



Australian Government

Department of Education, Employment and Workplace Relations



# **School Business Community Partnership Brokers**

## **Monitoring, Evaluation and Reporting Framework**

### **2010 – 2013**



December 2009

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**Table 1.** Partnership Characteristics

**Figure 1.** Provider Reporting Overview

# 1.

## 1.1 Program Overview

### 1.1.1 School Business Community Partnership Brokers

The Australian Government is committed to providing opportunities and support for all young Australians to acquire the knowledge and skills they need to participate effectively in society and employment in a globalised economy.

To achieve that goal, the Commonwealth, State and Territory governments have agreed to a Compact with Young Australians (the Compact) that provides incentives to stay in, or return to, an education or training pathway. All young people aged 15 - 24 will have an entitlement to a place in school, training or higher education, subject to availability and meeting admission requirements. All young people up to the age of 17 years must be engaged full time in school, training or employment, or a combination of these, that is, learning or earning. The governments are aiming to have at least 90 per cent of all young people attain Year 12 or its equivalent by 2015.

In support of the Compact with Young Australians, the Commonwealth, state and territory governments have entered into a National Partnership on Youth Attainment and Transitions. As part of the Australian Government's contribution to this National Partnership, existing youth, transitions and career programs will be consolidated into two new programs from 1 January 2010 that will work together to improve Year 12 or equivalent attainment rates and support successful engagement and transitions for all young people. The programs are:

- I. A national network of School Business Community Partnership Brokers (Partnership Brokers) to build partnerships that support improved education and transition outcomes for all young people.
- II. A national network of Youth Connections providers to ensure young people at risk of not attaining Year 12 or its equivalent or making a successful transition get the support they need to remain engaged, or to reengage in education.

The new programs will contribute to broader national objectives:

- Australian schooling promotes equity and excellence.
- All young Australians become successful learners, confident and creative individuals, and active and informed citizens.
- All young people gain the skills, understandings and connections, and have health and wellbeing outcomes to make successful life choices.
- Improved education and transition outcomes for all young people, including disadvantaged groups, such as low SES and Indigenous young people.

### 1.1.2 Partnership Broker Objectives

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.

This will be achieved through brokering partnerships between education and training providers, business and industry, parents and families, and community groups to foster a strategic, whole-of-community approach that supports young people's learning and development. Partnership Brokers must broker sustainable, strategic partnerships between key stakeholders to improve education outcomes and support young people to remain engaged, or reengage, in education and realise their full social and economic potential.

Partnership Brokers must build new partnerships and enhance existing partnerships at a local level to meet identified needs or capitalise on opportunities for improved outcomes for young people. Some partnerships brokered will be larger in scope and bring stakeholders together to develop regional solutions to issues affecting the Service Region more broadly. These partnerships may focus on improving outcomes for specific groups of young people, including those from disadvantaged groups, humanitarian refugees and Indigenous young people.

Establishment of the Partnership Brokers program is based on the principle that learning and development of young people is the collective responsibility of governments, education and training providers, business and industry as well as parents and families, and the broader community.

## **1.2 Monitoring, Evaluation and Reporting Framework (MERF) Overview**

The Partnership Brokers Monitoring, Evaluation and Reporting Framework (MERF) aims to provide an overarching structure for collecting information for the monitoring, reporting and evaluation of individual providers and the program. The Department will work closely with providers during induction and throughout the life of the program to further develop and refine the MERF. Information collected through the MERF will be used to:

- monitor and report on the effectiveness of individual providers
- monitor and report on the performance of the program
- provide an evidence base for the evaluation of the program
- provide continuous feedback to providers on performance to inform better practice
- inform program improvement during the 2010 – 2013 period
- report to Minister, Parliament and the public on program outcomes
- inform future youth attainment and transitions policy and program development

The Partnership Brokers MERF is structured around two main elements:

### **1.2.1 Provider Monitoring and Reporting**

Provider monitoring and reporting includes reporting against the Key Performance Measures (KPMs) identified in the Partnership Brokers Outcomes Framework (PBOF) (see section 2.2).

Provider reporting is used to measure the effectiveness of services being delivered at an individual provider level against outcomes and the quality of partnerships themselves. This information will be used for monitoring purposes to ensure that providers meet contractual obligations and may be aggregated by regional, state and territory or national levels where it is comparable. Provider reporting is also important to ensure the Department of Education, Employment and Workplace Relations (the Department) meets its financial accountability requirements.

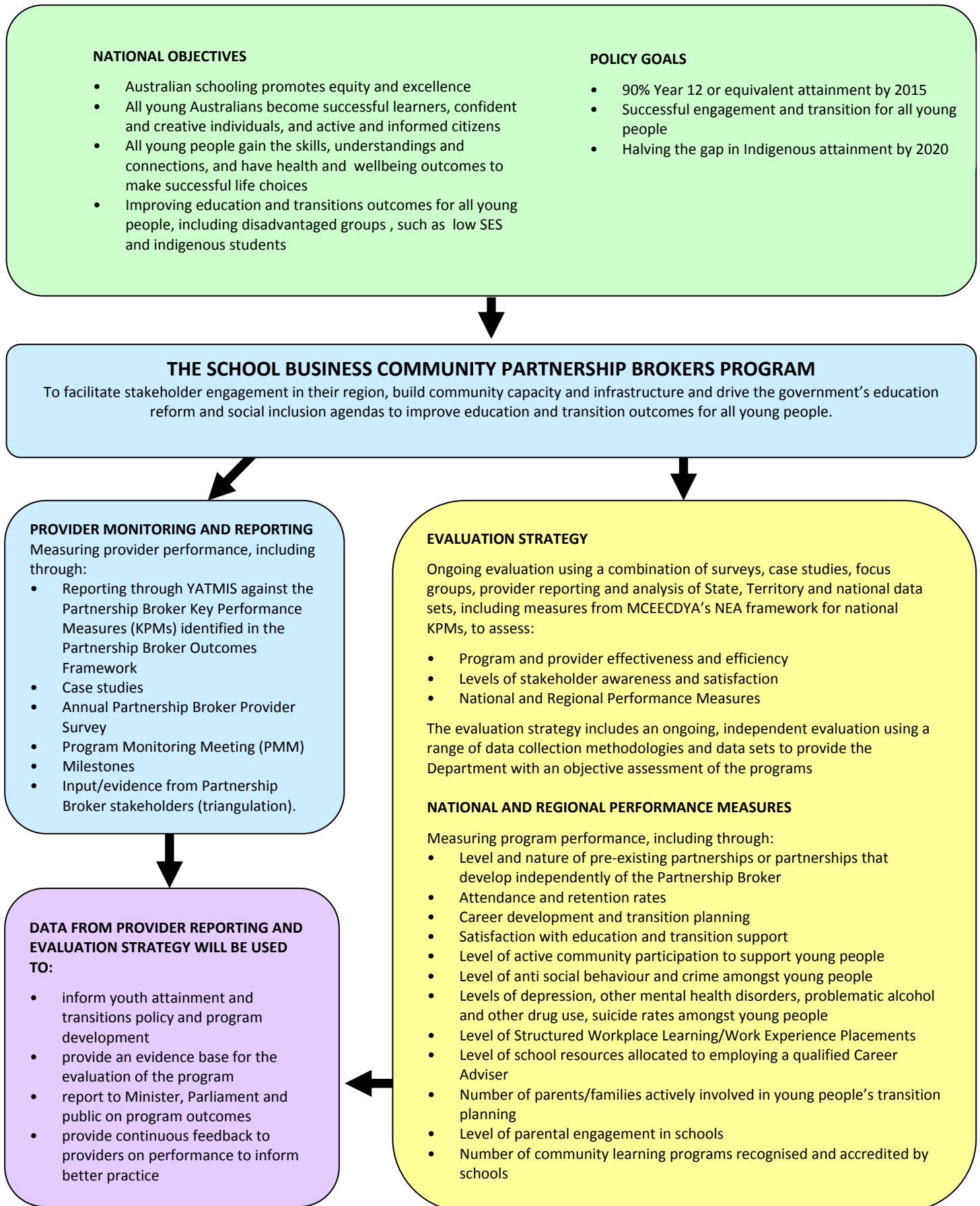
Provider performance will also be monitored by the Department triangulating information by seeking feedback from partners and affected young people.

### **1.2.2 Evaluation Strategy**

The Evaluation Strategy is an ongoing process to assess the appropriateness, quality and effectiveness of the program.

This element will assess key stakeholders' awareness and satisfaction levels with the program and utilise existing state and territory and national data sets. The Evaluation Strategy will be managed by the Department and will incorporate information gathered through provider reporting. Partnership Brokers must provide information on baseline data and ongoing evaluation activities but are not responsible for overall evaluation management. The structure of the Partnership Brokers MERF is represented in the following diagram.

## Partnership Broker Monitoring, Evaluation and Reporting Framework (MERF) Structure



### **1.3 Provider Monitoring and Reporting**

The Outcomes for the Partnership Brokers program, identified in the PBOF (see section 2.2), are linked to the National Objectives and drive the provider planning and reporting cycle. Partnership Brokers must describe how they will achieve the Partnership Broker outcomes within their Service Region through the Strategic Plan. Reporting against the Partnership Broker KPMs will form the foundation for assembling program data and for monitoring provider performance. YATMIS, the Department's online relationship management and reporting system, will be the primary instrument for gathering provider data as well as serving as a tool to help providers manage the delivery of Partnership Broker services. Other provider reporting obligations include case studies and completion of an Annual Partnership Broker Provider Survey.

#### **1.3.1 Overview of the Partnership Broker Planning and Reporting Cycle**

The annual Partnership Broker planning and reporting year runs from 1 January to 31 December for each year of the contract period.

Partnership Brokers must:

- have a Strategic Plan in place which covers the full contract period (reviewed and updated annually)
- submit an Environmental Scan (reviewed and updated annually)
- enter KPM data on YATMIS and endorse data prior to the Department's KPM evaluation dates
- complete an Annual Partnership Broker Provider Survey by January following each year contracted and December in the final contracted year.
- submit a minimum of two case studies for each year contracted
- participate in an annual Program Monitoring Meeting (PMM) between July and September in each year contracted.

Strategic Plans, Environmental Scans, Annual Partnership Broker Provider Surveys, and any other reporting requirements and case studies must be submitted via the Department's online reporting system (YATMIS) at a standard acceptable to the Department and using the templates provided by the Department.

The Department will assess Partnership Broker plans and scans in conjunction with data describing the effectiveness of partnerships brokered by the Partnership Broker. Effectiveness of the partnerships will be based on a range of criteria identified by the Department in the PBOF. This data will be entered by the Partnership Brokers on an ongoing basis through YATMIS. The Department will use data entered by the Partnership Broker to assess provider and program effectiveness. Provider performance will also be monitored by the Department triangulating information by seeking feedback from partners and affected young people.

#### **1.3.2 Milestones**

All providers must report to the Department as part of their Contract. The Partnership Broker planning and reporting cycle includes a Strategic Plan and Environmental Scan, to be updated annually, a minimum of two case studies for each year contracted and an Annual Partnership Broker Provider Survey. In addition, the Department will evaluate performance against KPM data at clearly

identified times during the contract period. The data entered by providers will be used to assess provider performance and the effectiveness of services against program objectives. Partnership Brokers must ensure that their data entry is up-to-date prior to each of the Department's KPM evaluation dates (Failure to do so may result in performance being assessed against data that is not current). These Milestones cover both program developmental 'milestones' such as strategic planning, and reporting cycle 'milestones' such as Programme Monitoring meetings (PMMs).

### **1.3.3 Strategic Plan**

Partnership Brokers must develop, and operate in accordance with, a Strategic Plan covering the period they are contracted for. The initial Strategic Plan must be submitted to the Department for approval by 31 March 2010. Strategic Plans must be reviewed annually and updated as appropriate by 28 February each subsequent year contracted. The Strategic Plan template is available through YATMIS.

In developing their Strategic Plan, Partnership Brokers must ensure that they consult with key stakeholders in their contracted Youth Attainment and Transitions Service Region (Service Region) including local government, State Government agencies, youth service providers, education and training providers, business and industry, parent and family groups and community groups. The Strategic Plan must reflect strategies to ensure stakeholders are engaged equitably across the region.

The Strategic Plan is a statement of strategic intent that demonstrates how Partnership Brokers will achieve the program outcomes. Partnership Brokers must review and update their Strategic Plan annually as the Partnership Broker operating environment changes.

The Plan must:

- Include a mission statement
- cover the Contract period
- demonstrate adequate consultation with, and consideration of, key stakeholders in the Service Region
- identify specific short and long-term goals for the region and the strategies for achieving the program outcomes for each key stakeholder group and any region specific goals
- include a risk assessment and risk management strategy
- include a conflict of interest management strategy
- detail the Partnership Broker infrastructure and governance arrangements (including consortium or subcontracting arrangements).

The Strategic Plan must be submitted on YATMIS by a person authorised to do so on behalf of the organisation.

### **1.3.4 Environmental Scan**

The Environmental Scan (ES) is a document that outlines current and emerging trends, gaps and issues, key stakeholders and existing partnerships within the local education and transitions environment. This may include, but is not limited to, information about:

- the needs of young people, including Indigenous, humanitarian refugee and/or disadvantaged young people
- existing national, state and territory and local initiatives and services and programs



- local industry operating in the region
- key stakeholders within the region
- the needs of business and industry
- local skills needs and shortages.

The Scan must be informed by a range of sources including available data sets and input from key stakeholders such as education and training providers, business and industry, parent and family groups, and community groups.

The ES will be an important driver in the development of the Partnership Broker Strategic Plan and a useful tool to support and inform discussions with stakeholders. The ES template is available through YATMIS. The Partnership Broker must provide the initial ES to the Department for approval by 31 March 2010. The ES must be reviewed annually and updated as appropriate. The Partnership Broker must provide an updated ES to the Department for approval by 28 February each subsequent year contracted.

The ES must be submitted on YATMIS by a person authorised to do so on behalf of the organisation.

### **1.3.5 Reporting against the Partnership Broker Key Performance Measures (KPMs)**

Outcomes that are directly attributable to the efforts of Partnership Brokers will be measured by the Key Performance Measures (KPMs). The KPMs form part of the Partnership Broker Reporting Requirements as outlined in the Guidelines which form part of the Contract.

The KPMs are the foundation for assembling quantitative and qualitative information to monitor provider performance and program effectiveness. Each KPM informs the Partnership Broker outcomes as described in the PBOF which, in turn, link to National Objectives. Data may be aggregated by regional, state and territory or national levels where it is comparable.

Partnership Brokers must record the outcomes of their work against the KPMs using YATMIS, the relationship management and online reporting tool developed by the Department. While the Department will have access to data recorded in YATMIS at any time, the Department will evaluate performance against KPM data quarterly. The data entered by providers will be used to assess the effectiveness of services against program objectives. It is important that Partnership Brokers keep their data up-to-date so that they are assessed against all relevant achievements. Partnership Brokers must ensure that their data is up-to-date and endorsed by a person authorised to do so on behalf of the organisation prior to each of the Department's KPM evaluation dates.

The Department will work with provider networks throughout the life of the program to identify additional KPMs that could be used to measure partnerships achievements.

Partnership Brokers must also conduct a feedback survey of their key stakeholders annually, and report the outcomes of that survey. The survey will be developed by the Department.

### **1.3.6 Annual Partnership Broker Provider Survey**

Each Partnership Broker must complete an Annual Partnership Broker Provider Survey. Results from the survey will be used to inform program improvement and policy development.

The Department plans to work with Partnership Brokers through State and Territory and National Partnership Broker Networks to develop targeted questions to gather data about the way Partnership Brokers work, challenges/successes for the program and to identify opportunities for improved program outcomes. Survey responses must be entered and endorsed by 31 January following each year contracted (15 December for final contracted year).

The survey is also an opportunity for Partnership Brokers to provide advice to the Department about their experiences during the reporting period. Such information helps to contextualise data and other outcomes reporting, and might include such information as:

- comment on the environment in which the Partnership Broker is operating (e.g. employment, education, geographical, social) and factors impacting on attainment and transition outcomes
- remarks about the general management, administration and operation of the Partnership Broker
- effectiveness of the relationship between the Partnership Broker and Youth Connections providers
- feedback about the Department's management of the Partnership Brokers program.

### **1.3.7 Case Studies**

Case Studies represent an important element of the qualitative data captured through Partnership Broker reporting and provide an opportunity for Partnership Brokers to tell the story of their success. These stories will be used to:

- promote best practice throughout the Partnership Broker network
- promote to Partnership Broker stakeholders the benefits to be gained through entering into partnerships
- inform the public of the benefits being delivered by of the Partnership Broker network
- inform program management and policy development
- inform the Minister of the achievements of the Partnership Broker network.

YATMIS provides a mechanism for Partnership Brokers to enter a case study against any or all of the partnerships they broker. The Department will provide an online template to capture key case study information. Partnership Brokers must enter into YATMIS a minimum of two case studies for each year of the contract period.

Case Studies must comply with the requirements of the Privacy Act and relevant state or territory guidelines and will be independently verified prior to publication.

### **1.3.8 Young People's Education and Transition Outcomes**

Partnership Brokers must provide evidence, where it is available, of each partnership's impact on young people's education and transition outcomes. Information may point to improvements against a range of related measures including improved participation rates, improved academic achievement and/or improved personal development. Partnership Brokers must provide a summary of this evidence on YATMIS, and retain the evidence which they must provide to the Department on request.

### **1.3.9 Program Monitoring Meetings (PMMs)**

The Department and relevant State or Territory Government representatives will meet with each Partnership Broker for an annual Program Monitoring Meeting (PMM). The meetings will take place between July and September each year of the contract period. While the Department may meet with providers a number of times during the year, the PMM represents the major annual contact between the Department and the Partnership Broker and is a forum to discuss:

- current Partnership Broker performance as informed by the most recently available data
- Partnership Broker management issues, including financial matters, contractual milestones and payments, and contract compliance
- national or local issues impacting on Partnership Broker operations
- challenges or successes which may be of value to the broader Partnership Broker network
- ways in which the Department and Partnership Brokers can work together to support ongoing program improvement.

Note: The Department may use the PMM to inspect the Partnership Broker records for program compliance.

## **1.4 Evaluation Strategy**

Running alongside the provider reporting processes is the Evaluation Strategy arm of the Partnership Broker MERF. The Evaluation Strategy combines the quantitative data collected from provider reporting, including KPM data, with information gathered through National and Regional Performance Measures (NRPMs). The Evaluation Strategy will include a baseline data collection process so that change and/or improvements since the introduction of the Partnership Brokers program can be measured. The evaluation process will inform reporting to providers, government and key stakeholders in the youth attainment and transitions environment.

The Evaluation Strategy will use a combination of data from YATMIS, surveys, case studies, focus groups, provider reporting and analysis of state, territory and national data sets, including measures from the Ministerial Council for Education, Early Childhood Development and Youth Affairs (MCEECDYA's) National Education Agreement (NEA) framework for national KPMs, to assess:

- Program and provider effectiveness and efficiency
- Levels of stakeholder awareness and satisfaction
- National and Regional Program Measures

The Evaluation Strategy includes an ongoing, independent evaluation using a range of data collection methodologies and data sets to provide the Department with an objective assessment of the program.

### **1.4.1 National and Regional Performance Measures (NRPMs)**

National and Regional Performance Measures (NRPMs) are part of the ongoing Evaluation Strategy under the MERF. Outcomes that are achieved as a result of the combined efforts of a range of stakeholders will be measured through NRPMs. NRPMs will be assessed using a combination of techniques for collecting quantitative and qualitative information about program effectiveness against high level policy and program objectives. NRPMs are linked to Policy Goals and National Objectives. Data may be aggregated by regional, State or national levels where it is comparable.

Measurement of NRPMs will be managed by the Department. Partnership Brokers are NOT required to report against NRPMs, however, Partnership Brokers must cooperate with, and provide reasonable assistance to, the Department, or any person or body acting on the Department's behalf for such purposes, from time to time with gathering data to inform NRPMs.

NRPMs will be informed by such sources as:

- national data sources such as National Centre for Vocational Education Research (NCVER) data, Australian Bureau of Statistics (ABS) National Schools Statistics Collection and Ministerial Council for Education, Early Childhood Development and Youth Affairs (MCEECDYA) data
- state or territory data sets
- student destination survey outcomes
- outcomes of case studies undertaken by the Department, or on the Department's behalf
- stakeholder sample surveys undertaken by the Department, or on the Department's behalf.

Partnership Brokers must provide information on baseline data and contribute to ongoing evaluation activities but they are not responsible for overall evaluation management.

Partnership Brokers must also conduct a feedback survey of their key stakeholders annually, and report the outcomes of that survey. The survey will be developed by the Department.

The Department will use data obtained through NRPMs, along with collated data from Partnership Broker reporting, to report on program performance.

## 2.

### 2.1 Partnership Broker Outcomes and Performance

The Department has developed a Partnership Broker Outcomes Framework (PBOF) with clear Outcomes, Indicators and Key Performance Measures (KPMs) to support the implementation and assessment of the Partnership Brokers program. Partnership Broker providers will be evaluated, through the KPMs, on the quality and effectiveness of partnerships they have brokered. This data must be entered by the Partnership Brokers on an ongoing basis through YATMIS. The Department will use data entered by the Partnership Broker to assess provider and program effectiveness.

The PBOF consists of an overall program objective, and Outcomes and Indicators relating to the quality of partnerships and each of the four key stakeholder groups as well as regional solutions. The KPMs will be the foundation for provider reporting about the quality and effectiveness of partnerships they have facilitated. The table below demonstrates the relationship between Outcomes, Indicators and KPMs.

#### 2.1.1 The Link Between Outcomes, Indicators and KPMs

<b>Outcomes</b>	Outcomes are broad, high level statements about what the program is trying to achieve and are specific to the key stakeholder groups. They do not provide the level of detail necessary to assess the effectiveness of individual providers or the program.
<b>Indicators</b>	Indicators describe the types of things you would expect to see if the Partnership Brokers program is achieving the Outcome. Indicators reduce the distance of the inferential leap between the KPMs and the Outcome.
<b>KPMs</b>	The Partnership Broker KPMs are more detailed measures that allow us to assess the effectiveness of individual providers and the program. If the KPMs are being achieved (demonstrated by evidence) we can infer that Indicators are being reached and, consequently, that progress is being made toward the higher level outcomes.

## 2.2 The Partnership Broker Outcomes Framework (PBOF)

The Outcomes, Indicators and Key Performance Measures (KPMs) for the Partnership Brokers program sit within a broader policy context for education, training and transitions to work for young Australians. The Partnership Brokers program is one of a number of programs that contribute to National Objectives such as:

- Australian schooling promotes equity and excellence
- All young Australians become successful learners, confident and creative individuals, and active and informed citizens
- All young people gain the skills, understandings and connections, and have health and wellbeing outcomes to make successful life choices
- Improving education and transitions outcomes for all young people, including disadvantaged groups, such as low SES and Indigenous students

The Partnership Brokers program also plays a part in achieving progress against high-level policy goals such as 90% Year 12 or equivalent attainment by 2015, halving the gap in Indigenous attainment by 2020 and successful engagement and transition for all young people.

The Department has developed a PBOF which includes specific Outcomes, Indicators and KPMs for each stakeholder group, and for each partnership that allows us to assess the effectiveness of individual providers and the program.

**2.2.1 Summary of Outcomes**

<b>Partnership Broker Objective</b>
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.
<b>Partnership Broker Outcomes</b>
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.
Partnerships are established that deliver solutions to regional issues to improve young peoples education and transition outcomes.
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 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 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 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.

These outcomes and related Indicators and KPMs are described in detail below, together with details about the types of evidence that might be used to demonstrate the results achieved by Partnership Brokers.

## The Partnership Broker Outcomes Framework

### THE PARTNERSHIP BROKERS PROGRAM OBJECTIVE

**To facilitate stakeholder engagement in their region, 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.**

This will be achieved strategically through brokering partnerships between four key stakeholder groups:

- Education and training providers
- Business and Industry
- Parents and families
- Community groups

### PARTNERSHIPS

#### OUTCOME

**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.**

#### INDICATORS

- Partnerships are strategic in nature.
- Partnerships are strong and sustainable.

#### KEY PERFORMANCE MEASURES

##### Partnership Quality

The extent to which partnerships demonstrate:

- **Shared Goal** - Partners have a clear, shared, realistic goal.
- **Shared Decision Making** -Each partner contributes meaningfully to the planning and implementation of the program, and is involved in the decisions that are made.
- **Communication** - There is effective communication between partners.
- **Commitment and Investment** - All organisations are committed to the partnership and make a considerable investment to it.
- **Review** - Partners monitor and review their partnership and progress towards goals.

(see detail in Table 1. Partnership Characteristics)



Partnerships will be developed in response to the needs of the region. Different partnerships will involve a different range of stakeholder groups and deliver different outcomes. Each partnership will be assessed against the Key Performance Measures. Some partnerships brokered will be larger in scope and bring stakeholders together to develop regional solutions to issues affecting the Service Region more broadly. These partnerships may focus on improving outcomes for specific groups of young people, including those from disadvantaged groups and Indigenous young people. It is not expected that all partnerships brokered will address a broad regional issue.

**REGIONAL SOLUTIONS**

**OUTCOME**

**Partnerships are developed that address the needs of a region and involve a number of stakeholder groups to improve young people’s education and transition outcomes.**

**INDICATORS**

- Partnerships offer a solution to a regional issue or need.

**KEY PERFORMANCE MEASURES**

The extent to which partnerships:

- address an existing or emerging regional issue (e.g for a particular industry or for a particular cohort of disadvantaged young people).
- bring together key representative bodies or organisations from a range of stakeholders across the four key stakeholder groups.
- have consulted and demonstrate shared ownership of a solution.
- develop and implement innovative strategies that address a regional issue.

## EDUCATION AND TRAINING PROVIDERS

### OUTCOME

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.

### INDICATORS

#### Partnerships support education and training providers to:

- make classroom learning more meaningful to their students by connecting this learning to real life applications
- share responsibility for learning
- create opportunities for learning beyond the 'classroom'
- create opportunities to bring expertise into the 'classroom'
- cater for different learning styles, preferences and life circumstances
- broaden and deepen learning experiences
- expand awareness of linkages between education and career opportunities
- improve young people's employability, career development and life skills
- engage or reengage all young people in education through to Yr 12 or equivalent attainment.
- recognise and accredit community learning

### KEY PERFORMANCE MEASURES

#### Partnership Achievements

Have partnerships achieved:

- opportunities for meaningful learning as a result of education and training providers partnering with other stakeholders
- an increase in the number and % of education and training providers who:
  - have increased their career practitioner capacity
  - have increased opportunities for young people to access trained mentors
- other

## BUSINESS AND INDUSTRY

### OUTCOME

**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.**

### INDICATORS

#### **Partnerships support business and industry to:**

- influence the skills and knowledge of the future workforce
- address skills shortages and meet future skills needs
- support education leaders to make classroom learning more meaningful to their students by connecting this learning to real life applications
- provide opportunities for young people to participate in workplace and community learning
- provide mentoring resources and opportunities
- engage their current workforce in young people's learning
- provide opportunities for teachers to improve their understanding of the workplace
- contribute to quality career information and advice
- demonstrate a shared responsibility for learning

### KEY PERFORMANCE MEASURES

#### **Partnership Achievements**

Have partnerships achieved:

- an increase in the number and % of businesses providing:
  - quality workplace and community learning opportunities for young people
  - mentoring/coaching opportunities for young people
  - professional development opportunities for teachers and career practitioners
- other

## PARENTS AND FAMILIES

### OUTCOME

**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.**

### INDICATORS

#### **Partnerships support parents and families to:**

- make links between learning and career aspirations
- be more aware of and better informed about a diverse range of education, training and employment options
- enhance their capacity to confidently and effectively engage in education and career decision making
- support learning inside and outside the 'classroom'
- access supportive networks and services to help their children pursue chosen directions

### KEY PERFORMANCE MEASURES

#### **Partnership Achievements**

Have partnerships achieved:

- an increase in the number and % of parents and families that:
  - have improved understanding of the link between learning and career aspirations
  - are better informed about learning and career options
  - are confident to interact with education and training providers, employers and community groups to support participation and engagement of their children
  - are actively engaged in supporting learning inside and outside the 'classroom'
  - are actively involved in career transition planning for their children
- other

<b>COMMUNITY GROUPS</b>
<b>OUTCOME</b>
<b>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.</b>
<b>INDICATORS</b>
<p><b>Partnerships support community groups to:</b></p> <ul style="list-style-type: none"> <li>• share knowledge about learning and engagement needs of all young people</li> <li>• leverage resources to support engagement and learning</li> <li>• plan for development of skills and knowledge to address community and workforce needs</li> <li>• align effort to increase young people’s participation and engagement in learning</li> <li>• align effort to increase young people’s employability and life skills</li> <li>• provide mentoring resources and opportunities</li> <li>• provide opportunities for all young people to be connected with the community</li> </ul>
<b>KEY PERFORMANCE MEASURES</b>
<p><b>Partnership Achievements</b></p> <p>Have partnerships achieved:</p> <ul style="list-style-type: none"> <li>• an increase in the number and % of community groups that partner with stakeholders to: <ul style="list-style-type: none"> <li>➢ build networks and linkages among agencies to support young people</li> <li>➢ identify and respond to emerging trends and skill needs with reference to young people</li> <li>➢ harness and grow community resources for young people</li> <li>➢ align services for young people and reduce service duplication and resource wastage</li> <li>➢ provide mentoring and coaching opportunities for young people</li> <li>➢ provide young people with opportunities to connect with the community</li> <li>➢ improve young people’s employability and life skills</li> </ul> </li> <li>• other</li> </ul>

### 3.

#### 3.1 Partnership Broker Reporting Summary

##### **Strategic Plan and Environmental Scan – Due 31 March 2010**

Strategic Plans and Environmental Scans must be reviewed annually and updated as appropriate by 28 February of each year contracted

##### **Strategic Plans must:**

- Include a mission statement
- cover the contract period
- demonstrate adequate consultation with, and consideration of, key stakeholders in the SR
- identify short and long-term goals for the region and the strategies for achieving these goals
- include a risk management strategy and conflict of interest management strategy
- detail Partnership Broker provider infrastructure and governance arrangements (including consortium or subcontracting arrangements).

**Environmental Scans** are an important driver in the development of the Partnership Broker Strategic Plan. Environmental Scans must outline current and emerging trends, gaps and issues, key stakeholders and existing partnerships within the local youth attainment and transitions environment.

##### **Reporting against the Partnership Broker KPMs**

The Department will evaluate performance against KPM data available on 31 March , 30 June, 30 September and 31 December for each year contracted (15 December in the final contracted year)

Partnership Brokers must record the outcomes of their work against the KPMs using YATMIS, the relationship management and online reporting tool developed by the Department. Partnership Brokers must ensure that their data entry is up-to-date and endorsed by a person authorised to do so on behalf of the organisation prior to each of the Department's KPM evaluation dates.

##### **Reporting the Impact on Young People's Education and Transition Outcomes**

The Department will evaluate performance against KPM data available on 31 March , 30 June, 30 September and 31 December for each year contracted (and 15 December in the final contracted year)

Partnership Brokers must provide evidence, where it is available, of each partnership's impact on young people's education and transition outcomes. Information may point to improvements against a range of related measures including improved participation rates, improved academic achievement and/or improved personal development. Partnership Brokers must provide a summary of this evidence on YATMIS, and retain the evidence which they must provide to the Department on request.

## Annual Partnership Broker Provider Survey

Survey responses must be entered and endorsed by 31 January following each year contracted (and 15 December in the final contracted year)

Results from the survey will help to contextualise KPM data and other reporting. Information may include:

- comment on the environment in which the Partnership Broker is operating (e.g. employment, education, geographical, social) and factors impacting on attainment and transition outcomes
- remarks about the general management, administration and operation of the Partnership Broker
- effectiveness of the relationship between the Partnership Broker and Youth Connections programs
- feedback about the Department's management of the Partnership Brokers program.

## Case Studies

Partnership Brokers must enter into YATMIS a minimum of two case studies for each year contracted (completed by 15 December in the final contracted year)

Case Studies will be used to:

- promote good practice throughout the Partnership Broker network
- promote to Partnership Broker stakeholders the benefits to be gained through entering into partnerships
- inform the public of the benefits being delivered by the Partnership Broker network
- inform program management and policy development
- inform the Minister of the achievements of the Partnership Broker network.

## Program Monitoring Meetings (PMMs)

Meetings will take place between July and September each year of the contract.

The PMM represents the major annual contact between the Department and the Partnership Broker and is a forum to discuss:

- current Partnership Broker performance as informed by the most recently available data
- Partnership Broker management issues, including financial matters, contractual milestones and payments, and contract compliance
- national or local issues impacting on Partnership Broker operations
- challenges or successes which may be of value to the broader Partnership Broker network
- ways in which the Department and Partnership Broker providers can work together to support ongoing program improvement.

### 3.2 Partnership Brokers Program Milestones

The following table includes the milestones for the first year of the Partnership Brokers program. A full list of milestones for the contracted period is included in individual Service Region contracts.

Partnership Broker Milestone Number	Program Milestone	Date
1	<b>Partnership Broker Strategic Plan</b> covering the contracted period.	31 March 2010
2	<b>Partnership Broker Environmental Scan</b> submitted	31 March 2010
3	<b>1<sup>st</sup> Endorsement of KPM Data</b>	31 March 2010
4	<b>2<sup>nd</sup> Endorsement of KPM Data</b>	30 June 2010
5	<b>1<sup>st</sup> Program Monitoring Meeting</b> conducted	July – Sept 2010
6	<b>3<sup>rd</sup> Endorsement of KPM Data</b>	30 September 2010
7	<b>Minimum of two case studies</b> submitted for the period 1 January to 31 December 2010	Before 31 December 2010
8	<b>4<sup>th</sup> Endorsement of KPM Data</b>	31 December 2010
9	<b>1<sup>st</sup> Annual Partnership Broker Provider Survey</b> responses entered and endorsed	31 January 2011



<b>Table 1. Partnership Characteristics</b>	
<b>KPM</b>	<b>Demonstrated By</b>
<p><b>Shared Goal</b> Partners have a clear, shared, realistic goal.</p>	<ul style="list-style-type: none"> <li>• Partners have a clear, shared, realistic goal to improve outcomes for students and the partners work toward this as a common interest.</li> <li>• The Partners understand each others requirements.</li> <li>• Mutual gains are demonstrable with measurable and reportable outcomes.</li> </ul>
<p><b>Shared Decision Making</b> Each partner contributes meaningfully to the planning and implementation of the program, and is involved in the decisions that are made.</p>	<ul style="list-style-type: none"> <li>• Each partner contributes meaningfully to the planning and implementation of the program, and is involved in the decisions that are made.</li> <li>• The processes and structures for decision making are agreed and documented.</li> <li>• The objectives, goals and expectations of each partner are mutually developed and agreed.</li> <li>• There are clear roles and responsibilities for each partner.</li> <li>• There is a management structure and clear processes in place for the partnership.</li> <li>• All stakeholders are represented in partnership governance structure.</li> <li>• The partnership is an equal relationship based on mutual trust.</li> </ul>
<p><b>Communication</b> There is effective communication between partners.</p>	<ul style="list-style-type: none"> <li>• A communication plan is in place.</li> <li>• There are procedures for frequent and effective communication.</li> <li>• Information and data is effectively shared amongst the partners.</li> <li>• Partners are in regular contact.</li> </ul>
<p><b>Commitment and Investment</b> All organisations are committed to the partnerships and make a considerable investment to it.</p>	<ul style="list-style-type: none"> <li>• There is commitment to the partnership and leadership at the highest level of each partner’s organisation</li> <li>• There is a high level of awareness among stakeholders regarding the partnership</li> <li>• The Partnership has become an accepted part of the culture in each partnership organisation, and commitment is spread throughout each organisation.</li> <li>• There is considerable investment by all parties in the partnership.</li> <li>• Each member of the partnership has committed sustainable resources (financial, human, time, in-kind) to maintain partnership activities into the future, and these resources are understood by all members of the partnership.</li> <li>• The partnership forms part of strategy of all organisations and is documented in strategic and business plans.</li> </ul>
<p><b>Review</b> Partners monitor and review their partnership and progress towards goals.</p>	<ul style="list-style-type: none"> <li>• Partnerships dedicate time to the ‘shared review’ of their collaboration.</li> <li>• Goals, progress and achievements are regularly monitored and refined as required.</li> <li>• Review processes are formalised, structured and independently facilitated.</li> </ul>

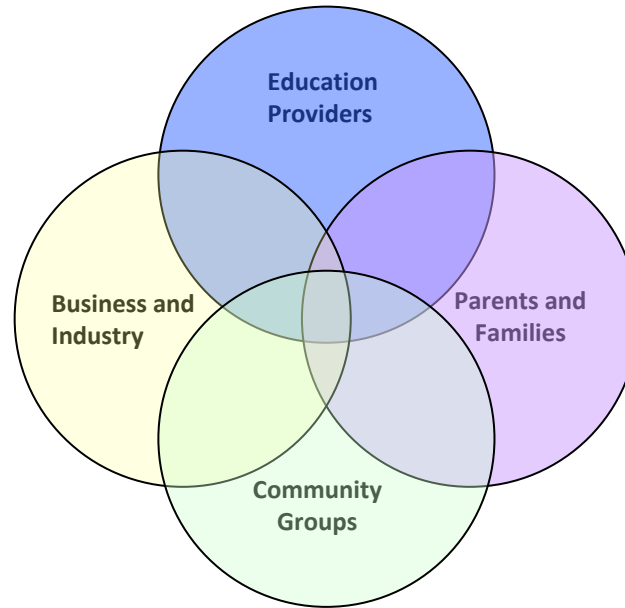
**Figure 1. Provider Reporting Overview**

**Provider Monitoring and Reporting**

Providers must report on the effectiveness of partnerships they broker against KPMs, including the impact partnerships have had on education and transitions outcomes for young people. In addition to this, Partnership Brokers must use a set of KPMs to describe the effectiveness of the relationship between partners. Claims must be supported by an evidence base.

The evidence gathered by Partnership Brokers will support claims made as part of their reporting obligations, which include:

- Entering data on the Department’s relationship management and reporting system (YATMIS) describing the effectiveness of partnerships they have brokered and outcomes against KPM criteria
- Developing Case Studies
- Responding to the Annual Partnership Broker Provider Survey
- Participating in the Annual Program Monitoring Meeting (PMM)
- Maintaining a record of existing partnerships within their region and partnerships that develop independent of direct Partnership Broker involvement



Evidence to support provider reporting may come from a range of sources, including:

- Surveys or measurement tools developed and administered by partnerships to evaluate outcomes for young people or the strength of their own relationship (Partnership Brokers may provide advice to partnerships about the development of appropriate tools)
- Surveys or measurement tools developed and administered by the Department or Partnership Broker to evaluate outcomes for young people or the strength of the relationship between partners
- Relevant results from state/territory school satisfaction or destination surveys
- Available student performance information including data reported by schools as part of their School Profile

**Evaluation Strategy – National and Regional Performance Measures (NRPMs)**

NRPMs will be used to measure the combined efforts of a range of stakeholders, including the Partnership Broker. NRPMs are designed to evaluate program achievements against high level policy and program objectives. Partnership Brokers are not required to report against NRPMs but may be required to provide data to inform NRPMs.

Data may be aggregated by regional, state/territory or national levels where it is comparable. Measurement of NRPMs will be managed by DEEWR but Partnership Brokers must provide information as requested by DEEWR.

DEEWR will use a range of data sources to assess program and provider performance and validate Partnership Broker reporting, including:

- Provider reporting
- Stakeholder surveys
- Focus groups
- Results from state/territory school satisfaction or destination surveys
- Available student performance information including data reported by schools as part of their School Profile

- Available student performance information including data reported by schools as part of their School Profile
- Results from the independent program evaluation
- Other relevant state/territory or national data sets including MCEETYA’s NEA framework for national KPMs