

MACEDON RANGES

**TRAINING NEEDS ANALYSIS
REPORT 2014**



Macedon Ranges Training Needs Analysis © 2013

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Published by: North East Publishing

Acknowledgements

A number of people have contributed to this report.

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Particular thanks needs to go to John Thomas and Boyd Maplestone who made up the executive of the committee and provided extensive feedback to the consultants throughout the project.

Lisa Linton also played a valuable role in the project, providing thoughtful and constructive administrative support at all times.

Those who took part in the consultations were also important contributors to the project. Further information about them can be found in Appendix 1.

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Executive Summary

The Macedon Ranges Training Needs Analysis Project was undertaken during 2012/13 and managed by a steering committee consisting of representatives from all partner agencies (see Acknowledgements for the full list of steering committee members).

The primary objective of the project was to identify current local business training needs and market trends so that training providers can position themselves in the changing market place to plan for, and deliver, relevant training across the Macedon Ranges Shire (Macedon Ranges) into the future.

A number of factors precipitated the need for such a study. Firstly, student numbers in vocational education and training (VET) and Adult Community and Further Education (ACFE) funded programs have been declining in the Macedon Ranges while at the same time the population is increasing. Secondly, the Macedon Ranges is changing in its demographic and business profile (PTP Consulting 2013). Thirdly, no comprehensive analysis of business training needs and trends in the Macedon Ranges had previously been undertaken.

Project 'Statement of Purpose'

The following Statement of Purpose for the project was developed by the steering committee:

"A strong underpinning element to sustainability is productive relationships based on shared vision and goals for key stakeholders. Through this project Learn Local providers, business, education and training sector and government will work together to analyse workforce development needs and plan how they will address local skills needs by providing compatible training across Macedon Ranges."

This report provides a comprehensive response to this statement of purpose by focussing the main ideas identified within it. These include sustainability, a detailed analysis of data which informs a response to workforce development needs, a discussion on productive relationships, a strategic plan outlining strategic goals and finally a communication and marketing plan, all of which lead to the outcome of providing ongoing, relevant, tailored training across the Macedon Ranges Shire.

Summary Statement

The major stakeholders in this project are the Learn Local providers, previously known as Adult Community Education providers, of which there are four in the Macedon Ranges. As expressed in the Purpose Statement, there is a collective aspiration to engage more effectively with the business community in order to provide local training that responds to identified need.

This led to the establishment of the project which has been conducted in two phases. The first phase was based on a desktop collection of relevant data relating to area demographics and trends in training across industry areas. A survey of the local business was also undertaken with 220 responses received. This survey aimed to map local business activity, future employment trends as well as training and development needs. The resultant Phase 1 Report was completed in February 2013 and has been used to inform the data analysis of this phase of the project, which commenced in June 2013.

Consultations were held both individually and collectively with Learn Local Coordinators and with representatives of their Committees of Management. The recommendations emerging from this component of the project relate to the establishment of effective, collaborative planning by the Learn Local Coordinators. These also form the basis of the recommendations which give direction and focus to the planning process.

Relationships with stakeholders were also addressed with consultations being conducted with sixteen Registered Training Organisations that have a connection to the area. It is of significance that no TAFE or Higher Education provider has a sizeable footprint in the Macedon Ranges. Discussion was also held with the Macedon Ranges Shire Council's Economic Development and Tourism Department. The recommendations growing out of this component of the project give specific direction to an effective partnership with the Council, particularly in relation to the potential for some shared delivery of Council's Business Training and Events Calendar.

Additional recommendations focus on the expansion of opportunities in partnership with other Registered Training Organisations and local secondary schools.

A significant component of this project has been the identification of workforce development needs. A number of sources of data have been analysed, including the Macedon Ranges Training Needs Analysis: Phase 1 Report, the Macedon Ranges Shire Council Business Survey Reports for 2011 and 2013, the numerous Economic Development Strategies developed by Macedon Ranges Shire Council and a survey which included contact with twenty-five businesses.

The analysis of this data has been framed by the identification of opportunities for training providers to respond to defined need. These opportunities in turn have been expanded to include the major stakeholders who may collaborate to seize that opportunity. In the main, these are the Learn Local providers in partnership with others including the Macedon Ranges Shire Council, the Aged Care providers and the Emergency Service providers in the Macedon Ranges. In addition, some recommendations refer to the structure of short courses, particularly with a focus on business operations, which could be tailored in response to the identified needs of local businesses.

The final component of the project has been the consideration of a Communications Plan. A focus on the need for such a plan, along with proposed strategies was included in the range of consultations conducted.

Additional relevant data was identified in the Macedon Ranges Shire Council Business Survey Reports for 2011 and 2013. Recommendations from these surveys include the development of a single brand to promote the collective training initiatives of the Learn Local providers in the Macedon Ranges, the development of a web-portal with a range of access points to be used as a planning tool for the Learn Local Coordinators, which could also give the public access to course information. The collection of consistent data identifying how participants find out about courses is highly recommended.

The remaining focus of the recommendations suggest Learn Local providers take up the offer of the Macedon Ranges Shire Council to participate in their e-newsletter which has a very wide distribution to businesses in the Macedon Ranges.

Business and Industry Environmental Scan

Workforce Development needs were identified through the Business and Industry Environmental Scan. For the purpose of this project, workforce needs have been represented in industry areas which correlate to the Australian and New Zealand Standard Industry Classification (ANZSIC) categories. The analysis in this report is based on consultation with businesses or enterprises in all but three of the categories which, in the main, are not high profile activities in the Macedon Ranges.

Having identified a workforce development need a response is then required. Here that response is to identify a gap in delivery. The analysis provided in this report identifies whether there is a gap between the training offered and what is needed by business. For the purposes of this project the following definition is used for gap analysis - "the identification of the need for a training (non-accredited, pre-accredited or accredited) program". This need could include enhanced local access for individual and or groups of local industry and businesses. This definition both underpins the opportunities highlighted and informs the range of stakeholders who might work collaboratively to respond to that need.

This work is central to the impact of this report and it is anticipated that the data included will inform collaborative planning for training delivery for a number of years to come.

Productive Relationships

In this report, the focus is on relationships, both current and potential, amongst the Learn Local providers in the Macedon Ranges. Other stakeholders of significance in the task of addressing workforce needs include the Macedon Ranges Shire Council along with other community, education and training providers. Consultations have been held with the Learn Local Coordinators, and Committees of Management, the remaining Neighbourhood House in Macedon Ranges and at least sixteen Registered Training Organisations. The report outlines the current level of collaboration and reflects future directions for a deeper level of collaboration which are the expression of those participating in the consultations.

Planning Strategic Directions Together

An effective collaborative response to workforce needs must be underpinned by a 'framework' of effective planning. This report includes a strategic plan developed in consultation, which proposes strategic goals and progression measures. Particular attention is given to the process for establishing a forum and its representative base. This planning process includes the involvement of both the Learn Local and Neighbourhood House Coordinators and Committees of Management. Recommendations are also made for the formation of working parties with the Macedon Ranges Shire Council as a central stakeholder.

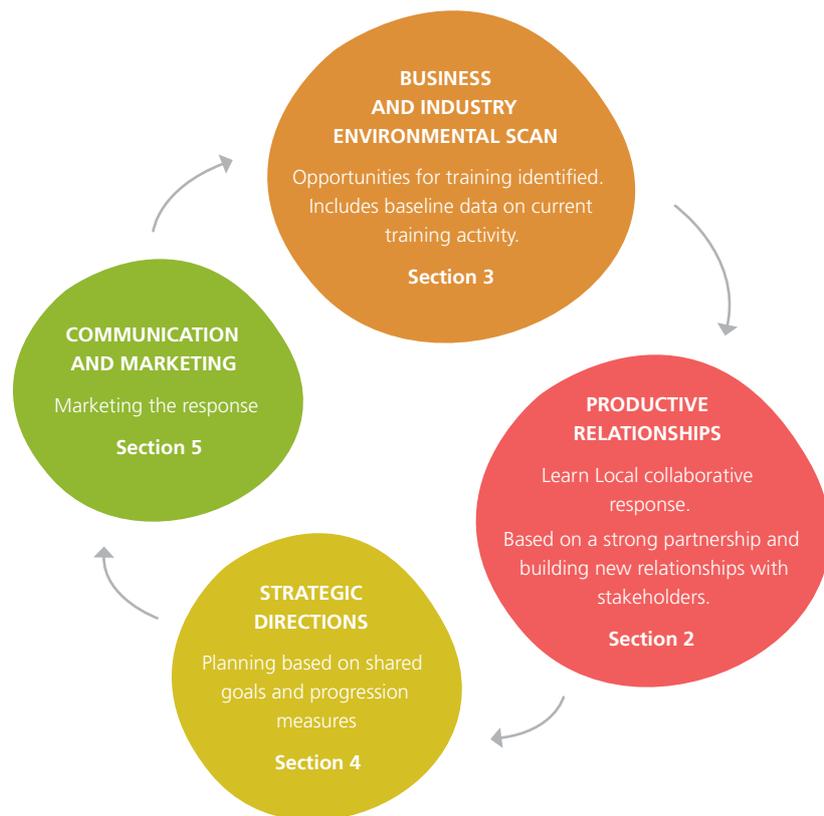
Marketing and Communication Plan

In the cycle of identifying workforce needs and then planning for and implementing a response, the next phase is to promote or market that response. This report contains a marketing plan based on broad consultation. Of significance, is the emphasis on strategies in partnership with the Economic Development and Tourism Department, Macedon Ranges Shire Council.

Building a Sustainable Response

Sustainability is addressed throughout the report, as can be seen in the recommendations aimed at building effective, ongoing partnerships based on collaborative planning. Figure 1 visually shows this sustainable approach and depicts the process used in this project: data collection and analysis (Business and Environmental Scan), the development of productive relationships to support planning together to establish strategic directions and finally the promotion of the outcome to the planning: tailored relevant training. This process is cyclic and can be repeated over time as workforce development needs are addressed and new needs arise.

Figure 1: Visual representation of the sustainable approach outlined in this report



Recommendations

The following is a list of the recommendations emerging from the research, analysis and consultations conducted. These are presented in themes which reflect the sections from which they are drawn in the report. These themes underpin the building of a sustainable response to workforce needs.

Workforce development needs

- 1.1 Learn Locals and Neighbourhood Houses consider which training opportunities - as identified in the Business and Industry Environmental Scan - can be acted on in partnership or individually and subsequent action plans be developed.
- 1.2 Offer training opportunities specifically for the business community in conjunction with networking opportunities.
- 1.3 Explore partnering with the Macedon Ranges Shire Council's Economic Development and Tourism Department to deliver business focussed training and workshops.
- 1.4 Develop a coordinated approach to the delivery of courses across the Macedon Ranges to ensure training needs are being met without duplication.
- 1.5 Education providers build on current business and community networks and contacts to develop training to meet their needs.

- 1.6 Continue to offer non-accredited and pre-accredited short courses to those wanting to (re)enter the workforce.
- 1.7 Education providers explore the option of packaging existing short courses to cover an accredited unit of competence or skill set.
- 1.8 Segment short courses (non-accredited, pre-accredited and accredited skill sets) so that participants are able to undertake the specific sections that are appropriate to their needs.
- 1.9 Education providers develop a program of workshops designed to meet the specific needs of businesses in the health care and social assistance industry sector.

Productive relationships

- 2.1 Learn Locals explore the opportunity to deliver components of the Macedon Ranges Shire Council Business Training and Events Calendar in partnership with Macedon Ranges Shire Council Economic Development and Tourism Department as a high priority.
- 2.2 Learn Locals liaise with Macedon Ranges Shire Council's Arts and Culture Units to identify training delivery opportunities.
- 2.3 Kyneton Community and Learning Centre commence dialogue with BUPA Aged Care Woodend and BUPA Aged Care Kyneton to develop a delivery model to meet the identified training needs.

- 2.4 Learn Local RTOs commence dialogue with local secondary schools to explore opportunities for Vocational Education Training in Schools (VETiS) delivery in collaboration with Central Ranges LLEN.
- 2.5 Learn Locals liaise with ICP Education Institute (Tracy) to identify opportunities for partnership arrangements and possible referral protocols in Language, Literacy and Numeracy Program (LLNP) and Aged Care industry training.
- 2.6 Macedon Ranges Neighbourhood House Network commence a dialogue with the Australian Emergency Management Institute to develop a local model to build greater community emergency preparedness in partnership with Macedon Ranges Shire Council, local State Emergency Services and Country Fire Authority units.
- 2.7 Learn Locals commence dialogue with Cobaw Community Health and Macedon Ranges Health to explore building on and expanding relationships.
- 2.8 Learn Locals commence dialogue with National Food Institute to identify opportunities for partnership arrangements.

Section 1: Introduction

Macedon Ranges

Macedon Ranges is a semi rural municipality, located approximately 50km North West of Melbourne and half way between the Melbourne CBD to the south and the City of Bendigo to the north. The Macedon Range, after which the area is named, rises dramatically from the surrounding plains and low rolling hills near the centre of the Macedon Ranges.

The Macedon Ranges covers an area of approximately 1,747 square kilometres and is under the indigenous custodianship of the Dja Dja Wurrung and Wurundjeri peoples.

Relative to other areas of Victoria, the Macedon Ranges retains large areas of native vegetation and farmland that supports the local economy including tourism and agriculture.

A transport corridor comprising the Calder Freeway and the Bendigo-Melbourne railway runs through the length of the Macedon Ranges Local Government Area. The Hume and Western Freeways are close by.

At the time of the 2011 Census the population was nearly 42,000, an increase of just over 9% since the 2006 Census. It is predicted that population growth will continue until at least 2031 and the population will increase by 42%. In comparison, it is predicted the population increase in rural Victoria will be 29% and 30% for the State overall (DPCD 2012).

Figure 2: Macedon Ranges Shire



As can be seen in Table 1.2, the population is expected to continue to increase, particularly in the over 60 population (DPCD 2012 as cited in PTP Consulting 2013). However, in 2016 the greatest proportion of the population is predicted to be in the 40 – 64 year old age group and in 2021 in the 35 to 59 year old age group. The number of those likely to be in secondary education or to have just left secondary education will remain fairly static.

The main towns in the Macedon Ranges are, Gisborne, Kyneton, Lancefield, Macedon, Malmsbury, Mount Macedon, New Gisborne, Riddells Creek, Romsey and Woodend. The highest concentration of the population is in the west of the Macedon Ranges, in towns that are close to the Calder Highway and the Melbourne to Bendigo train line. Gisborne has the highest population (8,057 at 2011 census), followed by Kyneton (4,461).

The Macedon Ranges has relatively high levels of education attainment and income and low socio-economic disadvantage. However, there is a proportion, particularly in Kyneton and Romsey, of high socio-economic disadvantage.

Most businesses are situated in Gisborne and the surrounding area, followed by Kyneton and Romsey (including Lancefield).

The industries in which most people are employed in the Macedon Ranges are construction, health care and social assistance, retail, education and training and manufacturing. Further information about the industry profile of the Macedon Ranges can be found in Section 3 of this report.

Table 1.1: Population of the Macedon Ranges Local Government Area 2006 - 2011

Population 2011	Change 2006 - 2011 %
41,860	>9%

Source: ABS, Census Population and Housing, 2011 Estimated Residential Population

Table 1.2: Projected Population Growth in the Macedon Ranges Local Government Area

Age group	2011	2011 % of population	2016	2016 % of population	2021	2021 % of population
0-4	2,783	6.5	2,835	6	2,998	6
5-9	3,235	7.5	3,509	7.5	3,534	7
10-14	3,279	7.5	3,405	7	3,674	7
15-19	3,160	7	3,194	6.5	3,303	6.5
20-24	2,026	5	2,353	5	2,350	5
25-29	1,772	4	1,907	4	2,204	4.5
30-34	2,062	5	2,446	5	2,610	5
35-39	3,087	7	3,058	6.5	3,465	7
40-44	3,523	8	3,528	7.5	3,472	7
45-49	3,545	8	3,725	8	3,718	7
50-54	3,374	8	3,555	7.5	3,737	7
55-59	3,230	7.5	3,385	7	3,570	7
60-64	2,867	6.5	3,227	7	3,390	6.5
65-69	1,907	4.5	2,790	6	3,149	6
70-74	1,277	3	1,781	4	2,628	5
75-79	846	2	1,158	2.5	1,625	3
80-84	682	1.5	719	1.5	985	2
85+	587	1.5	763	1.5	865	1.5
Total	43,241 ¹	100	47,340	100	51,279	100

Source: Victoria in Future 2012, DPCD as cited in PTP Consulting 2013

¹ Population estimates vary according to the source of the data and different ways of counting the population.

The Macedon Ranges Training Needs Analysis

The Macedon Ranges Training Needs Analysis Project came about due to a number of factors. Firstly, student numbers in vocational education and training (VET) and Adult Community and Further Education (ACFE) funded programs have been declining in the Macedon Ranges while at the same time the population is increasing.

According to data provided by Adult Community and Further Education, Department of Education and Early Childhood Development (DEECD) with regard to regional needs and training delivery, Macedon Ranges has:

- the lowest VET market share in the region (7%)
- experienced a 28% decline in ACFE funded learners since 2009 (Sources: DEECD and Higher Education and Skills Vic and 2006 Census).

Secondly, the Macedon Ranges demographic and industry profile is changing. As businesses and people move out from Melbourne due to cheaper land prices and, for people, seeking a different way of life, there is increased competition for land, infrastructure and services. This is likely to impact on the type of training required by residents and may also change the types of businesses operating in the area which, in turn, may impact on the type of training required.

The Macedon Ranges Shire Council's Economic Development Strategy provides information on strategic direction and skills shortage. A much needed next step is to develop a training demand study at a local level.

With these factors in mind, there is a clear need for comprehensive data on training needs at a local level so that training providers can position themselves in the changing market place by ensuring relevant programs into the future.

Project Purpose

A strong underpinning element to sustainability is productive relationships between stakeholders based on shared vision and goals. Through this project Learn Local providers, business, education and training sector and government will work to analyse workforce development needs and plan together how they will address local skills needs by providing compatible training across the Macedon Ranges.

Project Aims

The project aims were to:

- develop a documented analysis of local skill requirements and training needs for Macedon Ranges businesses over the next five years
- identify any enablers and barriers for businesses in the Macedon Ranges accessing skills and training
- differentiate the skill requirements of business at a vocational education and training level to determine which courses are able to be delivered by Learn Local centres
- develop a concise communications strategy to ensure Learn Local centres are able to connect potential students with the skill requirements of the local businesses into the future.

Project Phases

The project has been undertaken in two phases.

Phase 1

Phase 1 of the project was a comprehensive skills audit to analyse workforce development needs undertaken between October 2012 and January 2013. The methodology aimed to gauge business perceptions/views of current and future investment in training, their understanding of the training system and how training providers can assist in filling future workforce development needs by undertaking the following works:

- 'desktop' research
- comprehensive skills audit
- stakeholder meetings
- business forums that considered the strengths, weaknesses, opportunities and threats (SWOT) in relation to training needs
- business survey
- completion of Stage 1 report detailing findings of above research.

The desk top research was extracted from a variety of sources, including the Australian Bureau of Statistics and Higher Education and Skills Group, Department of Education and Early Childhood Development, providing the following for the Macedon Ranges Local Government Area (LGA):

- population demographics
- business profile
- workforce demographics
- education and training profile.

The initial research stage also included consultations with the following stakeholders:

- Kyneton Community and Learning Centre
- Central Ranges Local Learning and Employment Network
- Economic Development and Tourism Department, Macedon Ranges Shire Council
- Lancefield Neighbourhood House
- Woodend Neighbourhood Centre
- North West Region of the Department of Education & Early Childhood Development (at the time Phase 1 of the project was conducted the DEECD region was Loddon Mallee. The regions have now be redistributed)
- Macedon Ranges Further Education Centre
- Riddells Creek Neighbourhood House
- Job Network Providers
- VETiS Coordinators from schools in the Macedon Ranges.

Two business SWOT forums were held and business recipients were invited to respond to a business survey via Survey Monkey. Through the collection of responses from targeted business a reflective sample of 220 businesses from across the region was achieved.

Phase 2

Utilising the data gathered through Phase 1 of the project, Phase 2 aimed to validate and further engage with key stakeholders to identify and make recommendations around training, delivery and partnership opportunities for the region collated in a final training needs analysis report and Learn Local strategic communication plan.

The methodology applied in Phase 2 was to use a variety of sources to collect and verify data, namely:

- review of reference material (as listed in the References)
- consultation with the Coordinators, or their representatives, of Learn Locals and Neighbourhood Houses
- consultation with representatives of the Committees of Management of the Learn Locals and Neighbourhood Houses
- consultation with representatives from the Macedon Ranges Shire Council
- consultation with Registered Training Organisations (RTOs), including from TAFE institutes
- consultation with representatives from businesses covering sixteen different industry areas.

Further information about individuals and organisations consulted can be found in Appendix 1.

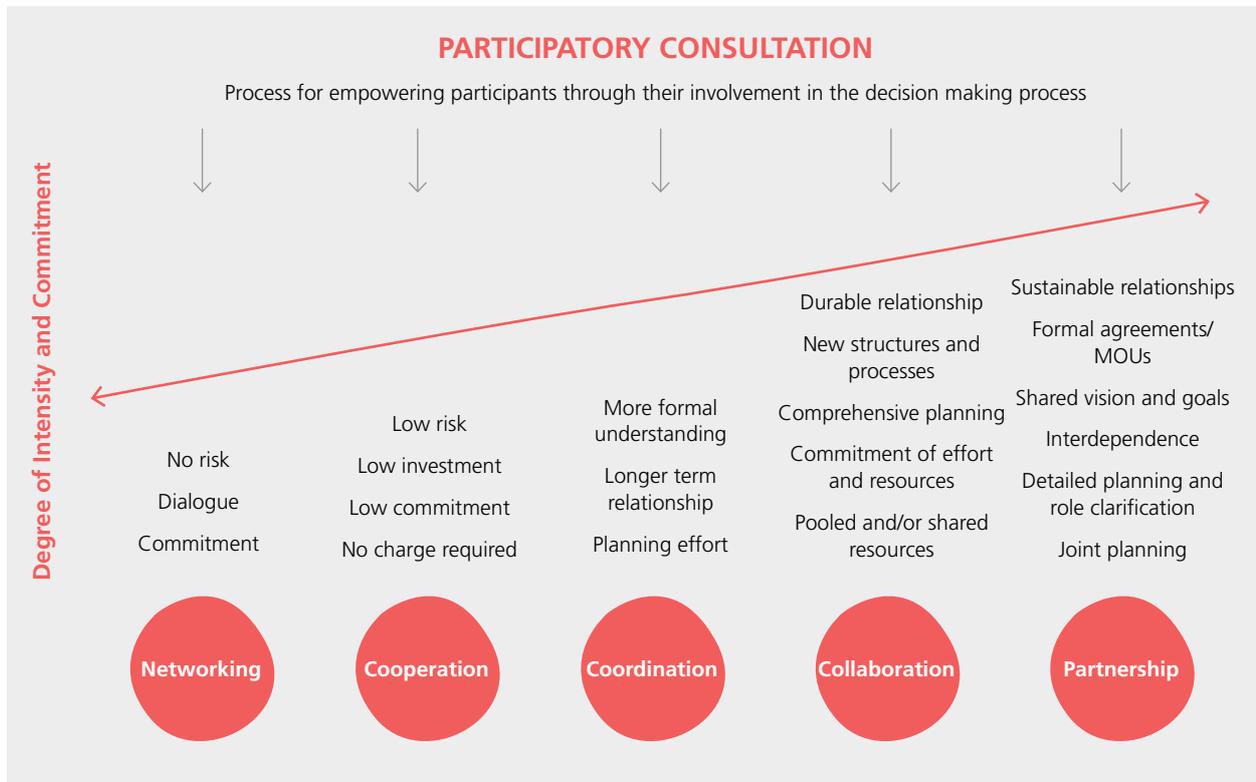
Section 2: **Productive Relationships**

Part 1: Learn Local Providers and Neighbourhood Houses

Partnerships in the community sector can bring a significant change in levels of service delivery to the community. A collaborative effort can generate greater return than that which can be achieved as an individual organisation. This 'return' needs to be of benefit to the collective as well as to the individual organisations. The return becomes the motivation and keeps the partnership evolving. Another word for the work conducted in partnership is 'collaboration' which derives its meaning from 'co-labour'. This implies that a level of 'work' needs to be invested to make a partnership work. Indeed this 'work' may vary as time goes by and the partnership matures. It is important to reflect on the process of building the partnership, in other words, the framework of the partnership, as well as what the partnership does as a collaborative effort. For example, establishing a shared statement of purpose, devoting time to shared planning and shared celebrations are just as important to a healthy partnership as is the focus of the collaboration. For this project, the underpinning principle to the work on partnerships is the aim of building sustainable relationships.

Please see figure 2.1 which outlines a continuum of joint effort which supports the thinking expressed here.

Figure 2.1: Continuum of joint effort clarifies the type of partnership between organisations depending on the outcomes desired



The Statement of Purpose for this project (page 5) premised the outcome of this project on the recognition of the need for effective partnerships. This is consistent with the broader thinking of the Adult Community and Further Education Board (ACFE) Board.

“High performing community based organisations place great value on developing and maintaining constructive partnerships ... which are based on open communication, trust and respect. By virtue of these partnerships high performing organisations are well known within the community and well regarded as a provider of high quality programs and services” (Adult Community and Further Education Board 2006).

The notion of effective partnerships is also supported in the recently released document; Learn Local: Focusing on the Future, which outlines the strategic intentions of the ACFE Board. Strategic Direction 2: “Promoting durable networks and co-location of services to improve pathways and sustainability”, outlines the advantages to both organisations and learners of partnerships which focus on sharing in delivery of training ‘front of house’ and a focus on sharing tutors, space and resources, ‘back of house’. Both of these ideas have been recognised by the Learn Local organisations participating in this project and inform the strategic directions taken up later in this report.

Defining Learn Locals, Neighbourhood Houses and Registered Training Organisations

A Neighbourhood House may also be known as a Community House, Learn Local or Learning Centre but, for the sake of brevity, this chapter will use the term Neighbourhood House (NH). They are community managed not-for-profit organisations where available funds are combined with a strong volunteer input to ensure maximum benefits for the local community. 'The community' is defined by the geographical neighbourhood in which the organisation is located. Neighbourhood Houses have a primary focus on community development and well-being which may or may not include training and/or education activities. They aim to identify and meet the needs of their local community and value this expression of individuality very highly. Typically they are managed by volunteer committee of management members who represent the local community.

Neighbourhood Houses receive government operational funds through Service Agreements with the Victorian Government Department of Human Services (DHS) and some local council funds are also generally made available.

Neighbourhood Houses may also hold purchasing agreements with the ACFE Board for delivery of pre-accredited training to eligible participants. During 2013, Neighbourhood Houses based in Gisborne, Kyneton, Lancefield and Woodend held such agreements. The adult community education sector in Victoria provides a viable education and training pathway to accredited training courses or employment. Neighbourhood Houses providing pre-accredited training courses are often referred to as Learn Local providers.

Some Neighbourhood Houses are also Registered Training Organisations (RTO) which recognises their capacity to deliver accredited training and issue nationally recognised qualifications.

These activities are funded through a Service Agreement with the Higher Education and Skills Group (a division of the Victorian Department of Education and Early Childhood Development (DEECD)). In the Macedon Ranges both Kyneton Community and Learning Centre Inc. (KC & LC) and Macedon Ranges Further Education Centre Inc. (MRFEC) are RTOs.

There are six Neighbourhood Houses in the Macedon Ranges Shire based in the townships of Gisborne, Kyneton, Riddells Creek, Romsey, Lancefield and Woodend and they engage in training and education programs to a varying degree, Table 2.1 summarises the activities of each Neighbourhood House in the Macedon Ranges Shire.

As stated earlier, the primary aim of Neighbourhood Houses is community development through meeting identified community needs and this philosophy extends to education and training activities. It is no accident then that many Neighbourhood House RTOs in Victoria engage in Community Services related training for workers in the aged care, children's services or disability sectors.

There is potential for building a deeper level of collaboration between Neighbourhood Houses in the Macedon Ranges Shire in relation to training or educational activities through the existing network known as the Macedon Ranges Neighbourhood House Network (MRNHN).

Table 2.1 summarises the activity and focus of each Learn Local and Neighbourhood House in Macedon Ranges Shire.

A list of the Learn Locals and Neighbourhood Houses, their contact details and a brief overview of their purpose and activities can be found in Appendix 2.

Table 2.1: Focus of Learn Locals and Neighbourhood Houses in the Macedon Ranges

Organisation	Learn Local	RTO	Neighbourhood House
Kyneton Community and Learning Centre	✓	✓	✓
Macedon Ranges Further Education Centre Inc.	✓	✓	✓
Lancefield Neighbourhood House	✓	✗	✓
Woodend Neighbourhood House	✓	✗	✓
Romsey Community House	✗	✗	✓
Riddells Creek Neighbourhood House	✗	✗	✓

Consultations have been held with each individual organisation and collectively. Despite their variations, and differing communities, the Coordinators of these organisations demonstrate goodwill and a preparedness to work together. A shared quarterly brochure and cross referral of students are examples of the current level of collaboration. Indeed this project is a response to the recognition that there is much to be gained by working more collaboratively in an increasingly competitive market and that minimal resourcing can be maximised by identifying areas for shared effort. There is also recognition that some organisations are better placed to be more pro-active and provide leadership in embracing change to a deeper level of cooperation. Change involving extended training delivery will bring greater returns to some and may be a burden to others. No matter what change occurs it must be in the context of each individual organisation remaining true to its own strategic direction.

Through consultations with Learn Local providers and Neighbourhood Houses, many examples of collaborative work were identified. The consultations identified the following as a shared view of the measures of an effective partnership including areas identified for development:

- **Close and regular contact**

This varies between the participating organisations. Those who are Neighbourhood Houses have more contact through existing networks. All have contact through the Macedon Ranges Neighbourhood House Network (but training is seldom an agenda item). This network is central to the current level of contact. It was agreed that this network could be the basis for more strategic shire wide planning.

- **Shared program brochure**

Currently a shared brochure is produced in addition to individual organisational promotion. It was agreed that this is very time consuming and that there would be value in reviewing its impact. Given the range of media platforms now available for marketing strategies, new initiatives could be more effective e.g. Facebook. It was agreed that the notion of shared branding and promotion is very important.

- **Sharing of venues**

Some sharing of venues happens on an ad hoc basis. Differing geographies and networks make this a different priority. It could be possible to expand this level of sharing. There is potential for a greater use of computer rooms for business training.

- **Planning for shared provision**

The amount of sharing varies as to whether the organisation is a Neighbourhood House in the cluster or a Learn Local RTO. However, it was agreed that shared provision planning is of critical importance to the life of the partnership and needs to happen on a regular basis as a priority. It was agreed that the current network meeting could be the vehicle for this level of planning on the basis that 'training' could be added to the agenda on a regular basis. It is important to agree on a statement of purpose, for example, "This group plans for training and development provision in response to identified local business needs".

Sharing in planning would:

- Enable a strategic response to business needs by matching demand with capacity and ensuring a shire wide response
- Minimise duplication (reduce likelihood of dividing the market)
- Allow for strategic positioning e.g. roll one course across different venues in different terms
- Maximise use of quality tutors
- Assist with ACFE funding round
- Decrease cost in equipment and resources where duplication is identified.

- **Shared strategic planning**

There is no formal shared strategic planning currently undertaken except in Romsey/Lancefield Neighbourhood Houses where activity is closely aligned. It was agreed that it is important to align strategic directions as this informs the shared operational matters. The Learn Local Committee of Management Consultation session confirmed a shared recognition of the value of joint planning sessions and the notion of at least one joint planning session to be held annually.

- **Development of website**

A shared portal exists on the web originally designed to direct public interest and enquiry to courses and services available in the participating Neighbourhood Houses. This idea is untapped potential and there is shared enthusiasm to develop it further. A web portal could provide a platform for shared program planning to minimise duplication. It could also be a valuable tool for collaborative marketing of courses and programs. It is anticipated that this portal would have varying levels of access. The Coordinators could use it to input data as program planning progresses and the public could have access to course information, times, venues, fees and provide links to online enrolment facilities. There is a view that funding could be sought to support the work required to develop this tool.

- **Shared Tutors and resources**

It was generally agreed that there was benefit in sharing quality tutors who could bring a level of expertise to a course. Sharing experienced tutors would also reduce the workload of individual providers trying to source tutors in an area of limited expertise.

- **Other**

Referrals to each other's programs currently occur and this should continue and be extended. The development of the web portal would make this easier. Another collaborative initiative worth consideration is for the Learn Local RTOs to design shared initial assessment materials and practices, particularly for literacy and numeracy courses. This has the benefit of reducing the workload of individual tutors and assessors and has the added outcome of making referrals between providers more effective.

Formalising Partnerships

As collaborative activity grows, it may be appropriate to develop more formal arrangements. These could be in the form of Memorandum of Understanding (MOU), examples of which already exist. These could be in relation to sharing of resources, staffing arrangements, or venue arrangements. Another mechanism for making partnerships more formal is to include the responsibility for supporting the partnership in a position description and in the related key performance indicators.

Part 2: Learn Locals, Neighbourhood Houses and Other Stakeholders

Building on a framework of collective effort, the Learn Local providers and Neighbourhood Houses can in turn build relationships with other stakeholders. There are a considerable number of relationships in place, largely with individual organisations. As a collective, opportunities can be maximised to engage with a broader number of stakeholders.

To identify possible strategic partnerships, consultations have been held with the Coordinators of Learn Locals and Neighbourhood Houses and their Committees of Management, other RTOs operating in the Macedon Ranges, business representatives and the Manager of Economic Development and Tourism Department at the Macedon Ranges Shire Council.

The following is a summary of those consultations with a particular focus on the opportunities emerging for Learn Locals and Neighbourhood Houses to build enhanced strategic partnerships.

Macedon Ranges Shire Council

The Neighbourhood Houses have a close relationship with the Council's Community Places and Partnerships Team, with the Council providing support and some funding to Neighbourhood House operations consistent with the Macedon Ranges Shire Council Neighbourhood House Policy (2011).

Council recognises the significant contribution made by Neighbourhood Houses in strengthening local communities. There is opportunity to meet with the Community Places and Partnerships Team more regularly to maximise collaborative planning for a range of community initiatives and to maximise opportunities for funded projects.

Currently the Council's Economic Development and Tourism Department organises a program of events and workshops for local business. The 2013 program included sessions on taxation matters, marketing strategies and networking opportunities. The topics covered in the program are largely in response to needs identified in their biennial business survey. Consultation with the Manager of the Economic Development and Tourism Department confirmed that the Department is interested in holding conversations with Learn Locals, with a view to their increased involvement in the program. A service agreement could be entered into which would cover delivery and quality requirements. This is a very significant opportunity for Learn Local providers to formalise a strategic alliance and to increase delivery opportunities and audiences.

In addition, the Council produces a regular e-newsletter that is distributed to local businesses within the Macedon Ranges. The opportunity is available for Neighbourhood Houses and Learn Locals to use this on a regular basis to advertise programs and events. A closer relationship with the Council could also provide opportunities for externally funded projects based on shared strategic priorities.

The Council also has the responsibility for managing a number of museum facilities across the Macedon Ranges together with responsibility for a range of additional arts and cultural events. A need has been identified for shire wide staff training in Museum Practice, Event Management and workplace health and safety (WHS). There is potential here for Learn Locals to build a strong relationship with this industry area.

TAFE and Other Registered Training Organisations

Consultations held with representatives of NMIT, Kangan Institute of TAFE, Bendigo TAFE and Goulburn Ovens Institute of TAFE (GOTAFE) identified that there is very little delivery conducted by them in the Macedon Ranges. These consultations indicated that the Victorian TAFE training system as a whole is under financial pressure due to changes in funding arrangements. This has impacted on their capacity to undertake new ventures and reinforced their operational need for larger class sizes. NMIT did explore options of training in the horse racing industry at Kyneton racecourse but has withdrawn due to lack of student numbers. NMIT has expressed interest in commencing some short courses in viticulture targeted directly to those winemakers working in the industry. This is an opportunity for Learn Local RTOs to work with them, particularly in relation to the opportunities outlined above, in building on contacts already made by the Council.

A number of RTOs deliver courses in partnership with Learn Locals and Neighbourhood Houses including First Aid and related courses, RSA and Construction Industry Induction. Learn Locals and Neighbourhood House have varying relationships with different RTOs to deliver these courses and there is much to be gained in developing relationships as a formal partnership. This could improve effective shire wide delivery, minimise market division and create lower pricing due to consolidated numbers.

ICP Education Institute

Consultation with Tracy, a division of ICP Education Institute, has indicated a number of strategic opportunities. This organisation has recently been successful in being awarded the Language Literacy and Numeracy Program (LLNP) contract for the region. The majority of their delivery activity is in Bendigo and Ballarat but they would be interested in developing arrangements for referring students to local LLNP programs. This would appear to fit well with the Certificates in General Education for Adults (CGEA) being delivered at Kyneton Community and Learning Centre. Similarly they would be interested in referring clients to Aged Care courses and identifying where expertise could be developed in electives within the Cert III and IV in Aged Care certificates. Again, an opportunity for further investigation by the Kyneton Community and Learning Centre. Tracy also expressed a need for more locally trained personnel in the Training and Education (TAE) training package.

National Food Institute Pty Ltd. (Romsey)

National Food Institute has no current delivery in Macedon Ranges, but delivers mainly in rural areas. Their Scope of Delivery includes Certificates I and II in Food Processing and Certificates I, II, III and IV in Meat Processing.

The CEO is very enthusiastic about discussing the potential for partnerships including sharing a Learn Local venue for safe food handling training and supports the idea of combining generic health and safety units across industry areas (e.g. food handling for meat industry and food handling in Aged Care) and other common training package units to make classes more cost effective. The CEO has experience in working on pre-employment programs to transition young people into the meat processing industry and has identified the need for literacy and numeracy support in on the job training in this industry area. These ideas present a number of opportunities for Learn Local RTOs.

Australian Emergency Management Institute (AEMI)

AEMI is situated at Mount Macedon and provides residential training for participants from around Australia and international students in emergency management and response. The institute provides materials to schools to build awareness of being prepared for emergencies. At times, they have provided training for Macedon Ranges Shire Council employees. During consultation, the training manager expressed the view that there is a gap in training for bush fire preparedness across the Macedon Ranges. There was reference to another model in a Victorian community where the Neighbourhood House has played a

central role in providing leadership and coordination in this training. This would link with training agendas of the Country Fire Authority (CFA) and State Emergency Services (SES).

Secondary Schools

It is recognised that Learn Local RTOs have the potential to build relationships with local secondary schools through the delivery of Vocational Education and Training in Schools (VETiS). Approximately 43% of Year 10, 11 and 12 enrolled students in Macedon Ranges study VETiS. This has only slightly increased since 2006 (Central Ranges LLEN 2014 Environmental Scan). There is an opportunity for diversity of VETiS subjects to increase further uptake, especially in non-traditional trade areas that are cost effective to deliver.

The Macedon Ranges VET Cluster has discussed decreasing external RTO delivery for courses as the costs have increased in recent years. The cluster schools are seeking to deliver courses through their own teachers and use RTOs/TAFE to 'auspice' courses. This provides a new opportunity for Learn Local RTOs to consider.

Regional/Local Health Organisations

Two health organisations operate in the Macedon Ranges, Cobaw Community Health and Macedon Ranges Health. Currently there is not a strong relationship between the Learn Locals and the regional/local health organisations. Cobaw Community Health has a relationship with Franklyn Scholar, to deliver accredited qualifications in allied health and home and community care and services. There is duplication

of the delivery of some qualifications with Kyneton Community and Learning Centre also delivering qualifications in home and community care. In a 'thin market' there would seem some opportunity to rationalise. However, it is recognised that there needs to be some sensitivity observed in an environment of individual business interests.

The need for developing an enhanced relationship with both health organisations is identified a high priority.

Local Business and Business Associations

There was a consistent theme identified in the consultations indicating that in individual communities the relationship between Learn Locals, Neighbourhood Houses and local business was not strong. There was a recognition that this needed to change. Consultation with BUPA Aged Care in Kyneton and Woodend identified a number of training opportunities and it would seem a great opportunity for Kyneton Community Learning Centre to build on its relationship with BUPA Aged Care Kyneton and to continue to build a speciality expertise in training delivery to the Aged Care sector. In addition, a number of the local Business and Traders Associations (BATA) networks and Home based business networks use Learn Locals and Neighbourhood Houses as meeting venue, but this contact does not translate into increased dialogue to identify training needs nor increased enrolments. This contact is recognised as an opportunity which needs to be maximised as a high priority.

Recommendations

- 2.1 Learn Locals explore the opportunity to deliver components of the Macedon Ranges Shire Council Business Training and Events Calendar in partnership with Macedon Ranges Shire Council Economic Development and Tourism Department as a high priority.
- 2.2 Learn Locals liaise with Macedon Ranges Shire Council's Arts and Culture Units to identify training delivery opportunities.
- 2.3 Kyneton Community and Learning Centre commence dialogue with BUPA Aged Care Woodend and BUPA Aged Care Kyneton to develop a delivery model to meet the identified training needs.
- 2.4 Learn Local RTOs commence dialogue with local secondary schools to explore opportunities for Vocational Education Training in Schools (VETiS) delivery in collaboration with Central Ranges LLEN.
- 2.5 Learn Locals liaise with ICP Education Institute (Tracy Group) to identify opportunities for partnership arrangements and possible referral protocols in Language, Literacy and Numeracy Program (LLNP) and Aged Care industry training.
- 2.6 Macedon Ranges Neighbourhood House Network commence a dialogue with the Australian Emergency Management Institute to develop a local model to build greater community emergency preparedness in partnership with Macedon Ranges Shire Council, local State Emergency Services and Country Fire Authority units.
- 2.7 Learn Locals commence dialogue with Cobaw Community Health and Macedon Ranges Health to explore building on and expanding relationships.
- 2.8 Learn Locals commence dialogue with National Food Institute to identify opportunities for partnership arrangements.

Section 3:

Business and Industry Environmental Scan

The population of the Macedon Ranges is growing and is likely to continue to grow at above the State average. There will be sizeable increase in those 70+ years of age which is likely to impact on the types of services required in the Macedon Ranges. This increase is also likely to see an expansion of aged and home care services resulting in growing employment in these areas. The population growth and change in the age distribution will provide business, employment and training opportunities.

Businesses are an important aspect of communities. They provide employment for members of the community as well as goods and services required by those living in the community. The following summary and analysis of businesses in the Macedon Ranges and their training needs should be seen in relation to business as a part of community. Assisting businesses to address their training needs is a means of developing the community. The following section also looks at opportunities to address training needs and further develop the community.

Overview of Business Activity in the Macedon Ranges

In 2011 there were nearly 4,500 businesses in the Macedon Ranges (ABS 2011 as cited in PTP Consulting 2013) although slightly less than 4,000 were reported to be operating. These businesses covered all ANZSIC industry areas².

² Industry areas used throughout this report are according to ANZSIC Classifications.

The industries with the highest number of businesses in the Macedon Ranges were:

- Construction (21%)
- Agriculture, Forestry and Fishing (13%)
- Professional, Scientific and Technical Services (11%)
- Financial and Insurance Services (7%)
- Rental, Hiring and Real Estate (7%).

Further details of the number of businesses in the different industry areas in the Macedon Ranges can be found in Appendix 3: Businesses in the Macedon Ranges by Employment Category 2011.

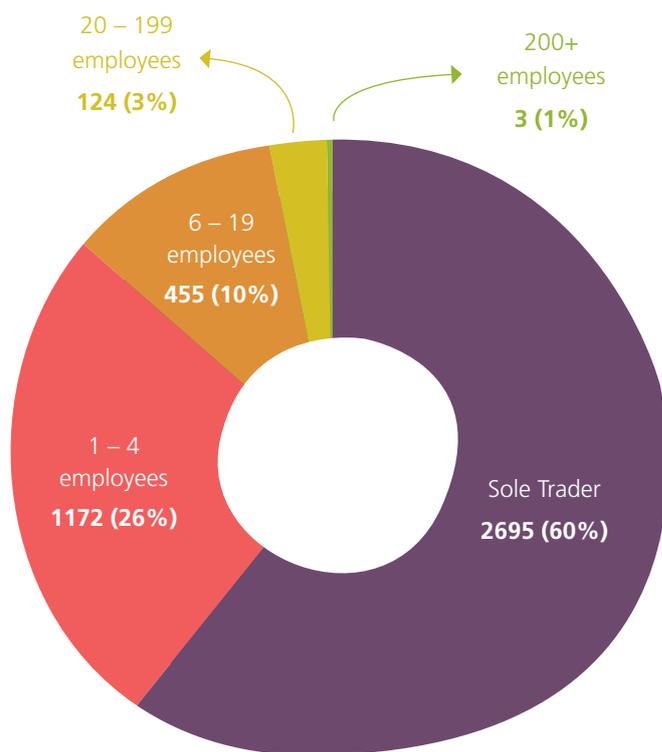
While there may be a high number of businesses in these industry areas, this doesn't necessarily correspond to the number of people employed. The five highest industries in terms of the numbers of people employed were:

- Construction (11% of jobs)
- Health Care and Social Assistance (10.3% of jobs)
- Retail (9.7% of jobs)
- Education and Training (9.4% of jobs)
- Manufacturing (9.2% of jobs).

Further details of the number of employees in the Macedon Ranges in each industry area can be found in Appendix 4: Employment by industry sector (2011).

Construction and Health Care and Social Assistance were the two highest growth areas in terms of the number of people employed (ABS 2011). Professional, Scientific and Technical Services and Public Administration and Safety were the next highest in terms of increases in jobs from 2009 to 2011.

Figure 3.1: Business by number of employees



Source: ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting 2013

As can be seen in figure 3.1, most businesses in the Macedon Ranges are small in terms of the number of employees. The implications of this for training are discussed later in this chapter.

The highest concentration of businesses are in the Gisborne area (1114 – 26%) followed by Kyneton (989 – 23%), Romsey (937 – 21%), Woodend (657 – 15%), Macedon (354 – 8%) and Riddells Creek (312 – 7%). Further details of the concentration of businesses in each town can be found in Appendix 5: Business by town area 2011.

Business and Training

The next part of this section provides an overview of industry and related training in the Macedon Ranges. The information comes from a range of sources: Australian Bureau of Statistics (ABS), the Macedon Ranges Training Needs Analysis Phase 1 Report, the Macedon Ranges Shire Council's strategies and plans, consultation with Neighbourhood Houses and Learn Locals, Registered Training Organisation (including TAFEs) who operate in or 'around' the Macedon Ranges. Consultations were also conducted with representatives from business. These consultations were particularly important in shaping the training opportunities listed.

General business skills training relevant to all industry areas is considered first, followed by an exploration of training in each industry area. This is presented, in part, in a table format and covers:

- training offered in the Macedon Ranges. This information has been obtained from program brochures and websites, consultations and training.com. Every attempt has been made to include the training provided by all training organisations operating in the Macedon Ranges. However, it is possible some training opportunities have unintentionally been overlooked. Residents of the Macedon Ranges may also undertake training through organisations not located or operating in the Macedon Ranges. It is not possible to include these training opportunities. However, Appendices 6 and 7 provides details of training undertaken by residents or by non-residents in the Macedon Ranges
- training needs of businesses
- gaps between the training offered and what is needed by business. For the purposes of this project the following definition is used for gap analysis - "the identification of the need for a training (non-accredited, pre-accredited or accredited) program. This need could include enhanced local access for individual and or groups of local industry and businesses"
- training and development opportunities and relevant key stakeholders.

General Business Skills and Training

A number of organisations offer generic business skills workshops, seminars and courses relevant to all industry areas. These are listed in Table 3.2: Generic business skills training in the Macedon Ranges. Courses that are asterisked are also listed under the Administrative and Support Services or the Financial and Insurance Services industry areas as they could provide a pathway to employment or further study in these industry areas.

Workshops and seminars offered by the Council are targeted at businesses and are often run in partnership with other agencies such as Small Business Victoria and the Australian Taxation Office. They are well received and appear to be meeting the needs of businesses from a range of industry areas. These sessions are generally one-off, of two to three hours duration and are held at times to suit those working in small businesses. They are often run in conjunction with breakfast, lunch or dinner which allows for networking to occur.

However, running workshops and seminars isn't core business for the Council. The Council's Economic Development and Tourism Department may wish to consider moving these activities to an organisation whose main purpose is training and development or working in partnership with them to deliver these workshops and seminars.

Other generic business skills training is offered by Learn Locals and Neighbourhood Houses. This constitutes short courses run over a number of weeks, e.g. 2 – 4 hours per week for 8 or 10 weeks.

Most, but not all, of these short courses are targeted at those wanting to gain basic skills to assist them to enter or re-enter the workforce and at those wanting to further develop skills or knowledge of specific software packages. Those wanting to (re)enter the workforce may be interested in undertaking accredited courses or units of competency. This could be further investigated by the Learn Locals who are RTOs.

Consultations with business representatives indicated that they would find it difficult to support staff to attend training that was not directly related to work and that short session training was more attractive. Learn Locals and Neighbourhood Houses may like to consider packaging courses for those who may be in the workforce but wanting to further develop their skills so they can attend only the sessions, or segments of the training applicable to their need. Further consultation with business representatives in relation to how these courses could be packaged would be advisable. Further discussion of this can be found in the discussion of the Administrative and Support Services or the Financial and Insurance Services industry areas.

While Table 3.2 shows a relatively broad range of generic business skills workshops and training options within the Macedon Ranges, it highlights that the vast majority of these types of courses are offered in the west of the Macedon Ranges. It also highlights inconsistencies across the Learn Local providers in terms of both non-accredited and pre-accredited training courses being offered on the same topic. This may be due to differences in the content and/or the target groups. Further investigation of this is required which may lead to possible coordination across the Learn Local providers.

Table 3.2: Generic business skills training in the Macedon Ranges

What ³	Organisation Delivering	Where
Non accredited		
Starting Your Business	Kyneton Community & Learning Centre (KCLC)	Kyneton
Business Planning Basics Seminar	Macedon Ranges Shire Council	Gisborne
Budgeting and Forecasting Workshop	Macedon Ranges Shire Council	Woodend
Building Your Online Strategy	Macedon Ranges Shire Council	Gisborne
Marketing in the Macedon Ranges	Macedon Ranges Shire Council	Kyneton
Tax Basics Workshop	Macedon Ranges Shire Council	Woodend
Getting the Right Staff	Macedon Ranges Shire Council	Woodend
Improving Cash Flow and Profitability	Macedon Ranges Shire Council	Kyneton
Social Media Workshop	Macedon Ranges Shire Council	Woodend
Computers for beginners*	Riddells Creek Neighbourhood House	Riddells Creek
Facebook for business*	Lancefield Neighbourhood House, KCLC	Lancefield, Kyneton
MYOB*	Lancefield Neighbourhood House	Lancefield
Excel*	Woodend Neighbourhood House	Woodend
Bookkeeping for small business*	KCLC	Kyneton
Quickbooks*	KCLC	Kyneton
Pre-accredited		
Introduction to Office*	Macedon Ranges Further Education Centre (MRFEC)	Gisborne
Word processing*	MRFEC	Gisborne
Computers for beginners*	Woodend Neighbourhood House, Romsey CH, Lancefield Neighbourhood House, KCLC, MRFEC	Woodend, Romsey, Lancefield, Kyneton, Gisborne
Computers beyond basics*	MRFEC, KCLC	Gisborne, Kyneton
Bookkeeping & financial literacy*	Woodend Neighbourhood House	Woodend
Quickbooks*	Woodend Neighbourhood House, Lancefield Neighbourhood House	Woodend, Lancefield
MYOB*	MRFEC, Romsey CH, KCLC	Gisborne, Romsey, Kyneton

³ Different names may be used by the training providers for the asterisked courses. For this report, the courses have been grouped under generic names indicating the main focus of the course.

Table 3.3: Generic business skills training needs and opportunities

Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>Training in technology was the highest priority of small business managers. Other areas of identified need by small business managers include:</p> <ul style="list-style-type: none"> • financial management • legal responsibilities and requirements • industrial awards • communication and problem solving • planning and organising. 	<p>Few generic business skills workshops, seminars or short courses are held in the east of the Macedon Ranges. Short targeted courses for other than managers/owners.</p>	<p>Opportunity: Review of location of workshops, seminars and short courses to ensure geographic coverage according to need.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> • Learn Locals • Economic Development and Tourism Department, Macedon Ranges Shire Council <p>Opportunity: Packaging of short courses into 'segments' or sessions that allow participants to attend the sessions that are relevant to their needs.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> • Learn Locals and Neighbourhood Houses • Business representatives including business networks • People currently undertaking short courses <p>Opportunity: Investigate offering accredited units of competency, skill sets or qualifications to those people wanting to (re)enter the workforce.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> • Learn Locals and Neighbourhood Houses • People currently undertaking short courses

Industry and Training

Construction

The Construction industry includes:

- Building
- Heavy and civil engineering
- Construction services

Table 3.4: Overview of Macedon Ranges economic activity in Construction⁴

Businesses	961 (21%)
Employment	2,268 (11%)
Increase/decrease in businesses 2009 to 2011	12.1% 469 additional residents were employed in construction
Growth expectation	46% expected growth 60% intend employing additional staff, including apprentices, in the next 5 years
No. of employees	Sole traders - 56% Between 1 and 4 employees - 36%

Macedon Ranges Economic Activity/ Profile

Construction has grown in the Macedon Ranges in terms of both the number of businesses operating and the number of people employed in the industry. Given the predicted growth in the population of the Macedon Ranges, it is reasonable to expect that the number and/or size of construction businesses in the Macedon Ranges will continue to grow over the next 5 years. 60% of Construction businesses reported that they expected to employ additional staff and nearly 67% of businesses expected to source new staff from school leavers (PTP Consulting 2013). The most recent business survey undertaken by the Council (Economic Development and Tourism, 2013) indicated that businesses in this sector had difficulties recruiting staff.

Approximately 30% of construction businesses are located in the Gisborne area with 20% in Romsey, 19% in Kyneton and 14% in Woodend. See Appendix 5: Businesses by town area 2011 for a full breakdown of where businesses are located.

Training for the Construction Industry

As can be seen in Table 3.5, there are considerable training gaps in construction in the Macedon Ranges. There is a RTO, Construction Training International (CTI), specialising in the construction industry based in Riddells Creek that offers training in specialist areas such as rigging and dogging. CTI also offer the Construction Induction course and indicated a willingness to deliver this at different venues if invited to do so and if a large enough group of students were recruited.

⁴ Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013

Training in traditional building and construction areas such as carpentry and plumbing is not offered in the Macedon Ranges although courses are offered at Bendigo TAFE and TAFEs to the south of the Macedon Ranges (Victoria University at Sunshine and Melton campuses, Kangan Institute at Broadmeadows campus and NMIT at their Heidelberg campus).

Construction is a highly regulated industry and training generally

requires specialist equipment. Given these factors, a RTO would find it difficult to set up a training facility and attract enough students to make it viable in the Macedon Ranges.

Currently Gisborne Secondary College delivers Certificate II in Building and Construction on site as a VETiS. The feasibility of using these facilities for other building and construction training could be further investigated. If additional funding for vocational training infrastructure (e.g. such as

the Trade Training Centres) became available, the possibility of using such a facility for training could also be investigated.

In 2012 eighty five students undertook building and construction VETiS delivered by six RTOs. At least one of these RTOs is no longer delivering construction in the Macedon Ranges. The VETiS Cluster operating in the Macedon Ranges may like to consider the impact of using only one or two RTOs.

Table 3.5: Training, needs, gaps and opportunities in Construction

Training delivery and education providers in Macedon Ranges ⁵	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>Non-accredited</p> <p>Earthmoving - CTI Pre Cast Panel Erection - CTI Crane Supervisor/ Authorised Person Course - CTI</p> <p>Accredited</p> <p>Construction Induction – CTI, Romsey CH (RTO Continuing Education Bendigo), Lancefield NH. CTI offers a broad range of accredited courses in Dogging - CTI Rigging - CTI Scaffolding - CTI Load Shifting - CTI Hoists - CTI Platforms - CTI Cranes - CTI Working in Confined Space - CTI Traffic Courses - CTI</p> <p>VETiS (2012)</p> <p>Building & Construction Kangan (25 students) Bendigo TAFE (43 students) RMIT Training (1 student) RMIT TAFE (4 students) VU (5 students) Australian Institute of Education and Training (7 students) Electrical and Electronics Kangan (1 student) RMIT TAFE (1 student) VU (11 students)</p>	<p>Generic business skill</p> <p>Financial management and technology training was seen to be the greatest need for training by small business managers over the next 5 years.</p> <p>Industry specific</p> <p>No identified need</p>	<p>Generic business skill</p> <p>See page 25 for discussion of generic business skills.</p> <p>Industry specific</p> <p>There are limited training opportunities in traditional building and construction (e.g. carpentry, plumbing electrical and electronics) in the Macedon Ranges. However, business has not expressed a need for training in construction content areas making it difficult to identify training gaps.</p>	<p>Opportunity</p> <p>Although not identified as a need by industry, the Construction Induction course could be offered more widely to school students undertaking VETiS, VCAL and/ or work experience. Students in other out-of-school youth programs may also benefit from undertaking the Construction Induction Course.</p> <p>Key stakeholders</p> <p>RTOs with Construction Induction on scope Schools Out-of-school youth programs</p>

⁵ Except for VETiS, the courses listed were offered in 2013.

Health Care and Social Assistance

Health Care and Social Assistance includes:

- Hospitals
- Medical and other health care services such as allied health
- Residential care
- Child care
- Social assistance

Table 3.6: Overview of Macedon Ranges economic activity in Health Care and Social Assistance⁶

Businesses	146 (3%)
Employment	2,132 (10%)
Increase/decrease in businesses 2009 to 2011	21.7% 399 additional people residing in the Macedon Ranges began to work in this industry ⁷
Growth expectation	100% expected growth 100% intend employing additional staff and 57% said they would source new staff from school leavers.
No. of employees	Sole traders - 51% Between 1 and 19 employees - 45%

Macedon Ranges Economic Activity/ Profile

Whilst there is a relatively small number of businesses in this industry area, it employs more people than any other industry area, barring construction. It is the only industry area in the Macedon Ranges with businesses that employ more than 200 people (3 businesses). However, in a high proportion of businesses (96%) four people or less are employed. A high proportion of employees (nearly 76%) are part-time and just less than 14% are full-time (PTP Consulting, 2013).

Health Care and Social Assistance businesses in the Macedon Ranges increased significantly from 2009 to 2011 both in terms of the number of businesses and the number of employees.

All businesses surveyed expected to grow and put on additional staff within the next five years and over half said they would source some new staff from school leavers. Given the predicted increase in the 70+ year olds in the Macedon Ranges, it is likely that businesses providing aged care and related support will grow and require additional staff.

The location of businesses in this industry is fairly well distributed across the Macedon Ranges with 28% of businesses located in Gisborne, 24% in Woodend, 18% at Kyneton and 15% at Romsey.

⁶ Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013

⁷ Australian Bureau of Statistics, Census of Population and Housing 2011. Compiled and presented in profile.id by .id

Table 3.7: Training, needs, gaps and opportunities in Health Care and Social Assistance

Training delivery and education providers in Macedon Ranges ⁸	Identified training needs	Identified training gaps in Macedon Ranges
<p>Non accredited:</p> <ul style="list-style-type: none"> - Mental Health First Aid – Woodend NH <p>Accredited:</p> <ul style="list-style-type: none"> - Certificate III in Aged Care – KC & LC - Certificate Cert IV in Aged Care – KC & LC (workplace delivery) - Certificate III in Home and Community Care – KC & LC, Franklyn Scholar/Cobaw, - Certificate IV in Disability - KC & LC - Certificate III in Child’s Services – MRFEC - Diploma of Children’s Services –MRFEC - Certificate III in Allied Health Assistance - Franklyn Scholar/Cobaw - Certificate II in Community Services - Franklyn Scholar/Cobaw - First Aid level 2 – Stitches First Aid, Woodend NH (RTO National First Aid), Romsey CH (RTO National First Aid), KC & LC (RTO Continuing Ed Bendigo), MRFEC (RTO Craigieburn Ed Centre), Lancefield NH, Riddells Creek NH - CPR & CPR update –Romsey CH (RTO National First Aid), KC & LC (RTO Continuing Ed Bendigo), Woodend NH (RTO National First Aid), Stitches First Aid - Managing Anaphylaxis –Romsey CH (RTO National First Aid), MRFEC (RTO Craigieburn Ed Centre), KC & LC (RTO Continuing Ed Bendigo), Stitches First Aid - Asthma Management Romsey CH (RTO National First Aid), MRFEC (RTO Craigieburn Ed Centre), KC & LC (RTO Continuing Ed Bendigo), Stitches First Aid - Provide Basic Emergency Life Support – Stitches First Aid - Apply Advanced First Aid – Stitches First Aid - Course in Automated External Defibrillation – Stitches First Aid - HLTF207C Follow Basic Food Safety Practice Romsey CH, Continuing Ed Bendigo, KC & LC <p>VETiS (2012):</p> <ul style="list-style-type: none"> - VU (5 students) - Mercy Health Training Institute (15 students) 	<p>Industry specific:</p> <p>Specialist training was seen to be the greatest need for training by small business managers over the next 5 years (PTP Consulting 2013).</p> <p>Given the ageing population, it is likely that additional people will need to be employed in aged and home care. These additional staff will need to have the Cert III in Aged Care and, possibly, Cert IV in Aged Care.</p> <p>Training coordinated across like minded organisations in, for example:</p> <ul style="list-style-type: none"> - First aid - CPR - Medication refresher - WHS related topics such as slips, trips and falls, lifting and hoists - Auditing risks - Material Safety Data Sheets - Risk management assessments - Epilepsy management - Asthma management - Palliative care - Continence - Certificate IV in Child Care - Training in computer skills for non-administrative staff at both beginner and intermediate levels. 	<p>Industry specific:</p> <ul style="list-style-type: none"> - Medication refresher - WHS related topics such as slips, trips and falls, lifting and hoists - Auditing risks - Materials Safety Data Sheets - Risk management assessments - Epilepsy management - Palliative care - Continence - Coordination of delivery of first aid, CPR, asthma management and managing anaphylaxis and above listed courses for businesses. - Coordination of delivery across first aid and related training across Macedon Ranges. - Computer skill training for non-administrative staff.

⁸ Except for VETiS, the courses listed were offered in 2013.

Opportunities for training and development

Opportunity: Increased communication and coordination across RTOs delivering accredited training with the aim of providing the most appropriate training and strengthening pathways for learners.

Key stakeholders:

- Learn Local RTOs
- Franklyn Scholar/Cobaw
- Education, Employment & Training Network

Opportunity: RTOs delivering aged care and home and community care to discuss with JSA providers how they could work more closely together.

Key stakeholders:

- KC & LC
- Franklyn Scholar/Cobaw
- Education, Employment & Training Network

Opportunity: Development of a coordinated approach to delivery of first aid, CPR and related courses across Macedon Ranges to ensure coverage across the area while avoiding duplication.

Key stakeholders:

- Learn Locals
- Neighbourhood Houses

Opportunity: Learn Local RTOs to develop a strategy to promote their expertise in delivering accredited courses in this industry area to schools in relation to VETiS and taster courses.

Key stakeholders:

- KC & LC
- MRFEC

Opportunity: Learn Local RTOs to work in conjunction with Aged Care providers in the Macedon Ranges to identify specific and tailored training. This may include courses outside of this industry specific area e.g. food handling and literacy and numeracy

Key Stakeholders:

- KC & LC
- MRFEC
- Aged Care Providers

Opportunity: Develop program of workshops on topics such as medication refresher, WHS topics, risk management assessments which can be promoted to health care and social assistance organisations/businesses.

Key stakeholders:

- RTOs
- Learn Locals

Opportunity: Development of computer skill training programs (beginner and intermediate) for those working in health care and social assistance.

Key stakeholders:

- RTOs
- Learn Locals
- Neighbourhood Houses

Training and Health Care and Social Assistance businesses in the Macedon Ranges

As can be seen in Table 3.7, this industry area is relatively well serviced by RTOs offering accredited training in the Macedon Ranges. Certificate courses are offered in aged care, home and community care, disability, children's services, education support and allied health. Units of competence are also offered in first aid, CPR, anaphylaxis and asthma management. No pre-accredited courses were offered and only one non-accredited course.

This is an industry area in which Learn Locals have considerable expertise. It sits well with their organisations' philosophical base and builds on their strengths and industry contacts.

MRFEC is the only Learn Local (and RTO) offering child care qualifications in the Macedon Ranges. A representative from a child care facility commented on the need for more employees with the Diploma of Children's Services. Although MRFEC did not deliver the qualification in 2013, given that the industry is demanding the qualification, MRFEC is intending to offer it in 2014. They could consider attracting school leavers to a suite of child care courses that would enable them to work in the sector. Alternatively, they, or another RTO, may like to consider offering child care qualifications as a VETiS program.

Increased communication and cooperation between RTOs delivering related qualifications may also have benefits for students and the RTOs. Students could be referred to the most appropriate course and some students may like to gain further qualifications in an allied area of study. For example, a student completing Certificate III in Home and Community Care (delivered by Kyneton Community and Learning Centre and Franklyn Scholar/Cobaw) may like to do a Certificate IV in Disability (offered by Kyneton Community and Learning Centre) or a student completing Certificate II in Community Services (offered by Franklyn Scholar/Cobaw) may like to do a Certificate III in Aged Care (offered by Kyneton Community and Learning Centre). At present two RTOs deliver the same qualification and while there may be competition for students for this course, the benefits to each organisation of referring students to the most appropriate course could, overall, increase student numbers.

ICP Education Institute (the RTO associated with the Job Service Agency, Tracy the Placement People) also offers accredited training in aged care and home and community care to their Job Service Agency (JSA) clients at a range of locations including Ballarat and Bendigo. In the Macedon Ranges they have an office in Gisborne where some training is delivered. They have expressed interest in referring clients to a local RTO where travel to one of their training centres would be difficult for the client.

Currently KC & LC delivers the Certificate IV in Aged Care in one aged care facility to allow staff to upgrade their qualifications. Another facility has expressed interest in partnering with a RTO so their staff

can also upgrade their qualifications. They have also expressed an interest in training in areas such as continence, palliative care and food handling. KC & LC is well placed to extend their delivery of the Certificate IV in Aged Care to this facility.

First aid is offered by all Neighbourhood Houses and Learn Locals in the Macedon Ranges. These courses are run by at least three different RTOs, none of which are located in the Macedon Ranges. However, one RTO, Stitches First Aid, is situated in the Macedon Ranges and specialises in first aid and associated training. While it delivers many of these courses in schools as well as in other organisations and businesses in the Macedon Ranges, it operates across Victoria and doesn't see itself as having a Macedon Ranges focus. However, this RTO indicated an interest in developing links with local training organisations that may have the ability and networks to bring together people from different clubs and services to do first aid training. Learn Locals and Neighbourhood Houses partnering with Stitches First Aid to deliver first aid and associated training would serve to strengthen local business ties and may be beneficial in providing a link to each other's networks.

First aid, CPR and related training are required by those working across a range of industry areas, not just those working in health care and there is an opportunity to capitalise on this. A more coordinated approach to offering these courses by the Learn Locals and Neighbourhood Houses may see more courses being delivered (as opposed to offered). This could include agreement on where the courses are held and when so there was coverage across the Macedon Ranges each term. A planned approach would also allow

early promotion of the courses to individuals, sporting and community groups and businesses.

One business also pointed out the benefits of an organisation such as a Learn Local coordinating training for like minded organisations (e.g. disability and aged care organisations) who may have a need for similar courses such as first aid, WHS related courses on slips, trips and falls and using hoists and lifting, medication refresher courses, risk management and auditing risks. She explained that for her organisation to run a training program for a few staff was extremely expensive and sometimes prohibitive. Therefore sharing the expense with other organisations would provide substantial financial savings. However, any organisation coordinating such training would need to cover the cost of this coordination time.

A local health care/social assistance organisation also mentioned that in the past a Learn Local had provided computer skills training for non-administrative staff. This was necessary as all staff are required to use computers at some stage but a number lacked the necessary skills. This was seen as an area where further training is required - basic skills for new staff and intermediate level skills for staff who have now developed basic skills.

Given the strength of the Learn Local providers who are RTOs in delivering qualification in the Health Care and Social Assistance industry area, consideration could also be given to marketing this expertise to schools with the view to providing VETiS programs and/or taster courses to Year 10 and/or VCAL students.

Retail Trade

The Retail Trade includes:

- Motor vehicle and motor vehicle parts
- Fuel
- Food
- Other store-based
- Non-store
- Commission based buying and/or selling

Table 3.8: Overview of Macedon Ranges economic activity in Health Care and Social Assistance⁹

Businesses	276 (6%)
Employment	2,012 (10%)
Increase/decrease in businesses 2009 to 2011	6%
Growth expectation	87.5% expected growth 90% intend employing additional staff. 63% are considering employing trainees. Only 33% expect to source new staff from school leavers.
No. of employees	Sole traders - 43% Between 1 and 4 employees - 36%

Macedon Ranges Economic Activity/ Profile

While nearly 80% of retail businesses in the Macedon Ranges have less than five employees, over 2,000 people are employed in the retail trade, making the industry one of the area's most significant employers (ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013). 54% of the workforce is casual and 30% full-time (PTP Consulting 2013).

There was a 6% growth in retail businesses from 2009 to 2011 and 87.5% of businesses expect to continue growing with 63% expecting to put on additional employees in the next five years. The most recent business survey undertaken by the Council (Economic Development and Tourism, 2013) indicated that businesses in this industry had difficulties recruiting staff.

Most of the retail businesses are located in the main two population centres, Gisborne (31%) and Kyneton (28%).

Training and Retail Businesses in the Macedon Ranges

For an industry that is the third largest employer in the Macedon Ranges, there is an obvious lack of training available except in food handling. Factors which are likely to influence the level of training in the industry are the size of the businesses (nearly 80% employ less than five staff) and the casualised workforce. One business owner said 'we only break even because we [self and husband] are the only people working in it – and we work seven days a week'. For her, training was not at option at this point in time.

⁹ Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

Table 3.9: Training, needs, gaps and opportunities in Retail Trade

Training delivery and education providers in Macedon Ranges ¹⁰	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>Pre-accredited Introduction to Floristry as a career - MRFEC Customer Service Skills – KC & LC</p> <p>Accredited (pathway course) Cert I in Vocational Preparation delivered with ‘retail flavour’ by inclusion of ‘Customer Service Skills’, ‘Follow Basic Food Safety Practices’ and ‘Responsible Service of Alcohol’ - KC & LC</p> <p>Accredited Cert II in Retail – Sureway Employment and Training</p> <p>VETIS¹¹ Retail – Bendigo TAFE</p>	<p>Generic business skill Training need of small business managers over the next 5 years – technology (PTP Consulting 2013).</p> <p>Industry specific No training needs were expressed by business but this is likely to be due to the size of the businesses – generally small and employing few, if any, staff without the resources to undertake training or support staff to do other than on-the-job training provided by the owner/manager. However, these businesses may be interested in employing people with customer service skills gained through experience or training.</p>	<p>Generic business skill See page 25 for discussion of generic business skills.</p> <p>Industry specific While the limited amount of training in the Macedon Ranges in this industry area indicates training gaps, there have been no specific gaps identified through this project.</p>	<p>Opportunity Customer service skills training continue to be delivered either as a stand-alone course or as a focus of pre-employment courses such as the Cert I in Vocational Preparation or similar.</p> <p>Key stakeholders: - KC & LC - Learn Locals</p> <p>Opportunity Similar training (customer service skills) could be offered in other centres where there is a perceived need. Courses run in different centres may have a different focus, e.g. customer service skills for the farmer’s market.</p> <p>Consideration would need to be given to how often such courses were offered as there may only be a need on an annual or bi-annual basis.</p> <p>Key stakeholders: - KC & LC - Learn Locals - Neighbourhood Houses</p> <p>Opportunity Short courses in customer service skills could also be offered to schools for Year 10 and/or VCAL students.</p> <p>Key stakeholders: - Learn Locals - Neighbourhood Houses - Schools</p>

For many young people retail is a first job and provides an understanding of the world of work and what is required of employees. For young people who have been unable to break into the job market or others looking to return to the workforce, working in retail businesses can be a way into work. Courses in customer service skills such as that offered by KC & LC may assist these people to gain employment in retail businesses as the businesses would not need to

provide on-the-job training in generic customer service skills.

Such courses would also help to provide excellence in customer service skills which, in turn, would help to address one of the Council’s Tourism Strategy (Fleckney & Ruzzene 2011) recommendations; to provide visitors to the Macedon Ranges with a high quality experience.

Apart from the course offered by KC & LC, the only other accredited

course offered in the Macedon Ranges is available only to Sureway Employment and Training clients.

The lack of identified need for training in retail makes it difficult to identify strong opportunities for training and development. However, the reported success of the program offered by KC & LC indicates that such programs should continue to be offered.

¹⁰ Except for VETIS, the courses listed were offered in 2013.

¹¹ PTP Consulting 2013,

Education and Training

The Education and Training sector includes:

- Preschool and school education
- Tertiary education
- Adult, community and other education

Table 3.10: Overview of Macedon Ranges economic activity in Education and Training¹²

Businesses	81 (2%)
Employment	1,936 (9%)
Increase/decrease in businesses 2009 to 2011	9.5%
Growth expectation	57% expected growth 60% intend employing additional staff
No. of employees	Sole traders - 44% Between 1 and 19 employees - 48%

Macedon Ranges Economic Activity/ Profile

While there are a relatively small number of businesses and organisations falling into this industry area, it is the fourth largest employer in the region. 7% of businesses have over twenty employees with the remaining having nineteen or less. Just under 80% of employees were full-time.

The number of businesses in the Macedon Ranges grew by 9.5% from 2009 to 2011 and 57% of businesses expected their businesses to continue to grow.

The Education and Training businesses are reasonably evenly spread across the area with 25% being located in the Romsey area, 22% in Gisborne, 16% in Woodend and 15% in Kyneton. It is one of the few industries that has 25% or more businesses in the east of the Macedon Ranges.

Training and Education and Training Businesses in the Macedon Ranges

Training programs in this industry area have traditionally been offered by higher education institutes. However, a number of courses have been developed which can be delivered by RTOs in the VET sector. These range from skill sets and the Certificate IV in Training and Assessment to Graduate Diplomas. The Certificate IV in Training and Assessment is required by all VET trainers.

Higher education institutes are unlikely to deliver in the area as there are courses offered in Bendigo, Ballarat and Melbourne where students could travel to relatively easily.

The only accredited course currently delivered in the Macedon Ranges in the Education and Training industry is the Certificate III in Education Support. This is offered by both MRFEC and Woodend Neighbourhood House.

¹² Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

Table 3.11: Training, needs, gaps and opportunities in Education and Training

Training delivery and education providers in Macedon Ranges ¹³	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>Accredited Certificate III in Education Support – MRFEC (RTO Meadow Heights Learning Shop), Woodend NH (RTO Triscot Educational Services)</p> <p>VETiS (2012) Adult Community Further Education - Scouts Australia (1 student)</p>	<p>Generic business skill Support on legal, financial and other technical matters was the most common need by small business managers over the next 5 years followed by training in technology and specialist areas (PTP Consulting 2013).</p> <p>Industry specific Cert IV in Training and Assessment</p>	<p>Generic business skill See page 25 for discussion of generic business skills.</p> <p>Industry specific While the lack of training in the Macedon Ranges in this industry area indicates training gaps, the only identified industry specific training gap is in the delivery of Cert IV in Training and Assessment.</p>	<p>Opportunity RTOs to have further discussions with ICP Education about the numbers of people requiring the Cert IV in Training and Assessment Key stakeholders: - RTOs - ICP Education</p> <p>Opportunity MRFEC and Woodend NH to discuss the benefits of working more collaboratively in delivering the Cert III in Education Support Key stakeholders: - MRFEC - Woodend NH</p>

However, Woodend Neighbourhood House is not a RTO and MRFEC doesn't have the course on its scope. Both use different RTOs to deliver the training. It may be worth them discussing how they could work in partnership to have the course delivered. This might include running the course at different times of the year and discussing the benefits of using the same RTO. This simple cooperation may further the partnership between the two organisations.

There are approximately ten, mainly small, RTOs operating in the Macedon Ranges. ICP Education who operates as the RTO arm of Tracy the Placement People, indicated the need for personnel with the Certificate IV in Training and Assessment and that

they would be happy to support staff attending training in this qualification if it was held locally.

However, given that this course can be undertaken in Bendigo and at TAFEs in the northern and western suburbs of Melbourne (Broadmeadows, Essendon, Preston, St Albans, Sunshine and others), care would need to be taken that there would be enough people wanting to do this qualification for it to be offered locally.

¹³ Except for VETiS, the courses listed were offered in 2013.

Manufacturing

Manufacturing covers a broad range of sectors including:

- Food production
- Beverage and Tobacco products
- Textile, leather, clothing and footwear
- Wood product
- Printing
- Petroleum and coal product
- Basic chemical and chemical product
- Pulp, paper and converted paper product.
- Polymer and rubber product
- Non metallic mineral product
- Primary metal and metal product
- Fabricated metal product
- Transport equipment
- Machinery and equipment
- Furniture and other

Table 3.12: Overview of Macedon Ranges economic activity in Manufacturing¹⁴

Businesses	179 (4%)
Employment	1,909 (9.2%)
Increase/decrease in businesses 2009 to 2011	-14%
Growth expectation	100% expected growth although some businesses indicated that they were considering going off shore. 87.5% intend employing additional staff and will source some new staff from school leavers.
No. of employees	Sole traders - 54% Between 1 and 19 employees - 41%

Macedon Ranges Economic Activity/ Profile

While manufacturing in the Macedon Ranges decreased significantly (14%) between 2009 and 2011, as an industry it is the fifth largest employer. As with businesses generally in the Macedon Ranges, most are relatively small and only 5% employ over 20 people.

Manufacturing businesses expected to grow and to employ additional staff, including school leavers. However, this optimism needs to be off-set by the decrease in the number of businesses operating in the Macedon Ranges.

Training and Manufacturing Businesses in the Macedon Ranges

Little training occurs in the Macedon Ranges that is specific to manufacturing except for VETiS and some niche pre-accredited training. However, the pre-accredited training offered fits well with the culture and ethos of the Macedon Ranges.

One business representative indicated that training would be undertaken if there was a need but that the current workload made it impossible to release anyone to do training – and she couldn't see a time, at least in the short term, that this situation would alter. However, if a need arose, the company would consider supporting staff to undertake training, preferably accredited.

The National Food Institute, a RTO located in Romsey, delivers training in Certificates I and II in Food Processing and Certificates I to IV in Meat Processing.

¹⁴ Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

Table 3.13: Training, needs, gaps and opportunities in Manufacturing

Training delivery and education providers in Macedon Ranges ¹⁵	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>Accredited Non-accredited Furniture Restoration - MRFEC</p> <p>Pre-accredited: Intro to Woodworking - Woodend NH</p> <p>VETiS (2012): Bendigo TAFE – Furnishing (3 students); Metals & Engineering (39 students) Kangan TAFE – Textiles, Clothing & Footwear (1 student); Metals & Engineering (11 students) RMIT TAFE – Textiles, Clothing & Footwear (4 students)</p>	<p>Generic business skill Technology was the greatest need for small business managers over the next 5 years (PTP Consulting 2013). There was also an expressed need for training or seminars on relevant awards and legal requirements.</p> <p>Industry specific Training specific to the product produced and processes. Accredited training preferred.</p>	<p>Generic business skill See page 25 for discussion of generic business skills.</p> <p>Industry specific The lack of training in the Macedon Ranges in this industry area indicates training gaps. However, no industry specific training needs were identified. Any training would need to be directly relevant to products produced and production processes which differ across businesses, making it difficult to generalise gaps in training.</p>	<p>Opportunity While no training gaps have been identified, an exploratory discussion between RTOs and Learn Locals and the National Food Institute may lead to identifying training needs, gaps and opportunities not identified through the Training Needs Analysis project.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - RTOs - Learn Locals - National Food Institute - Hardwicks Meat

While there is no current delivery in the Macedon Ranges, they expressed an interest in exploring partnerships with the aim of:

- identifying venues to deliver safe food handling
- offering pre-employment programs to transition young people into the meat processing industry
- supporting the literacy and numeracy needs of current students.

¹⁵ Except for VETiS, the courses listed were offered in 2013.

Agriculture, Forestry and Fishing

Agriculture, Forestry and Fishing includes:

- Agriculture including sheep, cattle and horse farming, bee keeping
- Aquaculture
- Forestry and logging
- Fishing, hunting and trapping
- Agriculture, forestry and fishing support services
- Livestock farming e.g. horse breeding
- Viticulture

Table 3.14: Overview of Macedon Ranges economic activity in Agriculture, Forestry and Fishing¹⁶

Businesses	611 (13%)
Employment	546 (2.6%)
Increase/decrease in businesses 2009 to 2011	-0.8% Increases in Macedon (22.6%) & Riddells Creek (18.5%) areas
Growth expectation	50% expected growth 30% of businesses intend employing additional staff.
No. of employees	Sole traders - over 83% Between 1 and 19 employees - 15% (full-time, part-time, casual and seasonal)

Macedon Ranges Economic Activity/ Profile

In the Macedon Ranges Agriculture, Forestry and Fishing makes up 13% of the businesses but employs only 2.6% of those employed in the Macedon Ranges. Across the area businesses decreased slightly (-0.8%) from 2009 to 2011 but there were significant increases in businesses in Macedon (22.6%) and Riddells Creek (18.5%). 50% of businesses expected to grow in the next five years and the Macedon Ranges Shire Council expect the equine¹⁷ sector to grow as businesses move from Melbourne areas due to high property costs in those areas (Macedon Ranges Shire Council 2012).

Only 30% of businesses indicated they would employ additional staff in the next five years although 50% indicated they would source new staff, in part, from school leavers (PTP Consulting 2013). Almost 2% indicated they were undertaking some form of training and 4% said this was online.

Although there is increasing diversity in the industry in the Macedon Ranges, livestock (broadacre) farming is still dominant. Viticulture is important to the culture of the area and to its tourism although vineyards tend to be small to medium sized family owned vineyards (PTP Consulting 2013). The growing diversity of products, including niche ones, produced in the area is recognised in the Macedon Ranges Agribusiness¹⁸ Plan 2013-18 as is the importance of promoting these products through farmers' markets and buy local campaigns.

¹⁶ Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

¹⁷ Includes breeders, vets, farriers, dentists, trainers, instructors, suppliers and manufacturers of related products, and those involved in recreational activities (riding clubs including trail, dressage).

¹⁸ Agribusiness, according to the Macedon Ranges Agribusiness Plan 2013-18, is "defined as the earnings of some, or all of one's income from agricultural production OR value-adding to locally grown produce". The MR Agribusiness Plan doesn't include the equine industry which is addressed in the MR Equine Strategy 2012 – 2016.

Table 3.15: Training needs, gaps and opportunities in Agriculture, Forestry and Fishing

Training delivery and education providers in Macedon Ranges ¹⁹	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>Non-accredited</p> <p>Workshops on vegetable gardening, soil preparation and bush foods – Woodend NH (run by Macedon Ranges Sustainability group)</p> <p>Bee keeping – Lancefield NH</p> <p>VETiS (2012)</p> <p>Australian Agriculture College Corp – Agriculture and Horticulture (16 students)</p> <p>Bendigo TAFE – Agriculture and Horticulture (7 students)</p> <p>Box Hill TAFE – Animal Handling (1 student)</p> <p>Bright P-12 College – Equine (12 students)</p> <p>GOTAFE – Animal Handling (3 students)</p> <p>VU – Animal Handling (2 students)</p>	<p>Shearing</p> <p>To develop a workforce to replace, as they retire, those who are currently working in the industry (Macedon Ranges Shire Council 2013).</p> <p>Skills development and training related to product diversification and increasing food production (Macedon Ranges Shire Council 2013).</p> <p>Viticulture and horticulture business have indicated an interest in organic practices delivered in short accredited courses (PTP Consulting 2013).</p> <p>Veterinary nursing courses are not available locally and those wishing to complete the equine component of the course must travel to Wangaratta.</p> <p>Equine Strategy suggests a need for sessions for horse owners e.g. pasture management, horse care including for the parents of children with a new horse, land management for small land holders, equine diseases, regulatory requirements.</p> <p>The effect of the withdrawal of NMIT's equine courses from the Macedon Ranges is as yet unknown but may lead to a training need.</p>	<p>Industry specific</p> <p>Shearing</p> <p>Organic practices in viticulture and horticulture.</p> <p>The Macedon Ranges Shire Council has identified a number of training needs. These needs indicate training gaps particularly in:</p> <ul style="list-style-type: none"> - veterinary nursing with a focus on equine - workshops for horse owners. <p>The withdrawal of the equine courses offered by NMIT may lead to a training gap in the future.</p>	<p>Opportunity: An opportunity may arise for a RTO to offer courses that meet the needs of the agricultural and equine industries.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - RTOs specialising in agricultural and equine sectors - Macedon Ranges Shire Council <p>Opportunity: Development of a suite of workshops and/or short courses (non-accredited, pre-accredited) on topics such as:</p> <ul style="list-style-type: none"> - organic practices for viticulture and horticulture - sustainable horticultural practices - pasture management, horse care, land management for small land holders, biosecurity, regulatory requirements - workshops for those wanting to sell produce at farmers' markets or through buy local campaigns <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Learn Locals - Neighbourhood Houses - NMIT - Macedon Ranges Shire Council - Vic Farmers' Market Association - Local farmers and hobby farmers <p>Opportunity: Training providers to work through existing networks (e.g. Macedon Ranges Agribusiness Forum and Viticulture Association) to further identify training needs and to promote training.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Learn Locals - Neighbourhood Houses - Relevant business networks - Macedon Ranges Shire Council

¹⁹ Except for VETiS, the courses listed were offered in 2013.

The Coordinator at Lancefield Neighbourhood House has suggested that farmers need assistance in marketing their products successfully through such mechanisms.

The increase in the population in the Macedon Ranges is putting pressure on the industry through competition for land, infrastructure and services. The Macedon Ranges Shire Council, recognising the challenges to the industry as well as the importance of the agriculture industry to the economy and culture of the area, has developed two strategies related to this industry area, the Macedon Ranges Equine Strategy 2012 – 2016 and the Macedon Ranges Agribusiness Plan 2013 – 18.

Training and Agriculture, Forestry and Fishing businesses in the Macedon Ranges

Both the Macedon Ranges Shire Council's strategies related to agriculture recognise the importance of training for the different areas of this industry.

At the time the Equine Strategy was written, NMIT was operating training at NMIT Kyneton Park. However, NMIT has since ceased to offer any training in equine related courses in the Macedon Ranges due to a lack of student numbers. The withdrawal of NMIT's equine courses may lead to unmet training needs in the future. There could be the opportunity for another RTO to step into the Macedon Ranges to help develop and support this industry which is so important to the culture and ethos of the area and which appears to be a growth industry for the Macedon Ranges.

NMIT also delivers viticulture courses such as the Associate Diploma of Viticulture. These are not offered in the Macedon Ranges, although a small number of students from Romsey and Riddells Creek are enrolled in these courses and undertake study through a mix of distance education and on-the-job training. NMIT is considering running short courses for those working in viticulture in, for example, crop forecasting.

Other training providers have connections with, or an interest in, different aspects of agribusiness. For example, Lancefield Neighbourhood House has strong links with the local Farmers' Market and Woodend Neighbourhood House runs workshops on sustainability. Others have expressed an interest in providing training on organic and sustainable horticultural practices. There is scope to further develop such connections and interests. In addition the Macedon Ranges is recognised as an area where residents are interested in embedding sustainable practices on their properties and in their lifestyles. This common interest provides an opportunity for the consideration of short courses in a shire wide delivery model.

Transport, Postal and Warehousing

Transport, Postal and Warehousing includes:

- Road, rail, water, air and space transport
- Other transport
- Postal and courier pick-up and delivery
- Transport support services
- Warehousing and storage services

Table 3.16: Overview of Macedon Ranges economic activity in Transport, Postal and Warehousing²⁰

Businesses	241 (5%)
Employment	1,517 (7.3%)
Increase/decrease in businesses 2009 to 2011	-9%
Growth expectation	100% expected growth. 89% intend employing additional in the next 5 years.
No. of employees	Sole traders - 54% Between 1 and 4 employees - 34%

Macedon Ranges Economic Activity/ Profile

Although the number of businesses in this industry area declined from 2009 to 2011 there were still 1500 people employed in the industry. The highest proportion of businesses (approximately 32%) were located in the Romsey area. 23% were located in both Kyneton and Gisborne.

This industry seems to have a high percentage of contractors (39%) and casual employees (36%). Only 24% of employees were full-time (PTP Consulting, 2013).

Training and Transport, Postal and Warehousing Businesses in the Macedon Ranges

The types of businesses falling into this industry area are very broad and little is known of their training needs. An accredited qualification in warehousing is offered specifically to job seekers who are clients of Sureway Employment and Training. One company in the transport sector uses a business association recommended RTO to deliver required training as well as training in customer service, road craft, first aid and WHS related courses. For generic courses such as first aid, WHS related courses and customer service they have indicated a willingness to use a local training organisation.

²⁰ Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

Table 3.17: Training needs, gaps and opportunities in Transport, Postal and Warehousing

Training delivery and education providers in Macedon Ranges ²¹	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>Cert II in Warehouse Operations – Sureway Employment and Training.</p> <p>Business organises own accredited and non-accredited training based on business association recommendation</p>	<p>Generic business skill</p> <p>Technology was the greatest need for small business managers followed by planning and organising (PTP Consulting, 2013).</p> <p>Industry specific</p> <ul style="list-style-type: none"> - Bus safety - Manual handling - Risk management - First aid 	<p>Generic business skill</p> <p>See page 25 for discussion of generic business skills.</p> <p>Industry specific</p> <p>The lack of training offered in this industry area indicates the likelihood of training gaps but the only industry specific training gaps identified were in:</p> <ul style="list-style-type: none"> - bus safety - manual handling - risk management - first aid 	<p>Opportunity</p> <p>Further investigate the possibility of running first aid and WHS related training for transport companies in the Macedon Ranges.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Learn Locals - Macedon Ranges Shire Council

²¹ Except for VETIS, the courses listed were offered in 2013.

Professional, Scientific and Technical Services

Professional, Scientific and Technical Services include:

- Professional, scientific and technical services
- Computer system design and related services

Table 3.18: Overview of Macedon Ranges economic activity in Professional, Scientific and Technical Services²²

Businesses	496 (11%)
Employment	1,390 (6.7%)
Increase/decrease in businesses 2009 to 2011	-0.8% No. of residents employed in industry by increased by 245 persons ²³
Growth expectation	85.7% expected growth 85.7% intend employing additional staff.
No. of employees	Sole traders - 54% Between 1 and 4 employees - 37%

Macedon Ranges Economic Activity/ Profile

Although the number of businesses in this industry area decreased slightly between 2009 and 2011, the number of people employed in the industry rose by nearly 250.

85.7% of businesses expected to grow in the next five years and to employ additional staff. 33% of respondents said they would source new staff from a range of sources including school leavers (PTP Consulting, 2013) although business representatives interviewed as part of this project indicated they would be unlikely to employ school leavers.

This industry has a relatively high level of contract (31%) and casual (25%) staff. Only 31% of employees are full-time (PTP Consulting, 2013).

Training and Professional, Scientific and Technical Services Businesses in the Macedon Ranges

Those working in this industry areas tend to have university qualifications.

Businesses interviewed indicated they participated in industry specific training as required, for example, when a new product became available or as required by their industry body for registration purposes. They indicated they would source their own training and were not interested in other industry specific training although there was some interest in the generic business skills workshops offered by the Council.

Where businesses employ administrative staff, such as in a legal firm, the training needs of such staff are quite specialised and it was recognised that it is impractical for training to be offered locally for just one or two people in a specialist area of study (e.g. legal secretary).

²² Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

²³ Australian Bureau of Statistics, Census of Population and Housing 2011. Compiled and presented in profile.id by .id

Table 3.19: Training needs, gaps and opportunities in Professional, Scientific and Technical Services

Training delivery and education providers in Macedon Ranges	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>No known training delivered</p>	<p>Generic business skill</p> <p>Technology was the greatest need for small business managers followed by a need for support on legal, financial and other technical matters (PTP Consulting, 2013).</p> <p>Industry specific</p> <p>The increase in the number of people employed in this industry area combined with the current interest in generic business skills workshops offered by the Council may indicate a need for generic business skill training marketed specifically to businesses in this industry area.</p>	<p>Generic business skill</p> <p>See page 25 for discussion of generic business skills.</p> <p>Industry specific</p> <p>No industry specific training gaps identified through this project.</p>	<p>Opportunity</p> <p>Generic business skill workshops and seminars targeted specifically at businesses in this industry area.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Economic Development and Tourism Department, Macedon Ranges Shire Council - Learn Locals - Industry representatives

Accommodation and Food Services

Accommodation and Food Services include:

- Accommodation
- Food and beverage services (including cafes, pubs)

Table 3.20: Overview of Macedon Ranges economic activity in Accommodation and Food Services²⁴

Businesses	162 (4%)
Employment	982 (4.8%)
Increase/decrease in businesses 2009 to 2011	-1.8%
Growth expectation	80% expected growth 65% intended employing additional staff in the next 5 years including trainees. 38.5% said they would source new staff from school leavers.
No. of employees	Sole traders – 30% Between 1 and 19 employees - 61%

Macedon Ranges Economic Activity/ Profile

This sector accounts for only 4% of the Macedon Ranges' businesses and 4.8% of those employed. Although it declined from 2009 to 2010, across the area it had increased to nearly 2009 levels by 2011 (PTP Consulting 2013). However, Woodend and Gisborne continued to show a decline in businesses in this industry.

Businesses tend to be small and 71% of employees are casual. 65% of businesses stated they intended to employ additional staff in the next 5 years including trainees and school leavers. The most recent business survey undertaken by the Council (Economic Development and Tourism, 2013) indicated that businesses in this industry had difficulties recruiting staff. This industry is an important part of tourism (see also Arts and Recreation Services) in the

Macedon Ranges, which is important economically for the area as it generates \$275 million per annum (Fleckney & Ruzzene 2011) and accounts for 16.6% of the jobs in the Macedon Ranges (this includes those in areas other than Accommodation and Food Services).

Training and Accommodation and Food Services Businesses in the Macedon Ranges

The Macedon Ranges Shire Council's Tourism Strategic Plan recognises the lack of diversity of tourist attractions or big draw cards in the area and recommends developing 'high quality experience[s]' for tourists. Providing high quality experiences requires a tourist industry that provides 'professionalism and excellence'. Key to this is training and education for those involved in tourism related services.

²⁴ Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

However, most businesses in this industry area are small and the workforce is casualised. Businesses recognised that employees serving alcohol required the Responsible Service of Alcohol (RSA) certificate but were not interested in training other than that which could be provided on-the-job.

Table 3.21: Training needs, gaps and opportunities in Accommodation and Food Services

Training delivery and education providers in Macedon Ranges ²⁵	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>Non accredited</p> <p>Responsible Service of Alcohol (Romsey CH, Woodend NH, KC & LC, KC & LC conduct course on behalf of other Learn Locals, Bacchus Marsh Community College for MR FEC)</p> <p>Accredited</p> <p>HLTFS207C Follow Basic Food Safety Practice Romsey CH, Continuing Education Bendigo, KC & LC</p> <p>Follow Workplace Hygiene Procedures (KC & LC - Continuing Education Bendigo, Bacchus Marsh Community College for MR FEC)</p> <p>Implement Food Safety Procedures (KC & LC- Cont Education Bendigo)</p> <p>VETiS (2012)</p> <p>Braemar Secondary College – Hospitality (76 students)</p> <p>Bendigo TAFE - Hospitality (17 students)</p> <p>NMIT - Hospitality (1 student)</p> <p>SG Innovative Learning - Hospitality (3 students)</p> <p>Student Training for Hospitality Services - Hospitality (65 students)</p>	<p>Generic business skill</p> <p>40% indicated a need by small business managers for support on legal, financial and other technical matters (PTP Consulting 2013).</p> <p>Industry specific</p> <p>Training to ensure those in the tourism industry provide ‘high quality experience[s]’ for tourists (Macedon Ranges Tourism Strategic Plan). Responsible Service of Alcohol</p>	<p>Generic business skill</p> <p>See page 25 for discussion of generic business skills.</p> <p>Industry specific</p> <p>The limited training in the Macedon Ranges in this industry area indicates training gaps. However, no industry specific training needs were identified.</p>	<p>Opportunity</p> <p>Identification of training that would support professionalism and excellence</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Macedon Ranges Shire Council - Training providers - Industry representatives <p>Opportunity</p> <p>Development of a coordinated, Macedon Ranges wide approach to delivery of RSA and food safety courses to ensure coverage across the Shire without duplication.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Learn Locals - Neighbourhood Houses

²⁵ Except for VETiS, the courses listed were offered in 2013.

Other Services

Other Services include:

- Repair and maintenance including automotive care and repairs
- Personal and other services including hairdressing and beauty
- Private households employing staff and undifferentiated goods and services producing activities of households for own use

Table 3.22: Overview of Macedon Ranges economic activity in Other Services²⁶

Businesses	186 (4%)
Employment	763 (3.7%)
Increase/decrease in businesses 2009 to 2011	13%
Growth expectation	87.5% expected growth. 100% intend employing additional in the next 5 years. 33% expected to source new staff from school leavers.
No. of employees	Sole traders - 46% Between 1 and 4 employees - 36%

Macedon Ranges Economic Activity/ Profile

Businesses classified as Other Services make up 4% of businesses. The number of businesses increased by 13% from 2009 to 2011 and the vast majority of businesses expect to continue to grow and to employ additional staff.

Training and Other Service Businesses in the Macedon Ranges

Other Services covers a broad range of businesses. Automotive repairs and maintenance falls into this industry area. One business categorised as automotive repairs and maintenance reported that training was provided by industry representatives when a new product became available and also by the VCAA. They were not interested in other training.

²⁶ Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

Table 3.23: Training needs, gaps and opportunities in Other Services

Training delivery in Macedon Ranges ²⁷	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>Industry run</p> <p>VETiS (2012)</p> <p>Kangan – Automotive (17 students)</p> <p>Bendigo TAFE – Automotive (46 students), Hairdressing & Beauty</p> <p>Biba Academy of Hairdressing – Hairdressing (1 student)</p> <p>Elly Lukas Beauty Therapy College – Personal Services (1 student)</p> <p>VU – Health and Beauty</p>	<p>Generic business skill</p> <p>Within the next 3 years communication and problem solving were the greatest training need of small business managers (PTP Consulting, 2013).</p> <p>Discussions with local automotive repair facilities indicates a need for industry specific literacy and numeracy training.</p> <p>Industry specific</p> <p>Given the high number of VETiS students undertaking automotive courses there is a demonstrated need for localised training. See page 13 for further discussion of VETiS.</p>	<p>Generic business skill</p> <p>Literacy skill development customised to the automotive industry.</p> <p>Industry specific</p> <p>No specific training gaps identified through this project however opportunities for VETiS delivery is evident. See page 13 for further discussion of VETiS.</p>	<p>Opportunity</p> <p>VETiS delivery for a range of courses such as automotive, hairdressing and beauty.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Central Ranges LLEN - RTOs <p>Opportunity</p> <p>Customised literacy and numeracy skills training for automotive repair businesses. It may be worth investigating the requirements of Workplace English Language and Literacy (WELL) funding and/or if ACFE funding can be used to support workers in this sector.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Learn Locals - Industry representatives

²⁷ Except for VETiS, the courses listed were offered in 2013.

Wholesale Trade

The Wholesale trade includes:

- Basic material
- Machinery and equipment
- Motor vehicle and motor vehicle parts
- Grocery, liquor and tobacco
- Other goods
- Commission based

Table 3.24: Overview of Macedon Ranges economic activity in Wholesale Trade²⁸

Businesses	139 (3%)
Employment	690 (3.3%)
Increase/decrease in businesses 2009 to 2011	3%
Growth expectation	100% expected growth. 50% intend employing additional in the next 5 years and a high proportion expected to source new staff from school leavers.
No. of employees	Sole traders - 49% Between 1 and 19 employees - 50%

Macedon Ranges Economic Activity/ Profile

3% of businesses in the Macedon Ranges area were Wholesale business in 2011 and this industry accounted for just over 3% of those employed. Businesses expected to grow in the next five years and put on additional staff, including school leavers.

Training and Wholesale Trade Businesses in the Macedon Ranges

The only known training for one business was industry specific with the RTO travelling to them. No desire to change RTOs or to do additional training was indicated.

²⁸ Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

Table 3.25: Training needs, gaps and opportunities in Other Services

Training delivery in Macedon Ranges ²⁹	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>No known training delivery except for on-site in relation to one business.</p>	<p>Generic business skill Technology was the greatest need for small business managers followed by a need for support on legal, financial and other technical matters (PTP Consulting 2013).</p> <p>Industry specific No industry specific training needs identified through this project. The need for generic business skill training marketed specifically to businesses in this industry area could be further investigated.</p>	<p>Generic business skill See page 25 for discussion of generic business skills.</p> <p>Industry specific No industry specific training gaps identified through this project.</p>	<p>Opportunity Generic business skill workshops and seminars targeted specifically at businesses in this industry area.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Economic Development and Tourism Department, Macedon Ranges Shire Council - Learn Locals - Industry representatives

²⁹ Except for VETiS, the courses listed were offered in 2013.

Administrative and Support Services

Administrative and Support Services include:

- Employment services
- Office administration
- Document preparation
- Travel agency
- Building cleaning, pest control and other support services

Table 3.26: Overview of Macedon Ranges economic activity in Administrative and Support Services³⁰

Businesses	145 (3%)
Employment	610 (3%)
Increase/decrease in businesses 2009 to 2011	43.6% No. of residents employed in industry by increased by 245 persons (ABS 2011)
Growth expectation	100% expected growth 50% intend employing additional staff
No. of employees	Sole traders - over 50% Between 1 and 19 employees - 32% Over 20 employees – 16%

Macedon Ranges Economic Activity/ Profile

Although only 3% of businesses in the Macedon Ranges are classified as falling into this industry area, the industry area grew significantly (43.6%) between 2009 and 2011 and an additional 245 people were employed.

Training and Administrative and Support Services Businesses in the Macedon Ranges

A number of accredited, pre-accredited and non-accredited courses are offered in this industry area with the only accredited training being offered by Sureway Employment and Training exclusively for their JSA clients. MRFEC has a number of business qualifications

on its scope of registration but these courses were not offered in 2013 due to a cut in funding for these qualifications making it difficult to offer face-to-face delivery. MRFEC is currently investigating the financial viability of offering the qualifications using other modes of delivery.

A number of the pre-accredited and non-accredited courses are targeted at people wanting to enter or re-enter the workforce. Others are directed at those who want to further develop their skills, including those already in work. Those wanting to (re)enter the workforce may be interested in undertaking accredited courses, skill sets or units of competency.

Some businesses involved in other than office administration provide in-house training and professional development. However, one service mentioned that some staff might be encouraged to do the Certificate IV in Employment Services.

³⁰ Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

Table 3.27: Training needs, gaps and opportunities in Administrative and Support Services

Training delivery in Macedon Ranges ³¹	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>Non accredited In-house professional development undertaken by companies Computers for beginners (Riddells Creek NH) Facebook for business (Lancefield NH, KC & LC) Excel - KC & LC</p> <p>Pre-accredited Introduction to Office (MRFEC) Word processing (MRFEC) Computers for beginners (Woodend NH, Romsey CH, Lancefield NH, KC & LC, MRFEC) Computers beyond basics – MRFEC, KC & LC (Intel Easy Steps)</p> <p>Accredited Cert II in Business – Sureway Employment & Training Cert III in Business – Sureway Employment and Training</p> <p>VETiS (2012) Australian Institute of Education and Training – Business (6 students) Bendigo TAFE – Business (17 students) Independent schools of Victoria - Business (1 student) Kangan TAFE – Business (2 students) Scouts Australia – Business (1 student)</p>	<p>Generic business skill Small business managers would need training in initiative and enterprise, planning and organising and financial management during the next five years (PTP Consulting, 2013).</p> <p>Industry specific One business suggested staff maybe encouraged to do Cert IV in Employment Services.</p>	<p>Generic business skill See page 25 for discussion of generic business skills.</p> <p>Industry specific Accredited training supporting access to employment</p>	<p>Opportunity Discussions could be held with organisations with a focus on employment services to further investigate the need for training in Cert IV in Employment Services. Key stakeholders: - RTOs - Employment services - Education, Employment and Training Network</p> <p>Opportunity Accredited training (certificate or skill set) in basic office skills and computer applications for those wanting to (re)enter the workforce. Key stakeholders: - RTOs - JSAs - Education, Employment and Training Network</p>

³¹ Except for VETiS, the courses listed were offered in 2013.

Financial and Insurance Services

Financial and Insurance Services include:

- Finance
- Insurance and Superannuation funds
- Auxiliary finance and insurance services

Table 3.28: Overview of Macedon Ranges economic activity in Financial and Insurance Services³²

Businesses	318 (7%)
Employment	620 (3%)
Increase/decrease in businesses 2009 to 2011	33.6%
Growth expectation	89% expected growth. 71% intend employing additional staff in the next 5 years and 40% intended to source new staff from school leavers.
No. of employees	Sole traders - 84% Between 1 and 4 employees - 13%

Macedon Ranges Economic Activity/ Profile

Although businesses in this industry area make up only 7% of all businesses in the Macedon Ranges, the number of businesses increased significantly (33.6%) between 2009 and 2011. The majority of businesses expected to grow and to employ additional staff. A little under half the employees are full-time and the remainder part-time.

Training and Financial and Insurance Services Businesses in the Macedon Ranges

Businesses consulted from this industry sector conduct their own in-house training or attend training organised by their professional organisation to meet regulatory requirements. No other training was of interest to the businesses.

A number of non-accredited and pre-accredited courses are offered by Learn Locals and Neighbourhood Houses in this industry area. These courses mainly focus on software packages and are not targeted at those currently working in this industry sector but at small businesses needing to keep their own books and individuals wanting to develop or upgrade general office skills. Consideration could be given to the packaging of these courses into segments so it would be necessary to attend only the sessions, or segments of the training applicable to need. This may make the courses more attractive to business.

The Macedon Ranges Shire Council also offers short one-off workshops that address topics related to financial management that are of interest to managers and owners of businesses. These workshops seem to be popular and are, reportedly, useful. These courses are further discussed earlier under Generic business skill.

³² Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

Table 3.29: Training needs, gaps and opportunities in Financial and Insurance Services

Training delivery in Macedon Ranges ³³	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>Banks and larger financial institutions conduct their own in-house training.</p> <p>Other training tends to be undertaken by professional organisations such as CPA Australia.</p> <p>Non accredited</p> <p>MYOB - Lancefield NH</p> <p>Excel – Woodend NH</p> <p>Bookkeeping for small business – KC & LC</p> <p>Quickbooks (Reckon) - KC & LC</p> <p>Budgeting and Forecasting – Macedon Ranges Shire Council</p> <p>Tax Basics Workshop Forecasting – Macedon Ranges Shire Council</p> <p>Improving Cash Flow and Profitability Forecasting – Macedon Ranges Shire Council</p> <p>Pre-accredited</p> <p>Bookkeeping & financial literacy - Woodend NH</p> <p>Quickbooks (Reckon) - Woodend NH, Lancefield NH</p> <p>MYOB - MRFEC, Romsey CH, KC & LC</p>	<p>Generic business skill</p> <p>Technology was the greatest need for small business managers over the next five years (PTP Consulting, 2013).</p> <p>Industry specific</p> <p>No needs identified through this project.</p>	<p>Generic business skill</p> <p>See page 25 for discussion of generic business skills.</p> <p>Industry specific</p> <p>No gaps identified through this project.</p>	<p>Opportunity</p> <p>Packaging of short courses into segments or sessions that allow participants to attend the sessions that are relevant to their needs.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Learn Locals and Neighbourhood Houses - Business representatives - People currently undertaking short courses

³³ Except for VETIS, the courses listed were offered in 2013.

Arts and Recreation Services

Arts and Recreation Services include:

- Heritage activities (museums, parks and gardens operations)
- Creative and performing arts
- Sport and recreation
- Gambling

Table 3.30: Overview of Macedon Ranges economic activity in Arts and Recreation³⁴

Businesses	120 (3%)
Employment	469 (2.3%)
Increase/decrease in businesses 2009 to 2011	2.3%
Growth expectation	87.5% expected growth 33% intend employing additional staff.
No. of employees	Sole traders - 70% Between 1 and 19 employees - 23%

Macedon Ranges Economic Activity/ Profile

In 2011 there were 120 arts and recreation businesses employing nearly 470 people in the Macedon Ranges. Over 80% of those employed in this sector are part-time or casual.

Creative arts, theatre, museums, sports and fitness activities are all vital to those living in the Macedon Ranges. Like Accommodation and Food Services (see p. 39), Arts and Recreation are also, at least to some extent, part of tourism, an industry that is important economically for the Macedon Ranges and which includes events. In the Macedon Ranges there are over 200 events held each year. While a number of these are small community based events, others, such as those held at Hanging Rock, attract large numbers of people from within and outside the area.

Recognising the importance of tourism and events for the area, the Macedon Ranges Shire Council has produced two planning documents to facilitate development in these sectors; the Events Strategy, 2010 – 2013 and the Macedon Ranges Tourism Industry Strategic Plan.

Training and Arts and Recreation Businesses in the Macedon Ranges

Like all industry areas, Arts and Recreation covers a broad range of businesses and services and there is a broad range of training applicable to the industry. Apart from VETiS no training has been identified as being delivered in this industry area, although one RTO, with a registered office in Gisborne, specialises in fitness courses. However, it has not been possible to make contact with this RTO.

³⁴ Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

In the recreation and fitness sector, the manager of a large Macedon Ranges wide service reported that new staff would be expected to hold basic relevant qualifications (e.g. fitness, sport coaching, sport and recreation) but that further training and development was offered on an on-going basis. The type of training offered depended on the position held e.g. lifeguard update, fitness training related to new developments and to meet accreditation requirements, swimming teacher training or upgrades and business courses. All staff are required to have up-to-date first aid and

CPR. Where a large number of staff need to undertake the training, a registered training organisation will be contracted to deliver the training at the workplace. Where only one or two employees need to do the training, they will travel to Bendigo or Melbourne.

A representative from the arts and museum sectors reported that there is a preference for employees to have undertaken museum studies, while in the arts sector, although qualification are preferred, they can be in a range of arts areas as some of the skills and knowledge can be transferrable

from one area to another. Some areas do not need qualifications but customer service, WHS and IT skills may be required. All staff need WHS induction training and may need first aid, particularly those involved in events.

In the arts and museums sectors a number of peak organisations offer professional development and Museums Australia partners with other organisations and presents training in regional areas if there is enough interest. This is an area that could be further investigated.

Table 3.31: Training needs, gaps and opportunities in Arts and Recreation

Training delivery in Macedon Ranges ³⁵	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>VETis (2012)</p> <p>Australian Centre for Advanced Studies - Entertainment (56 students)</p> <p>Australian College of Sports Development – Recreation (1 student)</p> <p>Australian College of the Arts – Entertainment (16 students)</p> <p>Bendigo TAFE – Entertainment (22 students)</p> <p>Kangan TAFE – Entertainment (18 students)</p> <p>Smart Connection Co – Recreation (13 students)</p> <p>Victorian Fitness Academy – Recreation (1 student)</p>	<p>Arts and heritage</p> <ul style="list-style-type: none"> - Museum studies - WHS - First aid <p>Events</p> <p>Sound and light technicians require working at heights, rigging, fire fighting.</p> <p>The Council's Event Strategy 2010 - 2013 identifies a lack of skills of event organisers and recommends the establishment of an Event Organisers Forum offering 'workshops on grant writing, event development and planning'.</p>	<p>Industry specific</p> <p>The limited training in the Macedon Ranges in this industry area indicates training gaps. These are listed below.</p> <p>Arts and heritage</p> <ul style="list-style-type: none"> - Museum studies - WHS - First aid 	<p>Industry specific opportunity</p> <p>First aid is required by many working in Arts and Recreation. The delivery of first aid could be coordinated for smaller organisations and promoted through local networks.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - BATA networks - RTOs with first aid on scope - Learn Locals / Neighbourhood Houses could coordinate and facilitate training <p>Industry specific opportunity</p> <p>WHS is required by many working in Arts and Recreation. The delivery of WHS could be coordinated for smaller organisations and promoted through local networks.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - BATA networks - RTOs with relevant WHS units of competency on scope - Learn Locals / Neighbourhood Houses could coordinate and facilitate training

Training delivery in Macedon Ranges ³⁵	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
	<p>Tourism</p> <p>The Macedon Ranges Tourism Strategic Plan identifies the need to 'develop tourism industry professionalism and excellence'. Education and training for tourism operators is an important aspect of developing professionalism and excellence.</p> <p>Recreation</p> <p>Fitness instructors need to do training each year to maintain accreditation. This might be a new body pump course, business structure.</p> <p>First aid – 3 year update Lifeguard – annual update CPR – annual update Business and marketing courses (e.g. Cert IV in Frontline Management) Swimming teacher training or upgrades</p>	<p>Events management</p> <p>Workshops on event management as:</p> <ul style="list-style-type: none"> - grant writing - event development and planning - legal and regulatory requirements. <p>Tourism</p> <p>Training needs need to be more clearly defined before training gaps can be identified.</p> <p>Recreation</p> <ul style="list-style-type: none"> - Training for fitness instructors to maintain accreditation. - First aid - Lifeguard update - CPR update - Business and marketing courses (e.g. Cert IV in Frontline Management) - Swimming teacher training or upgrades. 	<p>Arts and heritage opportunity</p> <p>Investigate the possibility of training in Museum studies being run in the Macedon Ranges</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Neighbourhood Houses - Learn Locals - Museums Australia - Macedon Ranges Shire Council <p>Events opportunity</p> <p>Delivery of workshops on event management such as:</p> <ul style="list-style-type: none"> - grant writing - event development and planning - legal and regulatory requirements. <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Tourism unit, Macedon Ranges Shire Council - BATA networks - Learn Locals <p>Tourism opportunity</p> <p>Further investigation of training required by tourism operators</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Tourism unit, Macedon Ranges Shire Council - Learn Locals <p>Recreation opportunity</p> <p>A number of RTOs specialise in fitness and sport training. One is located in Gisborne and could be contacted in relation to partnering with local businesses/services who require such training.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Macedon Ranges Shire Council - RTOs specialising in fitness, sport and recreation

³⁵ Except for VETIS, the courses listed were offered in 2013.

Rental, Hiring and Real Estate Services

Rental, Hiring and Real Estate Services includes:

- Rental and hiring services including motor vehicle and equipment rental, farm and blood stock leasing
- Property operations and Real estate services

Table 3.32: Overview of Macedon Ranges economic activity in Rental, Hiring and Real Estate Services³⁶

Businesses	303 (7%)
Employment	317 (1.5%)
Increase/decrease in businesses 2009 to 2011	15.7%
Growth expectation	85.7% expected growth 85.7% intend employing additional staff
No. of employees	Sole traders - 80% Between 1 and 19 employees - 19%

Macedon Ranges Economic Activity/ Profile

Data from the survey indicates that over 67% of employees are full-time and nearly 20% part-time. The remainder are casual or contractors (PTP Consulting, 2013).

Most businesses are located in Kyneton or Gisborne and 85.7% of all businesses surveyed in this sector indicated they expected to grow and half expected to employ additional staff in the next five years (PTP Consulting, 2013).

Training and Rental, Hiring and Real Estate Services Businesses in the Macedon Ranges

Consultations indicated little or no interest in training other than what was currently undertaken. For the Real Estate sector employees need an initial qualification in real estate. Further training is conducted by AGSAFE and although no training is provided locally, people are prepared to travel to where the training is currently delivered. While this is a growth industry, the number of people employed in it makes it difficult to provide training at this stage.

For the rental and hiring sector, training was seen to be irrelevant to the business.

³⁶ Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

Table 3.33: Training needs, gaps and opportunities in Rental, Hiring and Real Estate Services

Training delivery in Macedon Ranges ³⁷	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
No identified training	<p>Generic business skill 57% indicated a need by small business managers for technology training (PTP Consulting, 2013).</p> <p>Industry specific No industry specific training needs identified through this project . However, he need for generic business skill training marketed specifically to businesses in this industry area could be further investigated.</p>	<p>Generic business skill See page 25 for discussion of generic business skills.</p> <p>Industry specific No industry specific training gaps identified through this project.</p>	<p>Opportunity No opportunities identified through this project. However, given the anticipated expansions in the region (see DPCD projections page 1), it is expected that the number of real estate businesses will continue to grow. This suggests the need to monitor the training needs of this sector.</p>

³⁷ Except for VETIS, the courses listed were offered in 2013.

Information Media and Telecommunications

Information Media and Telecommunications includes:

- Publishing
- Motion picture and sound recording
- Broadcasting
- Internet publishing and broadcasting
- Telecommunication services
- Internet service providers, web search portals and data processing services
- Library and other information services

Table 3.34: Overview of Macedon Ranges economic activity in Information Media and Telecommunications³⁸

Businesses	43 (1%)
Employment	307 (1.5%)
Increase/decrease in businesses 2009 to 2011	Not known
Growth expectation	Not known
No. of employees	Sole traders - 80% Between 1 and 4 employees - 20%

Macedon Ranges Economic Activity/ Profile

In 2011 there were only 43 businesses employing 307 people in this industry area.

Training and Information Media and Telecommunications Businesses in the Macedon Ranges

Businesses consulted indicated that staff needed some qualifications before beginning work in this area. However, there was no need for training other than what they currently do – which is online, at a time that suits them and when a need arises (e.g. a new software package or development).

³⁸ Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

Table 3.35: Training needs, gaps and opportunities in Information Media and Telecommunications

Training delivery in Macedon Ranges ³⁹	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>Non-accredited Digital film making – Woodend NH</p> <p>Pre-accredited Downloading & enhancing photos – Woodend NH Intro to self publishing – Woodend NH</p> <p>VETiS⁴⁰ Kangan – Digital media Bendigo TAFE – Interactive and digital media, Music Industry College of Music and Sound Production – Interactive and digital media, Music Industry</p>	<p>Generic business skill No training needs identified through this project.</p> <p>Industry specific Schools may be interested in pursuing extended VETiS utilising local RTOs for courses such as in digital media. Local RTOs should pursue opportunities through VET cluster.</p>	<p>Generic business skill No training gaps identified through this project.</p> <p>Industry specific No specific training gaps identified through this project however opportunities for VETiS delivery evident. The possibility of offering industry 'taster' courses to secondary school students could be further investigated.</p>	<p>Opportunity VETiS delivery for a range of courses such as such as digital media. Key stakeholders: - Central Ranges LLEN - RTOs</p> <p>Opportunity Investigate the possibility of offering industry 'taster' courses to secondary school students. Key stakeholders: - Central Ranges LLEN - Learn Locals</p>

³⁹ Except for VETiS, the courses listed were offered in 2013.

⁴⁰ RTOs that Macedon Ranges secondary colleges are using 2012 as referenced in PTP Consulting 2013, p. 146

Public Administration and Safety

Public Administration and Safety includes:

- Public administration
- Defence
- Public order, safety and regulatory services

Table 3.36: Overview of Macedon Ranges economic activity in Public Administration and Safety⁴¹

Businesses	18
% of businesses in Macedon Ranges	<1%
Increase/decrease in businesses 2009 to 2011	Not known
Growth expectation	Not known
No. of employees	Sole traders - 50% Between 1 and 4 employees - 33%

Macedon Ranges Economic Activity/ Profile

There were 18 businesses in 2011. 83% were sole traders or employed between one and four workers (ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as referenced in PTP Consulting, 2013). The number of residents employed in this industry increased from 2006 to 2011 by 235 (ABS 2011).

Training and Public Administration and Safety Businesses in the Macedon Ranges

The National Centre for Emergency Management is a nationally (and internationally) recognised training organisation operating out of Macedon. It delivers a range of non-accredited and accredited courses. They have provided training for Macedon Ranges Shire Council managers and see a gap in community training around fire preparedness.

⁴¹ Except for the 'Growth Expectations' (PTP Consulting, 2013), information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013.

Table 3.37: Training needs, gaps and opportunities in Public Administration and Safety

Training delivery in Macedon Ranges	Identified training needs	Identified training gaps in Macedon Ranges	Opportunities for training and development
<p>Non-accredited</p> <p>Professional development courses in Risk Management - Australian Emergency Management Institute</p> <p>Preparedness training</p> <p>Preparing for the National curriculum (for teachers) - Australian Emergency Management Institute</p> <p>Accredited</p> <p>Advanced Diploma in Emergency Management - Australian Emergency Management Institute</p>	No training needs identified through this project.	No training needs identified through this project.	<p>Opportunity</p> <p>Further discussion with the National Centre for Emergency Management on possible ways of providing community training around fire preparedness.</p> <p>Key stakeholders:</p> <ul style="list-style-type: none"> - Community Development Unit, Macedon Ranges Shire Council - Learn Locals and Neighbourhood houses - National Centre for Emergency Management - Local CFA and SES

Other Industry Areas

These are:

- Electricity, gas, water and waste services
- Mining

There are few of these businesses in the Macedon Ranges. The following table provides an overview of the activity/profile of these businesses in the area.

Table 3.38: Overview of businesses in other industry areas in the Macedon Ranges⁴²

Industry area	No. of businesses	% of businesses	No. of employees
Electricity, Gas, Water and Waste Services	21	0%	Sole traders - 14% Between 1 and 4 employees - 71%
Mining	3	0%	Sole traders - 0% Between 1 and 4 employees - 100%

At this time no information is available on the training needs of businesses in these industry areas, and, as a result, no training gaps or opportunities can be identified.

⁴² Information in this table is from ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting, 2013

Training preferences

The following discussion considers the preferences of business in relation to the quality of the training and its relevance to the business, its location and how and where it is conducted.

While, overall, there was a preference for training to be held locally, this was not seen as important as either the quality of the training and the relevance of the training to their business. Overwhelmingly businesses consulted indicated the quality of the training and its relevance to the business were the highest priorities.

Using a provider from the Macedon Ranges wasn't a high priority and was also dependent on the relevance and quality of the training.

Business owners/managers prefer training to be held away from their place of employment. However, most preferred employees to do training in the workplace.

While there was some variation of preference for when training should be held, overall owners/managers prefer training to be held during work hours and, with a few exceptions, also prefer training for employees to be held during work hours. Smaller businesses, however, tend to prefer training to be held out of work hours as they couldn't afford for the business to be unattended or understaffed during work hours.

Overall, business owners/managers prefer training to be face-to-face and in a group. However, some prefer online/distance education. These tended to be people who were working more in professional positions.

For employees, face-to-face training in a group was overwhelmingly preferred with only a few preferring one-to-one training and only one expressing a preference for online training. One person explained that on-line was good for information but not for learning – 'you need others to talk to, to learn'.

This negativity to online training may be based on perception of online training as being a singular, non-interactive activity. While there are many examples of interactive, cooperative online learning, any attempt to promote online learning would need to take into account current perceptions and a strategy put in place to overcome these put in place. The limited access to high speed internet coverage across the Macedon Ranges may also be a factor.

While the length of courses wasn't addressed directly, the popularity of the current workshop/networking sessions hosted by the Council may indicate a preference for short one-off sessions. Businesses indicated that they didn't want to invest in training unless there was a benefit to their business.

The 'packaging' of short courses into segments which can be advertised as one-off sessions or short courses may appeal more to businesses as they would be able to choose the segment that was the most appropriate for their needs and skill requirements.

Summary

The majority of businesses want quality training that meets their needs. They don't have the time or financial resources to undertake training that isn't relevant.

Training preferences for location, time, length of courses and delivery modes tend to vary across industries in part because of the size of the businesses and also due to the education level and skills of those employed. In other words, it's impossible to state what all businesses want as their needs and circumstances vary considerably. The discussion in the earlier part of this section provides some guidance as to when, how and where they might like training to be held. However, each individual training program targeted at business will need to be negotiated to suit their needs.

Local business skill requirements and training opportunities

Currently there is a limited amount of training (accredited, pre-accredited and non-accredited) offered in the Macedon Ranges and, with the withdrawal of TAFEs from the area, there has been a reduction in what is offered in the last two years.

This project has been initiated in response to this situation and to throw light on the need for training and how, if appropriate, to increase delivery across the Macedon Ranges.

In relation to training for business, this situation needs to be seen in the context of a number of factors: the number of small businesses; the proximity of the Macedon Ranges to major centres with large training providers; the growing but ageing population; and the changing nature of the area.

Macedon Ranges context

Small business and training

The single largest barrier to businesses in the Macedon Ranges taking part in training is the size of the businesses. There is little or no interest in supporting staff to gain qualifications in small businesses, although in some instances, staff would be expected to have qualifications before beginning work. In relation to further training and development opportunities, small businesses struggle to provide training for staff or to take up training opportunities. With time and cost being the main barriers to training, there is either not enough time to release staff (employees or

self) to do training in business hours and/or the cost of paying for training and the time involved makes training a luxury. For small businesses, training needs to be integrated into the workplace or packaged into small segments that won't take staff away from the workplace for long periods and not be prohibitively expensive. Training directed at business owners/managers may be better offered in conjunction with a networking opportunity to maximise their use of time. All training opportunities for small businesses need to be directly relevant to their business or they will not take part in it.

There are, of course, exceptions to this and a number of opportunities arising from the exceptions have been described earlier in this section.

Proximity of the Macedon Ranges to large centres

As mentioned previously, the Macedon Ranges is set between Bendigo to the north and Melbourne to the south. Bendigo TAFE is a major education provider operating in Bendigo and in Castlemaine. In the south three Melbourne TAFEs are relatively accessible to those living in the Macedon Ranges – Kangan Institute, NMIT and Victoria University. While these TAFEs have indicated they are not currently interested in operating in the Macedon Ranges, those living in the south of the Shire can travel to them, sometimes more easily than they can travel within the Macedon Ranges.

RTOs, Learn Locals and Neighbourhood Houses operating in the Macedon Ranges cannot compete with the range of course offered by these TAFEs and the equipment and facilities they have available. However, training organisations operating within the Macedon Ranges could investigate partnering with businesses with the required equipment and facilities to deliver training. These training organisations also need to identify points of difference from the TAFEs and from each other. For example, some RTOs operating in the Macedon Ranges specialise in a specific content area such as first aid or driving instructor training, whereas Learn Locals (including the two that are RTOs) focus on the residents of the Macedon Ranges and offer training in a supportive environment.

Macedon Ranges businesses have indicated an interest in training being provided locally, although not at the expense of quality.

Training organisations wanting to offer training to Macedon Ranges businesses will need to promote their strengths and ability to deliver quality training in a format that suits the needs of business.

Changing population

As described earlier, the population in the Macedon Ranges is growing and ageing. The increase in the population is due to people moving out of Melbourne seeking cheaper housing and a different lifestyle. The predicted increase in the 70+ year olds in the Macedon Ranges will change the services and business required and is likely to see an increase in the need for aged care and related services. Additional businesses, services and staff will be required to meet this need.

Changing nature of the Macedon Ranges

Not only is the population changing but so is the business profile. The increase in the population in the Macedon Ranges is putting pressure on the agricultural industry through competition for land, infrastructure and services. Viticulture has become important to tourism and the equine sector has been identified as a growth sector due to Melbourne based businesses relocating to areas where land is cheaper.

Manufacturing is decreasing while construction, health care and support services, other services, and administrative and support services are increasing. These changes to the industry profile of the Macedon Ranges will see changes in the education and training needs of those living and working in the area.

Training opportunities

The discussion earlier in this chapter indicates that there are both generic and industry specific training opportunities in the Macedon Ranges.

Generic business skills

There is a need for generic business skills training for different groups.

1. *Those wanting entry level skills to enable them to gain employment or to change job focus.*

There are currently a number of pre-accredited and non-accredited courses offered that are targeted at this group. The courses are around the basics of how to use computers and software packages. These courses serve a real need but consideration could be given to how such courses could be packaged to cover an accredited unit of competency or skill set to assist those wanting to (re)enter the workforce to show evidence of skill and knowledge.

2. *Those with basic computer skills who want to further develop skills to either (re)enter the workforce or to meet a business need.*

A number of non-accredited and pre-accredited courses are also offered that would be appropriate to this group. However, for those who are already working, attending a complete short course may not be possible. If courses were packaged into segments, participants could attend only those segments that were appropriate for them and the need of their business. A number of

the one-off workshops/seminars offered by the Council would also be appropriate for this group. Other topics could be added to this series to target those working in businesses, as opposed to managing them, although given the number of small businesses in the Macedon Ranges, there will be considerable overlap between these two groups.

3. *For those working in business and/or managing businesses*

As noted above, the Council runs a series of workshops and seminars for business owners/ managers. These have generally been successful and as well as providing information, allow participants to network. It would be beneficial for these development opportunities to continue. However, as also noted earlier, running workshops and seminars isn't core business for the Council. The Council's Economic Development and Tourism Department may wish to consider working in partnership with organisation whose main purpose is training and development or working in partnership with them in relation to these workshops and seminars.

Topics offered are directly relevant to business and address financial and legal requirements as well as new developments e.g. using social media in marketing.

Industry specific

There are a number of industry areas where there appears to be no current training opportunities. The industries where there are the greatest training opportunities are:

- Health care and social assistance
- Agriculture
- Administrative and Support Services
- Arts and recreation
- Public administration and safety.

The opportunities in these and other industry areas are documented in detail in the previous pages. However, it should be noted that health care and social assistance currently offers the most opportunities – and opportunities that could most easily be acted on.

Industry Networks

In industry areas such as Equine, Viticulture and Home Based businesses, networks have been formed. The local Business and Traders Associations (BATA) in some towns use the Neighbourhood House as a meeting venue. This organisation of networks provides an opportunity for their training and development needs to be identified as a collective. It also gives a strong opportunity for effective communication to promote Learn Local programs and events.

Across industry skills

This training needs analysis has identified a set of skills, other than generic business skills, that are required across industry areas. These include first aid, CPR, managing anaphylaxis, asthma management and WHS related topics such as auditing risks and understanding Material Safety Data Sheets. These courses are discussed in some detail under the Health Care and Social Assistance industry. There is an opportunity to provide a more coordinated approach to offering these types of courses, both in training organisations and for businesses.

Learn Locals and business

Learn Locals, including those that are RTOs, are well placed to respond to a number of the training opportunities identified in this report. Health care and social assistance stands out as an industry area where they have expertise, a track record and existing networks. Due to the ageing population, it is also an industry where there is likely to be continued growth. Although there is competition in terms of accredited delivery, this is an industry area which they may wish to consider focusing on in the first instance.

Learn Locals are also well placed to offer generic business skills training to not only those seeking employment, but to business managers and owners as they are well located across the Macedon Ranges and already offer entry level generic business skills. Offering such training would assist them to develop a track record of working closely with business and will assist them to develop contacts in and links with business. This would stand them in good stead for developing further business oriented training in the future.

However, only 20% of businesses were aware of Learn Locals (PTP Consulting 2013) and this is consistent with the findings of the Macedon Ranges Business Survey 2013, indicating the need to promote the Learn Local brand as one that services all the local community – businesses included.

Recommendations

- 1.1 Learn Locals and Neighbourhood Houses consider which training opportunities - as identified in the Business and Industry Environmental Scan - can be acted on in partnership or individually and subsequent action plans be developed.
- 1.2 Offer training opportunities specifically for the business community in conjunction with networking opportunities.
- 1.3 Explore partnering with the Macedon Ranges Shire Council's Economic Development and Tourism Department to deliver business focussed training and workshops.
- 1.4 Develop a coordinated approach to the delivery of courses across the Macedon Ranges to ensure training needs are being met without duplication.
- 1.5 Education providers build on current business and community networks and contacts to develop training to meet their needs.
- 1.6 Continue to offer non-accredited and pre-accredited short courses to those wanting to (re)enter the workforce.
- 1.7 Education providers explore the option of packaging existing short courses to cover an accredited unit of competence or skill set.
- 1.8 Segment short courses (non-accredited, pre-accredited and accredited skill sets) so that participants are able to undertake the specific sections that are appropriate to their needs.
- 1.9 Education providers develop a program of workshops designed to meet the specific needs of businesses in the health care and social assistance industry sector.

Section 4:

Strategic Directions

Learn Local and Neighbourhood House Strategic Plan

In order to respond to business training needs across the Macedon Ranges it is imperative that the Learn Locals and Neighbourhood Houses conduct a high level of collective planning.

This planning however needs to be strategic, i.e. focused, action based and leading to the desired outcome. Goals need to be determined and progression measures established which provide steps towards the final goals. The formulation of this plan draws on the consultations held with the Learn Local and Neighbourhood House Coordinators and members of their Committees of Management, other Registered Training Organisations and representatives of local businesses.

The resultant information has been shaped into four strategic goals which are expressed as action statements:

- 1. Learn Local and Neighbourhood Houses planning collaboratively**
- 2. Establishing a shared brand**
- 3. Engaging collaboratively with stakeholders**
- 4. Promoting a quality product to the business community.**

The project scope required the development of the overall training needs response to span five years. Therefore, the plan below contains a standard planning cycle of plan - do - review or, in this case, develop, implement and evaluate.

Table 4.1 provides a collection of strategies for each goal, background information designed to give some context and, finally, progression measures are outlined.

Table 4.1: Goals, strategies and progression measures

1. Learn Local and Neighbourhood Houses Planning Collaboratively		Theme: Planning
<ul style="list-style-type: none"> • Develop, implement and evaluate agreements for working collaboratively <ul style="list-style-type: none"> - Regular planning meetings with clear agreed statement of purpose - Agreed focus on provision of shire wide training • Develop and implement tools which support collaborative planning <ul style="list-style-type: none"> - Web based planning resources • Committees of Management participate in collaborative planning • Investigate implement and evaluate effective sharing of resources and processes <ul style="list-style-type: none"> - Identify and implement efficiencies 	<p>Additional Comments</p> <ul style="list-style-type: none"> • There is evident good will and a preparedness to work collaboratively • The Learn Local and Neighbourhood House Coordinators agreed that the Macedon Ranges Neighbourhood House Network meeting could be an appropriate mechanism for this collaborative planning • To achieve this outcome, some consideration may need to be given to a renewed or additional focus for the network meetings. • A draft statement of purpose was discussed: "This group plans for training and development provision in response to identified local business needs" • Currently there is a shared web portal. This is an underused resource and could be developed to assist shared planning • There is recognition of the value of members of Committees of Management to meet together at least annually to provide strategic leadership to collaborative planning • There is recognition that by collaborative planning, program efficiencies can be gained by reducing duplication and maximising business opportunities with other RTOs delivering short courses, e.g. First Aid and maximising the use of quality tutors • An example of shared resourcing is that currently each provider has a different approach to the initial assessment of clients for literacy classes. Shared assessment tools and approaches would bring efficiencies and currency to practices • Shared planning provides a framework for more effective response to project funding opportunities • Undertaking a shared planning process will increase the understanding of each organisation's procedure and practice 	<p>Progression Measures</p> <p>Short Term (6-12 months)</p> <ul style="list-style-type: none"> • The membership of the network meetings is representative to ensure effective planning of training provision can be conducted • A discussion on training provision across the Macedon Ranges is held at each of the network meetings and this includes agreed actions arising • A funding opportunity is identified which can assist the enhancement of shire wide planning and provision • 2014 program provision reflects at least one program which is premised on shared provision • Plans are established to make better use of the shared web portal • Representatives of Committees of Management agree to meet annually to discuss issues and agree on shared strategic directions • Establish a link between shared planning process and the planning processes of individual organisations • Shared initial assessment practices are established for literacy and numeracy programs <p>Medium Term (12-24 months)</p> <ul style="list-style-type: none"> • Collaborative planning is embedded as a regular practice • In 2014 an expanded web portal is developed to assist collaborative planning • In 2015 provision planning makes use of this re-developed web portal • Project funding is identified which enhances shire wide training initiatives e.g. Workplace Language and Literacy (WELL) Program funding This would support Language and Literacy support for VET funding - for example, in Aged Care and or Food Handling • The strategic plans of individual providers includes recognition of the need and value of collaborative planning <p>Longer Term (2-5 Years)</p> <ul style="list-style-type: none"> • Applications for annual funding (e.g. ACFE) are premised on a shared understanding of, and approach to, shire wide delivery • Provision patterns reflect a high level of cooperation which is expressed for example in shire wide delivery across a range of venues • The position description for the Coordinator or training manager role includes the responsibility for supporting collaboration.

- Research, develop and implement a 'shared training brand' to promote the Macedon Ranges Learn Locals and Neighbourhood Houses
- Identify effective media to promote this brand
- Develop, implement and evaluate a marketing campaign especially to local business and industry
- Develop and implement a shared 'branded' provision program through a range of outlets

Additional Comments

- An example of a shared brand was proposed 'work local – train local' or 'work local learn local'
- The Macedon Ranges Shire Council supports the notion of the use of a single brand to business as the 2013 Business survey respondents indicated a low level of recognition of the Learn Local organisations
- Macedon Ranges Shire Council have offered 'space' to Learn Locals and Neighbourhood Houses in regular e- newsletters to the business network so there would be a major advantage in representing a collaborative unified approach
- New media could be investigated e.g. Facebook, LinkedIn
- The Macedon Ranges Shire Council's 2013 Business Survey indicated that the majority of businesses prefer to receive information on events by email

Progression Measures

Short Term

- A workshop is convened to identify a shared brand or by-line e.g. work local, learn local. Participants could include Learn Local and Neighbourhood House Coordinators, representatives from Macedon Ranges Shire Council who may have contacts with marketing expertise through the various business networks
- Consideration be given to the development and use of a shared logo to represent training in the Macedon Ranges
- Funding is sought to support the development of marketing initiatives
- Regular promotions appear in the Macedon Ranges Shire Council Business e-newsletter
- Consistent methods are established in Learn Locals for collecting information on how participants find out about courses and programs

Medium Term

- A shared marketing plan is established and implemented
- All local program publications include the shared brand
- Marketing of programs using the shared brand appears regularly in a range of outlets e.g. Macedon Ranges Shire Councils Business e-newsletter, Facebook, LinkedIn
- Providers seek feedback from businesses on the most effective means of marketing

Longer Term

- Marketing initiatives are targeted to the specific audiences using a range of media. Refer to Communications and Marketing Plan (see Section 5)

- Identify, implement and evaluate collaboration with a range of stakeholders
 - Investigate and implement opportunities to work more closely with Macedon Ranges Shire Council including business network activities
 - Investigate and implement opportunities to partner with Macedon Ranges Shire Council in new projects e.g. Events, Museum activities
 - Investigate and implement new opportunities to relate to new stakeholders as a 'brand'
 - Investigate and implement new marketing arrangements in collaboration with stakeholders e.g. Macedon Ranges Shire Council and libraries

Additional Comments

- The Macedon Ranges Council Economic Development and Tourism Department can offer Learn Locals an opportunity to partner in the delivery of business network training activities. This could be managed through a negotiated service delivery agreement. This is a significant opportunity for the Learn Local providers to expand delivery
- The Macedon Ranges Shire Council's Recreation, Culture and Events units have identified the need for training in event management, First Aid and Museum studies. These are examples of opportunities for Learn Locals to partner with them for tailored training delivery
- There is some evidence of effective relationships with business networks in place e.g. BATA networks and Home Business Operators but this needs to be consolidated and extended
- Libraries in Victoria are undergoing change in their role in the community with a greater emphasis on providing 'programs' rather than static collections. This shift provides a significant opportunity for a strategic alliance to be created between them Learn Locals and Neighbourhood Houses. This response would be of greatest significance if it were premised on a collaborative response on the part of Learn Locals and Neighbourhood Houses.
- New stakeholders could include schools, TAFE and RTOs
- Potential development initiatives and future training opportunities at Kyneton Airfield may be identified through an analysis currently being conducted by Macedon Ranges Shire Council. A watching brief on findings is recommended
- It is important to consider the ongoing nature of relationships with stakeholders and to ensure that representation by Learn Locals and Neighbourhood Houses is maintained on Macedon Ranges Shire Council's networks (e.g. Training) to maximise opportunities to create new relationships

Progression Measures

Short Term

- Discussions held with Macedon Ranges Shire Council to explore possibilities for partnerships in the Business Training and Events Calendar
- Discussions held with the CRLEN VET Network and local secondary schools to investigate the opportunities to deliver VETiS
- Discussions held with libraries in the Macedon Ranges Shire to investigate emerging opportunities
- Discussions held with BATA networks to identify opportunities to deliver training

Medium Term

- Learn Locals contribution to partnerships in the Macedon Ranges Shire Council Business Training and Events Calendar is well established and recognised
- Training in response to identified need is delivered to at least two BATA networks
- Learn Local partnership with libraries is established
- New network opportunities are discussed in collaborative planning meetings

Long Term

- Learn Local partnership with Macedon Ranges business networks has expanded
- Learn Local partnership with libraries has expanded
- Learn Local partnership with BATA networks has expanded.

4. Promoting a quality product to the business community

- Identify, implement and evaluate program provision building on existing networks and relationships including local BATA networks, Viticulture Association and Equine Network
- Identify effective media to promote the value of local training to business and industry
- Develop, implement and evaluate flexible provision options using new technologies in response to need
- Identify and implement strategies to meet the needs of local businesses with reference to the Business Environmental Scan
- Identify strategies to promote and deliver a 'quality training experience' to local business and industry
 - Identify and implement learning pathways tailored to business and industry needs
 - Tailor course, focus, time and length in response to identified need
 - Collaborate with Macedon Ranges Shire Council to include feedback items in their biennial Business Survey
- Identify and implement new 'flexibility' in training opportunities
- Increase access to local community 'experts' in delivery of relevant, tailored training
- Increase the pool of trainers with relevant industry experience

Additional Comments

- The consultation with industry representatives has indicated a willingness by some to access local training including Aged Care and Viticulture
- Business perception that they are accessing a quality product is critical
- The 'training experience' includes the venue and some consideration may need to be given to hiring outside venues which provide facilities better suited to the business sector
- Some delivery venues may be offsite e.g. vineyards or equine establishments
- Flexibility in training options could include partnership arrangements with other RTOs where pathways of delivery can be established
- Delivery modes may need to be made more flexible by e.g. Distance Education
- Consideration may need to be given to an expansion of Scope of Registration by those Learn Locals who also have RTO status and this may in turn imply the sourcing of new expertise to deliver these programs. Both of these activities carry with them an element of risk. However, a level of expansion can only be achieved by trialling new activities

Progression Measures

Short Term

- Collaborative investigation of training opportunities presented in the Business Environmental Scan, e.g. in partnership with the Vigneron Network, BATA networks, Event Management and Museum Practice in partnership with the Macedon Ranges Shire Council, delivery of training packages in Training and Assessment, expansion of Aged care industry training
- Discussions with other Learn Local RTOs, e.g. Continuing Education Bendigo, BRACE Ballarat, and The Centre, Wangaratta to identify auspice arrangements to enable a broader scope of delivery where appropriate
- Establishment of discussions with the Macedon Ranges Economic Development and Tourism Department to explore possibilities for partnerships in the Business Training and Events Calendar. The members of this discussion group would include Learn Local Coordinators and representatives of the business community

Medium Term

- Commence at least one course for a business network (e.g. BATA) in response to identified training need (e.g. modules from Business Services Training Package) through an auspice arrangement with a Learn Local RTO not based in the Macedon Ranges (refer short term measure above)
- Identification and use of venues which provide a corporate environment
- Planning for a course using a mix of off-site and on-site delivery
- Investigate options and recourses for an extension to Scope of Registration where appropriate

Long Term

- Student contact hours increase by at least 20% in courses delivered directly to the business community
- Participant feedback indicates a high degree of satisfaction with the learning experience
- Macedon Ranges Shire Council extends the Service Agreement for the delivery of business network activities

Recommendations

- 3.1 Learn Local organisations commence collaborative planning for shire wide training as a priority and this be conducted quarterly as a minimum.
- 3.2 Recognise the current Macedon Ranges Neighbourhood House Network meeting as the vehicle for collaborative planning with 'shire wide training' becoming a fixed agenda item. A statement of purpose for this part of the meeting could be developed which provides a framework for collaborative planning and to inform the appropriate membership of the group, position descriptions and related key performance indicators.
- 3.3 Committees of Management of the Macedon Ranges Learn Locals and Neighbourhood Houses participate in a joint planning session at least annually. The Macedon Ranges Shire Council as well as the Central Ranges LLEN could play a role in facilitating this.
- 3.4 Use be made of the Strategic Plan outlined in this report, to inform Learn Local collaborative planning for shire wide delivery.

Section 5:

Communication and Marketing Plan

This plan has been devised following consultation with the Coordinators and members of the Committees of Management of Learn Locals and Neighbourhood Houses, representatives of local businesses, and Macedon Ranges Shire Council's Economic Development and Tourism Department. The 2011 and 2013 Business Survey Reports provided by the Macedon Ranges Shire Council have also informed this plan. The primary motivation in devising this plan is to outline strategies for Learn Locals and Neighbourhood Houses as a collective to engage more effectively with the business community to market new training opportunities. Selling the message is a significant phase in the cycle of identifying business training needs, responding to that need, then marketing the new training opportunities. There is also broad recognition that selling the message more effectively to this target group will engage the broader community. The initiatives in this plan are also included in the Strategy Plan (See Section 4).

Communication Objectives

- To increase the Macedon Ranges community's awareness that Learn Locals and Neighbourhood Houses are partnering to provide and facilitate shire wide programs and courses.
- To build this partnership's reputation for delivering quality programs to the business community.
- To build awareness in the business community of the value of accessing relevant quality local training.

Communication Message

The aim of this plan is to convey a consistent message to the Macedon Ranges community.

Learn Locals and Neighbourhood Houses are partnering to build shire wide facilitation and delivery of programs and courses.

- Learn Locals and Neighbourhood Houses collectively want to engage more effectively with the business community.
- Learn Locals can provide learning pathways in quality accredited training in a more flexible, personalised manner compared with larger training organisations.
- Learn Locals and Neighbourhood houses can provide quality training and development opportunities that meet the needs of business.
- Participating in training is a good investment for individuals, business and the local community.
- Accessing training in the local community can be a quality experience.

Communication Strategies

Currently a joint brochure advertising courses and the overall program of the Learn Locals and Neighbourhood Houses for a term is produced and distributed. This brochure has also been available on the shared website. Coordinators are questioning the value of the brochure as a mechanism for promoting programs to the general community.

Other communication strategies currently used are individual program brochures, advertisements in local community newsletters and community radio. The Coordinators are interested in exploring other potentially more effective communication channels. During consultations two 'big ideas' emerged which enjoy broad support and which need further development prior to being implemented. They are the development of a 'brand' and the re-development of the Neighbourhood House web portal. A third strategy, that of taking advantage of the space offered in the Macedon Ranges Shire Council's business e-newsletter, is highly recommended to be implemented as it offers direct communication with businesses.

Brand

Currently Learn Locals and Neighbourhood Houses display different association logos and have built differing perceptions in the community of their role and focus. The Macedon Ranges Shire Business Survey for both 2011 and 2013 indicate a low level of awareness of Learn Locals. The level of awareness of Learn Locals in the broader community is not known.

There is general agreement that an effective mechanism to build a higher level of business and community awareness would be to devise a single brand which would promote all the Learn Locals and Neighbourhood Houses in the Macedon Ranges. This would have the advantage of promoting the Learn Locals and Neighbourhood House partnership and building recognition of the value of local training. It is recommended that a source of funding be sought to support the development and implementation of this initiative.

Web-Portal

A shared web portal exists which was originally designed to direct public interest and enquiry to courses and services available in the participating Neighbourhood Houses. The use of this web portal is limited and currently has the names and contact details for the Learn Locals and Neighbourhood Houses in the Macedon Ranges and the term's programs. The web portal has untapped potential and there is shared enthusiasm to develop it further. The portal could be a valuable tool in collaborative marketing of courses and programs. It could also provide a platform for shared program planning to minimise duplication. This would require varying levels of access. The Coordinators could use it to input data as program planning progresses and the public could have access to course information, times, venues and fees with links to on – line enrolment facilities. There is a view that external funding could be sought to support the work required to develop this tool further.

Macedon Ranges Shire Council Business e-Newsletter

Currently an electronic newsletter is sent on a regular basis to more than 1,000 businesses within the Macedon Ranges. Both the 2011 and 2013 Business Survey conducted by the Council indicated that the majority of respondents prefer to receive information on programs and events by email. The Economic Development and Tourism Department have offered the opportunity for Learn Locals and Neighbourhood Houses to use this medium to promote courses and activities. This would have a great impact not only on effective marketing of courses but also on lifting the level of awareness of Learn Local activity amongst the local business community. It is recommended that this opportunity be taken up as a high priority.

While these three strategies are seen to be of particular importance, they are not the only strategies appropriate to promoting Learn Locals and Neighbourhood Houses and their programs. Other appropriate strategies are listed in the Detailed Communication Plan.

Audience

In any communication plan there is a primary and secondary audience. The primary audience are those for whom the message is targeted and whose knowledge, attitudes and behaviour will depend on the effectiveness of that message. The secondary audience are those who will be affected by the success, or not, of the initiatives. The position of primary and secondary audience can be interchanged depending on the type of communication being employed (refer to the following table).

The following are considered to be the audience for this plan:

- Learn Locals and Neighbourhood Houses in partnership, both Coordinators and members of Committees of Management
- Other training providers in the Macedon Ranges including JSAs
- Employers in the Macedon Ranges
- Networks of businesses in the Macedon Ranges e.g. Business and Traders Association (BATA), Home Business Network, Macedon Ranges Vignerons Network.
- Individuals considering participating in training i.e. the broader community
- Macedon Ranges Shire Council
- Local Secondary Schools
- Emergency Services e.g. CFA and SES
- Emerging Stakeholders e.g. Libraries.

Detailed Communication Plan

The following table sets out the aspects of a communication plan specific to each audience.

Primary Audience	Channel of Communication	Timing	Responsibility and Resourcing	Secondary Audience
Learn Local and Neighbourhood House Coordinators	Web-portal holding information on shared program planning and provision	Constant	Learn Local and Neighbourhood House Coordinators to coordinate its establishment and implementation	Learn Local Neighbourhood House COM Public can access front end for course information
Learn Local and Neighbourhood House Committees of Management	<ul style="list-style-type: none"> Web-portal Reports from Network meetings indicating collaborative planning 	Constant Quarterly	Learn Local and Neighbourhood House Coordinators	Macedon Ranges Shire Council Partnerships and Eco. Dev. and Tourism Dept units
Other training providers including Job Service Agencies (JSA)	Corporate program brochure displaying logo and by line outlining processes for referring students in and address of portal	6 monthly update	Learn Local & Neighbourhood House Coordinators Learn Local RTOs to take lead role	Prospective students Macedon Ranges Employment and Training Network
Macedon Ranges Employers	<ul style="list-style-type: none"> Course program with logo on Macedon Ranges website Promotion space in Macedon Ranges Shire Council business e-newsletter Course program with logo on social media Articles in local community newsletters Industry specific brochure with logo outlining programs, pathways and services e.g. aged care and event management 	Quarterly update Monthly Regular update As needed Annual update	Learn Local & Neighbourhood House Coordinators Learn Local RTOs to take lead role Individual Coordinators	Macedon Ranges Shire Council Eco Dev. and Tourism Dept. Macedon Ranges Employment and Training Network Prospective individual students Individual students
Business Networks	<ul style="list-style-type: none"> Course program with logo on Macedon Ranges website targeting specific network interest Promotion space targeting specific network in Macedon Ranges Shire Council's business e-newsletter Network Course program with logo on social media 	Quarterly update Monthly Regular update	Learn Local and Neighbourhood House Coordinators Learn Local RTO to take lead role	Macedon Ranges Shire Council Eco Dev. and Tourism Dept. Macedon Ranges Employment and Training Network Prospective Individual students

Primary Audience	Channel of Communication	Timing	Responsibility and Resourcing	Secondary Audience
Prospective Students	<ul style="list-style-type: none"> • Web portal • Local community newsletter • Macedon Ranges Shire Council's business e-newsletter • Network newsletter • Employer referral • Learn Local and Neighbourhood House referral • JSA referral • Facebook 	<p>Constant</p> <p>Regular</p> <p>Regular</p> <p>Regular</p>	Learn Local and Neighbourhood House Coordinators	Employers Macedon Ranges Shire Council
Macedon Shire Council Economic Development and Tourism Department	<ul style="list-style-type: none"> • Meeting Minutes: Planning Group with Learn Locals for Business Network • Web portal • Articles in Council's e-newsletters 	<p>Timely</p> <p>Constant</p> <p>Regular</p>	Learn Local RTOs Learn Local Neighbourhood House Coordinators	Macedon Ranges Employment and Training Network
Local secondary Schools	Program Brochure with logo outlining VETiS delivery options and learning pathway opportunities	Annual update mid year	Learn Local RTO	Prospective students and parents
Emergency services	<ul style="list-style-type: none"> • Planning Group established to devise program options • Programs promoted through established services' channels 			
Emerging Stakeholders	Recognition of shared brand and reputation for quality training	Constant	Learn Local Neighbourhood House staff tutors and COM	The broader community Macedon Ranges Shire Council

Evaluation

Evaluation is an integral process in a marketing strategy as there is no point in investing in effort unless there is evidence of its effectiveness. The current program brochure is an example of this where Coordinators are questioning the value of effort invested but there is no data to support the anecdotal view. Evaluation processes however do take time. Given the evidence that the Learn Local brand is not highly recognised in the business nor in the broader community and the enthusiasm shown for the development of a Macedon Ranges 'brand' to promote local training, it would seem most advantageous to proceed with its development as a matter of priority. Similarly the development of the web portal to be used as an effective tool in marketing and planning should not wait for a more formal evaluation phase. The stages set out below could be conducted simultaneously with the development of these new initiatives.

Step 1: Review current practice

Currently the main channel for communicating course information is a shared brochure which is circulated quarterly. There is a collective feeling amongst Coordinators that this channel of communication provides limited return for the effort invested. It would be timely to conduct an evaluation of the effectiveness of this brochure, particularly in relation to how well it conveys the message to local business. This evaluation including a survey tool could be used as a benchmark for future comparison. A benchmark of total student enrolment numbers in programs related to business activity could be established.

Collecting consistent data

Currently the information gathered at enrolment does not consistently include a question on how the prospective student found out about the course. This is indeed a missed opportunity. The KC & LC enrolment form does collect data on the reason a participant has chosen to commence training. MRFEC Inc. collect data on how students found out about a course in a student exit survey. A consistent approach needs to be implemented amongst the Learn Locals. The process of enrolment provides a valuable opportunity to collect information on the impact of various marketing initiatives and reasons given for commencing training. This would be of interest to local organisations and for collaborative programming. This information could also be interrogated over time to establish trend data. Collecting consistent data is critical to an effective evaluation process.

Step 2: Implement the findings

Given the findings of an evaluation support the anecdotal view, the establishment of a web portal could provide an alternative to the brochure in concert with other channels of communication e.g. entries in local newsletters retained.

It seems timely to take advantage of the electronic communication channels available in partnership with the Macedon Ranges Shire Council. Both the 2012 and 2013 Macedon Ranges Business Survey report indicate that the majority of responding businesses preferred to receive information on programs and events by email.

There is a growing acceptance in the broader community of the use of social media to promote businesses. This is another opportunity to harness.

Step 3: Conduct a review

After some time of implementing change (e.g. 2/3 years) it is useful to investigate the effectiveness of the initiatives. Methods could again include surveys and investigating the data on how students find out about courses. A comparison of benchmarked student enrolment numbers and patterns could also inform an evaluation process.

Recommendations

- 4.1 Learn Locals and Neighbourhood Houses develop and promote a single brand for use in the Macedon Ranges.
- 4.2 Seek a source of funding to support the development and implementation of a shared brand for use in the Macedon Ranges.
- 4.3 Develop a web-portal to be used as a shared tool for planning and marketing.
- 4.4 Seek a source of funding to support the development and implementation of a shared web-portal to be used as a tool for planning and marketing.
- 4.5 Neighbourhood House and Learn Locals explore the opportunity to market courses and programs in the Macedon Ranges Shire Council's business e-newsletter.
- 4.6 Use the Detailed Communication Plan to inform the development of shared marketing priorities and strategies.
- 4.7 Conduct an evaluation by analysing the market impact of the current shared brochure.
- 4.8 Establish a benchmark of the total number of students across the Macedon Ranges engaged in Learn Local business related training in both accredited and pre-accredited programs.
- 4.9 Implement a consistent enrolment form which includes questions which identify reasons for participants commence training and the source of information about the course for accredited and pre-accredited courses.
- 4.10 Use analysis of data collected at enrolment time to inform ongoing marketing practices.
- 4.11 Investigate opportunities for shared program promotion, using tools such as social media.

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Appendix 1:

Consultations

Consultations were held with the following individuals and organisations.

Members of the Committees of Management of Learn Local and Neighbourhood Houses in the Macedon Ranges

- Diane Barbeler, Kyneton Community & Learning Centre Inc
- John Bourne, Macedon Ranges Further Education Centre Inc
- Rhonda Cusack, Lancefield Neighbourhood House
- Di Dobson, Woodend Neighbourhood House
- John Downs, Kyneton Community & Learning Centre Inc
- Roger Jones, Macedon Ranges Further Education Centre Inc
- Peter Quin, Lancefield Neighbourhood House
- Janet Sherry, Kyneton Community & Learning Centre Inc
- Pauline Tarrant, Macedon Ranges Further Education Centre Inc.

Learn Local and Neighbourhood House Coordinators or Representatives

- Carol Franceschi, Macedon Ranges Further Education Centre Inc
- Mary Hogarth, Kyneton Community & Learning Centre Inc
- Maree Linehan, Macedon Ranges Further Education Centre Inc
- Vivien Philpotts, Lancefield Neighbourhood House
- Jill Scanlon, Woodend Neighbourhood House
- John Thomas, Kyneton Community & Learning Centre Inc.

Registered Training Organisations Including TAFEs

- Argyll Financial Training
- Australian Academy of Further Education
- Australian Emergency Management Institute (AEMI)
- Bendigo TAFE
- Construction Training International
- Fmedge Training and Development
- Franklyn Scholar in partnership with Cobaw Community Health
- Goulburn Ovens TAFE (GOTAFE)
- ICP Education Institute
- Kangan Institute
- Kyneton Community and Learning Centre Inc.(KC&LC)
- Macedon Ranges Further Education Centre Inc. (MRFEC)
- National Food Institute P/L
- NMIT
- Stitches First Aid
- Sureway Employment and Training

Business Representatives

Industry Area	Business / Service
Agriculture, Forestry and Fishing	Agriculture, Forestry and Fishing
Manufacturing	Barker Trailers
Construction	Lachlan Fleming Constructions
Wholesale Trade	Hardwicks Meat
Retail Trade	Rundell & Rundell Kyneton Toyota
Accommodation and Food Services	Gisborne Peak Campaspe House
Transport, Postal and Warehousing	Organs Coaches Kyneton
Information Media and Telecommunications	2Dam Creative Highlands FM
Financial and Insurance Services	Bendigo Bank (Gisborne) Nixon Financial Services
Rental, Hiring and Real Estate Services	Elders Kyneton Riddells Creek Builders Equipment Hire
Professional, Scientific and Technical Services	Palmer Stevens & Rennick
Administrative and Support Services	CVGT Australia
Public Administrative and Safety	Australian Defence Force, Monegeetta Macedon Ranges Shire Council
Health Care and Social Assistance	Cobaw Community Health Services Windarring Bupa Aged Care Gisborne Kyneton Community and Learning Centre - Child Care facility
Arts and Recreation Services	Macedon Ranges Shire Council
Other Services	Kyneton Tyre and Battery Service

Appendix 2:

Learn Local and Neighbourhood Houses in Macedon Ranges Shire

Neighbourhood Houses that are Learn Local

Kyneton Community and Learning Centre Inc. (RTO TOID 6489)

The Centre operates within a Community Development framework and aims to meet community needs through community building activities, providing services and a range of further education programs.

The Centre is a Neighbourhood House and operates as a Registered Training Organisation (TOID 6489) and a Registered Child Care Service. ACFE funded programs are delivered.

Address: 34 Mollison Street, Kyneton
Telephone: (03) 5422 3433

www.kynetonclc.org.au

Macedon Ranges Further Education Centre Inc. (RTO TOID 3920)

The Macedon Ranges Further Education Centre offers adult education classes in the Macedon Ranges. Most classes are held in Gisborne, some are in Sunbury and occasionally elsewhere. Four Programs of courses are held each year, one for each school term. MRFEC is a Registered Training Organisation (TOID 3920). ACFE funded programs are delivered. MRFEC is also a Neighbourhood House.

Address: Rear of the Mechanics Institute Building, Hamilton Street, Gisborne

Telephone: (03) 5428 3799

www.mrfec.net.au

Lancefield Neighbourhood House

The mission is to provide a venue, where every resident feels welcome, can engage in activities that will aid in personal and educational growth, so that each and every person will not only feel welcome, but will grow to be an asset to themselves and their community. ACFE funded programs are delivered.

Address: 78 High Street, Lancefield
Telephone: (03) 5429 1214

<http://users.tpg.com.au/lnhouse/>

Woodend Neighbourhood House

Woodend Neighbourhood House states its mission as - Continuing to: Create, build, strengthen and connect our community. ACFE funded programs are available.

Address: 47 Forest Street, Woodend
Telephone: (03) 5427 1845

www.woodendnh.org.au

Neighbourhood Houses not Learn Locals

Riddells Creek Neighbourhood House

The house provides a broad range of activities that give opportunities for community members to participate. These activities are offered in response to demonstrated community need. A bank of computers is available as a training resource. Currently no ACFE funded hours are delivered unless in partnership with a funded ACFE provider

Address: 59 Main Road, Riddells Creek

Telephone: (03) 5428 7836

www.riddellneighbourhoodhouse.org.au

Romsey Community House Inc

Romsey Community House sees itself as a Learning Activity Centre and provides a variety of health and well being programs. In addition some programs have a focus on the workplace. There is a high level of collaboration with Lancefield NH in planning programs This includes ACFE funded programs.

Address: 96-100 Main Road, Romsey
Telephone: 5429 6724

www.romseyhouse.org.au

Appendix 3:

Businesses in the Macedon Ranges Shire by Employment Category 2011⁴³

Industry	Sole Traders	1 – 4 Employees	5 – 19 Employees	20 – 199 Employees	200+ Employees	Total Businesses	
						No.	%
Construction	540	322	83	16	0	961	21
Health Care and Social Assistance	74	33	33	3	3	146	3
Retail Trade	119	98	44	15	0	276	6
Education & Training	36	24	15	6	0	81	2
Manufacturing	97	47	26	9	0	179	4
Transport, Postal and Warehousing	131	83	21	6	0	241	5
Public Administration and Safety	9	6	3	0	0	18	0
Professional, Scientific and Technical Services	270	183	40	3	0	496	11
Accommodation and Food Services	48	46	53	15	0	162	4
Other Services	85	67	31	3	0	186	4
Wholesale trade	67	55	14	3	0	139	3
Administrative and Support Services	74	32	15	24	0	145	3
Financial and Insurance Services	268	41	6	3	0	318	7
Agriculture, Forestry and Fishing	512	69	21	9	0	611	13
Arts and Recreation Services	87	12	15	6	0	120	3
Rental, Hiring and Real Estate Services	241	27	32	3	0	303	7
Information Media & Telecommunications	34	9	0	0	0	43	1
Electricity, Gas, Water & Waste Services	3	15	3	0	0	21	0
Mining	0	3	0	0	0	3	0

⁴³ ABS Census June 2011, Count of Australian Businesses, 2007 – 2011 as cited in PTP Consulting 2013

Appendix 4:

Employment by Industry Sector (2011)

Industry	Number Employed	% of Total Employed
Construction	2,268	11.0
Health Care and Social Assistance	2,132	10.3
Retail Trade	2,012	9.7
Education and Training	1,936	9.4
Manufacturing	1,909	9.2
Transport, Postal and Warehousing	1,517	7.3
Public Administration and Safety	1,482	7.2
Professional, Scientific and Technical Services	1,390	6.7
Accommodation and Food Services	982	4.8
Other Services	763	3.7
Wholesale trade	690	3.3
Administrative and Support Services	610	3.0
Financial and Insurance Services	620	3.0
Agriculture, Forestry and Fishing	546	2.6
Arts and Recreation Services	469	2.3
Inadequately described or not stated	445	2.2
Rental, Hiring and Real Estate Services	317	1.5
Information Media and Telecommunications	307	1.5
Electricity, Gas, Water and Waste Services	196	0.9
Mining	65	0.3
Total employed persons aged 15+	20,656	100.0

Appendix 5:

Businesses by town area 2011⁴⁴

Industry	Kyneton	Woodend	Gisborne	Macedon	Riddells Creek	Romsey
Construction	179	135	283	72	98	194
Health Care and Social Assistance	26	34	41	12	12	21
Retail Trade	80	36	86	27	10	36
Education & Training	12	13	18	9	9	20
Manufacturing	38	25	52	9	17	38
Transport, Postal and Warehousing	55	26	55	9	24	72
Professional, Scientific and Technical Services	80	93	146	63	32	82
Accommodation and Food Services	49	24	31	21	9	28
Other Services	49	24	55	12	16	30
Wholesale trade	49	24	31	9	3	23
Administrative and Support Services	25	21	40	10	9	40
Financial and Insurance Services	57	58	95	42	12	54
Agriculture, Forestry and Fishing	183	79	72	31	31	215
Arts and Recreation Services	32	16	28	7	12	25
Rental, Hiring and Real Estate Services	75	49	81	21	18	59
Public Administration and Safety	Not available					
Information Media & Telecommunications	Not available					
Electricity, Gas, Water and Waste Services	Not available					
Mining	Not available					

⁴⁴ Source ABS Counts of Australian Businesses, including Entries and Exits, Jun 2007 to Jun 2011 as cited in PTP Consulting 2013

Appendix 6:

Enrolments for students residing and studying in the Macedon Ranges

Reporting Year: 2012
 Overseas Enrolment: Onshore - Domestic
 Course VET Flag: VET Course
 Delivery Location LGA: 413 Macedon Ranges (S)

	<i>Government Subsidised</i>		<i>Fee-for-service</i>		Total Course Enrolments	Total Students
	Course Enrolments	Students	Course Enrolments	Students		
11 - Nationally Accredited Qualification	200	169	565	261	765	429
411 - Advanced Diploma	3	3	-	-	3	3
Advanced Diploma of Children's Services	3	3	-	-	3	3
421 - Diploma	17	17	1	1	18	18
Diploma of Children's Services (Early childhood education and care)	6	6	1	1	7	7
Diploma of Management	11	11	-	-	11	11
511 - Certificate IV	25	25	3	3	28	28
Certificate IV in Agriculture			2	2	2	2
Certificate IV in Business	1	1	-	-	1	1
Certificate IV in Business Administration	1	1	-	-	1	1
Certificate IV in Competitive Manufacturing	3	3	-	-	3	3
Certificate IV in Disability	5	5	-	-	5	5
Certificate IV in Employment Services	1	1	-	-	1	1
Certificate IV in Frontline Management	6	6	-	-	6	6
Certificate IV in Hospitality	6	6	-	-	6	6
Certificate IV in Leisure and Health	-	-	1	1	1	1
Certificate IV in Retail Management	2	2	-	-	2	2

	<i>Government Subsidised</i>		<i>Fee-for-service</i>		Total Course Enrolments	Total Students
	Course Enrolments	Students	Course Enrolments	Students		
514 - Certificate III	148	123	18	17	166	140
Apply First Aid	-	-	7	7	7	7
Certificate III in Aged Care	38	38	1	1	39	39
Certificate III in Agriculture	-	-	2	2	2	2
Certificate III in Asset Maintenance (Cleaning Operations)	2	2	-	-	2	2
Certificate III in Bricklaying/Blocklaying	5	5	-	-	5	5
Certificate III in Business Administration	7	7	1	1	8	8
Certificate III in Carpentry	11	11	-	-	11	11
Certificate III In Children's Services	16	16	3	3	19	19
Certificate III in Civil Construction Plant Operations	1	1	-	-	1	1
Certificate III in Employment Services	-	-	1	1	1	1
Certificate III in Fitness	24	24	-	-	24	24
Certificate III in General Construction (Bricklaying/Blocklaying)	1	1	-	-	1	1
Certificate III in General Construction (Carpentry - Framework/Formwork/Finishing)	4	4	-	-	4	4
Certificate III in General Construction (Painting and Decorating)	1	1	-	-	1	1
Certificate III in Home and Community Care	25	25	1	1	26	26
Certificate III in Hospitality	1	1	-	-	1	1
Certificate III in Painting and Decorating	2	2	-	-	2	2
Certificate III in Process Manufacturing	5	5	-	-	5	5
Certificate III in Racing (Advanced Stablehand)	2	2	1	1	3	3
Certificate III in Retail	1	1	-	-	1	1
Certificate III in Transport and Logistics (Warehousing and Storage)	-	-	1	1	1	1
Certificate III in Wall and Ceiling Lining	2	2	-	-	2	2

	<i>Government Subsidised</i>		<i>Fee-for-service</i>		Total Course Enrolments	Total Students
	Course Enrolments	Students	Course Enrolments	Students		
521 - Certificate II	7	7	377	227	384	234
Certificate II in Engineering	-	-	2	2	2	2
Certificate II in Furniture Making	-	-	77	77	77	77
Certificate II in Horticulture	-	-	32	32	32	32
Certificate II in Horticulture (Parks and Gardens)	-	-	6	6	6	6
Certificate II in Hospitality	-	-	28	28	28	28
CERTIFICATE II IN HOSPITALITY (KITCHEN OPERATIONS)	-	-	88	88	88	88
Certificate II in Information Technology	-	-	3	3	3	3
Certificate II in Information, Digital Media and Technology	4	4	-	-	4	4
Certificate II in Retail	-	-	17	17	17	17
Certificate II in Surface Extraction Operations	-	-	55	55	55	55
Certificate II in Transport and Logistics (Warehousing and Storage)	1	1	38	38	39	39
Certificate II in Visual Arts	-	-	16	16	16	16
Certificate II in Warehousing Operations	2	2	13	13	15	15
Perform CPR	-	-	2	2	2	2
524 - Certificate I	-	-	166	117	166	117
Certificate I in Hospitality (Kitchen Operations)	-	-	87	87	87	87
Certificate I in Information Technology	-	-	42	42	42	42
Certificate I in Manufacturing (Pathways)	-	-	37	37	37	37
12 - Nationally Recognised Course	103	99	321	178	424	263
514 - Certificate III	1	1	2	2	3	3
Certificate III in General Education for Adults	1	1	2	2	3	3

	<i>Government Subsidised</i>		<i>Fee-for-service</i>		Total Course Enrolments	Total Students
	Course Enrolments	Students	Course Enrolments	Students		
521 - Certificate II	7	7	105	80	112	87
Certificate II in Automotive Studies (Pre-vocational)	-	-	14	14	14	14
Certificate II in Building and Construction	-	-	56	56	56	56
Certificate II in Electrotechnology Studies (Pre-vocational)	-	-	8	8	8	8
Certificate II in Engineering Studies	-	-	7	7	7	7
Certificate II in General Education for Adults	7	7	20	20	27	27
524 - Certificate I	76	76	171	133	247	209
Certificate I in General Education For Adults	-	-	35	35	35	35
Certificate I in General Education for Adults (Introductory)	-	-	13	13	13	13
Certificate I in Vocational Preparation	76	76	123	123	199	199
611 - Year 12	-	-	26	25	26	25
VCAL - Victorian Certificate of Applied Learning (Foundation)	-	-	1	1	1	1
VCAL - Victorian Certificate of Applied Learning (Intermediate)	-	-	25	25	25	25
991 - Statement of Attainment Not Identifiable by Level	19	19	17	17	36	36
Course in Education Integration Support	19	19	-	-	19	19
Course in First Aid Management of Anaphylaxis	-	-	1	1	1	1
Perform CPR	-	-	1	1	1	1
Provide Basic Emergency Life Support	-	-	15	15	15	15
14 - Other Courses	201	173	172	171	373	337
912 - Other Non-award Courses	-	-	35	35	35	35
Fork Lift Licence	-	-	35	35	35	35
991 - Statement of Attainment Not Identifiable by Level	-	-	65	65	65	65
Apply First Aid	-	-	62	62	62	62
Perform CPR	-	-	3	3	3	3
Module Only Enrolments	201	173	72	71	273	237
Module Only Enrolment - VET	201	173	72	71	273	237
Grand Total	504	425	1,058	423	1,562	810

Appendix 7:

Enrolments for residents studying both in and outside Macedon Ranges

Reporting Year: 2012
 Overseas Enrolment: Onshore - Domestic
 Course VET Flag: VET Course
 Delivery Location LGA: 413 Macedon Ranges (S)

	<i>Government Subsidised</i>		<i>Fee-for-service</i>		Total Course Enrolments	Total Students
	Course Enrolments	Students	Course Enrolments	Students		
11 - Nationally Accredited Qualification	300	265	655	349	955	613
411 - Advanced Diploma	3	3	-	-	3	3
Advanced Diploma of Children's Services	3	3	-	-	3	3
421 - Diploma	21	21	1	1	22	22
Diploma of Children's Services (Early childhood education and care)	8	8	1	1	9	9
Diploma of Children's Services (Outside school hours care)	1	1	-	-	1	1
Diploma of Management	12	12	-	-	12	12
511 - Certificate IV	32	32	7	7	39	39
Certificate IV in Agriculture	-	-	6	6	6	6
Certificate IV in Business	1	1	-	-	1	1
Certificate IV in Business Administration	3	3	-	-	3	3
Certificate IV in Competitive Manufacturing	7	7	-	-	7	7
Certificate IV in Disability	5	5	-	-	5	5
Certificate IV in Employment Services	1	1	-	-	1	1
Certificate IV in Frontline Management	7	7	-	-	7	7
Certificate IV in Hospitality	6	6	-	-	6	6
Certificate IV in Leisure and Health	-	-	1	1	1	1
Certificate IV in Retail Management	2	2	-	-	2	2

	<i>Government Subsidised</i>		<i>Fee-for-service</i>		Total Course Enrolments	Total Students
	Course Enrolments	Students	Course Enrolments	Students		
514 - Certificate III	232	204	81	79	313	283
Apply First Aid			15	15	15	15
Certificate III in Aged Care	45	45	2	2	47	47
Certificate III in Agriculture			9	9	9	9
Certificate III in Asset Maintenance (Cleaning Operations)	3	3	-	-	3	3
Certificate III in Bricklaying/Blocklaying	12	12	-	-	12	12
Certificate III in Business Administration	9	9	2	2	11	11
Certificate III in Carpentry	27	27			27	27
Certificate III in Children's Services	22	22	3	3	25	25
Certificate III in Civil Construction	5	5	16	16	21	21
Certificate III in Civil Construction Plant Operations	10	10	8	8	18	18
Certificate III in Dogging	-	-	3	3	3	3
Certificate III in Employment Services	-	-	1	1	1	1
Certificate III in Fitness	29	29	-	-	29	29
Certificate III in General Construction (Bricklaying/Blocklaying)	4	4	-	-	4	4
Certificate III in General Construction	5	5	-	-	5	5
Certificate III in General Construction (Painting and Decorating)	1	1	-	-	1	1
Certificate III in General Construction (Wall and Ceiling Lining)	1	1	-	-	1	1
Certificate III in Home and Community Care	28	28	2	2	30	30
Certificate III in Hospitality	1	1	-	-	1	1
Certificate III in Painting and Decorating	3	3	-	-	3	3
Certificate III in Process Manufacturing	7	7	-	-	7	7
Certificate III in Racing (Advanced Stablehand)	2	2	1	1	3	3
Certificate III in Retail	2	2	-	-	2	2
Certificate III in Rigging	4	4	8	8	12	12
Certificate III in Roof Tiling	3	3			3	3
Certificate III in Transport and Logistics (Road Transport)			4	4	4	4

	<i>Government Subsidised</i>		<i>Fee-for-service</i>		Total Course Enrolments	Total Students
	Course Enrolments	Students	Course Enrolments	Students		
Certificate III in Transport and Logistics (Warehousing and Storage)	3	3	7	7	10	10
Certificate III in Wall and Ceiling Lining	6	6	-	-	6	6
521 - Certificate II	12	12	400	250	412	262
Certificate II in Engineering	-	-	2	2	2	2
Certificate II in Furniture Making	-	-	78	78	78	78
Certificate II in Horticulture	-	-	35	35	35	35
Certificate II in Horticulture (Parks and Gardens)	-	-	6	6	6	6
Certificate II in Hospitality	-	-	33	33	33	33
Certificate II In Hospitality (Kitchen Operations)	-	-	88	88	88	88
Certificate II in Information Technology	-	-	3	3	3	3
Certificate II in Information, Digital Media and Technology	6	6	1	1	7	7
Certificate II in Retail	-	-	23	23	23	23
Certificate II in Surface Extraction Operations	-	-	55	55	55	55
Certificate II in Transport and Logistics (Warehousing and Storage)	1	1	42	42	43	43
Certificate II in Visual Arts	-	-	16	16	16	16
Certificate II in Warehousing Operations	5	5	15	15	20	20
Perform CPR	-	-	3	3	3	3
524 - Certificate I	-	-	166	117	166	117
Certificate I in Hospitality (Kitchen Operations)	-	-	87	87	87	87
Certificate I in Information Technology	-	-	42	42	42	42
Certificate I in Manufacturing (Pathways)	-	-	37	37	37	37
12 - Nationally Recognised Course	119	115	330	187	449	288
514 - Certificate III	1	1	2	2	3	3
Certificate III in General Education for Adults	1	1	2	2	3	3
521 - Certificate II	9	9	110	85	119	94
Certificate II in Automotive Studies (Pre-vocational)			14	14	14	14

	<i>Government Subsidised</i>		<i>Fee-for-service</i>		Total Course Enrolments	Total Students
	Course Enrolments	Students	Course Enrolments	Students		
Certificate II in Building and Construction			61	61	61	61
Certificate II in Electrotechnology Studies (Pre-vocational)			8	8	8	8
Certificate II in Engineering Studies			7	7	7	7
Certificate II in General Education for Adults	9	9	20	20	29	29
524 - Certificate I	82	82	173	135	255	217
Certificate I In General Education For Adults			35	35	35	35
Certificate I in General Education for Adults (Introductory)	1	1	13	13	14	14
Certificate I In Vocational Preparation	81	81	125	125	206	206
611 - Year 12			27	26	27	26
VCAL - Victorian Certificate of Applied Learning (Foundation)			1	1	1	1
VCAL - Victorian Certificate of Applied Learning (Intermediate)			26	26	26	26
991 - Statement of Attainment Not Identifiable by Level	27	27	18	18	45	45
Course in Education Integration Support	27	27			27	27
Course in First Aid Management of Anaphylaxis			2	2	2	2
Perform CPR			1	1	1	1
Provide Basic Emergency Life Support			15	15	15	15
14 - Other Courses	248	217	215	204	463	410
912 - Other Non-award Courses			35	35	35	35
Fork Lift Licence			35	35	35	35
991 - Statement of Attainment Not Identifiable by Level			76	76	76	76
Apply First Aid			73	73	73	73
Perform CPR			3	3	3	3
Module Only Enrolments	248	217	104	93	352	299
Module Only Enrolment - VET	248	217	104	93	352	299
Grand Total	667	575	1,200	553	1,867	1,086

Glossary of Terms

ABS

Australian Bureau of Statistics

ACE

Adult Community Education

ACFE

Adult Community and Further Education, which sits within the Higher Education and Skills Group of DEECD

ACFEB

Adult Community and Further Education Board

Accredited Training

A training course which meets the requirements of the Australian Skills Quality Authority

AGSAFE

The AGSAFE Accreditation & Training program delivers a national standard to assist compliance with government regulations for the storage, handling, transport and recommendation of agricultural chemicals.

CH

Community House

CRLLEN

Central Ranges Local Learning and Employment Network

CPR

Cardio pulmonary resuscitation

DEECD

Department of Education and Early Childhood Development

DHS

Department of Human Services

HESG

Higher Education and Skills Group, a section within the Department of Education and Early Childhood Development

KCLC

Kyneton Community and Learning Centre

Learn Local

A brand name for the network of Neighbourhood Houses and adult, community learning centres across Victoria

LL

Learn Local

Learn Local RTOs

Learn Local organisations that are also RTOs

LGA

Local Government Area

LLEN

Local Learning and Employment Network

MR

Macedon Ranges

MRFEC

Macedon Ranges Further Education Centre Inc.

MRSC

Macedon Ranges Shire Council

Neighbourhood House

Local organisations that provide social, educational and recreational activities for their communities in a welcoming supportive environment. May be referred to as Community Houses, Living and Learning Centres, Neighbourhood Centres or Learning Centres

NH

Neighbourhood House

Non-accredited training

A short course which is not recognised for the purpose of articulation by any other training provider

Pre-accredited training

A short course delivered by a LL provider in Victoria which reflects an ACFEB endorsed learning framework

RTO

Registered Training Organisation. These organisations are regulated by either the Victoria Registration and Qualifications Authority or the Australian Skills Quality Authority to deliver VET qualifications

RSA

Responsible Service of Alcohol

TAFE

Technical and Further Education

TOID

Training Organisation Identification

VCAL

Victorian Certificate of Applied Learning

VCE

Victorian Certificate of Education

VET

Vocational Education and Training

VETiS

Provision of Vocational Education and Training within secondary schools

VU

Victoria University

WHS

Workplace Health and Safety



CENTRAL RANGES

