

# LLEN 2017 Annual Work Plan



Education  
and Training

## Goldfields LLEN



<p><b>Endorsement by LLEN Chair</b></p>	<p>SIGNED NAME <i>Arvid Yaganegi</i> DATE <i>November 10, 2016</i></p>	<p><b>Endorsement by Vulnerable Children's Unit 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 LLENs 2016-19 Common Funding Agreement between the **GOLDFIELDS LLEN** and the Department of Education and Training*

## 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>Passions and Pathways (P&amp;P)</b> Grade six students in partnership with Bendigo business and industry sectors: acting earlier to support children who may be vulnerable and consequently have poorer life outcomes	A sustainable Passions & Pathways Primary Schools & Workplaces Partnership	An <b>increase</b> in cross sector partners	<ul style="list-style-type: none"> <li>• Current and new cross sector partners engaged in 2017 to deliver Passions and Pathways</li> </ul>
<b>Young Industry Ambassadors (YIA)</b>	A sustainable network of Young Industry Ambassadors supported by respective business and industry sector employers	An <b>increase</b> in business and industry sector employers supporting YIA	<ul style="list-style-type: none"> <li>• Current and new business and industry sector employers committed to the training and release of YIAs to engage with primary and secondary students to share their post school pathways</li> </ul>

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**KPI 1.1: Identify the key partners/networks/ stakeholders related to this key strategic action: schools, local government, business and industry sectors: schools, local government, business and industry sectors**

Organisation Name
<p><b>P&amp;P</b> – four low socio-economic/tier one funded schools (generational poverty) from Lightning Reef Primary School (SFOE: .73), Eaglehawk Primary School (SFOE: .70), Specimen Hill Primary School (SFOE .58), one new primary school (to be determined), Department of Education School Education Improvement Leaders, senior management from the Economic Development Unit of the City of Greater Bendigo, the Career Horizons Project Officer (funded by RDV), the Bendigo Manufacturing Group, Young Industry Ambassadors (from business and industry sectors), Young Ambassadors (studying at La Trobe), Regional Development Victoria, Bendigo business and industry sectors, the Passions and Pathways Steering Committee and recruited staff to refine the 2016 Curriculum Framework (placing the material on a web site) and the Passions and Pathways Partnership Manager. The GLLLEN is the lead partner and holds RDV funds for this Project @ \$50,000 per year until June 2018</p>
<p><b>YIA</b> - Primary and secondary schools in the three GLLLEN LGAs, business and industry sector employers in the three GLLLEN LGAs, senior management from the Economic Development Unit from the City of Greater Bendigo, trained Young Industry Ambassadors and Young Ambassadors (La Trobe). The GLLLEN will continue to train YIAs in 2017 as it has done for the past five years</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>Passions and Pathways (P&amp;P)</b> Grade six students in partnership with Bendigo business and industry sectors: acting earlier to support children who may be vulnerable and consequently have poorer life outcomes</p>	<p>2017 Curriculum Framework completed by May including the material being available on a web site 2017 Passions and Pathways completed</p>	<p>An <b>increase</b> in grade six students participating  An <b>increase</b> in schools participating</p>	<ul style="list-style-type: none"> <li>2017 Curriculum Framework completed by May including the material being available on a web site</li> <li>Grade six student from four primary schools actively engaged in Passions and Pathways</li> <li>Current and new business and industry sector partners actively engaged in Passions and Pathways</li> <li>Milestones met as required by RDV (funding body)</li> </ul>
<p><b>Young Industry Ambassadors (YIA)</b></p>	<p>Training Young Industry Ambassadors</p>	<p>An <b>increase</b> in YIAs trained  An <b>increase</b> in YIAs engaged by schools</p>	<ul style="list-style-type: none"> <li>Business and industry sector employers releasing YIAs to be trained</li> <li>YIAs placed on: <a href="http://www.careerhorizons.com">www.careerhorizons.com</a></li> <li>Primary and secondary schools utilising YIAs as guest speakers</li> </ul>

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**KPI 2.1: Identify the key partners/networks/ stakeholders related to this key strategic action: schools, local government, business and industry sectors: schools, local government, business and industry sectors**

<b>Organisation Name</b>
<i>P&amp;P - Lightning Reef Primary School, Eaglehawk Primary School, Specimen Hill Primary School, one new primary school (to be determined), Department of Education School Education Improvement Leaders, senior management from the Economic Development Unit of the City of Greater Bendigo, the Career Horizons Project Officer, the Bendigo Manufacturing Group, Young Industry Ambassadors (from business and industry sectors), Young Ambassadors (studying at La Trobe, Regional Development Victoria, Bendigo business and industry sectors, the Passions and Pathways cross sector steering committee, recruited staff to refine the curriculum framework and manage partnerships and the GLLN (lead partner and fund manager)</i>
<i>YIA - Primary and secondary schools in the three GLLN LGAs, business and industry sector employers in the three GLLN LGAs, senior management from the Economic Development Unit from the City of Greater Bendigo, Young Industry Ambassadors, Young Ambassadors (La Trobe) and the GLLN (trainer)</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**

<b>Strategic Action</b>	<b>Deliverable Outcome</b>	<b>Target</b>	<b>Measure</b>
<b>Youth Coordination Group (YCG)</b> <i>Building a practice of service collaboration: a state-wide initiative</i>	<i>A sustainable cross sector Partnership</i>	<b>Active</b> <i>membership participation at meetings</i>	<ul style="list-style-type: none"> <li>Partners attending and contributing to meetings</li> </ul>
<b>Bendigo Tech School Governance Group</b>	<i>An effective Governance Group with final recommendations presented to the Tech School Board</i>	<b>Active</b> <i>membership participation at meetings</i>	<ul style="list-style-type: none"> <li>Members attending and contributing to meetings</li> </ul>

**KPI 3.1: Identify the key partners/networks/ stakeholders related to this key strategic action: schools, local government, health and community service sectors: schools, local government, health and community service sectors**

<b>Organisation Name</b>
<i>YCG - Representatives from the Department of Education &amp; Training, the Department of Health &amp; Human Services; the Department of Justice, the Primary Health Network, Catholic Education, School Focus Youth Service, St Luke's, Bendigo Community Health, City of Greater Bendigo, local Community Services, the GLLN and the Murray Primary Health Network</i>
<i><b>Bendigo Tech School Governance Group</b> - Representatives from the Department of Education &amp; Training, Secondary School Principals representing State, Catholic and Independent sectors, Bendigo Health, Bendigo Kangan Institute, La Trobe University, City of Greater Bendigo, Bendigo Manufacturing Group and the GLLN</i>

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**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>Youth Coordination Group (YCG)</b> Strengthening a practice of service collaboration</p>	<p>YCG through its meetings, practice sharing and communications, enhances its current community of practice demonstrated by service collaboration with a myriad of state and federally funded initiatives and programs</p>	<p><b>Benchmark</b> engagement of previously disengaging and/or disengaged youth participating in a myriad of programs to improve upon for 2018</p>	<ul style="list-style-type: none"> <li>• Service collaboration within and across:               <ul style="list-style-type: none"> <li>❖ Loddon Child and Youth Area Partnership</li> <li>❖ Transition To Work</li> <li>❖ Re-Connect</li> <li>❖ JVEN</li> <li>❖ Bendigo Business Council Education sub-committee</li> <li>❖ School Focus Youth Service</li> <li>❖ Skills and Job Centre</li> <li>❖ Flexible Learning Option settings</li> <li>❖ Navigator (if established in Loddon in 2017)</li> <li>❖ Look Out (if established in Loddon in 2017)</li> <li>❖ On Track Connect</li> </ul> </li> </ul>
<p><b>Bendigo Tech School Governance Group</b></p>	<p>Governance Group to achieve staged progress as determined at the local level within the state-wide deliverables</p>	<p>DET deliverables &amp; milestones developed for the opening of the Tech School</p>	<ul style="list-style-type: none"> <li>• DET deliverables &amp; milestones achieved and submitted on time with the intent to have the Tech School launched and operating in 2017</li> </ul>

**KPI 4.1: Identify the key partners/networks/ stakeholders related to this key strategic action: schools, local government, health and community service sectors: schools, local government, health and community service sectors**

Organisation Name
<p><b>YCG</b> - Representatives from the Department of Education &amp; Training, the Department of Health &amp; Human Services; the Department of Justice, the Primary Health Network, Catholic Education, School Focus Youth Service, St Luke's, Bendigo Community Health, City of Greater Bendigo, YSAS, the Loddon Child and Youth Area Partnership and the Murray Primary Health Network (with direct reporting to the Loddon Area Child and Youth Partnership (GLLEN is a member))</p>
<p><b>Bendigo Tech School Governance Group</b> - Representatives from the Department of Education &amp; Training, Secondary School Principals representing State, Catholic and Independent sectors, Bendigo Health, Bendigo Kangan Institute, La Trobe University, City of Greater Bendigo, Bendigo Manufacturing Group and the GLLEN</p>

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## Part B - Risk Assessment and Management Strategies

Identified Risk	Likelihood	Level	Risk Management Strategy/Procedures
Reliability of information technology applications including integrity of data	High	Moderate	Regular updates of software. antivirus and firewall control. New updated data back up and UPS in 2015; tapes taken off-site. One commercial IT organisation used for GLEEN business transactions
External physical risk-critical incidents (fire, flood, explosion, gas leak, intruder)	Low	Low	Lockdown and evacuation procedures in place and known; the GLEEN is a tenant in the building. Entry to building is with tenant keys that are all registered on a key register
Loss of business continuity due to major disaster (fire, storm damage, electrical surge)	Low	Low	Business continuity planning including emergency, backup and recovery plans; new back-up installed in 2015; tapes taken off-site; regular maintenance of fire extinguishers and air conditioners
Breakdown of financial system and financial controls including fraud risks due to misappropriation	Low	Low	Internal financial control tightened with: <ul style="list-style-type: none"> <li>• Two authorized personnel required for all transactions; bank tokens are used</li> <li>• Fraud policy developed and staff undertaken professional development</li> <li>• Degree of separation for financial procedures and processes including a book keeper and a separate treasurer</li> <li>• FBT managed each year by Certified Auditors</li> <li>• Annual staff payment summaries are managed by a qualified book-keeper</li> <li>• Executive Committee meetings held prior to each Committee meeting to interrogate the financials: Profit &amp; Loss; Balance Sheet; Expenses By Supplier; and Annual Leave provisions</li> <li>• Extensive documentation (paper trail) to clearly demonstrate use of resources</li> </ul>

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			<ul style="list-style-type: none"> <li>• Any annual audit recommendations are implemented to improve financial practices</li> <li>• Conflict of interest template for staff and Committee members; raised and noted on Minutes at every Committee of Management Meeting</li> <li>• All staff have current Police Checks and VIT registration</li> <li>• Paper shredder used for confidential information</li> </ul>
<i>Inadequate capacity and capability of staff to ensure that the 2016 strategies of the GLEN Work Plan are delivered resulting in stakeholder dissatisfaction</i>	<i>High</i>	<i>Moderate</i>	<ul style="list-style-type: none"> <li>• Ensure the Work Plan includes strategies that the Executive Officer and a 0.2 Administrative Officer can manage</li> </ul>
<i>OHS issues relating to staff wellbeing</i>	<i>Low</i>	<i>Low</i>	<ul style="list-style-type: none"> <li>• Review ergonomic assessment of office equipment</li> <li>• Staff are encouraged to leave desks and undertake exercise at regular intervals</li> <li>• Photocopier in a separate room to staff office</li> <li>• Ensure any new legislation is understood and implemented</li> </ul>
<i>Child Safety Standards implemented</i>	<i>Low</i>	<i>Low</i>	<ul style="list-style-type: none"> <li>• All Standards discussed and implemented with GLEN employees, volunteers and Committee of Management members</li> </ul>

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# RISK EXAMPLES

The following is a list of potential risks which your organisation could use to identify particular risks to your Strategic Plan. Potential risks include, but are not limited to:

- Management of commercial and legal relationships e.g. 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 e.g. Departure of key staff brings new experience and opportunity but also the loss of important corporate knowledge.
- People management practices, ethics and culture e.g. 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 e.g. Breakdown in stakeholder relations results in objectives not being met
- Efficacy and reliability of IT Applications
- Business Continuity Planning and procedures e.g. As a result of 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 Service Region environment e.g. Economic downturn or adverse climatic conditions
- Fraud Risks associated with delivery of outcomes including misappropriation of funds, mismanagement of confidential information etc.

