**School Business Community Partnership Brokers Strategic Plan**

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| **READ ONLY DOCUMENT**You must save this file to your local computer network to be able to enter data. Once you have completed your Plan, it is to be submitted via YATMIS. |

Note: A Strategic Plan must be completed for each Service Region that an organisation is contracted for.

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| **STRATEGIC PLAN** |
| **Organisation Name: The Smith Family** |
| **YAT Service Region: QLD03 Brisbane North and West** |
| **Version: 2010** |

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| **STRATEGIC PLAN – PART A** |
| **OBJECTIVES AND OUTCOMES** |
| **1. Partnership Broker Program Objective** |
| The Partnership Brokers program objective is to facilitate stakeholder engagement, build community capacity and infrastructure and drive the government’s education reform and social inclusion agendas to improve education and transition outcomes for all young people. |
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| **2. Outcomes** |
| **PARTNERSHIPS** |
| High quality partnerships are established that link key stakeholders together with shared commitment, goals and outcomes to improve young people’s education and transition outcomes. |
| **REGIONAL SOLUTIONS** |
| Partnerships are established that deliver solutions to regional issues to improve young peoples education and transition outcomes. |
| **EDUCATION AND TRAINING PROVIDERS** |
| Education and training providers partnering with stakeholders in their community to ensure all young people participate in challenging, relevant and engaging learning that broadens personal aspirations and improves education and transition outcomes. |
| **BUSINESS AND INDUSTRY** |
| Business and industry actively engaged in sustainable partnerships that support the development of young people, contribute to the skills and knowledge of the future workforce and improve young people’s education and transition outcomes. |
| **PARENTS AND FAMILIES** |
| Parents and families participating in partnerships that provide an informed and supportive environment for all young people to enable lifelong learning and career and pathway planning, and improve their education and transition outcomes. |
| **COMMUNITY GROUPS** |
| Community groups participating in partnerships that harness resources and build social capital to support young people to identify and achieve their goals and improve their education and transition outcomes. |

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| 1. **Mission Statement**
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| To facilitate stakeholder engagement, build community capacity and infrastructure and drive the government’s education reform and social inclusion agendas to improve education and transition outcomes for all young people in Brisbane North and West (QLD03). |
| 1. **Strategies**

The strategic approach used by The Smith Family has been based on working with communities and as part of the community using an *assets-based community development model* embracing the following core concepts:1. All communities and its citizens have assets to contribute;
2. Effective relationships build a community; families, children and young people and their experiences are at the centre;
3. Community leaders should be actively involved in decision making;
4. Motivation and local ownership must be fuelled and encouraged through involvement;
5. Community members provide answers to key issues facing their community; and
6. All facets of a community work together to find relevant solutions.

To address the challenges ahead, The Smith Family (TSF) has identified a number of strategic principles upon which this plan is underpinned. The principles include the need to:1. Manage the knowledge i.e. establish a *Knowledge Information Management System (KIMS);*
2. Develop and use a criteria system to rate the challenges and opportunities so that the most immediate priorities can be addressed;
3. Establish a network communications program;
4. Develop systems to review and analyse program application, outcomes and requirements;
5. Implement processes to select and apply methodologies that are outcomes centred and participatory;
6. Apply risk assessment and management tools as detailed in section 5, to each activity;
7. Apply conflict of interest management practices as detailed in section 6;

From its environmental scan of the Brisbane North and West region, TSF has identified ten major challenges and opportunities.**Opportunities:**1. Leverage existing programs and expertise across the region to assist in resolving challenges and achieving desired outcomes. Utilise the existing capability within organisations such as the Brisbane City Council, TSF Learning for Life Program (LFL) including the LFL workers and the extensive Volunteer network, the Parents networks and Police Citizens Youth Club associations.
2. Accessing existing networks and relationships within the region and across the stakeholder groupings to create a shared regional vision and progress youth outcomes
3. Identify and facilitate partnership development associated with Regional ‘Greenfield’ operations that necessitate innovative approaches to partnerships. Regional projects such as the BAC development requires the integration of secondary, vocational and tertiary education pathways and curricula for mutual benefit and youth outcomes.

**Challenges:**1. The region has grown significantly in recent years with a corresponding increase in school age children as well as a daily influx of school students who live outside the region;
2. The region has a highly dispersed socio-economic profile with the majority in the higher quintile of national indicators with two comparative pockets of disadvantaged in the South West and North East around Inala and Zillmere respectively;
3. The region has a high dependence on Small Medium Enterprises (SME) clustered around Moggill and Virginia/Banyo. The balance of the region includes the CBD which hosts a variety of national and state head offices. As a result the region is a host employer location with high movement into and out of the region for work and education;
4. High future needs in the region’s Airport and Port precincts around requisite skills and employment in particular the relationship with regional education and training and the co-ordinated response to future workforce needs;
5. A number of integrated employment and residential Hubs are emerging at Chermside, Kelvin Grove, Brisbane Airport and the Urban Development Land Authority (UDLA) sponsored integrated developments at Fitzgibbon, Wooloongabba, RNA and Hamilton Northshore;
6. Transport infrastructure development and short falls are currently determining education and career access and future decisions; and
7. Existing work in the region has already developed multiple pathways for youth transitions however; these are currently not managed at the regional level.

**Priorities for Action**This section outlines the approach to be taken in capitalising on the opportunities and addressing the challenges identified above. These priorities for action are underpinned by **asset based community development models**. By making these opportunities a priority the identified challenges will be addressed, through further developing successful relationship building as part of a three phase process in which the priorities engage:* existing regional expertise and knowledge partnerships;
* in the creation of emerging partnerships within identified areas of challenges and gaps; and
* with the community to assist in the creation of new and relevant partnerships within emerging regional areas of need.
1. Leverage existing programs and expertise across the region to assist in resolving challenges and achieving desired outcomes through the creation of sustainable partnerships. Utilise the existing capability within organisations such as the Brisbane City Council, TSF Learning for Life Program (LFL) and its extensive Volunteer network, the Parents networks and Police Citizens Youth Club associations to address the following challenges.
* The region has a highly dispersed socio-economic profile with the majority in the higher quintile of national indicators with two comparative pockets of disadvantaged in the South West and North East around Inala and Zillmere respectively; and
* Existing work in the region has already developed multiple pathways for youth transitions however; these are currently not managed at the regional level.
1. Access existing networks and relationships within the region and across the stakeholder groupings to create a shared regional vision and progress youth outcome collaboratively. Challenges associated with this priority include:
* The region has grown significantly in recent years with a corresponding increase in school age children as well as a daily influx of school students who live outside the region;
* The region has a high dependence on Small Medium Enterprises (SME) clustered around Carole Park, Moggill and Virginia/Banyo. The balance of the region includes the CBD which hosts a variety of national and state head offices. As a result the region is a host employer location with high movement into and out of the region for work and education;
* A number of integrated employment and residential Hubs are emerging at Chermside, Kelvin Grove, Brisbane Airport and the Urban Development Land Authority (UDLA) sponsored integrated developments at Fitzgibbon, Wooloongabba, RNA and Hamilton Northshore;
1. Identify and facilitate partnership development associated with Regional ‘Greenfield’ operations that necessitate innovative approaches to partnerships. Regional projects such as the BAC development requires the integration of secondary, vocational and tertiary education pathways and curricula for mutual benefit and youth outcomes. This priority action will address the following challenges:
* High future needs in the region’s Airport and Port precincts around requisite skills and employment in particular the relationship with regional education and training and the co-ordinated response to future workforce needs;
* A number of integrated employment and residential Hubs are emerging at Chermside, Kelvin Grove, Brisbane Airport and the Urban Development Land Authority (UDLA) sponsored integrated developments at Fitzgibbon, Wooloongabba, RNA and Hamilton Northshore;
* Transport infrastructure development and short falls are currently determining education and career access and future decisions.

**Timelines for Action**We will pursue each of the opportunities in **Year One** where it is envisaged that Priority A will be completed and Priorities B and C above will continue throughout **Year Two.**The timeline for the implementation of the strategic plan and priorities is as follows:* *Weeks 1,2 & 3 March 2010* – consultation with stakeholders to complete an initial environmental scan and develop a Knowledge Information Management System (KIMS);
* *Week 4 March 2010* – identify the major challenges from the environmental scan (Part B) and formulate an initial strategic plan to address the challenges;
* *April to July 2010* - Conduct focus groups with regional stakeholders and identified Local Engagement Groups (LEGs) and Regional Enabling Groups (REGs) to determine the needs of the region from their perspective.
* This may include:

- Operationalising the KIMS to continue the environmental scan process and inform planning;- Acknowledging existing LEGs and identify the formation of required LEGs based on existing gaps;- Formalise partnership arrangements by documenting roles, responsibilities and operational guidelines/arrangements as required; - and- Identify and document the process of evaluation including the type of evidence required from each strategy. * *August 2010 to March 2011*  – monitor and evaluate PB progress on identified priority implementation and prepare Case Study and Program impacts for the September meeting with DEEWR;
* *April to June 2011* – forum of stakeholders to review current evidence and discuss progress against the key performance indicators (KPIs) of DEEWR as listed in the MERF and the KPIs of the LEGs and REG.
* *July 2011* – modify the LEGs progress based on the review process;
* *August 2011* – meeting of the REG to ensure modifications based on review are being operationalised;
* *August 2011 and ongoing* - implement, monitor and evaluate current activity of the LEGs and REG;
* *September 2011* – REG meeting focussed on a full review of the partnership agreement particularly in regards to the sustainability of the partnership; and
* *October to November 2011* – using the KIMS and YATMIS, complete a full environmental scan of the region and utilise the outcomes to measure the effectiveness of the Partnership Broker role; and
* *December 2011* – complete and submit a report to DEEWR, The Smith Family and the Brisbane North and West REG.

**Strategies for communicating with key stakeholders (including Youth Connections providers) and promoting the Partnership Brokers program.*** Access and use the TSF internal and external communications networks to gather and disseminate information that promotes the partnership broker program through:

close liaison with the learning for life coordinators for that area. * Existing stakeholder communication networks and leveraged information networks will be utilised through our partnerships to fully, clearly and transparently articulate the outcomes of the programs through:

The use of the Met East and West Regional Queensland Council of Parents and Citizens Association (QCPCA) direct communication model; similarly Independent Schools Queensland and Catholic Education Parents Networks; Brisbane North Chamber of Commerce (BNCC) and Associates networks such as Zillmere North Police and Citizens Youth Club (PCYC), regional schools through the Education Training and Reforms project networks, and the Kedron Wavell RSL network into the Clubs Queensland Network. * Utilise Local Engagement Groups (LEGS)and Regional Enabling Groups (REGS) through their connection with:

The existing networks of formal stakeholder representative groups within the region e.g. Brisbane North Development Forum (BNDF); QPCPA; BNCC; Metropolitan Education Regional Directorate, Youth Connections provider Queensland Youth Services and their constituent member organisations.* To share Partnership Broker environmental scan and strategic plan with our Youth Connections providers in order to provide an integrated response to identify regional needs.
* Multi-media engagement through existing relationships e.g. Quest newspapers to run features outlining the program, outcomes, case studies and access opportunities and venues for this to occur e.g. Agenda North Regional Forum hosted by BAC and Australian Catholic University has invited the SPBM to be the key note speaker around youth transition.
* Establish a regular process of information sharing with our Youth Connection provider coherent and integrated information and communication framework.

**Strategies for engaging all key stakeholder groups and promoting the benefits of a partnership approach.*** As indicated above the Partnership Broker will utilise Local Engagement Groups (LEGS) and Regional Enabling Groups (REGS) and our existing regional networks and partnerships;
* Continued development and interaction with the Office of Higher Education Department of Education and Training and associates and their reform working parties and the Northern Australia University Community Engagement Alliance working group;
* The further development and operations of this strategic plan will be guided by the Brisbane North and West Regional Enabling Group (REG) which represents the regionally focussed organisations that have access to the identified stakeholder groups. At this stage, it is planned that the following organisations will form the REG for this region:
* 1 x Brisbane Youth Services (Youth Connections provider);
* 1 x Department of Education and Training – metropolitan region departmental representatives;
* 1 x Catholic Education representative;
* 1 x Independent school representative;
* 1 x Parent and family representative;
* 2 x Business and industry representative (SME and large business) including at least one corporate partner of TSF;
* 2 x Community Services representative including at least one local council representative; and
* 1 x open representative to be elected based on skill set audit of REG i.e. financial planning expert.

**Strategies for partnership development.*** Apply existing theory based partnership development design and development from TSF policies and DEEWR protocols identified for the program Big S and Little S and networking of networks detailed in “Beyond the Classroom” this will be achieved through:

A participatory process including the LEGS and REGS identified for the region linking these groups with our communication and existing partnership networks; * Leverage off the expertise and experience of members of the LEGS and REGS as advocates and champions of the process;
* Conducting focus groups about the specific issues of the various communities in the identified areas of North East and South West involving the representatives from the stakeholder groups through our communication networks detailed above e.g. attrition, transition, regional skills and employment outcomes, future needs such as Brisbane Airport Corporation and precinct plans for growth;
* Interaction with existing partnerships such as REAPS, Flexible Learning Program, ETRF, PCYC, Reconnect Program, Australia Trade Coast (the Port of Brisbane and Brisbane Airport Corporation).

**Strategies to build the capacity of partners and ensure partnership characteristics described in the MERF are achieved. Capacity building should focus on developing partnerships that are sustainable and do not rely on direct, ongoing Partnership Broker support.*** Use an asset based community development approach, and existing TSF partnership management frameworks to support regional stakeholder leadership and expertise in the delivery of agreed capability building around regional issues. This will be achieved through:
* Open sharing of information that allows all partners to fully contribute to the process;
* The recruitment and engagement of the LEGS and REGS membership will involve stakeholders leaders with compassion, skill, interest, influence, knowledge and commitment to the youth of the region

As a result the process will identify and utilise the partnership development skills that already exist in the community such as BAC, Brisbane City Council, TSF, PCYC, Youth Connections alliance members, BNDF and Nudgee Beach Environmental Education Centre and its associated community networks; and* The areas of activity are real world issues at the regional level and are based on agreed prioritised areas of need.

**Strategies to assess the partnerships and the outcomes they achieve.*** Through the TSF Knowledge Information Management System (KIMS), the Partnership Brokers as part of this program have developed a tool to collect, store, analyse and disseminate regional specific information to develop timely feedback loops to inform program design and delivery. (Program Evaluation Theory);
* Established an interview schedule based on indicators of quality partnership development and key regional leaders and connectors in all stakeholders groups which currently involved strategic conversations and interviews with key representatives of the regional stakeholder groups such as BAC , SEQ Water, Met West QCPCA, BNDF, Urban Development Land Authority (UDLA), The Hornery Institute representing Lange O’Rouke, and Community Renewal advocates;
* Conduct, record, compare and reflect on the resultant stakeholder feedback that informs our ongoing process and strategies, for example, how the program will actively broker partnerships with the large SME population, the regional socio-economic diversity and the large number of small community groups across the region in particular those with the South West and North East communities and representatives;
* Develop a benchmark for the region of the existing partnership as part of an integrated evaluation and review process including new and emerging careers and pathway opportunities, for example Brisbane Airport, major infrastructure, health and community services and knowledge-based industries including education, technology and innovation;
* Continue to share the results with stakeholders, all TSF partnership brokers and collectively the region;
* Identify emergent patterns that drive capability building needs and identify the existing strengths and leaders of the region; and
* Establish case studies in relation to identified partnerships from the beginning, utilising the KIMS to maintain and freely share relevant data and information over the life of the partnership and the program.

**Strategies to work with Youth Connections providers.*** Prioritize partnerships around the South West and the North East regional communities where there is a high incidence of risk factors in the youth population as identified in the regional environmental scan;
* Continue contact with our Youth Connections partner Brisbane Youth Services and their 4 constituent organizations;
* Freely share our overlaid plan and scan data to identify areas of collaborative advantage, shared responsibilities and work planning in the regional locations and communities of common interest and operation, for example, the North East and the South West specifically around Zillmere and Inala; and
* Invitation to become a member of the REG as detailed above;
* Cross-publicize to ensure maximum coverage and understanding of the range of services and initiatives provided under each program for example referrals to client base, shared planning intelligence and potential case study collaboration and program communication.

**Strategies to ensure partnerships are brokered to benefit young people across the entire Service Region.*** Apply the Federal Government’s Youth Compact Agenda and the National Partnership on Youth Attainment and Transitions (NPYAT) to focus the benefit on young people;
* Apply a set of criteria to all PB activities that have a direct outcome and impact on/for young people. These will include: level of youth inclusion, goals of activity, level of impact, resource demand/availability; and
* Monitor outcomes of Next-Step school leaver’s and other state and national trend data over time.

**Strategies to address state or territory specific requirements (refer to Attachment C of the Partnership Broker program guidelines).*** Establish early relationships with the regional leaders to link this strategic plan with regional economic development plans, educational plans and community renewal initiatives and associated bodies responsible for the implementation of these at the regional level. For example, we will work with the existing educating and training reform programs, already identified;
* Continue our process of key stakeholder interviews specifically with newly appointed Regional Director and Executive Directors in the metropolitan education and training region to develop a strategic partnership in relation to the Queensland identified requirements under Attachment C above. Specifically, the protocols to access and work with collaboratively the QCE, DYAP, SETP, SLIMS, Pathways grants, Flexible Learning Services, SATS, Youth Support Coordinators, Get Set for Work, Gateway Schools to Industry projects;
* Formal discussions have already been programmed with the DET regional management team encompassing senior secondary and VET; and
* Invitation to become a member of the REG.
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| **STRATEGIC PLAN – PART B** |
| **INFRASTRUCTURE, PERSONNEL, SYSTEMS AND PROCEDURES** |
| 1. **Organisation Details (lead organisation if consortium arrangements apply)**

(copy and paste table to accommodate the total number of organisation locations relevant to the delivery of services under this contract)   |
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| --- | --- |
| **Business Trading Name** | The Smith Family |
| **Postal Address 1** | PO Box 10500, South Brisbane BC QLD 4101 |
| **Physical Address 1** | Level 1, 362 Hamilton Road, Chermside QLD  |
| **Contact Details 1** | Name: | Phone: | Fax: |
|  | Wayne Delaforce | 07 3120 3450 | 07 3337 6424 |
| **Web Address** (if applicable) | www.thesmithfamily.com.au |
| **Services to be provided from this location** | Partnership Broker Program Services only |

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| **Postal Address 2** |  |
| **Physical Address 2** |  |
| **Contact Details 2** | Name: | Phone: | Fax: |
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| **Services to be provided from this location** |  |

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| 1. **Consortium Member Details** (where applicable)

(copy and paste tables to accommodate the total number of consortium member organisations and locations relevant to the delivery of services under this contract)

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| **Business Trading Name** |  |
| **Postal Address 1** |  |
| **Physical Address 1** |  |
| **Contact Details 1** | Name: | Phone: | Fax: |
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| **Web Address** (if applicable) |  |
| **Services to be provided from this location** |  |

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| **Postal Address 2** |  |
| **Physical Address 2** |  |
| **Contact Details 2** | Name: | Phone: | Fax: |
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| **Services to be provided from this location** |  |

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| 1. **Sub-Contractor Details** (where applicable)

(copy and paste tables to accommodate the total number of sub-contracted organisations and locations relevant to the delivery of services under this contract)

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| **Business Trading Name** |  |
| **Postal Address 1** |  |
| **Physical Address 1** |  |
| **Contact Details 1** | Name: | Phone: | Fax: |
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| **Services to be provided from this location** |  |

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| **Postal Address 2** |  |
| **Physical Address 2** |  |
| **Contact Details 2** | Name: | Phone: | Fax: |
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| **Services to be provided from this location** |  |

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| **4. Personnel** (copy and paste table to accommodate the total number of personnel. You should list all personnel involved in delivery of Partnership Broker services) |
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| **Organisation** | The Smith Family |
| **Name** | Wayne Delaforce |
| **Position** | Senior Partnership Broker Manager |
| **Key Duties** | Responsible for PB Program and staff in the region. |
| **Primary Contact Details** | Phone: | Fax: | Mobile: | Email: |
|  | 07 3120 3450 | 07 3337 6424 | 0439 135 483 | Wayne.delaforce@thesmithfamily.com.au |
| **Qualifications/Experience** | Bachelor of Business Dist, PhD final stage, Senior Education Management Vocational and University, Regional Community Socio-economic Research and Advocate. |

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| **Organisation** | The Smith Family |
| **Name** | Tom McCue |
| **Position** | Partnership Broker |
| **Key Duties** | PB Program delivery in the region |
| **Primary Contact Details** | Phone: | Fax: | Mobile: | Email: |
|  | 07 3120 3451 | 07 3337 6424 | 0439 441 314 | Tom.McCue@thesmithfamily.com.au |
| **Qualifications/Experience** | Post Grad dip - Transitional Leadership, Bachelor of Ed, Diploma of Physical Education, Trained Secondary Teachers Cert, First Aid, Sports Injuries cert II |

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| **Organisation** | The Smith Family |
| **Name** | Bill Brown |
| **Position** | Partnership Broker |
| **Key Duties** | PB Program delivery in the region |
| **Primary Contact Details** | Phone: | Fax: | Mobile: | Email: |
|  | 07 3120 3452 | 07 3337 6424 | 0439 492 699 | Bill.brown@thesmithfamily.com.au |
| **Qualifications/Experience** | BEdST, M.EdST, private consultant working with SME’s and Social Enterprise strategic planning systems design, CEO – Global Institute for Learning and Development, Senior Education Officer – Department of Education Queensland.  |

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| **Organisation** | The Smith Family |
| **Name** | Irina Castillo |
| **Position** | Administration Officer |
| **Key Duties** | Administrative duties to assist Brisbane North and West PB Office  |
| **Primary Contact Details** | Phone: | Fax: | Mobile: | Email: |
|  | 07 3115 6232 | 07 3337 6424 |  | Irina.castillo@thesmithfamily.com.au |
| **Qualifications/Experience** | Diploma in Computers Sciences, Certificate in Business Administration, Finance and IT (Association of Business executives), Finance Math (3 months course) at National University of Colombia.Many years of Project, Finance and Administrative experience. |

**Personnel Management**The Smith Family has developed a Capability Framework which was built to define our culture change process. It links together our Vision and Mission and set out the critical Capabilities that have been prioritised by the organisation. The framework clearly sets out the behavioural expectation for each generic level of staff. TSF intends to recruit, induct, train and performance manage all TSF staff against this framework with an intention to embed/gently encourage the behaviours. This ultimately will engender a culture change in line with the required capabilities and our ultimate goal i.e. our Vision and Mission.

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| **Issue** | **Description of systems and processes** |
| Recruit quality staff | Clear role descriptions outlining accountabilities, skills and personal qualities requiredSalary level set at competitive market ratesTSF branding in all recruitment |
| Retain quality staff | Role clarity, and clear reporting linesComprehensive induction process and integration into TSF regional teams. Learning and development to enhance performance |
| Professional Development | Regular Performance reviews and personal development planning with  line manager.Access to training and conferences relevant to the Partnership Broker role.Exposure to, and opportunity to contribute to broader organisational work. |

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| **5. Risk Assessment and Management Strategies** |
| * Outline your identified risks, the level of risk they represent and strategies to manage the risks.

 e.g. how will you minimise risks associated with your activities and what procedures will you put  in place to manage the risk.

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| **Identified Risk** (refer to Attachment A for examples of potential risk areas) | **Level** **(Low/Moderate/High)** | **Risk Management Strategy/Procedures** |
| *Likelihood* | *Impact* |
| Inability to attract and retain appropriate staff | M | H | * Salary levels reflect importance of role
* Utilise networks as appropriate
* Staff are linked into TSF Performance and Development opportunities
* Staff are provided with resources and support for their roles.
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| Time frames for submission of Environmental Scans and Strategic Plans preclude genuine community consultation and ‘buy in’ | H | H | * Regular discussion and review of Plan and Environmental Scan with key stakeholders.
* Promote documents as ‘living’ documents, subject to ongoing review and update.
* Ensure that opportunities are available to stakeholders to comment on and to review updated plans.
 |
| Inability to attract broad based stakeholder representation onto Regional Strategic Groups and/or Local Engagement Groups | L | H | * Utilise existing networks – TSF existing networks and those of new staff.
* Build on existing structures - either as a ‘feeder group’ or in current format.
* Ensure format, tone and timing of meetings maximizes opportunity to participate for all stakeholder groups.
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| Unable to engage Parents and Carers in discussions | L | M | * Utilise existing TSF LfL parents as a starting point.
* Ensure format, tone and timing of meetings allows parent participation.
 |
| Ensuring Duty of Care to Young People in TSF PB regions.  |  M | H | * Agreement by RSG and LEGS that Partnerships brokered will utilise processes that are based in evidence and best practice.
* Ensure that agencies who have responsibility for young people have active and adequate child protection policies in place
 |
| Availability of information to demonstrate outcomes and deliverables | L | M | * Ensure that tools are available to and utililised by staff to capture evidence of achievement. This would include, but it not limited to, simple MoUs/Partnership Agreements; records of meetings; email exchanges outlining progress etc.
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| Changes in political/or service region environment. This could include:* Change in State Government in contracted period;
* Closure of major industries
 | M | M | * Ensure that stakeholder engagement covers a broad base of representation.
 |
| Fraud associated with delivery of outcomes | L | M | * All TSF staff are subject to police checks.
* Conflict of interest provisions outlines in TSF code of conduct
* Members of LEGs and RSGs to sign conflict of interest statement.
* Strong internal controls over expenditure including defined delegations policy and monthly expenditure reviews.
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| * Unable to achieve outcomes in short time frames (NSW in particular)
 | M | H | * Set realistic, achievable targets
* Ensure community stakeholders are aware of limited timeframe.
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| **6. Conflict of Interest Management Strategies** |
| * Outline your conflict of interest management strategy for known actual, or perceived, conflicts of interest.

 e.g. how will you minimise the likelihood of a conflict of interest impacting on the delivery of  services under this contract?

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| **Actual or Perceived Conflict** | **Management Strategy** |
| The Smith Family - Staff engaged in outside employment, activity or investment that compromises the performance of their duties | TSF Code of Conduct covered during staff induction processes and signed by all staff states that TSF expects that any conflict of interest in employment will be declared.Contract of Employment states that TSF staff must not, without TSF’s prior consent undertake any activities or any other employment that could result in a conflict of interest with TSF business. |
| Stakeholder groups - Community Stakeholders gain undue advantage by promoting their own organisations interests in key decisions regarding resource allocation, access to service etc. | All decisions are made by TSF following advice from and consultation through the Regional Strategic Groups (RSGs) and Local Engagement Groups (LEGs). This process is transparent and records of meetings will be publicly available.Members of RSGs and LEGs will be asked to sign a Conflict of Interest Statement (copy Attached) |

Competing Interest GuidelinesThis document sets out a general framework upon which Competing Interest or Conflict of Interest Guidelines documents will be developed for each site. **[[1]](#footnote-1)**OverviewThe NSW Independent Commission Against Corruption (ICAC) guidelines on Conflict of Interest note that ‘there is nothing unusual or necessarily wrong in having a conflict of interest. How it is dealt with is the important thing’.While conflicts of interest are not wrong in themselves, and indeed cannot always be avoided, there is potential for such conflicts to exist in all aspects of the Partnership Broker Program(the Program) operations, including decision-making and recommendations for resource allocations (if any). With increasing links between government, community organisations and the broader community, it is important that there is no perception that a member of the Regional Steering Group (or Local Engagement Group) (or the organisation which that member represents) has benefited by using their association inappropriately, or acting in any way contrary to the public interest.Because of the complexity and diversity the Partnership Broker Program the most effective means to address unavoidable conflicts of interest is to establish a system under which members disclose potential conflicts, which allows the RSG (or LEG) to take appropriate actions to manage their potential impact. Definition of Conflict of InterestThe OECD has defined‘conflict of interest’ in the following terms:‘A conflict of interest involves a conflict between the public duty and private interests of a public official, in which the public official has private interests which could improperly influence the performance of their official duties and responsibilities' (OECD guidelines, 2003, para10). In the RSG/LEG ‘private’ also refers to the organisation that each member represents.More specifically, conflicts of interest can be actual, perceived, or potential:* *Actual*: involves a direct conflict between current duties and responsibilities and existing private (organisational) interests;
* *Perceived*: conflict exists where it could be perceived, or appears, that private interests could improperly influence the performance of duties, whether or not this is in fact the case;
* *Potential*: arises where private interests could conflict with official duties. A conflict of interest can be pecuniary (involving financial gain or loss) or non-pecuniary (based on enmity or amity). A conflict of interest can arise from avoiding personal losses as well as gaining personal advantage, financial or otherwise.

What Conflict Of Interest Is Not * Conflict of interest is not always present, and may be potential rather than actual. Such dual interests are better termed “competing” rather than “conflicting” interests.
* Having a conflict of interest is, in itself, not wrong, and may be unavoidable. Disclosing competing interests should not be seen as an admission of wrongdoing, but as promoting transparency in the public record.

Management of Conflicts of InterestRSG or LEG members have a responsibility to declare any conflict or potential conflict of interest between their business or professional interests and their roles as members of the Committee. The RSG or LEG will determine if and how the member may participate in its deliberations*.* In the event that agreement cannot be reached by the majority of members, the Chair will decide the appropriate level of participation.The following procedures are designed to manage situations that present conflicts of interest. The procedure to be applied will depend on the degree of risk in the situation. The following options are available depending on the degree of conflict and the importance of the decision:1. Member may resign from the Group, depending on level of conflict;
2. Member may remove themselves from the room and take no part in discussion or decision for that discussion point only;
3. Member may partake in the discussion, however not participate in any decisions;
4. Member may listen to discussion and decision but not participate;
5. Member may participate as a full member of the Group.

Disclosure ProcedureMembers of the Group are required to declare conflicts of interest and competing interests as soon as they become aware that they may exist. Declarations should be made by:1. advising the TSF Partnership Broker or Partnership Broker Manager at the commencement of a meeting or, if the conflict only becomes apparent later, during the meeting, in which case the declaration will be minuted; or
2. notifying the Partnership Broker or Partnership Broker Manger in writing, in which case the RSG or LEG will be notified at the next meeting.

**Confidentiality of Disclosure**The RSG/LEG will seek to ensure that disclosures remain confidential (subject to the requirements of the law) and are protected from misuse.Where there is any doubt about ho best to manage the declared conflict TSF may seek legal advice or consult with the Department of Employment Education and Workplace Relations (DEEWR).Failure to Avoid Conflict of InterestFailure to avoid conflicts of interest, or failure to disclose and manage unavoidable conflicts of interest, may result in:* resentment amongst others who perceive a member to be gaining unfair advantage;
* inability to respond to unfounded accusations of personal benefit;
* damage to the reputations of the RSG/LEG the member and the member’s organisation; and
* loss of public trust.

Failure to disclose actual or potential conflicts of interest may lead to:* the member’s organisation being notified;
* termination of that organisation’s representation on the RSG/LEG
 |
|  |
| 1. **Financial Management**
 |
| * Using the template provided below, outline your planned income and expenditure for each calendar year you are contracted for. You must provide a detailed breakdown of expenditure items.
 |

|  |
| --- |
| **PLANNED INCOME & EXPENDITURE FOR THE CALENDAR YEARS 2010 - 2013** |
|   |  |  |  |   |  |
|  **INCOME** | **2010** | **2011** | **2012** | **2013** | **Total** |
|   | 1,083,313 | 1,083,313 |  |   |  |
| **TOTAL INCOME** | **1,083,313** | **1,083,313** |  |   |  |
| **EXPENDITURE** |  |  |  |   |  |
| **Salaries and Oncosts** |  |  |  |   |  |
| 1 x Partnership Broker Manager @ $80,000 per annum | 80,000 | 80,000 |  |  |  |
| 13.5% Oncosts | 10,800 | 10,800 |  |  |  |
| 8 x Partnership Brokers @ $70,000 per annum | 560,000 | 560,000 |  |  |  |
| 13.5% Oncosts | 75,600 | 75,600 |  |   |  |
| Administrative Officer @$40,000 per annum | 40,000 | 40,000 |  |   |  |
| 13.5% Oncosts | 5,400 | 5,400 |  |   |  |
| Contractors/Consultants | 5,000 | 5,000 |  |   |  |
| **Subtotal Salaries and Oncosts** | **776,800** | **776,800** |  |   |  |
|  |  |  |  |   |  |
| **Administration and Overheads** |  |  |  |  |  |
| **Governance (costs associated with setting up and managing consultative groups)** | 10,500 | 10,500 |  |  |  |
|  |  |  |  |  |  |
| **Infrastructure** |  |  |  |  |  |
| Vehicles and travel | 27,000 | 27,000 |  |  |  |
| Office expenses | 40,000 | 40,000 |  |  |  |
| Telephone and IT | 50,000 | 50,000 |  |  |  |
|  |  |  |  |  |  |
| **Promotion and communication** | 10,000 | 10,000 |  |  |  |
|  |  |  |  |  |  |
| **Management Support** | 162,497 | 162,497 |  |   |  |
|  |  |  |  |  |  |
| **Subtotal Administration and overheads** | **299,997** | **299,997** |  |  |  |
|  |  |  |  |  |  |
| **Other** |  |  |  |  |  |
| Initial staff recruitment | 4,300 | 4,300 |  |  |  |
| Initital IT set up | 1,200 | 1,200 |  |  |  |
| Sundries | 1,016 | 1,016 |  |  |  |
|  |  |  |  |  |  |
| **Subtotal Other** | **6,516** | **6,516** |  |  |  |
|  |  |  |  |  |  |
| **TOTAL EXPENSES** | **1,083,313** | **1,083,313** |  |  |  |
|   |  |  |  |  |  |
| **NET INCOME (LOSS)** |  |  |  |  |  |

**ATTACHMENT A**

**RISK EXAMPLES**

The following is a list of potential risks which your organisation could use to identify particular risks at Section 5 of your Strategic Plan. Potential risks include, but are not limited to:

* Management of commercial and legal relationships

e.g. Breakdown in contractual relationship results in possible threats of litigation

* Financial systems and financial controls
* Internal planning, administration and resource allocation
* Availability of information to demonstrate outcomes and deliverables
* Having people with the right skills in the right jobs

e.g. Departure of key staff brings new experience and opportunity but also the loss of important corporate knowledge.

* People management practices, ethics and culture

e.g. Service delivery to stakeholders not met due to inadequate staff resources/recruitment processes/skill level of staff and staff burnout.

* Program delivery strategies and processes
* Management of relationships

e.g. Breakdown in stakeholder relations results in objectives not being met

* Efficacy and reliability of IT Applications
* Business Continuity Planning and procedures

e.g. As a result of inadequate preparation for a major disaster (Business Continuity Planning) and/or emergency, contractual obligations are not met.

* Threat posed by External Parties to disrupt or harm
* Changes in the Service Region environment

e.g. Economic downturn or adverse climatic conditions

* Fraud Risks associated with delivery of outcomes including misappropriation of funds, mismanagement of confidential information etc.
1. <http://www.hr.unsw.edu.au/poldoc/conflict.htm#7> (Modified from the University of NSW Conflict Of Interest Policy) [↑](#footnote-ref-1)