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| Project ID No. | ITN 49 / 7 / 1 / 07 |
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| GOAL 4 | SUB-PROGRAM |
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Effective Networking - Industry Training Networks

Please write one-two paragraphs or a series of dot points in response to each question below.

Final Reports must be submitted online to www.reframingthefuture.net by **Tuesday 27 November 2007**.

Information supplied in response to these questions is confidential. Final Reports are not published on the website. If any of the information in this report is used for evaluation or reporting purposes, the author and his/her organisation will not be identified without permission from the project convenor.

Name of organisation funded by Reframing the Future:

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| Victorian Food Industry Training Board |
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Section 1: Project review

Before responding to the questions below, you are encouraged to compare your experiences with those of the 2003 Industry Training Networks and with the theory, as documented in the report *Building Industry Training Networks (2004)*.

Please write one–two paragraphs or a series of dot points in response to each question below:

As well as your own observations, you are encouraged to draw on participant comments from your evaluation process to illustrate your responses.

1. What are some major achievements of your 2007 industry training network?

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| Co-ordinating a diverse group of people across government, education, and training in the food industry. To my knowledge this is the first of its kind and it has meant participants developed an understanding of each work roles/projects and new relationships were developed. |
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| The collaboration between industry and RTO's, both public and private, was a major achievement where a range of information and experiences were exchanged. An international sustainability expert and guest speakers from industry provided hands-on information, knowledge and insights which provided the basis for participants to engage in open discussion and exchange of experiences at the network meeting and forum. |
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| At the end of the forum the group was asked if they would be interested in forming a community of practice and they agreed. |
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2. What major challenges did your network face?

A challenge is the diversity of the food industry as it includes a range of sectors, such as wine (linked with viticulture) to pharmaceuticals and dairy. The network has responded by sharing strategies for the different sectors. A major difficulty encountered was achieving sufficient levels of industry participation.

As noted in the action plan, we originally envisaged engaging regional food processing enterprises, however, due to limited industry interest we decided it would be strategic to hold two large events in Melbourne. Regional companies interested in the forum were happy to travel into Melbourne to attend the Sustainability Forum.

Feedback from the network's evaluations collected saw the following as some of the major challenges:

- "Lack of business case studies "
- "Lack of government funding and resources to assist in training"
- "Attracting industry people to participate in networks to make the event viable"
- "Lack of awareness, and high costs associated with sustainability training"
- "Lack of training material available across industry sectors"

3. What facilitation strategies most assisted your network's development?

The facilitator at the first meeting had specialised knowledge and understanding of the training package and new sustainability units of competency.

The engagement of key players in a face to face discussion allowed for exchange of information and knowledge. For instance industry representatives were unaware they could contact the New Apprenticeship Centre's who were present to provide advice and answer questions relating to training and delivery.

Having guest speakers who had undertaken significant work in relation to sustainable workplace practices; companies were able to impart knowledge and experience of the opportunities and to provide real examples of the benefits.

The interactive face to face nature of the workshops assisted most in developing the network and the facilitators did this by:

- Allowing and encouraging questions and interactive discussion once the presentations were over
- Having guest speakers and facilitators share their expertise in the workshop activities
- Creating a relaxed and "at ease" atmosphere that allows and encourages people to express issues which maybe difficult
- Relevant activities and exercises were completed in smaller break out groups, this allowed everyone an opportunity to express their ideas.

4. In what different ways did your network members share ideas?

Information has been shared formally and informally, for example a topic of much interest and discussion has been how sustainable manufacturing practice is measure and maintained in workplaces. There has been a lot of sharing of experiences and strategies around this issue and all agreed it should be one of the main areas for further workshops and discussion for 'solution' finding.

The facilitator at the first meeting asked questions which allowed the group to brain storm ideas and issues across the packages. All the ideas and information were collated onto butchers' papers and summarised. These formed the basis of the Sustainability Advantage Forum.

A number of guest speaker's from the food industry shared and talked through strategies. This provided the basis for discussing business opportunities and drivers.

In the break out sessions each group had a pre arranged moderator with expertise who was able to provide some guidelines and a focus which generated open and often lively discussion but in a controlled and appropriate way.

Network members provided resources and their own industry experience to view and discuss as a group. (Resource list attached at the end of this document). It is envisaged this is the start of the list and the participants will contribute and expand it next year.

5. How did members of the network reflect on their practice?

The network reflected on its practice by deciding they were prepared to share ideas with others and find some solutions to the complexities faced by workplaces with a diverse range of nationalities and age groups.

Reflection occurred by:

- Initially brainstorming the issues surrounding the training capabilities for sustainable manufacturing capabilities.
- Networking and discussion during the break times
- Self-evaluation and listing their experiences in relation to the tasks and identifying what they need more of.

6. In what different ways did your network members access information or resources?

Information sources such as reading materials, suggested websites, and a summary of the meetings discussions and sharing of ideas were passed on to participants during the sessions and via Victorian Food Industry Training Board's corporate website.

The primary guest speaker, Bob Willard, enabled all participants to access pre-readings, video trailers and other vital information from his presentation via Victorian Food Industry Training Board's corporate website.

Companies provided business cards for contact later.

The network participants provided their own resources to share and discuss with other members, as did some companies exchange business cards for future contact.

7. To what extent did the members of your network collaborate to analyse, develop, design or deliver training programs?

Collaboration was most apparent during the workshops, and this was in part due to the participants needing the time to build knowledge friendship and trust. Once this gained momentum the more difficult issues were tossed around and some possible solutions discussed.

8. In what ways did the knowledge generated in your network change or deepened during the year?

The main way in which the knowledge generated in the network deepened or changed was through:

- Participant's sharing their own industry experience, knowledge and resources.
- High quality process facilitation and provision for reflective space and relationship building assisted in the process of changing and or deepening knowledge for participants.
- The relevance of different qualification levels, and meeting the needs of diverse audiences through structured workshop activities encouraged a reflection of existing practices and facilitated the sharing of ideas for better practices. Members also listened to expert and industry guest speakers – all of which will deepen their knowledge and provide solutions to industry training needs.

9. What levels of collaboration between members were achieved within your network?

High levels of collaboration were achieved between industry network members. Some members have been working together outside the network's training events.

10. What were the benefits for individuals from participating in the network?

Examples of benefits for individuals who attended the industry training network meeting and Sustainability Advantage Forum, were evident in the following comments on their evaluation forms:

- "Good networking and receiving information"
- "Hear first hand how some of the problems could be addressed and the concerns"
- "A broader knowledge of sustainability as an industry issue"
- "New network opportunities"
- "Improve understanding of the big picture, continue to grow the quality of our programs"
- "To get valuable tools and resources to take back to industry".

11. What were the benefits for organisations from your network?

Benefits for organisations were:

- Building relationships particularly with trainers and government agencies
- Drawing together new stakeholders. Having the relevant industry departments attend the training events was important in satisfying industry opportunities, and obtaining clarity with the interpretation of sustainability legislation. Participants also saw the opportunity to see their opinions and issues were taken seriously, “a chance to influence and collaborate with the government”.
- The diverse range of people involved in the area provided a wealth of information and thus a broader understanding of the issues.
- The benefit of holding the event at GS1 Australia was, they could expand their knowledge on supply chain management

Evaluations from participants reported the following:

- “A great networking opportunity with key food industry sustainability leaders”
- “Participation in a program of best practice, continuous improvement of program delivery & assessment”
- “Better understanding of sustainability issues”
- “To ensure we are delivering to industry legislative requirements”.

12. In what ways did your network’s activities support the implementation of the national training system?

The participants had a chance to discuss the new units of competency and to develop understanding of how these can be incorporated into delivery next year. In unpacking the new units the groups were asked to discuss what would be the most appropriate delivery methods to achieve the outcomes.

Using small discussion groups participant’s considered:

- The barriers to delivering sustainability training to the industry, and how to overcome these issues
- The skills and knowledge required to support sustainability training in the food industry
- The needs of trainer’s to deliver training in sustainability areas

13. In what ways were your network’s self-evaluation strategies helpful?

Participants in the network’s self-evaluation strategies were helpful in the following ways:

- They provided information on where to start and pitch further events
- “Sharing knowledge with others”
- “The on going process”
- “A good opportunity to reflect and adopt practices as described by other organisations”
- “Hearing a range of approaches, open discussion”

14. If your network is to continue, how will it be sustained?

The following ideas were suggested as a way to ensure sustainability of the network:

- “Regular meetings rotating the host and the venue”
- “Link with other networks already in place”
- “Needs a driver, needs to remain relevant and have outcomes for stakeholders
- “Keeping the topics related to what will affect the enterprises”

15. How effective was the risk management process outlined in your action plan?

Risk management plan was successful in the following:

In creating commitment, the group agreed on specific issues that they wanted to be addressed, and we also engaged participants with guest speaker Bob Willard, an international sustainability expert. In doing so, a strategy was devised to enhance industry commitment for those unable to attend the event due to busy schedules, thus we placed valuable resources, such as Bob's presentation on VFITB's website so it is easily accessible.

Poor attendance at workshops: Participants availability to attend was discussed to ensure a convenient time and dates were set for the workshop to ensure attendance. Those who were unable attend could still access all of the event's information from VFITB's website.

16. Evaluation of participants' skills and knowledge in implementing the national training system

One of this sub-program's goals in 2007 is to assist participants involved in networks to increase their skills and knowledge to support the implementation of the national training system. The national training system involves, among other things, implementing competency-based Training Packages and the AQTF, providing workplace assessment, developing multiple relationships between training providers, industry and individual enterprises and working in a competitive training market.

The following exercise is confidential. Your identity and your project's identity will not be revealed to any persons outside of the evaluation team of Reframing the Future. Only the combined scores of all project teams in this sub-program will be disclosed.

Using the categories below, and as the project convenor, please broadly rate the current (at the completion of the project) skill and knowledge level of participants in your project, in relation to implementing the national training system. For instance, 10% of participants at a Very Low level; 30% at a Low level; 40% at Average level; etc.

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|-----------------|------------|----------------|-------------|------------------|---|------|
| Very low | Low | Average | High | Very high | | |
| % | % | 45 % | 45 % | 10 % | = | 100% |

17. (Optional) Any further comments

As the keynote speaker Bob Willard was a renowned author, some of the event's members had already read his books prior to the Sustainability Advantage Forum, and accessed a preview of his presentation.

Other contracted requirements:

To satisfy the contractual requirements, and receive your final payment of up to 25% of Reframing the Future funds, Sections 2 – 4 must be forwarded to Reframing the Future **no later than Monday 28 January 2008**. Please email to reframingthefuture@tafesa.edu.au or post to Reframing the Future, PO Box 425, Elizabeth, SA 5112

Section 2



Reframing the Future 2007 Food Industry Training Network

List of Resources

Victorian Food Industry Training Board

Contact is Lynne Stockdale

Ph: 9621 3349

Email: vfitb@ssv.org.au

Overview of Victorian Food Industry Training Board

- Role
- Structure
- Industry Advisory Committee

More information on VFITB is accessible from: www.vfitb.ssv.org.au

Bob Willard Presentation

Contact is Nicole Croker

Ph: (02) 4362 1970

Email: nicolecrocker@businessenvironment.com.au

Email: bobwillard@sympatico.ca

Bob recommended three easy ways people can watch the DVD trailer:

1. On my web site at <http://www.sustainabilityadvantage.com/>. It's not the introductory site video. It's on the "Books and DVD" page – click on Trailer under the DVD cover.
2. On YouTube at <http://www.youtube.com/watch?v=fTLrF19gpt8>
3. On a desktop by downloading the trailer from a neat site like YouSendIt or DropSend. I use DropSend and you can download the 16.5 MB trailer from DropSend to your desktop within the next seven days by clicking on <http://myaccount.dropsend.com/pickup/d70aa21958d30c31>. It took me about 13 minutes to upload it on a high speed line.

You can also access Bob Willard's PowerPoint presentation and Sustainability Advantage Worksheets for both SME's and Large Enterprises by following the link: http://www.vfitb.com.au/html/s02_article/article_view.asp?id=118&nav_cat_id=134&nav_top_id=57

GS1 Australia

Global eBusiness and Supply Chain Standards

Contact is Paul Hackett

Supply Chain Knowledge Centre

Development Manager

Ph: 9558 9559

Email: phackett@gs1au.org

Fyna Foods

Contact is Jacqui Harvey

Ph: 9215 4200

Email: jacquih@fyna.com.au

Jacqui provided a business case study for "Environmental Management in the Confectionary Industry". A copy of her PowerPoint presentation can be accessed following the link: http://www.vfitb.com.au/html/s02_article/article_view.asp?id=118&nav_cat_id=134&nav_top_id=57

Ferguson Plarre Bakehouses

Contact is Ralph Plarre

Ralph told the story "From Fear to Enlightenment- Harnessing Sustainable Solutions" of the design of the company's new plant and the development of technical solutions that harnesses waste, energy, and heat to enhance production. These sustainable practices will ensure the next generation of Ferguson Plarre stores will continue this great tradition.

More information at <http://www.fergusonplarre.com.au/>

Swinburne University Industry Solutions

Contact is Mark Johnson

Ph: 9214 4585

Email: mjohnson@swin.edu.au

Mark provided a business case study for "Organisational Effectiveness through Lean Engagement". A copy of his PowerPoint presentation can be accessed following the link: http://www.vfitb.com.au/html/s02_article/article_view.asp?id=118&nav_cat_id=134&nav_top_id=57

Guideline Standards for Sustainability:

Contact is Tomi Winfree

National Centre for Sustainability

Email: twinfree@swin.edu.au

Tomi Winfree was the facilitator of the VFITB Industry Training Network Workshop, a copy of her PowerPoint presentation on "Guideline Standards for Sustainability", can be accessed via VFITB's website: www.vfitb.com.au

A copy of the Resource Manual for Manufacturing Knowledge and Skills for Sustainability can be downloaded from:

<http://www.swinburne.edu.au/ncs/researchprojects/projectstatus.htm> Click on the Resource ToolKit links

Resource Bank: National Centre for Sustainability

Contact is National Centre for Sustainability

Ph: 9214 5997

Email: ncs@swin.edu.au

The Resource Bank provides quick access to online information on Sustainability for specific areas and helps you identify how these relate to specific industry sectors.

The Resource Bank can be accessed following the link:

<http://www.swin.edu.au/ncs/resourcebank/welcome.htm>

SmartBiz Free Online Diagnostic Tool

Contact is National Centre for Sustainability

Ph: 9214 5997

Email: ncs@swin.edu.au

The SmartBiz is a free online tool that has been developed to help you quickly and easily monitor key areas of your business by using a "triple bottom line approach". Many businesses are adopting this approach because it provides a holistic assessment of business impacts. It is designed to compliment rather than replace conventional financial reporting to help you better understand and manage your business.

<http://tool.ncsustainability.com.au/default.aspx>

Agribusiness Group- Department of Primary Industries

Contact is Nikki Marks

Ph: 9658 4722

Email: nicki.marks@dpi.vic.gov.au

Beyond Credence: Emerging Consumer Trends in International Markets- Key Findings of research conducted by the Victorian the Victorian Department of Primary Industries on emerging global trends in consumer food preferences. Full copy available at: <http://www.dpi.vic.gov.au>

Industry Skills Adviser (ISA) Project- Packaging Technologies

Contact is Frances Regan

Australian Industry Group

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Email: France.Regan@aigroup.asn.au

Industry Skills Adviser (ISA) Environmental Industries

Contact is David Watson

University of Ballarat

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Check out www.ballarat.edu.au/isa

Participant Details – only add details of new participants who were not identified in your Action Plan.

Please note - the details on this page are used for internal purposes only and will not be published on the Reframing the Future website.

Please add rows as required.

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You were asked to indicate the potential number of participants from the groups below in your application.

Please now indicate below the **actual** number of participants in your project from the following groups:

| Staff | TAFE | Private RTO | Enterprise/ Industry | Industry skills council | ACE | Government | School/ University | Other | Total number of participants |
|-----------------------|------|-------------|-------------------------|-------------------------------|-----|------------|-----------------------|-------|---------------------------------|
| Permanent/ ongoing | 18 | 7 | 13 | ITAB 4 | | 14 | 1 | 9 | 60 |
| Casual/hourly paid | | | | | | | | | |

*I don't know how many of these were casual employees