



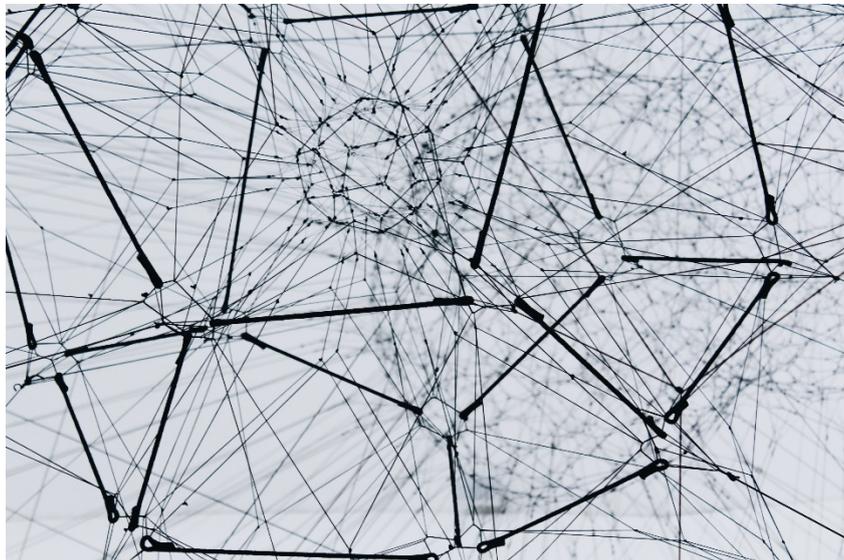
**FIGHT FOOD WASTE**  
**Cooperative Research Centre**  
REDUCE - TRANSFORM - ENGAGE



Australian Government  
Department of Industry,  
Innovation and Science

**Business**  
Cooperative Research  
Centres Program

# Industry Connection Hub Membership Guidelines



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## 1. BACKGROUND TO THE INDUSTRY CONNECTION HUB

An important component of all CRCs is ensuring research results are used by industry and that they have real impact on the way we do business. It is also important to measure this impact.

The FFW CRC is committed to doing this for the Australian food industry in a way that doesn't just rely on annual conferences, final research reports and participant newsletters. Whilst these very important communication activities will still take place, the FFW CRC intends to be innovative and inclusive when it comes to communication, industry engagement, research extension and training.

The Industry Connection Hub (the Hub) will work with its members (see page 5 for information about membership) to extend FFW CRC research findings to help Australian food businesses reduce food waste. The Hub will also work with FFW CRC researchers to interact and connect with industry to participate in the research process (undertake activities such as surveys, interviews, market research etc).

The Industry Connection Hub aims to:

- increase industry engagement in food waste reduction through promoting FFW CRC research findings and identified training opportunities.
- contribute to achieving the objectives of the FFW CRC by providing the opportunities and knowledge for Hub members to train at least 125 industry representatives per year for the next 10 years (with the goal that those trained will implement at least one new piece of knowledge, technology, method or process into their business or place of employment).
- identify industry training program outputs that will be used by industry to ensure that their business and their workforce are better skilled, new knowledge created by CRC research is applied to industry and industry have the necessary skills to take up R&D results from the CRC.
- be the vehicle in which to conduct the Training Needs Analysis to identify skill and training gaps.
- Be the vehicle in which the CRC's portfolio of communication and extension materials are used by CRC organisations to adopt food waste innovations.
- broaden industry networks for the FFW CRC as an organisation.
- tap into existing powerful networks and channels direct to industry.
- establish a platform to support the implementation of the National Food Waste Strategy.

Through the Hub, industry will have timely access to FFW CRC research results (via online and offline channels) in formats that can be applied within their businesses.

This document aims to provide information to both prospective and current Hub members, including the benefits of membership and the responsibilities of members. In addition, it outlines the

application process, as well as the procedures to follow when the expectations of members or Hub Managers/facilitators are not met.

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*The Hub's Purpose Statement: Helping industry and researchers connect and collaborate to fight food waste*

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## 2. INDUSTRY CONNECTION HUB TERMS OF REFERENCE

The Hub's role is to amplify and add value to the project-based extension and adoption pathways.

The Hub will:

- help identify and deliver industry training needs.
- help broker productive relationships between industry and research to create commercial outcomes.
- help members, particularly peak industry bodies, fulfil their extension mandate with members.
- seek to avoid duplication, maximise coordination and leverage efforts in relation to development and delivery of activities.
- assist research providers to build industry extension activities into their research projects.
- meet face to face once per year and via other online methods at other times on an as needs basis.
- create sub-groups as needed to address specific issues or development needs.

The Hub will not:

- be involved in consumer extension, education, training and communication.

It is important to recognise that the Hub will be reviewed annually as part of the CRC's Participant's survey. Unless the Hub delivers on these objectives, it will be discontinued. As such, it is important that members engage from the start.

## 3. MEMBERSHIP

There are two categories for Hub members:

**Full Members:** Organisations who are FFW CRC core or supporting participants, CRC staff, CRC students or CRC Program Leaders. Any FFW CRC participant that has direct links, communication channels and networks to industry sectors can become a **Full Member** of the Industry Connection Hub. This includes:

- Industry associations

- National, state and local non-government organisations
- Local, state and government industry organisations
- Organisations that run existing industry networks, platforms and extension initiatives
- Education providers and RTOs
- Environmental organisations
- Industry volunteering organisations

In order to qualify as a **Full Member**, an organisation and its Hub representative must:

1. be a core or supporting participant of the FFW CRC, a CRC Program Leader, CRC staff member or a CRC student
2. have direct links, networks and communication channels to industry sectors
3. have a purpose, project and activity that aims to benefit one or more industry groups
4. agree with the purpose of the Industry Connection Hub and share the Hub's values and purpose.

**Associate Members:** Organisations not affiliated to the FFW CRC as participants, but who have direct links and strong connections to industry sectors. In order to qualify as an **Associate Member**, an organisation must:

1. have direct links, networks and communication channels to industry sectors
2. have an active industry database that is willing to be utilised for FFW CRC extension purposes
3. be an education provider or a RTO for industry-based training
4. agree with the purpose of the Industry Connection Hub and share the Hub's values and purpose.

#### 4. APPLICATION PROCESS

We want any organisation or individual that is able to assist with the development of FFW CRC industry education and training initiatives, R&D extension and industry communication to be able to join the Hub and contribute their knowledge, experience, networks and communication channels.

Becoming a member is easy.

1. Register your interest via the Industry Connection Hub Online Platform which is on the FFW CRC website ([www.fightfoodwastecrc.com.au](http://www.fightfoodwastecrc.com.au))
2. Fill in the form (basic details of your organisation, your links to the food industry and how you meet the criteria for membership)

These steps ensure that the database of Hub members is kept up-to-date and only includes those that have direct links to industry.

If approved (by the FFW CRC ENGAGE Program Leader and CEO via the Hub Manager), organisations and their representatives will be added to the Hub membership list and will be granted access to the Online Platform. They will also qualify to take part in invite-only Hub workshops and events.

If declined, the applicant will be sent an email outlining the reasons for their unsuccessful application and will be encouraged to apply again if they can demonstrate they have strong connections to industry and channels in which R&D and education can be transferred to industry members or industry sectors.

All members, regardless of their categorisation, will be reviewed annually by the FFW CRC (CEO and ENGAGE Program Leader) via the Hub Manager.

## 5. BENEFITS OF BELONGING TO THE INDUSTRY CONNECTION HUB

The Industry Connection Hub is only as strong as its members, its networks and channels to industry and each Hub member's organisation's capacity to design, develop and deliver industry R&D extension, communication and education and training programs from CRC research results and other material.

The Hub operates under the principle that we are fundamentally stronger together in extending research results to industry and developing relevant and coordinated education and training for industry. The principal benefits of belonging to the Hub are therefore focused around the enhanced opportunities for collaboration and the sharing of information from the CRC in a rapid and timely manner to benefit Hub member's industry sectors and businesses.

The core benefits of belonging to the Hub for all members, regardless of their categorisation are:

**Greater impact** – by bringing together CRC participants and others with strong connections, networks and channels to industry, the FFW CRC is able to increase the impact of its research extension, communication, education and training at local and national levels.

**Enhanced opportunities for collaboration** – Hub members are able to connect with each other more easily, to collaborate on specific projects or partner with members on specific projects as well as to seek expertise, guidance and knowledge from the Hub members as a group. CRC students can seek guidance and collaboration from Hub members on their research projects.

**Information-sharing opportunities** – a key advantage of Hub membership is the ability of members to learn from each other's experiences, thus improving the efficacy and effectiveness of R&D extension and industry education and training. This includes the sharing of new and existing scientific, extension, communication, education and training knowledge, information and practices amongst Hub members.

**Rapid information for member organisations** – by being part of the Hub, members will get access to research results and opportunities that can then be shared back to benefit individual Hub member's industry sectors.

In addition, the Hub is able to offer a number of specific, tangible benefits for all members:

- Access to the Hub's Online Platform, where members can connect by sharing information and have access to a library of resources, participating in discussions and polls, collaborating on documents and collaborating with other members.
- Capacity-strengthening opportunities, including workshops and webinars.
- Opportunities to participate or partner in CRC project and program activities,
- Access to a powerful network of people and channels with direct links to industry sectors.
- An invitation to participate at the Hub workshops and forums, which are invite-only events for approved Hub members.
- Support in applying for external funding to develop and roll-out R&D extension, communication, education and training initiatives from CRC research results.
- Support, encouragement and profile-raising through association with the Hub and the FFW CRC.
- Help identify training needs.

## 6. RESPONSIBILITIES OF HUB MEMBERS

Members are expected to abide by the Hub's values and principles:

*Hub members believe that we can achieve more by working together. By undertaking joint actions and providing mutual support, we can achieve shared objectives and reach common goals for both the FFW CRC and our own individual industry sectors.*

We share core values that bind us together:

- Trust and openness to listen, share and learn from one another that enables us to build consensus and mutual understanding
- Transparency and mutual accountability
- Equity and respect for diverse identities, needs and perspectives
- Commitment to work together in a collaborative, inclusive and participatory manner

Hub members are expected to further the FFW CRC's mission and purpose at appropriate opportunities in terms of R&D extension, communication to industry and through education and training initiative development, and to be active participants in the Hub network.

By being part of the Hub, members commit to communicate respectfully with other members, CRC staff, CRC Program Leaders and the Hub Manager/facilitators, both in person, by email and on the Online Platform. Any language that is deemed by the CRC or Hub Manager/facilitators to be disrespectful of another Hub member in any way will be removed from the Hub and/or Online Platform and the member may be temporarily barred from the Online Platform or asked to leave the workshop/event. The case will be referred to the FFW CRC CEO. The CEO will then make a

decision as to the appropriate course of action, which may include expulsion of the offending member from the Hub (see section below).

Members should promote the FFW CRC Industry Connection Hub, both internally and externally, in a positive manner. Members should not act in a way that endangers the reputation or legitimacy of the FFW CRC, the Hub, the Hub Manager/facilitators, CRC Program Leaders or CRC staff. When a member is considered by the Hub Manager or by other members to have acted in a way that brings the Hub into disrepute, the case may be referred to the FFW CRC and membership may be terminated (see section 8 below).

Complaints by Hub members (about other Hub members, the Hub Manager/facilitators, CRC Program Leaders or CRC staff) should be raised via the Complaints Procedure.

Hub members also commit to providing accurate data about their organisations and the staff working there in order to ensure that the Hub Manager can keep membership databases accurate and up-to-date and the Hub can reach other members. This ensures that the network continues to be of value for all members.

With regard to the protection of data, the FFW CRC has a privacy policy in place. If a Hub member wishes to be removed from the database, they should contact the Hub Manager. If a Hub member has concerns about the use of their personal details by the Hub, they should contact the Hub Manager and the FFW CRC Communications Manager.

As with all FFW CRC activities, Hub activities will adhere to CRC Board endorsed policies that are available on the CRC's member's only area of the website and by request.

## 7. ROLES AND RESPONSIBILITIES OF THE HUB MANAGER

The Hub Manager is a partner at Honey and Fox Pty Ltd with Australian offices in Adelaide, Brisbane and Hobart. Honey & Fox Pty Ltd is a supporting participant of the FFW CRC.

The main responsibility of the Hub Manager is to support the development, coordination and implementation of the Hub to ensure that the activities support the FFW CRC's overarching strategic plan, communications plan and Commonwealth Grant Agreement milestones.

In addition, the Hub Manager will:

- **Ensure that Hub actions, growth and activities are driven by members.** The Hub Manager is a coordinating body for the network as a whole. Therefore, where activities are not driven by Hub members, the Hub Manager will consult with members to ensure that their views are captured.
- **Be fair and inclusive in all of its activities,** including Hub events, workshops and collaborations. The Hub Manager will ensure that people from all backgrounds receive fair and equal treatment within the network.
- **Protect the data of members, in line with the FFW CRC privacy policy.** Being a member of the Hub requires a member's approval to be included on the Hub database and to have access to the Hub Online Platform. The Hub Manager will not share the data of members with any other third parties without the prior consent of members.

## 8. COMPLAINTS

Members that wish to make a complaint about the behaviour or effectiveness of any Hub member, Hub Manager and/or facilitators should contact the ENGAGE Program Leader in the first instance. The email will be treated in complete confidence. Members that wish to make a complaint about the behaviour or effectiveness of any CRC staff member or Program Leader should contact the FFW CRC CEO in the first instance. Again, the email will be treated in complete confidence.

## 9. CANCELLATION OF MEMBERSHIP

Membership of the Hub network may be cancelled under the following circumstances:

1. A Hub member communicates disrespectfully with another member either in person, by email or on the Online Platform.
2. A member no longer has direct links to industry either personally or through their associated organisation
3. A member wishes to cancel their membership voluntarily

In the case of cancellation of a membership, the following procedures shall apply:

- a) **Notice:** The Hub Manager will send a written notice of the intention to cancel the membership to the member concerned, setting forth the reasons for the proposed cancellation and the date on which the proposed cancellation will become effective. The member will have an opportunity to respond to this notice if they consider that the cancellation notice is unreasonable.
- b) **Consideration by the FFW CRC CEO:** The CEO will consider both the reason for the cancellation of membership and any response received by the member concerned and will come to a final decision.
- c) **Determination:** In cases where the CEO decides in favour of cancelling membership, the member will be notified by email within a week of the decision date and will be removed from the Hub's membership database and the Online Platform.

In cases where the CEO rejects the proposal to cancel membership, the member will be sent an email within a week, attaching a copy of the Hub membership guidelines, with a polite reminder of the expectations of members.

Any members removed from the Hub will be added to a list kept by the Hub Manager. An organisation can nominate a new Hub representative/member to replace the cancelled member.

Members whose membership has been cancelled for reason two above will qualify for re-registration to the Hub as soon as they can demonstrate that they have new links with industry sectors.

Members that wish to cancel their membership voluntarily should contact the Hub Manager ([emily@honeyandfox.com.au](mailto:emily@honeyandfox.com.au)). They will be removed from the Hub database within 7 days of the request. In the case of members associated with an organisation, the organisation identified as the main point of contact will be notified of the cancellation of membership of that individual, giving the organisation an opportunity to appoint a new Hub representative.

Please note that withdrawal procedures from the FFWCRC are a separate process that are detailed in the Core and Supporting Participant's Agreements.