



Australian Government  
Department of Employment  
and Workplace Relations



# Corporate Plan

## 2025–26

Corporate plans are a requirement under section 35 of the *Public Governance, Performance and Accountability Act 2013*. The Department of Employment and Workplace Relations 2025–26 Corporate Plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014. The performance measures in this plan will be acquitted in the annual performance statements published in the Annual Report 2025–26.

## Distribution

This document is available in digital and PDF versions from the Department of Employment and Workplace Relations and is published at [www.dewr.gov.au](http://www.dewr.gov.au).

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The document must be attributed as the Department of Employment and Workplace Relations 2025–26 Corporate Plan.



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## Acknowledgement of Country

The Department of Employment and Workplace Relations respectfully acknowledges the Traditional Owners and Custodians of Country throughout Australia, and their continuing connection to land, water and community. We pay our respects to the people, the cultures, and elders past and present, including within the department, in our communities and among those we collaborate with to deliver our work.

### **Wording within this document**

Throughout this document, the terms 'First Nations' and 'Indigenous' are used and refer to Aboriginal and Torres Strait Islander people unless otherwise stated.

### **Cultural sensitivity advice**

First Nations people should be aware that this document may contain the names and images of people who have passed away.

# Overview







## Secretary's introduction

### **This year, the Department of Employment and Workplace Relations (DEWR) will focus on delivery.**

Over the past 3 years, DEWR has led significant reforms across employment, skills and workplace relations. Our priority now is to ensure these initiatives deliver effective, meaningful outcomes for the Australian community.

Australia's labour market has shown strong performance – high employment, increased participation (especially among women), and rising wages – despite global uncertainty and cost-of-living pressures. However, structural challenges remain. One-third of occupations are in national shortage. Nearly 700,000 people in our employment services system are seeking to access suitable work but encounter challenges due to mismatches in skills and opportunities (61.4% of people in the employment services system have been in the system for more than 12 months).

We must work across complex, interconnected systems to fulfil our purpose: to support people in Australia to have safe, secure and well-paid work with the skills for a sustainable future.

The department has key levers that can support reforms that boost productivity and participation across industries and regions. In 2025–26, our focus will be on targeted interventions to support people who want to upskill and increase their participation in the labour market in a way that is tailored to their experiences and life circumstances. We will collaborate with stakeholders and government partners to design and deliver contemporary, high-impact initiatives.

Jobs and Skills Australia has highlighted the link between gender-segregated occupations and skills shortages. We are progressing a number of initiatives to reverse gender imbalance in key occupations. For example, we are delivering the Building Women's Careers Program and providing support to lift women's

wages through the Fair Work Commission's gender-based undervaluation of awards review.

Our key priorities section outlines a program to implement election commitments and other reforms that will boost skills, participation and productivity and deliver initiatives from previous commitments.

We will work with the Department of Education and other parts of government towards a more joined up tertiary education system, in which our vocational education and training (VET) and higher education sectors are better aligned to address labour market needs and deliver benefits to students.

We will also support communities affected by the transition to a net zero economy, helping workers access new opportunities in their evolving local labour markets.

In the construction industry, we will continue to drive structural and cultural reform through the National Construction Industry Forum and the scheme for the administration of the Construction and General Division of the Construction, Forestry and Maritime Employees Union (CFMEU) and its branches.

We will embed recent employment services reforms – supporting parents, paid work placements, and First Nations people transitioning from the justice system into employment. We will develop further reforms to the employment services system to provide effective, dignified support for sustainable employment. This includes critical work to ensure the mutual obligations compliance system operates as intended. Our goal is a fair, transparent framework that incentivises activities that genuinely improve job prospects.

DEWR is progressing the Closing the Gap priority reforms, including new governance and accountability mechanisms. In 2025–26 we will continue to collaborate on initiatives that advance equity and improve outcomes for First Nations people. This includes supporting the National Agreement on Closing the Gap 2025 Implementation Plan.

DEWR also has a key role in helping workers and business understand and build the capability to adopt new technology to enhance productivity and growth. Our department will continue working with business, unions and experts on the adoption of new technologies. The department has adopted a proactive but cautious approach to these rapidly developing technologies, balancing innovation, security and responsible artificial intelligence (AI) adoption. Building on our work over the past year the department intends to expand the deployment of AI technologies to augment and enhance our work and drive productivity within the department and across government.

### Statement of preparation

As the Accountable Authority of the Department of Employment and Workplace Relations, I present the Department of Employment and Workplace Relations Corporate Plan for the reporting period 2025–26, which covers the period 2025–26 to 2028–29, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Natalie James

Secretary

August 2025

# Our purpose, outcomes, programs and key activities

Our **purpose** is to support people in Australia to have safe, secure and well-paid work with the skills for a sustainable future. In achieving our purpose, we work to deliver key activities which are aligned to our outcomes and programs as described in our 2025–26 Portfolio Budget Statements (Figure 1).

Figure 1: The department's outcome statements, programs and key activities

OUR OUTCOME STATEMENTS		
Outcome 1	Outcome 2	Outcome 3
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 wellbeing through access to quality skills and training.	Facilitate jobs growth, including secure work, through policies and programs that promote fair, productive and safe workplaces.
OUR PROGRAMS AND KEY ACTIVITIES		
<b>Program 1.1 – Employment Services</b> <u>Key activities</u> <ul style="list-style-type: none"> <li>■ Provide quality services to job seekers and employers</li> <li>■ Support job seekers to achieve sustainable employment</li> <li>■ Support target groups to improve their work readiness and prepare for employment</li> </ul>	<b>Program 2.1 – Building Skills and Capability</b> <u>Key activities</u> <ul style="list-style-type: none"> <li>■ Enhance the quality of vocational education and training (VET)</li> <li>■ Respond to national future skills needs through access to VET graduates with the required skills</li> <li>■ Improve language, literacy, numeracy and digital literacy (LLND) skills for target groups</li> </ul> <b>Program 2.2 – VET Student Loans</b> <u>Key activities</u> <ul style="list-style-type: none"> <li>■ Reduce barriers to undertaking quality VET</li> </ul> <b>Program 2.3 – Nuclear-powered Submarine Program</b> <u>Key activities</u> <ul style="list-style-type: none"> <li>■ Respond to national future skills needs through access to VET graduates with the required skills</li> </ul>	<b>Program 3.1 – Workplace Support</b> <u>Key activities</u> <ul style="list-style-type: none"> <li>■ Promote fair, productive and safe workplaces through policy advice and programs<sup>1</sup></li> <li>■ Support the protection of workers' entitlements</li> </ul>

Note: The Employment and Workplace Relations 2025–26 Portfolio Budget Statements also lists Program 3.2, which covers the Comcare workers' compensation scheme and is managed by Comcare. Comcare reports against this program and associated performance measures in its annual report.

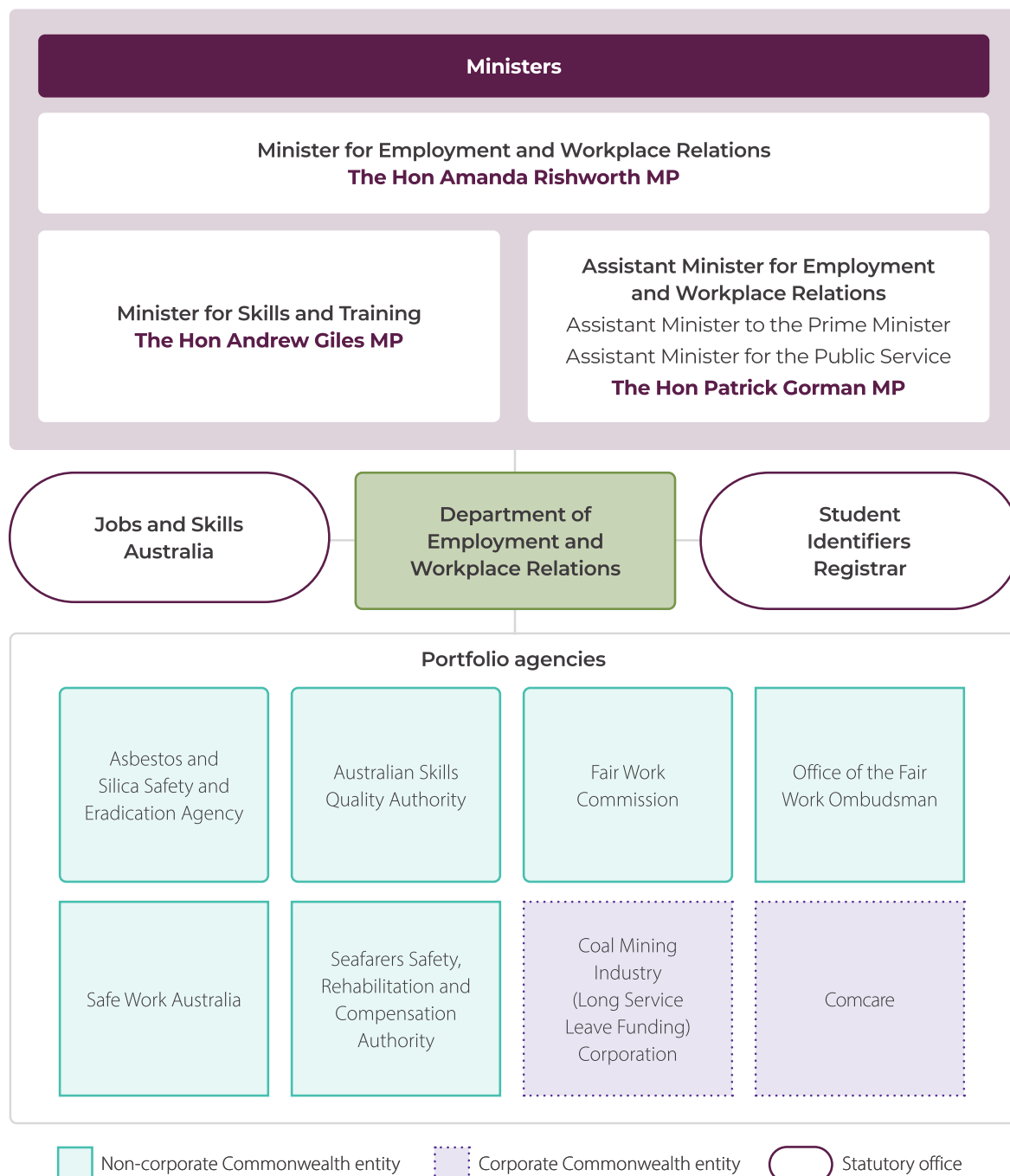
<sup>1</sup> A minor adjustment has been made to the key activity 'Promote fair, productive and safe workplaces through policy advice and programs' since the publication of the Employment and Workplace Relations 2025–26 Portfolio Budget Statements. This refinement better reflects the department's key role in providing advice to government.



# Our portfolio

The Department of Employment and Workplace Relations supports 2 ministers and an assistant minister. We work closely with Jobs and Skills Australia, the Student Identifiers Registrar and our portfolio agencies in meeting our policy, program and regulatory responsibilities and delivering for the Australian Government and the community (Figure 2).

Figure 2: Employment and Workplace Relations portfolio



Jobs and Skills Australia's work plan and strategic plan are on the [Jobs and Skills Australia website](#). Annual reports for both Jobs and Skills Australia and the Student Identifiers Registrar are included in the department's [annual report](#).

Notes: Comcare provides support through expert advice and services to the Safety, Rehabilitation and Compensation Commission and the Seafarers Safety, Rehabilitation and Compensation Authority (Seacare Authority). The Tuition Protection Service (TPS) is managed by the TPS Director, an independent statutory office holder operating within the Department of Education and appointed by the Minister for Education. A component of the TPS's work relates to VET Student Loans, and for this work, the Secretary of the Department of Employment and Workplace Relations is the accountable authority. Information on the TPS can be found on the [TPS website](#).

Our operating  
environment  
and key  
priorities



# Our operating environment

## Our operating context

The department operates in a complex, interconnected and evolving environment. Economic forces, globally and domestically, remain complex and uncertain. It is also a time where the Australian people have high expectations for the delivery of public services and the integrity of the public service and systems that deliver them. Our success requires us to anticipate and evolve to meet expectations in the changing environment, underpinned by an ongoing commitment to the Australian Public Service (APS) Reform agenda, which is designed to strengthen the APS.

Dynamics that affect our operating environment include the economic and labour market landscape, workforce pressures and the increasing need for skills to drive productivity, data and digital technologies.

## Economic and social outlook

Australia faces complex social and economic opportunities and challenges, including population ageing, rising demand for care and support services, technological and digital transformation, climate change and the net zero transformation, and geopolitical risk and fragmentation. These forces are changing the composition of Australia's workforce, the demand for different occupations, the types of knowledge and skills needed, and how we work. They present an important opportunity to reshape Australia's labour market and workplaces and support Australians to achieve their social and economic aspirations.

## Labour market outlook

The labour market is strong but has begun to soften against the background of heightened uncertainty, volatility and complexity globally. The unemployment rate is very low by historical standards, and the participation rate near its record high. Some groups continue to have employment rates well below the national average, including First Nations people, people with disability, people with a Year 12 or lower level of education, people with low English language proficiency and young people. These key cohorts often face multiple and interconnected barriers to participation, such as a lack of access to services or to secure and affordable housing. There are also significant differences between regional labour markets. The persistently high unemployment experienced in some remote and regional areas, especially in northern Australia, is exacerbated by limited employment options and the lack of support services.

Further, in recent years, almost all jobs growth has occurred in occupations that require post-school qualifications. Growth has stagnated in jobs that do not require post-school qualifications. This has made it harder for some Australians to secure a foothold in the labour market.

Real wages have begun to grow again since 2023, supported in part by administered wage decisions made by the Fair Work Commission. The gender pay gap has also narrowed over the past decade – down by 6.2 percentage points from 17.7% in May 2015 to 11.5% in May 2025 – but remains significant. Net overseas migration has continued to decline from its peak in 2022–23 and is forecast to ease further over the next few years.

## Productivity and the need for a skilled, adaptable and inclusive workforce

Productivity growth is the key driver of real wages growth and rising living standards over the long term but has been slowing around the world since the first decade of this century; Australia's productivity growth in the decade to 2020 was the slowest in 60 years. Lifting labour productivity is a key government priority and formed a core theme of the Economic Reform Roundtable.

The future labour market will require more digital skills, more people employed in key sectors (such as clean energy, care, manufacturing, and digital and technology), and more adaptable workers with a range of foundational and technical skills. Skills shortages exist in many occupations and some shortages are persistent, constraining productivity and economic growth and affecting Australia's ability to respond to economic, social and environmental opportunities and challenges.

Our education, skills and training, employment services and migration systems must work in concert to develop and attract people with the skills and capabilities we need to drive productivity and growth in an evolving labour market. Advancing workforce gender equality and participation, especially in gender-skewed industries and occupations, will play a part in meeting future labour supply needs. Similarly, addressing barriers to labour mobility will help to get skilled labour more quickly to where it is most needed.

## Technology and the changing nature of work

AI presents a major opportunity to lift productivity, improve service delivery, and reshape work, but it also brings complex policy and regulatory challenges that must be carefully navigated.

DEWR is helping workers and businesses adapt to this transformation by building capability and supporting responsible adoption. The Tripartite AI Employment and Workplace Relations Working Group ensures both employers and workers have a voice in shaping how AI is integrated into Australian workplaces.

AI uptake is accelerating, and we need to manage risk appropriately while fostering productivity and innovation. DEWR is contributing to national AI policy development focused on workforce skills and safe, transparent use.

Internally, DEWR is expanding its use of AI to improve operations and service delivery, supported by targeted training and clear guidance. By embedding innovation and investing in workforce capability, DEWR is positioning itself – and the broader employment system – to embrace technological change with confidence and purpose.

## Our department

Our vision for our future workforce is to be inclusive, curious, collaborative, adaptable and high performing to realise our purpose. We aim to set the standard as a model employer by offering engaging, meaningful work in an environment where employee wellbeing is a central focus. We will operate with the highest standards of integrity, leadership and partnership, building public trust by putting people at the heart of what we deliver.

Our 2025–26 Capability Catalogue is a key step in our commitment to the ongoing capability development of our people. It outlines training options available to staff and presents a refreshed, strategic approach to capability development, aligned to departmental priority areas.

# Our key priorities

Over the period of this plan, we will continue to support the Australian Government's commitments and reform initiatives across the employment, skills and workplace relations systems. We will also work collaboratively on key government priorities with a focus on supporting the government's economic growth agenda, including lifting productivity, building economic resilience and supporting budget sustainability.

In 2025–26 the department will focus on the following key priorities:

- Progress reforms to improve responsiveness, support meaningful participation and secure, sustainable employment and align services with workforce needs.
- Continue to undertake employment services trials, such as the Broome Employment Services trial, and test alternative settings in online employment services, to support continuous enhancement of service delivery.
- Deliver place-based initiatives in the form of employment hubs, including the Thrive Hubs (in Broadmeadows and Frankston) and Dandenong Employment Hub in Victoria, which will test different locally led employment solutions and provide ongoing evidence which can be considered in broader employment services reforms.
- Deliver initiatives to reduce training costs, including Free TAFE and the Commonwealth Prac Payment program.
- Explore opportunities for a more joined up tertiary system where our VET and higher education sectors are better aligned and work together to put the student at the centre, help address skills shortages and improve productivity. We will work with the Australian Tertiary Education Commission, Jobs and Skills Australia and the Department of Education on the development and delivery of a tertiary system roadmap.
- Support the integrity and sustainability of the international education sector by working across government on ongoing reforms to strengthen the regulatory framework and address systemic risks for international students. This includes to implement amendments to the *Education Services for Overseas Students Act 2000* to combat the exploitation of overseas students, and address behaviours which seek to exploit the migration system.
- Progress reforms of the Australian Apprenticeships Incentive System, drawing on recommendations of the recent strategic review, to ensure it is targeted, sustainable and responsive to skills priorities.
- Deliver targeted training initiatives and programs to support the government to build pipelines of skilled workers in priority industries, including through the Advanced Entry Trades Training program and co-funding for a National Training Centre in New Energy Skills.
- Provide extra financial support to apprentices and their employers to help with cost-of-living pressures and to build a skilled workforce, including through delivering the Key Apprenticeship Program, increasing the Living Away From Home Allowance and the Disability Australian Apprentice Wage Support subsidy, and extending the Australian Apprenticeship Training Support Payment and the Priority Hiring Incentive.
- Build a skilled, adaptable workforce to support the transition to net zero and help communities navigate change.
- Progress a national labour hire licensing scheme to protect workers and reduce regulatory complexity.
- Advance long-term reform in the construction industry, including through the National Construction Industry Forum and the scheme for the administration of the Construction and General Division of the CFMEU and its branches.
- Across all our work, progress national policies that improve outcomes for First Nations people, including:
  - implementing the Reconnection, Employment and Learning Program to improve transitions from the justice system to employment, education and training for First Nations people
  - progressing commitments under the Closing the Gap 2025 Implementation Plan and improving access to VET in remote First Nations communities through the TAFE Technology Fund.
- Advance gender equality through initiatives such as the Australian Skills Guarantee, the Building Women's Careers Program and Free TAFE, and through our engagement with the Fair Work Commission's gender-based undervaluation review.
- Support the progress and delivery of reviews to ensure the legislative frameworks for which we are responsible remain fit for purpose and responsive to evolving needs, including:
  - a joint review of the operation of the *Fair Work Legislation Amendment (Secure Jobs, Better Pay) Act 2022* and the amendments made by Part 16A of Schedule 1 of the *Fair Work Legislation Amendment (Closing Loopholes) Act 2023*
  - a review of the *Safety, Rehabilitation and Compensation Act 1988*, the legislative framework that underpins the Comcare workers' compensation scheme
  - a review of Jobs and Skills Australia's enabling legislation.
- Support legislative reforms to safeguard penalty rates, ban non-compete clauses for low- and middle-income earners, and protect parental leave entitlements in certain circumstances.



- Support the development of policy to ensure Australians are equipped with the skills and opportunities to thrive in an increasingly digital world and to support the safe and responsible digital transformation of workplaces.
- Continue to work collaboratively across government on AI policy to address AI's labour market impacts; this follows DEWR establishing in 2025 a tripartite AI Employment and Workplace Relations Working Group to ensure that both workers and employers have a voice in how AI is used in Australian workplaces.
- Explore opportunities to collaborate on reforms that support better access to skills and training, especially those in shortage, through better alignment between VET, universities, industry, Jobs and Skills Councils and state and territory governments.
- Build internal capability and foster an inclusive, high-performance culture.
- Explore ethical and efficient use of AI to streamline workflows and generate data insights. This includes:
  - maintaining our current focus on leveraging AI to improve productivity, while actively exploring its broader potential to support future service delivery and operational improvements
  - continuing to collaborate with our stakeholders and across government so that we are well placed to harness the opportunities while balancing risk and ensuring benefits are shared across our community.



# Our commitment to Closing the Gap

We are committed to driving progress under the National Agreement on Closing the Gap (the National Agreement), recognising the urgent need to overcome the persistent inequalities faced by First Nations people. The National Agreement recognises that all governments need to make increased efforts to close the gap in genuine partnership with First Nations people, communities, and organisations.

The department administers policies and programs that have direct impacts on 4 of the 17<sup>2</sup> socio-economic outcome areas of the National Agreement. These outcomes are essential in advancing the vision of First Nations communities for sustainable economic growth and social equity.

We are working collaboratively across the APS, with state and territory governments and with First Nations partners to progress and implement national policies that advance equity and improve outcomes for First Nations people. This includes joint efforts on initiatives such as First Nations economic empowerment, recommendations from the Employment White Paper, and reforms to the VET system. These partnerships help us to ensure that policy development is inclusive, culturally informed, and aligned with the Closing the Gap priority reforms.

We will continue to work with First Nations peak bodies, building their capacity to represent First Nations interests across the training and employment sectors. Our partnership with the National Indigenous Employment and Training Alliance provides funding to build its capacity as a peak employment services body and access funds for projects that will build the capacity of Aboriginal and Torres Strait Islander community-controlled organisations (ACCOS) to deliver employment services that better suit the needs of First Nations people.

Through the National Skills Agreement, the Commonwealth will collaborate with state and territory governments to work alongside First Nations communities on a comprehensive package of reforms. An Interim Skills Committee has been established to ensure meaningful engagement and shared decision-making in policy development. The initiative will also enhance investment in ACCOs and First Nations owned training providers, support the growth of the First Nations VET workforce, strengthen cultural capability across mainstream registered training organisations, and improve data and evaluation capacity within the First Nations VET sector.

We are also changing our ways of working as part of our approach to Closing the Gap. Our Closing the Gap Strategy 2024–2027 articulates our vision to close the gap and contains a set of guiding principles to support our delivery of the priority reforms and socio-economic targets of the National Agreement.

Our Reconciliation Action Plan, due to be launched in 2025–26, will assist our organisation to be a safer, more inclusive and innovative workplace, and to build greater understanding of and respect for the self-determination, resilience, strength, contribution and place of First Nations people and cultures in Australia.

We have embedded new governance arrangements to drive change and ensure strategic oversight of and accountability for delivering on our Closing the Gap commitments. Our new First Nations Executive Board meets quarterly to review the department's Closing the Gap actions and is responsible for monitoring progress against the department's commitments. Strengthened Closing the Gap monitoring and accountability mechanisms will help ensure that we are meeting our commitments to improving outcomes for First Nations people.

Enhancing cultural capability and appreciating diversity remains a priority. We will continue to support our staff in building their cultural competence through a range of opportunities and pathways, including the Jawun secondment program, Australian Public Service Academy programs and secondments in our First Nations partner organisations.

As part of our commitment to fostering meaningful engagement with First Nations communities, we have established Indigenous Liaison Officer roles within the department. These roles play a vital part in strengthening relationships with First Nations stakeholders, identifying gaps and barriers in engagement, supporting culturally appropriate service delivery, and ensuring our programs are informed by local knowledge and perspectives.

We are committed to increasing the representation of First Nations people in the APS. In addition to recruitment opportunities offered through entry-level programs and the SES100 initiative, we have established the Murra Program. This is a pilot program, offering First Nations students from the Australian National University and the University of Canberra part-time employment within our department. Supported by tailored training and mentoring, the program equips students with the skills and networks needed to pursue a career in the APS. Pending the success of this trial, we plan to explore the feasibility of expanding the initiative to other universities and locations.

Finally, we are implementing the Framework for Governance of Indigenous Data, which upholds the principles of Indigenous data sovereignty. This framework aims to ensure that data relating to First Nations people is collected, managed and shared in ways that respect their rights and perspectives.

2 DEWR shares responsibility at the Commonwealth level with the Department of Education for Closing the Gap socio-economic outcome areas 5 – Students achieve their full learning potential, 6 – Students reach their full potential through further education pathways, and 7 – Youth are engaged in employment or education. DEWR is responsible for skills and training actions and the Department of Education is responsible for schools, youth and higher education actions. DEWR also shares responsibility with the National Indigenous Australians Agency (NIAA) and the Department of Social Services (DSS) for socio-economic outcome area 8 – Strong economic participation and development of people and their communities. DEWR is responsible for a range of employment support and policy activities, NIAA is responsible for Indigenous-specific employment and remote area employment activities, and DSS is responsible for disability employment activities. More information on Closing the Gap targets can be found at [Closing the Gap targets and outcomes](#).

# Ways we work



## How we work

The Department of Employment and Workplace Relations supports our ministers to achieve improved outcomes for the community we serve. We work closely with the Jobs and Skills Australia Commissioner, the Student Identifiers Registrar, and our portfolio agencies in meeting our collective policy, program and regulatory responsibilities and in delivering for the Australian Government in skills, employment and workplace relations.

We operate with the highest standards of integrity, leadership and partnership, building public trust by putting people at the heart of what we deliver. We share our diverse perspectives and expertise in a supportive, inclusive and respectful environment.

## Our governance

The department's governance framework outlines the practices and arrangements for managing operations and discharging accountability obligations. It supports the Secretary, as the accountable authority, to discharge her duties under the PGPA Act by providing a mechanism for oversight, transparency and decision-making.

The governance framework contains a set of principles, applicable to all staff, that underpin how we achieve good governance in the department. Established within the framework is the department's formal governance structure (Figure 3). The department's governance committees play an important role in overseeing reporting processes, managing and defining our appetite for risk, regularly monitoring our performance and providing a forum for consultation.

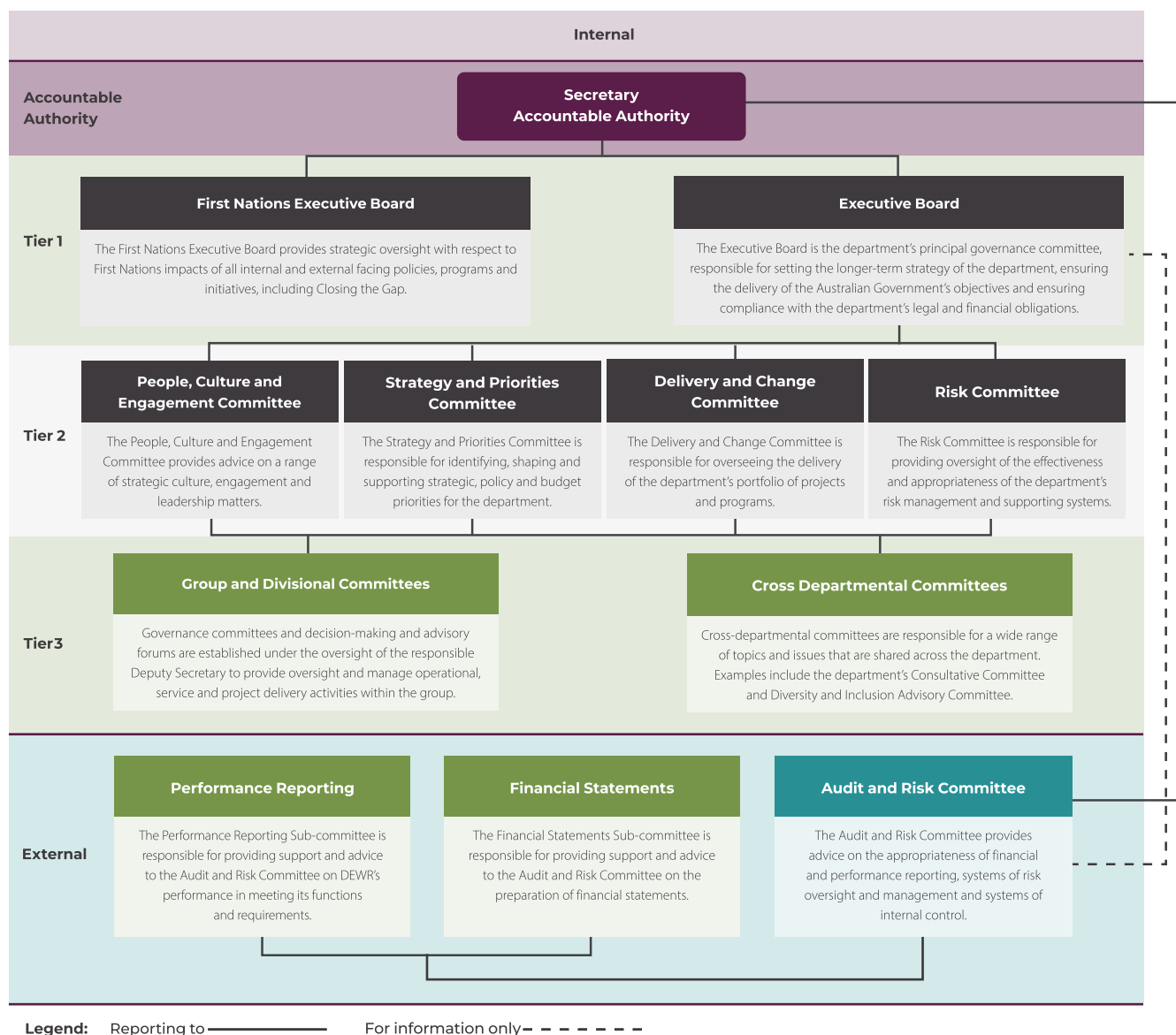
Recently the department introduced the First Nations Executive Board to provide strategic oversight of all internal and external policies, programs and initiatives that have First Nations impacts. Importantly, the First Nations Executive Board has an equal

number of First Nations and non-First Nations decision-making members. To further embed our commitment to Closing the Gap, each of the department's Tier 2 committees (see Figure 3) has a First Nations representative and has been made responsible for overseeing one of the 4 National Agreement on Closing the Gap priority reforms.

Each group in the department – Corporate and Enabling Services; Workplace Relations; Skills and Training; and Employment and Workforce – also has internal governance arrangements in place to manage its policy and program deliverables.

In 2025–26 the department will review the implementation of the governance framework and structure that we implemented from 2024. The review will focus on ensuring that the structure is operating as intended.

Figure 3: Our governance





## Our integrity

The department is firmly committed to delivering on the public sector integrity reform agenda. Our Integrity Unit plays a central role in embedding a proactive, system-wide approach to integrity that ensures we meet both our legislative obligations and the expectations of the Australian public.

In February 2025 we launched our Integrity Roadmap, developed in partnership with an independent integrity advisor. The Integrity Roadmap, linked to the Integrity Framework we released in 2024, outlines a 3-year pathway (2025–2027) to strengthen integrity maturity across the department. It highlights key initiatives, including:

- enhancing conflict-of-interest and public interest disclosure capabilities

- implementing and monitoring recommendations from the Royal Commission into the Robodebt Scheme
- providing tailored integrity education and support.

We continue to build a strong pro-integrity culture by educating our staff, external workforce, and service providers on their responsibilities and protections. Our secure electronic reporting tool enables confidential, anonymous reporting and ongoing dialogue with investigators, reinforcing our commitment to transparency and accountability.

The department remains focused on continuously improving its integrity policies, systems and frameworks to uphold the highest standards of ethical conduct and public trust.

## Our cooperation and partnerships

We are committed to engaging genuinely and meaningfully by putting people, businesses and communities at the centre of policy development, implementation and delivery. We understand that effective policy and programs are shaped by a wide range of voices and perspectives. Strong collaboration, engagement and partnerships are essential to achieving our purpose.

Over the course of this plan, our approach will include:

- working closely with other portfolio entities to provide advice and deliver services to business, the community and other Australian Government portfolios. Shifting the way governments work together, such as through the shared stewardship model under the National Skills Agreement, will support governments to work collaboratively and purposefully towards priorities
- embedding and participating in tripartite governance and practices, making sure the perspectives of both workers and industry are integral to our institutional frameworks
- working in partnership with First Nations people on Closing the Gap and other initiatives including establishing on-Country VET opportunities in remote Central Australia through the Remote Training Hub Network (by 30 June 2028)
- seeking opportunities to co-design policies and programs, including better understanding the user perspective and working with the people most affected by our services. For example, the Parents Advisory Group plays a central role in the continuous improvement of Parent Pathways, a pre-employment service. This group of parent representatives, community organisations and academic experts ensure services reflect the lived experiences, priorities and needs of the people we serve
- working to strengthen connections and highlight opportunities, such as through our local government engagement approach to the Pacific Australia Labour Mobility (PALM) scheme, which strengthens ties with councils as part of promoting the scheme and its supports to community stakeholders
- facilitating and supporting ongoing consultation on the implementation of workplace relations reforms, together with employer groups, unions and other key stakeholders
- engaging through overseas posts, bilateral partnerships, and multilateral forums such as the Organisation for Economic Co-operation and Development and the International Labour Organization. Our international engagement strengthens work standards, social wellbeing, productivity and jobs growth in Australia, the Indo-Pacific and globally by improving employment, skills and workplace relations policies
- fostering strategic partnerships with key collaborators, including the Foundation Skills Advisory Group.

These innovative, dynamic partnerships place the needs of those we serve first.

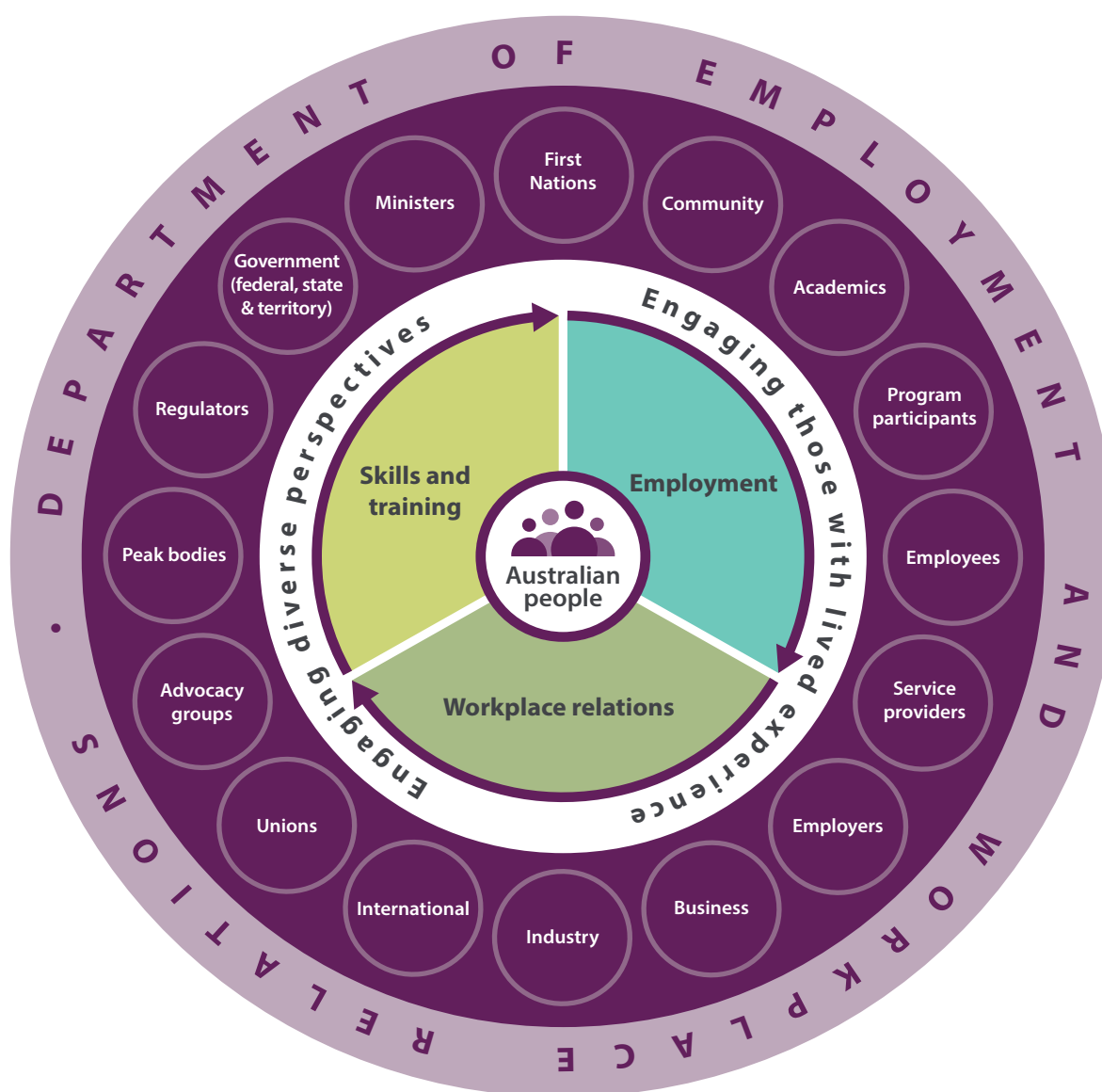
Our cross-department Stakeholder Engagement Group brings all areas of the department together to address challenges, coordinate and integrate stakeholder management functions, and share perspectives and resources.

Working closely with the Australian Public Service Commission (APSC), we recently conducted an APS Agency Engagement Maturity Assessment. We are now establishing advisory groups

to progress actions arising from the recommendations: creating an engagement framework, cultivating an environment of collaboration, fostering training and professional development, and exploring the feasibility of a client relationship management system.

We thank our social and academic partners for sharing their lived experience, local and industry knowledge, and best practice expertise.

Figure 4: Our cooperation



# Our corporate strategies and operations

The department's corporate strategies, plans, frameworks and operations are central to our ability to undertake our key activities and achieve our purpose. This includes supporting our ministers, our people and the Australian public by effectively and efficiently managing:

- resources, including people, infrastructure and finances
- information, communications and digital technologies and solutions
- security, legal, risk, integrity and assurance matters
- research, analysis and data.

## People

We are committed to setting the standard for meaningful work that puts employee wellbeing at the centre of what we do. Our vision for our future workforce is to be inclusive, curious, collaborative, adaptable and focused on high-impact work so we can effectively and efficiently deliver our purpose.

Our People Strategy 2024–27 and Strategic Workforce Plan 2023–26 pave the way to meeting the needs of both our current and our future workforce. With a focus on wellbeing, culture, capability and leadership, we continue to invest in strategic initiatives designed to attract, grow and retain talent (Figure 5).

Through the implementation of our Strategic Workforce Plan, we are strengthening our workforce planning capability to proactively identify and address critical roles and emerging skill needs. This enables us to build a future-ready workforce that is agile, capable, and prepared to respond to the evolving needs of government and the Australian public, as well as technological, political, social and economic changes.

Figure 5: Our people pillars



For 2025–26, the department's capability priorities will centre on strengthening foundational management skills, enhancing communication capabilities, undertaking high-quality policy development, and advancing data and digital proficiency. We are also strengthening our strategic policy capability, including through the recently established Strategy and Priorities Committee, which is responsible for identifying, shaping and supporting strategic, policy and budget priorities for the department. In addressing these priorities, the department will draw on the APS Continuous Learning Model and the APS Agency Engagement Maturity Assessment Tool to develop capability through work, people, resources and courses.

Our strategic people outcomes for 2025–26 are grounded in our commitment to creating a great place to work, enabling high performance, and ensuring we are positioned to effectively deliver on our purpose. These outcomes are:

- **Enhancing human resources (HR) service delivery:** Providing consistent, efficient, and scalable HR services that simplify processes and improve the experience for employees and managers across the organisation
- **Investing in leadership:** Strengthening leadership capability to empower and support managers in their roles and enhance accountability
- **Cultivating an inclusive and high-performance culture:** Creating a workplace culture and environment that positions us as an employer of choice
- **Leveraging AI, data and digital tools:** Using AI, data and digital technologies strategically to improve service delivery, inform better decision-making and drive innovation
- **Building capability:** Developing individual, team and manager capabilities to sustain and elevate organisational performance.

Figure 6: Our people

APS EMPLOYEES <sup>3</sup> – 4,454		
Made up of:		
Ongoing	4,272	95.9%
Non-ongoing	182	4.1%
Full-time	3,873	87.0%
Part-time	581	13.0%
Female <sup>4</sup>	2,672	60.0%
Male <sup>4</sup>	1,773	39.8%
X <sup>4</sup>	9	0.2%

EXTERNAL WORKFORCE <sup>5</sup> – 1,075		
Consisting of:		
ICT labour hire <sup>6</sup>	653	
Non-ICT labour hire	100	
Professional contractors	322	

DIVERSITY		
DEWR APS employees <sup>3</sup> self-identified as:		
First Nations	113	2.5%
Culturally and linguistically diverse <sup>7</sup>	1,336	30.0%
Person with disability <sup>8</sup>	253	5.7%
DEWR APS employees <sup>9</sup> self-identified as:		
LGBTQIA+	9.9%	
Neurodivergent	12.2%	

<sup>3</sup> APS employee data, headcount as at 30 June 2025.

<sup>4</sup> Based on 3 options – male, female and X (indeterminate/intersex/unspecified) – provided to respondents when asked to specify their gender.

<sup>5</sup> DEWR external workforce headcount as at 30 June 2025. Following the introduction of the Strategic Commissioning Framework (SCF), the department has focused on improving data capture and reporting processes. This has led to an increase in reported labour hire numbers, reflecting more complete and accurate reporting. Notably, prior to the SCF, the department did not track its use of professional contractors, which now contributes to the overall figures. It is important to note that the SCF target is measured by spend, not headcount. While reported numbers have increased due to improved data, our actual use of external workers for core departmental work has not increased. The rise in reported figures is largely attributable to improved visibility and classification, rather than a substantive change in workforce composition.

<sup>6</sup> The department uses its ICT capability and resources to share ICT services with other Australian Government agencies under memorandum of understanding (MOU) arrangements. This includes desktop and mobile computing support, application and website development, hosting services, and a security-classified segregated PROTECTED environment.

<sup>7</sup> Culturally and linguistically diverse refers to people who were born outside Australia and/or whose first language was not exclusively English. This aligns with the APS Culturally and Linguistically Diverse Employment Strategy reportable benchmark definition.

<sup>8</sup> The department uses APS employee data as the authoritative source for workforce statistics but in limited instances uses APS Census data where APS employee data is unavailable or under-represented. While APS Census data was used in the 2024–25 DEWR Corporate Plan, APS employee data has been used for 2025–26.

<sup>9</sup> 2025 APS Census, based on an 85% response rate, which includes external workforce.

## Strategic Commissioning Framework

The department maintains its commitment to develop and enhance its APS capability and reduce outsourcing in line with the Strategic Commissioning Framework. In 2025–26 the department will continue to ensure core work is done in-house, with areas of focus including policy, legal and parliamentary, accounting and finance, and service delivery job families. Where outsourcing of core work is required, it will be done in accordance with the limited circumstances permitted by the framework.

## Data and analytics

The department collects a wealth of data across its skills, employment and workplace relations activities. This informs our decisions when delivering our programs, forming policies and undertaking evaluations. The department's Data Strategy 2024–27 outlines focus areas and related activities to build on our data governance foundations, enhance our data capability, develop our data technology ethically, and transform our data analytics, evaluation and integration.

In the first year of our data strategy, we focused on getting our data fundamentals right, including our data policies, processes, culture, governance, and technology. In 2025–26, the department's Chief Data Officer will seek to deliver greater value from our data. We will work strategically with stakeholders and across government to leverage increased data sharing and integration, advanced analytics and AI to more effectively and efficiently inform policy development, program design and evaluation.

At the same time, working with our Data Governance Committee, the Chief Data Officer will continue to ensure data is managed safely and appropriately across the department and broader portfolio. We will continue to:

- strengthen our data capability and culture
- maintain and evolve the guardrails that ensure data security and protect the privacy of individuals
- improve the utility of our data
- expand the sharing and use of data across the department.

## Information and communications technology

Our ICT ecosystem supports our policy and program work to help people build their skills, find a job and build a meaningful career. Most interactions with government are digital, and it is important that our ICT capabilities continue to evolve with the needs of government and the community. We are committed to delivering secure, modern, client-centred ICT infrastructure and services that support the community and the department.

Our Digital Business Strategy guides our ICT direction and supports digital service delivery to our users. The strategy outlines 4 key shifts to transform our digital experience:

- facilitating simple access for users
- creating cohesive and reliable digital experiences
- improving the way we use our data to enhance services
- supporting policy development by ensuring our solutions are modern, integrated and connected.

In 2025–26 we will continue to deliver well-architected, client-centred and data-driven digital services to our users and shared services partners. We support a range of agencies through our shared services offering across application development and support, end-user computing and ICT hosting services. We will maintain public trust by designing secure systems that prioritise the user experience and the privacy of our users' data at every stage of development. To protect our users and the data entrusted to us, we continue to invest in and strengthen the security of our ICT network, systems, and data holdings by focusing on our maturity levels against the Australian Cyber Security Centre's Essential Eight mitigation strategies to prevent harmful cyber incidents.

The department operates ICT infrastructure, across both on-premises data centres and public cloud networks, in accordance with the Australian Government Secure Cloud Strategy. We continue to modernise our IT infrastructure, cloud platforms and end-user platforms to ensure they are secure and reliable and continue to meet the needs of users.

We understand the productivity benefits that are available from AI and other emerging technology, and we are committed to safe and ethical innovation. We are using AI tools to improve staff productivity, and we are experimenting with AI to improve the digital services that we deliver for our users. We will continue to align with whole-of-government direction and strategies, including the Data and Digital Government Strategy, the Australian Government Architecture, and the Australian Cyber Security Strategy to ensure the appropriate guardrails are in place for our AI and digital innovation program.

In 2025–26 we will continue to build ICT, digital and data capability in line with our workforce strategy by recruiting and developing new starters through our entry-level programs and investing in the skills of our people. We will continue to offer career pathways by fostering an inclusive, collaborative, and contemporary work environment. We will collaborate with the APSC's Emerging Talent Programs Team to administer 4 ICT entry-level programs for the department: the Digital Traineeship Program, the Digital Cadetship Program, the Digital Graduate Program, and the Australian Government Apprenticeship Program. We will also continue to engage IT Australian School-Based Apprentices.



## Infrastructure and facilities

The department shares multiple property leases around Australia with the Department of Education. As opportunities such as expiring leases arise, we consolidate and rationalise our leased footprint with more energy-efficient fit-outs in buildings to align with the Net Zero in Government Operations Strategy. Through 2025–26 we will continue to consolidate leases in Adelaide and Sydney, delivering modern workspaces that support new ways of working.

Our updated office fit-outs incorporate flexible workspaces, collaboration areas, quiet or focus rooms, and storage lockers to support team-based desk sharing, which is being progressively rolled out across the department's office accommodation. By sharing our office space at a team level, we are optimising our leased footprint while catering for individual work patterns and ensuring that we have the capacity to accommodate our staff working from the office in all locations.

## Financial management

Effective financial management is a key element of the department's sustainability, performance and accountability. Our approach to financial management enables our staff and stakeholders to access the right financial information to make informed decisions. Our Finance Strategy sets out the department's approach to supporting our financial sustainability through timely and informed investment of our financial resources, guided by key principles.

These principles are:

- being strategic and forward looking in our capability, development, and investment in financial literacy
- maintaining financial systems that support the delivery of our business outcomes and provide consistent reporting
- implementing strong governance and financial controls to support our approach
- operating within the resources provided by the Australian Government and harnessing opportunities in the external Budget cycle.

Our Portfolio Budget Statements 2025–26 contain information regarding the department's Budget estimates (departmental and administered), average staffing levels, budgeted financial statements and high-level performance information for the reporting period.

# Embedding a positive risk culture

## Our risk culture

To support our purpose, we foster a culture that embraces risk appetite and tolerance. This means an environment where taking well-informed and considered risks is encouraged, discussed and embedded into all that we do.

We continue to invest in and mature the risk capability of our people and processes, learning when things have not gone as planned and adapting in a cycle of continuous improvement.

We give our people the tools and resources to better understand risk management. We also encourage early identification of emerging risks and appropriate escalation of issues so they can be managed collectively.

Our strategic risks are underpinned by our culture and reinforced through our departmental risk approach and our risk governance arrangements, ensuring that risks are considered at all levels.

## Our risk governance

Our governance arrangements support the embedding of our positive risk culture by creating an environment that promotes both compliance and innovation in delivering our outcomes.

We have a clear understanding of the department's strategic risks, which drives our strategic thinking and informed decisions. An enterprise view is taken by our Executive Board, our Audit and Risk Committee and our Risk Committee. The Risk Committee has oversight of our enterprise risk arrangements, including our strategic and emerging risks. Risk identification, mitigation and ongoing management is a part of our project and program management practices.

Our Chief Risk Officer champions our risk culture and plays a central role in creating a positive risk environment with transparent enterprise-level reporting to our governance committees. A dedicated enterprise risk team supports the Chief Risk Officer.

## Our enterprise risk management arrangements

We manage risks in accordance with the Commonwealth Risk Management Policy. This is articulated through our Accountable Authority Instructions for Risk Management, our Enterprise Risk Strategy and our Enterprise Risk Management Policy and Framework.

We support our people to work collaboratively to manage shared risk with a common purpose, including shared risks in programs for First Nations people.

## Our strategic risk environment

Figure 7 clearly identifies risk focus areas and provides risk statements and mitigation strategies for each of the department's 8 strategic risks. This provides a line of sight for our people from our operational risks up to our strategic risks.

We regularly report to and have risk discussions with our Executive and our governance committees. This approach informs alignment of our control environment and application of risk appetite and tolerance.

We recognise that our strategic risks do not exist in isolation and are often interconnected. When the profile of any of our strategic risks changes, it can impact the other risks. We understand and respond to these interconnections as a critical part of our decision-making.

Figure 7: Strategic risks 2025–26

Risk focus areas (Key operational activities that impact the profile of our strategic risks)	Strategic risks	Mitigation strategies
<b>STRATEGIC RISK 1 – DELIVERY</b>		
<p><b>The Delivery risks relate to:</b></p> <ul style="list-style-type: none"> <li>■ Reforms and organisational transformation</li> <li>■ Rapid implementation and changes to delivery intent</li> <li>■ Prioritisation of activities</li> <li>■ Providing value for money</li> <li>■ Procurement, MOUs, and contracts</li> <li>■ Services we provide to Australian communities</li> <li>■ Services we provide to providers and workers</li> <li>■ Services we provide to other clients</li> </ul>	<p>DEWR's ability to deliver its key programs, projects and services on time, on budget and to the expectation of the Australian Government and communities can be compromised if the department does not work together in an environment of reforms, competing priorities and resourcing constraints.</p>	<p>The department works with government and key stakeholders to ensure our key priorities align to reforms and to our changing internal and external operating environments. We adjust our delivery methods to be agile in times of pressure and reduced funding.</p> <p>We seek to implement programs to provide outcomes for the people for whom they are intended.</p> <p>We ensure our programs, projects, and services are implemented in an ethical, efficient, economical and lawful manner by adhering to legislative requirements. This is at the core of the integrity culture we uphold.</p> <p>We are invested in transforming the way we work, by using emerging technologies and AI to harness efficiencies in our service delivery.</p> <p>We collaborate with First Nations people and organisations to ensure programs and services are built on shared decision-making.</p>
<b>STRATEGIC RISK 2 – CULTURE</b>		
<p><b>The Culture risks relate to:</b></p> <ul style="list-style-type: none"> <li>■ Siloed business area practices</li> <li>■ Collaborating as a connected department</li> <li>■ Alignment of our values and leadership with the APS values and expectations</li> <li>■ Capability and confidence in adopting AI</li> <li>■ Diversity, inclusion, ethics and integrity</li> <li>■ Respectful and culturally appropriate communications</li> <li>■ Managing organisational change together with our people</li> </ul>	<p>Our culture may not foster a positive environment where staff feel safe, learn from mistakes, speak up or feel respected for their values.</p> <p>A lack of collaboration and integration across the department may create a culture of not being able to innovate or work in a connected way.</p>	<p>The department promotes cultural safety based on fostering diversity, equity and inclusion with our people.</p> <p>We focus on minimising the physical and psychosocial impacts to staff through early identification and daily interactions. We are embedding cultural change through promotion of our supporting frameworks, policies and procedures.</p> <p>We insist on integrity in all we do, with a particular focus on fairness in our recruitment and procurement practices.</p> <p>Our remote working arrangements allow our people to balance work and life commitments.</p> <p>We encourage our people to be curious and find innovative solutions to achieve shared outcomes.</p>

Risk focus areas (Key operational activities that impact the profile of our strategic risks)	Strategic risks	Mitigation strategies
<b>STRATEGIC RISK 3 – PEOPLE</b>		
<p><b>The People risks relate to:</b></p> <ul style="list-style-type: none"> <li>■ Managing organisational change</li> <li>■ Allocation and redirection of resources</li> <li>■ Recruiting the right skilled people</li> <li>■ Retention of talented staff</li> <li>■ Manager and staff capability and capacity</li> <li>■ Management and performance of our people</li> <li>■ Guidance, training and coaching for our people</li> <li>■ Staff burn out and physical and psychosocial safety</li> <li>■ Flexible and unique ways of working</li> <li>■ Physical safety and security of staff</li> <li>■ Emerging technologies and ways of working better, such as with AI</li> </ul>	<p>Our ability to adapt our recruitment practices to attract people with the right skills and capabilities and retain skilled staff is potentially compromised by a competitive labour market.</p> <p>Our inability to recruit experienced, adaptive staff and those who can specialise in working with all cultural and community groups may compromise appropriate connections with stakeholders.</p> <p>DEWR's People strategies, workforce planning and manager capability may be ineffective, compromising the physical and psychosocial safety and wellbeing of our people or risking non-compliance.</p> <p>Our ability to deliver quality outcomes is compromised by a reduced workforce and increased number of priorities.</p>	<p>The department has flexible recruitment solutions to enable skilled personnel to be employed nationally. Our Workforce Strategy supports managers to find the right people, with the right skills and experience for delivery of specific activities. This includes surge workforce capability and specialised roles. It also includes representation of First Nations people within our workforce supported by culturally safe, inclusive practices.</p> <p>Our managers lead by example, supporting inclusion and diverse talent, while building the capability of our people through targeted training and professional development programs.</p> <p>Our culture fosters proactively preventing psychosocial impacts on our people by identifying them early, having discussions and offering support through resources, services and our flexible work options.</p> <p>Our flexible and remote working arrangements promote a positive work-life balance and wellbeing outcomes for our people while balancing the needs of the department and the services we provide.</p>
<b>STRATEGIC RISK 4 – STAKEHOLDERS</b>		
<p><b>The Stakeholder risks relate to our engagement with:</b></p> <ul style="list-style-type: none"> <li>■ The Australian Government and ministers</li> <li>■ State and territory governments</li> <li>■ Industry and public and private sectors</li> <li>■ Australian communities</li> <li>■ International communities</li> <li>■ External providers</li> </ul>	<p>Our ability to achieve shared outcomes could be affected by ineffective engagement with our ministers, the states and territories, industry and our key stakeholders.</p> <p>Our programs, projects and services are subject to stakeholder fatigue if relationships are not managed in a respectful and meaningful way, especially with competing priorities and reforms.</p>	<p>We are committed to building and maintaining collaborative and respectful relationships with all our stakeholders. This is facilitated through regular and ongoing engagement, bipartisan approaches and taking an informed view of complex matters and negotiations.</p> <p>We proudly embed initiatives to support strengthening and establishing formal partnerships with all cultural communities, as well as with First Nations people in decision-making and policy design aligned with the National Agreement on Closing the Gap.</p>

<b>Risk focus areas</b> (Key operational activities that impact the profile of our strategic risks)	Strategic risks	Mitigation strategies
<b>STRATEGIC RISK 5 – POLICY</b>		
<p><b>The Policy risks relate to:</b></p> <ul style="list-style-type: none"> <li>■ Policy design and rapid implementation</li> <li>■ Changes to policy intent</li> <li>■ Measuring policy performance</li> <li>■ Providing evidence-based advice</li> <li>■ Providing value for money</li> <li>■ The authorising environment we work within</li> </ul>	<p>Good policy design and implementation to support government decision-making could be hindered by a lack of internal policy capability, evidence and robust data.</p> <p>Implementing policy in an environment of fast-paced delivery, broad reforms and constrained timeframes may limit our ability to share outcomes with our key stakeholders.</p>	<p>We ensure that stakeholder engagement is prioritised in the design and implementation of evidence-based policy to ensure outcomes are achieved for the people they are intended to support.</p> <p>We focus on collaboration to ensure thoughtful and considered responses to whole-of-government policy, including net zero reforms.</p> <p>A key priority is our commitment to implementing community-informed policy with First Nations people.</p>
<b>STRATEGIC RISK 6 – FINANCE AND REGULATORY</b>		
<p><b>The Legislative, Finance and Regulatory risks relate to:</b></p> <ul style="list-style-type: none"> <li>■ Legislative compliance and authorising environment</li> <li>■ Federal and internal budget constraints</li> <li>■ Procurements and contracts</li> <li>■ Payments to external parties</li> <li>■ Insurance and asset management</li> <li>■ Privacy, fraud or corruption</li> <li>■ Legal, Freedom of Information (FOI) and public interest disclosure matters</li> </ul>	<p>Delivery and maintenance of our policies, programs, projects and services within the current financial environment may compromise our ability to support people to have safe, secure, and well-paid jobs.</p> <p>Essential prioritisation could impact our operating environment, recognising the pressure on our internal capability and capacity. These pressures could create situations where fraud, corruption, privacy, integrity and legislative compliance may be compromised.</p> <p>Our understanding of the legal context in which we develop policy and programs may not be sufficient to support our objectives.</p>	<p>Our robust and informed internal financial management arrangements allow us to pivot and adjust to the needs of the department so that our outcomes are not compromised by changing priorities.</p> <p>We seek responsible funding for our programs, our projects and the services we provide, while managing our budget obligations in accordance with the responsible use of Commonwealth resources (efficient, effective, economical and ethical) under the PGPA Act.</p> <p>We promote a culture of legislative compliance by engaging with skilled legal professionals. We are building our capability to better engage with legal issues, and we are tightening the connections between our policy and legal areas. We ensure that departmental legal advice is fit for purpose, and we act appropriately and promptly in reliance on accurate legal advice.</p> <p>We have compliance and governance arrangements, including regular internal reviews, and audit and assurance activities to ensure oversight of our legislative and regulatory obligations.</p>



**Risk focus areas**  
(Key operational activities that impact the profile of our strategic risks)

**Strategic risks**

**Mitigation strategies**

## STRATEGIC RISK 7 – INFORMATION AND COMMUNICATIONS TECHNOLOGY

### The ICT risks relate to:

- ICT infrastructure and historical systems
- ICT security and cyber threat prevention
- ICT modernisation, development and delivery
- ICT evolving technologies
- ICT services we provide to clients

Delivery of ICT projects may be hindered by our inability to meet the demand for skilled ICT labour or to scale up to meet demand.

Our ICT systems may be disrupted if they are not adequately funded, managed and protected from cyber security and concentration threats, impacting business delivery and the services we provide to our clients.

We invest in our ICT systems and people through processes to maintain high system reliability, availability and serviceability, and to protect from cyber threats in accordance with the Protective Security Policy Framework.

The department manages funding and resourcing constraints through prioritisation of the ICT program. This allows for delivery of priorities, sustainment of systems and infrastructure, and keeping up with emerging technologies, including our adoption of AI.

## STRATEGIC RISK 8 – INFORMATION AND DATA

### The Information and Data risks relate to:

- Data collection, retention, sharing and disposal
- Data security and data biases
- Working with and seeking opportunities with AI
- Integrity of data sources
- FOI and privacy of the data we keep
- Records and information management

Our information and data may be stolen, leaked, altered, destroyed or subject to unauthorised access and privacy breaches if our people, processes and technology are not appropriately secured.

If our data collection, retention, disposal, loss and sharing are not managed appropriately, this could result in loss or exposure of data without safeguards.

Data bias may occur if our processes are not designed appropriately, including when working with AI.

We actively manage and protect data through our governance arrangements while building data capability and understanding with our people, through our data stewards and data asset owners.

Our policies, frameworks and adherence to the Protective Security Policy Framework protect our data from cyber security threats while supporting our people to effectively manage data and our information records.

We work responsibly with AI so that our people are informed, understand the limitations and opportunities, and approach it in a deliberate and coordinated way.

**Our risk culture** fosters an environment where risk management is prioritised, understood, and used to make decisions – where good risk behaviours are valued and rewarded.

**Our risk appetite** supports positive risk engagement, considered risk taking and good decision-making. We have embedded this into our everyday risk assessment processes as part of supporting our positive risk culture.

**Our control environment** is informed by Australian Government operations, Commonwealth legislation, regulations, and policies. This underpins our departmental governance and accountability arrangements, including our ethical values and integrity settings.

# Operating risk environment

Our Enterprise Risk Management Policy and Framework outlines our operating risk environment (Figure 8) and how it connects with whole-of-government legislation, our internal processes, allocation of resources, and how we document risks in our enterprise risk system.

Our enterprise risk system allows for flexibility to integrate a range of risk obligations into our risk assessments, such as integrity; child safety; fraud and corruption; climate; procurement and grants; and work, health and safety.

Figure 8: Our operating risk environment



# Performance



# Our performance

The department is committed to robust and meaningful performance information, planning and reporting practices, underpinned by a culture of continuous improvement.

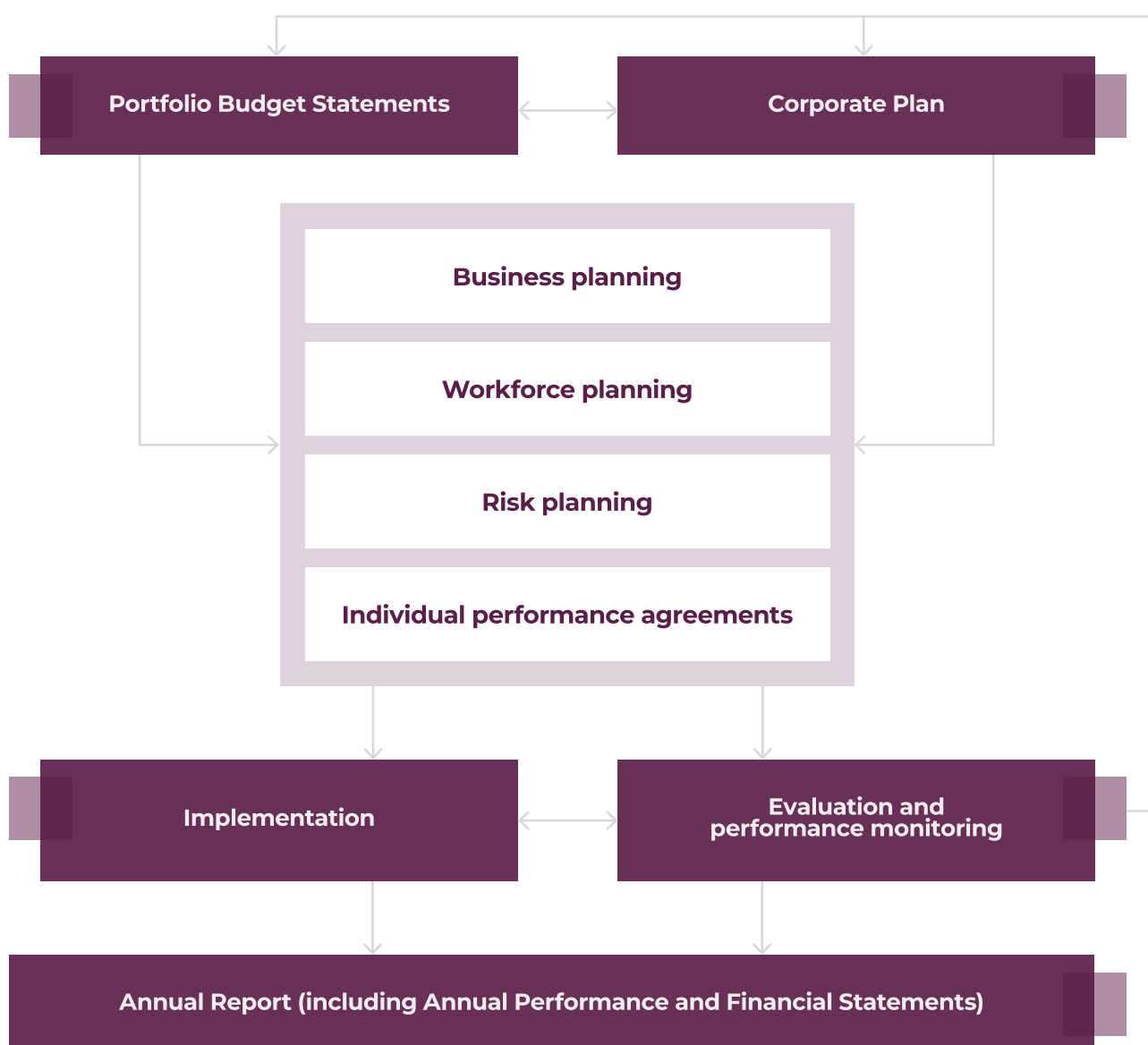
We adopt an integrated planning and reporting approach that supports transparency, accountability, and alignment with our strategic objectives (Figure 9). This includes:

- clearly outlining the department's resource allocation in the Portfolio Budget Statements
- developing interconnected business, workforce, and risk management plans

- completing individual performance agreements for staff
- regularly monitoring and reviewing performance measures
- publishing our annual report and annual performance statements to demonstrate progress against the commitments set out in our corporate plan.

This integrated approach enables planning and reporting processes that are responsive, evidence-based, and aligned with government priorities.

Figure 9: Our performance planning and reporting process



# Our performance framework

The department's performance planning, monitoring and reporting framework for 2025–26 is underpinned by the Commonwealth Performance Framework and requirements of the PGPA Act and the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

In line with our strategic objectives for 2025–26, our performance tools and guidance materials support transparent, accurate and meaningful reporting. We regularly review our performance

measures and key activities to mature our reporting practices, tools and guidance to foster a strong performance culture across the department.

The department's performance measures and targets provide a clear line of sight between our activities and our purpose, aligning with the work we do to achieve employment, skills and training, and workplace relations outcomes.<sup>10</sup>

## Our regulatory performance

### The Federal Safety Commissioner

The Federal Safety Commissioner and the Office of the Federal Safety Commissioner (OFSC) operate within the department and have regulatory functions, including to develop, implement, administer and promote the Work Health and Safety Accreditation Scheme (WHS Scheme) for Australian Government funded building and construction work.

The Federal Safety Commissioner and the OFSC oversee compliance by companies that are accredited under the WHS Scheme, with scheme requirements via onsite safety system auditing and reporting of safety incidents.

The Federal Safety Commissioner and the OFSC also produce a range of educational and training resources to help accredited companies improve their safety performance.

### Regulatory performance measure

The regulatory performance measure for the Federal Safety Commissioner and the OFSC is:

*Total Recorded Injury Frequency Rate (TRIFR) collectively reported by companies accredited under the Work Health and Safety Accreditation Scheme is lower than the previous calendar year.*

This stretch measure assesses and compares the overall impact of the Federal Safety Commissioner's performance of their functions described in the *Federal Safety Commissioner Act 2022* annually through the use of safety performance data of companies in the building and construction industry accredited under the WHS Scheme.

Safety performance is influenced by the WHS Scheme and the actions of the Federal Safety Commissioner and the OFSC. However, other factors will also affect the safety performance of companies – for example, regulatory actions by state and territory safety regulators and unilateral actions by companies to improve safety.

### Regulatory approach

The OFSC works to align its regulatory performance to the 3 key principles of regulatory best practice:

- continuous improvement and building further trust with stakeholders
- risk-based and data-driven decision-making
- collaboration and engagement with stakeholders.

For further information about the Federal Safety Commissioner's regulatory functions and approach, see their website [www.fsc.gov.au](http://www.fsc.gov.au).

### Other regulatory functions

The department continues to mature its regulatory performance framework to ensure it is fit for purpose and reflects best practice principles. While the department is not considered a traditional regulator, we have recently examined our activities that may be considered regulatory in nature. Ministerial Statements of Expectations and Statements of Intent will be publicly available at [www.dewr.gov.au](http://www.dewr.gov.au). We will continue to consider and review performance reporting on our regulatory functions.

<sup>10</sup> Additional information and data on a range of the department's programs are available at [www.dewr.gov.au](http://www.dewr.gov.au).

# Our performance measures

The department's performance measures presented in this plan show how each performance measure relates to outcomes, programs and key activities.

Presented on the following pages are the department's outcomes, programs and key activities, and our planned performance towards achieving our purpose for 2025–26 to 2028–29.

The department expects to report its achievements against its planned performance in the 2025–26 annual performance statements through performance results narrative and analysis.

The following tables list our performance measures, state our targets where appropriate, and indicate the methodology for determining achievement against each target.<sup>11</sup>

Our commitment to Closing the Gap is highlighted in the 'Our commitment to Closing the Gap' section, which recognises our shared responsibility at the Commonwealth level for Closing the Gap outcomes. Additional employment cohort data, including First Nations data, is available at [www.dewr.gov.au](http://www.dewr.gov.au).

Note: Performance measures remain the same from the 2024–25 reporting period, though some changes have been made to measure titles and methodology. Two changes have been made to targets: one involves an increase, and the other introduces a new target for its first year. Relevant details about these changes are provided in the footnotes.



<sup>11</sup> Where more than one target relates to a single performance measure, the result of each component is intended to be reported individually. Results are reported as achieved or not achieved.



## Employment and workforce performance

Outcome statement 1: 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.

### Program 1.1 – Employment Services

The employment services system has the following key objectives:

- to help job seekers find and keep a job
- to deliver high-quality and efficient employment services
- to support target groups to improve their work readiness and find employment.

Key activity   Provide quality services to job seekers and employers				To be reported in			
Program	Performance measure	Target	Methodology	2025 –26	2026 –27	2027 –28	2028 –29
<b>1.1</b>	Proportion of participants who are satisfied with the overall quality of services delivered	<p><b>a)</b> Workforce Australia Online: 60% or higher</p> <p><b>b)</b> Workforce Australia Services: 66% or higher</p> <p><b>c)</b> Workforce Australia – Transition to Work: 75% or higher</p>	<p>Proportion of a representative sample of participants who indicate they are either ‘satisfied’ or ‘very satisfied’ with the services received from Workforce Australia during the reference period.</p> <p>Weighted responses reporting that participants are satisfied or very satisfied with the overall quality of services over weighted number of responses to the survey question.</p> <p>Data source: DEWR Post-Program Monitoring – Online Services Satisfaction Survey and Quality and Progress Survey</p>	✓	✓	✓	✓
[EM002]							
<b>1.1</b>	Proportion of employers who are satisfied with the assistance from Australian Government employment services <sup>12</sup>	80% or higher	<p>The proportion of employers that are satisfied with the assistance from Australian Government employment services,<sup>13</sup> based on their most recent recruitment experience, over a 12-month period.</p> <p>Data source: Jobs and Skills Australia, Recruitment Experiences and Outlook Survey</p>	✓	✓	✓	✓
[EM010]							

<sup>12</sup> Based on responses to the Recruitment Experiences and Outlook Survey from employers who have used Australian Government employment services in their most recent recruitment round.

<sup>13</sup> This data is based on broad Australian Government employment services; a small amount of data may reflect other government services data, depending on the level of understanding of the person/employer being surveyed. DEWR accounts for the majority of government employment services offered. Should possible inaccuracies occur, they are expected to be minor.

Program	Performance measure	Target	Methodology	2025 –26	2026 –27	2027 –28	2028 –29
1.1	Investment per employment outcome	\$3,500 or lower per employment outcome	<p>The investment per employment outcome is calculated by dividing, for the reporting period:</p> <ul style="list-style-type: none"> <li>the aggregated actual variable expenditure in providing Workforce Australia Services</li> </ul> <p>by</p> <ul style="list-style-type: none"> <li>the estimated number of employed participants using Workforce Australia Services.</li> </ul> <p>Data source: DEWR Post-Program Monitoring – Workforce Australia Labour Force Survey, DEWR program administrative data from the ESSWeb system and DEWR program administrative data for program expenditure</p>	✓	✓	✓	✓
	[EM011]						
1.1	Average time to process decision-ready new employer applications to join the Pacific Australia Labour Mobility (PALM) scheme <sup>14</sup>	12 weeks or less	<p>The sum of the total time to process all decision-ready PALM scheme applications finalised in the reporting period over the total number of decision-ready applications finalised in the reporting period.</p> <p>Processing time is measured from when a new PALM scheme application is considered decision-ready until that application is finalised.<sup>15</sup></p> <p>Data source: Pacific Australia Labour Mobility Information System and DEWR program administrative data</p>	✓	✓	✓	✓
	[EM012]						

14 Additional information on the PALM scheme is expected to be provided in the 2025–26 Annual Report.

15 'Decision-ready' refers to DEWR receiving all information and supporting documentation from the applicant and other government entities (for example, the Department of Home Affairs and the Fair Work Ombudsman) required for assessment. A 'decision-ready' application is finalised when it is provisionally approved or not approved.

Key activity   Support job seekers to achieve sustainable employment				To be reported in			
Program	Performance measure	Target	Methodology	2025 –26	2026 –27	2027 –28	2028 –29
<b>1.1</b>	Proportion of Workforce Australia Services participants who achieve a 26-week employment outcome	15% or higher	The proportion of participants in Workforce Australia Provider Services who recorded at least one job placement which converted to a 26-week outcome, over a 12-month period.  Data source: DEWR program administrative data from the ESSWeb system	✓	✓	✓	✓
	[EM005]						
<b>1.1</b>	Proportion of participants in work or study 3 months after exiting services	<b>a)</b> Workforce Australia Online: 80% or higher <b>b)</b> Workforce Australia Services: 60% or higher <b>c)</b> Workforce Australia – Transition to Work: 60% or higher	The proportion of a representative sample of participants who indicate they are in work and/or study about 3 months after exiting employment services during the reference period.  Weighted responses reporting participants are employed and/or studying over weighted number of responses to the survey question (asked of participants who have exited employment services).  Data source: DEWR Post-Program Monitoring – Labour Force Survey	✓	✓	✓	✓
	[EM006]						

Key activity   Support target groups to improve their work readiness and prepare for employment <sup>16</sup>					To be reported in			
Program	Performance measure	Target	Methodology		2025 –26	2026 –27	2027 –28	2028 –29
1.1	Proportion of Workforce Australia Services participants who believe working with their provider has improved their chances of getting a job	66% or higher	<p>Proportion of a representative sample of participants who indicate that services received improved their chances of getting a job during the reference period.</p> <p>Weighted responses reporting that services received by participants improved their chances of getting a job by a little or a lot over weighted number of responses to the survey question.</p> <p>Data source: DEWR Post-Program Monitoring – Quality and Progress Survey</p>		✓	✓	✓	✓
	[EM009]							

Note: Other performance measures that relate to the key activity of supporting target groups to improve their work readiness are:

- EM006: Proportion of participants in work or study 3 months after exiting services, Workforce Australia – Transition to Work (target c). This program supports target groups through delivery of tailored support to young people aged 15–24.
- EM011: Investment per employment outcome captures the average investment in target groups through Workforce Australia Services providers delivering tailored support to participants identified as having complex needs or barriers.

<sup>16</sup> Parent Pathways commenced operating in late 2024 and provides personalised assistance and financial support to eligible parents to assist with personal, study or work goals. More information on Parent Pathways can be found on the department's website [www.dewr.gov.au](http://www.dewr.gov.au) and in the department's annual report.

## Skills and training performance

Outcome statement 2: Promote growth in economic productivity and social wellbeing through access to quality skills and training.

### Program 2.1 – Building Skills and Capability

The government is working to create an effective and efficient skills and training system that is industry led and delivers the skills Australian employers need. Building skills and capabilities is central to Australia's economic growth, competitiveness, and business productivity. The national training system provides employees and potential employees with the skills and capabilities required for a job or pathway into a job.

Key activity   Enhance the quality of vocational education and training (VET)					To be reported in			
Program	Performance measure	Target	Methodology		2025 –26	2026 –27	2027 –28	2028 –29
2.1	Proportion of VET graduates who are satisfied with the overall quality of the training	a) All graduates: 85% or higher	a) Number of VET graduates who were satisfied or very satisfied with the overall quality of their training, over the total number of VET graduates.					
		b) First Nations graduates: 85% or higher	b) Number of First Nations VET graduates who were satisfied or very satisfied with the overall quality of their training, over the total number of First Nations VET graduates.					
		c) Female graduates: 85% or higher	c) Number of female VET graduates who were satisfied or very satisfied with the overall quality of their training, over the total number of female VET graduates.					
					✓	✓	✓	✓

Program	Performance measure	Target	Methodology	2025 -26	2026 -27	2027 -28	2028 -29
<b>2.1</b>	Proportion of VET graduates who are employed or enrolled in further study after training	<p><b>a)</b> All graduates: 80% or higher</p> <p><b>b)</b> First Nations graduates: 80% or higher</p> <p><b>c)</b> Female graduates: 80% or higher</p>	<p><b>a)</b> Number of VET graduates who had a labour force status of 'employed' or were enrolled in further study at the time of the survey, over the total number of VET graduates.</p> <p><b>b)</b> Number of First Nations VET graduates who had a labour force status of 'employed' or were enrolled in further study at the time of the survey, over the total number of First Nations VET graduates.</p> <p><b>c)</b> Number of female VET graduates who had a labour force status of 'employed' or were enrolled in further study at the time of the survey, over the total number of female VET graduates.</p> <p>Data source: NCVER National Student Outcomes Survey</p>	✓	✓	✓	✓
	[SK002]						



Key activity   Respond to national future skills needs through access to VET graduates with the required skills				To be reported in			
Program	Performance measure	Target	Methodology	2025 –26	2026 –27	2027 –28	2028 –29
<b>2.1</b>	Proportion of apprenticeship commencements in priority occupations <sup>17</sup>	Maintain or increase compared to previous year	Proportion of apprenticeship commencements in priority occupations in the first 6 months of the financial year compared to the number of commencements in priority occupations for the first 6 months of the previous financial year.  Data source: NCVER, National Apprentice and Trainee Collection and annual Australian Apprenticeship Priority Lists	✓	✓	✓	✓
	[SK011]						
<b>2.1</b>	Proportion of employers using nationally recognised training <sup>18</sup>	50% or higher	Number of businesses with employees that, in the previous 12 months, have used nationally recognised training, have had apprentices/trainees, or have had jobs that require a vocational qualification, over the total number of businesses with employees.  Data source: NCVER, Survey of Employers' Use and Views of the VET System (SEUV)	✓	✗	✓	✗
	[SK004]						

17 Commencements provide the most appropriate measure of performance, as there is a good understanding of likely completions based on commencements. This performance measure allows for timely changes to settings to best impact apprenticeship outcomes. The typical duration of a trade Australian Apprenticeship is 4 years; for a non-trade Australian Apprenticeship it is 12–18 months. Supplementary information on apprenticeship completions will be reported in the department's annual report.

18 The wording of this performance measure has been updated since the 2024–25 Corporate Plan to better align with the NCVER survey; however, the methodology/survey for reporting remains unchanged. The survey used to report on this measure is run every 2 years. Information and results can be found on the NCVER website: [www.ncver.edu.au/research-and-statistics/collections/employers-use-and-views-of-the-vet-system](https://www.ncver.edu.au/research-and-statistics/collections/employers-use-and-views-of-the-vet-system).

Key activity   Improve language, literacy, numeracy and digital literacy (LLND) skills for target groups				To be reported in			
Program	Performance measure	Target	Methodology	2025 –26	2026 –27	2027 –28	2028 –29
2.1	Proportion of participants assessed in the Skills for Education and Employment (SEE) program who show language, literacy, numeracy and digital literacy skills improvements <sup>19</sup>	80% or higher	<p>For general SEE services: the proportion of participants who demonstrate progression against the Australian Core Skills Framework (ACSF) or Digital Literacy Skills Framework (DLSF) at a rate of at least one indicator for every 200 hours of training, out of all participants who exited the program after 6 months and completed at least 200 hours of training.</p> <p>For workplace-based training projects: the proportion of participants who complete at least one comparable unit of competency or one non-accredited training module; or achieve a reported ACSF or DLSF increase, out of all participants who complete a project.</p> <p>Data source: Workforce Australia Online for Providers IT system.</p>	✓	✓	✓	✓
	[SK005]						

<sup>19</sup> SK005: The performance measure text and methodology have been updated to reflect changes since the commencement of the redesigned SEE program and subsequent changes to provider arrangements.

## Program 2.2 – VET Student Loans

The program aims to remove the up-front cost barriers to training to increase access and participation. This is achieved through the provision of income-contingent loans for students undertaking certain higher level VET courses.

Key activity   Reduce barriers to undertaking quality VET				To be reported in			
Program	Performance measure	Target	Methodology	2025 –26	2026 –27	2027 –28	2028 –29
<b>2.2</b>	Proportion of units of study successfully completed by VET Student Loans (VSL) students	75% <sup>20</sup> or higher	Number of reported equivalent full-time study load (EFTSL) units of study passed, over the total number of EFTSL units of study attempted excluding any ongoing units of study.	✓	✓	✓	✓
	[SK007]		Data source: DEWR program administrative data, interfacing with Tertiary Collection of Student Information				
<b>2.2</b>	Proportion of students who report that financial barriers to training were removed by participation in the VSL program	80% <sup>21</sup> or higher	Proportion of students who say they would not have undertaken training without VET Student Loans access.	✓	✓	✓	✓
	[SK009]		Data source: Student electronic Commonwealth Assistance Form (e-CAF) survey results				

Note: Proportion of participants assessed in the Skills for Education and Employment (SEE) program who show language, literacy, numeracy and digital literacy skills improvements (SK005) also contributes to the key activity of reducing barriers to undertaking quality VET.

<sup>20</sup> The target has been increased from 70% in 2024–25 to reflect performance outcomes and account for the current operating environment.

<sup>21</sup> The target has been set for 2025–26 based on baseline data from the previous year (no target was set in 2024–25).

## Program 2.3 – Nuclear-powered Submarine Program

The program maintains a taskforce to provide advice on utilising Australia's skills and training system to support the workforce requirements of the Nuclear-powered Submarine Program.

Key activity   Respond to national future skills needs through access to VET graduates with the required skills					To be reported in			
Program	Performance measure	Target	Methodology		2025 –26	2026 –27	2027 –28	2028 –29
<b>2.3</b>	Support to the Nuclear-powered Submarine Program is provided through engagement and advice on workforce and training <sup>22</sup> [SK010]	No target <sup>23</sup>	The department will report information on engagement and advice activities <sup>24</sup> that have been undertaken under this program during 2025–26.  Data source: Internal departmental records		✓	✗	✗	✗

<sup>22</sup> Advice and support provided by the department assists the Australian Submarine Agency (ASA) in its decision-making on program design and workforce arrangements. The ASA Corporate Plan sets out the ASA's responsibilities for enabling the necessary workforce arrangements for the Nuclear-powered Submarine Program. Performance measures and targets related to those responsibilities sit outside this portfolio.

<sup>23</sup> The advice and support provided to the broader Nuclear-powered Submarine Program is driven by requests from the Defence portfolio, and it is not practicable to set a target for this measure.

<sup>24</sup> There are nil administered funds under this measure. Departmental funding maintains staff within the taskforce in 2025–26. Activities to be reported will reflect relevant key instances of departmental officers engaging and providing advice.

## Workplace relations performance

Outcome statement 3: Facilitate jobs growth, including secure work, through policies and programs that promote fair, productive and safe workplaces.

### Program 3.1 – Workplace Support

This program contributes to the outcome through:

- the promotion of fair workplaces by ensuring the protection of employee entitlements in certain circumstances
- ensuring the efficient operation of the workplace relations system through initiatives designed to encourage employers and employees to adopt fair, productive, flexible and safe workplace relations.

Key activity   Promote fair, productive and safe workplaces through policy advice and programs				To be reported in			
Program	Performance measure	Target	Methodology	2025 –26	2026 –27	2027 –28	2028 –29
<b>3.1</b>	Proportion of assessed economic data and analysis to support the effective operation of the workplace relations system that is timely	100%	<p>Timeliness will be assessed on compliance with the following deadlines:</p> <ul style="list-style-type: none"> <li>the Australian Government's submission to the Fair Work Commission's Annual Wage Review submitted by the deadline</li> <li>each quarterly Trends in Federal Enterprise Bargaining report published on the department's website prior to the end of the subsequent quarter.</li> </ul>	✓	✓	✓	✓
	[WR001]		Data source: DEWR administrative data				
<b>3.1</b>	Total Recorded Injury Frequency Rate (TRIFR) collectively reported by companies accredited under the Work Health and Safety Accreditation Scheme	Rate is lower than the previous calendar year	<p>The TRIFR<sup>25</sup> for all accredited companies is calculated by dividing the total number of safety incidents for all companies by the total number of hours worked. The result is multiplied by 1 million to give a TRIFR per 1 million work hours.</p> <p>Data source: Scheme Tracking and Accreditation Reporting system (data from accredited companies)</p>	✓	✓	✓	✓
	[WR004]						

<sup>25</sup> This includes civil, commercial and residential construction activity.

Key activity   Support the protection of workers' entitlements				To be reported in			
Program	Performance measure	Target	Methodology	2025 –26	2026 –27	2027 –28	2028 –29
3.1	Average processing time for initial effective claims under the Fair Entitlements Guarantee program <sup>26</sup>	14 weeks or less	<p>The time to process a claim is calculated by determining the period (in weeks) between the initial claim effective date and the decision date for each initial claim.</p> <p>This is a proxy measure of efficiency.</p> <p>Data source: eFEG system (Angular-based, cloud-hosted system)</p>	✓	✓	✓	✓
	[WR002]						
3.1	Proportion of claim payments made under the Fair Entitlements Guarantee program that are correct <sup>26</sup>	95% or higher	<p>Accuracy testing is based on assessing a random sample of 40 Fair Entitlements Guarantee claim decisions per month. The results of monthly assessments provide an annual measure of claim payment accuracy over the course of the year.</p> <p>Data source: eFEG system (Angular-based, cloud-hosted system)</p>	✓	✓	✓	✓
	[WR003]						

<sup>26</sup> Combining performance measures WR002 and WR003 on the timeliness and accuracy of the Fair Entitlements Guarantee program provides a better understanding of the performance of the program.



# Acronyms and compliance



# Acronyms list

Table 1: Acronyms

ACRONYM	MEANING
ACCOS	Aboriginal and Torres Strait Islander community-controlled organisations
ACSF	Australian Core Skills Framework
AI	artificial intelligence
APS	Australian Public Service
APSC	Australian Public Service Commission
ASA	Australian Submarine Agency
DEWR	Department of Employment and Workplace Relations
DLSF	Digital Literacy Skills Framework
e-CAF	electronic Commonwealth Assistance form
EFTSL	equivalent full-time study load
FOI	freedom of information
ICT	information and communications technology
IT	information technology
MOU	memorandum of understanding
NCVER	National Centre for Vocational Education Research
OFSC	Office of the Federal Safety Commissioner
PALM scheme	Pacific Australia Labour Mobility scheme
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
RAP	Reconciliation Action Plan
SCF	Strategic Commissioning Framework
SEE	Skills for Education and Employment
TPS	Tuition Protection Service
TRIFR	Total Recorded Injury Frequency Rate
VET	vocational education and training
VSL	VET Student Loans
WHS Scheme	Work Health and Safety Accreditation Scheme

# Public Governance, Performance and Accountability Rule 2014 requirements

This corporate plan has been prepared and published in accordance with the requirements of section 35 of the PGPA Act.

The following table sets out matters included in compliance with section 16E of the PGPA Rule.

**Table 2: PGPA Rule requirements**

SOURCE	MATTERS TO BE INCLUDED	PAGE
<b>Introduction</b>		
PGPA Rule 16E(1)	The corporate plan for a Commonwealth entity must cover a period of at least 4 reporting periods for the entity, starting on the first day of the reporting period for which the plan is prepared under paragraph 35(1)(a) of the PGPA Act.	<a href="#">Secretary's introduction</a>
PGPA Rule 16E(2)1(a)	The corporate plan must include a statement that the plan is prepared for paragraph 35(1)(b) of the Act.	<a href="#">Secretary's introduction – Statement of preparation</a>
PGPA Rule 16E(2)1(b)	The corporate plan must specify the reporting period for which the plan is prepared.	<a href="#">Secretary's introduction – Statement of preparation</a>
PGPA Rule 16E(2)1(c)	The corporate plan must specify the reporting periods covered by the plan.	<a href="#">Secretary's introduction – Statement of preparation</a>
<b>Purposes</b>		
PGPA Rule 16E(2)2	The corporate plan must state the purposes of the entity.	<a href="#">Our purpose, outcomes, programs and key activities</a>
<b>Key activities</b>		
PGPA Rule 16E(2)3	For the entire period covered by the plan, the corporate plan must outline the key activities that the entity will undertake in order to achieve its purposes.	<a href="#">Our purpose, outcomes, programs and key activities</a>
<b>Operating context</b>		
PGPA Rule 16E(2)4(a)	For the entire period covered by the plan, the corporate plan must state the environment in which the entity will operate.	<a href="#">Our operating environment</a>
PGPA Rule 16E(2)4(b)	For the entire period covered by the plan, the corporate plan must include the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes.	<a href="#">Our corporate strategies and operations</a>

SOURCE	MATTERS TO BE INCLUDED	PAGE
PGPA Rule 16E(2)4(c)	For the entire period covered by the plan, the corporate plan must include a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed.	<a href="#">Embedding a positive risk culture</a>
PGPA Rule 16E(2)4(d)	For the entire period covered by the plan, the corporate plan must include details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes.	<a href="#">Our cooperation and partnerships</a>
PGPA Rule 16E(2)4(e)	For the entire period covered by the plan, the corporate plan must include how any subsidiary of the entity will contribute to achieving the entity's purposes.	Not applicable. The department does not have subsidiaries.
<b>Performance</b>		
PGPA Rule 16E(2)5(a)	For each reporting period covered by the plan, the corporate plan must include details of how the entity's performance in achieving the entity's purposes will be measured and assessed through specified performance measures for the entity that meet the requirements of section 16EA of the PGPA Rule.	<a href="#">Our performance measures</a>
PGPA Rule 16E(2)5(b)	For each reporting period covered by the plan, the corporate plan must include details of how the entity's performance in achieving the entity's purposes will be measured and assessed through specified targets for each of those performance measures for which it is reasonably practicable to set a target.	<a href="#">Our performance measures</a>
<b>Publication and distribution</b>		
PGPA Rule 16E(3)	The corporate plan must be published on the entity's website by the last day of the second month of the reporting period for which the plan is prepared.	This corporate plan was published on dewr.gov.au by 31 August 2025.
PGPA Rule 16E(5)	The corporate plan must be given to the responsible Ministers and the Finance Minister as soon as practicable after the plan is prepared; and before the plan, or the version, is published under subsection (3).	This corporate plan was given to the responsible ministers and the Finance Minister prior to publication.

