



FINAL REPORT TO DEEWR

**UNDER THE 2008-2011 FUNDING
AGREEMENT**

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Executive summary

IBSA is committed to developing, continuously improving and supporting the implementation of high quality, nationally recognised training products and services that respond to industry skills needs. IBSA aims to maximise cross-industry competencies and incorporate new and emerging skills needs that respond to the contemporary and future work environment

In summarising IBSA's progress for the period 2008 - 2011 we can consider IBSA's many achievements in the context of three years of ideas and innovation including the Bradley Review, VET Products for the 21st Century, the national broadband agenda and COAG reforms to boost workforce productivity and participation.

It was a period of substantial growth and success for IBSA. IBSA now offers 294 qualifications across its 12 Training Packages and there are nearly 300,000 participants in training in the packages, with Business Services the most highly used of all national Training Packages. The Training and Education Training Package is unique in the training system as it underpins training delivery in every industry sector and includes new qualifications ranging from entry and higher level trainer and assessment, higher level language, literacy and numeracy skills and other VET professional qualifications.

IBSA has continued to successfully fulfil its purpose to articulate and meet the skills needs of its six industries through continuous improvement of its 11 Training Packages, implementing the innovation agenda with applied research projects, workshops and tools for workforce development. We have progressed our program for developing and delivering outstanding products and services to support the newly endorsed Training Packages. Our workplan recognised that the demand for skills, capability 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.

This Final Report for the funding period 2008-2011 provides details of activities, our achievements and the impact our projects have had in supporting the skills and training agenda as set out in the Agreement and beyond.

IBSA achievements at a glance

The following outlines the four strategic areas of focus during the period. The report demonstrates IBSA's progression of the four performance objectives for which it is funded, and reinforces IBSA's commitment to undertaking research to support developing, continuously improving and supporting the implementation of high quality, nationally recognised training products and services that respond to industry skills needs. In addition, IBSA has been committed to maximising cross-industry competencies and incorporating new and emerging skills needs that respond to the contemporary and future work environment.

Giving voice to industry

IBSA's stakeholders are many and varied, and IBSA has continued to engage its Sector Advisory Committees to provide the critical positioning for IBSA's success. IBSA has enhanced its engagement activities, with targeted stakeholder communication strategies which satisfy stakeholder needs for information, participative involvement and knowledge sharing. IBSA launched a number of products, provided support to our industries through participation and presentations at industry-specific and cross-industry forums, and partnered with key industry players to develop innovative training solutions and services.

Developing and revitalising fresh products and services

Every project undertaken by IBSA results from strong engagement with our industry stakeholders and customers and IBSA is committed to enhancing the impact and influence of the national VET system. Undertaking research and analysis to scope the needs of the sectors and providing timely support and high quality products and services continued to be the hallmark. New projects were scoped for development and IBSA utilized expertise of staff and consultant services to establish the requirements and set in train the briefs for successful outcomes.

Providing advice to enterprises and RTOs on skill needs and solutions

Developing a new website was the key to IBSA enhancing its engagement activities and focusing on targeted stakeholder communication strategies. Stakeholder needs for information, participative involvement and knowledge sharing was strengthened throughout the period. In relation to offering workforce development advice to our six industry sectors, IBSA has pursued multiple pathways and models. We have worked most productively with the other ISCs and DEEWR to contribute to the national skilling agenda to develop solutions that support workforce skills development.

Engaging in innovation and new thinking

Innovation capability is recognised by IBSA as a key to the development of an innovative workforce and economy. IBSA has contributed to public debate and involved key stakeholders in its innovation activities, including undertaking an international study tour which led directly to targeted industry and enterprise engagement and the development of an organisational capability assessment tool.

Detailed overview of activities

Over the period IBSA detailed its achievements through its Annual Reports. The following outlines the key achievements under each of the Key Performance Indicators incorporating highlights from the 2010-2011 business plan.

KPI 1 Giving voice to industry

IBSA has continued to provide integrated industry intelligence and policy advice to our key stakeholders, DEEWR and Skills Australia, and to provide valuable insights and advice to other stakeholders through a range of activities, primarily the annual Environment Scans (Escan). Escans are tested across all states and territories and highlight key workforce skills needs and priority areas of shortage.

Research activities have been a key interest of IBSA and over the period we have supported and participated in VET system-wide projects with organisations including NCVER, ACER, the Business-Higher Education Roundtable and the Australian College of Educators. IBSA staff actively engaged with industry sectors through presentations, workshops, sponsorship activities, conferences and industry, international and VET practitioner networks, including DEEWR's Big Skills Conference in March 2009, the Skills Australia conference in 2010 and the NCVER conferences during the period. IBSA has also provided judging panel support for a range of government-sponsored and industry sector training award events.

A very important part of IBSA's governance arrangements are its Sector Advisory Committees (SACs) for each industry. Each SAC draws together the diverse elements that make up an integrated sector. IBSA's Constitution provides for one SAC for each of its six sectors, with members reflecting the bipartite nature of the company through relevant employer and employee representatives. The SACs have provided effective feedback for the annual Escans through initial advice, market analysis and validation forums as well as for forward planning activities. The membership of IBSA's six SACs is continually reviewed and updated and in order to enhance their invaluable industry input, the SACs were expanded in 2008 to include a broader range of industry representatives, including State and Territory industry training advisory bodies. The SACs have not only been the testing ground of IBSA's industry research and Escans, but also provided market intelligence on products and services and workforce skilling opportunities. The SAC chairs or their representatives have participated in each of the Board strategic planning days during the period and have provided a vital contribution.

IBSA has also built a strong network with the State & Territory Industry Advisory Bodies through annual workshops to provide updates and ensure strong collaboration throughout the Training Package development and endorsement process. In addition, IBSA has travelled annually to each State and Territory to meet with the training authorities and their key stakeholders for discussion of the progress of the Training Package updates and the Escan process.

During the early part of the agreement period, IBSA delivered in relation to COAG priorities in identifying and developing skills sets across a number of industries to build workforce participation and productivity. IBSA has

also actively supported the COAG/NQC initiative around VET Products for the 21st Century and streamlining Training Packages.

As a national ISC, engaging with our stakeholders is a key commitment for IBSA and we have taken every opportunity to maintain open communication. IBSA has held Board Meetings in Victoria, Western Australia, New South Wales, Northern Territory and Queensland to ensure the national focus is maintained with an opportunity to meet with key stakeholders in their home states and hear first-hand about the expectations they have, and the challenges they face, in working with the national training system. SAC meetings, product launches, professional development workshops and project reference group meetings and consultations are also held across the States and Territories to provide IBSA stakeholders with the opportunity to participate in national events.

Indeed, engagement with stakeholders and strong communication has been a key focus. IBSA's communication channels have much improved during the period, with a redevelopment of the website completed in mid-2009. The website now has greater interactivity for products and services, expanded advisory services, an increased repository of resources, an improved news facility and a fit-for-purpose feedback mechanism. While stakeholder response to the new website has been overwhelmingly positive, improvements have continued to be made each year to maintain the high standard.

In a cooperative spirit to identify cross-industry issues and provide integrated advice to Government, IBSA has been a key participant and initiator of cross-Industry Skills Council activities and events at the Chair, CEO and technical officer levels. Through joint work with DEEWR, the ISCs have identified issues and solutions for workforce development. They have held forums and provided advice and submissions, including in 2008-9 to the Skilling Australia Discussion Paper, the Higher Education Review and the Innovation System Review. IBSA subsequently contributed to the Department of Industry, Innovation, Science and Research's *Australian Innovation System Report 2011*.

In the 2010-11 financial year, the ISCs made presentations to the Ministerial Council for Tertiary Education and Employment (MCTEE) on national skilling and productivity issues. In November 2010, IBSA Chair John Vines, on behalf of the ISC Chairs, presented to the inaugural MCTEE Industry Forum a paper on the role of ISCs and enterprise-based initiatives that promote better skills utilisation. The Chairs also participated in the MCTEE Industry Forum held in March 2011 on the investment in vocational education and training.

Joint ISC work in which IBSA participated during the period 2008-2011 includes the redevelopment of the joint website and publications, events and tool development including:

- ISCs - A story less told
- Environmental Sustainability: An industry response
- Joint submission to Skills Australia's 'Creating a future direction for Australian vocational education and training'
- 'No more excuses': an industry response to the language, literacy and numeracy challenge
- An inaugural joint conference "Strategies for the future"
- Submission to the Productivity Commission's Issues Paper on the Vocational Education Training Workforce
- Joint submission to DEEWR on National Foundation Skills Strategy for Adults
- 'Skillsgap' workforce development tool to enable enterprises to begin the process of analysing their workforce development needs.

The ISCs have met as a group with DEEWR to progress the implementation of VET system requirements such as the move to Training.gov.au and the streamlining of Training Packages. In addition, the priority area of language, literacy and numeracy has been a major joint focus across the ISCs, with IBSA managing the ISC Workplace Language and Literacy (WELL) network for four years up to 2009.

During the 2010-2011 year IBSA undertook other stakeholder activities including providing a response to the Skills Australia paper *Creating a future direction for Australian vocational education and training* discussion, a

submission to the Productivity Commission report into the VET workforce, a submission to the Expert Panel's report: *A shared responsibility-Apprenticeships for the 21st Century* and a submission to and appearance by the Chair and CEO at the Senate inquiry into ISCs.

In addition, IBSA was on the organising committee for the inaugural Skills Australia conference, *Using Skills Productively* held in September 2010 and actively participated in the NCVER innovation research conference *Fostering enterprise: The innovation and skills nexus* in November 2010, with Chair John Vines a panellist. Immediately following the conference, IBSA hosted one of the key international presenters, Lesley Giles, Deputy Director of Research and Policy at the UK Commission for Employment and Skills, who shared insights and discussed the UK experience of developing policy to inform the work on skills and employment. She was keenly interested in IBSA's experience and activities contributing to achieving high performance workplaces.

We have also supported the research activities of Australian organisations including NCVER, the Business-Higher Education Roundtable, *Reframing the Future*, and the Australian College of Educators and participated in forums and conferences for VET practitioners, international education and training and business associations.

As a member of the Government's Consultative Forum on Mature Age Participation which provides advice to the Minister for Workplace Participation, IBSA joins a number of key organisations working to support increased productivity and participation in the Australian workforce.

At the request of the Australian Government, IBSA has been pleased to meet with and hold discussions with a range of senior international delegations. These visits have provided the opportunity for sharing information and paving the way for high level collaboration. Among the delegations were the Singapore Workforce Development Agency, the East Timor National Labourforce Development Institute, the PNG Finance Department Corporate Services Division, the Bhutan Ministry of Labour and Human Resources, the Indian Minister for Human Resource Development and his Ministerial delegation, the Bombay Stock Exchange delegation and most recently IBSA CEO met in Canberra with the Chair of the Indian National Skills Development Corporation.

In summary, IBSA has worked with government, enterprises, industry, union and association stakeholders to improve the national training system within our six sectors and beyond. To fulfill its brief to communicate with stakeholders about research undertaken, the environment scans, development and maintenance of Training Packages, workforce development skilling solutions and future careers and innovations, IBSA has delivered regular e-newsletters and constant online news updates during the period.

KPI 2 Developing and revitalising fresh products and services

A key DEEWR requirement has been for IBSA to develop and maintain high quality Training Packages. In the past three years IBSA has implemented a continuous improvement review and revitalisation of each of its 11 Training Packages.

Every project undertaken by IBSA results from strong engagement with our industry stakeholders and customers and IBSA is committed to enhancing the impact and influence of the national VET system. Undertaking research and analysis to scope the needs of the sectors and providing timely support and high quality products and services continued to be the hallmark.

IBSA's work program is one of continuity and progress which engages stakeholders across the country in both face-to-face meetings and webinars. Priority issues across the system guided IBSA's work, particularly ensuring that the Training Packages have the flexibility rules built in as required by the National Quality Council as well as the green and sustainability skills incorporated.

In addition, applied research was undertaken into management and leadership, and, as a result of stakeholder consultation, innovation systems training resources rather than qualifications were developed.

During the period IBSA undertook a number of Training Package and ISC upgrades to incorporate NQC Flexibility Rules, DEEWR Green Skills requirements and minor corrections to qualifications and units. The Music

Training Package was endorsed in 2009, the Printing and Graphic Arts, Training & Education and Financial Services were endorsed during 2010, and the Integrated Telecommunications and Information & Communications Technology were endorsed in 2011. In addition, the development and validation work was completed for NQC submission for the new Live Performance Training Package.

Two cross-industry projects to scope Skills for Sustainability and to look at Lean Skills were undertaken across all IBSA Training packages. The project looked at determining if current units should be included as core units in all or selected IBSA qualifications through identifying the need and support for industry-specific skills as core competencies and identifying gaps for development of additional units as required by industry

Applied research was undertaken to validate findings from the annual environment scans and contribute to the work focus across the industry sectors. Reports were published and made available on the IBSA website in Telecommunications; Printing; Cultural and Creative industries; Language, Literacy and Numeracy; Financial Services; and Business in terms of Management and Leadership.

In order to support IBSA's core work, the major undertaking in 2009 was the redevelopment of the IBSA website, a project which successfully transformed a static site into a modern, interactive, informative and clever website with easy navigation and focus on users. The website has also undergone improvement in the subsequent period, for example, in relation to Training Packages, the review and feedback register to assist stakeholders provide input into content and form for Training Package projects was reviewed and redeveloped, as was the careers website which was transformed into the Jobseekers and Learners site, providing interactive guidance and links to careers, skills and qualifications. The website now provides a searchable database of occupations, related qualification and training information and links to useful resources.

Using technology more extensively to support the projects has been a hallmark of how IBSA has worked in the 2008-11 period. Project feedback has been gathered through the use of wikis and other online discussion forums where stakeholders have been able to discuss and collaborate to support the outcomes. New professional development workshops were held using webinars which has proven to be a valuable means to include stakeholders in regional locations.

IBSA has also undertaken a major development of learning resources across a number of the Training Packages, namely Business Services, Financial Services and Training & Education. High quality resources have been made available to support the delivery of qualifications across the Certificate III, Certificate IV, Diploma and Advanced Diploma in Business Services, the Certificate IV in Training and Assessment and the Certificate IV and Diploma of Financial Services. The resources are available as part of a learning management system, in DVD or in print formats, to support RTOs better deliver IBSA Training Packages.

A number of partnerships were developed with training organisations using the new e-Learning support resources and the new Learning Management System. IBSA worked closely during 2009 with its key stakeholders to test the functionality of the Learning Management System which has continued to have outstanding responses. By the end of the 2010-11 year, 30 training organisations were using the Learning Management System and e-learning content, with the number of units developed across the Training Packages exceeding 200.

Internal processes were reviewed and improvements implemented in relation to computer software, internal policies and procedures, structure of shared network and document management.

To assist RTOs and to upskill trainers in delivery, IBSA provided Training Package workshops across the country, in major cities and in regional centres when new packages were endorsed. This was particularly important for the Training and Education Training package which attracted over 1,300 trainers from across all industry training sectors.

The 2010-2011 financial year saw the initial focusing on the major system-wide undertaking: streamlining of Training Packages. IBSA has been strongly supportive of the work undertaken by TVET to improve the design of units of competency, qualifications and Training Packages, a key component of VET Products for the 21st Century project. As part of the project managed by TVET, IBSA has looked at all its Training Package qualifications and commenced streamlining the existing content.

The following outlines the overall key sector-specific Training Package product and service achievements during the period.

Business Services

The revised Business Services Training Package was endorsed in December 2007 and during the period 2008-11 adjustments were made in response to industry requests and requirements. The following outlines the continuous improvement activities across the various streams within this diverse Training Package during the three year agreement period from 2008-11:

Project Management: Mapping to Australian Institute of Project Management (AIPM) standards was undertaken to provide a clear framework for credit transfer between the Training Package qualifications and the AIPM and public sector competency standards.

Small Business: A suite of supporting and guidance materials for small and micro businesses were developed, including a brochure, "Fresh Thinking About Management Skills for Small and Micro Businesses," relevant for any organisation providing a service to small business including mentoring, a web *Register of Skills Development*, and a resource primarily aimed at RTOs, *Strategy for Engaging Small and Micro Businesses*. In addition, a number of links to relevant business sites were made available on the IBSA website.

Small business support resources: IBSA also developed guidance materials to support training and learning in relation to small business intellectual property skill sets. Learner and training resources, an assessment resource and an industry/enterprise guide for employers were included in the implementation kit.

Business Continuity: New qualifications and skills sets were endorsed and guidance materials developed for business continuity and business sustainability to provide support to trainers and assessors.

Intellectual Property: New qualifications and skills sets were developed by IBSA which was contracted by IP Australia to develop new intellectual property units. These were endorsed and guidance materials were also developed to provide support to trainers and assessors.

Business Service Industry Learning (Pathfinder) project: Learning resources were developed to service Certificate III in Business and Certificate IV in Frontline Management and marketing tools were provided to assist RTOs to market these qualifications to potential trainees.

Legal Services: New qualifications in Legal Services at the Certificate and Diploma levels were developed and endorsed in early 2010.

Occupational Health and Safety: An inventory was taken of licence and current/emerging OH&S requirements within IBSA Training Packages, predominantly the ICT, Entertainment and Business Services packages along with a clarification of the national standards required in anticipation of the new legislation due to be passed in 2012.

Sales, Marketing and Advertising: New qualifications and skills sets were endorsed in October 2010 to address emerging industry and enterprise skilling requirements and trends.

Indigenous Business Governance: New qualifications in Business Governance at the Certificate IV and Diploma levels (Indigenous) were endorsed in December 2010.

Customer Contact: New qualifications, skills sets and units were endorsed in March 2011 to address new skilling requirements and trends of customer contact/call centres.

Applied research: Three research reports into management practices with a focus on the outworking of the Karpin Report; Corporate Social Responsibility and Productivity; and the Australian Cultural Imprint for Leadership were published, distributed to stakeholders, and launched in April 2011.

Cultural and Creative Industries

Within the Cultural and Creative Industries there are five Training Packages: Entertainment, Visual Arts, Craft and Design, Museums and Libraries /Information Services, Screen and Media, and Music. The major undertaking during the first part of the period was to review and update the Music Training Package and update the Entertainment and the Visual Arts, Craft and Design packages. The Museums and Libraries /Information Services review was undertaken during the 2010-2011 financial year.

Music: The development of the Music Training Package in 2008-09 provided 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 expanded its sound production qualifications to include recording, mixing and editing on the screen, media and interactive industries. The impact of the revised package spanned all levels and genres of the music industry and all levels of training sectors.

Music industry applied research: As part of its commitment to understanding skilling needs in the cultural and creative industries, IBSA conducted a research project to identify the size, characteristics, and economic contribution of the casual, informally contracted musicians and technicians workforce and the specific workforce development and skills needs of this sector. The results of the survey will be made available in the second half of 2011.

Entertainment: The Entertainment Training Package was upgraded with the addition of six new units of competency and replacement of previous qualifications.

Visual Arts, Craft and Design: The Visual Arts, Craft and Design package was upgraded during the early part of the period with new units and the addition of a skill set. During 2010 scoping of higher level qualifications and skill sets was undertaken and higher level qualifications and skill sets in visual arts, craft and design developed based on identified state/territory accredited course. The new Training Package was endorsed in June 2011.

Live Performance – Dance: Units of competency, qualifications and skill sets, based on identified state/territory accredited courses, were scoped and developed in Dance for inclusion in a new Live Performance Training Package. The submission to the NQC occurred at the same time as submission of the Visual Arts Training Package with endorsement in June 2011.

Museums, Libraries and Information Services: The project to scope and redevelop the Museum and Library/Information Services Training Package was commenced in early 2011 with a discussion paper and recommendations for the redevelopment of the qualifications. At the same time, a workforce development strategy was developed from applied research undertaken during the environmental scan sessions for the sector. It is anticipated that the new Training Package will be endorsed during the 2011 calendar year.

Education and Training

Across the vocational education and training system, arguably the key qualification over which IBSA has oversight is the Certificate IV in Training and Assessment as it is considered the minimum level across all industries for trainers and assessors. IBSA decided that it was important to view the Education Training Package more broadly than simply the Certificate IV and Diploma in Training and Assessment, and undertook to expand the new package to include a range of qualifications relating to higher level specialist skills and knowledge and to include the units relating to international education, previously housed in the Business Services Training Package. The Training and Education Training Package was endorsed in May 2010.

Training and Education TAE10: In response to industry, the TAA04 was reviewed and updated as part of the new Training and Education Training Package. Training and Education TAE10 was endorsed with three qualifications: the Certificate IV in Training and Assessment, the Graduate Certificate and Graduate Diploma in Language, Literacy and Numeracy.

Self-Assessment: In order to support implementation of the new Certificate IV qualification across the industry, IBSA developed a self-assessment tool to assist and support practising trainers and assessors to meet the 'demonstrate equivalent competences' test required of RTOs in the AQTF 2010 guidelines. The tool was made freely available on the IBSA website and feedback from users has been most positive.

Revision of the TAA Diploma of Training and Assessment: The project to review and revise the Training and Assessment Diploma and incorporate it into the new Training and Education Training Package was commenced during the 2010-11 financial year. The objective was to develop a qualification for VET trainers and assessors that goes beyond the skills and knowledge required at the entry level. It is anticipated that the qualification will be endorsed in the latter part of 2011.

Sustainability unit: A specialist unit for the Diploma of TAE, Training and Assessment for Sustainability was developed. Alongside the specialist sustainability unit, professional development resources were developed to support its implementation. RTOs are also able to up-skill their VET workforce by using the specialist unit as a professional development program for Certificate qualified staff.

Higher level qualifications: In collaboration with Victoria University, IBSA undertook research to develop a framework for higher level VET qualifications and articulation arrangements to higher education to be incorporated into the Training and Education Training Package.

Productivity Commission Report: IBSA made a detailed submission to the Productivity Commission's review of the VET workforce in February 2011. IBSA's role in developing training products for the training and education industry was the basis of a special and informed perspective in relation to the capability and capacity issues of the VET workforce.

The Commission largely addressed IBSA's proposals, as well as asking for specific action by IBSA which included consultation to develop options for ongoing professional development and guidance for practitioners. The Productivity Commission's final report on the VET workforce was published in May 2011 and the modifications requested to the Certificate IV in Training and Assessment will be finalised and submitted for endorsement at the same time as the new Diploma of Training and Education, later in the 2011 calendar year.

Language, Literacy and Numeracy (LLN): IBSA has focused for a number of years on the area of language, literacy and numeracy. IBSA facilitated the ISC Workplace English Language and Literacy network for four years until 2009, collaborating on cross-industry issues around LLN. The development of specialist practitioner qualifications in LLN were completed with the endorsement of the Vocational Graduate Certificate and Diploma in Language, Literacy and Numeracy Practice. These qualifications were targeted at practitioners in language, literacy and numeracy working in Commonwealth programs and the VET sector. To provide support and guidance for these practitioners, a User Guide was also developed which includes advice on recognition of prior learning and frequently asked questions, and is freely downloadable from the IBSA website.

IBSA-AiG project: A project in the LLN area was undertaken with the Australian Industry Group to scope the potential for a skill set of competencies to build in-house enterprise capacity in LLN. A report was provided to DEEWR proposing skills sets and other appropriate training products.

Guide for enterprise trainers and assessors: IBSA was asked by its stakeholders to review of the training package guidance for enterprise trainers and assessors and develop a guide for skills sets on matters of particular interest to employers. In the 2010-11 year, updated guidance on the relevance and applicability of the skill set specification for enterprise trainers and assessors and recommendations for supplementing and/or enhancing this guidance was undertaken and completed.

LLN In-house capacity: A project was undertaken to scope the potential for a skill set of competencies to build in-house enterprise capacity in LLN and to include consultation concerning the LLN employment needs of indigenous people.

Financial Services

The new Financial Services Training Package was endorsed in July 2010 with the acknowledgement that modifications and improvements would be made during the first round of the continuous improvement activities. The improvements include addressing coverage of regulation and licensing requirements, coverage of accounting requirements in relevant units/qualifications and coverage of emerging industry sector job roles, including where they might vary across jurisdictions.

Legislative and educational requirements: IBSA held meetings with the Tax Practitioner Board and Learning Advisory Services Australia to facilitate the amendments to units and maximise compliance of qualifications and units of competency with the Tax Practitioner Board's requirements and the ASIC training register.

Applied Research: An applied research project was undertaken which involved gaining a better understanding of training provided outside the publicly funded effort particularly that delivered by or on behalf of key financial services industry associations and professional associations. The particular focus of the project was on the insurance and financial planning sectors.

Mapping qualifications: As part of IBSA's interest in international benchmarking, a mapping exercise was undertaken between the Financial Services Training Package and New Zealand's national standards setting body for the financial services industry, ETITO standards.

Information & Communications Technology

Information and Communications Technology (ICT) is a complex and rapidly changing industry in which is a crucial support service for all IBSA stakeholders. The Information and Communications Technology Training Package and the Telecommunications Training Package address the very diverse skill needs of the ICT industry, enterprises and individuals.

Integrated Telecommunications: The new Integrated Telecommunications Training Package (ICT10) addressed issues around the implementation of the national broadband network and was endorsed in April 2010. The Information and Technology Training Package review identified a number of changes required to provide a flexible and technically relevant Training Package for future innovations and emerging skills in the IT industry. The qualifications were fast-tracked to meet NBN and digital initiatives and support materials were updated and developed to support the delivery of qualifications and skills sets, including learner guides, facilitator guides, assessment tasks and an implementation guide. There has been an imperative to develop support resources for selected priority areas of the new ICT package with focus on building training and workforce capability for NCN and rollout occupations.

Launch of Training Package: IBSA Chair John Vines, OAM launched the new Integrated Telecommunications Training Package at a joint Telstra – TAFE NSW IT&T Engineering Qualification Accreditation Program launch in February 2011. He highlighted the role Telstra has played as a key business in the telecommunications industry and the vital role TAFE NSW has played in the development work for the new package. The launch highlighted that the package underwent enormous change to bring the skills and learning guidance to the standard needed by a rapidly changing industry. It drew particular attention to the focus on emerging skills and training needs in digital technology.

Information and Communications Technology: The new Information and Communications Technology Training Package (ICA11) was endorsed in May 2011 and includes new units of competency, skills sets and a school-based program. The new skills sets and groups within qualifications were aimed to engage young people and better promote broad-based entry into IT career pathways as well as meet emerging specialist needs of the industry.

Applied Research: IBSA undertook research into the impact of the 'Digital Economy and the National Broadband Network on Skills' and released the report in January 2011. The investigation confirmed that highspeed broadband will affect both economic and business growth and that there are changes to information and communications technologies skills demand across occupational boundaries. The findings of the report impact on the workforce development activities and planning advice IBSA provides to enterprises and industry.

Support resources: Following endorsement of the ICT10 Integrated Telecommunications Training Package, implementation and support resources have been developed and made available on the IBSA website.

Small business support resources: IBSA developed guidance materials to support training and learning in relation to small business and broadband skill sets. Learner and training resources, an assessment resource and an industry/enterprise guide for employers were included in the implementation kit.

Workforce development program: An innovative training program was piloted by a Queensland consortium using the Telecommunications Training Package. Energy Skills Queensland partnered with the Office of Economic Development and communications training provider, BSA Limited to pilot the training program which provided telecommunications cabling skills training and employment opportunities to six Boystown participants in preparation for the rollout of the National Broadband Network.

Implementation project: A project was undertaken to support implementation of selected new ICT10 Telecommunications qualifications/Skill Sets in the Northern Territory. The project was funded by the Northern Territory Training Authority which made available the Certificate II in Telecommunications Technology for delivery within a cluster of schools. The success of the program has provided the impetus for Charles Darwin University to offer the qualifications and skills sets.

Cross-Industry Occupational Health & Safety: OH&S licensing high risk guides were developed for telecommunications and theatrical rigging occupations in the ICT and Screen and Media Training Packages. These industry guides resulted from a report which mapped and provided recommendations on the OHS licensing requirements against the Training Packages.

Printing & Graphic Arts

Following endorsement of the Printing and Graphic Arts Training Package in April 2010, the major project in the continuous improvement plan for the 2010-11 year was the updating of the Printing and Graphic Arts workplace assessment and recognition of prior learning tools.

Workplace assessment and recognition of prior learning: The suite of Printing and Graphic Arts workplace assessment and RPL tools was developed to reflect the changes made in the new Training Package as well as the portfolio of documents for each unit of competency. These were made available for free download on the IBSA website.

Professional development: Targeted information sessions for the printing industry and RTOs delivering the qualifications were held in major cities. The information sessions provides updates on changes to the Training Package.

Workforce development research: As a result of the environment scan 2011 consultations in late 2010, a preliminary project was undertaken to look specifically at the sacks, bags and cartons industry to gauge the level of demand for training. The research showed that a more in-depth scoping and analysis is required to determine the level of demand and type of training that might be required for the industry going forward.

KPI 3 Providing advice to enterprises and RTOs on skill needs and solutions

Focusing on targeted stakeholder Training Package activities and providing independent workforce development advice to businesses in our six industry sectors, IBSA has pursued multiple pathways and models. Like other ISCs, IBSA has also worked directly with individual enterprises on workforce development and skills needs to support them in developing proposals for funding.

In order to provide more effectively target one of IBSA's key stakeholder segments, training organisations, the RTO database was updated to enable dissemination of professional development advice, products and services. In addition, the major undertaking in the earlier part of period was the redevelopment of the IBSA website which facilitated communication with stakeholders in relation to the development and implementation of Training Package and workforce development projects.

In the early part of the 2008-11 period, IBSA's Industry Relationship Managers engaged with large enterprises to identify their training requirements under the Productivity Places Program. They identified appropriate qualifications to meet the skill needs and suitable training providers to deliver the training. IBSA also worked with DEEWR and the other ISCs around principles and protocols for the implementation of the PPP, the development of business needs analysis tools and marketing collateral.

IBSA's national enterprise PPP trials were undertaken with St George Bank and Westpac, enterprises that utilised the program to focus specifically on enhancing the leadership skills of their frontline and middle managers.

During the period, IBSA, with the other ISCs and DEEWR, contributed to the national skilling agenda. The Enterprise Capability Enhancement project offered businesses the opportunity to analyse and link business and capability enhancement (skills) plans. Following the announcement of the Enterprise Based Productivity Places Program (EBPPP) in November 2009, IBSA adjusted its project to support that program.

The EBPPP program was designed to be a continuation of the successful ISC's enterprise trials under the PPP and aimed to provide up to 90 percent of the cost of training from Certificate III to Advanced Diploma in priority occupations. IBSA submitted EBPPP proposals to DEEWR in two rounds, in January and May 2010, and a total of 23 enterprise projects with 1,478 training places allocated. IBSA undertook enterprise monitoring visits in late 2010 to mitigate risks and established strong relationships with the enterprises. The visits provided a base for EBPPP case studies used for qualitative reporting and to support the quantitative reporting of productivity outcomes.

IBSA's targeted workforce development activities have assisted businesses to analyse and understand their enterprise's specific workforce development needs, and at an industry sector level, assess and plan workforce development in targeted sectors of financial services, printing and graphic arts and telecommunications.

IBSA collaborated with other ISCs on the development of SkillGap, an online workforce development and skills needs analysis tool that assists businesses to undertake evidence-based workforce planning to improve their capacity to identify and manage workforce planning priorities. The SkillGap tool has assisted IBSA to directly engage with businesses about their workforce development and skills needs priorities. In addition, IBSA has utilised the tool to contribute to more precise targeting of training package continuous improvement processes.

KPI 4 Engaging in innovation and new thinking

Innovation guides IBSA's activities to keep pace with changes in the economy and reforms to the VET system. IBSA's role has been to foster innovative thinking and practice in recognition that innovation is the main driver of competitiveness and economic and social development. IBSA has been cognisant of its role to provide value adding products, resources and services to help build and share knowledge about skills that underpin innovative capacity.

Throughout the period IBSA offered informed comment on policy and infrastructure issues in the light of their impact on the development of an innovative workforce and economy, and contributed to public debate by submitting an IBSA response to the Review of the National Innovation System and *Powering Ideas: an innovation agenda for the 21st Century*. IBSA collaborated with organisations such as NCVER, Australian Innovation, Hargraves Institute and others to foster and support innovation in the Australian economy. We also established a national reference group on innovation with the participation of significant industry and government representatives to oversee innovation projects.

A major undertaking in 2008 was the IBSA Board's international study delegation to leading innovation economies and the learnings about best practice for skills and workforce capability development. The delegation learned about the implementation of an innovation culture within enterprises from the experiences of four leading innovation economies: Singapore, Finland, Ireland and the United Kingdom. A brochure was produced to summarise and share the key findings of the delegation with enterprises and policy makers to help build the innovation capability of Australian enterprises.

The study tour led directly to the Innovation Summit held in 2009 which further disseminated the concepts of innovation capability building. It was organised in consultation with the Business Council of Australia, the Ai Group, the ACTU, ACCI, DEEWR and DIISR. IBSA commissioned a paper by the Society for Knowledge Economics which was provided as background reading for the summit. It set out perspectives on innovation, and the ways in which leadership, culture and management within organisations contribute to innovation and productivity.

The Summit explored ideas, problems and solutions with leaders of enterprise innovation as well as key tertiary sector leaders and industry associations. It reinforced the learnings from international case studies about best practice for skills and workforce capability development and included Bernie Cullinan, CEO of Clarigen, Ireland, as special guest international speaker, supported by funding from Enterprise Connect. IBSA saw the purpose of the summit as contributing 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.

As a result of the summit IBSA commissioned research looking at the links between risk, innovation and entrepreneurship, the barriers and incentives which affect the decision-making processes of young Australian entrepreneurs and an assessment of the appetite for innovation and collaboration of beneficiary organisations in the development of an industry endorsed charter on innovation.

The research findings were distilled into a very well received publication: *Leading your business to success: The experiences of successful small and medium business owners* in which business owners shared their experiences in building successful start-up firms, which have grown highly successful and profitable through innovation. Included was a guide with an overview of what makes companies innovative and how this innovation can be harnessed to achieve commercial success.

IBSA's recognition that innovation capability is a key to the development of an innovative workforce and economy has driven its innovation activities, including the development of an online organisational innovation capability assessment tool, supported by DEEWR's Workforce Innovation Program (WIP) in partnership with the Australian Human Resources Institute. The online tool was trialled across diverse organisations and the project completed at the end of 2010. The tool is designed to give a snapshot of organisational health from a "staff capability for

innovation" perspective and to be used by human resources and people management professionals in considering options for developing and building staff capability. It is freely available from the IBSA website and has been well-received by large and small organisations, enterprises and government departments.

Innovation has guided IBSA's responses to its stakeholders and we continued to provide value-adding products, resources and services to build knowledge about skills that underpin innovative capacity. A good example is a project which was initially considered as a Training Package project to develop units of competency around innovation. However, rather than developing 'innovation qualifications' which stakeholders unanimously felt were inappropriate, IBSA produced a very well-received cross-industry facilitator's resource to provide advice on how to assess and deliver innovation. The resource *Developing Innovation Skills - A guide to develop innovation skills of learners* is freely available on the IBSA website. The guide assists trainers embed innovation skills such as initiative and enterprise into their training methodology and also contains advice on how to assess and deliver innovation.

IBSA's innovation activities are not only externally focused. Within the organisation itself, IBSA has integrated the use of new media technologies in all major projects, using wikis and webinars to engage with stakeholders and obtain feedback. In addition, IBSA staff participated in the piloting of the *IBSA Online Innovation Capability Tool*, in a study of high performing workplaces undertaken by the Australian School of Business at the University of New South Wales, and a staff development program for innovation with *InnovationExchange*, a not for profit provider of services that helps organisations to identify and create linkages and collaborations. The outcomes for IBSA of these and other activities have assisted the teams to focus on new ways of implementing projects such as the streamlining of training packages, adding value to the IBSA website and improving communication with stakeholders, and creating more synergies across the organisation.

Summary

IBSA's success over the period 2008-2011 has been evident in how we do business and our efforts to create strong industry connections. IBSA's activities recognised that skills development was and continues to be a priority for all Australian enterprises and for all Australian governments.

This report has outlined our commitment, our achievements and the impact we have had for our stakeholders and the system. First, we have listened and responded to our stakeholders, be it through forums with our Australian and State & Territory Government colleagues, Skills Australia, State and Territory Advisory Bodies, Training Organisations, industry and union peak bodies and enterprises large and small.

Second, in response to industry advice through our annual Environment Scan, 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 support industry demand for opportunities to enhance existing skills and provide pathways to higher qualifications for new and existing workers.

A third success factor 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.

In summary, IBSA has continued to successfully work innovatively to improve the response of the national training system in its six industry sectors which contribute about one quarter of Australia's GDP and account for nearly 30 percent of the Australian workforce. This report demonstrates IBSA's progression of the four performance objectives for which it was funded, and reinforces IBSA's commitment to developing, continuously improving and supporting the implementation of high quality, nationally recognised training products and services that respond to industry skills needs, maximise cross-industry competencies and incorporate new and emerging skills needs that respond to the contemporary and future work environment.