

LLEN STRATEGIC PLAN 2010 – 2013

Gleneig Southern Grampians LLEN Version: 2013



Endorsement by LLEN Chair	SIGNED <i>A. Kirkham</i> NAME Ann Kirkham DATE 26-2-2013	Endorsement by DEECD	SIGNED..... NAME..... POSITION..... DATE.....
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This Strategic Plan, once endorsed, forms part of Schedule B to the Funding Agreement between the Gleneig and Southern Grampians LLEN and the Department of Education and Early Childhood Development.

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. Introduction

Please describe the process use by the LLEN to engage members and key stakeholder in the development of the updated Strategic Plan version 2013

Please describe the process used to ensure the CoM/Board and stakeholders' involvement in developing the updated Strategic Plan :

A copy of the current strategic plan version 2012b was forwarded by email to Committee of Management Members, Staff and key stakeholders. Staff discussed in detail the current plan and provided summarised feedback.

Feedback provided by this process was discussed at length at the GSGLLEN Committee of Management meeting held 13th February, 2013 and incorporated into this document.

Given that this is the 4th year of a four year strategic plan, it was agreed to amend only minor suggestions and that any major alterations would be incorporated into a new strategic plan should this be applicable in the future.

What were the critical issues and priorities identified for 2013?

Data provided in the 2013 Environmental Scan, supported critical issues and priorities identified in previous years.

These were:

1. Increasing the attainment rate of Year 12 or equivalent
2. Improving education and training pathways in areas of local need
3. Increasing the percentage of disengaged young people to re-engage with education, training or employment
4. Improving pathways for disadvantaged young people with emphasis on those with disabilities
5. Improving employment and education outcomes for young Koorie people
6. Increasing opportunities for parents and families to engage with education and training and to obtain information on career pathways

What did your analysis of strategies in 2012 suggest needed improvement in 2013 and where is it reflected in your updated Strategic plan?

An analysis of strategies in 2012 suggested the need to redevelop targets so that they more adequately reflect the work of the organisation and are not whole population measures over which GSGLLEN has little impact. However, at the COM meeting held on the 13th February, 2013 it was agreed by the committee that given this would be a major alteration to the plan and thus should be incorporated into the development of a new 4 year plan should LLEN contracts with DEECD be extended in the future.

How have you ensured that you have appropriate data sources to measure and track progress against indicators and targets?

Local data sources where possible have been used in addition to readily available DEECD data enclosed in the LLEN data disk.

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Strategic Goal 1	Primary Stakeholder Group	Target (including indicator)	Evidence of achievement (Agreed Measure/s)	Major Strategies
<p>Increase the number of young people completing Year 12 or equivalent.</p>	<p>Education and training providers</p>	<p>To increase the Year 12 or equivalent attainment rate by 2% from 73.6% (baseline data 2008) to 75.6% by Dec 2013</p> <p>Revised target To decrease the number of unknown or looking for work destinations in the region by 1% annually. Baseline Looking for work 2009: 6.9 Baseline Unknown destinations 2008: 64</p> <p>Survey of school and training partners to determine effectiveness of strategy</p>	<p>VCAA data Barwon South West DEECD data</p> <p>DEECD</p> <p>Government Schools Local Data</p>	<p>Improve education and training pathways and flexible delivery methods for young people in the region with specific reference to supporting disadvantaged, indigenous and young people with a disability</p>

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Strategic Goal 2	Primary Stakeholder Group	Target (including indicator)	Evidence of achievement (Agreed Measure/s)	Major Strategies
<p>Improve education and training pathways in areas of local need.</p>	<p>Business and industry</p>	<p>Pathways into four skill shortage areas are developed:</p> <p>Hospitality: VETis Enrolments 20% increase from 24 in 2009 to 29 in 2013</p> <p>25% Increase in SBNA numbers from 4 in 2011 to 5 in 2013</p> <p>5% increase in Cert2 and 3 Enrolments from 35 in 2011 to 37 n 2013</p> <p>Health and Community Services VETis Enrolments 20% increase from 61 in 2009 to 73 in 2013</p> <p>25% Increase in SBNA numbers from 5 in 2011 to 6 in 2013</p> <p>5% increase in Cert2 and 3 Enrolments from 90 in 2011 to 95 in 2013</p> <p>Meta ITrades: VETis Enrolments 20% increase from 22 in 2009 to 26 in 2013</p> <p>Increase in SBNA numbers from 12 in 2011 to 15 in 2013</p> <p>5% increase in Cert2 and 3 Enrolments from 178 in 2011 to 187 in 2013</p>	<p>VCAA data and Local apprenticeship and VETis data</p> <p>Locally developed case study of one industry annually.</p>	<p>Identify and recruit 4 major regional employers operating in sectors currently experiencing skill shortages with the aim of developing improved education and training pathways into that industry.</p> <p>Facilitate partnerships between key local and regional industry groups, schools, education providers, workplace learning co-ordinator program, regional career development officer, employment agencies and local government in order to:</p> <ul style="list-style-type: none"> • raise awareness • identify training opportunities where required • incorporate school engagement activities • relevant careers information and • develop possible industry based 'taster' training sessions or site visits.

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		<p>Agriculture:</p> <p>VETiS Enrolments 20% increase from 62 in 2009 to 74 Agriculture and Horticulture Vet in Schools enrolments</p> <p>Increase in SBNA numbers from 16 in 2011 to 20 in 2013</p> <p>5% increase in Cert2 and 3 Enrolments from 145 in 2011 to 152 in 2013</p> <p>Case study which analyses the progression towards and effectiveness of the strategy</p>		
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Strategic Goal 3	Primary Stakeholder Group	Target (including indicator)	Evidence of achievement (Agreed Measure/s)	Major Strategies
<p>Increase the percentage of disengaged* young people to re-engage with education, training and employment.</p> <p>Definition: <i>Disengaged young people refers to early school leavers who have left the school system without gaining Year 12 or equivalent or full time employment.</i></p>	<p>Community groups</p>	<p>Decrease the number of early school leavers not in education and training or full time employment by 50% - down from 14.2% in 2008 to 7.1% in 2013</p> <p>25 young people participating in local re-engagement initiatives</p> <p>Increase the VCAL Foundation participation rate by 24%, from 19 in 2008 to 25 in 2013</p> <p>Survey of community and education stakeholders which identifies that strategies are appropriate for achieving the target.</p>	<p>On Track</p> <p>Local data</p> <p>VCAA Data</p> <p>Locally developed survey</p>	<p>Facilitate partnerships to improve re-engagement of early school leavers into education and training through alternative approaches and in school initiatives</p> <p>Facilitate the linking of relevant youth transition services so that all early school leavers are followed up and supported to resume their education.</p>

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Strategic Goal 4	Primary Stakeholder Group	Target (Including Indicator)	Evidence of Achievement (Agreed Measure/s)	Major Strategies
<p>Improve pathways for disadvantaged young people with emphasis on those with disabilities.*</p> <p>Definition:</p> <p><i>The definition of disability in this case means young people with a sensory impairment, physical impairment, acquired brain injury, intellectual disability, or developmental delay at a level to receive government funded support. (PSD Funding)</i></p> <p><i>Disadvantaged young people such as with significant barriers such as those with mental health, drug and alcohol issues or those with an identified disability not severe enough to obtain disability funding support would also be included.</i></p>	<p>Community Groups</p>	<p>10 young people with a disability participate in 'pre-employment preparation programs'</p> <p>2 traineeships/meaningful employment options developed for young people with a disability</p> <p>2009: 0 2013: 2</p> <p>Survey of disability and education providers which identifies that strategies are appropriate for achieving the target.</p>	<p>Local data</p> <p>Local data</p> <p>Locally developed survey</p>	<p>Facilitate partnerships with key stakeholders including employers, employment services, schools and disability providers to identify and improve education and employment pathways for young people with a disability.</p>

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Strategic Goal 5	Primary Stakeholder Group	Target (Including Indicator)	Evidence of Achievement (Agreed Measure/s)	Major Strategies
<p>Improve employment and education outcomes for young Koorie people.</p>	<p>Community Groups</p>	<p>100% of Year 8 and above indigenous students have a Careers Action Plan</p> <p>100% transition from primary to secondary school for local indigenous students</p> <p>Increase the retention of indigenous young people from Year 7- Year 10 from 42.9 % in 2009 to 50% in 2013.</p> <p>Increase the retention of indigenous young people from Year 7-12 from 30% to 32% in 2013</p> <p>Consultation with the indigenous community which identifies strategies appropriate for achieving the target.</p>	<p>Local Data</p> <p>Local data</p> <p>VCAA data</p> <p>Local data</p>	<p>Support collaborative approaches with key indigenous organisations and community in order to identify barriers, improve careers planning for the younger Koorie cohort and assist with strategies to increase the retention of Koorie students.</p>

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Strategic Goal 6	Primary Stakeholder Group	Target (including indicator)	Evidence of achievement (Agreed Measure/s)	Major Strategies
<p>Increase opportunities for parents and families to engage with education and training and to obtain information on career pathways.</p>	<p>Parents and families</p>	<p>2 Career Initiatives for parents developed annually</p> <p>65% of participating parents report an improved knowledge of career options for their child.</p> <p>1 school per year adopts parental engagement strategies</p>	<p>Local Data</p> <p>Locally developed survey of parents measuring the impact of local careers and pathway information sessions.</p>	<p>Facilitate partnerships which aim to improve parent's knowledge of careers and pathways planning.</p> <p>Support schools in the development, delivery and assessment of new parent engagement strategies with a focus on Grade 5/6 students</p>

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Part B Risk Assessment and Management Strategies		
Identified Risk (refer to Attachment A for examples of potential risk areas)	Level (Low/Moderate/High)	Risk Management Strategy/Procedures
Financial The agreed GSGLLEN operational budget is not adhered to	Low	Financial reports are a standing item at each Committee meeting. Expenditure is presented against the agreed budget lines. These reports are first considered by the Executive Committee for details assessment. Changes to the agreed operational budget are agreed to by the committee and minutes.
Financial Unauthorised expenditure of GSGLLEN funds	Low	Financial statements are presented by the Executive Officer to the Executive Committee and when approved circulated with agenda papers. The reports are then presented by the Treasurer to the committee at every ordinary meeting.
Financial Recording of financial transactions to the general ledger is not up to date or undertaken regularly	Low	GSGLLEN works to a fortnightly payment cycle. Financial statements are reported to all ordinary committee meetings
Financial Bank accounts are opened or operated without authorisation	Low	Committee reviews banking arrangements and determines when GSGLLEN accounts are opened or closed
Financial A register of all bank GSGLLEN accounts is not kept	Low	Register of bank accounts maintained on file.
Budgetary Funds are not expended against identified and agreed to budget items	Low	Financial reports to the committee at each meeting include a cash flow statement, detailing budget versus actual expenditure for the month and year to date.

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Identified Risk (refer to Attachment A for examples of potential risk areas)	Level (Low/Moderate/High)	Risk Management Strategy/Procedures
Contractual GSGLLEN operational funds is used as security	Low	Committee members acknowledge risk at meeting
Administrative Financial records are lost	Low	Financial record keeping is undertaken regularly (at least monthly) and back up procedures are followed up by the Executive Officer.
Administrative Operational funds are expended for petty cash and travel without limits	Low	Petty cash expenditure is reviewed by the Auditor and Executive Officer monthly.
Administrative Audit reports are not prepared by a suitably qualified accountant or equivalent in accordance with contractual requirements	Low	Executive Officer to prepare an audit engagement letter for consideration by Compliance Sub Committee. Audit report tabled and accepted by GSGLLEN.
Administrative Inappropriate destruction of data or loss of access to data	Low	Executive Officer to ensure all staff to comply with back up policy.
Mismanagement of Association GSGLLEN Committee members are not aware of their legal rights and responsibilities under the Associations Incorporation Act 1981 (Vic).	Low	Executive Officer to conduct an induction program for all new Committee members.
Mismanagement of Association Amendments to the GSGLLEN Constitution are not lodged with the appropriate body	Low	Executive Officer to report back to the next meeting that changes have been lodged with the appropriate body.
Member's performance GSGLLEN Committee members are not aware of the rights and responsibilities under the funding agreement.	Low	Funding schedule adopted by the Committee.
Mismanagement of Association Perpetual register of members is not current	Low	Executive Officer is to review the register as membership changes. An up-to- date list of members and contact details is prepared on an annual basis in preparation for the AGM

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Identified Risk (refer to Attachment A for examples of potential risk areas)	Level (Low/Moderate/High)	Risk Management Strategy/Procedures
Assets GSGLLEN asserts removed from GSGLLEN premises without authorisation	Low	Asset Register to be maintained and kept up-to-date following any asset purchase or lease agreement. All assets taken off the premises must be signed in /out by the staff member ad approved by the Executive Officer (as outlined in the policy and procedure manual). Asset register to be considered by the Auditor each year.
Leases Leases, including vehicle leases are entered into without the approval of the committee	Low	All lease agreements must be signed on behalf of GSGLLEN by the Executive Officer (unless signature under seal is required). Any lease agreement which has not been allowed for in the annual budget must be approved by resolution of the committee. Where a lease requires approval such approval is sought and granted.
Taxation No documentation to support calculation of FBT liability	Low	Logbooks to be provided in all GSGLLEN vehicles and users required to maintain them. Alternatively, vehicle logbooks to be maintained for three months every three years, or as required by the ATO. Alternatively, statutory rates for business/ personal usage are applied. Executive Officer to ensure logbooks are maintained in accordance with ATO requirements.
Administrative Unauthorised or inappropriate use of GSGLLEN facilities or assets.	Low	Use of assets is consistent with the Assets Policy. Executive Officer is to ensure use of assets is consistent with the policy.
Employment of Staff GSGLLEN engages staff without appropriate employment contract and duty statement	Low	All staff employment is subject to employment contract outlining duties and conditions of employment. All employment arrangements to be clearly documented and signed by both parties. Copies are kept on file by the Executive Officer and are available for the employee. Contracts are reviewed annually following a performance appraisal.

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Identified Risk (refer to Attachment A for examples of potential risk areas)	Level (Low/Moderate/High)	Risk Management Strategy/Procedures
Employment of Staff Staff do not perform at a satisfactory level	Low	Employment contracts on file for all staff members. Contracts are reviewed annual following a performance appraisal. Performance review is undertaken by Executive Officer or Chair and tabled at the next committee meeting. Employment contracts clearly document procedures for performance review and disciplinary measures.
Employment of Staff Staff resign unexpectedly	Medium	Recruitment process is established for the replacement of staff. Up – to-date staff job descriptions are kept on file for staff positions.
Insurance Staff are injured on the job.	Low	Executive Officer is to ensure Workers Compensation policy is current.
Committee Actions Committee has low credibility and poor reputation in the community	Low	GSGLLEN undertakes regular performance review with key stakeholders and clients and addresses concerns raised. Effective channels maintained between GSGLLEN and stakeholders.
Project Management GSGLLEN funded projects are implemented without GSGLLEN knowledge, involvement or recognition.	Low	Executive Officer to ensure that the proponents are aware of GSGLLEN's funding requirements. All funded projects are to be subject to a funding agreement. Executive Officer ensures that the general committee nominates the steering committee membership for projects as required.
Contractual Funding bodies and sponsors are not acknowledged in line with contract requirements when GSGLLEN are funding projects.	Low	All advertising and promotional material is approved by the Executive Officer in accordance with contractual requirements.
Contract not being renewed	High	GSGLLEN ensures it has significant economic resources in order to fulfil its financial responsibilities for staff redundancies and program sustainability should the contract with the department not be renewed. These allocations to be included in the 2013 budget.

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Identified Risk (refer to Attachment A for examples of potential risk areas)	Level (Low/Moderate/High)	Risk Management Strategy/Procedures
Insurance GSGLLEN members face litigation for financial mismanagement or professional misconduct.	Low	Professional indemnity and public liability insurance is maintained. The Executive Officer to ensure a current copy of insurance coverage is maintained on file.
Mismanagement of Association Meetings are not run in accordance with the GSGLLEN constitution	Low	All GSGLLEN meetings are required to have a formal agenda. All committees and sub committees are required to produce minutes against agenda items. All minutes for committee and sub-committee meetings to be endorsed at a subsequent meeting. All agenda, paper and minutes are produced by GSGLLEN staff and maintained on file.
Mismanagement of Association Decisions relating to the operation of the GSGLLEN are not reflected in the minutes of the meeting	Low	All decisions to be raised, discussed motioned and minuted in accordance with the Constitution. Minutes are open to comment and review by committee and signature by Chair.
Mismanagement of Association Minutes are not authorised as a true and accurate reflection of committee or subcommittee meetings.	Low	Minutes of committee and sub-committee meetings are a standing agenda item at subsequent meeting for endorsement.
Mismanagement of Association Decisions of the GSGLLEN are unable to be verified	Low	All minutes for committee and sub-committee are to be held on file, and should be produced and distributed as soon as possible after each committee and sub-committee meeting. Filing is kept up to date.
Mismanagement of Association Sub committees operate without the knowledge or authorisation of GSGLLEN committee.	Low	Establishment and powers of sub committees are to be agreed, endorsed and recorded in the minutes of the committee meeting. Sub-committee minutes are available from the GSGLLEN office to any committee member who requests them.
Conflict of Interest GSGLLEN committee members benefit from the activities of the GSGLLEN	Low	Chair/ Committee members ensure any conflict of interest issue is raised and minuted at committee meetings in accordance with the code of conduct.
Taxation Australian Tax Office threatens fines of GSGLLEN over taxation returns including BAS.	Low	BAS returns to be completed and lodged when due. BAS completed by Accountant and approved by Treasurer and Executive Officer. Operational report to each ordinary meeting shall include whether GSGLLEN is up to date with BAS compliance

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Part C Conflict of Interest Management Strategies	
Actual or Perceived Conflict	Management Strategy
Committee of Management Member	<p>A member must not allow a conflict of interest to compromise his or her position on the committee. They should not make improper use of information, acquired by virtue of his or her Committee of Management position, to gain personal advantage or advantage for others, or to cause detriment to the GSGLLEN.</p> <p>If a member is aware of a potential conflict of interest in respect of an agenda matter of any committee of management or sub-committee of the GSGLLEN the member shall state that concern at the commencement of the meeting and have such statement included in the Minutes of the meeting.</p> <p>If a member becomes aware of a potential conflict of interest, for themselves or any other member, in respect of an agenda matter during a committee of management or sub-committee of the GSGLLEN, the member shall state that concern at the earliest possible moment and have such a statement included in the Minutes of the meeting.</p> <p>The committee, if requested by the member, will determine if the potential conflict of interest is of sufficient gravity to require the exclusion of the member during debate and voting on the subject. The decision will be included in the Minutes of the meeting and</p> <p>If it is deemed by the Committee of Management to be of sufficient gravity, the member making the statement shall remove him or herself from the meeting forthwith and return when requested to do so by the Chair. Such action will be included in the minutes of the meeting.</p> <p>Any apparent contravention of the code should be brought to the attention of the Chair by any member of the Committee at the earliest opportunity. In extreme cases, it would be recommended by the Chair that the member be asked to resign or alternatively the Rules of Association allow for the member to be removed by the committee concerning a General Meeting of members for that specific purpose.</p>
Staff Members	<p>Staff are requested to bring any potential conflict of interest matters to the attention of the Executive Officer if they believe that these matters may affect their capacity to fulfill their role. If undeclared conflict of interest is discovered, the disciplinary procedures policy will be implemented.</p>

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Part D Financial Management

- Using the DEECD template¹ provided, LLEN are required to provide a budget outline of planned income and expenditure for each calendar year they are contracted. LLEN must provide a detailed breakdown of expenditure items
- This forward budget should be submitted with each year's financial reports ie 22 February 2012 (see Schedule C) and once completed forms part of the LLEN strategic plan and should be attached to it.

¹ As provided with DEECD financial reporting templates
Glenelg and Southern Grampians LLEN, Strategic Plan, 2013, 25.2.2013

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