

STATE IMPLEMENTATION PLAN
FOR THE
MARINE INDUSTRY SCHOOL PATHWAYS PROGRAM
UNDER THE
NATIONAL PARTNERSHIP AGREEMENT ON SCHOOL PATHWAYS
PROGRAMS

Western Australia

This plan supports the National Partnership Agreement on School Pathways Programs between the Commonwealth Government and the Government of Western Australia

1. PURPOSE

This Implementation Plan for the National Partnership Agreement on School Pathways Programs in Western Australia outlines the agreed processes, priorities and strategies that will be put into practice to address skills shortages in the defence industry sector in Western Australia.

This Implementation Plan acknowledges that the Commonwealth has capital equipment purchase and sustainment plans in relation to defence estimated at around \$110 billion over the next ten years, and the evidence that the additional demand for skilled people this places on industry will not be met without intervention. Although the current recession may increase the numbers of people available, it will not address a longstanding deficiency in the numbers of people trained in areas of shortage, such as engineering.

In November 2008, the Commonwealth announced the Industry Skilling Program Enhancement (ISPE) Package. The ISPE package consists of 14 new initiatives that together seek to expand the pool of skilled people from which the defence industry sector can recruit; enhance work and career pathways in the sector; and address specific defence industry capability skills gaps.

Context for Western Australia

In 2006, the then Western Australian Government appointed a Joint Ministerial Taskforce to review the State's requirements for skilled labour in order to attract further Defence projects and to expand the Defence Industry sector. In the Report of the Joint Ministerial Taskforce '*Skilling Western Australia's Defence Industry*' December 2006, the Taskforce identified the importance of the defence industry in Western Australia investing in building its workforce, and noted that there are only a small number of prime defence contractors in Western Australia.

It also found that secondary suppliers, with fewer than 49 employees, dominate the local defence industry market and that labour supply was a critical issue affecting both the ability to complete existing work and to attract further work over the next three years. The Report identified a significant issue in respect to the shortage in supply of engineering professionals, tradespeople, project managers and schedulers.

The findings of the Taskforce were further reinforced in the results of a *Western Australian Defence Industry Skills Audit 2007–2009* that found secondary suppliers dominate the market in numerical terms; small subcontractors generally operate in the defence industry supply chain; and that labour supply shortages are an issue for the industry and are expected to continue to be so in the future. The labour shortages that companies were most concerned about include:

- Project Managers
- Mechanical Engineers
- Boilermakers
- Welders
- Draftspersons
- Mechanical Fitters
- Machinists
- Marine Electronics Technicians and Engineers
- Electricians Service Technicians

The National Partnership Agreement on School Pathways Programs provides the State with up to \$2.36 million (over five years). This Implementation Plan sets out the Marine Industry School Pathways Program for the State which is intended to increase the pool of young people ready to move from school into further education and apprenticeships, internships, scholarships and part-time work/study combinations in defence industries. It will also increase employer awareness of options for recruiting young people and the value to business of doing so.

The *Marine Industry School Pathways Program* for the Western Australian defence industry is developed as a five-year program.

2. KEY REFORM AREAS AND INDICATIVE ACTIONS

The structure of this Implementation Plan addresses the priority areas for the National Partnership Agreement on Schools Pathways Programs, acknowledges and builds on effective collaborative partnerships, and includes whole-of-state and sector-specific initiatives. It includes reform strategies that have state-wide application, with capacity for diversity in implementation and initiatives that respond to sector specific needs. The opportunity for national collaboration is noted.

The key areas for reform will build on extensive work already being carried out across Western Australia, and the Marine Industry School Pathways Program will focus on:

- courses and programs that cater for academically able students with an interest in science, mathematics, applied technology and engineering (including the related Curriculum Council courses);
- courses and programs that cater for students wanting to pursue technical training through Vocational Education and Training (VET) courses and programs and industry-based apprenticeships in similar and associated career pathways;
- industry-related partnerships and arrangements, memorandums of understanding, and building upon established partnerships and relationships with universities and Training WA;
- incorporation of programs and facilities available through the Trade Training Centres in Schools initiatives; and
- expanding industry sponsored learning opportunities/projects for students.

The Western Australian Certificate of Education (WACE) and changes to Tertiary Entrance Rank (TER) arrangements facilitate these programs.

Roles and responsibilities of Commonwealth and State

This Implementation Plan acknowledges the shared responsibilities of the Commonwealth and the State, the role of the Commonwealth and that of the State as articulated in the National Education Agreement.

The execution of this Implementation Plan relies on a collaborative approach between the State Department of Education, Department of Training and Workforce Development, the Western Australian non-government school sectors, the Commonwealth Defence Materiel Organisation, each school and school community.

Collaboration among school sectors/systems, sharing of best practice and ongoing monitoring and evaluation of strategies will be supported through the State's Marine Industry School Pathways Program Steering Committee.

3. PERFORMANCE BENCHMARKS

The Commonwealth will make payments of financial assistance following the achievement of the relevant performance benchmarks set out in Table 1. The amounts of financial assistance payable on the achievement of the performance benchmarks are set out in Table 2.

Where a performance benchmark has not been achieved by the State by the date for payment under the *Intergovernmental Agreement on Federal Financial Relations* in the month set out in Table 1, the amount of financial assistance will be withheld until such performance benchmark is achieved.

Performance Benchmarks	Time for Achievement
<p>Completion of Phase1a: Marine Industry School Pathways Program design</p> <ul style="list-style-type: none"> • National Partnership Agreement between Commonwealth and the State signed and the completion of Marine Industry School Pathways Program design. • State Implementation Plan signed by all relevant state and Commonwealth signatories. • Develop the job descriptions for Program Manager, Industries Pathways Broker and Program Support Officer. 	February 2010
<p>Completion of Phase1b: Marine Industry School Pathways Program design</p> <ul style="list-style-type: none"> • Establish a model including four identified clusters of Lead Schools and twenty Partnership Schools that are geographically connected with Polytechnic West (formerly Swan TAFE), Challenger Institute of Technology (formerly Challenger TAFE), Curtin University of Technology, Murdoch University and industry. • Facilitate a briefing with principals of the Lead and Partnership Schools for feedback on the model. • Appointment of Program Manager, Industries Pathways Broker and Program Support Officer. 	March 2010
<p>Completion of Phase 2: Marine Industry School Pathways Program development</p> <ul style="list-style-type: none"> • Completion of the development of the Marine Industry School Pathways Program and endorsement of the Integrated Delivery Model by Lead Schools, industry and tertiary partners by the State Minister of Education. • Establishment of the Governance Framework. • Establishment of Steering Committee and Operations Committee meetings schedule. 	April 2010

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Performance Benchmarks	Time for Achievement
<p>Completion of Phase 3: Marine Industry School Pathways Program staged implementation</p> <ul style="list-style-type: none"> • Lead and Partnership School coordinators identified • Scope of existing courses at the identified school hubs that align with the Marine Industry School Pathways Program • Establishment of baseline data of student numbers and courses that are aligned with the Marine Industry School Pathways Program. • Potential gaps in school programs and course provision at TAFEs identified. • Professional development of teachers and industry partners • Informal report to Commonwealth on Marine Industry School Pathways Program progress. • Formalise partnerships with TAFEs and Universities 	July 2010
<p>Completion of Phase 4: Marine Industry School Pathways Program fully implemented in Lead and Partnership Schools</p> <ul style="list-style-type: none"> • Delivery of integrated Marine Industry School Pathways Program across Lead and Partner ship Schools • Marketing strategy is developed and implemented • Facilitation of trade apprenticeship placements where appropriate. • Development of Career Pathways Kit for use in career counselling; • Expansion of industry partnerships. • Parent information on career pathways in defence industries. • Professional development of teachers and industry partners. • Report to Commonwealth on Marine Industry School Pathways Program progress. 	April 2011
<p>Completion of Phase 5: Marine Industry School Pathways Program continuation, monitoring and evaluation</p> <ul style="list-style-type: none"> • Continuation, monitoring and evaluation of the Program in the four Lead Schools and their associated 20 Partnership Schools • Alignment and refinement of specialist training with registered training organisations (RTOs) • Work placements at defence industries and other relevant industry sites • Professional development of teachers and industry partners • Collection of student destination data • Annual Defence Industries career information events • Promotion of Marine Industry School Pathways Program • Report on achievement of relevant outputs and performance indicators (see table 2). 	April 2012
<p>Completion of Phase 6: Marine Industry School Pathways Program continuation, monitoring and evaluation</p> <ul style="list-style-type: none"> • Continuation, monitoring and evaluation of the Marine Industry School Pathways Program in four Lead Schools and the 20 associated Partnership Schools • Professional development of teachers and industry partners • Report on achievement of relevant outputs and performance indicators (see Table 3) 	April 2013

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Performance Benchmarks	Time for Achievement
<p>Completion of Phase 7: Marine Industry School Pathways Program continuation, monitoring and evaluation</p> <ul style="list-style-type: none"> Continuation, monitoring and evaluation of the Marine Industry School Pathways Program in four Lead Schools and the 20 associated Partnership Schools Wider system promotion of the Marine Industry School Pathways Program Professional development of teachers tasked with implementing a similar program in other schools 	April 2014
<p>Completion of Phase 8: Completion of program and final report</p> <ul style="list-style-type: none"> Marine Industry School Pathways Program Evaluation Report completed 	June 2014

Table 1: Performance Benchmarks and Program Outputs

4. FINANCIAL ASSISTANCE

Table 2 outlines the financial assistance that will be paid by the Commonwealth to the State on the achievement of the performance benchmarks set out in that table and described in more detail in Table 1.

There is no State co-investment in the Marine Industry School Pathways Program.

Period	Key Benchmark	Commonwealth Payment
January 2010 (Paid Feb 2010)	Completion of Phase 1: <i>Marine Industry School Pathways Program design</i>	\$254,500
April 2010 (Paid May 2010)	Completion of Phase 2: <i>Marine Industry School Pathway Program development</i>	\$129,795 (brought forward from July)
July 2010	Completion of Phase 3: <i>Marine Industry School Pathway Program development</i>	\$384,295
July 2011	Completion of Phase 4: <i>Marine Industry School Pathway Program commences in Lead and Partnership Schools</i>	\$519,231
July 2012	Completion of Phase 5: <i>Marine Industry School Pathway Program continuation, monitoring and evaluation</i>	\$529,616
July 2013	Completion of Phase 6: <i>Marine Industry School Pathway Program continuation, monitoring and evaluation</i>	\$540,208
January 2014	Completion of Phase 7: <i>Marine Industry School Pathway Program continuation, monitoring and evaluation</i>	
June 2014	Completion of Phase 8: <i>Completion of Marine Industry School Pathway Program and final report</i>	
	TOTAL	\$2,357,644

Table 2: Financial assistance

5. OUTCOMES, OUTPUTS AND PERFORMANCE INDICATORS

This Implementation Plan will contribute towards the attainment of the Outcomes specified in the National Partnership Agreement on School Pathway Programs. Table 3 (below) presents the outlines the Outcomes of the National Partnership Agreement on School Pathways Programs and the outputs and the performance indicators by which the Outcomes of the National Partnership Agreement on School Pathways Programs will be achieved.

The State is committed to the achievement of all of the outputs and performance indicators set out in Table 3. The State acknowledges that it will build on work already being undertaken throughout Western Australia.

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Outcomes	Outputs	Performance Indicators
<p><i>To increase the pool of young people with the pre-requisite skills and entry capabilities to move from school into further education, apprenticeships, internships, scholarships and part-time work/study combinations in the occupational areas that supports the maintenance and expansion of the defence industry sector in the States</i></p>	<ul style="list-style-type: none"> • Governance Structure – establish a management system and processes to clarify roles, responsibilities and structures that support planning, implementation, monitoring and reporting on the Marine Industry School Pathways Program • Baseline Data: establish baseline data for four identified clusters of Lead Schools and twenty associated Partnership Schools that are geographically connected with Polytechnic West (formerly Swan TAFE) or Challenger Institute of Technology (formerly Challenger TAFE), Curtin University of Technology, Murdoch University and industry: <ul style="list-style-type: none"> ○ current courses, programs, activities and links with industry that are relevant to the Marine Industry School Pathways Program ○ students undertaking relevant courses that lead to career paths in marine and related defence industries • Develop and implement Integrated Delivery using Lead Schools and Partnership Schools with strong partnerships with industry, tertiary providers (including TAFEs, universities and RTOs) and school Trade Training Centres • Develop and implement a Marine Pathways Careers Toolkit • School and Industry Partnerships <ul style="list-style-type: none"> ○ establish close working relationships between participating Lead and Partnership Schools and local industry and employers to support structured learning placements for students. ○ link industry work placements with VET Certificates I - IV and to extension courses offered in collaboration with the universities • School and Tertiary Sector Partnerships <ul style="list-style-type: none"> ○ build on existing partnerships Lead and Partnership Schools have with Curtin University of Technology, Murdoch University, and Polytechnic West (formerly Swan TAFE) and Challenger Institute of Technology (formerly Challenger TAFE) to expand defence industry related VET courses ○ expand programs and activities for academically gifted students wanting to undertake further studies at university that are related to the marine industry in the areas of technology, science, and mathematics (e.g. MOU with Curtin University of Technology) • Professional Development opportunities for: <ul style="list-style-type: none"> ○ key people in participating Lead and Partnership Schools to provide the knowledge and skills to coordinate and support the successful implementation of the Marine Industry School Pathways Program 	<ul style="list-style-type: none"> • Increase number of students participating in the Marine Industry School Pathways Program • Increase in student numbers in mathematics and science, and applied technology courses relevant to the Marine Industry School Pathways Program in Years 11 and 12, in participating Lead and Partnership Schools • Increase in the number of students undertaking VET Certificate courses relevant to the Marine Industry School Pathways Program in Lead and Partnership Schools. • Increase number of students in participating Lead and Partnership schools undertaking specific marine industry-related: <ul style="list-style-type: none"> ○ further related study in VET and/or university; ○ apprenticeships/scholarships/cadetships; and/or ○ employment.

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Outcomes	Outputs	Performance Indicators
<p><i>To increase employer/defence industry sector awareness of the options and opportunities for recruiting young people and the value to business in doing so.</i></p>	<ul style="list-style-type: none"> ○ employers and people in the defence industry sector to provide knowledge and skills to support and provide successful industry placements for participating students ● Develop and implement a comprehensive Marketing Strategy that targets diverse audiences: <ul style="list-style-type: none"> ○ School Marketing Strategy (including a student counselling and awareness program) that promotes the Marine Industry School Pathways Program to students and parents, emphasising options for career pathways in defence related industries. These strategies include: Industry visits, booth at Career Expos, school newsletters and DET publications ○ Industry Marketing Strategy for employers and the defence industry sector to promote the Marine Industry School Pathways Program to industry partners 	<ul style="list-style-type: none"> ● Increase number of employers in defence industry sector providing: <ul style="list-style-type: none"> ○ work placement opportunities ○ mentoring ○ employment opportunities ● <i>NB The number of Year 8 students in WA schools in 2010 will be half that of other years. This is due to the change in State enrolment policy in 2004. This will impact on the performance indicators particularly in 2014.</i>

Table 3: Outcomes, Outputs and Performance Indicators

6. MONITORING AND REPORTING ARRANGEMENTS

The State will provide reports to the Commonwealth against the agreed performance benchmarks set out in Table 1 and the outputs and performance indicators set out in Table 3. The following reports will be provided:

- a report in relation to the completion of Phase 1: *Marine Industry School Pathways Program design* and Phase 2: *Marine Industry School Pathways Program development* and the associated outputs and performance indicators to be provided by 31 January 2010;
- a report in relation to the completion of Phase 2: *Marine Industry School Pathways Program development* and the associated outputs and performance indicators to be provided by 30 April 2010;
- a report in relation to the completion of Phase 3: *Marine Industry School Pathways Program development* and the associated outputs and performance indicators to be provided by 31 June 2010;
- a report in relation to the completion of Phase 4: *Marine Industry School Pathways Program commences in Lead and Partnership Schools* and the associated outputs and performance indicators to be provided by 7 April 2011;
- a report in relation to the completion of Phase 5: *Marine Industry School Pathways Program continuation, monitoring and evaluation* and the associated outputs and performance indicators to be provided by 7 April 2012;
- a report in relation to the completion of Phase 6: *Marine Industry School Pathways Program continuation, monitoring and evaluation* and the associated outputs and performance indicators to be provided by 7 April 2013; and
- a report in relation to the completion of Phase 7: *Marine Industry School Pathways Program continuation, monitoring and evaluation* and the associated outputs and performance indicators to be provided by 7 April 2014;

Monitoring and reporting arrangements will reflect the requirements of the *Intergovernmental Agreement on Federal Financial Relations*.

Each report provided by the State to the Commonwealth must include sufficient evidence to demonstrate that the performance benchmarks have been met.

The State will also prepare a final report on the Marine Industry School Pathways Program Report within 120 days on the completion of the Marine Industry School Pathways Program. The final report will be a stand alone document that can be used by the Commonwealth for public dissemination purposes regarding the Marine Industry School Pathways Program. The final report will:

- discuss in detail the operation, mechanisms and processes employed by the State to implement the Marine Industry School Pathways Program has been implemented;
- describe the conduct, benefits and outcomes of the Marine Industry School Pathways Program;
- evaluate the effectiveness of the Marine Industry School Program, including by detailed discussion of the extent to which the Objectives and Outcomes set out in the National Partnership Agreement on School Pathways Programs and the performance

benchmarks and performance indicators set out in this Implementation Plan have been achieved, and if not, an explanation of why any aspect was not achieved; and

- include a discussion of any other matters, relating to the Marine Industry School Pathways Program, which the Commonwealth and State mutually agree is required to be included in this final report at least 30 days before it is due.

The State will meet the requirements of the MCEETYA Measurement Framework for National Key Performance Measures, which sets out the basis for reporting progress towards the achievement of the National Goals for Schooling in the Twenty-First Century and the Melbourne Declaration on Educational Goals for Young Australians.

The State notes that where agreed performance indicators contribute to the objectives and outcomes of National Education Agreement; the COAG Reform Council will review these performance indicators in the context of its analysis and report on the National Education Agreement and its subsidiary National Partnership Agreements.

7. PUBLICATIONS AND COMMUNICATIONS

The State will ensure that it acknowledges the Marine Industry School Pathways Program as a joint Commonwealth–State initiative in all publications, promotional and advertising materials, public announcements and activities and otherwise ensure that such publications, promotional and advertising materials, public announcements comply with the requirements of the *Intergovernmental Agreement on Federal Financial Relations*. This obligation survives the termination or expiration of this Implementation Plan.

A comprehensive communication and stakeholder engagement strategy will be developed by the State to support this Implementation Plan. The strategy will recognise and build on the existing structures and processes and complement any Commonwealth communications. This strategy will be fundamental in gaining school community, post-secondary and tertiary education sector and business support for the Marine Industry School Pathways Program.

8. SHARED ROLES AND RESPONSIBILITIES

The Commonwealth and the State will share the following roles and responsibilities in relation to this Implementation Plan:

- Participating in consultations as appropriate regarding the implementation of this Implementation Plan;
- Negotiating revisions of this Implementation Plan as necessary; and
- Conducting evaluations and reviews of outputs delivered under this Implementation Plan.

9. AUDIT ARRANGEMENTS

The State will manage the financial arrangements for this Implementation Plan according to relevant legislation and to comply with Schedule C to the *Intergovernmental Agreement on Federal Financial Relations*. Auditing arrangements will be put in place that ensure adherence to any relevant instructions for State and Commonwealth Treasury. Records of State and local area plans will be maintained for evaluation and audit purposes.

10. GOVERNANCE ARRANGEMENTS

10.1 Cross-Sectoral Governance Group

The Western Australian Schooling National Partnerships Cross-Sectoral Governance Group provides for ongoing extensive collaborative planning, in relation to the planning and implementation of National Partnership Agreements for schooling in Western Australia. The group provides a forum for members to share information, and to raise and deliberate upon matters relating to the planning and implementation of the State Implementation Plans (including this Implementation Plan) in:

- overseeing the planning and implementation of the National Partnership Agreements relating to the COAG Reform Agenda that impact on strategies that link government and non-government school sectors;
- focusing on reform initiatives that require government and non-government collaboration in order to maintain a strategic approach and reduce duplication of effort; and
- ongoing monitoring of the progress against the performance indicators and performance benchmarks set out in this Implementation Plan.

10.2 Executive Steering Committee

The Marine Industry School Pathways Program Executive Steering Committee will have responsibility for overseeing the establishment, structure, function and support and governance of the Marine Industry School Pathway Program. It is anticipated that this group will oversee the development of a State communication strategy and provide feedback to the Cross-Sectoral Governance Group.

All key decisions, documents and communication relating to the direction for the Marine Industry School Pathway Program must be forwarded to the Executive Steering Committee for endorsement. This includes the criteria and process for the selection of the Lead Schools.

10.3 Operations Committee

The Marine Industry School Pathways Program Operations Committee has responsibility for working with Lead and Partnership schools to facilitate risk management, local area planning and monitoring, the establishment of baseline data, and ensures relevant school and/or district-based staff are able to discuss issues/successes as they arise and to negotiate school-level refinements to address contextual needs.

10.4 Advisory Group

The Marine Industry School Pathways Program Advisory Group will act as a consultative body to provide expert advice in relation to industry, curriculum and careers and to establish links with other key bodies.

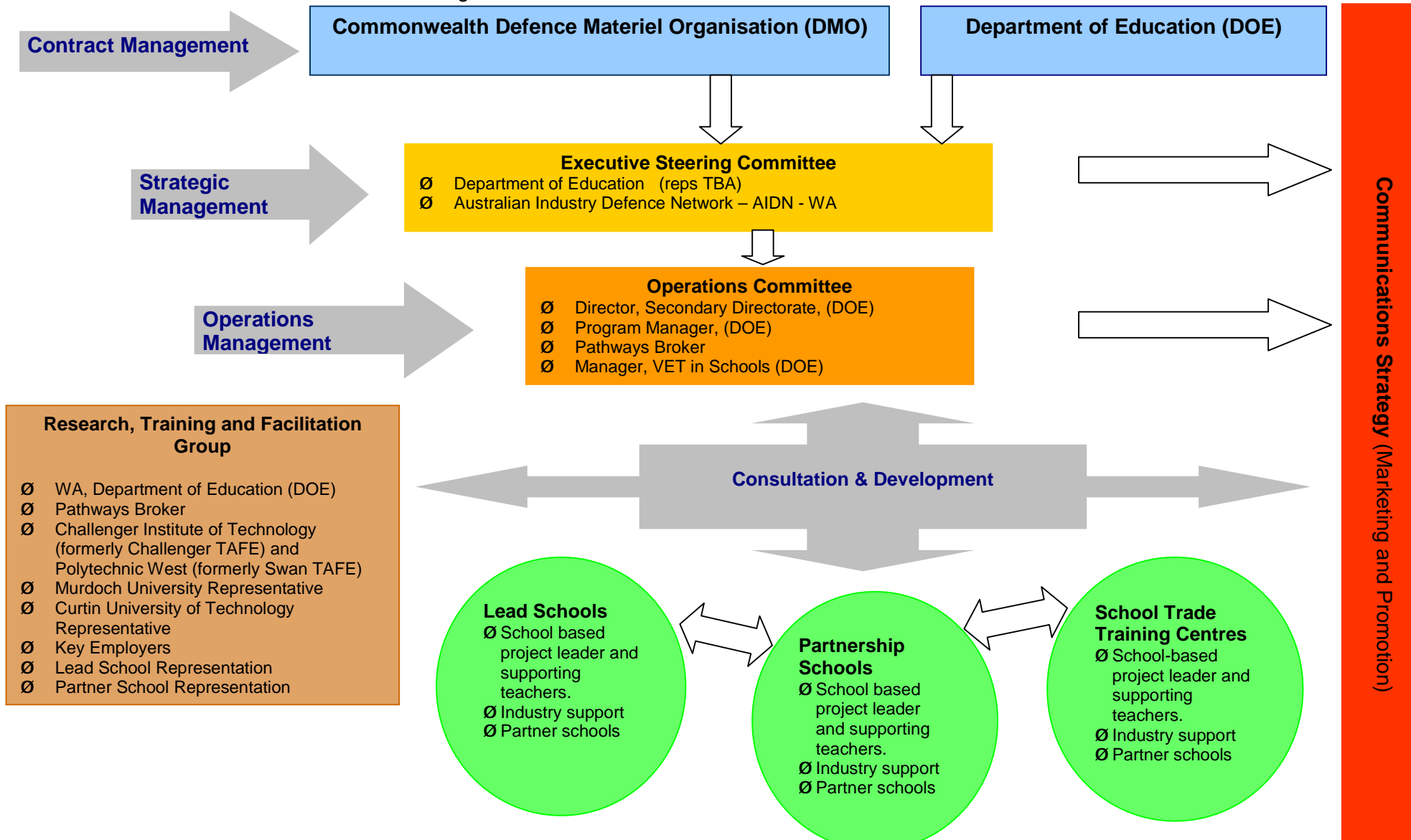
10.5 Lead and Partnership Schools

In the context of the Implementation Plan, a Lead School is one of four schools that leads and facilitates curriculum innovation in applied science and mathematics related to elements of the Marine Industry School Pathway Program, delivers AQF Level 2 and 3 competencies in related industry areas through an established WACE-accredited Industry Pathways Program, establishes partnerships with Partnership Schools and provides professional development for teachers engaged in delivering elements of the Program.

A Partnership School is one of 20 designated schools linked to the Marine Industry School Pathway Program through the Lead Schools and engaged in delivery of elements of the Marine Industry School Pathway Program.

11. COMMITTEE AND GOVERNANCE STRUCTURE

Note: Delivery of Vocational Education and Training in Western Australia is guided by industry need based on advice from the State Training Board, Training Councils, Training WA colleges and analysis undertaken by the Western Australian Department of Training and Workforce Development. This Program will also be guided by defence-specific advice from industry bodies Defence WA and AIDN-WA. The schematic below indicates the intended consultation and governance structure.



12. INTELLECTUAL PROPERTY

The Parties acknowledge that the Commonwealth is or will be entitled to use, copy and modify all material provided to the Commonwealth in accordance with or otherwise in relation to this Implementation Plan for the Commonwealth's publication, dissemination, reporting and accountability requirements and otherwise to exercise its rights under this Implementation Plan.

The State will ensure that it is entitled (or will be entitled at the relevant time) to deal with the material provided by the Commonwealth in accordance with or otherwise in relation to this Implementation Plan in accordance with this clause 10 and anything done by the State in the course of developing any such material, will not infringe the intellectual property rights of any person.

The State will ensure that the author of any material provided to the Commonwealth in accordance with or otherwise in relation to this Implementation Plan has given or will give a written consent to the classes or types of acts or omissions by or on behalf of the Commonwealth (whether occurring before or after the consent is given) which would, but for this clause, infringe the author's right of attribution of authorship or the author's right of integrity of ownership.

13. GENERAL TERMS AND CONDITIONS

This Implementation Plan may be amended at any time by agreement in writing by the parties and under terms and conditions as agreed by the Parties.

This Implementation Plan will terminate on the earlier of the expiry date of the National Partnership Agreement on School Pathways Programs, the date that the Commonwealth or the State validly terminates their participation in the National Partnership Agreement on School Pathways Programs or such date as agreed in writing by the Commonwealth and the State.

The Parties have executed this agreement as follows:

Signed for and on behalf of the
Commonwealth of Australia by

.....

Title: **Minister for Defence**

Date

Signed for and on behalf of the
State of Western Australia by

.....

Title: **Minister for Education**

Date