



Business Skills Victoria Annual Report 2008-2009

Prepared by

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Executive Director

On behalf of:

The Board of Business Skills Victoria (BSV)

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1.0 Executive Summary

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BSV continued to provide services to Skills Victoria and conduct National project work in 2008/2009. BSV is well placed to contribute to the Victorian Skills Reform, having built sound relationships with Construction and Property Services Industry Skills Council (CPSISC), and Innovation Business Skills Australia (IBSA). BSV continues being entrepreneurial and was successful in utilising networks for project opportunities (government and industry).

The role of the Industry Training Advisory Body (ITAB) is complex, working with government, industry associations, employers, unions and Registered Training Organisations (RTOs). The Boards' composition is tripartite which provides significant opportunity for discussion of strategic training issues involving key stakeholders. In accordance with Victorian requirements of the State ITABs, BSV provides advice on a range of issues including industry needs and curriculum development and Training Package and Australian Apprenticeship implementation.

BSV contributes to discussion on issues such as Victoria's skill shortage and the implications of the global financial crisis on Victoria, via the industry needs report to Skills Victoria. The object of this is to provide speculative and qualitative information on this issue to add balance to Skills Victoria 'Industry Priority Reports', which present statistical information on industry and training trends.

The BSV Board continues to represent industry needs for business, finance and property services. The expertise, knowledge and energy of the Chair, Liselle Grant and the Deputy Chair, Andrew Rimington is well valued. Early 2009 was a very sad period for BSV – ex-chairman Brian Curtin lost his battle with cancer. At the same time Board member, Pam Keating tragically lost her life in a car accident. The Board paid tribute to Brian and Pam. New Board members Lee-Anne Fisher, Australian Industry Group and Lisa Shadforth Waste Management Association of Australia (WMAA) are proving to be a great asset. The Board also welcomed Vanessa Maher, Real Estate Industry of Victoria (REIV), who returned to work from maternity leave.

ITABs provide a quality service to a widespread stakeholder group. Activities include workshops and seminars, liaison with and providing advice to regulators, regional consultations, information services, advisory services, brokering of RTOs and industry, and promotion of the National Training Framework (NTF).

2.0 Major Focus

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BSV is a research, consulting and advocacy group. Its core purpose is to represent the needs of its constituency and to provide information and support about the benefits of accessing the vocational education and training (VET) system. In addition BSV works extensively with RTOs providing advice and information about current training issues and support in accessing and meeting the needs of industry sectors.

BSV's coverage extends across the business services, financial services and property services industries. BSV's focus is directed towards representing the complex and diverse needs of the enterprises that comprise its coverage including the micro and small businesses which form the majority of employers.

BSV is established to contribute to the development of the Australian economy and sustainability of its industries by:

- Building close relationships with industry to determine current and future needs.
- Advocating industries' skill development requirements to Government and the VET system.
- Working to match the various industries' share of resources within the VET system with identified needs.
- Fostering and extending a training culture for both employers and employees within industry, and fostering the take-up of training.
- Conducting high quality and targeted research to inform and underpin BSV's advice and strengthen its voice.
- Providing information services to stakeholders that will result in improved quality and increasingly relevant training and its implementation.
- Where necessary, providing a coordinating voice for industry sectors within its coverage.

To fulfil these purposes BSV has:

- Built and developed a healthy and effective organisation.
- Maintained its standing within the VET system.
- Maintained and strengthened its understanding of the VET system and the needs and directions of the system's stakeholders.

2.1 *Communicating with Industry*

BSV faces a considerable challenge in reaching such a wide constituency with a limited budget. Interest groups, targeted project activity and topical activity directed at stimulating training demand is the most common manner in which BSV communicates with industry.

2.1.1 Major Activities

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Various approaches and communication strategies for the provision of advice to industry have been undertaken. This has helped BSV build on and strengthen its presence within its constituency. The continued challenge for the Board is maintaining a balance between working within and promoting training initiatives, such as stimulating training demand and dealing with many of its constituents on training issues by cutting through the red tape and making sense of our complex training system for constituents. The activities, which were undertaken in 2008-2009 to provide advice to industry, and RTOs reflect the strategy agreed by the Board and BSV's 3 year contract with Skills Victoria 2008-2011. These activities are detailed on the following pages.

Activities – Advancing the implementation of the National Training Framework

BSV has undertaken a number of activities to advance the implementation of the NTF. In addition to routine discussions and consultations with industry representatives and RTOs, BSV has undertaken specific and targeted initiatives, which are outlined below.

- Regional visits in Mildura, Shepparton, Mornington, Bendigo, Horsham and Geelong. These visits focus on discussing VET issues with industry, RTOs and other stakeholders such as Group Training Companies (GTC), National Industry Career Specialists (NICS), Regional Industry Career Advisors (RICAs) and Australian Apprenticeship Centres (AACs).
- BSV's communication strategy included the dissemination of the newsletter *BSV VOICE* which outlines NTF issues and updates on Training Packages, together with the website www.bsv.org.au.
- The following Industry Interest Groups met during 2008-2009: business services, waste management, administration, pest management, real estate, cleaning, carpet cleaning, fire protection equipment and security. The financial services consultations were conducted at TAFE and association industry meetings. It is important to be flexible and utilise effective communication means, which may not always be meetings conducted at BSV premises.
- Workshops for industry and RTOs on cross industry practices have been conducted via industry needs forums. BSV presentations have been conducted at Security workshops, Australian Apprenticeship Centres, TAFE Networks, flexible learning forums, VISTA and the Victorian Industry Training Advisory Body (VITAB) forums.
- Advice and assistance to the Victorian Registration and Qualifications Authority (VRQA) on proposed new courses.
- Regular advice to RTOs and industry on Training Package review implementation – Business Services BSB07, Property Services CPP07 (BSV is part of the Sector Advice Committee, SAC for business services and part of the Construction and Property Services network on issues relating to property services).
- Project Manager for the review of the Asset Maintenance Training Package PRM04.
- Committee activity for the development of Business Continuity units (inclusion in the Business Services Training Package BSB07).
- Assistance to the Licensing Services Division of the Victoria Police on the implementation of CPP07 for security licensing.
- Committee activity for Swinburne sustainability centre projects – development of support materials for competency guideline standards.

- Committee activity for the development of Certificate IV in Business and Personal Coaching with FIRE UP.
- Committee activity (chair) for the Community Language Teachers Program development of qualifications
- Committee activity with Chisholm Institute on Graduate Certificate in Management.
- Committee activity for the reaccreditation of the Graduate Certificate in Human Resource Management.
- Committee activity (chair) for the reaccreditation of Certificate II in Small Business
- Committee activity (chair) for the reaccreditation of the Advanced Diploma of International Business.
- Committee activity (chair) for the reaccreditation of the Advanced Diploma of Business (Legal Practice).
- Committee activity (chair) for the reaccreditation of the Advanced Diploma of Business (Public Relations).

Activity – Working with National Industry Advisory Arrangements

BSV works with two Industry Skills Councils: Construction and Property Services Industry Skills Council (CPSISC), and Innovation, Business Skills Australia (IBSA). BSV has set the groundwork for sound relationships including joint activity to assist with the implementation of the NTF and the development of the Training Packages. BSV has conducted consultations with both industry and RTOs to implement Skills Reform policies in Victoria. During 2007-2008 activities and consultation centred on the following activities:

- National/State forums for the validation of environmental scans for CPSISC and IBSA.
- Focus groups and meetings conducted for the implementation of CPP07 for Security and Real Estate licensing purposes.
- State/Industry Skills Councils network meetings and/or teleconferences.

Activity – Engaging industry

BSV actively encourages industry to increase the uptake of training under the NTF and provides advice in all aspects of VET provision. Specific activities have included:

- Facilitated industry interest groups, which aim to generate interest in the take-up of training under the NTF.
- Worked extensively with the Security industry to assist in the delivery of training.
- Secretary for the Victorian Security Industry Advisory Committee (Training Council).
- Conducted a marketing strategy promoting training to industry.
- Promoted new areas that have become available within the Business Services Training Package.
- Conducted promotion and judging activity in the Victorian Training Awards.
- Participated with the Victorian Industry Training Advisory Body (various activities, including Skills Victoria liaison and running of seminars).
- Conducted national workshops for Pest Management and Waste Management, as part of the Asset Maintenance review.
- Conducted national interviews with Waste Management enterprises, as part of the Asset Maintenance review.

2.2 Participation in Networks

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BSV is a member of the following State/Territory ITAB Networks:

- Business Services
- Property Services

During 2008-2009, BSV participated in face-to-face meetings with all Executive Officers of the Industry Skills Councils. The Networks provide an opportunity for the Executive Officers to meet and discuss the issues with the development and/or implementation of the NTF and Training Packages. It is valuable to have contacts in each State/Territory and to have first hand information about the training system in each State/Territory.

During 2008-2009 BSV sat on a number of national projects to develop Training Package resource materials.

Anna Henderson was an active member of Victorian ITAB Association during 2008-2009. In this period the Association conducted a number of meetings to discuss relevant issues such as cooperative approaches to Skills Reform in Victoria.

2.3 Research and Projects

2.3.1 Industry Needs Report

This report was submitted to Skills Victoria in February 2009. It addressed four key questions for business services and related sectors, finance and property services:

- Major developments in key drivers shaping your industry which have arisen or significantly intensified over the last 12 months
- Industry responses to these developments
- The emerging and critical skills implications of these developments and responses
- The training demand and delivery consequences of addressing these skills needs.

A summary of this report is as follows:

The current global financial crisis was referenced heavily but the overall summation of it was that it will not cause long-term economic damage in Victoria and will not quash training and delivery needs. This report generally supports the views of Phil Ruthven chairman of IBISWorld. Ruthven notes that we may not be economically and financially bullet-proof in Australia, but we are possibly the best placed in the OECD. All of our banks are triple A rated, our government has virtually no debt and has money in the bank, and we have the serendipity of a mining prices boom.¹

In the face of a looming and potentially prolonged downturn, the expectation is that business and property groups will defer or cancel extra spending. However, the outsourcing of services has become so ingrained over the past decade that they are no longer considered to be a luxury.

¹ Phil Ruthven, Gchairman IBISWorld, <http://www.ibisworld.com.au/pressrelease/pressurerelease.aspx?prid=148> For more information see section 6 of this report.

Necessary operations, such as recruitment, design, advertising, strategising and computer systems development are now outsourced to specialists. As a result business services, once a boom sector, will remain in demand. Consulting and outsourcing tends to be resistant to a slowdown as companies employ these services to minimise losses and gain market share during a lull. According to IBISWorld statistics, business and property services annual, national revenue in 2008 was \$195,990 million. The projected annual, national revenue in 2009 is \$202,400 million (a 3.27 percent rise). In 2008 there were 780,000 business and property services enterprises nationally, IBISWorld projection for the number of enterprises in 2009 is 810,000 (a 3.85 percent rise). Employment for business and property services was 1,280,000 nationally in 2008. The projected employment level in 2009 is 1,320,000 (a 3.13 percent rise).²

Training needs for property and business services from BSV research may be summarised as follows:

Business services and related sectors

- Greater focus on generic business training to develop bottom-line operational skills that will help Victoria overcome hardship in the current economic meltdown. This includes sound supply chain operations and lean processing.
- Skill development in the following: sustainable development, corporate social responsibility, triple bottom line, environmental social governance. The emphasis needs to be on integrating these issues with business performance.
- Training in supply chain design and execution to maximise business opportunities in difficult economic times.³

Finance

- Back to basics financial management to capitalise on our past sound economic performance and minimise the effects of the global credit crisis. This requires skill such as 'behavioural finance' operations – a skill that entails analysing the information from throughout the economy and translating it into public signals – prices that investors and firms can relate to.⁴
- The need for 'finance training for non-finance officers' will grow next 10 years due to the focus (reinforced by the global credit crisis) on sound governance and sound financial management.
- Over the next 10 years the need to report on non-financial information to shareholders and discuss correlations between sustainability and financial information will grow. Reporting mechanisms on sustainability will be extensive and sustainability will be a mainstream business consideration.
- Sustainability – in line with the growth of supply of non-financial information – there will be an increase in the provision of assurance services – ie: audit and assurance. For example, with the increase of sustainability and environmental emissions figures for businesses – there will be a greater need to verify these figures. Both the consumers and stakeholders of companies will demand that the information is verified and correct.

² BRW, 4 December – 7 January 2009, page 30.

³ Local Government (as a related Business services sector) is addressed in Section 10 of this report.

⁴ John Cassidy, Review, review@taifax.com.au, October 2008, page 2.

Property Services

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Property services encompasses many sectors, including real estate, the property and asset sector, stock and station agency, spatial information services (SIS), security, cleaning, pest management, waste management and fire servicing equipment.

- **Waste management:** over the next 10 years the focus will shift from management of existing waste to waste minimisation and waste avoidance. The skills development implications of this are a broader emphasis on environmental issues and creating greater synergies between ideologies and industrial practice. Waste management training requirements are mainly at the Certificates II–IV level. Within the next 10 years this means that even base operators in the industry will require training in sustainability and carbon emissions.
- **Cleaning, pest management and fire protection:** greater focus on OHS and environmentally safe practices. Operational processes are more targeted due to improvements in technology and products. Training needs remain stable at Certificates II and III levels.
- **Property development and management:** Both technical (i.e. spatial literacy) and generalist skills development (communication skills) will be required particularly at Certificates IV and Diploma levels to meet the heightened professional demands of this industry.
- **Security:** a growth area due to potential threat of terrorism and a rise in opportunistic crime due to the economic decline.

2.3.2 **Victorian Police, panel activity for the selection of Security RTOs**

This fee for service activity has involved:

- Engaging active involvement of RTOs in the implementation of the reviewed Victorian Security Licensing requirements (based on the Asset Security Training Package PRS03).
- Ensuring that RTO's assessment material is in line with the reviewed licensing standards.
- Ensuring the emphasis is on sound communication as opposed to confrontation is understood and a cultural change in security occupational behaviour takes place.
- Conducting discussions with security RTOs to ensure they are utilising appropriate training solutions, such as customisation of the Training Package and useful flexible training delivery options.
- Maintaining an effective Traineeship pathway in the Security Industry.
- Assisting the Victorian Police to make a transition to Property Services CPP07 (the reviewed Training Package) for regulatory purposes.

2.3.3 **Industry Skills Councils**

BSV played a supportive role within its national advisory networks. The Board is very aware that the output of the Industry Skills Councils, particularly in relation to the continuous improvement of Training Packages, industry environmental scans and workforce development. Close involvement with the Industry Skills Councils is aimed at influencing national product and policy development.

2.3.4 Go-Green Australian Apprenticeships CPSISC Project (Funding via the Department of Environment, Heritage and the Arts)

Go- Green Australian Apprenticeship Sample Training Programs - a ready-made suite of Australian Apprenticeship Sample Training Programs, across industry, for occupations that relate to the environment, or sustainability were developed (originally as part of a DEEWR Industry Pathfinder project), and recently updated (as part of this project). The project is based on the principle that Training Packages provide the essential infrastructure from which to build practical sustainable job examples. The appropriate Training Packages' packaging and customisation guidelines have been utilised for each job so that a recognised Australian qualification is issued upon completion.

'Go-Green' Australian Apprenticeship Sample Training Programs are have been developed as a 'ready to use' resource of Training Package implementation methods for sustainability training within Australian Apprenticeships. This makes the National Training Framework more accessible to industry.

Green Training Package Application

'Go-Green' Australian Apprenticeships have combined the following two premises:

1. strong support for the use of competency standards as a way to define training needs and to drive delivery of vocational education and training (VET) for industry and
2. government and industry acknowledgment for the need for more environmentally sustainable industry practices.

The marrying of the above premises has created a 'here and now' solution to industry sustainability via flexible use of existing Training Package qualifications across industry and a guide to the range of vocations to be considered when estimating future environmental vocational needs.

The job titles for the Sample Training Programs were selected from 'Seek', newspaper job vacancies and Industry Skills Councils (ISCs). There was an attempt to project to the future (5 to 10 years), i.e. to capture emerging job requirements.

Project Outputs and Consultations:

Job descriptions and qualification descriptions added to Sample Training Programs, as per requests from stakeholders, such as Australian Apprenticeship Centres (AACs).

- Distinction made between core environmental/sustainable Sample Training Programs and value added Sample Training Programs.
- Promotional and guidance material to support the delivery of the Go-Green Australian Apprenticeship Sample Training Programs are being upgraded.
- On-going consultation with ISCs is taking place.
- Ten promotional workshops will take place before June 2010. This includes promotional activity to AACs, RTOs, and industry.

Sample Training Programs are available for the following Job Titles:	
<p>Core Environmental/Sustainable Jobs</p> <p>Asset Maintenance (Waste Management) Resource Recovery Officer Driver (Waste Products) Waste Sustainability Officer Store Person (Waste and Recycled Goods) Environmental Disposal Officer Recycle Shop Sales Environmental Depot Manager Sustainability Advisor Sustainability Marketing Officer Environmental Manager Sales Representative (Waste Management) Paper, Pulp, Waste Recycle Officer Landfill Environmental Assistant Landfill Environmental Officer Landfill Environmental Public Assistant Landfill Environmental Public Advisor</p> <p>Conservation and Land Management Natural Land Management Operator</p> <p>Electrotechnology Renewable Energy Assistant Renewable Energy Technician, Management and Control</p> <p>Horticulture Sustainable Horticulture Tradesperson Sustainable Vegetation Tradesperson Sustainable Horticultural Promotional Officer</p> <p>Local Government Local Government Health and Environmental Officer Local Government Waste and Environmental Officer Local Government Environmental Team Leader Local Government Community Environmental Team Leader Local Government Waste Environmental Team Leader Local Government Water Environmental Advisor Local Government Environmental Administrative Officer Local Government Environmental Advisor Local Government Environmental Sustainability Planning Officer Local Government Sustainable Land Management Officer Local Government Sustainable Operational Works Assistant Local Government Sustainable Operational Works Officer</p> <p>Rural Production Sustainable Produce Advisor Sustainable Horticulture Producer</p> <p>Water Industry Operations Save Water Assistant Save Water Officer Save Water Controller Trade Waste Controller</p>	<p>Jobs with Environmental/Sustainable Value Adding Cont. Business Services cont. Practices Officer Sustainable Business Practices Promotional Officer Sustainability Marketing Officer Sustainable Business Officer</p> <p>Community Services Community Environmental Policy Assistant Community Environmental Research Assistant Community Environmental Assistant Community Environmental Policy Officer Community Environmental Research Officer Community Environmental Team Leader</p> <p>Construction Carpenter (Sustainable Practices) Carpenter and Joiner (Sustainable Practices) Demolisher (Sustainable Practices) Painter and Decorator (Sustainable Practices) Plasterer (Sustainable Practices)</p> <p>Financial Services Sustainability Finance Assistant Sustainability Finance Officer</p> <p>Forest and Forest Products Forest Establishment and Re-vegetation/Regeneration Worker</p> <p>Health Support Services Patient Care Assistant Health Support Assistant</p> <p>Hospitality Slow Food Chef Green Catering</p> <p>Manufacturing Batch Plant Operator (premixed concrete) Plant Technician (premixed concrete) Manufacturing Process Operator (competitive manufacturing) Manufacturing Team Leader (competitive manufacturing) Team Leader (Food Processing) Production Supervisor (Food Processing) Leading Hand Machine Operator Dye Chemist (Textile Production) Mechanical Engineer Operator Electrical Engineer Operator</p> <p>Plumbing Plumber (Sustainable Practices)</p> <p>Property Services Field Hand Surveyor's Assistant GIS Assistant Town Planner's Assistant</p> <p>Tourism Environmental Activity Co-ordinator (Natural and Cultural Heritage)</p> <p>Transport Environmental/Sustainability Transport Worker Environmental/sustainability Logistics Officer Environmental/Sustainability Transport Supervisor Environmental/sustainability Logistics Supervisor Environmental/sustainability Logistics Trainer</p> <p>Visual Arts, Craft and Design Earth Art Promotional Assistant Earth Art Promotional Officer</p>

The Sample Training Programs can be accessed on the Construction and Property Services Industry Skills Council website www.cpsisc.com.au or contact Anna Henderson: ahenderson@bsv.org.au

2.3.7 Go-Green Stimulate Training Demand Funded by Skills Victoria as an Addendum to the 2008-2011 Performance Agreement

The previously mentioned Go-Green Australian Apprenticeship STPs will be promoted directly to industry in Victoria. Go-Green Apprenticeships are a full qualification and are mainly at AQF Certificate III & IV. The qualification is drawn from units of competency in multiple Training Packages. With the developmental work for the STPs completed, this project will enable the promotion of these products and other practical sustainable implementation resources to industry and appropriate stakeholders in business, finance and property services.

2.3.6 Electronic Security Workforce Career Pathway Mapping CPSISC Industry Pathfinder Project

The purpose of the project is to identify that the electronic security industry is suffering from the lack of a properly developed and documented career pathways and it is intended to enlist interested parties with high level of expertise within the electronic security sector to raise professionalism and address the industry's skills shortages.

Project aims

Recent survey results indicated that the electronic security industry is suffering from the lack of a properly developed and documented career pathways and it is intended to enlist interested parties with high level of expertise within the electronic security sector and the vocational sector to establish these career pathways.

Project outcomes

The anticipated outcome is the development of career pathways resources to promote careers in the electronic security sector. The career material developed will be used to attract candidates to the electronic security sector and make the training associated with this career pathway easier to follow for industry candidates and registered training organisations (RTOs) alike.

2.3.7 Finance Stimulate Training Demand Funded by Skills Victoria as an Addendum to the 2008-2011 Performance Agreement

To overcome the effects of the global financial crisis and to help business grow, BSV is encouraging industry to consider vocational finance training options via the Financial Services Training Package (FNS04), which contains skills standards that apply to enterprises and individuals and to people working within the financial services industry. The finance industry is a major driver of Australia's strong economy, with more than \$18 billion net flowing through the sector annually. The financial services industry has undergone considerable change in recent years due to financial deregulation, globalisation, new technologies and the emergence of new markets and new products. In some areas of the industry increasing government regulation will heighten the need for relevant high quality staff training and skill development in the years to come.

FNS04 is the national Training Package which is recognised by industry, training and financial regulators. It provides standards for vocational education and training across a range of sectoral areas including:

ASIC Accreditation Tier 1 & 2	General Distribution General Insurance	Retail Financial Services
ASIC Accreditation in Life Insurance	Insurance Assessment Services	Risk Management Self Managed
Accounting	Insurance Broking	Superannuation Funds
Banking	Insurance Services	Superannuation
Bookkeeping	Life Distribution	Workers Compensation
Conveyancing	Loss Adjusting	
Credit/Lending Services	Mercantile Agents Mortgage Broking	
Financial Literacy and Consumer Education	Personal Injury Management	
Financial Markets	Personal Trustees	
Financial Planning	Practice Management	

BSV is encouraging greater awareness of finance career pathways and more placements in VET finance qualifications, with a special emphasis on the Certificate IV and Diploma qualification.

2.3.8 Asset Maintenance Review

This project has undertaken a number of Workforce Functional Analyses in the following industry sectors: cleaning, carpet cleaning, fire protection equipment, pest management and waste management, which is BSV's allocated project focus. A broad range of consultation activities across Australia have been conducted. These included open workshops in all capital cities, meetings with licensing and regulatory authorities (where relevant), employers, industry associations, employee and employer associations, Industry Training Advisory Bodies (where operating) etc to identify issues and trends that are or will impact on each of the industry sectors into the future.

Waste Management

The Waste Management sector required significant redevelopment. The industry believed that the current standards are still too orientated towards the traditional model of 'collection and landfill' activities rather than the contemporary focus of 'collection, recovery, recycle, reuse and disposal' which better describes the work undertaken by this sector. As the scope of the industry has expanded significantly it was necessary to identify the industry's functions and ensure that they are covered by appropriate units of competency. The units were imported from other relevant industry Training Packages where appropriate to the industry's needs and six new units were developed. As a consequence of the changing nature of the industry one issue that was discussed was the option of renaming this sector. Following extensive discussion however the existing title was considered reflective of actual industry practice.

The qualifications framework was reviewed. One issue concerns the industry demand for higher skill levels and a Diploma level qualification was developed. This also necessitated a realignment of existing units within the qualifications framework as well as the development of new units.

Some companies primarily in the collection sector within this industry choose the Transport and Logistics Training Package for training purposes (this reflects the traditional transport aspect of moving waste to transfer stations, recycling facilities and landfills). This necessitated reviewing the existing qualifications and units of competency to ensure that industry needs are met particularly in the emerging parts of the industry. It was also necessary to consider qualifications offered in the Business Services and the Competitive Manufacturing Training Package as these also attract people from the Waste Management sector.

In line with the increasing focus on sustainability and environmental issues the units and qualifications were revised to address these issues comprehensively. The increasing use of technology in the industry is also putting greater demands on new and existing employees to be proficient in using and applying information and communication technologies (ICT). Aspects of language, literacy and numeracy needed to work in the industry have been adequately incorporated into the units of competency. A limited number of key stakeholders have been exposed to the skill set concept but this skill sets will feature in the redeveloped Training Package.

2.4 Policy Development

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2.4.1 Industry Training Advice

BSV has for a number of years in its plans and reports to the State Training Authority raised a series of issues to stimulate debate about the changing nature of work and the VET response to the new drivers of change. In addition to the Victorian report BSV provides to Skills Victoria on industry change drivers, BSV has contributed to the national industry drivers reports by sharing information with the Industry Skills Councils and running workshops to feed into the national reports.

The 2009/2010 reporting format to Skills Victoria according to the new 2008-2011 contract is as follows:

- Operational plan for 2009/2010: July 2009
- Industry Needs Report – 4 Key Questions Reports: May 2010
- ITAB Annual Report: November 2009
- Training Package Branch – report to Curriculum Maintenance Managers: April 2010
- Priority education training program priorities (PETP) advice: June 2010
- Victorian training award judging: June 2010
- Periodic Financial Reports
- Proposed 2009 Balanced Budget: July 2010
- Collaborative ITAB/Skills Victoria meetings

Other general functions include on-going assistance with NTF promotion to industry and promotion of training recognition by assisting with processes such as environmental scanning and workforce development.

The industry advisory arrangements have the capacity to provide high quality advice on the skill needs of industry at both the state wide and regional level. The BSV Board welcomes the Victorian Skills Commission offer to engage with the Victorian Skills Reform. In the past this Board, due to its active nature has raised a number of key strategic issues and direction for VET. Industry hopes that the training agenda will continue to be 'industry led' so that vocational training is true to industry needs. There is significant opportunity for industry to be part of policy formulation and planning at a strategic level.

BSV supports the Victorian Government's *Securing Jobs for Your Future* initiative. The breadth and commitment, of BSV's industry focus means that it can speak authoritatively for its industries and can draw on a wealth of industry expertise. As an independent body, BSV is in the position to apply its industry expertise in a practical 'hands-on' manner to add depth to industry training in the context of Victoria's skill reforms.

BSV's activities are aimed towards:

- Meeting the needs of Victoria's industry and workforce.
- Providing accurate information on which individuals and businesses can base their choice.
- Responding more effectively to the needs of individuals and businesses.
- Matching training priorities to business needs.
- Helping individuals and businesses meet their needs.

Interaction with key players in the VET arena will continue to create opportunities for the stimulation of training demand.

2.5 Running the business

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BSV has successfully accessed various projects. This has put the Board in the fortunate position of being well informed, across industry on a broad range of VET issues. It has also added to its already healthy financial position in 2007/2008, with a healthy surplus of approximately \$48,000.

Whilst ITABs qualitative research is still important, ITABs are moving from extensive research activity to more of a promotional role in attempt to stimulate training demand. BSV is making that transition by becoming more involved with enterprises and enterprise groups and by seeking opportunities to promote training programs. Although BSV has been involved in Training Package review contractual activity (currently completing the review of the Asset Maintenance Training Package), in the future there will be less contracting, as most of the work will be conducted 'in house' by the Industry Skill Councils. Nevertheless, BSV is successfully continuing to seek project opportunities with government and industry, and this is helped by its sound business reputation and substantial industry expertise.

2.6 Governance practice

Refresher training on governance practice:

- Board member induction kit developed by Skills Victoria has been issued to all BSV Board members.
- Not-for-profit governance training was conducted in July 2009 for all Board members.

Measures to be undertaken to improve performance:

BSV's performance was analysed against the standards addressed in the *Excellence in Governance Guide for Victorian Industry Training Advisory Bodies* developed by Skills Victoria. The standards addressed are the following:

- Legal Obligations
- Board Structure
- Board Responsibilities
- Strategic Planning
- Assessing Business Risk
- Performance Monitoring

** Areas of potential gap.*

Legal Obligations

Education and Training Reform Act 2006

- The Victorian Learning and Employment Skills Commission changed name to the Victorian Skills Commission.
- BSV is complying with the functions of the Victorian Skills Commission.

Associations Incorporation Act 1981 and Corporation Act

- BSV's constitution complies with this Act.

Legal Responsibility

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- The executive officer reports on BSV's reporting and management responsibilities at Board meetings, this includes issues such as insurance, projects etc.
- The Secretariat complies with project contracts. These documents specify include terms of contractual obligations.

Maintaining Required Books and Records

- Board meeting minutes are kept and signed off by the Chair.
- Core duties as identified in the contract with Skills Victoria are fulfilled and documented, as required.
- Project deliverables are met and appropriate reports are completed.

Duties of Care and Good Faith

- Board members' decisions take into account reasonable commercial, industrial and educational considerations.
- Board members read papers.
- Board members disclose conflicts of interest (processes are specified in the Rules of Association).

Fraud

- Policies, such as reporting, documentation, Board monitoring is in place to prevent fraud.
- Rules of Association have processes in place to remove members from office if required (in case of fraud).

Insolvency

- BSV has sound reserve funding.
- Board Members should be aware of the following:
 - The company is a separate legal entity from its members and officers.
 - Board Members can be personally liable for certain debts incurred by the company.
 - A Board Member contravenes s588G of the Corporation Act 2001 where at the time a debt is incurred by the company:
 - there are reasonable grounds for suspecting that the company is insolvent or will become insolvent by incurring the debt; or
 - the person is aware or a reasonable person in a like position would be aware, that there are grounds for suspecting insolvency.

Conflict of Interest

- Grievance processes are addressed in BSV's Rules of Association
- Potential conflicts of interest are documented in Board minutes. This may include: any interest in a matter before the Board, any interest in BSV's contract, holding conflicting office, being a competitor and any remuneration and financial benefits of Board Members.

Privacy

- BSV complies with the National Privacy Principles under the Privacy Act 1988.

Board Structure

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Legal Entity

- BSV is a legal entity under the Associations Incorporation Act 1981.
- All Board members are issued with the Rules of Associations.

**Board Composition and Board Member Selection Process*

- BSV Board members are selected on the basis of industry knowledge, representation of the sectors covered by BSV (nominated by the CEOs of industry associations).
- BSV could document selection criteria for the selection of new Board Members (this could be communicated to organisations nominating their representatives for the BSV Board).

Appointment of Board Members and Proxies/Observers

- BSV has very clear procedures for the appointment of a member to the ITAB Board and the election of office bearers.
- The status of observers and proxies is defined in BSV's Rules of Association.

Guidelines for Payments to Board Members

- BSV Board Members are volunteers (their time is volunteered by the organisations they represent).
- When Board Members represent BSV, attending overseas conferences, for example, their costs are discussed at Board meetings and approval is granted before the cost is incurred.

**Succession planning*

- Although BSV does not have direct say on Board Members, development of selection criteria for Board Members would be of benefit and this could be communicated to the nominating body.

Committees

- BSV has a Board Executive that acts as the Finance and Auditing Committee.
- Other Committees (such as the committees selected for the recent Skills Victoria projects) are selected on the basis of their industry expertise.
- BSV has a large Board (11 representatives) and guest speakers often address Board meetings keeping Board Members informed on cross-industry VET activity (cross industry being the nature of the Business sector). In this way the BSV Board information is shared amongst industry leaders and informed decision can take place.

Board Responsibilities

Role of the Board

- BSV Board conducts the following efficiently:
 - Approves business plans including setting of a mission, goals, strategies and policies for the ITAB.
 - Appoints the Executive Officer and external auditor.
 - Review s ITAB implementation of policy by Executive Officer and management.
 - Monitors performance against business plan objectives (conducted at every Board meeting).

- Informs Skills Victoria of known major risks to the effective operation of the ITAB.
- Ensures procedures are in place for assessing the performance of Board Members, dealing with poor performance, resolving disputes and ensuring a code of conduct is in place.

The role of Chairperson and Deputies are outlined in the rules of Association. The role descriptions are as follows:

28. ELECTED OFFICES OF THE BOARD

28.1 The elected officers of the Board shall be:

- (a) a Chairperson*
- (b) two Deputy Chairpersons*

28.2 Officers are to be elected as provided for in Rule 28.

28.3 Each elected officer of the Board shall hold office until the Annual General Meeting next after the date of his or her election but is eligible for re-election.

28.4 In the event of a casual vacancy in any office the Board may appoint one of its members to the vacant office and the member so appointed may continue in office up to and including the conclusion of the Annual General Meeting next following the date of his or her appointment.

28.5 Each elected officer of the Board shall hold office for a continuous period of no more than three years.

EXECUTIVE OFFICER AND OTHER STAFF

31.1 The Board shall appoint a person to be the Executive Officer as a salaried officer. The responsibilities of the Executive Officer shall include:

- (a) acting as Secretary by keeping minutes of the resolutions and proceedings of each general meeting and each committee meeting in books provided for that purpose together with a record of the names of persons present at meetings;*
- (b) acting as Treasurer by collecting and receiving all monies due to the Board, making all payments authorised by the Board, keeping correct accounts and books showing the financial affairs of the Board with full details of all receipts and expenditure connected with the activities of the Board;*
- (c) making the accounts and books available for inspection by members;*
- (d) implementing the policies and decisions of the Board.*

31.2 The Board may appoint any other staff to carry out the functions of the Board on such terms and conditions as the Board sees fit.

(A more expansive role description has also been issued to the Executive Director see Appendix A.)

Role of the Chair

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- BSV's Chair ensures proper coordination of Board processes.
- Represents the views of BSV.
- Acts as spokesperson for BSV.
- Is accountable for BSV's actions.

Role of a Board Member

- BSV Board Members represent view of BSV's relevant stakeholders and act in the best interest of BSV.
- As a conduit, BSV Board Members seek information required by BSV from industry or from relevant stakeholders.
- BSV Board Members contribute to the strategic approach developed by the Board.
- BSV Board Members ensure that they do not have a conflict of interest. *All Board members are issued with the rules of the Business Skills Victoria Associations Incorporation Act 1981 – Schedule 3.*
- BSV Board Members are mindful of their obligations in matters of privacy.

Performance and Funding Agreement

- BSV Board Members ensure that BSV complies with Skills Victoria Performance and Funding Agreement , which operates under the Education and Training Reform Act 2006 and outlines the following:
 - The relationship between the Victorian Skills Commission (VSC) and BSV
 - Level of funding under the three year cycle
 - Tasks and performance indicators to be performed.

Conduct of Meetings

- BSV meeting processes are outlined in its Rules of Association.
- BSV Meetings follow the following good governance processes:
 - Proper meeting procedures
 - Accurately prepared agendas and minutes
 - Regular intervals
 - Participants understand their roles
 - Well chaired
 - All participants receive information before each meeting
 - Board members attend regularly.

Code of Practice

- Codes of practice are outlined in BSV's Rules of Association, which address issues such as the following:
 - Board Members focus on carrying out their duties and responsibilities
 - Decision making underpinned by strong values
 - Maintenance of high standards of behaviour
 - Resolving of conflicts of interests.
- Issuing each Board Member with the Role Statement (as documented in the Skills Victoria *Excellence in Governance Guide for Victorian Industry Training Advisory Bodies*) will further enhance Board Members' code of ethics.

Appointing the Executive Officer

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- The BSV Board entrusts the Executive Officer with the responsibility to ensure all components of internal control as directed by the Board.
- BSV ensures the Executive Officer is capable of understanding the nature of ITAB, industry skill needs and the running of like organisations.
- BSV ensures the role of the Executive Officer is separate to that of the Chair of the Board, thereby ensuring a separation of the area of governance from that of management.
- The Appointed BSV Executive Officer is a key member of the ITAB (they implement Board policy and decisions and manage the organisation).

Executive Officer Responsibilities

- The BSV Executive Officer is responsible to the Board for the execution and communication of ITAB policy, strategies and directives.
- Develops, manages and coordinates all resources placed at the ITAB's disposal.
- Provides advice to the Board on matters of policy including recommendations as to changes in policy.
- Services the Board, including implementing Board policy determinations.
- Oversees the effective operations of committees, via projects and mainstream activity.
- Manages finances and ensures that fiduciary controls are in place.
- Review best practices against other similar organisations or processes – benchmarking.
- Recruits and supports staff and contractors.

Relations between the Board, Executive Officer and Staff

- BSV conducts all communication on substantive issues through the Executive Officer.

Accountability of Boards to Stakeholders

- Strategic planning identifies BSV's key stakeholders (such as Industry Skills Councils).
- BSV addresses its stakeholders' expectations.
- Planning and monitoring processes address stakeholders' expectations.

External Audit

- An independent consultant ensures that audited financial statements are certified and forwarded to the BSV Board by specified dates each year.
- The auditor issues the BSV a management letter that summarises activity and recommends improvements.
- The auditor advises the BSV Board on findings (often addresses the full Board meeting to discuss findings).

Contracts and Tendering

- The BSV executive appoints contractors.
- Where BSV is the successful contractor for external project, BSV complies with the deliverables set out in its contract.

Strategic Planning

Planning Framework

- The core business of the BSV Board is addressed and resources and systems are put in place to meet current and emerging services likely to be required from the Board.
- Monitoring processes are in place to ensure that objectives are met.
- Funding sources are identified and committed.

Planning Process

- Strategic planning occurs annually.
- Issues associated with BSV's position audit are addressed in the strategic and operational plan. These include: reason for the service, expectation of stakeholders, industry analysis, management, industry skill needs report, human resources and finances.

Environmental Analysis

- The environment in which BSV operates is addressed in BSV's strategic and operational plan and monitored via BSV's operational performance.

Vision, Core Values, Mission Goals

- BSV's Vision is: '*BSV leads Victorian industry by providing the intelligence and links to facilitate skill development and workforce solutions for Business, Finance, Local Government and Property Services.*'
- Vision, Core Values and Mission Goals are addressed in BSV's Strategic plan and it is cross referenced with its Performance Funding Agreement with Skills Victoria (whilst BSV also has contracts with other organisations, the Board's core function and identity is derived from its status as an Industry Training Advisory Body specified in the terms of the Performance Funding Agreement with Skills Victoria).

Organisational Structure and Management Processes

- BSV's structure harnesses the resources of the organisation towards efficient delivery of tasks. As a small/strategic organisation, BSV utilises economies of scale to ensure its activities are streamlined and kept relevant to BSV's vision, targets and objectives.
- BSV meetings are conducted professionally to ensure BSV's activities are monitored and measured against its KPIs.
- The use of the Board Executive and committees is carefully considered and monitored to ensure KPIs are met.

Industry Skill Needs Report – Development

- BSV's Skill Needs Report reflects State and Commonwealth policies and priorities and industry sectors covered by BSV.
- Is endorsed by the Board and submitted on time.
- Provides advice which is substantiated and is able to be validated by Government.
- Is of high quality and endorsed by the VSC.

**Quality Management*

- The BSV Board monitors BSV's activities constantly via observation, involvement and the implementation of operational tools (operational performance against KPIs).
- Quality assurance of selected ITAB processes could be implemented.
- Continuous improvement opportunities could be identified.

People Management

- The BSV Secretariat has been instrumental in meeting BSV's goals to the satisfaction of the Board and the funding bodies.
- Position descriptions are in place for BSV Staff.

Financial Management

- BSV manages finances well by conducting risk assessment, budgeting and performance monitoring, sound accounting practices, delegations and approval mechanisms, external audits and internal expense control policies.

Strategic Risk Management

- BSV has sound reporting/monitoring structures.
- Sound contracts.
- Low overhead costs.
- Streamlined management processes (i.e. Board Members receive a full account of performance against KPIs at every 2 monthly meeting).

Assessing Business Risk

Financial Risk Management

- BSV proposed strategic initiatives are assessed by the Board to ensure they comply with commercial and governance viewpoints.
- The BSV Board ratifies strategy to ensure it is consistent with BSV's Rules of Association.

Customer Focus Risk Management

- BSV's products and services are monitored by BSV Board to ensure the information is correct and quality is maintained.
- Communication links between customers and the ITAB are monitored.

Political Risk Management

- BSV is well informed of current Government policy and directions.
- Skills Victoria meetings are attended by the Executive Officer and the Board Executive.
- Where appropriate, respective Minister and associations meetings are conducted.
- Checks and balances are in place to identify potential risks so that these are foreshadowed before they occur (usually addressed at BSV meetings).
- Appropriate protocols and independent focus is in place to manage political risk.

Business Systems Risk Management

- The BSV Board monitors BSV systems and performance via measuring performance against KPIs and via monitoring BSV's financial performance against targets.

Performance Monitoring

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Performance Monitoring Framework and Processes

- BSV's operations are clearly documented and performance is monitored against KPIs at every Board meeting.

**Monitoring Performance of the Board*

- Whilst BSV Board Member attendance is monitored, Board members' participation level is not closely monitored. Parameters for monitoring Board Member performance, such as project and industry skill needs contributions could be set.

Monitoring the Performance of the Executive Officer

- The performance of the BSV Executive Officer is closely monitored via the operational plan and reporting achievements against KPIs.

Summary of Recommendations for improvement:

Board Structure:

- BSV could document selection criteria for the selection of new Board Members (this could be communicated to organisations nominating their representatives for the BSV Board).
- Although BSV does not have direct say on Board Members, development of selection criteria for Board Members would be of benefit and this could be communicated to the nominating body.

Strategic Planning

- The BSV Board monitors BSV's activities constantly via observation, involvement and the implementation of operational tools (operational performance against KPIs).
- Quality assurance of selected ITAB processes could be implemented.
- Continuous improvement opportunities could be identified.

Performance Monitoring

- Whilst BSV Board Member attendance is monitored, Board members' participation level is not closely monitored. Parameters for monitoring Board Member performance, such as project and industry skill needs contributions could be set.

3.0 The 2008/2009 Board

Appointment process for the BSV Board

BSV is an incorporated association supported by Victorian and Australian key industry groups including the Australian Industry Group (AIG), the Australian Institute of Management (AIM), the Australian Services Union (ASU), the Finance Sector Union (FSU), the National Institute of Accountants (NIA), the Municipal Association of Victoria (MAV), the Real Estate Institute of Victoria (REIV), the Australian Retailers Association (ARA), the Victorian Employers' Chamber of Commerce and Industry (VECCI), the Franchise Council of Australia (FCA), the Victoria Police, Security Licensing Services Division (LSD) and the Waste Management Association of Australia (WMAA) .

Nominations are requested from all the above mentioned organisations every financial year. Appointment is for one year at a time. The Board members' nomination is based on the following selection criteria:

- Hold a senior role in the nominating organisation, with involvement in policy and company decision making
- Be a fit and proper person
- Have an understanding of Australia's vocational education and training (VET) system and be prepared to act in the best interest of the VET system
- Be able to provide strategic advice on issues affecting the relevant industry sector
- Be prepared to play an active role with regard to the implementation of BSV Board initiatives
- Be prepared to disclose any conflict of interest issues.

BSV Board Councils

BSV has an Executive Committee that consists of the Executive Director, the Chairperson and two Deputy Chairs. The purpose of the Executive Committee is to meet on a formal and informal basis for operational purposes and to discuss policy issues, ensure efficiency in decision making and make recommendations at Board meetings.

Changes to the Board in 2008/2009

- Brian Curtin was replaced by Lee-Anne Fisher Australian Industry Group
- Pam Keating was replaced by Lisa Shadforth, Waste Management Association of Australia A. Vanessa Maher Real Estate Industry of Australia, has returned from maternity leave.

Induction process for new BSV Board Members

Each new member is issued with the Skills Victoria Board Member Governance Kit, followed by discussion time with the BSV Executive Director on BSV processes.

Board Member Contact List 2008/2009

Chair: Ms Liselle Grant
Manager of Victorian Division
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Deputy Chair: Mr Andrew Rimington
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Victoria Police Licensing Services Division
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Ms Lisa Shadforth
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Mr Alan Daniel
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Secretariat

Anna Henderson.....Executive Director
Stephen NaughtinProject Officer

Inge-Britt Smith.....Bookkeeper

Appendix A: Role of Executive Director

The Executive Director manages the Industry Training Board and its activities to improve the quality of skills developed within its industries and promote the value of training to industry.

Specific duties and performance criteria

1. Participate in the policy planning deliberations of the Board and prepare Corporate Plans, Performance Agreements and Reports:

- Prepare and present policy for consideration by the Board that ensures the maintenance of BSV's leadership position within the VET System
- Prepare and present discussion papers as required by the Board at bi-monthly Board meetings
- Prepare and present annual revised strategic and business plans including marketing, research and budget
- Prepare and circulate discussion / position papers as requested by, for example, Skills Victoria and DEEWR; make recommendations and circulate documents as instructed by the BSV Board to meet deadlines and requirements
- Develop and implement a sound defensible planning process leading to the endorsement of industry advice (Industry Training Plan) including:
 - research strategy
 - consultation strategy
 - development of advice
 - dissemination and advocacy of advice
- Undertake other tasks as assigned by the Board

2. Represent BSV, its interests, policies and positions in a range of settings

- Manage the relationship with the Industry Skills Councils and their networks, including:
 - participating in and influencing their policy development
 - provision of specific advice about national product development
 - provision of leadership within the ITAB networks
 - provision of appropriate support to Industry Skills Councils projects
- Play a leadership role within the Victorian ITB Association, with the intent of increasing the profile and influence of ITBs to all stakeholders, including:
 - participating in and influencing policy development

- participation in the government liaison, events and other programs of the Association
- Represent BSV on a wide range of industry, government and RTO steering committees, seminars, and panels, etc
- Represent BSV, and the Board policies, in a range of public forums including conferences, seminars, and in one-on-one meetings with industry, government and RTOs
- Represent BSV in meetings with the Curriculum Maintenance Manager and other government agencies

3. Act as Executive Officer of the Board:

- Manage the Performance and Funding Agreements with Skills Victoria and other contracts as required. Advise the Board of issues and desired outcomes, and advocate BSV's position on negotiations between BSV and Skills Victoria and other bodies
- Organise bi-monthly Board meeting and ensure the agenda, financial reports and other required materials are circulated prior to the meetings
- Prepare reports as required by the Board on both a regular and occasional basis (e.g. quarterly financial reports, monthly Executive Director's reports, mail register, etc)
- Ensure proper and efficient preparation of Board papers and the meetings
- Oversee the financial operations of the Board and ensure the Board works towards the approved budget
- Ensure financial records are audited and that accounts and annual reports are kept as required, submitted to the auditor and to relevant government authorities as and when required
- Ensure documentation is kept to meet contractual and regulatory requirements
- Undertake other duties as directed by the Board

4. Manage and develop the business

- Manage and develop the staff by developing and implementing appropriate :
 - recruitment strategies
 - promotional development plans for all staff
 - OH&S and other statutory requirement

- direction, support and mentoring for staff
- staff performance management processes

- Manage the efficient operation of the Secretariat office including all information systems, technology and equipment, leases and business systems

- Prepare, for the Board, appropriate submissions for research projects and marketing activities

- Actively pursue project and consulting work in line with the Board's objectives

- Enter into contracts as relevant for the completion of projects as directed by the BSV Board

- Set and monitor budgets for projects, ensuring that projects are completed within appropriate budget and tender guidelines

- Supervise and monitor research and marketing projects, and provide regular progress reports to the Board

- Prepare appropriate marketing programs including: promotional materials, advertisements, media releases and circulars to promote research and training reports

- Develop and manage the Board's program of events

Appendix B: BSV activities within the Operational Plan

<i>2008-2009 Operational Plan</i>			
Task	Due	Comments	Completed/ On-going
Priority 1: Promoting the implementation of the Victorian Skills Commission (VSC) Strategic Plan			
Review Board membership for September AGM	September	AGM held - September Board membership nominations received	Completed
Conduct 5 Board meetings	September/ November/ January/ March/May/July	September, November, February, May, June	Completed
Develop 2008-2009 consultation strategy and maintain dialogue with Skills Victoria representatives		<ul style="list-style-type: none"> • Ongoing discussions held and plans put in place via Operational Plan and informal ongoing consultation • New 3 year Performance Funding Agreement (PFA) is in place with Skills Victoria • Successfully tendered for two projects with Skills Victoria re the Victorian Securing Jobs for Your Future: Promotion of Go-Green Australian Apprenticeships pertaining to Business, Finance and Property Services and promotion of financial VET qualifications. 	On-going

Task	Due	Comments	Completed/ On-going
<p>Conduct metropolitan consultations - associations & enterprises Direct representation of industry needs to:</p> <ul style="list-style-type: none"> • RTOs - through seminars and newsletter • CMM Reference Groups - through meeting attendance and provision of written advice • course/program development committees - through meeting attendance and provision of advice and consultancy services 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Local Government MAV conference • Business Services implementation meeting • Real Estate discussion with Department of Consumer Affairs • Spatial Information Services activity • Security Interest group via the Victoria police – police academy forum • Property Services CPP07 implementation • Reframing the Future Electronic Security project • Asset Maintenance Interest Group meeting • Financial Planning discussion with employers • Council of Adult Education (CAE) • Asset Maintenance RTO consultations through industry interest group meetings • FIREUP Coaching re development of new qualification • CMM Curriculum Development meeting for 2009-2010 conducted 	

Task	Due	Comments	Completed/ On-going
Conduct regional meetings and forums		<ul style="list-style-type: none"> • Mildura, TAFE round table • Mornington, Group Training Australia Forum • Horsham – employer visit • Geelong, TAFE round table • Sandringham, Youth Connect 	On-going
Conduct interest group consultations: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> business <input checked="" type="checkbox"/> finance <input checked="" type="checkbox"/> local government <input checked="" type="checkbox"/> security <input checked="" type="checkbox"/> cleaning <input checked="" type="checkbox"/> real estate <input checked="" type="checkbox"/> waste management <input checked="" type="checkbox"/> pest management • Use networks such as interest groups and industry contacts to provide advice about new and emerging occupations • Run strategy to validate Skills Victoria research including using interest groups and scheduled industry events 		Conducted: <ul style="list-style-type: none"> • Business Services • Security • 2 Waste Management meetings • Cleaning • Carpet Cleaning • Pest Management • Fire Protection Equipment • 2 Real Estate meetings 	On-going
Compile industry skill needs and regulatory impact report	February (complete report)	Submitted in February	Completed Living document – ongoing focus

Task	Due	Comments	Completed/ On-going
Actively participate in the activities of the Victorian ITAB Association			Ongoing
Advocate industry's needs within the program/course accreditation and endorsement of training package process		<p>Course Activity:</p> <ul style="list-style-type: none"> • re-accreditation of the Graduate Certificate in Human Resource Management • re-accreditation of Certificate II in Small Business • re-accreditation of Bakers Delight Certificate IV • critique of Advanced Diploma of Building Design • accreditation of Community Language Teachers Program (BSV is chairing the meetings) • FIRE UP Coaching Certificate IV in Business and Personal Coaching • reaccreditation of the Advanced Diploma of International Business <i>Chair activity.</i> • reaccreditation of the Advanced Diploma of Business (Legal Practice) <i>Chair activity.</i> • reaccreditation of the Advanced Diploma of Business (Public Relations) <i>Chair activity.</i> <p>Training Package Activity:</p> <ul style="list-style-type: none"> • Project Manager for the Review of Asset Maintenance PRM04 • Steering Committee for the development of Business Continuity units (inclusion in Business Services BSB07) 	Ongoing

2008-2009 Operational Plan cont.			
Task	Due	Comments	Completed/ On-going
Priority 2: Ensuring there is strong industry involvement and leadership in Victoria's VET system			
Develop ITAB marketing plan			Ongoing
Participate in the activities of the Victorian ITAB Association		<ul style="list-style-type: none"> • VITAB activity • Skills Victoria forums and VITAB seminars • Combined VISTA/VITAB seminars • VISTA Conference. 	Ongoing
Maintain, and further develop database		<ul style="list-style-type: none"> • Worked with contracted company to re-develop BSV website –content provided. • New website went live in January 2009 • Additional website features to meet Skills Victoria have been added. 	Ongoing
Further refine, develop and distribute promotional brochures		<ul style="list-style-type: none"> • BSV Power point presentations updated • Construction and Property Services Industry Skills Council Best Practices Brochure 2008 and conference documentation • Go-Green Australian Apprenticeships promotional hand-out • VITAB promotional hand-out • Functional analysis/Employer interview tool • BSV newsletter (BSV VOICE) re-vamped. 	Ongoing
Prepare and place editorial copy in trade and main media		<ul style="list-style-type: none"> • BSV references on the Construction and Property Industry Skills Council Newsletter and promotional material for 'Best Practices' • BSV references in Innovation and Business literature • VITAB website references • Promotion of BSV Waste Management activity in the Municipal Association of Victoria newsletter. • Information on BSV's Waste Management activity in 'Inside Waste'. 	Ongoing

Task	Due	Comments	Completed/ On-going
Participate in curriculum development and development of Purchasing Guides		<ul style="list-style-type: none"> • Purchasing Guide assistance for Real Estate, Security, and Spatial Information Services • Purchasing Guide assistance for administration, HR and Business Management • Discussion with regulators such Consumer Affairs and Licensing Services Division Victoria Police re implications of Training Package reviews on licensing • Providing curriculum advice to the Curriculum Maintenance Manager for Business Services. • Providing advice to Skills Victoria on the impact of Training Package continuous improvement activity 	Ongoing
Participate in Victorian Training Awards	May-August	<ul style="list-style-type: none"> • Attended 2008 awards night • Judging for 2009 awards completed 	Completed
Conduct regional visits	October November March	<ul style="list-style-type: none"> • Mildura meetings – Sunraysia TAFE and National Industry Careers Specialists • Geelong – Gordon TAFE and Workskil Job network company • Mornington Group Training network • Sandringham Youth Connect 	Ongoing
Present to and participate in industry seminars, conferences		<ul style="list-style-type: none"> • VISTA committee activity and AGM • Presenting at VISTA conference • Combined VISTA/VITAB research conference • Reframing the Future committee activity and annual conference • VITAB seminar • Construction and Property Services (CAPs) teleconference • Sustainability Assessors Training Needs workshop • Municipal Association of Victoria (MAV) • Construction and Property Services Industry Skills Council (CPSISC) conference • CPSISC Board conference • Innovation and Business Skills Australia (IBSA) conference participation • IBSA Sector Advisory Committee (SAC) meeting • Business Sector Assistance Committee (SAC) with IBSA • ACCI Conference, impact of the Global Financial Crisis • Big Skills Conference in Sydney • NIA – Green Accounting • GSA ITAB briefing. 	Ongoing

Task	Due	Comments	Completed/ On-going
Conduct metropolitan consultations - associations & enterprises	Ongoing	<ul style="list-style-type: none"> • Local Government consultations • Victoria Police consultations • RTO: Kangan, Chisholm, RMIT , Gordon, Sunraysia • Security RTOs, including: ISTA, Australian Institute of Public Safety, Baylink, Advanced Techniques • Crowd Control Employers Association (CCEA) • Waste Contractors and Recyclers Association NSW • Australian Industry Group (AIG) • Department of Justice • Environmental Protection Authority (EPA) • Australian Security Industry Association Ltd (ASIAL) • VISTA committee activity • Spatial Science Institute (SSI) • Spatial Education Advisory Committee (SEAC) • Business Services National Project Reference Group (NPRG) • Swinburne Centre of Sustainability • Waste Management Association of Australia (WMAA) • Waste Contractors Association Australia (WCRAA) • Australian Security Industry Association Ltd (ASIAL) • Victorian Economic Chamber of Commerce and Industry (VECCI) • ‘Grow me the Money’ launch (combined VECCI/Department of Sustainability and Environment project) • Australian Environmental and Pest Management Association (AEPMA) • Administrative Studies Management Network (VIC) • Brotherhood of St Laurence (assisting with their Community Jobs and Training Proposal) • Assisting with Sustainability qualifications for home sustainability assessors (Association of Building Sustainability Assessors and CPSISC project, funded by the Department of Environment, Water, Heritage and the Arts DEWHA) • Career Education Association of Victoria Conference guest speaker • DIIRD – workforce specialist activity. 	Ongoing

2007-2008 Operational Plan cont.			
<u>Task</u>	<u>Due</u>	<u>Comments</u>	<u>Completed/ On-going</u>
Priority 3: Encouraging the development of strong, cooperative and reciprocal working relationship with relevant ISCs: IBSA, CPSISC and GSA.			
Run strategy to influence the policy of the Industry Skills Councils, particularly Training Package development and improved consultation processes		<ul style="list-style-type: none"> • Contracted by CPSISC for project activity • Assisted CPSISC and IBSA with the environmental scan • Organising forum activity on Sustainability on behalf of the VITAB • Steering committee activity – re-accreditation of the Graduate Certificate in Management • Participated in Victorian Registration and Qualification Authority (VRQA) Accreditation Advisor meetings (underwent mentored activity to become Victorian Accreditation Advisor) • Committee activity for the re-accreditation of the Graduate Certificate in Human Resource Management. • Committee activity on the reaccreditation of Certificate II in Small Business (Operations/Innovation) • Employability skills forum participation • Represented the States for the development of the Memorandum of Understanding with CPSISC • Assisted IBSA with National Safety Council issues with Business Services Training Package (BSB07). 	Ongoing
Seek participation in national Training Package development including resource materials through participation on Steering Committees and Reference Groups		<ul style="list-style-type: none"> • Steering committee activity with IBSA on Sector Advisory Activity (SAC) for Business Services • Committee activity with Sustainability Victoria and Swinburne centre of Sustainability for pilot program implementation of Sustainability Business units • Provided advice to Skills Victoria on CPP07 endorsement and implications for Victoria • Provided advice on BSB07 Purchasing Guide • National Project Reference Group (NPRG) for the Business Continuity Skill Set Project • Steering Committee activity for FIRE UP Coaching's Certificate IV in Business and Personal Coaching. • Assisted IBSA with continuous improvement of BSB07 • National Project Reference Group Member for the review of Financial Services Training Package FNS04. 	Ongoing

Task	Due	Comments	Completed/ On-going
Participate in Industry Skills Councils VET planning processes as required		<ul style="list-style-type: none"> • Steering committee activity with IBSA on Sector Advisory Activity (SAC) for Business Services review • CPSISC State conference • Presented at Construction and Property Service (CAPS) conference • Attended Government Skills Australia (GSA) ITAB briefing. 	Ongoing
Provision of advice to Skills Victoria regarding the endorsement of Training Packages		<ul style="list-style-type: none"> • Qualification pathway advice for the Business Services Training Package (BSB07) • Advice on Property Services Training Package CPP07 • Consultation on the Asset Maintenance Review 	Ongoing
Expand contact with key industry national players		<ul style="list-style-type: none"> • All national Industry Skills Councils (for the Go-Green Australian Apprenticeship project) • Numerous Spatial Information Services enterprises, Spatial Services Institute (SSI), Spatial Education Advisory Council (SEAC) and RTOs • Committee activity for TAFE • On an 'expert group' organised by the Centre of Sustainability for the implementation of the Sustainability guideline units in the Business Services Training Package • Business groups – Australia wide • Municipal Association of Victoria (MAV) • Victoria Registration and Qualification Authority (VRQA) • Group Training Australia (GTA) • AEPMA • Fire Protection Authority Australia (FPAA) • Building Services Contractors Association of Australia (BSCAA) • National Upholstery and Carpet Cleaning Association (NUCCA) • Australian Security Industry Association limited (ASIAL) • Employer visits • Brotherhood of St Laurence • Big Skills conference connections • International: Department of Labour Washington State. 	Ongoing

Task	Due	Comments	Completed/ On-going
Participation in RTOs forums and Steering Committees and Planning activities		<ul style="list-style-type: none"> • Committee activity for Guideline Environmental Standards with the Department of Sustainability • Extensive liaison with Security RTOs • Extensive liaison with Waste Management, Cleaning, Carpet Cleaning, Pest Management and Fire Protection RTOs. • TAFE – Administrative Business • Business Services • Addressed RTOs delivering against Spatial Information Services • Security training implementation • Meeting with Australia Security Industry Association Limited (ASIAL) • Meeting with KPMG re the review of the Security Act in Victoria. • Participated in MAV Risk conference • Discussions with Group Training Australia and Australian Apprenticeship Centres on Go-Green Australian Apprenticeships. • Addressed Group Training Australia Conference • Participated in National Centre for Vocational Education Research (NCVER) conference • Consulted by Allens Consulting on IBSA's Environmental scan • Promotion of Go-Green Australian Apprenticeships • Presentations in Jobs in Sustainability forums . 	Ongoing

<i>2008-2009 Operational Plan cont.</i>			
Task	Due	Comments	Completed/ On-going
Priority 4: Ensuring that the BSV Board adopts appropriate governance practices in its decision-making and management			
Prepare bi-monthly Board papers and reports	September/ November/ January/ March/May	<ul style="list-style-type: none"> September , November, February, May and July conducted 	Completed
Provide quarterly reports to Skills Victoria	October/ December/ March		Completed
Provide Skills Victoria with Operational Plan and Strategic Advice	July	<ul style="list-style-type: none"> Operational plan and 2008-2009 budget submitted Strategic planning with Board conducted Operational plan for 2008-2009 submitted 	Completed
Provide Skills Victoria with Curriculum Advice	May		Completed
Meet Skills Victoria's Performance Agreement requirements and maintain effective and accountable governance	Ongoing		
Prepare and update business plans			Ongoing
Ensure financial management of the grant			Ongoing
Review 2007-2008 operations	November 2008		Completed

Appendix C: Board members attendance at BSV board meetings 2008/2009

Board Member Name	Board Meeting July 29	Board Meeting September 30	Board Meeting November 25 <i>Held 17 December</i>	Board Meeting January 27	Board Meeting March 31	Board Meeting May 26
Brian Curtin – AIG <i>Lee-Anne Fisher has been the representative as of May 2009</i>	X	X	✓	deceased		X
Andrew Rimington - VECCI	✓	✓	✓	✓	✓	✓
Liselle Grant -NIA	✓	✓	✓	✓	✓	✓
Geoff Pawsey MAV	✓	✓	✓	✓	X	✓
Melina Gentile NIBA <i>NIBA withdrew representation from the BSV Board as of January 2009 (Reason cited – felt that representation on IBSA's Board was sufficient industry representation)</i>	X	X				
Keith Harvey ASU	✓	✓	✓	✓	X	X
Angela Jolic FSU	✓	X	✓	✓	✓	X
Vanessa Maher REIV <i>Paulo Marin represented the REIV while Vanessa was on maternity leave as of January 2009</i>	X	✓	✓	✓	X	X
Julia Camm, ARA-VIC & FCA	✓	✓	✓	✓	X	✓
Leanne Percy AIM	X	✓	✓	✓	X	✓
George Yammounni FCA-Ltd <i>Julia Camm has been the representative of the FCA since January 2009</i>	X	X		✓	X	✓
Alan Daniel Chisholm Institute	✓	✓	✓	✓	X	X
Wayne Ashley Victoria Police	✓	✓	✓	✓	X	✓
Pam Keating <i>WMAA will be appointing Lisa Shadforth, as a replacement for Pam Keating in July 2009</i>	✓	✓	✓	deceased		

