

Workskills Tasmania Strategic Plan 2023 – 2025

We acknowledge and respect all Tasmanian Aboriginal people, their culture and their rights as the first peoples of lutruwita. We recognise and value Aboriginal histories, knowledge and lived experiences and commit to being culturally inclusive and respectful in our working relationships with all Aboriginal people.

Background

Workskills Inc. has provided employment and skills building services to Tasmanian communities for 40 years. Workskills is a not-for-profit incorporated association with Public Benevolent Institution and Deductible Gift Recipient status, governed by a Board of Management.

In 2023, Workskills delivers Transition to Work, Workforce Australia Services and ParentsNext services under contract to the Australian Government in the Hobart and Southern Tasmania Employment Region.

Workskills' Transition to Work employment service is for young people aged 15-24 years, under a five year contract (2022-2027).

Workskills' Workforce Australia Services is for eligible Participants, under a panel appointment for up to six years (2022-2028).

Workskills' ParentsNext program is contracted until June 2024.

Workskills delivers social enterprise, community development and employment innovation initiatives through Impact Communities. This includes the Troublesmiths youth employment initiative, which has funding from the Tasmanian State Government until 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 by supporting people to develop skills and find secure, meaningful work.

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, our government funding agencies 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. We value diversity in all its forms.

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

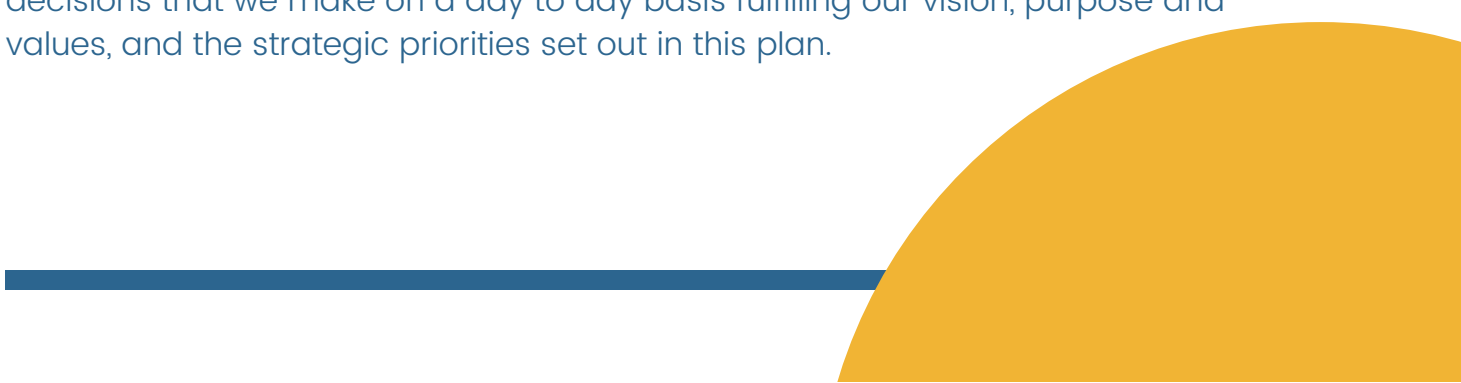
We are focused on achieving outcomes and we are transparent in measuring our impact. We are committed to service quality and continuous improvement. We aim to be an efficient and sustainable organisation that helps Tasmanians over the long-term.

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 decisions that we make on a day to day basis 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 each person's individual needs
- Preparing people to enter the paid workforce
- Placing people into meaningful employment
- Keeping people in jobs

In 2023–25, 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) 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 current ParentsNext funding contract, and future reforms to the program.

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 In order to achieve positive outcomes for our participants, we will work in close partnership with other service providers
- 2.4 Workskills' has well-trained, well-supported and motivated staff operating in safe and rewarding working environments, in order to achieve outcomes for our participants
- 2.5 Workskills is committed to co-designing our services to meet the specific needs of identified participant cohorts
- 2.6 Workskills acknowledges and respects Indigenous Tasmanians, and will implement specific Indigenous Participation Plans.
- 2.7 Workskills maintains honest, transparent and respectful relationships with the government agencies that fund delivery of its services and programs

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: Partnerships with Tasmanian Aboriginal people

2I: Co-design of services with identified cohorts

2J: TtW Focus 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 2023-25, it's expected that approximately 90% of Workskills gross income will be generated from delivery of two government contracts (TtW and WAS). 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 ongoing change, with the implementation of new performance-based license extensions for WAS, and reforms to current ParentsNext program. Workskills needs to be a smart, agile, 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 DEWR 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.
- 3.7 Focus on excelling in current services, while being open to growth in Southern Tasmania's employment services sector

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