



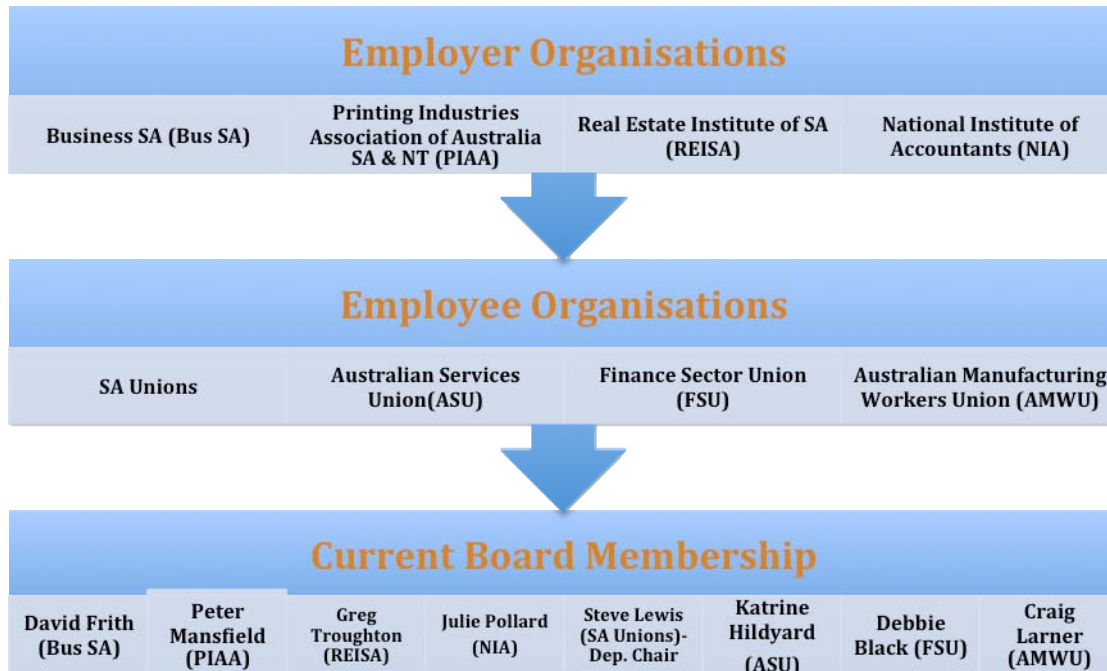
Business Services
Industry Skills Board
South Australia Inc

Strategic Business Plan

2009-2010

Introduction

The Business Services Industry Skills Board (BSISB) is the principal bi-partite voice of its industry sectors in matters related to workforce development. The Board comprises the following organisations and membership.



The BSISB has coverage for the following industry sectors and the related training packages.



Vision

The BSISB is recognised as contributing to a growing culture of workforce development, innovation and skill enhancement across the industries embraced by the ISB. The industries are well informed about opportunities to improve skills and address skills shortages.

Governance

The BSISB maintains a bi-partite representation of industry with the board comprised of eight members, four representatives of industry employers and four representatives of industry employees.

The board meets four times a year. An Annual General Meeting of the Board is held once a year in line with requirements of the Act and the Board's Constitution and after audit of the previous financial year is complete.

Board positions are held for two years and the Chair and Deputy Chair positions of the Board are rotated between the employer and employee representatives.

The Board also has a member nominated as the Board Finance Officer responsible for oversight of the financial management.

Current Board positions are as follows:

Chair – Peter Mansfield
Deputy Chair – Steve Lewis
Finance Officer – Katrine Hildyard

Board vote must be by a majority (5) with a minimum two representatives from each of the employer and employee bodies.

The Board has an approved delegations document for the purposes of effective operations. This document outlines the scope of authority for the Executive Officer of the Board and provides for an "Executive" of the Board to make certain decisions with respect to day-to-day matters, staff and expenditure.

The current Board Executive is as follows:

Peter Mansfield Chair (employer representative)
Steve Lewis Deputy Chair (employee representative)
Katrine Hildyard Finance Officer (employee representative)
David Frith (employer representative).

The Board has protocols for dealing with issues outside of the normally scheduled Board meetings with an approved process for out of session votes.

The Executive Officer and staff act as the secretariat for the Board.

Agendas, Minutes of meetings and Actions arising from meetings are recorded for each meeting of the Board, retained in the Board records and audited each financial year.

The Board engages an independent bookkeeper, accountant and auditor.

Introduction

The BSISB Board:

In late 2008 the Information and Communications Technologies (ICT) Council of South Australia (SA) merged with the Electronics Industries Association (EIA) of SA to form a new body the Electronics and Information and Communications Technologies Association (EICTA). The EICTA Executive Director is a member of the Electro-technologies, Energy and Water Skills Board (EEWSB) and stated that the interests of the combined sectors and their engagement with the Industry Skills Boards' (ISBs) network, would be facilitated through that representation and Board. This was subsequently endorsed by both the BSISB and the EEWSB and the change to the Schedule of the BSISB Constitution made at a special meeting preceding the Board meeting of the 20th of May 2009.

To maintain the bi-partite and sector representation of the BSISB the National Institute of Accountants (NIA), as an employer representative for the financial services sector, was invited on to the Board to replace the ICT Council. Their Regional Manager for SA and NT, Ms. Julie Pollard, currently represents the NIA on the BSISB.

Ms. Katrine Hildyard from the ASU has replaced Andrew Dennard, who represented the Australian Services Union (ASU) and acted as the Board's Finance Officer. Katrine has also taken on the finance officer responsibility and role for the Board.

The Board had maintained its bi-partite and sectoral representation and, in addition, has achieved gender equity in Board representation.

Economic Impacts and Board Responses and Priorities:

The Global Financial Crisis (GFC) and its' flow on effects, while arguably not as significant in Australia and SA as in other areas of the globe, nevertheless, has had impacts on sectors within the BSISB.

There have been significant impacts on the financial services sector. Middle management, lending, back office and administrative support are the key areas for reductions and retrenchments and others, while retaining their employment, have had their number of hours reduced and so are effectively underemployed. St. George (BankSA) and Westpac have merged and, while there is a two-year moratorium on rationalization of infrastructure, it is expected that there will be further retrenchments of staff when this period expires. Bendigo and Adelaide Banks have also merged and rationalization of their infrastructure and workforce is a continuing process.

The printing industry sector has also had significant retrenchments in its' workforce. Impacts of the GFC have been compounded by the SA Government decision to use a "preferred provider" system.

Business services is not a discreet sector and, as a set of skills that pervades all other industry sectors, it is hard to ascertain what impact the GFC has had on this workforce. In other sectors significantly impacted, such as finance sector, printing, manufacturing, it is reasonable to assume that there have been some job losses however, demand for these skills is spread across sectors and there have been no indicators of significant numbers of job losses/retrenchments of workers with these skills.

The property sector, which includes security and asset management, has experienced a significant downturn particularly in new commercial property development. There were, prior to the GFC, significant shortages of commercial cleaners in the area of asset management/maintenance and also of skilled/experienced commercial property managers. A significant workforce reduction in the eastern states in commercial property management has meant that there are now numbers of skilled and experienced people available. Appropriately skilled commercial cleaners, cognizant of health and waste management regulations, are still a skills shortage.

The education and training sector demand for skilled trainers has not been impacted on by the GFC. Demand for qualified and experienced trainers continues to grow in response to the programs of new worker/entry level and existing worker productivity places, the new VET in SACE and, the growth in SA in numbers of international students.

Added to this, according to the Training & Skills Commission (TaSC) May 2009 report, *"Skills for Jobs Priorities for Developing South Australia's Workforce"* the Business and Financial Services sectors' occupations which, currently directly employ 203,900 South Australians representing more than one quarter of the workforce and 19% of GSP, is expected to have more than 30,000 job openings over the next five years irrespective of the rationalization within banking and finance.

The growth in the defence and mining sectors will continue the current demand to up-skill existing workers within those sectors in areas such as, frontline management, project management, workplace training and assessing, occupational health and safety and other areas of business and professional skills, to add to their domain sector skills sets.

Finally as legislation continues to grow around the environmental impacts of businesses' operations there will be an increased demand for persons with knowledge and skills to apply to organizational environmental management planning and good environmental business practice. Competencies have been developed within the BSB07 training package and, with this skills area expected to grow, demand for these competencies and potentially for the development of formal certificate and diploma qualifications, will increase.

In the short term the GFC has shifted industry's focus away from the issues of SA's ageing workforce, the projected declining numbers of new entrants to the workforce and any difficulties in recruiting and retaining skilled staff. However, the Board recognizes the issues are still there and that their impact will be significantly felt as the global and State's economy returns to a growth cycle and those workers comprising the ageing workforce population, who have delayed retirement, leave.

Added to this, the current economic climate means it is even more difficult for those who were not previously in the workforce, including youth and school leavers, to enter the workforce and gain the critical skills and experience needed to ensure longer-term employment. The OECD report *"Giving Young People A Good Start"* states that "As long as overall unemployment remains high, it is unrealistic to expect significant improvements in youth labour markets" it is "...especially detrimental for out of school youths, particularly young men." It acknowledges that more youth are enrolled in education for longer periods but, "that this extension of their schooling is often as a response to adverse labour market conditions and that despite the proliferation of programs aimed at them in the past two decades the young person's employment and earnings position has worsened."

Groups previously marginalized from workforce participation will find it even more difficult to leverage employment in the current economic climate. Prior to the GFC lower participation groups, such as mature workers, youth, long-term injured/disabled, women wanting to return to work and the underemployed were target groups to sustain the workforce needed to underpin the State's economy. As the economy recovers it is critical that these groups have the skills and experience to meet the commensurate demand for labour.

Board Responses and Priorities

The 30,000 projected jobs growth/demand in business and financial services and the demand for trainers and assessors provides an imperative to the BSISB. The BSISB's workforce development initiatives, wherever possible, should seek to provide skills and opportunities to identified marginalized groups, such as injured workers, youth and others so as to increase their workforce participation and underpin the labour requirements for the State's growth. The nature of qualifications and skills within business services provides opportunities for workers who, in other industry sectors may be more challenged physically, through ageing or injury, to extend their working life by acquiring new skills to gain meaningful employment and to make a valuable contribution. Business and finance skills provide access to employment in a variety of industry sectors.

Better pathways to further and higher education and training and career/employment outcomes for school leavers will be achieved by providing good vocational and career information supported by flexible and appropriate competency pathways through VET in SACE in schools. The BSISB is best positioned to identify the particular VET competencies and career and further education pathways in its sectors that will provide the greatest flexibility to students undertaking VET as part of their SACE. Competency pathways models provide students with real experience of different vocations of interest, provide pathways to further education and various vocational outcomes, maintain VET competencies credits across sectors and are the model for VET in SACE supported by industry. The BSISB is committed to working closely with its industry stakeholders and the schooling sectors to provide detailed and comprehensive VET information to young people, which is understandable and clearly describes the potential for school graduates with Business Services competencies to move between different pathways in different sectors, including for example, retail, services and hospitality.

The Board will continue to work with its' industry stakeholders and focus on meeting the current and anticipated demand for skills and labour in its' sectors. Programs that increase participation in the workforce and retain workers through a focus on training and/or retraining for identified skills in demand and in emerging skills such as those pertaining to environmental practice and legislation, to underpin innovation, will continue to be the drivers for the BSISB's projects which aim to develop the skilled workforce needed to complement the State's Strategic Plan and underpin the State's economic growth.

BSISB Key Objectives 2009-2010

STRATEGY(S)	PROJECT	HOW FUNDED	TARGET GROUP (S)	IDENTIFIED SKILLS DEMAND	TRAINING REQUIRED	RELATIONSHIP TO ISB/KPIs
<p>Increase workforce participation.</p> <p>Retain retrenched finance sector workers in workforce.</p>	<p>Transitioning to New Employment Opportunities</p>	<p>Industry Partnership Program (IPP) Industry in-kind</p>	<p>Metropolitan & Regional</p> <p>Collaborative (with Riverland & Murraylands RDB)</p> <p>Up to 40 from the following groups:</p> <p>Retrenched finance sector workers;</p> <p>Underemployed finance sector workers;</p> <p>Women and carers looking to return to work and</p> <p>Unemployed with some interest in finance/finance skills.</p>	<p>New Federal legislation requiring any person completing a BAS statement to be able to register with the Australian Taxation Office (ATO) as a registered BAS Service Provider.</p> <p>In effect as of 01 July 2009.</p> <p>2-year period to upskill to minimum Certificate IV qualifications.</p> <p>Complementary Trainer & Assessors demand to provide training to Cert IV Financial Services qualifications.</p>	<p>Minimum qualifications required to register as a BAS Service Provider-FSN04 Certificate IV in either accounting or bookkeeping.</p> <p>TAA04 to increase numbers of experienced trainers to meet demand for training in the finance qualifications over the next two years period.</p> <p>All participants to receive training in two new units from BSB07 in environmental practices. (Emerging skills demand).</p>	<p>Demonstrated involvement in industry specific workforce planning;</p> <p>Provide industry advice on workforce and skills requirements to influence education and training systems and pathways;</p> <p>Propose, broker and manage workforce development programs;</p> <p>Promote the advantages gained from education, recognized training and lifelong learning for all South Australians.</p>

<p>Increase workforce participation.</p> <p>Retention of workers;</p> <p>Promote and support the adoption of best practice workforce development strategies and workforce planning by industry.</p>	<p>Piloting Workforce Planning Tools and Resources to embed Retention Policies within Industry.</p>	<p>Australian Central Credit Union (ACCU) and IPP</p>	<p>40 Employees in ACCU who, without new career/role identification, skills analysis, RPL and retraining for organizational jobs and skills demand would be made redundant.</p>	<p>To be determined using organizational profiling and workforce tools and resources developed by the BSISB under the previous WD Funded Finance Sector Project.</p>	<p>To be identified from organizational job and role profiling, employee skills capability and analysis and application of RPL.</p>	<p>Demonstrated involvement in industry specific workforce planning;</p> <p>Propose, broker and manage workforce development programs;</p> <p>Promote and support the adoption of best practice workforce development strategies and workforce planning by industry.</p> <p>Promote the advantages gained from education, recognized training and lifelong learning for all South Australians.</p>
<p>Increase workforce participation.</p> <p>Retention of workers;</p> <p>Promote and support the adoption of best practice workforce development strategies and workforce planning by industry.</p>	<p>Retraining Injured Workers' Career Transition Project</p>	<p>Return to Work Fund of WorkCover SA; and Employers Mutual Limited (EML).</p>	<p>Up to 40 Injured workers.</p>	<p>Workplace Trainer and Assessor; (Demand identified through 2008 survey)</p> <p>Occupational Health & Safety Officer;</p> <p>Bookkeeper; (New legislated ATO requirement)</p> <p>Frontline Manager; (Cross-sectoral demand for career</p>		<p>Demonstrated involvement in industry specific workforce planning;</p> <p>Propose, broker and manage workforce development programs;</p> <p>Promote the advantages gained from education, recognized training and lifelong learning for all South Australians.</p>

<p>Expand case management models and learning's to industry.</p>			<p>EML, Rehabilitation Case Managers; Employers.</p>	<p>pathway in areas such as Retail, Hospitality, Aged Care)</p> <p>Project Manager; Human Resource Manager; (Identified career pathway for existing employees to transition in the workplace)</p> <p>Marketing Officer; Spatial Information Services Officer; Coordinator logistics.</p> <p>(TaSC May 2009 report projected demand in Business and Finance of 30,000+ jobs in next 5 years)</p> <p>Demand skills identification, employer engagement and injured worker retraining model.</p>		<p>Promote and support the adoption of best practice workforce development strategies and workforce planning by industry.</p>
<p>Establish clear pathways to optimize the successful</p>	<p>Business Services VET competencies, career pathways and transitional pathways</p>	<p>BSISB funded .in collaboration and with some</p>	<p>SACE Board; School communities- students, teachers, parents and career</p>			<p>Provide robust and substantiated advice on industry skills and workforce development</p>

<p>transition of students from school to work;</p> <p>With industry structure appropriate learning pathways for VET in SACE;</p> <p>Establish communication protocol for dissemination of career pathways advice and VET competencies in SACE to schools and school communities.</p>	<p>for VET in SACE.</p>	<p>funds contribution from DECS;</p> <p>In kind support FTH Skills Council – infrastructure</p> <p>with assistance from Service Skills SA.</p>	<p>advisers.</p> <p>DECS Industry Skills Managers.</p>			<p>priorities.</p> <p>Provide IPP exemplars and templates to DECS and schools sectors that:</p> <p>Identify appropriate VET competencies and Year levels;</p> <p>Provide the opportunity for school students to experience a range of VET and vocational experiences;</p> <p>Provide information on transitional pathways to complementary sectors in retail, hospitality and others;</p> <p>Have industry endorsement as to the VET competencies and pathways and the Stages of the VET in SACE;</p> <p>Result in opportunities for school leavers to move into further VET or other higher education or into employment.</p>
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In addition to the specific objectives of the Business Plan for the 2009-2010 financial year the BSISB has a number of linked key objectives that were identified in the 3-Year Strategic Business Plan 2008 – 2011, provided to DFEEST in 2008. The progress against these objectives and their linkages to the scope of work for the 2009-2010 period is outlined in the following table.

BSISB Key Objectives 2008-2011

Key Strategic Objective (as identified in Strategic Business Plan 2008-2011)	Progress	Projected activity 2009-2010
<p>The BSISB will be identified by the industry sectors within its coverage as the representative voice for industry on issues related to workforce skills and training.</p> <p>Establish a methodology for the continuous gathering of industry intelligence on skills and occupational demand in Business Services</p>	<p>Established steering/reference groups for:</p> <p>Finance & Insurance services; Property, Security & Asset Maintenance;</p> <p>Printing & Graphic Arts through Board stakeholder representation of; Printing Industry Association of Australia (PIAA) and AMWU; and</p> <p>Business Services through Board stakeholder representation of Business SA and SA Unions.</p> <p>Industry surveys completed for ; Training sector Finance sector</p>	<p>Identification of competencies and career pathways to inform the VET in SACE;</p> <p>Industry input to VET competencies and vocational experiences valued by industry in school leavers</p> <p>Industry forums to provide two-way communication on workforce initiatives, tools and resources of BSISB and the job and skills demand areas of industry and to provide industry intelligence to inform the TaSC's 5-year workforce plan.</p> <p>Specific industry and employer engagement through RTW project to inform training and career pathways for injured workers.</p>
<p>Regularly and effectively communicate its industry intelligence to the TaSC, DFEEST, other relevant agencies and to the national ISC to inform the EScans.</p>	<p>Regular participant in joint ISB/DFEEST/TaSC forums;</p> <p>Regular reporting to DFEEST;</p> <p>Copies of survey results and reports provided to TaSC , DFEEST and other relevant agencies.</p>	<p>Continued participation in ISB/DFEEST/TaSC joint forums.</p> <p>Progress and performance reports to DFEEST.</p> <p>Participation in EScans for national ISBs.</p> <p>Executive Officer membership of the national Steering Advisory Group in Business Services for IBSA.</p> <p>Executive Officer member of Construction & Property Services (CAPS) national network.</p>

<p>Actively participate in and contribute to the development and review of national training packages.</p>	<p>Continuous</p>	<p>Convene industry reference and steering groups for training packages national consultations.</p> <p>Disseminate information to key stakeholders through email and website.</p> <p>Executive Officer membership of national (IBSA) Steering Advisory Group for Business Services.</p> <p>Executive Officer member of Construction & Property Services (CAPS) national network.</p>
<p>Contribute to the effective application of Productivity Places in the industry areas of the Business Services ISB.</p>	<p>Advice and assistance provided to Defence sector; Printing Industry;</p> <p>Asset management – Commercial Cleaning.</p> <p>Finance sector.</p>	<p>Continued assistance and management support to the DTC for Employed Worker Productivity Places in defence sector.</p> <p>Advice to DFEEST on areas of skills demand for BSISB</p> <p>Identification of qualifications for up-skilling in finance sector as part of the ACCU project to retain workers.</p>
<p>Promote to industry and expand the uptake by industry of proven and effective models of workplace practice such as the Mature Workers Careers Transition and Injured Workers programs.</p>	<p>Mature workers career transition model (MAWS) implemented by the BSISB for the CITB and now adopted and continuing with the CITB.</p> <p>Information and tools on BSISB website.</p> <p>Exemplars on WIS website of DFEEST.</p> <p>Finance project workforce tools and resources disseminated to industry and community stakeholders, schools.</p> <p>Finance tools available BSISB website</p> <p>Printing & Graphic Arts career pathways resource links available BSISB website.</p>	<p>Injured worker project due to commence July/August 2009. Adaption of successful model applied to mature workers will be applied to injured workers to retrain for retention and employment.</p> <p>Skills identification and career pathways tools from Finance WDF project being implemented by the Adelaide Central Credit Union (ACCU) in a pilot program with BSISB and SA Works.</p> <p>Local Government Councils of Salisbury, Playford & Tea Tree Gully currently working with the BSISB to develop a collaborative model of the MAWS for LG workers.</p>

<p>Engage the VET sector in innovative programs with industry that continue to develop the VET sector’s ability to meet industry demand for effective and economical recognition of prior learning and flexible delivery of skills and training.</p>	<p>MAWS projects in transport, electrical and construction sectors.</p> <p>Defence sector EWPP.</p>	<p>IPP project “Transitioning to Work”; IPP project with ACCU; Injured workers project.</p> <p>Development of resources and training for new environmental units in BSB07.</p>
<p>Identify potential funding sources for the application of innovative workforce development programs.</p>	<p>MAWS: WDF and private Industry funding.</p> <p>CITB iteration through CITB with in-kind from BSISB.</p> <p>WDF and private industry funding for Finance project.</p> <p>EW Productivity Places funding and defence employer contributions for up-skilling of defence sector workers in Business Services skills areas.</p>	<p>IPP funding and significant private enterprise funding commitment by Australian Central Credit Union (ACCU) for Enterprise embedded retention model using Finance sector workforce tools and resources;</p> <p>Return to Work (RTW) Fund and Employers Mutual Limited (EML) for injured workers project;</p> <p>IPP funding, in kind support from RDBs of Murraylands and Riverland and industry stakeholders for Transition to Work project;</p> <p>Local Government Funding plus Employed Worker Productivity Places for collaborative 3 Councils MAWS iteration.</p>
<p>Expand collaborative workforce development approaches applied to key industry representative organisations such as Defence Teaming Centre (DTC), Construction Industry Training Board (CITB), and WorkCover SA to other key industry sectors.</p>	<p>Collaborated CITB for MAWS iteration for Construction sector.</p> <p>Collaborated Defence Teaming Centre for EWPP in defence sector.</p> <p>Coordinated forums and collaborative response of all ISBs to Consultation on New VET in SACE</p>	<p>Further collaboration with DTC for second round of Employed Worker Productivity Places(EWPP);</p> <p>Collaborating with Riverland and Murraylands RDBs for recruitment of trainees for IPP “Transitioning to Work”.</p> <p>Collaborating with DECS, FTH Skills Council and Service Skills SA for BSISB funded project to develop VET competencies and complementary pathways for IPP for New VET in SACE.</p> <p>3 local Councils with BSISB for MAWS iteration for Local Government (LG) workers.</p>

