



2024 25



Acknowledgement of Country

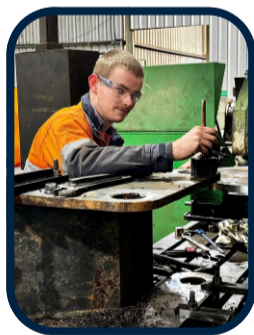
Skillset would like to acknowledge and pay respect to the Traditional Custodians of the land on which we work and live, the Wiradjuri and Wilyakali people.

We pay respect to Elders past and present, and to the younger generations of the community who will be future leaders in years to come.

Broken Hill, NSW

This financial year, Skillset opened a new office in Broken Hill.

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About Skillset

Skillset has been part of the Western NSW community since 1982, when we began as Central West Group Apprentices to help address a shortage of skilled tradespeople in the region.

Over four decades, we've grown into a trusted not-for-profit organisation supporting people across regional NSW to build brighter futures. From apprenticeships and traineeships to career development, mentoring, recruitment, and labour hire, we're here to help people take the next step, wherever they are on their journey.

We're also proud to offer inclusive education pathways through Skillset Senior College, giving young people access to flexible, supportive learning environments that help them thrive.

At our core, we believe in the power of education, employment, and community to change lives and we're here to make that happen, every day.

Our Vision

To create life-changing opportunities for people and communities across regional NSW.

Our Purpose

Creating and sustaining innovative and effective partnerships to generate employment opportunities through education and skills development for people across regional NSW.



Our Values



Respect



Helping Others



Collaboration



Community



Professionalism



Integrity



Skillset has proudly maintained strong partnerships and memberships with the following organisations since its establishment.





Message from the Chair of the Board

David Cooke



As an organisation we are very proud of what has been one of Skillset's most successful years in its 43-year history. We have developed a new strategic plan which builds upon the foundation blocks we have already established to support our vision for even greater impact in the future. Front and centre are our people, and they are delivering in spades. We are very quickly establishing ourselves as an employer of choice, with exceptional leadership, quality career pathways and having a great place to work!

Service excellence is our focus. We've gone above and beyond by developing new products for host clients; invested in new systems to facilitate expanded services; and reconnecting with hosts to re-establish our value proposition.

Our partnerships, including those with government agencies, are built around shared objectives that align with our vision and purpose. We've delivered on new government initiatives like The Welcome Experience demonstrating our ability to deliver more services. Our commercial acumen has never been more focused to respond to an extremely competitive and challenging business environment. We are well-positioned to create more life-changing opportunities throughout our region for more businesses, more councils, more schools and more social enterprises. We are poised for growth.

The redevelopment of the former NAB building in Bathurst has been a strategically important investment for Skillset. We partnered with local teams to deliver an outstanding new corporate office that respects the site's heritage, restores original architectural features, and uses local funds to engage local suppliers and create jobs. The result is a landmark suite that brings 30+ team members and visitors back into the CBD, boosting demand for cafés, restaurants and retail services. Relocating Skillset's services to the CBD was a deliberate move to elevate our profile and better support regional business. We're now also able to host meetings and training sessions for other organisations. A special thank you to Alex Banner, who went above and beyond to deliver this complex project with an exceptional result for Skillset.

I'd also like to thank my fellow Directors for their support over the past 12 months. We welcome Natalie Forsyth Stock to the Board, an experienced executive in finance, governance and leadership. We also acknowledge Darren Budworth, who resigned during the year, and thank him for his contribution. As outlined in our 2023-24 Annual Report, our new governance framework is delivering strong outcomes in Director appointments. We continue to attract highly capable leaders from across our communities, reflecting positively on Skillset's reputation and mission. Each new appointment strengthens our Board, and we remain committed to working closely with our Member Organisations to ensure excellence in governance.

A personal farewell

It is with mixed emotions that I write my final Chairman's Report. I've had the privilege of serving as a Director of Skillset since 2007, and as Chair for the past 10 years. Skillset has been a significant part of my life, and I feel incredibly fortunate to have worked alongside inspiring leaders, dedicated Directors, and a talented Senior Leadership Team. There have been challenges, sleepless nights, and proud moments and I've loved every minute. I've given it my all and wouldn't change a thing. Being part of Skillset and Skillset Senior College has been an honour. To our CEO, Narelle, thank you for returning to Skillset. Your energy and passion have elevated our organisation. I've learned so much from you, and I'm grateful to have shared these final years with you. Thank you for making them so rewarding.

Board of Directors

We're excited for Skillset's future! With the Board's guidance, Narelle's leadership, a great Senior Leadership Team, and our new Bathurst office, we're ready to smash it out of the park!



David Cooke



Simone Corby



Natalie Forsyth Stock



Anna Fryer



Reg Kidd



Michelle Pryse Jones



Simon Quintner



Alan Ward



Jacqueline Woods



CEO's Message

Narelle Stocks



This year has been one of extraordinary momentum, growth, and impact for Skillset.

Across regional NSW, we supported **10,846** individuals to access education, training, and employment opportunities through our programs.

We proudly maintained an apprentice and trainee completion rate of **82%**, a figure that far exceeds the national average of 55%. And our expansion into Broken Hill now extends Skillset's footprint across **48%** of NSW, providing vital support to remote communities that are often underserved. These outcomes are more than statistics; they are a reflection of lives changed, futures shaped, and communities strengthened.

We've launched initiatives that bring our values to life. Career Connect is mentoring young women in Dubbo and Mudgee, while our partnership with the National Apprentice Employment Network will see Skillset pilot the Rise & Shine Women's Network, a national-first initiative designed to encourage women into trades and improve their experience in the sector.

In Bathurst, we've partnered with Denison College to pilot a program that boosts high school participation in work experience, helping local businesses connect with work-ready young people and build the workforce of tomorrow.

We also proudly delivered The Welcome Experience, supporting **77** essential workers and their families, including firefighters, police, and health professionals to relocate to the Central West, enriching our regional communities with their skills and service.

And this year, we opened the doors to our newly renovated head office at 1 Church Street, Bathurst, a space that reflects our long-term commitment to being visible, accessible, and deeply embedded in the future of our region. As a social impact organisation, every surplus dollar is reinvested to enhance our reach and effectiveness. The investment in Skillset's new head office is the result of four decades of financial stewardship by committed boards and management teams who have shared this vision.

A recent article in the Australian Institute of Company Directors Company Director magazine captured the essence of our governance: "Serving on a not-for-profit board is not a badge of honour, it is a responsibility... to uplift those working on the frontlines of social change." This sentiment perfectly reflects the dedication of Skillset's Directors, who have been present, engaged, and generous with their time, experience, and networks. We are especially grateful to David Cooke, who has served as our Chair for the past decade. His leadership has guided Skillset through remarkable transformation, and his passion for our mission, our people, and our communities will leave a lasting legacy.

To our Board, our staff, our partners, and our supporters - thank you. Together, we are building stronger communities. And together, we will continue to help people achieve their goals, forge powerful partnerships, and create opportunities that change lives. Because when people thrive, communities thrive.

10,846
individuals
across
regional
NSW
engaged
with Skillset
through
education,
training, and
employment
programs.

Senior Leadership Team

103

years of combined experience across education, employment, community development and business leadership.

80% of Skillset's Senior Leadership Team are women, far exceeding the industry benchmark of 20%.



Emily Gallwey
Senior Finance
Manager

Astrid Acreman
Senior Manager
People and Culture

Narelle Stocks
Chief Executive
Officer

Alex Banner
Senior Manager
Business Services

Ben Ruddy
Senior Manager
Workforce Programs



Our Impact

10,846

individuals engaged.



WINNER

Excellence in Large Business Award at the 2024 Carillon Business Awards.

29%

 increase in new businesses engaged.

Opened a new office in Broken Hill, expanding our reach and strengthening support for regional communities.

78

 Land Works projects delivered and ongoing throughout the year.

Outstanding Community Organisation Award at the 2024 Orange Business Awards.

20,000

trees planted for Hy-Tec Quarries at Hartley, plus thousands more across multiple sites, supporting large-scale environmental rehabilitation and sustainability.



WINNER

Young people aged 17-24 make up 74% of our apprentice and trainee caseload.

88% of our business is repeat business.

The Welcome Experience program supported **77** essential workers in relocating to our region.

The Central West Local Jobs Program launched **20** labour market initiatives and supported over **116** participants to complete skills programs.

Our Youth Connect program supported **200** young people (aged 15-21 years) into training, education or jobs in the last year. **49%** into VET, **14%** into part-time work, and 9% into apprenticeships.

173%

increase in enquiries from 15-21 year olds looking for career support.

13%

increase in SME new business.

25% reduction in time for Job Seekers to register online with Skillset.

Skillset Senior College supported **177** students with **33%** proudly identifying as First Nations.



96%

increase in labour hire hours reflects strong growth in our recruitment services.

Students achieved an average attendance rate of **71%**.



Expanding our Impact

In 2024, Skillset proudly expanded into the Far West by opening a new office in Broken Hill. This milestone brings vital programs and services to the region.

Through this expansion, we introduced Career Connect, funded by the NSW Department of Education through the Get Back in the Game (GBIG) initiative. GBIG supports young people aged 15 to 21 through two tailored components:

- Back in the Game supports young people enrolled at school who need help staying engaged or transitioning to employment or training.
- Get in the Game supports young people disengaged from education, employment, or training.

These programs offer mentoring, career planning, and practical support, including access to training, work experience, and essential resources.

Alongside our Apprenticeship and Traineeship Services, these initiatives are giving young people and employers in Broken Hill and the Far West greater access to opportunity, support, and connection. Together, they are helping build stronger futures in a region that deserves it.



CEO, Narelle Stocks and Broken Hill Workforce Consultant, Dunstal Hibberd.

This year, Skillset successfully secured two major funding opportunities that will strengthen our ability to support people and communities across regional NSW.

Return to Work Pathways Program

Funded by the NSW Government, this program supports young women aged 17-24 facing barriers to employment. It provides mentoring, work readiness training, career planning, and ongoing support, creating real pathways to meaningful work while strengthening regional communities.

Schools Plus Partnership with Denison College

Skillset will deliver a three-year program for Year 10 students at Bathurst and Kelso campuses, focusing on job readiness and work experience. Workshops cover resume writing, interview skills, and workplace expectations, with support for Careers Advisors to connect students with local businesses. The program is expected to benefit over 900 students, their families, and the wider school community.

These funding successes reflect Skillset's commitment to addressing skills gaps, supporting communities, and creating pathways for the next generation of workers.

New Program launched - The Welcome Experience

In 2024, Skillset launched The Welcome Experience, a free service funded by the NSW Government to support essential workers and their families relocating to regional NSW.

Operating across eight Central West local government areas, the program offers tailored, practical support with housing, schooling, partner employment, and community connections, helping families feel at home from day one.



Bathurst



Cowra



Lachlan Shire



Lithgow



Oberon



Orange



Parkes Shire



Weddin Shire

The response has been strong, with 970 registrations in the Central West in 2024-25. Demand has been highest in health, aged care, disability support and education, highlighting the critical need for relocation support in frontline sectors.

So far this financial year:

- **77** essential workers (and **181** family members) have relocated, are settling in, or have confirmed plans to move.
- **14** families have relocated directly from overseas.
- Skilled professionals supported included **13** doctors, **23** nurses, and emergency service workers.
- Non-government workers supported include those in aged care, disability, early childhood, health, and veterinary services.
- **42%** of partners seeking employment support have found work locally.

This program is not just making transitions easier; it's strengthening communities and helping regional NSW build the essential worker workforce.

Building a life in Parkes

When Anju and Jasmine moved from India to Parkes, The Welcome Experience team supported them every step of the way. Anju, a registered nurse, quickly joined the local hospital, while Jasmine saw the growing need for aged care workers and began training at TAFE.

Their arrival not only filled a vital healthcare role but also brought a future aged care professional to a community in need.



Jasmine with The Welcome Experience Local Connector, Rahni Darcy.

“We felt supported from the very first day. It wasn't just about moving here, it was about being welcomed.”



Our Focus

Through our various programs, we support individuals to access education, training, and employment pathways, while working closely with local businesses to ensure they have access to the skilled talent they need to grow. By strengthening connections with small and medium-sized enterprises, we help more employers participate in apprenticeships, traineeships, and workforce development programs, creating a stronger, resilient regional economy.

Education & Youth Support



Provides alternative secondary education for students who've faced barriers to learning.



Supports young people to stay engaged or re-connect with education, training, or employment, whether they're still at school, have finished, or are currently disengaged.*



Supports women aged 17-24 in regional NSW to enter or re-enter the workforce through mentoring, work-readiness training and employer connections.*



Helps high school students explore vocational education and training (VET) pathways.

Employment & Workforce Support



Places Year 10-12 students with host employers to complete an apprenticeship or traineeship while at school.



Delivers tailored recruitment solutions including permanent placement, labour hire, and apprentices and trainees.



Recruits, employs, mentors and manages apprentices and trainees on behalf of host employers across various industries.

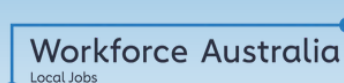


Helps qualified workers gain additional skills and qualifications to work across multiple trade areas.



Combines environmental services with training and work experience for young people, strengthening regional communities.

Regional Engagement & Support



As the Employment Facilitator for Workforce Australia, Skillset leads the Central West Taskforce to deliver employment outcomes aligned with local business needs.*



A place-based concierge service supporting essential workers and their families relocating to regional NSW.*

*Funding Acknowledgements

Youth Connect is a Get Back in the Game program funded by the NSW Department of Education.

Workforce Australia Local Jobs is funded by the Australian Government Department of Employment and Workplace Relations.

The Welcome Experience is a place-based concierge service funded by the NSW Government and the Department of Primary Industries and Regional Development (DPIRD).

Career Connect is funded through Women NSW under the NSW Government's Return to Work Pathways Program.



SKILLSET AWARDS

2025



The Skillset Awards celebrate the outstanding achievements of our apprentices, trainees, host employers and partners. Each year, these awards showcase the talent, skills and dedication within our network, recognising excellence in employment, skills development and partnership programs.



Regional Impact Award

Dubbo Regional Council
Pictured: Mayor Josh Black



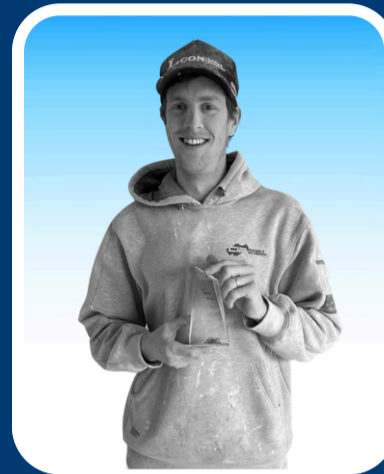
Workforce Programs Partnership Award

One Training
Pictured: Leon Keir



Career Development Partnership Award

Dubbo College Careers Team
Pictured: Renae Justice and Stephanie Newman



Jim Todman Safety Award

CIA Painting
Pictured: Chris McLean



Small Host of the Year Award

Specialized Electrical
Pictured: Len and Julia Darlington



Large Host of the Year Award

UGL
Pictured: Deon Allen and Simon Quin



Skillset Senior College Achievement Award

Lachlan Hangan
Host Employer: Inland Trucks Centres



Skillset School Based Trainee of the Year

Persephanie Coghlan
Host Employer: Orange City Council



Women in Trades Apprentice of the Year Award

Monique Wright
Host Employer: Devro



First Nations Trainee of the Year Award

Jemmia Luck
Host Employer: Ochre Health Bathurst



Gordon Hawkes Apprentice of the Year Award

Corey Armstrong-Lane
Host Employer: Yancoal Moolarben



Joyce Hawkes Trainee of the Year Award

Xavier Wells
Host Employer: Skillset Land Works

2025 NSW Training Awards

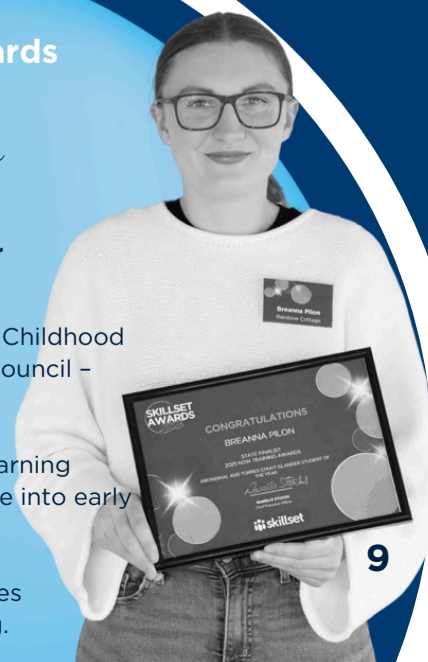
Breanna Pilon

Western NSW and State Finalist for Training Awards Aboriginal and Torres Strait Islander Student of the Year.

Breanna completed her Certificate III in Early Childhood Education while hosted by Dubbo Regional Council - Rainbow Cottage.

She led NAIDOC Week activities, created a Yarning Circle, and helped embed First Nations culture into early learning.

Now a permanent educator, Breanna continues to inspire through culturally inclusive learning.





Our Partnerships

Partnerships remained central to Skillset's growth in 2024/25, with new collaborations, returning Councils, and innovative services expanding the way we support people and businesses across regional NSW.

Welcoming Back Parkes Shire Council

We were proud to welcome Parkes Shire Council back as a host employer through the NSW Government's 1300 Apprentice Fresh Start initiative. This program supports local government workforce development by funding apprentices, trainees, and cadets. Parkes Shire Council's return reflects a shared commitment to growing local skills and creating employment pathways through structured training and support. Their participation enables investment in the next generation of skilled workers and contributes to long-term regional workforce resilience.

Partnership with Central NSW Joint Organisation

This year, Skillset formalised a partnership with the Central NSW Joint Organisation through a Memorandum of Understanding (MoU), reinforcing our shared commitment to building stronger, more resilient regional communities. Both organisations are agile and deeply embedded in the Central West, with decades of successful programming tailored to local needs. This partnership aims to expand employment opportunities, enhance skills development, and deliver targeted support across Central NSW.

Supporting Workforce Transition in Lithgow

Skillset is the the contracted provider of the federally funded Local Jobs Program in the Central West, which saw the facilitation of 25 student placements in micro credential courses delivered by NSW TAFE. These courses were strategically aligned with the Lithgow Emerging Economy Plan (LEEP), supporting the region's transition from traditional industries to advanced manufacturing, construction, renewable energy and digital capability. By removing financial barriers to participation, the initiative enabled local workers, job seekers and career changers to access critical upskilling and reskilling opportunities in emerging sectors.

A New Chapter Begins

1 Church Street, Bathurst

Skillset made a strategic investment in our future by securing a new head office at 1 Church Street, Bathurst, placing us at the centre of the community we serve.

The transformation of the space has been a collaborative effort, shaped by local trades and regional businesses. The new site houses our core operations, including apprenticeships, recruitment, labour hire, career development, and Land Works, along with meeting and training facilities and office suites available for hire.

This move strengthens our connection to the Bathurst community and supports future growth, including the planned expansion of Skillset Senior College across the Flannery Centre site from 2026.

Project Partners & Local Trades

- **Project Management:** Keith Hogan, Arlington Consultancy
- **Design:** Havenhand & Mather Architects
- **Construction:** DSL Construction
- **Local Trades & Suppliers:** Byrne Demolition, R&D Glass, Absolute Joinery, Tilstons Plasterboard, Stone Restorations Pty Ltd, Allmax Scaffold, Bathurst Welding Works, Kelso Electrical, Central West Plumbing & Gasfitting, Smith & Co, Bathurst Painting Solutions, Twohill Services, Choices Flooring, CCT Productions, Bathurst Signs, K&M Tiling, Beaumont Tiles Bathurst, A.OK Metal Fabrication, Wheeler Industries, Bathurst Prestige Cleaning, Dubbo City Locksmiths, Reece Bathurst, Gordy's Furniture Removals, Hanrahan Asset Services, Home Design Ko, JB Civil Concreting, Roy Wotton Bricklaying, Superior Solid Plastering, Ultra Services, Wellmix, Zenith, and WorkControl.

Partnership Highlight

Specialized Electrical

Since partnering with Skillset in 2021, Specialized Electrical has become a standout example of how small businesses contribute to regional workforce development.

Led by Len and Julia, the team has hosted eight apprentices and one trainee. Their current placements include a powerline apprentice, two electrical apprentices and a business trainee. Specialized Electrical ensures each apprentice receives high-quality training and support, including additional qualifications such as Test and Tag, Elevated Work Platform and Working at Heights, which enhance both safety and employability.

Operating in high-risk environments such as high-voltage power line construction, generator installations, maintenance, breakdowns, general electrical work and optic fibre installation, safety is a top priority. Len ensures all employees complete essential training and are equipped with personal safety gear, including individual safety backpacks for every job.

Their sister company, JDC Thomson Electrical, further extends the partnership's reach across a wide range of electrical services.

This partnership reflects a shared commitment to creating career pathways for young people in regional NSW, building a culture of safety and excellence, and supporting long-term workforce development through structured, hands-on learning.



Molly Bell

“By working with local businesses, we help keep jobs and money within the community, strengthening our local economy and building lasting relationships.”

Wes Nixon
DSL Construction





Our People

At Skillset, our people are at the heart of everything we do. We're proud to foster a workplace built on respect, collaboration, and integrity, where everyone has the opportunity to contribute, grow, and lead. Our culture encourages professionalism and a genuine commitment to helping others, which strengthens our connection to the communities we serve.

Of our 37 Skillset Limited staff, women make up **84%** of our workforce and **80%** of our Senior Leadership Team, and our CEO is among the **19%** of female CEOs in Australia. These figures highlight our strong focus on supporting women across our organisation, including women in trades apprenticeships.

In 2024/25, we saw a **42%** decrease in internal staff turnover, reflecting our strong focus on wellbeing, engagement, and internal career pathways. Our people continue to grow with us through training, mentoring, and opportunities to step into new or expanded roles, all while working together to create positive outcomes for our regional communities.



6 Staff took advantage of internal opportunities to grow professionally, building new skills that prepared them for expanded roles within the organisation.

100% of our staff are proud of the work they do.

42% decrease in internal staff turnover.


Skillset supported the professional development of our Landworks team through nationally recognised training in chainsaw operation and chemical handling.

Staff gave us a Net Promoter Score of **8** showing strong engagement and satisfaction.

1000+ hours of professional development

100% feel their wellbeing is important to their Manager.

Our Stories - Imogen Lowe and Rodney Ney

Imogen Lowe's journey as a School-Based Trainee in Early Childhood Education and Care shows how opportunity, hard work, and community support can shape a young person's future.

During her traineeship at Towri MACS Childcare Centre in Bathurst, Imogen gained hands-on experience in child development, safety, and communication, while building strong relationships with children, families, and staff. Her dedication and proactive approach made her a valued member of the team.

Balancing high school, TAFE studies, a second course in nursing, and a part-time job at Spotlight, Imogen showed commitment and maturity. She has also given back to her community by helping organise a NAIDOC event that brought people together through cultural activities and celebration. Her achievements have been recognised locally and across the state.

Imogen was a finalist in the 2024 AEN NSW and ACT Group Training Awards for School-Based Trainee of the Year and also a finalist in the Bathurst Business Awards, reflecting her impact across education, work, and community.

Skillset is proud to have supported Imogen's journey and looks forward to seeing where her dedication takes her next.



Rodney Ney is our Senior Workforce Consultant based in Dubbo.

In his 15 years at Skillset, Rod has supported **305** apprentices and trainees, contributing to Skillset's **81%** completion rate. Rodney coordinates the UGL and Skillset First Nations School Based Apprenticeship Traineeship Program and is a trusted mentor to both staff and apprentices across the Orana region.

Rodney works closely with **22** local host employers, building strong partnerships and ensuring quality outcomes. He also represents Skillset at Try-A-Trade days, youth expos, mock interviews, and awards nights, and has helped drive initiatives supporting female apprentices and state-recognised trainees.

15+ years with Skillset

35,550kms travelled in 2024/25, connecting with apprentices and host employers.

Working directly with **22** host employers.

35% of his caseload identify as First Nations

“Rodney's calm and empathetic approach has helped many struggling apprentices stay the course and succeed as tradespeople.”

Paul Cairncross
Service Manager, Dubbo City Toyota





Our Performance

In the 2025 financial year, Skillset exceeded forecast by **196%** - a strong result that reflects both our strategic growth and our commitment to supporting young people across regional NSW.

A key driver of this outcome was the expansion of our Youth Connect programs into the Far West, allowing us to reach more young people with education and employment opportunities. We also saw continued growth in our labour hire and recruitment services, alongside steady demand for our apprenticeship and traineeship programs in large part due to our continuation of consistently high completion rates.

We invested in our asset base through establishment of a new head office in the Bathurst CBD and we're also seeing positive signs of revenue diversification, with a greater share now coming from our recruitment services and government funded programs compared to the 2024 financial year.

Importantly, we maintained a strong focus on cost control, keeping expenditure within budget and ensuring we remain a financially sustainable, not-for-profit organisation as we continue to grow our reach and impact.

Continuous Improvement

We took meaningful steps to strengthen our recruitment processes and enhance the experience for job seekers, employers, and our internal teams.

Recruitment Process Enhancements

1-Step Registration

Reduced application time by **25%**

Application Completion Rate

Improved by **15%**

Candidate Engagement

Time spent on a job listings increased from **29 seconds** to **43 seconds**

Enhanced Job Listings

New templates highlighting culture, benefits, and career pathways

We streamlined recruitment processes and boosted digital engagement through targeted improvements.

Key initiatives included:

- Ensuring immediate Consultant contact for job seekers wherever possible
- More responsive communications for candidates and clients
- Reviewing candidate data procedures to strengthen privacy and transparency.

Strengthening Data Security

Skillset continues to prioritise data integrity and cybersecurity across all operations.

Maintained accreditation under the Right Fit for Risk (RFFR) framework

Increased our Microsoft Secure Score to **83.16**, well above the average business score of 43.53

Technology Review & Strategic Projects

Partner: Epiphany Partners

Focus: End-to-end recruitment journey

Outcomes:



CRM optimisation

Website redesign



Strengthened data and compliance



Looking ahead

Skillset's forward-looking approach ensures we continue to evolve with the needs of our community. In the coming year, we will focus on:

- Completing the website redesign and jobs board optimisation.
- Automating document handling, ID verification, and reference checks to improve the process for our job seekers wherever possible.
- Integrating real-time dashboards and surveys to track performance and candidate feedback in order to continuously improve our services.

These improvements will help us deliver a more seamless, supportive, and inclusive recruitment experience, ensuring every job seeker feels valued and every employer is well-supported.



Our Strategic Plan

In response to a rapidly changing internal and external environment, Skillset began developing a new Strategic Plan for 2025–2028 in late 2024. This work was initiated by the Board and shaped through engagement with our employees, Senior Leadership Team, and Directors.

The purpose of the new Strategic Plan is clear: to define our ideal future state, align our people and partners around shared goals, and prioritise our efforts to maximise impact. It sets a strong foundation for growth, clarity, and focus over the next three years.

The development of our Strategic Plan followed a thorough and inclusive process:

- We consulted widely with employees through surveys and a SWOT analysis.
- We conducted a comprehensive environmental scan, drawing on 72 resources.
- The Senior Leadership Team and Board held planning sessions, followed by detailed feedback and refinement.
- The Board gave final review and endorsement in May 2025.

This process ensured that the voices of our people were heard and that the final plan reflects the collective wisdom, aspirations, and practical insights of our entire organisation.



A Clear Vision and Strategic Focus



Employer of Choice

Valuing the passionate individuals who choose to be a part of the Skillset community.



Service Excellence

Delivering high quality services that meet the needs of individuals and communities.



Trusted Partner

Strengthening partnerships to amplify our impact and achieve shared goals.

Our Strategic Plan is a practical roadmap for growth and leadership. It provides clear direction, a framework for planning and review, and connects our daily work to our long-term vision. With continuous improvement and good governance at its core, the plan keeps us focused on achieving our goals.

Now endorsed and communicated across the organisation, the Strategic Plan marks the start of a new chapter for Skillset. Our focus is on implementation, alignment, and impact, ensuring every action we take helps create life-changing opportunities for people and communities across regional NSW.

Throughout the year, our team actively participates in fundraising and community awareness initiatives.

Pictured here, staff proudly supported the Do It For Dolly campaign, raising funds and awareness to help create a kinder, safer world for young people.



iii skillset