

INNOVATION AND
BUSINESS SKILLS
AUSTRALIA
ANNUAL REPORT
2014–15

September 2015



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Message from the Chair John Vines OAM

I am pleased to present the Annual Report for Innovation and Business Skills Australia (IBSA) for 2014–15. This report reflects IBSA’s continuing role in building the capability, professionalism and innovation capacity of Australia’s workforce.



I would like to take this opportunity to report on a number of highlights and achievements for IBSA during 2014-15, including the development and release of the Escan 2015. IBSA’s Escan *Predicting Change – skills for the future* identified a number of high-level priorities for industry: business collaboration, changes to work, global connections, new and emerging markets, and new technology.

Using this information, IBSA has continued to streamline and improve its training packages. As one example, in 2014-15 IBSA progressed four new leadership and management qualifications (and one skill set) to endorsement. These were developed in light of increasing recognition by Australian industry of the need to enhance training given to business leaders and managers. I am also pleased to note that in line with its Continuous Improvement Plan 2014-15, IBSA finalised many other projects throughout the year to ensure that IBSA’s training packages remain responsive to industry requirements and also provide value for learners and the broader Australian economy.

In 2014-15, IBSA continued to recognise the integral role of VET practitioners by providing national professional development workshops and events for VET professionals, as well as support via the online VET community and IBSA Feedback Hub.

Assisting industry through workforce development initiatives has also been an ongoing focus for IBSA. While continuing to administer a number of National Workforce Development Fund (NWDF) projects, IBSA released a number of strategies and tools during 2014-15. This included publication of the Financial Services Workforce Development Strategy and development of an ICT Workforce Development Implementation Strategy, which includes a transition framework to support movement of skilled manufacturing workers into the ICT workforce.

As you are aware, 2014-15 has been a year of reform within the VET sector and I am pleased to reflect on IBSA’s constructive and collaborative approach to these reforms. IBSA is focused on the future and, recognising the significant changes announced for the development of training packages, faces any changes positively. IBSA believes it is well-placed to adapt to the new environment and continue to effectively serve industry, employers, employees and students.

In reviewing IBSA’s achievements, I would like to thank and acknowledge our partners and stakeholders who have engaged with us, including by providing feedback through our interactive website.

In closing, I also wish to thank the Directors for their commitment and ongoing support and IBSA’s CEO Patricia Neden and her staff for their continued achievements in implementing the Board’s strategic directions.

John Vines OAM
September 2015

Introduction

The IBSA Board of Directors presents the Annual Report for the year ended 30 June 2015.

IBSA is a national organisation that is authorised and funded by the Australian Government as the official voice on vocational education and training (VET) 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's mission is to build the capability, professionalism and innovative capacity of the Australian workforce and the organisation works closely with industry to develop training products and services which are responsive to industry's needs. In doing so, IBSA brings together fresh, innovative thinking from industry, VET and relevant research sectors.

IBSA delivers:

- Nationally endorsed qualifications and skill sets
- Expert intermediary services for workforce skilling
- Skilling solutions to boost capability, productivity and profitability
- Robust advice and information to government and industry
- Innovative, user-friendly support resources for trainers and students
- Networking opportunities and workshops to enhance professional practice.

The organisation is guided by its values of integrity, professionalism and teamwork and works collaboratively and consultatively with its stakeholders and clients. IBSA actively encourages excellence, innovation and continuous improvement and recognises the expertise of its Board, committees and staff.

The IBSA Annual Report 2014-15 is divided into the following parts to provide an overview of the organisation's governance arrangements, operations and finances throughout the year:

- IBSA Board of Directors
- Business context
- Annual achievements
- Sector Advisory Committee members
- Audited financial statement for the period 1 July 2014 to 30 June 2015

Presentation of IBSA's annual achievements reflect the key performance requirements (specified by the Commonwealth Department of Education and Training) under the Industry Skills Council (ISC) Funding Agreement 2014–15 as well as the organisation's following 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.

IBSA Board

IBSA Directors

The Directors of the company during the 2014/15 financial year were:

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 and the Executive Committee.

Deborah Black



Deb is an experienced Director and Mediator, specialising in alternative dispute resolution and conflict coaching. Deb has over 29 years’ experience in the finance industry in both South Africa and Australia and has developed an acute understanding of issues within the industry. In addition she has formed strong and lasting industry relationships across her 29 year career across the industry.

Deb has a keen interest in, and grasp of industrial relations, workforce development, conflict resolution, alternative dispute resolution 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, a Diploma of Professional Counselling, a Graduate Certificate in Mediation and Cert IV in Work Health and Safety. Deb is also a NMAS accredited mediator through LEADR.

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 of the South Australian Training and Skills Commission. Deb is a member of Innovation and Business Skills Australia Board and a member of IBSA’s Finance and Risk Management 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 is a member of 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 the Chair of IBSA's Business Development Committee and is a member of 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 30 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 and an MBA.

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 retired as Chief Executive Officer at Box Hill Institute at the end of 2013, having served in that role for 14 years and previously 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 is currently consulting, specialising in skills training, tertiary education, plus global workforce development and is retained by Indonesian firm Sampoerna Global Workforce Solutions to provide strategic advice and support regarding potential engagement with Australian providers.

John has held non-executive board director positions with Deakin University, Victorian Tertiary Admissions Centre (VTAC), Victorian Curriculum & Assessment Authority (VCAA), Australia-Pacific Technical College (APTC) Board, Cambridge Box Hill Language Assessment Pty Ltd, Community Colleges for International Development (CCID), Basketball Australia, National Basketball League (NBL), Basketball Victoria, Melbourne Tigers, and FIBA Oceania. John is a Fellow of the Australian Institute of Company Directors (FAICD), an Honorary Senior Fellow of LH Martin Institute and holds a Diploma Business Studies (Accountancy) (RMIT), a Diploma of Education (State College Victoria) and a Master of Tertiary Education Management (Melbourne University).

John was recognised in 2013 as a Member in the General Division of the Order of Australia (AM) for significant service to vocational education and training and to the sport of basketball and has also been awarded the Australia Sports Medal by the Prime Minister for volunteer services with the Sydney 2000 Olympics.

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) and involved with policy development, Anne previously managed Ai Group's training 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

During 2014/15, the IBSA Board had 11 Directors, comprising representatives from peak industry organisations and industry sector specialists.

In June 2015, Jenny Lambert tendered her resignation from the IBSA Board. At its June meeting, the IBSA Board thanked Jenny for her diligent participation and service as a Director on the IBSA Board.

The Board met six times during the year. Directors' meetings attended by each of the Directors during the financial year were:

	Board Meetings	
	Eligible to Attend	Attended
John Vines (Board Chair)	6	6
Linda Evans (Board Deputy Chair)	6	5
Deborah Black	6	5
Peter Costantini	6	6
Peter Dwyer	6	6
Rosalind Eason	6	4
Jennifer Lambert (resigned June 2015)	6	5
John Maddock	6	6
Graeme Russell	6	6
Chris Warren	6	4
Anne Younger	6	6

Board Committees

During 2014-15, the Board had five standing Committees:

- The Executive Committee meets on an ad hoc basis as required and met three times throughout the year.
- The Finance, Audit and Risk Management Committee met six times, in conjunction with Board meetings. The Committee assists the Board in financial monitoring and has risk management and audit oversight.
- The Governance and Nominations Committee provides advice and recommendations to the Board in relation to the appointment of new Directors and met once.
- The Business Development Committee met five times to provide support and advice in relation to IBSA's commercial business.
- The Workforce Development Committee met twice during the period. Following a review of the IBSA committees at its meeting in August 2014, the Governance and Nominations Committee recommended discontinuance of the Workforce Development Committee. The IBSA Board approved this recommendation at its meeting in October 2014.

Executive	Finance, Audit and Risk Management	Governance and Nominations	Business Development	Workforce Development (ceased Oct 2014)
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 Dwyer (joined in December 2014 as Chair) Peter Costantini Ros Eason Anne Younger	Linda Evans Peter Dwyer Anne Younger John Maddock

IBSA Business Context

As an Industry Skills Council, IBSA works closely with industry to identify their skills needs. IBSA is committed to developing, improving and supporting the implementation of high quality, nationally recognised training products and services that respond to those 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.

IBSA currently provides over 200 VET qualifications through its Training Packages which directly support six key industry sectors: business services; cultural and creative industries; financial services; information and communications technology; printing and graphic arts; and training and education. IBSA's coverage includes four of the most broadly used Training Packages within industry: Business Services, Information and Communications Technology (ICT), Financial Services and Training and Education, accounting for over 367,000 enrolments. Although a number of these Training Packages do have a specialist sector focus, they are also widely used across different industries and organisations – large companies, small-to-medium enterprises and sole traders.

IBSA's 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 international activities have also increased, with IBSA working with the Indian Sector Skills Councils on the development of specific projects. IBSA has also worked with the Australian Government on pilots for the International Training and Assessment Courses and hosted a number of international delegations throughout the year.

Annual Achievements – the year in review

As outlined above, IBSA's activities during the year focused on 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.

The following overview provides an outline of IBSA's overall progress in responding to these directions during 2014-15.

Engaging with industry, enterprises and the national system

In order to produce integrated industry intelligence, develop training packages and provide policy advice to government, IBSA has continued to engage with industry, enterprises and other stakeholders within the national VET system throughout the year.

During 2014/15, IBSA used a number of the following consultation mechanisms to engage with its 8,000 stakeholders: surveys and questionnaires; focus groups; industry round tables; online feedback; webinars; and written submissions. IBSA obtained stakeholder feedback from individuals and organisations through a variety of interactive information channels, including the IBSA website, IBSA VET Community, Twitter, e-newsletter, brochures, advertising through targeted emails, professional development workshops, and telephone advice. IBSA also engaged with its stakeholders through

market intelligence consultations, workforce development projects and National Project Reference Groups (NPRGs).

A key means of intelligence gathering occurred through IBSA's 2015 Environment Scan (Escan), which highlighted key workforce skills needs and priorities. The Escan identified the macro and micro factors currently impacting on the skill needs of the workforce, and reviewed how well the national training system and industry were responding to these factors. In 2015, the Escan *Predicting Change – skills for the future* identified the following high-level priorities for industry: business collaboration, changes to work, global connections, new and emerging markets, and new technology. In accordance with funding requirements, IBSA provided a copy of its 2015 Escan to the Department of Education and Training in February 2015.

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. Each of IBSA SACs met twice in during 2014-15 and provided collective intelligence, advice and validation for each industry Environment Scan (Escan). The SACs were not only the testing ground of IBSA's industry research and Escans, but also provided industry intelligence on products, services and workforce skilling opportunities.

In addition to meeting with the SACs, during 2014-15, IBSA also 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. The 2015 Escan was also tested across all states and territories.

As part of the development of training packages, IBSA held NPRG meetings for projects relating to Business Services, Cultural and Creative, Finance, and Information and Communication Technologies:

Business Services

- Environmental Management and Sustainability
- Marketing and Advertising
- Small Business
- Governance

Finance

- Personal Trust Administration
- Personal Injury Management
- Post Retirement
- Anti-Money Laundering
- Counter-Terrorism Finance

Cultural and Creative

- CUV Visual Arts, Craft and Design
- CUS Music/CUF Screen and Media

Information and Communication Technologies

- ICT10 mini review

Through these meetings, IBSA was able to conduct consultation with relevant industry stakeholders and ensure that a high quality product was produced by the project. A number of these NPRGs have now held their final meetings, enabling many projects to be finalised by 30 June 2015.

Participating in national meetings, IBSA has continued to provide support for the ISC Forum with the IBSA Chair and CEO attending throughout the year. As part of this forum, IBSA provided input into joint submissions and policy advice around the VET system, including on the VET reforms and qualification design.

With respect to international engagement, IBSA worked on projects with the Indian Telecom Sector Skills Council and ICT Sector Skills Council. The aims of these projects included to: expand cooperation in the field of vocational education and skills collaboration; recognise the value in industry engagement; develop appropriate skills standards; build skilled and productive workforces; and gain greater skills collaboration partnerships between Australia and India. IBSA also worked with the Australian Government on the development of the International Training and Assessment Courses

(ITAC) and has been overseeing the development of the assessment tool which will be used in ITAC pilots.

Other stakeholder engagement opportunities were afforded by IBSA's presentation and attendance at conferences, including Australian Human Resources Industry (AHRI) National Conference; ACPET National Conference; National VET Conference (Velg Training); AusTAFE – TAFE NSW Managers Conference; Learning at Work Conference; TAFE Queensland Business and Financial Services Symposium; AVETRA and Training Providers Forum.

Developing and improving training and workforce development products and services

Throughout 2014-15, IBSA developed and improved its training and workforce development products and services.

In relation to the improvement of training products and services, IBSA focused on the projects outlined in the Training Package Continuous Improvement Plan 2014-2015. The Continuous Improvement Plan predominantly focused on projects and services related to the training packages and was underpinned by feedback from a wide range of stakeholders. It sought to provide a balance between competing interests, maintenance of training package currency, provision of timely and responsive services to industry as well as managing stakeholder expectations.

In general, the Continuous Improvement Plan 2014-15 included projects with the following common characteristics:

- Work on slimmed down units and companion volumes for all training packages
- Recognition of government imperatives including alignment to the new AQF
- Servicing IBSA's training package clients
- Engaging and servicing key stakeholder groups
- Implementation support activities and professional development for newly endorsed training packages.

A major component of the Continuous Improvement Plan 2014-15 was the allocation of funds to complete the work of ensuring that all training packages meet the new Standards for Training Packages.

To improve workforce development products and services, IBSA worked with enterprises to undertake analysis and reporting on their workforce development needs, produce workforce development strategies for priority industries and administer projects under funded skilling programs. In 2015, IBSA:

- Published the Financial Services Workforce Development (WD) Strategy
- Developed a workforce development framework to assist the transition of workers from the manufacturing industry into the ICT workforce
- Published a suite of case studies, highlighting the benefits of undertaking workforce planning.

In relation to funded skilling programs, IBSA worked with enterprises to administer projects under the Government's National Workforce Development Fund (NWDF). These projects spread across Australian industries and qualifications and have the direct commitment of enterprises who want to implement workforce development solutions for their own workforces. During 2015, a number of projects completed training of its learners, with all activities for the Enterprise Based Productivity Places Program (EBPPP) now finalised.

Specific achievements for the year included:

- Reviewing and updating the following four training packages in line with the new standards:
 - BSB Business Services Training Package

- FNS Financial Services Training Package
- ICP Printing and Graphic Arts Training Package
- ICT Information and Communications Technology Training Package.

This work was conducted to update units of competency as well as ensure that industry requirements continue to be met, there is clarity and consistency in terminology, and that assessment requirements reflect outcomes.

- Development of a new skill set and four new qualifications for BSB leadership and management.
- Support of new or updated qualifications with tools and support resources, including via an FAQ page and IBSA Feedback Hub to assist registered training organisations (RTOs) to appropriately and confidently implement training packages.
- Completion of the VET Capability App which allows users to measure their skills using the domains within the Capability Framework. This information can be used to assess workplace skills, create career plans or help to develop position descriptions.

IBSA also produced responses to the Government's two key discussion papers on the VET reforms: Industry Engagement in Training Package Development – Towards a Contestable Model Discussion Paper and Review of Training Packages and Accredited Courses Discussion Paper.

In addition to IBSA's funded work, IBSA also produces an extensive commercial range of workbooks, facilitation and assessment guides, and e-learning resources. In its areas of industry focus (Business Services, Financial Services and VET Education sectors), IBSA is a leading training product distributor with its suite of e-learning resources, its Learning Management System and digital self-print licensing arrangements. During 2014/15, IBSA released a range of new and updated materials to support training in these areas, including in relation to workplace health and safety, training and education, and leadership and management.

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 relation to innovation in workforce development, during 2014-15, IBSA has been working with the Printing Industries Association of Australia (PIAA) and the Australian Manufacturing Workers' Union (AMWU) on the NWDF Innovative Future Print project to assist print businesses to make the transition to digital communications businesses. During this year, IBSA has worked with its partners to develop the skills and capabilities of owners, new and existing workers and managers in the print and related communications, creative and information sectors to respond effectively to the significant economic, demographic and technology changes in the industry.

During 2014-15, IBSA also worked with its partners to finalise the NWDF Innovative Project with TTOC Media Pty Ltd. This project was successful in elevating the technical proficiency of the Australian broadcast industry with 14 graduates out of 17 learners having successfully completed the Broadcast Traineeship and Certificate IV in Live Production, Theatre and Events (Technical Operations).

IBSA is committed to providing leadership including through national professional development workshops and events for trainers, assessors and VET professionals. In early-mid 2015, IBSA piloted a series of VET practitioner workshops which build upon IBSA's VET Practitioner Capability Framework and support implementation of the new national standards for RTOs.

With further respect to management and leadership, in 2014-15, IBSA progressed to endorsement, the Leadership and Management suite of qualifications (along with the rest of the BSB Business Services Training Package). This work was completed in light of the increasing recognition by Australian industry and organisations of the need to enhance the quality of our business leaders and managers. In particular, there was a strong need to identify the skills and knowledge that leaders and managers require to support productivity, innovation and performance. In response to this need, IBSA developed one skill set and four new BSB leadership and management qualifications:

- BSBSS00063 Team Leader Skill Set
- BSB42015 Certificate IV in Leadership & Management
- BSB51915 Diploma of Leadership & Management
- BSB61015 Advanced Diploma of Leadership & Management
- BSB80215 Graduate Diploma in Strategic Leadership

IBSA has also been developing resource materials in support of these qualifications.

During 2014-15, the Chair, on behalf of IBSA, undertook a range of activities to demonstrate IBSA's willingness to provide leadership in the VET system and in supporting the Government's priorities. This included high-level strategic meetings, conferences and forums, as well as international engagement. As part of this work, IBSA participated in a VET dialogue between Australia and China, and worked with the Indian Sector Skills Councils (Telecom and ICT) on several projects.

Additionally, as part of its approach to innovation, IBSA keeps abreast of global developments and develops world-wide networks to ensure that the work IBSA undertakes is contemporary and takes into account of emerging issues and international trends. In support of this aim, during 2014/15 IBSA met with a number of international delegations as follows:

- India – Mr Rajiv Mathur, Head – Standards and QA, National Skill Development Corporation, Lt Gen Dr S.P Kochar, CEO Telecom Sector Skills Council, Dr Kamna Malik, Deputy Director, NASSCOM Sector Skills Council and colleagues - July 2014
- Tanzania – Consolata Phillip Migimba, Deputy Permanent Secretary, Ministry of Education and Vocational Training and colleagues – October 2014
- Oman – Mr Said Al-Hadhrami , Occupational Standards Expert, Ministry of Manpower and colleagues – December 2014
- India – Minister Rudy, Union Minister for Skill Development and Entrepreneurship and Parliamentary Affairs and colleagues – May 2015
- Taiwan – Ms Chou, Director Industrial Technology Research Institute and colleagues – May 2015
- China – Mr Yang Li, Deputy Director TVET Programs, China Education Association and colleagues – March 2015.

Creating a high performing organisation

IBSA has continued to implement quality governance practices and business arrangements to ensure high performance.

Throughout the year, employees have participated in professional development initiatives relevant to their roles and positions within the organisation and the IBSA Board completed its annual Board evaluation process in mid-late 2014.

IBSA has prepared annual budgets 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 2014.

The Finance, Audit and Risk Management Committee and Board have continued to oversight IBSA’s risk management activities and mitigation strategies and commercial targets and outcomes were also reviewed and updated. IBSA’s website, newsletters and industry events were used to effectively communicate with stakeholders.

High levels of staff retention within IBSA demonstrate employees’ satisfaction with their workplace, while the letters of support obtained from IBSA’s SAC members (as part of responding to the Government’s discussion paper on *Industry Engagement in Training Package Development – Towards a Contestable Model*) demonstrate that IBSA has performed to stakeholder expectations.

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 2014-15 period.

The following Board Directors were members of the SACs: Jenny Lambert – Business, Linda Evans – Financial Services, Chris Warren – Cultural and Creative, Ros Eason – ICT, John Maddock – Education and Training, and Peter Dwyer – Printing and Graphic Arts.

The vital contribution of the following individuals and their representative organisations to IBSA’s business through the six Sector Advisory Committees active in the 2014–15 financial year is acknowledged.

IBSA particularly appreciates the contribution of the SAC Chairs during the period:

Business Services – Angelina Pillai
 Education – Jodi Schmidt
 Cultural and Creative – Lex Marinos/Yvonne Webb
 Financial Services – Michael Eichler
 ICT – Ros Eason
 Printing and Graphic Arts – Bill Healey

The following were members of IBSA’s Sector Advisory Committees during 2014–15¹:

Business Services

Members as at 30 June 2015	
Australian Chamber of Commerce and Industry	Jenny Lambert (Board Director)
Australian Human Resources Institute	Angelina Pillai
Australian Industry Group	Peter Canavan
Arts Communications Finance Industries and Property Services ITAB	Max Wilson
Australian Institute of Management	Lesley Mitchell
Australian Library and Information Association	Judy Brooker
Australian Marketing Institute	Peter Gates
Australian Services Union	Greg McLean
Enterprise RTO Association	Chris Butler

¹ This list does not include SAC members who were appointed by the IBSA Board at its meeting on 16 June 2015.

Executive Assistant Network	Jonathon McIlroy
MAW Consultants	Mark White
Metropolitan Fire Brigade	Michael Werle
Safety Institute Australia	Pam Pryor
SSMI Group (Consultant)	Michael Magelakis

Cultural and Creative Industries

Members as at 30 June 2015	
Acropolis Now Pty Ltd	Lex Marinos
Ausdance NSW	Michelle Silby
Australian Entertainment Industry Association	David Hamilton
Australian Services Union	Greg McLean
CHARTTES Cultural, Recreation & Tourism Training Advisory Council	Yvonne Webb
Cultural Infusion	Peter Mousaferiadis
Media, Entertainment & Arts Alliance	Christopher Warren (Board Director)
Media, Entertainment & Arts Alliance	Malcolm Tulloch
Music Council of Australia	Chris Bowen
Musicians' Union of Australia	Terry Noone
National Association for the Visual Arts	Tamara Winikoff
Service Skills SA	Graham Oades
Women in Film and Television	Sue Marriott
Former members who resigned/completed their terms during 2014/15	
Business-Higher Education Round Table	Chris Goldsworthy

Education and Training

Members as at 30 June 2015	
Australian Council for Private Education and Training (ACPET)	Michael Hall
Adult Learning Association	Sally Thompson
Arts, communications, finance industries and property services ITAB	Max Wilson
Australian Council for Educational Research (ACER) representing LLN	David Tout
Consultant	John Dwyer
Consultant	John Maddock (Board Director)
Gold Coast Institute of TAFE	Jamie Griffiths
Industry expert	Berwyn Clayton

TAFE Directors Association	Keri Bailey
TAFE Queensland	Jodi Schmidt
VET Coordinator	Linda Simon
VET Development Centre	Denise Stevens
Victorian Curriculum & Assessment Authority (VCAA)	Daryl Sutton
Former members who resigned/completed their terms during 2014/15	
TAFE Directors Association	Julie Zappa

Financial Services Sector Advisory Committee

Members as at 30 June 2015	
The Australian and New Zealand Institute of Insurance and Finance (ANZIIF)	Prue Willsford
Association of Superannuation Funds of Australia (ASFA)	Jay Bakshi
Australian Bankers Association	Christine Cupitt
Australian Financial Markets Association	Karen Barrett
CPA Australia	Keddie Waller
Financial, Administrative and Professional Services Training Council Incorporated	Allan Jones
Insurance Australia Group/Kaplan Business School	Michael Eichler
National Insurance Brokers Association (NIBA)	Linda Evans (Board Director)
Self-Managed Superannuation Funds Association	Graeme Colley
The Financial Services Academy	Gail Smith
The Institute of Certified Bookkeepers	Rick Van Dyk
Former members who resigned/completed their terms during 2014/15	
Financial Planning Association Australia	Belinda Robinson
Institute of Public Accountants	Lloyd Driscoll
Learning Advisory Services Australia Pty Ltd	Liz Ward

Information and Communications Technology

Members as at 30 June 2015	
Australian Information Industry Association (AIIA)	Suzanne Campbell
Australian Computer Society	Athol Chalmers
Cisco Networking Academy ANZ and Pacific Islands	Emma Broadbent
CITT	Dominic Schipano
COTE' Software and Solutions	Tracy Ruffin
Communication Workers Union Australia	Ros Eason (Board Director)
EMC2 Education Services	Reggie Vega

Lightmare Studios	Stephen Harding
OptimiDigital	Jim Wyatt
Service Industries Training Advisory Council	Melanie Brenton
SKILLED Group Training Services	Petrina Wetzel
Telstra	Mike Brassington
Former members who resigned/completed their terms during 2014/15	
Lightmare Studios	Elphie Coyle
NBN Co	David Auld

Printing and Graphic Arts

Members as at 30 June 2015	
Australian Industry Group	Peter Canavan
Australian Manufacturing Workers' Union (AMWU) - Print	Lorraine Cassin
Consultant	Peter Dwyer
Fuji Xerox Australia	Brett Maishman
Lane Print Group	Peter Lane
News Limited	Geoff Booth
Printing Industries Association of Australia	Bill Healey
Printing Industries Association of Australia	Michelle Lees
Prografica Printing	Kerim El Gabaili
Former members who resigned/completed their terms during 2014/15	
Arts Communications Finance Industries and Property Services ITAB NSW	Bob Snedden
EPIC Industry Training Board	Alex Frazer

Financial Report for the year ended 30 June 2015

The following pages provide the Directors' Report and the Audited Financial Statements for the year ended 30 June 2015.