



Strategic Plan

2026 - 2028

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 has collaborative partnerships with MINTRAC and ForestWorks to support stakeholder engagement activities and JSC projects within the following industries:



Meat, poultry and
seafood processing



Forestry, timber, paper,
fibre and furnishing



Jobs and Skills Council
Agribusiness, Fibre, Furnishing, Food, Animal and Environment Care
An Australian Government Initiative

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

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Our role in Australia's Jobs & Skills System

Jobs and Skills Councils (JSCs) are a national network of tripartite 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

This strategic plan sets out the outcomes Skills Insight is seeking to achieve and the KPIs that will be used to monitor progress.

Strategic Priority 1

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

Outcome statements	KPIs
- Strengthen the evidence base that informs workforce and skills decisions. - Advance place-based workforce planning approaches that better reflect regional and sectoral realities. - Promote workforce planning that addresses broader structural factors affecting jobs and skills outcomes.	- Published workforce planning outputs demonstrate use of current quantitative and qualitative evidence. - Documented contributions to national and sector data improvement initiatives. - Evidence products and advice are used by stakeholders to inform priorities, submissions or decision-making. - Place-based or sector-specific insights are incorporated into workforce planning where relevant.

Strategic Priority 2

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

Outcome statements	KPIs
- Support workforce leadership and capability development across Skills Insight sectors. - Promote clearer careers, education and learning pathways. - Support industry and the VET system to respond to innovation, technology and changing skill requirements.	- Stakeholder feedback indicates Skills Insight's work supports workforce capability and leadership priorities. - Published pathway, careers or capability outputs are completed to agreed quality and timeframes. - Research, advice or projects demonstrate practical relevance to workforce capability, innovation or reform. - Skills Insight is invited to contribute to priority discussions on capability development and sector reform.



Strategic Priority 3

Addressing skills needs and building our future workforce

Outcome statements	KPIs
• Support flexible, industry-led training products and pathways that respond to current and emerging needs. • Promote re-skilling and entry pathways for current and prospective workers. • Strengthen connections between employers, training organisations and the broader skills system.	• Training product and workforce outputs are delivered to agreed quality, timeframe and stakeholder expectations. • Stakeholder evidence shows Skills Insight's work supports workforce entry, re-skilling or progression. • Projects or advice demonstrate responsiveness to emerging skill needs, reform settings or delivery challenges. • Collaboration with employers, RTOs and relevant agencies informs product development and workforce planning.



Strategic Priority 4

Overcoming barriers to employment and broadening opportunities

Outcome statements	KPIs
• Support industries to broaden workforce participation and address barriers to employment. • Improve access to training and assessment in thin, regional, rural and remote markets. • Promote foundation skills that support participation, retention and adaptation to new ways of working.	• Stakeholder engagement and project outputs show measurable focus on inclusion and participation barriers. • Resources, advice or materials are delivered to support improved access to training and assessment. • Skills Insight contributes to initiatives addressing foundation skills, access and equity priorities. • Stakeholder feedback indicates Skills Insight's work is relevant to broadening workforce opportunities.



Strategic Priority 5

Organisational strength and sustainability

This priority focuses on maintaining a strong, sustainable organisation that can deliver high-quality outcomes, meet its obligations, support its people, and continue to add value to stakeholders and the broader jobs and skills system.

Outcome statements	KPIs
• Maintain fit-for-purpose governance, systems and compliance. • Deliver organisational capability, operational discipline and continuous improvement. • Sustain stakeholder trust, institutional credibility and constructive system influence. • Support a capable, values-based and safe workforce and financially sustainable organisation.	• Compliance obligations and governance requirements are met. • Core and project deliverables are completed to agreed quality, timeframe and budget expectations. • Stakeholder and client feedback demonstrates confidence in Skills Insight's value and performance. • Evidence of constructive contributions to system reform, stewardship and cross-sector collaboration. • Workforce capability, wellbeing and retention are monitored and supported through organisational systems. • Financial performance remains sustainable and aligned with Board oversight.

Ways we work

Governance

Skills Insight operates with clear governance, defined accountabilities and transparent decision-making across the Board, Stakeholder Forum, CEO and executive management. These structures support compliance, stewardship and effective delivery.

Culture

Skills Insight is a values-based organisation that brings together specialist capability across workforce planning, training product development, implementation, communications and stewardship. Cross-functional ways of working support collaboration, adaptability and quality delivery.

Tripartite leadership and engagement

Skills Insight's work is grounded in tripartite leadership and engagement. Employers, unions and other relevant stakeholders contribute through open, transparent and evidence-informed processes that support balanced input, consensus where possible, and strong industry stewardship.

People and wellbeing

Skills Insight seeks to attract, retain and support capable people in safe environments. This includes attention to safety and wellbeing, professional support and conditions that enable staff and regular external team members to perform effectively and sustainably.

Financial Management

Financial stewardship is supported by Board oversight, disciplined budgeting, reporting and procurement, and a focus on long-term organisational sustainability and value for money.

Performance Management

Performance is monitored through delivery quality, timeliness, budget management, stakeholder value and organisational learning. Skills Insight uses these measures to support accountability, continuous improvement and effective allocation of resources.