



**FUTURE SKILLS
ORGANISATION**
Finance Technology Business

Insurance Needs and Gaps Analysis

Consultation paper

February 2026



Acknowledgement of Country



Future Skills Organisation acknowledges the traditional custodians of the land on which we work and pay our respects to elders past and present.



Glossary and acronyms

Acronym	Full form	Description
AI	Artificial Intelligence	Computer systems that perform tasks such as analysing data, identifying patterns or supporting decision-making in ways that resemble human reasoning.
ANZSCO	Australia and New Zealand Standard Classification of Occupations	Occupation classification used for workforce data; now replaced by OSCA.
ANZSIC	Australia and New Zealand Standard Industry Classification	Industry classification used for industry workforce data.
APRA	Australian Prudential Regulation Authority	APRA is the national regulator responsible for prudential supervision of banks, insurers, and superannuation funds.
ASIC	Australian Securities and Investments Commission	ASIC is Australia's corporate, markets, financial services and consumer credit regulator.
FNS	Financial Services Training Package	VET insurance qualifications sit within the FNS training package.
FSO	Future Skills Organisation	A Jobs and Skills Council established by the Australian Government. The organisation undertaking the Insurance Needs and Gaps Analysis project.
OSCA	Occupation Standard Classification of Australia	New occupation classification, replacing ANZSCO. Data is not yet available. Includes updated descriptions of insurance-related occupations.
NCVER	National Centre for Vocational Education Research	The national professional body responsible for collecting, managing, analysing and communicating research and statistics on the Australian vocational education and training (VET) sector.
NGA	Needs and Gaps Analysis	A project that researches the workforce and skills needs within a sector, and the gaps with existing training products.
RTO	Registered Training Organisation	An education provider approved by a national or state regulator to deliver nationally recognised vocational education and training (VET) in Australia.
UoC	Unit of Competency	UoC refers to specific, nationally recognized components of vocational qualifications that define the skills and knowledge required to perform particular job functions within the VET system.
VET	Vocational Education and Training	Education and training programs that focus on developing practical, job-specific skills and technical knowledge to prepare individuals for employment in a wide range of industries.

Contents

1. Executive Summary	6
2. Background	8
3. Industry and training snapshot	13
4. Workforce and capability pressures	17
5. Regulatory and compliance evolution	20
6. Climate, catastrophe and risk complexity	23
7. Technology, data and digital transformation	26
8. Trust, customer experience and social impact	29
9. Additional trends	32
10. Consultation prompts	34
11. Have your say	38
12. References	42
13. Appendices	45

How to use this document

Welcome to the Insurance Needs and Gaps Analysis Consultation Paper.

Purpose

This document presents background information, key themes, and consultation prompts to support submissions to this project. Submissions will help shape vocational education and workforce development for the insurance industry.

Navigation

Table of Contents: Use the table of contents to locate sections relevant to your expertise or interests. Hyperlinks are provided for easy navigation in the digital version.

Section Headings: Each major theme (e.g., Climate, Technology, Regulation, Workforce, Customer Experience) is clearly marked.

Consultation prompts: Each prompt is provided within the relevant section. A full list of prompts is provided in the [Consultation Prompts section](#).

Appendices: Detailed lists of qualifications, skill sets, and units of competency are included in the appendix for reference.

How to Participate

Survey: The survey includes both closed (multiple choice, rating scales) and open-ended questions. Please answer as many questions as you feel comfortable with.

Written Submissions: Consultation prompts are provided throughout the document. You may respond to any or all prompts, using the [submission guidelines](#) to inform your response.

Workshops: Information about upcoming workshops and registration links are included for those who wish to participate in group discussions.

Deadline: Please submit your feedback by 5pm AEDT, Friday 13 March 2026.

Need Help?

If you have questions about the consultation process or require support, please reach out to the FSO workforce research team:

workforceresearch@futureskillsorganisation.com.au.



**FUTURE SKILLS
ORGANISATION**
Finance Technology Business

1. Executive summary



Executive Summary

The Australian insurance sector is undergoing rapid transformation driven by technological change, evolving customer expectations, climate-related risks, regulatory reform and persistent workforce pressures.

To ensure the Vocational Education and Training (VET) system remains responsive to these shifts, Future Skills Organisation (FSO) is undertaking a comprehensive Insurance Needs and Gaps Analysis (NGA).

This consultation paper presents early evidence, key trends, and a structured set of questions seeking feedback from employers and workers, professional bodies, registered training organisations (RTOs) and learners, unions and industry stakeholders, governments and regulators.

The insurance workforce, spanning general insurance, life insurance, personal injury management, insurance broking, loss adjusting and specialist risk roles, faces ongoing challenges in attracting and developing talent. An ageing workforce, limited visibility of entry pathways, and shortages in highly specialised technical roles are placing pressure on capability pipelines.

At the same time, insurers require new skills in areas such as digital literacy, data analytics, cyber resilience, climate and catastrophe modelling, complex claims handling, and customer-centred service delivery. These demands are reshaping the capabilities required across underwriting, claims, broking, risk assessment, customer experience and regulatory compliance.

Regulatory expectations have intensified, with agencies such as Australian Prudential Regulation Authority (APRA) and the Australian Securities and Investments Commission (ASIC) strengthening requirements for risk culture, data governance, operational resilience, ethical decision-making and transparency.

These developments underscore the need for contemporary training that equips professionals to meet new prudential, conduct and reporting expectations, including the ethical and safe use of artificial intelligence (AI) and automated decision-making tools.

This consultation seeks evidence, insights and practical recommendations to inform future training product development and related workforce initiatives.

Stakeholders are invited to provide input on qualification relevance, emerging skills needs, workforce pressures, regulatory and technological impacts, customer-experience capabilities, equity considerations and opportunities for future-proofing insurance-related VET.

Feedback gathered through surveys, written submissions, workshops and data analysis will help ensure that Australia's training system remains contemporary, aligned with industry needs and capable of supporting a resilient, adaptive and skilled insurance workforce.



**FUTURE SKILLS
ORGANISATION**
Finance Technology Business

2. Background



Introduction

Future Skills Organisation (FSO) is a Jobs and Skills Council established by the Australian Government to address current labour and skills shortages while future-proofing the country's Vocational Education and Training (VET) sector.

FSO plays a key role in strengthening the skilling and training system to keep pace with changing demands. At the core of our approach lies active listening, consultation, and prompt action, ensuring industry needs drive training and workforce development.

FSO is undertaking a Needs and Gaps Analysis (NGA) of the Insurance sector and related VET training products, to identify the skills, workforce challenges and training priorities that will shape Australia's future financial-services capability.

The analysis will inform future training product design and workforce development initiatives to ensure the VET system remains responsive to employer, worker and industry needs in a rapidly changing economy.

Evidence collected as part of this project will be used in potential future training product development work related to Insurance qualifications, skill sets, and units of competency.

FSO invites feedback from employers and workers, professional bodies, registered training organisations (RTOs) and learners, unions and industry stakeholders, governments and regulators.

Input will help identify the most pressing skills gaps, workforce pressures and training needs across these professions, supporting evidence-based pathways into and through the financial-services workforce.

Needs and Gaps Analysis consultations

Purpose

Stakeholder consultations will ensure that VET and workforce development initiatives remain aligned with current industry practice and emerging skills needs across insurance, by:

1. Identifying current and emerging skills in demand.
2. Analysing the workforce, including entry pathways, career progression and upskilling or reskilling options.
3. Examining how sector capabilities are being reshaped due to digital transformation, AI, automation and regulatory change.
4. Assessing the relevance and currency of existing qualifications, skill sets and units of competency within the Financial Services (FNS) Training Package against workforce needs.
5. Build an evidence base to inform qualification design and continuous improvement of Insurance-related training products in the FNS Training Package.

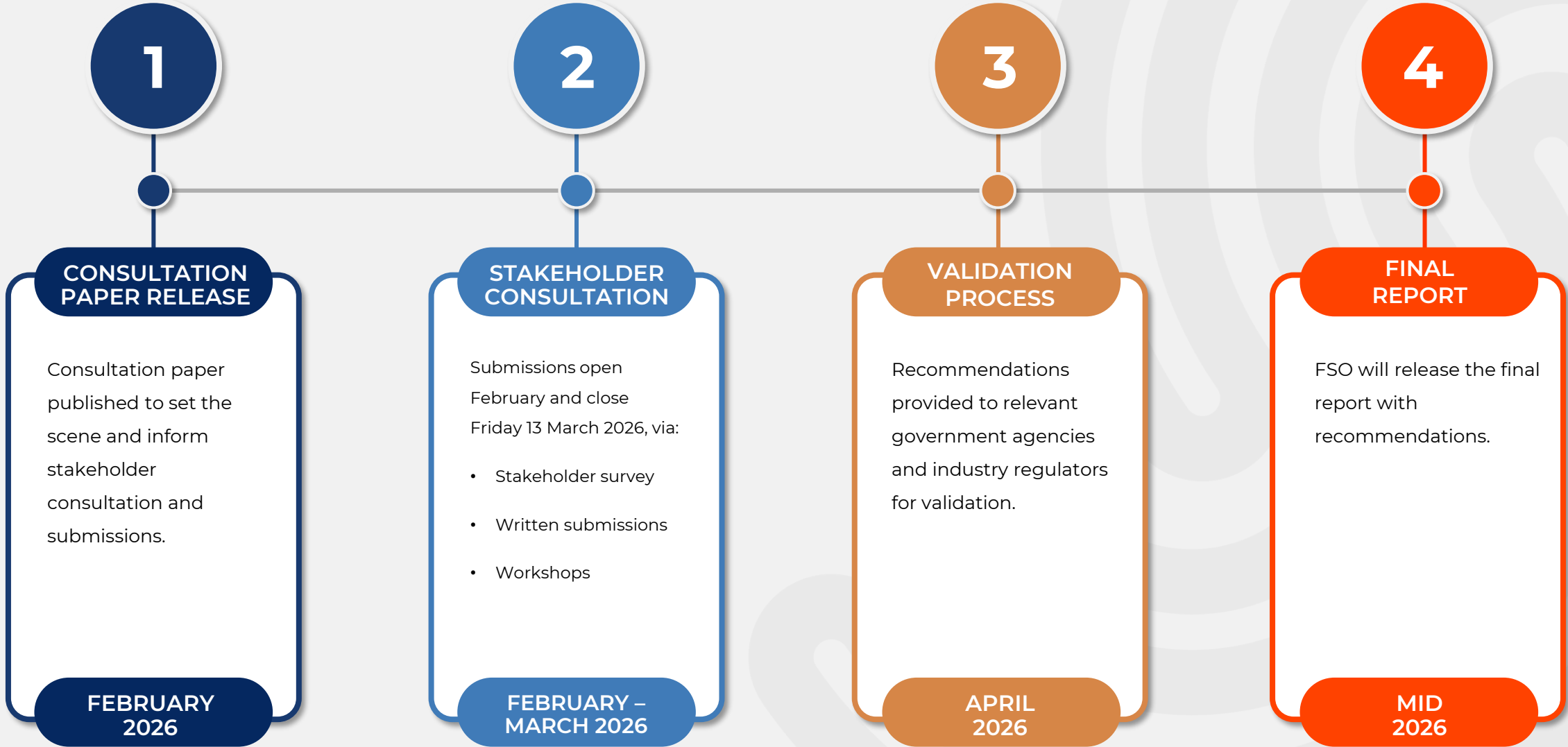
Stakeholder feedback

We are seeking input from the following stakeholder groups:

- Employers and employees
- Professional bodies and associations
- Unions and employee representatives
- Registered Training Organisations (RTOs), including teachers and trainers, and learners
- Federal and state and territory governments and regulators
- Jobs and Skills Councils, and other industry advisory bodies
- Other sector representatives.

Stakeholder feedback will help ensure that future training and workforce initiatives are relevant and responsive to industry needs.

Consultation timeline



Have your say

We want to hear from you

Future Skills Organisation is seeking input to help shape the future of insurance, through one or more of these options:

1. Complete a survey to provide detailed feedback on industry trends, and the insurance qualifications, skill sets and units of competency.

[Insurance NGA survey](#)

2. Make a written submission using the consultation prompts in this paper and submission requirements set out on this page.

3. Join a workshop to provide feedback in a group setting.

[Workshop Registration Form](#)

4. Contact FSO's workforce research team to discuss other methods of providing input into this project:

workforceresearch@futureskillsorganisation.com.au

Written submission requirements

1. Insurance sector relevance: Submissions should be clearly linked to the Australian Insurance sector.

2. Include key details: At the start of your submission, provide your name, organisation, role, and email address; your submission details and responses will not be made public.

3. Document format: Submit your response as a Word (.docx) or PDF file, using clear headings and page numbers.

4. Types of information we are seeking:

- Current and emerging skills gaps
- Workforce challenges and future demand
- Training products suitability
- Practical recommendations for addressing these issues.

5. Supporting sources: Attach or reference any data, reports, or research that support your submission.

6. Submit before 5pm AEDT, Friday 13 March 2026: Email your submission to workforceresearch@futureskillsorganisation.com.au



**FUTURE SKILLS
ORGANISATION**
Finance Technology Business

3. Industry and training snapshot



Context

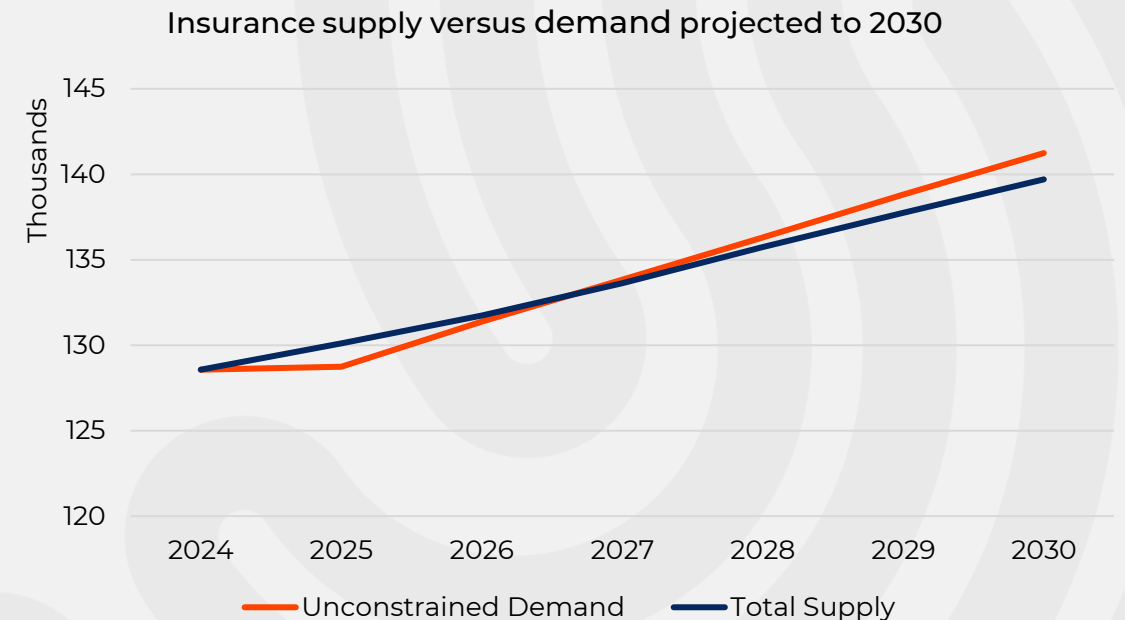
The insurance sector is a cornerstone of Australia's financial system, providing stability, risk protection and recovery for households, businesses and communities. It underpins economic confidence by enabling investment, safeguarding assets and supporting recovery from natural disasters, cyber incidents and other shocks (ANZIIF, 2024; APRA, 2025).

The industry spans general, life and personal injury insurance, as well as specialist functions in broking and loss adjusting. There are approximately 100 000 people employed in insurance occupations across Australia, with many more supported through claims supply chains, repair services and customer support (ABS, 2024; Deloitte Access Economics, 2024).

However, these roles are undergoing profound transformation. Climate change, digitalisation, data analytics and regulatory reform are reshaping how insurers assess risk, design products and engage customers (APRA, 2025; KPMG, 2024). These pressures are occurring alongside persistent workforce shortages, an ageing employee profile, and increasing demand for surge capacity during catastrophic events, which the Insurance Council of Australia has identified as critical risks to the sector's long-term resilience (ICA, 2023).

Together, these shifts are driving new skill demands in data literacy, cybersecurity, ethics, compliance and customer experience, while also increasing the importance of flexible workforce models, leadership capability and inclusive talent pipelines (FSO, 2025; ICA, 2023)

Addressing these challenges will require modernised training, stronger entry pathways and clearer career progression to ensure Australia's insurance workforce remains resilient, adaptive and trusted.



Source: FSO Workforce Plan 2025 Industry Dashboard, Projections data. Employment growth projections are based on an economic model developed by Oxford Economics Australia.
futureskillsorganisation.com.au/workforce-plan-2025-industry-dashboard/

In scope for this project

Industry sectors

ANZSIC codes:

6310 Life Insurance
 6321 Health Insurance
 6322 General Insurance
 6419 Other Auxiliary Finance and Investment Services
 6420 Auxiliary Insurance Services

Explore these industry sectors in the [FSO Workforce Dashboard](#).

Occupations

OSCA codes:

531334 Insurance Broker
 531399 Financial and Insurance Brokers nec (not elsewhere classified)*
 531431 Insurance Consultant
 531531 Insurance Investigator
 531532 Insurance Loss Adjuster
 531533 Insurance Risk Surveyor
 621131 Insurance Agent

** Note: Finance and Insurance Brokers nec is a new occupation under OSCA; data is not yet available for this occupation.*

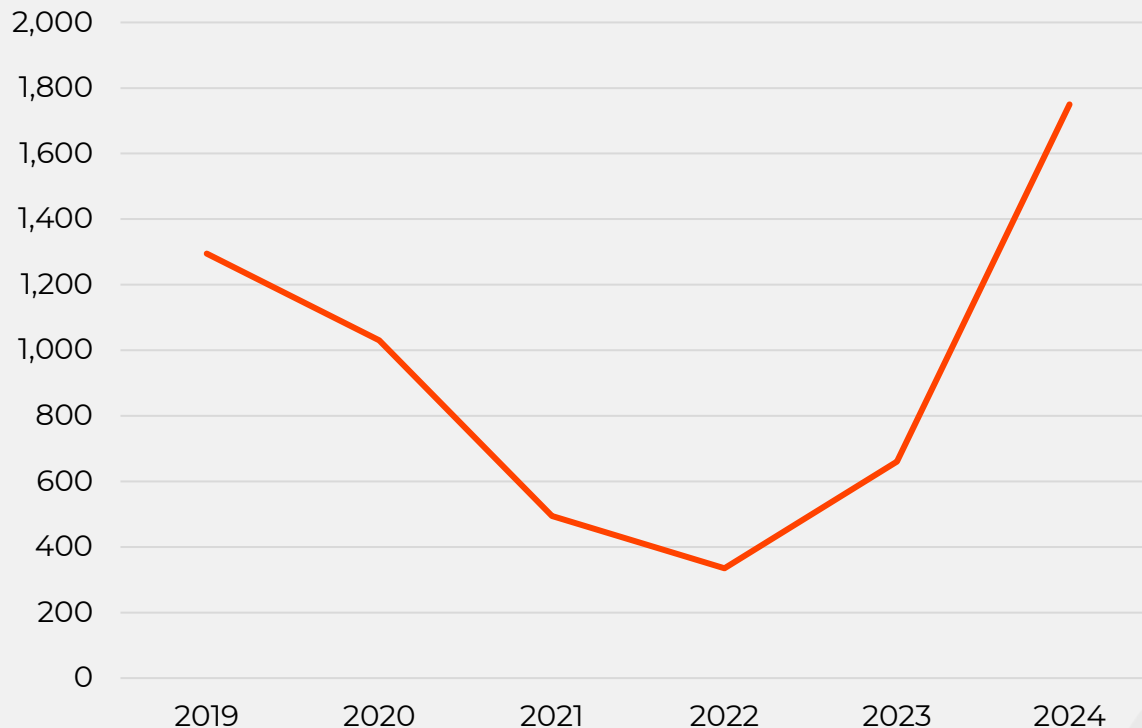
Qualifications

FNS41422 Certificate IV in General Insurance
 FNS51120 Diploma of General Insurance
 FNS41720 Certificate IV in Insurance Broking
 FNS51220 Diploma of Insurance Broking
 FNS41521 Certificate IV in Life Insurance
 FNS51420 Diploma of Loss Adjusting
 FNS30220 Certificate III in Personal Injury Management
 FNS42120 Certificate IV in Personal Injury Management
 FNS51920 Diploma of Personal Injury and Disability Insurance Management

Please see [Appendix A](#) for links to the National Training Register, and [Appendix B](#) for a list of core and elective units of competency for each qualification.

Qualification usage

Qualification enrolments*, commencing students, 2019 - 2024 (rounded)



*Note: The nine insurance qualifications shown in the '[In scope for this project](#)' list are combined for this analysis with previous (superseded, equivalent) versions of the qualifications to allow for time series analysis.

Source: NCVET 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025.

Consultation prompts

- A. Use of VET qualifications:** Enrolments in the insurance qualifications are persistently low, even with the recent increase in use. Why are the qualifications not being used much?
Is other training (e.g. non-accredited or Higher Education, or VET training in business or other sectors) being used instead of insurance qualifications?
- B. Units of competency:** Are the core units of competency within each qualification relevant and current?
- C. Units of competency:** Are the elective units of competency listed in the qualification packaging rules relevant and current?
You can find a list of units of competency in [Appendix B](#) or complete a survey to provide detailed feedback on each unit.
- D. Qualification levels:** Are the levels of each qualification (e.g. certificate III or IV, diploma) suited to the learning outcomes and skills required for use in industry? Is a [vocational degree](#) needed for any of the insurance sectors?
- E. Student and workforce equity:** Are these insurance qualifications providing suitable skills development options for diverse student cohorts?



**FUTURE SKILLS
ORGANISATION**
Finance Technology Business

4. Workforce and capability pressures



Workforce and capability pressures

Australia's insurance workforce is experiencing structural pressures that mirror broader financial-services trends but are intensified by the sector's specialised skill requirements.

The workforce is ageing, and many experienced professionals are approaching retirement, creating a risk of institutional knowledge loss and widening capability gaps (ANZIIF, 2024; JSA, 2025). At the same time, limited visibility of vocational entry pathways has constrained the pipeline of new talent entering the industry through VET or early-career programs (FSO, 2025).

Skills shortages are most acute in underwriting, claims management and specialist risk roles, where deep technical knowledge, analytical capability and regulatory understanding are essential. Employers also report difficulty attracting digitally skilled talent who can operate across hybrid functions that combine risk, data and customer engagement (Deloitte, 2024).

“



“30% of the insurance workforce is projected to reach or exceed retirement age by 2030.”

(Source: Insurance Council of Australia, Insurance Industry Talent Roadmap)

”

Workforce and capability pressures

Beyond technical expertise, the sector increasingly values leadership, communication, emotional intelligence and empathy, capabilities that are critical in customer-facing claims and recovery settings. As the industry navigates higher regulatory expectations and frequent disaster events, professionals must demonstrate not only compliance and analytical skill but also the human capacity to support customers through loss and recovery.

Consultation prompts

- A. Workforce shortages:** What are the most significant workforce shortages or capability gaps currently facing the insurance sector?
- B. Building talent pipelines:** How can industry, professional bodies and RTOs collaborate to build a more diverse and resilient insurance talent pipeline?
- C. Entry pathways:** How can VET increase visibility of entry pathways into the industry and attract early-career professionals?
- D. Retention:** What strategies could strengthen workforce retention and knowledge transfer as experienced professionals retire?
- E. Skills in demand:** Which specialist insurance, interpersonal and leadership skills are most critical for the insurance workforce of the future, and how well are they addressed in existing insurance qualifications?



**FUTURE SKILLS
ORGANISATION**
Finance Technology Business

5. Regulatory and compliance evolution



Regulatory and compliance evolution

The Australian insurance sector operates within an increasingly complex and rapidly evolving regulatory environment. Oversight by agencies such as the Australian Prudential Regulation Authority (APRA) and the Australian Securities and Investments Commission (ASIC) has intensified following recent royal commissions, cyber incidents and climate-related financial risks. These developments are driving new workforce demands in governance, compliance, data reporting and conduct risk management (APRA, 2025; ASIC, 2024).

Regulators are emphasising stronger accountability, risk culture and transparency. Initiatives such as APRA's *Prudential Standard CPS 230 Operational Risk Management* and ASIC's *Governance arrangements in the face of AI innovation* reports and guidance, are shaping capability expectations across the industry. Insurers now require professionals who understand regulatory frameworks, digital compliance tools, data-governance systems, and ethics in automated decision-making (FSO, 2025; Deloitte, 2024).

“

“In 2023, Australia’s two largest penalties ever awarded against insurers were imposed with fines reaching as high as AUD 40 million ...and civil penalty provisions now enabling up to AUD 11.1 million per contravention under the duty of utmost good faith.”

(Allens, 2023)

”

Regulatory and compliance evolution

The regulatory shift also underscores the importance of continuous professional development. New compliance roles increasingly demand hybrid skill sets that combine legal and regulatory knowledge with digital literacy, analytics and communication skills to translate complex requirements into operational practice. Strengthening vocational and professional training in risk management, ethical decision-making, cyber compliance and regulatory technology will be essential to ensure the workforce can meet heightened expectations for prudential oversight and consumer protection (Australian Securities and Investments Commission, 2024).

Strengthening vocational and professional training in risk management, ethical decision-making, cyber compliance, and regulatory technology (RegTech) will be essential to ensure the workforce remains capable of meeting heightened expectations for prudential oversight and consumer protection.

Consultation prompts

- A. Regulatory updates and guidance:** How are evolving prudential and conduct-risk requirements changing workforce capabilities and training needs?
- B. Technology use:** How can technology be used to improve compliance effectiveness while reducing administrative burden?
- C. Training collaboration:** What opportunities exist for collaboration between regulators, industry bodies and training providers to build future compliance capability?
- D. Skills in demand:** Which compliance and governance skills are most in demand, and where are the most significant training gaps?
- E. Training suitability:** Do current qualifications, skill sets and units of competency within the FNS Training Package adequately address regulatory and ethical skills and knowledge? If not, where are the gaps?



**FUTURE SKILLS
ORGANISATION**
Finance Technology Business

6. Climate, catastrophe and risk complexity



Climate, catastrophe and risk complexity

The insurance sector is at the frontline of Australia's exposure to climate change and natural disasters, with compounding events such as bushfires, floods and cyclones driving significant losses across households, businesses and governments.

This escalation in risk complexity is transforming the skills required across underwriting, pricing, risk modelling and claims management. Demand is growing for professionals with expertise in catastrophe modelling, geospatial analysis, sustainability and resilience planning, as well as the ability to interpret scientific and environmental data to inform risk mitigation (Deloitte, 2024; APRA, 2025).

Climate risk is also driving shifts in product design and regulatory oversight. The Australian Prudential Regulation Authority (APRA) has strengthened its focus on climate risk disclosure and scenario analysis, requiring insurers to integrate environmental, social and governance (ESG) considerations into strategy and reporting (APRA, 2025). These regulatory developments are prompting new capabilities in risk governance, sustainability reporting, compliance, and strategic communication.

“

Extreme weather events cost Australians around \$1.97 billion between 2024 and 2025.

(ICA, Catastrophe Resilience Report, 2024)

”

Climate, catastrophe and risk complexity

For claims professionals, the increasing scale and frequency of events requires skills in rapid response coordination, empathetic communication, and trauma-informed customer care. Managing surge capacity and working effectively with repair networks and government recovery agencies have become critical workforce capabilities.

Across the sector, there is a growing need to embed climate literacy and sustainability awareness into all levels of training, from entry-level customer roles through to senior management, to ensure the industry remains resilient, trusted and able to support Australia's adaptation to a changing climate.

Consultation prompts

- A. Industry changes:** How are climate change, natural disasters and environmental risks reshaping workforce needs across insurance functions?
- B. Regulatory updates:** How are evolving regulatory and disclosure requirements influencing the skills and training needs of insurance professionals?
- C. Emerging skills:** What new or emerging skills are required to manage climate-related risks?
- D. Pathways:** What strategies or pathways could strengthen workforce readiness for large-scale climate events, including surge-response capability and customer care during recovery?
- E. Training suitability:** Do current qualifications, skill sets and units of competency within the FNS Training Package adequately address climate literacy and environmental risk capabilities? If not, where are the gaps?



**FUTURE SKILLS
ORGANISATION**
Finance Technology Business

7. Technology, data and digital transformation



Technology, data and digital transformation

The digital transformation of the insurance sector is reshaping how products are designed, priced, distributed and serviced. Emerging technologies such as artificial intelligence (AI), automation, predictive analytics, and telematics are streamlining underwriting, claims management and customer engagement, creating new efficiencies while demanding new skill sets (Deloitte, 2024; ANZIIF, 2024).

Automation and data analytics are accelerating decision-making and improving fraud detection, yet they also require professionals who can interpret outputs, validate models and ensure ethical, transparent use of data. The rise of insurtech partnerships and digital platforms has introduced new roles in data science, product innovation, cybersecurity, and digital compliance, alongside traditional insurance expertise (FSO, 2025; APRA, 2025).

At the same time, digitalisation is transforming customer expectations. Consumers increasingly expect personalised, omnichannel service and real-time claims resolution. This shift underscores the importance of customer experience design, digital communication, and human-technology interaction skills.

“

57%

of insurance organisations view AI as the most important technology for achieving their goals over the next three years.

(KPMG, 2024)

”

Technology, data and digital transformation

Workforce capability gaps are emerging in data literacy, systems integration, cyber resilience, and AI governance. The current VET system has limited current coverage in these areas; however, work is underway to develop training products to improve coverage (see [Uplift Digital Capability](#)).

Strengthening vocational pathways into digital and hybrid insurance roles will be essential to ensure a workforce capable of adapting to rapid technological change while maintaining compliance, ethics and trust.

Consultation prompts

- A. Industry changes:** How are automation, AI, data analytics and digital platforms reshaping workforce needs across insurance functions?
- B. Ethical use:** What learning models or workforce strategies could be implemented to ensure ethical and customer-centric use of technology?
- C. Skills in demand:** Which digital and data capabilities are most in demand, and where are the most significant training gaps?
- D. Pathways:** What strategies or industry partnerships could support upskilling to strengthen workforce readiness for use of digital and tech skills?
- E. Training suitability:** Do current qualifications, skill sets and units of competency within the FNS Training Package adequately address digital transformation, data literacy and cybersecurity? If not, where are the gaps?



**FUTURE SKILLS
ORGANISATION**
Finance Technology Business

8. Trust, customer experience and social impact



Trust, customer experience and social impact

Public trust is central to the sustainability of the insurance sector. Following the Financial Services Royal Commission (2019) and subsequent consumer-protection reforms, insurers have faced increasing scrutiny over fairness, transparency and responsiveness.

While the sector has made progress, customer experience remains a critical differentiator - particularly as climate-related events, affordability challenges and claims delays continue to test consumer confidence (ASIC, 2024; FSO, 2025).

Customer expectations are evolving in line with digital transformation. Consumers now demand timely, empathetic and transparent service, delivered seamlessly across channels.

Insurers are responding by investing in human-centred design, customer-journey mapping, and AI-enabled service platforms. However, workforce capability gaps persist in communication, emotional intelligence, and problem resolution, especially during complex or high-stress claims interactions (Deloitte, 2024; ANZIIF, 2024).

“

“The Australian Financial Complaints Authority received over 25,000 general-insurance complaints in 2023–24

... a 50 % increase year-on-year.”

(AFCA Annual Review 2024)

”

Trust, customer experience and social impact

Beyond customer service, the insurance sector plays an increasingly visible role in Australia's social resilience. Insurers contribute to disaster recovery, financial inclusion and community risk reduction through education and mitigation initiatives.

Embedding social impact, ethical conduct, and community engagement within workforce training can help rebuild trust and ensure that the sector continues to act as a partner in national resilience rather than merely a financial intermediary (FSO, 2025; ICA, 2024).

Consultation prompts

- A. Trust, ethics and customer experience:** How are increasing regulatory scrutiny, evolving customer expectations, and expectations around social impact shaping workforce training needs? For example, in areas such as empathy, communication, ethical conduct and complex claims resolution.
- B. Skills in demand:** What capabilities are most critical to improving trust and customer experience in the insurance sector, and where are the most significant training gaps for these capabilities?
- C. Training methods:** How can training better prepare insurance professionals for emotionally complex customer interactions, particularly during claims and disaster events?
- D. Role of training:** What role can the training system play in strengthening accessibility and financial inclusion within insurance?



**FUTURE SKILLS
ORGANISATION**
Finance Technology Business

9. Additional trends



Additional trends

FSO's **Insurance Needs and Gaps Analysis** aims to provide an evidence base and make recommendations to support insurance-related VET. This consultation paper has presented information on significant trends in the insurance sectors. However, new trends continue to emerge, particularly related to the impacts of new technologies, and customer and regulator expectations.

[Appendix C](#) contains information on data trends across the sectors of General Insurance, Insurance Broking, Life Insurance, Loss Adjusting, and Personal Injury Management as a reference for training and occupation related responses.

Consultation prompts

- A. Skills frameworks:** Are there any frameworks in use within Australia or internationally which should be used as a basis of training product updates or development?
- B. Sector trends:** Are there any other trends impacting the insurance sector that FSO should include within this Needs and Gaps Analysis?
- C. Workforce trends:** Are there any other workforce trends or issues related to the insurance sector or occupations that FSO should include within this Needs and Gaps Analysis?
- D. Skills or training trends:** Are there any other skills or training-related items or issues related to the insurance qualifications, skill sets, or units of competency that FSO should include within this Needs and Gaps Analysis?
- E. Future-proofing training:** Do you have any feedback or recommendations on how FSO could future-proof insurance-related training for new and emerging skills?



**FUTURE SKILLS
ORGANISATION**
Finance Technology Business

10. Consultation prompts



1. Qualification usage

- A. Use of VET qualifications:** Enrolments in the insurance qualifications are persistently low, even with the recent increase in use. Why are the qualifications not being used much? Is other training (e.g. non-accredited or Higher Education, or VET training in business or other sectors) being used instead of insurance qualifications?
- B. Units of competency:** Are the core units of competency within each qualification relevant and current?
- C. Units of competency:** Are the elective units of competency listed in the qualification packaging rules relevant and current?
- D. Qualification levels:** Are the levels of each qualification (e.g. certificate III or IV, diploma) suited to the learning outcomes and skills required for use in industry? Is a [vocational degree](#) needed for any of the insurance sectors?
- E. Student and workforce equity:** Are these insurance qualifications providing suitable skills development options for diverse student cohorts?

2. Workforce and capability pressures

- A. Workforce shortages:** What are the most significant workforce shortages or capability gaps currently facing the insurance sector?
- B. Building talent pipelines:** How can industry, professional bodies and RTOs collaborate to build a more diverse and resilient insurance talent pipeline?
- C. Entry pathways:** How can VET increase visibility of entry pathways into the industry and attract early-career professionals?
- D. Retention:** What strategies could strengthen workforce retention and knowledge transfer as experienced professionals retire?
- E. Skills in demand:** Which specialist insurance, interpersonal and leadership skills are most critical for the insurance workforce of the future, and how well are they addressed in existing insurance qualifications?

3. Regulatory and compliance evolution

- A. Regulatory updates and guidance:** How are evolving prudential and conduct-risk requirements changing workforce capabilities and training needs?
- B. Technology use:** How can technology be used to improve compliance effectiveness while reducing administrative burden?
- C. Training collaboration:** What opportunities exist for collaboration between regulators, industry bodies and training providers to build future compliance capability?
- D. Skills in demand:** Which compliance and governance skills are most in demand, and where are the most significant training gaps?
- E. Training suitability:** Do current qualifications, skill sets and units of competency within the FNS Training Package adequately address regulatory and ethical skills and knowledge? If not, where are the gaps?

4. Climate, catastrophe and risk complexity

- A. Industry changes:** How are climate change, natural disasters and environmental risks reshaping workforce needs across insurance functions?
- B. Regulatory updates:** How are evolving regulatory and disclosure requirements influencing the skills and training needs of insurance professionals?
- C. Emerging skills:** What new or emerging skills are required to manage climate-related risks?
- D. Pathways:** What strategies or pathways could strengthen workforce readiness for large-scale climate events, including surge-response capability and customer care during recovery?
- E. Training suitability:** Do current qualifications, skill sets and units of competency within the FNS Training Package adequately address climate literacy and environmental risk capabilities? If not, where are the gaps?

5. Technology, data and digital transformation

- A. Industry changes:** How are automation, AI, data analytics and digital platforms reshaping workforce needs across insurance functions?
- B. Ethical use:** What learning models or workforce strategies could be implemented to ensure ethical and customer-centric use of technology?
- C. Skills in demand:** Which digital and data capabilities are most in demand, and where are the most significant training gaps?
- D. Pathways:** What strategies or industry partnerships could support upskilling to strengthen workforce readiness for use of digital and tech skills?
- E. Training suitability:** Do current qualifications, skill sets and units of competency within the FNS Training Package adequately address digital transformation, data literacy and cybersecurity? If not, where are the gaps?

6. Trust, customer experience and social impact

- A. Trust, ethics and customer experience:** How are increasing regulatory scrutiny, evolving customer expectations, and expectations around social impact shaping workforce training needs? For example, in areas such as empathy, communication, ethical conduct and complex claims resolution.
- B. Skills in demand:** What capabilities are most critical to improving trust and customer experience in the insurance sector, and where are the most significant training gaps for these capabilities?
- C. Training methods:** How can training better prepare insurance professionals for emotionally complex customer interactions, particularly during claims and disaster events?
- D. Role of training:** What role can the training system play in strengthening accessibility and financial inclusion within insurance?

7. Additional trends

- A. Sector trends:** Are there any other trends impacting on the insurance sector that FSO should include within this Needs and Gaps Analysis?
- B. Workforce trends:** Are there any other workforce trends or issues related to the insurance sector or occupations that FSO should include within this Needs and Gaps Analysis?
- C. Skills or training trends:** Are there any other skills or training-related items or issues related to the insurance qualifications, skill sets, or units of competency that FSO should include within this Needs and Gaps Analysis?
- D. Future-proofing training:** Do you have any feedback or recommendations on how FSO could future-proof insurance-related training for new and emerging skills?



**FUTURE SKILLS
ORGANISATION**
Finance Technology Business

11. Have your say



Have your say

Complete a survey

Benefits of completing a survey:

- Respond to questions about industry, workforce and regulatory trends.
- Provide detailed, structured feedback on qualifications, skill sets, and units of competency.
- We welcome individuals and organisations to complete a survey in addition to other submission methods.

Take the survey: [Insurance NGA survey](#)

Closing date: The survey will close at 5pm AEDT on Friday 13 March 2026.

Join a workshop

- **Workshop 1:** Personal injury management
Monday 23 February 2026, 10am–12pm AEDT
- **Workshop 2:** General, broking, life, and loss adjusting
Tuesday 03 March 2026, 11am–1pm AEDT
- **Workshop 3:** All insurance categories
Wednesday 4 March 2026, 2pm–4pm AEDT

Register for any of the workshops above via [the online registration form](#).

FSO welcomes targeted workshops in collaboration with peak bodies and associations, training providers, unions, and other stakeholders.

If you would like to discuss the possibility of FSO conducting a workshop with your organisation, please email us: workforceresearch@futureskillsorganisation.com.au

Written submissions: Guidelines

Submission requirements

- 1. Insurance sector relevance:** Submissions should be clearly linked to the Australian Insurance sector.
- 2. Include key details:** At the start of your submission, provide your name, organisation, role, and email address.
- 3. Document format:** Submit your response as a Word (.docx) or PDF file, using clear headings and page numbers.
- 4. Types of information we are seeking:**
 - Current and emerging skills gaps
 - Workforce challenges and future demand
 - Training pathways and capability needs
 - Practical recommendations for addressing these issues.
- 5. Be clear and concise:** Focus on actionable insights and recommendations. Refer to evidence where possible.
- 6. Submit before 5pm AEDT, Friday 13 March 2026:** Email your submission to workforceresearch@futureskillsorganisation.com.au

Additional evidence

FSO welcomes submissions which include:

- Published research or industry reports.
- Data about sector, workforce or training trends.
- Other forms of information or evidence which can be publicly referenced.

Please email this information to
workforceresearch@futureskillsorganisation.com.au

Privacy and confidentiality

Privacy

[FSO's privacy policy](#) provides detail regarding how we manage data.

Data, including names and contact details, may be shared with specific stakeholders (e.g., funding bodies, partner organisations) for purposes directly related to the original project, including training product development activities that arise from this project.

FSO will never share your personal or consultation data with third parties for unrelated purposes. Data sharing will only occur in accordance with [FSO's privacy policy](#) and with your consent or where required by law.

Your participation is completely voluntary. You may withdraw from the consultation at any time without explanation. You may also withdraw your data up until two weeks after the consultation (i.e. the date you submit a survey or written response or participate in a workshop or interview). To withdraw, please contact the Workforce Research team via email at workforceresearch@futureskillsorganisation.com.au.

Public reporting related to this project will include only de-identified data.

Use of data

Data collected for use in this project may inform other FSO activities, including potential Training Product Development work. Data may be shared within FSO for the purposes of delivering our program of work.

FSO staff may contact you for the purposes of the current project or future work arising from the current project, including to request clarification or additional information related to your consultation responses.

Data storage

Data will be retained within Australia and safeguarded in accordance with strict security standards. Data will be de-identified, when possible, in accordance with our security standards and privacy protection.

AI statement

FSO may use artificial intelligence (AI) tools to support the delivery of this project. This includes assistance with activities such as transcription, data collation, literature scanning, synthesis of consultation inputs, drafting support, and quality assurance.

All analysis, interpretation, conclusions and recommendations remain the responsibility of FSO and are subject to human review and validation.



**FUTURE SKILLS
ORGANISATION**
Finance Technology Business

12. Reference list



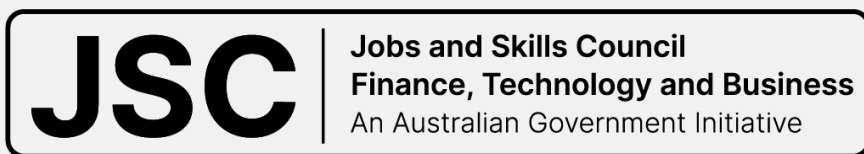
References

1. Australian and New Zealand Institute of Insurance and Finance (ANZIIF). (2024). *Building customer-centric capabilities in insurance*. <https://anziif.com/professional-development/articles/2024/03/building-customer-centric-capabilities-in-insurance>
2. Australian and New Zealand Institute of Insurance and Finance (ANZIIF). (2024). *Insurance workforce capability report*. <https://anziif.com/professional-development/articles/2024/02/insurance-workforce-capability-report>
3. Australian and New Zealand Institute of Insurance and Finance (ANZIIF). (2024). *The role of technology in reshaping the insurance profession*. <https://anziif.com/professional-development/articles/2024/04/the-role-of-technology-in-reshaping-the-insurance-profession>
4. Australian Prudential Regulation Authority (APRA). (2025). *Data strategy: APRA's evolving data capability*. <https://www.apra.gov.au/data-strategy-apra%E2%80%99s-evolving-data-capability>
5. Australian Prudential Regulation Authority (APRA). (2025). *Prudential practice guide CPG 229 - Climate change financial risks*. <https://www.apra.gov.au/sites/default/files/2021-11/Final%20Prudential%20Practice%20Guide%20CPG%20229%20Climate%20Change%20Financial%20Risks.pdf>
6. Australian Prudential Regulation Authority (APRA). (2025). *Prudential standard CPS 230 operational risk management*. <https://www.apra.gov.au/prudential-standard-cps-230-operational-risk-management>
7. Australian Securities and Investments Commission (ASIC). (2024). *Beware the gap: Governance arrangements in the face of AI innovation* (Report 798).
8. Australian Securities and Investments Commission (ASIC). (2024). *Report 790: Artificial intelligence in financial services*. <https://asic.gov.au/regulatory-resources/find-a-document/reports/rep-790-artificial-intelligence-in-financial-services/>
9. Deloitte. (2024). *Climate risk and resilience in the insurance sector: Building capability for a changing environment*. Deloitte Australia. <https://www.deloitte.com/au/en/industries/financial-services/insights/climate-risk-and-resilience-insurance.html>
10. Deloitte. (2024). *Digital transformation and the future of insurance*. Deloitte Australia. <https://www.deloitte.com/au/en/industries/financial-services/insights/future-of-insurance.html>
11. Deloitte. (2024). *Global insurance outlook 2024 - Restoring trust through human-centred innovation*. <https://www.deloitte.com/global/en/industries/financial-services/insights/global-insurance-outlook.html>
12. Deloitte. (2024). *Insurance industry outlook 2024: Talent and digital transformation*. <https://www.deloitte.com/au/en/industries/financial-services/insights/insurance-outlook.html>
13. Deloitte. (2024). *Regulatory outlook 2024: Navigating complexity in financial services*. <https://www.deloitte.com/au/en/industries/financial-services/insights/regulatory-outlook.html>
14. Future Skills Organisation (FSO). (2025). *Insurance needs and gaps analysis project plan*. <https://futureskillsorganisation.com.au/projects>
15. Insurance Council of Australia. (2023). *The insurance industry talent roadmap: Becoming an industry of choice for a rewarding career*. <https://insurancecouncil.com.au>
16. Insurance Council of Australia (ICA). (2024). *Data hub: Insurance catastrophe and extreme weather loss data*. <https://insurancecouncil.com.au/industry-members/data-hub/>
17. Insurance Council of Australia (ICA). (2024). *Insurance industry talent roadmap: Attracting, retaining and developing talent for a resilient future*. https://insurancecouncil.com.au/wp-content/uploads/2024/08/21039_ICA_DEI_Talent_Roadmap_Final-singlepages.pdf
18. Jobs and Skills Australia (JSA). (2025). *Labour market insights - Insurance and superannuation sector*. <https://www.jobsandskills.gov.au/labour-market-insights>
19. KPMG. (2024). *Advancing AI across insurance*. KPMG Australia. <https://kpmg.com/au/en/insights/artificial-intelligence-ai/advancing-ai-across-insurance.html>



PO Box 16194, Collins Street West, Melbourne VIC 8007

hello@futureskillsorganisation.com.au



Future Skills Organisation is a Jobs and Skills Council funded by the Australian Government Department of Employment and Workplace Relations.





**FUTURE SKILLS
ORGANISATION**
Finance Technology Business

Appendices



Appendix A: National Training Register Links

Financial Services Training Package Qualifications and Skill Sets

Qualification Code	Qualification Title	National Training Register Link	2024 Enrolments*
FNS41422	Certificate IV in General Insurance	training.gov.au/training/details/FNS41422	225
FNS51120	Diploma of General Insurance	training.gov.au/training/details/FNS51120	130
FNS41720	Certificate IV in Insurance Broking	training.gov.au/training/details/FNS41720	-
FNS51220	Diploma of Insurance Broking	training.gov.au/training/details/FNS51220	470
FNS41521	Certificate IV in Life Insurance	training.gov.au/training/details/FNS41521	580
FNS51420	Diploma of Loss Adjusting	training.gov.au/training/details/FNS51420	175
FNS30220	Certificate III in Personal Injury Management	training.gov.au/training/details/FNS30220	-
FNS42120	Certificate IV in Personal Injury Management	training.gov.au/training/details/FNS42120	160
FNS51920	Diploma of Personal Injury and Disability Insurance Management	training.gov.au/training/details/FNS51920	10
FNSSS00018	Life Insurance Fundamentals Skill Set	training.gov.au/training/details/FNSSS00018	-
FNSSS00019	Life Insurance Claims Handling Skill Set	training.gov.au/training/details/FNSSS00019	-

*Note: Commencing student enrolments within this qualification. Source: NCVET 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025.

Appendix B: Units of Competency (UoC) by Qualification

FNS41422 Certificate IV in General Insurance

UoC Code	UoC Title	UoC Type
BSBXCM401	Apply communication strategies in the workplace	Core
FNSINC411	Conduct work according to professional practices in the financial services industry	Core
FNSINC412	Apply and maintain knowledge of financial products and services	Core
BSBDAT501	Analyse data	Elective
BSBINS401	Analyse and present research information	Elective
BSBLDR411	Demonstrate leadership in the workplace	Elective
BSBLDR413	Lead effective workplace relationships	Elective
BSBOPS304	Deliver and monitor a service to customers	Elective
BSBOPS305	Process customer complaints	Elective
BSBOPS404	Implement customer service strategies	Elective
BSBWHS414	Contribute to WHS risk management	Elective
FNSASIC311	Establish client relationship and analyse needs	Elective
FNSASIC312	Provide personal advice on non-relevant financial products	Elective
FNSASIC314	Provide Tier 2 general advice in general insurance	Elective
FNSASIC315	Provide Tier 2 personal advice in general insurance	Elective
FNSISV405	Analyse insurance claims	Elective
FNSISV411	Evaluate insurance risk for business	Elective
FNSISV412	Underwrite insurance business	Elective
FNSISV416	Use specialist terminology in insurance claims	Elective
FNSSAM421	Provide information on financial products and services to clients	Elective

Appendix B: Units of Competency (UoC) by Qualification

FNS41422 Certificate IV in General Insurance cont.

UoC Code	UoC Title	UoC Type
BSBLDR414	Lead team effectiveness	Elective*
BSBOPS402	Coordinate business operational plans	Elective*
BSBOPS505	Manage organisational customer service	Elective*
BSBPEF402	Develop personal work priorities	Elective*
FNSCUS411	Participate in negotiations	Elective*
FNSCUS515	Determine client financial requirements and expectations	Elective*
FNSCUS516	Record and implement client instructions	Elective*
FNSIAD511	Provide appropriate services, general advice and products to clients	Elective*
FNSINC511	Conduct financial product research to support product recommendations	Elective*
FNSISV408	Manage handling and settlement of routine insurance claims for retail clients	Elective*
FNSISV413	Survey potential risk exposure	Elective*
FNSISV531	Issue insurance contracts covering non-routine and complex situations	Elective*
FNSRSK411	Apply risk management strategies to own work	Elective*
FNSSAM413	Identify and provide initial information to potential new clients	Elective*

Note: * These units had no enrolments within the FNS41422 Certificate IV in General Insurance in 2023 and 2024. Source: NCVER 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025.

Appendix B: Units of Competency (UoC) by Qualification

FNS51120 Diploma of General Insurance

UoC Code	UoC Title	UoC Type
BSBPEF501	Manage personal and professional development	Core
FNSINC411	Conduct work according to professional practices in the financial services industry	Core
FNSINC412	Apply and maintain knowledge of financial products and services	Core
FNSASICN513	Provide advice in general insurance	Elective
FNSCUS511	Develop and maintain professional relationships in financial services industry	Elective
FNSISV520	Manage non-routine and complex insurance claims	Elective
FNSISV521	Settle non-routine and complex insurance claims	Elective
FNSISV524	Negotiate treaty reinsurance	Elective
FNSISV531	Issue insurance contracts covering non-routine and complex situations	Elective
FNSISV532	Review operational performance of insurance portfolios	Elective
FNSISV535	Determine risk rating for investment and insurance products	Elective
FNSRSK511	Undertake risk identification	Elective
FNSRSK512	Assess risks	Elective
BSBCMM511	Communicate with influence	Elective *
BSBINS401	Analyse and present research information	Elective *
BSBLDR521	Lead the development of diverse workforces	Elective *
BSBMKG541	Identify and evaluate marketing opportunities	Elective *
BSBMKG543	Plan and interpret market research	Elective *
BSBOPS505	Manage organisational customer service	Elective *
BSBPMG540	Manage project integration	Elective *
BSBSUS511	Develop workplace policies and procedures for sustainability	Elective *

Note: * These units had no enrolments within the FNS51120 Diploma of General Insurance in 2023 and 2024. Source: NCVET 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025.

Appendix B: Units of Competency (UoC) by Qualification

FNS51120 Diploma of General Insurance cont.

UoC Code	UoC Title	UoC Type
BSBTWK502	Manage team effectiveness	Elective *
BSBWHS414	Contribute to WHS risk management	Elective *
BSBXCM501	Lead communication in the workplace	Elective *
FNSCUS504	Manage premium customer relationships	Elective *
FNSCUS512	Monitor clients' financial requirements	Elective *
FNSCUS513	Review business performance	Elective *
FNSCUS515	Determine client financial requirements and expectations	Elective *
FNSCUS516	Record and implement client instructions	Elective *
FNSIAD511	Provide appropriate services, general advice and products to clients	Elective *
FNSINC511	Conduct financial product research to support product recommendations	Elective *
FNSINC513	Identify and apply complex ethical decision making to workplace situations	Elective *
FNSINC514	Apply ethical frameworks and principles to make and act upon decisions	Elective *
FNSISV408	Manage handling and settlement of routine insurance claims for retail clients	Elective *
FNSISV522	Work with legal teams to resolve non-routine and complex insurance claims	Elective *
FNSISV525	Evaluate and report on status of insurance claims portfolios	Elective *
FNSISV526	Allocate authorities and guidelines for distribution	Elective *
FNSISV527	Implement insurance claim recovery procedures	Elective *
FNSISV536	Investigate insurance claims	Elective *
FNSRSK611	Develop and implement risk mitigation plan	Elective *
FNSRSK612	Determine and manage risk exposure strategies	Elective *
FNSSAM521	Apply advanced techniques to provide financial products and services	Elective *

Note: * These units had no enrolments within the FNS51120 Diploma of General Insurance in 2024, and there were no enrolments in the qualification in 2023. Source: NCVER 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025.

Appendix B: Units of Competency (UoC) by Qualification

FNS41720 Certificate IV in Insurance Broking*

UoC Code	UoC Title	UoC Type
FNSASIC314	Provide Tier 2 general advice in general insurance	Core
FNSASIC315	Provide Tier 2 personal advice in general insurance	Core
FNSIBK412	Implement new and renewed insurance program for insurance broking clients	Core
FNSIBK413	Place client insurances with insurer and confirm insurance cover with clients	Core
FNSIBK414	Provide a claims service to insurance broking clients	Core
FNSIBK415	Meet compliance requirements relating to insurance broking	Core
FNSIBK416	Deliver insurance broking services	Core
FNSINC412	Apply and maintain knowledge of financial products and services	Core
BSBCM411	Make presentations	Elective
BSBLDR411	Demonstrate leadership in the workplace	Elective
BSBLDR414	Lead team effectiveness	Elective
BSBOPS305	Process customer complaints	Elective
BSBOPS402	Coordinate business operational plans	Elective
BSBOPS404	Implement customer service strategies	Elective
BSBOPS505	Manage organisational customer service	Elective
BSBPEF402	Develop personal work priorities	Elective
BSBWHS414	Contribute to WHS risk management	Elective
FNSCUS411	Participate in negotiations	Elective
FNSIBK401	Research, analyse and report information in insurance broking	Elective
FNSISV405	Analyse insurance claims	Elective

Note: * The FNS41720 Certificate IV in Insurance Broking has no recorded enrolments, with no units therefore in use within this qualification. Source: NCVER 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025.

Appendix B: Units of Competency (UoC) by Qualification

FNS41720 Certificate IV in Insurance Broking* cont.

UoC Code	UoC Title	UoC Type
FNSISV408	Manage handling and settlement of routine insurance claims for retail clients	Elective
FNSISV413	Survey potential risk exposure	Elective
FNSPIM313	Work within the personal injury management sector	Elective
FNSPIM314	Assess and determine initial entitlements for personal injury claims	Elective
FNSPIM406	Develop and maintain knowledge of personal injury management insurance	Elective
FNSPIM419	Maintain relationships with personal injury clients	Elective
FNSPIM423	Educate clients on personal injury management issues	Elective
FNSRSK512	Assess risks	Elective

Note: * The FNS41720 Certificate IV in Insurance Broking has no recorded enrolments, with no units therefore in use within this qualification. Source: NCVET 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025.

Appendix B: Units of Competency (UoC) by Qualification

FNS51220 Diploma of Insurance Broking

UoC Code	UoC Title	UoC Type
FNSASICY513	Provide advice in insurance broking	Core
FNSIBK415	Meet compliance requirements relating to insurance broking	Core
FNSIBK416	Deliver insurance broking services	Core
FNSIBK518	Implement changes to insurance programs of broking clients	Core
FNSIBK523	Prepare submissions for new insurance broking business	Core
FNSIBK524	Manage complex risk portfolios for insurance broking clients	Core
FNSISV408	Manage handling and settlement of routine insurance claims for retail clients	Core
BSBAUD516	Develop and monitor processes for the management of breaches in compliance requirements	Elective
BSBOPS505	Manage organisational customer service	Elective
FNSIBK517	Review insurance broking service performance	Elective
FNSIBK522	Negotiate complex claims settlement for insurance broking clients	Elective
FNSIBK525	Monitor insurance broking client programs	Elective
FNSINC412	Apply and maintain knowledge of financial products and services	Elective
FNSISV405	Analyse insurance claims	Elective
FNSRSK511	Undertake risk identification	Elective
FNSRSK512	Assess risks	Elective
FNSSAM521	Apply advanced techniques to provide financial products and services	Elective

Appendix B: Units of Competency (UoC) by Qualification

FNS51220 Diploma of Insurance Broking cont.

UoC Code	UoC Title	UoC Type
BSBFIN501	Manage budgets and financial plans	Elective*
BSBINS401	Analyse and present research information	Elective*
BSBLDR522	Manage people performance	Elective*
BSBMKG541	Identify and evaluate marketing opportunities	Elective*
BSBMKG543	Plan and interpret market research	Elective*
BSBOPS502	Manage business operational plans	Elective*
BSBOPS504	Manage business risk	Elective*
BSBPEF501	Manage personal and professional development	Elective*
BSBSLS502	Lead and manage a sales team	Elective*
BSBSTR502	Facilitate continuous improvement	Elective*
BSBTWK502	Manage team effectiveness	Elective*
FNSCUS504	Manage premium customer relationships	Elective*
FNSINC513	Identify and apply complex ethical decision making to workplace situations	Elective*
FNSINC514	Apply ethical frameworks and principles to make and act upon decisions	Elective*
FNSINC612	Interpret and use financial statistics and tools	Elective*

Note: * These units had no enrolments within the FNS51220 Diploma of Insurance Broking in 2023 and 2024. Source: NCVER 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025.

Appendix B: Units of Competency (UoC) by Qualification

FNS41521 Certificate IV in Life Insurance

UoC Code	UoC Title	UoC Type
FNSILF409	Work effectively and sustainably in the life insurance industry	Core
FNSILF413	Develop and maintain in-depth knowledge of life insurance products and services	Core
FNSINC411	Conduct work according to professional practices in the financial services industry	Core
FNSINC413X	Apply codes and standards of ethical practice to own role	Core
BSBOPS305	Process customer complaints	Elective
FNSCUS403	Deliver a professional service to customers	Elective
FNSILF410	Underwrite financial risk in life insurance policies	Elective
FNSILF411	Undertake the life risk underwriting process	Elective
FNSILF412	Underwrite retrospective risk in life insurance policies	Elective
FNSILF415	Evaluate life insurance claims	Elective
FNSILF416	Manage information for claims assessments	Elective
FNSILF417	Settle life insurance claims	Elective
FNSILF512	Underwrite complex risks	Elective
FNSISV416	Use specialist terminology in insurance claims	Elective
FNSISV417	Use medical terminology in an insurance context	Elective
FNSISV418	Manage insurance claims portfolios	Elective
FNSCUS402**	Resolve disputes	Elective*

Note: * This unit had no enrolments within the FNS41521 Certificate IV in Life Insurance in 2023 and 2024. Source: NCVET 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025.

** This unit has a status of superseded on the National Training Register.

Appendix B: Units of Competency (UoC) by Qualification

FNS51420 Diploma of Loss Adjusting

UoC Code	UoC Title	UoC Type
FNSCUS505**	Determine client requirements and expectations	Core
FNSFMK515	Comply with financial services regulation and industry codes of practice	Core
FNSIGN404	Inspect damage and develop scope of work	Core
FNSILA511	Plan and implement loss investigation	Core
FNSILA512	Evaluate collected information and report findings in loss adjusting	Core
FNSILA514	Negotiate and affect settlement relating to loss situation, damage or injury	Core
FNSISV405	Analyse insurance claims	Core
FNSILA506	Provide specialist theft, money and fidelity loss adjusting advice and services	Elective
FNSILA507	Provide specialist business interruption loss adjusting services	Elective
FNSILA508	Provide specialist liability loss adjusting advice and services	Elective
FNSILA509	Provide specialist building loss adjusting advice and services	Elective
FNSILA510	Provide specialist construction loss adjusting advice and services	Elective

Note: ** This unit has a status of superseded on the National Training Register.

Appendix B: Units of Competency (UoC) by Qualification

FNS30220 Certificate III in Personal Injury Management*

UoC Code	UoC Title	UoC Type
BSBOPS304	Deliver and monitor a service to customers	Core
BSBPEF402	Develop personal work priorities	Core
FNSPIM313	Work within the personal injury management sector	Core
FNSPIM410	Collect, assess and use information	Core
BSBOPS305	Process customer complaints	Elective
BSBOPS404	Implement customer service strategies	Elective
BSBTWK201	Work effectively with others	Elective
BSBWHS211	Contribute to health and safety of self and others	Elective
FNSPIM301	Process benefit payments	Elective
FNSPIM302	Determine claim liability	Elective
FNSPIM314	Assess and determine initial entitlements for personal injury claims	Elective
FNSPIM415	Manage personal injury case loads	Elective
FNSPIM425	Facilitate recovery and return to life	Elective
FNSPIM434	Manage personal injury claims	Elective

Note: * The FNS30220 Certificate III in Personal Injury Management has no recorded enrolments, with no units therefore in use within this qualification. Source: NCVET 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025.

Appendix B: Units of Competency (UoC) by Qualification

FNS42120 Certificate IV in Personal Injury Management

UoC Code	UoC Title	UoC Type
FNSPIM313	Work within the personal injury management sector	Core
FNSPIM419	Maintain relationships with personal injury clients	Core
BSBLDR301	Support effective workplace relationships	Elective
BSBLDR413	Lead effective workplace relationships	Elective
BSBPEF402	Develop personal work priorities	Elective
FNSCUS411	Participate in negotiations	Elective
FNSCUS412	Resolve disputes	Elective
FNSISV417	Use medical terminology in an insurance context	Elective
FNSPIM314	Assess and determine initial entitlements for personal injury claims	Elective
FNSPIM410	Collect, assess and use information	Elective
FNSPIM411	Plan and implement rehabilitation and return to life strategies	Elective
FNSPIM415	Manage personal injury case loads	Elective
FNSPIM423	Educate clients on personal injury management issues	Elective
FNSPIM425	Facilitate recovery and return to life	Elective
FNSPIM434	Manage personal injury claims	Elective
FNSPIM505	Use medical knowledge in the management of personal injury claims	Elective
FNSPIM521	Develop return to work or injury management strategies	Elective
FNSPIM522	Facilitate workplace assessment with stakeholders for personal injury cases	Elective
PSPINM003**	Undertake initial rehabilitation assessments	Elective
PSPINM006**	Develop return to work plans	Elective
PSPINM014**	Contribute to a quality injury management system	Elective

Note: ** These units have a status of deleted on the National Training Register.

Appendix B: Units of Competency (UoC) by Qualification

FNS42120 Certificate IV in Personal Injury Management cont.

UoC Code	UoC Title	UoC Type
BSBINS401	Analyse and present research information	Elective*
BSBLDR411	Demonstrate leadership in the workplace	Elective*
BSBOPS304	Deliver and monitor a service to customers	Elective*
BSBPMG430	Undertake project work	Elective*
CHCCOM002	Use communication to build relationships	Elective*
CHCDIV001	Work with diverse people	Elective*
FNSCRD413	Manage and recover bad and doubtful debts	Elective*
FNSINC411	Conduct work according to professional practices in the financial services industry	Elective*
FNSISV408	Manage handling and settlement of routine insurance claims for retail clients	Elective*
FNSISV411	Evaluate insurance risk for business	Elective*
FNSISV412	Underwrite insurance business	Elective*
FNSISV522	Work with legal teams to resolve non-routine and complex insurance claims	Elective*
FNSPIM406	Develop and maintain knowledge of personal injury management insurance	Elective*
FNSPIM407	Register policy	Elective*
FNSPIM408	Renew and maintain policy	Elective*
FNSPIM424	Assist personal injury clients with job placement	Elective*
FNSPIM509	Comply with regulatory frameworks	Elective*
PSPGEN051**	Conduct evaluations	Elective*
PSPINM005**	Conduct situational workplace assessments	Elective*
PSPINM007**	Implement and monitor return to work plans	Elective*

Note: * These units had no enrolments within the FNS51220 Diploma of Insurance Broking in 2023 and 2024. Source: NCVER 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025.

** These units have a status of deleted on the National Training Register.

Appendix B: Units of Competency (UoC) by Qualification

FNS51920 Diploma of Personal Injury and Disability Insurance Management

UoC Code	UoC Title	UoC Type
FNSPIM509	Comply with regulatory frameworks	Core
BSBCMM411	Make presentations	Elective
BSBPMG430	Undertake project work	Elective
CHCCSM004**	Coordinate complex case requirements	Elective
CHCCSM006**	Provide case management supervision	Elective
FNSINC411	Conduct work according to professional practices in the financial services industry	Elective
FNSPIM411	Plan and implement rehabilitation and return to life strategies	Elective
FNSPIM415	Manage personal injury case loads	Elective
FNSPIM505	Use medical knowledge in the management of personal injury claims	Elective
FNSPIM516	Promote the health benefits of returning to work	Elective
FNSPIM517	Manage complex return to work cases	Elective
FNSPIM518	Evaluate and improve return to work programs	Elective
FNSPIM521	Develop return to work or injury management strategies	Elective
FNSPIM522	Facilitate workplace assessment with stakeholders for personal injury cases	Elective
MSMSUP390	Use structured problem-solving tools	Elective
PSPGEN036**	Provide workplace coaching	Elective
PSPGEN053**	Provide leadership	Elective
BSBFIN501	Manage budgets and financial plans	Elective*
BSBLDR522	Manage people performance	Elective*

Note: * These units had no enrolments within the FNS51920 Diploma of Personal Injury and Disability Insurance Management in 2023 and 2024. Source: NCVER 2025, Total VET students and courses 2024; program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025.

** These units have a status of superseded on the National Training Register.

Appendix B: Units of Competency (UoC) by Qualification

FNS51920 Diploma of Personal Injury and Disability Insurance Management cont.

UoC Code	UoC Title	UoC Type
BSBOPS404	Implement customer service strategies	Elective*
BSBOPS505	Manage organisational customer service	Elective*
BSBSUS511	Develop workplace policies and procedures for sustainability	Elective*
CHCCCS025**	Support relationships with carers and families	Elective*
CHCDIS004**	Communicate using augmentative and alternative communication strategies	Elective*
CHCDIV001	Work with diverse people	Elective*
FNSFLT511	Assist customers to budget and manage own finances	Elective*
FNSINC513	Identify and apply complex ethical decision making to workplace situations	Elective*
FNSINC514	Apply ethical frameworks and principles to make and act upon decisions	Elective*
FNSISV508	Review and advise on claims costs, policies and procedures	Elective*
FNSISV519	Analyse financial, medical and psychological claims assessments	Elective*
FNSISV522	Work with legal teams to resolve non-routine and complex insurance claims	Elective*
FNSISV531	Issue insurance contracts covering non-routine and complex situations	Elective*
FNSISV536	Investigate insurance claims	Elective*
FNSORG514	Develop, monitor and supervise work practices to meet financial services regulatory requirements	Elective*
FNSPIM313	Work within the personal injury management sector	Elective*
FNSPIM406	Develop and maintain knowledge of personal injury management insurance	Elective*
FNSPIM531	Facilitate the setting and achievement of goals in personal injury management	Elective*
FNSRSK512	Assess risks	Elective*
TAEDEL402**	Plan, organise and facilitate learning in the workplace	Elective*

Note: * These units had no enrolments within the FNS51920 Diploma of Personal Injury and Disability Insurance Management in 2023 and 2024. Source: NCVER 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025.

** These units have a status of superseded on the National Training Register.

Appendix B: Units of Competency (UoC) by Skill Set

FNSSS00018 Life Insurance Fundamentals Skill Set*

UoC Code	UoC Title
FNSILF409	Work effectively and sustainably in the life insurance industry
FNSILF413	Develop and maintain in-depth knowledge of life insurance products and services
FNSINC411	Conduct work according to professional practices in the financial services industry Apply codes and standards of ethical practice to own role
FNSINC413X	

FNSSS00019 Life Insurance Claims Handling Skill Set*

UoC Code	UoC Title
FNSILF415	Evaluate life insurance claims
FNSILF416	Manage information for claims assessments
FNSILF417	Settle life insurance claims
FNSILF514	Manage complex life insurance claims
FNSISV418	Manage insurance claims portfolios

Note: * The FNSSS00018 Life Insurance Fundamentals Skill Set* and FNSSS00019 Life Insurance Claims Handling Skill Set have no recorded enrolments, with no units therefore in use within this skill set. Source: NCVER 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025.

Appendix C: Sector summary data trends

General insurance

Qualifications:

Certificate IV in General Insurance
Diploma of General Insurance

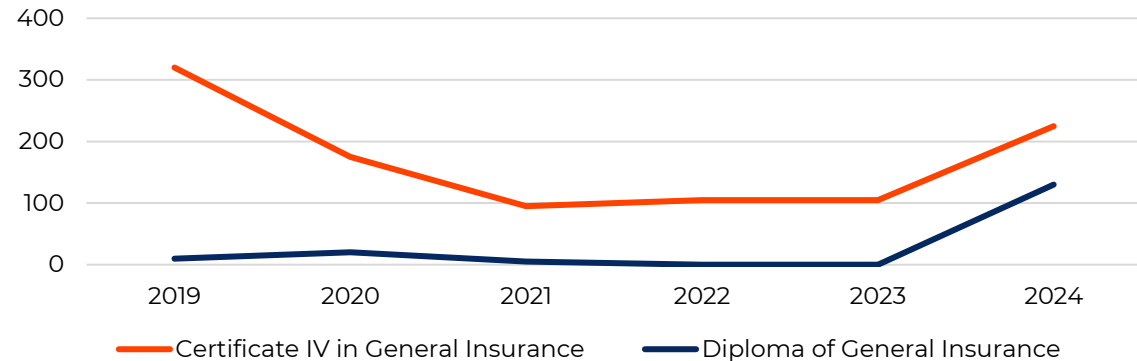
Graduate outcomes, completers (Certificate IV only):

97% employment rate
\$74,200 median wage

Adult students (25 years and older):

78% of Certificate IV commencing students
88% of Diploma commencing students

Qualification enrolments, commencing students, 2019 - 2024 (rounded)



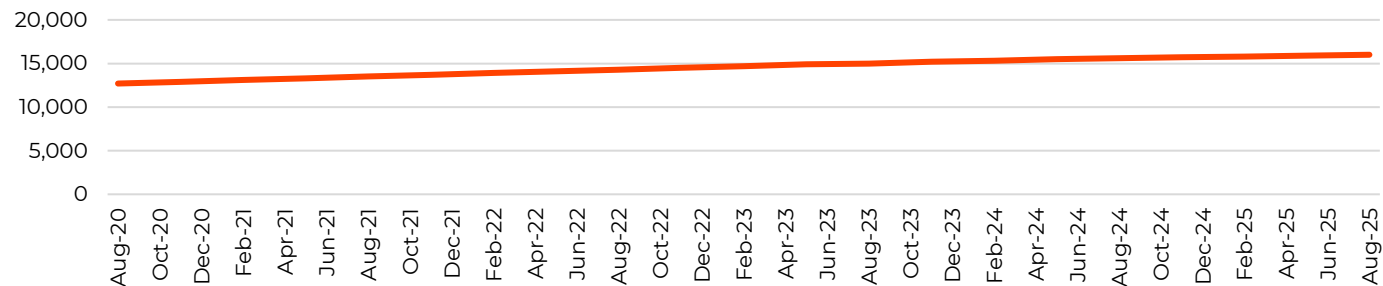
Note: Previous (superseded, equivalent) versions of the qualifications are included to allow for time series analysis.

Occupation: Insurance Agent

Median age: 41 years
Female share of employment: 53%
Full-time workers: 81%

Highest qualification levels:
30% No post-school qualification
34% VET-level
30% Higher education

Employment (5 years)



Sources: Outcomes data available from the Jobs and Skills Australia VET National Data Asset dashboard, accessed 08/01/2026: [VET National Data Asset \(VNDA\) | Jobs and Skills Australia](#). Qualification and student age data from NCVET 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025. Occupation data from Jobs and Skills Australia Atlas, accessed 08/01/2026, [Jobs and Skills Atlas - Insights into Australia's Labour Market | Jobs and Skills Australia](#)

Appendix C: Sector summary data trends

Insurance broking

Qualifications:

Certificate IV in Insurance Broking
Diploma of Insurance Broking

Graduate outcomes, completers (Diploma only):

97% employment rate
\$74,000 median wage

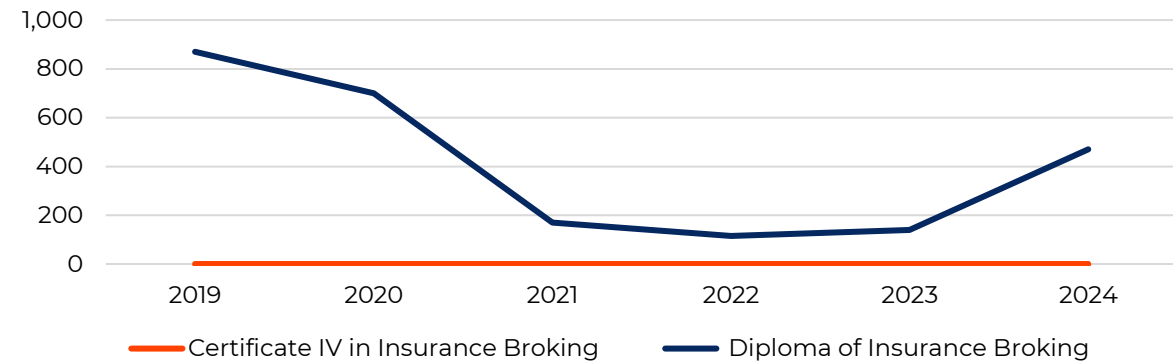
Adult students (25 years and older):

87% of Diploma commencing students

Full-time students:

14% of Diploma commencing students

Qualification enrolments, commencing students, 2019 - 2024 (rounded)



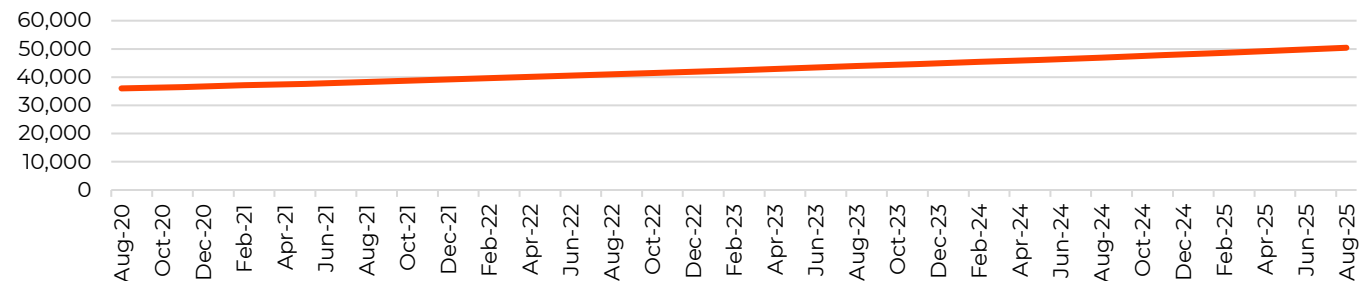
Note: Previous (superseded, equivalent) versions of the qualifications are included to allow for time series analysis.

Occupation: Financial Brokers*

Median age: 43 years
Female share of employment: 39%
Full-time workers: 88%

Highest qualification levels:
14% No post-school qualification
42% VET-level
39% Higher education

Employment (5 years)



Note: Financial Brokers include Insurance Brokers. Sources: Outcomes data available from the Jobs and Skills Australia VET National Data Asset dashboard, accessed 08/01/2026: [VET National Data Asset \(VNDA\) | Jobs and Skills Australia](#). Qualification and student age data from NCVER 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025. Occupation data from Jobs and Skills Australia Atlas, accessed 08/01/2026, [Jobs and Skills Atlas - Insights into Australia's Labour Market | Jobs and Skills Australia](#)

Appendix C: Sector summary data trends

Life insurance

Qualifications:

Certificate IV in Life Insurance

Adult students (25 years and older):

97% of Certificate IV commencing students

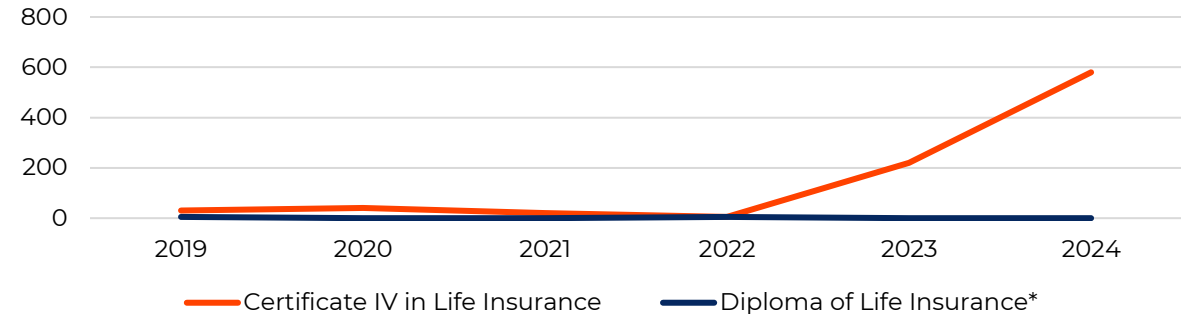
Employed students:

62% of Certificate IV commencing students
(3% employment status unknown)

Prior education levels of Certificate IV commencing students:

31% have a higher education qualification
15% have a prior VET qualification

Qualification enrolments, commencing students, 2019 - 2024 (rounded)



Note: The Diploma of Life Insurance was deleted in 2022. Previous (superseded, equivalent) versions of the qualifications are included to allow for time series analysis.

Occupation: Insurance, Money Market and Statistical Clerks

Median age: 39 years

Female share of employment: 70%

Full-time workers: 83%

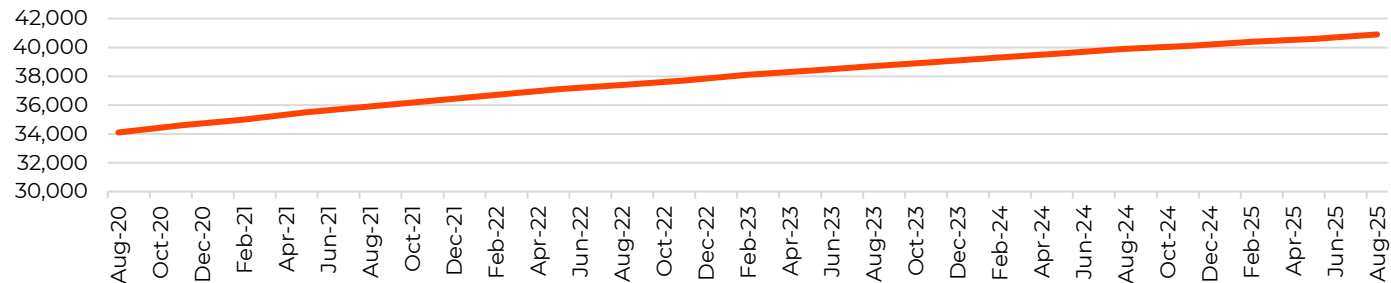
Highest qualification levels:

32% No post-school qualification

30% VET-level

32% Higher education

Employment (5 years)



Note: Insurance, Money Market and Statistical Clerks includes Insurance Consultants. Sources: Outcomes data available from the Jobs and Skills Australia VET National Data Asset dashboard, accessed 08/01/2026: [VET National Data Asset \(VNDA\) | Jobs and Skills Australia](#). Qualification and student age data from NCVET 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025. Occupation data from Jobs and Skills Australia Atlas, accessed 08/01/2026, [Jobs and Skills Atlas - Insights into Australia's Labour Market | Jobs and Skills Australia](#)

Appendix C: Sector summary data trends

Loss adjusting

Qualifications:

Diploma of Loss Adjusting

Adult students (25 years and older):

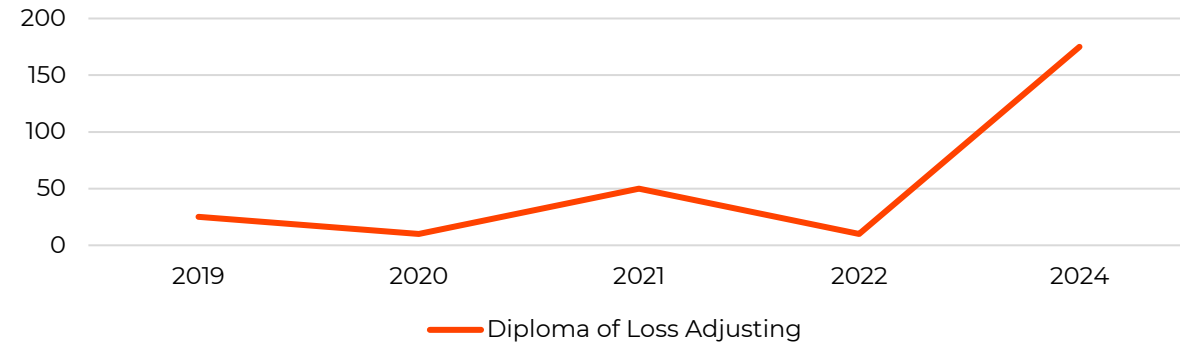
94% of Diploma commencing students

Location:

74% of Diploma commencing students are within major cities

100% of Diploma commencing students are within Victoria

Qualification enrolments, commencing students, 2019 - 2024 (rounded)



Note: Previous (superseded, equivalent) versions of the qualifications are included to allow for time series analysis.

Occupation: Insurance Investigators, Loss Adjusters and Risk Surveyors

Median age: 42 years

Female share of employment: 43%

Full-time workers: 89%

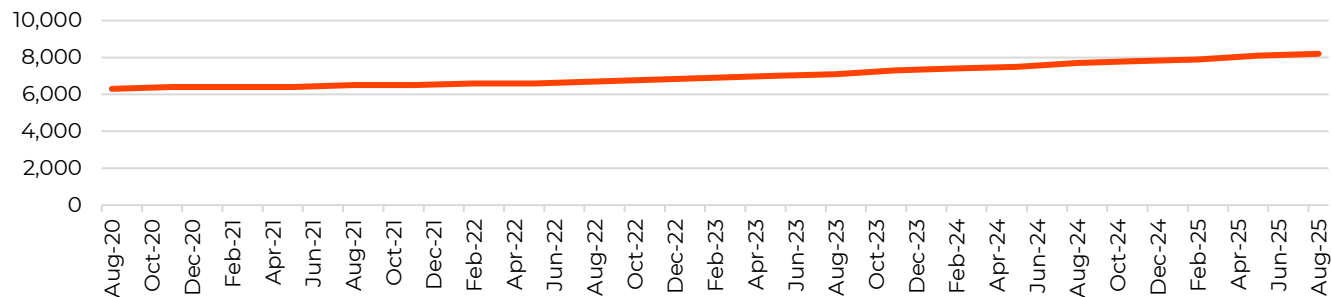
Highest qualification levels:

16% No post-school qualification

48% VET-level

32% Higher education

Employment (5 years)



Sources: Outcomes data available from the Jobs and Skills Australia VET National Data Asset dashboard, accessed 08/01/2026: [VET National Data Asset \(VNDA\) | Jobs and Skills Australia](#). Qualification and student age data from NCVET 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025. Occupation data from Jobs and Skills Australia Atlas, accessed 08/01/2026, [Jobs and Skills Atlas - Insights into Australia's Labour Market | Jobs and Skills Australia](#)

Appendix C: Sector summary data trends

Personal injury insurance

Qualifications:

Certificate III in Personal Injury Management
 Certificate IV in Personal Injury Management
 Diploma of Personal Injury and Disability Insurance Management

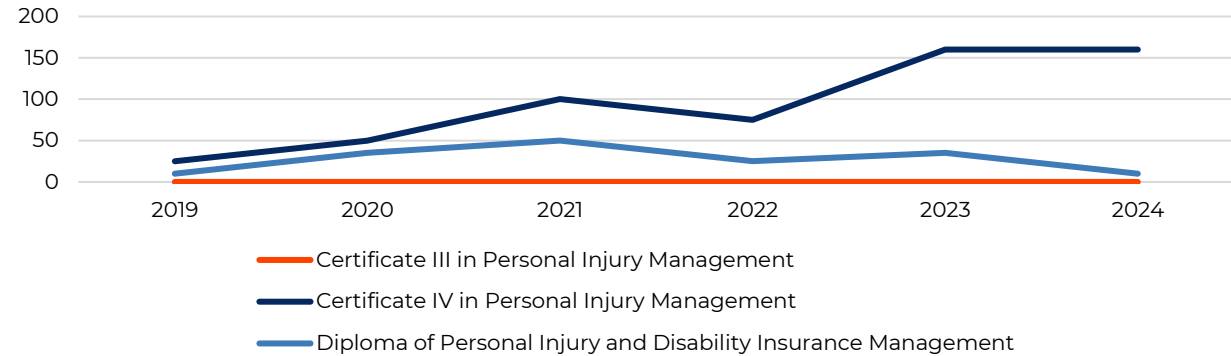
Adult students (25 years and older):

90% of Certificate IV commencing students
 100% of Diploma commencing students

Employed during training:

88% of Certificate IV commencing students
 100% of Diploma commencing students

Qualification enrolments, commencing students, 2019 - 2024 (rounded)



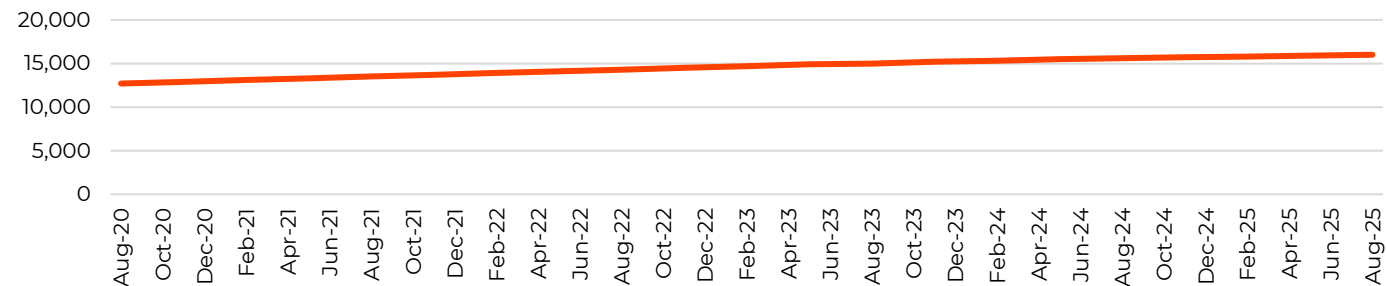
Note: Previous (superseded, equivalent) versions of the qualifications are included to allow for time series analysis.

Occupation: Insurance Agent

Median age: 41 years
Female share of employment: 53%
Full-time workers: 81%

Highest qualification levels:
 30% No post-school qualification
 34% VET-level
 30% Higher education

Employment (5 years)



Sources: Outcomes data available from the Jobs and Skills Australia VET National Data Asset dashboard, accessed 08/01/2026: [VET National Data Asset \(VNDA\) | Jobs and Skills Australia](#). Qualification and student age data from NCVET 2025, Total VET students and courses 2024: program enrolments DataBuilder, Commencing program status by Year, 2019–2024, accessed 17 December 2025. Occupation data from Jobs and Skills Australia Atlas, accessed 08/01/2026, [Jobs and Skills Atlas - Insights into Australia's Labour Market | Jobs and Skills Australia](#)