

Strategic Plan 2023- 2026



PUBLIC SKILLS
AUSTRALIA

JSC

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

Foreword

From our Chair

Our industry-sectors regularly work with one another on the ground and are reliant on the respective skills and training of each individual from across our workforce sectors. This trust is grown from exposure and experience.

Public Skills Australia is in place supporting our industry and the Federal Government to ensure the vocational education provided to our member agencies is appropriate, current, and future-focused. We want to be confident that the skills being implemented across Public Skills Australia's industry-sectors enhances what they do and is recognised collectively.

Finally, we want to ensure that the membership of Public Skills Australia is receiving the support and resources they require, together with other areas of the Australian workforce. 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.



Stuart Ellis, AM
Public Skills Australia Board Chair



Jean Dyzel
Public Skills Australia CEO

From our CEO

It is my pleasure to present the Public Skills Australia Strategic Plan for 2023-2026.

Public Skills Australia is committed to meeting our mandate by supporting our industry sectors through developing high quality training products and delivering insightful workforce planning.

This Strategic Plan positions Public Skills Australia to embed our reputation as a trusted partner in the skills and training ecosystem. It further places our industry sectors as the centre of our work and supports our Board's strategic vision. Delivering meaningful work remains our primary ambition.

Our Industry Sectors

We are dedicated to every career and volunteer member of our industry-sectors and place them at the centre of everything we do. We recognise the significant contribution of our industry-sectors to protect GDP activity and growth.

Correctional Services

Defence

Fire and Emergency Services

Federal, State/ Territory, and Local Government

Police

We are proudly industry-owned and led, and work collaboratively with governments, employers, unions and training bodies.

Our Vision

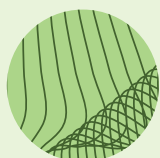
Public Skills Australia is a trusted partner, working collaboratively to develop an agile, highly skilled and future-focused Public Safety and Government workforce for a safer Australia.

Our Purpose

Public Skills Australia supports workforce capabilities and training priorities by advancing and promoting Public Safety and Government industry-sectors in Australia.



Our Values



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).

We actively participate and contribute at work.

We support our colleagues, the teams that we are part of, and our management and leadership teams.

We bring positive energy and a can-do attitude to our workplace.

We work in solidarity with our colleagues, the teams that we are part of, and our management and leadership teams.

We are curious, we think about and discover the value of every task, and we innovate.



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.

We are trustworthy and reliable.

We support the good governance, record keeping, and policies and processes of Public Skills Australia.

We treat everyone with respect.

We acknowledge that our industry-sectors are unique and distinctive.

We are efficient and competent.

We drive engagement and represent our industry-sectors in a positive light.

We promote our industry.



Purposeful

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

We work with purpose.

We create meaningful work.

We are committed and determined to provide high-quality services to our internal and external stakeholders.

We are disciplined, persistent and work to make a difference.

We seek opportunities to collaborate with our industry-sectors, and work to obtain and maintain their trust in our abilities.

How We Govern

Public Skills Australia is proud to collaborate with Public Safety and Government industry-sectors through an ecosystem of governance groups.

Public Skills Australia Board

Provides strategic direction, promotes good governance, and supports the broad business operations of Public Skills Australia.

The Board **approves** work.

BOARD COMMITTEE

Audit Finance and Risk Committee

Promotes good fiscal policy, monitors compliance and assesses risk.

BOARD COMMITTEE

Nominations Committee

Manages assessment of nominations to governance groups.



Industry Advisory Group (IAG)

Provides industry intelligence, as well as strategic input and advice.

The IAG **endorses** work to the Board.

OTHER GROUPS

Technical Committees

Supports the development, drafting and review of training products. These groups are temporary in nature and disband once work is completed.

OTHER GROUPS

Networks

Provides advice and feedback on key priorities.



Subcommittees

Provides information and advice on work and supports nominations to the Working Groups.

Subcommittees **recommend** work to the IAG.

OTHER GROUPS

Working Groups

Supports delivery of projects. These groups are temporary in nature and disband once projects are completed.

Jobs and Skills Councils

Public Skills Australia invests in strong relationships with our industry-sectors, Governments, as well as other Jobs and Skills Councils (JSCs) and stakeholders. Working with other JSCs is critical when tackling complex challenges such as climate change, the net zero economy and technological change. We proudly collaborate with the other nine Jobs and Skills Councils.



BuildSkills Australia

BUILDING, CONSTRUCTION,
PROPERTY AND WATER

Future Skills Organisation

FINANCE, TECHNOLOGY AND BUSINESS

HumanAbility

AGED CARE AND DISABILITY SERVICES,
CHILDREN'S EDUCATION AND CARE, HEALTH,
HUMAN SERVICES, SPORT AND RECREATION

Industry Skills Australia

TRANSPORT AND LOGISTICS

Manufacturing Industry Skills Alliance

MANUFACTURING

Mining and Automotive Skills Alliance

MINING AND AUTOMOTIVE

Powering Skills Organisation

ENERGY, GAS AND RENEWABLES

Service and Creative Skills Australia

ARTS, PERSONAL SERVICES, RETAIL,
TOURISM AND HOSPITALITY

Skills Insight

AGRIBUSINESS, FIBRE, FURNISHING, FOOD,
ANIMAL AND ENVIRONMENT CARE

Our Stakeholders

We work closely with stakeholders to access data and information to support our industry-sectors, including:

**Jobs and Skills
Councils**

**Jobs and Skills
Australia**

**National Centre
for Vocational
Education Research**

**Registered Training
Organisations and
Training Providers**

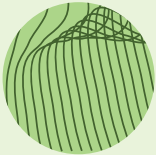
**State and Territory
Training Authorities**

Jobs and Skills Councils enable the modern and responsive skilled workforces that are required for Australia to prosper.

Our Ways of Working

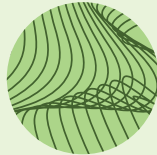
Benchmarking and Research We critically analyse good practice and consider innovative approaches to identified challenges.	Product Development We develop high-quality products that support trained and skilled workforces.	Project Management We respect project principles that enable us to deliver intended outcomes.
Facilitation We facilitate discussions and engagements to produce industry-sector intelligence.	Process Reporting We embed thorough processes, and record our engagements and activities.	Feedback Register We actively seek, promote and record feedback received through consultations.
Quality Assurance We value quality. We work with industry to ensure that our work meets the expectations of our industry-sectors.	Governance We adhere to good governance to ensure we comply with our obligations as a company and supporter of industry.	Compliance Mapping We understand the importance of working within a highly regulated environment and prioritise our compliance obligations.
Scoping We deepen our understanding of our industry-sectors by scoping their immediate and future priorities.		

How we do it



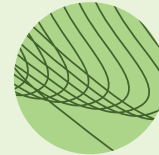
Futures and Strategic Foresight

We embed futures and strategic foresight into workforce planning and training product development to ensure our industry is future ready.



Industry Intelligence and Engagement

We build relationships through engagement to better understand our industry and key stakeholders.



Industry Support and Advocacy

We support our industry by building internal capability, leveraging off the expertise of our industry and ensuring good governance.



Risk Mitigation

We use our risk management framework and audit finance and risk committee to manage risk.



Innovation and Problem Solving

We develop innovative ways to address challenges and solve problems for our industry through robust data analysis and industry consultation.

Our Priorities



Support our industry-sectors to continue to build and maintain capable and mobile workforces that are future-ready.

Goals

Collaborate with our industry-sectors to develop workforce insights that identify future challenges, opportunities, diversity and capability of Public Safety and Government workforces.

Use workforce planning function as the centrepiece to inform our business planning cycle.

Engage and support Jobs and Skills Australia to ensure Public Safety and Government are effectively represented in national projects and datasets.

Undertake effective consultation with our industry-sectors to identify and validate workforce challenges.

National acknowledgement for our industries-sectors' critical impact on GDP through security, safety, business freedom and social continuity.

Depth of cross sector workforce skills analysis – understanding skills required, existing capabilities and how to close the gap.

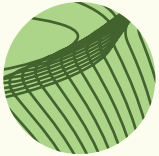
KPIs

Deliver high-quality and future focused workforce insights which are validated and supported by our industry-sectors.

Deliver business plans that balances the needs of National, State/Territory and our industry-sectors skilling priorities.

Support and provide input into JSA's emergent national priorities including capacity studies and workforce studies.

Develop strategies to address identified workforce challenges.



Support industry-sectors through high-quality training products.

Goals

Develop an approach that sees all Training Packages reviewed and industry-sector requests for new training products accommodated within current resourcing.

Maintain relationships with RTOs, State/Territory Training Authorities and the Assurance Body in support of our industry-sectors.

Deliver training products that are supported by State/Territory Training Authorities, accepted by the Assurance Body and endorsed by Skills Ministers.

Contribute to addressing challenges identified in workforce planning research through training product development.

KPIs

Review and develop training products that are consulted and co-designed with our industry-sectors.

Document insights for consideration in Training Package review and development.

Ensure training products meet the requirements of the Assurance Body and embed national policy settings such as qualifications reform.

Undertake scoping projects to determine the feasibility and potential for the development of new training packages.



Lead industry-sector intelligence sharing, relationship building and cross-collaboration.

Goals

Collect and analyse intelligence to generate insights that support Public Skills Australia's work.

Identify and collaborate on national initiatives including work progressed by DEWR, JSA and NCVER for the benefit of our industry-sectors.

Connect our industry-sectors with other Jobs and Skills Council (JSC) initiatives on cross industry-sector challenges.

Promote the perspectives and needs of our industry-sectors in the broader jobs and skills landscape.

Stewardship of a coherent public skills base that is recognised as a critical enabler to national resilience and continuity.

KPIs

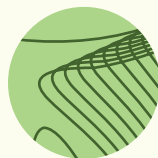
Establish and embed a method of delivering intelligence to our industry-sectors.

Monitor national initiatives and provide verbal and written updates to our industry-sectors as required.

Participate in consultations with other JSCs to connect work for our industry-sectors, inform our workforce insights and training products.

Develop relevant outputs, including but not limited to research papers, presentations and submissions to inform or respond to national initiatives.

Develop industry insights and intelligence shared through events and related products in support of industry.



Undertake effective governance, compliance, marketing and reporting in line with company obligations and requirements of JSCs.

Goals

Promote an effective strategic direction to guide the company and maintain focus on impactful, industry-sector led work.

Ensure fiscal responsibility and corporate compliance with relevant agreements, acts and regulations.

Embed proactive risk management and enterprise planning within the culture of the company.

Promote the brand, reputation and awareness of the company as an essential Jobs and Skills Council.

KPIs

Deliver and maintain a contemporary company Strategic Plan and embed refreshed governance arrangements for the benefit of our members.

Deliver robust and transparent Board documentation, Auditor's and Acquittal reports, accounting and budget oversight reports and annual business plans.

Embed enterprise-wide frameworks and systems to manage finances, risk, planning and projects.

Promote the brand of the company through member engagement using social media platforms, management systems and events.



Facilitate the promotion, uptake and implementation of training products.

Goals

Drive continuous improvement of Training Packages through reviews and promote the use, uptake and implementation of training products.

Promote career pathways within and across our industry-sectors.

Deepen our understanding of systemic VET challenges faced by our industry-sectors and training providers in relation to training delivery and outcomes.

Purposefully focus on building relationships with NCVER and regulators such as ASQA, TAC and VRQA in support of our industry-sectors.

KPIs

Review Training Packages and establish mechanisms to support training and assessment practices such as development of high-quality guidance documents and learning resources.

Develop materials to promote career pathways that demonstrate entry and exit pathways.

Support industry-sectors to address systemic VET challenges through workshops and events that showcase good practice resources and offer potential solutions.

Develop reports for industry-sectors on how their Training Packages are being used and what challenges are being observed in relation to uptake and implementation.

Our Road Map

Where we have been

Establishing

2023-24



Established governance groups and organisational and management structures that reflect the views and needs of our members and industry-sectors to support workforce planning and training product development.

Completed workforce planning that holistically captures and promotes the Public Safety and Government Industry.

Reviewed and developed training products for industry-sectors focused on pressing industry-sector needs.

Established effective relationships with industry-sectors and key stakeholders through strategic engagements and governance processes.

Promoted an outcome focused culture, which embeds routine assessment of impact on the industry.

Targeting specific industry-sector workforce challenges through deep-dives.

Supporting industry-sectors to develop strategies to mitigate workforce challenges.

Linking a multi-year training product development plan with workforce challenges.

Cultivating strong reciprocal partnerships with our industry-sectors and key stakeholders to share knowledge and innovations.

Expanding the implementation, promotion, and monitoring function within Public Skills Australia's work program.

Reflecting and reviewing Public Skills Australia's progress, collaborations, and learnings to drive continuous improvement.

Expanding

2024-25



Where we are

Embedding

2025-26

3

Trust our membership and achieve a reputation as a trusted and respected partner to the Public Safety and Government industry in return.

Support skills development in our industry-sectors to train and work more effectively and safely.

Serve government by advancing the skills and national recognition of our industry-sectors.

Provide reliable, consistent, and forward-thinking information to our industry-sectors and key stakeholders.

Provide valuable, meaningful and impactful work to our industry-sectors as the harmonising agency for national training and skilling needs of Public Safety and Government.

Strategic Risk Management

Public Skills Australia manages risk through a Risk Management Framework, comprising a Strategy, Risk Appetite Statement and policy and procedure.



Cyber Security



Environmental Sustainability



Financial Stability



Governance and Compliance



Member Engagement



Reputation



Stakeholder Engagement



Technology and Innovations



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. Management, mitigation and monitoring of risk is facilitated by our Audit, Finance and Risk Committee with oversight from our Board.

Strategy on a Page

Correctional Services

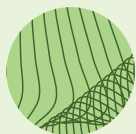
Defence

Fire and Emergency
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Police

Federal, State/Territory,
and Local Government

Our Values



Diligent



Trustworthy



Purposeful

Public Skills Australia is the Jobs and Skills Council for Public Safety and Government. We are proud to work with the Public Safety and Government industry.

Our Vision

Public Skills Australia is a trusted partner, working collaboratively to develop an agile, highly skilled and future-focused Public Safety and Government workforce for a safer Australia.

Our Purpose

Public Skills Australia advances and promotes the Public Safety and Government industry-sectors in Australia by supporting their workforce capabilities and training priorities.

Our Strategic Priorities

Support our industry-sectors to continue to build and maintain capable and mobile workforces that are future-ready.

Support industry-sectors through high-quality training products.

Lead industry-sector intelligence sharing, relationship building and cross-collaboration.

Facilitate the promotion, uptake and implementation of training products.

Undertake effective governance, compliance and reporting in line with company obligations and requirements of JSCs.



PUBLIC SKILLS
AUSTRALIA



publicskillsaustralia.org.au



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