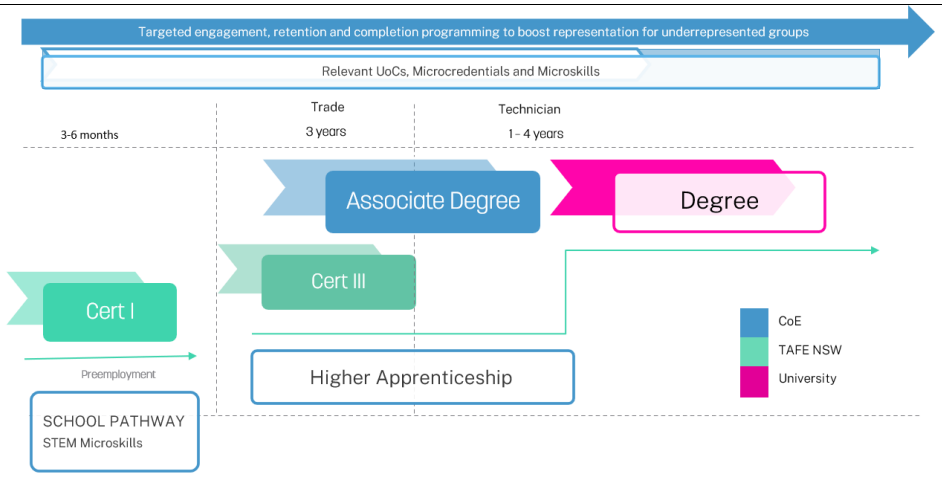

The TAFE NSW Manufacturing Centres of Excellence is part of a broader election commitment by the NSW Government to TAFE Centres of Excellence (CoEs), starting with Western Sydney, the Hunter, and Illawarra. The CoEs will train, retrain, and upskill 1000 apprentices and workers in traditional and new areas and technologies every year, with a commitment to upgrading and expanding these three facilities to offer courses aligned to local economic requirements, fully subsidised for the NSW public.

The TAFE NSW Manufacturing Centres of Excellence will deliver the diverse skills needed to support manufacturing sovereign capability and integrate digital technology to increase productivity and ensure competitiveness on a global scale. The TAFE NSW Manufacturing Centres of Excellence will bring together students, industry experts, thought leaders and cutting-edge equipment, to provide a hub to deliver training and education that leads to high-quality jobs, supporting the region to sustain and increase traditional industries' manufacturing capability.

There will be tangible gains from the CoE to other TAFE NSW delivery sites and TAFEs in other states, as well as benefits for the whole Vocational Education and Training (VET) system, in being seen as the centre of regional and industry transformation. The TAFE NSW Manufacturing Centre of Excellence will lift the status of TAFE NSW by demonstrating parity with the higher education sector in its ability to deliver advanced skills and applied research for cutting-edge industries.

### The TAFE NSW Manufacturing Centres of Excellence Education Model

The CoEs recognises a complete learner pathway from school to higher education and will have a strong focus on enhancing TAFE NSW's delivery of core trade skills including as an integral part of the pathway, while providing the opportunity for students to build on these core skills through a Higher Apprenticeship model.




*Higher Apprenticeships*

The CoE will develop and seek accreditation for two Higher Apprenticeships one with an electrotechnology focus and the other a Mechanical and Digital Technology focus at an Associate Degree AQF 6 level.

The higher apprenticeship model integrates VET and higher education, aligning with the Australia Universities Accord 2024 recommendations, by combining a Certificate III trade qualification with an Associate Degree (starting in Year 2) and on-the-job training. It focuses on critical trade skills like electrotechnology, welding, and fabrication, while adding higher-level units in emerging areas like digital technologies. The model offers an exit point after the trade qualification, allowing apprentices to opt out of the remaining Associate Degree units.

*Microcredentials & Microskills*

The CoE will develop short courses (e.g. in the form of existing Units of Competency (UoCs), or where these don't exist, microcredentials and microskills) and these will be delivered as critical education and training accessible over the worker lifecycle to address skills required to keep pace with technological change, support manufacturing sovereign capability and support transition to net zero economy. Where microcredentials address skills that evolve to become widely adopted by industry, the CoE may seek to achieve accreditation of the unit to achieve national recognition. Microcredentials will not reduce complexity, quality, or safety, and acknowledge the need for prerequisite learning and licensing.

**TAFE NSW Manufacturing Centres of Excellence – Delivery locations and specialisations**

*TAFE NSW Net Zero Manufacturing Centre of Excellence – Hunter*

The Hunter CoE site, likely at Tighes Hill TAFE NSW campus in Newcastle, will be pivotal in the Hunter region's transition from a coal-based economy to net zero and clean energy. It will play a key role in developing skills for the Hunter-Central Coast Renewable Energy Zone.

The Hunter CoE will serve as a hub for collaboration among industry, universities, unions, and nationally networked TAFEs to:

- establish a renewable manufacturing sector and decarbonise heavy industry.
- enhance Australia's onshore manufacturing capabilities in resources, aviation, defense, and transport.

The Hunter is Australia's leading regional economy with 427,000 jobs. It offers opportunities to transition traditional mining, energy, and manufacturing sectors to cleaner, renewable energy sources. Key advantages include an export-focused industrial sector, access to a Renewable Energy Zone, and high-quality research institutions. The region is characterised by smart engineering, innovation, and collaboration, with businesses in smart energy analytics, niche wind solutions, battery manufacturing, electric vehicle retrofits, and green hydrogen.

The TAFE NSW Manufacturing Centre of Excellence will support regional net zero programs, including:

- expanding apprenticeship trade pathways for future manufacturing growth.
- offering Higher Apprenticeships focused on renewable manufacturing and digital technologies.

As 17 coal mines in the Hunter, including NSW's largest, will close over the next two decades, the CoE will help transition the workforce to renewable manufacturing through short courses, microcredentials, and microskills, providing necessary skills for the net zero economy.

The Hunter CoE site will help lead Australia's renewable energy ambitions and support the region's transition to net zero emissions by 2050, requiring decarbonisation of mining and manufacturing.

Significant government investments include:

1. Clean Manufacturing Precinct Project and Industrial Decarbonisation Planning: The NSW Government is investing in the Hunter to accelerate clean technologies and develop industrial decarbonisation plans, promoting low-carbon infrastructure and stakeholder collaboration.

2. Renewable Energy Zone: The Hunter is proposed as a Renewable Energy Zone, leveraging existing infrastructure such as power stations, rehabilitated mining sites, an electricity network, ports, and transportation.

3. Offshore Wind Area: Declared an offshore wind zone in July 2023, the Hunter is set to create over 3,000 construction jobs and 1,500 ongoing jobs, requiring new skills for the offshore wind manufacturing supply chain.

It is intended that the Hunter CoE site will give learners access to cutting edge equipment to enrich the learner experience, including:

1. renewable generation micro grid
2. sustainable manufacturing hub which includes equipment for circular manufacturing and manufacturing for raw materials from collected recycling for re-use/ re-manufacturing applications.
3. automation, robotics, Industry 4.0, and factory process equipment
4. advanced welding equipment
5. 3D printing, CNC and laser cutting.

*TAFE NSW Heavy Industry Manufacturing Centre of Excellence – Illawarra*

The TAFE NSW Heavy Industry Manufacturing Centre of Excellence (CoE) in the Illawarra will provide essential skills to support the local manufacturing industry amid rapid automation and emerging technologies. It will offer Higher Apprenticeships, Microskills, and Microcredentials focusing on core and advanced trade skills to upskill workers.

Likely located at the Wollongong TAFE NSW campus, the Illawarra CoE will support traditional industries like steel manufacturing and defence, as well as emerging sectors like renewable manufacturing. It aims to bolster the region's significant growth.

- The region is home to Australia's naval aviation base. With a significant expansion in national defence spending over coming years, there is an opportunity for the region to grow its $1.8 billion industry and ~15,000 strong workforce in public administration and safety.
- This creates opportunities in advanced manufacturing capabilities along the defence and renewables supply chain in the region.
- There is a significant opportunity to leverage the REZ to grow the size of the region's energy generation capability, that will require a sustainable manufacturing supply chain
- With growth in energy generation projects, the region can leverage its ports and transport infrastructure to boost exports.

By 2041, the Illawarra region is expected to have transformative projects that will require skilled trades and manufacturing workers for infrastructure, transport, and defense. The Port Kembla Precinct development will drive job growth in steel manufacturing, construction, transport, and defense. The ICoE will support these needs by addressing the demand for skills to operate legacy equipment, enhancing efficiencies with digital and robotic technologies, and advanced manufacturing techniques.

It will develop welders and mechanical engineers for defense, provide skills for train manufacturing, and upskill the region's supply chain. Additionally, it aims to increase gender diversity in male-dominated fields and contribute to national sustainability goals through manufacturing optimisation and renewables in key sectors like steel manufacturing, transport, and defense.

It is intended that the Illawarra CoE site will give learners access to cutting-edge equipment to enrich the learner experience in:

- advanced materials
- automated and robotic manufacturing
- digital manufacturing technologies
- engineering Manufacturing
- electrical and data manufacturing.

*TAFE NSW Advanced Manufacturing Centre of Excellence – Western Sydney*

The TAFE NSW Advanced Manufacturing Centre of Excellence (CoE) in Western Sydney will provide essential skills to support the local community and enhance manufacturing sovereign capability. It will offer advanced manufacturing education and training to help industries professionalise processes, integrate digital technology, and boost global competitiveness.

Likely located at the Wetherill Park TAFE NSW campus, the CoE will advance Australia's onshore manufacturing capabilities. It will be a hub for students, industry experts, and thought leaders, featuring cutting-edge equipment, including an Industry 4.0 training factory, to increase productivity and sustain onshore manufacturing.

In Australia, manufacturing contributes approximately $100 billion, accounting for 6.05% of GDP. Western Sydney, covering 85% of Sydney's area, generates 31% of its GDP and is home to 47% of its population. It is one of Australia's fastest-growing economies with a high concentration of manufacturing businesses. The new Western Sydney Airport will enhance access to international markets, and the existing manufacturing skills base will be leveraged for new opportunities in the Western Sydney Aerotropolis, which aims to become a high-skill jobs hub.

The CoE will reflect Western Sydney's diversity and support small and medium-sized enterprises, many of which are family-run and face challenges in adopting new technology. Western Sydney, with

one of the largest concentrations of manufacturing businesses in Australia, specialises in advanced manufacturing, food and beverage manufacturing, and pharmaceutical manufacturing. Greater Western Sydney is one of Australia's most culturally and linguistically diverse regions, with 37.7% of the population born overseas and 42% speaking a language other than English at home. Building a skilled workforce will depend on both domestic talent and attracting global talent through migration, especially for highly specialised skills. Migrant workers, often overrepresented in routine occupations, need pathways into formal training to improve professional opportunities and contribute to workforce growth in key occupations.

Emerging skills in advanced manufacturing and digital technology are crucial due to rapid technological changes and geopolitical risks. Equipping the workforce with these skills is essential for productivity. Short courses, microcredentials, and pathways from VET to Higher Education, including apprenticeships, will be key in developing the region's manufacturing capabilities.

Advanced Manufacturing is central to the Commonwealth and NSW Government's strategic visions:

- The $15 billion National Reconstruction Fund, spanning seven priority areas, underscores advanced manufacturing's crucial role in rebuilding Australia's industrial base.
- A $260 million investment in Western Sydney's Advanced Manufacturing Research Facility highlights the commitment to the region's role in fostering innovative technologies and skills for future industry and economic needs.

It is intended that the Western Sydney CoE site will give learners access to cutting-edge equipment to enrich the learner experience and support innovation using:

- smart factories (industry 4.0 training factory)
- advanced manufacturing (industrial 3d printing, high accuracy, smart sensing, etc.)
- robotic & automated manufacturing.

***A115***

*Alignment to a national priority*

TAFE NSW CoE model aligns with ClauseA28 in the NSA:

(a) Gender equality
(c) Supporting the Net Zero Transformations
(e) Developing Australia's sovereign capability
(f) Ensuring Australia's digital and technology capability

***(a) Gender Equality**:*

Women face significant barriers to participation in manufacturing trades due to operational challenges, social and cultural factors, and wellbeing considerations. Understanding these interplaying factors is essential to addressing gender disparities and promoting inclusivity in the manufacturing sector.

TAFE NSW have prepared a Gender Impact Assessment for the TAFE NSW Manufacturing Centres of Excellence and have set out an action plan that will see the development of targeted interventions throughout the student lifecycle to increase awareness, enrolment and completion of the Higher Apprenticeship. The GIA will inform a detailed plan, developed through community

and industry consultation, to be piloted in the first phase of the Associate Degree in Manufacturing and Digital Technologies (Higher Apprenticeship) from 2025. This will be further supported through Applied Research with an appropriate partner to provide rigour of target setting and monitoring of gender goals.

### *(c) Supporting the Net Zero transformation.*

The manufacturing sector is identified by Jobs and Skills Australia (JSA) as a clean energy-enabling segment (Jobs and Skills Australia, 2023) and will play a key role in the path to net zero by 2050. The manufacturing sector is critical to creating clean energy supply and shifting to clean energy-consuming products. Demand for steel and fabrication for renewable energy generation is expected to grow substantially from the current small workforce that manufactures clean energy components. In addition, the production of vehicles and equipment such as agriculture and industrial machinery is also a critical enabler of the transition to net zero.

The manufacturing sector is emissions-intensive, with industry groups such as metal, chemical, polymer, food, and paper manufacturing substantially contributing to direct and indirect emissions. Developing the skills and technology to support decarbonisation will be essential to achieving net zero targets. The Commonwealth Government's National Reconstruction Fund will allocate $1 billion to advanced manufacturing, and the NSW Government has invested $550M, to support manufacturing industries to develop renewable energy and low-carbon products through the Low Carbon Manufacturing Fund and Renewable Manufacturing Fund (NSW Government, 2023). It is important to ensure that NSW industry has a skilled workforce to support initiatives flowing from these funds.

The Hunter CoE site will provide the hub for industry, universities, unions, nationally networked TAFEs, and TAFE-led Centres of Excellences to collaborate on challenges facing Australia:

1. Establishment of a renewable manufacturing sector and decarbonisation of heavy industry manufacturing (transition to net zero)
2. Growing Australia's onshore manufacturing and advanced manufacturing capability as it relates to resource industry, aviation, defence and transport (sovereign capability).

The Education model proposes a Higher Apprenticeship that incorporates electrotechnology and higher-level units of study that engage with subjects relevant to the renewable energy manufacturing sector, as well as microcredentials that support upskilling of workers in sustainable manufacturing techniques, and transition of workforce from declining industry sectors into new manufacturing industries that emerge due to the transition to net zero.

All net zero-related curriculum will be expanded to be delivered across all three locations by FY27/28.

### *(e) Sovereign capability*

The revitalisation of Australia's onshore manufacturing industry drives sovereign capability, through our ability to produce essential items in Australia, providing protection from global economic shocks and supporting our future resilience.

With emerging skills in advanced manufacturing being driven by rapid technological change, leveraging new technologies to support innovation within advanced manufacturing (industry 4.0) will be critical to ensuring efficiencies, enhancing productivity, and allowing for flexibility and agility.

The CoE will provide training and education to develop the skilled and sustainable workforce that manufacturing businesses need to adopt advanced manufacturing processes improve processes, scale up and become more competitive.

The Education model proposes a Higher Apprenticeship that incorporates manufacturing trade skills and higher-level units of study that engage with subjects relevant to advanced manufacturing, as well as microcredentials that support upskilling of workers in advanced manufacturing technologies.

All advanced manufacturing curriculum will be expanded to be delivered across all three locations by FY27/28.

***(f) Digital and technology capability***

The Centre of Excellence will deliver skills in digital and technology capability through a Higher Apprenticeship – the Associate Degree in Manufacturing and Applied Digital Technologies (ADMADT). This qualification addresses the rapid transition to digital technologies within the manufacturing industry.

The manufacturing sector's adoption of robotics, AI, and IoT is driving demand for skilled professionals to enhance efficiency and competitiveness. Industry 4.0's impact necessitates proficiency in both traditional and digital technologies, addressed by ADMADT through comprehensive training. Despite a skills gap hindering digital transformation, ADMADT provides practical instruction in CAD, CAM, robotics, and data analytics to bridge this divide. Graduates are well-equipped for careers in production management, process engineering, quality assurance, and automation, supported by strong industry collaborations that ensure a relevant and practical curriculum. Ultimately, ADMADT empowers graduates to thrive in the dynamic, technology-driven manufacturing sector.

The Associate Degree in Manufacturing and Applied Digital Technologies will be expanded to be delivered across all three locations by FY27/28, and individual units of study will be made available as Microcredentials as required by industry to address digital and technology capability needs.

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| **Description** | *A115 (b)*<br><br>*Provide national leadership in the delivery of education and training*<br><br>TAFE NSW, through the CoE, is committed to working with the Commonwealth and other states and territories to consider the need for policy, regulatory, and system changes necessary to support the full breadth of higher apprenticeship models contemplated by the Turbocharging measure and are already participating in these conversations including the NSW VET Review and Qualifications Reform.<br><br>The CoE will lead the innovation of education and training delivery:<br><br>• TAFE NSW is pursuing accreditation of two Higher Apprenticeships at an Associate Degree level; The Higher Apprenticeships will seek to integrate VET and higher education, *aligning with the Australia Universities Accord 2024* recommendations.<br><br>• NSW and TAFE NSW are committed to working with the Commonwealth on innovative new qualification models that deliver parity of esteem between VET and higher education. The current proposed model reflects industry |

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| | feedback during consultations on the CoEs and reflects known components from the VET and higher sectors that have the confidence of employers.<br>• TAFE NSW has chosen to pursue an associate degree level Higher Apprenticeship over an Advanced Diploma for the following reasons:<br>o The Associate Degree effectively responds to an expressed need from industry to develop a qualification that provides a Higher Education pathway that combines theoretical and conceptual skills typically associated with Higher Education while retaining a focus on existing hands-on skills typically located in VET.<br>o The Associate Degree integrates VET and Higher Education per the recommendation from the Australia Universities Accord.<br>o The Associate Degree provides an effective Higher Education pathway for a traditionally trades-based apprentice.<br>o Higher Education providers are more likely to recognise an Associate Degree as an entry point to further Higher Education (e.g. Bachelor) than a VET Advanced Diploma. The Associate Degree has been designed in accordance with the Higher Education course requirements and are more easily interpretable due to the comparability of course design, for the establishment of credit arrangements. This enables greater educational opportunities for apprentices beyond their Higher Apprenticeship.<br>• TAFE NSW is piloting Non-Nationally Recognised Quality Standards as a quality assurance mechanism to ensure high-quality Microcredentials and Microskills. These standards ensure courses are job-relevant by mapping learning outcomes to core skills, incorporating practical activities, anticipating industry changes, and prioritising sustainability, ensuring:<br>o They are responsive, allowing rapid development and deployment to meet training needs swiftly, with regular reviews to maintain relevance and a structure that supports reusability and scalability.<br>o Courses are collaboratively built with industry experts, employers, community members, and educators to equip learners with contemporary skills for immediate use.<br>o They are also flexible, featuring modular designs that offer varied pathways, specify job opportunities, and consider future training options, prioritising context and learner needs.<br>o As the National Microcredentials Framework is reviewed, consideration will be applied to adopt learnings and alignment to strengthen quality assurance.<br>• The CoE will pilot the application of a modular stackable Microcredential framework, creating value-mapped modules aligned to the Jobs and Skills Australia Australian Skills Classification model, to enable TAFE NSW to develop a flexible curriculum that meets the diverse needs of learners and responds more rapidly to changing industry trends. Consideration will be given to the development of a future National Skills Taxonomy, currently under exploration by Jobs and Skills Australia.<br>*<u>Self-Accrediting Authority</u>*<br>• TAFE NSW has successfully achieved TEQSA registration with no conditions for 7 years. We currently have the high confidence of TEQSA as a quality |

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| | provider and are working constructively with them to achieve self-accrediting authority.<br>• All accreditation activity is conducted per the quality assurance mechanisms that TAFE NSW has developed to achieve self-accrediting authority, including the TAFE NSW Educational Quality Framework and Self-Assurance Model.<br>• TAFE NSW is on track to submit the application for self-accrediting authority by the end of 2024, with a view that achieving self-accrediting authority will take between 6 and 12 months.<br>• We are currently testing our quality assurance systems and processes that will underpin the application and provide the assurance required to achieve self-accrediting authority.<br><br>*<u>Integrating expertise to respond to skills needs</u>*<br>• Innovative partnerships with universities, industry and other stakeholders will integrate expertise into cutting-edge program delivery. This will be a natural extension of the TAFE NSW-led Institutes of Applied Technology in Digital and Construction, a model held up nationally, and referred to in Working Future: The Australian Government's White Paper on Jobs and Opportunities (2023), as an example of a new way to respond to skills needs. TAFE NSW, as the lead partner responsible for the delivery of the IAT model, has gained substantial experience and expertise in the integration of VET and Higher Education in the co-design and delivery of education.<br>• Prioritisation of collaborative programming approaches, artefacts and learnings with the National TAFE Network and CoEs where appropriate, including contributions to:<br>o education and training capability of the educator workforce<br>o applied research outcomes focused on the improvement of education and training delivery<br>o curriculum and teaching materials, educator capability uplift programming, and digital content.<br><br>*<u>National Renewable Energy Marketplace</u>*<br>• TAFE NSW is working to establish a nationwide online marketplace for accessing renewable industry-related digital non-accredited short courses. This will enable the sharing of courses to make cutting-edge industry informed training available nationally, avoiding unnecessary duplication of training content.<br>• The National Renewable Energy Skills Marketplace is a prototype for a nationwide online TAFE marketplace for accessing renewable industry-related digital non-accredited short courses. TAFE NSW proposes that this prototype could develop into a model for the future initiatives of the National TAFE Network. This will enable the sharing of courses to make cutting-edge industry-informed training available nationally, avoiding unnecessary duplication of training content. It is envisioned that TAFEs across Australia will be able to have their products made available through this platform and that CoE digital content is able to be shared on this platform to CoEs and TAFEs nationally.<br><br>*Enrich students' learning experience, support industry needs and enable applied research programs* |

TAFE NSW has conducted significant consultation with industry to understand their needs. They were explicit that they want training support throughout the whole student journey, from encouraging school students into manufacturing, to providing targeted skills uplift throughout their career as they progress into more technical or managerial roles. TAFE NSW has responded to this through the CoE model, by ensuring it enriches student's experience through:

- access to industry experts.
- cutting-edge technology for training.
- various levels and styles of job-focused training through the CoE.
- applied research on educational delivery models and manufacturing improvements.
- targeted programs to attract students from diverse equity groups.
- recognition pathways with universities for lifelong learning and skill development.

The TAFE NSW Manufacturing Centre of Excellence will have a particular focus on the engagement, retention and completion of women, First Nations people and the CALD community, driven by community-lead consultation and applied research initiatives. Applied research learnings will be embedded within CoE strategy.

*Example of innovative education delivery*

Through the Institute of Applied Technology Digital (IATD), TAFE NSW has partnered with universities including UTS and Macquarie University, and Microsoft to deliver cutting-edge learning experiences that enrich the learner experience. Examples include:

- Each teaching period includes live guest lectures from industry experts and has included presentations from Mark Anderson, Microsoft National Security Officer, Shashank Pawar, Microsoft Data and AI Modernisation Lead, and Lee Hicken, Microsoft National Technology Officer. Industry experts also contribute to filmed lectures included in digital learning content in microcredentials.
- The Cyber Range Training Centre (CRTC) platform. The CRTC is the first multi-disciplinary Cyber Range platform of its kind contributing to an enriched learner environment by providing simulated real-world hands-on training via Cyber Security microcredentials.
- AnyTown - a model of a smart city, which simulates 'any town' in NSW (including transport network, electricity grid, water supply, airport, hospital, schools, residential and commercial property and green space.) The objective of AnyTown is to provide IATD learners with immersive learning experiences, for example, to understand and manage the impact of large-scale cyber-attacks on city infrastructure, providing an opportunity to apply their skills in a practical applied manner throughout their learning journey.
- IATD is launching the data analytics focused 10-week work integrated learning program, in partnership with SAAS. This involves a student project with industry mentorship over 10 weeks. Students will receive an IATD microcredential and SAAS accreditation (going live in June 2024).
- In addition, the IAT Digital and Construction have achieved formal recognition pathway agreements for "bundled" combinations of IAT microcredentials into

degrees with UTS, Macquarie University, and Western Sydney University. These pathways offer further educational opportunities to IAT students to continue advanced learning.

*Innovate in the delivery of tertiary education, such as development and delivery of Higher/Degree Apprenticeships in areas of high skills need*

- The CoE will focus on flagship education for emerging and traditional industries to develop the skills needed for the growing regional need in manufacturing, renewable energy, transport and defence industries. The CoE will support the core needs for traditional trades and focus on traditional industries transitioning towards advanced manufacturing processes, systems, and clean energy practices. The Commonwealth Government's National Reconstruction Fund will allocate $1 billion to advanced manufacturing. It is important to ensure that NSW industry has a skilled workforce to support initiatives flowing from these funds.
- The CoE will develop a Higher Apprenticeship in Electrotechnology and Renewable Technologies at an Associate Degree level and an Associate Degree in Manufacturing and Digital Technologies (Higher Apprenticeship) The Higher Apprenticeship will seek to integrate VET and higher education, per the recommendation made in the Australia Universities Accord 2024 recommendation by combining VET and Higher Education through an embedded Certificate III in apprenticeship.
- All Higher Apprenticeships proposed to be funded by the NSW government as part of its election commitment will be fee-free. We are also currently in consultation with our foundation pilot partner regarding the employment arrangements of these pilot groups, and consideration of relevant GTOs in this planning. Unpacking the implications of this model operating at scale beyond 2028 and navigating a complex State and Federal environment will be part of the TAFE NSW Manufacturing Centre of Excellence implementation planning.
- Any changes to the AQF during the rollout of this program will be considered, noting each model is designed for iterative adaptation throughout, and following the pilot, to ensure it remains relevant to the needs of industry. There is nothing that would exclude the Higher Apprenticeship from evolving into a higher-level qualification that would meet the needs of industry and learner.
- There has been increasing support from the regulators TEQSA and ASQA for TAFEs to have self-accrediting authority. All accreditation activity is conducted per the quality assurance mechanisms that TAFE NSW has developed to achieve self-accrediting authority, including the TAFE NSW Educational Quality Framework and Self-Assurance Model.

**TAFE NSW Manufacturing Centre of Excellence – Higher Apprenticeship**

TAFE NSW has chosen to pursue two associate degree level higher apprenticeships due to an expressed need from industry to develop a qualification that provides

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| | degree-level learning beyond a diploma level that combines theoretical and conceptual skills typically associated with Degree Education while retaining a focus on existing hands-on skills typically located in VET. The Higher Apprenticeships will seek to integrate VET and higher education, per the recommendation made in the Australia Universities Accord.<br><br>The higher apprenticeships will include an additional entry point for Certificate III qualified tradespeople, or current apprentices who have already commenced the Certificate III and are seeking advanced learning.<br><br>Apprentices will have a training contract under the Act while completing the Certificate III, but this does not cover the Associate Degree component. Expanding the Act to include recognised Higher Apprenticeships that include vocational education and degree-level study, could be considered.<br><br>TAFE NSW seeks accreditation of these qualifications through TEQSA to ensure a program solution that addresses the critical needs of industry, as determined through extensive consultation. All course development is done in accordance with robust governance including the TAFE NSW Higher Education Governance Charter and the Course LifeCycle Model underpinned by the TAFE NSW Education Quality Framework.<br><br>Noting the proposed new VET Australian Qualification Framework (AQF) Level 7 qualification type, being developed for consideration by skills and education ministers, has yet to be confirmed, the Associate Degree with embedded Cert III is designed as a stepping stone towards this new qualification.<br><br>*Launch timeline*<br>• Associate Degree in Manufacturing and Applied Digital Technologies (Higher Apprenticeship) is to commence in 2025 in the Illawarra<br>• Associate Degree in Electrotechnology and Renewable Technologies (Higher Apprenticeship) is to commence in 2026 in the Hunter<br>• Both Higher apprenticeships are intended to be rolled out across all three locations by FY27/28<br><br>Implementation considerations:<br><br>• The proposed Associate Degree Higher Apprenticeships are regulated under TEQSA. Close consultation with TEQSA regarding the Higher Apprenticeship model has commenced to ensure they understand and support the objectives of the proposed Higher Apprenticeship model and we achieve accreditation within planned timeframes.<br>• The Higher Apprenticeships will be developed following the TAFE NSW Higher Education Governance Model. TAFE NSW Higher Education is committed to effective governance to ensure the integrity, accountability, effectiveness and relevance of its programs. Governance committees with corporate and academic governance responsibilities over TAFE NSW Higher Education, will oversee the Higher Apprenticeship put forward by the TAFE NSW Manufacturing Centre of Excellence. Key to this process includes the TAFE NSW Higher Education Academic Council (HEAC), which:<br>o includes Academic and Industry representation<br>o will monitor and review the development, implementation and growth of the Higher Apprenticeship |

- will ensure all higher education programs support the student lifecycle and where possible support pathways from VET programs.
- The Associate Degree Higher Apprenticeships will include an embedded Certificate III trade qualification, and therefore a portion will
  - be regulated under ASQA and delivered in accordance with the Standards for Registered Training Organisations (RTOs) 2015.
  - fall under the NSW Apprenticeship and Traineeship Act. TAFE NSW and Training Services NSW will work together, along with significant consultation with the relevant unions, to ensure appropriate regulation and support for the final model.

**Higher Apprenticeship 1:**

**Associate Degree in Electrotechnology and Renewable Technologies (Higher Apprenticeship)**

This Higher Apprenticeship will build upon the Certificate III in Electrotechnology delivered under a training contract. It will provide opportunity for a student who has achieved their Certificate III in Electrotechnology, and licence, to continue their learning with additional units of competency relating to the renewable domain and advanced skills in project management to equip technicians with the skills to implement new renewable projects and processes within the workplace.

Delivering the Associate Degree in Electrotechnology and Renewable Technologies at the CoE will support the critical transition of the Hunter region through giving existing and new workers the skills they need for a net zero economy.

The Associate Degree in Electrotechnology and Renewable Technologies has been chosen in response to stakeholder feedback that an advanced electrotechnology qualification is fundamental to the full range of industries that will be involved in the transition to net zero, whether that be the renewals, decarbonisation of heavy industry or manufacturing related to sovereign capability. Hunter region employers have highlighted the need to double the number of trained electricians and the that include training in emerging skills.

The JSA Clean Energy Capacity Study highlighted that the greatest skills need for the net zero transition will be in existing occupations such as electrical.

The clear need for more trained electrical workers with new skills delivered by the Associate Degree in Electrotechnology and Renewable Technologies across all industries makes it the lowest risk option to generate employer demand for graduates.

TAFE NSW is committed to flexibility to explore and develop other higher apprenticeship pathways as industry needs evolve to support the transition to a net zero economy. The choice of electrotechnology and renewable technologies as specifically related to the manufacturing sector has been put forward as it is the area of greatest alignment to addressing the national priority and the needs of NSW.

*Rationale*

The most critical occupations in the clean energy workforce (Jobs and Skills Australia, 2023) are found within traditional trades, technical occupations, and engineering professionals including steel and welding trades workers, mechanical fitters and machinists, electricians, and electronic trades workers. JSA has identified the need to

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| | focus on three key training areas to develop the required skills for the net zero transition in regions such as the Hunter, including:<br>• qualifications in electrotechnology<br>• post-trade "top-up" qualifications in clean energy (such as microskills and microcredentials)<br>• new qualifications for emerging skill needs (Jobs and Skills Australia, 2023).<br>JSA worker supply forecasts strongly indicate there is insufficient capacity in training pipelines to meet growing demand, noting nationally, we will need close to 2 million workers in building and engineering trades by 2050 to support net-zero transition. Growth in these occupations is likely to be concentrated in regional Australia.<br>Moreover, the Australian Government's Working Future White Paper asserts the need to create industry-relevant training through 'higher apprenticeships' as a vehicle to effectively blend structured workplace activities with degree-level qualifications to develop higher-level skills (p.124). Accordingly, this program will be designed to be undertaken in parallel with the Certificate III in Electrotechnology apprenticeship as a combined higher apprenticeship course of study.<br>The Associate Degree in Electrotechnology and Renewable Technology is designed to address the evolving needs of a net zero manufacturing industry in Australia, which is undergoing a significant transformation due to:<br>• transition to net zero economy<br>• recent supply chain disruptions which have resulted in a greater national focus on sovereign manufacturing capability and international competitiveness.<br>There is a recognition that renewable energy manufacturers still need traditional trades however industry has recognised that additional skills are required to support the growth of the industry, including, skills and education in the application of traditional skills within a clean energy context. In addition, soft skills have been repeatedly highlighted as critical in ensuring effective application of practical skills in the workplace. Project Management was highlighted as a critical skill to be able to lead and implement new ways of working that supported the industry to transition to a net zero economy.<br>The proposed structure will progressively build upon practical trade knowledge with an increasing focus on the application of knowledge and skills within the workplace at an increasing level of complexity.<br>Overall, this program aims to equip students with the knowledge, skills, and practical experience necessary to thrive in modern manufacturing environments characterised by electrotechnology and the transition to net zero.<br>*<u>Career Opportunities:</u>*<br>Graduates of this program will be well-positioned to pursue a wide range of career opportunities in the transitioning Hunter economy, including:<br>• Electrician (noting Occupational licences are required to work as an electrician nationally, the program includes a Certificate III in Electrotechnology, meeting part of the requirements for this)<br>• Electrotechnology trades worker<br>• Electrical projects officer<br>• Electrical technical officer |

- Senior technical roles
- Supervisor
- Project Manager

The skills acquired during the program are highly transferable and applicable across various sectors, ensuring graduates are versatile and adaptable to changing industry demands.

The delivery of advanced skills through the TAFE NSW Manufacturing Centre of Excellence will play an important part in NSW Government projects such as the Hunter/Central Coast REZ and offshore wind.

*Delivery:*

- The Higher Apprenticeship will be delivered as an initial 4+ year apprenticeship program to complete the Certificate III in Electrotechnology with post trade education integrated during and after the completion of the trade qualification.
- First delivery to commence from the TAFE NSW Net Zero Manufacturing Centre of Excellence Hunter location from 2026
- Delivery will occur on-site one day per week, and via virtual delivery where appropriate (for knowledge-based learning).
- Delivery will be facilitated by a qualified Trainer and Assessor, or higher education lecturer in accordance with regulatory requirements.
- The program will embed guest lectures from industry experts to ensure a close connection between the curriculum and current and emerging industry contexts.
- Support will be provided for workplace supervisors through ongoing education and training, to ensure they are able to create a supportive work environment that reflects the skill levels and learning pathway of the curriculum.

**Higher Apprenticeship 2:**

**Associate Degree in Manufacturing and Applied Digital Technologies (Higher Apprenticeship)**

A key deliverable of the CoE will be the development of an Associate Degree in Manufacturing and Applied Digital Technologies (Higher Apprenticeship) to support the transition of workers into advanced manufacturing jobs of the future.

Australia is rapidly adopting digital technologies such as robotics, artificial intelligence, and the Internet of Things (IoT) to improve efficiency, quality, and competitiveness. There is a growing demand for skilled professionals who can navigate these technological changes and drive innovation within the industry.

*Rationale*

The Associate Degree supports the emerging revitalisation of Australia's onshore manufacturing and increases sovereign capability by enhancing the industry's ability to innovate, drive efficiencies and productivity to become more resilient and globally competitive.

The Higher Apprenticeship will seek to integrate VET and higher education, per the recommendation made in the Australia Universities Accord, by combining VET

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| | (through an embedded Certificate III in Engineering – Mechanical Trade) and Higher Education.<br><br>By combining theoretical knowledge with practical skills and industry experience, graduates will be well-prepared to succeed in the dynamic and technology-driven manufacturing sector. Job roles may include the following:<br><br>• Manufacturing technician<br>• Maintenance technician<br>• Mechatronics technician<br>• Cyber-physical systems technician.<br><br>The proposed structures will progressively build upon practical trade knowledge with an increasing focus on the application of knowledge and skills within the workplace at an increasing level of complexity. These programs aim to equip students with the knowledge, skills, and practical experience necessary to thrive in modern manufacturing environments.<br><br>The skills acquired during these programs are highly transferable and applicable across various sectors, ensuring graduates are versatile and adaptable to changing industry demands. The Higher Apprenticeships will be delivered across the three manufacturing CoEs.<br><br>*Delivery:*<br>• Delivery will occur on-site at one day per week, and via virtual delivery where appropriate (for knowledge-based learning).<br>• First delivery to commence from the TAFE NSW Heavy Industry Manufacturing Training CoE Illawarra location from 2025<br>• Delivery will be facilitated by a qualified Trainer and Assessor, or higher education lecturer in accordance with regulatory requirements.<br>• The program will embed guest lectures from industry experts to ensure a close connection between the curriculum and current and emerging industry contexts.<br>• Support will be provided for workplace supervisors through ongoing education and training, to ensure they can create a supportive work environment that reflects the skill levels and learning pathway of the curriculum.<br><br>**Short courses including UoCs, Microcredentials and Microskills**<br>• The purpose of these short courses including UoCs or, where they do not exist, Microcredentials and Microskills, is to provide both an alternative to full qualifications, or entry points into further qualifications including trade apprenticeships and Higher Apprenticeships.<br>• This model of learning is appropriate over the worker lifecycle to address skills existing workers require to keep pace with technological change, and transition to, and operate effectively in, the net zero economy. When emerging skills are addressed by Microcredentials, the TAFE NSW Manufacturing Centre of Excellence may look to seek accreditation as a UoC to become part of the national curriculum.<br>• Microcredentials may be driven by emerging technology, where no existing UoCs exist, and where the TAFE NSW Manufacturing Centre of Excellence is |

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| | best placed to design curriculum to scale and drive uptake of technology through skills development, access to equipment and expertise.<br>• Microcredentials will be developed in accordance with the TAFE NSW Quality Assurance Model over their lifecycle to ensure consistent quality standards are applied and the design of curriculum has the potential to lead to future accreditation of a microcredential as a UoC.<br><br>*Enable organisational innovation and teaching and training excellence*<br><br>As part of the CoE, programming will include the ongoing capability uplift of the educator workforce to deliver world-leading skills and curriculum in advanced manufacturing.<br><br>To build the qualified workforce to deliver advanced manufacturing skills the following actions are expected to be delivered or scaled up:<br>• TAFE NSW Paid-to-Learn program to facilitate the transition of highly experienced industry workers into manufacturing education and training roles that require Certificate IV in Training and Assessment.<br>o The Program currently has a 97% completion rate.<br>o While this is currently being delivered in TAFE NSW, it will be important to fund additional places to support recruitment of trainers/ assessors delivering in the TAFE NSW Manufacturing Centre of Excellence.<br>• The CoE will look to upskill the existing workforce who deliver the Higher Apprenticeship by enabling them to undertake the Diploma of Adult Education. This is a new capability initiative.<br>• We will leverage strategic industry partnerships to provide capability development and experience for TAFE NSW Manufacturing Centre of Excellence educators.<br>• Industry experts contributing to education delivery (e.g. through guest lectures) will have access to online education to support their facilitation and maximise their contribution to the student group in accordance with the objectives of the TAFE NSW Manufacturing Centre of Excellence to contribute to an enriched student experience.<br><br>The CoE will share best practice and capability programs with the National TAFE Network and seek to learn from their approaches in the area to maintain best practice.<br><br>*A115 (c)*<br><br>*The CoE will develop and leverage local industry and university expertise*<br><br>TAFE NSW has existing networks and relationships with local industry and universities that will be accessed for the TAFE NSW Manufacturing Centre of Excellence. Engagement will be ongoing and will occur through formal engagement events |

through the CoE sites. We will also leverage existing networks including those in which we already are active participants, such as HunterNet and i3Net in the Illawarra, and which include members from local industry, academia and government.

Based on identified needs, the CoE will seek strong partnerships with local industry and universities:

- Commercial partnerships will be established with universities, to collaborate on course design and delivery, provide access to capability, resources and equipment and complete applied research in specific areas of expertise.
- Diverse industry partnerships will be established with industry to inform product design, provide access to specific expertise, capability and resources (including equipment) and host Higher Apprenticeship pilots.

Broad-based consultation on the CoE model has already commenced with the following local industry, industry groups and universities:

| **Western Sydney – Advanced Manufacturing** | **Illawarra- Heavy Industry Manufacturing** | **Hunter – Net Zero Manufacturing** |
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| • Rheem<br>• Western Parkland City Authority<br>• QuickStep<br>• Cicada Innovations<br>• TNA Solutions<br>• Industry Capability Network<br>• Makerspace People Ltd<br>• PIMA (Industry Body for Plastics Manufacturing)<br>• University of Technology Sydney | • BlueScope Steel<br>• University of Wollongong<br>• Transport NSW<br>• Sikorsky<br>• SIMEC Mining<br>• Air Affairs<br>• Klondu Group Limited<br>• Komatsu<br>• Boral<br>• K & R Fabrications<br>• IllawarraYES<br>• I3Net<br>• Industry Capability Network<br>• Weld Australia<br>• Soto Consulting Engineers<br>• DBC Group<br>• The Royal Australian Navy | • AGL Energy<br>• AmpControl<br>• CIVMEC<br>• Downer<br>• Hedweld<br>• UGL<br>• Ausgrid<br>• Business Hunter<br>• HunterNet<br>• Hunter Jobs Alliance<br>• University of Newcastle<br>• UNSW |

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| | Further consultation on the potential Higher Apprenticeship Model delivered through the CoE has occurred with local industry including AmpControl, Downer and Transport for NSW (rail), and has included reviewers from Swinbourne University, UNSW and UTS.<br><br>TAFE NSW will work with local industry to access expertise that will support the activation of equipment such as the mini-electricity grid in the Hunter.<br><br>*A115 (d)*<br><br>The CoE will partner and network with stakeholders including *relevant employers, unions, universities, governments, Jobs and Skills Councils, and other stakeholders*<br><br>NSW is committed to working with the Commonwealth to maximise the collective benefit for the skills and training system through the TAFE Centres of Excellence, and commits the TAFE NSW Manufacturing Centre of Excellence to engagement with relevant JSCs on activities for the purposes of:<br>• maximising respective efforts<br>• sharing learnings on best practice and support knowledge translation, and<br>• partnering on projects of mutual interest where appropriate.<br><br>Extensive consultation with industry, unions, government, universities and others has already commenced in the development of the CoE Model. This has garnered significant engagement in the TAFE NSW CoE Model and to date has demonstrated support for concepts, noting that ongoing engagement with stakeholders, in particular unions, is key to the progression of the model.<br><br>Unpacking the implications of this model operating at scale beyond 2028 and navigating a complex State and Federal environment will form a part of the CoE model implementation planning. Key considerations include:<br>• The proposed Higher Apprenticeship Associate Degrees are regulated under TEQSA. Close consultation with TEQSA regarding the higher apprenticeship model has commenced to ensure they understand and support the objectives of the proposed Higher Apprenticeship model and we achieve accreditation within planned timeframes.<br>• The Associate Degree in Electrotechnology and Renewable Technologies will include an embedded Certificate III in Electrotechnology, and the Associate Degree in Manufacturing and Applied Digital Technologies will include an embedded Certificate III in Engineering (Mechanical Trade) and therefore a portion will:<br>o be regulated under ASQA and delivered in accordance with the Standards for Registered Training Organisations (RTOs) 2015.<br>o fall under the NSW Apprenticeship and Traineeship Act. TAFE NSW and Training Services NSW will work together, along with significant consultation with the ETU, to ensure appropriate regulation and support for the final model. |

*Industry*

TAFE NSW will establish collaborative partnerships with industry to inform product design, provide access to specific expertise, capability**,** cutting-edge equipment and host higher apprenticeship pilots.

As the trainer of 70% of apprentices and trainees in NSW, TAFE NSW has significant existing relationships with industry, and is largely relied on to deliver core trade skills on their behalf. The turbocharge funding will provide the opportunity for TAFE NSW to take this collaboration to the next level, ensuring that industry is a key contributor to the skilling of their workforce:

- Agreements will be established with a diverse range of industry partners to enrich the student learning experience:
    - Curriculum design and review.
    - Access to industry experts to provide guest lectures
    - Upskilling of educators through onsite industry training and exposure to new technology and processes.
    - Access to specialist equipment for training on an ongoing basis.
    - Access to specialist advanced manufacturing equipment for training.
    - Pilot delivery of Electrotechnology and Renewable Technology Higher Apprenticeship.
- Mapping of clear career progression to enable a student to understand the education needed to support specific roles in industry, providing a pathway from school to more advanced and higher paid roles.
- Implementation of programs driving increased participation and completion by key equity groups and ensuring appropriate support in the workplace.

*We will be seeking an appropriate partner to pilot the first cohorts of each of the Associate Degrees.*

Initial consultation has been conducted with BlueScope Steel, we have commenced initial engagement to develop this further, with initial plans to commence a pilot of 16 students in 2025. Transport for NSW has also expressed interest in participating in this program development and implementation. The program is intended to be expanded to support the development of the sustainable workforce required to manufacture the trains that will replace the ageing Tangara and Millenium fleets, in NSW.

**Tertiary education sector collaboration**

NSW recognises the mutual benefits of collaboration between the VET and higher education sectors and commits the Manufacturing Centre of Excellence to developing partnerships to support and deliver on its objectives, including with universities, Jobs and Skills Councils, employers and unions. These partnerships could take different forms, and are likely to evolve over time, but could include:

- university representation in the Manufacturing Centre of Excellence governance structures (noting the need to manage access to commercial information)

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| | • exchanging expertise and experience in the design and delivery of education and training relevant to the Manufacturing Centre of Excellence governance, including higher apprenticeship pathways<br>• establishing credit recognition arrangements and entry pathways between VET and higher education for education and training relevant to the Manufacturing Centre of Excellence~~,~~ and/or<br>• facilitating joint opportunities for applied research relevant to the Manufacturing Centre of Excellence.<br><br>Commercial agreements will be established with universities to:<br>• contribute expertise for subject matter design and review<br>• deliver specialised content<br>• provide access to specialist advanced manufacturing equipment and renewable technology on an ongoing basis.<br>• Pathways will be developed with individual universities for the Associate Degree Higher Apprenticeships to articulate into further Higher Education qualifications.<br>• University~~-~~partnered applied research:<br>o Design and complete the applied research output of TAFE NSW Manufacturing Centre of Excellence through a University partner.<br>o Applied research projects are to be commercial arrangements that ensure the TAFE NSW Manufacturing Centre of Excellence owns the research materials and outputs for further use.<br>o Research outcomes are to be shared with the National TAFE Network and other TAFE CoEs that are responding to similar national priority areas.<br>• Expression of Interest for specific outputs:<br>o Award discrete pieces of work (subject matter design, content delivery, and research) through an initial Expression of Interest.<br>o Clarify that TAFE, as the leading entity, retains full management control over the TAFE NSW Manufacturing Centre of Excellence including governance, education model, partnership terms and agreements, programming, and operations.<br><br>**Other key partners**<br>• Further discussion will occur with unions such as Australian Manufacturing Workers Union, Electrical Trades Union of Australia (ETU), and the NSW Teachers Federation, as well as affiliated associations such as the Hunter Jobs Alliance. We will consult with each key union on an ongoing basis to ensure each program is supported and any industrial considerations are factored into program design. This is particularly important for the ETU where it is essential that the licencing component of the Certificate III is protected.<br>• The TAFE NSW Manufacturing Centre of Excellence will engage directly with relevant Jobs and Skills Councils, noting the manufacturing sector spans several, including the Manufacturing Skills Alliance, and Powering Skills Organisation Ltd. While the JSCs are currently in "building phase", TAFE NSW has already commenced engagement with the Manufacturing Skills Alliance who is aware of the CoE project, and we are engaging with the MSA Workforce Development Plan. TAFE NSW is committed to further |

engagement and views this as a critical means of ensuring the TAFE NSW Manufacturing Centre of Excellence is aligned with the national sector view.

- TAFE NSW participates in the First Nations Clean Energy Network (A network of First Nations people, community organisations, land councils, unions, academics, industry groups, technical advisors, legal experts and renewable companies), which aims to identify clear pathways for quality jobs and careers for First Nations Australians in the clean energy sector through the Clean Energy Jobs Pathways Initiative. The TAFE NSW Manufacturing Centre of Excellence will continue this engagement.

*The CoE will partner and network with stakeholders including:*

- *other TAFE Centres of Excellence that are responding to the same national priority under this Agreement and*
- *TAFEs and other training providers, including through the National TAFE Network.*

**TAFE Centres of Excellence that are responding to the same national priority under this Agreement.**

As further information becomes available regarding other TAFE CoEs in development that are looking to address the transition to net zero priority area, collaboration opportunities will be explored**,** and consideration given to scaling suitable partnerships nationally. NSW expects that sharing curriculum and teaching materials, educator capability uplift programming, and digital content via the TAFE NSW National Renewable Energy Microskills Marketplace will provide a viable model for engagement across CoEs.

- The CoE will invest in activities that pursue excellence in education and training delivery and share this with the National TAFE-led CoEs, including contributions to:
    - education and training capability of the educator workforce
    - applied research outcomes focused on the improvement of education and training delivery

TAFE NSW is prepared to engage in dialogue with other CoEs and adjust planning to manage the risk of duplication of effort.

*TAFE NSW will support the scaling of delivery for the Associate Degree nationally*

TAFE NSW believes the Associate Degree can be effectively scaled nationally. The following TAFEs hold a current and active TEQSA registration and can form a direct agreement with TAFE NSW to deliver the Higher Apprenticeship. The TAFEs span all states and territories with the exclusion of WA who have recently withdrawn existing TEQSA registration:

- TAFE NSW
- TAFE Queensland
- Holmesglen
- Box Hill Institute
- Federation TAFE

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| | • Melbourne Polytechnic<br>• TAFE SA<br>• CDU TAFE (Charles Darwin University)<br>• Canberra Institute of Technology<br><br>TAFE NSW will share developed course curriculum, including content, which is funded through the NSA CoE funding. We are also committed to supporting other TAFEs and their delivery teams to understand the model fully, our learnings and insights to ensure success.<br><br>We note that sharing arrangements must consider licensing and IP implications where a third-party IP provided by industry and university partners has been incorporated, and restrictions on the use of the IP have been placed on TAFE NSW by the third party. TAFE NSW will endeavour to reduce the occurrence of IP restrictions through arrangements where possible.<br><br>Other TAFE Centres of Excellence able to deliver Higher Education can seek a direct agreement with TAFE NSW. We believe this as efficient as a VET provider adding a VET qualification to their scope of registration.<br><br>TAFE Centres of Excellence who are not higher education providers are able to:<br>• use shared content to inform existing program delivery or deliver units of study as NNRs<br>• enter a discussion to co-deliver the Higher Apprenticeship, with the TAFE delivering the embedded VET qualification, and TAFE NSW delivering the concurrent Associate Degree units of study, noting the delivery mode of the Associate Degree lend themselves for effective online delivery while they complete their on-the-job tasks.<br><br><u>TAFEs and other training providers, including through the National TAFE Network</u><br>The CoE will work with the National TAFE Network once established on excellence in teaching and learning and best practices in clean energy skills development by TAFEs. This will be a critical collaboration for the TAFE NSW Manufacturing Centre of Excellence, and NSW commits to the TAFE NSW Manufacturing Centre of Excellence operating in such a way that it:<br>• leads nationally along-with employers, unions, universities, Jobs and Skills Councils, and other relevant stakeholders to identify, develop and deliver education and training solutions that meet industry needs across Australia, and<br>• partners with TAFEs and other public providers across Australia to assist them in building their capability and capacity to deliver training.<br>• Once the National TAFE Network is established the TAFE NSW Manufacturing Centre of Excellence will engage with it as a key connection point for the sharing of learnings associated with the CoEs and once a governance structure is established, engagement through this network can be leveraged. |

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| | There are already established mechanisms in which TAFE NSW connects with TAFEs across Australia, which the TAFE NSW Manufacturing Centre of Excellence will leverage. These include:<br>• TAFE Directors Australia (TDA), for efficiency in sharing resources and reduction of any duplicated efforts, including ongoing active participation in the TDA Clean Energy Network (which TAFE NSW is already a key part of)<br>• While the TAFE NSW Manufacturing Centre of Excellence is committed to sharing curriculum, applied research and other outputs, TAFE NSW has many current and pending licencing arrangements for product IP with a range of other TAFEs and education providers. This includes but is not limited to Suni TAFE, GOTAFE, RMIT, Swinburne, Chisholm, Federation, Tas TAFE, TAFE QLD, TAFE SA, South Metropolitan TAFE (WA) and South Regional Institute (WA).<br>*Some current examples of where TAFE NSW is working with other TAFEs and training providers are detailed below:*<br>National Renewable Energy Marketplace - TAFE NSW is working to establish a nationwide online marketplace for accessing renewable industry-related digital non-accredited short courses. This will enable the sharing of courses to make cutting-edge industry-informed training available nationally, avoiding unnecessary duplication of training content. It is envisioned that TAFEs across Australia will be able to have their products made available through this platform and that Western Sydney CoE site digital content will be shared on this platform with CoEs and TAFEs nationally. This platform is a suitable prototype for a similar platform developed for the National TAFE Network.<br>TAFE Australia Shared Catalogue (TASC) managed by TDA - TAFE NSW was a key stakeholder during the planning and development of this tool and use it to support our collaboration with TAFE QLD. This co-development pilot with TAFE QLD has been a large focus for a future model under discussion at the TDA TAFE Australia Product Network that commenced late last year.<br>TAFE NSW and TAFE QLD Co-Development pilot – Building on the planned licensing approach in the earlier project stages, a qualification will be selected as a co-development pilot. The aim is to pilot co-development to find and capitalise on product development efficiencies between TAFE QLD and TAFE NSW and deliver a co-development approach that can be shared with other TAFEs. This will include a co-development model, legal agreement for sharing of intellectual property, a piloted production schedule for the partnership, documented business rules, processes, template, tools and standards, a co-developed qualification and lessons learned.<br>• *consider ways to provide skills and training opportunities to priority cohorts, e.g. a TAFE Centre of Excellence in the care industry could consider ways to provide opportunities to First Nations people, especially regional and remote areas.*<br>CoE mechanisms that will reduce barriers to learning for priority cohorts:<br>• Fee free Higher Apprenticeships and Microcredentials<br>• Hub and Spoke training model includes: |

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| | ○ Access to Connected Learning Points established in regional areas where there is no existing TAFE NSW campus.<br><br>The Hub and Spoke delivery model will be an extension of the IAT Onsite Connected Delivery Model which gives students located within a regional location access to a connected delivery point during their weekly webinar for internet and technical support. This model will be adapted to suit the needs of the TAFE NSW Manufacturing Centre of Excellence program and student cohort.<br><br>• The TAFE NSW Manufacturing Centre of Excellence will develop a draft Strategy by July 2024 for the increased commencement, retention, and completion of key equity groups, including women, First Nations people, people with a disability, culturally and linguistically diverse people, and young people, to inform programming at all levels including design and delivery of TAFE NSW Manufacturing Centre of Excellence systems and programming.<br><br>*As this is a community-driven strategy, consultation will occur between January and July to finalise an initial strategy, however this will be iterative and responsive to the needs of community and equity groups through ongoing consultation.*<br><br>The Plan is to be informed by the following Principles:<br><br>○ Community-led<br>○ Alignment with TAFE NSW strategic approach<br>○ Include Equity targets in Higher Apprenticeships<br>○ Support apprentice employers<br>○ Integrate outcomes from applied research as they become available<br><br>We have developed a Gender Impact Assessment for the TAFE Centres of Excellence in accordance with the NSW Treasury Gender Impact Assessment Policy. This will form the basis of the CoE female participation strategy. We have commenced consultation with the Behavioural Insights Unit from Department of Customer Service who are working with Training Services NSW on how to attract women into trades and seeking to expand this across the TAFE NSW Manufacturing Centre of Excellence.<br><br>• TAFE NSW has existing services that will be accessible to all TAFE NSW Manufacturing Centre of Excellence students including:<br>○ disability services<br>○ counselling and career development<br>○ LLN and multicultural student support<br>○ Co-located childcare services including services co-located in Newcastle (Hunter)<br>○ Aboriginal student support services include specialist Aboriginal Study Centres, mentoring and student support and these will be available to all Aboriginal students enrolled in the TAFE NSW Manufacturing Centre of Excellence<br>• CoE Short courses including Microcredentials and Microskills will provide:<br>○ wrap-around support to address critical learning gaps required to support learners into qualifications and higher-level learning.<br>○ employer education in supporting learners, with a focus on priority groups including cultural safety. |

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| **Delivery Method** | TAFE NSW has demonstrated capability performing in the Electrotechnology, and Manufacturing areas across NSW and through interstate apprenticeship delivery arrangements.<br><br>• TAFE NSW has a strong record of performance in electrotechnology and manufacturing-related training in engineering, including pre-vocational and apprenticeship training across the NSW footprint, with the capacity to increase apprenticeship offerings.<br>• TAFE NSW has recorded increasing enrolment performance in renewable energy over the past 5 years, correlating with the increase in skills demand from the industry. This period has seen the development of new training offerings in a mix of microskills through to AQF5 qualifications in both a vocational and higher education capacity; demonstrating a broadened scope of education options required to meet the training needs of the sector.<br><br>*The scalability/reach of offerings.*<br><br>As the trainer of 70% of apprentices and trainees in NSW, TAFE NSW has significant existing relationships with industry, and is largely relied on to deliver core trade skills on their behalf. This reach enables TAFE NSW to connect with a significant pool of current apprentices and graduate students who we can connect with directly regarding upskilling opportunities through the CoE. TAFE NSW also has strong connections with NSW schools in the delivery of School-based apprenticeships and other programs that are pathways into CoE program delivery.<br><br>TAFE NSW has demonstrated the scalability and reach of its offerings in electrotechnology, mechanical engineering, metal fabrication, welding and boiler making, and related industry areas. TAFE NSW offers a fully online delivery model, where appropriate, which enables wide-ranging geographic reach on a broader state and national level. This increasing mix of delivery models and reach has further enabled high-level scalability of TAFE NSW Manufacturing Centre of Excellence programs that can be appropriately delivered online.<br><br>*Evidence of strength and breadth of partnerships (or ability to quickly establish such partnerships) with employers, unions, Jobs and Skills Councils, and universities.*<br><br>TAFE NSW has demonstrated a robust and expansive track record in establishing successful partnerships with Industry, Universities, exemplified through the Institutes of Applied Technology (IATs) in both Digital and Construction.<br><br>The TAFE NSW Manufacturing Centre of Excellence is an evolution of the Institute of Applied Technology (IAT) tertiary education innovation, a model held up nationally, and referred to in Working Future: The Australian Government's White Paper on Jobs and Opportunities (2023) and the Australian Universities Accord 2024 recommendations, as an example of a new way to respond to skills needs. TAFE NSW, as the lead partner responsible for the delivery of the IAT model, has gained substantial experience and expertise in the integration of VET and Higher Education in the co-design and delivery of education.<br><br>TAFE NSW has established successful partnerships with industry, universities, and skills councils through its Institutes of Applied Technology (IATs) in both Digital and Construction domains. In the digital sector, TAFE NSW collaborated with reputable institutions like the University of Technology Sydney and Macquarie University, while industry giants such as Microsoft, IBM, Salesforce, SAS, SAP, Oracle, and Adobe were |

key partners. Affiliations with organisations like the Digital Skills Organisation, Australian Computer Society, and Australian Information Security Association shaped a comprehensive educational ecosystem.

In the construction domain, TAFE NSW aligned with the University of Western Sydney and partnered with industry leaders including CPB, BlueScope Steel, SamaurAI BI, Aboriginal Medical Health & Research Council, and Infrabuild. Associations with entities like the Housing Industry Association and the National Association of Women in Construction underscored commitment to inclusivity and industry diversity.

**University Partnerships**

*TAFE NSW and the University of Newcastle*

The University of Newcastle, co-located in the Hunter has been identified as a potential partner for the TAFE NSW Manufacturing Centre of Excellence. Fiona Bastian, Head of Government Relations – Vice Chancellor, University of Newcastle and Dr Joss Kesby, Knowledge Exchange Enterprise, University of Newcastle TraCE (Trailblazer Recycling & Clean Energy program) were active participants in the CoE consultation in November 2023.

TAFE NSW is supportive of the University of Newcastle New Energy Skills Hub and are in discussions to partner with the Hub. TAFE NSW provided a letter of support for the UoN New Energy Skills Hub. The TAFE NSW Manufacturing Centre of Excellence will complement the offerings of the Hub, and the shared location will enable this.

TAFE NSW currently has 12 pathways with UoN for current qualifications and 71 for those superseded (benefiting students who graduated from TAFE in the last few years). Negotiations are underway for renewables pathways.

*TAFE NSW and the University of Wollongong*

The University of Wollongong, co-located in the Illawarra has been identified as a potential partner for the Illawarra CoE site. TAFE NSW has directly engaged in consultation with Professor Patricia Davidson, Vice-Chancellor and President and Canio Fierravanti, Director of Government and Community Relations on the CoE model and potential strategic partnerships of which both parties are keen to explore once the CoE model is approved. TAFE NSW has an ongoing successful partnership with the University of Wollongong:

- The Facility for Intelligent Fabrication (FIF) partnership established in 2019 is a joint venture between the Welding Technology Institute of Australia (WTIA), the University of Wollongong and TAFE Illawarra. The partnership has been established to drive consultation and welding training initiatives.
- Joint work with the Sustainable Buildings Research Centre – Decathlon championships. In 2013 and then in 2018 “Desert Rose’ International Competition for a solar net zero house, designed by UoW and built by TAFE NSW.

*Western Sydney University – Construction curriculum co-design*

TAFE NSW is working in partnership with Western Sydney University under the IAT model. Here 22 Microcredentials have successfully been co-designed and co-delivered in subject areas relating to new emerging and digital technologies in

construction. These include Building Information Modelling, Computer Aided Design and 3D modelling, and project management in construction.

*University of Technology Sydney – Sustainable Fashion Partnership*

TAFE NSW and the University of Technology Sydney have collaborated on a Sustainable fashion centre, to transition the Australian fashion sector towards sustainability and industry 4.0. The centre focuses on knowledge sharing, networking, innovation, advocacy and research, to educate fashion and textile professionals for the jobs of the future.

### Other key partners

Further discussion will occur with unions such as Australian Manufacturing Workers Union, Electrical Trades Union of Australia (ETU), and the NSW Teachers Federation, as well as affiliated associations such as the Hunter Jobs Alliance. We will consult with each key union on an ongoing basis to ensure each program is supported and any industrial considerations are factored into program design. This is particularly important for the ETU where it is essential that the licencing component of the Certificate III is protected.

The TAFE NSW Manufacturing Centre of Excellence will engage directly with relevant Jobs and Skills Councils, noting the manufacturing sector spans several, including the Manufacturing Skills Alliance, and Powering Skills Organisation Ltd. While the JSCs are currently in "building phase", TAFE NSW has already commenced engagement with the Manufacturing Skills Alliance who is aware of the CoE project, and we are engaging with the MSA Workforce Development Plan. TAFE NSW is committed to further engagement and views this as a critical means of ensuring the TAFE NSW Manufacturing Centre of Excellence is aligned with the national sector view.

TAFE NSW participates in the First Nations Clean Energy Network (A network of First Nations people, community organisations, land councils, unions, academics, industry groups, technical advisors, legal experts and renewable companies), which aims to identify clear pathways for quality jobs and careers for First Nations Australians in the clean energy sector through the Clean Energy Jobs Pathways Initiative. The TAFE NSW Manufacturing Centre of Excellence will continue this engagement. Turbocharged funding will support the rapid implementation of programming to respond to this need.

**Expected reach and additionality**

Forecasted enrolments for fee-free education and training delivered by TAFE NSW Manufacturing Centre of Excellence

**CoE expected reach <u>without</u> Turbocharged Funding**

| **Enrolment by Credential** | Cohort Size | FY/25 | FY25/26 | FY26/27 | FY27/28 |
|---|---|---|---|---|---|
| HA Manufacturing | 16.0 | 16 | 64 | 112 | 160 |
| HA Electrical | 16.0 | - | 16 | 64 | 112 |
| Microcredentials | | 480 | 960 | 960 | 960 |
| Microskills | | 500 | 1,500 | 2,000 | 3,000 |
| Total | - | 996 | 2,540 | 3,136 | 4,232 |

| | |
|---|---|
| **Amount of investment - Commonwealth** | **Amount of investment – State** | **Planned start date** | **Planned end date** |
| $78.62 million | $78.62 million | 1 July 2024 | June 2028 |

### *(b) TAFE Centres of Excellence – approach to matched funding arrangements (clause A114 refers).*

***A113, A114***

| Details of matched funding ($millions) | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | Total |
|---|---|---|---|---|---|---|
| NSW contribution | $14.04m | $26.51m | $19.99m | $18.08m | $0 | $78.62m |
| Commonwealth contribution | $23.56m | $24.82m | $18.72m | $11.52m | $0 | $78.62m |
| Total | $37.60m | $51.33m | $38.71m | $29.60m | $0 | $157.24m |

Note. Amounts reflect payment milestones. Actual amounts expended in each year will depend on the timing of payments as set out in the preamble to the 'Costs and Funding Arrangements, Delivery Timeframes and Simple Milestones' section of this Implementation Plan.

*The New South Wales Government will provide details of their matched funding contributions at the end of each financial year, commencing 1 July 2024 until 31 December 2028. Final payments under this implementation plan may be reduced where the total contribution by the New South Wales Government over the life of the project does not align with the Commonwealth contribution.*

### *(c) TAFE Centres of Excellence – reporting*

The Commonwealth will develop a reporting template in consultation with states for completion by the end of September each year, in line with the payment cycle.

The Commonwealth will also work with states to develop a template for a short six-monthly status report for completion by the end of March and September each year. This report will outline for each policy initiative the progress made over the preceding six months, including key achievements, whether implementation is on track and highlighting any emerging issues or risks.

**The Program will be delivered in two parts – Program Establishment (Pre-Operations) and Operations**

**Program Establishment (Pre-Operations) 2024-2028**

- Milestone tracking
- Key achievements
- Upcoming work
- Budget expenditure
- Key risks and issues

**Operations - from 2025**

Quantitative indicators

- Commencement, retention and completion data
- Priority cohort outcomes against community-driven targets established in Equity Strategy including enrolment, attrition, completion (first nations, women) (finalised July 2024)
- All course student enrolment, attrition and completion rates against program type

Qualitative indicators

- Student satisfaction survey/ interview
- Staff satisfaction survey/ interview
- Case study of students entering training from the school pipeline, existing workforce pipeline, transition industry worker pipeline
- Community engagement: Interviews with key community networks e.g. HunterNet
- Industry engagement: Interviews with local employers

The Evaluation will address the questions in response to the initiatives in relation to their effectiveness, efficiency, and appropriateness.

1. Pathways and transitions
2. Engagement and collaboration with community
3. Uptake of education in renewable manufacturing and advanced manufacturing
4. Quality of training and education
5. Industry engagement and responsiveness
6. Evolution of the delivery model

Questions:

1. What lessons were learned during implementation?
2. What adjustments were made along the way?
3. What results were observed?
4. Were the results expected?
5. How did results vary across cohorts?
6. How did results vary across equity groups?
7. How cost effective was the initiative?

(d) TAFE Centres of Excellence – contribution to the goals of the NSA

The CoEs will collectively contribute to the goals of the NSA, including:

- To ensure effective pathways and transitions, we will increase marketing to grow the pipeline of students selecting an occupation in the renewable and manufacturing sectors pursuing education through TAFE NSW Manufacturing Centre of Excellence.

- Increased engagement and collaboration with stakeholders in communities where CoEs will be delivering training to help community members understand the benefits and opportunities.
- More renewables and advanced manufacturing skills and knowledge through a qualified workforce, facilitated by TAFE NSW. The TAFE NSW Manufacturing Centre of Excellence is well placed to facilitate the transition to net zero and of industry workers into manufacturing education and training roles, and upskill training capabilities for educators to meet the modern skills in the manufacturing sector involving transferrable skills and knowledge. This focus broadly lends itself to many of the enabling conditions in the Theory of Change, particularly relevant skills and knowledge, and transferrable skills and knowledge.
- High quality training and education will be further strengthened through the establishment of in-kind partnership agreements with universities via a formal Expression of Interest process, to collaborate on course design and delivery.
- Greater engagement with local industry, who are key to delivery of qualifications. This includes in-kind partnerships with employers as a key focus area for each region, to provide support through expertise, capability and resources.
- Evolution of the education model and delivery methods, to ensure the advanced skills needs in Mechanical and Electrical trades areas are met, and separately that innovative short courses (including microcredentials) can be rapidly developed and deployed to upskill existing workforces.
- Gender equality by attracting more women to the traditional trades but in an environment of cutting edge skills and innovation.

(e) TAFE Centres of Excellence - evaluation arrangements

Program evaluation will identify:

- What lessons were learned during implementation
- What adjustments were made along the way
- Observed results and comparison against expectations
- How results vary across cohorts, particularly for priority groups like First Nations and women.
- Cost-efficiency of this stage of the initiative.

The evaluation will validate lessons learned, and consequent adjustments made, to maximise the uptake and benefits of the Higher Apprenticeship model building on the foundational elements of quality, collaboration and skills that are transferable and enduring.

**Evaluation methodology and timing**

**Program Stage (2024 – 2026)**

- Key findings from consultations with stakeholders
- Lessons learnt summary (successes and challenges)

**Operations Stage (mid 2025 onwards)**

Qualitative & quantitative artefacts to be used to complete evaluation of operations stage.

With the program set to operationalise in mid 2025, a minimum of four years past this date would be required for the initial cohort of Higher Apprenticeship completions to be available, and for outcomes of the Higher Apprenticeship to be explored.

In the interim, a light evaluation exploring the uptake and benefit of standalone short courses, and any early findings from the Higher Apprenticeship, including any exit points, can be made available by early to mid-2028 (two years into operations).

## GENERAL PROVISIONS

This section sets out considerations for implementation arrangements across all relevant Policy Initiatives under Part 6 of the NSA. States are to outline how the following apply across all relevant Policy Initiatives:

**Linkages**

National TAFE Network

Measures to Strengthen the VET workforce

Improved completions – especially for priority groups

**Dependencies**

**Student Experience**

The enrichment of the student experience will be achieved through the following strategies:

- Applied research to unpack barriers to learning and provide insight into ways we can improve the learner experience to meet emerging skills needs.
- Partnerships established with universities and industry to provide unique and engaging learning experiences through access to expertise and the latest technology.
- Recognition pathways with universities will provide ongoing lifelong learning opportunities and skill development for learners.

**Engagement arrangements**

*Industry Consultation*

- A series of roundtables were held in the Illawarra (8 September 2023), Western Sydney (7 November 2023) and the Hunter (15 November 2023) with 89 representatives from industry, governments, unions, TAFE NSW and university.
- Subsequent to this, TAFE NSW has held focused 1: 1 engagements with key industry stakeholders to better understand the need for this type of electrotechnical programming, the demands and the key challenges. Potential higher apprenticeship models were discussed, and feedback sought on the suitability and relevance to the individual businesses.
- TAFE NSW will continue to work with these key stakeholders to further flesh out the best fit for a higher apprenticeships, and the supplementary skills most required by industry.

*Other key stakeholders*

- Key unions participated in the Industry Roundtables in 2023. TAFE NSW will consult further with unions and regulatory bodies.
- Consultation has commenced with the Manufacturing Skills Alliance JSC has commenced and agreement with Sharon Robertson, CEO that further ongoing engagement will continue.
- The following consultation has occurred with both TEQSA and ASQA about the Higher Apprenticeship Model and full confidence and support has been provided.

| **Consultation** | **Feedback** |
|---|---|
| Training Services NSW | • The Model is a pragmatic approach to the Degree and Higher Apprenticeship request<br>• No current Regulatory issues identified in relation to the NSW Apprenticeship and Traineeship Act<br>• Training Services will provide the support we need to navigate NSW State Training Service obligations and issues if they do arise under the NSW Apprenticeship and Traineeship Act |
| TEQSA | • Supportive of model, noting that it responds to what has been put forward in the University Accord Report<br>• Supportive of TAFE NSWs plan to achieve self-accrediting authority |
| ASQA | • Highly impressed by the methodology (specifically careful design and industry responsiveness) we took to develop the Higher Apprenticeship model, would like to support innovation and planning further ongoing engagement |

*The Commonwealth and NSW will consult on the nature and content of any events, announcements, promotional activity or publicity related to the TAFE NSW Manufacturing Centre of Excellence.*



## COSTS AND FUNDING ARRANGEMENTS, DELIVERY TIMEFRAMES AND SIMPLE MILESTONES

The Commonwealth will make payments subject to performance reporting demonstrating the relevant milestone has been met. After the initial payment, second and subsequent milestone payments will be assessed and processed in the following reporting period. Performance reporting will be due by 31 March and 30 September each year until the cessation of this Agreement or the final milestone is processed. As part of the performance reporting, NSW will provide evidence of what has been delivered in the reporting period. Payments will be processed once performance reports have been assessed and accepted.

***2024-25***

| **Policy initiative** | **Milestone** | **Evidence** | **Payment Value up to (Commonwealth funded)** |
|---|---|---|---|
| TAFE NSW Manufacturing Centre of Excellence | Milestone 1: 30 July 2024<br>Initial payment on agreement of implementation plan | Implementation plan agreed with the Commonwealth | $7.86 million |
| TAFE NSW Manufacturing Centre of Excellence | Milestone 2: 31 December 2024<br>Commonwealth acceptance that New South Wales has established the TAFE NSW Manufacturing Centre of Excellence by 31 December 2024, to be demonstrated by:<br>• development of an activity plan for the TAFE NSW Manufacturing Centre of Excellence that specifies deliverables to be achieved over the NSA, including associated timeframes<br>• partnership development with key stakeholder groups (including other TAFEs, employers, unions, | Report signed by relevant New South Wales senior official that outlines:<br>• TAFE NSW Manufacturing Centre of Excellence activity plan<br>• progress against achievement of deliverables specified in the activity plan to 31 December 2024<br>• stakeholder engagement strategy (including other TAFEs, employers, unions, universities, and Jobs and Skills Councils), and<br>• partnership development activities (including other TAFEs, employers, | $ 9.50 million |

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| | universities, and Jobs and Skills Councils).<br><br>*Note: Submission of the activity plan may prompt a review of how the funding is phased by the Parties.* | unions, universities, and Jobs and Skills Councils). | |
| TAFE NSW Net Zero Manufacturing Centre of Excellence - Hunter | Milestone 3a: 30 June 2025<br><br>Commonwealth acceptance of TAFE NSW Net Zero Manufacturing Centre of Excellence - Hunter facility upgrade and equipment procurement strategy, to be demonstrated by:<br>• detailed design of facility upgrades, and<br>• identification of equipment for procurement. | Report signed by relevant New South Wales senior official that outlines:<br>• facility upgrade plan and schedule of proposed works, and<br>• equipment procurement plan, including timing of planned procurement activities. | $4.49 million |
| TAFE NSW Heavy Industry Manufacturing Centre of Excellence - Illawarra | Milestone 3b: 30 June 2025<br><br>Commonwealth acceptance of TAFE NSW Heavy Industry Manufacturing Centre of Excellence - Illawarra facility upgrade and equipment procurement strategy, to be demonstrated by:<br>• detailed design of facility upgrades, and<br>• identification of equipment for procurement. | Report signed by relevant New South Wales senior official that outlines:<br>• facility upgrade plan and schedule of proposed works, and<br>• equipment procurement plan, including timing of planned procurement activities. | $1.26 million |
| TAFE NSW Advanced Manufacturing Centre of Excellence - Western Sydney | Milestone 3c: 30 June 2025<br><br>Commonwealth acceptance of TAFE NSW Advanced Manufacturing Centre of Excellence - Western Sydney facility upgrade | Report signed by relevant New South Wales senior official that outlines:<br>• facility upgrade plan and schedule of proposed works, and | $0.45 million |

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| | and equipment procurement strategy, to be demonstrated by:<br>• detailed design of facility upgrades, and<br>• identification of equipment for procurement. | • equipment procurement plan, including timing of planned procurement activities. | |

***2025-26***

| **Policy initiative** | **Milestone** | **Evidence** | **Payment Value up to (Commonwealth funded)** |
|---|---|---|---|
| TAFE NSW Manufacturing Centre of Excellence | Milestone 4: 31 December 2025<br>Commonwealth acceptance that New South Wales has continued to operate the TAFE NSW Manufacturing Centre of Excellence to 31 December 2025, to be demonstrated by:<br>• achievement of specified deliverables up to 31 December 2025 in the activity plan submitted to the Commonwealth as part of the reporting on TAFE NSW Manufacturing Centre of Excellence - Milestone 2<br>• updated activity plan (to the extent required) for the TAFE NSW Manufacturing Centre of Excellence that specifies deliverables to be achieved over the NSA, and<br>• partnership development with key stakeholder groups (including other TAFEs, employers, unions, | Report signed by relevant New South Wales senior official that outlines:<br>• progress against achievement of deliverables specified in the activity plan to 31 December 2025<br>• updated TAFE NSW Manufacturing Centre of Excellence activity plan to 31 December 2028, and<br>• partnership development activities (including other TAFEs, employers, unions, universities, and Jobs and Skills Councils). | $12.58 million |

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| | universities, and Jobs and Skills Councils).<br><br>*Note: Submission of the activity plan may prompt a review of how the funding is phased by the Parties.* | | |
| TAFE NSW Net Zero Manufacturing Centre of Excellence - Hunter | Milestone 5a: 30 June 2026<br><br>Commonwealth acceptance of implementation of TAFE NSW Net Zero Manufacturing Centre of Excellence - Hunter facility upgrade and equipment procurement strategy. | Report signed by relevant New South Wales senior official that outlines achievement of specified deliverables up to 30 June 2026 in the:<br>• facility upgrade plan, and<br>• equipment procurement plan<br><br>submitted to the Commonwealth as part of the reporting on TAFE NSW Manufacturing Centre of Excellence - Hunter Milestone 3a. | $2.27 million |
| TAFE NSW Heavy Industry Manufacturing Centre of Excellence - Illawarra | Milestone 5b: 30 June 2026<br><br>Commonwealth acceptance of implementation of TAFE NSW Heavy Industry Manufacturing Centre of Excellence - Illawarra facility upgrade and equipment procurement strategy. | Report signed by relevant New South Wales senior official that outlines achievement of specified deliverables up to 30 June 2026 in the:<br>• facility upgrade plan, and<br>• equipment procurement plan<br><br>submitted to the Commonwealth as part of the reporting on TAFE NSW Manufacturing Centre of Excellence - Illawarra Milestone 3b. | $1.21 million |
| TAFE NSW Advanced Manufacturing Centre of Excellence - Western Sydney | Milestone 5c: 30 June 2026<br><br>Commonwealth acceptance of implementation of TAFE NSW Advanced Manufacturing Centre of Excellence - Western Sydney facility upgrade and equipment procurement strategy. | Report signed by relevant New South Wales senior official that outlines achievement of specified deliverables up to 30 June 2026 in the:<br>• facility upgrade plan, and<br>• equipment procurement plan | $8.76 million |

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| | | submitted to the Commonwealth as part of the reporting on TAFE NSW Manufacturing Centre of Excellence - Western Sydney Milestone 3c. | |

***2026-27***

| **Policy initiative** | **Milestone** | **Evidence** | **Payment Value up to (Commonwealth funded)** |
|---|---|---|---|
| TAFE NSW Manufacturing Centre of Excellence | Milestone 6: 31 December 2026<br><br>Commonwealth acceptance that New South Wales has continued to operate the TAFE NSW Manufacturing Centre of Excellence - to 31 December 2026, to be demonstrated by:<br>• achievement of specified deliverables up to 31 December 2026 in the activity plan submitted to the Commonwealth as part of the reporting on TAFE NSW Manufacturing Centre of Excellence Milestone 4<br>• updated activity plan (to the extent required) for the TAFE NSW Manufacturing Centre of Excellence that specifies deliverables to be achieved over the NSA, and<br>• partnership development with key stakeholder groups (including other TAFEs, employers, unions, universities, and Jobs and Skills Councils). | Report signed by relevant New South Wales senior official that outlines:<br>• progress against achievement of deliverables specified in the activity plan to 31 December 2026<br>• updated TAFE NSW Manufacturing Centre of Excellence activity plan to 31 December 2028, and<br>• partnership development activities (including other TAFEs, employers, unions, universities, and Jobs and Skills Councils). | $11.53 million |

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| | *Note: Submission of the activity plan may prompt a review of how the funding is phased by the Parties.* | | |
| TAFE NSW Net Zero Manufacturing Centre of Excellence - Hunter | Milestone 7a: 30 June 2027<br><br>Commonwealth acceptance of implementation of TAFE NSW Net Zero Manufacturing Centre of Excellence - Hunter facility upgrade and equipment procurement strategy. | Report signed by relevant New South Wales senior official that outlines achievement of specified deliverables up to 30 June 2027 in the:<br><br>• facility upgrade plan, and<br>• equipment procurement plan<br><br>submitted to the Commonwealth as part of the reporting on TAFE NSW Manufacturing Centre of Excellence - Hunter Milestone 3a. | $2.42 million |
| TAFE NSW Heavy Industry Manufacturing Centre of Excellence - Illawarra | Milestone 7b: 30 June 2027<br><br>Commonwealth acceptance of implementation of TAFE NSW Heavy Industry Manufacturing Centre of Excellence - Illawarra facility upgrade and equipment procurement strategy. | Report signed by relevant New South Wales senior official that outlines achievement of specified deliverables up to 30 June 2027 in the:<br><br>• facility upgrade plan, and<br>• equipment procurement plan<br><br>submitted to the Commonwealth as part of the reporting on TAFE NSW Manufacturing Centre of Excellence - Illawarra Milestone 3b. | $2.07 million |
| TAFE NSW Advanced Manufacturing Centre of Excellence - Western Sydney | Milestone 7c: 30 June 2027<br><br>Commonwealth acceptance of implementation of TAFE NSW Advanced Manufacturing Centre of Excellence - Western Sydney facility upgrade and equipment procurement strategy. | Report signed by relevant New South Wales senior official that outlines achievement of specified deliverables up to 30 June 2027 in the:<br><br>• facility upgrade plan, and<br>• equipment procurement plan<br><br>submitted to the Commonwealth as part of the reporting on TAFE NSW Manufacturing Centre of Excellence - Western Sydney Milestone 3. | $2.70 million |

***2027-28***

| Policy initiative | Milestone | Evidence | Payment Value up to (Commonwealth funded) |
|---|---|---|---|
| TAFE NSW Manufacturing Centre of Excellence | Milestone 8: 31 December 2027<br><br>Commonwealth acceptance that New South Wales has continued to operate the TAFE NSW Manufacturing Centre of Excellence to 31 December 2027, to be demonstrated by:<br>• achievement of specified deliverables up to 31 December 2027 in the activity plan submitted to the Commonwealth as part of the reporting on TAFE NSW Manufacturing Centre of Excellence Milestone 6<br>• updated activity plan (to the extent required) for the TAFE NSW Manufacturing Centre of Excellence that specifies deliverables to be achieved over the NSA, and<br>• partnership development with key stakeholder groups (including other TAFEs, employers, unions, universities, and Jobs and Skills Councils).<br><br>*Note: Submission of the activity plan may prompt a review of how the funding is phased by the Parties.* | Report signed by relevant New South Wales senior official that outlines:<br>• progress against achievement of deliverables specified in the activity plan to 31 December 2027<br>• updated TAFE NSW Manufacturing Centre of Excellence activity plan to 31 December 2028, and<br>• partnership development activities (including other TAFEs, employers, unions, universities, and Jobs and Skills Councils). | $7.17 million |

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| TAFE NSW Manufacturing Centre of Excellence | Milestone 9: 31 December 2028<br><br>Commonwealth acceptance that New South Wales has continued to operate the TAFE NSW Manufacturing Centre of Excellence to 31 December 2028, to be demonstrated by:<br><br>• achievement of specified deliverables up to 31 December 2026 in the activity plan submitted to the Commonwealth as part of the reporting on TAFE NSW Manufacturing Centre of Excellence Milestone 8, and<br>• partnership development with key stakeholder groups (including other TAFEs, employers, unions, universities, and Jobs and Skills Councils). | Report signed by relevant New South Wales senior official that outlines:<br><br>• progress against achievement of deliverables specified in the activity plan to 31 December 2026<br>• outcomes of the evaluation activities for the TAFE NSW Manufacturing Centre of Excellence - Hunter, and<br>• partnership development activities (including other TAFEs, employers, unions, universities, and Jobs and Skills Councils). | $ 4.35 million |

The Parties have confirmed their commitment to this schedule as follows:

**Signed** *for and on behalf of the Commonwealth of Australia by*

**The Honourable Brendan O'Connor MP**

Minister for Skills and Training

14/7/24

**Signed** *for and on behalf of the State of New South Wales by*

**The Honourable Steve Whan MP**

Minister for Skills, TAFE and Tertiary Education