



An Australian Government Initiative



**CONNECT TO
YOUR FUTURE**
Career Advice Australia

Local Community Partnerships

Strategic Plan

1 January 2006 to 31 December 2008

Date Last Updated: 15 March 2007

DEST may seek input from other stakeholders when accepting part B of this plan.

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This Plan is to be submitted via the Transit system.

A Strategic Plan sets out both the high level objectives of Career Advice Australia (CAA) providers, such as your LCPs mission, vision and an environmental scan, and the programme goals the LCP aims to achieve over the 3 years of the CAA initiative. The Strategic Plan should be reviewed at least once each year to ensure it remains relevant, continues to reflect the aspirations of the LCP, and accurately reflects the environment in which the provider is operating.

The LCP Strategic Plan must reflect strategies to ensure all stakeholders are engaged and information and advice is impartial and supportive of all CAA funded services. This plan should cover overviews for the full funding agreement period – 2006-2008.

1. Organisation and contact details

LCP Name: Quality LinCS

LCP Service Region(s) Number: Service Region 150, Southern Adelaide Part B

Authorised Representative name: Peter Williams and James Mulraney

Transition Manager: Triscia Hogan

STRATEGIC PLAN

This document sets out a strategic plan for your Local Community Partnership (LCP) for the 2006-2008 period. It represents your vision, mission, and an environmental scan encompassing all regions along with your proposed strategies for achieving the objectives of the 3 programmes. It also details how you will work to meeting your risk management, LCP infrastructure and committee management objectives.

Part A

LCP Corporate Governance

1. Vision Statement

Our vision statement encompasses the desired future for our DEST funded LCP. The vision statement provides a basis on which our team members can focus and work towards.

The vision of our LCP is:

To work with schools in our region to develop human capital, improve student retention, promote individual learning opportunities and support especially those at risk at risk young people, in partnership with outside agencies, to successful transitions from schooling.

2. Mission Statement

Our mission statement is a formal statement that describes generally the overall aims and objectives of our LCP and what the LCP is trying to achieve. It takes the form of a concise narrative statement that describes the definitive scope of the overall business.

The central purpose and role of our LCP is:

Work with young people in our region to promote positive learning experiences and successful transitions to further education, training or employment. The LCP also aims to increase the social capital of our region and the economic well being of our young people by

working in partnership with support agencies, business and industry, educational providers and the wider community.

3. Risk assessment and management strategy - refer to section 2.8 of LCP guidelines

LCPs are required to have a risk management plan in place which is to be made available to DEST on request. A Risk Management template can be found under **Resources** in TRANSIT.

This section identifies **major** risks that would affect successful programme delivery in our region/s and identifies strategies in place or to be developed to overcome them.

The major risks include:

- **Duplication of initiatives** – we plan to bring together FC and LCP planning in second half of the year and already have in place a joint action team model to have similar projects working together.
- **Project conflicts** – we have the LCP staff and FC staff in the one environment and need to regularly monitor the line management and project responsibilities to ensure smooth servicing to our joint clients.
- **Industrial relation issues** – we have engaged a consultant to prepare employment contracts, have in place a line management model. However we need to develop a greater understanding through governance training of the Board.
- **Underperformance of staff** – a high degree of independence is expected in working with client groups. Regular reporting to the Board should reduce the risks as well as regular performance meetings to monitor progress of our planning. Feedback from client groups will also be sought to further improve performance.
- **Contracted outcomes not met on schedule** – it has taken time to get staff in place, inservice a new board and get planning in documented formats. Additionally, extend leave of a staff member(s) could affect our performance. A procedure to replace staff may be required.
- **Financial losses** – we have set up a MYOB financial management tool, appointed a Treasurer, put a financial delegation policy in place and require an accurate financial position to be with the Board at each meeting.
- **Engagement from schools** – not all schools in our LCP are fully supportive of DEST directions. Government school Principals have organised regularly updating (twice a term), however we are reliant on Catholic and Independent schools to respond individually. The

model of Action teams we are putting in place may assist us reduce the potential risk.

- **Governance** – the LCP Boards have significant governance roles and need time to come to terms with their responsibilities. The Quality LinCS Board has an industry governance ‘specialist’ as a member who will guide, over time, the Board through this process. Other issues of governance we need to address are security, grievance procedures, and sustainability in the longer term.
- **OHSW** – the Board is an employer and thus has legislative responsibilities to its employees. We need to provide a safe working environment, support our staff to reach attainable targets and make expectations clear. As we have a lease car we need to ensure it is appropriately maintained storage/stored and have procedures in place for such things as car accidents.
- **Child Protection** – government policy is very clear on this issue and while police checks are in place regular training and monitoring in this area will need to be ongoing.
- **Poor Advice** – the LCP is dependent on good, accurate advice from Youth Pathways and RICA groups. If this advice is incomplete or not current the performance of the LCP may be affected. We are now receiving quarterly reports from RICA personnel.
- **Records management** – the storage of information the LCP needs to perform its tasks is crucial. The Board will need to work out a strategy for staff to implement to allow for staff turnover, ease of access and updating. Our records will also need to be back-up on our ICT systems daily. Our strategies will include: burning of CD or DVD daily and the storage of one copy off the premises; computer passwords for each staff member and the non-disclosure of them to others; denying of access to computers to others as staff leave office; software not being installed on or copied from the system; and staff maintaining confidentiality of records.

4. Conflict of interest management strategy - refer to section 2.5 of the LCP Guidelines

LCP’s must ensure that LCP Management Committees undertake all activities in accordance with the principles of good corporate governance outlined in section 2.6 of the LCP Guidelines. Transparency is fundamental to this. LCPs must ensure that LCP Chairpersons, Management Committee members and employees of LCP’s disclose any personal interests that could lead to a real or perceived conflict of interest as soon as those conflicts arise. An example of some of the types of conflict you should consider can be found under **Resources** in TRANSIT.

This section outlines any conflicts that may exist and our strategy to deal with them.

The inservicing of the Board includes the transparency to declare potential and real conflicts of interest. This includes membership of other or similar Boards, working for other groups who are competing for funding and using Board information inappropriately.

The Board will need to update Quality LinCS Constitution at the next AGM to address this issue in more detail.

5. LCP Infrastructure and Management Committee (including consortium or subcontracting arrangements - refer to section 2.4 of the LCP Guidelines)

This section identifies the arrangements for our Management Committee. It includes details on our status meeting the minimum key stakeholder requirements set out in the funding agreement and any strategies we will use to recruit and retain all required stakeholder group representatives. It also identifies subcommittee, subcontracting and consortium arrangements we have or intend to develop and how we will ensure they deliver the required services.

The Management Board comprises 14 voting members representing the following;

Industry:

4 members representing industry and business.

Community:

2 members representing general community

1 member representing parent groups or bodies

1 member representing young people aged 18-24 years.

Education:

1 member representing Catholic Schools

2 members representing DECS Secondary Schools

1 member representing DECS District Directors

1 member representing Independent Schools

1 member representing Registered Training Organisations.

In attendance at Board meeting, at the invitation of the Board, will be the Executive officer, Administrative Officer (as minute taker) and the Transition Broker (Futures Connect). A representative of the DEST State Manager, Regional Industry Care Advisers and Youth Pathways will be invited to Board meetings as required.

6. Stakeholder Consultation - refer to section 2.7.1 of the LCP Guidelines

In developing our Strategic Plan we have ensured that LCP Management Committee Members have consulted with key stakeholders in our contracted LCP Service Region(s).

This section details who we have consulted with and how, as well as how we will maintain effective consultation with them over 2006-2008. This strategic plan is the initial draft. It has been prepared by the LCP staff in consultation with the Quality LinCS Board Chair. The process of stakeholder consultation has not been put in place as yet. We plan to do this from May-July 2006.

The consultation process we put in place will include:

- workshop with government school Principals to monitor LCP planning, FC planning and school planning are supportive of each other.
- consultation between LCP staff and FC staff to monitor planning is complementary, conducive to joint work and avoids duplication
- consultation (workshop maybe) with Principals of non-government schools to monitor that LCP planning is supportive of school planning.
- email and hold workshop with LCP Board to update the draft to reflect better the expectations of stakeholders they represent.
- email and hold workshops with school based vocational and career staff to monitor that LCP planning is supportive of school action.
- consultation with City of Marion, City of Holdfast Bay and City of Mitcham to monitor that local government initiatives for youth are reflected in our planning.
- consultation with regional business to monitor that our planning is reflective of industry needs and will lead to real pathways.
- consultation with community organisations to monitor that our planning is reflective of community needs for training, employment and volunteers.

Part B

Environmental Scan and Programme Delivery Strategies

1. Environmental Scan

Commonly used acronyms used in the Environmental Scan are:

National Industry Career Specialists (NICS)

Regional Industry Career Advisors (RICA)

Local Community Partnerships (LCP)

This includes an overview of the environment for our contracted regions for the 3 year period including Industries, education sectors, employers and existing career and transitions services in your region/s. The scan should also discuss emerging skill shortages and State Education Sector initiatives within your region/s. For each region you will be asked to expand on this in your Business Plan.

This scan includes an outline of current activity in this region for 2006 against each programme element including Industries, education sectors, employers and existing career and transitions services in your region/s.

Local Community Partnership (LCP) 150 – Southern Adelaide Part B

Number of 13 -19- year olds - 13,327

Number of Schools with Students in years 8 -12 (including Government, Non Government & Special Schools) - 23

This environmental scan is provided to Quality LinCS by our Regional Industry Career Adviser (RICA) and will be updated quarterly.

Our LCP is located in the local government areas of Mitcham, Marion and Holdfast Bay. The Environmental Scan provides the following information about Marion.

The **City of Marion Local Government Area (LGA)** is located about 10km south-west of the Adelaide CBD, covers 55 square km and stretches from the Glenelg tramline in the north to Hallett Cove in the south. Marion's population as counted during the August 2001 Census by the Australian Bureau of Statistics (ABS) was 75,810, only a small increase on the 1996 figure of 74,318.

The area features a diversity of housing, topography and cultures and it has a significant industrial sector. Marion is home to the Living Kurna Cultural Centre, the Marion Cultural Centre, Mitsubishi Motors and Westfield Marion. Science Park and Edwardstown Commercial and Industrial Areas
Its natural attractions include numerous conservation and recreation parks, rivers and a rugged coastline.

Marion has a Mediterranean climate, providing cool wet winters and warm to hot summers.

Demographics:

Marion's population as counted during the August 2001 Census by the Australian Bureau of Statistics (ABS) was 75,810, only a small increase on the 1996 figure

of 74,318.

The 2001 age profile revealed that there was a high representation from both ends of the spectrum, with 16,410 people older than 60 (21.6% of the total population compared with 18.7% in this age group for the total Adelaide metropolitan area) and 14,432 aged 15 and under (19.0% of the total Marion population compared with 20.1% for the total Adelaide metropolitan area).

8,574 (27.0%) of households in the City of Marion have two parents and one or more children living at home. Single parent families constitute 17.5% (3,680) of households. Couples with no children represent 26% (8,395) of households and 9,460 (30.3%) of residents live alone.

At the 2001 Census 7.4% or 2,623 people out of a workforce of 35,594 were unemployed.

The average individual weekly income was \$349, while 17,278 people aged 15 years and older (27.9% of this group) earned less than \$200 per week. At the other end of the income scale 3,888 people (6.2%) earned more than \$1,000 a week.

Of Marion's 34,064 dwellings, 23,827 or 69.9% are separate homes. Of all occupied dwellings 26.3% are rented, and of these approximately 45% are public housing.

Of the total City of Marion population, 56,436 or 74.4% were born in Australia, 8424 (11.1%) of Marion residents speak a language other than English compared with 14.5% for the Adelaide Metropolitan Area. Of interest, 728 people at the 2001 Census were from Germany, 636 from Italy, 609 from Poland, 543 from the Netherlands, and 510 from Greece, whilst 490 persons were of Aboriginal descent, 47 Torres Strait Islanders and 27 of both Aboriginal and Torres Strait Islander descent.

Description of major and emerging industries, occupations and professions;

Marion's economy has a strong manufacturing base and an increasingly prominent services sector. Technology continues to impact on business operations - and the rate of change in work practices and market expectations are more rapid today than ever before. At the same time there is an increased awareness of the need to consider environmental issues as an integral part of business operations.

Overall there is little difference between individual income distribution in the Marion LGA and for all South Australia. The Marion LGA has a higher proportion of households in most of the lower income cohorts and a lower proportion of households in the higher income cohorts. 54% of Marion households receive less than \$800 per week (compared to 50.8% of the State) and 27.7% of households receive over \$1,000 per week (compared to 30.4% of the State).

About one third of Marion residents have a post-secondary qualification, which is about the same as qualification levels across Adelaide and South Australia.

As at the time of the 2001 Census, 34.1% of Marion's residents aged 15 years and over were employed full time, while a further 19.4% were employed on a part time basis. This is slightly lower than the State average, but in line with the fact that a smaller percentage of Marion's population saw themselves as being part of the labour force.

The overall level of unemployment was 7.4%, slightly lower than the State average (7.9%). It is useful to compare the census figure to that prepared by the Department of Employment and Workplace Relations which indicates the unemployment rate of Marion residents in September 2002 was 6.1%. Although unemployment has declined, there is likely to be an increasing level of under-unemployment due to the increasing prevalence of part time work.

The three largest sources of employment for Marion residents are retail trade, manufacturing and health & community services. Together these sectors employed 43.5% of Marion's working residents. The main growth area of employment for Marion residents during the period 1996 to 2001 has been in retail trade with an extra 831 residents working in this industry. Over the longer period, between 1986 and 2001, the main growth areas have been the service industries - creating 4,215 jobs for Marion residents – compared to total employment growth for Marion residents over this period of 2,631 jobs.

The main growth areas of employment for Marion residents have been the service industries. Note that this is in contrast to where the main growth in jobs within the Marion area have been, namely manufacturing.

Trends in employment among Marion residents - and also among people who work in Marion - reflect an increasing demand for more-skilled workers.

The City of Marion has a diverse economic base that is primarily centred around the Edwardstown industrial area and the Marion Hub which includes Westfield Shoppingtown, The Domain, Flinders University, Flinders Medical Centre and Mitsubishi. Although these big names dominate people's perceptions of the area, the economic base is dominated in absolute numbers by small businesses, many of which are home-based. In 1998 it was estimated by the ABS that 93% of businesses in the City of Marion employed fewer than 20 people. This compares to 91% for the Adelaide Statistical Division and 81% for South Australia.

Manufacturing accounts for 32.5 per cent of all employment in the Marion LGA - significantly greater than for the State as a whole. One of Australia's listed companies, Hills Industries, started from humble origins in Edwardstown. Established over 40 years ago to manufacture what was to become the symbol of Australian suburbia, the 'Hills Hoist', the company has diversified to become one of the State's major manufacturers of electronics, home & hardware products and building & industrial products. With revenues of over \$320 million annually, a large skilled workforce and manufacturing facilities in New Zealand and Britain, Hills is a major force in the economic life of South Australia.

Retail accounts for a further 19 per cent of employment. The overall picture that emerges is that Marion has a far less diversified industry structure than the State as a whole, or indeed, than most comparable Council areas. This, of course creates a number of risks for the Marion region. Retail plays a big role in Marion. The Marion Westfield Shoppingtown is the second largest regional shopping centre in Australia. It contains 250 specialty shops, 12 major stores and one of the largest cinema complexes in the Southern Hemisphere.

The Automotive Industry also has a prominent role in the local economy with Mitsubishi being the key driver of this. With the purchase of Chrysler Australia in 1980, Mitsubishi became one of Australia's major vehicle manufacturers. Based at its 71 hectare Tonsley Park site in Marion's Clovelly Park, Mitsubishi manufactures a range of passenger and commercial vehicles as well as also assembling trucks from imported components. In addition to manufacturing automotive components for Australian and overseas companies, Mitsubishi also exports the Magna model to America, Europe and other Pacific countries. The Company has assets valued at over \$1 billion dollars and employs about 3,500 people, the majority of these at Tonsley Park.

The call centre and back office industry has recently moved into the Marion Area. Bankers Trust was the first company to establish a back office centre in the region. Attracted to Marion because of its low cost operating environment and the availability of suitable staff, Bankers Trust now has one of Australia's most advanced, hi-tech commercial buildings in Australia. Since Bankers Trust has moved into the area, there has been significant interest shown in Marion as the site for other call centres and back office operations.

The Racing Industry - South Australia's thoroughbred racing industry has its headquarters at the Morphettville Racecourse. The track has recently been upgraded and much of its office area and grandstand refurbished. The streets surrounding the track are occupied by numerous horse owners and equine service businesses.

In absolute numbers, the Marion business profile is dominated by small businesses. 66 per cent of businesses in Marion employ less than 5 people; a further 19 per cent employ between 5 and 9 people. Only 2.6 per cent on businesses (or, more correctly, business establishments) employ more than 50 people.

- **Generic description of skills needs and shortages for the major and emerging industries, occupations and professions in the region.**

Australian Industry faces many challenges and opportunities in the years ahead in responding to the rapidly changing dynamics of global competition. New pressures from emerging industrial giants, such as China, the rebalancing of our currency, the push towards global outsourcing, the introduction of the US Free Trade Agreement, and the erosion of Australia's traditional export markets mean that dynamic and world competitive industries need a highly skilled workplace to remain competitive. Australian industry as a whole will need to work smarter, become more innovative, and more knowledge intensive.

A critical issue faced by industry in metropolitan areas is the shortage of appropriately skilled labour. Labour supply problems are being experienced in many industry sectors, but those that have heavily relied upon the traditional apprenticeship system as the major means of recruiting and skilling new entrants have experienced greater difficulties in sourcing skilled labour. A recent Ai Group survey placed the availability of skilled labour as the second highest issue impacting upon business.

In Adelaide and South Australia generally, the state has been experiencing a record high in the number of people ever employed and a record low in unemployment figures. The unemployment rate in 2004 was 5.5%. From June 2001 to June 2004, business investment grew by 57% in SA compared to 38% nationally. State Final Demand, a measure of all expenditure within a state economy, has continued to exhibit solid growth over recent years, with growth for the year to June 2004 just below 5%.

- **The Environmental Scan lists the following National Industry Care Specialists (NICS) relevant to the Regional Industry Care Adviser (RICA) Service Region which includes Onkaparinga, Fleurieu and Kangaroo Island but not Holdfast Bay or Mitcham.**

2. Transport and Logistics Industries;
3. Resources and Infrastructure Industries;
6. Agri-Food Industries;
8. Construction and Property Services Industries;
9. Manufacturing Industries

2. Key Goals for meeting the objectives of the 3 programmes over the contracted period:

Identify key goals for each programme objective and provide the rational if you are not intending to participate in activities against any of the objectives (eg. State government provides this service). These will be expanded upon for each calendar year in part B of your business

plan.		
Goals for meeting Structured Workplace Learning programme objectives:		
SWL Objective	Key Goals (Your goals should be drawn from your environmental scan and address each objective.)	Timeframe (2006, 2007, 2008)
Increase (student) access to SWL	<ul style="list-style-type: none"> Ensure support services such as school attendance counsellors and Inter School Behavioural Management Coordinators ISBMs (Inter-School Agency Behaviour Management Coordinators) are aware of SWL access for their clients. 	2007
	<ul style="list-style-type: none"> Act as a key facilitator between agencies that support SWL. 	2006-2008
	<ul style="list-style-type: none"> Visit all Schooling sites once a Semester to provide SWL information to students and staff. 	2007
Increased Student participation in SWL	<ul style="list-style-type: none"> Advertise and make students, parents and VET Coordinators aware of all courses that offer SWL. 	2007
Promote SWL	<ul style="list-style-type: none"> Advertise SWL opportunities and advantages in newsletters, meetings, via email etc. 	2006-2008
	<ul style="list-style-type: none"> Work with Industry/Training Providers to ensure understanding and benefits of SWL. 	2006-2008
Enhance young people's employability skills	<ul style="list-style-type: none"> Increase student participation in Student Mock Interviews. 	2006-2008
	<ul style="list-style-type: none"> Inform students, parents and VET Coordinators of courses we offer that will enhance employability skills. 	2008
	<ul style="list-style-type: none"> Increase school practices in relation to student destination tracking. 	2008
	<ul style="list-style-type: none"> Share best practice in career planning and school 	2006-2008

	support in career goal setting.	
Enhance the quality of structured work placements	<ul style="list-style-type: none"> • Work with Industry to find out their requirements for SWL and informs schools. 	2006
	<ul style="list-style-type: none"> • Update Industry package, meet with Industry to explain. 	2006
	<ul style="list-style-type: none"> • Devise Safety Check List – to check for hazards so that students will be safe whilst completing SWL. 	2006

Goals for meeting Career and Transition Support (CTS) programme objectives:

CTS Objective	Key Goals (Your goals should be drawn from your environmental scan and address each objective.)	Timeframe 2006, 2007, 2008
Facilitate the provision of assistance to young people to develop individual Transition Plans and understand study and work options	<ul style="list-style-type: none"> • Work with state run strategy, Futures Connect, to promote the use of Individual Transition Plans (ITP) in all schools in the region. 	2006-2008
	<ul style="list-style-type: none"> • Work with support agencies such as Youth Pathways providers in the region to ensure greater understanding of ITPs and the opportunities they create for students. 	2006-2008
	<ul style="list-style-type: none"> • Develop structures and resources that support the above. 	2006
Facilitate access to professional career advice	<ul style="list-style-type: none"> • Provide and offer opportunities for school based career practioners via training and development. 	2006-2008
	<ul style="list-style-type: none"> • Utilise the wider community to promote up to date career advice including parents and students themselves. 	2006-2008
Promote vocational education and training pathways and opportunities	<ul style="list-style-type: none"> • Re-examine vocational programs and training opportunities in the region and work with schools to promote programs. 	2006, 2007

	<ul style="list-style-type: none"> • Improve the quality of information and data provided to schools with regards to vocational education and training. • Attempt to dispel cultural barriers and parental expectations with regards to vocational education and training pathways creating expanded opportunities for students. 	<p>2007</p> <p>2006-2008</p>
Enhance the monitoring and mentoring arrangements of all young people, particularly years 9 and 10 students	<ul style="list-style-type: none"> • Work with local providers and support agencies to enhance the range and increase the number of mentoring programs in the region particularly for students in Years 9 and 10. • Collect and coordinate data related to mentoring and student/young people outcomes. 	<p>2007</p> <p>2006</p>
Facilitate the engagement of parents, teachers and career advisors in education about post-school options	<ul style="list-style-type: none"> • Increase the range of opportunities for parents to be actively involved in career education promotion. • Utilise regional resources (school based staff, career resources, students, educational providers etc) to increase awareness of the diversity of post school options. 	<p>2006-2008</p> <p>2006-2008</p>
Facilitate the provision of advice on youth services and programmes	<ul style="list-style-type: none"> • Young people and their peers and parents to have access to relevant, up to date information about appropriate youth services and programs, in a timely manner. • Support cluster and school based Career Nights and Subject Selection processes. 	<p>2007</p>

Goals for meeting Adopt a School (ASP) Programme objectives

Adopt a School Objective	<p>Key Goals</p> <p>(Your goals should be drawn from your environmental scan and address each objective.)</p>	<p>Timeframe</p> <p>2006, 2007, 2008</p>
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<p>Facilitate engagement between industry and schools</p>	<ul style="list-style-type: none"> • Produce and distribute survey and meet with schools to discuss needs and further support for existing projects. • Speak at Industry information functions such Business Breakfasts, Chamber of Commerce and Rotary. 	<p>2006</p> <p>2007</p>
<p>Assist industry to meet future skills needs through the ASP</p>	<ul style="list-style-type: none"> • Target industries in this region which NICS have identified as in need of career, skill and information development. • Work closely with RICA to identify and engage interested Industries. • Meet Industries to describe the future skills they need from young people. 	<p>2006</p> <p>2006</p> <p>2006</p>
<p>Increase student and industry participation in the ASP</p>	<ul style="list-style-type: none"> • Achieve 15% increase in Industry partnership per year in ASP (The focus of this increase to be from ‘target’ industries). • Power Point presentation to educate Industry and Students on the Adopt a School Program. 	<p>2006-2008</p> <p>2006</p>
<p>Promote the ASP to students, schools and employers</p>	<ul style="list-style-type: none"> • Have three promotional news items developed each year featuring ASP. • Distribute ASP tool box for schools as a guide to develop future ASP projects. 	<p>2006</p> <p>2007</p>