

# Geelong Manufacturing Council

Annual Report  
**2018**



GEELONG  
MANUFACTURING  
COUNCIL

# 2017-18 FAST FACTS

GEELONG MANUFACTURING COUNCIL & ENGINEERING NETWORK GEELONG HAVE



**132**  
MEMBERS



ENTREPRENEURS' PROGRAMME  
**40+**  
BUSINESS REVIEWS  
**50+** SUPPLIER IMPROVEMENT PLANS



**257**  
GEELONG MANUFACTURING COMPANIES  
AND OVER 1300 PEOPLE WERE ACTIVELY INVOLVED IN GMC PROGRAMS

**\$200M**

OPPORTUNITIES ASSISTED TO DATE THROUGH **ENGINEERING NETWORK GEELONG**

**29** STUDENTS  
**11 & 19** SCHOOLS BUSINESSES  
PARTICIPATED IN GFLOI & GLAM



**24**  
MENTEES & MENTORS PARTICIPATE  
**WOMEN IN MANUFACTURING NETWORK** MENTORING PROGRAM

RICP **\$100K**  
ALLOCATED TO CREATE  
**97** JOBS & **\$5.6M** CAPEX



**30**  
EVENTS



**\$340m+**  
BUSINESS GROWTH GRANTS  
SUPPORTING \$680K+ IN PROJECTS THROUGH THE ENTREPRENEURS' PROGRAMME

## LEADERSHIP FOR MANUFACTURING EXCELLENCE 2017 HIGHLIGHTS



REDUCED PROJECT LEAD TIMES

**PROJECT MANAGEMENT SYSTEMS**



**30% IN COSTS**

IMPROVED MATERIAL PURCHASING SAVES

YARD MACHINERY AND LAYOUT LEAD TO PRODUCTION OF **4 EXTRA PRODUCTS PER DAY**



**64.9%**  
REDUCTION IN OVERTIME

REDUCTION IN LOADING TIME INCREASED OUTPUT BY

**\$450,000**  
PA



OVER **\$1.5M**  
IN EXTRA REVENUE  
AND \$185,200 IN SAVINGS



NEW TECHNOLOGIES LEAD TO **REDUCED ENERGY COSTS BY OVER**

**\$742,000** PER ANNUM

WHAT COULD YOU ACHIEVE?

# CONTENTS

SPONSORS	1
Major sponsors	1
Industry Sponsors	1
Government Partners	1
MEMBERS	2
GMC	2
ENG	2
ABOUT GMC	3
Vision	3
Mission	3
BOARD OF DIRECTORS	4
STAFF	4
CHAIRMAN'S REPORT	5
CEO'S REPORT	6
YEAR IN REVIEW	8
GMC'S KEY THEMES	9
POSITIONING, NETWORKING &	10
ADVOCACY	10
MEMBERSHIP	11
GMC & ENG Membership	11
New Members Welcomed	11
PROGRAMS	12
Leadership for Manufacturing Excellence	12
Women in Manufacturing Network	13
Geelong Future Leaders of Industry & Girls Leading Advanced Manufacturing	14
Regional Industry	15
Collaboration Program	15
Engineering Network Geelong	17
Entrepreneurs' Programme	19
FINANCIALS	22
Statement of Comprehensive Income	23
Statement of Financial Position	24

# SPONSORS

## Major sponsors



## Industry Sponsors



## Government Partners



Australian Government  
Department of Industry,  
Innovation and Science

Business

# MEMBERS

## GMC

AKD Softwoods  
ANZ  
Air Radiators  
AusPits  
Austeng  
AiGroup  
Australian Graphene Industry Association  
Australian Lamb Co.  
Avalon Airport  
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  
CMTP  
Corio Waste Management  
CSIRO Materials and Engineering  
Deakin University  
Davidsons Accountants & Business Consultants  
Davies Collison Cave  
Dow Chemicals

Emu Australia  
Farm Foods  
Ford Motor Company of Australia  
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 Recruitment  
Huyck.Wangner/Xerium  
Incitec Pivot  
Industrial Control Technology  
Insight Engineering  
Insulpak  
IXL Group  
Josies Transport Group  
Kempe  
KPMG  
Liberty Onesteel  
Lifting Victoria  
Logicamms  
LyondellBasell Australia  
McHugh & Eastwood  
Mainfreight  
Marand Engineering  
Malteurop

MHG Glass  
Midway  
Moore Stephens  
NEM Business Performance Australia  
Nuchev  
Organic Dairy Farmers  
Plantic Technologies  
Powercor Australia  
Programmed Skilled Workforce  
QA Electrical  
Quickstep Automotive Pty Ltd  
Rendine Constructions  
RPC Technologies  
Rydges Geelong  
Sava Engineering  
SNF (Australia)  
Surdex Steel  
Sykes Racing  
TCA Partners  
Terminals Pty Ltd  
The Gordon  
Thornton Engineering  
Vestas Australia Wind Technology  
Victorian Regional Channels Authority  
Viva Energy Australia  
Workforce XS  
Worley Parsons  
Xtreme Technology

## ENG

Aikman Engineering  
Allied Transport Services  
Air Radiators  
Aerospace & Specialist Components (ASC)  
Austeng  
Deakin University  
Epsilon Instrumentation  
ESIC Lighting  
FE Welding  
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 & Engineering  
IXL Group  
J. Anderson & Co.  
JR Production Engineering  
Kempe

Lifting Victoria  
McElligott Partners  
Norris Group  
People at Work  
PM Design  
Proficiency Contracting  
RPC Technologies  
Sava Engineering  
The Gordon  
VMS  
Wingfan  
Work Place 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.

Comprising 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

To have a positive impact on the sustainability of the Geelong region's manufacturing industry so that companies and investors are confident in the future of manufacturing in the region to ensure a vibrant, successful and prosperous community

# BOARD OF DIRECTORS

Jamie Baensch (Chairman)  
Air Radiators

Lyn George (Deputy Chair)  
Austeng

David Sinclair  
Plantic Technologies

David Sykes  
Sava Engineering

Bernard Brussow  
Backwell IXL

Ian Kett  
Deakin University

David Peart (Company Secretary)  
Geelong Manufacturing Council

# STAFF

David Peart  
CEO

Kevin Foard  
ENG Manager

Michael Williams  
Industry Innovation Manager

Emmy McKenzie  
Relationship Development Manager

Robert Delalande  
Finance Manager

Leanne Nelson  
Project Manager

Vlado Baban  
Business Adviser

Peter Veal  
Business Adviser

Bryan Moroney  
Business Facilitator

Brett Henderson  
Business Facilitator

Mark Amirtharajah  
Business Facilitator

Robyn Nagle  
Executive Assistant

# CHAIRMAN'S REPORT

This year the Geelong Manufacturing Council turned 20 years old. The Geelong Manufacturing Council was established in 1998 through a partnership between the Australian Chamber of Manufacturers (now the Australian Industry Group), Geelong Development Board (City of Greater Geelong). Brian Backwell chaired the first meeting in February 1998, with Executive group of David Sinclair, Mike O'Brien, Bruce Jesson, Stuart Walker (COGG); founding members from Alcoa, The Gordon, Deakin University (Peter Hodgson), Backwell IXL, COGG, BHP, Ford; and David Peart as Executive Officer – an industry economist who had previously worked for the Geelong Regional Commission.

Geelong Manufacturing Council Chairs have been:

- Brian Backwell 1998
- David Sinclair 1998-2000 (3 years)
- Bruce Jesson 2001-2002 (2 years)
- Patrick McCaffrey 2003-2006 (3 years)
- David Sykes 2007-2013 (6 years)
- Jamie Baensch 2014-2018 (4 years)

I am very proud to have served for 4 years, but it is time for me to step down as Chair and for someone else to take on this leadership role.

Fortwenty years the GMC has been supporting manufacturing in Geelong and in that time, the manufacturing landscape in Geelong and Australia has changed considerably. The Australian economy has expanded for a record 27 years straight. However, during this period manufacturing employment has fallen from 12% of the workforce to 8%. Manufacturing as a percentage of GDP has fallen from 11% to 6%. We have seen our currency as high as \$1.10AUD to the USD and as low as \$0.50AUD. Australia's labour and energy costs are some of the highest in the world. Yet Australia, and particularly Geelong, is one of the best places to live and work in the world.

Globalisation is the significant ingredient in the changing fortunes of a rich and poor country as jobs and businesses move to the most advantageous locations and of course as a manufacturing business, we need to adapt to this.

In my day job as General Manager of Air Radiators, I manage two facilities, one with 140 people situated in Geelong and another with 70 people situated in Thailand, both making heat exchangers. The customers we serve from each site are similar in their requirements for quality, technology, service and price. The products we manufacture are the same, and the level of technology in our manufacturing processes are the same. What is different between these two sites is the environment: the socioeconomic situation of the country and the people, the culture or nature of the people, the law, and the demographics of the people. Put simply, when I move a product from Australia

to Thailand the cost saving on a large heat exchanger with a sell price of \$20,000AUD can be as much as 30%. This gives me a unique perspective on the challenges of manufacturing in Australia.

Air Radiators competes on a global market, we have no natural advantages when we compete against the world. Our customers are asking us to move our production to Thailand because they like what we do; they just don't like the AUD price. It makes you question why we do what we do in Australia. These issues require manufacturers to examine how to best compete in our market.

So how do we survive in Australia? Well we adapt and we continue to do so. While we may move some of our production to Thailand, we will continue to design and develop these products in Australia – just like Ford Australia has done with the multiple car platforms under local development for global consumption. Air Radiators are developing new products for the global market using grant assistance from both the State and Federal governments. We are focusing on rail and defence business sectors where there are local content requirements. We have developed a social media platform to promote our business to customers, suppliers and employees. We are engaging with universities for new ideas, knowledge and talent and we look to adjacent markets for new opportunities. We continue to invest, focusing on doing the best we can with what we have and look for every opportunity. We collaborate and engage in business groups to learn. We are doing what so many "Industry Plans" tell us to do. We are a niche, high quality, globally focused manufacturer which service our customers so well that they are willing to pay for the extra to have a locally made product.

I know I am not the only Geelong Manufacturing Council member that has these challenges. The role that the GMC has played in the last twenty years to help us seek new information, network, collaborate and advocate for us has been significant in our success.

Finally, GMC has recently commenced a very important strategic review interviewing members, exploring what our challenges are, with the view to help us determine how the GMC can continue to serve members' interests into the future. I encourage you to participate in this dialogue and to share your vision, plans, opportunities and challenges. This important work is to set the agenda moving forward, so we are all grow our businesses for the prosperity of the region's economy.



Jamie Baensch  
Chairman



# CEO'S REPORT

Geelong has seen significant positive momentum during the course of the past year. Investment and employment have been buoyed by the impacts of major public and private sector job creation activities, reflected across the regional manufacturing sector with positive trends for investment and jobs, and strong growth in GMC membership.

ABS figures indicate that across Australia, manufacturing jobs have increased over the past year to almost 1 million nationally, which represents a recovery to 2010 numbers.

In the Geelong region, manufacturing employment has stabilised, to around 10,000 which reflects the strong climate of growth over the past few years. Investment in emerging and establishing industries such as carbon fibre, advanced fibre and food and agribusiness in particular together with the securing of an international airline at Avalon will open up further opportunities across these sectors.

In addition, the AiGroup's Australian PMI indicates that the manufacturing sector continues to expand with 25 months of growth, the longest run in the data series since 2005.

CSIRO's landmark report in 2016, titled "*Advanced Manufacturing - A roadmap for unblocking new growth opportunities for Australia*" details five megatrends which will impact the future:

- Madetomeasure
- Serviceexpansion
- Smart and connected
- Sustainable operations
- Supply chain transformations

The report found that:

- Australian manufacturing can have a future if it responds positively
- The need to maximise comparative advantages and minimise comparative disadvantages
- There is a changing landscape for world manufacturing
- A strong manufacturing industry is central to Australia's economic prosperity

2018 has been a year where increases in energy costs have been of concern, while signs emerging of a flattening of costs and the low Australian dollar have provided some impetus for exports and point to a positive 2019.

Through supporting continued process and product innovation, skills and leadership development (including encouraging diversity), best practice, collaboration, sustainability and establishment of new and emerging industries to meet the needs of a growing market, GMC supports local industry to develop and capitalise on these opportunities.



Standout programs over the year include: Leadership for Manufacturing Excellence, Women in Manufacturing Network, Geelong Future Leaders of Industry, Girls Leading Advanced Manufacturing and Regional Industry Collaboration Program. These programs have made great steps forward in increasing skills, competitiveness, attracting young people and increasing diversity into the sector.

Investments in manufacturing in the Greater Geelong region have been positive including investment by GMC members: Malteurop's \$90m plant expansion, Carbon Revolution's \$100m expansion, Boral's \$130m new clinker grinding plant and Organic Dairy Farmers' \$55m drying plant.

People are constantly surprised by the diversity of industry in the Geelong and Colac region. The region has a wealth of advanced manufacturers, including Australia's leading carpet manufacturer (Godfrey Hirst), agribusiness leaders (Malteurop, Barrett Burstons, AKD), food industry leaders (Boundary Bend, Farm Foods, Australian Lamb and Bulla), petroleum and chemical (Viva, Lyondellbasell, Dow), engineering (Austeng, Kempe and Marand), transport equipment (Air Radiators, Ford Australia Product Design and Testing), carbon fibre and advanced carbon fibre (Carbon Nexus, Carbon Revolution, Quikstep and Sykes Racing).

Attendance at GMC member meetings has been strong during the year. At the six meetings convened, 300 manufacturing leaders and guests took the opportunity to network and stay abreast of important industry information and best practice.

In summary, our program highlights in 2018 were:

**Entrepreneurs' Programme** As one of 10 industry partners nationally, GMC delivers 40+ business reviews, 60+ Supplier Improvement Plans and 5 new supply chain projects pa.

**Regional Industry Collaboration Program** 97 jobs and \$5.6m of capex across 11 funded projects through R&D activities, with Innovation Expo planning for 2019 event.

**Engineering Network Geelong** Continued to provide returns for members, having now delivered \$200m in projects over its life and advising on \$200m in tenders annually.

**Leadership for Manufacturing Excellence** \$11m benefit achieved in 2017. 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** delivered 12 projects for the region, including zero maintenance recreational bridges, funded the establishment of ASPIRE in the region, funding regional access to Environmental Upgrade Agreements (EUA).

**Women in Manufacturing Network** The year 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 29 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 AMGC for member projects. Members saw growth over the period, in particular Carbon Revolution raising capital to expand its Geelong facility and the Lemond Composites \$58m deal to license technology developed by 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 and job creation
- Support for the establishment of new manufacturing entities
- Support for retention of proper land use planning and protection of industrial zones
- Impact on industry from rising energy prices sent to State and Federal Ministers
- R&D Tax Concessions
- 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 Chairman, Jamie Baensch and to the GMC staff for their ongoing support and contributions over the year, and look forward to working together with our members to achieve even greater outcomes over 2018-19.



**David Peart**  
Chief Executive Officer

# Year in Review

**Focus On Energy** RICP event providing strategies to minimise the impact of energy price increases

**Entrepreneurs' Programme** Annual Forum, Canberra

Jul

**Axieo** invest \$3m at Lara plant  
**Members' Meeting** with SV, Eco Dev, Efic, Barwon Water & Future Proofing Geelong

Aug

**Leading Change that Sticks** WIMN PD event  
**Imagine IM official opening** of graphene production facility in Geelong

**Polymeric Powders** launches in North Geelong with support from Cleantech Innovations Geelong  
GMC/ENG attend **Cross Yarra Partnership** session as Geelong Representatives

Sep

**Building an Effective Personal & Professional Brand** WIMN professional development  
Members' Meeting with **Worksafe**

Oct

Five Geelong businesses share in \$10.2m **Advanced Manufacturing Growth Fund** grants  
**Brockman Engineering** win \$5m Esso Tank contract

**Leadership for Manufacturing Excellence Graduation** Viva Energy project reducing energy waste providing a \$742K benefit wins

Nov

GMC Annual General Meeting with guest speaker Mark Brennan, Thales

Dec

ENG Major Projects Briefing **Melbourne Metro Tunnel Project & Cross Yarra Project**  
Announcement of funding of \$1.98m to **Flat Glass Industries** (North Geelong)

Jan

2018

GMC hosts **Energy Roundtable** with major energy users

RICP **R&D Tax Session**  
**WIMN Mentoring Program** kicks off with 24 participants

Feb

**Members' Meeting** with Brett Winter, CEO Geelong Port  
GMC attends **CSIRO Innovation workshop** at MCG

**Air Asia** announces international flights to commence out of Avalon Airport in 2019

GMC attends **Wynovation innovation workshop**

Mar

Apr

**2018 Leadership for Manufacturing Excellence** program launches with 25 participants  
**Entrepreneurs' Programme** Industry Partner Meeting, Canberra

**Members' Meeting** with Deakin Microgrid Project  
**Austeng** awarded COGG Recreational Bridges Contract, - collaboration with Cleantech Innovations Geelong

May

**Geelong Future Leaders of Industry & Girls Leading Advanced Manufacturing Programs** launch with 29 participants  
WIMN Viva Panel Discussion

RICP Industry 4.0 tour of **Bosch**  
Members' Meeting & ENG Major Projects Briefing featuring **Komatsu**

Jun

**Australian Lamb Colac** receive \$10m funding through LIFT  
**Carbon Revolution** form \$15m R&D partnership with Deakin University

# GMC'S KEYTHEMES



## **Positioning, Networking & Advocacy**

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



## **Encouraging Operational Excellence**

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



## **Building Industrial Synergies**

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



## **Developing Skills**

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



## **Growing Advanced Technology**

Facilitation of leading edge innovation, research & commercialisation opportunities

# POSITIONING, NETWORKING & ADVOCACY



GMC's advocacy plan responds to what our members and stakeholders see as important. 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. The value of this input was evident in a busy program of CEO member meetings.

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 concern and despite actions from government, the impacts on markets forces are yet to fully play out.

Planning has also emerged as an issue for regional manufacturers. 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.

Advocacy priorities identified by members and progressed were:

## Government Policies

- Local procurement and supporting local content
- Retention of proper land use planning and protection of industrial zones
- Impact on industry from rising energy prices sent to State and Federal Ministers
- R&D Tax Concessions
- Continuation of the successful Entrepreneurs' Programme
- Support for innovation
- Support for cleantech and renewables
- Support for emerging sectors such as advanced fibres

## Projects

- Advanced Fibre Cluster
- Regional Industry Collaboration Program

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.

Regular 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
- R&D Tax Concession
- Moolap Coastal Plan

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 Victoria.

GMC provides 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
- Victorian Government Geelong Local Automotive Taskforce (GLAT)
- 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
- SEA 1000 (Future Submarine Project)
- Land 400 Defence Project
- Komatsu Mining Corp
- Senvion
- Westgate Tunnels Project
- Cross Yarra Partnership

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

## MEMBERSHIP

In 2018 the GMC appointed Emmy McKenzie in the role of Relationship Development Manager. Emmy is tasked to work closely with and develop the member base of the GMC and to showcase the value-add GMC provides through our comprehensive series of events and programs.

## New Members Welcomed

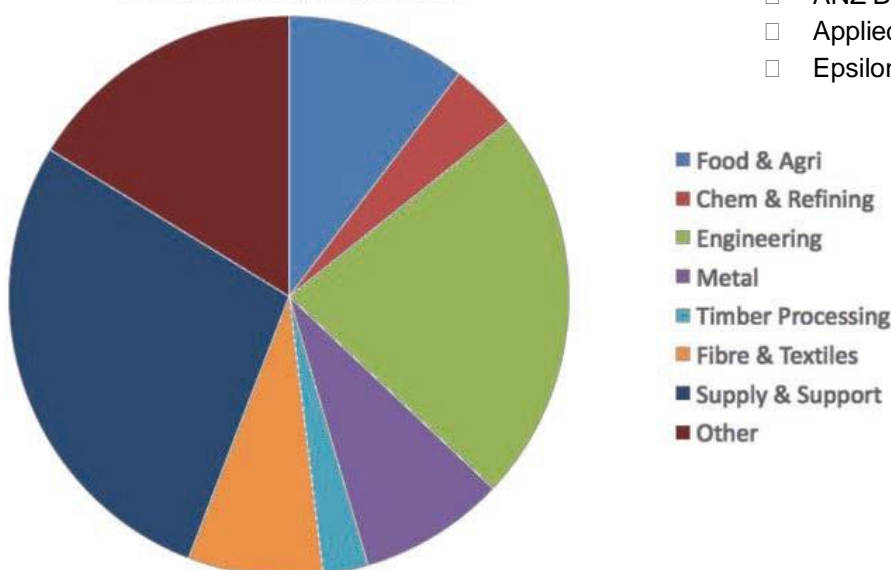
The GMC/ENG membership has grown to 132 of the region’s leading manufacturers and support organisations during 2017 – 18. We were pleased to welcome new members:

## GMC & ENG Membership

	2016	2017	2018
ENG Members	36	36	36
GMC Members	84	84	96
<b>TOTAL</b>	<b>120</b>	<b>120</b>	<b>132</b>

- Logicamms
- Midway
- Organic Dairy Farmers
- NEM Consultants
- Xtreme Technology
- Workforce XS
- Australian Graphene Industry Association
- Surdex Steel
- Mainfreight
- ANZ Bank
- Applied Tech Systems
- Epsilon Instrumentation

GMC Members by Industry 2018



# PROGRAMS

## Leadership for Manufacturing Excellence



Developing Skills



Encouraging  
Operational Excellence

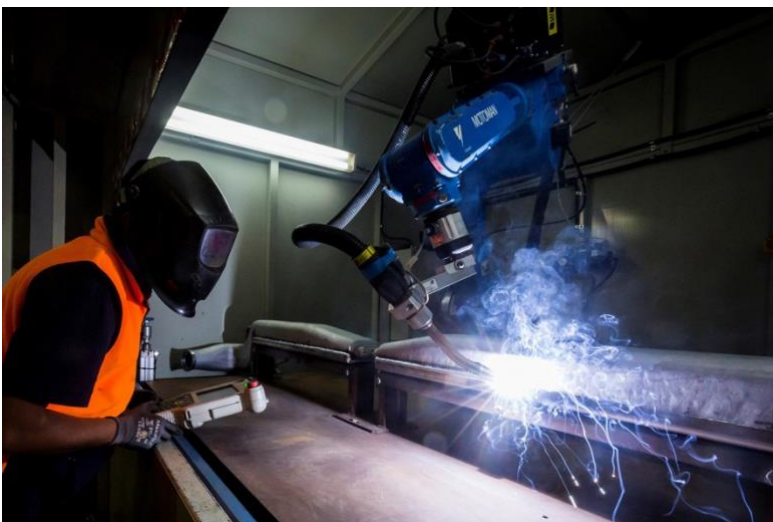
Since 2012 The Leadership for Manufacturing Excellence Program has delivered an average return on investment to participating manufacturing companies of over \$300,000 pa.

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

This program relates to the Developing Skills and Encouraging Operational Excellence themes of the GMC. It includes workshops, onsite coaching, site tours and the delivery of an in-house improvement project and typically runs between April and November.

To date over 140 manufacturing leaders from more than 50 companies have graduated the program which has successfully transitioned from a funded model to a fee for service offer. The program is unique to the GMC, bringing together the key pillars of innovation, lean, and applied leadership to an in-house improvement project of strategic significance.

This year participants attended the onsite Lean workshop which hosted by Boomaroo Nurseries in Lara. They received a briefing from a previous program participant on the improvement project implemented at Boomaroo, completed practical exercises and took away key learnings to apply to their own improvement projects.



**“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”**

### 2018 Program

The 2018 program commenced in April 2018, and includes 23 participants from 10 businesses. The line-up of improvement projects is once again, very impressive and includes:

- Providing best practice floor lay-out of a new production line for a new factory extension,
- Cycle time reduction in construction projects to assist modular building concept.
- Reducing rework in galvanizing production and subsequent costs,
- Creating better work instructions for team members to operate optimally,
- Reducing time of sample analysis, improving customer service and costs.
- Design of an integrated MRP system to reduce giveaways and waste, improve efficiency and margins.
- Reducing/capturing excess molten metal from moulds.
- Introducing a Kanban system for a new manufacturing line
- Data cost benefit analysis to increase productivity, reduce inventory, eliminate downtime and the need for additional building, improved material management

*This popular program runs each year from April to November. Pre-registrations are being taken now by email to*

*[emmy.mckenzie@geelongmanufacturingcouncil.com.au](mailto:emmy.mckenzie@geelongmanufacturingcouncil.com.au)*

## Women in Manufacturing Network



The GMC WIMN began in June 2015 with the aim to increase participation rates of women across the manufacturing and engineering sector in Geelong by promoting, supporting and encouraging women within and into the industry.

This is achieved through work 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 WIMN

A major focus for WIMN in 2017-18 was the development of a mentoring program, with the aim of supporting the progression of women in manufacturing and engineering and leadership roles. The WIMN Mentoring Program launched in February 2018 with twelve mentees matched to twelve industry mentors. Over the course of the year, mentees and mentors participated in three group workshops led by experienced organisational development consultant Linda Betts, and held 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 the inaugural program in November 2018.

The first event on the WIMN calendar of 2017/18 was Leading Change that Sticks, a workshop by Corrinne Armour that explored the reasons change is hard, how attendees could diagnose their own subconscious relationship to change and how to build resilience while communicating change with greater confidence, flexibility and impact. The event was attended by over 60 people from a wide range of industries, including some from outside of GMC's traditional reach due to its promotion through the Geelong Small Business Festival.

**“Keep these sessions going. Always enjoy and always take a positive message and learning away with me”**

In October 2017, WIMN presented Manage your Career More Effectively with Proactive Branding Tactics, facilitated by author, mentor and speaker Amanda Blessing. During this workshop, 40 attendees learnt the three core components of branding and proactive strategies to boost their career within their organisation.

**“Great event. Really engaging with a lot of take aways”**

A small WIMN group gathered in March 2018 for informal networking and to enjoy the inspirational movie Hidden Figures at The Pivotonian Cinema. The evening provided a great opportunity to develop connections and share experiences.

Viva Energy Australia hosted a WIMN Panel Discussion facilitated by Helen Woods in May. Four Viva Energy employees, from a range of engineering and operational roles across the Geelong Refinery, shared their experiences with over 50 attendees in an evening that highlighted their successes, along with some hard truths.

Formal and informal networks, mentors and advocates all played a role in guiding the panel's careers. And while all had experienced obstacles, they spoke highly of Viva Energy's policies and practices to promote workplace equality and diversity.

The WIMN looks forward to continuing to provide events and programs to the Geelong region that will increase the awareness of the benefits of a diverse and inclusive workforce, opportunities for exciting careers within manufacturing and engineering for women, support women who have selected careers in the sector and to assist them to access information and extend their networks.

WIMN's 2017-18 program was supported by funding from AusIndustry's Women in STEM and Entrepreneurship (WISE).

*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](mailto:admin@geelongmanufacturingcouncil.com.au)*



## Geelong Future Leaders of Industry & Girls Leading Advanced Manufacturing

In 2018, Geelong Manufacturing Council took over as co-ordinator of the Geelong Future Leaders of Industry (GFLOI) and Girls Leading in Advanced Manufacturing (GLAM) programs following the winding-up of GRVEC.

GFLOI and 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.

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

Key elements of both 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 of 3 days duration where students engage with real world challenges
- 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, following the closure of Alcoa Pt Henry and other manufacturing facilities, which has left many outside the sector with the false perception that manufacturing is a limiting career pathway. 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.

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
- introduction to lean workshop with GQC
- IoT workshop at The Gordon
- industry tours including Lyondell Basell, Boomaroo Nurseries, Thornton Engineering,



Viva Energy, Barwon Water, Sykes Racing

The programs continue with more tours, workshops and a work experience opportunity, culminating in a Graduation Ceremony in October 2018. Students who are able to demonstrate they are pursuing STEM subjects in Year 10 and 11 may apply for a \$200 scholarship to help meet education and/or training expenses.

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 through The Gordon.

*If you'd like to receive more information on how your organisation can become involved in the GLAM and/or GFLOI programs, please contact Leanne Nelson [admin@geelongmanufacturingcouncil.com.au](mailto:admin@geelongmanufacturingcouncil.com.au) or 5222 8000*

# Regional Industry Collaboration Program



The Regional Industry Collaboration Program (RICP) was launched in 2017, building on the success of the Industry Innovation Program (IIP) which closed in 2016. 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.

In contrast to typical industry engagement by universities and other publicly funded research organisations which target large companies with equally large projects and resources, 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.

The RICP furthers three of the five key themes of the Geelong Manufacturing Council: Encouraging Operational Excellence, Developing Skills and Growing Advanced Technology.

Operational excellence can be demonstrated in each company, in part, through building a culture of innovation. 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. Similarly, companies are developing skills internally in parallel with their innovation program as they find this focus requiring new mindsets and knowledge and 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.

### Key Activities

The initial months of the year were spent establishing new contacts and networks across all three regional areas of Geelong, Ballarat and Bendigo. Many stakeholder organisations were presented with the benefits of the RICP through these regions 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. Now that projects have begun with researchers there has been effort put in to project manage when necessary and work with researchers to maintain project timing. This is vitally important to get results in the time frames needed by industry partners.



## Successes

Events: During the year the RICP organised 3 Events that were targeted at key interests of innovative companies: Collaborating with Researchers (October 2017), R&D Tax Incentive Update (February 2018) and the Bosch Industry 4.0 Summit (June 2018).

Attendances were very strong across these events. At the Collaborating with Researchers event we heard great case studies from companies who have had successful collaborative projects with universities. This generated interest in companies that were contemplating collaborating and were then more confident to start their discussions on scoping projects.

The R&D Tax Incentive Update was presented by KPMG at the new Manufactures building at Deakin University. The event attracted a diversity of company attendees and provided an update on this important federal tax scheme for the benefit of innovative businesses.

At the Bosch Industry 4.0 Summit there was representation from Bendigo companies as well as those in Geelong. Bosch showed us how they themselves have introduced advanced manufacturing or Industry 4.0 technologies into their own diode production. The results are that they now have a globally competitive production plant in Melbourne that exports more than 90% of its production.


I would like to acknowledge with great appreciation the cooperation and collaborative spirit I've encountered in all the universities and CSIRO over the past year. All manufacturing companies can be confident that there is a wide variety of very keen 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.

*For more information on the RICP, please contact Michael Williams, Industry Innovation Manager, [michael.williams@geelongmanufacturingcouncil.com.au](mailto:michael.williams@geelongmanufacturingcouncil.com.au) Phone 0439 882366*

# RICP SUPPORT

 **42**  
COMPANIES  
ENGAGED IN THE RICP PROCESS

**\$5.6M**  
PLEGGED IN FUTURE COMPANY  
**CAPITAL EXPENDITURE**

 **97** PLEGGED  
**FULL TIME JOBS**

 **\$197K**  
OF RESEARCH UNDERWAY

 **\$580K**  
PLEGGED IN FUTURE FOLLOW ON PROJECTS

 **11**  
COMPANIES ENGAGED IN  
**PROJECTS**  
WITH UNIVERSITIES



## Engineering Network Geelong

Engineering Network Geelong (ENG) continued to provide support to its 40 strong member base during 2017-18, promoting and linking engineering and manufacturing capability throughout the region to support a full range of projects Australia wide. Since 2009 ENG has facilitated over \$200m of opportunities for members.

ENG members have a broad range of engineering capabilities including design, project management, fabrication, machining, installation, process solutions, engineering support, commissioning and ongoing maintenance support. ENG's objectives are:

- To identify, profile and promote regional engineering capability and capacity
- To identify and pursue opportunities of interest to network members. These include projects of all sizes locally and across Australia
- Provide networking and collaboration activities for members

### Key Activities

ENG holds regular briefings throughout the year on projects of importance locally and across Australia to support members interested in becoming part of the supply chain.

ENG meets with members on a one on one basis throughout the year to ascertain areas of interest for new work, endeavouring to create opportunities for sustainable growth.

ENG continues to advise members daily of Australian and New Zealand advertised tenders with engineering content of interest to the value of \$200m annually.

ENG is also part of the Geelong Defence Alliance and as such promotes the Geelong region as a place with exceptional manufacturing and engineering capabilities that could be leveraged across a range of defence programs.

Cleantech Innovations Geelong (CIG) is a partnership with Future Proofing Geelong (City of Greater Geelong) and GMC to support the implementation and manufacture of good and services in the Cleantech sector. The program was funded by GMC, City of Greater Geelong and the Victorian Government

Cleantech Innovations Geelong (CIG) wrapped up its 3 year program with some excellent results shining through. Highlights of CIG supported projects included:

- Zero Maintenance Recreational Bridge Project - GMC/ENG member Austeng successful in winning the City of Greater Geelong public tender to develop a 100 year no maintenance pedestrian bridge.
- Polymeric Powders, conversion of tyre crumb to a high value composite feedstock for pipes and 3D printing powders. Factory opened in September 2017
- Commencement of the ASPIRE online waste matching register in Geelong (Supports the matching of one company's waste to become feedstock for another, reducing landfill and associated disposal costs). Managed by CSIRO with funding from CIG.

Cleantech Innovations Geelong is looking to establish a funding model to continue the program through to 2021.

ENG continued to work with members to explore new markets including investigating opportunities to become involved in the supply chain of major infrastructure projects such as the Melbourne Metro Trains and Westgate Tunnel Projects. Defence opportunities across air, land and sea were also pursued. These have included briefings and updates on the following:

- Melbourne Metro Trains Tunnels Project (\$11b)
- Westgate Tunnel Project (\$6.7b)
- Deakin Micro Grid (\$30m)
- Komatsu Heavy Industry
- Senvion Wind Energy
- Air Radiators
- Fibretech Solutions
- ESIC Lighting
- Regional Development Victoria (RDV)
- Industry Capability Network (ICN)
- Barwon New Energy Event

ENG also attended and hosted a number of strategic events throughout the year including:

Pacific 2017 – Maritime Defence Exposition Sydney  
Geelong Defence Alliance stand to promote region and capabilities to a wide defence audience.

**Geelong Defence Alliance Industry Day** Future Frigate Program (SEA5000) and other supply chain opportunities with Navantia. Navantia visited IXL, ICT and Air Radiators to view capabilities

**SEM Fire and Rescue** Site tour of Ballarat manufacturing facility. SEM visit to Aikman, GD Engineers, JR Laser and IXL to scope capabilities

**Komatsu Heavy Industry** Plant tours of IXL, Kempe, Air Radiators and Marand to view capabilities

**Deakin Engineering Undergraduate Event** Promotion of Geelong industry. Presentation highlighting the depth of products and services offered by Geelong industry, and highlighting what employers value in graduates, presented by ENG member Libery OneSteel.

### ENG Member Success Stories

#### Industrial Control Technology (ICT) & Zoos Victoria

ICT are a team of expert engineers who help manufacturers become lean, agile and information driven through innovative design and deployment of technology systems and have been a member of ENG since 2009.

ENG identified and distributed a tender to ICT issued by Zoos Victoria seeking to engage the services of a suitably qualified and experienced technical consultant to undertake the investigation and design of a fail-safe interlocking design solution for animal management facilities at Werribee Open Range Zoo and Melbourne Zoo.

Based on knowledge of ICT's previous capabilities working with high level containment facilities such as the CSIRO's Australian Animal Health Laboratory, ENG believed this tender would be of interest to ICT.

ICT was able to leverage its expertise and experience, and in doing so presented a compelling case to win this tender.

#### Global Wind Turbine Manufacturer

ENG was approached by a global wind turbine manufacturer, Vestas, looking to increase local content for the manufacture and assembly of the turbine gearbox.

These turbine gearboxes can be upwards of 40 tonnes and the size of a bus. ENG coordinated a capability document detailing the key aspects of members including location and port-road access, lifting capabilities, workshop space, floor loadings and relevant experience.

**“ICT enjoyed the challenge of developing a package of solutions for this unusual project and are looking forward to delivering more services to this market, potentially with other Zoos across Australia and New Zealand”**

This was used extensively to determine which members to approach and which members would be useful for other engineering supply as the project progressed. ENG members are set to benefit from a significant amount of work over the next 5yrs following Vestas' announcement to establish a Renewable Energy Hub in Geelong.



#### Komatsu Heavy Industry

Komatsu presented to ENG members an outline of their mining and heavy industry business. Supply of equipment to mining industry requires a high level of compliance and support 24/7. The growing demand for Australian commodities has meant that Komatsu is looking further afield to find capable companies to supply high quality fast turnaround of components and spare parts for their vehicles and equipment. Through the Entrepreneurs' Programme (GMC is an Industry Partner with the Federal Government), ENG was able to make contact with Komatsu and invite them to Geelong to see firsthand the excellent engineering and manufacturing capabilities of the region. Komatsu visited a number of key engineering companies including Kempe Engineering, Marand Precision Engineering, IXL Manufacturing and Air Radiators over two days. This presents a huge opportunity for these businesses as well as others in the region to become part of the global Komatsu supply chain.

# Entrepreneurs' Programme



## Background

The Geelong Manufacturing Council has been 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 five 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 Evaluation Service

The Business Evaluation (BE) service enables SME's to access an experienced Business Adviser to identify issues and opportunities and offer impartial unbiased advice (at no charge).

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

## What did clients receive through an EP Business Evaluation?



- A regional **nursery** was assisted to
- develop systems to better manage pests and diseases
  - create people engagement systems to increase output
  - implement improved scheduling systems



- An **engineering** business
- identified ways to better utilise trade skills
  - improved scheduling in their cyclical business
  - identified capacity to almost double sales



- A **food manufacturing** business
- completed a review of their IT systems
  - received funding for developing new vegan products & other protein analogues



- A **regional engineering** business
- received support during a rapid growth in employee numbers
  - received funding for implementing a new ERP system

### Key success in 2017/18 period

- Continuing to provide support and focus to the Greater Geelong region whilst also expanding the reach of the programme and providing tailored advice to regional SME's in Central and South-West Victoria.
- Using the expanded programme remit to identify and target large \$100m+ buyers with well-developed supply chain eco-systems and providing tailored advice to small and medium businesses operating within these supply chain eco-systems.
- Continuing to apply Continuous Improvement to the programme via the ongoing development and improvement of customer-facing engagement, assessment and diagnostic tools;
- Engaging in one-on-one sessions with time-poor 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;
- Continuing to provide up to 5 days of additional post-report support to SME's in order to maintain focus on call-to-action priorities;

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

For more information go to:

<https://www.business.gov.au/assistance/business-evaluation> or  
<http://www.geelongmanufacturingcouncil.com.au>

### 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 Supplier Improvement Plans (SIP). 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 issues 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 to look at 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 and consultation with suppliers over the course of an up to one year engagement.

### Key successes in 2017/18 period

GMC Supply Chain Facilitators have managed projects with a number of large organisations during the period including:

- Jeldwen Australia
- Bombardier
- Edlyn Foods
- Gekko Systems
- Komatsu Mining Corp Group
- Melbourne Health
- Portland Aluminium (Alcoa)
- SEM Fire and Rescue
- Independent Liquor Retailers
- Metcash Trading
- Value Added Meats
- Woolworths

These projects engaged over 60 SMEs in Supplier Improvement Plans during 2017/18. Some of these projects have now been finalized, but most remain active with a few still in the initiation stage. New projects are also in the pipeline to be commenced in 2018/19.

Some GMC members have undertaken Supplier Improvement Plans during 2017/18, with others identified as key suppliers in projects continuing into 2018/19.

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

- Electronic Data Interchanges (EDI)
- Plant and facilities maintenance
- Steel fabricated and machined components
- Gear and hydraulics manufacture
- Wine manufacture and distribution
- Quality systems and processes
- Identifying opportunities to support innovation and commercialisation
- Strengthening customer focus by addressing supply chain pain points

Recommendations delivered in the 60+ 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
- Safety management systems and accreditation
- Lean manufacturing
- Marketing plan and diversification
- Operational improvement and plant reliability
- Business continuity and operational succession measures
- Delivery system improvement and traffic management for inward logistics
- Capability statements refinement
- 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
- Product line expansion
- Establishing product standards in the absence of industry standards
- Increased regularity of tool box meetings
- Implement accounting system improvement
- Customer relationship management
- Buyer/supplier collaboration for continuous improvement

- Establishment of internal safety committees

Mark Amirtharajah, Brett Henderson and Bryan Moroney are all experienced Business Facilitators and look forward to continuing to work with GMC members and SMEs right across Australia in 2018/19.

For more information go to:

<https://www.business.gov.au/assistance/supply-chain-facilitation> or  
<http://www.geelongmanufacturingcouncil.com.au>

### **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 2017/18, 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 Road-Show)
- Cyber security for SMEs
- Data visualisation
- Capacity Planning for SME Component Manufacturers



# FINANCIALS

**GMIC Limited**  
**ACN089510529**

**For the Year Ended 30 June, 2018**

*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 2018 is available in the Members' section of our website or by request ([www.geelongmanufacturingcouncil.com.au](http://www.geelongmanufacturingcouncil.com.au))*

# Statement of Comprehensive Income

For the year ended 30 June 2018

	Note	2018 \$	2017 \$
Corporate Membership & Sponsorship		248,907	266,464
Project Sponsorship & Grants		1,711,058	1,602,415
Project management		47,276	-
Interest received		2,528	3,138
<b>Total Income</b>		<b>2,009,769</b>	<b>1,872,017</b>
Depreciation and amortisation expense		(5,362)	(6,177)
Administration expense		(208,333)	(214,256)
Marketing expense		(8,167)	(12,627)
Office, IT, and Occupancy expense		(251,658)	(198,949)
Project expense		(1,561,980)	(1,409,514)
<b>Total Expenditure</b>		<b>(2,035,501)</b>	<b>(1,841,523)</b>
<b>Surplus from continuing operations</b>		<b>(25,732)</b>	<b>30,494</b>
<b>Other Comprehensive Income</b>		<b>-</b>	<b>-</b>
<b>Net Surplus for the year</b>		<b>(25,732)</b>	<b>30,494</b>

# Statement of Financial Position

As at 30 June 2018

	Note	2018 \$	2017 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	2	348,060	556,380
Trade and other receivables	3	370,441	73,612
<b>TOTAL CURRENT ASSETS</b>		<b>718,501</b>	<b>629,992</b>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	4	11,021	14,703
<b>TOTAL NON-CURRENT ASSETS</b>		<b>11,021</b>	<b>14,703</b>
<b>TOTAL ASSETS</b>		<b>729,522</b>	<b>644,695</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	5	133,397	33,211
Provisions	6	78,405	36,913
Income in Advance	7	62,079	93,198
<b>TOTAL CURRENT LIABILITIES</b>		<b>273,881</b>	<b>163,322</b>
<b>TOTAL LIABILITIES</b>		<b>273,881</b>	<b>163,322</b>
<b>NET ASSETS</b>		<b>455,641</b>	<b>481,373</b>
<b>ACCUMULATED FUNDS</b>			
Retained earnings		455,641	481,373
<b>TOTAL ACCUMULATED FUNDS</b>		<b>455,641</b>	<b>481,373</b>



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