

Structured Workplace Learning

2017 Work Plan

Highlands Local Learning and Employment Network



<p>Endorsement by: Highlands LLEN Authorised Signatory</p>	<p>SIGNED:</p> <p>NAME: Jannine Bennett DATE: 14 February, 2017 POSITION: Executive Officer</p>	<p>Acceptance by: Department of Education and Training Authorised Signatory</p>	<p>SIGNED:</p> <p>NAME: Louise McDonald DATE:</p> <p>POSITION: Director, Pathways, Transitions and Priority Cohorts Branch, Secondary Reform, Transitions and Priority Cohorts Division, Department of Education and Training</p>
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LOCAL LEARNING & EMPLOYMENT NETWORK (LLEN): **Highlands LLEN**

Note: once endorsed, the 2017 Work Plan becomes a schedule to the Common Funding Agreement

INTRODUCTION

Structured Workplace Learning (SWL) program key objectives:

SWL funding is provided to 31 Local Learning and Employment Networks (LLENs) across Victoria to increase access to appropriate SWL placements for students undertaking VET as part of their senior secondary certificate.

In 2017 funding will be provided to the LLENs to:

- facilitate access to appropriate SWL placements for students undertaking VET as part of their Victorian Certificate of Education (VCE), Victorian Certificate of Applied Learning (VCAL) and School Based Apprenticeships and Traineeships (SBATs)
- facilitate engagement between schools and employers, and support schools to work directly with employers to place students into SWL placements
- liaise with employers and maintain information on the SW portal to ensure it is current and meaningful
- identify local needs and industry priorities for appropriate SWL placements
- source local SWL placements for difficult to place students
- collaborate with schools and other service providers to provide young people with holistic, integrated support to assist them to engage, and re-engage, in education and training

Role of the LLENs:

Each LLENs will be responsible for the following:

- establishing benchmark data related to the number of schools, students and employers involved in the SWL service at the local level
- establishing partnerships with employers, schools, and other stakeholders to identify appropriate SWL placements that will meet the students' needs
- working with stakeholders to determine local priorities and employment opportunities
- supporting schools to source SWL placement options for difficult to place students
- working with the LLEN Statewide Network to identify appropriate SWL placements and to facilitate students' access to placements outside their local area
- facilitating engagement between schools and employers, and supporting schools to work directly with employers to place students into SWL placements
- collaborating with schools and service providers to provide young people with holistic, integrated support by facilitating access to SWL placements where relevant
- facilitating innovation and continuous improvement to meet emerging needs
- sharing knowledge and expertise across the LLEN to facilitate effective delivery of the SWL service in all areas of the state
- evaluating and reporting on the SWL program in their local area and contributing to a consolidated statewide report
- working with the Department of Education and Training to plan the delivery of the SWL service beyond 2017

With respect to the SWL statewide portal, LLENs will be responsible for:

- working with employers to ensure that the SWL opportunity is appropriate before it is posted on the SWL statewide portal
- supporting employers to enter SWL opportunities and employer details on the SWL statewide portal or enter the information directly on the portal as required
- maintaining information on the SWL statewide portal to ensure it is current and meaningful
- approving information before it goes live on the SWL statewide portal

The SWL statewide portal has been designed with the following major features:

- employers/LLENs are able to post appropriate SWL opportunities
- employers/LLENs are able to post information about potential host companies
- *note: before any information goes live on the portal, it must be approved by the LLEN*
- students/teachers are able to search statewide for SWL opportunities that align with the VET programs being studied
- teachers are able to assign an appropriate SWL opportunity to a particular student
- ability to link LLEN and regional portals / websites to the SWL statewide portal
- when requested by the teacher, the portal generates the partially completed legal documents in Word format (as required under the *Education and Training Reform Act 2006*)
- the portal facilitates the generation of reports to meet the requirements of the Department and the Common Funding Agreement with the LLENs

Key Performance Indicators (KPIs) with targets for your LLEN area

KPI 1 – more than 15 per cent of students requiring a SWL and SBAT placement are supported to access an appropriate placement (*This measure will identify the % of secondary school students undertaking VET in your LLEN area who consumed SWL opportunities from the SWL statewide portal*)

KPI 2 – more than 25 per cent of schools with students requiring a SWL and SBAT placement use the SWL statewide portal to identify placements (*This measure will identify the % of schools in your LLEN area with students undertaking VET who have consumed opportunities publicly advertised on the SWL statewide portal*)

KPI 3 – 100 per cent of employer details and SWL and SBAT opportunities are reviewed, and amended as required, at the end of each school term to keep the portal current

KPI 4 – 80 per cent alignment with expected outcomes in your LLEN Work Plan

- 80 per cent of expected SWL opportunities from employers (as outlined in the Work Plan) are achieved
- 80 per cent of expected placements from schools (as outlined in the Work Plan) are achieved

KPI 5 – your LLEN website provides details of the SWL service and the link to the SWL statewide portal

KPI 6 – provide a case study that highlights the role of your LLEN in supporting students to access an appropriate SWL placement

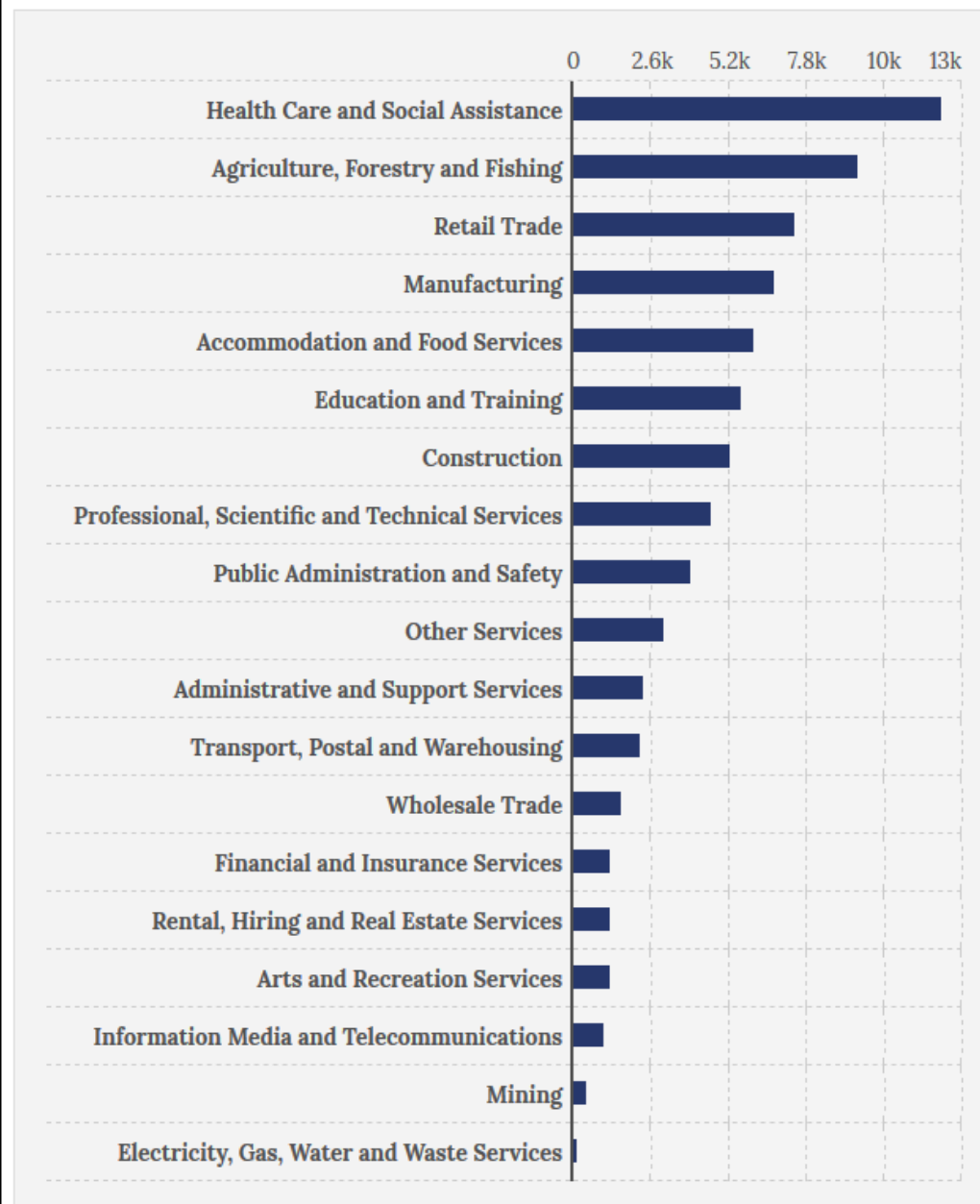
Working with local industry / business

- Identify local industry / business
- Outline how you will work with these stakeholders to source SWL opportunities to achieve targets

Local industry/business	Action plan	Type and no. of opportunities to be sourced	In what school term is the placement expected to commence			
			Term 1	Term 2	Term 3	Term 4
1: Health and Community Services	<p>Identification of Potential Host Employers</p> <ul style="list-style-type: none"> • Investigate current business and industry connections to identify suitable host employers for 2017. • Review HLLLEN employer database to contact potential hosts and transfer employer information to The Portal for 2017. • Attend business networks and/or events to promote the Structured Workplace Learning (SWL) Portal and the benefit to employers providing SWL and SBAT opportunities • Consult with VET program teachers to gain industry contacts and build relationships with teachers. • Analyse Ballarat’s largest employers to source new placement opportunities in suitable businesses. • Further develop relationships with Economic Development departments at local governments and Regional Development Victoria within the region. • Survey and consult with employers around the barriers for business providing SWL and SBAT opportunities. 	<p>SWL – 35</p> <p>SBAT - 0</p> <p>Total = 35</p>	ongoing	ongoing	ongoing	ongoing
2. Building and Construction	<ul style="list-style-type: none"> • Identify potential host employers through local internet searches. • Undertake cold calling to secure placements with new host employers. • Organise events or activities to promote the benefits of hosting students, VET and Industry Awards and B31. • Liaise with other SWL providers to develop strategic links to large state-wide employers actively hosting students. • Market and promote the SWL Program through a range of activities, these may include: <ul style="list-style-type: none"> ○ Emails to local industries ○ Editorials and news articles in local papers ○ Develop targeted marketing material for employers, students and parents 	<p>SWL - 20</p> <p>SBAT - 5</p> <p>Total = 25</p>	ongoing	ongoing	ongoing	ongoing

3. Information Communication Technology	<ul style="list-style-type: none"> ○ Advertising in local business publications ○ Targeting Business Excellence Awards nominees ○ Utilise existing relationships with organisations that work with young people to find employment, to identify and target employers willing to host SWL and SBAT placements ○ Marketing to parents through school newsletters ○ Marketing to stakeholders through HLLLEN newsletter ○ Presentations and flyers at local business breakfasts and events ○ Use of social media platforms ○ Attend network meetings to develop connections with employers ○ Develop and distribute employer packs, with information about SWL, The Portal, Child Safe Standards and SBATs ○ Manage and update CYBA (Careers for Youth Ballarat Area) employment website for local young people, advertise positions and information on SWL and The Portal to engage the employers that advertise positions through the site - potential to gain some SWL opportunities. ○ Participate in careers expos to network with employers, teachers, parents and students ○ Lead the Jobs and Skills Drive to engage with stakeholders and provide young people with information on employment, workplace skills and what employers expect from new employees. 	SWL - 9 SBAT - 0 Total = 9	ongoing	ongoing	ongoing	ongoing
4. Hospitality and Tourism	<ul style="list-style-type: none"> ● Merge the existing HLLLEN employer database with The Portal. <p>How we will work with stakeholders</p> <ul style="list-style-type: none"> ● Develop and distribute employer pack resources to employers with information to increase their knowledge of VET, SBATs, SWL and The Portal. ● Build and maintain relationships with Apprenticeship and SBAT organisations ● Develop and/or provide resources to build on the capacity of employers to facilitate young people in the workplace by way of industry fliers detailing how to successfully host a student. ● Develop and/or provide resources to build capacity of employers. <i>Eg what can a student do for my business? Tasks I can give students undertaking work placement.</i> ● Continued marketing of identified future job opportunity areas to increase the number of businesses joining the SWL Program. ● Promotion of employment and career opportunities in future job opportunity areas to schools and young people to increase the uptake of VET enrolments, SBATs and work placements in these industries. 	SWL - 10 SBAT - 2 Total = 12	ongoing	ongoing	ongoing	ongoing

5. Agriculture and Animal Studies	<ul style="list-style-type: none"> Promotion of placements and training options for students in the workplace Working with industry and schools to increase the awareness of teachers and advisors on industry offerings through: <ul style="list-style-type: none"> Targeted industry tours for Principals/Teachers. Information presentation to education networks (eg BCEN, Principals, VET, flexible learning network, VCAL network etc). Dissemination of support resources at Careers and Trade events. Market Ticket To Work to schools in order to engage students with disabilities into placement opportunities. Facilitate taster programs in partnership with training providers and employers, - students are able to gain an introduction to a selected industry. The aim is to increase VET enrolments 	SWL - 15 SBAT - 0 Total = 15	ongoing	ongoing	ongoing	ongoing
6. Manufacturing and Engineering	<ul style="list-style-type: none"> Plan and promote Get Into Games to schools and students - raise awareness of the employment and career opportunities available in the gaming industry and promote pathways for students. Work with employers to implement Work Inspirations programs in 2017 - create aspirations and promote placement in industry. Previously run with two of Ballarat's largest employers. City of Ballarat and Central Highlands Water. Introduce the new program Passport 2 Employment that prepares students for employment. Using stakeholders for delivery of parts of the program will strengthen the relationships with employers/stakeholders and lead to possible placement opportunities. 	SWL – 10 SBAT- 0 Total = 10	ongoing	ongoing	ongoing	ongoing
Total - 106						



Industry	Persons Employed
Health Care and Social Assistance	12,300
Agriculture, Forestry and Fishing	9,500
Retail Trade	7,400
Manufacturing	6,700
Accommodation and Food Services	6,000
Education and Training	5,600
Construction	5,200
Professional, Scientific and Technical Services	4,600
Public Administration and Safety	3,900
Other Services	3,000
Administrative and Support Services	2,300
Transport, Postal and Warehousing	2,200
Wholesale Trade	1,600
Financial and Insurance Services	1,200
Rental, Hiring and Real Estate Services	1,200
Arts and Recreation Services	1,200
Information Media and Telecommunications	1,000
Mining	400
Electricity, Gas, Water and Waste Services	100

Working with schools delivering senior secondary school certificates

- Identify schools, students and target number of SWL placements
- Outline how you will work with schools to achieve targets

Schools (extract all schools listed for your LLEN)	Tick schools that you expect to have user access to the portal	For schools expected to have user access to the portal		Target number of placements to be sourced by your LLEN	Action Plan
		Total number of VET students enrolled in 1 or > certificates	Total number of VET students expected to require SWL placements	More than 15% of Total number of VET students expected to require SWL placements	
Bacchus Marsh College	✓	Internal - 40 VET Cluster - 68	49	8	<ul style="list-style-type: none"> • Initiate new survey for schools to establish baseline data for 2017 on; <ul style="list-style-type: none"> ○ Students undertaking VET programs. ○ Students requiring SWL placements ○ Schools requiring assistance from SWL Program in finding placements for students. ○ VET enrolment numbers. ○ Time of year students are sent out on SWL placements ○ Identify key staff for SWL in schools ○ Barriers to teachers utilising The Portal ○ The number of SBATs undertaken by students ○ List of all VET programs • Continued marketing of the SWL Portal to all schools through phone calls, school visits, emails, network meetings and training. • Identifying key contacts for VET and VCAL in all schools. • Using collected information on VET enrolment numbers (working with VASS Coordinators) to identify industry preferences and identify suitable employers
Bacchus Marsh Grammar	✓	Internal – 51 VET Cluster – 0	23	4	
Ballarat Christian College	✓	Internal – 9 VET Cluster - 19	13	2	
Ballarat Clarendon College	✓	Internal - 15 VET Cluster - 16	14	3	
Ballarat Grammar	✓	Internal - 91 VET Cluster - 17	49	8	
Ballarat High School	✓	Internal - 162 VET Cluster - 81	110	17	
Ballarat Secondary College (Link Up Campus)	✓	Internal - 0 VET Cluster - 1	1	1	

Ballarat Secondary College (Mount Rowan Campus)	✓	Internal - 0 VET Cluster - 13	6	1	<ul style="list-style-type: none"> • Working with schools to ensure students are work-ready, this could be through teacher/student PD and resources. • Liaise with VET Cluster Coordinator on a regular basis. • Identify any regional factors that may impact on placement opportunities (transport, location of employers, industry downturn/closures) work with stakeholders to find solutions. • Work with schools to identify students they believe require support with sourcing appropriate placements. • Identify any additional needs students might have (disability, English levels, attendance issues, other psychosocial barriers) Consult with school staff around support needs. • Working with local stakeholders to source support for students with additional needs (National Disability Support Officer (NDCO), Specialist schools, English Language Schools, Lookout, KESO's, PSD Coordinators, the School Wellbeing Network, AIME, VAEAI, CMY, headspace Ballarat, Navigator). • Accessing the VET Cluster portal to monitor course enrolments and attendance. • Developing the VCAL Network • Maintain participation in BCEN Network • Increase schools and students understanding of the transition from school to employment by promoting: <ul style="list-style-type: none"> ○ \$20 Boss for schools wanting to participate ○ Jobs and Skills Drive ○ Ballarat Trades Hall ○ Young Workers Centre resources ○ Guest speakers ○ Work Inspiration ○ Get Into Games ○ Trade Tasters
Ballarat Secondary College (Woodman's Hill Campus)	✓	Internal - 0 VET Cluster -11	5	1	
Ballarat Specialist School	X				
Beaufort Secondary College	✓	Internal - TBA VET Cluster - 32	15	3	
Damascus College	✓	Internal - 20 VET Cluster - 72	42	7	
Daylesford Secondary College	✓	Internal - TBA VET Cluster - 3	2	1	
Loreto College	✓	Internal - 38 VET Cluster -35	33	5	
Mount Clear College	✓	Internal - 123 VET Cluster - 67	86	13	
Phoenix P-12 Community College	✓	Internal -150 VET Cluster - 16	75	12	
Phoenix P-12 Community College (DOTS Campus)	✓	Internal - 0 VET Cluster - 10	5	1	
St Patrick's College Ballarat	✓	Internal - 253 VET Cluster - 25	126	19	
		1,438	654	106	

Aligning SWL opportunities with VET programs and local industry needs

- Outline the actions you will take to increase the alignment of SWL opportunities with VET programs and local industry needs
- Identify key networks and partners

Key Networks / Partners	Actions	Timelines
<ul style="list-style-type: none"> • VETiS Cluster • Ballarat Careers Network (BCEN) • Cluster Principals' Management Group • Highlands Region Government, Independent and Catholic Schools • Flexible Learning Network • Highlands local Business Networks • Local Government • State Government • Federal Government • Neighbouring LLEN's • Industry peak bodies • Ballarat Technical School • P-TECH • Commerce Ballarat • Committee for Ballarat • Biznet Breakfast • 505 Club • VCAL Network • Regional Development Victoria • Ballarat Trades Hall • AI Group 	<ul style="list-style-type: none"> • Obtaining VET enrolment data and comparing to employment market trends and future opportunities. Sharing this information with local networks. • Identifying VET courses with high numbers of enrolments and limited placement opportunities sourcing more opportunities for placement in these identified areas. • Creating strong partnerships between VET providers and local industry to promote vocational pathways into the workforce. • Working in consultation with teachers and trainers to ensure that placements undertaken by students are relevant to their area of study. • Analysing local skill shortages and trending industries labour statistics and identifying predicted areas of need, promoting pathways into these areas. • Increasing the number of SBAT opportunities in the region that align to local needs. • Ongoing expansion and development of our employer database, enter all employer details and contacts onto The Portal • Liaise with Program Teachers to ensure all placements align with VET Programs • Deliver Future Job presentation to students to increase awareness of job opportunities and trending industries, to increase up take of VET Programs. • Identify growth in local industry to develop a targeted response • Review VET program offerings for the Highlands VET Cluster and consider introducing additional VET programs that align to local industry needs eg. Education Support, Furniture Making, Hospitality Front of House, Lab Skills. 	<p>January – March</p> <p>February – ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>January – ongoing</p> <p>January- ongoing</p> <p>February – ongoing</p> <p>February – ongoing</p> <p>January - ongoing</p> <p>End of March</p>

How will you evaluate the effectiveness of the alignment?

- Regular attendance at committee and network meetings to provide and obtain feedback to and from stakeholders.
- Recruitment of new employers to the SWL program on a regular basis throughout the year.
- Exceeding agreed targets for placements for 2016
- Increased uptake of SBATs and SWL in industries identified as skill shortage or trending industries.
- Pre and post evaluations for employers, students and education providers addressing any issues that arise.
- Measuring how many placements were chosen in the area of study.
- Gathering qualitative and quantitative data on placements and their alignment with area of study.
- Gaining employer perceptions of barriers to successful placements.
- Creating a cycle of feedback to enable continuous improvement of the SWL service
- Quarterly review of alignment data
- Utilising networks and relationships to ensure all stake holders are satisfied with the alignment of services
- Quarterly review of SWL Portal use and satisfaction of service

Assessing Risk and Identifying Management Strategies

- Outline any risks and the level of risk (note: examples of areas of potential risk are included on page 8)
- Identify strategies, and procedures, to manage the risks associated with your Work Plan

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

Identified Risk	Likelihood <i>(see above)</i>	Level <i>(Low/Moderate/High)</i>	Risk Management Strategy and Procedures
Lack of stakeholder engagement	Possible	Moderate	i. Consult with and encourage engagement from all stakeholders ii. Maintain regular communication with all stakeholders iii. Provide evidence (data) of identified issues and benefits of engagement Collaborate with willing stakeholders and disseminate outcomes broadly
Poor outcomes from work/projects	Possible	Low	i. Encourage an evaluation and review culture in all stakeholder groups ii. Where possible HLEN will ensure evaluation and review of projects occurs iii. Annual review of HLEN Strategic Plan

			Engage in regular meetings to monitor progress of projects/partnerships/KPIs
Employment and retention of skilled /experienced/qualified staff	Possible	Low	<ul style="list-style-type: none"> i. Keep staff informed of information relating to HLEN contracts ii. Professional development of staff iii. Acknowledge and celebrate achievements <p>Flexible working arrangements to maximise satisfaction within the workplace</p>
Business continuity planning and procedures	Unlikely	Low	<ul style="list-style-type: none"> i. Data backed up on a daily basis ii. Remote log in to server and email currently being facilitated by IT support provided <p>Annual review of the Strategic Plan in consultation with key stakeholders</p>
Efficiency, reliability and functionality of ICT	Unlikely	Low	<ul style="list-style-type: none"> i. Staff computers are networked to the Local Area Network (LAN) ii. Data backed up on a daily basis iii. Highlands LLEN website hosted externally iv. ICT Support Provider agreement in place <p>Annual review of applications and licences conducted</p>
Staff management practices and workplace culture	Possible	Low	<ul style="list-style-type: none"> i. EO Open Door Policy ii. Planning days run 3 – 4 times a year iii. Weekly briefings scheduled Monday mornings iv. Employee Assistance Program offered to staff <p>Humour encouraged and social events occur on a regular basis</p>
Internal planning administration and resource allocation	Unlikely	Low	<ul style="list-style-type: none"> i. Annual strategic planning process held with all Committee of Management Members and staff ii. Highlands LLEN Strategic Plan and priorities disseminated to all key stakeholders, members, Committee of Management and staff for review and feedback iii. All financial budgets endorsed by Finance and Administration Sub-Committee (FASC) and Committee of Management <p>Retained earnings are maintained at a level to cover HLEN expenses for wind-up</p>
Financial systems and financial controls including fraudulent transactions	Unlikely	Low	<ul style="list-style-type: none"> i. Annual audit conducted by external independent auditor ii. Monthly review by FASC of monthly financial reconciliation including; Profit & Loss, Balance Sheet, Cheque Register and Reconciliations. iii. The above documents are reviewed on a bi-monthly basis by the full Committee of Management <p>EO and Committee of Management member signatures required on all outgoing payments</p>
Threat posed by external parties to disrupt or harm	Unlikely	Low	<ul style="list-style-type: none"> i. Consultation with VECCI and AIG for assistance and advice with HR matters to ensure departing staff exit effectively <p>Out placement service offered to departing staff</p>
Changes in the local/regional environment such as economic downturn or adverse climatic conditions	Unlikely	Low	<p>Remain informed re economic outlook by participation in relevant networks, in particular the Eco. Dev. Unit of the City of Ballarat in order to be well informed</p>

Examples of Areas of Potential Risk

The following is a list of areas which your LLEN could identify as potential risks. Potential areas include, but are not limited to:

- Management of commercial and legal relationships such as breakdown in contractual relationship results in possible threats of litigation
- Financial systems and financial controls
- Internal planning, administration and resource allocation
- Availability of information to demonstrate outcomes and deliverables
- Having people with the right skills in the right jobs such as the departure of key staff brings new experience and opportunity, but also the loss of important corporate knowledge
- People management practices, ethics and culture such as service delivery to stakeholders not met due to inadequate staff resources/recruitment processes/skill level of staff and staff burnout
- Program delivery strategies and processes
- Management of relationships such as breakdown in stakeholder relations results in objectives not being met
- Efficacy and reliability of IT applications
- Business Continuity Planning and procedures such as with inadequate preparation for a major disaster (Business Continuity Planning) and/or emergency, contractual obligations are not met
- Threat posed by external parties to disrupt or harm
- Changes in the local/regional environment such as economic downturn or adverse climatic conditions
- Fraud risks associated with delivery of outcomes including misappropriation of funds, mismanagement of confidential information etc.

Forward Budget			
Item	Budget 2017		Notes
Income			
DET SWL funding	165401		
Other Income (specify below)			
Total income (A)			
Expenditure			
Management staff			
Coordination staff	68344		
Administration staff	18504		
Superannuation	8251		
Payroll tax	0		
Other salary related costs	5233		
Auditor's remuneration	1765		
Communication	3300		
Consumables	4000		
Contract and other services	3260		
Depreciation and amortisation	2200		
Equipment	1600		
Fees & Charges			
Insurance			
Promotion	4500		
Rent/leasing			
Repairs and maintenance	500		
Staff development	2500		
Travel and motor vehicle	14700		
Utilities			
Other expenses	27000		Includes HLEN Management Fee of \$25000 \$2000 Registration and Memberships
Total expenses (B)	165657		
Net operating result for the year	(256)		
Total surplus/deficit as at 31 December 2017			