



Annual Report to Members 2008-2009

October 2009

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From the Chair



A Message from John Vines, OAM

It is with great pleasure that I present the IBSA Annual Report 2008-09 to the members. We look back and consider IBSA's many achievements in a year filled with uncertainty in the global economy, a year of ideas and innovation including COAG reforms to meet government imperatives to boost workforce productivity and participation. It has been a period of substantial growth and success for IBSA.

IBSA and the other Industry Skills Councils (ISCs) are now recognised as integral elements in the national training system, and our voice is critical in future policy setting. IBSA is able to provide valuable insights and advice to stakeholders through a range of projects and activities.

IBSA has continued to successfully fulfil its purpose to articulate and meet the skills needs of its six industries through continuous improvement of the 11 Training Packages, implementing the innovation agenda for enterprise leadership and workforce development. We have begun a new program for developing and delivering outstanding products and services to support the Training Packages. Our workplan has recognised that the demand for skills and knowledge in Australia is being re-shaped by changes in work, changes in the labour market, changes in technology, compliance requirements, industry convergence and increasing competition in global markets.

Our work in 2008 shaped much of the innovative approach to our strategic planning for 2009 and beyond, resulting in international links with individuals, enterprises and systems in countries whose innovative approaches to workforce development provide a platform for productive collaboration. The Enterprise Innovation Summit held in June 2009 included Bernie Cullinan, CEO of Clarigen, Ireland, as special guest international speaker.

IBSA's planning has recognised that the impact of the global financial crisis, as well as an ageing population and workforce, means that skills development is a priority for all Australian enterprises and for all Australian governments. Skills needs remain a primary concern of employers, individuals need to enter the workforce with high levels of skills and knowledge and have the capacity for ongoing learning and skills acquisition. Changes in the role of ISCs in the Productivity Places Program have refocused IBSA's work more on workforce development at the enterprise level.

Our success in the last year has been evident in how we do business, striving to create strong connections. First, we have listened and responded to all our stakeholders, be it through forums with our Commonwealth and State Government colleagues, Skills Australia, State and Territory

Industry Advisory Bodies, Registered Training Organisations, industry and union peak bodies, and enterprises large and small.

Second, we are developing and sustaining products and services that are relevant to our many and varied stakeholders. Through our engagement with stakeholders we identified the need to enhance existing skills and provide pathways to higher qualifications for new or existing workers.

A third success factor in the last year has been our commitment to work collaboratively with others, particularly our ISC colleagues, on areas of mutual interest. We have collectively responded to policy issues around the national training system and we continue to work together to benefit the nation's skill building.

Engaging with our stakeholders is a key commitment for IBSA and we have sought to take every opportunity to maintain open communication. A most successful Board breakfast in Darwin during the 2008 Australian Training Awards brought together IBSA stakeholders and provided a very positive and valuable networking opportunity and exchange around innovation and training issues.

Through our 2009 Environment Scan (Escan), IBSA delivered strongly in relation to the priorities of the Council of Australian Governments (COAG), particularly with the identification of the human capital agenda to build workforce participation and productivity. Ongoing work with our industries proceeds by building solutions which are consistent with government initiatives and responsive to industries' needs.

In closing, I wish to thank the IBSA Board Directors for their commitment and ongoing support, and thank IBSA CEO Patricia Neden who took over the reins in August 2008. She and her staff are commended for their commitment and continued achievements in implementing the Board's strategic directions. I also acknowledge our partners and stakeholders who engaged with us, provided feedback through our interactive website, and contributed to our forums and events with advice and feedback.

For 2009-2010 I hope that our record of success and commitment to our stakeholders, industry partners and the individuals in the national VET system is strengthened and that we can together achieve the national skills agenda in innovative and creative ways.



John Vines

October 2009

Chair IBSA

This Report

This report looks at the period between July 2008 and June 2009 and evaluates IBSA's key achievements against the Key Performance Indicators for which it was funded by the Department of Education, Employment and Workplace Relations (DEEWR). The report reflects on the impact of the achievements for the system as a whole and provides extensive evidence to highlight the successful outcomes.

The DEEWR Funding Agreement with IBSA was initiated for a period of three and a quarter years beginning April 2008.

Overview

Industry Skills Council Role

Innovation and Business Skills Australia (IBSA) is one of eleven ISCs for the vocational education and training (VET) system recognised and funded by the Australian Government through the Department of Education, Employment and Workplace Relations. IBSA is the official voice on skills and training for a diverse range of industries leading the innovation economy:

- Business Services
- Cultural and Related Industries
- Education
- Financial Services
- Information and Communication Technologies and
- Printing and Graphic Arts

The Industry Skills Council program provides funding for ISCs that are independent, not for profit companies to perform a pivotal role in the national training system. They are involved in the development and maintenance of training materials, provision of integrated industry advice to Skills Australia and enterprises and engagement in workforce development activities.

The ISCs are funded to:

- provide integrated industry intelligence and advice to Skills Australia, government and enterprises on workforce development and skills needs
- actively support the development, implementation and continuous improvement of high quality training and workforce development products and services including Training Packages
- provide independent skills and training advice to enterprises, including matching identified training needs with appropriate training solutions; work with enterprises, employment service providers, Registered Training Organisations and government to allocate training places, and
- engage with State and Territory Governments, State and Territory industry advisory bodies and peak representative bodies in their areas of industry coverage.

From 2008, a three year funding agreement between the Department of Education, Employment and Workplace relations (DEEWR) and the ISCs reflected the strengthened roles of ISCs in the Government's *'Skilling Australia for the Future'* policy.

Working together, the ISC Forum has undertaken a variety of joint activities including meetings with State and Territory jurisdictions and joint submissions.

In December 2008, the ISC Forum met with the Tasmanian State Training Board & Minister, and in March 2009, with the South Australian Skills & Training Commission. Further, the ISCs have held meetings with Skills Australia and participated in the National Quality Council (NQC) 2009 Planning Day where ISCs presented ideas on specific issues including sustainability, national consistency, continuous improvement, and training products for the 21st century. IBSA's presentation focused on assessment and the Training and Assessment qualification.

The ISCs provided submissions as follows:

- Joint ISC response to Australian Qualifications Framework Council's (AQFC) Proposals for Strengthening the Australian Qualifications Framework
- Joint ISC report - *Sustainability – an industry response* submitted to the NQC
- Joint ISC/industry peak bodies' advice to the Ministerial Council Ministerial Council for Vocational and Technical Education (MCVTE) on 21st Century Training Products Final Report
- Joint ISC response to Skills Australia's *Foundations for the Future* submitted to Skills Australia and the Office of the Deputy Prime Minister
- Joint ISC position on COAG Skills and Workforce Development Sub Group Paper submitted to the NQC
- Joint ISC response to NQC/COAG Training Products options paper submitted to the NQC
- Joint ISC response to the Review of Australian Higher Education Discussion Paper submitted to the NQC. IBSA also provided a separate submission to the Review.

IBSA Strategic Directions

IBSA's mandate is to provide the formal link between industry and the national VET system. IBSA engages in innovative thinking and incorporates creativity, fresh approaches and collaboration to help build the capability, professionalism and innovative capacity of the Australian workforce, draws on widespread industry networks and actively engages its stakeholders in order to fulfil this mandate. IBSA develops vocational education products, undertakes research and delivers services under agreement with the federal government. It also develops and delivers a range of training support products, workshops and other services to enhance professional practice and to support skills development across IBSA industry sectors.

What makes IBSA unique is its whole-of-system impact: its extensive industry coverage, the major contribution of its industries to the nation's prosperity, and the responsibility carried by the first word in its title: innovation.

The Board's strategic focus represents IBSA's commitment to successfully fulfilling its purpose to articulate and meet the skills needs of its industries. The focus incorporates IBSA's dual function of serving the national training system by implementing national policy while at the same time strengthening its industries. This is achieved by using up to the minute market intelligence and, through frank advice, to influence and shape government policy, and the thinking of national bodies, on products and services to support industry and individual's use of the national training system. This includes recognising the imperative to develop a culture of investment in workplace learning which is attractive to mature age workers and their employers.

IBSA advances workforce skills development by giving voice and providing advice to industry, developing and sustaining relevant products and services, providing advice to RTOs on skills needs and solutions, engaging in innovation and exercising thought leadership.

IBSA's Reach, Influence and Impact

IBSA's industry sectors contribute about one quarter of Australia's GDP and require specific technical and occupational skills for their effective operation; more broadly, innovation and business skills help to create and sustain growth in all industries. IBSA covers six industry sectors that not only contribute to the business market, they also service other industries and so influence many aspects of Australia's productivity and labour market. IBSA industries and related occupations are fundamentally part of the transformation of Australia to a new economy centred on services and knowledge, with IBSA's occupations accounting for nearly 30% of the Australian workforce¹.

IBSA provides for skills beyond its six sectors in areas such as critical thinking, information and computer literacy, project and knowledge management, communication, and the capacity for creativity and innovation. Of the 1.4 million enterprises in Australia, 23% are represented directly in IBSA industries². Significantly, IBSA's 11 Training Packages have major cross-industry influence, with IBSA industries driving workforce skills formation across all industries in areas such as innovation, business acumen, financial and IT literacy, small business and employability skills.³ As at 30 June 2009, IBSA's Training Packages included 259 national qualifications, 41 Skill Sets and 3,467 units of competency.

Looking ahead, IBSA needs a deep understanding of its industry sectors, as well as the wider Australian workforce, to move beyond existing structures to new forms of training products and processes. This will reflect the needs of its industry sectors for responsiveness and innovation in workforce development.

The demand for skills and knowledge in Australia is being re-shaped by changes in work, changes in the labour market, changes in technology, increasing regulation and compliance requirements in specific sectors such as finance, industry and occupational convergence, and increasing competition in global markets. The impact of an ageing population and workforce, coupled with the need to increase participation in the Australian workforce, means that workforce skills development is a priority for all Australian enterprises and all Australian governments. Individuals need to enter the workforce with high levels of skills and knowledge and have the capacity for ongoing learning and skills acquisition. Within the next 10 years people over 45 years will contribute 80% of the growth in Australia's workforce. This reinforces the imperative to develop a culture of investment in workplace learning which is inclusive of mature workers and to develop the right learning products and skills solutions that meet their needs.

IBSA's occupational groups include a high proportion of knowledge workers such as managers, administrators, and associate professionals that work closely with professionals such as accountants.

¹ Bowles, Dr M and P Wilson, *Desktop information and gathering, collation and analysis of industries and occupations under IBSA coverage*, 2008, p5

² *Ibid*

³ Data gathered for Innovation and Business Industry Skills Report, 2006. See http://www.ibsa.org.au/downloads/Innovation_and_Business_-_Industry_Skills_Report.pdf

Knowledge work within industries and organisations, as well as innovation and creativity, are increasingly seen as critical ingredients of economic success.

In response to the Skilling Australia for the Future agenda and the skills challenges facing industry, IBSA undertook the first Escan in early 2008. Its dual purpose was to establish an initial benchmark of the skills, employment, occupational and training position of each of IBSA's six industry sectors; and second, to provide qualitative and quantitative information to DEEWR to strengthen the newly formed Skills Australia and Ministers' decisions; Escan is the primary tool through which advice on priority/essential workforce and skills development issues in IBSA's six industry sectors is provided.

IBSA's second environment scan, Escan 2009, was a substantial process with a more statistically demanding survey methodology and platform. It also included an assessment of the Escan methodology and recommended adjustments for Escan 2010.

The Escan substantially assists IBSA to influence governments, industries and other stakeholders' decisions on industry skilling and workforce development. IBSA works to increase its industry sectors' engagement with and use of the national VET system in order to achieve businesses' skills and productivity objectives.

IBSA's engagement with businesses through tailored workforce development projects provides important market intelligence for each industry sector. IBSA's products, both nationally endorsed and commercial, have been enhanced in response to end-user demand and changing requirements of the National Quality Council and COAG agendas. IBSA plays a critical role in developing standards and qualifications for VET practitioners and, in preparing for the review of the TAA Training Package, has focused on changes required for a wider VET workforce capability in both industry and training organisations. Escan data, gathered through strong engagement with industry, sharpens IBSA's focus on Training Package enhancements and ensures that training resources support industry needs.

For the purposes of Escan 2009, the main implications of IBSA's breadth of coverage are twofold:

- First, there are employees with skills that relate to the IBSA sectors, and training packages, employed across all industry sectors. Therefore changes in conditions that impact on other sectors will also impact on demand for training provided under IBSA Training Packages.
- Second, IBSA sectors are of fundamental importance to Australia's economic performance and productivity.

Key Themes

Innovation

Innovation guides IBSA's activities to keep pace with changes in the economy and reforms to the VET system. IBSA's role is to foster innovative thinking and practice in recognition that innovation is the main driver of competitiveness and economic and social development.

- IBSA's innovative training solutions look at key skills that organisations, managers and leaders of the future will need to boost business profitability and build capability. IBSA develops innovation tools to enhance enterprises and individuals and also continues to enhance the Training Packages to better incorporate management, leadership and innovation competencies.
- IBSA's innovative approach provides for skills formation and progression in an increasingly globalised, dynamic economy. Its Board Directors, the six Sector Advisory Committees (SACs) and the National Project Reference Groups (NPRGs) provide specialist sector and industry advice.

Continuous Improvement

IBSA's strategy within the Continuous Improvement Plan for Training Packages has focused on developing new products and services. The Training Packages are at various stages of maturity, usage, review, development and redevelopment through the process of rationalisation and removal of duplication. Many qualifications are now being developed to meet new and emerging skills needs, reflecting the key drivers of skill shortages, the technological base, and the fast pace of change in many of IBSA's industries.

The qualifications represent a mix of higher level skills outcomes to meet the needs of the innovation and knowledge economy, together with lower level qualifications which are providing pathways into industries for young people and new entrants to the labour market. IBSA has considered a range of continuous improvement options in its redevelopment work during the 2008-2009 period to take account of the needs of each industry sector.

Training Package endorsements

- The additions to ICT02 Telecommunications Training Package v3.0 were endorsed by the National Quality Council in November 2008. It is the essential tool for all training providers delivering Telecommunications programs. New units of competency were developed with a focus on digital communications media, such as digital television, cellular mobile networks and voice over internet protocols (VoIP).
- The ICA05 Information and Communications Technology v3.0 was endorsed by the National Quality Council in December 2008. The revised package addresses the challenge of maintaining an Australian workforce at the cutting edge of new technology. The enhancement involves the inclusion of specialised units in E-security and Radio Frequency Identification Device (RFID), as well as incorporation and validation of units to meet emerging needs surrounding New Generation Networks and/or Wireless Broadband.
- The BSB07 Business Services v2.0, with new units of competency in Intellectual Property and in Business Continuity, was endorsed by the National Quality Council in December 2008. The revised Training Package has resulted in eight new units of competency, six new Skill Sets and revisions to existing units.
- The CUS09 Music Training Package v1.0 was submitted for endorsement in June 2009.

Stakeholder engagement

In order to provide the Government, Skills Australia and the NQC with well-developed and validated advice and information, IBSA undertook its second environment scan (Escan) in 2009 of the skills and training position of its industries, with a particular focus on small business.

IBSA participated in a Skills Australia forum held individually with each ISC and the State industry advisory bodies in August 2008 to examine the dimension of current skills needs and the consequences for enterprises in the industries where occupation needs were identified.

As a result of the successful IBSA-State Advisory Body forum in Adelaide, the IBSA board approved the establishment of a more formal annual IBSA-National State Advisory Body conference, the first of which was held in Melbourne in May 2009.

During the period, IBSA produced six e-newsletters distributed to IBSA stakeholders via the database of well over 30,000 recipients covering industry and enterprises, RTOs, Commonwealth and State and Territory Governments, Industry and Professional bodies and a range of other individuals. The e-newsletter has focused on updating and informing stakeholders through highlighting IBSA events, activities and workshops including IBSA presentations and participation in stakeholder activities.

Achievements against Key Performance Indicators

At its strategic planning day in October 2008, the Board confirmed the strategic directions and focus in line with the three-year funding agreement signed between DEEWR and IBSA until June 2011. In determining its KPIs for 2009, IBSA recognised that industry and individuals need skills and workforce development solutions that must address converging industries and occupations.

A strong recruitment drive at the start of the reporting period meant that high level, professional staff were in place to implement the strategy.

IBSA developed its Strategic Plan 2008-2011 based on the Board's intent, through IBSA's products and services, to support the development of industry skills needed for a flexible, innovative and adaptable workforce through: giving voice to industry's needs and requirements, providing leadership in the development of training products, helping to shape national systems to enable and support innovation, and capturing and capitalising on new thinking and ideas.

IBSA recognises that risk management is an essential component of good management practice and is committed to a partnership between directors and management to ensure the implementation of risk management processes. A Risk Management Strategy and Matrix was developed to ensure that IBSA monitors, reports, updates and manages risks proactively across the organisation.

The 2008-2011 Strategic Plan notes that it is now timely to take stock of the Training Packages in a more analytical and robust way, using indicators of demand and measures of fit for purpose. The IBSA workplan has incorporated a range of activities to anticipate and respond to industry and workforce drivers and the demand for content and configuration updates. The following summarises achievements and impacts for the July 2008 – June 2009 period and while some projects have been allocated to a particular KPI area, they will have multi-KPI impact. The major thrust of the workplan has been the continuous improvement development work which provides a tangible and innovative approach to ensuring the currency of IBSA products.

The following highlights key IBSA innovations and achievements in the Funding Period, 1 July 2008-30 June 2009:

- A key collaboration with government and industry was to establish an innovation reference group and hold the *Enterprise Innovation Summit* for 60 invited delegates from industry, research and government sectors.
- IBSA sponsored the inaugural *Sustainability and Green IT iAward* at the National Australian Information Industry Association (AIIA) iAwards, presented to recognise outstanding technology innovation that delivers improved environmental outcomes addressing sustainability issues such as recycling, power consumption and applications of IT to undertake any activity in a more sustainable manner
- Through a joint COAG and National Quality Council initiative around the Training Packages of the 21st Century, IBSA undertook a project looking at how flexibility could be built into the IT, Screen & Media, Telecommunications and Printing & Graphics Training Packages to successfully attract young people.
- IBSA matched funding from *Reframing the Future* to successfully pilot a wiki with TAA practitioners. The Board agreed to allocate funding to maintain the wiki and provide a forum to feed into the review of the TAA
- Through the wiki and linked to the launch of TAA support resources used at national professional development workshops, first steps were taken towards establishing a professional development network for VET trainers and assessors
- In seeking stronger engagement with stakeholders, in addition to face to face consultations, IBSA's Training Package consultations were undertaken through on-line discussion forums using the Victorian Government's not-for-profit network, my connected community (mc²)
- As part of the Innovation Framework project, IBSA contracted the Society for Knowledge Economics (SKE) to develop the *IBSA workplace capability tool* which engaged enterprises in a pilot study looking at the skills needed to foster innovation, boost business profitability and build individual and organisational capability
- IBSA held an inaugural State Advisory Body Network forum focused on open communication and close engagement of the State and Territory Industry Advisory Bodies with IBSA's key activities, including the Escan
- IBSA was an exhibitor and staff and Board Directors attended the Department of Education, Employment and Workplace Relations *Big Skills* conference which brought together industry, peak bodies and tertiary education and training stakeholders to discuss strategy and policies in challenging times. With over 1200 delegates, the conference provided an excellent opportunity for IBSA to showcase the new TAA learning resources
- IBSA launched its new interactive website with clear and easy navigation, feedback, information and links, of particular note, the link to SkillsOne videos highlighting the successful training in IBSA industries

Key Performance Indicators

The 2008-2009 Annual Report evaluates IBSA's performance in relation to the Key Performance Indicators:

1. Giving voice to industry
2. Developing and revitalising fresh products and services
3. Providing advice to enterprises and RTOs on skills needs and solutions
4. Engaging in innovation and new thinking

KPI 1 Giving voice to industry

IBSA has broad networks and connections across its industries and within the national training system.

In 2008-2009 IBSA has engaged and communicated with a wide range of stakeholders to provide integrated industry intelligence and advice to government, VET and industry stakeholders. IBSA continued to work cooperatively with the other ISCs on cross-industry issues, including the Leadership in Workplace Language and Literacy strategies through convening the ISC WELL Network. This Network provides all ISCs with the opportunity to build their knowledge of workplace literacy and numeracy issues and to incorporate this knowledge into their work programs. IBSA undertook a research project to gather information from State and Territory Training Authorities about Language, Literacy and Numeracy support available for existing worker participants in the Productivity Places Program (PPP). In addition, the ISC WELL network assisted DEEWR with planning for the introduction of a new WELL broker initiative and developed information for employers on partnering with RTOs to implement training. A guide was produced to help training product developers use the Australian Core Skills Framework.

Much of IBSA's work is of a cross-industry nature and a number of projects were completed to provide support across the system. IBSA commissioned Workplace Agenda to undertake a mapping exercise in relation to its project management competency standards. One key recommendation was for all ISCs to discuss possible future harmonisation of project management competencies across all Training Packages.

Another valuable cross-industry project successfully completed was the IP Australia funded development of units and Skill Sets which have widespread application and relevance. For the first time a consolidated, comprehensive set of units and Skill Sets targeting Intellectual Property has been made available in VET for use across all industries.

To ensure continued engagement, advice and communication with stakeholders including the Commonwealth and State and Territory Governments and Skills Australia, ISCs undertook their second environment scans of their respective industries. IBSA's Escan 2009 provided analysis of data and research through consultations with IBSA's Sector Advisory Committees and a web-based survey across IBSA industry sectors.

Escan 2009 surveyed all IBSA industry sectors with validation across all states and territories including employer, employee and business representatives. In responding to key workforce skills needs, survey respondents identified priority areas of shortage. Many respondents acknowledged that, as an enterprise, their competitive edge depended on upgrading the essential skills of their staff.

Escan 2009 was submitted to the Department in February 2009 with the major finding being that skills needs remain a primary concern of employers. Despite easing of shortages during 2009 it confirmed that employers will continue to find staff retention difficult. Sector-specific extracts were made available on the IBSA website and the key sector messages from Escan 2009 were:

- Despite anticipated industry downturn during 2009 business services skills are likely to remain in demand as they are critical to employment and job roles across the economy.
- Cultural and creative sectors need VET to meet the demands of learners for specialisation and excellence, while seamlessly integrating components from other Training Packages including other IBSA areas such as ICT and business services.
- Education, specifically in VET, needs to again become an attractive career option despite potential easing of labour demand from current financial effects on retirement plans. Innovative partnership-based delivery will become more important as the traditional classroom model fades. Impact of the Bradley Higher Education report may be significant.
- The sudden change in the global environment is having a significant impact on the financial services sector with continued uncertainty about the severity of the downturn and what this means for VET. VET-acquired finance skills generally remain in high demand with enterprises adopting innovative approaches to workforce skills development to meet emerging business needs.
- Addressing continuing, acute information and communications technologies skills needs requires a concerted and coordinated response from industry and government; opening skills pathways and promoting ICT careers is essential – especially when ICT capabilities are increasingly important to the wider economy, whether it is in growth or decline.
- Printing industry indicators are relatively static but opportunities are available as a consequence of technology and innovation; related job roles are not necessarily widely known to industry entrants. A lack of RTOs who deliver printing qualifications constrains development of non-traditional skills pathways.

The Board agreed at its October 2008 meeting to a suite of principles to maximise interactions with and contributions from the two important stakeholder groups: the Sector Advisory Committees and the State and Territory Industry Advisory Bodies.

As a result, the inaugural IBSA-State Advisory Body national network conference was held in Melbourne in May 2009 with the participation of all Industry Advisory Bodies from IBSA industry sectors. Discussion focused on the collection and articulation of demand and skills needs across small, medium and large enterprises and the identification of cross industry issues, such as technological convergence and occupational spillage.

IBSA participated in meetings of the national ISC Forum and contributed to collective advice and submissions to DEEWR and Skills Australia, through the Chair, the CEO and technical officers, identifying cross-industry issues and cross-ISC solutions on workforce development.

IBSA's staff actively engaged with industry sectors through presentations, workshops, sponsorship activities, conferences and industry networks. IBSA provided judging panel support for a range of government-sponsored and sector-based awards events. Of note on the IBSA calendar were the Australian Human Resources Institute (AHRI) Conference, the ICT industry's iAwards, the Australian Telecommunications Users Group (ATUG) awards, the National Print and the Australian Interactive Media Industry Association (AIMIA) awards, two awards at SpArta 2009, the Victorian culture and recreation sectors awards, TAFE ICT (NITCIN) meeting, Global TV Technical Television Operators College meeting, sponsoring the Australian Council for Private Education and Training (ACPET) and TAFE Directors Australia (TDA) Conferences, exhibiting at the Australian International Education

Conference, the NCVET Conference, the WA DET Training Forum and IBSA's National Project Reference Group meetings.

Industry-specific stakeholder engagement activities include the following achievements which have had significant impact on IBSA's relationships with its industries:

In the **Education** portfolio, there was major engagement with the "industry" of training and assessment through the series of 10 national workshops conducted by IBSA as a consultation process for the review of the Certificate IV in Training and Assessment. Two major outcomes of these workshops, involving nearly 300 stakeholders, were:

A significant contribution to the revision of the qualification; and

An equally significant contribution to IBSA's role and authority in this industry. The response to the workshops and the tone of their operation was overwhelmingly positive for IBSA.

In developing a Vocational Graduate Certificate and Diploma in Language, Literacy and Numeracy (LL&N), IBSA commenced an engagement with VET and community practitioners and professionals at an intensive level. By the end of June 2009 IBSA had consulted with significant individuals and groups within this sector as well as building a substantial data base.

Participation by IBSA on the Steering Committee of a NCVET project on "Crediting vocational education and training for learner mobility" provided an opportunity to influence significant policy makers in issues such as articulation; identified by the Australian Government as a priority in the tertiary sector of education and training.

During this period IBSA also participated in a Steering Committee for the development of a Vocational Graduate Certificate in Education for Sustainability. This Victorian based accreditation process is being undertaken by the National Centre for Sustainability at Swinburne University and the NSW Department of Education and Training, with IBSA contributing an important national perspective. Again this is in an area identified as a strong priority by the Australian Government. (IBSA is now chairing this committee).

In the **Financial Services** area, IBSA extended its reach into a number of Financial Services organisations including liaising with ASIC (Australian Securities and Investments Commission) around negotiation on licensing; meeting with the ATO (Australian Taxation Office) about bookkeeping and BAS service provision, discussions with organisations around new credit management licensing, and the establishment of stronger connections with key industry associations.

A key stakeholder achievement in the **Information and Communications Technology** portfolio was the IBSA publication *Report into making ICT-related Training Packages more flexible and relevant to young people* (Bowles & Wilson, March 2009). This report provides commentary and data to support how national approaches to ICT education and training should be reformed to accommodate young people. Feedback from industry and RTO stakeholders indicates that it has support in its findings and recommendations.

The Printing & Graphic Arts portfolio highlight was the IBSA Industry Breakfast held during the industry's PacPrint Exhibition at which IBSA Board Members Philip Andersen and Steve Walsh, IBSA Industry Manager Eddie Hardman, and Peter Canavan from Australian Industry Group presented. It was an opportunity to network closely with 30 key industry representatives whose relationship with IBSA is key to success.

KPI 2 Developing and Revitalising Fresh Products and Services

In order to develop and maintain high quality Training Packages, IBSA embarked upon its **Continuous Improvement Plan** across each of the Training Packages. A new Training Package planning, development and endorsement model has been operating during the 2008-09 period. This has lifted IBSA's profile and credibility and enhanced IBSA's strategic connections for gathering market intelligence.

IBSA's Continuous Improvement Plan, available through IBSA's website, is developed through targeted research, market intelligence, stakeholder feedback and data gathered through IBSA's online tools such as the Review and Feedback Register and the Virtual Helpdesk.

The Continuous Improvement Plan 2008-2009 signalled a major move forward in commencing a more systematic "review" and enhancement of several packages, most notably FNS04 Financial Services, ICP05 Printing and Graphic Arts and ICT02 Telecommunications. This approach and proposed work under the CIP 2009-2010 will result in the significant update and general recoding of IBSA Training Packages, thereby providing an ideal base for implementing less extensive or fundamental change using a continuous improvement philosophy.

IBSA's **Review and Feedback Register** provides a clear and transparent mechanism for both project specific feedback and ongoing Training Package issues from industry and other stakeholders on all IBSA Training Packages and Training Package related projects. Striving to improve and develop innovative business systems for client service, IBSA is exploring the use of other media for consultation and feedback purposes, e.g. online web conferencing and wiki.

The following outlines the Training Package achievements in the period:

Business Services

- ⇒ BSB07 Business Services Version 1.1 released September 2008, Version 2.0 approved January 2009.
- ⇒ Addition of eight new units on intellectual property
- ⇒ Revisions to 11 qualifications to include intellectual property units as electives
- ⇒ Addition of six Skills Sets on intellectual property
- ⇒ Addition of three new units on business continuity

Frontline Manager and Manager 2020 Scoping project was undertaken to provide recommendations on how best to incorporate Manager 2020 principles in skilling solutions for all levels of management and leadership qualifications across all IBSA Training Packages. Consultations were undertaken nationally and feedback was posted to the online discussion forum and reported to the National Project Reference Group. The outcomes of this project are:

- final scoping report indicating the Certificate III in Frontline Management should be removed from the BSB07 Business Services Training Package
- a comprehensive analysis of current management, leadership and innovation competencies and qualifications across all IBSA Training Packages
- in the short term IBSA should identify and address critical gaps in BSB07 and amend units of competency to incorporate the principles of Manager 2020
- development of two new units at AQF 5 on managing diversity and managing internationally

- common and core management competencies for team leaders, supervisors, middle and senior management roles.

The recommendations of this project will now inform the Innovation, Management 2020, Frontline Management and Marketing, Advertising and Sales project being undertaken in 2009-2010.

Fresh Thinking about Management Small and Micro Business project was completed with the following outcomes:

- a *Register of Skills Development* and the *Strategy for Engaging Small and Micro Businesses* available on the IBSA website
- contextualise learner guides developed for the units of competency TAATAS501B and TAADEL403B, for small and micro businesses
- IBSA brochure on “Fresh Thinking About Management Skills for Small and Micro Businesses”
- Small Business Skill Sets

The project provided a valuable resource for small and micro businesses that was not previously available. The resource will assist businesses nationally to identify organisations that can help them work through business issues and find the most appropriate solutions, some of which may be training solutions. The list of organisations in the reference guide is not exhaustive and IBSA has set aside resources to ensure it will be periodically updated.

Project Management Skills and Scoping project was successfully completed to more closely align IBSA’s Project Management competencies with the Project Management competencies in the Government Skills Australia (GSA) Training Package and the Australian Institute of Project Management (AIPM) standards. A detailed report was produced showing a clear mapping between the three Project Management standards. The first report, the mapping of AIPM standards to BSB07 Project Management Standards was released and uploaded on IBSA’s website. The second report, mapping between GSA’s Project Management competencies and IBSA’s Project Management competencies may lead to another project that is currently being negotiated with GSA. The new project’s objective will be to harmonise Project Management competencies across all Industry Skill Councils.

The project to **Review the Legal Services qualifications** reviewed three Legal Services qualifications. Initial consultations with various Industry stakeholders indicated that national uptake of these qualifications was not great but various state accredited courses were delivered in high numbers. IBSA then consulted with various State and Territory Training Authorities to consider the basic flaws in the existing qualifications which resulted in low uptake of the qualifications, and the outcome was a revised draft of the Certificate IV & Diploma of Legal Services. The draft qualifications are now uploaded on IBSA’s website for feedback and the project is due to be finalised by December 2009. The revised Certificate IV will have 6 new units & the Diploma 7 new units with very minor changes to Certificate III in Legal Services.

The **Scoping of Sales, Marketing and Advertising Qualifications in BSB07** was completed. The outcome of the project was a final report recommending:

- the development of new and revision of existing units of competency in the Certificate IV in Marketing, Advertising and Sales, Diploma and Advanced Diplomas of Marketing and Advertising, (and possibly Certificate IV)
- changing the unit ‘Monitor safe workplaces’ from core to elective (Certificate IV in Business Sales)

- review of the core units in Advanced Diploma of Marketing to distinguish them better from those in the Diploma of Marketing
- amending the packaging rules to provide more choice of electives from outside BSB07 (Certificate IV in Marketing and Diploma of Marketing).

The project to **develop guidance materials** to support training and learning in relation to skills sets for **Intellectual Property**, including an implementation kit with learner, training and assessment resources and a guide for employers was commenced.

The **Business Service Industry Learning** project to develop innovative learning resources for 22 units of competency to service Business and Frontline Management and assist Registered Training Organisations market the qualifications was started with the establishment of a steering committee, the commencement of the development of resources, and the appointment of RTOs to deliver the training using the resources.

The **Innovation system Qualifications/Skill Sets project** was nearing completion as at 30 June 2009. The outcomes of the project are:

- a final scoping report indicating that there was no demand for new qualifications in “innovation systems” - there is, however, acknowledgement that innovation as a skill needs to be developed in the Australian workforce
- a resource to assist teachers and trainers to develop the innovative skills of learners.

The project indicated that there is great interest in innovation as a skill that needs developing in the Australian workforce, and a concern that trainers and assessors do not develop these skills sufficiently in their students. Consequently, the resource *Developing Innovative Skills* is designed for trainers in the VET system. It will assist trainers to cultivate the innovative skills of their learners whilst also developing their technical skills and knowledge and fostering the employability skills of initiative and enterprise. It will also provide advice on how to assess and deliver innovation skilling.

Cultural and Related Industries

CUS01 Music Training Package

⇒ The Music Training Package was reviewed and submitted for endorsement as CUS09.

The development of the Music Training Package provides an opportunity for expanding nationally recognised training in the music industry. As well as responding to technology changes and emerging skills and training needs in digital technology, the package sees an expansion in sound production to encompass a broad range of contexts from live music concerts and stage productions to sound recording, mixing and editing on the screen, media and interactive industries.

The impact and relevance of this revised and comprehensively updated package will be felt across all levels and genres of the music industry. Its application will span schools, private tuition, VET, ACE and higher education sectors of training and education.

CUE03 Entertainment

⇒ Addition of six new units of competency

⇒ Replacement of qualifications arising from the review of CUF01 Film TV Radio and Multimedia Training Package

CUV03 Visual Arts, Craft and Design

- ⇒ Addition of 17 new units and two new qualifications
- ⇒ Addition of a Skill Set

Education**TAA04 Training and Assessment**

- ⇒ Addition of three Skill Sets
- ⇒ Replacement of units of competency to include requirements for RPL
- ⇒ Addition to elective list of units

Review of Certificate IV in Training and Assessment

As the AQTF mandated qualification for entry level trainers and assessors in Australian VET changes to this qualification will have an immediate impact on the training and assessment of all participants in VET. When completed the revised qualification should be a more fit for purpose entry level qualification, enabling a new focus on higher level qualifications for trainers and assessors. The proposed changes will enhance the professionalism of key parts of the VET workforce, with significant “knock on” effects in all learning across every Australian industry.

A major engagement with the “industry” of training and assessment was the series of 10 national workshops conducted by IBSA in May 2009, as a consultation process for the review of the Certificate IV in Training and Assessment. Two major outcomes of these workshops, involving nearly 300 stakeholders, were:

- A significant contribution to the revision of the qualification; and
- An equally significant contribution to IBSA’s role and authority in this industry. The response to the workshops and the tone of their operation was overwhelmingly positive for IBSA.

The project undertaken with Victoria University to examine TAA practitioner expectations and experiences with the TAA04 was completed, and a report outlined how the qualification adds value to practitioners’ skills.

Vocational Graduate Certificate and Diploma in Language, Literacy and Numeracy

In developing a Vocational Graduate Certificate and Diploma in Language, Literacy and Numeracy, IBSA commenced engagement with VET and community practitioners and professionals at an intensive level. By the end of June 2009 IBSA had consulted with significant individuals and groups within this sector as well as building a substantial database.

These high level Vocational Graduate qualifications can be used by various practitioners and professionals in the VET and community sector and represent a high priority to assist in the up skilling of the Australian workforce by DEEWR. It is anticipated that the qualifications will fill a growing gap in the qualifications market place for practitioners/professionals and enable a more concerted approach to adult language, literacy and numeracy issues.

Vocational Graduate Certificate and Diploma

The feasibility study to consider transforming the South Australian Advanced Diploma in Language, Literacy and Numeracy VET practice into the Vocational Graduate Certificate and Diploma was

undertaken with draft qualifications developed and consultations held with stakeholders and the National Project Reference Group, due to be completed by December 2009.

Financial Services

Review of Financial Services Training Package

A major engagement with the Financial Services industry was the series of face to face national consultation seminars for the scoping of the Review of Financial Services Training Package conducted by IBSA in October, November and December 2008. The major outcome of these workshops, involving nearly 80 organisations across the country, was:

- Feedback on the review project included 28 recommendations for the new FNS04
- A detailed report finalised and loaded on IBSA's website
- A database was developed that assisted other key IBSA's project and activities
- Enhanced relationship with various State Advisory bodies as they supported IBSA in organising these seminars.

Various means of consultation were used during the scoping project, including an online discussion forum which was an effective tool, providing stakeholders with an additional means for in depth feedback. The final report was posted on the IBSA website following approval by the National Project Reference Group. The development project began in June 2009 and will result in a new Financial Services Training Package ready for endorsement in 2010. Revised and new financial services licensing arrangements will be underpinned by skills from the updated Financial Services Training Package.

Information and Communications Technologies

ICA05 Information and Communications Technology

- ⇒ Version 3.0 approved December 2008
- ⇒ Addition of two new qualifications
- ⇒ Addition of 11 new units of competency for Radio Frequency Identification (RFID) and E-security

ICA05 Information and Communications Technology Training Package v3.0 has provided Industry with eleven new competencies covering Radio Frequency Identification (RFID) and E-Security and two new qualifications in E-Security and Network Security.

ICT02 Telecommunications

- ⇒ Version 3.0 approved November 2008
- ⇒ Addition of eight new qualifications
- ⇒ Addition of three imported qualifications from CUF07 Screen and Media Training Package
- ⇒ Update of six existing qualifications
- ⇒ Addition of 17 new units
- ⇒ Minor changes made to seven existing qualifications
- ⇒ Deletion of two elective units

ICT02 Telecommunications Training Package v3.0 update project began in March 2009 to enhance and update the Training Package to reflect the evolving and emerging ICT technologies and skills needs. This project update will provide industry with greater flexibility and learning opportunities in meeting future training needs.

Workshops and meetings were conducted in all States and Territories and over 300 ICT Stakeholders have been involved in consultations. The response and involvement of ICT companies, RTOs and Industry Bodies has been invaluable and provided overwhelming support for the update work being undertaken. Scheduled to go to the National Quality Council in November 2009, the qualifications and Skill Sets contained within the Training Package will support the initial National Broadband Network and Digital switchover government initiatives.

Vendor Certification Mappings

The IBSA website contains mappings of vendor certifications to competencies. The website has been updated to incorporate changes made to the ICA05 Information and Communications Technology Training Package v3.0. Access to these Vendor mappings is provided by IBSA as a service to Registered Training Organisations.

Pathways to ACMA Cabling Provider Rules Cabler Registration

IBSA completed a project that worked with TITAB Australia Cabler Registry Services, Australian Communications and Media Authority (ACMA) and ElectroComms and Energy Utilities Industry Skills Council (EE-Oz Training Standards) to establish the current 'Pathways to ACMA Cabling Provider Rules Cabler Registration' (ACMA June 2009). This endorsed document provides guidance to Cabler Registration Service Providers, Registered Training Organisations and workers seeking ACMA Cabling Provider Rules (CPR) restricted and open registration.

Printing and Graphic Arts

ICP05 Printing and Graphic Arts Training Package Enhancement project consultations were undertaken with 120 VET and industry stakeholders nationally and the submissions and feedback collated and reported to the National Project Reference Group.

The project will address the emergence of digital technology in the printing industry and will incorporate skills that are critical for the survival of the industry in an ever increasing global economy. The outcomes of the project are the development of pathways for digital printing, the review of all qualifications to determine their fitness-for-purpose and the inclusion of workplace simulation advice in the Assessment Guidelines.

Cross Industry

Skill Sets Phase 3 - Support material for BSB07 (Intellectual Property) and ICT02 (Broadband)

The resources for the Broadband Skill Set provides essential support for facilitators and assessors to implement the skill set to enable smooth Government's national roll-out of broadband. The support material for the IP Skill Set provides essential guidance to training providers in the delivery and assessment of this IP Skill Set in BSB07 Business Services Training Package.

KPI 3 Providing Advice to Enterprises and RTOs on Skill Needs and Solutions

IBSA has built a high degree of industry acceptance of its innovative approach through a number of projects that provide advice for employers/enterprises, governments and advisory bodies. IBSA continues to be accessible to enterprises and training organisations providing services, solutions, expert advice and listening to their feedback.

In the period, the IBSA website was redeveloped using interactive Web2.0 tools to enhance services and expand communication channels, providing an increased repository of resources and feedback, improving interactivity for a range of purposes, including planning training and professional development.

Using the website and through distribution of newsletters, IBSA has communicated with stakeholders about development and maintenance of Training Packages, workforce solutions such as new qualifications and Skill Sets pathways created for those entering or re-entering the workforce or upskilling. In an Industry Skills Councils partnership, IBSA contributed to the development and testing of an online skills needs analysis tool (SkillGap) that assists business to identify their key productivity issues and skills solutions options. The Skills Council partnerships continue to grow and IBSA proposes a wide testing of the skills needs analysis capability across its industry sectors in 2009-2010.

IBSA has sought opportunities to work with industry to encourage take-up of the available qualifications and make Training Packages more relevant, namely through development of a professional development program to accompany the Business Services Training Package, advising as to how it can be used innovatively and to best effect.

In response to the Government's Skilling Australia for the Future initiative, IBSA worked with industry stakeholders to identify appropriate qualifications to meet skills needs. IBSA collaborated with DEEWR and ISCs on a communication strategy for the Productivity Places Program and designed a workshop program to support RTOs to develop their capability to respond to the productivity-driven training needs of enterprises.

IBSA conducted a series of professional development workshops for BSB and TAA practitioners across the country designed to assist trainers and assessors in using the new IBSA resources and share information on implementation. The impact has been very positive with feedback indicating a high level of satisfaction with the processes.

IBSA provides essential service to its stakeholders by responding to the numerous queries through direct contact or its virtual helpdesk on technical and implementation matters around Training Packages as well as general VET issues. IBSA's expertise is utilised on questions around qualifications structures and rules, RPL and assessor requirements, pathways, transition requirements and employability skills. Indeed, the number, source and range of client enquiries have dramatically increased over the 2008-2009 period. IBSA's ongoing interactions are with government departments, Industry Advisory Bodies, employer associations, private and public RTOs, consultants and enterprises. In addition to responding to requests for information or advice, IBSA is often asked to provide presentations or attend meetings, forums and workshops.

KPI 4 Engaging in innovation and new thinking

Modelling innovative behaviour by incorporating creativity, fresh thinking and collaboration into all of its work, IBSA continues to develop products and services that help to build the innovative capacity of the Australian workforce.

IBSA has integrated the use of new media technologies in all major Training Package projects. The Victorian Government's 'my connected community' (mc²) discussion boards were used for the Review of the Certificate IV in TAA, the Review of the Legal Services Qualifications and the Review of the Financial Services Training Package.

Other innovative engagement models used in the Training Package projects include the following examples across the sectors which have considerable impact:

Information and Communications Technology

The update of the ICT02 Telecommunications project has seen the adoption of new approaches to consultation with the use of a wiki as well as the use of workshops, meetings and telephone calls. The establishment of 'Specialist Focus Groups' had proved to be increasingly effective as a consultation tool and methodology as a means of covering broad and diverse sectors. The 'Specialist Focus Groups' have been highly successful and are providing invaluable input into the development of new and existing qualifications structures and competencies. They have been formed with Industry support and the involvement of subject matter experts providing guidance and input in addressing industry required outcomes.

The statistics from the wiki site indicate that access levels are high; however, most respondents still prefer to provide feedback through traditional methods of telephone calls and emails. As the wiki becomes more acceptable as a communication medium it will in the future provide an excellent platform for interaction with stakeholders.

Education

IBSA has started to engage directly with groups such as primary and secondary teachers of Language, Literacy and Numeracy with a view to developing Vocational Graduate level qualifications in LL&N as professional development instruments sometime in the future. This is indicative of a growing opportunity to satisfy skilling needs (with VET solutions) for a wide base of already qualified (Higher Education) workforce.

Financial Services

IBSA has implemented an innovative way to engage maximum stakeholders to cover all the sub sectors within the Financial Services industry. IBSA invited key stakeholders to be members of Expert Working Groups for each of the finance sectors. The role of the Group members is to provide in-depth advice on how the Training Package components should be revised and/or added to so they accurately and comprehensively reflect future industry job roles and training needs. Group members will also be asked to comment on iterative drafts of reviewed qualifications and competencies to ensure they are meaningful to industry and explicitly cover regulatory requirements.

Industry focus

IBSA has moved into the public sphere of dialogue on innovation and what it means for Australia confining its engagement to discussions that focus specifically on the workforce development, training, skills and capabilities required for innovation. Following the Board International Study Tour

in mid 2008 to examine the planning and infrastructure in place in other leading economies to support innovation, IBSA produced *Innovation Inside: Implementing an innovation culture within enterprises: Learning from the experiences of leading international innovation economies*.

The Innovation National Reference Group comprising key stakeholders from industry, government and research sectors, planned an enterprise innovation summit which took place in June 2009 at Parliament House in Canberra. Sixty delegates participated in the summit which explored ideas, problems and solutions with leaders of enterprise innovation as well as key tertiary sector leaders and industry associations. The summit was officially opened by The Hon Dr Craig Emerson MP, Minister for Competition Policy and Consumer Affairs; Minister for Small Business, Independent Contractors and the Service Economy; Minister Assisting the Finance Minister on Deregulation.

The starting premise was that there is already a compelling case for greater engagement in enterprise innovation to increase national productivity, prosperity and social well-being. Richard Marles MP addressed the summit and emphasised the critical relationship between innovation and enterprise and national productivity. The speakers presented ideas and case studies, including comparisons with other countries and discussion focused on international and domestic responses to enterprise leadership development to create a culture of innovation for productivity in the workplace.

A brief background paper outlining the current state of enterprise innovation in Australia set out some perspectives on innovation and the ways in which leadership, management and culture within organisations contribute to innovation and productivity.

The purpose was to contribute to the development of a new agenda to improve the leadership and management of Australian enterprises and the skills of our workforce more broadly to increase Australia's capacity and capability for innovation.

IBSA also contributed to public debate around innovation through the NQC/COAG Joint Steering Committee project ISC Research – Flexible Packaging of Training Products, involved IBSA preparing a paper through targeted consultation to facilitate stakeholder discussion and feedback. The IBSA paper examined how flexibility could be built into the IT, Screen & Media, Telecommunications and Printing & Graphics Training Packages to successfully attract young people.

Sector Advisory Committees

The IBSA Constitution provides for one Sector Advisory Committee (SAC) for each Industry with members reflecting the bipartite nature of the Company with relevant employer and employee representatives. Under the Constitution, the SACs report to and are responsible to the Board, providing advice on all areas pertaining to specialist areas for that sector. SAC membership is primarily organisation based, with organisations invited to be members and then nominating individuals.

The membership of IBSA's six SACs is continually reviewed and updated. During 2008-2009 a key strategy was implemented which saw an increase in participation by State and Territory advisory bodies. Additionally, the year was characterised by engagement in IBSA's Escan, labour market analysis and forward planning activities. The SACs met twice in a planned and strategic way to maximise their input as a source of industry advice in the Board's planning cycle.

In accordance with the Sector Advisory Committee (SAC) Terms of Reference, IBSA continued its engagement of industry and training providers through teleconferences and meetings held in September-October 2008 and May-June 2009 with the six industry SACs which provided structured input to the Board's strategic planning process. Two new Sector Advisory Committee Chairs were appointed, John Maizels for the Cultural and Related Industries sector and Lloyd Driscoll in Financial Services

Some changes in SAC membership across the industry sectors as well as the revitalised Industry management structure within IBSA provided the basis for improved effectiveness of the SAC structure in the period. The SAC Chairs were invited to participate in the October 2008 Board planning day and Chairs or their representatives attended: Philip Andersen (Printing) Lloyd Driscoll (Finance), Peter Canavan (Business), Anne Jones (Education), Michael Hedley (ICT) and Craig Delahoy (Cultural).

At its October meeting, the Board agreed that in order to provide key stakeholders with appropriate representation in IBSA's structure and to ensure that input from the SACs is maximised, IBSA would invite State and Territory Industry Advisory Bodies plus a representative from jurisdictions without an Advisory Body structure, to sit on IBSA's six SACs.

The SACs were also the testing ground for IBSA's industry research and Environmental Scan in early 2009. The individual SACs also had two face-to-face meetings and teleconferences for specific consultations, and provided valuable market intelligence on products and services as well as workforce skilling.

It is with thanks that we provide the names of individual members and their representative organisations for each of the six Sector Advisory Committees active during some or all of the period July 2008 - June 2009.

Business Services

- Patrick Cullen (Chair)** AIM (WA Branch)
- Richard Brooks** Council of Small Business Organisations Australia (COSBOA)
- Peter Canavan** Australian Industry Group (AIG)
- Lyn Goodear** Australian Human Resources Institute (AHRI)
- Anna Henderson** Business Skills Victoria (BSV)
- Jemma Houghton** Salesforce Australia
- Allan Jones** Financial, Administrative and Professional Services Training Council Incorporated
- Elizabeth Lendrum** Business Services Industry Skills Board SA Inc
- Michael Meredith** Australian Teleservice Association (ATA)
- John Nucifora** Australian Services Union (ASU)
- Andrew Rimington** Victorian Employers' Chamber of Commerce and Industry (VECCI)
- Serge Sardo** Australian Human Resources Institute (AHRI)
- Lin Windram** Australian Marketing Institute (AMI)

Cultural & Related Industries

- John Maizels (Chair)** Society of Motion Picture and Television Engineers (MITC)
- Margaret Birtley** Collections Council of Australia
- John Buckmaster** Sydney Film School
- Craig Delahoy** Australian Broadcasting Corporation
- Lynn Gailey** Media, Entertainment & Arts Alliance (MEAA)
- Mal Gammon** FutureNow – Learning for Life (WA State ITAB)
- David Hamilton** Australian Entertainment Industry Association (AEIA)
- Merrin Jensen** The Lampshade Collective
- Sue Marriott** Women in Film and Television (WIFT)
- Greg McLean** Australian Services Union (ASU)
- Mike McNabb** Game Developers' Association of Australia (GDAA)
- Sam Nicolosi** Creative Industries Skills Council (CISC)
- Terry Noone** Musicians' Union of Australia (MUA)
- Kath Papas** Ausdance Victoria
- Dagmar Schmidmaier** Australian Libraries and Information Association (ALIA)
- Lynne Spender** CREATE Secretariat
- Catrina Vignando** Craft Australia
- Genevieve Wearne** Verve - Knowledge and Skills
- Derek Whitehead** Australian Libraries and Information Association (ALIA)
- Tamara Winikoff** National Association for the Visual Arts (NAVA)

Education

Michael Brough (Chair) Skills Tasmania

Paul Byrne IBSA Director

Jeannie Cotterell ACT Department of Education and Training

Patricia Forward Australian Education Union (AEU)

Dr. Sandra Gattenhof National Affiliation of Arts Educators

Jennifer James NSW Public Sector ITAB

Dr. Anne Jones Victoria University

Wanda Korndoffer, TAFE Development Centre

Margaret Mackenzie Victorian Curriculum & Assessment Authority (VCAA)

Matthew McGowan National Tertiary Education Union (NTEU)

Suzy McKenna Reframing the Future

Rebecca Slingo Insurance Australia Group (IAG)

Andrew Smith Australian Council for Private Education and Training (ACPET)

Garry Traynor Sydney Community College

Chris Watt Independent Education Union (IEU)

Julie Zappa TAFE Directors Australia (TDA)

Financial Services

Lloyd Driscoll (Chair) National Institute of Accountants (NIA)

Karen Barrett Australian Financial Markets Association

Del Cseti Australian Institute of Credit Management (AICM)

Kerry Curtin Financial Planning Association of Australia (FPAA)

Michael Eichler Insurance Australia Group (IAG)

Kate Frost National Insurance Brokers Association of Australia (NIBA)

Angela Jolic Finance Sector Union

Clim Pacheco The Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Belinda Robinson Association of Superannuation Funds of Australia (ASFA)

Anne Rutter St George Bank

Andrea Slattery Self-Managed Superannuation Funds Association (SPAA)

Liz Ward Learning Advisory Services Australia Pty Ltd

Ewen Wilson The Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Information & Communications Technology (ICT)

Michael Hedley (Chair) Australian Information Industry Association (AIIA)

Lyn Anderson Optus

Melanie Brenton Service Industries Training Advisory Council

Angela Cacciotti Optus

Peter Dale Australian Government Information Management Office (AGIMO)

Emma Dean Graham DGIT Consultants Pty Ltd

Ian Dennis Australian Computer Society (ACS)

Rob Durie Durie Consulting

Ros Eason Communications, Electrical, Plumbing Union (CEPU)

Alex Frazer EPIC Industry Training Board

Rick Furnell Australian Communications & Media Authority

Paul Kinchington Telstra

Dirk Klein Curam Software Australia & New Zealand

Norman Lacy Information Technology Contract & Recruitment Association (ITCRA)

Henry Louey CompTIA

Tess McDonald Department of Innovation, Industry, Science and Research

Peter O'Connor Foxtel

James Westwood-Beere Telstra Corporate Learning

Printing

Philip Andersen (Chair) Printing Industries Association of Australia (PIAA)

Peter Canavan Australian Industry Group (AIG)

Lorraine Cassin AMWU Print

Peter Dwyer AMCOR

Kerim El Gaballi Prografica Printing

Alex Frazer EPIC Industry Training Board

Greg Grace Heidelberg Print

Joan Grace Print NZ

John Kirk Clayton UTZ

Peter Lane Lane Print Group

Rob Lloyd RT Screen Printing and Graphics

Neal McLary Printing Industries Association of Australia (PIAA)

Kirk Peterson Document Printing Australia (DPA)

Bob Snedden Communications Industry Training Advisory Board - NSW

Steve Walsh AMWU Print