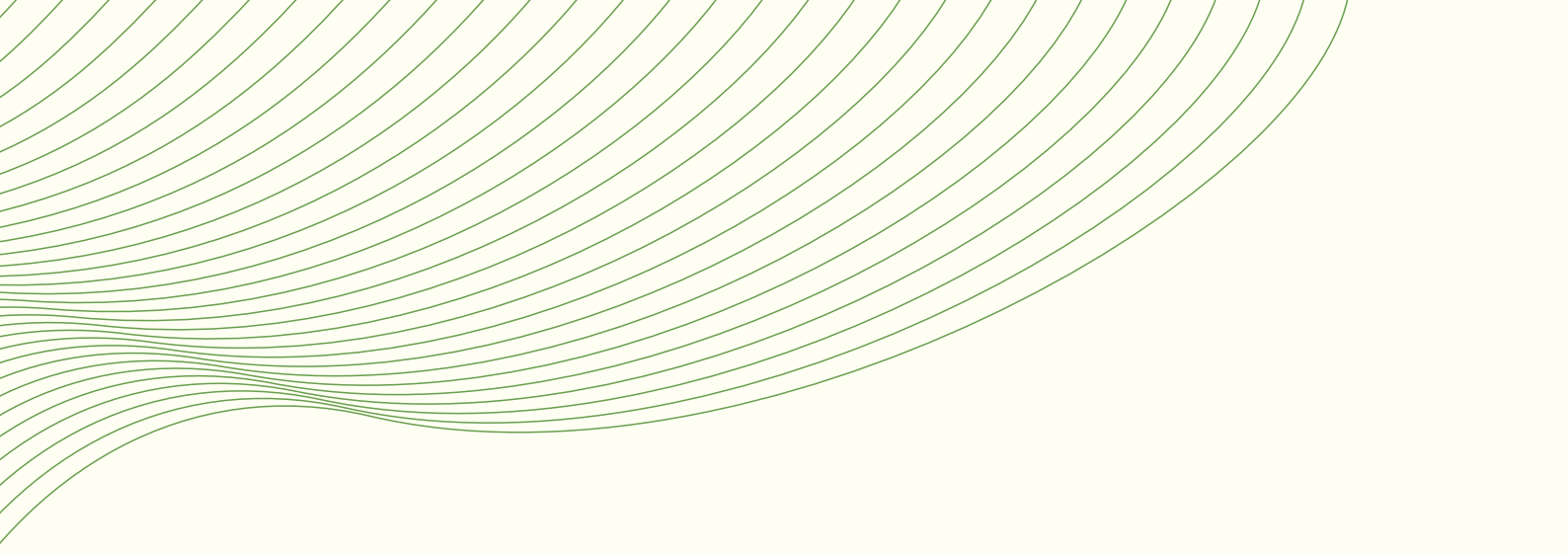




2025

Annual Corporate Governance Statement

Public Skills Australia



**PUBLIC SKILLS
AUSTRALIA**
PUBLIC SAFETY SKILLS AUSTRALIA LTD

JSC

Jobs and Skills Council
Public Safety and Government
An Australian Government Initiative

Acknowledgement of Country

Public Skills Australia respectfully acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community.

We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



Introduction

Public Skills Australia is the Jobs and Skills Council (JSC) for Public Safety and Government. The industries that the company supports include:

- Correctional Services
- Defence
- Federal, state/territory and local government
- Fire and Emergency Services
- Police

Public Skills Australia is a not-for-profit organisation focused on delivering high quality outcomes for learners, industries, and training providers in the Vocational Education Training industry. The company is industry owned. It brings together employers, employee bodies and governments in a tripartite arrangement to address workforce and training challenges. The company operates under several principles that ensure transparency, accountability, fiscal responsibility and public interest govern its day-to-day business. This statement provides an overview of what standards Public Skills Australia is held to and why.

Structure

The Corporate Governance Statement (CGS) is divided into six sections.

- **Section 1: Company Governance Overview** includes information on the Public Skills Australia Structure, its Board, Committees and Company Membership.
- **Section 2: Conduct and Integrity** details how Public Skills Australia aligns its practice to the JSC Code of Conduct and the JSC Integrity Framework.
- **Section 3: Fiscal Responsibility** includes the company approach to risk and financial management.
- **Section 4: Company Performance** shows how the company considers performance and value for its industry and aligns to the JSC Performance Framework.
- **Section 5: Transparency and Accountability** demonstrates the use of governance policies and the JSC Code of Conduct, Integrity Framework and Performance Framework to ensure transparency and accountability.
- **Section 6: Declaration of compliance**

Section 1

Company Governance Overview

Constitution

Public Skills Australia is governed by its Company Constitution, approved by the Commonwealth as part of the Stage One Grant application. It sets forth the obligations for Board Directors, company members, company governance and other matters.

Amendments to Public Skills Australia's Company Constitution are proposed to and voted on by company members. Amendments are accepted if carried by a 75 per cent majority vote of the company membership.

Board

The Public Skills Australia Company Constitution sets out the roles, responsibilities and obligations of the Board including:

- approval of Public Skills Australia's strategy and annual budget
- significant changes to the organisational structure of the Company
- the acquisition, establishment, disposal, or cessation of any significant assets of the Company
- entry into any agreement that is valued at more than \$80,000 (GST inclusive) or longer than 3 years in duration or which poses a significant reputational risk to the Company
- the appointment, reappointment or replacement of the CEO and Company Secretary
- length of appointment term and rules of Board service.

The Board receives strategic and operational updates and provides input and oversight on a wide range of matters beyond the above, including policy development and final internal endorsement of products before they progress to external bodies such as the Department of Employment and Workplace Relations (DEWR). The Board meets six times a year. The Public Skills Australia Company Constitution mandates the maintenance of a majority of Independent Board Directors in its composition¹. Board Directors profiles are publicly published on the [Public Skills Australia website](#). Public Skills Australia remains committed to maintaining a mix of genders, backgrounds, and skills. A Board Skills Matrix is reviewed annually to encourage skills maintenance and Board Director development.

¹A definition of 'Independent Director' can be found in the company constitution, available on the [Public Skills Australia website](#)

Audit Finance and Risk Committee

The Board is supported by the Audit, Finance, and Risk Committee (AFRC) which meets in alternate months (to Board meetings) - the Terms of Reference is available on the [Public Skills Australia website](#). The AFRC monitors the effectiveness of the Risk Management Plan, integrity of financial statements, effectiveness of grant reporting, compliance with legal and regulatory requirements, independence of the independent auditor and their qualifications and compliance and quality of the internal accounting function and external audits.

Nominations Committee

The Nominations Committee meets quarterly - the Terms of Reference is available on the [Public Skills Australia website](#). The Nominations Committee:

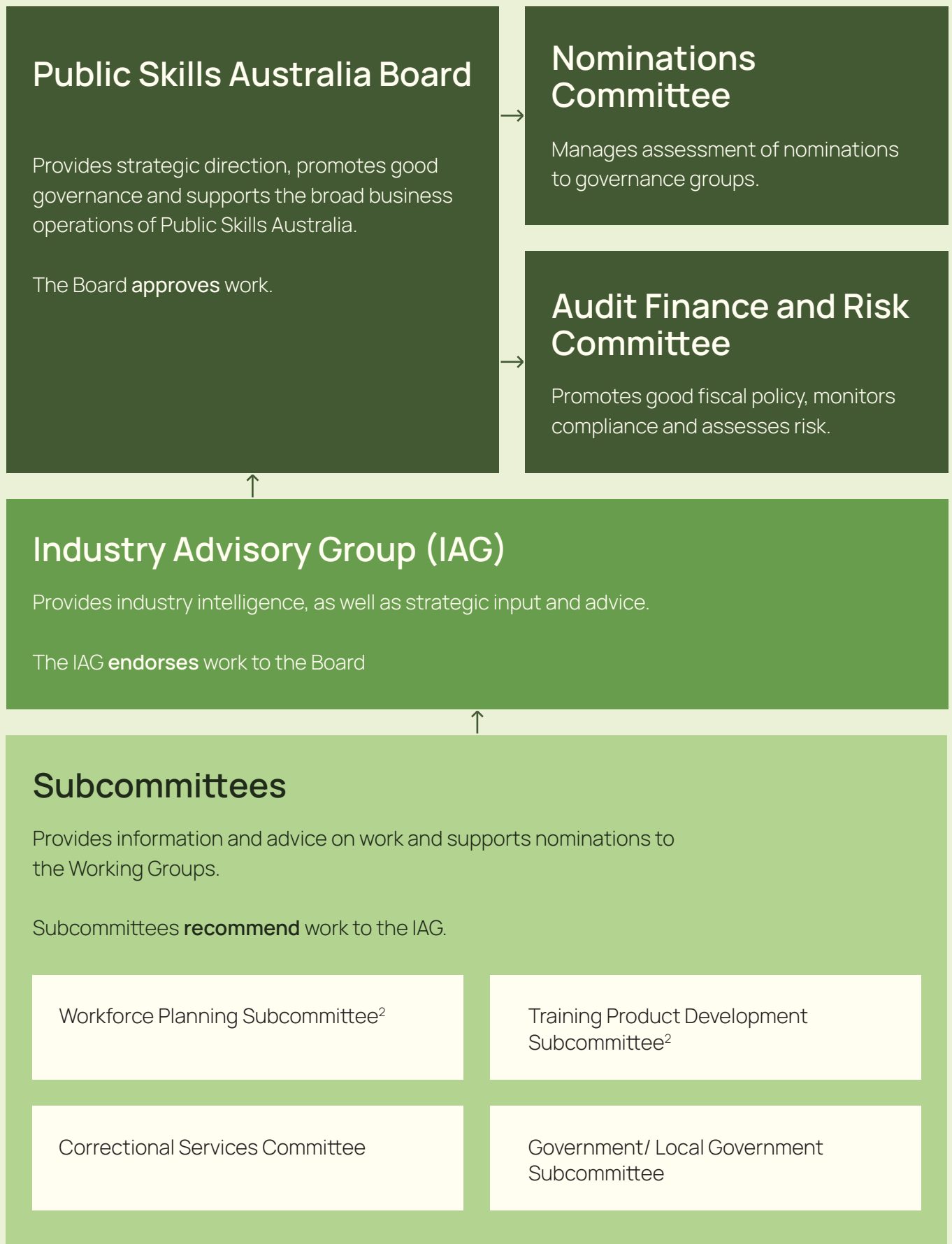
- Manages and oversees the membership of the Industry Advisory Group (IAG), subcommittees and networks
- Makes decisions on the acceptance of applications for membership on the IAG, subcommittees and networks
- Ensures Public Skills Australia governance and consultation committee structures aligns with the intent and spirit of the JSC Program Guidelines and the JSC Code of Conduct
- Ensures Public Skills Australia governance and consultation committee composition adheres to the requirements of the Public Skills Australia Company Constitution and the DEWR Grant Agreement.

Committee Structures

The Public Skills Australia Board is supported by a robust governance framework. This support is found within the IAG, that provides a key industry stewardship function. The IAG is a cross-industry strategic group who provide key industry intelligence as well as strategic advice on products. The IAG is supported by three subcommittees, structured along industry lines to enable effective industry consultation and advice. The terms of reference governance groups can be found on the [Public Skills Australia website](#). Membership for governance groups is managed by the Nominations Committee. This committee is a subcommittee of the Board.

Public Skills Australia's governance framework is regularly reviewed in partnership with the IAG and Board. A review commenced in early 2025 with changes to take effect from July 2025.

Public Skills Australia Committee Structure



² A review of Public Skills Australia's Governance Framework was undertaken in early 2025. As a result of this review, the Workforce Planning and Training Product Development Subcommittee will be reformed into the Public Safety Subcommittee from July 2025.

Company Membership

Company membership comprises two types, ordinary and affiliate. Ordinary members have the right to attend and vote at Public Skills Australia's Annual General Meetings (AGMs). Affiliate members may attend the AGM and ask questions but not vote for Directors.

The Board evaluates applications for membership based on a determination of whether the applicant organisation represents industry in a material way that warrants it holding voting status, i.e. whether the organisation can adequately represent a substantial part of their industry. Organisations that do not meet this threshold may be invited to apply for affiliate membership, or to join other Public Skills Australia governance groups. The Board considers applications for affiliate membership from organisations in niche industries and non-nationally representative organisations.

A full list of company members can be found on the [Public Skills Australia website](#) members page.

Section 2

Conduct and Integrity

Public Skills Australia is committed to the ethical conduct and principles of integrity outlined in the Jobs and Skills Council Code of Conduct and the JSC Integrity Framework. To assist in establishing a positive culture Public Skills Australia has embedded in its Strategic Plan 2023-2026 three core company values. These values underpin staff performance development plans and the ways in which work is undertaken. The Strategic Plan 2023-2026 can be found on the [Public Skills Australia website](#).

Diligent

We support our staff and enable them to show curiosity, leadership and solidarity in support of our members and the Board, the Department of Employment and Workplace Relations, Jobs and Skills Australia, and other Jobs and Skills Councils (JSCs).

Trustworthy

We build strong relationships with our industry-sectors by being efficient, consulting widely and using effective governance practices. We promote good governance and proper fiscal management.

Purposeful

We provide high-quality, informed work that is meaningful and supports our industry-sectors.

Public Skills Australia further:

- Maintains conflict of interest registers for its staff and governance groups
- Maintains gift, benefits and hospitality registers for its staff and governance groups³
- Supports its nominations committee to assess applications to join governance groups against the JSC Code of Conduct
- Requires staff to undergo both a Working with Children's Check and a National Police Check
- Routinely reviews and revises governance groups Terms of Reference
- Includes adherence to the JSC Code of Conduct and JSC Integrity Framework in Terms of References for groups.

³ [Board Conflict of Interest and Gifts Benefits Registers](#) are available on the website.

Section 3

Fiscal Responsibility

The Board of Public Skills Australia has established the AFRC to assist the company in establishing strong fiscal practices and monitoring risk. With the support of the AFRC Public Skills Australia has established policies and procedures that ensure:

- Meeting accounting and reporting standards
- Managing and acquitting budgets in a responsible manner
- Monitoring organisational risk

Acknowledging the importance of managing organisational risk, in early 2025, Public Skills Australia, with the support of the AFRC and Board, undertook a review of the company Risk Framework. The review re-cast risk for the company, establishing nine risk categories as follows:

Cyber Security	Governance and Compliance	Stakeholder Engagement
Environmental Sustainability	Member Engagement	Technology and Innovations
Financial Stability	Reputation	Workforce

A four-grade measurement standard (averse-cautious-open-willing) is used to set the level of appetite and a narrative to describe the risk appetite for each category. This Risk Register is reviewed regularly by the AFRC and the Board with 'deep dives' undertaken on specific risks during meetings.

Section 4

Company Performance

Public Skills Australia is committed to providing high-quality outcomes for its industries and the VET system. The company focusses on delivering high-quality outcomes for its industries across VET and workforce matters. This is achieved through effective governance, maintaining compliance with relevant legislation and policy and influencing where required, to elicit the best outcomes for relevant industries.

Governance and Compliance

- Compliance with the Grant Agreement.
- Compliance with the Corporations Act 2001.
- Organisational effectiveness.

System Influence

- Consultation and intelligence gathering with and in support of industry.
- Advocacy through public platforms including submissions, publications and social media.
- Responsive development and delivery of outcomes aligned to Ministerial priorities.

High-Quality Outcomes

- Fit-for-purpose training products.
- Responsive to national priorities, strategies and initiatives (i.e. Royal Commissions, Closing the Gap).
- Timely delivery of projects to support workforce outcomes, challenges and trends.

Public Skills Australia will be measured against the JSC Performance Framework which includes proposed measurement against elements such as:

- system influence in industry and advocacy
- innovation and guidance for employers in learning pathways
- training packages that are fit for purpose and training providers that are engaged
- responsiveness to critical Ministerial priorities and reporting requirements
- identifiable metrics aligned to Public Skills Australia work and government and other national priorities.

Section 5

Transparency and Accountability

Transparency and Accountability underpin how Public Skills Australia approaches its work. This is demonstrated through the use of policies focussed on governance and a commitment to operate in line with the, JSC Integrity Framework, JSC Code of Conduct (see Section 2) and the JSC Performance Framework (see section 4).

Governance Policies

There are several governance policies that Public Skills Australia have in place to ensure that it operates in an open and transparent manner. Most policies are available at the [Public Skills Australia website](#) and cover a range of topics dealing with finance, stakeholder engagement, conflict of interest and dispute resolution, including the:

Company Member and Affiliate Member Policy	Board Recruitment Policy and Board Remuneration Policy	Conflict of Interest Policy
Audit, Finance and Risk Committee Terms of Reference	Financial Delegation and Authority Policy ⁴	Ordinary Member and Affiliate Member Policy
Dispute Resolution Policy and Complaints Management Policy	Risk Management Policy	Fraud and Anti-Corruption Policy
Procurement and Resource Management Policy	Privacy Policy and Social Media Policy	Whistleblower Policy

⁴ Link not publicly available due to confidentiality

JSC Integrity Framework

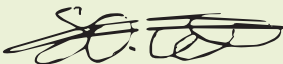
Public Skills Australia remains committed to operating in line with the JSC Integrity Framework principles. The principles cover five areas including ethical behaviours and responsibility, openness and transparency, engagement and facilitation, focus on learner outcomes, and accountability.

- **Openness and Transparency:** Public Skills Australia notes the openness and transparency of its robust governance and business practices. The company takes a balanced approach to transparency noting the need for controlled access to some Training Packages and industry intelligence which may pose risks to security and communities if made publicly available.
- **Engagement and Facilitation:** The company prioritises engagement and facilitation of strategic discussions with its industries.
- **Focus on Learner Outcomes:** Learners in public safety and government have been supported through the development of the new and reviewed training products, allowing for contemporary and timely access to high quality training. Public Skills Australia promotes transparency in its approach to training review through the publication of its Training Package Prioritisation Strategy on the Public Skills Australia website.
- **Ethical Behaviour:** In line with the company values, rigorous internal governance practices are undertaken in recognition of the use of public funds.
- **Responsibility and Accountability:** The company promotes accountability and responsibility through regular staff meetings, executive and management meetings. It maintains its accountability to stakeholders through reviewing governance, membership and engagement with stakeholders.

Public Skills Australia governance groups are briefed on their responsibilities under the JSC Code of Conduct, JSC Integrity Framework and relevant Public Skills Australia governance policies.

Section 6

Declaration of compliance against JSC Code of Conduct

Public Safety Skills Australia Ltd, trading as Public Skills Australia, declares that it has been compliant with the JSC Code of Conduct for the preceding year (29 June 2024 to 30 June 2025).	
The JSC declares that the information contained in this Statement is (to the best of its knowledge) accurate, complete and not misleading and that the JSC understands that giving of false or misleading information is a serious offence under the Criminal Code Act 1995 (Cth).	
Full Name: Scott Weber	Position Title: Director
Signature: 	Date: 7/10/2025
Full Name: Stuart John Ellis	Position Title: Director
Signature: 	Date: 7/10/2025



PUBLIC SKILLS AUSTRALIA

PUBLIC SAFETY SKILLS AUSTRALIA LTD

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