

# Submission to Senate Inquiry into Industry Skills Councils



August 2010  
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into Industry Skills Councils

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## Introduction

Service Skills Australia is pleased to be able to present this submission to the Senate Committee on Education , Employment and Workplace Relations' inquiry into Industry Skills Councils.

### About Service Skills Australia

Service Skills Australia is the Industry Skills Council for the service industries. Skills councils are the recognised national bodies providing advice on industry training and skills development needs to government and industry.

Service Skills Australia represents the tourism, hospitality and events, sport, fitness and recreation, and retail, wholesale and personal services sectors.

Service Skills Australia is an independent, not-for-profit body, managed by industry members and funded by the Australian Government to:

- develop a culture within the service industries which promotes and enhances the skills development of its workforce,
- develop policies, programs and services, including industry training packages, that support industry needs in relation to skills and workforce development,
- achieve quality skills outcomes throughout the service industries, and
- produce quality workforce development information and use industry intelligence to inform decision making.

### Summary of key points

The intrinsic value of ISCs as independent, bi-partite advisory mechanisms is apparent in the depth of systematic engagement they achieve at the grassroots level—a feat that remains unmatched by any other organisation, inside or outside of the tertiary arena

Service Skills Australia is a not for profit organisation incorporated under the Corporations Act and complies with the requirements of that Act and the Australian Accounting Standards.

SSA is governed by a board of industry representatives and has three strategic groups (industry advisory committees) who have oversight of our activities and work.

## Item A

*the role and effectiveness of Industry Skills Councils (ISCs) in the operation of the national training system particularly as it relates to states and territories and rural and regional Australia*

Service Skills Australia is one of eleven Industry Skills Councils. Industry Skills Councils (ISCs) are:

- not-for-profit companies
- governed by independent, industry-led boards
- recognised and funded by the Australian Government's Department of Education, Employment and Workplace Relations (DEEWR).

The mandate of ISCs is to consult, engage and unite industry, educators, governments and other stakeholders on a common industry-led agenda for action on skills and workforce development in the national training system, namely Vocational Education and Training (VET). Consequently, ISCs support and facilitate a national training system that is:

1. responsive to the needs identified and articulated by industry
2. implemented across sectors, jurisdictions, employers and employee representatives, and
3. recognised for its consistency and, therefore, its ability to provide qualifications that are portable nationwide.

ISCs are—by their very nature—advocates of and agents for change. This is embodied by their ongoing critique and improvement of training packages, policy settings, and the quality of assessment and delivery. As national bodies working within a national training system that is essentially state-based, ISCs are required to traverse and broker agreement on training packages across multiple jurisdictions, between employer and employee representatives, and often within or across industry sectors. Consequently, the intrinsic value of ISCs as independent, bi-partite advisory mechanisms is apparent in the depth of systematic engagement they achieve at the grassroots level—a feat that remains unmatched by any other organisation, inside or outside of the tertiary arena. Furthermore, ISCs demonstrate value through their historical knowledge of the VET system and their industries, and the intellectual capital they apply to these topic areas.

Service Skills Australia (SSA) works with a range of stakeholders to ensure that our industry workplace standards reflect Australia's diverse skilling needs. Through the process of continuous improvement of our ten training packages, SSA engages with its network of State Industry Training Advisory Bodies (ITABs), State Training Authorities (STAs), industry representatives and training providers in each state and territory of Australia to ensure that the needs of each region are considered.

Each year SSA publishes a series of Environmental Scans. These official documents detail the latest industry intelligence on the service industries, identify workforce development needs and reveal the current impact of the industries' training packages. As

is the case with our training package reviews, the intelligence garnered from our Environmental Scans is collected through consultation with stakeholders throughout Australia. By maintaining the integrity of this process, SSA is able to produce quality documentation articulating nationwide trends and developments—the ultimately purpose of which is to respond to and address these issues in a timely and appropriate manner.

## Item B

*accountability mechanisms in relation to Commonwealth funding for the general operation and specific projects and programs of each ISC*

The Department of Education, Employment and Workplace Relations (DEEWR) articulates its accountability mechanisms to Industry Skills Councils (ISCs) by outlining the activities and key performance indicators (KPIs) on an annual basis. As an ISC, Service Skills Australia (SSA) is responsible for developing its own business plans in order to meet these objectives and report back to DEEWR on its progress against the performance measures.

As per our business practice, SSA provides quarterly reports on its activities and work, to both its Industry Advisory Committee's (IAC) and its Board. The industry advisory committees are the peak strategic industry consultative mechanism of Service Skills Australia and they have oversight of our work. The relationship between the IACs and the Board is close. While each body has a different role, the Chair and Deputy Chair of each IAC is also a member of the ISC's Board. In this way, SSA practically demonstrates its commitment to advocating the voice of industry and being led by it.

SSA has three IACs and their current membership is listed in Appendix A of this submission. We also provide you with a copy of the current members of our Board of Directors.

## Item C

*corporate governance arrangements of ISCs*

Service Skills Australia has a Board endorsed Governance Charter. This charter has been in place since early 2007 and is distributed to Board members on appointment to the Board. Each Board member acknowledges receipt of the Board Induction Manual and is provided with an opportunity to meet with the Chair and CEO to clarify any policy or issues on which they are unsure. Service Skills Australia is a company limited by guarantee and registered under the Corporations Act with a Constitution approved by Australian Securities and Investment Commission.

A copy of the Governance Charter is described in appendix A of this submission.

A copy of members of Service Skills Australia's Board is contained for the information of the Senate in Appendix B along with list of members of the Skills Council's Industry Advisory Committee. The chair and deputy chair are nominated to the Board of Service Skills Australia.

## Item E

### *ISC network arrangements and co-operative mechanisms implemented between relevant boards*

The creation of 11 Industry Skills Councils (ISCs) has enabled an unprecedented level of cross-industry collaboration and leadership on skills and workforce development. Not since the National Training System was conceived has this been possible. As singularly focussed organisations, without affiliation but with vast stakeholder networks, complemented by deep levels of expertise, ISCs are without parallel.

In 2005, the newly-formed ISCs agreed to establish the “ISC Forum” to progress national vocational education and training (VET) priorities and matters of common cross-industry relevance. While based on an agreed terms of reference for its operations, the forum is not an entity in its own right nor does it purport to have a view on any matter—rather views expressed are clearly defined as those of the ‘collective’ ISCs. The forum convenes every two to three months with meetings held by Chairs or CEOs or both groups depending upon emerging priorities and matters for discussion.

Meetings of the forum rotate around the jurisdictions to enable ISCs to meet with state training boards and local stakeholders, such as the industry chairs of the local Industry Training Advisory Bodies (ITABs). The forum regularly meets with the Chair and Chief Executive of Skills Australia, and with its full Board as appropriate. The Chairs of the ISCs also form part of the Strategic Industry Forum (SIF) convened by Skills Australia and which most recently met in June 2010. The SIF’s membership of chairs of the state training boards, industry peak bodies and Skills Australia provides an opportunity to further enhance the collective industry voice on skills, workforce development and related priorities for the system.

### **State and territory network**

Service Skills Australia is keen to highlight the work that we have undertaken to build relationships with state training advisory bodies.

Each state (to a greater or lesser extent) has some mechanism in place that provides advice to state governments on training issues. The focus of these organisations is to advise on jurisdictional issues and they do not have the responsibility to develop national training packages. Typically, their focus is in implementation of training policy at the state level. SSA works to ensure close collaboration with these organisations to provide feedback and input on regional issues to the work of the ISC. Moreover, we are keen to support the work of these organisations and, where capability exists provide support (both financial and non-financial) to undertake work for SSA and to also ensure that the network as a whole, can come together regularly face to face to address common industry issues on workforce development. For SSA the value of close relationships with our state colleagues is the direct regional connection that they have to their industry.

Some examples of activities that we undertake with our network include:

- Holding our board meetings interstate once a year and invite our state colleagues and their boards to participate
- Meet formally 4 times a year (with one coinciding with the National Training Awards) to discuss industry specific issues, across the jurisdictions
- Working with specific state ITABs on matters relating to jurisdictional importance. For instance, apprenticeship and traineeship applications, providing data to support the development of regional plans and providing support for the ITAB in their work for model projects and initiatives.

### International connections

In addition to strong linkages with industry domestically, SSA undertakes work to facilitate stronger relationships with similar bodies overseas. As the migration and movement of labour and skills across international boundaries increases, this work is also of increasing importance. Across all our sectors we regularly liaise with similar advisory mechanisms in South Africa, United Kingdom, New Zealand and Canada. The work is both enriching for the ISC in that it provides input and knowledge to develop our current work, and also keeps us informed of international developments in the area of skill benchmarking and workforce development.

## Item F

*the accrual of accumulated surpluses from public funding over the life of each ISC's operation and its use and purpose*

Service Skills Australia is bound by the Corporations Act 2001 and the Australian Accounting Standards. Our publically available Annual Report includes the audited accounts and statements prepared by our auditors and signed by the Chair of the Board of Directors.

## Item G

*the effectiveness of each ISC in implementing specific training initiatives, for example the Skills for Sustainability initiative under the National Green Skills Agreement*

One of the vital workforce development needs for the service industries is the requirement to adopt sustainable practices. As stated in the Service Skills Australia Environmental Scan 2009 (p.21):

*“Greater awareness of these issues and how they should be managed within enterprise needs to be incorporated into VET training. With consumers making more purchasing choices based upon sustainability issues, training in areas such as product knowledge, brand marketing and consumer information will need to be enhanced and updated.”*

Earlier in 2009, Service Skills Australia also participated in the Industry Skills Councils' review of environmental sustainability in training packages, which resulted in a report entitled *Environmental Sustainability: An Industry Response* .

Although the service industries are not seen as a major contributor to high carbon levels and a polluted environment, it is one of the industries with the most customer contact and, therefore, presents possibilities to build awareness. In the service industries, we believe it is imperative to contextualise existing skills and change behaviour.

Many of the sustainable skill requirements for the service industries relate to product knowledge, purchasing criteria and business practices as well as imparting sustainability consciousness onto customers. With the continued growth of the service industries, this takes on greater importance as it presents the opportunity to impart sustainable business practices to a greater number of people.

Service Skills Australia (SSA) is committed to ensuring that sustainable work practices are appropriately included in all training packages. By the time the Minister for Education, Employment and Workplace Relations called for all training packages to incorporate the principles and competencies of sustainability, SSA had already achieved substantial inclusion into our existing training packages. A more detailed breakdown of where these inclusions occur and how they will be further incorporated is available via the SSA website (<http://www.serviceskills.com.au/sustainability-skills>) titled *Sustainability Skills Stocktake and Gap Analysis Report March 2010*.

This is the first training initiative of its kind to be implemented across all ISCs.



## Item H

### *any related matters*

The roles of Industry Skills Councils (ISCs) have progressively evolved since their inception, and typically run alongside evolution of governments' understanding of the levers for raising productivity and participation. There is now recognition that a singular focus on training—in isolation from skills utilisation, workforce planning and development—will not deliver against the major challenges facing Australia. It is a recognition that has seen ISCs play an increasing role in strategic advice and intelligence, policy formation, workforce planning and development.

Internationally, Australia's ISCs are considered a leading example of how industry skills needs can be independently identified, codified and articulated, and solutions subsequently brokered. Australia's ISCs are a founding member of the International Network of Sector Skills Organisations (INSSO) formed in March 2010. The key aims of INSSO include sharing best practice solutions, development of transnational occupational standards, collective research and analysis, specification and identification of labour market intelligence, and (potentially) the exchange of staff to share best practice.

Collectively, the nationally-endorsed qualifications and units of competency developed and continuously maintained by the ISCs cover 85 per cent of job roles in the Australian economy. In 2009, over 1.1 million students<sup>1</sup> were enrolled in publicly-funded training package qualifications—an increase of 6.7 per cent on the previous year.

### Training packages

All the work that Service Skills Australia undertakes centres on ensuring the relevance and credibility of the industry capability framework – that is the training packages. The Qualifications, Units of Competence and Assessment Guidelines both inform the work that we do as well as act as the end point for feedback and issues received and dealt with in all our projects. The documents in a training package cannot be developed in isolation from our complete work plan, and we strive to constantly ensure connectivity between the training package continuous improvement activity and the whole of the business.

Service Skills Australia (SSA) is also extremely proud of their achievements that have occurred beyond the obligations of its contract with the Department of Education, Employment and Workplace Relations (DEEWR). Through the following examples of specific projects and activities, SSA demonstrates its ability to take initiative and advance the cause of the addressing the training needs of the service industries:

**Environmental Scans** – since 2008 Service Skills Australia has produced an environmental scan for our industries, In 2009, we elected to develop sector specific scans to allow for our industries to reflect their specific issues and needs. These scans

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<sup>1</sup> Excludes fee for service activity or VET in schools where delivery is undertaken by the school.

seek to describe the key workforce development issues facing our industries and provide recommendations to government on occupations in demand as well as solutions to achieve better national productivity and participation outcomes.

**Labour Forecast for the Service Industries** – in 2010, Service Skills Australia commissioned the Centre for Economics in Education and Training to produce a report that would provide forecasts on the service industries workforce for the next 5 years as well as put forward a discussion on the nature of productivity – its measures and applications – and possible consequences for the national education and training system. Commissioned by the Board of SSA this work seeks to strategically contribute to the planning of the national service industry workforce and intellectually contribute to the discussions on the nature of productivity and how it is applied within a VET context for industry's benefit. This project is due in the 2<sup>nd</sup> half of 2010.

**Evaluation Frameworks for VET** – in response to industries ongoing issues regarding the oft used mechanism for measuring success – the completion rate – SSA is undertaking a strategic project designed to strategically contribute to the national conversation on how the national VET sector should measure its success. In light of the MySkills website proposal and COAG request for a unique student identifier, this project has become significant in that it advocates for better measurement of why students do not complete their courses, rather than a simplistic binary measurement. This project is due to complete in early 2011 and its recommendations will be based upon a literature review, stakeholder interview, analysis of AVETMISS and pilot through 3 registered training organisations.

**The New Deal: Quality Implementation Framework** – in 2009 and in response to industry's ongoing concerns about quality outcomes of VET, SSA undertook a strategic project called the New Deal. Overseen by the board of SSA, this project sought to answer three questions: a) what role does an ISC have in quality training and assessment? b) what and how should the trainers and assessors who work with the service industries be developed and finally c) what is the best way for SSA to reward quality?

All three reports were published at the end of 2009 and resulted in the Quality Implementation Framework. This more structured and strategic approach to implementation of SSA's training packages provides industry with a greater role in the roll out of its qualification standards. The framework consists of two parts; A User Guide and the "Right Way" Program. The Right Way program is not about SSA becoming another regulator – rather it is a value add, "opt in" program directly aimed at three aspects of RTO delivery. It will reward:

- Quality facilities
- Trainers and assessors to demonstrate commitment to ongoing professional development of their educational and vocational/industry skills
- Quality Resources

The quality implementation framework will be rolled out as each training package is reviewed.

**Discuss Display Do:** This project aims to develop and pilot a Recognition of Prior Learning (RPL) model suitable to the needs of volunteers and volunteer utilising organisations (VUOs). Co-funded by DEEWR and NSW Department of Education and Training, this project supports the priorities of the sport and recreation industry—as well as other related service industry sectors—that were articulated by industry during our research for the 2009 Environmental Scan. These priorities include a more responsive training system (incorporating RPL) and addressing the skilled worker requirements (including skill shortages in some areas of the industries).

**Workforce Development Strategies –Tourism and Hospitality:** After many years of development, in 2009, the Tourism and Hospitality Industry handed over to SSA their Tourism and Hospitality Workforce Development Strategy. In response to this, SSA set up to publish, distribute and advocate the document to industry and government. In 2010, the National Long Term Tourism Strategy made a recommendation that Tourism Ministers should work with Service Skills Australia to implement the strategy.

**Workforce Development Strategy – Sport and Recreation Change Plan:** After 18 months of consultation across Australia with the diverse industry of the Sport and Recreation Industry Service Skills Australia developed a change plan for industry entitled “Getting on Track for Change”. This document was developed in response to the great wave of policy and infrastructure change sweeping through the industry. The change plan identifies two specific focus areas that industry need to address in their workforce if the vision for the future of the industry is to be achieved – governance skills in industry boards and greater support and recognition of volunteer worker skills.

**WorldSkills Australia:** SSA Chief Executive Officer, Jeanette Allen, is the current chair of WorldSkills Australia and has been on its Board of Directors since 2005. WorldSkills Australia is also a national not-for-profit organisation that showcases youth skill and trade excellence. In addition to benchmarking skills achievement in vocational education and training (VET) through a program of national and global competitions that are aligned to the national training packages, WorldSkills Australia exists to promote occupations and careers covered by the VET system as well as promote excellence in training. This supports the projects and activities of SSA and provides the ISC with an insight into how students of the Australian VET system compare internationally.

## Appendix A

### Governance Charter

# Governance Charter

## 1. Context Statement

Service Skills Australia is a not for profit incorporated company limited by guarantee, which operates within the context of the Australian Vocational Education and Training sector and as one of 10 Industry Skills Councils funded by the federal government;

The role of the Service Skills Industry Council is to develop, continuously improve and support the implementation of high quality, nationally recognised training products and services. This includes responding to industry skills needs, and ensuring training products maximise cross industry competencies and incorporate new and emerging skills needs that respond to the contemporary and future work environment. Service Skills Australia also aims to ensure that those qualified through the national training system have their skills recognised and certified across the country.

## 2. Vision & Mission Statement

### **Vision**

*Our industries will be recognised as leading Australia in providing exceptional service to clients, the community and other stakeholders.*

### **Mission**

*The Council will support and develop sustainable career and skills development pathways for individuals, enterprises and industry enabled by world-class, skills development products and services. The Council believes a high-skilled and committed workforce that is supported by ongoing, quality skills development strategies will achieve elevated levels of customer satisfaction, more productive enterprises and a healthier Australian economy.*

### 3. Objects of the Company

The Company is formed with the object to:

- (a) advance education and training and to identify generic and emerging skills to support the employability of individuals and provide for local community development and to give strategic advice to government on these issues
- (b) support the development, implementation and continuous improvement of high quality, nationally recognised training products and services, including enhancing innovation, rationalising materials where there are cross-industry synergies, and improving efficiency
- (c) assist industries, enterprises and their workforce to integrate skill development with business goals
- (d) support accurate industry intelligence on future directions, including provision of strategic advice on industry skills and training needs to the National Industry Skills Forum
- (e) research, collect, plan, coordinate and provide input to national research and develop strategies relating to education and training within the industries
- (f) act as the principal voice of the Industries on issues related to education and training
- (g) market the advantages of recognised training to all users and stakeholders relevant to the Industry Skill Council
- (h) do all such other things as are incidental or conducive to the objects contained in this clause.

### 4. Values

Service Skills Australia operates under the principles of equity, respect and integrity. We believe that our success is achieved through teamwork, partnerships and sharing of knowledge. We value the participation and inclusion of all our stakeholders from individual practitioners and training providers through small, medium and large employers, industry associations and employee organisations. We continually strive for innovation and excellence in all our activities and recognise our stakeholders for demonstrating good practice.

## 5. Guiding Principles

### **Quality and excellence**

To achieve the best outcomes for Service Skills Australia stakeholders we will ensure that the services we provide are of high quality and reflect excellence. We will seek ways to improve what we do to continue to make our services relevant, more efficient and effective. Information and intelligence sharing along with innovation are fundamental principles that guide our approach to achieving our mission.

### **Communication**

We will strive for the best forms of communication with all our stakeholders, and advocate on their behalf in relation to skills development issues.

### **Collaboration and Partnerships**

The mutual value of any collaboration or partnership will guide our decision-making. In partnership with our stakeholders, we will support and assist the further development of vocational education and training through high quality management, planning, implementation, research and evaluation.

### **Leadership**

Consultation will guide our leadership ensuring that we act with our stakeholders support and an informed voice when necessary.

We will provide leadership on vocational education and training issues in line with the views and priorities of our stakeholders, and in the interests of industry skills development. Leadership will be based on consultation, ensuring that we act with an informed voice and with the support of our stakeholders.

## 6. Governance Principles

The Board will seek to balance governance oversight and organisational oversight. This will be achieved by:

maintaining a balance between financial performance and achievement of outcomes

maintaining a balance between attending to future directions and monitoring present activities

meeting legislative and regulative requirements.

## 7. Governance Statement

### Strategic Planning

The Board has the ultimate responsibility for approving Strategic and Business Plans. Before doing so, the Board expects:

to receive the views of the Chief Executive Officer and other senior staff regarding strategic plans for the short, medium and long term

the input from key stakeholders has been sought and appropriately incorporated.

that S.S.A. staff have been consulted and contributed to the plan.

### Operational Management

The Board's principal responsibility for operational management relates to the selection, direction and monitoring of a competent CEO. The CEO's responsibilities are to manage the day-to-day operations of S.S.A. as it implements the Strategic and Business Plans agreed by the Board. The Board acknowledges the inherent tension between delegating management of day-to-day operations to the CEO while retaining ultimate responsibility for good management. Its intentions are:

to agree to a Strategic Plan and Business Plan which provide the CEO with clear direction for day-to-day management and new initiatives

to require the CEO and senior staff to provide adequate formal information to the Board regarding day-to-day operations and the take-up of new initiatives and to provide more detailed informal information to the Management Committee of the Board or as otherwise directed by the Board to facilitate day-to-day monitoring

to establish independent monitoring arrangements of business activities by SSA's primary funding body, the Department of Education Science and Training and of other key stakeholders so that the Board can be confident that its view of the performance of the CEO and so the business of S.S.A. is consistent with the view of other stakeholders.

### Financial Management

The Board has final responsibility for the solvency of Service Skills Australia. It acknowledges that sound strategic planning requires the best use of human, physical, and financial resources. The Board will monitor the best use of finances in the long and short term and will do this through regular monthly financial reports.

### Policy

The Board maintains policies, which are specific to the role of the Board and its links with senior management. They include policies about committee representation, duty of disclosure, and acceptance of contracts and may include policies relating to delegations, reporting, and confidentiality.

The Board acknowledges that it has legal responsibilities and the responsibilities of good strategic management require Board endorsement or input to a range of



organisational policies relating to enterprise bargaining, occupational health and safety, and human resource management.

The Board Directors acknowledge their legal obligations to act with due diligence, to avoid undisclosed conflict of interest, to carry out the objects of Service Skills Australia and to abide by its Constitution.

## 8. Operational Guidelines

the Board will meet a minimum of four times a year with special purpose meetings called as required. The majority of meetings will be face-to-face.

the CEO will always be in attendance. Other staff may be required to attend Board meetings from time to time. The Board can meet without staff present

Industry Advisory Committees will be appointed by the Board and chaired by their elected representatives who will provide the means to involve a wide range of members, staff and stakeholders in consultations and recommendations to the SSA Board.

operational (day-to-day) matters will be addressed by the CEO.

## 9. Code of Conduct for Service Skills Australia Board Members

**Directors are expected to comply with a code of conduct determined by the Board of Directors. This may be reviewed from time to time.**

The Code of Conduct is as follows:

- 1) A director must act honestly, in good faith and in the best interests of the company as a whole.
- 2) A director has a duty to use care and diligence in fulfilling the functions of office and exercising the powers attached to that office.
- 3) A director must use the powers of office for a proper purpose, in the best interests of the company as a whole.
- 4) A director must not make improper use of information acquired as a director.
- 5) A director must not take improper advantage of the position of director.
- 6) A director must properly manage any conflict with the interests of the company.
- 7) A director has an obligation to be independent in judgement and actions and to take all reasonable steps to be satisfied as to the soundness of all decisions taken by the board of directors.

- 8) Confidential information received by a director in the course of the exercise of directorial duties remains the property of the company from which it was obtained and it is improper to disclose, or allow it to be disclosed, unless that disclosure has been authorised by that company, or the person from whom the information is provided, or is required by law.
- 9) A director has an obligation, at all times, to comply with the spirit, as well as the letter, of the law and with the principles of the Code.

June 2007

## **Appendix B**

**List of Industry Advisory Committee Members**

**List of members of the Board of Service Skills Australia**



**INDUSTRY ADVISORY COMMITTEE MEMBERS –  
SPORT AND RECREATION**

<b>Name, Title and Organisation Represented</b>
Justin Scarr (Chair and Management Committee) Chief Operating Officer Royal Life Saving Society Australia
Julie Sarll (Deputy Chair and Management Committee) Verve: Knowledge and Skills
Graham Oades (Management Committee) Service Skills SA
John Norman Above and Below Adventure Company (representing the Outdoor Council of Australia)
Geoff Turner Queensland Fitness, Sport and Recreation Skills Alliance
Greg Mclean Assistant National Secretary Australian Services Union
John Smith Centre Manager South Yarra Sports Centre
Luke Ellis Education and Training Manager Australian Rugby League Development
Amanda Hall Relationship Manager Fitness Australia
Kevin Lowe General Manager Urban Services Campbelltown City Council  Parks and Leisure Australia
Nick Cox Operations Manager YMCA Australia
Silke Koerner Director Teaching & Learning Head of Outdoor Leadership Outdoor Education Group

**INDUSTRY ADVISORY COMMITTEE MEMBERS –  
SPORT AND RECREATION**

Nadine Cohen  
Assistant Director – Division  
Sport Performance and Development  
Australian Sports Commission

**Alternative:**

Emery Holmik  
General Manager  
Sports Coach and Official  
Australian Sports Commission

Debbie Kemp  
Chief Executive Officer  
NSW Sports Federation

**INDUSTRY ADVISORY COMMITTEE MEMBERS –  
WHOLESALE RETAIL AND PERSONAL SERVICES**

Name, Title and Organisation Represented
<p>Mr Ian Blandthorn (Co Chair) National Assistant Secretary Shop, Distributive &amp; Allied Employees Association</p>
<p>Ms Fiona Heslop (Co Chair) Professional Hairdressers Association NSW</p>
<p>Ms Sue Bond Training and HR Manager The Pharmacy Guild of Australia</p>
<p>Ms Therese Bryant National Education &amp; Training Officer Shop, Distributive &amp; Allied Employees Association</p>
<p>Ms Coleen Shaw Executive Officer Advanced Association of Beauty Therapists</p>
<p>Ms Lisa Apthorpe RTO National Manager McDonalds Australia</p>
<p>Ms Deanne McLeod Chief Executive Officer Australian Funeral Directors Association</p>
<p>Mr Richard Wallis Employee Relations Director Yum Restaurants Intl</p>

**INDUSTRY ADVISORY COMMITTEE MEMBERS –  
WHOLESALE RETAIL AND PERSONAL SERVICES**

<b>Name, Title and Organisation Represented</b>
Ms Sandra Campitelli General Manager Hair & Beauty Industry Association
Ms Alison Briers Training & Development Manager David Jones Ltd
Mr Stephen Borg Human Resources Manager Training and Development Woolworths Ltd
Mr Greg Harper General Manager – Training & Development National Retail Association
Mr Russell Zimmerman Executive Director Australian Retailers Association
Mr Michael Russell Training Manager Master Grocers Australia
Mr Mark Pampling Owner/Proprietor Alstonville Florist & Flower Thinking
Ms Shanyn Payne Human Resources Manager Pulse Pharmacy Management Services



**INDUSTRY ADVISORY COMMITTEE MEMBERS –  
TOURISM AND HOSPITALITY**

<b>Name, Title and Organisation Represented</b>
Mr John Hart (Chair) [Mgmt Com] Chief Executive Officer Restaurant & Catering Australia
Mr Mark Scanlan (Deputy Chair) [Mgmt Com] Restaurant & Catering Australia Garfish Restaurants
Mr John Sweetman AM [Mgmt Com] Australian Hotels Association
Ms Jacqueline Mills Research Analyst LHMU – Liquor, Hospitality, Miscellaneous Union
Mr Gary O’Riordan Deputy Managing Director Australian Tourism Export Council
Mr William R Galvin (Bill) President Tourism & Hospitality Catering Institute of Australia
Mr Garry Bushell CRVA
Ms Linda Gaunt CEO Meetings and Events Australia
Ms Chris Bessell-Browne National Learning & Development Manager Qantas Q Catering
Mr Spiro Kavadias Assistant Manager Industry Sustainability Group Tourism Division Department of Resources, Energy and Tourism
Ms Shayne Leslie Member Services Manager Clubs Australia
Mr Des Crowe National Chief Executive Officer Australian Hotels Association

**INDUSTRY ADVISORY COMMITTEE MEMBERS –  
TOURISM AND HOSPITALITY**

Name, Title and Organisation Represented
<p>Mr Chris Downy Executive Director Australasian Casino Association</p>
<p>Mr David Gigg Group Learning and Development Manager Compass Group</p>
<p>Ms Jo Justo National Industrial Officer Australian Services Union</p>
<p>Mr Rick Myatt Australia Federation of Travel Agents (AFTA)</p>
<p>Ms Jenny Lambert National Tourism Alliance (NTA)</p>
<p>Mr Euan Robertson National Manager - Research Tourism and Transport Forum Australia (TTF)</p>
<p>Hotels, Motels &amp; Accommodation Association  Position Vacant</p>
<p>International Air Transport Association  Position Vacant</p>

**SERVICE INDUSTRIES SKILLS COUNCIL BOARD**

Name, Title and Organisation Represented
Mr Justin Scarr (Chair) Chief Operating Officer Royal Life Saving Society Australia
Mr Ian Blandthorn (Deputy Chair) National Assistant Secretary Shop, Distributive & Allied Employees Association
Mr Mark Scanlan Restaurant & Catering Australia Garfish Restaurants
Mr John Hart Restaurant & Catering Australia
Ms Fiona Heslop Professional Hairdressers Association NSW
Ms Julie Sarll Verve: Knowledge and Skills