

INNOVATION AND  
BUSINESS SKILLS  
AUSTRALIA  
ANNUAL REPORT  
2015-16

September 2016



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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 2015–16. IBSA continues its role in contributing to the capability building of the Australian workforce.

This report details a number of highlights and achievements for IBSA during 2015–16, including the increased emphasis on the production of high quality training products to support the development of the Australian workforce. Australia's economy has changed and will continue to change as structural shifts are experienced across industries and globally.



With an appreciation of this context, IBSA streamlined and improved its training products. Examples of this include its development of skill sets in 3D printing and skill sets for the adoption of high speed broadband by small businesses. Resources for new leadership and management qualifications were also developed. These resources were developed in response to the often cited shortcomings in the leadership and management capability of Australian enterprises. In line with its Continuous Improvement Plan 2015, other projects were finalised to ensure that IBSA's training products remain responsive to industry requirements and also provide value for learners and the broader Australian economy.

Workforce development initiatives have been an ongoing focus for IBSA. The workforce is continually changing and the current period is characterised by a combination of forces resulting in greater, faster and more disruptive changes. IBSA continues to administer a number of National Workforce Development Fund projects, including the significant Future Print Innovative project, which aims to enhance the workforce and prepare businesses for a changed future in the print industry.

2015–16 has seen a number of reforms in the VET sector and IBSA has responded to these in a constructive and collaborative approach with government. IBSA has strengthened its focus on producing high quality electronic and print resources to effectively serve industry, employers, employees and students.

We continue to build our relationships with stakeholders to improve our products. Their role in IBSA's achievements is acknowledged; they have engaged with us in the many design, development, validation and evaluation exercises that characterise our work. They have provided us with invaluable advice in keeping us current in terms of being responsive to the demands for skilled workers, which have increased.

I wish to thank my Board colleagues for their contribution to building the capacity of the Australian workforce. I also thank IBSA's CEO, Patricia Neden, and her staff for their contribution in implementing the Board's strategic priorities.

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 2016

## Introduction

The IBSA Board of Directors presents the Annual Report for the year ended 30 June 2016.

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 that are responsive to industry's needs. In doing so, IBSA brings together fresh, innovative thinking from industry, practitioners and relevant research sectors.

IBSA delivers:

- skilling solutions to boost capability, productivity and profitability
- robust advice and information to government and industry
- innovative, user-friendly support resources for trainers, assessors and learners
- networking opportunities and workshops to enhance professional practice
- nationally endorsed qualifications and skill sets
- expert intermediary services for workforce skilling.

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.

Presentation of IBSA's achievements reflect the key performance requirements, specified by the Commonwealth Department of Education and Training, under the *Transition Agreement for Innovation and Business Industry Skills Council Ltd to continue its roles and responsibilities in the national training system for its industry sectors* (Funding Agreement July 2015 – December 2015) 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.

**Discontinued Operations:** In December 2015, IBSA's funding agreement with the Department of Education and Training ceased with the responsibility for Training Package development for the business services; cultural and creative industries; financial services; information and communications technology; printing and graphic arts; and training and education sectors being assumed by another body.

The IBSA Annual Report 2015–16 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
- Audited financial statement for the period 1 July 2015 to 30 June 2016.

## IBSA Board

### IBSA Directors

The Directors of the company during the 2015–16 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, and a Board Member of a number of entities including, Carroll and Richardson, Premium Plantations and The Professional Standards Council. He is 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 has an honours degree in Education, a Graduate Diploma in Marketing and a Master of Business. She has been an IBSA Board Director since 2007, holding positions on the Executive Committee and the Financial Services Sector Advisory Committee. Prior to her IBSA role, Linda was a past chairperson of Financial Services industry training advisory bodies nationally and within NSW. Linda has had an extensive career within the financial services industry in both the insurance and banking sectors where she held senior marketing roles.

In 2016 she concluded 24 years working in association management with the National Insurance Brokers Association (NIBA) where she headed the team at NIBA College of Insurance and Risk Professionals, an RTO offering VET qualifications from Certificate III to Graduate Diploma level. As well as introducing the formal education system within this sector of the insurance industry, Linda also oversaw the introduction of NIBA's system of professional broking standards incorporating codes of professional practice, formal educational qualifications and ongoing professional development requirements. She has also worked with other international broking associations to assist them to introduce similar professional standards to those adopted in Australia. Linda is currently undertaking consultancy work in marketing research and education within the insurance sector.

## Deborah Black



Deb Black 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 Certificate 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 of the SA State Procurement Board, as well as Deputy Member of the South Australian Training and Skills Commission. Deb is 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 was 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 focused largely in the areas of public policy, regulation and skills development.

Ros chaired IBSA's Information and Communications Technology Sector Advisory Committee and is a member of the Governance & Nominations Committee and the Business Development Committee. 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.

## Rhyll Gardner



Rhyll Gardner is a highly experienced senior executive and consultant with a diverse and distinguished career in financial services, operating at executive and general management across a wide variety of disciplines. Her 25 years of expertise and experience spans across strategy, marketing and communications, training, risk management, sales, product management and finance. Her senior management roles have included managing large teams of over 1,000 people and building capability, professionalism and innovation capacity in these workforces.

Rhyll's previous executive positions include Managing Director, Queensland and General Manager, Northern NSW for St. George Bank; General Manager, Strategy for Westpac; and Head of Strategy and M&A for Bank of Queensland. She holds Bachelor degrees in Economics and Commerce, a Masters degree in Applied Finance and an Executive MBA from INSEAD. She is also a Graduate Member of the Australian Institute of Company Directors.

## 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 of 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.

## Christopher 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 2015–16, the IBSA Board comprised representatives from peak industry organisations and industry sector specialists.

In October 2015, Ms Rhyll Gardner was appointed as a Director to the IBSA Board. Ms Rosalind Eason, Ms Anne Younger and Mr Peter Dwyer were reappointed as Directors. Ms Deborah Black and Mr Christopher Warren both completed their terms as Board Directors in October 2015. At the Annual General Meeting, the Chair thanked Ms Black and Mr Warren for their contribution, participation and service as Directors on the IBSA Board. The Chair also thanked Ms Jenny Lambert, who resigned from the Board in June 2015, for her advice and service to the Board.

The Board met seven times during the year; there were five face-to-face meetings and two teleconferences. Directors' meetings attended by each of the Directors during the financial year were:

	Board Meetings	
	Eligible to Attend	Attended
John Vines (Board Chair)	7	7
Linda Evans (Board Deputy Chair)	7	7
Deborah Black	3	3
Peter Costantini	7	7
Peter Dwyer	7	7
Rosalind Eason	7	6
Rhyll Gardner	4	4
John Maddock	7	7
Graeme Russell	7	7
Christopher Warren	3	2
Anne Younger	7	6

## Board Committees

During 2015-16, the Board had four standing Committees:

- The Executive Committee meets on an ad hoc basis as required and met once during the period.
- The Finance, Audit and Risk Management Committee met six times, in conjunction with Board meetings. There were five face-to-face meetings and one teleconference. The Committee assists the Board in financial monitoring and has risk management and audit oversight.
- The Governance & Nominations Committee provides advice and recommendations to the Board in relation to the appointment of new Directors. The Committee did not meet during the period, appointments were considered by both the Executive Committee and the Board.
- The Business Development Committee met three times to provide support and advice in relation to IBSA's commercial business.

Executive	Finance, Audit and Risk Management	Governance & Nominations	Business Development
John Vines Linda Evans John Maddock	Peter Costantini Deborah Black Rhyll Gardner Graeme Russell Christopher Warren Grant Radford (External)	John Vines Anne Younger Rosalind Eason Rod McDonald (External)	Peter Dwyer Peter Costantini Rosalind Eason Anne Younger

## IBSA Business Context

IBSA continues its commitment to developing, improving and supporting the implementation of high quality, nationally recognised training products and services that respond to industry 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 products.

IBSA's electronic and print resources focused on the business and training and education sectors. The release of new products in the leadership and management areas, in response to the need for Australian enterprises to maintain and improve their skills in order to be competitive in a global market, were a major achievement during the period. Steady uptake of products in the training and education industry provided strong evidence of the wish of many registered training organisations to provide comprehensive and challenging training to the many VET practitioners who sought to obtain initial or upgraded qualifications. The development of a new Learning Management System has enabled IBSA to provide a significant service to many registered training organisations who use that platform to provide skills training to their students. The new learning Management System replaces an older platform and provides an improved service for IBSA clients.

IBSA provided over 200 VET qualifications through its training packages which directly supported 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 included 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.

Through its activities, IBSA helps to create and sustain growth in all industries. Beyond its direct workforce coverage, IBSA also provided 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.

In the international arena, IBSA continued to work 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 2015–16.

#### Engaging with industry, enterprises and the national system

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

During 2015–16, 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 and workforce development projects.

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 the SACs provided guidance and advice. The SACs also provided industry intelligence on products, services and workforce skilling opportunities. In addition, the National Project Reference Groups, formed to provide specialist, technical advice for particular projects, were invaluable in ensuring the quality, accuracy and contemporary nature of IBSA's work and products.

With respect to international engagement, IBSA worked with the Australian Government on the development of the International Training and Assessment Courses (ITAC), managed the development of the assessment tool that was used in ITAC pilots, and managed the evaluation of the pilots.

Other stakeholder engagement opportunities were afforded by IBSA's presentation and attendance at conferences and by membership on a number of national committees, including the Australian Industry and Skills Committee, the Training and Assessment Working Group and the Schools Vocational Learning and Training Working Group. The Australian Industry and Skills Committee is an industry-led body that provides advice to Commonwealth and State and Territory Ministers on the implementation of national vocational education and training policies. The committee has the delegated authority to approve industry-defined training qualifications. The Australian Government established the Training and Assessment Working Group to address broad concerns relating to the quality of assessment outcomes and the integrity of the national training system, which were identified during the Government's review of early childhood and care training. The Schools Vocational Learning and Training Working Group's focus is to improve vocational learning in schools, increase industry involvement in schools' education and training and support career education.

### **Developing and improving training and workforce development products and services**

Throughout 2015–16, IBSA developed and improved its training and workforce development products and services.

In relation to the improvement of training packages and services, IBSA focused on the projects outlined in the Training Package Continuous Improvement Plan 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.

A major component of the Continuous Improvement Plan 2015 was the allocation of funds to complete the work of ensuring that all training packages met the new Standards for Training Packages. This contractual requirement was met with all training packages for which IBSA had responsibility meeting the appropriate Standards.

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. The 2012–13 NWDF program was finalised in 2016 with a 77% completion rate, well above national average completion rates.

IBSA's hands-on assistance supported employers to build and maintain skilled workforces to meet their productivity objectives.

Achievements for the year included:

- Reviewing Marketing and Advertising qualifications and identifying the gap in qualifications, skill sets and units of competency in public relations. The proponent for this work was the Public Relations Institute of Australia.
- Investigating the growth in roles and skills for business analysis, including process improvement, organisational change, strategic planning and policy development.
- Responding to the Australian Securities and Investments Commission changes to the financial planning requirements, a review was undertaken to ensure these changes were reflected in the training package.
- Radio broadcasting qualifications were reviewed in conjunction with the Community Radio Broadcasting Association.
- A skill set for the Performing Arts industry was developed around working with children; skill sets were developed to respond to the roll out of the national broadband; skill sets were developed as requested by the Tax Practitioners Board; and 3D printing skill sets were also developed.
- An ICT framework was developed to focus on the convergence of qualifications, transferability of skills and the alignment to international standards. Mapping and investigation into the value industry places on vendor certification was conducted.
- Certificate III qualifications in Printing and Graphic Arts were reviewed in light of changes to industrial relations in the industry; both employer and employee groups were involved.
- Supporting new and updated qualifications with tools and support resources, including via an FAQ page and IBSA Feedback Hub to assist registered training organisations to appropriately and confidently deliver training packages.

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 training and education), 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 2015–16, IBSA released a range of new and updated materials to support training in these areas, including in the following qualifications:

- Certificates II, III and IV in Business; Diploma of Business
- Certificate III in Business Administration
- Certificate IV in Human Resources; Diploma of Human Resource Management
- Certificate IV in Marketing and Communication; Diploma of Marketing and Communication
- Certificate IV in Leadership and Management; Advanced Diploma of Leadership and Management
- Certificate IV in Small Business; Certificate IV in New Small Business; Certificate IV in Business Sales
- Certificate IV in Work Health and Safety
- Certificate IV in Training and Assessment; Diploma of Vocational Education and Training; Diploma of Training Design and Development.

## 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 ensuring all training packages for which it was responsible complied with the Standards, IBSA rationalised qualifications, recognised the changes of skill demands in industries and acknowledged generic skills. This required extensive engagement with key stakeholders and resulted in outcomes that were more contemporary than the traditional 'siloes' view of qualifications.

IBSA has played a significant role in promoting the recognition of cross-industry skilling and the efficient development of training products. IBSA's capacity to operate effectively across industry sectors is proven. While training packages would traditionally be viewed as relating to specific industries, their use is pervasive reflecting the common application of a number of skills across diverse industries. For example, the unit of competency *Promote team effectiveness* is used in 169 qualifications and 46 training packages, while *Participate in environmentally sustainable work practices* is part of 230 qualifications in 35 training packages.

In relation to innovation in workforce development, during 2015–16, IBSA has been working with the Printing Industries Association of Australia (PIAA) and the Australian Manufacturing Workers' Union (AMWU) on the NWDF Future Print Innovative 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.

The Future Print Innovative project has resulted in 445 business reviews and 257 workforce development plans – exceeding targets for the period. Fourteen workshops were conducted and 257 learners have commenced nationally recognised training and are employees from the businesses that have established workforce development plans.

IBSA is committed to providing leadership and demonstrated this in hosting a series of webinars to enable VET practitioners the opportunity to respond to the *Strengthening Assessment in TAE Options Paper*. This work was conducted for the Department of Education and Training and was in line with general government concerns related to a lack of quality in delivering VET qualifications.

IBSA demonstrated leadership in developing with key industry stakeholders, including the University of Melbourne and a number of vendors, units of competency for 3D printing, 3D scanning and file manipulation.

IBSA continues to provide suites of products that are regarded as both high quality and compliant with the Standards that registered training organisations are required to follow. Learning content is available in a range of formats that enables customised delivery, appropriate to the cohort involved. These formats include printed participant workbooks; 'digital self-print' licences allowing clients to print their own participant workbooks; e-learning content designed for use in a client's own Learning Management System; and e-learning content designed for use on IBSA's Learning Management System. Assessment resources are also developed to ensure that registered training organisations are well supported in an area where many trainers lack confidence. To complete the set of products, facilitation resources that support delivery and ensure compliance are produced.

With further respect to management and leadership, following the endorsement of the Leadership and Management suite of qualifications, resources were developed to support the Certificate IV and the Diploma of Leadership and Management. 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.

Additionally, as part of its approach to innovation, IBSA keeps abreast of global developments which ensures that the work ISBA undertakes is contemporary and takes account of emerging issues and international trends.

### **Creating a high performing organisation**

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

The IBSA Board and Company Members reviewed the Constitution, accepting changes that reflect contemporary practice in October 2015. The Board reviewed and updated the Constitution, including by removing the right of Peak Industry Organisations to directly appoint Directors to the Board. The Company Members subsequently endorsed these changes by special resolution. The Board membership was refreshed following a full and independent recruitment process and the Directors' induction manual has been updated. Throughout the year, employees have participated in professional development initiatives relevant to their roles and positions within the organisation. The adoption of new software in a number of areas has been accompanied by appropriate professional development and support. In this way, the efficiency of the organisation and the currency of staff skills are improved.

The Board engaged in a Planning Day in July 2015, which focused on the fee-for-service aspects of the company and followed this up with a similar focus at its Planning Day in February 2016. These activities have sharpened the focus of the business and allowed the Board to consider significant investments in new products.

IBSA 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 2015.

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 Sector Advisory Committee members to support government tenders demonstrate that IBSA has performed to stakeholder expectations.

### **Financial Report for the year ended 30 June 2016**

The following pages provide the Directors' Report and the Audited Financial Statements for the year ended 30 June 2016.