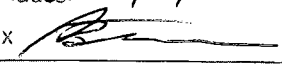


Productivity Education and Training Fund (PET Fund)**Australian Industry Group****Outline Plan****From:** to

Approval of this Outline Plan		Signature and Date
Australian Industry Group	Delegate: – Head Workforce Development	5 August 2016...
Department of Employment	Delegate: Branch Manager responsible for programme	<date> 20/12/16 x 

for Alan
Edwards

Table of Contents

1 INTRODUCTION	3
2 DELIVERABLES	3
3 GOVERNANCE	4
4 RISK MANAGEMENT	5
5 APPROVALS.....	5
6 BUDGET	5
7 EVALUATION OF PERFORMANCE AGAINST OBJECTIVES.....	6
8 SUBMITTING YOUR OUTLINE PLAN.....	6

1 Introduction

This document is the Outline Plan for the implementation of the Productivity Education and Training Fund (PET Fund) in 2016-17. It establishes:

- *what the project is to deliver in 2016-17;*
- *critical dates and project schedule;*
- *any changes to the Milestones and Deliverables Plan in how the project will be governed – who is responsible for what; and*
- *any changes to the Milestones and Deliverables Plan in how the project will be managed – for example how will changes be dealt with; handling of risks and issues.*

This document reflects the agreement between the Department and Australian Industry Group about the work to be undertaken and how it will be undertaken.

This document and the Milestones and Deliverables Plan will be reviewed regularly by the Project Team to ensure that they accurately represent the project status and intentions.

2 Deliverables

Provide a schedule of planned activities that will be undertaken as the project, from 1 July 2016 to 30 June 2017 including:

- *Detail of activities proposed, for example: courses, research projects, publications*
- *Delivery Targets (number of courses, projects, publications completed)*
- *Coverage targets (industry, geographic)*
- *Participation Targets (number of participants, users)*
- *Participant Evaluation Targets (overall participant and/ or user satisfaction level regarding deliverables)*

The stated objective of the Productivity Education and Training Program (PET) is to support productive, cooperative workplace relations that promotes economic prosperity and social inclusion.

Over the past four years of the program, Ai Group has established and conducted national productivity and training programs specifically designed to improve the capability and capacity of employers to create and maintain a diverse, agile and sustainable workforce. Key strategies developed by Ai Group have been directly aligned to the following core objectives outlined in the purposes of the PET funding agreement

1. The role that co-operative and consultative processes and policies play in generating improved productivity in the workplace and practical measures that give effect to these outcomes
2. Providing skills to engage with employers on foundation skills, productivity, work organisation, the balance between work and life and the generation and sharing of productivity gains across the workplace and the economy
3. The role that productivity gains play in enterprise bargaining
4. The importance of leadership in building safe, fair, productive and innovative workplaces, the role of the leadership group in enterprises in driving sustainable workplace cultures, and upskilling leaders in both "hard" and "soft" skills to empower their workforce to reach and exceed their potential.
5. The continuing successful operation of the workplace relations system

Activities delivered by Ai Group for the program to date have provided a range of excellent tools and

techniques which have raised significant awareness and capability in industry around Work health and safety and enhancement of employee relations management. However, following feedback from many of the leadership workshops, webinars and roundtables it is becoming increasingly clear that many sectors in industry are still grappling with the modern global competitive environment which includes "virtual workplaces", disruptive technologies, new and emerging ways of doing work, and the power of digital and social networks in reaching new markets.

As a result of this feedback The selection of activities for Year 5 (the final year) of the project, whilst based on the key objectives included in the original submission will focus on Leadership and Workforce development – particularly with respect to points 2 and 4 above. Specifically, Ai Group will focus on:

- 4.2 PET research Project – Workforce Development Needs survey
- 4.4.1 Leadership Breakfasts – Leadership Councils
- 4.4.3 Engagement Masterclass (2nd round)
- 4.4.5 2nd Leadership conference 2016
- 4.4.6 Hot Spots for Productivity and Innovation
- 4.4.7 Building Personal Resilience in Managers
- 4.13 Embracing the Digital Marketing Age

Full details of these projects and any carry-over projects from year 4 are contained in the following attachments.

Attachment 1: Project Milestones and Deliverables 2016 – 2017

Attachment 2: Activity Overview including changes from original submission (2012)

3 Governance

Describe any proposed changes to Governance arrangements outlined in the Milestones and Deliverables Plan and previous Outline Plans in regard to the means by which:

- *the monitoring of funding received under the agreement will occur;*
- *the monitoring of the progress in developing and carrying out the Project will occur; and*
- *Australian Industry Group will manage subcontractors, including reporting, risk management, monitoring of payments of funding received under the agreement and of the progress in developing and carrying out the Project.*

As a result of a restructure within the Ai Group, the responsibility for the management and administration

The table below details the names and contact details of the PET project Management Team.

Managerial and Specified Personnel	Role/Responsibilities	Contact information
	Project Manager	
	Project Coordinator	

4 Risk Management

Provide any updates to your risk management strategy in the Milestones and Deliverables Plan and previous Outline Plans including any new risk you have identified.

Attachment 3: Risk Management Update – ATTACHED

5 Approvals

Clause 8.1 of the Funding Agreement requires Australian Industry Group to provide a list of any Assets it proposes to purchase or create during the relevant project period for departmental approval. Approval of the Outline Plan will constitute approval to purchase those Assets specified in the agreed Outline Plan. Assets means any item of tangible property which has a value of over \$5,000 inclusive of GST (Clause 33 of the Funding Agreement)

- Nil to report – No assets have been or will be purchased under the PET program

Clause 7 of the Funding Agreement provides for the Department to give written approval of subcontractors.

- *A list of subcontractors is provided as part of this Outline Plan as follows:*

Subcontractor	Role/Responsibilities
Innovation Performance Australia Pty Ltd 27 Power Street Adelaide SA 5000 ABN 20 165 236 626	Delivery of Business Model Innovation Workshops (carried forward from Year 4 2016)
Mathmarketing Pty Ltd Level 7, 390 St Kilda Road, Melbourne VIC 3004 Australia ARN 14 562 055 162	Delivery of specialist workshops on 'Embracing the Digital Marketing Age'

6 Budget

Provide a comprehensive budget including:

- Itemised income and expenditure for the 2016-17 financial year.
- A general outline of income and expenditure with regard to the remaining financial years of the Programme.
- Details of any assets Australian Industry Group intends to purchase as referred to at Clause 8 of the Funding Agreement.

Please ensure that all budget figures are GST exclusive.

Attachment 4: Budget 2016 – 2017 - ATTACHED

7 Evaluation of Performance against Objectives

Describe any proposed changes to mechanisms specified in the Milestones and Deliverables Plan and previous Outline Plans by which the Australian Industry Group intends to evaluate performance against objectives.

Please note that data required to evaluate performance will need to be collected consistently throughout the life of the project.

In addition to quantitative data derived from web monitoring, Ai Group will continue to use hard copy and online evaluations to gauge participant and stakeholder engagement and Satisfaction with the various activities.

8 Submitting your Outline Plan

Please email a signed copy of the completed PET Fund Outline Plan by close of business on Monday 8 August 2016 to: Damien Booth – Programme Manager, at the:

PET Fund Inbox – PETFund@employment.gov.au

1.1 Project Milestones and Deliverables

Targets for these milestones and deliverables for the **2016-17** financial years are noted below. Shaded areas identify changes to original submission.

Year 5					
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target
e.g. course, research project, publications	(Number of courses, projects, publications completed)			(number of participants, users)	(overall participant and/ or user satisfaction level regarding deliverables)
4.2 - Research Activity – Workforce development needs survey	Formal report with recommendations to address education and training barriers to increased productivity	All major industry sectors and sizes	National	Sample size of a minimum of 250-300 respondents	Number and range of respondents. Usefulness of survey outcomes
4.4.1 – Leadership Breakfasts – Leadership councils	8 breakfast councils for CEOs/GMs conducted over 8 months - Duration 1 ½ - 2 hrs	A variety of industry sectors	NSW & Victoria	Total of 48 participants based on 6 participants per Council	Minimum Rating of 4 out of 5 regarding Usefulness of advice received
4.4.3 – Engagement Masterclass (2 nd round)	1 workshop per month over 8 months from Sept 2016 - Duration ½ day	5 priority sectors: - Manufacturing - Construction - Transport, logistics - Electricity, gas, water & waste management - IT, Media, Telecommunications	4 x capital cities - Vic, NSW, QLD, SA 4 x Regional cities - Bendigo (Vic) - Mildura (Vic) - Wollongong (NSW) - Wagga Wagga (NSW)	Minimum 48 participants based on at least 6 participants per masterclass	Minimum rating of 4 out of 5 from participant evaluation

Attachment 1

Year 5					
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target
4.4.5 – 2 nd Leadership conference 2016 (additional funding as a contingency allocation)	Additional reserve funds in case of shortfall in revenue from conference registrations	As per year 4 project outline	As per year four project outline	As per year four outline plan	As per year 4 project outline
4.4.6 – “Hot Spots” - Leadership courses for productivity and Innovation	4 courses x 4 modules with each module delivered monthly over an 8-month period - Duration ½ day per module	5 priority sectors: - Manufacturing - Construction - Transport, logistics - Electricity, gas, water & waste management - IT, Media, Telecommunications	3 x Capital cities - Vic, SA & NSW 1 x regional city - Albury	Per course participation: - Minimum group size of 6 - Maximum group size of 16	Minimum total participants of 40 Minimum rating of 4 out of 5 from participant evaluation
4.4.7 – Building Personal Resilience in Managers	8 sessions conducted monthly alternating between Sydney and Melbourne - Duration = 3 hours	All industry Sectors	NSW, VIC	Per course participation - 9-12 participants per session	Minimum total participants of 72 Minimum rating of 4 out of 5 from participant evaluation
4.13 – Embracing the digital marketing age – business seminars	3 workshops aimed at enterprises with a turnover in excess of \$7million p.a. - Duration 2 hrs	All industry sectors	3 x Capital cities - QLD, NSW VIC	20 – 25 participants per seminar	Minimum of 60 participants based on 20 per seminar Minimum rating of 4 out of 5 from participant evaluations

Activities from Year 4 that will be carried forward to Year 5:

Activities not completed in Year 4 with funding carried forward to Year 4 to achieve KPI.

Note: Apart from the Senior Leader's Conference the other activities not yet completed did not commence until October 2015 when we received approval. As they were all new Activities no work had commenced prior to this time. Therefore, the timelines have been pushed out.

ear 4 – Year 5					
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target
4.4.5 - Senior Leader's Conference Estimated delivery November 2016	One major senior leader's event. Duration: Full day One sub event Duration: Breakfast - 1.5 to 2 hours	Service will cover a broad range of industry sectors.	Major capital city for each event.	350 – 400 participants for combined events.	Overall participants to rate events as 3.5 where the highest level is 5.
4.10.2 - Innovation in Manufacturing – Business Model Innovation Workshops Estimated completion Nov 2016	2 Workshops in NSW 3 Workshops in QLD Duration: Full day for each workshop (This is the balance of workshops for NSW and QLD, VIC already completed)	Service will cover the needs of a broad range of industry sectors.	Manufacturing hub in 2 States.	7 – 10 companies within each location.	Overall participants to rate events as 3.5 where the highest level is 5.
4.11.1 - Foundation Skills Estimated delivery September 2016	3 pilot programs of up to 36 hours of delivery plus planning per group. - VIC pilot due to complete July 2016 - NSW pilot due to	Service will cover the needs of the manufacturing industry sector.	Delivery across 3 States. - Vic - NSW - SA	7 – 10 participants from each of the 3 companies.	Overall employer and program participants to rate events as 3.5 where the highest level is 5.

Attachment 1

<i>ear 4 – Year 5</i>					
<i>Proposed Activity</i>	<i>Delivery Target</i>	<i>Industry sector</i>	<i>Geographic Region</i>	<i>Participation Target</i>	<i>Participation Evaluation Target</i>
	complete in August - SA Pilot due to complete in September				
4.12.1 - HR Diagnostic Tools Estimated delivery August 2016	3 diagnostic tools. To be available on demand.	Service will cover the needs of a broad range of industry sectors.	Accessible to all business regardless of location.	100 downloaded per HR Diagnostic Tool. (300 in total)	Overall participants to rate events as 3.5 where the highest level is 5.
4.12.2 - HR Consultation Sessions Estimated delivery October 2016	1.5-hour consultation.	Service will cover the needs of a broad range of industry sectors.	Accessible to all business regardless of location.	30 telephone consultations.	Overall participants to rate events as 3.5 where the highest level is 5.
Review of Information Sheets	Review x 64 Info sheets for currency and improvements	Service will cover the needs of a broad range of industry sectors.	Accessible to all business regardless of location.	64 x Info sheets reviewed.	Star rating

Activities from Years 1 - 4 that will be included in the Year 5 reporting period – no funding required					
Activities completed in Year 2 and 3 with the 12 month KPI still to be achieved	KPI Year 3	Achieved in Year 3.	KPI Year 4	Achieved Year 4	Comment
4.7.4 - Reviewing the Effectiveness of an Employer's Workers' Compensation and Injury Management – Diagnostic Tool	100 downloads	7 downloads	93	8 downloads	The lack of downloads was the result of technical issues associated with move to new website. It is expected that with enhanced promotion via Ai Group Newsletters that this KPI will be achieved by the end of Year 5
4.8.2 - Technology and Productivity - Webinar	382 views	64 views	318	187 views	The lack of downloads was the result of technical issues associated with move to new website. It is expected that with enhanced promotion via Ai Group Newsletters that this KPI will be achieved by the end of Year 5

Productivity Education and Training Fund Activity Overview – Year 5

Activities delivered by Ai Group for the program to date has provided a range of excellent tools and techniques which have raised significant awareness and capability in industry around Work health and safety and enhancement of employee relations management. However, following feedback from many of the leadership workshops, webinars and roundtables it is becoming increasingly clear that many sectors in industry are still grappling with the modern global competitive environment which includes “virtual workplaces”, disruptive technologies, new and emerging ways of doing work, and the power of digital and social networks in reaching new markets.

As a result of this feedback The selection of activities for Year 5 (the final year) of the project, will focus on Leadership and Workforce development – particularly with respect to the following PET objectives as specified in the Purposes of the Agreement:

1. Providing skills to engage with employers, productivity, work organisation, the balance between work and life and the generation and sharing of productivity gains across the workplace and the economy
2. The importance of leadership in building safe, fair, productive and innovative workplaces, the role of the leadership group in enterprises in driving sustainable workplace cultures, and upskilling leaders in both “hard” and “soft” skills to empower their workforce to reach and exceed their potential.

Specifically, Ai Group has developed the following projects for year 5:

- 4.2 PET Research Project – Workforce Development Needs Survey
- 4.4.1 Leadership Breakfasts – Leadership Councils (new Program)
- 4.4.3 Engagement Masterclass (2nd round)
- 4.4.5 2nd Leadership Conference 2016
- 4.4.6 Hot Spots for Productivity and Innovation (new program)
- 4.4.7 Building Personal Resilience in Managers (new program)
- 4.13 Embracing the Digital Marketing Age (new Program)

Activity 4.2 Workforce Development Needs Survey

Program Outline

Topic

This research will examine a broad range of skill needs and issues faced by companies as well as activity undertaken in workforce development by companies. It will provide a picture of how Australian businesses are meeting their workforce skill needs.

The research will assist in identifying policy and action needed to improve workforce skills and productivity.

A survey will be analysed after being circulated to companies nationally, including to all major industry sectors and size categories. The respondent sample size will be 250 – 300.

Scope

The survey will cover:

- how skill needs are met, including training undertaken, and for which groups of employees
- the tertiary training sectors/providers used by companies for their training and their links with those providers
- whether applicants and recruits have the skills needed in workplaces
- whether skills shortages are being experienced and in which areas, eg STEM, literacy and numeracy, leadership and management.

Output

The findings will lead to a number of recommendations for government, business and education. This will assist in addressing the skills issues being experienced by Australian companies in order to remove the education and training barriers to increased productivity.

A report on the research and its recommendations will be widely circulated to industry and government via public release on Ai Group's website and to 6,000 member companies via Ai Group's Industry Newsletter.

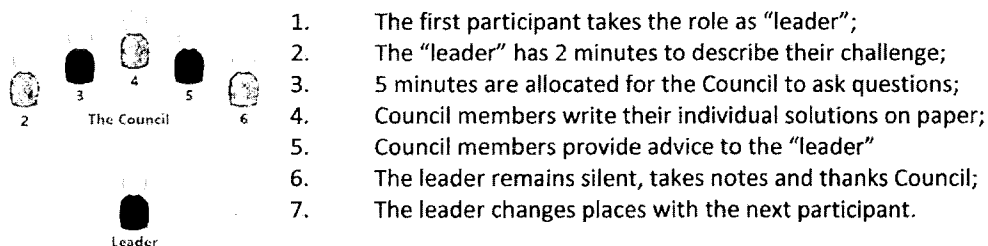
Activity 4.4.1 Leadership Councils

Objective

To provide a peer to peer support forum for senior executives to develop strategic leadership strategies to identified challenges within their business. The topics of the leadership councils can be themed to reflect the priority areas of the PET program, specifically exploring the executive level challenges in engaging the modern workforce in embracing digital technologies, emerging skills, diversity, productivity, work organisation, the balance between work and life and the generation and sharing of productivity gains across the workplace and the economy.

Program Outline

The Leadership Council is an informal group of senior executives invited to participate in an intimate peer based problem solving forum comprising 6 peers at the CEO/ GM level. Each of the 6 participants bring 1 business challenge to the Council. As shown in the diagram:



The facilitator controls the timing and rules of the council to ensure that the leader is actively listening to the feedback and record the information for future reflection after the conclusion of the Council.

Program format:

- 6 participants per Council
- 1 ½ - 2hrs duration
- 8 Councils conducted (sept 17 – Jun 17)

Delivery target:

Senior executive at CEO of General Manager level

- Breakfasts are conducted monthly alternating between Melbourne and Sydney

Industry Sector(s):

Participants would be drawn from a variety of industry sectors

Geographic region:

Vic and NSW

Participation evaluation target:

- Initial evaluation by individual participants regarding the usefulness of the advice/feedback
- 3-month reality check regarding usefulness, practicality, application and rating of outcomes

Activity 4.4.3 Engagement Masterclass – 2nd Round

Program Outline

Objective

Ai Group Leadership Consultants will work together with the management team onsite to identify their company's strengths and opportunities for implementing High Performing Organisation practices. The delivery of this program in year four generated strong demand for additional programs.

Outline

Working with a Leadership Consultant, companies will develop specific action plans for building a high performing team. By benchmarking against High Performing Organisations in Ai Group's 2012 study, the management team will identify targeted strategies in order to engage their people in order to improve organisational performance.

Duration:

Customised onsite 3-hour workshop.

Delivery target:

- 1 workshop per month (on-site) from August 2016 (min 8 per annum)
- Average 6 – 8 participants per program
- Existing team leaders/management at participating enterprises

Industry Sector(s):

Selected from the 5 Ai group Priority sectors – Manufacturing; Construction; Transport, logistics. Warehousing; Electricity, gas, water & waste management; and Information, media and telecommunications

Geographic region:

- 4 x metro sessions (Melbourne, Sydney, Adelaide, Brisbane)
- 4 x regional sessions (Bendigo, Mildura, Wollongong, Wagga)

Participation & evaluation target:

- Total number of participants attending = 48 (based on minimum of 6 per course)
- Min rating 4 out 5 from participant evaluation

Activity 4.4.5 2nd Senior Leaders Conference (contingency)

Objective

The objective is to showcase best practice in Leadership and Innovation at both national and international levels through the engagement of a broad cross section of high level industry representatives. Supported by **major research on leadership in business** the conference will present the latest in leadership thinking to help drive productivity improvements in business performances across the economy.

Outline

Delegates will have the opportunity to learn from recognised local and international business leaders best practice examples of leadership in action that achieves results. We will invite a political leader at Federal Cabinet level to convey messages on the importance of leadership and innovation.

Attendees will benefit from exclusive content and the unique opportunity to network with leaders from industry and government at both national and international levels. This will be a full day event in a major capital city with a follow up breakfast event in another major capital city.

Program Outline

- Full day events in two major capital cities (Melbourne and Sydney), and positioned as a Premier National Leadership event.
- Will engage a technology provider to enable interactivity and distribution options during the event through mobile applications and social media.

Note: The Year 4 conference is scheduled for November 2016 which falls within year five. The year four funding of \$81,075 has already been expended in extensive planning and development for the conference – including the securing of key note speakers. The budget has allowed for a significant income arising from registration fees paid by delegates to the Conference. In light of the uncertainty in the number of delegate registrations an allocation of \$27,000 has been set aside as a contingency against a shortfall in revenue received from registration fees.

Activity 4.4.6 Hot Spots for Productivity and Innovation

Objective

We propose to leverage the topics in Lynda's book, "Hot Spots", to design a 4-module leadership program for early and middle leaders challenged with enabling innovation and productivity in their organisation. This project is specifically aimed at providing skills to employers to engage with their employees to collectively work towards workplace cultures which enhance business, personal and community outcomes.

Program Outline

Based on the research and publications of Lynda Grattan, London Business School, author of "Hot Spots – Why some companies buzz with energy and innovation, and others don't" and founder of the Hot Spots Movement, and Future of Work consortium. <http://www.lyndagrattan.com/>

Grattan's research of over 2,000 organisations (public, private, NFP) globally provides evidence that there are 4 essential ingredients to a buzzing, productive and innovative workplace. What leaders do – or don't do – has a direct impact on this.

Module 1 – Collaboration is Key

- Leaders must understand the difference between fostering a collaborative rather than directive environment.
- Recognise personal leadership behaviours that support or derail collaboration.
- Recognise organisational culture and rewards that get in the way of collaboration.

Module 2 – Boundary spanning to expand networks and generate ideas

- Identifying your network, both internal and external
- Understanding the "bright ideas" that come out of conversations with people outside your day-to-day sphere
- Maintaining healthy relationships and networks with the people that count

Module 3 – Igniting purpose to inspire and motivate

- Understanding the levels of individual meaning and how to tap into this
- Understanding Rogers' adoption curve and leadership techniques to engage everyone on the curve
- The art of questioning and story-telling to inspire and ignite purpose

Module 4 – Removing barriers to productivity

- Barriers within the control of leaders
- Managing conflict
- Creating a cohort of "volunteers"
- Feedback and coaching towards high performance

As part of the program, participants will need to identify a real life opportunity to apply learnings from each module and report back to the group at subsequent sessions. They will be provided with Learning Journal to support self-development and they will be encouraged to seek local peer group support.

Delivery Target

It is proposed to conduct 4 ½ day of face – face training modules over 2016-17. The modules will be delivered in Melbourne, Sydney and Adelaide and Albury consecutively over 8 months (1 module per month per city)

- Melbourne & Sydney (September – December 2016)
- Adelaide & Albury (February – May 2017)

Industry Sector(s):

Selected from the 5 Ai group Priority sectors

- Manufacturing
- Construction
- Transport, logistics. Warehousing

Attachment 2

- Electricity, gas, water & waste management
- Information, media and telecommunications

Geographic region:

- 4 x metro sessions (Melbourne, Sydney, Adelaide, Brisbane)
- 4 x regional sessions (Bendigo, Mildura, Wollongong, Wagga)

Participation target:

- Minimum group size of 8 – maximum 16
- Estimated total participation = 40 (based on average of 10 per course)

Evaluation target:

- No of participants attending (Minimum 40)
- Min rating 4 out 5 from participant evaluation

Activity 4.4.7 Building Personal Resilience in Managers

Program purpose and objectives

The OHS Act 2004 (VIC and WA) and WHS 2011 (all other States) states clearly that employees have an equal obligation to ensure their wellbeing, as much as do employers. As leaders we are constantly observed, and that observation provides us with a powerful opportunity to model resilient behaviours so that others may aspire to emulate them. Appropriate self-care (not to be confused with selfishness) leads to resilience.

Leaders and managers often have significant experience in their areas of expertise; most have led and managed change previously, and have a high level of resilience. However, as a leadership team in an organisation, they may not have collectively done so in the context of their company's business aspirations and corporate environment. This program presents an ideal opportunity for leaders to pause, refresh and reflect on their individual and group techniques for maintaining and role-modelling resilience in the workplace.

The present context of change in many organisations demands ongoing resilience from all leaders in order to create a sustainable, renewed organisation. A resilient leadership team has the opportunity to lead the way for others – peers and direct reports.

Learning objectives from the program include:

- Increased self-awareness
- Expand resilience toolkit
- Commit to appropriate self-care
- Commit to group support during change

The program could be conducted either on-site or as a public program. The program would be facilitated by Ai Group Specialists with appropriate underpinning skills and training experience in Work Health and Safety, wellbeing, and best practice in employee engagement.

Delivery Target

The program will comprise a cohort of leaders either across the senior management of a company or the leadership team of a Division/ Branch:

- 8 Sessions would be conducted on a monthly basis (Sept 16 – Jun 17)
- alternating between Melbourne and Sydney
- Session would be of 3 hours' duration
- 9-12 participants per session

Industry Sectors

All industry sectors

Evaluation:

360° Evaluation survey – Entire leadership team, plus senior executive and direct reports
Direct reports

Activity 4.13 Embracing the digital marketing age

Objective

To engage Australian businesses grappling with diminishing marketing share due to traditional marketing techniques not reaching new and existing target markets in a dynamic digital/cloud based commercial environment.

Program outline

One of the more common gaps that is revealed in Business Evaluations is the lack of a Strategic Marketing Plan, and a common issue businesses face is aligning sales activities to strategy and marketing tactics. This then results in a growing awareness that they do not possess the capacity or capability to embrace the new marketing technologies. Additionally, there is a growing need for businesses to develop skills using digital platforms and social media in their approach to market, and many EP/ISF clients are seeking guidance on the best approach to digital strategies and planning skills for digital marketing. This event will provide members/business with an insight into aligning marketing, sales and digital strategy to drive growth and employment.

The target audience will be within the 5 priority sectors targeted by Ai Group with the potential of a defined growth opportunity and entering growth services:

- Manufacturing
- Construction
- Transport, logistics. Warehousing
- Electricity, gas, water & waste management
- Information, media and telecommunications

The expected benefit for attendees will be an understanding of how to undertake a digital audit and a sales audit to assess their current capability, potentially identify gaps and understand a process to develop rhythmic marketing and aligned sales activities to generate increased revenue.

The expected benefit of targeting potential new clients to the programme and growth services will be to generate interest in the services EP offer and convert 15 attendees to new entrants to the programme.

It is expected that the programme will be delivered by
(see <http://www.mathmarketing.com/>)

Duration:

Public 2-hour workshop. Hosted by Ai Group

Delivery target:

Ideal target group is Small to medium business with a turnover in excess of \$7million per annum

- 3 seminars (capital cities)
- 20 – 25 participants per program
- Targeted to business owners, sales/marketing executives – competing in the digital market

Industry Sector(s):

Selected from the 5 Ai Group Priority Sectors

Geographic region:

QLD, NSW, VIC

Participation evaluation target:

Total No of participants attending = 60 (average 20 per session)

Satisfaction rating = 4 out of 5 in session evaluations

Risk Management

Risk summarised title	Causes	Consequences/ Impacts	Description of controls - measures already in place	Description of treatments - measures to be implemented to mitigate/prevent the risk	Risk rating
Departure of PET Program Manager	Organisational structure changes, Resignation / retirement of incumbent	Inadequate coordination and management of projects due to inexperience and limited knowledge of the history of the program.	All records and documents are electronically stored in designated folders for each year of the program. Hardcopy folders are retained containing original agreements, outline plans and summary reports. An understudy has been appointed to support the program Manager	Comprehensive program handover to designated program manager over 1 month prior to departure of Program Manager. Designated back up Project Manager also to be involved in handovers	3 Ai Group has a number of qualified personnel who operate grant programs
Meeting attendance targets for face to face public events.	Registrants not attending free events	Not meeting participant KPI's for face to face public events. Scheduling additional events at a cost to Ai Group to reach participant KPI.	All registrants receive a confirmation upon registration, reminder email and SMS where available.	Nominal payment to cover costs of catering, venues and coordination of additional events if required to meet participant KPI and encourage attendance.	2 Ai Group strongly supports the introduction of a nominal fee for face to face public events.
Evaluation of online products and services.	Participants not rating products and services available on the website.	Unable to provide meaningful evaluation ratings for project.	The Star Rating is available throughout the website for participants. Face to face events are managed through the provision of a hard copy evaluation.	Review the options for online evaluations via the website. This will require some software development.	2 Ai Group will investigate options to mitigate this risk.

PET PROGRAM OUTLINE PLAN 2016 -17 - ATTACHMENT 4 - YEAR FIVE ACTIVITY BUDGET

Productivity Education and Training Fund (2012/13 – 2016/18) – Ai Group Activity	Year 1 Total Ex GST	Year 2 Total Ex GST	Year 3 Total Ex GST	Year 4 Actual Ex GST	Year 5 & 6 budget Ex GST	Project Status
Activity 4.1: Introductory and Overview Webinar	\$81,980					completed
<i>Original allocation</i>	\$62,151					completed
Activity 4.2: Research Projects	\$201,000	\$123,000	198,000		\$21,200	new project
Activity 4.3.1: Workplace Productivity Infoline Advisory Service	\$70,000	\$144,000				completed
Activity 4.4.1: Leadership Breakfasts - Leadership Councils	\$42,200	\$84,400			\$16,280	new project
Activity 4.4.1: Leadership Workshops			\$84,000	\$54,000		completed
Activity 4.4.2: Building a Productive Workplace Culture - Webinar		\$71,151				completed
Activity 4.4.3: Building a Productive Workplace Culture - Engagement Masterclass		\$96,300			\$51,350	new project
Activity 4.4.4 Leadership Master Classes			\$24,000			completed
Activity 4.4.5 Leadership Congress (contingency fund)			\$96,000	\$81,075	\$27,644	new project
Activity 4.4.6 Hot Spots for productivity and Innovation					\$54,860	new project
Activity 4.4.7 Building Personal Resilience in Managers					\$27,680	new project
Activity 4.5.1: Making Your Workplace Relations Work - Webinar	\$77,151					completed
Activity 4.5.2 4Cs Compliance, Communication and Conflict Resolution - Webinar	\$217,164					completed
Activity 4.5.3: Compliance and Policy Desk Audit		\$67,350	\$24,000			completed
Activity 4.5.4: Consultation, Communication and Conflict Resolution Workshop - Leaders		\$96,600	\$148,290			completed
Activity 4.5.4: Consultation, Communication and Conflict Resolution Workshop - Team		\$49,860	\$41,850			completed
Activity 4.5.5: Productivity and Enterprise Bargaining Strategy Session		\$68,250	\$68,250			completed
Activity 4.5.6: Work Life Balance - Webinar						completed
Activity 4.5.7: Continuing successful operation of the workplace relations system - modern award review	\$180,171		\$300,000	\$50,000		completed
<i>Original allocation</i>	\$200,000					completed
Activity 4.6.1: Succeeding Through Improved Business Operations - Webinar	\$77,151					completed
Activity 4.6.2: 5S - Sort, Set in Order, Shine, Standardise, Sustain - Webinar		\$71,151				completed
Activity 4.6.2: 5S Sort, Set in Order, Shine, Standardise, Sustain - Diagnostic Tool		\$20,000				completed
Activity 4.6.3: Competitive Systems and Practices Improvement project		\$67,668				completed
Activity 4.7.1: Building healthy and safe workplaces to improve workplace productivity Workshops						completed
Activity 4.7.2: Key elements of establishing and implementing an effective safety system - Webinar		\$32,281				completed
Activity 4.7.2: Key elements of establishing and implementing an effective safety system - Diagnostic Tool		\$20,000				completed
Activity 4.7.3: Reviewing and improving your safety performance - Webinar		\$36,401				completed
Activity 4.7.3: Reviewing and improving your safety performance - Diagnostic tool		\$20,000				completed
Activity 4.7.4: Reviewing the effectiveness of an employer's workers' compensation and injury management - Webinar		\$71,151				completed
Activity 4.7.4: Reviewing the effectiveness of an employer's workers' compensation and injury management - Diagnostic tool		\$20,000				completed
Activity 4.7.5: WHS Coaching and Mentoring		\$210,000	\$33,000			completed
Activity 4.7.6: Building a Workplace Safety Culture to drive 'Safe Production'			\$72,000			completed
Activity 4.7.7: Online Safety Awareness Training for Workers			\$70,000			completed
Activity 4.8: Technology and Productivity - Webinar	\$77,151					completed
Activity 4.9.1: Environment and Energy Risk - Diagnostic tool		\$20,000				completed
Activity 4.9.2: Environment & Energy Took Kit		\$46,000				completed
Activity 4.9.3: Environment and Energy - Webinars						completed
Activity 4.9.4: Sustainability Coaching and Mentoring		\$210,000	\$33,000			completed
Activity 4.10.1 Innovation in Manufacturing - Introduction to Workshops				\$21,000		completed
Activity 4.10.2 Innovation in Manufacturing - Business Model Innovation Workshops				\$81,806	\$78,194	carry over
Activity 4.11.1 Foundation Skills				\$27,981	\$11,019	carry over
Activity 4.12.1 HR Diagnostic Tools				\$31,240	\$28,760	carry over
Activity 4.12.2 HR Consultation Sessions				\$0	\$13,500	carry over
Activity 4.13 Embracing the Digital Marketing Age					\$21,700	new project
Review of information sheets				\$3,900	\$12,814	carryover
Project Coordination	\$58,000	\$103,000	\$161,160	\$170,000	\$67,200	new project
Project Support	\$4,000	\$6,000	\$4,000	\$10,000	\$4,360	new project
Web Design	\$30,000	\$2,000	\$4,000	\$2,000		
Technical Reporting	\$5,000	\$5,000	\$8,000	\$5,000		
Website improvements			\$26,067		\$1,324	carry over
TOTALS	\$1,120,968	\$1,761,563	\$1,395,617	\$538,002	\$437,885	\$5,254,035
						new projects
						\$292,274
						carry over projects
						\$145,611
						Total Funds to be expended \$437,885