

# **Managing Implementation Plan 2003**

**Australian Flexible Learning Framework for the National  
Vocational Education and Training System 2000-2004**

Web address: [flexiblelearning.net.au](http://flexiblelearning.net.au)

Implementation Plan 2003 can be viewed and downloaded at:  
[flexiblelearning.net.au/aboutus/keydocuments.htm](http://flexiblelearning.net.au/aboutus/keydocuments.htm)

The companion document, Australian Flexible Learning Framework for the National Vocational Education and Training System 2000-2004, is also available at the above URL.

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An initiative within the Australian Flexible Learning Framework for the National Vocational Education and Training System 2000-2004.

Managed by the Flexible Learning Advisory Group on behalf of the Commonwealth, all States and Territories in conjunction with ANTA



## Context

This paper outlines management and operational arrangements for the *Australian Flexible Learning Framework for the National Vocational Education and Training System 2000 – 2004: Implementation Plan 2003*, (the Framework) (IP2003) as agreed by the Flexible Learning Advisory Group (FLAG).

It describes FLAG's role as the national advisory group for flexible learning, its role in overseeing the management of the Framework, program roles and responsibilities, including agreed processes for the allocation and management of IP2003 projects, contractual arrangements between ANTA and managing agents and reporting arrangements for Programs.

The key companion documents are:

- *The Australian Flexible Learning Framework for the National Vocational Education and Training System 2000 – 2004.*
- *The Australian Flexible Learning Framework for the National Vocational Education and Training System 2000 – 2004: Implementation Plan 2003.*

## Table of Content

1. INTRODUCTION .....	1
2. SCOPE OF FLEXIBLE LEARNING IN IMPLEMENTATION PLAN 2003.....	2
3. ROLE OF THE FLEXIBLE LEARNING ADVISORY GROUP (FLAG).....	3
4. ROLE OF FLAG WORKING GROUP .....	3
5. MANAGEMENT STRUCTURE .....	4
6. PROGRAM MANAGEMENT MODEL.....	5
7. ROLE OF THE PROGRAM DIRECTOR.....	6
8. ROLE OF THE PROGRAM LEADER.....	6
9. PROGRAM LEADERS' NETWORK.....	7
10. FRAMEWORK PROGRAM MANAGEMENT BY THE FLAG SECRETARIAT.....	8
11. SUMMARY OF IMPLEMENTATION PLAN 2003 PROGRAMS AND PROJECTS .....	10
12. CONTRACTUAL ARRANGEMENTS BETWEEN ANTA AND MANAGING AGENTS....	11
13. REPORTING REQUIREMENTS .....	12
14. IMPLEMENTATION PLAN 2004 PROJECT ALLOCATION AND MANAGEMENT .....	13
15. TIMELINES.....	16
16. REPORTING ARRANGEMENTS .....	17
APPENDIX ONE: DEFINITIONS .....	18
ATTACHMENT 1: FLAG TERMS OF REFERENCE .....	19
ATTACHMENT 2: FLAG KEY DATES.....	21

# 1. Introduction

## 1.1 The Framework

In August 1999, the ANTA CEOs endorsed the document *Flexible Learning for the Information Economy: A Framework for National Collaboration in Vocational Education and Training 2000 – 2004* (Framework)<sup>1</sup>. The Framework provides strategic directions for Flexible Learning in the national VET system over the next five years. It is designed to support the accelerated uptake of flexible learning modes and to position Australian VET as a world leader in applying new technologies to vocational education products and services.

The Framework is about achieving more flexible learning in five goal areas:

- Creative capable people
- Supportive technological infrastructure
- World-class content and applications
- Enabling policies
- Problem-solving regulation.

## 1.2 Implementation Plan 2003

The Framework is supported by an annual implementation plan. The fourth annual plan, *Implementation Plan 2003*, was endorsed by the ANTA Chief Executive Officers (ANTA CEOs) at their meeting in September 2002.

*Implementation Plan 2003* identifies an allocation of resources to each of the following five program areas that support the achievement of the overall goals:

- New Practices in Flexible Learning
- Professional Development
- Resources for Teaching, Learning and Assessment
- Policy and Research Program
- Communications and Leadership Program.

These five Programs are supported by national collaborative management arrangements through the FLAG Secretariat and through distributed management by individual States and Territories. These arrangements are identified in the Framework Management Program.

The implementation of the Framework is informed by the following guiding principles, which aim to:

- Share benefit between all States/Territories
- Foster strategic partnerships
- Maximise employee involvement
- Keep close to clients and client demand
- Accelerate take-up in VET
- Assure quality, access and equity
- Leverage VET investment to maximise impact

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<sup>1</sup> For clarity and ease of use, the title of the Framework was updated in 2001 to *The Australian Flexible Learning Framework for the National Vocational Education and Training System 2000 –2004*

- Use new learning technologies strategically.

Funding to implement *Implementation Plan 2003* is provided through ANTA. The Directions and Resources Allocations for 2003 agreed by Ministers identifies funding for *Implementation Plan 2003* under the title 'National Project for New Technologies'.

### 1.3 Managing Implementation Plan 2003

This document outlines the management arrangements by which FLAG will achieve the flexible learning outcomes required under the Framework for the year 2003. In developing these arrangements, FLAG has been mindful of the need for these arrangements to be:

- Collaborative
- Efficient
- Achievable
- Sustainable
- Transparent.

## 2. Scope of Flexible Learning in Implementation Plan 2003

The ultimate purpose of the Australian Flexible Learning Framework is to make the VET system more flexible. Flexibility means not only responding to but also anticipating the ever-changing needs and expectations of VET clients – enterprises, learners and communities.

Flexibility in VET will only be achieved through a holistic approach to change. This means we must move forward on many fronts.

- Developing and distributing new products and services which are widely used.
- Designing new learning models appropriate for the knowledge economy.
- Developing new skill sets amongst VET practitioners.
- Devising new funding, management and accountability arrangements.
- Building closer relationships between clients and providers.

e-learning is not an end in itself but a means to this larger purpose of flexibility.

The initial goals of the Australian Flexible Learning Framework remain relevant to the future challenge of increasing the flexibility of the VET system through e-learning.

However, the experience of the past three years suggests that it is now time to tackle these goals in innovative ways in Stage 2 of the Framework. This second stage will give priority to supporting the take-up of e-learning across a broad spectrum of VET clients and providers. This will require

- providers to work with clients (learners, enterprises and communities) in new and diverse ways to develop their capacity for innovation and lifelong learning and to guide the development and application of e-learning products and services;
- strategies for identifying and removing systemic barriers to the incorporation of e-learning in VET delivery strategies; and
- stronger support for the core role that States and Territories play in stimulating the take-up of e-learning within their jurisdictions.

- These are the major challenges for the next two years and beyond.<sup>2</sup>

### 3. Role of the Flexible Learning Advisory Group (FLAG)

#### Role and Membership:

The role and membership of the Flexible Learning Advisory Group (FLAG) is outlined in the attached Terms of Reference (see Attachment 1).

#### Purpose:

FLAG will oversee the implementation of the annual implementation plan over the five year cycle of *The Australian Flexible Learning Framework for the National Vocational Education and Training System 2000 –2004* (Framework) and be accountable to the ANTA CEOs for delivery against agreed outcomes.

FLAG will review the Framework strategy in mid 2003 to reflect on the knowledge gained over the four years of implementation and to plan directions for the Framework in 2004 and beyond. A key focus for 2004 will be to ensure an enduring benefit for VET from the Framework post 2004. This review and planning will be informed by advice from a range of sources, including the Program Leaders' Network.

#### Process:

FLAG will meet face-to-face at least three times during 2003 to:

- review progress of *Implementation Plan 2003(IP2003)*
- identify and build an advocacy role with key stakeholders on future directions of national flexible and e-learning in and post 2004
- plan for *Implementation Plan 2004 (IP2004)*.

(See Attachment 2: *Key FLAG Dates and Activities for 2003*)

### 4. Role of FLAG Working Group

#### Purpose:

The FLAG Working Group will serve as the primary link between FLAG and the Program Leaders' Network (the Network). The FLAG Working Group will:

- oversee the management, quality assurance and reporting of *IP2003*
- oversee implementation of advocacy activities with key stakeholders on future directions of national flexible and e-learning in and post 2004
- work with the Secretariat to prepare draft agendas, papers and proposals for the consideration of FLAG, including activities to review the performance of *IP2003* and plan the *IP2004* strategy
- work with the Secretariat to oversee FLAG's commitment to report twice annually to ANTA CEOs on the progress and outcomes of the Framework
- work with the Secretariat to oversee the evaluation of the Framework (*Phase Two*)
- allocate *IP2004* projects through a transparent competitive process

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<sup>2</sup> *The Australian Flexible Learning Framework for the National Vocational Education and Training System 2000 – 2004: Implementation Plan 2003.*

- co-opt additional specialist advice as it sees the need.

**Membership:**

Whilst membership of the Group is open to all FLAG members, it is expected that Program Directors will be the core members of this group. Program Leaders will attend as observers to support the role of Program Directors<sup>3</sup>.

**Process:**

The FLAG Working Group will meet at least 5 times by teleconference during 2003. The Working Group will be chaired by the Program Director of the Framework Management Program. Executive support is provided by the Secretariat.

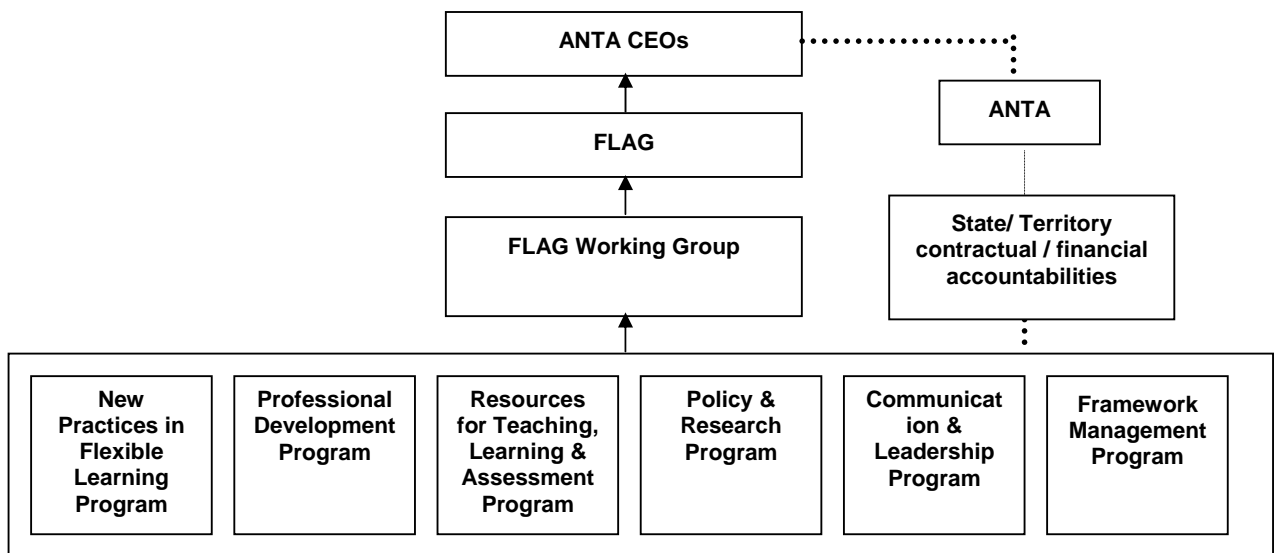
## 5. Management Structure

In 2003, FLAG has agreed to implement a new approach to managing the Framework which retains the benefit of national collaboration, but which provides for more strategic management of Framework resources and a more distributed model which better uses the capabilities and reach of States and Territories. *IP2003* will use a model of two interrelated components:

- Program Management
- Project Management.

This structure, with the associated accountabilities, is illustrated diagrammatically as follows:

### Schematic Overview: Lines of Accountability for IP2003



<sup>3</sup> Definition: A Program Leader attends FLAG Working Group meetings as a standing observer. S/he attends in an advisory capacity to the Program Director and will not have a voting or speaking role.

## 6. Program Management Model

In 2003-2004 the Framework is organised into five strategically significant programs, each geared to the achievement of the Framework mission and goals.

1. New practices in flexible learning
2. Professional development
3. Resources for teaching, learning and assessment
4. Policy and research
5. Communication and Leadership.

Each of these programs is made up of a cluster of projects which are conceptually related and which are linked and co-ordinated through program management to create additional synergy. These five strategic programs will be supported by national collaborative management arrangements through the FLAG Secretariat and through distributed management by individual States and Territories.

Program Management is not simply project management on a large scale. It is a mechanism for managing quality, risk, communications and benefits by reconciling individual project objectives with overall Framework and program goals.

There are two primary roles in managing a program.

- The Program Director who provides overall leadership and has ultimate accountability to FLAG for the successful delivery of the program. This function will be undertaken by FLAG members in those jurisdictions assigned program management responsibility.
- The Program Leader who is accountable for overall management of the program's portfolio of projects and for ensuring they are focussed on delivery of the required outcomes. Responsibilities will include budget monitoring, provision of program reports and liaison with other Program Leaders and the FLAG Secretariat to facilitate information flow, project linkages and communities of practice across all programs.

Each program is implemented through a Program Management Group chaired by the Program Director. The Program Management Group will comprise the Program Director, Program Leader for the Program area, a representative of ANTA, a representative of the FLAG Secretariat, and other representatives as appropriate to the Program goals, including States/Territories representatives, content experts, cross-Program representatives, people from both public and private providers and from industry.

The Program Management Group is ultimately accountable for the quality of projects implemented through the program, ensuring that each project contributes tangibly to the Framework's goals and for working collaboratively with other programs within the Framework and with broader VET agendas.<sup>4</sup> The Program Management Group will also consider trends and issues that inform future planning for the program area.

As well, Programs may establish reference and working groups as required to meet the work objectives of the Program. However, Programs are encouraged to observe the underlying intent of the Program Management model which aims to streamline decision-making and management processes where ever possible.

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<sup>4</sup> *Implementation Plan 2003*, Australian National Training Authority, 2003, pages 7– 9.

## 7. Role of the Program Director

All *IP2003* Programs will be overseen by a Program Director who is also a member of FLAG. For the purposes of *IP2003*, the Program Director will:

- Provide overall leadership and assume ultimate accountability to FLAG for the successful delivery of the program
- ensure that suitable project management and quality assurance systems are established for each project
- chair the Program Management Group
- be familiar with the scope and progress of the project/s
- work with the Program Leader to identify cross-project and Framework opportunities as they arise
- ensure that the Program is widely understood within the VET community and within the jurisdiction
- advise FLAG on Program progress and outcomes.

## 8. Role of the Program Leader

Program Leaders will be responsible for day-to-day management of the program's portfolio of projects and final deliverables, as well as supporting the Program Directors in their role. Program Leaders are also responsible for change management to support the move from project to program model.

Program Leaders will:

- Manage and coordinate activities within the Program as agreed by FLAG and outlined in the Program Plan
- Work collaboratively with other Program Leaders and Framework stakeholders to build linkages and to achieve the overall objectives of the Framework. In particular, to:
  - achieve cross-Framework deliverables eg. Communications Program; Framework Program;
  - share information and achieve synergies between Programs.
- Lead the project managers within the Program in order to deliver the objectives of the Program
- Establish and provide executive support to the Program Management Group<sup>5</sup>
- Establish processes to facilitate communication between Program Reference Groups (if any) and the Program Management Group
- Manage and monitor the progress and outcomes of all projects, including the implementation of Quality Assurance and Risk Management strategies to achieve overall Program objectives and meet accountability requirements
- Manage Program reporting processes

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<sup>5</sup> Definition: Each Program will have its own Program Management Group which will be responsible for overseeing the projects and activities within each of the Programs. Each body will also identify cross Framework synergies that will be referred to the FLAG Working Group and the Program Leaders Network as appropriate.

- Provide advice on progress and future directions for the Framework to inform FLAG's annual review and planning processes. This activity will be coordinated through the FLAG Secretariat
- Manage Program evaluation in accordance with agreed priorities and contribute to overall Framework evaluation processes
- Manage contract and financial reporting on the Program and projects within the Program to ANTA.

The following issues will be referred back for approval to the FLAG Working Group as the body responsible for overseeing the implementation of *IP2003*:

- Major changes to outputs as agreed by FLAG in 2003 Program/Project Work and Finance Plans
- Changes to funding within a Program over \$50,000.

Minor changes must be documented and reported on as part of the Program Progress Reports to FLAG.

## 9. Program Leaders' Network

As part of its Program based approach to implementing *IP2003*, FLAG has agreed that the Program Leaders' Network (the Network)<sup>6</sup> will be convened in 2003.

### Purpose:

Building on good practice within the Framework over the last three years, Program Leaders will implement a networked model of collaborative management which will:

- manage the implementation of *IP2003*,
- identify opportunities for cross-project and Program collaboration both within and across Programs
- provide support to each other in developing this role within each Program
- monitor quality assurance and risk management strategies for *IP2003*
- ensure Programs are aligned with broader *IP2003* goals and directions
- review and report to FLAG on progress of the Programs funded under *IP2003*. This activity will be coordinated through the FLAG Secretariat.
- provide advice to FLAG on how the Program and the broader goals of the Framework should be progressed in *IP2004* and beyond. This activity will be coordinated through the FLAG Secretariat.

### Membership:

The Program Leaders' Network will comprise the Program Leader for each of the six Program areas, plus a representative of ANTA as observer. Program Directors will be invited to participate by the Network or on the initiative of the Program Director as appropriate. Other people with relevant expertise as considered appropriate by the Network, including people from within the Framework, public and private providers and from industry, may also be invited to participate in meetings as appropriate.

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<sup>6</sup> Definition: The Program Leaders' Network refers to the six Program Leaders who will work together in a cross Framework capacity to manage the implementation of the Framework. An ANTA representative will attend these meetings as an observer.

### Process:

The Network will meet face-to-face at least three times during 2003 to manage the implementation of IP2003, to review progress with IP2003 and to provide feedback to FLAG that will inform planning for *Implementation Plan 2004 (IP2004)*.

The Network will also meet by teleconference at least 5 times during 2003. The Network will be chaired on a rotational basis by each of the six Program Leaders who will take responsibility for the agenda and papers for each meeting. All meeting papers will be available in the Program Leaders workspace at [flexiblelearning.net.au](http://flexiblelearning.net.au) at least five working days prior to meeting.

## 10. Framework Program Management by the FLAG Secretariat

### Overview

The FLAG Secretariat is responsible to FLAG for the implementation of FLAG decisions and day-to-day management of the Framework and annual strategies. It may also undertake activities related to specific projects as decided by individual Programs. Activities in this Program will be overseen directly by the FLAG Working Group on behalf of FLAG.

The Secretariat will focus on:

- Strategic-level planning, management, monitoring, and review in relation to *IP2003* as a whole. This activity will be informed by the Program Leaders' Network.
- Reporting through FLAG to ANTA CEOs on Framework outcomes and recommendations for annual priorities and allocation of resources across the Framework.
- Providing executive support to FLAG and FLAG Working Group.
- Ensuring VET sector interests are promoted through the Australian Information and Communications Technology in Education Committee (AICTEC).
- Working collaboratively with national Program Leaders and State and Territory support staff to facilitate an effective Framework and FLAG network.
- Identifying and building cross-Program linkages.
- Managing Framework Evaluation (Phase Two)
- Managing relationships between stakeholders.
- Managing a range of specific initiatives as agreed by FLAG.

### Key Tasks

- Manage the development of the Framework's Implementation Plan for 2004.
- Monitor, review and report on the implementation of *IP2003* to FLAG, and through FLAG, to ANTA CEOs.
- Develop and implement a cross-Framework communication and knowledge management strategy.
- Manage Calls for Submission and related reporting processes for the allocation of projects to be managed by States/Territories or Consortiums in 2004.

- Advise on and disseminate agreed management approaches, including clarification of roles, responsibilities and accountabilities of the National Secretariat.
- Support and participate in the Program Leaders' Network.
- Conduct annual Framework Induction and Review Workshops.
- Manage the following projects:
- Scope and tender the Framework Evaluation (Phase Two) for implementation in 2004.
  - Manage flexiblelearning.net.au website
  - Manage the Maintenance of Products and Services Project
  - Manage contracts for States/Territories support and FLAG members' support.
- Develop and disseminate reporting guidelines and proformas for all *IP2003* Programs.
- Manage financial reporting on the Framework Management Program and projects managed by the Secretariat.

## 11. Summary of Implementation Plan 2003 Programs and Projects

A total of eighteen projects within six Programs will be managed under *Implementation Plan 2003*. More detailed information on these Programs and projects can be found in *Implementation Plan 2003*.

Name	Program Director/ Managing State	Total Program Funding	Projects														
New Practices in Flexible Learning	Stuart Young (WA)	\$900,000	<table> <tr> <td>New Practices in Flexible Learning</td> <td>\$900,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$900,000</b></td> </tr> </table>	New Practices in Flexible Learning	\$900,000	<b>Total</b>	<b>\$900,000</b>										
New Practices in Flexible Learning	\$900,000																
<b>Total</b>	<b>\$900,000</b>																
Professional Development	Graeme Dobbs (NSW)	\$5.2 million	<table> <tr> <td>Learnscope National Coordination</td> <td>\$280,000</td> </tr> <tr> <td>LearnScope State and Territory Allocation</td> <td>\$4.22 m</td> </tr> <tr> <td>Virtual Learning Community</td> <td>\$280,000</td> </tr> <tr> <td>NET*Working 2003</td> <td>\$370,000</td> </tr> <tr> <td>NET*Working 2004</td> <td>\$50,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$5.2 m</b></td> </tr> </table>	Learnscope National Coordination	\$280,000	LearnScope State and Territory Allocation	\$4.22 m	Virtual Learning Community	\$280,000	NET*Working 2003	\$370,000	NET*Working 2004	\$50,000	<b>Total</b>	<b>\$5.2 m</b>		
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NET*Working 2004	\$50,000																
<b>Total</b>	<b>\$5.2 m</b>																
Resources for Teaching, Learning & Assessment	Rodney Spark (VIC)	\$4.3 million	<table> <tr> <td>Quality e-learning resources</td> <td>\$3.48 m</td> </tr> <tr> <td>Online Assessment Strategies and Models</td> <td>\$80,000</td> </tr> <tr> <td>EdNA Vet Online</td> <td>\$250,000</td> </tr> <tr> <td>VET Learning Object Repository</td> <td>\$180,000</td> </tr> <tr> <td>Collaborative Interoperability</td> <td>\$280,000</td> </tr> <tr> <td>Program management support (allocated by State see Part 2)</td> <td>\$30,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$4.3 m</b></td> </tr> </table>	Quality e-learning resources	\$3.48 m	Online Assessment Strategies and Models	\$80,000	EdNA Vet Online	\$250,000	VET Learning Object Repository	\$180,000	Collaborative Interoperability	\$280,000	Program management support (allocated by State see Part 2)	\$30,000	<b>Total</b>	<b>\$4.3 m</b>
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Program management support (allocated by State see Part 2)	\$30,000																
<b>Total</b>	<b>\$4.3 m</b>																
Policy and Research	TBA (SA)	\$300,000	<table> <tr> <td>Sharing Knowledge</td> <td>\$100,000</td> </tr> <tr> <td>Applied Research</td> <td>\$190,000</td> </tr> <tr> <td>Program management support (allocated by State see Part 2)</td> <td>\$10,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$300,000</b></td> </tr> </table>	Sharing Knowledge	\$100,000	Applied Research	\$190,000	Program management support (allocated by State see Part 2)	\$10,000	<b>Total</b>	<b>\$300,000</b>						
Sharing Knowledge	\$100,000																
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<b>Total</b>	<b>\$300,000</b>																
Communication & Leadership	Peter Le Cornu (ACT)	\$3.2 million	<table> <tr> <td>National Promotion &amp; Communication</td> <td>\$1 m</td> </tr> <tr> <td>Flexible Learning Leaders</td> <td>\$1.4 m</td> </tr> <tr> <td>Advocacy and Issues Management</td> <td>\$200,000</td> </tr> <tr> <td>Market Research Evaluation and Planning</td> <td>\$100,000</td> </tr> <tr> <td>Maintenance of Website and Framework Products and Services</td> <td>\$500,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>3.2 m</b></td> </tr> </table>	National Promotion & Communication	\$1 m	Flexible Learning Leaders	\$1.4 m	Advocacy and Issues Management	\$200,000	Market Research Evaluation and Planning	\$100,000	Maintenance of Website and Framework Products and Services	\$500,000	<b>Total</b>	<b>3.2 m</b>		
National Promotion & Communication	\$1 m																
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Maintenance of Website and Framework Products and Services	\$500,000																
<b>Total</b>	<b>3.2 m</b>																
Framework Management	Rodney Spark (VIC)	\$1.1 million	<table> <tr> <td>National Secretariat/Evaluation</td> <td>\$420,000</td> </tr> <tr> <td>Program Management funds</td> <td>\$384,000</td> </tr> <tr> <td>State/Territory Support to FLAG members</td> <td>\$296,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$1.1 m</b></td> </tr> </table>	National Secretariat/Evaluation	\$420,000	Program Management funds	\$384,000	State/Territory Support to FLAG members	\$296,000	<b>Total</b>	<b>\$1.1 m</b>						
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Program Management funds	\$384,000																
State/Territory Support to FLAG members	\$296,000																
<b>Total</b>	<b>\$1.1 m</b>																
<b>Total</b>		<b>\$15 million</b>	<b>Total \$15 m</b>														

Funding is allocated under the following categories:

*Program Management/FLAG member support.*

Each of the five States/Territories responsible for managing a Program is allocated Program

Management funds. The funding formula is based on the size and complexity of the individual Program. Some Programs with more complex management requirements have allocated further funds from within the Program Budget. These are shown below as "Program Management support (allocated by State)". Every FLAG member will also receive a fixed allocation of \$32,850 to provide support to that FLAG member. This funding is provided to all States/Territories and to the ACE sector. Further detail is provided in the Work and Finance Plan for Framework Management.

#### *Projects*

Projects that have been allocated to the State/Territory.

#### *State/Territory allocations*

Allocations are made on a pro rata basis to each State/Territory for LearnScope and National Communications. Each of these projects also has a national coordination function.

## 12. Contractual Arrangements between ANTA and Managing Agents

### 12.1 Background

ANTA, like all public agencies, is charged with the responsibility of managing public monies in an efficient and accountable manner. The budget allocation to fund the annual strategies supporting the Framework is titled 'National Project for New Technologies'. Up to \$20M per year for each of the 5 years has been agreed by Ministers to support the Framework.

*Directions and Resource Allocations for 2003* notes that individual projects within *IP2003* will be developed in a process that follows the agreed *Guidelines for National Projects* and that the consultative process through FLAG will parallel that of the national planning group for other national projects.

### 12.2 Project Guidelines

The *Guidelines for National Projects* calls for the development of Work and Finance Plans for each individual national project. Work and Finance Plans outline the scope of the work to be undertaken by the project, key outcomes to be achieved, its costing and management arrangements including dissemination and communication.

Work and Finance Plans as detailed in the *Guidelines for National Projects* address a range of matters. The following list has been modified slightly from that in the *Guidelines for National Projects* to reflect the specific characteristics of the National Project for New Technologies.

Work and Finance Plans are to detail:

- the objectives of the project;
- its relationship with the National Strategy and the Framework, the achievement of objectives for *IP2003*;
- methodology outlining significant activities along with expected outputs, outcomes and related performance criteria;
- where relevant, the implications of the project for the equity groups and the application of the project outcomes for these target groups;
- the implications of the project for States & Territories and Registered Training Organisations and the application of the outcomes for these groups;
- performance and financial milestones and timelines;

- an evaluation strategy to assess the projects performance against predetermined outcomes and performance criteria;
- consultations with, and involvement of, the States, Territories, Commonwealth and ANTA;
- the funds allocated to the project;
- costing and budgets, including advice on any forward commitments which will arise in the coming year;
- proposed management arrangements including the composition of the steering group or management committee and involvement of States and Territories, the Commonwealth and ANTA; and
- reporting arrangements.

Work and Finance Plans are required for all programs and projects funded from the 'National Project for New Technologies.' These are to be developed by the State or Territory undertaking the management of the program or project and, where expressions of interests are called for from States and Territory Training Authorities to undertake some projects, can form the basis of a registration of interest. Approval of Work and Finance Plans is the province of the ANTA Board or its delegate.

## 13. Reporting requirements

Program leaders will be required to report to ANTA and to the FLAG Secretariat on the progress of each Program. Where ever possible, the same progress report will be used to meet the various reporting requirements. The report to ANTA will advise on the overall progress of the Program and cross Framework directions, as well as comments against Work and Finance Plan milestones and will trigger progress payments. The same report forwarded to the FLAG Secretariat will inform the development of FLAG's reports to ANTA CEOs.

The reports will:

- identify progress against the performance and financial timelines and milestones contained in the Work and Finance Plan and detailed in the letter of agreement;
- identify State and Territory involvement in the project to date;
- provide an indication of future progress against the Work and Finance Plan and letter of agreement;
- identify any variations required to the Work and Finance Plan and letter of agreement; and
- inform the development of FLAG's report to ANTA CEOs.

### 13.1 Financial requirements

An agreement covering the management and administration of the Program will be negotiated between ANTA and the State or Territory Training Authority undertaking the Program. The agreement will take the form of an exchange of letters and will:

- be consistent with the agreed Work and Finance Plan;
- include the total funding allocation, payment schedules and required progress reporting arrangements; and
- detail completion date, final reporting requirements and acquittal requirements.

The Program Leader will ensure that the total funding provided is expended for the purpose of the allocation and is consistent with the agreed Work and Finance Plan.

A financial statement detailing receipts and expenditure for the project is to be provided to ANTA within 60 days of the completion of the project. The statement is to be signed by a qualified auditor, senior finance officer or CEO independent of the project. Any funds unexpended at the completion of the project are to be returned to ANTA.

## 14. Implementation Plan 2004 Project Allocation and Management

### 14.1 Project Allocation Principles

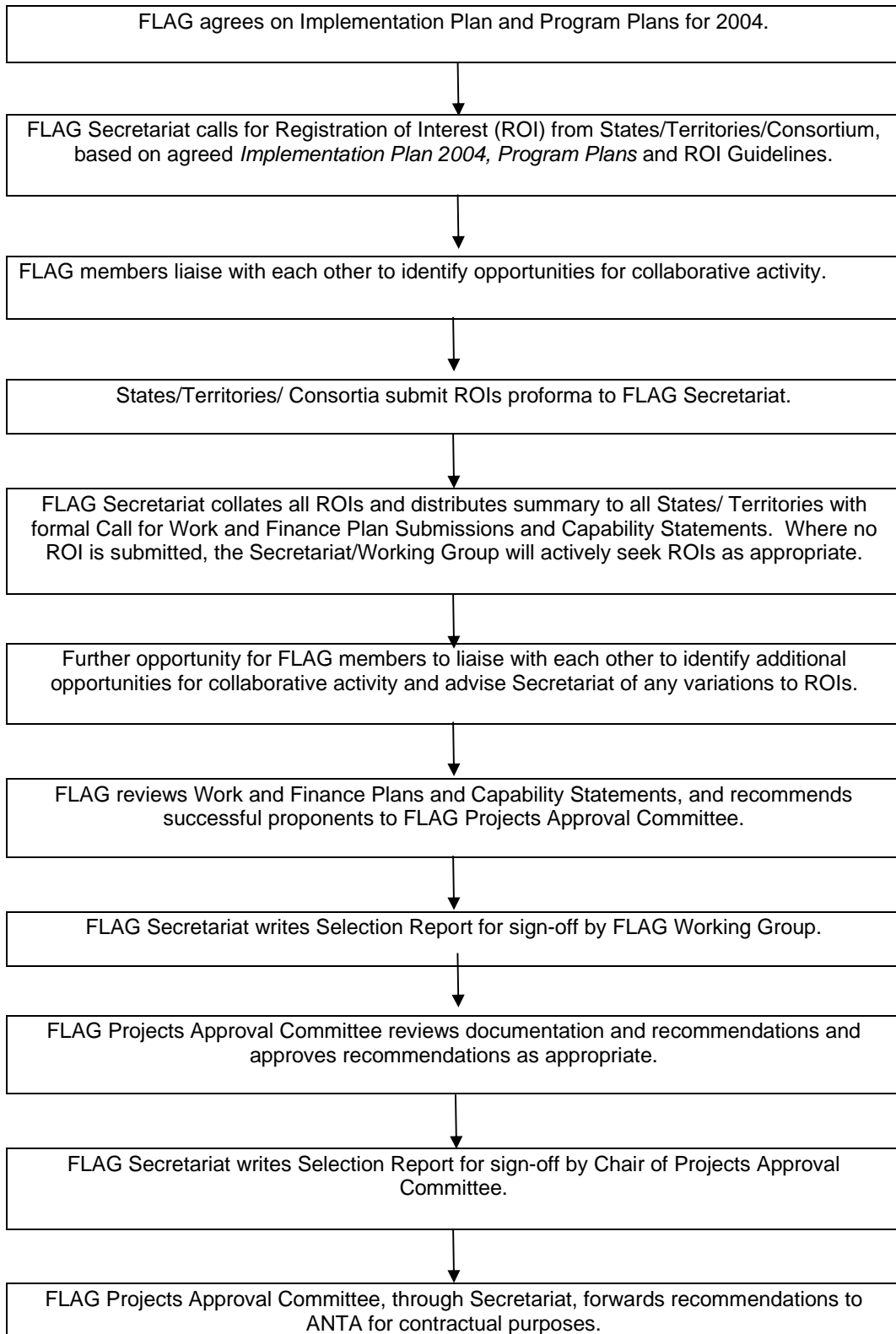
Whilst guiding principles are identified in the Framework, the following approaches will underpin *Implementation Plan 2004* processes for project allocation:

- In competitive processes, selection processes will be fair and transparent.
- Quality collaborative approaches between jurisdictions are desired wherever possible.
- Any perceived or actual conflicts of interest will be managed ethically.
- All expressions of interest for projects managed by a State/Territory or Consortium will be sought from FLAG at the one time.

### 14.2 Project Allocation to a State/Territory or Consortium

FLAG has agreed on a two-stage process when calling for submissions for management of *Implementation Plan 2004* projects by State/Territory/Consortia. The following diagram indicates the decision-making stages for projects to be allocated to State/Territory/Consortia.

## Approval Processes for Projects Managed by State/Territory/ Consortium



### **Program Work and Finance Plans**

Once FLAG has signed off on Implementation Plan 2004, the Program Director for each Program will be responsible for the development of Program Plans for 2004 against agreed timelines. The Secretariat will prepare Program Work and Finance Plan submission guidelines and proformas and circulate to FLAG members. Program Plans will be approved by the FLAG Working Group.

### **Registration of Interest (ROI)**

On the basis of 2004 Program Plans, States and Territories will be invited to submit an initial expression of interest to the Secretariat for circulation back to FLAG members for their consideration.

### **Project Work and Finance Plan Submissions and Capability Statements**

The Secretariat will then prepare project Work and Finance Plan submission guidelines and proformas and States and Territories will be invited to submit a full Work and Finance Plan submission and Capability Statement.

Assessment of all Work and Finance Plan Submissions and Capability Statements will be done by a panel comprising members of the FLAG Working Group, avoiding conflicts of interest, with the Secretariat providing executive support.

Where there are no submissions or only one submission is received, and that submission does not meet the standard required by the FLAG Working Group, the Secretariat will liaise with the proponent to see if further work can be done to achieve the required standard for approval.

The Chair of FLAG will sign off, as appropriate, recommendations from the Working Group and forward them to the FLAG Projects Approval Committee for their consideration.

### **FLAG Projects Approval Committee**

A FLAG Projects Approval Committee will be formed to consider and approve, as appropriate, recommendations from the Working Group. This Projects Approval Committee will be chaired by an ANTA representative and will comprise at least three ANTA CEOs, having regard to conflicts of interest. One of the CEOs will be the chair of FLAG.

### **ANTA**

ANTA will:

- participate in the Working Group selection processes;
- endorse as appropriate the recommendations of the FLAG Chair and the FLAG Projects Approval Committee;
- negotiate any changes to Work and Finance submissions as agreed by the FLAG Working Group;
- approve the Work and Finance plans for each Program;
- approve Program expenditure;
- contract directly with the managing agents for each Program.

## 15. Timelines

Timelines for the planning and signoff of Implementation Plan 2004, and States/Territories projects allocation approval by the Projects Approval Committee is outlined below. A more detailed outline of key Framework dates and activities can be found at Attachment 2.

Date	Milestone	Responsibility
Friday 19 September	FLAG signoff completed on <i>Implementation Plan 2004</i>	FLAG
Monday 22 September	2 <sup>nd</sup> Progress Report to be forwarded to ANTA CEOs' Secretariat. <i>Implementation Plan 2004</i> to be forwarded to ANTA CEOs' Secretariat.	FLAG Secretariat.
22 September – 10 October	Program Directors prepare 2004 Program Plans.	Program Directors
13 October – 16 October	Call for Registrations of Interest	FLAG/FLAG Secretariat
16 October	FLAG Working Group to consider 2003 Program Plans	FLAG Working Group
17 October	ANTA CEOs meeting – consider 2 <sup>nd</sup> Progress Report on Framework 2003 program and <i>Implementation Plan 2004</i> .	ANTA CEOs
17 October – November 7	Call for full Work and Finance Plans* <b>(due COB Friday 7 November)</b>	FLAG Secretariat
Week commencing 10 November	Collation and circulation of Work & Finance Plans submitted and preparations for Evaluation Panel.	FLAG Secretariat
21 November	MINCO Meeting - signoff on 2002 Directions and Resources Allocation.	ANTA/MINCO
26 November	Teleconference to: <ul style="list-style-type: none"> <li>• review any outstanding issues with Program Plans</li> <li>• evaluate and select Work &amp; Finance Plan submissions.</li> </ul>	FLAG Working Group
27 November – 4 December	Preparation and signoff of Evaluation Report.	FLAG Secretariat.
4 – 11 December	Signoff of Evaluation Report.	FLAG Working Group
12 December	Report and Recommendations to FLAG Project Approval Committee. (subject to date of MINCO meeting).	FLAG Secretariat
18 December	Project Approval Committee to meet. (subject to date of MINCO meeting).	ANTA/FLAG Secretariat
Week commencing 22 December.	Advice to successful proponents and contractual arrangements commenced between ANTA and Managing Agent.	ANTA/FLAG Secretariat

Timelines for Implementation Plan 2003 programs and projects are set out in each program/project Work and Finance Plan.

## 16. Reporting Arrangements

The FLAG is required to report twice during 2003 to ANTA CEOs. The first report, to be produced in mid 2003, will advise on the establishment and progress of *Implementation Plan 2003* and will enable ANTA CEOs to consider any remaining priorities for implementation in the second half of the year. The second report will be provided in September 2003 and will consist of the second progress report on the Framework, as well as *Implementation Plan 2004*.

The reports produced by the Secretariat on behalf of FLAG for consideration by ANTA CEOs will be informed by and developed from:

- Program reports from managing agents;
- the work of the Program Leaders Network;

and will be prepared on the advice of the FLAG Working Group.

The table below provides an initial outline of reporting requirements. These will be further refined by the Secretariat in consultation with the FLAG Working Group and the Program Leaders Network.

### Schedule for Implementation Plan 2003 Reporting Requirements

Audience for Reports	Responsibility	Report Schedule	Level of Reporting
FLAG Report to ANTA CEOs	FLAG  FLAG	July 2002  September 2002	Establishment and progress of Programs. Advise ANTA CEOs on the implementation of <i>Implementation Plan 2003</i> for the second half of the year.  Review and report on activities undertaken in <i>Implementation Plan 2003</i> and make recommendations for <i>Implementation Plan 2004</i> .
Program Reports to ANTA  And also to:  FLAG via the FLAG Secretariat	Program Director	Two Progress Reports and one Final Report.  (any additional reports to be determined by ANTA)	Program Progress reports to meet contractual obligations and trigger progress payments by ANTA. Reports also inform FLAG's reports to ANTA CEOs.  Final Report to include analysis and recommendations for further action as appropriate.

## Appendix One: Definitions

### Program Leaders as Standing Observers at FLAG Working Group meetings:

A Program Leader attends FLAG Working Group meetings as a standing observer. S/he acts in an advisory capacity to the Program Director and will not have a voting or speaking role.

### The Program Leaders' Network (the Network):

The Program Leaders' Network refers to the six Program Leaders who will work together in a cross Framework capacity to manage the implementation of the Framework. An ANTA representative will attend these meetings as an observer.

### Program Management Group

Each Program will have its own Program Management Group that will be responsible for overseeing the projects and activities within each of the Programs. Each body will also identify cross Framework synergies that will be referred to the FLAG Working Group and the Program Leaders Network as appropriate.

## **Flexible Learning Advisory Group Terms of Reference**

### **The History**

The Flexible Learning Advisory Group (FLAG) began its life in 1996 as the Education Network Australia Vocational Education and Training Advisory Group (EdNA VET Advisory Group or EVAG). At the EVAG meeting held in March 2001 members voted to change the name to the FLAG, which better reflects the overall directions of the Advisory Group.

FLAG has been the lead national body to facilitate national collaboration for flexible learning in the Vocational Education and Training (VET) sector for more than four years. It is responsible for facilitating national collaboration in a range of significant areas.

FLAG was established in 1996 as a sub-committee of the Australian Information and Communication Technologies in Education Committee (AICTEC) - formerly the EdNA Reference Committee (ERC). Initially, its role was to advise the AICTEC on VET sector perspectives and responses to national policy issues related to the use of online technologies and on strategic development of the EdNA Directory service in relation to the needs of the VET sector.

Acting on the recommendation of the Final Report of the National Flexible Delivery Taskforce in 1996, the Australian National Training Authority Chief Executive Officers (ANTA CEOs) formally agreed to broaden FLAG's role. Its role now includes the provision of advice to the ANTA CEOs on strategic directions in flexible delivery, with particular reference to online technologies and on national issues referred to it by ANTA CEOs' meetings or individual CEOs. In all of its activities, FLAG includes consideration of the Adult and Community Education (ACE) sector and its needs.

Following the endorsement of the *Framework for National Collaboration in VET 2000-2004*, now known as *The Australian Flexible Learning Framework for National Vocational Education and Training 2000-2004 (Framework)*, by ANTA CEOs in August 1999, FLAG has been given the task of leading national collaboration for flexible and online learning in VET through its next phase of development, and to ensure that this framework for national collaboration is vigorously pursued.

### **What is FLAG's role?**

In broad terms, FLAG is a strategically-focused group of senior VET personnel advising ANTA CEOs, the ANTA Board, DEST, the education.au limited Board and AICTEC on national issues related to the directions and priorities for flexible learning in VET, with particular reference to online technologies.

### **Membership of FLAG**

- Chairperson: an ANTA CEO;  
One senior nominee of the Chief Executive of each State/Territory Vocational Education and Training Authority, with policy and strategy expertise in the area of flexible and online learning in VET;
- A nominee of the ANTA CEOs with policy and strategy expertise in the area of flexible and online learning in VET;
- A nominee of the Secretary of the Commonwealth Department of Education, Science and Training (DEST) with policy and strategy expertise in the area of flexible and online learning in VET;
- A nominee of the MCEETYA ACE Taskforce with policy and strategy expertise in the area of flexible and online learning in VET;
- Standing Observer: Chief Executive of education.au ltd.

### **Terms of Reference for FLAG**

1. To advise the ANTA CEOs on:

- Strategic directions in flexible learning with particular reference to online technologies;
  - National issues referred to FLAG by ANTA CEOs' meetings or individual CEOs; and
  - International trends in flexible and online learning.
2. To lead and manage the implementation of the *Australian Flexible Learning Framework for the National Vocational Education and Training System 2000-2004* including:
- Identifying, through consultation, annual priorities for national collaboration and producing an annual implementation plan;
  - Establishing, managing, monitoring and evaluating national projects to support annual national priorities; and
  - Reporting to ANTA CEOs annually on progress against the five outcome areas identified in the *Australian Flexible Learning Framework for the National Vocational Education and Training System 2000-2004*.
3. To work with and advise the AICTEC on:
- VET sector perspectives and responses to national policy issues related to the use of online technologies;
  - Strategic development of EdNA Online in relation to the needs of the VET sector; and
  - Progress by the VET sector against the Education and Training Plan within the national *Strategic Framework for the Information Economy*.
4. To provide advice to the education.au ltd Board on:
- Strategic development of EdNA Online in relation to the needs of the VET sector.

**Further Information**

For further information on the FLAG activities, please contact:

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Executive Officer	Fax: (03) 9412-4452
Flexible Learning Advisory Group	Email: <a href="mailto:ahern.julie.l@edumail.vic.gov.au">ahern.julie.l@edumail.vic.gov.au</a>
Office of Training and Tertiary Education	
P O Box 266D	
Melbourne VIC 3001	

Further information can also be found at: <http://flexiblelearning.net.au>

# The Australian Flexible Learning Framework

## 2003 Key Activities and Dates

As at 22 January 2003

### FLAG Meetings

Date	Meeting	Items
Tuesday 11 February 2pm – 4pm (Eastern Summer Time) (teleconference)	FLAG Working Group teleconference meeting	<ul style="list-style-type: none"> <li>• National VET Strategy – for response</li> <li>• 2003 Framework Strategic Communication Plan.</li> <li>• Agenda items for April face to face meeting – for discussion.</li> <li>• 19 &amp; 20 February Induction Workshop agenda – for information.</li> <li>• Meeting dates and key agenda items for 2003.</li> <li>• Update on 2002 Expenditure (ANTA).</li> </ul> Other items to be advised.
Wednesday 9 April 9.30-4.30pm (face to face) (7pm dinner)	FLAG meeting (Airport Hilton, Melbourne)	<ul style="list-style-type: none"> <li>• Establishment reports from six Program Directors.</li> <li>• Planning for 2003-2004.</li> <li>• Update on finalisation of 2002 projects.</li> <li>• Other items to be advised.</li> </ul>
Thursday 10 April (all day times TBC) (face to face)	Advocacy all day Workshop (Airport Hilton, Melbourne)	TBC
Thursday 12 June 2pm – 4pm (teleconference)	FLAG Working Group teleconference meeting	<ul style="list-style-type: none"> <li>• Preparations for 2003 - 2004 Review and Planning Workshop.</li> <li>• Review first 2003 Progress Report to ANTA CEOs.</li> </ul> Other items to be advised.
Wednesday 16 July 9.30 -5.00pm (7pm dinner) 17 July 9.00-4.00pm (face to face)	FLAG two day meeting (Airport Hilton, Melbourne)	<ul style="list-style-type: none"> <li>• Review <i>Implementation Plan 2003</i> and commence planning for <i>Implementation Plan 2004</i> and beyond.</li> <li>• Consider purpose and objectives for Framework Evaluation Phase Two.</li> </ul>

<b>Date</b>	<b>Meeting</b>	<b>Items</b>
Tuesday 12 August 9.30-5.00pm <b>(face to face)</b>	FLAG one day meeting ( <b>Airport Hilton, Melbourne</b> )	<ul style="list-style-type: none"> <li>• Progress planning for <i>Implementation Plan 2004</i> and beyond.</li> <li>• Review Program Management responsibilities for 2004</li> </ul>
Thursday 4 September 2-4pm <b>(teleconference)</b>	FLAG Working Group teleconference meeting	<ul style="list-style-type: none"> <li>• Consider draft <i>Implementation Plan 2004</i>.</li> <li>• Consider second Framework 2003 Progress Report to ANTA CEOs.</li> </ul>
Thursday 16 October 2-4pm <b>(teleconference)</b>	FLAG Working Group teleconference meeting	<ul style="list-style-type: none"> <li>• Consider 2004 Program Plans.</li> <li>• Review Program Management processes for 2004.</li> <li>• Finalise Framework Evaluation brief for Phase Two.</li> </ul>
Wednesday 26 November 2-5 pm (Eastern Summer Time) <b>(teleconference)</b>	FLAG Working Group teleconference meeting	<ul style="list-style-type: none"> <li>• Finalise 2004 Program Plans.</li> <li>• Evaluation of 2004 Work &amp; Finance Plan submissions by FLAG.</li> </ul>

The commencement of *Implementation Plan 2003* planning prior to MINCO sign off on 21 November is subject to the approval of ANTA CEOs.

## AICTEC Meetings

<b>Date</b>	<b>Activity</b>
Friday 21 March	Face to face meeting - Perth
Friday 15 August	Face to face meeting - Darwin
Friday 28 November	Face to face meeting - Sydney

## 2003 Program and Project Managers Key Dates

Date	Activity	Items
Wednesday 19 February	2003 Program and Project Managers Induction Workshop ( <b>Novotel St Kilda, Melbourne</b> )	Agenda to be confirmed.
Thursday 20 February	2003 Program and Project Managers Communications Workshop.  ( <b>Novotel St Kilda, Melbourne</b> )	Agenda to be confirmed.
Thursday 22 May	First AFLF progress reports due from 2003 Program Leaders.	Reports to be collated for first 2003 Framework Progress Report to ANTA CEOs.
Thursday 14 August	Second AFLF progress reports due from 2003 Program Leaders.	Reports to be collated for second 2003 Framework Progress Report to ANTA CEOs.
Friday 5 December 9.30am – 4.30pm	2003 Program and Project Managers Review and Planning Workshop ( <b>Airport Hilton, Melbourne</b> )	<b>NB:</b> This workshop will be conducted (or not) based on need as agreed by stakeholders.

## ANTA CEOs and MINCO meetings

Date	Activity	Items
21 March	ANTA CEOs' committee	
9 May	ANTA CEOs' pre MINCO committee	
15 May	ANTA CEOs' pre MINCO teleconference (if required)	
13 June	ANTA MINCO meeting	
8 August	ANTA CEOs' committee	Framework 2003 first Progress Report.
17 October	ANTA CEOs' committee (pre MINCO meeting)	Framework 2003 second Progress Report.  Implementation Plan 2004.
27 October	ANTA CEOs' pre MINCO teleconference (if required)	
21 November	ANTA MINCO meeting	Consideration of <i>Directions and Resource Allocations 2004</i> (includes IP2004).