

INNOVATION AND
BUSINESS SKILLS
AUSTRALIA
ANNUAL REPORT
2013-14

September 2014





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Message from the Chair John Vines OAM

I am pleased to present the IBSA Annual Report for 2013–14 which reflects IBSA’s continuing role in building capability, professionalism and innovation capacity in Australia’s workforce.

The Directors, six Sector Advisory Committees and the National Project Reference Groups have supported the organisation in providing specialist sector and industry advice to support IBSA’s approach to workforce skilling and education in the Australian economy.



I would like to highlight a number of achievements in the 2013–14 year. The starting point in IBSA’s planning comes from the environment scan, IBSA’s report of its industries. For IBSA, the Escan provides valuable guidance for future work to refine and enhance training products in line with industry needs. Five key priorities emerged from Escan 2014 including the need to develop an adaptive, flexible and diverse workforce; keep up with technology; work with regulation and compliance; build effective leadership and management; and support small business.

These workforce development priorities present both challenges and opportunities for businesses and IBSA’s imperative is to support our industries to address their needs. IBSA’s strategy for its 2013-14 Continuous Improvement Plan for Training Packages focused on developing products and services to meet new and emerging skills needs, 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 and lower level qualifications that are providing pathways into industries for those in or entering the labour market.

During the year IBSA progressed its program for developing and delivering products and services to support newly endorsed training packages and established a successful online professional development forum for VET practitioners. In addition, IBSA followed up the release of the Foundation Skills Training Package and the development of the VET Capability Framework with national workshops for VET practitioners across all industries. The highlight of the year was IBSA’s VET Practitioners’ Conference held in May 2014, where participants examined how practitioners of the future can improve outcomes for learners. The expert speakers represented VET teachers, academics, educators, and leaders in the sector.

Supporting innovative delivery of qualifications in the industries it covers, IBSA has supplemented and improved its extensive suite of facilitator guides and learning resources in digital, e-learning and printed formats.

I would like to acknowledge our partners and stakeholders who engaged with us, provided feedback through our interactive website and new IBSA VET Communities and contributed their insights to our forums and events. In summary, IBSA continues to play a critical role in helping to position Australian industry to succeed in a rapidly changing economy through responding quickly to new and changing opportunities and improving productivity and competitiveness when operating globally.

In closing, I wish to thank the IBSA 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 2014–15 year.

A handwritten signature in black ink, reading "John Vines". The signature is stylized and includes a horizontal line underneath the name.

John Vines OAM
September 2014

Introduction

The Directors of Innovation and Business Industry Skills Council Limited (IBSA) present their report together with the financial report of the company for the year ended 30 June 2014.

IBSA is a national organisation working closely with industry to identify skill needs and to develop training products and services to fill those needs. IBSA is authorised and funded by the Australian Government as the official voice on vocational education and training (VET) issues for its six industries: business services; financial services; information and communication technologies and telecommunications; cultural and creative industries; printing and graphic arts; and education and training.

IBSA brings together fresh thinking from across industry, vocational education and training and research sectors to develop innovative products and services. IBSA's mission is to build the capability, professionalism and innovative capacity of the Australian workforce. Guided by its values to work collaboratively and consultatively with integrity, professionalism and teamwork, IBSA is stakeholder and client-focused and it actively encourages excellence, innovation and continuous improvement with recognition of the diversity and expertise of the IBSA Board, its committees and its staff.

IBSA's 2013–14 activities focused on extending workforce skill development and capability building of its industries through the following key strategic directions:

- engaging with industry, enterprises and the national system
- developing and improving training and workforce development products and services
- supporting innovation thinking, management and leadership skills
- creating a high performing organisation.

In fulfilling its roles and requirements outlined in the ISC Funding Agreement 2011–14, IBSA used the six key performance indicators provided by the Department of Industry to focus its strategic directions and gather and disseminate industry intelligence, work productively with enterprises and industries, continuously improve its training packages, and ensure that the organisation continued to meet best practice governance and business arrangements.

The 2013-14 Annual Report is divided into five sections:

- Board of Directors
- Business environment in which IBSA operates
- Overview of IBSA's achievements and outcomes during the 2013–14 year
- Activities and names of the Sector Advisory Committee members
- Audited financial statement for the period 1 July 2013–30 June 2014.

IBSA Directors

During the financial year IBSA welcomed Anne Younger to the Board of Directors.

The Directors of the company at any time during the financial year are:

John Vines OAM, IBSA Chair



John Vines has been Chair of the Innovation and Business Industry Skills Council (IBSA) since 2004. From 1984-2008 he was Chief Executive of the Association of Professional Engineers, Scientists and Managers, Australia (APESMA). A civil engineer, John Vines has an economics degree and an MBA. John is Chairman of Austbrokers Countrywide Financial Services Group, a Director of Carroll and Richardson and JAS-ANZ, and a Fellow of the Australian Institute of Company Directors. Until recently he was a member of the National Skills Standards Council and the Minimum Wage Panel, Fair Work Commission.

He has been a member of a number of Government boards and inquiries including a member of the Australian Science, Technology and Engineering Council (1991–1997), a member of the Prime Minister’s Science, Engineering and Innovation Council (1990–1997) and Deputy Chair of the Australian Government’s Industry Task Force on Leadership and Management Skills (1993–1995).

John was awarded the Order of Australia Medal in 2001 and in 2003 he was also awarded a Centenary of Federation Medal.

Linda Evans, IBSA Deputy Chair



Linda Evans is the Professional Development Executive of the National Insurance Brokers Association (NIBA). She joined NIBA in 1991. In her role, Linda Evans oversees the ongoing development of NIBA's Qualified Practising Insurance Broker system of professional broking standards in Australia. She heads the team at the NIBA College of Insurance & Risk Professionals. Linda has an honours degree in education, a Graduate Diploma in Marketing and a Master of Business. She is a member of the NIBA Education and Convention Committees, a member of IBSA's Financial Services Sector Advisory Committee, the Executive Committee and she chairs the Workforce Development Committee.

Deborah Black



Deb Black is a National Officer with the Finance Sector Union (FSU) and was previously an Executive Director of FSU between 1999 and 2013. Deb has over 22 years’ experience in the finance industry as a Bank employee/manager and has developed an acute understanding of issues within the industry.

Deb has a keen interest in, and grasp of industrial relations, workforce development, conflict resolution and mediation and strategic planning. Deb holds a Bachelor of Social Science, a Diploma from the Australian Institute of Company Directors, a Diploma of Vocational Education and Training and a Diploma of Professional Counselling. Deb is a Board Member of the Adelaide Cemeteries Authority (ACA), Member of ACA Marketing Committee and Chair of ACA Finance and Risk Management Committee. She is a Board Member of Super SA and Board Member SA State Procurement Board as well as Deputy Member SA WorkCover Premium Review Panel. Deb is a member of IBSA’s Finance and Risk Management Committee and IBSA’s Financial Services Sector Advisory Committee.

Peter Costantini



Peter Costantini has extensive executive leadership experience in the private and not-for-profit sectors. He has enjoyed success working with industry groups and enterprises undertaking strategic business reviews, market research, policy development, government engagement, planning and business development. He has worked with many industry groups and enterprises in formulating skills strategies encompassing employment, education, training and skilled migration.

Peter is the CEO and Director of the SAS Group - a specialist government, business relations and communications firm, is the principal of TACTIC Consulting Services and a committee member of The Brisbane Club. He was previously a General Manager with the Queensland Chamber of Commerce and Industry, responsible for employment, education and training policy and Queensland Apprenticeship Services. He was a member for 10 years of the Australian Chamber of Commerce and Industry Ministerial Advisory Committee on Education and Training. Peter chairs the IBSA Finance, Audit and Risk Management Committee and the Business Development Committee. He holds a Master of Business Administration, a Bachelor of Business (Marketing), and is a member of the Australian Institute of Company Directors.

Peter Dwyer



Peter Dwyer is a highly experienced Senior Human Resources executive and consultant with over 30 years of strategic and operational leadership experience in complex and multi-site manufacturing operations. He holds a Diploma of Business Studies and was for many years a senior executive of global packaging leader AMCOR. His career includes senior management positions with a number of blue chip companies and until recently, Peter was a member of the Minimum Wage Panel, Fair Work Commission. He has provided visible leadership and commitment through his active engagement on a number of education and training committees, councils and boards. Peter has effectively engaged with employer and employee organisations and senior Vocational Education and Training management to develop and implement numerous VET initiatives. He is a member of IBSA's Workforce Development Committee and the Printing and Graphic Arts Sector Advisory Committee.

Peter is a strong advocate of the VET system and has actively represented industry and industry bodies on VET Boards, Councils and Committees including the National Printing Industry Training Council, Chair of the Victorian Printing Industry Training Board, Chair of the Curriculum Board of the Office of Training and Further Education (Victoria) and as a member of the Standards and Curriculum Council of the Australian National Training Authority.

Rosalind Eason



Ros Eason is the Australian Council of Trade Unions (ACTU) nominee on the IBSA Board. Ros is a Senior National Industrial Research Officer with the Communications Workers Division of the Communications, Electrical and Plumbing Union. Her work for the union has been focussed largely in the areas of public policy, regulation and skills development.

Ros chairs IBSA's Information and Communications Technology Sector Advisory Committee and is a member of the Governance & Nominations and the Business Development Committees. She is also a Director of Communications and Information Technology Training, which promotes IBSA's training packages within the ICT sector, and a member of the former Labor Government's Service Leaders Group. Ros holds degrees in Arts and Commerce.

Jenny Lambert



Jenny Lambert is the Australian Chamber of Commerce and Industry (ACCI) nominee on the IBSA Board. Currently the Director – Employment, Education & Training at ACCI, Jenny has been serving the business community for 26 years as a senior manager within industry associations, including 17 years as a CEO of associations largely in the services sector. Jenny holds a Bachelor of Economics degree.

Commencing with the Australian Hotels Association as their Industrial & Research Officer in 1984, Jenny then served as Project Manager at Tourism's Industry Training Advisory Board in the early 1990s, working on projects relating to workplace reform, workplace assessment, competency standards, training accreditation and quality assurance. Jenny took on her first CEO role as head of Restaurant & Catering NSW, and then jointly took on the national CEO role until 1999. Then followed six years as CEO of Meetings & Events Australia, overseeing amongst other activities, a structured professional development and accreditation system. In 2005, she became CEO of Nursery & Garden Industry Australia and in 2007, CEO of the National Tourism Alliance, which is the peak body for tourism associations nationally. Jenny is a member of IBSA's Business Services Sector Advisory Committee and the Governance and Nominations Committee.

John Maddock AM



John Maddock is an Independent Training and Tertiary Education Professional specialising in global education, skills and global workforce development. He is also an Honorary Senior Fellow of the Melbourne Graduate School of Education - LH Martin Institute.

Until recently, John was Chief Executive Officer at Box Hill Institute, having served in that role for 14 years and previously served as CEO/Director at Gordon Institute of TAFE. He has 39 years' experience in the education sector with more than 30 years in senior executive roles. He has wide experience in vocational education and training (VET) across areas of responsibility such as a strategic and business planning; business development; marketing and public relations; information services; international education; VET program delivery; development of flexible delivery modes; entrepreneurial and commercial activities; VET research; quality and customer service initiatives; and financial management.

John holds a Grad. Dip. Bus (Accounting), a Grad. Dip. Education and a Master of Tertiary Education Management. He is a Fellow of the Australian Institute of Company Directors (FAICD). John was recognised in 2013 as a Member in the General Division of the Order of Australia for significant service to vocational education and training and to the sport of basketball.

Graeme Russell



Graeme Russell is the Chief Executive Officer of Media Super, the industry super fund for print, media, entertainment and arts professionals, providing superannuation and pension products and services to more than 110,000 members and 13,000 participating employers.

Graeme has senior management experience across a range of companies in the financial services, business services and media industries, as well as management and consulting experience in the education and training sector. Graeme was CEO of First Super from 2008 to March 2013 and previously Chief of Staff for the Victorian Minister for Public Transport and the Arts, and has extensive experience at Board level with major industry super funds and private companies.

Graeme has held senior community leadership roles, including as a Councillor and Mayor and has been involved in challenging change environments in his roles in private and public organisations. Graeme holds a Bachelor of Business (Accounting) and a Graduate Diploma of Applied Finance (Financial Planning) and is a Fellow of the Institute of Chartered Accountants and a Fellow of the Australian Institute of Superannuation Trustees. Graeme is a member of IBSA's Finance, Audit and Risk Management Committee.

Chris Warren



Christopher Warren is a leading expert on the media, entertainment and arts industries. As federal secretary of the Australasian professional association and trade union, the Media, Entertainment & Arts Alliance, he coordinates campaigns that build the power of creative professionals in Australia and New Zealand through industrial negotiations, recognising and promoting excellence and campaigning for legal and policy structures that promote free expression and creative rights. He writes and comments extensively on freedom of expression and rights and work for authors and creators in the cultural sector.

Chris began his career as a journalist at The Sydney Morning Herald and worked as both a freelance and employed journalist before becoming federal secretary. He is a director of the Walkley Foundation for Excellence in Journalism, a trustee of the \$4 billion industry Media Super fund and a member of the ACTU Executive. He is Asia-Pacific President of the Media and Entertainment International and immediate past president of the International Federation of Journalists. Chris is a member of IBSA's Finance, Audit and Risk Management Committee and the Cultural and Creative Industries Sector Advisory Committee

Anne Younger



Appointed in July 2013, Anne Younger is the Australian Industry Group's nominee on the IBSA Board. Currently the General Manager, Education and Training at the Australian Industry Group (Ai Group), Anne was previously the General Manager of the training and learning services and, prior to that, managed Ai Group's national team of 20 business advisers under the Federal Government's Enterprise Connect program to improve productivity in SMEs. Anne was also the National Industry Career Specialist for Innovation and Business under the Federal Government's Career Advice Australia program at Ai Group. Anne holds a Master of Education in Educational Leadership and Management, a Bachelor of Economics and a Certificate IV in Assessment and Workplace Training.

Before joining Ai Group, Anne worked for over 25 years in the VET sector in a range of roles including Project Manager with the TAFE Development Centre; Project Leader and Facilitator at Holmesglen and Chisholm Institutes; Department Manager of Policy, Planning and Continuous Improvement at Chisholm Institute; Operations Manager at the Australian Competency Research Centre; a policy and research officer with the Office of Training and Further Education; and Executive Assistant to the Victorian Association of TAFE Directors. Anne is a member of IBSA's Governance & Nominations Committee and the Business Development Committee.

Directors' Meetings

The IBSA Board is responsible for leading the organisation and setting the strategic directions. The Board consists of 11 Directors, comprising representatives from peak industry organisations and industry sector specialists. During the 2013–14 year Anne Younger was appointed to the Board as the Australian Industry Group nominee; John Vines and John Maddock were re-elected as ordinary member-elected directors; and Linda Evans and Peter Costantini were reappointed as Board-nominated directors. The Board met six times during the year and held a strategic planning day in February 2014. Directors' meetings attended by each of the Directors during the financial year were:

	Board Meetings		Strategic Planning	
	Eligible to Attend	Attended	Eligible to Attend	Attended
John Vines (Board Chair)	6	6	1	1
Linda Evans (Board Deputy Chair)	6	5	1	1
Deborah Black	6	5	1	1
Peter Costantini	6	6	1	1
Peter Dwyer	6	6	1	1
Rosalind Eason	6	6	1	1
Jennifer Lambert	6	5	1	1
John Maddock	6	5	1	1
Graeme Russell	6	3	1	1
Chris Warren	6	6	1	1
Anne Younger	6	6	1	1

Board Committees

The Board has five standing Committees: Executive; Finance, Audit and Risk Management; Governance and Nominations; Business Development, and Workforce Development. The Finance, Audit and Risk Management Committee met six times, in conjunction with Board meetings, and held two teleconferences during the year. The Committee assists the Board in financial monitoring and has risk management and audit oversight. The Executive Committee meets on an ad hoc basis as required. The Governance and Nominations Committee provides advice and recommendations to the Board in relation to the appointment of new Directors and met twice. The Business Development Committee met six times to provide support and advice in relation to IBSA's commercial business. The Workforce Development Committee met twice during the period.

Executive	Finance, Audit and Risk Management	Governance and Nominations	Business Development	Workforce Development
John Vines Linda Evans John Maddock	Peter Costantini Deb Black Graeme Russell Chris Warren Grant Radford (External)	John Vines Jenny Lambert Anne Younger Ros Eason Rod McDonald (External)	Peter Costantini Ros Eason Anne Younger	Linda Evans Peter Dwyer Anne Younger John Maddock

Business environment in which IBSA operates

Innovation and Business Skills Australia (IBSA) is a national organisation working closely with industry to identify skill needs and to develop training products and services to fill those needs. IBSA believes that workforce skills planning and development remain a priority for Australian enterprises and 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 that respond to the contemporary and future work environment into its Training Packages.

Industry consultations have identified the following priorities for IBSA industries – the need for an adaptive, flexible and diverse workforce; better understanding of the changing technology; keeping up with regulation and compliance; the need for effective leadership and management; and the need to support small businesses. While the influence of these workforce development priorities plays out in different ways in different industries, they can present both challenges and opportunities for businesses.

IBSA industries contribute about one quarter of Australia's GDP and require specific technical and occupational skills for their effective operation. More broadly, innovation and business skills help to create and sustain growth in all industries. 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.

IBSA's occupations include a high proportion of knowledge workers such as managers, administrators, professionals and associate professionals. The industries within IBSA's scope are integrated into all parts of the Australian economy making them vulnerable to market forces, but also somewhat insulated from them. For example, individual workers with financial, business, creative or ICT skills can move across industries as skills demands within sectors shift.

Reaping the benefits of technology and striving to increase productivity have been two enduring themes for the IBSA industries. Responding to the requirements of industry growth and change is another shared concern, although the unique pressures and demands of change vary between industries.

Research has indicated that significant gaps will emerge between enterprises that proactively transform their operations for the digital age and those that continue with business as usual. The ability to keep one step ahead of rapid technological, economic and workforce change is often dependent on an organisation's ability to articulate their workforce needs. IBSA's aim is to support enterprises and industries to address their challenges and make the most of their opportunities through innovative and purposeful workforce development.

IBSA has an important role to play in this reform process with the six industries within its scope being central to whole of nation economic and labour outcomes. IBSA's work is supported by its industry stakeholders in a number of ways - its Sector Advisory Committees and National Project Reference Groups, annual Escan industry consultations and surveys, ongoing involvement and participation in industry forums and conferences, applied research, training package continuous improvement and professional development activities.

IBSA's Board, with its diversity in membership, places the highest importance on industry engagement and sees its core business – Training Packages, workforce development and its Environment Scans – as totally dependent on industry's involvement and direction.

The year in review: achievements and outcomes

IBSA's key performance indicators as established in the 2011-14 Funding Agreement with the Department of Industry are:

1. High quality training packages and support materials
2. Responsive workforce development activities
3. Effective networks and partnerships
4. High quality industry intelligence and advice
5. Support for the national training system
6. Best practice governance and business arrangements.

The six key performance indicators link to IBSA's strategic directions and the following outlines the overall progress in the achievement and outcomes for the 2013–14 year.

The industries under IBSA's coverage are: business services, financial services; information and communications technology and telecommunications; training and education; printing and graphic arts; and the cultural and creative industries. The Training and Education Training Package is unique in the training system as it underpins training delivery in every industry sector and includes qualifications ranging from entry to higher level trainer and assessment, higher level language, literacy and numeracy skills, digital education and other VET professional qualifications.

IBSA now offers nearly 300 qualifications across its 14 training packages and there are more than 300,000 participants in training in the packages, with the Business Services Training Package the most highly used of all national training packages.

The workplan recognised that the demand for skills, capability and knowledge in the Australian workforce is being re-shaped by the labour market, changes in technology, compliance requirements, industry convergence and increasing competition in global markets. IBSA provided advice and analysis to government and other stakeholders in industry and enterprises through active engagement with a variety of bodies including IBSA's sector advisory committees and national project reference groups to inform projects in each sector and the joint Industry Skills Council Forum to provide high level strategic input.

As part of its brief, IBSA has participated on a variety of government and industry forums and in conferences and workshops to provide an expert voice on skills and skilling. IBSA has also supported national and international bodies. Examples include input to the VET Reform Taskforce and a submission and presentation to the Parliamentary Inquiry into the role of the technical and further education system. IBSA's 2013-14 activities focused on extending workforce skill development and capability building of its industries through the following key strategic directions:

- engaging with industry, enterprises and the national system
- developing and improving training and workforce development products and services
- supporting innovative thinking, management and leadership skills
- creating a high performing organisation.

Engaging with industry, enterprises and the national system

IBSA has continued to provide integrated industry intelligence and policy advice to government and to provide valuable insights and advice to other stakeholders through a range of activities. The 2014 Environment Scan, *Keeping one step ahead – the challenge of skilling a workforce*, was tested across all

states and territories and highlights key workforce skills needs and priorities. Specifically, the Environment Scan identifies the macro and micro factors currently impacting on the skill needs of the workforce, and it considers how well the national training system, its products and services, and industry itself are responding. In addition, it comments on apparent or emerging productivity issues for IBSA's six industries, workforce development and skilling priorities, and indicates priorities for IBSA's Training Package continuous improvement.

Participating in national strategic forums, IBSA has provided continued support for the ISC Forum activities. ISC Forum meetings were regularly attended by the Chair, CEO and other IBSA officers who made contributions to collective advice, submissions and representations as well as strategic planning events with key government and industry leaders, contributing to the joint projects and reports and providing input into joint submissions and advice around policy and regulation of the VET system. The ISCs made a joint submission to the National Commission of Audit which included the ACIL Allen Report on the Enterprise Based Productivity Places Program (EBPPP) and the ISC-Industry Compact. IBSA also contributed to the final ACIL Allen EBPPP report which highlights the success of the financial model combining government and industry contributions for timely, quality upskilling. An 80% completion rate was recorded for the IBSA EBPPP projects, a most pleasing result.

IBSA played a leadership role in the ISC project on VET quality which recommended inclusion of appropriate quality measures within training packages and in the discussions to adapt the Training and Education qualification for international use. Discussions also included the interest in establishing a Global Skills Network to facilitate engagement among industry sector skills councils globally. In addition, IBSA has supported the Government's international initiatives including the establishment of relationships with the Indian Telecommunications and Media and IT Sector Skills Councils and the has taken the lead in developing the government-led initiative for the International Training and Assessment qualifications, adapted from the Training and Education qualifications, which will be trialled in India, Indonesia and China.

IBSA undertook research to determine which IBSA qualifications permeate overall VET delivery, including VET in Schools, as well as looking at the high risk factors, particularly for the TAE qualification.

IBSA's Constitution provides for six industry Sector Advisory Committees (SACs) representing the diverse elements and sectors that make up each of IBSA's industries. The SACs met twice in the period and provided collective intelligence, advice and validation for each industry Environment Scan (Escan). The effective stimulus and feedback for the annual Escan comes through initial advice on prevailing issues to be tested through consultations, reference to sources for market analysis and validation of the final advice reported in the published Escans. The SACs have not only been the testing ground of IBSA's industry research and Escans, but have also provided industry intelligence on products, services and workforce skilling opportunities. The SAC chairs or their representatives participated in the Board strategic planning day and provided a vital connection to the businesses and issues prevailing in their industries.

IBSA travelled 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 industry intelligence gathering process. Key stakeholders participated in IBSA's *VET Practitioners of the Future* conference in May 2014.

Developing and improving training and workforce development products and services

IBSA continued to focus on working with enterprises in relation to the projects under the government's National Workforce Development Fund (NWDF) and the EBPPP. A spread of projects across industries

and qualifications, states and territories, resulted in projects that have the direct commitment of enterprises to implement workforce development solutions for their own workforces.

IBSA's workforce development approach continued to progress during the period and included a suite of workforce planning tools including the workforce development plan, eReadiness, the Catalyst Approach (the Innovator Recognition Program) and the innovation capability survey tool which were utilised by enterprises.

IBSA's approach covers the following:

- working with enterprises to undertake analysis and reporting on their workforce development needs
- formation of priority industry or sector workforce development strategies
- responding to funded skilling programs.

Subsequent to the development of a Workforce Development Strategy for the Superannuation industry, it was agreed that the broader financial services industry would benefit from an expanded strategy. This is currently being undertaken using a series of surveys with a broad group of stakeholders representing the sectors within IBSA's Financial Services industry. Detailed analysis will be undertaken of the skills and workforce development needs in this industry and the final strategy will be supported by case studies to be published in 2014-15.

Over the 2013-14 year IBSA continued to focus on the improvement of Training Packages. In total IBSA has responsibility for 14 training packages, nearly 300 qualifications and over 4,500 units of competency. Training Packages and new qualifications endorsed between 1 July 2013 and 30 June 2014 were from Business Services, Training and Education, Information and Communications Technology, Live Performance and Entertainment and the Arts and Culture training packages.

Across all of the IBSA Training Packages the major undertaking in the 2013-14 year continued to be the migration of the current training packages into the new standards template; reviewing and editing training packages to ensure compliance with the new standards; creation of a Foundation Skills table for each unit of competency; migration of training packages onto *training.gov.au* and the creation of supporting companion volumes.

Other achievements included:

- Online communities of practice for VET practitioners
- VET Capability Framework supporting professional development of VET practitioners
- National workshops and webinars to support the implementation of the VET Capability Framework
- Foundation Skills Training Package workshops and webinars, videos and resources
- Leadership and management and work, health and safety workshops for new qualifications in the Business Services Training Package
- Workshops supporting delivery of energy efficiency and sustainability units
- VET Community online discussion groups for Training and Education; Music; and Screen & Media Training Package reviews
- Webinars for validation of the units in the revised Training and Education Training Package
- Launch of the Integrated Telecommunications Training Package construction qualifications
- Case studies of key IBSA qualifications including VET in Schools, and an overview of the marketing practices of RTOs
- Financial project relating to the Tax Practitioners Board and regulatory and legislative requirements
- Mapping the Certificate IV in Training and Education against like Singaporean qualifications
- Development of strategies to minimise issues related to identified high risk qualifications.

Supporting innovation thinking, management and leadership skills

IBSA has continued to support the innovation agenda in developing new approaches and new thinking in its tools, support materials and programs. In cooperation with the Hargraves Institute, IBSA collaborated in the renewal and updating of the Innovator Recognition Program, now rebranded as the *Catalyst Approach*, focused on catalyst-employees within enterprises and industry who, through building networks and undertaking the Innovation Skills Sets from the Business Services Training Package, learn how to build a culture of innovation and productivity in their organisations.

The IBSA online VET Community was expanded during the period as an innovative way to provide a professional space for VET practitioners to consider and debate key issues around specific training packages and share knowledge and information about VET and the broader economy and society.

Following the research undertaken to identify contemporary and emerging needs of Australian managers and leaders with particular emphasis on innovative practices, social performance and sustainable responsible business, the suite of management and frontline management units of competency were reviewed and changes proposed to the leadership and management qualifications in the Business Services Training Package.

As the leader in VET education and training, IBSA developed the VET Capability Framework which provides an innovative approach to the knowledge, skills and attitudes that practitioners will display if they are performing well in their roles. The framework consists of three Levels that reflect the expertise and responsibility required of VET Practitioners; four Domains describing the specialist skills required, and six Skill Areas that address more generic work skills required for job roles. To further support the VET workforce, IBSA developed four online VET Capability communities to provide practical content, blogs and discussions for a professional, informed environment that supports quality practice and elevates the status of VET professionals and RTOs.

The VET Practitioners of the Future conference was held in May 2014 and brought together outstanding, award-winning practitioners, university experts, key leaders from within the VET system, government departments and industry organisations, to hear about and share innovative and exciting approaches to help build the VET practitioner of the future. The conference provided insight into what is required of VET practitioners today and into the future.

The activities undertaken by the Chair on behalf of IBSA involved attending high level strategic meetings, conferences and forums to support the system and the Government's skilling priorities. The Chair also presented a keynote address at an international ICT conference in India and IBSA has subsequently learned that the Indian ICT sector skills council is keen to develop a bilateral relationship with IBSA as the national Industry Skills Council with coverage of ICT.

Creating a high performing organisation

Creating a high performing organisation, IBSA has continued to ensure it has best practice governance and business arrangements. Policies and procedures were reviewed during the period to ensure compliance with requirements of new privacy legislation. The integrated manual for IBSA employee induction was reviewed and updated. The Director Induction Kit documentation was updated.

Employees participated in professional development activities and initiatives including induction of new staff; in-house training for effectively using the new contact database integrated with the financial and project management systems; in-house training for effectively using the online travel booking system; in-house training for better understanding equal opportunity, bullying and diversity within the workplace; support for staff undertaking higher education qualifications, as well as attendance at VET

Reform Taskforce workshops and personal development for senior managers through the Hargraves Institute and other programs.

Annual budgets were prepared within established timelines and the financial accounting and reporting systems were in place to enable activities performed under the Government Funding Agreement to be clearly costed and reported. Completed financial reports were provided within the required timeframes for external audit, ASIC requirements, the Department and other clients as well as for the IBSA Annual General Meeting of Members in October 2013.

IBSA's Risk Management Framework was updated identifying current and emerging risks and mitigation strategies. Commercial targets and outcomes were also reviewed and updated. IBSA's website, newsletters and industry events were used to effectively communicate with stakeholders.

Summary

In summary, in 2013-14 IBSA continued to work innovatively to improve the response of the national training system to its six industries that contribute about one quarter of Australia's GDP and account for around 30 percent of the Australian workforce. IBSA continued to play a key role in providing advice, making individual submissions and contributing to joint ISC responses to national issues papers and regulatory inquiries. This report 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 competency development and incorporate new and emerging responses to the contemporary and future work environment.

Sector Advisory Committees

The IBSA Constitution provides for one Sector Advisory Committee (SAC) for each industry. The membership of IBSA's six SACs is reviewed and updated with a significant renewal occurring during the 2013-14 period. The following Board Directors were members of the SACs: Jenny Lambert – Business, Linda Evans and Deb Black – Financial Services, Chris Warren – Cultural and Creative, Ros Eason – ICT, John Maddock – Education and Training, and Peter Dwyer – Printing and Graphic Arts.

The SACs were the testing ground for IBSA's industry research and foresighting used in Escan 2014. The individual SACs had two face-to-face meetings: October 2013 and March 2014 in order to maximise industry advice provided to the Board for its planning cycle. They provided valuable market intelligence on products and services as well as workforce skilling, and the Chairs participated in the Board's planning sessions in February 2014. Following significant industry consultation, the ICT SAC confirmed that the two training packages in their portfolio would be rationalised into a single Information and Communications Technologies Training Package.

The vital contribution of the following individuals and their representative organisations to IBSA's business through the six Sector Advisory Committees active in the 2013–14 financial year is acknowledged. IBSA especially appreciates the contribution of the SAC Chairs during the period:

Angelina Pillai – Business Services

David Collins (resigned during the period) – Education

Ruth Smiles (resigned during the period)/Yvonne Webb (Acting Chair) – Cultural and Creative

Michael Eichler – Financial Services

Ros Eason – ICT

Bill Healey – Printing and Graphic Arts.

The following were members of IBSA's Sector Advisory Committees during 2013–14:

Business Services

Name	Organisation
Angelina Pillai (Chair)	Australian Human Resources Institute
Jenny Lambert	IBSA Board Director
Chris Butler	Enterprise RTO Association / Marine Rescue NSW
Peter Canavan	Australian Industry Group
Peter Gates	Australian Marketing Institute
Lesley Mitchell	Australian Institute of Management
Jonathon McIlroy	Executive Assistant Network
Michael Magelakis	SSMI Group (Consultant)
Pam Pryor	Safety Institute of Australia
Ingrid Stitt	Australian Services Union
Michael Werle	Metropolitan Fire Brigade
Mark White	Salmat
Max Wilson	Arts Communications Finance Industries and Property Advisory Board

Cultural and Creative Industries

Name	Organisation
Yvonne Webb (A/Chair)	CHARTTES Cultural, Recreation & Tourism Training Advisory Council NT
Chris Warren	IBSA Board Director
Kate Bice	Walkley Foundation for Journalism
Chris Goldsworthy	Business Higher Education Round Table
David Hamilton	Australian Entertainment Industry Association
Sue Marriott	Women in Film and Television
Judy Brooker	Australia Library and Information Association
John Maizels	Society of Motion Picture and Television Engineers
Lex Marinos	Acropolis Now P/L Actor, Director, Writer, Broadcaster and Teacher
Greg McLean	Australian Services Union
Peter Mousaferiadis	Creative and Artistic Director – Cultural Infusion, Producer & Director
Terry Noone	Musicians' Union of Australia
Graham Oades	Service Skills SA
Ruth Smiles	Arts Consultant
Tamara Winikoff	National Association for the Visual Arts

Education and Training

Name	Organisation
David Collins (Chair)	Department of Education NSW (retired)
John Maddock	IBSA Board Director
Berwyn Clayton	Victoria University
John Dwyer	Velg Training
Jamie Griffiths	Gold Coast Institute of TAFE
Michael Hall	Australian Council for Private Education and Training
Suzy McKenna	Consultant
Linda Simon	VET Consultant
Denise Stevens	VET Development Centre
Darryl Sutton	Victorian Curriculum and Assessment Authority
Dave Tout	Australian Council for Educational Research
Sally Thompson	Sydney Community College / Adult and Community Education
Garry Traynor	Community Colleges
Max Wilson	Arts Communications Finance Industries and Property Advisory Board
Julie Zappa	Central TAFE, representing TAFE Directors Australia

Financial Services Sector Advisory Committee

Name	Organisation
Michael Eichler (Chair)	Insurance Australia Group
Linda Evans	IBSA Board Director
Jay Bakshi	Association of Superannuation Funds of Australia
Karen Barrett	Australian Financial Markets Association
Deb Black	Finance Sector Union SA/NT Branch
Graeme Colley	Self-Managed Superannuation Funds Association
Lloyd Driscoll	Institute of Public Accountants
Belinda Robinson	Financial Planning Association of Australia
Tracey Taylor	Westpac
Max Wilson	Arts Communications Finance Industries and Property Advisory Board
Gail Smith	Consultant
Rick Van Dyk	Institute of Certified Bookkeepers
Siobhan Brahe	FINSIA
Allan Jones	Financial, Administrative and Professional Services Training Council Incorporated WA

Information and Communications Technology

Name	Organisation
Ros Eason (Chair)	IBSA Board Director
David Auld	NBN Co
Mike Brassington	Telstra
Melanie Brenton	Service Industries Training Advisory Council
Emma Broadbent	Cisco Networking Academy ANZ and Pacific Islands
Suzanne Campbell	Australian Information Industry Association
Athol Chalmers	Australian Computer Society
Elphie Coyle	Lightmare Studios

Giulia Di Maria	Hudson
Rob Durie	Durie Consultancy
Michel Hedley	Independent Consultant
Dominic Schipano	CITT
Trevor Smallwood	Australian Services Union
Petrina Wetzel	SKILLED Group Training Services
Jim Wyatt	Optimi Digital Consultancy

Printing and Graphic Arts

Name	Organisation
Bill Healey (Chair)	Printing Industries Association of Australia
Peter Dwyer	IBSA Board Director
Peter Canavan	Australian Industry Group
Lorraine Cassin	Australian Manufacturing Workers' Union Print Division
John Cudby	Print New Zealand
Alex Fraser	Epic Industry Training Board
Kerim El Gabaili	Prografica Printing
Fiona Kingsford	Print New Zealand
Peter Lane	Lane Print Group
Brett Maishman	Fuji Xerox Australia
Bob Snedden	Consultant
Geoff Booth	News Limited
Michelle Lees	Ricoh Australia
Mal Gammon	Futures Now ITAB
Joan Grace	Printing Industries Australia Association

Financial Report for the year ended 30 June 2014

The following pages provide the Directors' Report and the Audited Financial Statements for the year ended 30 June 2014.