

Annual Corporate Governance Statement 2025

Annual Corporate Governance Statement

Introduction

The governance framework underpins Skills Insight's operations, reflecting our values and supporting the delivery of our vision. It guides decision-making, ensures accountability across the organisation, and sets clear expectations for how we work with stakeholders and one another.

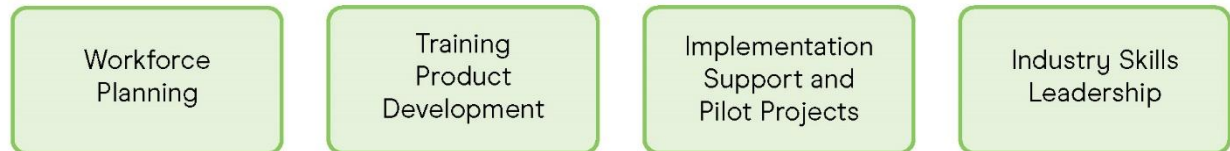
Skills Insight is committed to good practice standards that balance the needs of learners with those of industry stakeholders. We strive for excellence, promote transparency, and support continuous quality improvement. We uphold minimum standards of behaviour, including ethical conduct, the proper management of conflicts of interest, and openness in decision-making processes.

The Department of Employment and Workplace Relations (DEWR) and the Skills Insight Board actively review our corporate governance arrangements and provide recommendations to ensure our structures and systems reflect best practice.

This Annual Corporate Governance Statement outlines our governance approach and covers the period from **1 December 2024 to 30 June 2025**.

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Core Functions as a Jobs and Skills Council



Workforce Planning is the strategic centrepiece of our work as a Jobs and Skills Council, guiding intelligence-gathering and shaping strategic priorities to address industry needs and inform long-term skills and training strategies.

Skills Insight **develops training products** to national standards, focusing on quality, speed to market, and industry relevance. We work with training providers to align workforce planning with career pathways and on-the-ground delivery, ensuring training meets the needs of industry and learners.

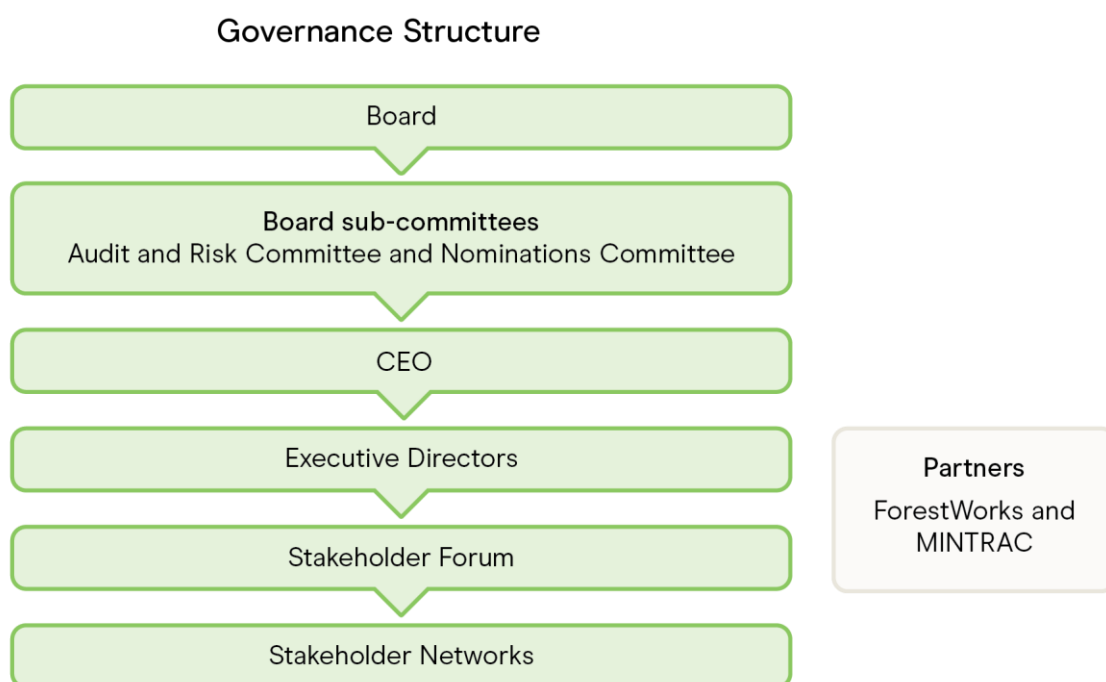
Skills Insight partners with training providers and organisations to **implement, promote, and monitor** the alignment of workforce planning objectives and national training products with career advice and on-the-ground training delivery.

Skills Insight plays a role in **industry leadership of the skills sector** by acting as a conduit between industry and government to ensure advice is genuinely industry-led. This involves providing insights on workforce challenges, skills needs, and the effectiveness of the vocational education and training (VET) system across our sectors. As part of our responsibilities, we report on Jobs and Skills Council (JSC) activities and outcomes, identify emerging skills issues, and offer strategic advice to inform national training policies and programs. Through this work, Skills Insight helps ensure that the VET system remains responsive, relevant, and aligned with current and future industry needs.

Section 1: Skills Insight Governance Structures

Governance Structure

Skills Insight current governance structure is outlined below.



Function and Roles of the Key Governance Structures

Function	Roles of the Board	Roles of the Skills Insight JSC Stakeholder Forum	Roles of the CEO and Executive Management
Objects, Vision and Mission	Setting and ensuring that the organisation is working to fulfil its objects and to achieve its vision and mission as a Jobs and Skills Council.	To advise on whether proposals and projects related to the <i>Jobs and Skills Councils – Strengthening Australia’s National Vocational Education and Training System Program</i> are aligned to the objects, vision and mission of the organisation.	To ensure that all work carried out by Skills Insight fulfils the organisation’s objects and achieves its vision and mission as a Jobs and Skills Council.
Values and Code of Conduct	To ensure the organisation has a clear statement of board approved values the whole organisation; including all its committees works within the values framework and the Code of Conduct that is part of the Jobs and Skills Council program.	To comply with the values of the organisation and the Jobs and Skills Council program Code of Conduct and to identify and report non-compliant behaviour to the CEO.	To develop and update the statement of values for approval by the Board, to work within the approved values and the Jobs and Skills Council program Code of Conduct and to identify and report non-compliant behaviour to the CEO to approve or implement action (which may be delegated to senior staff).
Organisational governance	To set or approve policies, plans and budgets to achieve the objects of the organisation and monitor performance against them.	None.	To implement policies, plans and budgets to achieve the objects of the organisation, and report on performance against them.
Compliance monitoring	To set compliance policies and approve systems for implementation by the CEO, and to deal with any reported non-compliance.	To review that workforce planning, industry stewardship, and planning for proposed activities comply with relevant standards and guidelines, as well as Governments’ Priorities.	To implement compliance policies and systems, and report and deal with non-compliance, or refer relevant matters to the Board.
Strategy	To set, review, and approve the strategic direction and purpose of the organisation to achieve its objects, vision and mission within values to ensure the ongoing viability of the organisation as a going concern, and to ensure the Jobs and Skills Council does not operate outside of the terms of the <i>Jobs and Skills Councils – Strengthening Australia’s National Vocational Education and Training System Program</i> .	To implement industry leadership and stewardship in the Australian Skills system by setting and reviewing priorities related to skills in the industries within our coverage, within the terms of the <i>Jobs and Skills Councils – Strengthening Australia’s National Vocational Education and Training System Program</i> and the values and purpose of the organisation.	To implement the actions required to achieve the organisational strategies set by the Board and the skills strategies set by the JSC Stakeholder Forum.

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Function	Roles of the Board	Roles of the Skills Insight JSC Stakeholder Forum	Roles of the CEO and Executive Management
Conflict of Interest	To act at all times in the best interests of the organisation, to provide full disclosure of all actual, potential, and perceived interests and any conflicts or perceived conflicts that may arise and to comply with the Director Conflict of Interest Policy.	To act at all times in the best interests of the agribusiness, fibre, furnishing, food, animal and environment care industries, to provide full disclosure of all actual, potential, and perceived interests and any conflicts or perceived conflicts that may arise and to comply with the Jobs and Skills Council Conflict of Interest Policy.	To ensure compliance with Conflict-of-Interest Policies, to establish and implement policies in relation to executive and other managers as well as general policies applying to all staff and to maintain all required Registers.
Code of Conduct	To comply with the Board Code of Conduct and the Code of Conduct of the <i>Jobs and Skills Councils – Strengthening Australia’s National Vocational Education and Training System Program Grant Agreement</i> .	To comply with the Jobs and Skills Council Code of Conduct and related requirements under the <i>Jobs and Skills Councils – Strengthening Australia’s National Vocational Education and Training System Program Grant Agreement</i> .	To comply with the Code of Conduct of the <i>Jobs and Skills Councils – Strengthening Australia’s National Vocational Education and Training System Program Grant Agreement</i> .
Diversity	To work towards ensuring the Board has: a diverse mixture of skills, professional and industry backgrounds, geographical experience and expertise, gender, tenure, demographics, disability, ethnicity and diversity of thought; and access to a range of views, insights, perspectives and opinions that will improve its decision making and be of benefit to all stakeholders of the JSC program.	To ensure adherence to structures and policies that allow for the input and influence of all stakeholders, including those who may be under-represented or face difficulties participating, such as: regional, rural and remote Australian stakeholders; small businesses, individual operators and family enterprises; ‘niche’ industries; and Aboriginal and Torres Strait Islander people and enterprises.	To assist the Board and the Stakeholder Forum to obtain diverse views from stakeholder and other external sources, and to support processes for nominations that assist to maintain and renew diversity.
Organisational structure	To set and maintain a framework of delegation and internal control to ensure sustainable delivery of the organisation’s operations within available resources.	To advise the CEO on any issues they perceive with the organisational structure and the support of work under the <i>Jobs and Skills Councils – Strengthening Australia’s National Vocational Education and Training System Program</i> .	To establish, implement and maintain the organisational structure suitable to deliver the operations of the organisation within delegations and internal controls.
CEO and staff Appointments	The Board appoints the CEO and delegates all staff appointments to the CEO.	None.	To support the CEO in the appointing of staff to perform organisational operations.
Succession and remuneration planning	To plan for Board, CEO, and executive succession, and determine CEO remuneration. To provide oversight of	To plan for succession of membership of the JSC Stakeholder Forum and how succession will be determined. The Forum has no roles	To implement plans approved by the Board and CEO. To determine and implement the remuneration structure of the organisation. To

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Function	Roles of the Board	Roles of the Skills Insight JSC Stakeholder Forum	Roles of the CEO and Executive Management
	organisational remuneration policy and approach.	or responsibilities in remuneration planning, or in any succession planning for the Board, CEO or staff.	assist the JSC Stakeholder Forum, develop plans for Forum membership succession and to implement suitable plans within available resources.
Finance and Resources	To approve the Annual Budget, long-term financial plans and financial risk statements for the organisation and delegate financial responsibilities to the CEO.	None	To prepare and present the Annual Budget, long-term financial plans, and financial risk statements for the company, and act within financial delegations to control the day-to-day financial operations of the organisation.
Risk management	To review and monitor the effectiveness of high-level risk management and compliance in the organisation. To agree or ratify policies and decisions on matters which might create significant risk to the organisation.	To identify potential risks for industries within our coverage that may influence the workforce planning and industry stewardship of the jobs and Skills Council.	To monitor and implement risk management in all operations including those applying to approved projects.
Industry representation (establishment)	To approve policies and frameworks for the Jobs and Skills Council (JSC) Stakeholder Forum to enable equitable and fair representation of industry.	To develop a proposal for the future election, appointment and rotation of Forum Representatives and the Chair in consultation with Industry Members, and to maintain appropriate representation.	To provide support for the development of the policies, frameworks and proposals, that govern the role and operation of the JSC Stakeholder Forum and assist in consultation.
Industry representation	To monitor performance of the JSC Stakeholder Forum in achieving and retaining equitable and fair representation of industry.	To represent industry in relation to: - Industry leadership and Stewardship - Workforce planning And to promote Training Product Development Implementation, promotion and monitoring of delivery of training and assessment.	To present performance reports to the Board based on established KPIs. To work with the Jobs and Skills Council to measure effectiveness of representation in line with established KPI.
Grant and program deliverables	To monitor adherence to Ministers' priorities and other priorities of the skills and VET system as required under national agreements, the Jobs and Skills Council Grant Program and industry/VET policy directions as approved by governments.	To ensure adherence to Ministers' priorities and other priorities of the skills and VET system as required under national agreements, the Jobs and Skills Council Grant Program and industry/VET policy directions as approved by governments, as this relates to workforce planning and industry stewardship.	To provide and/or obtain expert advice on Ministers' priorities and other priorities of the skills and VET system as required under national agreements, the Jobs and Skills Council Grant Program and industry/VET policy directions as approved by governments. To sign off on final deliverables under the

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Function	Roles of the Board	Roles of the Skills Insight JSC Stakeholder Forum	Roles of the CEO and Executive Management
			program, ensuring appropriate checks have been completed.
Sub- and Steering committees	To be responsible for the operations of Board sub-committees (governance), including the Audit and Risk Committee and the Nominations Committee.	None	To support the effective operations of all sub- and steering committees, and to ensure the effective flow of information between them and oversight bodies.
Workforce planning	To review that the JSC Workforce Plan meets the requirements of the JSC program.	To guide focus on Ministers' priorities and other priorities of the skills and VET system, review and guide the operations, and the deliverable Workforce Plan.	To provide operational capability to deliver the workforce planning function on behalf of the JSC consistent with DEWR requirements and to benefit the industries allocated to this JSC.
Occupational standards and training product development	To review that training package development meets the requirements of the JSC program.	To promote activities to industry for effective participation, and to assist in identification of potential Technical Committee members and consultation participants from industry.	To provide operational and secretariat support for all committee functions and prepare reports for oversight. The secretariat will present project proposals and all finished projects to the forum as part of the lodgement process with the department.
Implementation, promotion and monitoring	To review that the organisation undertakes effective implementation, promotion and monitoring activities.	To promote activities to industry for effective participation, and to assist in identification of potential steering/ advisory committee and consultation participants from industry.	To lead the organisation in carrying out approved effective implementation, promotion and monitoring activities.
Cross-Sector Activities	To review how JSCs are working constructively together on cross sector activities and consistent with grant contract compliance.	To participate in and contribute to cross-Jobs and Skills Council collaboration and activities.	To work with other Jobs and Skills Councils to identify opportunities as per the program requirements and to participate in Jobs and Skills Council CEO meetings as needed.

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Function	Roles of the Board	Roles of the Skills Insight JSC Stakeholder Forum	Roles of the CEO and Executive Management
Public Statements and Media	To approve policies and frameworks that promote the organisation as a transparent, responsive and responsible source of information for the public, and to ensure that the organisation, the Jobs and Skills Council program and the agribusiness, fibre and furnishings industries are not brought into disrepute.	To act as the voice of the agribusiness, fibre, furnishing, food, animal and environment care industries under the direction of JSC policy for the Australian Skills System, acknowledging that public statements and media activities made by or on behalf of the JSC Stakeholder Forum should only be made as part of an advocacy role within or on behalf of any industry related to strengthening or improving workforce and skills development, and not for other purposes.	To provide support for public statements and media activities and advice on policies, frameworks and risks.

Roles and Responsibilities of the Board

Board of Directors

Skills Insight's Board is responsible for good governance and delegates the day-to-day operation of governance to the Company Secretary.

The Role of the Board

The Board of Skills Insight plays a critical governance role, collectively upholding the organisation's values, delivering its objectives, and setting its strategic direction. It is accountable for ensuring the organisation's performance, financial health, and compliance with legal, contractual and ethical obligations. Key responsibilities include setting and monitoring strategy, governance and financial performance; ensuring compliance with regulatory and ethical standards; managing organisational risk; and overseeing Chief Executive Officer (CEO) appointment, performance and succession. The Board also approves policies, strategic and operational plans, budgets, major expenditures, and financial reports, and establishes subcommittees to support effective oversight. It is supported by a CEO-led secretariat and retains authority over significant decisions through a defined schedule of delegations.

The Role of Individual Directors

Individual Directors of Skills Insight are expected to act independently of management and contribute meaningfully to the organisation's strategic direction by drawing on their relevant expertise and experience. They are required to attend and prepare thoroughly for Board meetings, actively participate in discussions, and apply their skills with honesty, diligence, and integrity. Directors must act in good faith and in the best interests of Skills Insight and its members, while considering the broader interests of stakeholders. They are obligated to avoid conflicts of interest, maintain confidentiality, uphold Board decisions, and not misuse their position or information gained through their role. Directors must exercise independent judgment, ensure the organisation operates effectively and legally, and support the work of Board committees as needed.

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Board Directors

Information about our Directors, including Board Director profiles highlighting their experience, skills, and qualifications, is available on our website at: [About Us - Board of Directors](#)

The composition of Board Directors across the Board and its three Sub-Committees is outlined below:

Directors	Member of		
	Board	Audit and Risk Committee	Nominations Committee
Independent Directors			
Todd Loydell	✓		✓
Duncan Fraser	✓	✓	
Les Gordon	✓		✓
Lisa Marty	✓	✓	
Yorick Piper	✓	✓	
Michael Bayer (resigned March 2025)	✓	✓	
Representative Directors			
Jennifer Kruschel	✓		✓
Cleofe Vinas-Wilson	✓		
Matthew Journeaux	✓		

✓ Chair ✓ Member

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Structure and composition of the Board

The structural requirements of the Skills Insight Board are outlined in our Constitution as follows:

Role	Constitution requirements	Total number at 30 June 2025
Chair	Must be an independent Director	The Board Chair is an Independent Director
Directors	A minimum of three and a maximum of eight or nine Directors, including the Chair	Nine Directors
Independent Directors	Majority of Independent Directors	Five Directors
Representative Directors	One each from three represented bodies	Three Directors

Skills Insight Board		
Name	Date of appointment	Term Expiry
Independent Directors		
Todd Loydell (Chair)	10 December 2022	December 2025
Yorick Piper (Deputy Chair)	10 December 2022	December 2026
Duncan Fraser	10 December 2022	December 2025
Les Gordon	10 December 2022	TBC
Lisa Marty	12 December 2022	December 2026
Representative Directors		
Jennifer Kruschel	31 January 2023	December 2026
Cleofe Vinas-Wilson	23 January 2023	December 2025
Matthew Journeaux	10 January 2023	December 2026
Michael Bayer	10 January 2023	December 2025 (resigned 17 March 2025)

Director Skills Matrix – Part B

Excellent (E) High-level responsibility in roles; evidence of achievements; supporting qualifications; ability to drive innovation and growth

Advanced (A) Responsibility in roles; evidence of achievements; supporting qualifications; ability to drive growth; ability to gain and utilise knowledge required for innovation

Standard (S) Ability to contribute to Board decisions with appropriate guidance; limited practical experience and responsibility in roles; ability to analyse and question options

Development Opportunity (D) While Directors have some knowledge of a topic, this is an area for future development if required.

Skills & Knowledge	Director 1	Director 2	Director 3	Director 4	Director 5	Director 6	Director 7	Director 8	Director 9
Legal, Financial, and Governance									
Legal and Regulatory Environment	E/D	S	S/D	E	S	E	A	A/D	A/D
Board Governance	S/D	E	S/D	E	E/D	E	E	E/D	S/D
Organisational Risk Management	E/D	A	D	A	S/D	E	E	A/D	S/D
Organisational Financial Management	S/D	E	S/D	E	S/D	S/D	A	S/D	S/D
Strategy and Organisational Function									
Strategic Planning	A/D	E	S/D	A	A	E	E	S/D	S/D
External/Internal Environment Analysis	D	A	D	A	S	E	A	S/D	S/D
Stakeholder Value, Focus, & Service	E/D	E	A/D	A	A	E	E	E/D	S/D
Stakeholder Relationships	E/D	E	E/D	A	E	E	E	E/D	A
Innovation & Change Management	E/D	A	A/D	S	A/D	E	E	E	S
Machinery of Government	S	A	E/D	E	A	E	E	S/D	S

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Organisation Purpose, Values & Foundations	S/D	E	E/D	A	E	E	E	S/D	S
Company Operations									
Corporate Culture	A/D	E	S/D	E	D	E	E	S/D	S
Cultural & Diversity Awareness	S/D	A	S/D	S/D	S	E	A	S/D	S/D
Human Resources	S/D	A	S/D	E	E	S	E	E/D	S
Communications (inc. social media)	S/D	A	D	A	S/D	E	A	S	E
IT and Cyber Security	S/D	S	S/D	S/D	D	S	S	D	S
JSC Program and VET Sector									
Grant Program Compliance	S/D	S	E/D	S/D	S	E	A	S	S
Grants applications	S/D	S	A/D	S/D	S	E	S	S	S
Skills Standard & Qualifications	S/D	A	S/D	A	A	S	E	S/D	S/D
State-Based Skills Structures	S/D	S	D	A	S	S	S	S/D	S/D
Training non-accredited	E	E	D	S	A	S	E	S	S
RTO Operating Environment	S/D	E	S/D	S	S	S	E	S/D	S
Australian VET Sector Operations	S/D	A	S/D	A	A	S	A	S/D	S/D

Meeting Attendance

Board Meetings	18 Sept 24	21 Nov 24	26 Mar 25
Todd Loydell (Chair)	Yes	Yes	Yes
Yorick Piper (Deputy Chair)	Yes	Yes	Yes
Les Gordon	Yes	Yes	Yes
Lisa Marty	Yes	Yes	Yes
Duncan Fraser	Yes	Yes	Yes
Jennifer Kruschel	Yes	Yes	Yes
Cleofe Vinas-Wilson	Yes	No	No
Matthew Journeaux	Yes	Yes	Yes
Michael Bayer (resigned March 2025)	Yes	No	No

Audit and Risk Committee Meetings	28 Aug 24	23 Oct 24	6 Mar 25	3 Jun 25
Lisa Marty (Chair)	Yes	Yes	Yes	Yes
Michael Bayer (resigned 17 March 2025)	Yes	Yes	No	-
Duncan Fraser (commenced 21 Nov 2024)	-	-	Yes	Yes
Yorick Piper (commenced 3 Jun 2025)	-	-	-	No

Nominations Committee Meetings	1 Oct 24	14 Feb 25
Todd Loydell (Chair)	Yes	Yes
Les Gordon	Yes	Yes
Jenny Kruschel	Yes	Yes

Board Sub-Committees

The following two Sub-Committees support the Board by providing recommendations and advice to assist in fulfilling its responsibilities.

- Audit and Risk Committee
- Nominations Committee

Their details are published on Skills Insight website at: [Skills Insight Board Sub-Committees](#)

Audit and Risk Committee

The Audit and Risk Committee is authorised by the Board to take all necessary actions to support the fulfilment of its responsibilities. It oversees financial reporting, supports the independence of the external audit, manages risk and internal controls, and conducts investigations where required, including reporting to relevant authorities if necessary. It is guided by the Audit and Risk Committee Charter, which is reviewed biannually by the Audit and Risk Committee and the Board.

Key focus areas for the Audit and Risk Committee for the period 1 December 2024 to 30 June 2025:

- Strategic Risk Register deep dives
- Quarterly financials
- DEWR JSC Core Budget Funding
- Financial Reporting
- Policy review

Nominations Committee

The role of the Nominations Committee is to assist and advise the Board in meeting its responsibilities to the Members of Skills Insight Ltd in relation to:

- the composition, structure, development, renewal, and functioning of the Board and its Sub-Committee;
- supporting the CEO on senior executive development, succession planning, selection, and performance.

The Committee is not a policy-making body; rather, it supports the implementation of Board policy and makes recommendations on nominations requiring Board approval. It is guided by the Nominations Committee Charter, which is reviewed biannually by the Nominations Committee and the Board.

Key focus areas for the Nominations Committee for the period 1 December 2024 to 30 June 2025:

- Succession planning
- Director skills matrix
- Executive coaching
- CEO performance agreement
- CEO transition

- Gender balance and diversity on the board

Advisory Committee

The JSC Stakeholder Forum is a key body within Skills Insight. Alongside the Board, Chief Executive Officer, and executive team, it plays a central role in prioritising, overseeing, and advising on areas of JSC operations under the grant agreement.

The Forum comprises 22 representatives from organisations eligible for Industry Membership, drawn from the Stakeholder Networks:

- 13 representatives are nominated by sector-specific Stakeholder Networks
- 9 representatives come from large employer or employee organisations, or those with broad cross-sector coverage

Members may have expertise in one or more sectors, skill areas, or key issues such as climate change or respect for Country. Collectively, the Forum represents the full range of industry sectors supported by Skills Insight.

Further details on our Forum members is on our website: [Skills Insight Stakeholder Forum members](#)

The Role of the Chief Executive Officer

The Chief Executive Officer of Skills Insight is responsible for the day-to-day management of the organisation and is accountable to the Board. The CEO leads the implementation of Board-approved policies and strategies, contributes to strategic planning, and manages operations within the Board's delegations and approved budgets. Ensuring compliance with legal, constitutional, and contractual obligations, and overseeing staff appointments and management. Additionally the CEO contributes to national collaboration through engagement with other JSCs and participation in CEO forums.

The Role of the Company Secretary

The Company Secretary role at Skills Insight is performed by the CEO unless otherwise determined by the Board. In accordance with the Company Constitution, the Company Secretary supports the Chair and Board in upholding best practice governance and ensures Board procedures and regulatory requirements are followed. The role also includes ensuring compliance with the Skills Insight Constitution and the *Corporations Act 2001 (Cth)*.

The Role of the Executive

Under the direction of the CEO, the Executive is responsible for delivering Skills Insight's objectives and advancing its vision and mission as a Jobs and Skills Council. This includes implementing Board-approved and Stakeholder Forum strategies, upholding the JSC Code of Conduct, and maintaining an effective organisational structure.

Under the CEO's guidance, the Executive manages staff, finances, risk, budgets, and program delivery, supports subcommittees and the Stakeholder Forum, and advises on government and VET priorities.

Section 2: Policies and Practices

Skills Insight Members

Skills Insight is a member-based organisation, designed to ensure that stakeholders are represented and actively shape its direction through established governance and engagement structures. Membership is open to organisations that support the vision, mission, values, and objectives of Skills Insight and the broader Jobs and Skills Council program.

All Members can take part in stakeholder engagement activities, offering opportunities to connect with others in the skills and training ecosystem and collaborate on shared solutions. This includes future access to our online networks (once established) for real-time issue discussions, as well as involvement in Stakeholder Networks that support the JSC's decision-making.

We are committed to ensuring our membership reflects the full diversity of the industries we represent and the key issues affecting them, including climate change and First Nations custodianship of Country.

A range of policies have been developed to ensure our practices align with our values. Key governance policies are available on our website: [Skills Insight Policies](#)

Skills Insight Staff

Skills Insight Policies and the Employee Handbook outline our commitment to equality across all aspects of our work. It sets out the following expectations:

- **Promotion and advancement** are based on merit and guided by the principles of equality.
- **Discrimination** in any form is not tolerated. This includes unlawful discriminatory behaviour or attitudes toward clients, suppliers, contractors, members of the public, or colleagues. No job applicant or employee should face direct or indirect discrimination on the basis of age, disability, gender identity, marital or relationship status, pregnancy or maternity, race, religion or belief, sex, or sexual orientation.
- **Position Descriptions** actively encourage applications from individuals with diverse backgrounds and experiences, including Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse (CALD) backgrounds, LGBTQI+ individuals, and people with disabilities.

Women make up 72% of Skills Insight's workforce, reflecting our strong commitment to gender diversity.

Risk 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

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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 Skills Insight Risk Management Framework is a key tool that supports strategic decision-making by the Board and informs the organisation's daily operations. It defines the types and levels of risk that Skills Insight is prepared to seek, accept, or tolerate in pursuit of its strategic objectives, ensuring decisions are aligned with the organisation's clearly defined risk appetite.

The Framework also outlines zero-tolerance areas, specifying behaviours and actions that are unacceptable within the organisation. These are proactively managed to prevent their occurrence, or, if they do occur, to identify and address the root cause.

Strategic Risk Appetite

Skills Insight has a low appetite for strategic risk in areas where initiatives may be perceived by DEWR or key stakeholders as misaligned with their interests.

As such, strategic initiatives are only pursued after comprehensive stakeholder engagement and financial risk analysis. We take a measured approach that ensures our clients and stakeholders understand the positive outcomes we aim to deliver, and see collaboration with Skills Insight as a path to enhancing their own success.

Risk Management System

Skills Insight's risk management system is designed to:

- Identify the range of risks the organisation may face
- Outline controls and mitigation strategies to keep those risks within acceptable limits
- Ensure all operations and opportunities are assessed in line with the organisation's defined risk appetite

The **Risk Assessment Matrix** serves as the standard for evaluating and managing risk. It considers the nature, scale, and complexity of the activity or initiative being assessed.

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Alignment with the JSC Integrity Framework

As a Jobs and Skills Council, we report to the Department of Employment and Workplace Relations and align with its Integrity Framework. This framework sets out expectations, guidance, and best practices for industry engagement and is built on five key principles: openness and transparency, engagement and facilitation, a focus on learner outcomes, ethical behaviour, and responsibility and accountability. These principles guide our governance and stakeholder engagement, helping to ensure integrity and deliver public value.

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Principle	Skills Insight alignment with principle
Openness and transparency	Privacy Skills Insight is committed to protecting personal information in accordance with the Australian Privacy Principles (APPs) under the <i>Privacy Act 1988</i> (Cth) and the <i>Notifiable Data Breaches (NDB) Scheme</i>. We do not request or store personal financial information, website logins, or passwords. Access to our databases is restricted to authorised Skills Insight staff and approved contractors, with access granted according to role-based permissions. Skills Insight also maintains a formal complaints handling process, with a register overseen by the Executive team to ensure all concerns are managed appropriately and transparently. Acquittal report Skills Insight meets its reporting obligations to the Commonwealth through the preparation and submission of an acquittal report. Prepared by a Qualified Accountant in accordance with Australian Accounting Standards, the report details how grant funds have been used, identifies any surplus budgeted funds, and outlines performance against relevant budgets, including any variances and their underlying causes. Before its formal submission to DEWR each November, the acquittal report is reviewed by the Audit and Risk Committee and approved by the Board. Auditor's report Skills Insight commissions an independent Approved Auditor annually to verify that grant funds have been spent or committed according to the Funding Agreement. Conducted under Australian Auditing Standards and separate from the acquittal report accountant, the audit confirms whether the acquittal fairly represents Skills Insight's financial position. It also assesses fund use for JSC functions, reviews financial controls, and reports any audit qualifications with recommended actions. The audit report is submitted to DEWR each November as part of Skills Insight's obligations after review by the Audit and Risk Committee and approval by the Board. Strategic Plan The Strategic Plan outlines Skills Insight's vision, goals, and objectives for effectively delivering JSC Program outcomes. Our strategic priorities and activities are continuously shaped by ongoing stakeholder engagement. Reviewed annually, the Strategic Plan is closely aligned with our Workforce Plan which details current, emerging and future workforce challenges and opportunities, including skills gaps and shortages. Our Strategic Plan can be accessed here Skills Insight Strategic Plan 2024-2026 Website We publish our reports and regular updates on all activities we oversee on our website to keep stakeholders informed. To promote transparency and fulfill our grant obligations, we also make available detailed information about our Board, sub-committees, members, staff, and Advisory Committee, as well as key governance policies. This ensures open access to important information about our leadership, decision-making processes, and organisational practices.

Engagement and facilitation

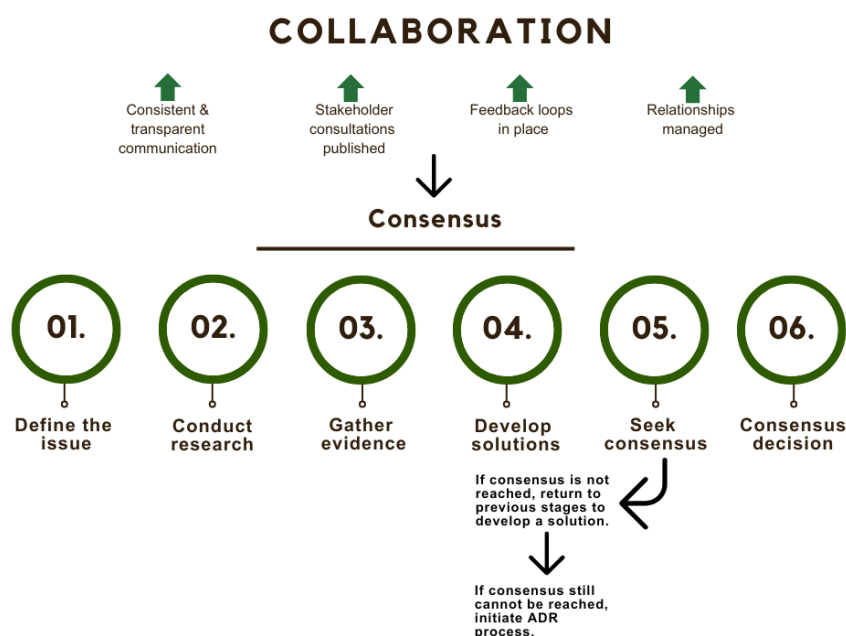
Stakeholder feedback

Stakeholder engagement is central to how Skills Insight collaborates and delivers outcomes. We recognise that consistent, meaningful consultation with stakeholders is key to building consensus, strengthening relationships, and preventing disputes.

By maintaining a collaborative and consultative approach across all areas of our work, we aim to ensure that decisions are informed, balanced, and supported by the majority of stakeholder groups.

All Skills Insight staff are committed to preventing disputes by:

- Actively and regularly seeking input from key stakeholders, and demonstrating that their feedback is valued and acted upon.
- Incorporating stakeholder insights to ensure our work reflects shared priorities and achieves broad consensus.
- Continuously improving feedback loops so stakeholders are kept informed and engaged throughout the lifecycle of each project.



This approach helps build trust, encourages shared ownership of outcomes, and reinforces our commitment to transparency and accountability.

Skills Insight is committed to consensus-based decision-making, aiming for broadly accepted solutions that reflect the collective interests of stakeholders and reduce the risk of disputes.

Further details on our stakeholder engagement approach can be found in the following policies: [Stakeholder Collaboration and Consensus](#) and [Stakeholder Dispute Resolution Policy](#)

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	Feedback Hub The Feedback Hub is designed to make it easier to provide input on draft documents and to enhance transparency around stakeholder feedback. All comments submitted through the Hub are anonymous to other users. Each participant is assigned a unique ID number, which is only visible to Skills Insight staff and approved training package contractors involved in the project. This allows us to verify the authenticity of feedback and follow up if needed. The Feedback Hub is moderated to support constructive discussion and to remove any offensive or inappropriate content. For more information, please refer to Skills Insight's Moderation Policy
Focus on learner outcomes	Workforce Plan The 2025 Workforce Plan sets out four key Workforce Planning Priorities to guide the strategies and initiatives of our JSC work. While maintaining the strategic intent of the Initial Workforce Plan, these priorities have been updated to align with the Australian Government's White Paper on Jobs and Opportunities. They are referenced throughout the document in relation to specific industry issues, data, strategies, and stakeholder engagement. These priorities also form the foundation for current and proposed activities aimed at addressing the supply and demand of jobs and skills within Skills Insight's coverage. Additionally, Industry Sector Scans have been developed for thirteen industry groupings with similar jobs and skills profiles. Each scan provides industry updates, highlights key workforce statistics, and outlines significant challenges and opportunities related to jobs and skills. Our Workforce Plan and Industry snapshots are located here: Workforce Plan - Skills Insight
Ethical behaviour	JSC Code of Conduct At Skills Insight, the Code of Conduct sets out clear ethical and behavioural expectations for our employees, management, directors, advisory committee members, contractors, and agents. It supports a culture of accountability and integrity in delivering our objectives. We align with the <i>Jobs and Skills Councils – Strengthening Australia's National Vocational Education and Training System Program Code of Conduct</i>, which outlines our commitment to honesty, integrity, probity, diligence, fairness, and ethical conduct. Compliance is promoted and monitored through staff appointments, stakeholder engagement, contractor agreements, and our policies such as conflict of interest, gifts registers, and induction processes. Gifts, Benefits, Prizes, Hospitality Skills Insight employees may occasionally be offered gifts or benefits in the course of their official duties. In all cases, employees are expected to uphold integrity, accountability, independence, transparency, and professionalism, and to avoid any perception of bias or undue influence. The Gifts, Benefits, Prizes and Hospitality Policy published on our website Gifts, Benefits, Prizes and Hospitality defines a gift or benefit as any item, service, or advantage offered by clients, customers, or other associates. This includes preferential treatment, privileged access, favours, or other advantages such as invitations to sporting, cultural, or social events; access to discounts or loyalty programs; use of equipment or machinery for personal purposes; promises of employment; and free or heavily discounted items. It also covers gifts of all types and values, including

	high-value items (e.g. artwork, jewellery, or expensive pens), low-value items (e.g. flowers), and consumables (e.g. chocolates). In accordance with the policy, Skills Insight maintains a confidential Gifts and Benefits Register. Procurement Skills Insight is committed to ethical and responsible procurement practices that support human rights and contribute to the eradication of modern slavery. Our approach aligns with Australian policy objectives and involves working collaboratively with stakeholders and suppliers. Our procurement is guided by principles of legal compliance, responsible sourcing, supplier engagement, increased purchasing from Indigenous enterprises, and proactive measures to prevent and address modern slavery. We also emphasise value for money, ethical conduct, transparency, and effective risk management. Although Skills Insight is not a reporting entity under the <i>Modern Slavery Act 2018 (Cth)</i> and is assessed as low risk, we support the Act's objectives. We will report suspected modern slavery to authorities and assist with investigations where required. Where relevant, procurement contracts include clauses requiring suppliers to address modern slavery risks in their operations and supply chains. Conflicts of Interest Our Conflict of Interest Policy ensures that actual, potential, or perceived conflicts are identified, disclosed, and managed to protect our integrity and support decision-making in the best interests of the organisation. The staff Conflict of Interest register is reviewed periodically, while the Board reviews any new or updated declarations at each Board meeting. Whistleblower Skills Insight is committed to fostering a culture of legal, ethical, and moral behaviour, underpinned by strong corporate governance. We value transparency and accountability and support the reporting of improper conduct. As a values-based organisation, we actively encourage the reporting of behaviours that may raise concerns about appropriateness, alignment with our values, or procedural effectiveness. This policy provides a safe and effective pathway for raising concerns, particularly where other avenues have not been successful, or where there are concerns about how the issue may be received or potential impacts on personal welfare, safety, or position. Further details on the policy are located here Whistleblower Policy
Responsibility and accountability	Strategic Plan Skills Insight's Strategic Plan aligns closely with the overarching JSC Strategic Plan and sets out our vision, goals, and objectives for delivering on JSC Program outcomes. Our strategic priorities and activities are shaped by ongoing stakeholder engagement and reviewed annually to ensure they remain responsive and relevant. The Strategic Plan is closely integrated with our Workforce Plan, which identifies current, emerging, and future workforce challenges, including skills gaps and shortages, supporting a coordinated and accountable approach to industry needs.

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Year In Review

The Skills Insight Year in Review report highlights our role and responsibilities as one of ten established Jobs and Skills Councils. It outlines the steps we have taken to build our organisation and deliver on our mandate to support industry and government decision-making to strengthen skills and training across key Australian industries. The report provides transparent insights into our progress, including our work in industry stewardship, workforce planning, projects and activities, and engagement with government and Jobs and Skills Australia. It reflects our commitment to accountability by openly reporting on outcomes, challenges, and the impact of our work. The full report can be located here [Year in Review](#)
