

Strategic Plan 2022-23



Background

Workskills Inc. has provided employment and skills building services to Tasmanian communities for 39 years. Workskills is a not-for-profit incorporated association with Public Benevolent Institution and Deductible Gift Recipient status, governed by a Board of Management.

From 1 July 2022, Workskills will be delivering Workforce Australia Services (Transition to Work) and Workforce Australia Services (WAS - All Client Types), in the Hobart and Southern Tasmania Employment Region.

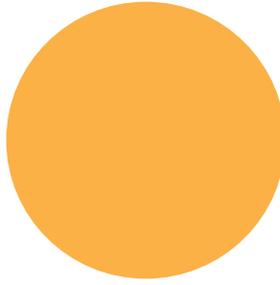
Workskills' Transition to Work service will support 997 places for vulnerable young people aged 16-24 years, under a five-year contract (2022-2027). Workskills' WAS-All Client Types service will support an average caseload of approximately 2600 participants (40% of the employment region share), under a panel appointment for up to six years (2022-2028).

Workskills will also continue to deliver ParentsNext in Southern Tasmania under contract with the Australian Government, until at least June 2024.

Workskills will continue to deliver social enterprise, community development and employment innovation initiatives through Impact Communities. This includes the Troublesmiths youth employment initiative, which has secured funding from the Tasmanian State Government until at least 2024.

Operating surpluses from Workskills' programs are invested in the Workskills Community Investment Foundation, for distribution to programs providing social benefit to disadvantaged Tasmanians.

Workskills is certified and audited under the ISO9001 Quality Management System and the ISO27001 Information Security management system.



Vision

Enabling positive change in Tasmanian communities through work, skills and cooperation.

Purpose

To **understand** the needs of Tasmanians who are looking for work; **prepare** Tasmanians for employment; **place** Tasmanians in meaningful jobs; and help Tasmanians **keep** in work - for the benefit of individuals, families and communities.

Values

Integrity

We do the right thing by each other, our clients, our stakeholders and the Tasmanian community. We are honest, ethical and fair. We match our commitments with outcomes.

Respect

We respect the people we work with, focusing on their strengths, knowledge, skills and experience.

Teamwork

We work collaboratively to achieve our goals. We are inclusive, bringing people from diverse backgrounds together to achieve common aims for mutual benefit.

Innovation

We are adaptable, agile and think outside the box. We foster creativity, adopt technology, and embrace better ways of working.

Performance

We are focused on achieving outcomes and we are transparent in measuring our impact. We are committed to service quality and continuous improvement. We aim to be an efficient and sustainable organisation that helps Tasmanians over the long-term.

Passion

We care deeply about Tasmanian communities, and use this passion to motivate people to achieve their goals in work and life.

Accountability

Every staff and board member is accountable to themselves, and each other, for fulfilling our vision, purpose and values, and the strategic priorities set out in this plan.

Strategic Priority 1

Understand, Prepare, Place and Keep (UPPK)

Workskills makes a positive difference to the communities of Southern Tasmania by:

- **Understanding** the needs of Tasmanians
- **Preparing** people to enter the paid workforce
- **Placing** people into meaningful employment
- **Keeping** people in jobs

In 2022-23, Workskills will deliver enhanced UPPK approaches to enable every participant in Workskills' programs to determine their unique work pathway. This requires Workskills to be a client-focused and highly coordinated organisation. It requires working closely with specific cohorts of people –including Indigenous people; young people; mature aged jobseekers; people with disability; gender diverse people; ex-offenders; and people from a culturally and linguistically diverse (CALD) background - to ensure our UPPK strategies are effective for all Tasmanians.

Operational Strategies

- 1.1:** Every Workskills' participant is individually supported to develop a unique UPPK pathway
- 1.2:** Workskills meets and exceeds performance targets for Transition to Work (TtW) by applying the TtW UPPK service approach
- 1.3:** Workskills meets and exceeds performance targets for Workforce Australia Services (WAS -All Client Types) by applying the WAS UPPK service approach
- 1.4:** Impact Communities' works with participants and stakeholders to co-design, develop, deliver, coordinate and evaluate innovative UPPK initiatives, including through the Employment Innovation Hub and the Troublesmiths social enterprise.
- 1.5:** The ParentsNext program implements a UPPK approach, within the framework of the ParentsNext funding contract and service delivery plan.

Key Performance Indicators (see Attachment A for targets and reporting)

- 1A:** TtW Participant Employment and Education Outcomes
- 1B:** TtW Participant Progress to Employment
- 1C:** TtW Quality of Service (Participants and Employers)
- 1D:** TtW Efficiency of Service
- 1E:** TtW Deed Compliance
- 1F:** WAS Sustained Employment Outcomes
- 1G:** WAS Participant Progress to Employment
- 1H:** WAS Quality of Service to Participants
- 1I:** WAS Quality of Service to Employers
- 1J:** WAS Licensing Standards
- 1K:** ParentsNext Australian Government Deed KPIs
- 1L:** Troublesmiths State Government Agreement KPIs
- 1M:** Impact Communities Internal KPIs

Strategic Priority 2

People focused

Workskills is a 'people focused' organisation, which means our clients, our staff, Tasmanian employers and our community partners are at the forefront of everything we do. To be successful, our operations must be shaped to address the unique needs of every person and organisation that we work with. This means supporting every participant in our services to achieve their individual personal and employment goals; ensuring every Workskills staff member has the resources, systems and professional development opportunities to perform to the best of their ability; understanding and responding to the requirements of employers to provide jobs for our clients; and genuinely engaging with community organisations and governments to ensure that together we deliver the best outcomes for Tasmanians in need.

Operational Strategies

- 2.1:** Every participant in Workskills' services and programs is highly valued and our primary focus is supporting each client to achieve their individual employment-related goals
- 2.2:** Every Tasmanian employer is a current, or potential, valued partner in Workskills' business and we will grow the number of employers we partner with each year
- 2.3:** Every Workskills employee has a role in matching our participants with employer vacancies
- 2.4:** In order to achieve positive outcomes for our participants, we will work in close partnership with other service providers
- 2.5:** Workskills' has well-trained, well-supported and motivated staff operating in safe and rewarding working environments, in order to achieve outcomes for our participants
- 2.6:** Workskills is committed to co-designing our services to meet the specific needs of identified participant cohorts
- 2.7:** Workskills acknowledges and respects Indigenous Tasmanians, and will implement specific Indigenous Participation Plans.

Key Performance Indicators (see Attachment A for targets and reporting)

- 2A:** Proportion of 'satisfied' or 'very satisfied' clients (internal surveys)
- 2B:** Proportion of 'satisfied' or 'very satisfied' employers (internal surveys)
- 2C:** Number of different employers
- 2D:** Formal partnership agreements with employers and industry associations
- 2E:** Recorded contacts with stakeholder organisations
- 2F:** Proportion of 'satisfied' or 'very satisfied' staff
- 2G:** Proportion of Employee Development Plans up-to-date
- 2H:** Formal partnership with Indigenous Tasmanians
- 2I:** Co-design of services with identified cohorts
- 2J:** TtW Focus Group outcomes
- 2K:** TtW Advisory Group outcomes

Strategic Priority 3

Smart and sustainable

Workskills is a medium-sized not-for-profit organisation that generates all its operational income in Southern Tasmania. In 2022-23, it's projected that approximately 90% of Workskills gross income will be generated from delivery of Workforce Australia Services (TtW and WAS-All Client Types), 5% from ParentsNext and 5% from Troublesmiths. More than 95% of income is sourced from Commonwealth Government contracts. Workskills aims to achieve a surplus each year, part of which is retained for future operational investment and part allocated to the funds administered by the Workskills Community Investment Fund (WCIF).

Workskills is operating in a service environment experiencing significant change, with the introduction of licenses to deliver the Australian Government's Workforce Australia employment services model from 1 July 2022. Workskills needs to be a smart, high quality, efficient, innovative and forward-thinking organisation to achieve high performance across its contracts, and ensure financial sustainability over the medium to long-term. Workskills' strategic and competitive strengths include its Tasmanian history and identity; its non-profit mission; and its singular focus on Southern Tasmania. Workskills needs to build and leverage these strengths, including our strong connections to Tasmanian communities and industries.

Operational Strategies

- 3.1:** Maximise revenue from existing contracts by exceeding performance targets for outcome and progress payments, and attracting participants to Workskills' services
- 3.2:** Achieve increasing efficiency and productivity, to maximise return on investment
- 3.3:** Maintain independently audited ISO quality standards (currently ISO9001 and ISO27001), and all additional quality and compliance requirements of service contracts (including the DESE Quality Assurance Framework)
- 3.4:** Ensure rigorous and timely monitoring, reporting and evaluation across all areas of operations, including monthly reporting against the KPIs in this Strategic Plan
- 3.5:** Continue to be a Tasmanian service innovator, demonstrated via published evidence of service innovations and participant successes
- 3.6:** Via the WCIF, provide funding that supports achievement of measurable outcomes for disadvantaged Tasmanians.

Key Performance Indicators (see Attachment A for targets and reporting)

- 3A:** Performance against quarterly and annual budget targets (by service)
- 3B:** ISO9001 accreditation compliance
- 3C:** ISO27001 accreditation compliance
- 3D:** QAF compliance (noting TtW and WAS compliance KPIs at 1E and 1J)
- 3E:** Legal, financial and governance compliance requirements
- 3F:** Timely and accurate reporting against Strategic Plan KPIs
- 3G:** Board performance against AICD standards and agreed functions
- 3H:** Risk and continuous improvement actions
- 3I:** Publication of innovative service practice
- 3J:** Allocations to WCIF
- 3K:** Community outcomes generated by WCIF allocations



