

CFA Attachment 3

## *Highlands Local Learning and Employment Network (HLLLEN)*



**Version: Final (14/11/16)**

<p><b>Endorsement by LLEN Chair</b></p>	<p>SIGNED: NAME: Lindsay Florence DATE:</p>	<p><b>Endorsement by Wellbeing, Health and Engagement Division, DET</b></p>	<p>SIGNED..... NAME..... POSITION..... DATE.....</p>
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This Annual Work Plan, once endorsed, forms part of Schedule A to the Common Funding Agreement between the **Highlands LLEN** and the Department of Education and Training.

Note: the Annual Work Plan should be submitted to DET according to LLENS 2016-19 CFA to allow time for approval by 31 December each year.

## Part A – Key Deliverables

Please identify your strategic actions and efforts to address the key KPIs:

To broker sustainable partnerships that:

support schools to:

- identify young people that are at risk of disengaging from education prior to completing Year 12 or a vocational equivalent
- identify and provide the support, education options and pathways to enable those young people to remain in education.

support the broader community to:

- identify young people who have disengaged from education prior to achieving Year 12 or a vocation equivalent
- provide support, educational options and pathways to enable those young people to re-engage and remain in education.

### KPI – 1: To broker sustainable partnerships that support schools to identify young people that are at risk of disengaging from education prior to completing Year 12 or a vocational equivalent.

Strategic Action	Deliverable Outcome	Target	Measure
<b>Work with those Highlands LLEN schools requiring support to build their capacity to identify the risk factors for disengagement with their students</b>	<i>Schools and education providers in the Highlands region will have improved capacity to identify young people at risk of disengagement from education</i>	<i>A minimum of 6 Highlands region schools/education providers are supported</i>	<i>Number of schools/education providers engaged</i>
	<i>Schools and education providers in the Highlands region are aware of or utilising education engagement assessment tools such as the Middle Years Development Instrument (MDI) and the Learning Engagement Matrix</i>	<i>Promotion and implementation of the MDI is supported in the Highlands region</i>  <i>The Learning Engagement Matrix is piloted and evaluated with 2 x schools/education providers</i>	<i>Successful implementation of the MDI</i>  <i>Number of Learning Engagement Matrix pilots completed</i>
<b>Work with Highlands LLEN schools to raise awareness of the resources available to assist with</b>	<i>Highlands LLEN research, data and information is disseminated and resources which build the capacity of schools and education providers to identify,</i>	<i>All HLLLEN schools and education providers are provided with resources</i>	<i>Web presence</i> <i>Newsletter production</i>

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<b>student engagement and retention outcomes</b>	<i>engage and retain young people at risk of disengagement from education are developed and shared</i>		<i>Latest research shared Resources produced and continuously promoted and disseminated</i>
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**KPI 1.1 Identify the key partners/networks/ stakeholders related to this key strategic action**

Organisation Name
<p><i>Secondary schools in the Highlands region, Federation College, Link Up, DOTS, POD4, Satellite VCAL sites, FLIP, Federation University, DET Regional Office, SFYS, Navigator, LOOKOUT Centre, Berry Street, headspace Ballarat, School Wellbeing Network, WISA (Wellbeing In Schools Australia)</i></p>

**KPI – 2: To broker sustainable partnerships that support schools to identify and provide the support, education options and pathways to enable those young people to remain in education.**

Strategic Action	Deliverable Outcome	Target	Measure
<p><b>Improve cross sectoral relationships between education and youth focussed community organisations to support young people’s barriers to engagement in education</b></p>	<p><i>Develop a broad, cross sector, youth focussed Network in the Highlands Region</i></p> <p><i>Ongoing coordination and facilitation of key education sector networks that are enhanced by information and knowledge of available community based supports</i></p>	<p><i>Establish and co-facilitate Network meetings that increase school and education provider staff’s knowledge of community supports available to young people who are disengaging or disengaged from education</i></p> <p><i>Information on community based supports for young people disengaging from education are regularly disseminated via the Secondary Schools Wellbeing Network</i></p> <p><i>Information on community based supports for young people disengaging from education are regularly disseminated via the Flexible Learning Network</i></p>	<p><i>Number of Network meetings</i></p> <p><i>Number of attendees at Network meetings</i></p> <p><i>Number of Secondary School Wellbeing Network meetings</i></p> <p><i>Number of Flexible Learning Network meetings</i></p>
<p><b>Create pathways options by supporting and promoting the Structured Workplace Learning (SWL) and Highlands VET Cluster programs to successfully link businesses and students</b></p>	<p><i>The SWL Program is supported and promoted, creating improved engagement of businesses to provide education options and pathway opportunities for young people</i></p> <p><i>The Highlands VET Cluster Program is supported and promoted, creating improved engagement of businesses to provide</i></p>	<p><i>Increased participation in SWL</i></p> <p><i>Schools, education providers and young people have increased knowledge and understanding of vocational education</i></p>	<p><i>Number of SWL placements consumed through the SWL Portal</i></p> <p><i>Information on VET subjects and the benefit of vocational education and training is</i></p>

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	<i>education options and pathway opportunities for young people</i>	<i>and training</i>  <i>Five Future Jobs Presentations are delivered across schools and education providers</i>	<i>continuously promoted and disseminated</i>  <i>Number of Future Jobs Presentations delivered</i>
<b>Expand awareness within schools and raise the profile of suitable and viable flexible learning options for disengaged or disengaging students</b>	<i>Knowledge of flexible learning options and education frameworks/strategies for engaging young people is enhanced across education settings</i>	<i>Profiles of flexible learning settings in the Highlands region are maintained and shared across different mediums</i>  <i>Teacher professional development activities/programs that increase education options, teacher engagement strategies and pathways understanding are supported</i>	<i>Number of mediums used to disseminate profiles and information</i>  <i>Number of professional development activities/programs supported</i>

**KPI 2.1 Identify the key partners/networks/ stakeholders related to this key strategic action**

Organisation Name
<i>Federation College, 16 secondary schools in the Highlands region, Link Up, DOTS, POD4, Satellite VCAL sites, FLIP, Highlands VETiS Cluster, Highlands VCAL Coordinators' Network, Highlands VETiS Coordinator Network, Economic Development Units in Local Governments, Federation University, Navigator, Skills &amp; Jobs Centre, Reconnect, headspace Ballarat, SalvosConnect, SFYS, Ballarat Community Health Centre, UnitingCare, Centacare, CAFS, Berry Street, Community Health Services, Big Brothers Big Sisters, BGT, Secondary School Wellbeing Network, Flexible Learning Network</i>

### KPI – 3: To broker sustainable partnerships that support the broader community to identify young people who have disengaged from education prior to achieving Year 12 or a vocation equivalent

Strategic Action	Deliverable Outcome	Target	Measure
<p><b>Increased awareness and identification of young people who are disengaged from education by the broader community will be achieved through participation in a diverse range of networks, committees and organisations</b></p>	<p><i>Awareness of disengaged young people is improved through active involvement in such networks, committees and organisations as: Youth Action Networks, Settlement Advocacy Committee, Koorie Education Networks, Commerce Ballarat, the Australian Industry Group, Ballarat Tech School, P-Tech, VECCI, Central Highlands Children &amp; Youth Area Partnership, Collaboration for Impact, ACFE Regional Board, Philanthropy Ballarat, Central Highlands Mental Health Network, Secondary Schools Wellbeing Network, Flexible Learning Network, Central Highlands Primary Care Partnership, SFYS Local Working Group, Council/Shire Youth and Wellbeing Strategy groups</i></p> <p><i>The Highlands LLEN will be an independent third party representative in the allocation of Reconnect referrals between BGT (Ballarat Group Training) and Federation College</i></p>	<p><i>Active participation in 15 networks, committees and organisations.</i></p> <p><i>Continued collaboration between BGT and Federation College to implement the Reconnect Program, with a focus on the most vulnerable young people</i></p>	<p><i>Participation in networks, committees and organisations</i></p> <p><i>Involvement in the triage and allocation of all referrals to Reconnect</i></p>
<p><b>Support local state and federally funded existing (eg. Central Highlands Children and Youth Area Partnership, SFYS, Work and Learning Centre) and new (eg. Transition to Work, Navigator and LOOKOUT Centre, Reconnect, Ballarat Tech School, Jobs Victoria Employment Network, Skills &amp; Jobs Centre and</b></p>	<p><i>New and existing local initiatives are actively promoted and supported to engage with schools, education providers, welfare services and community organisations to work with young people who have disengaged</i></p>	<p><i>Ten key initiatives supported through sustainable partnerships</i></p> <p><i>Schools, education providers, welfare services and community organisations have increased knowledge of the</i></p>	<p><i>Contributions made to new and existing initiatives</i></p> <p><i>Information is continuously disseminated and resources produced and</i></p>

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<b>headspace Digital Work &amp; Study Service) initiatives to successfully identify young people who have disengaged from education</b>		<i>existing and new initiatives</i>	<i>distributed</i>
<b>Organisation and promotion of professional development</b>	<i>Improved capacity within the broader community to identify young people who are disengaged from education</i>	<i>2 professional development sessions targeted at welfare professionals who work with young people</i>	<i>Number of professionals attending professional development sessions offered</i>

**KPI 3.1 Identify the key partners/networks/ stakeholders related to this key strategic action**

<b>Organisation Name</b>
<p><i>VECCI, Commerce Ballarat, Committee for Ballarat. City of Ballarat Economic Development Unit, Regional Development Victoria, Career Development Association of Australia Inc., Federation University, Department of Employment, Ballarat West Employment Zone, Foundation for Young Australians, Beacon Foundation, VAEAI, LAECG, CMY, Department of Education &amp; Training, Centrelink, Youth Justice, The Smith Family, DHHS, BGT, Central Highlands Children and Youth Area Partnership, LOOKOUT Centre, Navigator, SFYS, Qualify, WestVic, Transition to Work, SalvosConnect, Empower YOUth Initiative, Skills &amp; Jobs Centre, Work &amp; Learning Centre, headspace Ballarat, Centacare, UnitingCare, Child and Family Services, Berry Street, Big Brothers Big Sisters, Philanthropy Ballarat, WISA (Wellbeing In Schools Australia)</i></p>

**KPI – 4: To broker sustainable partnerships that support the broader community to provide support, educational options and pathways to enable those young people to re-engage and remain in education.**

Strategic Action	Deliverable Outcome	Target	Measure
<p><b>Develop resources that will inform the broader community of support systems/strategies that can be utilised to re-engage young people in education</b></p>	<p><i>Local community are more aware of opportunities for re-engagement of young people in education</i></p>	<p><i>Resources related to education support systems/strategies are effectively communicated to the broader community through relationship building and cross sector networking</i></p> <p><i>Provide education, pathway and career support and advice to organisations who work with young people who are disengaged or disengaging from education and being supported by a community based service</i></p>	<p><i>Continuous dissemination of resources to the broader community</i></p> <p><i>Number of young people and community members provided support</i></p>
<p><b>Expand awareness within the broader community and raise the profile of suitable and viable flexible learning options, VET and education pathways for re-engaging students</b></p>	<p><i>Knowledge of flexible learning providers, VET and education options is enhanced across the broader community</i></p>	<p><i>Flexible Learning resources are widely distributed across a range of mediums</i></p> <p><i>Positive promotion of Flexible Learning options, VET and education pathways in local media</i></p>	<p><i>Number of mediums used to distribute Flexible Learning information to the broader community</i></p> <p><i>Number of media articles and/or segments</i></p>
<p><b>Participation in and leadership of Collaboration for</b></p>	<p><i>The new Education State Initiatives</i></p>	<p><i>Development of a model for</i></p>	<p><i>Agencies rating of collaboration effectiveness</i></p>

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<b>Impact to build an understanding of how new education initiatives might align in the Highlands region to maximise impact</b>	<i>are coordinated, effectively communicate and work collaboratively in a model that is shared across the state</i>	<i>maximising collaboration</i>	
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**KPI 4.1 Identify the key partners/networks/ stakeholders related to this key strategic action**

Organisation Name
<p><i>Federation College, 16 secondary schools in the Highlands region, Link Up, DOTS, POD4, Satellite VCAL sites, the new TAFE-based “Jobs and Skills Centre”</i></p> <p><i>Industries and businesses throughout Highlands Councils from Highlands 5 LGAs, headspace, Centrelink, Youth Justice, Aboriginal Cooperative, CMY, YMCA, Smith Family, NDCO, Community Health Services, DHHS, Berry Street, United Way, UnitingCare, Centacare, Child &amp; Family Services, SalvosConnect, ACFE Regional Board, Big Brothers Big Sister, WISA (Wellbeing In Schools Australia)</i></p>

**Part B - Risk Assessment and Management Strategies**

Outline your identified risks, the level of risk they represent and strategies to manage the risks. e.g. how will you minimise risks associated with your plan and what procedures will you put in place to manage the risk. (refer to Attachment A for examples of potential risk areas)

Risk Rating Matrix		Consequence				
		Insignificant	Minor	Moderate	Major	Severe
Likelihood	Almost Certain	Medium	High	Extreme	Extreme	Extreme
	Likely	Medium	Medium	High	Extreme	Extreme
	Possible	Low	Medium	Medium	High	Extreme
	Unlikely	Low	Low	Medium	Medium	High
	Rare	Low	Low	Low	Medium	Medium

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Identified Risk	Likelihood (see above)	Level (Low/Moderate/High)	Risk Management Strategy/Procedures
1. Lack of stakeholder engagement	Possible	Moderate	<ul style="list-style-type: none"> <li>i. Consult with and encourage feedback from all stakeholders</li> <li>ii. Maintain regular communication with all stakeholders</li> <li>iii. Provide evidence (data) of identified issues and benefits of engagement</li> <li>iv. Collaborate with willing stakeholders on pilot projects and disseminate outcomes broadly</li> </ul>
2. Poor outcomes from work/projects	Possible	Moderate	<ul style="list-style-type: none"> <li>i. Encourage an evaluation and review culture in all stakeholder groups</li> <li>ii. Where possible HLLLEN will ensure evaluation and review of projects occurs</li> <li>iii. Annual review of HLLLEN Strategic Plan</li> <li>iv. Engage in regular meetings to monitor progress of projects/partnerships/KPIs</li> </ul>
3. Employment and retention of skilled /experienced/qualified staff	Possible	Moderate	<ul style="list-style-type: none"> <li>i. Keep staff informed of information relating to HLLLEN contracts</li> <li>ii. Professional development of staff</li> <li>iii. Acknowledge and celebrate achievements</li> <li>iv. Flexible working arrangements to maximise satisfaction within the workplace</li> </ul>
4. Business continuity planning and procedures	Unlikely	Low	<ul style="list-style-type: none"> <li>i. Data backed up on a daily basis</li> <li>ii. Remote log in to server and email currently being facilitated by IT support provider</li> <li>iii. Annual review of the Strategic Plan in consultation with key stakeholders</li> </ul>
5. Efficiency, reliability and functionality of ICT	Unlikely	Low	<ul style="list-style-type: none"> <li>i. Staff computers are networked to the Local Area Network (LAN)</li> <li>ii. Data backed up on a daily basis</li> <li>iii. Highlands LLEN website hosted externally</li> <li>iv. ICT Support Provider agreement in place</li> <li>v. Annual review of applications and licences conducted</li> </ul>
6. Staff management practices and workplace culture	Possible	Low	<ul style="list-style-type: none"> <li>i. EO Open Door Policy</li> <li>ii. Planning days run 3 – 4 times a year</li> <li>iii. Weekly briefings scheduled Monday mornings</li> <li>iv. Employee Assistance Program offered to staff</li> <li>v. Humour encouraged and social events occur on a regular basis</li> </ul>
7. Internal planning administration and resource allocation	Unlikely	Low	<ul style="list-style-type: none"> <li>i. Annual strategic planning process held with all Committee of Management Members and staff</li> <li>ii. Highlands LLEN Strategic Plan and priorities disseminated to all key stakeholders, members, Committee of Management and staff for review and feedback</li> <li>iii. All financial budgets endorsed by Finance and Administration Sub-Committee (FASC) and Committee of Management</li> <li>iv. Retained earnings are maintained at a level to cover HLLLEN expenses for potential</li> </ul>

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			wind-up
<b>8. Financial systems and financial controls including fraudulent transactions</b>	Unlikely	Low	<ul style="list-style-type: none"> <li>i. Annual audit conducted by external independent auditor</li> <li>ii. Monthly review by FASC of monthly financial reconciliation including; Profit &amp; Loss, Balance Sheet, Cheque Register and Reconciliations.</li> <li>iii. The above documents are reviewed on a bi-monthly basis by the full Committee of Management</li> <li>iv. EO and Committee of Management member signatures required on all outgoing payments</li> </ul>
<b>9. Mismanagement of Association</b>	Unlikely	Low	<ul style="list-style-type: none"> <li>i. Each CoM member to attend an induction program and be supplied with a copy of the Rules of Association and the HLLLEN Policy and Procedures Manual.</li> <li>i. All CoM meetings to be run in accordance with the HLLLEN Rules of Association. Agendas, papers and minutes for all CoM and FASC meetings are produced and maintained on file by HLLLEN staff.</li> <li>ii. HLLLEN conducts a skills audit of all CoM members. Professional Development to be made available to all CoM members as required.</li> <li>iii. An up to date register of HLLLEN members is kept and maintained.</li> <li>iv. All funding and legislative requirements are complied with.</li> <li>v. Continue to have the HLLLEN's financial transactions independently audited each year as required by the Associations Incorporation Act 1981.</li> <li>vi. Continue to comply with the Consumer Affairs Victoria Annual Statement reporting requirements as mandated in the Associations Incorporation Act 1981.</li> <li>vii. Continue to comply with Australian Taxation Office compliance requirements, including BAS returns, FBT compliance, Instalment Activity Statements and Superannuation Guarantee payments.</li> </ul>