

Dated: February 2026

Strategic Advisory Committee

Terms of Reference

Background

Future Skills Organisation (FSO) is an independent, industry-led organisation established by the Australian Government to provide industry with a stronger, more strategic voice in ensuring Australia's vocational education and training (VET) sector delivers better outcomes for learners and employees across the finance, technology and business (FTB) sectors.

As a Jobs and Skills Council (JSC), we perform the following key functions within the national training system:

- **Workforce Planning:** Workforce planning is the FSO's strategic centrepiece, setting the context for everything else we do. The key objective of workforce planning is to address current and future workforce challenges, including skills gaps and shortages, in the finance, technology and business sectors.
- **Training Product Development:** Our approach to training product development is rooted in thorough workforce analysis, providing us with valuable insights. With a focus on ensuring high educational standards, our aim is to develop products that can be readily delivered by Registered Training Organisations (RTOs).
- **Implementation, Promotion and Monitoring:** We work with industry, government and training providers to align training packages for learners, their delivery and outcomes, to industry needs. We map and promote career pathways in industry and ensure the right training is available to get people into in-demand jobs.
- **Industry Stewardship:** At the core of our approach lies active listening, comprehensive consultation, and prompt action. We continuously strive for improvement to facilitate faster entry into the job market for learners, equipping them with the right skills at the right time.

Industry engagement sits at the heart of the success of the FSO, including the ability to collaborate effectively with employers, unions, training providers, federal, state and territory government, the other nine JSCs and Jobs and Skills Australia (JSA).

Overview

The Strategic Advisory Committee operates as a core part of the broader Future Skills Organisation Engagement Network, sitting alongside other strategic taskforces that bring together senior stakeholders to guide national workforce development. Its role is to provide strategic and operational advice across FSO's program of work, ensuring strong alignment between industry needs, education providers, and government priorities.

Purpose

The Strategic Advisory Committee will provide cross-sector strategic guidance to ensure FSO's program of work is targeted to the most critical workforce and skills needs across the finance, technology and business sectors. Convened by the FSO Executive team, the Committee plays a pivotal role in bridging strategy and operations by offering expert, sector-wide insight that strengthens the impact, relevance and coherence of FSO's activities. Committee members are carefully selected for their diverse experiences and high-level industry perspectives, enabling the Committee to rigorously assess priorities, surface systemic challenges and opportunities, and test FSO initiatives against real-world employer and industry requirements. Through this strategic oversight, the Committee instils confidence among stakeholders, ensuring the program of work remains aligned with FSO's overarching purpose and is endorsed prior to its submission to the FSO Board of Directors.

Roles and Responsibilities

The Strategic Advisory Committee has the following roles and responsibilities:

1. **Champion FSO's mission and strategy** - review and endorse the Strategic Plan and key deliverables like the Workforce Plan (WFP).
2. **Provide expert advice on skills and training needs** - offer insights into vocational training, qualifications, competencies, skillsets, and micro-credentials for the sector.
3. **Advise on career/education pathways and priorities** - identify opportunities, challenges, and evidence-based workforce planning approaches.
4. **Share industry intelligence and trends** - discuss sector-wide challenges, opportunities, and outcomes from prior strategies/initiatives.
5. **Consider diverse workforce perspectives** - address needs of employers, employees, learners, trainers, with emphasis on diversity, equity, and inclusion (DEI).
6. **Act as advocates and communicators** - serve as a mechanism for consultation, promoting FSO's work and fostering partnerships.
7. **Oversee priority projects** - provide direction on strategic workforce projects, training package updates, and project working groups.

8. **Ensure evidence-based recommendations** - inform FSO's workforce planning and development with practical, sector-relevant insights.
9. **Contribute effectively to meetings** - attend regularly, declare/manage conflicts, and uphold JSC Code of Conduct and organisational values.
10. **Support continuous improvement** - share insights on workforce matters and collaborate across committees & taskforces for cohesive outcomes.

Structure and Governance

The Strategic Advisory Committee will be governed by the following structure:

- An appointed Chair will provide leadership and direction to the committee.
- The Committee will convene virtually every quarter to discuss progress and initiatives. Members are expected to attend the majority of meetings.
- Participants will be invited by the FSO Executive Team to join the Committee based on the following considerations:
 - Their organisation's operation and influence in their relevant industry.
 - Knowledge & expertise in the FTB sectors, workforce insights, and capabilities – current and future environment.
 - Position of the individual as a key decision maker.
 - Diversity of experience.
 - Representation from a cross-section of organisations from small, medium, and large and include a cross-section of organisation types such as Union, Peak Body, Industry and Education providers, and from across Australia-wide locations.
- Due to the consultative nature of the Committee, a quorum is not required for meetings to proceed, however, if you are unable to attend and would like to nominate a proxy, please contact Martyna Gawron martyna@futureskillsorganisation.com.au.
- The Committee's administrative functions, session facilitation, and coordination will be overseen by FSO.

Fees & Costs

Strategic Advisory Committee members do not receive fees or reimbursements. Meetings will be held online to avoid additional costs. Any face-to-face meetings will be funded by FSO. Strategic Advisory Committee members should allocate time to review materials outside of meetings.

Conflict of Interest

To ensure transparency, accountability, and the highest ethical standards, this term of reference aims to establish clear guidelines and procedures to identify, disclose, and appropriately manage conflicts of interest that may arise during any engagement, project, or undertaking within our organisation. By addressing conflicts of interest proactively, we strive to maintain the trust of all stakeholders and uphold the organisation's commitment to ethical conduct and sound governance.

Strategic Advisory Committee members will be required to complete FSO's [Conflict of Interest Declaration](#) (in accordance with the JSC Code of Conduct) for recording on the FSO Conflicts of Interests Register.

Values

FSO core values are curious, ambitious, accountable and better together. Combined with base level professional principles of respect, inclusion and collaboration, the Strategic Advisory Committee will reflect these values in how it conducts its business and works together as a team.

Code of Conduct

As per the JSC Grant Agreement, Strategic Advisory Committee members are required to adhere to the JSC Code of Conduct.

Intellectual Property

Title in, and ownership of, all Foreground IP (i.e. IP that is created as part of FSO's work) will belong to the Commonwealth. Members of the Strategic Advisory Committee will not be able to make any IP claim on any project or decision they take part in.

Privacy & Confidentiality

- The name, organisation, job title and stakeholder category of Strategic Advisory Committee members will be published on the FSO website.
- Virtual meetings will be recorded for record-keeping purposes. Personal AI tools will not be allowed to join or be utilised in meetings.

- All Strategic Advisory Committee member information will be used and protected according to the [FSO Privacy Policy](#).
- If a member wishes to remain anonymous, they can inform FSO, and only their organisation name will be published.
- Members must treat all discussions, recommendations, and advice of the Strategic Advisory Committee as private and confidential unless permitted by FSO.

Declaration

To be completed once appointment is confirmed.

By signing this you agree to adhere to the:

Information outlined in this Terms of Reference document

- [JSC Code of Conduct](#)
- [FSO Conflict of Interest Policy](#) (and complete the [Conflict of Interest Declaration](#) if required)
- [Jobs and Skills Council Integrity Framework](#)

Acceptance of Terms of Reference

Signature

Print Name

Date: