



Baw Baw Latrobe Local Learning & Employment Network

Baw Baw Latrobe LLEN

Strategic Plan 2014

YAT Service Region - Vic 30

PARTNERSHIP BROKERS
SCHOOL + BUSINESS + COMMUNITY



Gippsland Youth Commitment Goals

**All young people have the skills, capacity and confidence to reach their full potential and be valued members of community*

**Communities, Businesses and Education Providers working together to support young people to reach their full potential*

BAW BAW LATROBE LLEN STRATEGIC PLAN 2014

VISION

All young people in our region are successfully engaged in education, training and employment.

MISSION

To create partnerships between Schools, Business and Community which support the learning, training and career pathways for all young people in our region.

VALUES

The operation and interactions of the Baw Baw Latrobe LLEN will be consistent with the following values:

- Trust, cooperation and integrity in partnerships
- Acceptance, diversity and choice in communities
- Quality learning and employment opportunities for all young people

	Goal	Primary Stakeholder Group	Strategic Actions	Priorities
1	Foster and support partnerships which maintain or increase the number of young people successfully completing Year 12 or equivalent	Education and Training Providers	<p><i>Strategy 1.1</i> Support partnerships between schools, training organisations and industry which improves participation in VET/VETiS/VCAL/SBA by young people</p> <p><i>Strategy 1.2</i> Encourage improved access to more flexible higher education pathways for young people in the Baw Baw Latrobe region.</p>	<p>Maintain or increase the proportion of Year 10, 11 and 12 students participating in VETiS.</p> <p>Maintain or increase the number of students in Year 10, 11 and 12 participating in VCAL.</p> <p>Increase number of students participating in SBAs.</p> <p>Increase the proportion of students completing Year 12 or equivalent.</p> <p>Decrease the number of early school leavers who exit school without a successful pathway to further education, training or employment.</p> <p>Participate in Higher Education Programs and Pathways and Community Health steering groups.</p>
2	Foster and support partnerships which improve participation in education, training and employment for	Community	<p><i>Strategy 2.1</i> Support the youth connections provider and community support organisations, to identify initiatives that will engage early school leavers</p>	<p>Through the Gippsland Youth Commitment Transition and re-engagement working group, develop and support the implementation of initiatives which link disengaged young people to training and employment</p>

	all young people particularly disengaged young people including early school leavers, those with disabilities, new arrivals and Koorie Young People.		<p>in education and training pathways.</p> <p><i>Strategy 2.2</i> Support partnerships between community organisations and schools, to identify opportunities and models to improve the transition of young people with disabilities and young people from new arrival communities.</p> <p><i>Strategy 2.3</i> Support partnerships between schools, training providers and Koorie communities, which lead to improved planning and coordination of education and training pathways and transitions for young Koorie people to employment.</p>	<p>outcomes.</p> <p>Implement the Inspiring Young People initiative in communities in Baw Baw and Latrobe.</p> <p>Increase participation by young people with a disability in industry based programs.</p> <p>Increase the number of Koorie students re-engaged in appropriate education and training programs.</p> <p>Support the Latrobe Local Aboriginal Community Partnership Project and the Nerran Nagroon Youth Forum.</p>
3	Foster and support partnerships which increase the access to employment in local businesses/industries of young people in the Baw Baw Latrobe region.	Business and Industry	<p><i>Strategy 3.1</i> Support partnerships between schools and industries in identified skills shortage areas, which lead to increased student awareness and participation in industry based training programs.</p> <p><i>Strategy 3.2</i> Broker partnerships between Careers</p>	<p>Maintain or increase the number of students participating in facilitated work placement/observation programs in identified skills shortage areas.</p> <p><i>E.g. VEET (Energy Industry), Building Futures (Building and Construction Industries), Keys to Your Future (Automotive Industry), GippsWebs for Business (Multimedia and small business), COPY CAP (Health and Community Services Industries), Engineering Your Future (Manufacturing and Engineering Industries),</i></p>

			and VETiS clusters, RTO's, Employers, Peak Employer Bodies and local businesses which lead to increased interest and understanding by young people of potential employer requirements.	<p><i>Secure Your Future (Emergency Services), Growing Your Future (Agriculture and Horticulture).</i></p> <p>Increase the number of businesses taking on young people through an SBA.</p>
4	Foster and support partnerships which improve the capacity of parents and carers to successfully assist young people in their transition through secondary schools and into post school pathways.	Parents and Family	<p><i>Strategy 4.1</i></p> <p>Support partnerships between schools, training providers and community support organisations, that lead to increased understanding of and access to, appropriate employment and training pathways by families in Baw Baw Latrobe.</p>	<p>Improve new arrival families' understanding of transition through education to further training or the workforce and employment pathways available to young people.</p> <p>Improve parents understanding of career pathways options available for young people with a disability.</p> <p>Assist parents and guardians of young Koorie people, to increase their understanding of career and training options.</p>

Risk Assessment and Management Strategies		
Identified risks, the level of risk they represent and strategies to manage the risks.		
Previous Identified Risk	Impact	Risk Management Strategy/Procedures
Partnership: <ul style="list-style-type: none"> Dispute or conflict arising from an external partnership 	LOW	<ul style="list-style-type: none"> MOU's developed for each partnership, including agreed grievance process Selection of new partnerships based on discussion between CEO & Board (minuted at Board meetings & included in CEO's report to the Board) Clear agreement documented about the expectations of each partnership in MOU's
Effectiveness <ul style="list-style-type: none"> Strategic Plan and associated action plan does not have the intended outcome 	LOW	<ul style="list-style-type: none"> Board committed to review plan in the light of evidence, identifying the need for change Regular monitoring of progress against strategic plan, with changes in direction taken as required
Board functioning: <ul style="list-style-type: none"> Insufficient number of Board members Lack of appropriate skills on Board Lack of breadth of skill base Dysfunction arising from conflict within Board 	LOW	<ul style="list-style-type: none"> Appropriate Governance Policies Developed Board PD's Optimum number of Board members Regular audit of Board skills Board code of conduct in place
Non-Compliance: <ul style="list-style-type: none"> Risk of third party legal action; Risk of legal non-compliance (IR/HR/privacy laws, funding agreements) 	LOW	<ul style="list-style-type: none"> Good insurances & review of insurances Good legal & regulatory advice & connections Good IR relationships Appropriate Board sub-committees in place Reporting to the Board Management structure Delegations of authority documents in place Financial reporting systems Professional development
CEO <ul style="list-style-type: none"> Sudden loss of CEO Non-compliance of CEO to Board directions Incompetency/mismanagement Conflict with Board Chairperson 	MEDIUM	<ul style="list-style-type: none"> Grievance policies in place Regular communicates between Chair and CEO Strong Management team Attractive & viable organisation Appropriate support structure for CEO

<ul style="list-style-type: none"> Conflict with staff 		<ul style="list-style-type: none"> Executive sub-committee identified to carry out CEO review
<p>Financial Management:</p> <ul style="list-style-type: none"> Fraud by Board member, CEO, other staff member/s, volunteers. Financial mismanagement. Insolvency/Loss of Core Funding 	MEDIUM	<ul style="list-style-type: none"> Police checks Referee checks Nomination process Informal recruitment process Finance sub-committee – monthly meetings Financial reports to full Board at each Board meeting Annual audit Approved budget Proficient skills of treasurer & finance committee Professional development
<p>Insurance:</p> <ul style="list-style-type: none"> Inadequate insurance coverage 	LOW	<ul style="list-style-type: none"> Adequate insurance in place (by VIMIA) covering public liability, directors insurance etc. Adequate Public Liability, Business and Volunteer Insurance in place Comprehensive insurance in place for all vehicles Compliance policy & procedures in place to ensure that insurance requirements are met (i.e. check on staff drivers licence etc.)
<p>Staffing HR Issues</p> <ul style="list-style-type: none"> Stress / burn out from the issues and complexity of client service provision leading to worker turnover and loss of experienced staff Uncertainty over Government funding leading to worker turnover and loss of experienced staff 	MEDIUM	<ul style="list-style-type: none"> Regular supervision Critical incident debriefing Management of staff leave entitlements OH&S representative trained Team meetings & planning days Full staff meetings Exit interviews Staff performance reviews Professional development Regular open and honest communication regarding future funding arrangements
<p>Inappropriate behaviour</p> <ul style="list-style-type: none"> Inappropriate behaviour constituting workplace harassment that leads to poor workplace morale and / or legal action 	MEDIUM	<ul style="list-style-type: none"> Anti-harassment policy and procedures Equal Opportunity policies in place Appropriate supervision Appropriate staff background checks prior to commencement of employment
<p>Staff compliance</p> <ul style="list-style-type: none"> Non-compliance with policy and procedures leads to poor practice. 	MEDIUM	<ul style="list-style-type: none"> Induction process Recruitment practices Enterprise Agreement

		<ul style="list-style-type: none"> • Supervision systems • Annual Review • Work Plans • Team/staff meeting • Grievance processes in place
<p>Fire or Vehicle Accidents</p> <ul style="list-style-type: none"> • Staff or visitor injury resulting from inadequate safety precautions. • Injury to staff in vehicle 	MEDIUM	<ul style="list-style-type: none"> • Fire protection equipment • Regular maintenance & servicing of vehicles • Evacuation plans – displayed • Signage • Audit report on OH&S • Adequate insurance of vehicles
<p>Mismanagement of Funds or Fraud</p> <ul style="list-style-type: none"> • Ineffective budgeting leads to unplanned deficits and insolvency. • Money is misappropriated due to poor financial controls 	HIGH	<ul style="list-style-type: none"> • Financial reporting to Board & external funding bodies • Reporting/monitoring on performance against budget by CEO • Independent auditor • Monitoring by Board Exec-committee • Insurance • Delegations of Authority • Signature authorities • Electronic banking dual electronic signatures • Debit cards delegation

Conflict of Interest Management Strategies

Actual or Perceived Conflict	Management Strategy
<p>Board member has conflict of interest as a result of possible sub contract or purchase</p> <p>Any other conflict of interest</p>	<ul style="list-style-type: none"> • Comprehensive Board induction process. • A BoM member must not allow a conflict of interest to compromise his or her position on the BoM. • If a BoM member is aware of a potential conflict of interest in respect of an Agenda matter of any BoM meeting of <i>Baw Baw Latrobe</i> LLEN, the BoM member shall state that concern at the commencement of the meeting and have such statement included in the Minutes of the meeting. • If a BoM member becomes aware of a potential conflict of interest in respect of an Agenda matter during a BoM meeting of <i>Baw Baw Latrobe</i> LLEN, the BoM member shall state that concern at the earliest possible moment and have such statement included in the Minutes of the meeting. • The Chair, if requested by the BoM member (and with advice from the BoM), will determine if the potential conflict of interest is of sufficient gravity to require the exclusion of the BoM member during debate and voting on the subject. The decision will be included in the Minutes of the meeting. • If either it is deemed by the Chair to be of sufficient gravity, or the BoM member does not request a ruling, the BoM 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. • All members of the BoM have been provided with the conflict of interest policy upon appointment to the Board.