



Strategic Plan

2024 – 2026

Skills Insight acknowledges
that First Nations peoples
have been living on and
caring for country for
thousands of years.

This is respected in our
values and the way we work.



Skills Insight is a Jobs and Skills Council funded by the Australian Government Department of Employment and Workplace Relations.

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Vision

People have access to quality training and valued careers that support the evolving skill needs of Australian Industry.

Values

We will work with you in a way that is open, transparent, trustworthy, collaborative and respectful.

We will always consider ways to be adaptable, flexible, inquisitive, dedicated, conscientious and accountable.

Mission

Skills Insight, through research and collaboration, provides powerful insights on Australia's skills system to benefit industry, learners and their career development, and support the skills ecosystem responsiveness to current and emerging workforce challenges and opportunities.

Our role in Australia's Jobs & Skills System

Jobs and Skills Councils (JSCs) are a national network of industry-owned and industry-led organisations, working collaboratively to provide strategic leadership in addressing skills and workforce challenges and opportunities, delivering effective outcomes across the VET sector.

Skills Insight is the JSC established on behalf of industry, to deliver the JSC program across agribusiness, fibre, furnishing, food, animal and environment care industries. This includes a broad range of industries that are connected by a complex value chain that is crucial to Australia's communities, ecosystems and prosperity.

- Animal care and management
- Aquaculture and wild catch
- Broadacre cropping
- Ecosystem management, conservation, landscaping and gardening
- Forest management and harvesting
- Furnishing and other manufacturing
- Horticulture
- Livestock farming
- Meat, poultry and seafood processing
- Pulp, paper, packaging and hygiene products
- Racing and breeding
- Textiles, clothing and footwear
- Timber, wood processing and building solutions

Delivery of Jobs & Skills Outcomes for Stakeholders

Strategic Priorities have been identified through the [2024 Workforce Plan](#). Throughout the Workforce Plan you will see them referenced in relation to drivers of change and skills needs, current and future projects, and existing workforce and skilling strategies. From 2025, the Jobs and Skills Council Stakeholder Forum will have prime responsibility for guiding the Workforce Plan including the strategic priorities and the prioritisation of potential activities.

Strategic Priority 1

Improve data and evidence to inform delivery of sustained and inclusive full employment

Outcome Statements

Support data improvement: work with key agencies and partners to improve the evidence base, including national data assets, that informs forward workforce and human resource strategies and decision-making.

Promote place-based approaches: develop workforce planning methodologies wherein the power of national data collections may be complemented by nuanced, local data and information to address shortages and supply/demand issues.

Holistic workforce planning: explore challenges from all angles, including how broader issues, often beyond the remit of JSCs, enterprises and the VET sector, contribute to jobs and skills issues (for example, regional, rural and remote Australia).

Key Activity Areas

Participation in reviews of the ANZSCO, ANZSIC, Australian Skills Classification, Core Skills Occupation List and Skills Priority List based on analyses of current data sources, including identification of gaps, improvements and innovations.

Development of quantitative and qualitative data collection and analysis methods and tools to map industries, occupational skills needs and the potential supply of skilled workers in different places.

Where appropriate, work with the following bodies to examine whole-of-economy issues that impact on skills and workforce availability:

- Jobs and Skills Australia
 - Other Jobs and Skills Councils
 - Australian Bureau of Statistics
 - ABARES
 - Rural Research & Development Corporations.
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Strategic Priority 2

Support workforce leadership and continuous capabilities development to help improve access to secure, fairly paid jobs

Outcome Statements

Support industry skills and workforce leadership development.	Support industry strategies to promote, and raise the profile of, careers, education and learning pathways.	Support industry and VET sector decision-making skills for adopting innovations, including digital technologies.	Promote upskilling opportunities for the current and prospective workforce.	Promote or re-imagine succession planning, especially in small and niche industries with an ageing workforce.
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Key Activity Areas

Support the development of industry leadership and trade pathways, including the formal creation of recognised trades and apprenticeship pathways, where appropriate.	Undertake VET and career pathway mapping, including mapping toward RTO careers to support industry.	Undertake demonstration projects and other activities to support Qualification Reform, and actively participate in government, industry, union and agency (including RDCs) inquiries and initiatives relating to other skills reform.	Participate in Qualification Reform to identify opportunities for upskilling skill sets and similar training.	Research into how the long-term ageing profile of industry sectors can be innovatively addressed.
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Strategic Priority 3

Addressing skills needs and building our future workforce

Outcome Statements

Support the appropriate skilling of the workforce by developing flexible training and education products and pathways that are industry-led and responsive to current and emerging trends.

Promote re-skilling opportunities for the current and prospective workforce.

Support industry in attracting skilled migrant and seasonal workers to address shortages.

Support relationship building and collaboration between employers and training organisations, including to connect national training products with delivery of training 'on the ground'.

Monitor the outcomes of skilling strategies and adapt strategies where necessary.

Key Activity Areas

Undertake Training Package Product Development projects guided by industry and develop supporting products.

Support the development of skill sets identified for industry transition and entry into new occupations.

Participate in Skilled Migrant program (and other similar programs') evaluations and assessments.

Research and implementation of pilots to establish connections between employers, employees and RTOs in areas of low-enrolment qualifications.

Operate in a flexible and agile way in planning and delivery of activities.



Strategic Priority 4

Overcoming barriers to employment and broadening opportunities

Outcome Statements

Support industry to attract a diverse workforce, including by supporting work with priority cohorts to understand and address workforce imbalances.

Develop resources to support training and assessment practices, including for workplace-based learning and training delivery in small or 'thin' regional, rural and remote markets.

Support the delivery of foundation skills, including language, literacy, numeracy, and digital (LLND) skills, to increase training participation and retention, and enhance workforce capabilities for the adoption of new systems and approaches.

Key Activity Areas

Undertake engagement and relationship-building, research and support activities, and active participation in Closing the Gap and Women in Male Dominated Trades activities relevant to our industries.

Development of nationally consistent assessment and training materials, including employer checklists, with priority for materials to support commencement of delivery and for the development of culturally and/or needs appropriate materials.

Review of LLND assessment procedures for Foundation Skills for assessing First Nations and other priority cohorts to ensure they are culturally- and needs-appropriate, and consistent across RTOs.

Skills Insight Corporate Strategy

The Skills Insight corporate strategy is the responsibility of the Board, which identifies each priority, the key identifiers of how the priority will be achieved, and the indicators of successful implementation.

1) JSC organisational systems and processes in place and fit for purpose:

- transparent representational structures
- research and project delivery and financial control
- corporate and JSC program compliance.

Indicators for due diligence:

- representational structures meet Department of Employment and Workplace Relations (DEWR) requirements and provide opportunities for all industry sectors to contribute to decisions
- achieve delivery standards and outcomes accepted by DEWR within budget
- assessed by relevant bodies as being compliant with all corporate and JSC program standards (no notices of non-compliance).

2) We deliver and manage JSC program outcomes:

- meet requirements and improve on delivery processes with DEWR
- build new ways of working to meet JSC expectations
- work with other JSCs on JSC program delivery challenges
- engage with stakeholders and our client on opportunities and expectations.

Indicators for due diligence:

- records of positive contributions to qualifications reform and other reforms
- propose activities that extend beyond training product development
- successfully deliver activities approved by DEWR that extend beyond training product development
- records of learnings from activities and testing of innovations
- records of meetings and collaborations with other JSCs.

3) Stakeholders and the client value us:

- key stakeholders identified and engaged
- discussions focus on shared creation of value (we support what they value)
- we demonstrate positive engagement and meet our commitments.

Indicators for due diligence:

- records of stakeholder engagement
- demonstrations of use of stakeholder views and intelligence in JSC workforce planning, research and submissions
- records of positive feedback and complaints from stakeholders.

4) Thought leadership via industry stewardship:

- we develop unparalleled understanding of industry and VET skill issues
- our project work derives solutions through shared responsibility
- our stakeholders and other JSCs understand and support solutions
- we influence policy settings for better skill outcomes.

Indicators for due diligence:

- presentations and submissions to stakeholders and government enquiries
- demonstration of evidence-base to support presentations and submissions
- testing of positions of Skills Insight with stakeholder members
- analysis of policy change outcomes and inquiry supports to test alignment with industry stakeholder views put forward by Skills Insight.

5) Our people are important:

- our behaviour demonstrates that culture, people, and systems are our greatest asset
- we identify, understand and live our values and core skills
- we support our people to perform.

Indicators for due diligence:

- attraction and retention
- wellbeing systems in place and operational
- reports on resource allocation and availability.

Ways we work

Governance

All Board, corporate and stakeholder members and participants in the Skills Insight Jobs and Skills Council (JSC) have committed to complying with:

- the Jobs and Skills Council Program Code of Conduct and requirements of the grant program
- the vision, mission and values of Skills Insight Ltd, and any relevant policies.

There are three key governance and operational structures that will lead, oversee, guide and direct Skills Insight:

- Skills Insight Ltd Board
- JSC Stakeholder Forum
- Skills Insight Ltd CEO and executive management team

Information on governance, including directors, Skills Insight membership and governance policies can be found at: <https://skillsinsight.com.au/about/governance/>

Culture

Skills Insight is a values-based organisation driven by its mission and vision outlined at the start of this Strategic Plan.

Skills Insight is led by a 4-person executive team, who lead and support 7 executive managers leading 7 communities of practice for each skill area critical to our functionality. Our work is carried out by skills-based cross-functional project teams that undertake operations and activities. This allows for projects to simultaneously or sequentially undertake tasks that are connected across workforce planning, training product development, implementation, promotion and monitoring, and industry stewardship.

Industry-Led Stakeholder Engagement

Leadership by industry stakeholders is at the heart of the success of the work of the JSC.

Industry leadership of Skills Insight is achieved through three key mechanisms:

- open and transparent industry membership with an additional associate membership for non-industry stakeholders
- the JSC Stakeholder Forum working with evidence-based industry led research
- active and extensive engagement with stakeholders as part of the Skills Insight's operating ethos including through involvement in activity funded projects.

Stakeholder engagement carried out by Skills Insight and industry stakeholders is guided and overseen by the JSC Stakeholder Forum who are responsible for governance and direction of industry stewardship and stakeholder engagement.

Stakeholder engagement is based on providing multiple channels for engagement for industry participants, ensuring that industry leaders and representatives, have access to a broad range of stakeholder views. A network approach is used by Skills Insight to facilitate engagement, using collaborative and consensus-based techniques.

Wellbeing of Staff and External Team Members

Staff health and wellbeing is critically important for Skills Insight, as our success is built on the experience and talents of team members, and our ability to retain and attract talent long-term. This includes staff members who work in regularly sub-contracted organisations, and regular independent contractors.

The Skills Insight Wellness Committee is responsible for implementing the Skills Insight Health and Wellbeing Policy, identifying changes that may require the policy to be reviewed, and ensuring the policy meets the requirements of relevant standards and legislation. Skills Insight utilises the services of an external employee assistance provider (EAP) that is accessible for all staff.

Financial Management

The responsibilities of the Skills Insight Board include:

- Financial systems and monitoring – approving and reviewing the organisation’s budget and ensuring adequate monitoring of management and financial performance to ensure the solvency, financial strength, and good performance of the organisation.
- Financial reporting – considering and approving annual financial statements and required reports to government, largely focussed on reporting against the JSC Grant Agreement.

There is no appetite for decisions that have a significant negative impact on Skills Insight’s long term financial sustainability. Skills Insight has no appetite and zero tolerance for financial crime, internal fraud, collusion, theft and associated reputational risk and will implement appropriate measures.

Skills Insight recognises the need to ensure its financial management and procurement practices achieve best practice principles, including value for money, accountability, risk management and transparency. Skills Insight also recognises the importance of responsible sourcing and anti-slavery.

In determining ethical procurement, Skills Insight considers:

- the relationship of the services to the industries we support, and whether the purchase can advance the interest of industry participants
- the availability of Australian goods and services and the level of Australian involvement in the production of goods and services

- the social impact of potential procurement, including environmental, social and political implications
- the involvement of people living in regional, rural and remote Australia, Aboriginal and Torres Strait Islanders, and vulnerable or disadvantaged people in the production of goods and services

Performance Management

Skills Insight has an experienced team who routinely deliver high-quality outcomes, on time and within budget to the benefit of stakeholders. This has been based on the external and internal performance monitoring that we undertake.

Skills Insight works closely with DEWR to ensure that performance monitoring is effective and meets DEWR needs. There are varying levels of external performance monitoring:

- Core activities: annual reporting and quality and timeliness of deliverables.
- Project activities: reporting on outcomes and exception reporting for any issues or changes to outcomes or timelines.
- Progress monitoring: achieved through regular (fortnightly) meetings with DEWR as required
- The JSC performance framework which will be in operation from July 2024.

Skills Insight is committed to providing staff members with the best opportunity for success from the time they become staff members. The general approach is to assist staff members, including staff from regularly contracted organisations and independent contractors, to develop the skills, knowledge and attitudes they need to succeed.

For Skills Insight staff, this starts from a values-based recruitment process to ensure that staff members have the personal approaches and attitudes to succeed. While current skills and knowledge are important, the values of prospective staff members are critical: respect and trust, a strong stakeholder focus, curiosity, the ability to listen and ask questions, and taking an open and transparent approach to our work are fundamental to the success of Skills Insight.

All new staff are taken through an onboarding and induction process, and there is a 6-month probation period. They have the opportunity to seek and receive peer support to help them through their career with us.

Cross functional teams are established to deliver approved activities and some JSC core functions bringing the skills needed for each activity and allocating tasks within the team. There is an activity leader for each activity, and there may be additional project management support depending on the size and risk profile of the activity. These teams may change membership during the life cycle of the project, depending on the skills needed. Prior to the approval of an activity, a project plan is developed which outlines the deliverables and timeframes, and these are monitored using an online system. Each activity is allocated to a portfolio leader who also oversees related activities to ensure there is cross-collaboration and access to staff and other resources. An activity sponsor, who is a member of the Executive Committee, is appointed, and activity leaders report progress to them on a regular basis.

The performance of external contractors is overseen by the management and executive teams. The Board conducts annual reviews of these relationships to ensure that there is appropriate performance, no major issues, and continuing value for money.

Strategic Risks and Management

The Board and management ensure that risk management is incorporated in all activities by adopting and applying systematic processes to identify, analyse, assess, manage and monitor risk so that it is reduced to a level acceptable for Skills Insight, our partners and the JSC program. The risk management program is required to comply with the JSC Code of Conduct.

Risks are effectively managed by Skills Insight through the effective implementation of various controls, which include:

- Board approved risk management policy and risk register
- documented policies and procedures
- implementation of risk-based systems and processes
- ongoing monitoring of regulatory obligations
- checklists to guide activities and project plans to record actions
- Performance management, skills assessment and training of staff
- internal and external reporting.

The Audit and Risk Committee has been established as a Board sub-committee. It has the authority to do all things necessary to assist the Board to discharge its responsibilities in respect of:

- ensuring that Skills Insight adopts, maintains, and applies appropriate accounting and financial reporting processes and procedures
- facilitating the independence of the external audit process and addressing issues arising from the audit process
- ensuring that Skills Insight maintains effective risk management and internal control systems
- undertaking and completing any required investigations and reporting matters to relevant authorities for further investigation and action if required.

The Skills Insight Constitution Clause 46.4 requires that:

- the members of the Audit and Risk Committee must be independent directors
- the Chair of the Audit and Risk Committee must be an independent director.

Risk Type	Risk Statement	Risk Mitigation
Strategic Acting in stakeholder interests Industry-led Success of the JSC program	Skills Insight has a low-risk appetite related to initiatives that may be perceived by governments or by our key stakeholders as to not be in their interests. Therefore Skills Insight, in seeking to achieve its strategic objectives, will only pursue initiatives after a careful and full stakeholder and financial impact risk analysis has been undertaken. We will pursue our strategic initiatives in a manner that ensures that our client and key stakeholders understand and recognise the positive outcomes we are seeking and that they will be increasing their chance of success in their endeavours by working with us.	Board membership includes representatives from within industry as well as independent directors with industry experience Establishment of JSC Stakeholder Forum with sector representation Stakeholder and financial impact analysis undertaken on activities Strategic risk review at Audit & Risk Committee meetings, with report considered at subsequent Board meetings Transparency of strategies, activities and operations Whistleblower policy
Operations Activity Planning Flexible approaches Stakeholder focused-operations	There is a medium appetite in terms of the operational risk associated with the implementation of initiatives.	Operational procedures guided by the JSC program guidelines and standards JSC Stakeholder Forum to guide Workforce Planning and Industry Stewardship, independently of management and Board External equity assessment of activities
Financial Payment and procurement integrity Operating to budgets Fraud/risk/audit	There is no appetite for decisions that have a significant negative impact on Skills Insight's long term financial sustainability. Skills Insight has no appetite and zero tolerance for financial crime, internal fraud, collusion, theft and associated reputational risk and will implement appropriate measures.	Audit and Risk Committee oversight Delegations Policy Responsible Procurement and Resource Management Policy Financial management policies and procedures Annual audit and program audits as required External accounting advice available as required
Information Management	Skills Insight has a low-risk appetite for information, data security, technology systems and process failures.	Information Management and Cybersecurity Policy Enterprise Technology Policy

IT Systems and infrastructure		Compliance with JSC program on cloud-based systems
Information and privacy policies		Internal and external expertise in systems
Records Management		Privacy policy
Intellectual Property		IP Register and regular reporting
		Business continuity policy
Legal and regulatory compliance, and governance	Skills Insight seeks to operate to high ethical, compliance and governance standards and has minimal risk appetite for non-compliance and zero tolerance for non-compliance with intent.	Governance principles to be aligned with the AICD Not for Profit guidance, and assessed against the ASX Directors guidance
Regulatory compliance		Compliance with JSC Code of Conduct, Training Package Development Framework and JSC Guidelines and best practice guides
JSC Code compliance		
Confidential information		Discouragement to stakeholders to provide confidential information as this is rarely required for our operations
		Audit and Risk Committee oversight
Workplace Health and Safety	While Skills Insight acknowledges that accidents do occur, Skills Insight has a zero-harm vision for its employees and stakeholders it works with. We will implement, monitor and continually aim to improve our processes to achieve this outcome. There is a low-risk appetite from risk arising from inadequately trained staff, poorly maintained facilities or failed internal processes.	Maintaining a Safe and Healthy Workplace Policy
Positive wellbeing		WHS reporting system in place and monitored through management and all staff meetings, and with Audit & Risk Committee and Board oversight
Active avoidance of harm		
Training for hazards		WHS Register maintained on an ongoing basis
		WHS Work environment checklists for offices and home work environments
A better VET system	There is considerable appetite for Skills Insight to develop novel ideas and recommend improvements (sometimes bold) to Australia's VET system, providing those views are consistent with better meeting industry and learner needs. We have considerable appetite for improved efficiency in operations.	JSC Stakeholder Forum responsible for industry stewardship and workforce planning, with independence from the Board (subject to Board oversight), and for prioritisation of potential activities
Industry-led and Industry Stewardship		
Encouraging and promoting effective and efficient change to benefit stakeholders		Support for government reform initiatives through active participation, testing and feedback
		Transparency to stakeholders through publication of positions on the website and other communications

Environmental Towards Net Zero and Climate Smart Supporting stakeholder efforts	Skills Insight is an environmentally conscious business and seeks to improve practices accordingly, consistent with our obligations as a national organisation consulting across the country.	Establishment of circular economy systems and responsible disposal arrangements in offices Travel policy, including carbon abatement and offset Maintain awareness of current trends impacting environmental approaches
Suppliers and Contractors Procurement integrity Professionalism to meet Skills Insights standards	Skills Insight will exercise contract management and service delivery agreements through a collaborative and supportive approach to mitigate operational risk in this area. Skills Insight has a low appetite for third party supplier and contractor failure and will support suppliers/contractors to avoid failure.	Responsible procurement and Resource Management Policy Gifts, Benefits, Prizes and Hospitality Policy Declaration of all sub-contractors to DEWR Systems in place for annual review of related party contracts and arrangements
Human Resources Values-based organisation Attraction and retention Professional development Sufficient people to deliver quality work	Skills Insight relies on motivated and highly skilled staff to provide services to our clients and stakeholders and manage operations. It aims to create an environment where employees are empowered to the full extent of their abilities. The appetite for losses to the value of Skills Insight's collective knowledge, competencies and skills is low.	Recruitment and Selection Policy Hybrid and Flexible Working Policy Professional Development Policy Anti-Discrimination, Harassment, Vilification, Victimisation and Bullying Policy Undertake values-based recruitment and establish a values-based environment for work Inclusion of access to professional development in staff contracts and conditions Operates the Wellness Committee to continually monitor staff wellbeing, implement activities and improvements, and address concerns EAP Service available for all staff

Attachment: Strategic Priorities and Planned Activities

Skills Insight's strategic priorities and planned activities are being constantly informed by continuous stakeholder engagement. In the current environment of rapid change, updated government priorities and significant system reform, including qualifications reform, it is difficult to provide detailed guidance of activities over a three-year period.

The Australian Jobs and Skills System, and the Jobs and Skills Council (JSC) program in particular, have been re-designed to be flexible, adaptive and iterative, supporting 'a dynamic and inclusive labour market in which everyone has the opportunity for secure, fairly paid work, and people, business and communities can be beneficiaries of change and thrive' (Federal Government Employment White released September 2023).

In addition, industry stakeholders, including employers, employees, learners, peak bodies and unions, are still navigating through the new systems and attempting to prioritise the many aspects of change currently occurring in the Jobs and Skills System. The Skills Insight JSC Stakeholder Forum will commence to play the leading role in guiding workforce planning and industry stewardship and reviewing the priorities and activities from September 2024 to March 2025, and will then be providing updated guidance on an annual basis.

Skills Insight is also working with stakeholders to significantly improve the evidence and data to support workforce planning and industry stewardship in the sectors covered by Skills Insight, given the identified gaps and deficiencies in current data sources.

The following outline of planned activities is therefore likely to change as emerging issues and changing priorities are identified by industry.

Strategic Priority 1

Improve data and evidence to inform delivery of sustained and inclusive full employment

Key Focus Area	2024 Activity	2024 KPI	2025 Activity	2026 Activity
Support data improvement	Work with Jobs and Skills Australia (JSA), Australian Bureau of Statistics (ABS), the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES), Rural Research and Development Corporations (RDCs) and other major data bodies to improve data for sectors	Regular contributions to improvement efforts as reported by data partners by the end of 2024	Continue work with JSA, ABS, ABARES, RDCs and other major data bodies to improve data for sectors	Review effectiveness of work with JSA, ABS, ABARES, RDCs and other major data bodies to improve data for sectors
Promote place-based approaches	Work with data bodies, peak bodies, unions and Regional Development Australia bodies to develop data for place-based solutions	Identify current and potential data gaps and solutions, and provide to relevant bodies through the published Workforce Plan (achieved June 2024) and submissions to studies and inquiries (as required and reported by the end of 2024)	Continue work with data bodies, peak bodies, unions and Regional Development Australia bodies to develop data for place-based solutions Develop proposals for consideration of the JSC Stakeholder Forum to test or pilot place-based approaches, for approval by the Department of Employment and Workforce Relations (DEWR)	Implement any approved proposals to test or pilot place-based approaches

Holistic workforce planning	Undertake and publish secondary workforce data analysis from data published by JSA, ABS and others	Publish in the updated 2024 workforce plan (achieved June 2024)	Analyse effectiveness of secondary workforce data and continue to publish updates where effective and useful for stakeholders	Analyse effectiveness of secondary workforce data and continue to publish updates where effective and useful for stakeholders, and prepare report on overall effectiveness and recommendations for future publication
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Strategic Priority 2

Support workforce leadership and continuous capabilities development to help improve access to secure, fairly paid jobs

Key Focus Area	2024 Activity	2024 KPI	2025 Activity	2026 Activity
Support industry skills and workforce leadership development	<p>Continue to build relationships with First Nations organisations, communities and Elders to identify activities that may lead to improved participation in industry and achievement of Closing the Gap targets</p> <p>Continue work to develop relationships with bodies promoting greater participation by women in traditionally male-dominated trades and of other priority cohorts</p>	<p>Participation in the AgriFutures Steering Committee for the First Nations employment in agriculture and meat processing throughout 2024</p> <p>Participation in WIMDOI and promotion of the Future Women Leaders programs in various industries, including seafood and agriculture throughout 2024</p>	<p>Undertake further research and development of aids to encourage First Nations enterprises and joint enterprise development</p> <p>Develop active proposals to promote inclusion of priority cohorts</p>	<p>Undertake further research and development of aids to encourage First Nations enterprises and joint enterprise development</p> <p>Develop active proposals to promote inclusion of priority cohorts</p>
Support industry strategies to promote and raise the profile of careers, education and learning pathways	<p>Develop VET and career pathway mapping for selected Agriculture, Horticulture, and Conservation and Land Management (AHC) occupations to support work by AgriFutures and Primary Industries education Foundation Australia, and work on the potential Ag Trade Pathway development</p>	<p>Submit proposal and commence work for delivery by October 2024</p>	<p>Develop VET and career pathway mapping for selected AHC occupations</p> <p>Expand VET and career pathway mapping across remaining AHC qualifications and other training packages</p>	<p>Complete VET and career pathway mapping across Skills Insight industry sectors and training packages</p>

Support industry and VET sector decision-making skills for adopting innovations, including digital technologies	<p>Undertake and complete Exploring Training Demand and Supply Challenges research</p> <p>Undertake From Training Package to Training Delivery research</p>	Research reports delivery by October 2024	<p>Identify potential research projects building on the work of the Exploring Training Demand and Supply Challenges and the From Training Package to Training Delivery projects</p> <p>Continue background research on “contextualisation” and potential policies, guidelines and approaches that can be taken</p>	<p>Identify potential research projects building on the work of the Exploring Training Demand and Supply Challenges and the From Training Package to Training Delivery</p> <p>Develop and undertake research on “contextualisation” and potential policies, guidelines and approaches (if required)</p>
Promote upskilling opportunities for the current and prospective workforce	Complete the Worker Safety Induction Pilot and submit recommendations for further work to be undertaken	<p>Make materials available for employers and RTOs to use the training by June 2025</p> <p>Submission of recommendations regarding immersive technology, and interim report by October 2024</p>	Review extension of provision of safety induction materials to other sectors working with Skills Insight, and develop further proposals as required	Review success of materials provision in upskilling employees into commencing roles in the industry sectors, and any improvements required
Promote or re-imagine succession planning, especially in small and niche industries with an ageing workforce	Analyse currently available data on industry demographic profile and succession planning, identify data gaps, research previous efforts and effectiveness of solutions and look for innovative solutions	No KPI for 2024 – this work will be longer-term	Analyse currently available data on industry demographic profile and succession planning, identify data gaps, research previous efforts and effectiveness of solutions and look for innovative solutions	Prepare options for consideration by the JSC Stakeholder Forum to consider approaches to succession planning



Strategic Priority 3

Addressing skills needs and building our future workforce

Key Focus Area	2024 Activity	2024 KPI	2025 Activity	2026 Activity
Support the appropriate skilling of the workforce	Completion of the Essential Meat Processing Skills Project	Achieve endorsement of updated Essential Meat Processing Skills by July 2025	Undertake and complete review of Rural Operations qualifications (post qualification reform review)	Identify any specific training package work to be undertaken as recommended by the JSC Stakeholder Forum
	Commence review of Veterinary Nursing Qualifications	Proposal for Veterinary Nursing Qualifications Review to be submitted by June 2024	Complete review of the Veterinary Nursing qualifications Undertake and complete a review of selected RGR qualifications Undertake selected reviews relating to the Furnishing (MSF) and Textiles, Clothing and Footwear (MST) training packages	
Promote re-skilling opportunities for the current and prospective workforce	Collaborate with project leader, the Indigenous Land and Sea Corporation, to develop immersive technology training and assessment resources to support delivery of the Respect for Country	Reach agreement with current participating bodies for support and inclusion of Skills Insight and extension of project to these qualifications by September 2024	Develop immersive technology solutions for Respect for Country delivery Undertake research and discussion with collaborators to	Develop immersive technology solutions for Respect for Country delivery Undertake research and discussion with collaborators to

	qualifications and Indigenous Ranger skills development		identify continuing opportunities	identify continuing opportunities
Support industry in attracting skilled migrant and seasonal workers to address shortages	Participate in JSA activities concerning the development of skills priority lists for industry sectors	Provide feedback to JSA on the Core Skills Occupation List by September 2024 (subject to JSA request and timing)	Work collaboratively on future activities as required, in particular relating to the further development and publication of an Australian Skills Taxonomy (or Australian Skills Classification) and any Skills Priority List	Work collaboratively on future activities as required, in particular relating to the further development and publication of an Australian Skills Taxonomy (or Australian Skills Classification) and any Skills Priority List
Support relationship building and collaboration between employers and training organisations	Complete the Connecting RTOs and Employers research project and develop proposals and plans for further activities based on the findings	Complete and submit the Connecting RTOs and Employers research project by July 2024	Complete at least two activities developed from recommendations of the Connecting RTOs and Employers Research Project, and undertake future planning of activities supported by the JSC Stakeholder Forum for approval by DEWR	Complete activities support by the JSC Stakeholder Forum and approved by DEWR
Monitor the outcomes of skilling strategies and adapt strategies where necessary	Undertake demonstration projects and other analysis to support Qualifications Reform guided by the Advisory Group	Submission of a Rural Operations demonstration project, selected qualifications purpose mapping, and analysis of low enrolment qualifications as required to support the Qualifications Reform process by October 2024	Undertake and achieve further qualifications reform projects and activities as approved by DEWR	Undertake and achieve further qualifications reform projects and activities as approved by DEWR



Strategic Priority 4

Overcoming barriers to employment and broadening opportunities

Key Focus Area	2024 Activity	2024 KPI	2025 Activity	2026 Activity
Support industry to attract a diverse workforce	Work with key stakeholders, including the Agriculture Workforce Forum, Skills Insight JSC Stakeholder Forum and RDCs to identify potential activities to support attraction of a diverse workforce	Participation and collaboration with these key bodies as reported by them by December 2024	Prepare and submit proposals for work as prioritised by the JSC Stakeholder Forum and approved by DEWR	Prepare and submit proposals for work as prioritised by the JSC Stakeholder Forum and approved by DEWR
Develop resources to support training and assessment practices	<p>Complete Training Support Materials for Meat Safety Project</p> <p>Submit a proposal for the development of culturally appropriate aquaculture training materials</p> <p>Submit a proposal for supporting the delivery of tree felling training, including simulator technology, partnership protocols and learning and assessment resources.</p>	<p>Materials released for use by industry and RTOs by October 2024</p> <p>Proposal for culturally appropriate aquaculture materials and tree felling materials to be submitted by June 2024</p>	<p>Complete development of culturally appropriate aquaculture materials and develop proposals for further development of culturally and needs-appropriate materials for other sectors</p> <p>Complete materials and other activities for the support of tree felling and related training delivery</p> <p>Complete training materials for other industry sectors identified by the JSC Stakeholder Forum based on</p>	<p>Complete training materials for other industry sectors identified by the JSC Stakeholder Forum based on potential to obtain or improve access to training</p>

				potential to obtain or improve access to training
Support the delivery of Foundation Skills	Continue research (and approach other JSCs to assist) to establish culturally and needs appropriate assessment of Foundations Skills	Development of cross-JSC proposal for 2025 – 2026 by October 2024	Implementation of activity to establish culturally and needs appropriate assessment of Foundations Skills	Completion of activity to establish culturally and needs appropriate assessment of Foundations Skills