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GEELONG MANUFACTURING COUNCIL

ANNUAL REPORT



2019



GEELONG
MANUFACTURING
COUNCIL

2018 - 2019 Fast Facts

GMC & ENG
143
MEMBERS

28
events

263
GEELONG MANUFACTURING COMPANIES
AND OVER 1120 PEOPLE WERE ACTIVELY
INVOLVED IN GMC PROGRAMS

\$220M
OPPORTUNITIES ASSISTED TO DATE
THROUGH ENGINEERING NETWORK GEELONG

42 students
10 & 13
SCHOOLS BUSINESSES
PARTICIPATE IN GFLOI & GLAM

RICP \$232K
IN RESEARCH UNDERWAY, LEADING TO
104 \$7.65M
JOBS CAP-EX

35
MENTEES & MENTORS PARTICIPATE
WOMEN IN MANUFACTURING NETWORK
MENTORING PROGRAM

ENTREPRENEURS'
PROGRAMME
40+
business reviews
50+ SUPPLIER
IMPROVEMENT
PLANS

\$10.9M
BENEFIT RECEIVED/SAVED BY
COMPANIES PARTICIPATING IN
LEADERSHIP FOR MANUFACTURING EXCELLENCE

HIGHLIGHTS FROM 2018 LEADERSHIP FOR MANUFACTURING EXCELLENCE PROGRAM

\$135K
per annum
IN COSTS SAVED

\$93K
LAB PROCESSING
TIME IMPROVED

\$200K
PROJECT
MANAGEMENT
SYSTEM
reduced project lead times

\$200,000
REDUCED
LEAD TIMES

\$2.55M+
IN EXTRA REVENUE
CONVEYOR LOADING
IMPROVEMENTS

\$1.6M
IMPROVED
PRODUCTION
CAPACITY

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Sponsors

Major Sponsors



Industry Sponsors



Government Partners



Australian Government
Department of Industry,
Innovation and Science

Business

Members

GMC

Air Radiators
AKD Softwoods
ANZ
AusPits
Austeng
AiGroup
Australian Graphene Industry Association
Avalon Airport
AViat Global
Bartlett's Environmental
Barrett Burston Malting
Barwon Water
Barwon South West Waste Resource Recovery Group
Boomaroo Nurseries
Boral Cement
Boundary Bend Olives
Bulla Dairy Foods
Carbon Nexus
Carbon Revolution
Caron Laboratories
Chemring Australia
City of Greater Geelong – Economic Development
CLOS
CMTP
Corio Waste Management
Coulter Roache Lawyers
CSIRO Materials and Engineering
Deakin University
Davies Collison Cave
Direct Recruitment
Emu Australia

Farm Foods
Ford Motor Company of Australia
FormFlow
G-Force Employment Solutions
GD Manufacturing Engineers
Geelong Galvanizing
Geelong and Region Trades and Labour Council
Geelong Port
genU
GHD
Godfrey Hirst Australia
Gordon McKay
GT Recycling
Hays
Hoare Bros
Huyck.Wangner
ICN (Industry Capability Network)
Imagine Intelligent Materials
Incitec Pivot
Industrial Control Technology
Infrabuild Wire
Innovative Window Solutions
Insight Engineering Australia
Insulpak
Irrewarra Estate
IXL Group
Kempe
KPMG
Lifting Victoria
Logicamms
LyondellBasell Australia
McHugh & Eastwood
Mainfreight

Marand Engineering
Malteurop
Midway Limited
Multiskills Training
NEM Australasia
Nuchev
Organic Dairy Farmers
Plantic Technologies
Powercor Australia
Programmed Skilled Workforce
QA Electrical
Quickstep Automotive Pty Ltd
Rendine Constructions
Ridley
RPC Technologies
Rydges Geelong
Sava Engineering
Scaada Group
SNF (Australia)
Solos Glass
Surdex Steel
Sykes Racing
TCA Partners
Terminals Pty Ltd
Thornton Engineering
The Gordon
TXM Lean Solutions
Vestas Australian Wind Facility
Victorian Regional Channels Authority
Viva Energy Australia
Worley Parsons
Workforce Extensions
Xtreme Technology

ENG

Aerospace & Specialist Components (ASC)
Aikman Engineering
Allied Transport Services
Air Radiators
Austeng
Barwon Valley Stainless
Deakin University
Epsilon Instrumentation
ESIC Lighting
FE Welding
Fibre Tech Solutions
GD Engineers
Geelong Galvanizing
Geelong Port
Gforce
GHD

Gordon McKay
Green Earth Electrical
Hanlon Industries
ICD Asia Pacific
ICN – Industry Capability Network
ICT Industrial Control Technology
Insight Engineering
Insulpak
Integrity Pumps and Engineering
IXL Group
Hoare Bros
J.Anderson & Co.
JR Production Engineering
Kempe
Lifting Victoria
Maddison Wright Engineering
Marand

McElligott Partners
Norris Group
MEKS Solutions
People at Work
PM Design
Proficiency Contracting
RPC Technologies
Sava Engineering
Scaada Group
Stajanko Engineering
The Gordon
VMS
WingFan
Workplace Alliance
Worley Parsons

About GMC

The Geelong Manufacturing Council is a non-political, not-for-profit organisation funded by industry partners who wish to promote the region as a dynamic and innovative manufacturing centre of the future.

GMC comprises over 100 manufacturers in the Greater Geelong and Colac regions who collectively employ over 9,000 people, stakeholders from government, education and service providers. Geelong Manufacturing Council members meet regularly to highlight, discuss and resolve issues pertaining to manufacturing to promote and support regional economic growth.

VISION

The Geelong Manufacturing Council's key areas of strategic importance are encapsulated in our vision.

To position the Geelong region as an internationally competitive manufacturing centre in the 21st century.

We will achieve this through facilitation and support for manufacturing to:

- Develop & share sustainable practices
- Encourage the growth of technologically advanced manufacturing
- Promote a favourable operating environment for manufacturing in Geelong

MISSION

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- Develop & share sustainable practices
- Encourage the growth of technologically advanced manufacturing
- Promote a favourable operating environment for manufacturing in Geelong

Board of Directors

Lyn George (Chair)

Austeng

Bernard Brussow (Deputy Chair)

FormFlow

Jamie Baensch

Air Radiators

Thys Heyns

Viva Energy

Ian Kett

Deakin University

David Sykes

Backwell IXL

David Peart (Company Secretary)

Geelong Manufacturing Council

Staff

David Peart

CEO

Kevin Foard

ENG Manager

Michael Williams

Industry Innovation Manager

Emmy Oudman

Relationship Development Manager

Robert Delalande

Finance Manager

Leanne Nelson

Project Manager

Vlado Baban

Business Adviser

Peter Veal

Business Adviser

Brett Henderson

Business Facilitator

Mark Amirtharajah

Business Facilitator

Chair's Report

It was my privilege and pleasure to Chair the Geelong Manufacturing Council this year. I have always had a strong belief in the ability of this sector to create not only sustainable regional prosperity with well-paid and interesting jobs across the board and I was keen to contribute to Geelong's on-going journey in this regard.

Of course, as we know historically the manufacturing sector in Geelong has not been without its challenges and the last year has been no exception. The pace of change continues to accelerate.

Global mega trends are relevant to this sector and these include a regard for the environmental impacts and a drive for sustainability, an ageing population, increasing digitization and data analysis and growing economic strength of China, India and developing countries.

In the Australian manufacturing context there is an increased emphasis on promoting characteristics of "advanced manufacturing" as a way forward to become globally competitive in this environment of unprecedented change. These characteristics are advanced knowledge, process and business models, including acting as niche players and offering additional services.

With rapid change, however, there is disruption and this creates opportunities so the question is how to harness these in the local context.

Without doubt Geelong is a great place to live and work. People from outside Geelong are often impressed by our community's enthusiasm and eagerness to work together - this is something that we can all be proud of. We are fortunate in that we are large enough to have a diverse range of companies and organisations but small enough to be able to regularly and easily network and communicate, sharing ideas and knowledge, thereby promoting a tangible eco-system of co-operation and innovation.

An example of this approach is City of Greater Geelong's aspirational 100 year+ maintenance free pedestrian bridge tender (utilizing the Procurement for Innovation concept facilitated by Cleantech Innovations Geelong). The winning submission came from a consortium including local manufacturer Austeng, Deakin's cutting-edge Carbon Nexus facility and Rocla. The bridges are due to be completed early next year and the project has already attracted world-wide attraction. The City deserves to be congratulated for encouraging a new approach to promote both clean tech and local innovation outcomes.

Similarly, GT Recycling has collaborated with Godfrey Hirst and Deakin University to potentially divert hundreds of tonnes of waste carpet each year into an innovative polymer fibre reinforced concrete blend.

Another great example is the Deakin University initiative ManuFutures, a purpose built advanced manufacturing innovative hub. This is an inspiring example of how Deakin is engaging with Geelong industry in a practical but innovative way by supporting early stage start ups. I, for one, am confident that ManuFutures may well lead to many more major Geelong success stories along the lines of Carbon Revolution, with the attendant myriad flow on benefits.

A highlight for me is the establishment earlier in the year of the Advanced Fibre Cluster Geelong. The Cluster is an initiative from group of highly innovative Geelong companies with the goal of establishing the region as a global centre of excellence in advanced fibre and composites. The Cluster formation was facilitated by the GMC with support from Deakin University and City of Greater Geelong.

This really is playing to Geelong's existing strengths and capabilities in advanced fibre development, and is another example of Geelong's eco-system at work. It demonstrates that Clusters perform best within a defined geographic location. Members are more likely to share ideas and opportunities when they are part of a neighbourhood.

Another highlight has been the GMC Women in Manufacturing Network (WIMN), which has gone from strength to strength. The WIMN Mentoring Program has had terrific feedback. The International Women's Day lunch and panel on Diversity & Inclusion: Why We Need Both, was enjoyed by over 60 attendees and generated lively discussion.

Significantly, this year the GMC commissioned Geelong Industrial Futures Research Report was presented to the Board and members. This provided insights as to the current state of manufacturing to assist us in developing a strategic approach to enhancing the growth of manufacturing in the region and, in particular, to capitalise on significant growth opportunities. Interviews with many of our members and stakeholders formed a central part of the Report development.

The Board is currently reviewing the Report's recommendations in light of the GMC's strategic themes in order to inform our progress going forward.

At GMC we strive to utilize our limited funding for the achievement of our objectives. This is important to ensure sustainability of activities, programs and continuity of employment for staff members.

In 2019, we have achieved a surplus which when viewed in context of the previous year's deficit ensures that retained earnings are maintained.

Membership has seen a healthy increase across GMC and ENG which is a trend we seek to continue.

The GMC staff and our CEO David Peart continue to work tirelessly to present a range of programs and events to support our members' endeavours. These are outlined more fully later in this report.

The last year has brought significant steps forward in the GMC's continuous evolution not only to support our members but to proactively create opportunities for them in the future.



Lyn George
Chair

CEO's Report

GMC and our partners have for several years been advocating clean tech and renewable energy as an important regional growth sector. We are now in the midst of a period of considerable activity across renewables and clean technology.

Deakin University's micro grid is an excellent example of renewables and clean tech in action. The solar farm and battery system will be able to provide 50% of the Waurin Ponds Campus' power needs day and night. GMC member, Mondo Power is the key contractor installing the grid and this is the start of more to come in this space.

The Port of Geelong is currently awash with wind energy component blades and turbines which are arriving to largely service Victoria's renewable energy boom. Marand has partnered with Vestas - one of the world's foremost wind power companies to establish a facility at the former Ford plant in North Geelong.

Regional economic growth has continued across manufacturing. RICP has led to some fantastic R&D projects leading to positive outcomes envisaged across investment and jobs.

Great examples of local innovation include:

- Locally manufactured Hemp decorticator exported to North America
- GT Recycling - Carpet recycling commercialisation of concrete mix
- Increased engagement of start-ups and in particular of Manufutures participants
- Innovative classroom design project for better educational outcomes
- Applications for artificial intelligence to support decision making

Local content has been very much a key catchcry of Governments. We look forward to seeing this materialise into more work for local companies and will continue to advocate this to Government.

GMC commissioned an important research project which involved talking to our members to understand their ambitions, challenges and opportunities for the future.

This project has unearthed 3 main themes for focus:

1. Helping members to remain competitive - Increasing firm competitiveness by lifting capabilities of manufacturers / members
2. Growing the entrepreneurial ecosystem - enhancing the manufacturing entrepreneurial ecosystem
3. Supporting common interests

We have seen the foundations established for growth across Defence which will be expanded on in 2020.

Supply chain work has continued with notable projects across a diverse range of companies such as: Komatsu, Bombarier, Weir Minerals and Coles.

In summary, GMC's program highlights in 2018 - 2019 were:

Entrepreneurs' Programme As one of 10 industry partners nationally, GMC delivers 40+ business reviews, 50+ Supplier Improvement Plans and 5 new supply chain projects each year.

Regional Industry Collaboration Program 98 jobs and \$7.65M of capex across 15 funded projects through R&D activities, with Innovation Expo held in March (220 attendees).

Engineering Network Geelong continued to provide returns for members, having now delivered \$220m in projects over its life and providing leads on \$200m in tenders annually.

Leadership for Manufacturing Excellence \$10.9m benefit achieved in 2018. Year on year this program delivers average benefits of \$300k per company. Over \$30m of benefits have been delivered via the Leadership for Manufacturing Excellence program in the past three years.

Cleantech Innovations Geelong began a new three year program with an expression of interest for a scalable clean tech demonstration. Funding was provided for a report into understanding how to improve management of commercial & industrial food waste streams. A Refrigeration Masterclass webinar was held and CiG sponsored Innovate 2019.

Women in Manufacturing Network saw a full program of events involving over 160 participants, both men and women, in an ongoing program to promote, support and encourage the participation of women in manufacturing and engineering roles.

Geelong Future Leaders of Industry and Girls Leading Advanced Manufacturing saw 42 young people across the region involved in 14 industry tours.

The **Geelong Advanced Fibre Cluster** continued through its formation phase (GMC providing secretariat) and was successful in securing funding from the Victorian Government and appointed a CEO. Carbon Revolution's expansion took shape and significant research activity took place at Deakin's world-leading carbon fibre research centre, Carbon Nexus.

Our advocacy agenda has seen submissions on issues important to the advancement of manufacturing in the region, such as:

- Local procurement and supporting local content
- Support for company expansions, job creation and the establishment of new manufacturing entities
- Support for retention of proper land use planning and protection of industrial zones
- State and Federal Government re impact from rising energy prices
- Support for innovation
- Support for cleantech and renewables
- Support for emerging sectors such as advanced fibres

GMC works closely with local, Victorian and Commonwealth governments as we continue to position and grow Geelong and the wider region as an internationally competitive advanced manufacturing centre.

I would like to extend my appreciation to the Board and Chair, Lyn George for their support and to the GMC staff for their ongoing contributions over the year, and look forward to working together with our members and partners to achieve even greater outcomes over 2019 -2020.



David Peart
Chief Executive Officer

2018 2019 Year in Review

July 2018

- Boral investment of up to \$130m in new 1.3Mta cement grinding facility at Geelong Port

August 2018

- Chemring received \$1.2 million under the State Government's LIFT program to expand its Lara facility
- Austeng won a COGG tender for pedestrian bridges with 100-year design lives
- Scott Wyatt, CEO, Viva Energy addresses GMC Members' Meeting on Inclusion & Diversity in the Workplace

September 2018

- Creating A Positive Workplace Culture event for the Women in Manufacturing Network during the Geelong Small Business Festival attracts 60+ attendees

October 2018

- WIMN Communications Styles and Promotion Potential – 40+ attendees
- Malteurop \$85m plant officially opened
- Vestas Renewable Energy Hub which will build wind turbines for the Berrybank and Dundonnell Wind Farms, employing up to 27 locals, training hundreds of staff in wind turbine maintenance and supporting local wind turbine manufacturing in Australia
- BNNT Technology Limited at Deakin Waurn Ponds received \$1.4m in Round 2 of the Advanced Manufacturing Growth Fund to build the world's first commercial scale Boron Nitride Nanotube plant
- Carbon Revolution Operations Pty Ltd received \$946K also from Round 2 of the Advanced Manufacturing Growth Fund for their Automated Rim Layout Project, valued at \$2.8m in total

November 2018

- 2018 WIMN Mentoring Program participants graduate, citing the program's significant impact
- LfME Graduation with project benefits of \$10.9m to participants
- Neville Gall, Vestas Australia Wind Technology addresses GMC AGM

December 2018

- Avalon Airport \$20m International Terminal opens

March 2019

- ENG Briefing with Kane, Westwind Energy, Organic Dairy Farmers of Australia
- Innovate 2019 held with over 160 attendees hearing presentations from IMCRC, IFM, Movus, LaTrobe University, G2 Innovation and Entrepreneur in Residence at Victoria University, Gus Balbontin
- Over 60 attendees for the International Women's Day WIMN Panel Discussion – Diversity & Inclusion: Why We Need Both

February 2019

- 2019 WIMN Mentoring Program commences
- Organic Dairy Farmers/True Organic investing \$65M in new milk drying plant and organic butter & cheese manufacturing facility in North Geelong
- Westwind \$1.5B Golden Plains Windfarm (Rokewood) announced
- Idyll Wines \$7M expansion for production of sparkling wine
- Timbertruss \$13M consolidation into new facility
- Neil Coulson, Victorian Skills Commissioner addresses the GMC Members' Meeting

April 2019

- 2019 LfME launches with 24 participants
- Hanwha Defense visit Geelong in respect of their Land 400 Phase 3 bid

May 2019

- GFLOI & GLAM launch with 42 students participating
- Hanwha Defense Australia address the GMC Members' Meeting & commit to manufacturing in the Geelong region should their Land 400 Phase 3 bid be successful
- Pelligra announced as successful bidder for the Ford North Geelong site

June 2019

- Dr Collette Burke, Victorian Chief Engineer addresses GMC Members' Meeting

Positioning, Networking & Advocacy

An experienced, strong voice at local, state & federal level, dedicated to positioning Geelong as an internationally competitive manufacturing centre

Growing Advanced Technology

Facilitation of leading edge innovation, research & commercialisation opportunities

Building Industrial Synergies

Collaboration & sharing with the region's top manufacturers & support organisations

GMC's Key Themes

Developing Skills

An engaging & diverse schedule of best practice workshops & leadership programs

Encouraging Operational Excellence

Programs focussed specifically on working with industry members to add value to Geelong's manufacturing sector

Positioning, Networking & Advocacy

During the year we sought feedback from members on a range of issues to better understand their priorities and to determine how we could assist.

In addition to daily discussions with members, the annual members survey provided valuable feedback for GMC on programs and meetings and their participation levels. Overall a net promoter score of 8.2/10 provides a healthy view and benchmark for the future. Networking and information sharing were seen as key member benefits, with industry promotion and advocacy scoring highly.

We also conducted a Federal government survey as a basis for setting our advocacy platform for the 2019 election. Key issues identified were:

- Energy Costs-electricity and gas
- Infrastructure (road/rail)
- Support for capital expenditure
- Sustainability/ resource recovery/recycling
- Procurement/Definitive Local Content Requirement
- Skills Training & Apprenticeships

This formed the basis of questionnaires put to political parties regarding the sector in Geelong.

Energy costs were highlighted as an issue of concern for most members, but particularly energy intensive industry. Approaches to State and Commonwealth Government Ministers and local politicians were made on behalf of members, while GMC meetings featured ways to obtain assistance in reducing energy costs and best practice solutions. This issue remains a key concern for industry.

Planning is an important issue for regional manufacturers and it is vital that consistent and well-defined planning guidelines provide a solid base for future investment and this issue will be further progressed in the coming year.

GMC regularly supports members with applications for grant funding, expansion, business case information and other information provision. Regular State and Commonwealth Government briefings on grants and assistance to manufacturing were a feature of this service.

Updates and briefings by Ai Group and government departments ensured members were informed of current issues affecting industry. This includes early and relevant information for our members.

A number of Advanced Manufacturing Growth Fund recipients were GMC members.

Key areas supported by GMC included:

- The Gordon Awards for Excellence

- Girls Big Day Out
- Women in Manufacturing
- Girls Leading Advanced Manufacturing & Geelong Future Leaders of Industry

while submissions included:

- Energy Price Rises - Federal & State Ministers For Industry
- Energy Price Rises - State Minister For Industry

GMC is one of 10 partner organisations Australia-wide under the Entrepreneurs' Programme, positioning the region to take advantage of this important assistance mechanism for business. GMC has a team of five business advisers and facilitators servicing Geelong, Western Victoria and state-wide. This affords regional companies with an excellent opportunity to engage with the program. As well as 40+ Business Evaluations, over 60 supplier improvement plans were delivered during the year. Significant projects in mining equipment and specialist transport were commenced which will result in significant opportunities for supply chain participants to meet the needs of customers and grow their businesses.

Networking activities included working with over 200 companies via 40+ member events across the year. An important part of Advocacy includes representation on relevant regional community and stakeholder committees including:

- G21 Economic Development Pillar
- Geelong Chamber of Commerce Board
- Northern Gateway Infrastructure Group
- Geelong Defence Alliance
- GRIIF Committee
- G21 Leaders Group
- Future Proofing Geelong
- Cleantech Innovations Geelong
- AiGroup Victorian Council
- Australian Industry Defence Network (Victorian Chapter)

Being active in these committees ensures that Geelong's manufacturing interests are well understood and accommodated through the community.

Major briefings on important investment opportunities included:

- High Capacity Rail Project
- Land 400 Defence Project
- Komatsu Mining Corp
- Senvion- Wind Projects
- Westgate Tunnels Project
- Cross Yarra Partnership

Collectively, these activities provide opportunity for members through positioning, networking and advocacy.

MEMBERSHIP

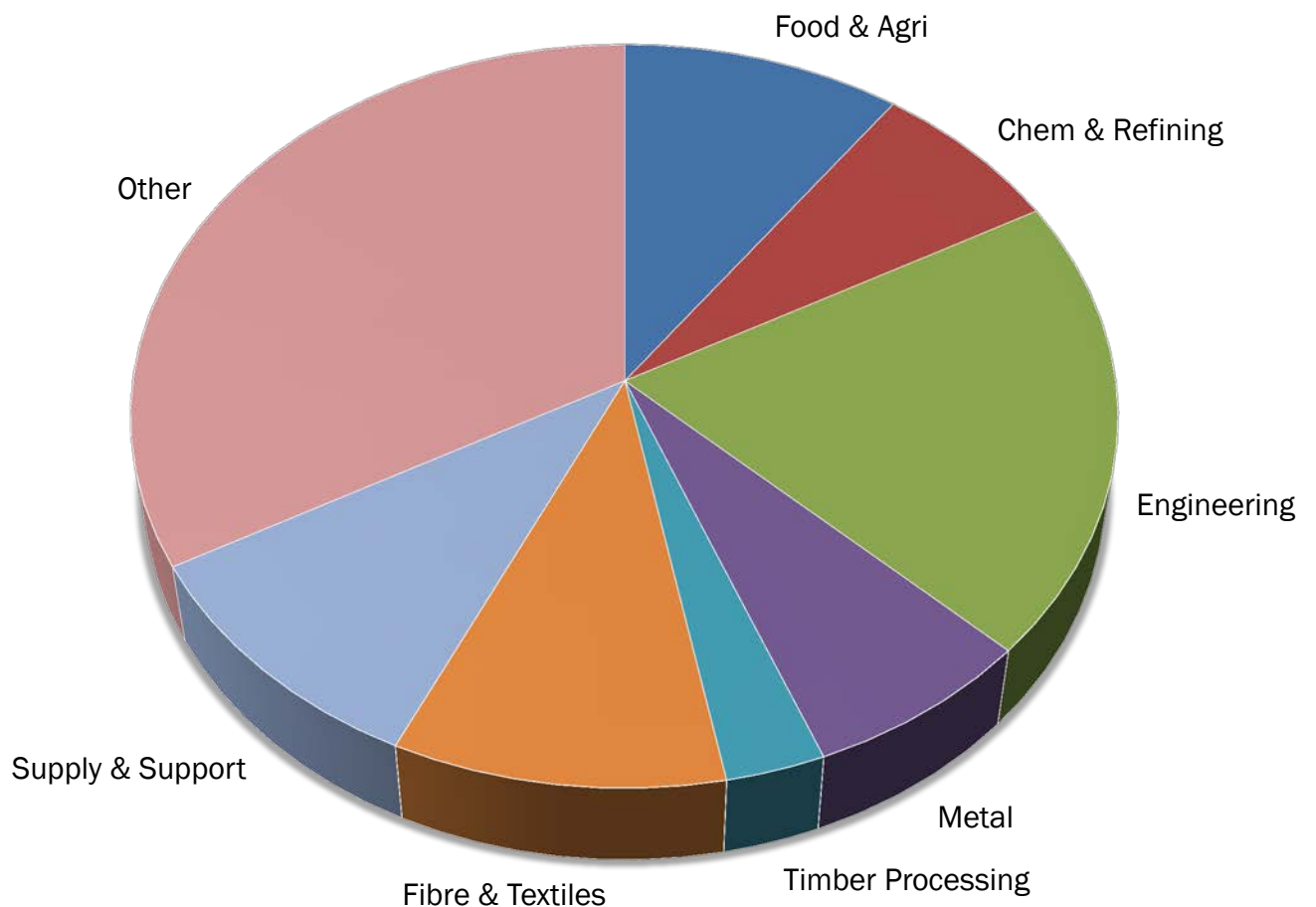
The membership base of the GMC & ENG has grown in 2018-2019 with the following 18 organisations becoming members:

- Aerospace Specialist Components
- Aviat Global
- Coulter Roache
- CLOS
- Formflow
- Hoare Bros
- Innovative Window Solutions
- Irrewarra Estate
- Maddison Wright Engineering
- MEKS Solutions
- Multiskills Training
- Organic Dairy Farmers of Australia
- Ridley
- Scaada Group
- TXM Lean Solutions
- Vestas Australia Wind
- Workforce Xtentions
- Xtreme Technologies

GMC membership 2017-2019

	2017	2018	2019
GMC MEMBERS	68	81	84
ENG MEMBERS	36	36	46
MEMBERS	116	117	130
INDUSTRY SPONSOR	13	12	10
MAJOR SPONSOR	3	3	3
TOTAL	132	132	143

GMC & ENG Membership Comprised of the Following Industries



Programs

LEADERSHIP FOR MANUFACTURING EXCELLENCE PROGRAM



Since 2012 The Leadership for Manufacturing Excellence Program has delivered an average return on investment to participating manufacturing companies of over \$300,000 pa.

The program is tailored for current and developing business leaders, middle managers and aspiring team leaders. It provides comprehensive skill sets in innovation, lean and leadership and aims to develop the leadership capacity to succeed in today's manufacturing environment.

The program is unique to the GMC, bringing together the key themes of innovation, lean, through workshops and onsite coaching, and applied leadership to an in-house improvement project of strategic significance. It typically runs between March and November.

To date over 164 manufacturing leaders from more than 61 companies have graduated the program.

Program participants have an opportunity to:

- Appreciate the importance and impact of innovation on their business
- Learn techniques to increase the innovation potential of the business
- Learn how to facilitate teams to develop a performance culture in the workplace
- Learn and apply Lean concepts during interactive site based workshops
- Develop their leadership goals
- Identify, plan and lead a business improvement project
- Deliver tangible results for the business
- Build their professional networks with like-minded people

This year participants attended the onsite Lean workshop hosted by Air Radiators in Lara. The host company invited the Leadership Program visitors to witness a "Blue Room Meeting", one of the Lean Management Tools the company uses to solve problems quickly on a weekly basis in a leadership team meeting using Information Boards with key production data. Participants were tasked with identifying "on the fly" problem solving activities after a 40-minute tour. After observing the processes, talking to operators and gaining more understanding of the operational challenges, they identified four different opportunities to increase efficiency. These were fed back to the Air Radiators operations team.

2019 Program

The 2019 Program commenced in April 2019, with 24 participants from 11 businesses. The line-up of improvement projects is once again, very impressive:

- Eliminating carbon fibre waste from landfill, research and trialing avenues to utilise waste generated, provide expertise on carbon fibre waste for industry partners
- Reducing costs by reducing downtime when searching for information on control valve jobs
- Reducing lead time and down time on maintenance jobs by improving the data collection methods and tools to enable in time recording
- Improving quality and meeting industry standards for reporting by implementing a new QMS to replace exiting QTS
- Reducing lead time from customer order to quotation through implementation of a customer ordering portal. Streamlining backend processes from order to quotation
- Improving quality through standardizing measurement and reporting processes
- Developing a new changeover method that can reduce changeover time and number of changeovers which will allow an increase in spool and machine capacity
- Increasing capacity on a wire cover line to meet new customer orders by reducing downtime and increasing team motivation
- Reducing lead time and increasing capacity to meet customer demand by CAD automation of manual processes, cutting and shaping
- Improved workflows and increasing capacity on Countermeasures Facility in preparation for volume uplift through 5S implementation and work load balancing
- Reducing costs through absenteeism – reducing disruption to production through analysis of absenteeism data, seeking employee feedback and exploring various solutions
- Reduce maintenance costs through implementation of Industry 4.0 intelligent sensors on critical production line valves and equipment. Reduce downtime and increase output capacity through predictive maintenance
- Visualising daily performance and the impact on P&L to improve performance and new work quoting accuracy by creating a measurement system that managers can use to see and understand performance drivers

This popular program runs each year from April to November. Pre-registrations are being taken now by email to admin@geelongmanufacturingcouncil.com.au

Successes - 2018 Projects

A total of \$10.9m in benefits was identified

- Project delivery Improvements for Electrical & Instrumentation contracts: **Improved effectiveness** and efficiency, **reduced project costs** by avoiding rework.
- Created more efficiency in ordering system to **improve product speed to market** using value stream mapping and system changes allowing cost reduction of \$195k and capacity improvement of \$1.6m
- **Reduced truck loading** turnaround **time**, waste, machinery wear and tear by redesigning conveyor logic and created work instruction / guide for team members to operate system optimally. Total benefit to business **\$2.64m**
- Reduced the lead time on lab sample analysis, improved response times and reduced waste allowing for **capacity gain of \$97k**
- **Construction Industry** lean principles introduction through reduction in long lead times between measure, plan and delivery accuracy through **introduction of partial pre-fab units for projects**. Improved construction speed and reduced lost time, **saving \$1m in costs**
- **Improved visibility of stock movements**, material usage, efficiencies and **product costing accuracy** through design of an integrated MRP system linking three sites. Data analysis targets improvements in giveaways, waste, operational efficiency and margins.
- Improved **resource recovery** and safety through pouring system design. Redesigned to reduce or capture excess molten metal from mould for reuse, providing cost savings **in excess of \$65k**
- **Improved customer supply** and prevented out of stock, **reduced damage** and **rework** and minimised schedule interruptions by introducing a **kanban system** for a new manufacturing line providing a benefit to the business **in excess of \$175k**
- **Process mapping and data gathering**, cause and effect analysis **identified** the biggest cause of rework which **reduced rework by 50%** and **improved customer lead times** as well as reducing spend on chemicals.
- **Optimising** the existing **process flow** of Pyrotechnic Composition Preparation line **increased productivity**, reduced inventory and eliminated downtime and through **improved material management**

What People Are Saying About The GMC Leadership for Manufacturing Excellence Program

96%

felt the program improved their leadership skills

“Great for building leadership skills, getting staff out of their comfort zone & gaining tangible results for their business”

“A good, well, rounded program that tackles all areas of leadership and provides an opportunity to network with companies across Geelong”

90%

said the program increased their confidence to lead others

96%

said their lean skills were increased

“This program has led to barriers between departments being broken down, improved customer satisfaction and customer experience. Our front-line leaders are able to identify, lead and implement improvement projects. This is a great development opportunity for leaders”

WOMEN IN MANUFACTURING NETWORK



The GMC WIMN aims to increase participation rates of women across manufacturing and engineering sector in Geelong by promoting, supporting and encouraging women in the industry, and into the industry. The initiative is now in its fifth year.

WIMN works in four key areas:

1. Raising awareness of the benefits of careers in manufacturing and engineering for young women
2. Creating a vibrant support network for women who have selected careers in manufacturing and engineering
3. Providing information to support career progression and skills development
4. Developing a community supportive of the mission and vision of GMC - WIMN

WIMN Mentoring Program

In 2018 GMC WIMN launched a Mentoring Program, with the aim of supporting the progression of women in manufacturing and engineering and leadership roles. Mentors were drawn from volunteer industry leaders who received coaching prior to and during the program. The inaugural **WIMN Mentoring Program** (with 12 mentees and 12 mentors) wrapped up in November 2018 and received excellent feedback from both mentees and mentors.

The 2019 **WIMN Mentoring Program**, which commenced in February 2019, saw increased participation, with 17 mentees and 17 industry mentors involved. Over the course of the year, mentees and mentors participate in three group workshops led by experienced organisational development consultant Linda Betts, and hold regular one-on-one meetings. With an induction session held in March and a workshop/networking session held in May, we look forward to seeing the results at the completion of this year's program in November 2019.

“ It was rewarding to be able to share knowledge, experience and to motivate and encourage the mentees (2018 Mentor)

“ It changed my way of thinking and helped me to adopt strategies for career progression (2018 Mentee)

“ A great opportunity to not only provide support to emerging female leaders in industry in Geelong but to reflect on my own career (2018 Mentor)

WIMN Events

The first event on the WIMN calendar of 2018/19, **Creating a Positive Workplace Culture**, was presented as part of the Geelong Small Business Festival. Craig Biddiscombe lead an information packed session for over 60 attendees on effective strategies for managing and resolving conflict in the workplace to create a positive culture.



This was followed in October by a session with international communications expert Dr Margaret Byrne who presented on **Communication Styles & Leadership Potential**, at Deakin University's Western Beach Room. Margaret shared many valuable, evidence-based insights from her research in observing over 500 hours of meetings in a variety of organisations across 25+ countries relating to: how different genders and cultures behave in meetings; dynamics between roles; techniques to ensure that all voices are heard; and what happens when they're not.

WIMN recognised International Women's Day with a panel discussion **Diversity & Inclusion – Why We Need Both**. Over 60 attendees heard experiences and advice from panellists Cath McMahon (Manager, Major Projects, IFM), Anna Reid (General Manager Manufacturing, Asahi Beverages), Steven McConnell (Site Leader, Dow Performance Materials Geelong & WIMN Mentor) and Justine White (Reliability Engineer, Viva Energy & WIMN Mentee).

In June, **Dr Collette Burke, Victorian Chief Engineer**, addressed the GMC Members' Meeting.

GMC WIMN looks forward to continuing to provide events and programs to the Geelong region that will increase the awareness of manufacturing and engineering as viable career options for women, support women who have selected careers in the sector and to assist them to access information and extend their networks.

If you would like to join the network, have any questions or are interested in being mentored, or being a mentor, please get in touch with Leanne Nelson on 5222 8000 or admin@geelongmanufacturingcouncil.com.au

GEELONG FUTURE LEADERS OF INDUSTRY & GIRLS LEADING ADVANCED MANUFACTURING



Geelong Future Leaders of Industry (GFLOI) and Girls Leading Advanced Manufacturing (GLAM) are immersion programs introducing Years 9 and 10 students to the exciting world of advanced manufacturing and encouraging them to consider a professional pathway or trade with a focus on advanced technology, design, engineering and innovative manufacturing, while raising the profile of advanced manufacturing as an important career pathway in the Geelong region. GMC commenced the management of these programs in January 2018.

GLAM is an affirmative action program targeted directly at girls with a view to increasing the participation of females in STEM pathways and careers.

Key elements of the programs include:

- Visits to selected advanced manufacturing businesses, research institutions and educational institutions
- An exploration of leadership and entrepreneurial skills needed to succeed in advanced manufacturing along with STEM related skills and knowledge
- Student work experience is available of 3 days duration where students engage with real world challenges facilitated by the work placement manufacturing enterprise
- Promotion of equal gender balance to encourage girls to pursue STEM related career pathways

The programs seek to inject a sense of excitement and optimism into students, parents and schools about the potential of a career in STEM and industry. This is particularly important in our region, where, in the wider community, the knowledge of advanced manufacturing is limited and the perception is often one of a declining sector. Applications from students into the GFLOI and GLAM programs indicate that many students are

unaware of the breadth of industries and career paths within those industries that require STEM expertise.

The **2018 GFLOI & GLAM programs** were finalised in October 2018 with a Graduation Celebration at CADET, Deakin University. In addition, eleven students who chose STEM subjects in 2019 received a GFLOI/GLAM scholarship to assist with their schooling expenses.

The **2019 GFLOI & GLAM programs** grew considerably, with 42 students from 10 schools across the region participating. To June 30, each group had participated a number of industry tours and workshops including:

- tours of IISRI, IFM and CADET at Deakin University
- job readiness and communication skills workshop
- site visits to LyondellBasell, Thornton Engineering, Geelong Port and Viva Energy

The programs continue with more tours, workshops and a work experience opportunity, culminating in a Graduation Ceremony in October 2019. Students who are able to demonstrate they are pursuing STEM subjects in 2020 will again be offered a \$200 scholarship.

We are excited and appreciative for the support that GMC Members have given these programs as we work to promote our industry to the workforce of the future.

GFLOI and GLAM are supported by the State Government funded Skilling the Bay initiative.

If you'd like to receive more information on how your organisation can become involved in the Geelong Future Leaders of Industry or Girls Leading Advanced Manufacturing programs, please contact Leanne Nelson admin@geelongmanufacturingcouncil.com.au or 5222 8000

REGIONAL INDUSTRY COLLABORATION PROGRAM



The Regional Industry Collaboration Program (RICP) was launched in 2017 with Deakin University as a key partner, building on the success of the Industry Innovation Program (IIP). Key differences between the programs are that the RICP covers a wider region in Victoria by adding the Ballarat and Bendigo regions to its established Geelong presence and is particularly focused on gaining regional development through investment and jobs. The RICP works to achieve these goals, improve industry competitiveness and growth through promoting new technologies that boost global competitiveness of participant companies. The application of new technologies is developed in collaboration with the excellent people, research infrastructure and global connections of research organisations such as Deakin University, CSIRO, and others located in Victoria.

The RICP is unique as a collaboration platform in that the main driver is industry need. The program begins work with regional companies to identify innovation needs and challenges and match these with the right expertise and facilities in Victoria. Collaborative projects are scoped, monitored and delivered with project oversight by the Industry Innovation Manager.

The RICP targets regional companies, mostly SMEs. This focus facilitates the goal of shorter term regional economic development and has an additional benefit of developing an extensive regional innovation ecosystem. The RICP recognises that the challenges faced by companies collaborating with universities often include a lack of funding for quality technical research in the short term. To address this barrier to innovation the RICP offers some project funding assistance on a case by case basis and in many examples this funding is the difference between a project being able to proceed or not.

Studies and experience show that companies that prioritise innovation - promote and measure their progress implementing new ideas which develop new products or processes - will build sustainability in the business. Companies are developing skills internally in parallel with their innovation program as they find this focus requiring new mindsets and knowledge with the added benefit that this often assists retention of high value employees.

The RICP is particularly strong on growing advanced technology. The common theme through RICP projects is the application of industry ready technology that in all cases provides the participating company with a competitive advantage, be it through new products or uniquely developed manufacturing processes.

Key Activities

It was great during the year to see the development of the RICP network in regional Victoria to being well known in key high value manufacturing groups. More stakeholder organisations were presented with the benefits of the RICP through the regions of Geelong, Ballarat and Bendigo and there was a very favourable reception to the program particularly in Bendigo where

the Bendigo Manufacturing Group works on many fronts to promote manufacturing. Introductions to innovative businesses were gained largely by direct approach and through developing a strong network of local business groups, local government and state government representatives as well as regional universities.

An additional focus of the RICP was on assisting some early stage manufacturers who are tenants at Deakin's Manufactures facility. This is an exciting development in addition to the established businesses in the RICP which will provide inspirational case studies in the new year.

Events

During the year the RICP hosted the **Innovate Expo 2019**. This major event with 220 attendees was all about promoting the group of technologies known as Industry 4.0 or the Fourth Industrial Revolution. The GMC sees the promotion of these technologies to be pivotal to the sustainability of manufacturing in higher cost countries such as Australia. However, there are many issues found in adopting new technologies that challenge any manufacturing company. Innovate Expo aimed to encourage manufacturers to make the move to higher technologies such as digitising their production control and data acquisition.



Presenters at the Expo provided case studies on how easy the initial steps with technology can be and the clear benefits that this brings. A key message was that technology will not fix lax or broken procedures and manufacturers need to have their business ready to digitise – always a worthwhile exercise. Thanks to our presenters, sponsors and exhibitors: Regional Development Australia, Bosch Australia, Deakin University, Movus, Insight Engineering, Siemens Australia, IMCRC, G2 Innovation, City of Greater Geelong, AMTIL and Manufactures.

Projects

A number of **Projects** were completed and the flow on knowledge will help the following businesses expand: Aus Pits, Austeng, Australian Formwork Solutions, GT Recycling, and Context Health.

It has been a great year of results for the RICP. Most importantly I would like to acknowledge with great appreciation the cooperation and collaborative spirit I've encountered with all the universities and CSIRO over the past year. All of the manufacturing companies that I have worked with can be confident that there is a wide variety of very keen, experienced and knowledgeable

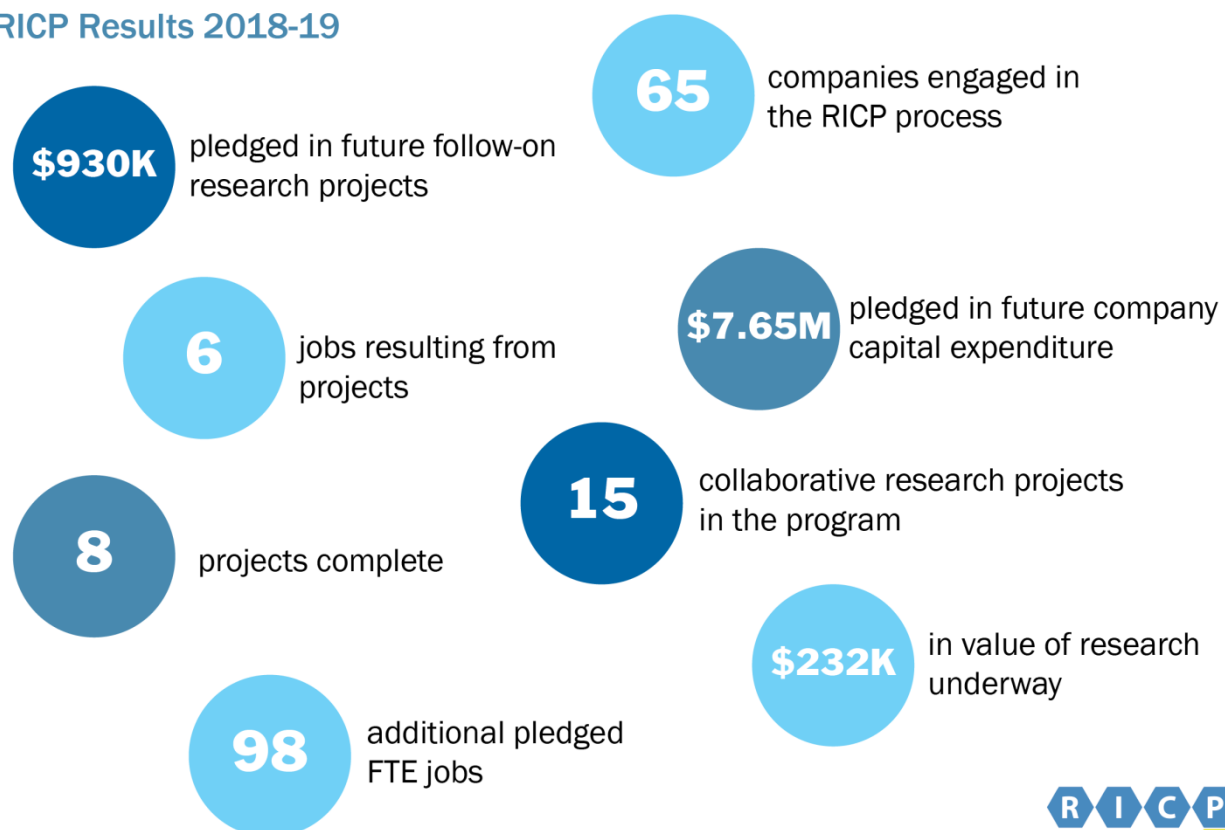
people that they can collaborate with in the future and with the assistance of the RICP they can expect great advantages for their business.

Credit and my gratitude must also go to the state-wide network of Regional Development Victoria, Cities of Geelong, Bendigo, Colac Otway and Ballarat and regional business networks for their help in connecting me to innovative companies.

For more information on the RICP, please contact Michael Williams, Industry Innovation Manager michael.williams@geelongmanufacturingcouncil.com.au Phone 0439 882366



RICP Results 2018-19



ENGINEERING NETWORK GEELONG



Engineering Network Geelong (ENG) has grown to a strong 45 member base, connecting members, conducting opportunity presentations, encouraging collaboration and fielding enquiries for engineering capability and capacity throughout the region. Since ENG inception in 2009 the network has helped create over \$250m worth of opportunities for members.

Geelong continues to evolve and so does the engineering community of the region. Members continue to service Alcoa through its Portland operations and the Ford Product Development operations. Increasingly members are looking to new opportunities in the infrastructure and construction space and cleantech sector, as well as the relatively buoyant mining sector. Defence spending on new platforms across land, sea and air have also been of interest to members for current and future work.

Key Activities

ENG held a number of major project briefings throughout the year providing members an avenue to learn more about supply chain needs and make valuable contacts with project managers, procurement specialists and developers.

ENG Major Project Briefings included:

- Westwind – Golden Plains Windfarm (\$1.5B)
- Organic Dairy Farmers Australia – New Butter and Milk Drying Plant (\$65m)
- Kane Constructions (\$1B turnover, 450 Employees across Australia)
- Royal Geelong Yacht Club – Expansion of Facilities and new board walk – Stage 1 (\$20M)
- Yarra Trams – Refurbishment and replacement parts (\$200m contract)
- City of Greater Geelong - Civic Precinct Overview (\$90m)
- Acciona Energy – Infrastructure and Renewable Energy Projects
- CYP - Metropolitan Tunnel Train Project (\$11b)
- Beach Energy – Otway Basin Onshore Project
- Victorian and Federal Government Grant and

ENG continued to advise members of relevant tenders across Australia and New Zealand providing another resource for members to actively pursue work opportunities across a whole range of business sectors, government departments and private enterprises. ENG estimates that over \$200m worth of tenders, expressions of interest and requests for information were sent to members over the course of the year.

Geelong Defence Alliance (GDA)

The GDA exhibited at Land Forces 2018 in Adelaide and the Aerospace & Defence Exposition 2019 at Avalon, promoting the Geelong region's strong industry, infrastructure, education and research capabilities. This was a very important message to defence that Geelong continues to be serious about involvement in new and emerging defence programs. A backdrop to this was the imminent decision to short list two bidders in the Land 400 Phase 3 (Tracked Infantry Fighting Vehicle replacement for the current Armoured Personnel Carriers).

ENG also attended and hosted a number of strategic events throughout the year with the GDA stands at both these events used to promote the region and capabilities to a wide defence audience.

Cleantech Innovations Geelong (CIG)

CIG is a partnership with the CoGG and the Geelong Manufacturing Council to support the implementation and manufacture of goods and services in the Cleantech sector. The program is funded by the GMC, COGG and the Victorian Government until Oct 2021.

This three year program commenced in October 2018 and to date CIG has started the process of developing a second Procurement for Innovation Project (previous project: 100yr life pedestrian bridge) and issuing an Australia-wide expression of interest for a scalable cleantech demonstration.

CIG program highlights have included:

- Funding a report into commercial & industrial food waste generated in the Geelong & Barwon regions to better understand support & technologies that could be utilised to better manage these waste streams
- Delivering a Refrigeration Masterclass webinar during the Geelong Small Business Festival
- Sponsoring Innovate 2019

Vestas & Marand

Vestas & Marand Alliance to assemble wind turbine hubs formalised with new base inside the original Ford factory in North Geelong. Initially creating 20+ jobs, a number of workers received training in Demark and have returned to use their new skills to assemble wind turbine hubs for the Berrybank and Dundonell wind farms in the state's west. ENG was pleased to provide introductions to Vestas and the local manufacturing community over the past 12 months.

Success Story

ENG introduction provides local engineering firm Austeng over \$1m in export revenue for hemp decortication technology

"Austeng's membership of ENG and Kevin Foard's understanding of Austeng's unique capabilities provided the initial introduction to the Textile & Composite business team. Our five-year business relationship, developing their hemp decorticator technology, has resulted in over \$1m in export revenue and I believe this to be the "tip of the ice-berg" going forward. Thanks to our ENG membership, this new and revolutionary hemp processing machine will be developed and manufactured in the Geelong region- a huge win for the promotion of local jobs and regional prosperity " Ross George – Managing Director Austeng.

ENG continues to provide crucial business introductions for businesses looking for solutions partners in our region. Call Kevin Foard today for your next business introduction.



Ross George: Austeng & Hemp Decorticator Development

Hanwha Defence – Land 400 Phase 3 Bid

South Korean business Hanwha is proposing to set up locally assembly and manufacture of the next generation tracked infantry fighting vehicle for the Australian Defence Force. ENG & GMC along with the City of Greater Geelong, G21, Geelong Chamber of Commerce are excited by this huge opportunity for the region should Hanhwa ultimately be successful in winning this contract.

Hanwha has recently been shortlisted along with Germany's Rheinmetall and both will now supply vehicles to the Australian Defence Force for evaluation. The final decision will be made in 2022 as to the chosen vehicle, with both parties looking to develop their local industry content plans. ENG introduced Hanwha to a number of GMC & ENG member businesses to view operations (RPC Technologies, Geelong Port, Avalon, Marand, Air Radiators, Kempe, Deakin) and has been working to understand the capability needed to supply into this \$10-\$15 Billion project. This is a once in a lifetime opportunity for the build of these initial 300 vehicles and also for the sustainment of these vehicles for a least 20 years, driving advanced engineering capabilities, manufacturing and employment opportunities for the Geelong region.



ENTREPRENEURS' PROGRAMME

The Geelong Manufacturing Council is a long-standing key partner organisation delivering the Business Management elements of the Entrepreneurs' Programme for the Federal Government. GMC has a dual focus:

- Delivering Business Evaluation services in western Victoria; and
- Delivering Supply Chain Facilitation services across Australia including several projects directly impacting on the broader Geelong region.

The Entrepreneurs' Programme offers easy-to-access practical support for Australian businesses in a simplified and streamlined way. The GMC has three Business Facilitators and two Business Advisers in place to provide services as part of the Entrepreneurs' Programme. The growth sectors that the programme is tasked to work with are:

- Advanced manufacturing
- Food and agribusiness
- Mining equipment, technologies and services
- Oil, gas and energy resources, and
- Medical device and pharmaceutical
- ICT, Digital & Professional Services

Both the Business Evaluation and Supply Chain Facilitation elements of the program delivered by GMC advance the key themes of the GMC's charter by:

- Developing the internal operational capabilities of SME's necessary to grow profit, diversify revenue, access and/or remain in global and domestic supply chains, and accelerate business agility & responsiveness;
- Enabling SME's to network and develop synergies with R&D organizations;
- Facilitating peer-to-peer learning events designed to increase internal skillset;
- Encouraging SME's to leverage world-leading advanced research, design, and innovation technologies in order to build unique competitive advantage and readily adapt to the disruptive changes taking place in market drivers and customer purchase behaviour.

Business Evaluations

Key activities & deliverables include:

- Business diagnostic and assessment;
- Market forces analysis;
- Development of long-range strategic direction;
- Access to diagnostic tools to measure against best practice;
- Development of action (improvement) plan;
- Access to matching (dollar for dollar) grant funds designed to defray cost of implementing action plan;
- Connection into R&D and Industry Networks;
- Helping build internal skill-sets; and

- Ensuring SME's have the requisite knowledge and skills to make business improvements long after the service has ended.

These activities are delivered through:

- Providing support and focus to the Greater Geelong region whilst also expanding the reach of the programme and providing tailored advice to regional SMEs.
- Deploying new sub-programmes, eg design methodology to improve design-led thinking; Business Model methodology to transform the business using new digital capability; Technology Advisers to assess potential for new shop-floor technology; Digital Services Advisers to assess potential for new IT software technology.
- Engaging in efficient one-on-one sessions with SME's to help them refocus on key business priorities and ensure they absorb and understand the call-to-action priorities outlined in their business report.
- Providing up to 5 days of post-report coaching and mentoring to SME's in order to maintain focus on call-to-action priorities to ensure achievement of high-value long-range business outcomes.

EP Business Evaluation Key Successes



Brewing business completed a review of brand penetration effectiveness and utilised funding to refresh label design for target market



Boat building business completed a review of shop-floor efficiencies to compress order-to-make, and deployed market diversification techniques to broaden revenue base



Engineering/manufacturing business saw a 56% growth in revenue, and importantly a 43% growth in productivity or sales per FTE



eLearning provider used grant funding to launch new-to-market app that enables shop floor operators to post their own video of best practice job techniques as part of an initiative to spread best internal practice



Wholesale fresh food supplier grew business by \$2M on the same cost base



Pipe manufacturer used grant funding to embed barcode technology on all stock items coupled with EDI technology, to achieve seamless electronic order-to-delivery transaction workflow

Both Peter Veal (Food/Agri sector) and Vlado Baban (Advanced Manufacturing sector) are pleased to continue offering their support to SME's in the region via the Entrepreneurs' Programme.

Supply Chain Facilitation Service

The focus of Supply Chain Facilitation is to work with a key Buyer in a supply chain to improve their eligible suppliers' performance through the development of tailored individual Supplier Improvement Plans (SIP). To achieve this, one of our Business Facilitators works closely with the Buyer to develop a project that focuses on what the Buyer needs of their suppliers and to address identified gaps or opportunities for suppliers to improve. Proposed projects are subject to an approval process within AusIndustry.

Business Advisers then work with the individual SME Suppliers that choose to participate by conducting individual SIPs that assess each supplier against the Buyer's specific Buyer Needs and Requirements. Improvement measures are recommended to address gaps between delivery and buyer expectation and strategies developed to address such through a process of continuous improvement.

After receiving their SIP, the SME Supplier can access up to \$20,000 on a dollar for dollar basis to get external assistance to implement the recommendations. The Business Adviser provides on-going support to suppliers over the course of 12 months.

GMC Supply Chain Facilitators have been engaged in Supply Chain Improvement projects with the following organisations during the 2018/19 period:

- Bombardier
- Edlyn Foods
- Komatsu Mining Corp Group
- Melbourne Health
- Woolworths
- Weir Minerals
- IXL
- Ecco Safety Group
- Coles

These projects engaged over 45 SMEs in Supplier Improvement Plans during 2018/19. Some of these projects have now been finalized, but most remain active with a few still in the initiation stage. A number of new projects are also in the pipeline to be commenced in 2019/20.

Some GMC members have undertaken Supplier Improvement Plans during 2018/19, with others identified as key suppliers in projects continuing into 2019/20.

Each project has a specific focus. Some of the key focuses of these projects have included:

- Electronic Data Interchanges (EDI)
- Digital transformation
- Partnerships & Collaboration
- Plant and facilities maintenance
- Steel fabricated and machined components
- Gear and hydraulics manufacture
- Automated warehousing
- Quality assurance

- Identifying opportunities to support innovation and commercialisation
- Strengthening customer/supplier communication

Recommendations delivered in the 45+ Supplier Improvement Plans have enabled SMEs to access grants to assist in implementing improvements concerning:

- Business Information system implementation
- Quality assurance and quality systems improvements and accreditation
- OHS Safety management systems and accreditation
- Lean manufacturing
- Product and Market diversification
- Operational improvement and plant reliability
- Business continuity and succession planning
- Delivery system improvement and traffic management for inward logistics
- Capacity planning
- Improved stock control, storage, rotation and stock carriage
- Increased plant capacity and layout improvement
- Capital improvement planning and budgeting
- Skills matrix, training and professional development
- Strategic planning
- Establishing product standards in the absence of industry standards
- Implement accounting system improvements
- Customer relationship management
- Buyer/supplier collaboration for continuous improvement

Mark Amirtharajah and Brett Henderson are experienced Business Facilitators and look forward to continuing to work with GMC members and SMEs right across Australia in 2019/20.

Learning Events

As part of its Entrepreneurs' Programme contract, the GMC manages and delivers targeted Learning Events incorporating subject matter experts delivering seminars, site visits and training programs on topics of direct interest to SMEs.

During 2018/19, GMCs Entrepreneurs' Programme staff delivered 10 such events across the eastern states. Four of these events were held in Geelong.

Topics delivered included:

- Advisory Board Essentials for SME
- Embrace the Supply Chain Revolution (National Roadshow)
- Cyber security for SMEs
- Data visualisation
- Capacity Planning for SME Component Manufacturers
- Futuremap

For more information go to www.business.gov.au/assistance/entrepreneurs-programme or www.geelongmanufacturingcouncil.com.au

Financials

GMIC Limited
ACN 089 510 529

For the Year Ended 30 June 2019

Accompanying notes that form part of these Financial Statements can be found in the full set of Financial Statements for the year ended 30 June 2019, available in the Members' section of our website or by request (www.geelongmanufacturingcouncil.com.au)

STATEMENT OF COMPREHENSIVE INCOME

GMIC Limited

Statement of Comprehensive Income

For the Year Ended 30 June 2019

	Note	2019 \$	2018 \$
Corporate Membership & Sponsorship		371,575	248,907
Project Sponsorship & Grants		1,804,684	1,711,058
Project management		50,536	47,276
Interest received		1,671	2,528
Total income		2,228,466	2,009,769
Depreciation and amortisation expense		(3,699)	(5,362)
Administration expense		(209,954)	(208,333)
Marketing expense		(35,766)	(8,167)
Office, IT, and occupancy expense		(385,669)	(251,658)
Project expense		(1,539,608)	(1,561,980)
Total expenditure		(2,174,696)	(2,035,501)
Surplus (deficit) from continuing operations		53,770	(25,732)
Other Comprehensive Income		-	-
Net Surplus (deficit) for the year		53,770	(25,732)

STATEMENT OF FINANCIAL POSITION

GMIC Limited

Statement of Financial Position

As At 30 June 2019

	Note	2019 \$	2018 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	2	304,777	348,060
Trade and other receivables	3	530,796	370,441
TOTAL CURRENT ASSETS		835,573	718,501
NON-CURRENT ASSETS			
Property, plant and equipment	4	7,322	11,021
TOTAL NON-CURRENT ASSETS		7,322	11,021
TOTAL ASSETS		842,895	729,522
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	5	122,272	133,397
Provisions	6	79,133	78,405
Income in Advance	7	132,079	62,079
TOTAL CURRENT LIABILITIES		333,484	273,881
TOTAL LIABILITIES		333,484	273,881
NET ASSETS		509,411	455,641
ACCUMULATED FUNDS			
Retained earnings		509,411	455,641
TOTAL ACCUMULATED FUNDS		509,411	455,641



GEELONG MANUFACTURING COUNCIL

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