

Innovation & Business Skills Australia Annual Report 2018-19



November 2019



Company information

Ms Sharon Robertson
Chief Executive Officer

Innovation & Business Skills Australia
Level 3, 289 Wellington Parade South
East Melbourne, VIC 3002

ABN: 74 109 600 302



IBSA Manufacturing – the Skills Service Organisation for the Manufacturing sector and its relevant sectors, offering high-quality support to its Industry Reference Committees.

AUSTRALIAN TRAINING PRODUCTS

Australian Training Products – a provider that offers highest-quality workplace learning resources and training technologies in Australia and across the world.



IBSA Academy – online non-accredited professional development for training practitioners.

Projects and Advisory

Professional expertise in standards, training and advice.





IBSA Overview

Background

Established in 2004, Innovation and Business Skills Australia (IBSA) is a not-for-profit independent company limited by guarantee and compliant with the Australian Charities and Not-for-profit Commission. It is governed by a board of independent directors who set the strategic direction of the business, ensure compliance and drive continuous improvement of its operations.

IBSA exists to create a skilled workforce. Our focus is on building the capability and professionalism of today's workers, developing their capacity for innovation, and their dedication to lifelong learning and continuous development.

IBSA has been an integral part of the Australian Vocational Education and Training (VET) sector for many years, providing high quality training resources and products. We hold in-depth knowledge and extensive experience of working with Australian industry to deliver high quality, industry-focused training packages. We have significant expertise in managing complex, concurrent projects within allocated budgets and involving multiple clients.

IBSA is strongly placed to positively impact the VET sector within Australia and globally because of the depth of our engagement with stakeholders across industry, government and training providers.

IBSA Manufacturing

IBSA is the Skills Service Organisation (SSO) for the manufacturing industry. As IBSA Manufacturing, we support our six Industry Reference Committees (IRCs) to develop training packages that are embraced by industry and relevant to a modern Australian economy. We engage with stakeholders to identify new training needs in line with changing trends and these are presented in our IRC Industry Skills Forecasts. We also work closely with industry stakeholders to obtain feedback about current training packages to ensure they meet the current and future needs of industry.

Australian Training Products

Since IBSA's inception in 2004, it has been a market leader in developing high-quality VET learning and assessment resources that enable training providers to deliver quality outcomes. IBSA, through Australian Training Products, is the go-to provider of the highest quality workplace learning resources and training technologies. It focuses on offering engaging products and services with a solid compliance framework across online, digital and print formats.

Our vision is centred on supporting successful careers, both from a learner perspective and by helping trainers to be more effective.

Our Vision

Shaping workforce skills for the future.



Our Mission

In partnership with industry and government, strengthen the effectiveness and impact of the VET system to train, upskill and reskill workforces.



Our Values

We operate with a high level of integrity and demonstrate ethical principles in all we do.

Being agile, we are able to embrace and thrive in fast changing environments.

We build, support and encourage collaboration across our teams and our stakeholders.

We embrace continuous learning as a personal and organisational value to create a culture of growth.



Chair's Message

John Vines OAM

Chair, Innovation & Business Skills Australia

October 2019

I'm pleased to report on a number of notable achievements in this Annual Report as the 2018-19 financial year has been an important one for IBSA with a shift in strategic direction.

This year the Board were pleased to welcome Sharon Robertson as the new Chief Executive Officer to lead IBSA forward and enhance both the Skills Service Organisation and our commercial entities, including Australian Training Products. We also welcomed two new members to the Board, Susan Wilson and Chris Walton.

The Board and IBSA team were pleased to launch a new Vision and Mission to emphasise the strength of the IBSA Group's offering and continue to provide a long standing and valuable contribution to the Vocational Education and Training (VET) sector with the aim of shaping workforce skills for the future.

One of the highlights of the year for IBSA Manufacturing was hosting the Industry 4.0 – Unpacking the skills challenges conference in July 2018. We welcomed our keynote speaker, Dr Mariagrazia Squicciarini from the Organisation for Economic Co-operation and Development. The conference was attended by delegates from manufacturing and related sectors, Federal and State government representatives, leading education providers and industry leaders.

Australian Training Products also continues to be a key provider of innovative and high quality training and workplace learning and assessment resources. The development of new resources across the schools, VET and higher education sectors has assisted IBSA to deliver skills solutions to a broad range of industries.

Many people make an important contribution to the IBSA's achievements and it is appropriate to acknowledge them in this report. In particular, I would like to thank Ros Eason and Peter Dwyer who both retired from the Board during the past year and who have made outstanding contributions to IBSA. I would also like to thank and acknowledge our partners and stakeholders who have engaged with us this year. These achievements would also not be possible without an impressive team of people at IBSA.

IBSA is focused on the future and continues to support industry and workforce needs and serve industry, employers and learners in the VET system.



CEO's Message

Sharon Robertson

CEO, IBSA

October 2019

This financial year has been an exciting one for me as it corresponds to my first year at IBSA and I'm pleased to report on the outcomes of a number of key initiatives we've been working on to ensure the success and sustainability of IBSA.

A highlight was the launch of new Vision and Mission statements for the IBSA Group in March 2019. The launch of these statements was the first part in the process of articulating the value we add as an organisation and ensuring we work in partnership with industry and government to strengthen the effectiveness and impact of the VET system.

Across the business, we have worked closely with our stakeholders in industry and the VET sector to drive outcomes to meet the skills needs of industry.

This year has seen Australian Training Products develop a new partnership agreement with Restaurant and Catering Australia and continue to create bespoke resources for national and international clients, across the VET, schools, university and commercial sectors. The focus has been on the creation of innovative and highly interactive content and the team has been pleased to expand our range of resources to new industries including Agriculture, Horticulture and Individual Support. Our content team also implemented a quality assurance arrangement to independently verify the integrity of our resources.

IBSA Manufacturing have delivered 9 updated training packages which are vital to support more 'job ready' graduates for industry and are progressing 12 other training development projects on behalf of the manufacturing Industry Reference Committees. Industry Skills Forecasts were also finalised for each of the nine manufacturing sectors we work with. An analysis of these reports identified three common skills imperatives for the manufacturing industry (1) the impact of new technologies (2) an increasing focus on sustainability and the rise of the circular economy and (3) harmonisation of regulations with international standards. We look forward to working with our six Industry Reference Committees to meet these skills imperatives.

This year we also undertook a series of activities to deepen our engagement across geographic footprints including participation at national conferences, visits to all states and territories and hosting industry forums. IBSA also showcased the Australian VET system to international representatives from Chile, Peru and Pakistan at the Melbourne Cricket Ground and hosted delegations from India, China, Japan, Malaysia and Russia. Other international highlights for IBSA include the establishment of a Memorandum of Understanding with a key New Zealand industry training organisation and a research trip to one of the World's most advanced manufacturing countries, Germany.

I'd like to acknowledge the teams incredible effort over the last 12 months, which made all of this work possible, and I am committed to continue building capability across the organisation to position IBSA for the future.

I look forward to working closely with our clients and stakeholders to deliver great outcomes for industry and the VET sector.



IBSA Manufacturing

Our Achievements

IBSA Manufacturing continued to increase its stakeholder engagement through participation in industry events, forums and networking events. In our role as an SSO we provided the 2019 Industry Skills Forecasts for the Manufacturing IRCs to the Australian Industry Skills Committee (AISC). These reports signaled industry imperatives, the resulting industry skills needs and provided a Proposed schedule of Work to address skills needs across all sectors of the Manufacturing industry.

IBSA Manufacturing continued to support IRCs in addressing identified industry skill needs through 12 training package development projects and the successful submission of the resulting Cases for Endorsement.

Our Focus

The COAG Industry and Skills Council (CISC) priorities have continued to be a key focus for our project work. Our methodologies and processes are aligned with the priorities and as a result, training package components have been upgraded and improved through the removal of obsolete units and qualifications and the development of units which can be owned and used across industry sectors. IRCs have led these projects to provide industry with training solutions which allow occupational mobility of workers to support individuals moving within and between industries. These best practice solutions have also resulted in reduced numbers of units and qualifications.

Looking Ahead

With another year of work with the Manufacturing IRCs behind us, IBSA Manufacturing is now implementing ways of engaging with a wider range of stakeholders and further deepening its industry relationships. This year we have participated in, and contributed to, a range of industry forums, networks and initiatives to heighten awareness of skills solutions. We also have a better understanding of the diverse range of sectors which draw on the Manufacturing training packages. This increased understanding has allowed us to provide access to skills development without further duplication of training package components.

The success of the IBSA Manufacturing Industry 4.0 Conference last July is a notable example of providing connections to key industry stakeholders and deepening discussions about the future skills needs of the Australian Manufacturing industry. This conference was one of the first to facilitate discussions among government, industry bodies about the connection between Industry 4.0 and skills development. These connections were further expanded when we partnered with key stakeholders to participate Manufacturing week. We also created a new category in the Endeavour Awards to recognise Excellence in Manufacturing Skills Development as part of this event.

Industry Engagement

IRC Chairs Meeting

The Chairs of the Manufacturing IRCs participated in a session, ahead of the AISC meeting, facilitated by IBSA to look at the best ways to collaborate on key cross sector issues. The face-to-face event provided an opportunity to further strengthen relationships within the group.



Industry 4.0: Unpacking the Skills Challenges – Conference Summary

IBSA hosted a national conference examining the changes occurring in the manufacturing sector as a result of digitisation/Industry 4.0 and the consequent skills challenges. The conference was attended by more than 100 delegates and was opened by IBSA Chair John Vines.

By the end of the day half of the audience said the conference had changed their views on the impact technology will have on their industry.

[Click here](#) for the full conference summary



Manufacturing Week

IBSA partnered with key stakeholders to facilitate conversations with a variety of manufacturers during Manufacturing Week. We hosted Q&A sessions at the Plastics Industry Manufacturers of Australia and the NSW Government Office of Environment and Heritage stands.

IBCA CEO Sharon Robertson presented on 'Enabling the skills of our future workforce'. IBSA also created and sponsored the Excellence in Manufacturing Skills Development category at the Endeavour Awards.



Avalon Airshow

During the six day long series of trade and public events, IBSA met stakeholders and gained additional insights into the key issues and trends to help support the Aerospace IRC.



Super Expo

We partnered with the Specialised Textiles Association to hold an Industry + Skills networking event discussing VET and skill related issues in the TCF and Furnishing sectors.

STA Visits

IBSA representatives visited key stakeholders including State and Territory Training Authorities (STA) across Australia.

We identified areas of collaboration with a view to maximise the effectiveness of communication and consultation across each of the geographic footprints.

Summary

IBSA looks forward to building on the relationships and opportunities established throughout the year, and to continue to evolve with the VET sector to shape workforce skills for the future.

Australian Training Products

Our Achievements

Australian Training Products has focused on the creation of learner centred educational resources. A new product development strategy was introduced to enable ATP to respond to both market and regulatory requirements. This focus has resulted in Australian Training Products securing significant contract with TAFEs and RTOs across Australia.

We developed partnerships with like-minded organisations, TRS and Snazzy Learning Solutions, to broaden the range of products we can offer in Horticulture, Agriculture, Community Services and Retail. We also engaged in a partnership with ReadCloud to develop digital workbooks that can be accessed by learners via multiple platforms.

Finally, we were successful recipients of the Tourism Training Australia Innovation award for our partnership with the Restaurant and Catering Association. This award recognised the innovative delivery of Menu Based Resources which accelerated the competencies of students undertaking the Certificate III in Commercial Cookery.

Our Focus

In the past year our focus has been on expanding the product range and offering from Australian Training Products.

This has included a revitalisation of existing products, and the development of new products within our core training packages, as well as across new industries such as Individual Support and Agriculture and Horticulture.

Our talented and committed team have continually produced high-quality products and solutions for our valued customers.

Their passion for improvement has enhanced our product offering and we have received positive feedback in relation to the new products we have released.

Looking Ahead

The year ahead promises to be an exciting period for Australian Training Products as we will be launching several new initiatives including our own Cookbook, the Chef's Companion pocket book and innovative marketing campaigns.

We will be further exploring partnerships whilst working closely with our valued customers to provide solutions to their product requirements.



International Engagement



Global Skills Networking Breakfast

500 competitors from 16 countries took part in the WorldSkills Australia Global Skills Challenge. IBSA hosted international officials and technical delegates for a Networking Breakfast; including Russia, the host of WorldSkills 2019.

The breakfast provided the opportunity to promote the manufacturing sector as well as the critical role industry plays in the development of training products.

[Click here](#) for the video, featuring an interview with Sharon Robertson



IBSA hosts Chinese Delegation

IBSA hosted a Chinese delegation from the Jiangsu Provenance at our office including an official from the Provincial Government, directors and teachers from technical colleges and institutes.



Manufacturing and Design Conference (MaD2019) with CompeteNZ

IBSA participated in the Manufacturing and Design Conference with CompeteNZ in Auckland. The conference explored the theme of 'Future-proofing New Zealand's Manufacturing and Design Economy'.



Australian and New Zealand VET sectors

Sharon Robertson and Juliana Potulic met with key stakeholders across the VET sector in Wellington, New Zealand. Meetings included representatives from the Ministry of Education and Minister's Office, New Zealand Qualifications Authority, the Industry Training Federation and several Industry Training Organisations. The visit provided an opportunity to discuss the strengths of our respective VET systems and how to better meet emerging skills needs.



World Federation of Colleges and Polytechnics 2018 Congress

IBSA Group attended the World Federation of Colleges and Polytechnics 2018 which focused on the changing nature of industry and how it's evolving, overseas implementation, the future of learning and how technology is changing the way we work.



Manufacturing hosts international delegation to showcase Australian VET system

International delegations from Chile, Peru and Pakistan joined our IRC Chairs and members to showcase the Australian VET system and its focus on industry engagement. IBSA hosted the event which included executives from TAFE Directors Australia, Australian Industry Standards and the Commonwealth's Department of Education and Training.

Held at the Melbourne Cricket Ground (MCG), the event provided a practical insight into the Australian VET system and its structure.

[Click here](#) for the MCG tour video

Our company

IBSA Board



John Vines OAM

John Vines OAM has been Chair of the IBSA Board since 2004. From 1984-2008 he was Chief Executive of the Association of Professional Engineers, Scientists and Managers, Australia (APESMA). A civil engineer by profession, John Vines has an economics degree and a Master of Business Administration. He is Chairman of Austbrokers Countrywide Financial Services Group and the Professional Standards Council, a Director of Carroll and Richardson, 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. John has been a member 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.



Peter Costantini

Peter Costantini has extensive executive leadership experience in the private and not-for-profit sectors. He has been a Director of IBSA since 2004 and chair of the Finance, Audit and Risk Management Committee since 2008.

Peter is the Managing Director of the SAS Group – a specialist public affairs and strategic communications firm working with enterprises and industry associations across Australia. He was previously a General Manager with the Queensland Chamber of Commerce and Industry, responsible for employment, education and training policy and Chief Executive Officer of 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. 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 (Retired October 2018)

Peter Dwyer is a highly experienced Senior HR executive and consultant with more than 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 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 education and training committees, councils and boards. Peter is a strong advocate of the VET system and has actively represented industry and industry bodies 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 (Retired October 2018)

Ros Eason 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. She is a Director of Communications and Information Technology Training and a member of the former Labor Government's Service Leaders Group. Ros holds a Master of Art (Honours) and a Bachelor of Commerce.



Rhyl Gardner

Rhyl is a director and portfolio executive with over thirty years of senior corporate experience. She balances her non-executive director roles in finance, education, the arts and start-ups with her consulting and executive coaching practice.

Over a long career in banking and financial services at St George Bank, Westpac, Suncorp and BOQ, Rhyl filled executive and general management roles in treasury, risk and compliance, marketing, corporate banking, retail banking and group strategy. She has lead and managed teams of up to 1000 people. She played a key role in St George's considerable growth and achievements as a business bank and extended this expertise to encompass retail banking, increasing performance and profitability, customer satisfaction and employee engagement. Her roles in St George include Queensland Managing Director and General Manager of Group Strategy. She also held the role of Head of Group Strategy at BOQ, where she led the \$440 million acquisition of Investec. Rhyl also has over 15 years of board experience as a director in the finance, education, social services and arts sectors.

Rhyl is currently a director of Community Sector Bank, Innovation & Business Skills Australia (IBSA) Ltd, and Foodbank (Qld). She is a past director of Social Investments Australia Ltd, Foresters Community Finance Ltd, Qld Symphony Orchestra, St. Margaret's School, Expressions Dance Company and the YWCA.

Rhyl's formal qualifications include a Bachelor of Commerce, Bachelor of Economics, Master of Applied Finance and an Executive MBA from INSEAD. She is a former finalist in the Telstra Business Women's Awards and the winner of the Finsia Award for excellence in financial services. She has been a participant in the AICD's Chair's Mentoring Program and is a certified Executive Coach.



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 77,000 members and 16,000 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. He 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, a Fellow of the Australian Institute of Superannuation Trustees, and a Fellow at the Australian Institute of Company Directors. Graeme is a member of IBSA's Finance, Audit and Risk Management Committee.



Anne Younger

Anne Younger is the General Manager, Education and Training at the Australian Industry Group (Ai Group), responsible for policy development and major projects. At Ai Group Anne previously worked as an economist, managed training services and, prior to that, managed a national team of business advisers under the Enterprise Connect program to improve productivity in small and medium-sized enterprises. Anne was also the National Industry Career Specialist for Innovation and Business under the Career Advice Australia program.

Before joining Ai Group, Anne worked for more than 25 years in the VET sector in a range of roles involving project management, policy, planning, research and quality management. Anne holds a Master of Education in Educational Leadership and Management, a Bachelor of Economics and a Certificate IV in Assessment and Workplace Training.



Chris Walton (Commenced November 2018)

Chris Walton is the CEO of Professionals Australia, an organisation that represents over 24,000 engineers and technical professionals. Prior to joining Professionals Australia in 2008, Chris worked at the ACTU for 14 years and was ACTU Assistant Secretary from 2002-2008. Chris has a Bachelor of Commerce degree, a Graduate Diploma in Labour Law and is a Graduate Member of the Australian Institute of Company Directors.



Susan Wilson (Commenced November 2018)

Susan Wilson has a recognised national profile in innovation from a public and private sector career across industry, government and research. She is Founder/Director of human-centred design and innovation consultancy, Bounce Partners.

Originally an R&D scientist, Susan has international commercial leadership experience in start-up to global multinational tech and manufacturing companies, government and NGOs. She has widely contributed to Australia's national innovation, science and economic development capability and capacity building through her governance, advisory and C-suite appointments.

Susan holds a Bachelor of Science, Master of Business Administration and professional governance qualifications. She also holds professional certifications in design thinking, culture and change leadership from world leading US innovation consultancy, IDEO.

Directors' Meetings

The IBSA Board is responsible for leading the organisation and setting the strategic directions. During the 2018–19 period, the Board consisted of nine professional Directors.

During the period:

- Peter Dwyer and Rosalind Eason completed their terms as directors in October 2018
- Chris Walton and Susan Wilson were appointed as directors in November 2018

During the financial year, seven meeting of directors were held. Attendances by each director were as follows.

Board Meetings

Director	No. Eligible to Attend	No. Attended
John Vines (Board Chair)	7	7
Peter Costantini	7	6
Rhyll Gardner	7	7
Graeme Russell	7	7
Anne Younger	7	7
Chris Walton (appointed 13 November 2018)	5	4
Susan Wilson (appointed 13 November 2018)	5	5
Peter Dwyer (resigned 16 October 2018)	2	1
Rosalind Eason (resigned 16 October 2018)	2	2

Innovation & Business Industry Skills Council Ltd is incorporated under the Corporations Act 2001 and is a company limited by guarantee.

Board Committees

The IBSA Board maintains three Board Committees:

- The Finance, Audit and Risk Management Committee which met six times, in conjunction with Board meetings. There were six face-to-face meetings. The Committee assists the Board in financial monitoring and has risk management and audit oversight.
- The Governance and Nominations Committee which meets on an ad hoc basis as required and provides advice and recommendations to the Board in relation to the appointment of new Directors. The Committee met twice during this reporting period.
- The IBSA Foundation Committee which meets on an ad hoc basis as a philanthropic fund. The Committee met once during this reporting period.

Membership of the three Board Committees is at Figure 3.

Figure 3. Membership of Board Committees

Committees	Members	Meeting frequency
Finance, Audit and Risk Management	Chair – Peter Costantini John Vines Rhyll Gardner Graeme Russell Sharon Robertson, CEO (ex Officio) Ian Pollard, Chief Finance Officer (ex Officio)	Six times per year prior to board meetings
Governance and Nominations	Chair – Graeme Russell Anne Younger Rhyll Gardner Sharon Robertson, CEO (ex Officio)	As required
IBSA Foundation	Chair – John Vines Anne Younger Susan Wilson Sharon Robertson, CEO (ex Officio)	As required

Company Membership

The following organisations are IBSA Company Members:

- Australian Council of Trade Unions
- Australian Industry Group
- Australian Chamber of Commerce and Industry
- Independent Tertiary Education Council Australia
- Australian Institute of Conveyancers
- Australian Institute of Management
- Australian Manufacturing Workers' Union
- Australian Services Union
- Finance Sector Union
- Printing Industries Association of Australia
- Professionals Australia

Financial Report for the year ending 30 June 2019

The following pages provide the Director's Report and the Audited Financial Statements for the financial year ending 30 June 2019.

The Financial Report has not been included in this version of the Annual Report.



www.ibsa.org.au

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