

Strategic Plan 2025-28



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Acknowledgement of Country

We acknowledge the Traditional Custodians of the lands on which we live and work. We acknowledge Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We honour and respect their Elders, past and present, and extend that respect to all Aboriginal and Torres Strait Islander people.

THIS REPORT IS INTERACTIVE

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Strategic Insights from the CEO

We are proud to present the Strategic Plan 2025–2028, reaffirming our commitment to amplifying the mining and automotive industries' voice in shaping Australia's vocational education and training (VET) system. This plan builds on our collective achievements while charting a bold course to address emerging skills and workforce challenges.

The mining and automotive industries remain at the forefront of innovation, playing a pivotal role in advancing Australia's economic and environmental goals. However, as these industries evolve to meet the demands of a changing world, ensuring the VET sector's agility and responsiveness becomes critical. Without a fit-for-purpose skills system, we risk widening skills gaps that threaten industry sustainability and national productivity.

This strategic plan sharpens our focus on providing stronger industry perspectives to government, fostering collaboration, and delivering strategic leadership.

By enhancing partnerships across sectors, the Mining and Automotive Skills Alliance (AUSMASA) will continue to champion initiatives that empower employers, learners, and communities.

We aim to:



Drive Collaboration and Partnership

Strengthening connections between industry, training providers, and government to align workforce solutions with real-world demands.



Enhance Responsiveness in the VET Sector

Developing adaptable training products and fostering an ecosystem capable of addressing emerging skills needs.



Provide Strategic Leadership in Workforce Planning

Leveraging data and industry insights to guide reforms and advance national workforce priorities.



Achieve Proactive Stakeholder Engagement

Building trust and creating value through meaningful dialogue with stakeholders across jurisdictions.



Align ourselves with the National Skills Plan (NSP) priorities:

- Gender equality
- Closing the gap
- Supporting the net zero transformation
- Developing Australia's sovereign capability and food security
- Ensuring Australia's digital and technology capability
- Delivering reforms to improve the regulation of VET qualifications and quality

By aligning our efforts with government priorities and industry expectations, we will contribute to a stronger, more responsive VET system that supports Australia's workforce ambitions.

Together, we can shape a future that delivers lasting impact for industries, communities, and the nation.

Dr Gavin Lind
Chief Executive Officer

About Us

AUSMASA proudly serves as one of the ten Jobs and Skills Councils (JSC) for Australia funded by the Commonwealth Government's Department of Employment and Workplace Relations (DEWR).

Jobs and Skills Councils		
	Mining and Automotive	
	Transport and Logistics	
	Building, Construction, Property and Water	
	Arts, Personal Services, Retail, Tourism and Hospitality	
	Energy, Gas and Renewables	
	Manufacturing and Engineering	
	Agribusiness, Fibre, Furnishing, Food, Animal and Environment Care	
	Public Safety and Government	
	Finance, Technology and Business	
	Aged and Disability, Children's Education and Care, Health, Human Services, Sport and Recreation.	

Our Functions

As part of the Australian Government's initiative to enhance the nation's VET system, JSCs are designed to provide industries with a stronger voice to address workforce challenges and deliver better outcomes for learners and employers. We as a JSC are responsible for four core functions:



Our Role

AUSMASA plays a pivotal role in uniting employers, unions, and governments in a tripartite arrangement, enabling the development of practical and sustainable solutions to skills and workforce needs. Our mission is to strengthen the capacity of the mining and automotive industries to lead reforms, ensuring businesses and individuals have access to the right skills at the right time.

We act as a vital conduit between industry and education providers, fostering collaboration that drives the creation of fit-for-purpose training and career pathways. This approach ensures training outcomes are aligned with industry needs and positions Australia's workforce as globally competitive, innovative, and future-ready.

Through collaboration, advocacy, and strategic leadership, AUSMASA is committed to building a resilient and agile workforce that supports the sustainable growth of the mining and automotive industries while contributing to Australia's broader economic prosperity.

Values and Vision



Our vision

Our vision is to empower industry to develop the essential workforce capabilities for today and tomorrow.

Our core values



Authenticity

We do what we say we'll do and have the courage to share our thoughts openly, encouraging transparent and honest communication.



Collaboration

We believe in the power of working together. By embracing diverse perspectives, we ensure better outcomes for all stakeholders.



Empathy

We listen and show care for our colleagues and stakeholders, ensuring a respectful and supportive environment.



Fairness

We treat everyone equally, promoting integrity and respect in all our dealings.



Purpose

We are committed to achieving our goals and delivering on our mission, driven by a clear direction and an unwavering commitment to our strategic objectives.

Our mission

We aim to strengthen leadership and engagement, deliver responsive VET systems, and build a skilled and resilient workforce.



Our Team



Kristian Rough
Executive Director

Operations and Corporate Services

We enable AUSMASA to operate effectively through three key areas: People and Culture, Finance and Budget, and Strategy and Governance, Risk, and Compliance (GRC).

Our People and Culture remit focuses on fostering a positive workplace, supporting employee capability, and ensuring a high-performing and engaged team. The Finance and Budget function ensures financial sustainability, effective resource allocation, and compliance with the JSC Grant Agreement. Through Strategy and GRC, we uphold strong governance, risk, assurance, and policy frameworks while ensuring alignment with our strategic priorities and legislative obligations.



Emily Flores
Executive Director

Industry Engagement and Communications

Workforce planning forms the strategic centerpiece of our work, underpinning intelligence-gathering for strategic priorities and informing other functions.

Industry stewardship involves connecting with our stakeholders, serving as a key source of intelligence on workforce issues that affect the mining and automotive industries and providing strategic advice to the government on national training system policies.

Communications are an essential function, designed to deliver accurate and timely information to our stakeholders and facilitate increased collaboration.



Helen Tinney
Executive Director

Training Products, Projects and Implementation

We design, update, and implement high-quality and innovative training products to meet evolving sector needs.

Working closely with industry experts, Registered Training Organisations (RTOs) and employers, we ensure training delivery aligns with national standards, addresses emerging skills gaps and supports our key stakeholders.

Our Progress Report

2023 - Establishing

Foundation of AUSMASA as a JSC

We were created as a JSC to drive effective outcomes for Workforce Planning, Training Product Development, Implementation, Promotion and Monitoring, as well as Industry Stewardship.

The Mining Skills Organisation Pilot (MSOP) is integrated into AUSMASA

The MSOP set the foundation for working collaboratively and effectively consulting with employers, unions, industry and other key stakeholders to better improve the VET sector.



Creation of the Initial Strategic Plan

This Strategic Plan was designed to cover an initial three-year period. It sets out our vision, goals and objectives to effectively deliver program outcomes and impacts.



Creation of the Initial Workforce Plan

We prioritised data-driven, evidence-based workforce planning as being central to our operations. The Workforce Plan aims to address current and future workforce challenges, including skills gaps in the mining and automotive industries.



Strategic Workforce Advisory Panels (SWAPs) Launched

SWAP representatives engage with stakeholders and provide input about workforce skilling needs for the Workforce Plan. They also offer insights that guide us on how to improve VET packages and delivery, increasing the responsiveness of the VET sector.

A Strategic Review of Education and Training: Mine Closure and Transitions

We collaborated with the Cooperative Research Centre for Transformations in Mining Economies to identify the future education and training needs of those cohorts impacted by mine closures.

Improving Attraction and Retention in Mining

A collaborative project in partnership with the Minerals Council of Australia, Year13, and TAFE Queensland gathered crucial insights on workforce planning and talent pathways. It outlined the development of a mining attraction and retention framework.



Our Progress Report

2024 - Expanding

Market Research Into the Perceptions of Priority Cohorts Into Automotive Careers

To provide stronger industry perspectives and insights to government, we proactively engaged with various stakeholders, including existing automotive workers and youth looking to enter the workforce, to understand the underlying causes of skill shortages in the automotive industry. A public report is set to be released in 2025.



Qualification Reform Automotive Categorisation Project

This project was completed through the Qualification Reform Design Group (QRDG) with submissions from the other 9 JSCs to inform the next stage of qualification reform work. In strengthening the VET sector's responsiveness, a new system of qualification design was proposed that allows for different models based on the purpose of the qualification. To provide stronger industry insights to government, the project examined low enrolments in AUR and AUM qualifications.



Resource Development: Certificate II in Autonomous Workplace Operations

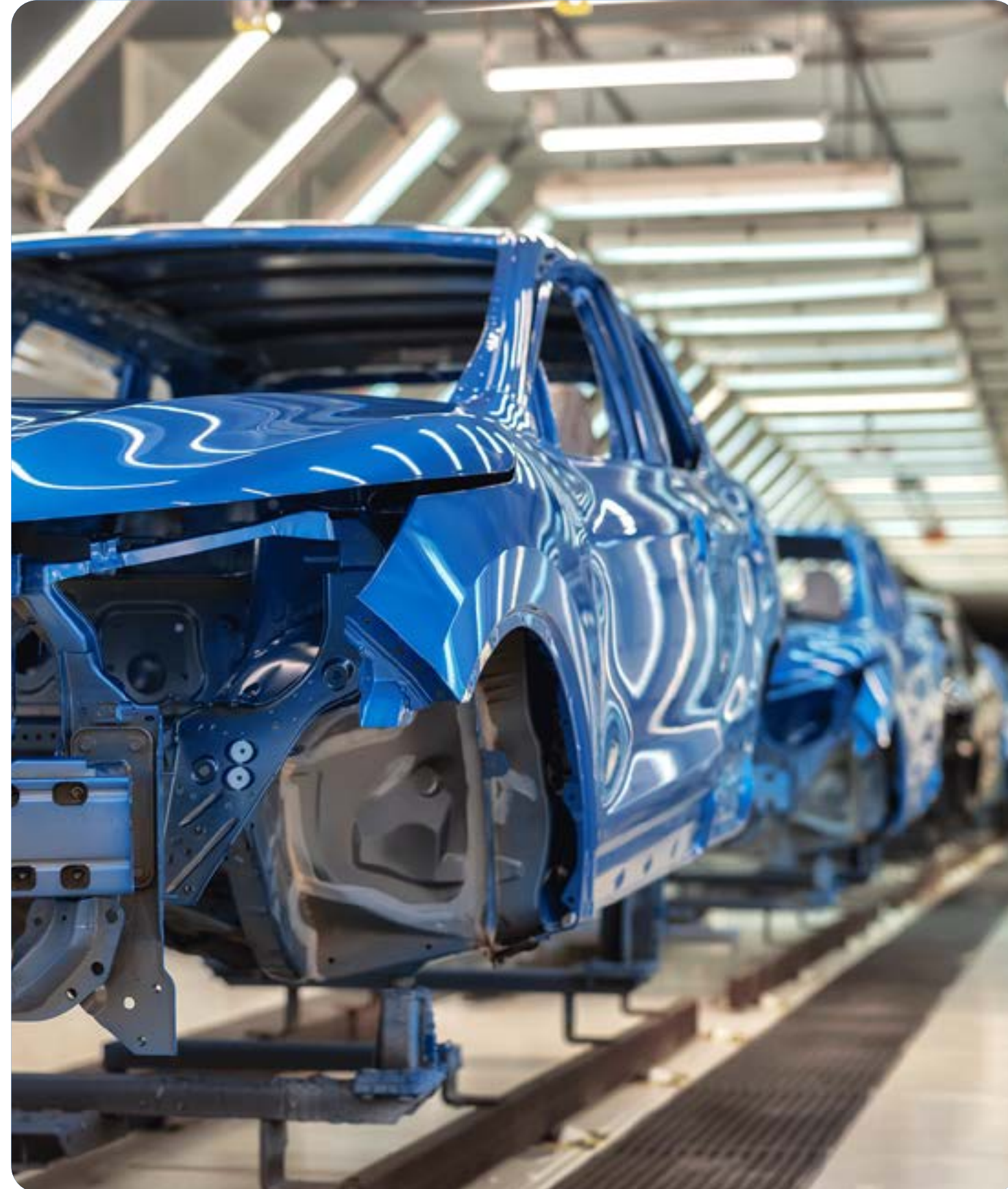
To increase the responsiveness of the VET sector to the rise of automation in workplaces, this project proactively engaged stakeholders to enhance the resources for RII21222 Certificate II in Autonomous Workplace Operations. A pilot program was held with several training providers with the final resources made available under creative commons to a national RTO network.



2025 - Embedding

Strategic Plan 2025-2028

We aim to enhance workforce skills, align training with industry needs, and drive innovation in the mining and automotive sectors. Our long-term focus is on fostering strong industry partnerships, addressing skills gaps, and ensuring a sustainable, future-ready workforce to support national economic growth.





Our Strategic Priorities

Understanding Strategy

Our strategy is a high-level approach outlining how we will achieve our priorities and objectives by leveraging strengths and addressing challenges.

This strategic plan translates our approach into a practical roadmap, defining priorities, objectives, and initiatives to drive long-term success. It aligns resources, stakeholders, and initiatives toward a shared purpose.

Our strategic plan

- Provides clarity on our direction.**
- Enables better decision-making and prioritisation.**
- Enhances accountability to the public and our Board through measurable outcomes.**
- Follows key guidelines:**
 - JSC Performance Framework and Strategic Plan Guidelines.
 - NSP priorities under the National Skills Agreement.
 - Key National Objectives of the Department of Employment and Workplace Relations, which are:
 - Foster a productive and competitive labour market through policies and programs that assist job seekers into work, including secure work, and meet employer and industry needs.
 - Promote growth in economic productivity and social well-being through access to quality skills and training.
 - Facilitate jobs growth, including secure work, through policies and programs that promote fair, productive and safe workplaces.

Incorporates the following key components:

Strategic Priorities
Long-term goals that reflect the organisation's vision, focusing on growth, productivity, and sustainability. These are our proposed outcomes for 2028.

Strategic Investments
Targeted resources in critical areas, such as infrastructure, innovative learning programs, and strategic partnerships, to drive transformation.



Objectives

Specific, measurable targets derived from strategic priorities to guide operations and achieve impactful results. These are our proposed outcomes for 2028.



Initiatives

Key projects and activities that drive short-term achievements annually, ensuring progress towards overarching objectives.



Impact Metrics

Qualitative and quantitative measures used to track the impact of our initiatives through our performance and success. These are our Key Performance Indicators (KPIs).



Strategic Priorities for 2028

Our Core Functions					
Workforce Planning	Industry Stewardship	Training Product Development		Implementation, Promotion and Monitoring	
Our Strategic Priorities					
1. We are Inclusive & Supportive of Industry Diversity 	2. We are a Trusted Partner to Stakeholders 	3. We are an Innovative Leader of VET Qualifications & Development 	4. We Build Impactful Products to Address Skills Shortages 	5. We are an Exemplar JSC with Responsive & Efficient Processes 	6. We are Financially Sustainable & Efficient in Operations 
<p>Fostering an inclusive environment within the mining and automotive sectors is a key priority moving forwards.</p> <p>By recognising and supporting diverse perspectives and backgrounds, we aim to enhance innovation and collaboration, which are vital for driving industry growth and sustainability.</p> <p>Promoting diversity helps attract a broader talent pool, which is crucial for addressing skills shortages within the mining and automotive industries.</p> <p>This goal aligns with the NSP priorities of 'gender equality' and 'closing the gap'.</p>	<p>Building strong relationships with industry stakeholders is fundamental to the work we do.</p> <p>We aim to continue to collaborate with employers, training providers, unions, government department and agencies to achieve meaningful outcomes.</p> <p>By being a trusted partner, we can effectively advocate for the needs of the mining and automotive industries, ensuring that training and development efforts meet workforce demands.</p> <p>This ties in with the NSP priorities of 'supporting the net zero transformation' and 'developing Australia's sovereign capability and food security'.</p>	<p>We aim to ensure VET qualifications are relevant and aligned with industry needs.</p> <p>This priority positions us as a key player in shaping the future of VET, ensuring that training programs are effective in preparing learners for real-world challenges.</p> <p>This is crucial for enhancing the employability of graduates and the overall competitiveness of the industries served.</p> <p>This links supports the NSP priority to 'delivering reforms to improve the regulation of VET qualifications and quality'.</p>	<p>Directly addressing the skills gaps faced by the mining and automotive industries.</p> <p>By creating impactful training programs and resources, we aim to ensure that the workforce is equipped with the necessary skills to address current and future industry demands.</p> <p>This is essential for maintaining a competitive and productive workforce that can adapt to technological advancements and changing market conditions.</p> <p>This aligns with the NSP priority "delivering reforms to improve the regulation of VET qualifications and quality".</p>	<p>We endeavour to be a model organisation within the JSC framework by developing processes that are both responsive and efficient.</p> <p>This priority ensures that we can quickly adapt to changes in industry needs and effectively implement training solutions.</p> <p>By streamlining operations, we can maximise our impact on workforce development.</p>	<p>Financial sustainability is essential for us to continue our mission of supporting the mining and automotive industries.</p> <p>This priority focuses on sustaining our funding through robust governance, compliance, and risk management practices to ensure that we can maintain mandate for our operations and invest in future initiatives.</p> <p>A strong financial foundation allows us to develop and deliver high-quality training and support services.</p>

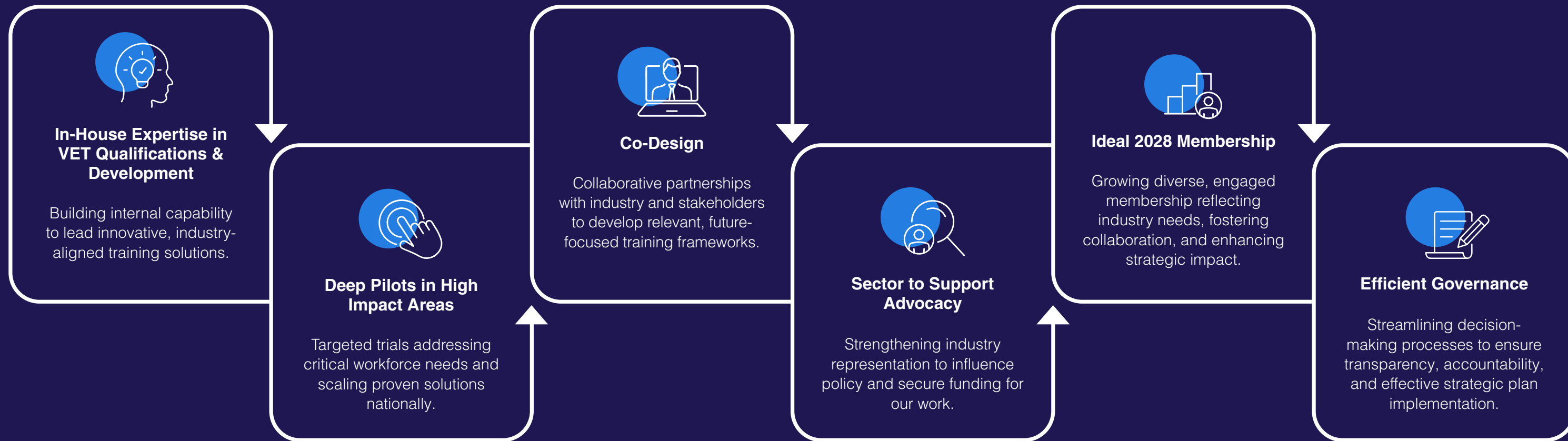
Strategic Priorities for 2028

Strategic Priorities	 <p>1. We are Inclusive & Supportive of Industry Diversity</p>	 <p>2. We are a Trusted Partner to Stakeholders</p>	 <p>3. We are an Innovative Leader of VET Qualifications & Development</p>
Objectives	<ul style="list-style-type: none"> Gain a comprehensive understanding of the evolving needs and priorities of our industry through strategic consultation with a diverse range of stakeholders, ensuring their insights inform our understanding of the current and future landscape. Identify and progress with high-quality workforce planning strategies. 	<ul style="list-style-type: none"> Develop proactive and trusted relationships with stakeholders to provide effective stewardship and position AUSMASA as a leading source of knowledge and insights. Collaborate effectively with the other JSCs and relevant national and jurisdictional agencies and bodies. Establish robust and responsive feedback mechanisms to ensure all stakeholder perspectives are captured and integrated into decision-making processes. 	<ul style="list-style-type: none"> Reflect contemporary and emerging approaches to vocational education in training design and implementation. Develop pathways to support career starters and the existing workforce.
Initiatives	<ul style="list-style-type: none"> Embed diversity and inclusion principles throughout our workforce plan and associated activities. Deliver a comprehensive and impactful workforce plan for 2025. 	<ul style="list-style-type: none"> Drive membership, coordinate national roadshow consultation and attend events in order to establish trusted relationships with stakeholders. Reach agreement with BuildSkills Australia on RII training package distribution. Establish a framework to collate industry input for integration into decision-making processes. 	<ul style="list-style-type: none"> Develop technology knowledge and skills to support innovative projects. Submit QRDG reports. Pending acceptance of the QRDG's recommendations, AUSMASA will progress the Companion Volume Implementation Guide (CVIG) Certificate II in Automotive training package. Receive approval for the vocational degree in Mining qualification.

Strategic Priorities for 2028

Strategic Priorities	 <p>4. We Build Impactful Products to Address Skills Shortages</p>	 <p>5. We are an Exemplar JSC with Responsive & Efficient Processes</p>	 <p>6. We are Financially Sustainable and Efficient in Operations</p>
Objectives	<ul style="list-style-type: none"> Undertake appropriate stakeholder consultation to develop training products. Develop timely and relevant training products that meet stakeholder needs. 	<ul style="list-style-type: none"> Establish a robust risk management framework ensuring operational integrity. Promote risk awareness to improve decision-making capabilities across the organisation. Advance AUSMASA's organisational maturity to enhance strategic effectiveness. Develop high-quality resources and ensure support is provided to improve the quality of training and assessment. 	<ul style="list-style-type: none"> Ensure that all grant agreement requirements are met. Strengthen transparency and decision-making through timely and accurate financial reporting. Ensure high standards of operational and strategic pliance. Create a supportive, engaging workplace to retain top talent. Foster trust and responsiveness in employee relations. Drive performance through greater accountability and transparency on role and responsibilities.
Initiatives	<ul style="list-style-type: none"> Deliver a Consultation Strategy that reflects all project stakeholders as approved by Technical Advisory Groups (TAGs) or Project Steering Committees (for example, the Workforce Development Project). Implement Project Management methodology that supports and measures all project milestones and impact (where impact is equal to outputs and outcomes). 	<ul style="list-style-type: none"> Finalise a list of critical controls linked to AUSMASA's strategic risks. Launch risk education pilot sessions and measure participant feedback. Implement a maturity assessment framework benchmarked against the Risk Management Benchmarking Program. Implement, promote and ensure the uptake of projects - Certificate II in Autonomous Workplace Operations resources nationally. Develop and implement new AUSMASA CVIG template (pending QRDG outcome). Investigate how Artificial Intelligence (AI) can support training product development and/or assessments (for example, Joint JSC development of psychosocial safety unit with FSO). 	<ul style="list-style-type: none"> Develop and adopt a compliant funding utilisation tracking and reporting tool. Design a financial reporting schedule and quality framework aligned with Board expectations. Finalise an assurance review scoring methodology aligned with AUSMASA's assurance plan. Conduct an employee engagement survey to identify retention drivers. Roll out a comprehensive complaints policy and system with clear timelines and accountability. Develop a performance framework integrating people's motivation, capability and work culture.

Strategic Investments



Our Partners



Strengthening Engagement

Industry Sector Relationship

We proudly collaborate with the automotive and mining industry sectors through a vibrant network of advisory panels and partnerships. These connections create valuable opportunities to learn about the current challenges and opportunities within the industries while sharing ideas and concerns. Together, we work to identify collaborative solutions that strengthen workforce development and address industry needs.

We actively engage with key industry stakeholders by hosting bi-monthly meetings and organising educational visits. These visits allow us to gain firsthand insights into the operations of major industry players and better understand their role within the broader industry landscape.

Our partnerships with other JSCs across Australia ensure our representation and contributions are recognised on a national level.

We prioritise open and genuine communication with our stakeholders. By encouraging direct feedback and meaningful discussions, we build trust and strengthen relationships. Stakeholders feel confident reaching out to share their perspectives, whether through phone calls or in-person meetings. These interactions help us stay connected, responsive, and aligned with industry priorities.

Our Engagements

We have built strong relationships with our JSC counterparts, including BuildSkills Australia, Powering Skills Organisation (PSO), Service and Creative Skills Australia (SaCSA), Future Skills Organisation (FSO), the Manufacturing Industry Skills Alliance (MISA), and Skills Insight.

Our involvement in automotive and mining SWAP meetings and events across the country have ensured that we remain aligned with the industry priorities and emerging workforce needs.

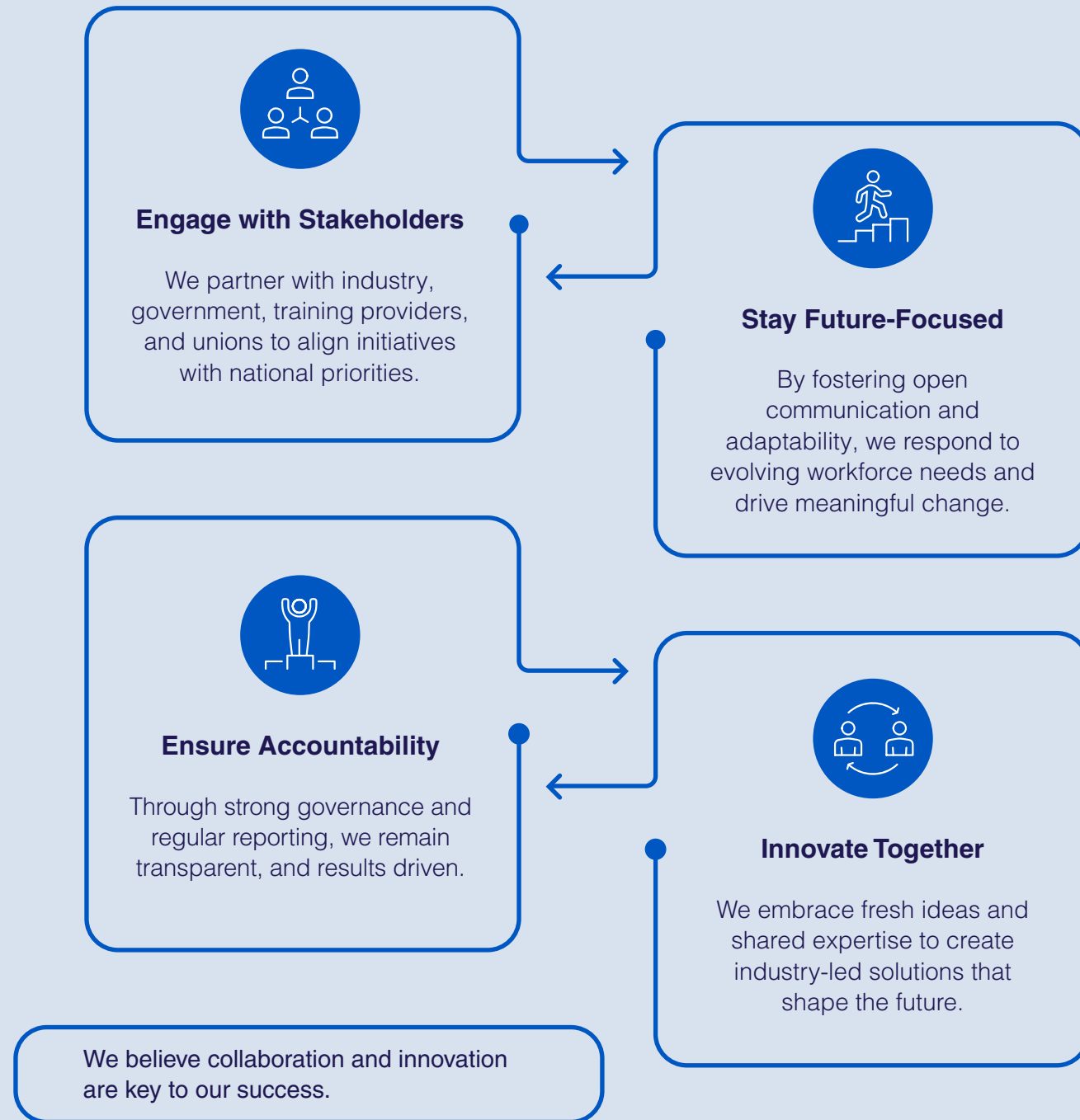
Our active participation in national discussions on the Skills Taxonomy and Skills Passport has enabled us to contribute to shaping the future of skills recognition and development.

Additionally, we showcased AUSMASA's expertise and initiatives at prominent events, including the TAFE Directors Australia Convention 2024 in Sydney, the ITEC24 Conference on the Gold Coast, the National VET Research Conference 'No Frills' in Perth, Copper to the World in Adelaide, and the Victorian Automotive Forum in Bendigo.

To formalise and strengthen these efforts, we have developed a comprehensive Stakeholder Engagement Framework. This framework will guide our collaborations, ensuring they are strategic and focused on delivering meaningful outcomes that support workforce development and align with national priorities.



Our Ways of Working



How do we operate?

We achieve our goals through strategic partnerships, stakeholder engagement, and evidence-based decision-making. By actively consulting with industry leaders, training providers, government departments and agencies, we identify emerging skills needs and workforce challenges.

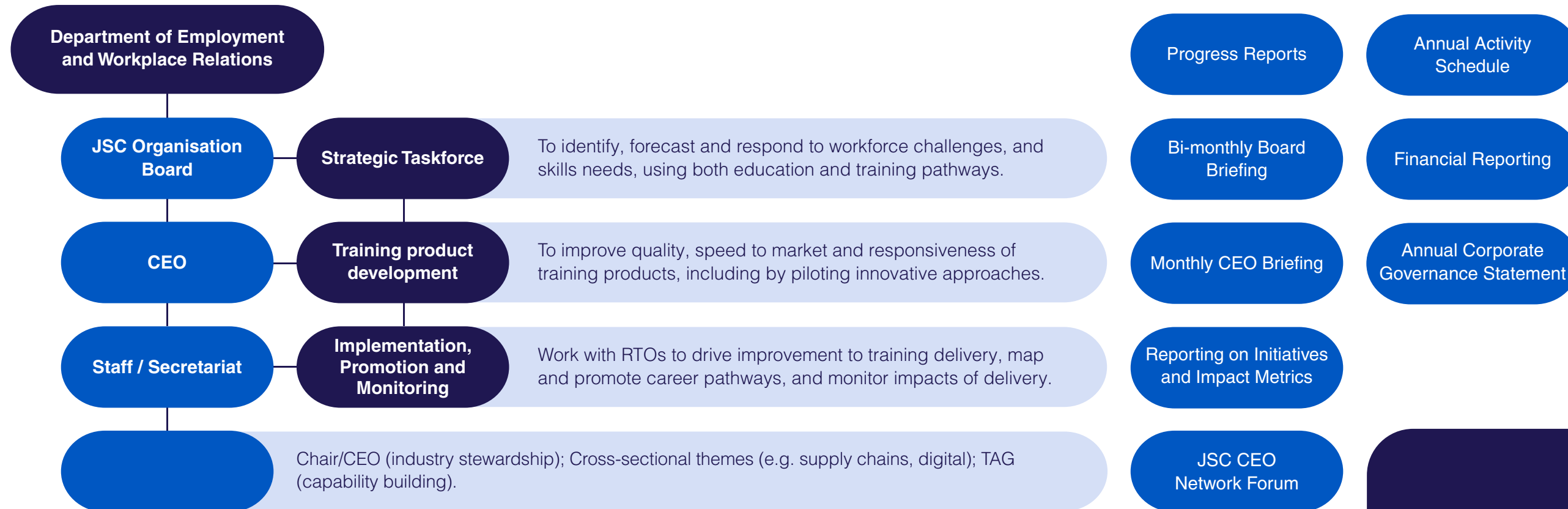
We develop tailored training products, implement targeted projects, and deliver outcomes that drive workforce capability and productivity.

Regular communication, performance monitoring, and transparent reporting to the Board and DEWR ensure our activities remain accountable and effective.

Our dual focus on collaboration and innovation allows us to design and implement initiatives that equip workers and industries with the tools to thrive in a changing economic landscape.



Monitoring our Performance

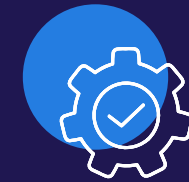


At AUSMASA, we monitor our performance through robust governance mechanisms, ensuring transparency and accountability. These include annual progress reports on projects to DEWR, bi-monthly board reporting, financial reporting, and an Annual Corporate Governance Statement.

In 2025, we are enhancing our oversight by launching a comprehensive set of metrics that serve as KPIs to measure progress towards our 2028 priorities. They will provide clear, actionable insights into our performance and will be reported monthly to the CEO.

This dual reporting structure to both DEWR and the Board strengthens our commitment to achieving strategic goals while maintaining accountability to our stakeholders. By aligning these metrics with our priorities, we aim to drive continuous improvement and ensure our initiatives deliver maximum impact for the workforce and industry.

Managing Strategic Risks



01

Failure to Secure or Retain Government Funding

Reduction or loss of government funding could jeopardise our ability to deliver core initiatives and sustain long-term projects, impacting workforce development.

Mitigation: We will meet our grant agreement, and clearly report on our outcomes to demonstrate our value for continued funding.

02

Failure to Meet Industry Needs

Misaligned training products could lead to skills gaps and loss of stakeholder trust.

Mitigation: We will conduct industry consultations, research, and feedback-driven updates to ensure training products align with emerging skill demands and industry priorities.

03

Failure to Engage Effectively with Stakeholders

Weak engagement may hinder collaboration, trust, and the successful implementation of initiatives.

Mitigation: We will strengthen communication through stakeholder engagement frameworks, regular forums, and collaborative projects that address shared goals.

04

Failure to Protect and Maintain Reputation

Reputational damage from unmet expectations or data breaches could erode stakeholder confidence.

Mitigation: We will implement robust risk management, assurance, business continuity plans, and information security protocols to safeguard our reputation.

05

Failure to Innovate and Evolve Training Products

Outdated products may fail to meet industry and workforce needs, risking irrelevance.

Mitigation: We will continuously engage industry, foster innovation, and review products to ensure they remain fit for purpose and future ready.

Looking Ahead

As we look toward the next three year, AUSMASA remains committed to advancing the capabilities of the workforce across the mining and automotive sectors. Our strategic plan for 2025 to 2028 focuses on fostering a future-ready workforce, driving innovation in training, and ensuring alignment with industry needs and emerging trends.

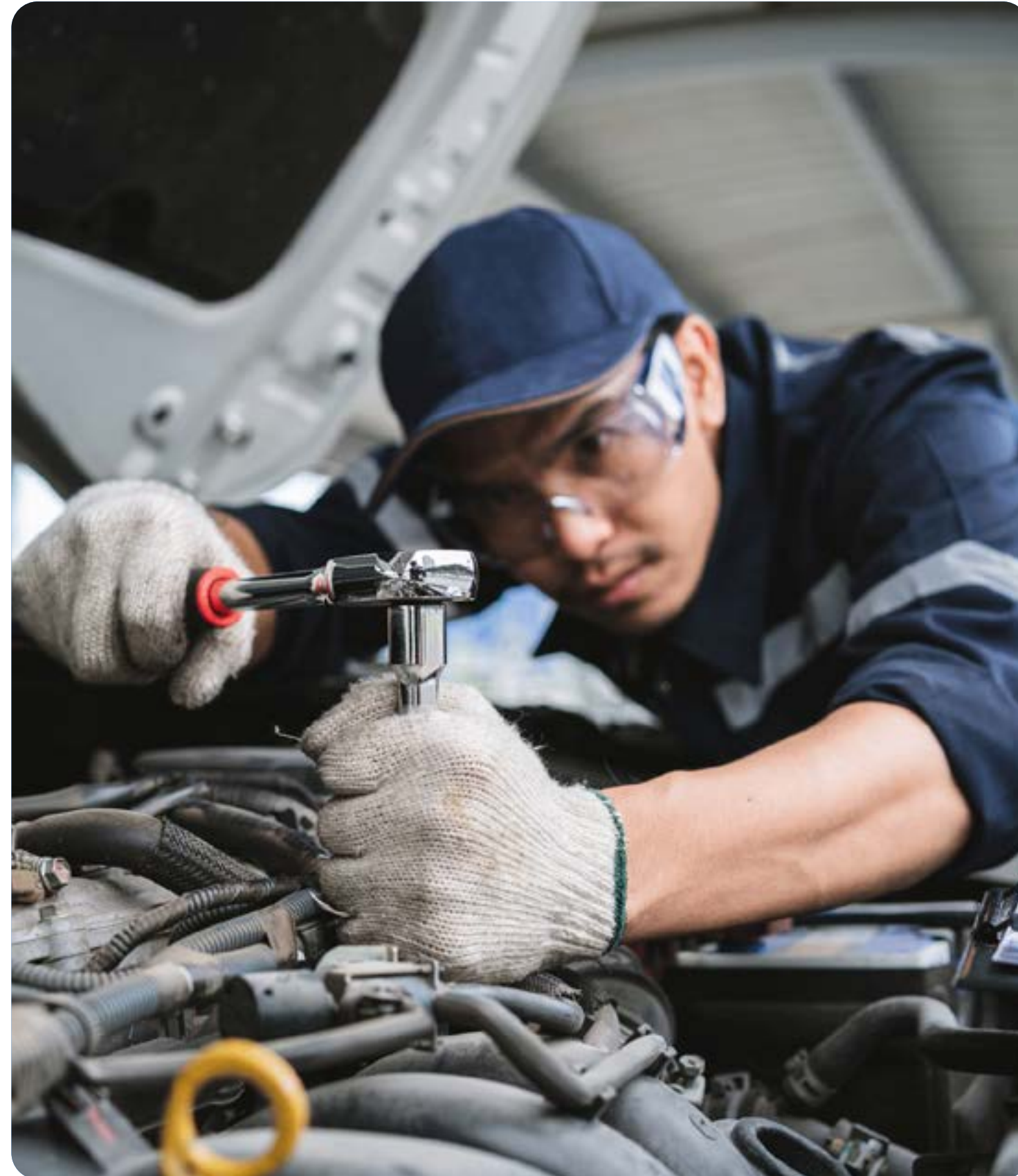
We will continue to collaborate with industry partners, training providers, government departments and agencies to remain agile and responsive to evolving skill demands. By leveraging technology and data-driven insights, we aim to enhance the quality and relevance of training programs, preparing workers for the challenges of tomorrow's economy.

Key priorities will include expanding our focus on sustainability, digital transformation, and the integration of new technologies into training pathways.

We will invest in building a robust talent pipeline to support industry growth and ensure that workforce development keeps pace with the sector's rapid advancements.

In the coming years, we will deepen Australian Government's commitment to inclusivity and diversity within the workforce, ensuring that all Australians, regardless of background, have access to opportunities in these vital industries. Through ongoing innovation and collaboration, we will position AUSMASA as a central figure in shaping the future workforce, driving productivity, and supporting Australia's economic prosperity.

This strategic plan will guide our actions, ensuring that our programs, initiatives, and policies continue to empower individuals, strengthen industries, and contribute to national growth. Through our work, we hope to continue forging pathways to excellence for the mining and automotive industries, well into 2028 and beyond.





The Mining and Automotive Skills Alliance (AUSMASA)
is a Jobs and Skills Council funded by the
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