

Structured Workplace Learning

2017 Work Plan



Goldfields Local Learning and Employment Network

<p>Endorsement by: LLEN Authorised Signatory</p>	<p>SIGNED: NAME: Arvid Yaganegi DATE: 27/02/2017 POSITION: Chair</p>	<p>Acceptance by: Department of Education and Training Authorised Signatory</p>	<p>SIGNED: NAME: Louise McDonald DATE: 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): Goldfields

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						
<ul style="list-style-type: none"> 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 number of opportunities expected to be sourced	In what school term is the placement expected to commence			
			Term 1	Term 2	Term 3	Term 4
Allied Health and Community Services including Sport and Recreation largest employing industry @ 17%	<p>The GLEN has well established relationships with most of the local Allied Health and Community Services Sectors. Formalised partnerships already exist that focus on the provision of authentic 'world of work' opportunities and consequently engagement in 2017 will be built upon the existing relationships to expand the opportunities for SWL and SBAT placements</p> <p>Established relationships include: <u>Health & Community Services</u></p> <ul style="list-style-type: none"> Asteria Services Maryborough Bendigo Community Health Bendigo Health Central Goldfields Shire Maryborough District Health Service Monash School of Rural Health 	20 Placements		✓	✓	✓

	<ul style="list-style-type: none"> • Murray Mallee Primary Health Network • Salvation Army • St John of God Hospital <p><u>Sport and Recreation</u></p> <ul style="list-style-type: none"> • AFL Central Victoria • Fernwood Fitness • Harness Racing Training Centre Bendigo and Maryborough • Maryborough Golf Club 					
<p>Manufacturing Food and Fibre (Agriculture) equal second employing industry @14%</p>	<p>The GLEN has well established relationships with a number of the Manufacturing Food and Fibre Sectors</p> <p>Established relationships include:</p> <p><u>Manufacturing</u></p> <ul style="list-style-type: none"> • Barkers Trailers Maryborough • Industrial Conveying Australia • McCullochs Engineering <p><u>Food and Fibre</u></p> <ul style="list-style-type: none"> • City of Greater Bendigo • Hazeldene`s • S & J Dellavadova Farming 	20 Placements Manufacturing		✓	✓	✓
<p>Manufacturing Advanced Manufacturing, Engineering, Automotive</p>	<p>The GLEN has well established relationships with many Advanced Manufacturing, Engineering and Automotive Sectors</p>	15 Placements		✓	✓	✓

<p>equal second employing industry @14%</p>	<p>Established relationships include: <u>Advanced Manufacturing, Engineering and Automotive Sectors:</u></p> <ul style="list-style-type: none"> • Bendigo Mazda • Hofmann Engineering • Holden Maryborough • Thales • Toyota Maryborough 					
<p>Retail, wholesale and personal services including hair & beauty third largest employing industry@12%</p>	<p>The GLEN has well established relationships with some large Retailers. During 2017 building new partnerships with the Personal Services Sector is important</p> <p>Established relationships include: <u>Retail</u></p> <ul style="list-style-type: none"> • Bendigo Pottery • Bunnings • Cramer Home Timber and Hardware • St Vincent de Paul Society 	<p>20 Placements</p>		<p>✓</p>	<p>✓</p>	<p>✓</p>
<p>Education and Training fourth largest employing industry @9%</p>	<p>The GLEN has well established relationships with a number of Education and Training Providers</p> <p>Established relationships include: <u>Education and Training</u></p> <ul style="list-style-type: none"> • Access Australia Group • Bendigo Kangan • Highview College • Maryborough Education Centre 	<p>10 Placements</p>		<p>✓</p>	<p>✓</p>	<p>✓</p>

<p>Tourism, Accommodation and Food Services including hospitality equal fifth largest employing industry @7%</p>	<p>The GLEN has well established relationships with some Tourism and Hospitality Sectors</p> <p>Established relationships include: <u>Tourism and Hospitality</u></p> <ul style="list-style-type: none"> • CAFÉ Essence Bendigo • Highlands Society Maryborough • Johnny Baker Castlemaine • Parkview Bakery Maryborough • Vahlands Bistro Bendigo Kangan 	<p>5 Placements</p>		✓	✓	✓
<p>Building and Construction equal fifth largest employing industry in Bendigo @7%</p>	<p>The GLEN has well established relationships with many in the local Building and Construction Sector</p> <p>Established relationships include: <u>Building and Construction</u></p> <ul style="list-style-type: none"> • BB Timber and Truss • Bunnings • David Anderson Plumbing • Mathew Eddy Builder • Walsh and O`Meara Builders • Wharton Bricklaying • Wild Company • VR Builders 	<p>20 Placements</p>		✓	✓	✓
<p>Public Administration and Safety equal sixth largest employing industry @6%</p>	<p>The GLEN needs to establish relationships with this Sector. Student interest is negligible at this point in time</p>	<p>0 Placements</p>				

<p>Professional, Scientific and Technical Services including banking & accounting equal sixth largest employing industry @6%</p>	<p>The GLEN has well established relationships with a small number of Professional, Scientific and Technical Services</p> <p>Established relationships include: <u>Professional Scientific and Technical</u></p> <ul style="list-style-type: none"> • Bendigo and Adelaide Bank • Graytech Computers • Hazeldene`s • Maryborough District Advertiser • Stanford Marketing • The EnviroShop Newstead 	<p>15 Placements</p>		✓	✓	✓
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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		
Bendigo Senior Secondary College	✓	788	400	40	<ul style="list-style-type: none"> • Liaise with Workplace Coordinators to secure SWL placements including difficult to place students • Liaise with Workplace Coordinators to identify SWL placement times in the Bendigo Regional Careers Association 2017 Calendar, to align SWL Portal placement opportunities with the placement schedule times • Liaise with the VET, Workplace Coordinators & the RTO Manager to support the rollover of SWL Portal employers into 2017 placement opportunities • Liaise with employers to create additional opportunities that align with student VET, VCAL and VCE Industry & Enterprise programs

Bendigo South East 7 – 10 Secondary College	✓	45	0	0	<ul style="list-style-type: none"> • Continue to inform College staff of the opportunities and benefits of engaging with the SWL Program • Promote SWL as an option for VET students with VET teaching staff
Castlemaine Secondary College	✓	118	58	10	<ul style="list-style-type: none"> • Liaise with Workplace Coordinators to establish SWL placements including hard-to-place students • Liaise with Workplace Coordinators to identify SWL placement times in the Bendigo Regional Careers Association 2017 Calendar, to align SWL Portal placement opportunities with the placement schedule times • Promote portal to VET automotive staff to promote industry opportunities to their students
Catholic College Bendigo	✓	178	60	10	<ul style="list-style-type: none"> • Promote portal to College staff, in particular VET staff • Liaise with Workplace Coordinators to establish SWL placements including hard-to-place students • Liaise with Workplace Coordinators to identify SWL placement times in the Bendigo Regional Careers Association 2017 Calendar, to align SWL Portal placement opportunities with the placement schedule times • Work with College staff to remind them to follow agreed Statewide procedures and book opportunities exclusively on the portal
Crusoe 7 - 10 Secondary College	✓	38	19	5	<ul style="list-style-type: none"> • Liaise with Careers Advisor to match students to available opportunities

Eaglehawk 7 - 10 Secondary College	✓	44	0	0	<ul style="list-style-type: none"> Continue to inform College staff of the opportunities and benefits of engaging in SWL for student VET subjects
Maryborough Education Centre		175	130	20	<ul style="list-style-type: none"> Continue to work effectively with Career Advisor Work with local employers to ensure they remain engaged in the program Liaise with employers to create additional opportunities that are aligned to the requests from the Centre
Highview Christian College		44	30	5	<ul style="list-style-type: none"> Liaise with VET and VCAL Co-ordinators to match students to available opportunities Work with local employers already on the portal to ensure they remain engaged in the program Liaise with employers to create additional opportunities that are aligned to the requests from the College
Victory Christian College	✓	9	0	0	<ul style="list-style-type: none"> Liaise with VET and VCAL Co-ordinator to ensure any SWL placements required are available
Weeroona 7 - 10 Secondary College	✓	89	53	10	<ul style="list-style-type: none"> Continue to inform College staff of the opportunities and benefits of engaging in SWL Liaise with VET and VCAL Co-ordinator to ensure any SWL placements required are available

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
<p>Teachers</p> <ul style="list-style-type: none"> • Bendigo Regional Careers Association (teachers including Career, MIPs and VET/VCAL practitioners) • Regular communication with VET/VCAL practitioners to identify current needs and ensure correct portal procedures <p>Employers</p> <ul style="list-style-type: none"> • City of Greater Bendigo Economic Development Unit personnel • Career Horizons Project Worker (funded by an RDV grant) • Bendigo Manufacturing Group • Bendigo Business Council • Bendigo Technical School • Go Goldfields (Business) Group • 80 businesses currently engaged on the portal (27/2/2017) 	<ul style="list-style-type: none"> • The GLEN has well established partnership links and professional credibility with most Networks and partners listed and the GLEN is confident the SWL Project Officer will be a regular and active contributor to the listed Networks • All listed Networks are aware of, familiar with, and many organisational members within each network already utilise the <u>career horizons</u> web site/portal, listing authentic work experiences for the past three years; a strong foundation already exists to align career horizons with the state wide portal • The GLEN Executive Officer and SWL Project Officer will continue to work seamlessly with the Career Horizons Project Officer to co-jointly engage with partners and key Networks to maintain current and attract new employers to offer SWLs and SBATs • A key message will remind educators that 35% of youth in Bendigo are not studying nor have completed a Certificate 111 or higher; Victorian Average is 26%; offering SWLs and SBATs could mitigate this statistic (Labour Market Research and Analysis Branch data for Bendigo (Canberra, September 2015)) • Additionally, a further message will be to reinforce employers' advice for young job seekers: a positive attitude; motivation and enthusiasm; willingness to learn, take direction and stay the course; reliability and responsibility. SWLs and SBATs can help students to build these skills/habits (Labour Market Research and Analysis Branch data for Bendigo (Canberra, September 2015)) 	<p>Teachers</p> <ul style="list-style-type: none"> • Bendigo Regional Careers Association (teachers including career, MIPs and VET/VCAL practitioners) each term <p>Employers: monthly</p> <ul style="list-style-type: none"> • City of Greater Bendigo Economic Development Unit personnel • Career Horizons Project Worker • Bendigo Manufacturing Group • Bendigo Business Council • Bendigo Technical School Governance Group • Mount Alexander Business Development Group (incorporating Economic

- Ensure milestone deliverables are met as part of the 2017 Common Funding Agreement; July and December

- Development personnel)
- Central Goldfields Economic Development personnel

How will you evaluate the effectiveness of the alignment?

KPI 1 – more than 15 per cent of students requiring a SWL and SBAT placement are supported to access an appropriate placement

KPI 2 – more than 25 per cent of schools with students requiring a SWL and SBAT placement use the online portal to identify placements

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

KPI 4 – 80 per cent stakeholder satisfaction with the SWL program measured by:

- students satisfied with their SWL or SBAT placement
- students satisfied with how the SWL or SBAT placement aligned with their VET program
- employers satisfied with how the VET program aligned with their industry needs
- employers satisfied with the outcomes from the SWL and/or SBAT placement
- employers and schools satisfied with their interactions with the LLENs
- school satisfaction with the availability of SWL and SBAT placements for students

KPI 5 - The Goldfields LLEN website provides details of the SWL service and the link to the SWL State-wide portal

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

The KPIs will be regularly monitored by:

- the GLEN Executive Officer in partnership with the SWL Project Coordinator
- the GLEN Committee of Management
- the GLEN Committee of Management (members include Bendigo Senior Secondary College (Assistant Principal and Year 12 Youth); Bendigo Kangan Institute, Castlemaine Secondary College, Catholic College, Bendigo (Assistant Principal and Year 11 Youth); Crusoe College, Bendigo and Maryborough Education Centre)
- the Career Horizons Project Officer in partnership with Senior Managers from the Economic Development Unit, City of Greater Bendigo

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 (see above)	Level (Low/Moderate/High)	Risk Management Strategy and Procedures
Inadequate capacity and capability of staff to ensure that the 2017 strategies of the SWL Work Plan are delivered resulting in stakeholder dissatisfaction	Low	Low	Ensure the SWL Coordinator is supported by the Executive Officer and a part-time Project Worker with regular staff meetings scheduled Regular presentations to GLEN Committee meetings to support members to advocate for and use their networks to support the SWL Project Officer to successfully complete required targets (a partnership scaffold)
Reliability of information technology applications including integrity of data	Moderate	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 GLEN business transactions Regularly monitor the state portal to ensure currency of information

Loss of business continuity due to major disaster (fire, storm damage, electrical surge)	Low	Low	Lockdown and evacuation procedures in place and known; the GLEN is a tenant in the building. Entry to building is with tenant keys that are all registered on a key register
Breakdown of financial system and financial controls including fraud risks due to misappropriation	Moderate	Low	<p>Internal financial control tightened with:</p> <ul style="list-style-type: none"> • Two authorized personnel required for all transactions; bank tokens are used • Fraud policy developed and staff undertaken professional development • Degree of separation for financial procedures and processes including a book keeper and a separate treasurer • FBT managed each year by Certified Auditors • Annual staff payment summaries are managed by a qualified book-keeper • Executive Committee meetings held prior to each Committee meeting to interrogate the financials: Profit & Loss; Balance Sheet; Expenses By Supplier; and Annual Leave provisions • Extensive documentation (paper trail) to clearly demonstrate use of resources • Any annual audit recommendations are implemented to improve financial practices • Conflict of interest template for staff and Committee members; raised and noted on Minutes at every Committee of Management Meeting • All staff have current Police Checks and VIT registration • Paper shredder used for confidential information
Adequacy of SWL budget for 2016	High	Low	<ul style="list-style-type: none"> • Goldfields LLEN has financial capacity to meet any financial contingencies

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	157,409.46		
Other Income (specify below)			
Total income (A)	157,409.46		
Expenditure			
Management staff			
Coordination staff	85,000		
Administration staff			
Superannuation	8,075		
Payroll tax			
Other salary related costs	948		
Auditor's remuneration	1,000		
Communication	1,510		
Consumables	2,000		
Contract and other services	22,715		
Depreciation and amortisation	500		
Equipment	2,500		
Fees & Charges	1,000		
Insurance	1,000		
Promotion	1,000		
Rent/leasing	5,000		
Repairs and maintenance			
Staff development	2,000		
Travel and motor vehicle	20,000		
Utilities			
Other expenses	3161.46		
Total expenses (B)	157,409.46		
Net operating result for the year	157,409.46		
Total surplus/deficit as at 31 December 2017	Nil		