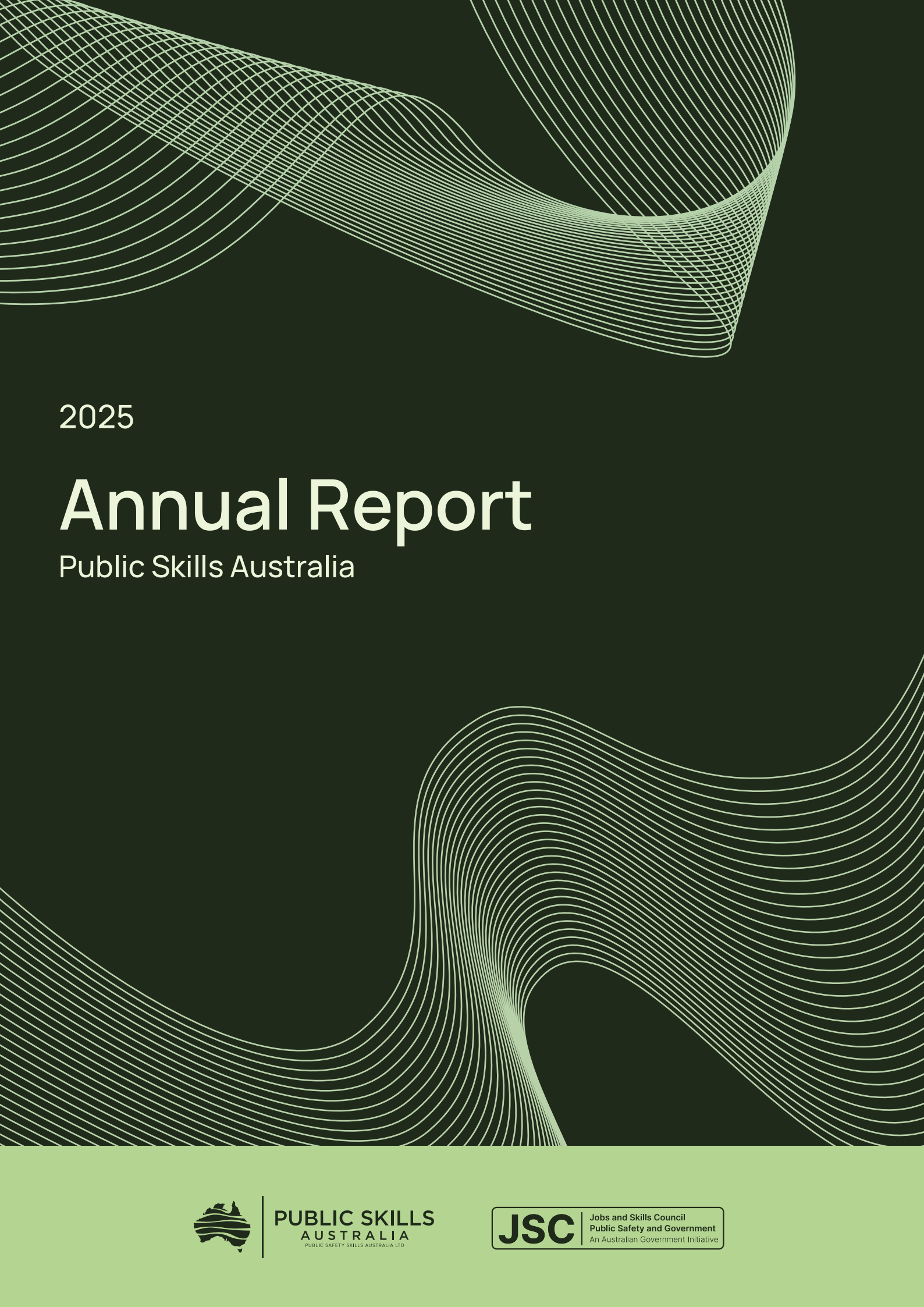




2025

Annual Report

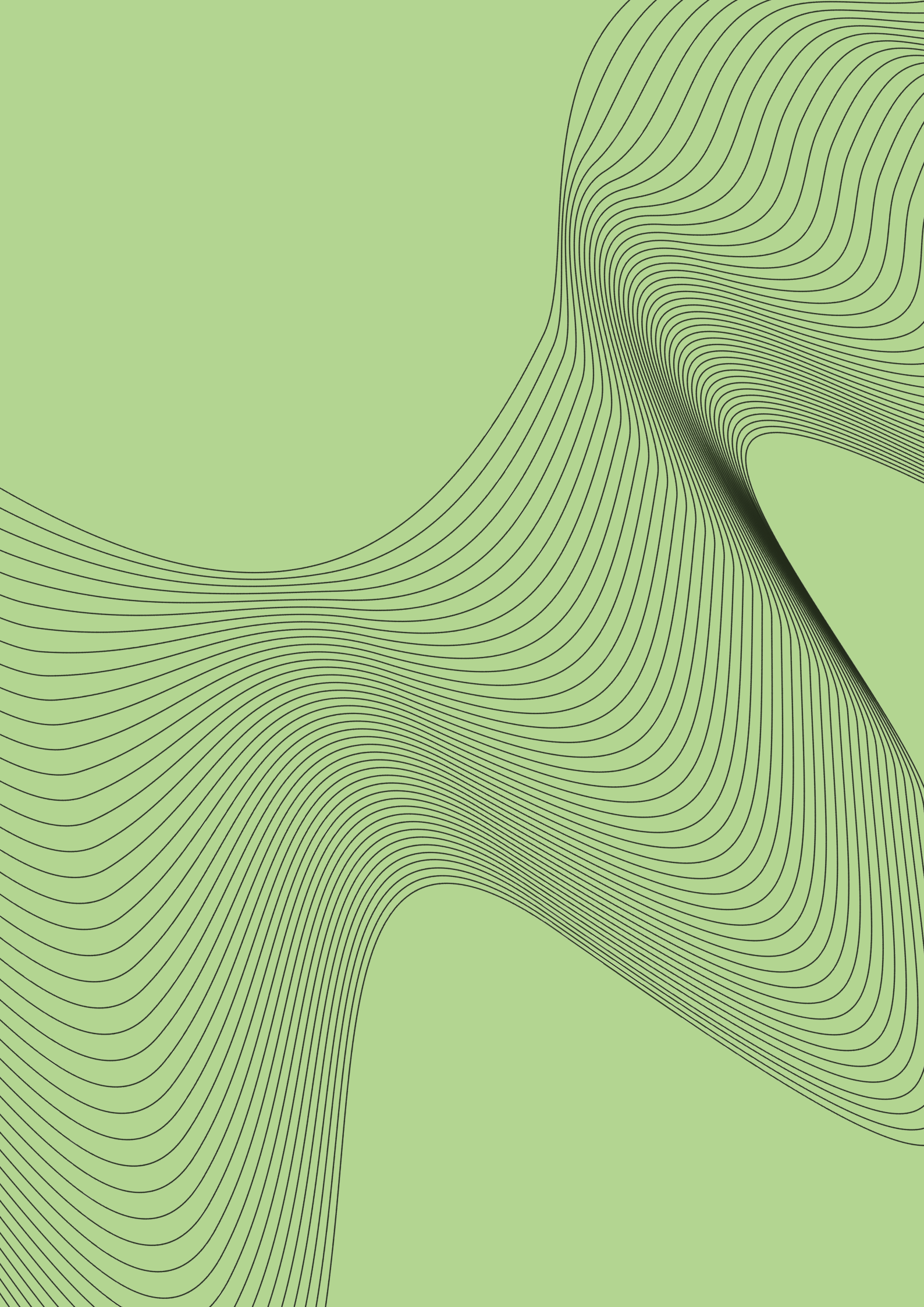
Public Skills Australia



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

JSC

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



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The background of the page is a solid light green color. It is decorated with numerous thin, dark green wavy lines that flow across the page, creating a sense of movement and depth. These lines are more densely packed in some areas and more spread out in others, particularly around the edges and corners.

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.

Chair's Foreword

Vocational skills and training is a priority area for the Federal Government and Public Skills Australia is committed to ensuring its industry-sectors are well supported.

As Chair of the Public Skills Australia Board, I am happy to present this Annual Report as a record of company achievements across 2024/25. This has been a year of maturing capability, underscored by deep consultation and development of industry connection. We commend Public Skills Australia staff on their continued commitment to high-quality delivery and thank them for their dedication.



Stuart Ellis, AM

Public Skills Australia Board Chair

CEO's Foreword

I am pleased to present Public Skills Australia's first Annual Report.

FY2024/25 has been a year of growth and development for Public Skills Australia. Our commitment to our industries remains steadfast and is well demonstrated in the extensive consultation and engagement we have undertaken throughout this year. Our company continues its commitment to strong governance and fiscal responsibility and looks forward to our continued collaboration with our Board, our company members, governments and other partners into 2025/26.



Jean Dyzel

Public Skills Australia CEO

Year on a Page

3 Conference Presentations

We presented at 3 conferences, delivering key messages on the skills and training landscape.

57 Training Products Delivered

We updated 12 qualifications, 11 Skill Sets and 34 units of competency on behalf of our industries.

254+ Consultations Held

We held over 254 consultations with industry members. We maintain a deep commitment to industry engagement throughout our work.

3 Conference Booths

We managed booths at 3 conferences to deepen our connection with industry stakeholders.

12 Projects Commenced

We commenced the delivery of 6 projects in FY2024/25 including key pieces of workforce research, training product development, project scoping and other Ministerial priorities.

5 Submissions Delivered

We provided 5 submissions to Governmental priorities in support of our industry. This included submissions to inquiries, consultations and other key events.

Achievements in Focus

Review of Auslan, Interpreting and Translating Qualifications Phase 1

The primary objective of this phase was to establish a robust evidence base to inform the update of the Auslan, Interpreting and Translating qualifications. To support this, a project reference group was formed to gain a comprehensive understanding of the project environment, co-design workshops, and seek specialist input and guidance regarding the cultural considerations. The group comprised of representatives from advocacy and peak bodies, service providers, training providers and a union; many of whom have lived experience as Deaf community members.

Two distinct workshop streams were developed: one for community stakeholders and another for training providers. The community workshops were directed towards peak bodies, service providers, advocacy organisations, and members of the Deaf community, while the training provider workshops engaged Registered Training Organisations (RTOs) and Technical and Further Education (TAFEs).

The project delivered eight in person and three online workshops to 73 participants from a range of backgrounds. Importantly, Deaf community members were engaged to give voice to the barriers to access that impact the use and delivery of the qualifications in scope.

While still in progress, this project phase has gathered valuable feedback and insights that will be developed into a set of recommendations to inform the update of the Auslan, Interpreting and Translating Qualifications.

Our Board

Over 2024-25 the Board comprised five Independent¹ and four Non-Independent Directors. The Board's composition and structure reflects the company's enduring commitment to tripartism, noting that Directors possess a wealth of experience spanning employee and employer organisations.

Current Board Composition

Name	Role	Independent/Non-Independent	Nominator	Term in Office	Attendance
Stuart Ellis	Chair	Independent	Australasian Fire and Emergency Service Authorities Council Limited	March 2023 - Current	6
Diana Taylor	Chair AFRC	Independent	United Firefighters Union of Australia	July 2023 - Current	6
Scott Weber	Chair Nominations Committee	Non-Independent	Police Federation of Australia	January 2023 - Current	5
Shay Deguara	Director	Non-Independent	Community and Public Sector Union State Public Sector Federation Group (CPSU SPSF)	January 2023 - Current	6
Nicole Jess	Director	Non-Independent	Community and Public Sector Union State Public Sector Federation Group (CPSU SPSF)	July 2023 - Current	3
Graeme Murphy	Director	Independent	United Firefighters Union of Australia	January 2023 - Current	6
Michael Burgess	Director	Non-Independent	Defence Force Welfare Association (DFWA)	January 2023 - Current	6
Robert Rodgers	Director	Independent	Department of Defence	January 2023 - Current	6

Resignations

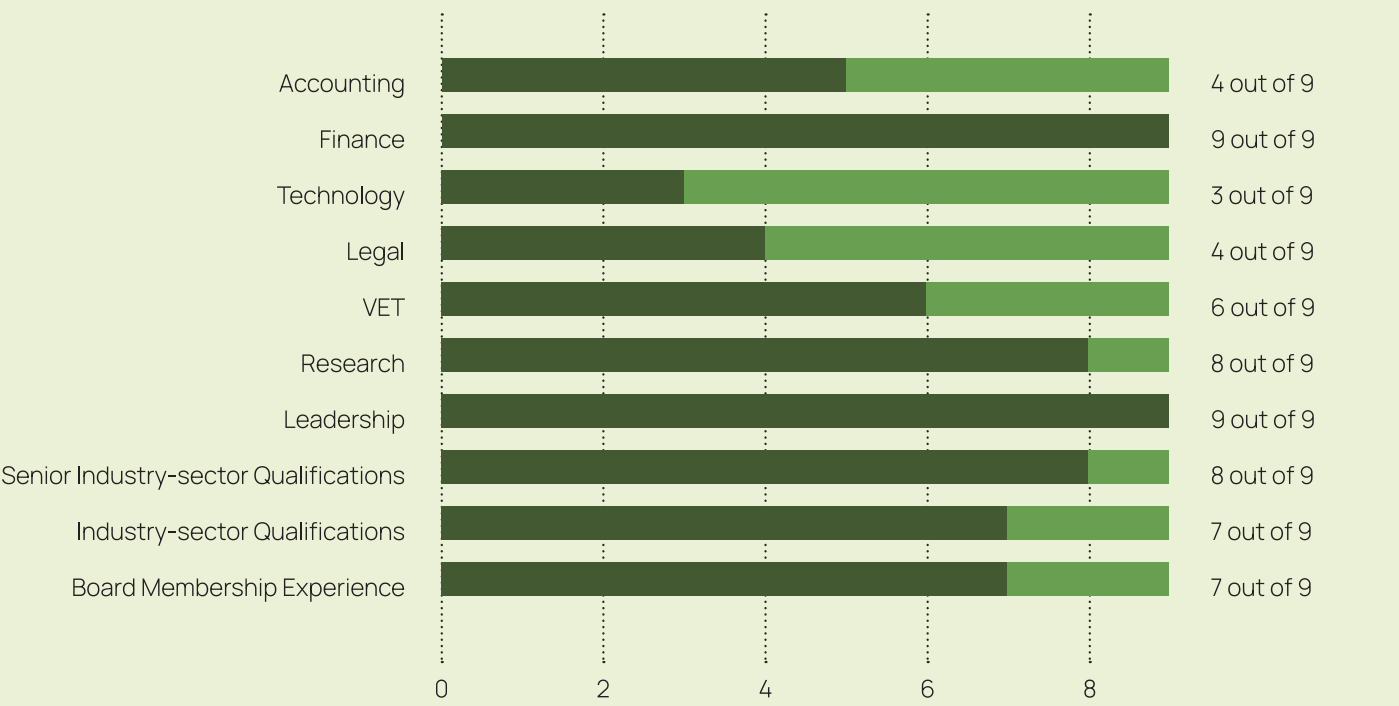
Directors Departed In 2024/2025

Name	Role	Independent/Non-Independent	Nominator	Term in Office	Attendance
Kevin Scott	Director	Independent	Australian and New Zealand Policing Advisory Agency	January 2023 - May 2025	6

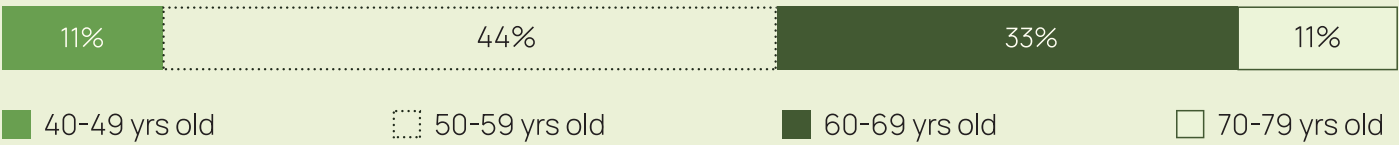
¹ A definition of 'Independent Director' can be found in the company constitution, available on the [Public Skills Australia website](#).

Board Skills

The Boards composition includes a mix of genders, backgrounds, and skills. The Board has acknowledged Accounting and Technology as the skills areas for growth. The Board remains committed to achieving gender balance and continues its active focus on attracting a broader pool of candidates. The Board has been successful in attracting two female candidates to join the Board to fill vacancies which occurred in May and August of 2025.



Board Age



Our Membership

The current membership reflects a cross section of the industry-sectors that Public Skills Australia represents, including employer and employee groups. No ordinary or affiliate members left Public Skills Australia in the preceding year.

Ordinary Members

Organisation	Date of Admission
Australasian Fire and Emergency Service Authorities Council Limited	Founding Member
Australian Local Government Association Limited	5/12/2023
Australian Services Union	26/09/2023
Australian and New Zealand Policing Advisory Agency	Founding Member
Community and Public Sector Union State Public Sector Federation Group	Founding Member
Defence Force Welfare Association National Incorporated	Founding Member
Department of Defence	Founding Member
Police Federation of Australia	Founding Member
United Firefighters Union of Australia	Founding Member

Affiliate Members

Organisation	Date of Admission
Australian Council of State Emergency Services	Founding Affiliate Member.
United Services Union	26/09/2023

Our Committees

Audit Finance and Risk Committee (AFRC)

Purpose

The AFRC assists the Board in fulfilling its oversight responsibility including monitoring:

- company risks through the maintenance of a Risk Register
- financial statements and internal accounting
- compliance with reporting, legal and regulatory requirements and audit functions.

Achievements

The AFRC held three meetings over FY 2024/25 and guided decisions of the Board in relation to financial and risk management. In 2025, the AFRC supported the review of Public Skills Australia's risk management framework resulting in refreshed risk categories and risk statements which reflect the state of company maturity.

The AFRC undertakes a deep dive into specific risks at each meeting to provide strong leadership in relation to both opportunities and the likelihood and impact of risk occurring. These deep dives result in strong mitigation actions.

Membership

- Diana Taylor (Chair, Board Director)
- Robert Rodgers (Board Director)
- Kevin Scott (Board Director)
- Scott Weber (Board Director)

Nominations Committee

Purpose

The Nominations Committee supports the Board in validating the membership of Public Skills Australia's internal governance groups. The Nominations Committee has responsibility for:

- ensuring membership of committees is balanced across employer and employee groups, state/territory bodies and other contexts
- ensuring members of committees uphold their obligations under the JSC Code of Conduct and Group Terms of Reference
- ensuring Public Skills Australia maintains current conflict of interest registers for committees and current and effective terms of reference for committees
- ensuring Public Skills Australia runs effective and regular internal governance.

Achievements

The Nominations Committee was established as a subcommittee of the Board in May 2025 and held its first meeting in June 2025. The Nominations Committee has been instrumental in operationalising the refresh of governance groups which was officially begun in mid-June 2025. This refresh will result in a change to some subcommittee group structures, and an expanded and balanced membership across the subcommittees and Industry Advisory Group.

Membership

- Scott Weber (Chair, Board Director)
- Mick Burgess (Board Director)
- Stuart Ellis (Board Director)

Industry Advisory Group (IAG)

Purpose

The IAG collaborates with Public Skills Australia to provide industry stewardship as well as industry – led intelligence and insights regarding trends, challenges, priorities and future requirements to Public Skills Australia and the Board.

Achievements

The IAG met 5 times over FY 2024/25 and was instrumental in supporting Public Skills Australia to review our governance structure refresh. The IAG also supported:

- delivery of the 2025 Workforce Insights Reports, including the first Public Safety focused report and the very first Local Government focused report
- development of examination of cross-skilling workforce mobility within Public Safety and Government
- delivery of Defence skillsets in support of the Royal Commission into Veteran Suicides
- delivery of Qualifications Reform consultations and reporting.

Membership

- Department of Defence (Chair)
- Australasian Fire and Emergency Service Authorities Council Limited
- Australia New Zealand Policing Advisory Agency
- Australian Council of Emergency Services
- Australian Local Government Association
- Australian Services Union
- Community and Public Sector Union/State Public Services Federation Group
- Defence Force Welfare Association National Incorporated
- Police Federation Australia
- United Firefighters Union of Australia
- United Services Union

Local Government/Government Subcommittee

Purpose

The Local Government/Government Subcommittee provides strategic guidance to Public Skills Australia on workforce planning and training product development matters, as well as qualification and Vocational Education Training (VET) reforms in relation to Local Government/Government including:

- reviewing and presenting recommendations on products of working groups and Public Skills Australia through the lens of workforce planning.
- reviewing and presenting recommendations on activity projects of working groups/technical committees and Public Skills Australia through the lens of training and qualifications
- working collaboratively with Public Skills Australia, its Board, and stakeholders.

Achievements

The Local Government/Government Subcommittee met once in FY 2024/25. Members have also been strongly engaged in consultation outside of governance requirements.

The subcommittee provided input to several high-impact projects including:

- 2025 Federal State/Territory Government Workforce Insights Report
- 2025 Local Government Workforce Insights Report
- Development of the Local Government Skills Audit
- VET Workforce Blueprint consultation and reporting
- PSP Public Sector Training Package Reviews

Membership

- | | |
|---|---|
| • Kevin Scott (Chair, Board Director) | • Local Government Association QLD |
| • Australian Public Service Academy | • Local Government New South Wales |
| • Australian Services Union | • Victorian Public Sector Commission |
| • Department of Defence | • Western Australian Local Government Association |
| • Department of Home Affairs
(National Resilience Taskforce) | • Police Federation Australia |
| • Jobs Queensland | • United Firefighters Union of Australia |

Workforce Planning Subcommittee

Purpose

The Workforce Planning Subcommittee provides strategic guidance to Public Skills Australia on workforce planning matters for Public Safety organisations, including:

- reviewing and making recommendations on the Public Skills Australia Workforce Insights Reports
- working collaboratively with Public Skills Australia, its Board and stakeholders.

Achievements

The Workforce Planning Subcommittee met once in FY 2024/25. Members have been strongly engaged in consultation outside of governance requirements. This subcommittee has provided a wealth of industry-sector intelligence and insights that supported Public Skills Australia in understanding industry specific complexities in workforce planning and in FY 2024/25 were instrumental in supporting:

- The 2025 Public Safety Workforce Insights Report
- VET Workforce Blueprint consultation and reporting

As a result of the governance refresh, this subcommittee will be joined with the Training Product Development Subcommittee and renamed the Public Safety Subcommittee. This refreshed model will allow Public Safety organisations to consider all work delivered for the Public Safety industry in tandem and aligns to the industry-first model championed by the JSC Program.

Membership

- | | |
|--|--|
| • Bob Rodgers (Chair, Board Director) | • Department of Home Affairs |
| • Australia New Zealand Policing Advisory Agency | • New South Wales State Emergency |
| • Country Fire Service South Australia | • Services |
| • Department of Defence | • Surf Life Saving Australia |
| | • United Firefighters Union of Australia |

Training Product Development Subcommittee

Purpose

The Training Product Development Subcommittee provides strategic guidance to Public Skills Australia on all training product development matters as well as qualification and Vocational Education Training (VET) reforms in relation to Public Safety including:

- reviewing and making recommendations on activity projects of working groups/technical committees and Public Skills Australia through the lens of training and qualifications
- working collaboratively with Public Skills Australia, its Board, and all stakeholders.

Achievements

The Training Product Development Subcommittee met twice in FY2024/25 and has provided input into a range of work that Public Skills Australia has undertaken such as Activity Project Submissions and discussions on potential ways to improve the quality of the training packages.

As a result of the governance refresh, this subcommittee will be integrated with the Workforce Planning Subcommittee and renamed the Public Safety Subcommittee. This refreshed model will allow Public Safety organisations to consider all work delivered for the Public Safety industry in tandem and aligns to the industry-first model championed by the JSC Program.

Membership

- Graeme Murphy (Chair, Board Director)
- Air Services Australia
- Australia New Zealand Policing Advisory Agency
- Australasian Fire and Emergency Service
- Authorities Council Limited
- Department of Defence
- Queensland Fire and Emergency Services
- TAFE Directors Australia
- United Firefighters Union of Australia

Correctional Services Subcommittee

Purpose

The Correctional Services Subcommittee provides strategic guidance to Public Skills Australia on workforce planning and training product development matters, as well as qualification and Vocational Education Training (VET) reforms in relation to Correctional Services including:

- reviewing and making recommendations on products of working groups and Public Skills Australia through the lens of workforce planning
- reviewing and making recommendations on activity projects of working groups/technical committees and Public Skills Australia through the lens of training and qualifications
- working collaboratively with Public Skills Australia, its Board, and all stakeholders.

Achievements

The Training Product Development Subcommittee met twice in FY2024/25. This subcommittee has provided a wealth of industry-sector intelligence and were instrumental in supporting:

- The 2025 Correctional Services Workforce Insights Report
- VET Workforce Blueprint consultation and reporting
- CSC Correctional Services Training Package Implementation Findings Report
- Correctional Services Recruitment, Retention and Attrition Research Project

Membership

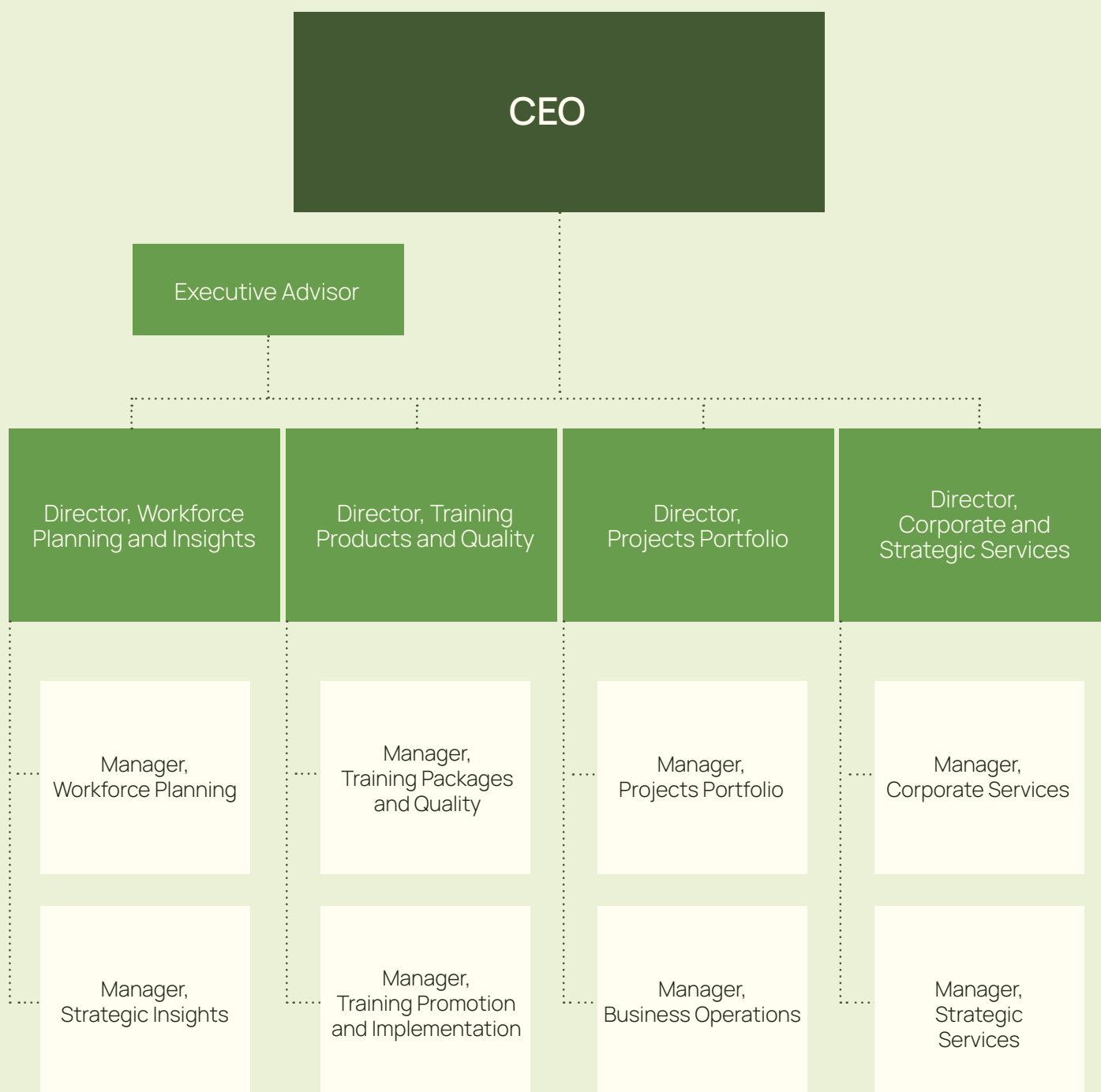
- Nicole Jess (Chair, Board Director)
- ACT Correctional Services
- Correctional Services New South Wales
- The Department for Correctional Services (SA)
- Department of Justice and Community Safety Victoria
- The GEO Group Australia Pty Ltd
- Northern Territory Correctional Services
- Public Service Association of New South Wales
- Queensland Correctional Services
- Western Australia Prison Officers Union

Our People

Public Skills Australia Leadership

The Board is supported by the CEO and four Directors and the Executive Advisor who comprise the Executive of Public Skills Australia.

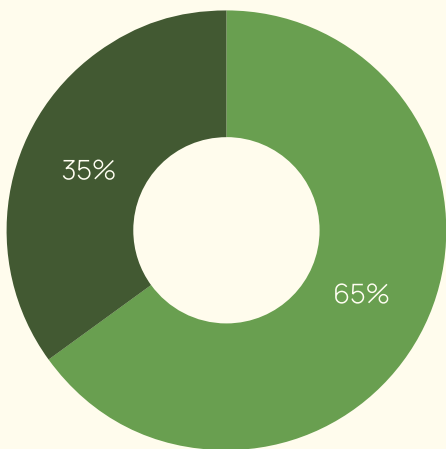
The Executive are supported by the Leadership Team which includes six managerial roles.



Diversity and Inclusion

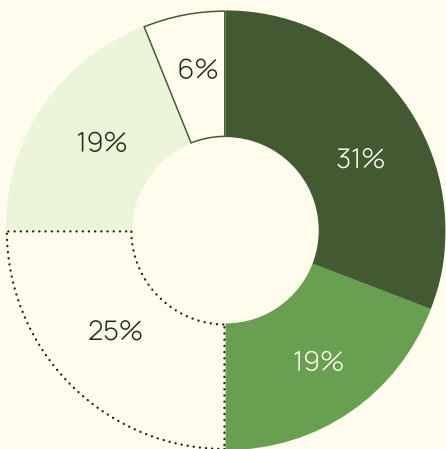
Public Skills Australia has a maximum staffing cohort of 43 people. Our company maintains a strong focus on promoting and championing diversity and inclusion of all kinds within our staff that accepts different perspectives and fosters innovation. We have been successful in attracting candidates with a wide range of ages and maintain an effective balance of genders. We have also successfully attracted candidates from regional areas, who bring a valuable insight regarding the unique challenges of regional communities.

Metropolitan and Regional



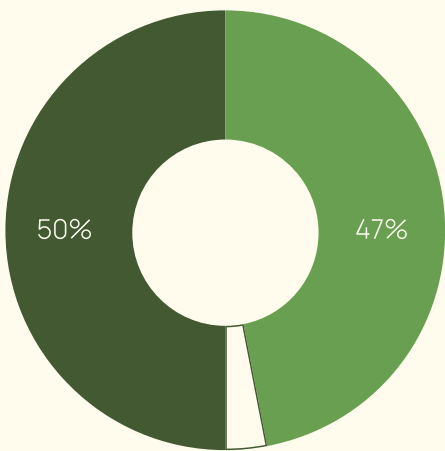
Metropolitan Regional

Age



25-34 35-44 45-55
56-64 65+

Gender



Man Woman Non-Binary

OH&S and Welfare

We take the welfare and safety of our staff seriously. In line with OHS requirements we maintain a cohort of first aid officers and fire wardens.

Public Skills Australia also offers access to an Employee Assistance Program (EAP) which is accessible for all staff 24/7 via phone call, live chat or SMS. Additional specialist support lines are available to provide support to people from diverse communities including First Nations, LGBTIQ+, and culturally and linguistically backgrounds. Importantly, the EAP provides dedicated support to those experiencing, or indirectly impacted by, family and domestic violence.

Public Skills Australia offers a range of bespoke leave entitlements to protect and support staff members wellbeing. These include:

- Bereavement leave
- Parental leave
- Family and domestic violence leave

Training and Development

Managers are required to have and maintain a performance development plan that articulates targeted areas for growth and improvement. To support professional growth, staff may be offered a range of training and development opportunities including internal lunch-time training sessions, external training opportunities, secondments or other tailored initiatives to support growth and development. Over 2024/25 the following upskilling opportunities were offered to staff:

Certificate IV Training and Assessment	Leadership Development	Company Secretary Training	Project Planning
Budget Management	Risk Management	Policy Development	Program Evaluation and Assessment
Human Resources Law	VET Policy	Consultation Facilitation	Australian Institute of Company Directors Training

Our Company Values

Our company values drive our business, our conduct and our outcomes. In FY2024/25, we demonstrated our commitment to our company values by:

Diligent

Volunteering

We show our commitment to industry through our volunteering duties. Over 35% of our staffing cohort hold a volunteering position and we are happy to provide access to volunteering leave.

Support

We showed our support for our colleagues and teams by hosting 5 internal lunch-time training sessions, delivered by our staff.

Trustworthy

Governance Review

We demonstrated our commitment to good governance by working collaboratively with our IAG and Board to review our governance structure and processes.

Consultations

We undertook over 254 consultations with industry on a range of products, including Training Product, Workforce Planning, VET Blueprint and other key matters.

Purposeful

Business Plan

We designed our business plan with industry, drawing on key industry insights in support of recognised and established challenges.

Industry Support

We supported our industry by speaking at 3 industry conferences or events.

Financial Overview

The financial report covers Public Safety Skills Australia Limited as an individual entity. Public Safety Skills Australia Limited is a not-for-profit Company, registered and domiciled in Australia. The principal activities of the Company for the year ended 30 June 2025 are to provide services that support skilled and robust public safety and government workforces. The company offers a range of services, including training product development, workforce planning and industry stewardship.

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures and the Australian Charities and Not-for-profits Commission Act 2012.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Summary of current financial position

Key financial ratios indicate that Public Skills Australia is solvent:

The current liquidity ratio is 12.49 against a benchmark of >1.0.

The current solvency ratio of 0.8 is against a target of <1.0.

The liquidity and solvency ratios are well above the benchmark values, indicating that Public Skills Australia is solvent as at 30 June 2025².

²Assessment on liquidity is based on information contained in the Profit and Loss Statement as at 31 May 2025; Balance Sheet as at 31 May 2025; Cash Summary as at 31 May 2025 and Income in Advance Reconciliation as at 31 May 2025 prepared by Baccus Advisory



PUBLIC SKILLS AUSTRALIA

PUBLIC SAFETY SKILLS AUSTRALIA LTD



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