

STRATEGIC PLAN

2026-28



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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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Message from the Board Chair

I am pleased to present the Mining and Automotive Skills Alliance (AUSMASA) Strategic Plan 2026-28, which sets a clear direction for our work and positions us to continue delivering meaningful outcomes for the mining and automotive industries.

This Plan builds on our strong foundation while setting a clear direction for the opportunities ahead. It builds on our progress and reinforces our commitment to ensuring industry voices remain at the centre of Australia's vocational education and training (VET) system.

The mining and automotive industries are currently undergoing significant transformation, driven by technological change, workforce shifts and the transition to a more sustainable economy. In this environment, AUSMASA plays a critical role in ensuring the VET system is responsive, forward-looking and aligned to industry needs.

In our previous Strategic Plan, AUSMASA was positioned as a credible and trusted industry voice within the VET system. We worked to enhance our engagement processes, broadened our stakeholder reach and delivered training packages aligned with genuine industry needs. This Plan builds on that foundation, not by repeating past efforts, but by elevating our ambition and sharpening our focus to meet the challenges ahead.

Over the next two years, we will focus on building deeper partnerships across industry, government and the training sector and supporting a more agile, industry-informed VET system. We are committed to providing leadership in workforce planning and skills development and deepening stakeholder engagement to reflect diverse perspectives.

These goals are underpinned by strong governance and a commitment to continuous improvement in how we operate. The Board is focused on ensuring AUSMASA delivers real value, supporting industries to access skilled workers while creating meaningful career pathways. We will continue to align our efforts with national skills priorities, including gender equity, Closing the Gap, the net zero transition, sovereign capability and digital skills.

This Plan reflects the contributions of our Board, leadership team and our valued stakeholders. I thank everyone involved and look forward to working together to shape a stronger, more responsive and future-ready system.

Nicole Firth
Nicole Vanessa Firth
Chair of the Board



Message from the CEO

We are proud to share our Strategic Plan for 2026-2028. This Plan reaffirms our commitment to amplifying the voices of the mining and automotive industries and strengthening our role as a trusted partner in shaping Australia's skills and workforce future. It also reflects our ambition to be an exemplar Jobs and Skills Council (JSC), setting a strong standard for collaboration, insight and impact across the VET system.

This Strategic Plan sets a clear and forward-looking direction to address emerging workforce and skills challenges. It reinforces our commitment to a strong, responsive and future-focused VET system that delivers real value for industry, workers and the broader economy.

At the core of our strategy are four priorities:

- Strengthening collaboration and partnerships across the VET sector.
- Enhancing responsiveness to evolving industry needs.
- Providing strategic leadership in workforce planning.
- Fostering proactive and meaningful stakeholder engagement.

These priorities are supported by disciplined strategic investment, strong and enduring relationships with our partners and a commitment to excellence in how we operate.

The mining and automotive industries are central to Australia's economic strength and environmental transition. As these sectors continue to evolve, it is essential that the VET system evolves with them. Without this alignment, skills gaps will widen, placing pressure on industry sustainability, workforce capability and national productivity.

In response, this Plan strengthens our commitment to elevating industry perspectives and delivering coordinated leadership across the skills ecosystem by:

- Deepening collaboration between industry, training providers, unions and governments to ensure workforce solutions are aligned to real-world demand.
- Developing adaptable, future-ready training products that anticipate and respond to emerging skills needs.

Our work aligns with the Ministerial priorities and the priorities of the National Skills Plan under the National Skills Agreement, which include:

1. Advancing gender equality
2. Closing the Gap
3. Supporting the net zero transition
4. Building sovereign capability and food security
5. Strengthening digital and technological capability
6. Improving the quality and regulation of VET qualifications

Through the use of data, evidence and industry insight, we will continue to contribute to national workforce priorities. We remain firmly committed to building trust and delivering value through proactive and sustained engagement with stakeholders across Australia.

Ultimately, this Strategic Plan positions us to work in close alignment with government priorities and industry expectations and to help shape a stronger, more responsive VET system that serves learners, industry and Australia's future needs.



Dr Gavin Lind
Chief Executive Officer



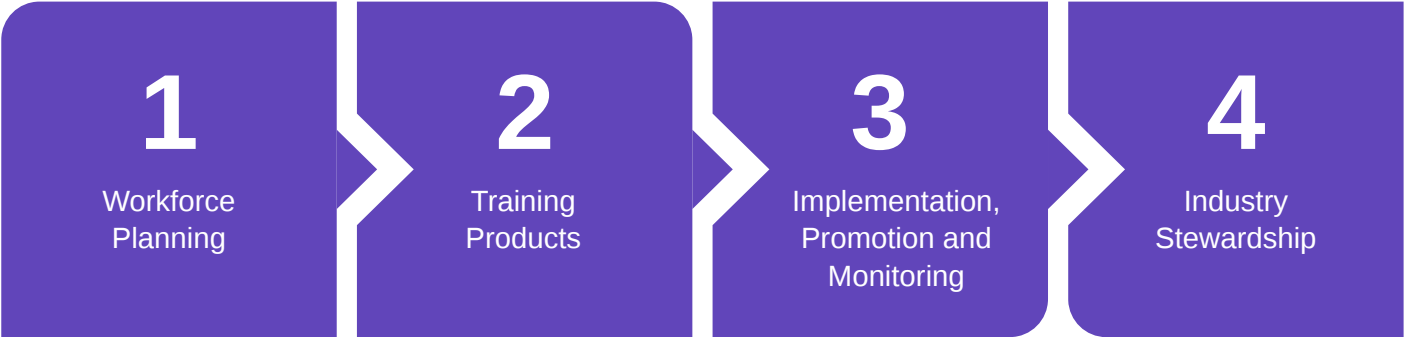
Our Role and Values

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 vision

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

Our mission

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

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 contributing to Australia’s broader economic prosperity.

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 Team



Kristian Rough

Executive Director, Operations & Corporate Services



Sue Clifford

Head of People & Culture



Adrian Lea

Executive Director, Training and Workforce Innovation



Matthew Beachcroft

Executive Director, Workforce Intelligence and Delivery



Imogen Garcia-Reid

Executive Director, Industry Partnerships and Stewardship

Operations and Corporate Services

Our team provides the foundation that enables AUSMASA to operate effectively, responsibly and sustainably. Through Finance, Performance and Governance, we support the organisation’s day-to-day operations while ensuring strong oversight and accountability.

Our Finance and Budget team ensures resources are managed responsibly, financial sustainability is maintained and obligations under the DEWR Grant Agreement are met. Our Performance function monitors organisational performance against measures established by the Board and DEWR, supporting continuous improvement and accountability.

Through Governance, we oversee risk management, assurance activities and policy alignment with legislative and strategic requirements. Our business continuity planning also helps ensure organisational resilience and the continuity of services during periods of disruption.

Together, these functions strengthen organisational capability, support informed decision-making and position AUSMASA to respond effectively to future challenges and opportunities.

People & Culture

Our team supports AUSMASA by building a capable, engaged and high-performing workforce aligned to organisational priorities.

Through recruitment, performance management, capability development and employee wellbeing initiatives, we support teams across the organisation and strengthen leadership capability at all levels.

Our approach is supported by clear performance frameworks, workforce planning and a strong employee value proposition. Recent improvements to onboarding and executive leadership support have further strengthened organisational capability and staff experience.

We will continue to focus on attracting and retaining talent, developing leadership capability and maintaining a positive and high-performing culture to ensure AUSMASA remains agile and effective into the future.

Training and Workforce Innovation

Our team leads the development, review and reform of national training products across the automotive and mining industries, ensuring qualifications remain practical, relevant and responsive to industry needs.

Through industry consultation, technical expertise and implementation support, we help translate workforce challenges into high-quality, future-focused training outcomes that support evidence-based decision-making and capability uplift across the VET system.

At AUSMASA, we have delivered significant updates to priority training products, strengthened consultation and evidence practices and improved consistency across qualification development. This has enhanced training quality, supported workforce capability and improved the sector’s responsiveness to emerging technologies and changing industry requirements.

Looking ahead, we will continue to deliver high-quality training products, strengthen internal capability and processes and progress reform initiatives that support a modern and future-ready VET system.

Workforce Intelligence and Delivery

Our team translates workforce intelligence and labour market analysis into practical insights, workforce planning, research and strategic initiatives that support our tripartite relationships and strengthen the VET system.

Through evidence-based analysis and strong coordination, we support informed decision-making and effective delivery across the organisation.

At AUSMASA, we have delivered critical workforce research, strengthened governance and monitoring processes and expanded engagement with government, industry, unions and RTOs. These efforts have improved oversight, strengthened collaboration and supported consistent, high-quality outcomes.

Looking ahead, we will continue to support national workforce reform priorities while remaining responsive to industry change, aligned to government priorities and focused on building a more connected training system.

Industry Partnerships and Stewardship

Our team is AUSMASA’s connection to industry, bringing together employers, unions, government and training providers to ensure industry voices shape the work we do across the organisation.

Through structured and ongoing engagement, we provide the insights that underpin AUSMASA’s industry-led approach.

This year, we expanded membership, strengthened stakeholder engagement and improved coordination across the organisation to enable more targeted and effective consultation while reducing duplication. We also strengthened engagement through Strategic Workforce Advisory Panels (SWAPs), industry working groups and national events, increasing the reach, credibility and impact of AUSMASA’s work.

Looking ahead, we will continue to prioritise meaningful industry input, strengthen engagement with First Nations peoples and diverse workforce groups and ensure stakeholder insights translate into practical and high-value outcomes.

We remain committed to delivering timely, trusted and effective engagement that keeps AUSMASA connected, responsive and industry led.

Our Progress Report

2023

Establishing

7 initiatives

- 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.

2024

Expanding

3 initiatives

- 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.

Our Progress Report

2025

Embedding

3 focus areas

In 2025, AUSMASA shifted from expansion to consolidation, focusing on embedding reform and strengthening the quality, consistency and sustainability of delivery across the mining and automotive industries.

Our priority was to ensure that industry insights directly informed decision-making. Engagement became more purposeful, bringing together employers, unions, training providers and government to test priorities, challenge assumptions and guide national workforce planning. This included a stronger focus on workforce demand and diversity and the impacts of technological change.

We delivered on this by focusing on three key areas:

- **Industry Engagement**

We strengthened our approach to industry engagement through our SWAPs. These forums brought together key stakeholders to affirm priorities, identify skills gaps and shape workforce planning and making sure that insights translate into tangible policy and program outcomes.

- **Responding to industry change**

Qualification reform continued to evolve in line with emerging needs. For example, in the automotive industry, this included adapting training to support the transition to electric vehicles. In mining, we progressed work on vocational degree pathways and explored new training approaches to improve productivity, support safety and strengthen workforce capability.

- **Strong foundations**

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

By embedding reform into our internal operations and partnerships, we strengthened AUSMASAs position as a trusted partner, supporting a workforce aligned with industry and national priorities.

2026

Expanding

3 focus areas

In 2026, AUSMASA is focused on expanding the impact of reforms already in place while increasing our national influence.

Our priority is to enhance how workforce intelligence informs planning and training development and how it can support apprentices within automotive and mining. We are increasing the use of technology, automation and digital insights to better anticipate change and ensure training remains aligned with evolving industry needs.

We are focusing on these areas:

- **Advancing workforce intelligence**

We are expanding the use of technology insights to understand the impact of automation, artificial intelligence and digitalisation. These insights are being embedded into workforce planning, shaping training priorities and guiding product development, as part of a continuous workforce intelligence cycle that connects research, planning and delivery, rather than a single annual exercise.

- **Developing pathways**

We are progressing new training solutions aligned to industry need, including those in clean energy, critical minerals and advanced automotive technologies. This includes advancing an AQF Level 7 vocational degree pathway in mining to support higher level skills and career progression.

- **National collaboration**

We are continuing to evolve our role as a national steward through more structured, outcomes focused engagement. Our stakeholder relationships are managed through a stewardship approach that supports tracking engagement, assessing impact and ensuring consistent delivery. Collaboration across the JSC network is also becoming more integrated, promoting system wide alignment and shared reform outcomes.

Underpinning these priorities is a continued focus on improving our internal operations. By building capability, insight and collaboration, AUSMASA is continuing to support evidence-based workforce outcomes that align with national priorities.

Our Progress Report

2027

Evolving

3 focus areas

From 2027 onward, AUSMASA will operate as a more mature, national organisation recognised for credibility and impact.

Our priorities will move beyond implementation toward leadership and assurance, with a stronger emphasis on delivering value-driven outcomes.

Our priority will remain using our workforce intelligence to guide national decisions on skills, qualifications and future workforce needs. Training products and pathways will remain relevant and practical, supporting productivity and technological advancement across mining and automotive.

We will deliver by focusing on these high impact areas:

- Leading with insight**
High quality workforce intelligence will inform national skills planning and decision-making. Industry trends and emerging needs will be translated into clear priorities for training and workforce development.
- Delivering recognised pathways**
Training products and career pathways will continue to reflect industry requirements and evolving technologies. These pathways will support workforce capability, productivity and long-term career progression.
- Trusted partnerships**
Stakeholder engagement will remain purposeful, outcomes focused and well documented. Industry challenges will be translated into practical, system-wide solutions through collaboration, including ongoing alignment across the JSC network.



Underpinning these priorities will be a disciplined approach to governance, risk management and financial oversight. Performance systems will provide clarity and confidence to members, the Board and government, clearly demonstrating accountability and making good on our commitment to deliver public value.

In this phase, AUSMASA will be defined by its impact as an exemplar JSC. We will be relied upon for insight, recognised for leadership and valued for our contribution to Australia's mining and automotive workforces.



Understanding Strategy

At AUSMASA, we define strategy as making clear and deliberate choices about where we focus our efforts and equally important where we do not. It is about our actions being aligning to the outcomes we want to achieve and then being intentional in how we deliver them.

For us, strategy turns intent into action. It guides how we engage with our stakeholders. We take a structured approach that connects long-term objectives with practical action across the systems we influence.

Our Strategic Plan brings this approach to life. It shows how our priorities translate into the work we deliver each year, ensuring our resources, partnerships and activities remain focused on outcomes that matter to industry, unions and DEWR, while delivering meaningful benefits for learners.

At its core, this Plan guides our day-to-day work.

Through the Plan, we:

- Establish a clear purpose aligned with national workforce priorities
- Guide decisions about how we allocate time, effort and resources
- Track progress through measurable outcomes that are visible internally and externally

Importantly, our Strategic Plan is aligned with national expectations. It reflects the Jobs and Skills Council Performance Framework, supports the National Skills Plan under the National Skills Agreement and aligns with DEWR priorities.

From intent to action

Our strategy is built around a set of integrated elements that connect long-term direction with practical delivery:



Strategic Goals

Set our long-term direction and define the outcomes we are working toward, including our contribution to productivity, growth and sustainability through to 2028.



Key Performance Indicators (KPIs)

Measure our performance through both qualitative and quantitative indicators, enabling us to demonstrate value, maintain transparency and build trust with stakeholders.

¹ Dhlamini, J. (2022). *Strategy: An understanding of strategy for business and public policy settings*.

Strategic Goals

Our six JSC Core Functions define the long-term direction of our work. Grounded in our mandate and aligned with the National Skills Agreement, they guide how we deliver value to industry, unions, government and the skills system.

JSC Core Function (Deliverable)					JSC Governance (Compliance)
Training Product Development	Implementation, Promotion and Monitoring	Workforce Planning		Industry Stewardship	
					
Leading the Future of Work Through Technology and Innovation	Delivering Innovative, Industry-Aligned Training Solutions	Building a Skilled, Adaptable and Productive Workforce	Advancing Equity and Inclusion	Trusted and Collaborative Partner to Our Stakeholders	Exemplar in Governance, Operations and Financial Sustainability
AUSMASA provides timely, evidence-based intelligence on how automation, artificial intelligence and digital technologies are transforming the mining and automotive industries. This enables industry, government and training providers to anticipate and respond to evolving workforce and skills needs. As a JSC, AUSMASA translates technological change into practical insights that inform training reform, workforce planning and policy settings. This positions AUSMASA as a key system influencer across the VET sector. This work supports National Skills Agreement priorities, particularly strengthening Australia’s digital and technological capability.	AUSMASA leads the development and reform of national training products to ensure qualifications remain practical, current and aligned to industry needs across mining and automotive, including clean energy, critical minerals and advanced automotive technologies. With its JSC functions, AUSMASA converts industry intelligence into nationally recognised qualifications that respond to workforce change and support consistent, high-quality training outcomes. This work supports National Skills Agreement priorities including the net zero transition, strengthening sovereign capability and VET qualification and quality.	AUSMASA provides authoritative workforce planning and labour market intelligence to identify current and emerging skills needs. This evidence base supports coordinated decision-making across the VET system. As a JSC, AUSMASA influences training investment, qualification design and workforce strategies by ensuring decisions are grounded in robust evidence. This strengthens alignment between skills supply and labour market demand. This goal supports National Skills Agreement priorities focused on VET qualification and quality.	AUSMASA supports improved participation for women, First Nations peoples and regional and remote communities across mining and automotive, strengthening access to opportunity in industries undergoing rapid change. As a JSC, AUSMASA embeds equity considerations into consultation, workforce planning and training product development, ensuring inclusive design and improved access to training pathways. This goal supports National Skills Agreement priorities including gender equality and Closing the Gap, ensuring workforce solutions reflect the full diversity of Australia’s talent base.	AUSMASA operates as a central connector between the tripartite (i.e., industry, unions and government), ensuring stakeholder perspectives are reflected in workforce planning, training reform and system outcomes. This builds trust and strengthens coordination. Through its JSC mandate, AUSMASA facilitates structured engagement and collaboration that ensures stakeholder input directly informs national skills priorities, implementation and reform activities. This supports National Skills Agreement priorities relating to VET qualification and quality.	AUSMASA is responsible for the effective stewardship of Commonwealth funding and delivery of its mandate as a Jobs and Skills Council. Strong governance underpins organisational credibility and system influence. Robust risk management, financial discipline and performance oversight ensure transparency and operational effectiveness across all activities. This enables sustained delivery, organisational resilience and long-term capability to meet AUSMASA’s responsibilities to our funding body (DEWR).

Strategy in Action

Our goals set out the specific outcomes we will achieve to fulfil our core functions. While our core functions defines why we exist, our goals translate that purpose into clear, actions and commitments and ensure that we deliver real value and can be held accountable for results.

Our 6 Strategic Goals

	Leading the Future of Work Through Technology and Innovation	• Ensure industry and government remain informed about the impact of technology, automation, and AI on workforce and skills requirements in mining and automotive. • Stakeholders have access to clear, practical intelligence from research and stewardship that helps them plan for and respond to industry environment change with confidence. • Training products across automotive and mining industries reflect the emerging skills that workers need to keep pace with an evolving industry.
	Delivering Innovative, Industry-Aligned Training Solutions	• Deliver training products that are practical, portable and built around what industry needs, including for clean energy, critical minerals, deep automotive and emerging technologies. • Workers and employers in mining and automotive have access to clear qualification pathways, from starting out through to advanced roles. • Design and uplift training products that are ready when industry needs them, so workers and employers are not left behind as the industries evolve.
	Building a Skilled, Adaptable and Productive Workforce	• Provide a reliable, up to date picture of workforce challenges and skills needs across mining and automotive, grounded in evidence-based research and industry intelligence. • Workers have clear pathways into and through careers in mining and automotive, supported by qualifications that are relevant, current and easy to navigate. • Training products across both automotive and mining industries are streamlined and are built to meet the needs of industry today and into the future.
	Trusted and Collaborative Partner to Our Stakeholders	• Seen by the tripartite as a credible and trusted partner that helps translate needs into effective solutions. • Engage stakeholders in an open and consistent manner, fostering outcomes that build confidence in its ability to address the needs of the industries it serves. • Partners within the JSC network to ensure its work is connected, coordinated and strengthened through effective cross-JSC collaboration.
	Advancing Equity and Inclusion	• Strengthen pathways for women into mining and automotive careers through inclusive skills and training programs. • Build strong partnerships with First Nations organisations and communities to co-design products that strengthen workforce skills and create meaningful outcomes for First Nations people. • Builds workforce participation in regional and remote communities by broadening access to tailored and accessible training pathways.
	Exemplar in Governance, Operations and Financial Sustainability	• Meets all obligations to DEWR and manages public funding with the care and discipline it deserves and deliver the public value expected. • AUSMASA's governance and risk management give the Board and government confidence that the organisation is well run and financially sound. • Builds and keeps the people and capability it needs to do its work well, supported by a positive and productive workplace culture where success is celebrated.

NOTE: Exemplar in Governance is intentionally cross-cutting as strong governance underpins all six strategic goals and is embedded in how we operate.

Strategy in Action

Our goals are delivered through action. These initiatives are the concrete programs of work that we undertake to make good on each strategic goal and shows how intent translates into practice across the mining and automotive industries.

How we will deliver through our initiatives?

	Integrated Technology and Innovation	• Running a technology intelligence program that tracks AI, digital and automation trends and feeds findings directly into sector workforce planning. • Developing and seeking approval for training products that embed the competencies required for technology-enabled roles across automotive and mining. • Developing and securing national approval for training products that address skills needs in clean energy, critical minerals and advanced automotive technologies. • Designing and seeking approval for an AQF Level 7 Vocational Degree in mining that provides an advanced VET career pathway for the sector.
	Evidence-based Workforce Planning	• Provide authoritative advice on national licencing reform across the sectors. • Delivering an integrated workforce plan that give industry stakeholders timely, evidence-based workforce intelligence. • Progressing a full suite of training product development projects to establish current, industry-aligned career pathways across automotive and mining. • Reforming qualifications to improve their relevance, portability and quality and investing in the capability of the VET workforce that delivers them.
	Strong Stewardship	• Implementing a stakeholder engagement framework that structures, records and measures AUSMASA's engagement with industry, unions, training providers and government. • Maintaining a live register of stakeholder interactions, issues and responses that provides an auditable record of AUSMASA's engagement and accountability. • Collaborating actively with peer JSCs to coordinate workforce planning, align training products and contribute AUSMASA intelligence to national VET forums.
	Culturally Responsive Equity and Inclusion	• Track and publish participation data for women, First Nations peoples and regional workers and use it to set functional priorities. • Form standing partnerships with First Nations organisations to co-design training products and workforce plans, with a focus on remote and regional communities. • Engage directly with women across the sectors, from apprentices to senior workers and deliver practical recommendations to improve their attraction, retention and progression into leadership. • Aim for 50% women in the AUSMASA Board, SWAPs, Technical Committees and IWGs.

Key Performance Indicators

We know that delivery without measurement isn’t enough. These eight indicators give AUSMASA, industry and government a clear, shared view of whether our strategy is working. They are drawn from a broader set of 25 measures, covering everything from stakeholder confidence to training quality and cross-sector collaboration.

How we will know we are succeeding (Our KPI’s)

>80% Industry Confidence	This measures industry’s confidence in AUSMASA’s role in providing actionable industry intelligence, leadership as a JSC and performance in delivering the mandated function.	>250 Members AUSMASA Membership	This measures the increase of total AUSMASA membership across all its membership categories.
>80% Role Clarity	This measures stakeholder awareness of AUSMASA’s role and position in the wider environment.	>1000 Hours Cross-JSC Collaboration	This measures the total hours AUSMASA staff spend working with other JSCs on joint projects, activities or initiatives, which indicates cross-over and extension of function.
FAVOURABLE Stakeholder Satisfaction	This measure a Net Promoter Score (NPS) derived from responses from a DEWR-led annual survey, indicating how likely stakeholders are to recommend engagement with AUSMASA. The “Favourable” outcome reflects a NPS between 20 and 50.	>90% Training Product Quality	This measures first-pass of reviewed training product through the Training Product Assurance body.
>5880 Hours Stakeholder Engagement	This measures the estimated economic value of time invested into the tripartite (i.e., industry, government, unions) and training provider representatives in AUSMASA-led activities.	>80% Project Milestones Delivery	This measures on-time delivery and approval of the activity project milestones under the annual activity schedule.

Strategic Investments

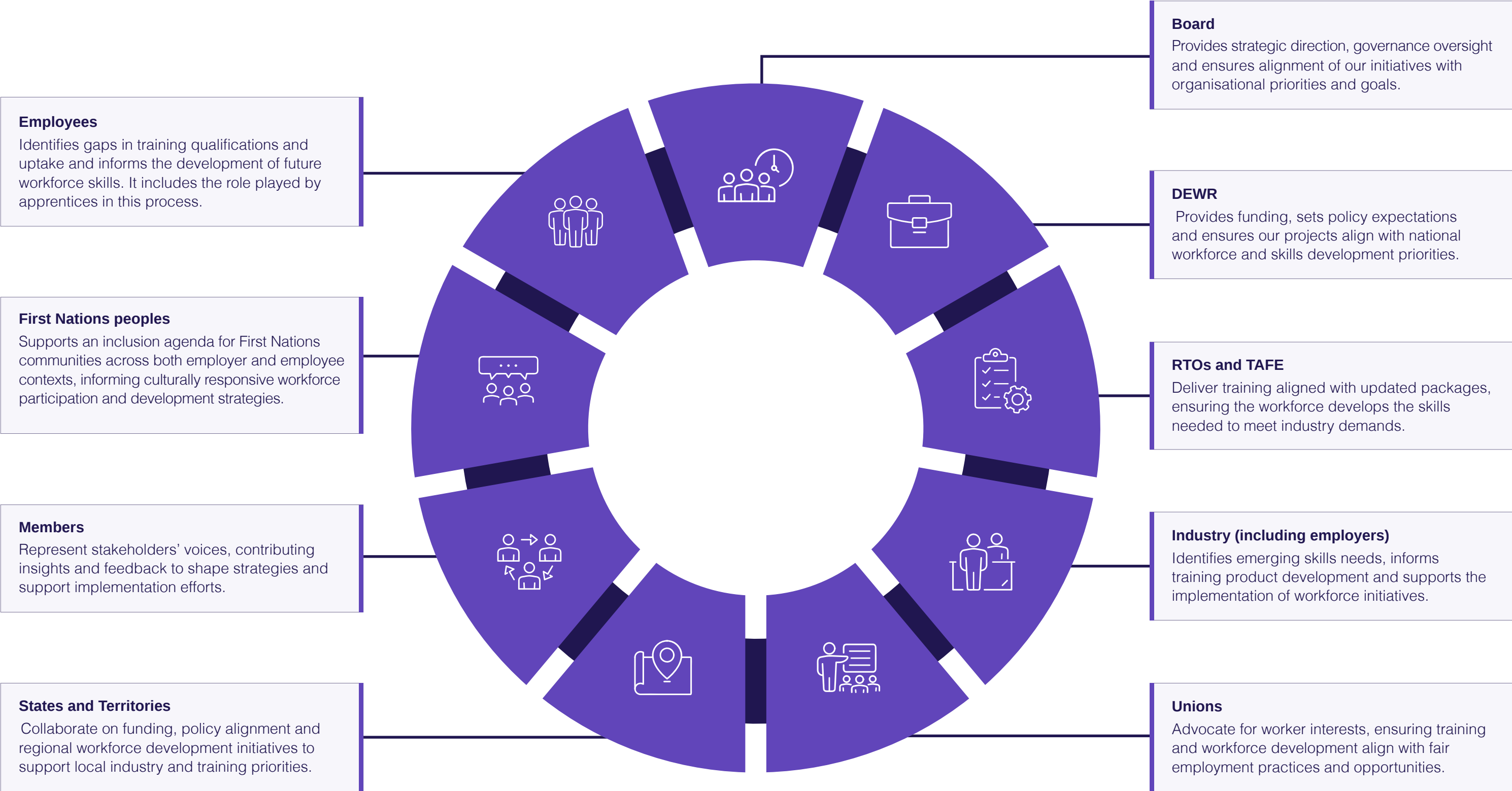
Our ability to achieve our goals, deliver our commitments and measure our impact depends on strategic investment in the right foundations. These are the capabilities, partnerships and systems AUSMASA is deliberately building to make everything else possible.

Where we invest:

 Building deep VET capability We are strengthening our in-house expertise to design and develop high-quality training products aligned to industry needs. This is critical in priority areas such as critical minerals, sovereign capability and emerging technologies, where accuracy, responsiveness and credibility are paramount.	 Designing with industry We are moving beyond consultation to genuine co-design. Through close, ongoing engagement with industry, unions, training organisations and government, we are developing training frameworks shaped by continuous partnership and real-world insight.	 Testing and scaling innovation We are delivering targeted in priority areas such as hydrogen, electric vehicles and critical minerals. Proven approaches will be scaled based on clear evidence of impact.	 Growing a strong and representative membership base We are building a diverse, active membership base that reflects the breadth of the industries we serve. This strengthens collaboration, deepens insight and increases AUSMASA's influence over time.
 Strengthening our voice in policy We are expanding our role in representing industry priorities in national policy discussions. This includes contributing to First Nation opportunities, apprenticeships and informing dialogue on licensing, standards, safety and emerging technologies.	 Maintaining strong governance and financial discipline We continue to strengthen decision-making to ensure it is transparent, accountable and efficient. This is supported by clear performance measures, strong Board oversight and a disciplined approach to financial sustainability.	 Building intelligence capability through data We are strengthening our data infrastructure and analytical foundations. This includes improving how we collect, integrate and interpret workforce intelligence so that insights are accurate, timely and readily available to inform our work as well as advice to government. This capability is what allows our workforce intelligence to operate as a continuous, connected cycle rather than a series of individual activities.	 Utilising AI and Automation We are building our capability to apply artificial intelligence and automation tools into our work. This strengthens our ability to anticipate how automation and AI will be reshaping roles across mining and automotive. This also feeds directly into training product design and our workforce planning.

Our Partners

We do not deliver our strategy alone. These are the organisations and groups we work with and are accountable to, each playing a distinct role in ensuring our work is grounded in real industry need and translates into meaningful outcomes.



Strengthening Engagement

Knowing who our partners are is only the starting point. This page explains how **AUSMASA** actively works with them, through workforce intelligence, training design and industry stewardship, to ensure their voices shape our work and our work delivers for them.



WORKFORCE INTELLIGENCE AND DELIVERY **Engagement-Driven Insight and Analysis**

We operate a continuous workforce intelligence cycle that brings together data, research, industry engagement and delivery to support better decisions across the automotive and mining sectors. Roundtables, research bulletins and ongoing labour market analysis feed directly into workforce planning, training product design and policy advice, with outcomes monitored and fed back into the next round of intelligence gathering. This keeps us connected to what is happening on the ground and able to respond quickly to emerging issues.

This ongoing engagement helps us understand workforce trends, skills shortages and areas needing change. It ensures our work reflects real industry conditions, including pressures like electrification, licensing, productivity and future skills needs.

We turn this information into practical tools, research and analysis that support policy, training design and planning. We also make sure insights are shared and used across the organisation, so they lead to action, not just reports.

TRAINING AND WORKFORCE INNOVATION **Industry-Designed and Technically Validated**

We develop training products that reflect what industry needs. We work closely with employers, unions, RTOs and government to design and update qualifications and skill sets for automotive and mining.

Technical committees play an important role in this process. They check that training content is accurate, relevant and keeps pace with how work is changing in each sector.

We focus on making sure training is practical, easy to apply and creates clear pathways for learners and employers. Strong consultation and clear governance guide how we develop and update training, so it stays current, consistent and useful in real workplaces.

INDUSTRY PARTNERSHIPS AND STEWARDSHIP **Connecting Industry Voice to System Outcomes**

We bring industry together, so its voice directly shapes our work. We connect employers, unions and training providers through Strategic Workforce Advisory Panels, Industry Working Groups and member events. These forums are where we listen, share ideas and build a shared understanding of workforce needs. These conversations help us stay close to what is changing in the sector and what matters most to industry. We then use this input to guide our workforce intelligence, training work and advice, so everything stays aligned and relevant.

At the centre of this is a simple focus: keeping industry connected, heard and reflected in the work we do. We are the central point of connection between industry and system outcomes, ensuring workforce solutions are informed by sustained partnership, structured engagement and shared stewardship.

Our Ways of Working

Strong partnerships and clear commitments only deliver results if the organisation operates well. These are the principles that guide how AUSMASA makes decisions, manages its work and holds itself accountable every day.



Engage with Stakeholders

We partner with industry, government, training providers, and unions to align initiatives with national priorities.



Stay Future-Focused

By fostering open communication and adaptability, we respond to evolving workforce needs and drive meaningful change.



Ensure Accountability

Through strong governance and regular reporting, we remain transparent and results driven.



Innovate Together

We embrace fresh ideas and shared expertise to create industry-led solutions that shape the future.

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.

We believe collaboration and innovation are key to our success.

Monitoring our Performance

AUSMASA monitors its performance through an integrated Performance Reporting Framework that provides a clear line of sight from government priorities through to industry impact. The framework ensures AUSMASA operates effectively as a JSC, delivers against its obligations under the Commonwealth Grant Agreement and creates measurable value for the mining and automotive industries.

Performance oversight

Performance oversight is provided through two complementary avenues:

- **DEWR**
The Department of Employment and Workplace Relations (DEWR), which oversees AUSMASA's compliance with the JSC Performance Monitoring Arrangements, Grant Agreement obligations and government priorities.
- **AUSMASA Board**
The AUSMASA Board, which oversees strategic performance, organisational effectiveness, governance, financial sustainability and industry impact.

Two complementary pillars:

To support these two reporting lines, AUSMASA's performance framework is built around two complementary pillars:

- **Pillar 1 (External Reporting)**
Focused on DEWR common metrics, grant compliance and delivery obligations.
- **Pillar 2 (Internal Reporting)**
Focused on strategic performance, organisational health and industry impact.

Together, these pillars provide a balanced and evidence-based approach to performance monitoring, combining compliance, delivery, governance, stakeholder confidence and strategic outcomes.



Monitoring our Performance

External Performance Monitoring

AUSMASA monitors external performance through the JSC Performance Monitoring Arrangements established by DEWR. These arrangements include:

- The Ministerial Statement of Priorities
- Core logics linking activities to outcomes and impact
- DEWR common metrics
- Grant Agreement and administrative requirements, which includes Annual Progress Report, Annual Corporate Governance Statement, Annual Activity Schedule and Corporations Act and ACNC.

The Ministerial Statement of Priorities establishes annual government expectations and informs AUSMASA's strategic direction and delivery priorities. Core logics then describe how AUSMASA's activities contribute to broader workforce, industry and vocational education outcomes.

AUSMASA also monitors the three common metrics mandated across all JSCs, recognised under Pillar I metrics:

- Value of Stakeholder Engagement: measuring the breadth and depth of industry engagement activities.
- Stakeholder Satisfaction: measuring stakeholder confidence using the Net Promoter Score (NPS) methodology.
- Level of Cross-JSC Collaboration: measuring strategic collaboration across the national JSC network.

Internal Performance Monitoring

In addition to external requirements, AUSMASA maintains a comprehensive internal performance monitoring framework aligned to the Strategic Plan. Internal reporting addresses three core performance questions:

- Are we working properly?
- Are we doing what we committed to do?
- Are we operating with the support of industry?

To answer these questions, AUSMASA monitors a range of strategic, operational and organisational measures aligned to its Strategic Goals. These measures include:

- Workforce intelligence coverage and quality
- Stakeholder confidence and engagement
- Project delivery reliability
- Governance and compliance performance
- Financial sustainability and budget management
- Cross-JSC collaboration and system leadership
- Risk and compliance maturity
- Workforce capability and people performance measures
- Digital engagement and membership growth



Managing Strategic Risks

Strong performance depends on knowing what could go wrong. These are the risk we have identified as most likely to affect our ability to deliver on our commitments and the steps in place to manage them before they become problems.



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.

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.

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.

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.

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 two years, we remain committed to advancing the capabilities of the workforce across the mining and automotive industries. Our Strategic Plan 2026-28 focuses on fostering a future-ready workforce, driving innovation in training and ensuring alignment with industry needs and emerging trends.

At AUSMASA, we will continue to collaborate with industry partners 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 rapid advancements.

In the coming years, we will deepen Australian Government's commitment to inclusivity and diversity, 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 strengthened pathways for the mining and automotive industries, well into 2028 and beyond.

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