



IBSA Annual Report 2009-2010

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From the Chair John Vines, OAM



I am pleased to present the IBSA Annual Report for the 2009-10 funding period, a period of changes and reforms to the economy and 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. The Board Directors, six Sector Advisory Committees and the National Project Reference Groups and Committees have provided specialist sector and industry advice to support IBSA's approach to skills formation and progress in the economy.

I would like to highlight a number of achievements in the 2009-10 year in recognition that skills development is a priority for all governments and industry.

The starting point in planning comes from the environment scan. IBSA undertook its third annual Escan reporting the skills and training position of its industries, with a particular focus on small business and six sector-specific extracts. The key sector message from Escan 2010 was that to meet the future challenges, capability for innovation and the use of a range of technologies will be crucial for all of the IBSA industries.

Escan consultations identified a vital role for the VET system to deliver high quality, flexible training with clear pathways into industry and further education, and build the foundation skills of the workforce – literacy, numeracy and basic business skills – as a solid base for further skill development. Training Packages are seen as crucial to the ongoing development of the Australian workforce. The new role of ISCs in the Enterprise Based Productivity Places Program strongly focused IBSA on workforce planning and development at the enterprise level, a long-term commitment to support building skills and productivity.

IBSA's strategy for its Continuous Improvement Plan for Training Packages focused on developing products and services to meet new and emerging skills needs, reflecting the key drivers of skill shortages, the technology 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 that are providing pathways into industries for young people and new and re-entrants to the labour market.

Working with partners in training organisations to support innovative delivery of qualifications in Business and Financial Services and Training and Education, IBSA has now established an extensive suite of learning and support resources in print-based and e-learning formats.

In summary, I am proud of the role IBSA is playing. IBSA is a critical part of the transformation of Australia's skill base to a new economy centred on knowledge and services and I would like to acknowledge our partners and stakeholders who engaged with us, provided feedback through our interactive website and contributed to our forums and events with advice.

In closing, I wish to thank the IBSA Board Directors for their commitment and ongoing support and thank CEO Patricia Neden and her staff for their continued achievements in implementing the Board's strategic directions. We look forward to an even more successful 2010-11 year.

A handwritten signature in black ink, appearing to read 'John Vines', with a horizontal line underneath.

John Vines, OAM
24 September 2010

The year in review: a summary of key issues influencing the training and workforce development needs of industry

This report looks at the period between July 2009 and June 2010 and evaluates Innovation and Business Industry Skills Council's key achievements against the Key Performance Indicators for which IBSA was funded by the Department of Education, Employment and Workplace Relations (DEEWR). It reflects on the impact of the achievements and provides extensive evidence to highlight successful outcomes.

In the 2009-10 period, IBSA recognised that the demand for skills and knowledge in Australia was being re-shaped by changes in work, changes in the labour market and changes in technology, increasing regulation and compliance requirements in the finance sector, industry and occupational convergence and increasing competition in global markets. During the period, the macro business environment moved to one of economic deceleration and a global recession in 2009.

The increasingly complex economic environment called for greater innovation and development of human capital. Industry stated in a 2008 ABS survey (Innovation in Australian Business 2006-07) that innovation depends most on skills that fall within IBSA's responsibilities. Consequently, during the 2009-10 period, IBSA played a particularly important role in ensuring that its training packages are attuned to business needs related to these innovation skills.

The impact of an ageing population, coupled with the need to increase levels of participation in the Australian workforce, means that workforce skills planning and development was a priority for all Australian enterprises and for all Australian governments. Individuals needed to enter the workforce with high levels of skills and knowledge and the capacity for ongoing learning and skills acquisition. For IBSA, this reinforced the imperative to develop a culture of investment in workplace learning that is inclusive of mature workers, as well as to develop the right products and solutions to meet the needs of those workers.

IBSA's occupations include a high proportion of knowledge workers such as managers, administrators, professionals and associate professionals. Knowledge work within industries and organisations, as well as innovation and creativity, are increasingly being seen as the critical ingredients of economic success.

IBSA industries are important contributors to the Australian economy (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. Beyond its direct workforce coverage, IBSA also provides for higher level enabling skills across multiple industries in areas such as critical thinking, information and computer literacy, project management, communications, and the capacity for creativity and innovation.

These developments create significant challenges for IBSA: to deepen its understanding of its industries, to look beyond existing structures to new forms of training and products and to ensure that everything it does reflects the needs of its industries for contemporary skills and innovation.

Aspects of the industry skilling environment, along with the national and international economies, are more certain than in mid-2009. Productivity is better understood as the driver for businesses' skilling decisions with the economic situation being substantially different from the year before when many businesses were concentrating on surviving the economic downturn.

Through IBSA's Escan 2010 consultation processes, people in industry identified specific productivity challenges – recruiting and retaining skilled employees; adjusting to and capitalising on technological change; implementing effective workforce and business planning; and competing in an increasingly global economy and labour market.

Each of IBSA's six industries identified specific workforce development and skilling challenges, but key themes are shared by all – sustainability, productivity, innovation and the effects of digital technology. These shared drivers highlighted the need for closer integration of ICT, business and finance, and creativity and design capabilities, but also alerted us that adaptability and skills in leadership, business planning and risk management considerations were critical to successful businesses of the future.

We agreed with the Bradley Review that closely aligned with these needs was the importance to business of integration of the VET and higher education sectors into a single tertiary sector, emphasising a 'whole of learning and skilling' environment.

A challenge right across Australia's business sector was the looming workforce demographic. The third Intergenerational Report, *Australia 2050: future challenges* released by the Treasurer on 1 February 2010 reported that participation of young people in VET rose, but rates of older people generally fell between 2003 and 2007.

Addressing the challenges of environmental sustainability, and business sustainability more broadly, was a major industry imperative during the 2009-10 period. A particular focus was the role played in the development of sustainability solutions and systems in other industries by the Information and Communications Technologies, Financial Services, Business Services and the Design sector of the Cultural and Creative industries.

In meeting these challenges, capability for innovation was seen to be crucial for all of the IBSA industries. As a significant contributor to national dialogue on workforce capability for innovation, IBSA continued to be conscious of the expansive and pervasive nature of innovation and the multiplicity of its impacts on businesses and their workforce development. To achieve a more engaged workforce, and more productive organisations with skilled and competent people, we focused on research to understand that organisations require leadership that encourages and rewards achievements arising from creativity and innovation at all levels.

In addition, the research confirmed that there needs to be a conscious decision to innovate for growth and profitability, as well as encourage a culture that embraces diversity, tolerance, talent and technology. It is important that the skills required for innovation are built in tandem with development of the skills and knowledge of a particular discipline.

The following section outlines the activities and evaluates IBSA's performance in relation to the Key Performance Indicators articulated in IBSA's strategic plan.

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.

At a glance:

Giving voice to industry

IBSA's stakeholders are many and varied and IBSA has continued to engage and enhance its sectors to provide the critical positioning for IBSA's success. Communication strategies have aimed to satisfy stakeholder needs for information, participative involvement and knowledge sharing.

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 our hallmarks.

Providing advice to enterprises and RTOs on skills needs and solutions

IBSA has pursued multiple pathways and models to offer workforce development advice to our industry sectors. The national enterprise trials, funded by the Australian Government, utilised the program to focus specifically on enhancing leadership skills of frontline and middle managers. IBSA worked most productively with the other ISCs and government to contribute to the national skilling agenda.

Engaging in innovation and new thinking

Innovation capability is recognised by IBSA as a key to the development of a productive and innovative workforce and economy. IBSA has contributed to public debate and involved key stakeholders in its innovation activities which reinforce learnings about best practice for skills and workforce capability development. IBSA began a new and very successful program to develop and deliver outstanding learning support products and workshops to support its Training Packages.

Progress report against Key Performance Indicators

KPI 1: Giving voice to Industry	
Actions/Activities	Achievements
<ol style="list-style-type: none"> 1) Provide integrated industry intelligence and advice 2) Provide information and policy advice on the National Training System 3) Actively engage and communicate with a wide range of stakeholders 4) Work cooperatively as a network with other ISCs on cross-industry issues 	<ol style="list-style-type: none"> 1) In order to provide advice to the Board on strategic directions and priorities, advice to Skills Australia about workforce skill needs in IBSA's industries and advice to DEEWR and the National Quality Council on VET matters, a number of important stakeholder activities were successfully undertaken in the period. <ol style="list-style-type: none"> a) Sector Advisory Committee meetings for each of the six industries were held in late 2009 and early 2010 where priorities for the continuous improvement plan for each industry were discussed and agreed, along with emerging skilling issues for investigating and reporting into Escan 2011. b) All major projects involved key IBSA stakeholder communication and feedback through National Project Reference Groups or Committees. c) IBSA management and staff participated in and provided presentations to a wide variety of industry and government conferences and VET and Higher Education research forums throughout the period. d) Briefings were held with all jurisdictions and state stakeholders through the annual face-to-face State and Territory Continuous Improvement Plan meetings. e) Five e-newsletters were distributed in the period to the IBSA database of well over 30,000 stakeholders as well as numerous special communications highlighting forthcoming national events and new products. 2) Following consultations and validation sessions, IBSA Environment Scan (Escan 2010) was delivered to DEEWR in February 2010. Evaluations of previous Escans were undertaken and an ongoing methodology established to provide an overview document and six industry specific documents. The quality of Escan data was improved through increased and better targeted engagement with industry stakeholders and there was greater industry satisfaction with Escan 2010 advice. 3) IBSA communicated with its key stakeholders including the State and Territory Authorities, Training Advisory Bodies and Commonwealth Government departments in a number of ways, including IBSA's annual Advisory Body Conference held in May. Participants agreed it was a most productive and valuable conference that contributed to maintaining strong relationships with the government and industry organisations / agencies to benefit current and future projects. The program included presentations and showcasing of activities from the industry advisory bodies and government, NQC and NCVET speakers on key topics of interest including:

- a) implementation of the Green Skills agreement
- b) an overview of the education resources and research available from NCVER
- c) VET Products for the 21st Century, including the changes to the packaging rules and streamlining Training Packages, and
- d) national VET regulation and COAG's productivity agenda.

The keynote presentation focused on harnessing creativity and innovation in people and organisations. IBSA presentations covered the continuous improvement plan for the Training Packages 2010-11, the research and intelligence gathered from workforce development programs and Escan 2011, and an overview of priorities for the commercial products and services, including the new eLearning resources.

- 4) IBSA supported the National and Victorian State Training Awards as well as sponsoring training awards and conferences with the following stakeholders:
 - a) Australian Human Resources Institute
 - b) Australian Marketing Institute
 - c) Australian Interactive Media Industry Association
 - d) Australian Telecommunications Users Group
 - e) Verve Arts and Culture ITAB (Knowledge & Skills) SpArt
 - f) AusDance
 - g) National Print Awards
 - h) Vocational Learning Enterprise Transitions
 - i) TAFE Directors Australia
 - j) WA Department of Education & Training
 - k) Skills Tasmania
 - l) Australian Council for Private Education & Training.
- 5) IBSA has actively participated in joint ISC work through the ISC Forum to provide input and advice to Government, the NQC and Skills Australia.
 - a) Meetings with DEEWR and Skills Australia.
 - b) Participation in joint ISC-DEEWR workshops and ISC-only forums around environment scans and the progress with Workforce Development and project development initiatives.
 - c) The Workplace of the Future Forum with the Deputy Prime Minister and chaired by Steve Vamos of SKE.
 - d) Development of the joint ISC SkillGap workforce development tool.
 - e) Joint collaboration on issues of Green Skills and Training Package streamlining and on youth attainments and transitions.
 - f) IBSA Chair participated in a Skills Australia Forum for ISCs, the unions and peak industry organisations in Canberra in November.
 - g) Industry Managers and Project Officers attended Technical Managers meetings with DEEWR, ISCs

	<p>and STAs focused on Training Packages and related national policies and workforce development.</p> <p>h) The ISC Forum met with Senator Mark Arbib, Minister for Employment Participation and Minister Assisting the Prime Minister, on Government Service Delivery in November.</p> <p>i) ISCs participated in the National Quality Council's 2010 Planning Session in February.</p> <p>j) The IBSA Chair participated in the Indigenous Employment Forum and dinner at Parliament House in February.</p> <p>k) IBSA attended the breakfast hosted by Minister for Education, Employment and Workplace Relations and Deputy Prime Minister in April for the Indian delegation led by the Minister for Human Resource Development, the Hon Mr Kapil Sibal, and made a presentation to the delegation as part of the ISC presentations.</p> <p>l) IBSA CEO managed, on behalf of all of the ISCs, the Sustainability Project with Per Capita which was launched at Strategies for the Future, the joint ISC event in Canberra in June.</p>
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KPI 2: Developing and revitalising fresh products and services	
Actions/Activities	Achievements
<p>1) Develop and maintain high quality Training Packages</p> <p>2) Develop and implement fresh approaches to meeting market needs</p> <p>3) Support implementation of Training Packages</p> <p>4) Support the national VET system at the public policy and technical levels</p> <p>5) Establish and maintain quality management and internal processes and systems that reflect best practice and provide quality performance outcomes.</p>	<p>1) IBSA implemented all the projects listed in the Continuous Improvement Plan Training Packages 2009/10, covering endorsement of new Training Packages, maintenance and upgrades. The following were redeveloped and endorsed by the National Quality Council:</p> <p>a) Music CUS09</p> <p>b) Business Services BSB07 Version 3: Legal Services Qualifications; IP qualifications</p> <p>c) Printing and Graphic Arts ICP10</p> <p>d) Integrated Telecommunications ICT10</p> <p>e) Training and Education TAE10 including Certificate IV in Training and Assessment, Grad Cert and Grad Dip in Language, Literacy and Numeracy</p> <p>f) ISC upgrades to incorporate NQC Flexibility Rules, DEEWR Green Skills requirements and minor corrections to qualifications and units:</p> <p>i. Business Services (BSB07)</p> <p>ii. Entertainment (CUE03)</p> <p>iii. Screen & Media (CUF07)</p> <p>iv. Music (CUS09)</p> <p>v. Information & Communications Technology (ICA05)</p> <p>g) Financial Services FNS10 was completed in preparation for submission to the National Quality Council</p> <p>h) The Information & Technology Training Package ICA05 scoping review identified a number of changes required to provide a flexible and relevant Training Package for the IT industry which will</p>

	<p>result in a new Information and Communications Technology Training Package ICA10</p> <ul style="list-style-type: none"> i) The scoping, development and validation of units of competency and qualifications in Dance based on identified state/territory accredited courses was undertaken to form the new Live Performance Training Package j) The Visual Arts, Craft & Design CUV03 Training Package review identified the need to develop higher level qualifications based on identified state/territory accredited courses for inclusion in a new Visual Arts, Craft and Design Training Package. Units were developed and validated k) The review of Business Governance Qualifications, Certificate IV in Business (Governance) and Diploma of Business (Governance) was undertaken with the support of the Office of the Registrar of Indigenous Corporations l) Occupational Health & Safety work covering an initial inventory of licence and current and emerging OH&S requirements across three packages – Telecommunications, Entertainment and Business Services – was undertaken, followed by a codification of the national standards Codes of Practice to IBSA Training Package competencies. Following consultations with the appropriate standards bodies and State and Territory jurisdictions, a report on the relative suitability for IBSA industries of OH&S national standards was produced m) A specialist unit in Training and Assessment for Sustainability was developed as part of the Training and Education Training Package, and IBSA produced a professional development resource kit to support the unit and up-skill the VET workforce n) Work was initiated following the endorsement of the new Training and Education Training Package to revise the TAA Diploma and develop a qualification for VET trainers and assessors, which goes beyond the skills and knowledge required at the entry level. <ul style="list-style-type: none"> 2) Very successful Training Package professional development workshops to support the newly endorsed packages and business needs were delivered in the period. Workshops were well received and supported. IBSA's workshop theme was to provide an ongoing opportunity for educators to take control and plan their own professional development. 3) IBSA has worked with its key stakeholders to test the functionality of the new Learning Management System which has had outstanding responses. By the end of the 2009-10 year, 30 training organisations were using the Learning Management System and e-learning content, and a further 200 users were trialling the system and its content. The number of units developed across the Training Packages exceeded 200 and the new technology e-learning content and the accompanying Learning Management System resources were launched for prospective clients at stakeholder events and conferences. 4) Internal processes were reviewed and improvements implemented in relation to computer software, internal policies and procedures, structure of shared network and document management.
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KPI 3: Providing advice to enterprises and RTOs on skill needs and solutions

Actions/Activities	Achievements
<ol style="list-style-type: none"> 1) Offer independent workforce development advice to businesses 2) Provide other value-adding products, resources and services including building and sharing knowledge about skills that underpin innovative capacity 	<ol style="list-style-type: none"> 1) Workforce Development and Enterprise Based Productivity Places Program (EBPPP) activities. <ol style="list-style-type: none"> a) Advice was provided to businesses across a range of industry sectors requesting analysis of skills and workforce development needs using the SkillGap and TVET Australia online survey tools. b) Small business needs reflected in IBSA's engagement with industry including advising on Business Building Blocks project development with the Council of Small Business Australia and the University of Western Sydney. c) Ongoing support for the Productivity Places Program Enterprise trials with St George Bank and Qantas Airlines. d) DEEWR EBPPP tender resulted in 26 approved and funded enterprise projects; administration includes purchase and implementation of a shared ISC database. 2) Applied research projects were completed: <ol style="list-style-type: none"> a) Financial Services Applied Research b) Developing Innovation Skills – A guide for trainers and assessors to foster the innovation skills of learners through professional practice c) A user guide for the Vocational Graduate Certificate in Language, Literacy and Numeracy Practice and the Vocational Graduate Diploma of Adult Language, Literacy and Numeracy Leadership to support the new qualifications d) Information and Communications Technology Report e) Telecommunications skills and the impact of the National Broadband Network f) Digital Game Development Report g) Lean skills in the office.

KPI 4: Engaging in Innovation and new thinking

Actions/Activities	Achievements
<ol style="list-style-type: none"> 1) Collaborate with key stakeholders about a national vision or framework for innovation 2) Develop, maintain, and disseminate other training and workforce development resources 3) Maintain involvement of key stakeholders in innovation activities to contribute to innovation and new thinking to meet 	<ol style="list-style-type: none"> 1) IBSA participated in innovation activities and secured strategic partnerships to support new ways of working that included: <ol style="list-style-type: none"> a) Research and publications arising from the 2009 IBSA Enterprise Innovation Summit: <ol style="list-style-type: none"> i. <i>Enterprise Innovation: Looking Forward</i> ii. <i>Fostering Enterprise Innovation: Exploring Further the Leadership of Innovation</i> iii. <i>Better Business through Innovation: Helping to achieve an innovative, skilled and productive workforce</i>

<p>leadership and management requirements for an innovative economy.</p>	<ul style="list-style-type: none"> b) Stronger engagement with stakeholders using on-line discussion forums – wikis and other interactive blogs as well as traditional face to face consultations for Training Package consultations c) Extensive partnerships developed with training organisations using the new e-Learning support resources and the new Learning Management System d) New professional development workshops including using webinars eg for the CUS09 Music Training Package. <p>2) With the support of DEEWR’s Workforce Innovation Program, and working with the Australian Human Resources Institute (AHRI), IBSA began the development of an online version of the IBSA workplace innovation capability tool to foster innovation, boost business profitability and build individual and organisational capability.</p> <p>3) The IBSA website highlights current news, IBSA reports and publications, activities and cross ISC items of interest for VET and industry stakeholders. Improvements, updates and additions were made to the homepage for easy access and navigation to the expanded web pages. Considerable positive feedback on the website’s look and feel and its ease of navigation has been noted.</p> <ul style="list-style-type: none"> a) Review and Feedback Register. b) Careers and Industries resources. c) Learning Resources. d) Professional Development Workshops. e) IBSA Reports and Publications. <p>4) Three research projects were initiated into management and leadership skills referring to the findings of the Karpin Report, the Cultural Imprint for Leadership report and into corporate social responsibility and leadership.</p>
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Summary of progress against the KPIs

In summarising IBSA's progress in 2009-10, we can consider IBSA's many achievements in a year 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 274 qualifications across 11 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 continued 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. In early 2010 we proudly launched the new Job Seekers & Learners section of the IBSA website for users to access information on over 450 occupations that relate to IBSA Training Packages.

IBSA's planning recognised that skills development is a priority for all Australian enterprises and for all Australian governments. Skills needs remain a primary concern of employers and individuals and the new role of ISCs in the Enterprise Based Productivity Places Program has focused IBSA on workforce development at the enterprise level.

Engaging with our stakeholders is a key commitment for IBSA and we have sought to take every opportunity to maintain open communication. During 2009-10 IBSA held Board Meetings in Victoria, Western Australia, New South Wales 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.

IBSA's work program is one of continuity and progress, with many of the projects commenced in the previous year finalised. The 2009-10 year saw the completion of IBSA's reviews of the suite of IBSA's Training Packages and the beginning of the next continuous improvement cycle in Business, Finance, Cultural and ICT. Sub-sections of the Cultural and the ICT projects will come to fruition by the end of 2010.

The big ticket items across the system have guided much of 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; much of the work had been completed in 2009-10 and the remainder to be completed by the end of 2010.

Following the successful pilot program working with national enterprises, Qantas Airlines and St George Bank, IBSA undertook a key role in responding to the Australian government Enterprise Based Productivity Places Program. This program focused IBSA on workforce development at the enterprise level and 26 projects were approved by DEEWR to be undertaken in the 2010-11 – 2013-14 financial years.

Our success in the last year has been evident in how we do business, striving to create strong industry connections. First, we have listened and responded to our stakeholders, be it through forums with our Australian and State Government colleagues, Skills Australia, State and Territory Advisory Bodies, Training Organisations, industry and union peak bodies and enterprises large and small. We have supported the research activities of organisations including NCVER, the Business-Higher Education Roundtable and the Australian College of Educators and participated in forums and conferences for Australian International Education and VET practitioners.

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 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, including the Productivity Commission's study into the VET Workforce, the Australian Qualifications Framework Council's review, skills for sustainability and productivity and we continue to work together to benefit the nation's skill building.

In summary, IBSA has continued to successfully work in 2009-10 with governments, individual enterprises, industry, unions and associations and other stakeholders 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.

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 through relevant employer and employee representatives. The membership of IBSA's six SACs is continually reviewed and updated. During 2009-10 the State and Territory advisory bodies played an integral role. Additionally, the year was characterised by engagement in IBSA's Escan, labour market analysis and forward planning activities. The SACs met in a planned and strategic way to maximise industry advice provided to the Board for its planning cycle.

The SACs were the testing ground for IBSA's industry research and Escan. The individual SACs had two face-to-face meetings – in November-December 2009 and again in March-April 2010 – with teleconferences for specific consultations. They provided valuable market intelligence on products and services as well as workforce skilling.

The SAC Chairs (or their representatives) participated in the 2010 Board planning day: Philip Andersen (Printing), Lloyd Driscoll (Finance), Peter Canavan (Business), Michael Brough (Education), Michel Hedley (ICT) and John Maizels (Cultural).

With thanks we acknowledge the vital contribution of the following individuals and their representative organisations to IBSA's business through the six Sector Advisory Committees active in the 2009-10 financial year.

Business Services

Patrick Cullen (Chair) - Australian Institute of Management (WA Branch)

Richard Brooks - Council of Small Business Organisations Australia

Peter Canavan - Australian Industry Group

Anna Henderson - Business Skills Victoria

Jemma Houghton - Salesforce Australia

Allan Jones - Financial, Administrative and Professional Services Training Council Incorporated

Elizabeth Lendrum - Business Services Industry Skills Board SA Inc

Andrew Rimington - Victorian Employers' Chamber of Commerce and Industry

Lyn Goodear - Australian Human Resources Institute

Chris Butler - QANTAS Airways Limited - Enterprise RTO Association

Michael Werle - ConnectEast

Peter Gates - Business Planning Pty Ltd - Australian Marketing Institute

Education

Michael Brough (Chair) - Skills Tasmania

Paul Byrne - IBSA Director

Patricia Forward - Australian Education Union

Dr. Sandra Gatten - National Affiliation of Arts Educators

Dr. Anne Jones - Victoria University

Denise Stevens - TAFE Development Centre

Darryl Sutton - Victorian Curriculum & Assessment Authority

Matthew McGowan - National Tertiary Education Union

Suzy McKenna - Australian Qualifications Framework Secretariat

Rebecca Slingo - Insurance Australia Group (IAG) - ERTOA

Ben Vivekanandan - ACPET

Garry Traynor - Sydney Community College - Adult and Community Education

Chris Watt - Independent Education Union

Julie Zappa - TAFE Directors Australia

Jeannie Cotterell - ACT Department of Education and Training

Max Wilson - NSW Arts, Communications, Finance Industries and Property Services ITAB

Cultural & Creative Industries

John Maizels (Chair) - Society of Motion Picture and Television Engineers (SMPTE)

Margaret Birtley - Collections Council of Australia

John Buckmaster - Sydney Film School

Mal Gammon - FutureNow - Learning for Life (WA State ITAB)

David Hamilton - Australian Entertainment Industry Association

Drew MacRae - Media, Entertainment & Arts Alliance

Sue Marriott - Women in Film and Television

Greg McLean - Australian Services Union

Mike McNabb - Game Developers' Association of Australia

Sam Nicolosi - Creative Industries Skills Council

Terry Noone - Musicians' Union of Australia

Lynne Spender - CREATE Secretariat

Catrina Vignando - Craft Australia

Genevieve Wearne - Verve - Knowledge and Skills

Derek Whitehead - Australian Libraries and Information Association

Tamara Winikoff - National Association for the Visual Arts

Information & Communications

Technology (ICT)

Michel Hedley (Chair) - Australian Information Industry Association

Melanie Brenton - Service Industries Training Advisory Council

Angela Cacciotti - Optus

Debbie Taylor - Australian Government Information Management Office

Emma Dean Graham - DGIT Consultants Pty Ltd

Ian Dennis - Australian Computer Society

Rob Durie - Durie Consulting

Ros Eason - Communications, Electrical, Plumbing Union

Alex Frazer - EPIC Industry Training Board

Rick Furnell - Australian Communications & Media Authority

Dirk Klein - Curam Software Australia & New Zealand

Henry Louey - CompTIA

Tess McDonald - Department of Innovation, Industry, Science and Research

Peter O'Connor - Foxtel

Printing & Graphic Arts

Philip Andersen (Chair) - Printing Industries Association of Australia
Peter Canavan - Australian Industry Group (AIG)
Lorraine Cassin - AMWU Print
Kerim El Gabaili - Prografica Printing
Alex Frazer - PIC Industry Training Board
Greg Grace - Heidelberg Print
Joan Grace - Print NZ
John Kirk - Clayton UTZ
Peter Lane - Lane Print Group
Brett Maishman - Fuji Xerox
Neal McLary - Printing Industries Association of Australia
Kirk Peterson - Document Printing Australia
Bob Snedden - NSW Arts, Communications, Finance Industries and Property Services ITAB

Financial Services

Lloyd Driscoll (Chair) - National Institute of Accountants
Karen Barrett - Australian Financial Markets Association
Julie Catanach - ANZ Bank
Del Cseti - Australian Institute of Credit Management
Martin Codina - Global Markets Investment & Financial Services Association
Kerry Curtin - Financial Planning Association of Australia
Michael Eichler - Insurance Australia Group
Kate Frost - National Insurance Brokers Association of Australia
Rod Masson - Finance Sector Union
Clim Pacheco - Australian and New Zealand Institute of Insurance and Finance
Belinda Robinson - Association of Superannuation Funds of Australia
Anne Rutter - St George Bank
Andrea Slattery - Self-Managed Superannuation Funds Association
Liz Ward - Learning Advisory Services Australia Pty Ltd
Max Wilson – NSW Arts, Communications, Finance Industries and Property Services ITAB