



PUBLIC SKILLS
AUSTRALIA
PUBLIC SAFETY SKILLS AUSTRALIA LTD

Public Skills Australia

Subcommittee Groups

Terms of Reference (ToR)

BACKGROUND

The Public Skills Australia Board (the Board) will establish groups with specific functions to achieve strategic objectives and enable the delivery of workplans. Each group will have a Terms of Reference, agreed by the Board, which will clarify roles and responsibilities, how members will be appointed and how (using governance processes) they will support the Board's decision making.

When establishing groups, the Board (or a Board delegated committee) will consider:

- how the needs and views of diverse industry-sectors and stakeholders will be sought, considered and balanced
- how memberships reflect appropriate expertise, experience and skills, industry-sector insights and geographic participation
- how actual, potential or perceived conflicts of interest will be managed
- the extent to which membership will facilitate tripartism and fairly and equitably balance industry-sector and stakeholder interests
- an appointment process that is transparent.

Public Skills Australia staff will:

- facilitate group meetings by providing administrative and logistical support, briefing group Chairs and preparing papers
- manage group correspondence and mail-outs
- maintain minutes, records and document management systems
- share information relevant to groups
- coordinate members' input on work and deliverables and seek group input
- coordinate recommendations and governance outcomes from Subcommittees for presentation to the Industry Advisory Group (IAG).

The Board will establish/continue the following three Subcommittees (from 1 July 2025 for a period of 12 months), after which the Public Skills Australia Board will undertake an evaluation of how the refreshed governance arrangements are working for the following groups:

1. Correctional Services
2. Government (including Federal/State and Local)
3. Public Safety (including Defence, Fire and Emergency Services and Police).

The role of the Subcommittees

The role of a Subcommittee is to:

1. advocate for the importance and value of this Vocational Education and Training (VET) reform with their industry-sectors that has given rise to Jobs and Skills Councils (JSCs).
2. work collaboratively with the Public Skills Australia Board, staff, company members, and other groups established by the Board.
3. provide advice and feedback on the content of work and deliverables to Public Skills Australia, specific to their industry-sector of either Correctional Services, Government (Federal, State and Local) or Public Safety (Defence, Fire and Emergency Services or Police).
4. form part of the internal governance of Public Skills Australia by making recommendations regarding work and deliverables for the Industry Advisory Group to consider endorsing.
5. support in particular the workforce and training product development functions of Public Skills Australia.

The responsibilities of Subcommittees

The responsibilities of Subcommittees include:

1. operating within the ethical obligations and expected standards outlined in the [Jobs and Skills Council \(JSC\) Code of Conduct](#) (which forms part of the [JSC Integrity Framework](#))
2. providing recommendations on workforce insights and training product development work and deliverables specific to their industry-sector of either Correctional Services, Government (Federal, State and Local) or Public Safety (Defence, Fire and Emergency Services or Police).
3. supporting access to industry-sectors for consultation purposes and facilitating communication and consultation within their industry-sectors.
4. actively promoting the perspective of the industry-sector they represent and providing consolidated recommendations, not individual perspectives or singular organisational views.
5. supporting the identification of industry-sector challenges within workforce planning and recommending valuable industry-relevant strategies to address these.
6. providing recommendations regarding the content of, implementation of and promotion and update of Training Packages within their industry sectors.
7. promoting, where possible, inclusive practices for priority cohorts such as (but not limited to) First Nations people, people living with disabilities, gender diversity, and people from culturally and linguistically diverse backgrounds.
8. declaring any real or perceived conflicts of interest.

9. attending Subcommittee meetings regularly.

Subcommittee membership

The Subcommittee membership may include nominations from a cross-section of organisations, including employee organisations, employer organisations and federal or state and territory government agencies. Preference will be given to nominating organisations that are able to present national industry views and represent a large volume of a specific industry-sector workforce that Public Skills Australia supports as a JSC.

Membership of the Subcommittee is owned by the nominating organisation not the individual. It is acknowledged that nominating organisations may or may not be company members of Public Skills Australia and that a nominee may be the nominated representative on more than one group.

Nominating organisations may nominate new individuals to replace previously nominated members at any time. Nominating organisations will be required to re-validate nominations as and when required, particularly when their members move to different roles, may be on extended leave, retire or transition to retirement, or may not be able to attend several meetings. Periodic re-validations to ensure correct administration may be required. Nominating organisations will be required to nominate a substantive Subcommittee member as well as a substantive proxy.

The Board (or a Board delegated committee) will assess applications from organisations to accept nominated individuals to form part of Subcommittees. This assessment will include considering whether the nominating organisation:

1. forms part of Public Safety and Government industry.
2. represents tripartism (e.g. employer or employee bodies or government).
3. represents a substantial part of an industry-workforce within Public Safety and Government.

This assessment will further consider whether the individual nominated holds:

1. the relevant authority of the nominating organisation to represent their corporate view.
2. applicable and relevant knowledge and expertise to be able to contribute to the workplan of Public Skills Australia as well as its work and deliverables.
3. experience and deep knowledge of workforce planning and or training packages.

Chair

A Chair will be nominated at the discretion of the Board and is likely to be a Board Director. However, the Board reserves the right to request a Subcommittee put forward a member to become the Chair of the Subcommittee, which the Board will consider approving. The term for the Chair is at the discretion of the Board in consultation with the CEO. The Chair is required to work closely with the Industry Advisory Group Chair, CEO and staff to promote and support the work of Public Skills Australia. Should a Chair be unable to chair a Subcommittee meeting, the CEO or an appointed member of staff will chair.

The Chair is required to:

1. consider Agendas for meetings
2. chair meetings
3. liaise with the Chair of the IAG and CEO on important matters
4. review the minutes of meetings.

Subcommittee Support

Public Skills Australia staff will manage the planning, governance and administration of Subcommittee meetings in collaboration with the Chair. This will ensure that Subcommittees are supported and are able to focus on their responsibilities.

Proxies and Observers

Nominating organisations will be required to nominate a substantive member nomination as well as a substantive proxy nomination. Proxies may attend Subcommittee meetings if Public Skills Australia and the Chair are notified in writing at least two weeks prior to a Subcommittee meeting (that the substantive member is not available to attend). Proxies must be able to contribute to Subcommittee meetings in the same manner as the substantive member and must have the delegated authority of the nomination organisations to represent their corporate view. Proxies must be able to participate in recommendation related decision-making.

Observers (one per meeting per industry-sector) is allowed as part of succession planning for substantive Subcommittee members (not proxies). Observers must be employed by the same nominating organisation as the substantive member. Observers may not contribute to discussions or participate in recommendation-based decision making. Public Skills Australia and the Chair must be notified in writing at least two weeks prior to a Subcommittee meeting of observer attendance.

Quorum

A quorum for a Subcommittee meeting shall be constituted by the presence of at least 50% of its members. The quorum must be maintained throughout the meeting to ensure that any recommendation to the IAG is valid. If a quorum is not evident within one week of a scheduled meeting or at the commencement of a meeting, the meeting may continue but recommendations of work or deliverables will need to be sought out of session as soon as possible after the conclusion of the meeting. In such instances, the meeting may also be adjourned by the Chair (or Deputy Chair) - and rescheduled by agreement between the Chair (or Deputy Chair) and the CEO.

Rules of Engagement

Members are expected to engage in a professional, respectful and collaborative manner and are expected to:

1. Work within the remit of the JSC work program.
2. Prepare thoroughly: review all relevant meeting papers prior to meetings.
3. Participate actively: contribute to discussions, share expertise and provide constructive feedback.
4. Respect opinions: value diverse perspectives and engage in open, respectful dialogue.
5. Maintain confidentiality: keep all discussions and meeting papers confidential.
6. Adhere to decisions: support Subcommittee recommendations achieved through a quorum, even if personal views differ.
7. Follow procedures: comply with established governance and reporting processes of Public Skills Australia.

Governance

Subcommittees will make recommendations about Public Skills Australia work and deliverables to the IAG to endorse. The CEO will appoint a staff member(s) to support the administration of Subcommittees. Subcommittees do not have any power to commit the IAG, Public Skills Australia or its Board to any advice/comment, feedback or recommendations that it makes.

Frequency of Subcommittee meetings

Subcommittee meetings will occur on a quarterly basis or according to a schedule of workplan delivery, in line with Grant Deliverable timelines. Subcommittee meetings will generally precede IAG meetings.

Attendance

Attendance can either be in-person or through online means, or a combination of both. Members are expected to attend as many Subcommittee meetings as possible. Frequent non-attendance will be noted, with the Chair required to discuss this with the member. Frequent non-attendance will be communicated to the nominating organisation (at the discretion of the Chair and CEO).

Out of Session Subcommittee meetings

Out of session Subcommittee meetings may be called to address urgent matters efficiently. Members will be notified via email, receive required out of session meeting papers (and a deadline for when recommendations are required). Recommendations will be put forward to the IAG if recommended by the majority of the Subcommittee members. Transparency will be maintained by reporting Out of Session recommendations at the next Subcommittee meeting.

Agenda, minutes and meeting papers

Agenda: will be developed in consultation with the Chair with input from the CEO if relevant.

Minutes: will be taken by Public Skills Australia staff and reviewed by the Chair before being circulated no later than 10 days after a meeting. Minutes and recommendations (both in-person and out of session) are recorded and ratified at the next scheduled meeting.

Meeting papers: will be distributed at least 5 days before a Subcommittee meeting.

Conflict of interest

Members must declare any potential conflicts of interest (in accordance with the [JSC Code of Conduct](#)). Members are required to declare and manage actual, potential or perceived conflicts of interest at commencement of a Subcommittee meeting. Any conflicts will be recorded on a Conflict-of-Interest Register and members must refrain from participating in an agenda item for which they have declared this conflict.

Gifts, Benefits and Hospitality

Members must declare any gifts, benefits or hospitality that may influence or be perceived to influence their decision making as a Subcommittee member. If a gift, benefit or hospitality has been declared, it will be recorded in accordance with Public Skills Australia's Gifts, Benefits and Hospitality process.

Dispute Resolution

Members may raise disputes through the Chair in meetings or communicate any disputes in writing to the Chair. The CEO must be informed in writing by the Chair or by the member themselves of any disputes raised. Disputes will be managed in accordance with the *Public Skills Australia Dispute Resolution Policy* and will be recorded and reported to the Department of Employment and Workplace Relation (DEWR). In instances where consensus cannot be achieved, Public Skills Australia will invoke the [Dispute Resolution Policy](#).

Code of Conduct

As per the Stage 2 Grant Agreement, members are required to adhere to the [JSC Code of Conduct](#).

Fit and Proper Person

Under the JSC Code of Conduct (Clause 4), Public Skills Australia must ensure Subcommittee members are a fit and proper person to perform their role as a Subcommittee member.

By signing this ToR, the member affirms that they agree to the requirements of the ToR and:

1. will demonstrate honesty, ethical behaviour and integrity in line with the JSC Code of Conduct
2. that they have no history of criminal offences, fraud, dishonesty or financial misconduct
3. that they have no disciplinary actions or sanctions from professional or regulatory bodies.



Correctional Service Subcommittee Membership

[illegible]

Appendix B: Acceptance of the ToR

Government Subcommittee Membership

NAME	NOMINATING ORGANISATION	TRIPARTISM	ROLE OR POSITION (CHAIR/MEMBER)	DATE	SIGNATURE

Appendix C: Acceptance of the ToR

Public Safety Subcommittee Membership

NAME	NOMINATING ORGANISATION	TRIPARTISM	ROLE OR POSITION (CHAIR/MEMBER)	DATE	SIGNATURE