

2008 Framework Business Plan

Flexible Learning Advisory Group

November 2007



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Purpose

The Australian Flexible Learning Framework (Framework) provides the vocational education and training (VET) system with the essential e-learning infrastructure and expertise needed to respond to the challenges of a modern economy and the training needs of Australian businesses and workers.

To achieve this, the 2008–2011 Framework Strategy is focused on integrating and embedding e-learning in training and businesses through:

- building on the national investment in essential e-learning infrastructure
- investing strategically in business–provider partnerships between registered training organisations (RTOs) and business or industries
- investing in empowering learners to take control of their own learning.

Operating context

The 2008–2011 Framework Strategy maximises and builds on the national investment to date in essential e-learning infrastructure. The first 2000–2004 Framework Strategy focused on raising awareness of the potential of e-learning, and starting to build capability. The second 2005–2007 Framework Strategy continued this work, and focused on engaging with key target groups. Together these strategies have created a considerable infrastructure and a sound foundation for e-learning across the VET sector.

The third 2008–2011 Framework Strategy will contribute to a system equipped to respond to the challenges of a modern economy and the training needs of Australian businesses and workers by focusing on embedding e-learning in training providers and businesses. It has been developed in the context of the demands and priorities facing the VET sector in 2008–2011, detailed in the 2008–2011 Framework Strategy and summarised as follows:

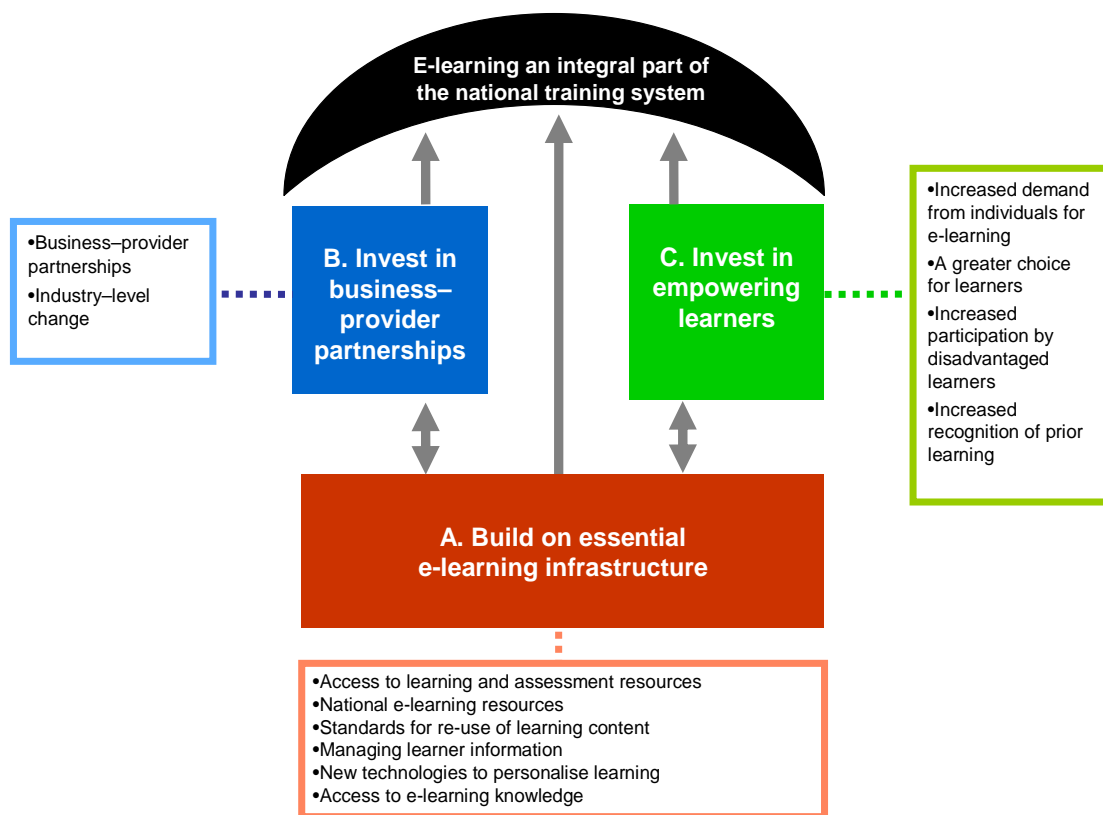
- increased expectations that training providers will be flexible and responsive to client needs
- employers and individuals expecting greater choice and control over the time, place and content of training
- changing demographics in the labour market with older workers staying longer in the workforce and the education and training needs of young workers becoming an even stronger focus in government policy responses
- increasing expectations that technology will form a significant part of training delivery
- expectation that more training will be delivered to address the demands of economic growth, critical skill shortages and rapid changes in the workplace
- pressures to maximise efficiencies and manage cost.

The demands of the sector require multi-faceted solutions embracing the wider education sector and e-learning is an important component of those solutions.

By the end of 2011, the 2008–2011 Framework Strategy will have contributed to a future in which:

- learning is tailored to learners
- learners take control of their own learning
- teachers are effective ‘managers of learning’
- businesses are committed to e-learning for the right reasons
- there is sustainable e-learning infrastructure.

The 2008–2011 Framework Strategy has three strategic priorities:



The 2008 Framework Business Plan translates the strategic priorities into business activities.

The 2008 Framework Business Plan

In keeping with the tradition of 'many minds, one goal', the Framework will continue to be implemented through a collaborative national approach that has returned maximum benefits to the states and territories and the national training system. At the same time, achieving the strategic priorities of the 2008–2011 Framework requires many minds to be focused on ensuring that Framework business activities are integrated and connected so that e-learning becomes an integral part of the national training system.

Collectively the business activities will:

- develop and improve the significant national infrastructure of e-learning services, standards and resources that benefit the national training system
- create opportunities for industry, RTOs and individuals to embrace, adopt and embed the use of e-learning practices and technologies to achieve outcomes that benefit businesses and individuals
- ensure that all funded activities emphasise the effective use of national e-learning products and standards, integrate professional development across activities and maximise the benefits of insights and knowledge that have been gained so far.

The three strategic priorities of the 2008–2011 Framework will be implemented through two interconnected programs, as described in this plan. The 'Build on essential e-learning infrastructure' priority will be implemented through the Leadership Program, while the 'Invest strategically in business–provider partnerships between RTOs and business or industries' and 'Invest in empowering learners' strategic priorities will be implemented through the Innovation Program.

Under these programs, activities will be built around client needs and funded on the basis of business cases that demonstrate how e-learning will meet business needs and/or to stimulate demand from individual learners for e-learning. Activities will be expected to make use of the national e-learning infrastructure, such as e-standards, Flexible Learning Toolboxes (Toolboxes) and LORN (Learning Object Repository Network), and to contribute to the infrastructure, knowledge and capability that support the mainstreaming of e-learning.

Leadership Program

The Leadership Program will focus on national leadership in infrastructure activities, providing the foundations and catalyst for sustainable e-learning that produces innovative learning opportunities for individuals and business. This program recognises the value of continued national investment in essential e-learning infrastructure to achieve the Framework's priorities for investing in business–provider partnerships and empowering learners.

Program activities will ensure that training providers who are pursuing e-learning as a business goal will have ready access to a national infrastructure of learning and assessment resources, as well as the information and support they need. Some activities will also provide the research standards and guidelines necessary for new initiatives such as e-portfolios or new forms of technology to become part of the national infrastructure. Activities will be funded and managed nationally through the pooling of state and territory resources and expertise.

Innovation Program

The Innovation Program will build on and embed the e-learning infrastructure established through the activities of the Leadership Program and act as a stimulus for identifying future infrastructure requirements. This program recognises the value of supporting and enabling innovation so that e-learning is an integral part of the national training system. It will focus on supporting business–provider partnerships that can drive the integration of e-learning into businesses and training. It will also focus on supporting activities that:

- stimulate demand for e-learning from individual learners
- help RTOs to embed e-learning as a key aspect of their business strategy
- increase participation by particular groups of disadvantaged learners.

This program will comprise of two types of activity. There will be a collaborative national initiative aimed at encouraging selected industries to develop long-term plans for the inclusion of e-learning in overall industry-led workforce development. This activity will be funded and managed nationally through the pooling of state and territory resources and expertise.

The program will also fund a range of state and territory-based ‘e-learning innovations’ activities that build on the cross-jurisdictional Framework activities, allowing national guidelines to be fulfilled within the context of locally-identified e-learning priorities. Under the auspices of the jurisdiction’s Flexible Learning Advisory Group (FLAG)¹ member, funds will be disbursed through a contestable process. Guidelines for both administrators and applicants of the program have been prepared to ensure the actions committed to by states and territories address both local priorities and the strategic priorities of the Framework.

Some examples of the kind of work that could be funded are:

An enterprise business wanting to implement e-learning applies for funding in partnership with an RTO. This seed funding provides an opportunity to develop a business case for e-learning and to develop an example of how e-learning can benefit the business and its employees. The resulting e-learning builds on the existing Toolbox learning resources, uses national e-learning standards and Framework information to select the best implementation option. The business continues to work closely with the RTO to implement other forms of e-learning even after funding has ceased.

¹ FLAG is a strategically-focused group of senior VET officers tasked to advise the National Senior Officials Committee (NSOC), the Australian Government’s Department of Education, Employment and Workplace Relations (DEEWR) and the Australian Information and Communication Technologies in Education Committee (AICTEC) on national issues related to the directions and priorities for flexible learning in VET, with particular reference to e-learning technologies. FLAG is responsible for the strategic planning, implementation and accountability of the Framework.

A leading specialist RTO in the underwater welding industry applies for Framework funding to meet the challenge of delivering training to leaders dispersed in remote geographical locations. The RTO draws on the Framework infrastructure and resources as the foundation for targeting e-learning resources which the RTO can support online to maximise the impact of training and minimise time off work.

An individual working as a casual kitchenhand at a local services club wants his experience to be considered as evidence for recognition of prior learning (RPL). Last year his hospitality teacher started a wiki on his previous experiences in hospitality so he can describe the sorts of work and life experiences to be considered as evidence. His RTO elects to be part of the processes for developing and trialling the new national e-portfolio technology and infrastructure. The learner can then develop an e-learning portfolio encompassing video, audio and documents to use now and for future work and learning.

At the national system level RTOs in any jurisdiction directly access e-learning materials, development tools, implementation guides and expert advice from across the national sector. RTOs use, improve and contribute back to the national e-learning support infrastructure for the benefit of all RTOs.

2008 Framework business activities

Attachment A provides the details of each of the 2008–2011 Framework business activities. In summary, they are:

Leadership Program

- *E-portfolios* – developing the national infrastructure that will provide the technologies and standards to ensure portability of a learner's collective evidence of learning, to support their ability to move between training and other forms of education, between jurisdictions, and between employers and industries.
- *E-standards for Training* – providing the ongoing capacity to ratify and promote the national standards that underpin essential e-learning infrastructure, researching new technology areas and providing support and guidance at the system and practitioner level of the effective use of new technologies.
- *LORN (Learning Object Repository Network)* – developing and maintaining LORN as the national source of e-learning and assessment resources and securing the long-term sustainability of this valuable national infrastructure.

- *Flexible Learning Toolboxes* – ensuring learners and practitioners continue to benefit from a national collection of learning and assessment resources (Toolboxes) that directly support the implementation of industry training packages and meet state and territory e-learning priorities.
- *Benchmarking and Research* – understanding the uptake and impact of e-learning by building on the previous benchmarking activities, with a particular focus on measuring demand for e-learning, from both business and individuals; and communicating research in terms of outcomes for clients in ways that engage audiences and support the further uptake and integration of e-learning.
- *Access to E-learning Knowledge and Know-how* – sharing the expertise in e-learning across the VET sector and making available information, resources and people with expertise, to support practitioners and providers in adopting e-learning practices.
- *Brand Management* – providing high quality, national support and management of the Framework brand, working closely with all associated Framework business activities, states and territories to ensure that Framework outputs and outcomes are promoted to VET clients and the VET system in a consistent and coordinated way.

Innovation Program

- *Industry Integration of E-learning* – encouraging selected industries to develop long-term plans for the inclusion of e-learning in overall industry-led workforce development; through direct funding of industry or clusters of businesses partnering with RTOs; based on a sound business case where there is an imperative to find an innovative solution.
- *Grants for E-learning Innovations* – awarding grants for a range of activities contributing to business–provider partnerships and empowering learners. E-learning innovations will be implemented to fulfil national guidelines within the context of each jurisdiction’s identified e-learning and training priorities, as determined by FLAG members.

Framework Business Plan reporting

The 2008 Framework Business Plan covers the first year of a four-year strategy and provides flexibility for activities to be informed by annual evaluation and monitoring. This will ensure that over four years Framework activities are responsive to, and informed by, the outcomes achieved and that there is a growth in e-learning knowledge and expertise.

Detailed Work and Finance Plans will be prepared for the two administrative programs and for each of the business activities.

Framework Business Plan budget

Funding for Framework activities will be underpinned by the following principles:

- Decisions on funding will be based on investments being made where there is the greatest potential for achieving results against the broad strategy.
- Funded activities will be based on a sound business case within the RTO or business/industry.
- Activities will be expected to build capability and encourage knowledge-sharing within the RTO and/or business/industry, with the recipients' information and communication technology (ICT) infrastructure supporting e-learning.
- Participating organisations will need to comply with the national standards, make use of tools and infrastructure that have already been developed, participate in benchmarking, and ensure that content developed is accessible via LORN. They will also be expected to contribute their innovation to the national e-learning infrastructure.

2008 Framework Business Plan activities will be funded under the final year of the 2006–2008 Special Purpose Payment (SPP).

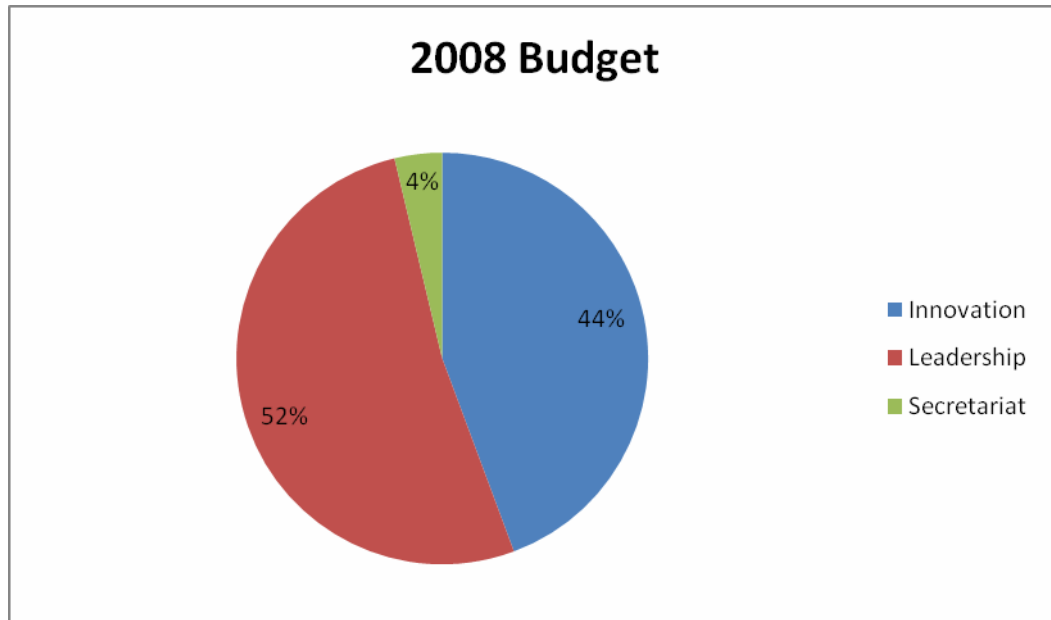
Funding for subsequent years of the 2008-2011 Framework Strategy will be subject to the next SPP.

An external review of the 2008–2011 Framework Strategy will be conducted in 2008.

Budget summary for 2008

Program	Activity	\$
Leadership	E-portfolios and E-standards for Training	800,000
	LORN	550,000
	Flexible Learning Toolboxes	3,000,000
	Benchmarking and Research	590,000
	Access to E-learning Knowledge and Know-how (includes e-learning advisory and support function)	2,100,000
	Brand Management	600,000
	Program Leader	150,000
		\$7,790,000
Innovation	Industry Integration of E-learning	1,000,000
	State and territory-based Grants for E-learning Innovations - business–provider partnerships - empowering learners	5,300,000
	National Coordinators and Program Leader	350,000
		\$6,650,000

FLAG Secretariat	FLAG Secretariat	\$560,000
TOTAL		\$15,000,000



Operating model

The Framework is a unique collaboration between the Australian Government and states and territories, working together to support and lead the growth of e-learning across the VET system.

It is funded through the pooling of infrastructure funds, complemented with investments by states and territories. The operating model for the 2008–2011 Framework Strategy will continue to devolve responsibilities for implementation to the states and territories on a program basis, within nationally agreed parameters.

The Framework management model maximises the strategic impact of the Framework and promotes the collaboration and networking that is characteristic of the Framework's engagement with VET clients, training providers, businesses, governments and training authorities.

Framework management

The 2008 Framework Business Plan will be managed by FLAG, comprised of senior personnel from across Australia who advise the National Senior Officials Committee (NSOC) on national issues for flexible learning in VET.

Under the Framework management model, the two program areas will be supported by national collaborative management arrangements through the FLAG Secretariat and through distributed management by individual states and territories. The key roles are:

FLAG members

FLAG comprises of a nominee of each national, state and territory VET CEO and one representative of the national ACE (adult and community education) sector, with education.au as a standing observer. As a group, FLAG members will provide advice to NSOC on national priorities for flexible learning. Each member will be responsible for managing their jurisdiction's allocation of funding and outcomes that contribute to national benefit.

Program Managers

FLAG members will be allocated program management responsibilities. They will be responsible for national coordination, identifying program and cross-Framework synergies, fostering collaboration and sharing best practice. They will also be responsible for business activity accountability and program reporting.

FLAG Secretariat

The FLAG Secretariat provides the executive support for, and coordination of, the work of FLAG, including:

- supporting implementation of FLAG decisions
- managing the planning, reporting, review and accountability processes associated with FLAG's operation
- ensuring VET system interests are promoted through the Australian Information and Communications Technology in Education Committee (AICTEC)
- coordinating internal Framework communication to facilitate networking and information sharing between Framework personnel.

The FLAG Secretariat works with programs, the Framework e-learning advisory and support function based in each state and territory, and ACE. The Secretariat supports and is accountable to the Chair of FLAG for Framework management.

Attachment A: 2008 Framework business activities

Leadership Program

L1 – E-portfolios	
Description	<p>This business activity will establish a national standards-based approach to the use of e-portfolio technologies for managing learner information. The resultant infrastructure will ensure portability of learners' collected evidence of learning to support their ability to move between training and other forms of education, between jurisdictions, and between employers and industries.</p> <p>E-portfolio technology and standards will be developed on the basis of solid research and development, and in collaboration with all jurisdictions, key stakeholders and agencies. They will also be compatible with the service and information formats of the National Training Information Service (NTIS). Guidelines for e-portfolio services and the development of RPL tools will be disseminated at a local level.</p>
Objectives	<ul style="list-style-type: none"> ▪ To establish understanding of the standards' requirements to enable e-portfolios to effectively support learner transitions nationally. ▪ To reach agreements between jurisdictions and with other sectors on standards, business rules and policies to enable a national infrastructure to operate and to provide guidelines for developers of e-portfolio tools and applications. ▪ To establish an operating infrastructure which supports individual state and territory requirements while delivering national portability and verifiability of learner information.
Outcomes	<ul style="list-style-type: none"> ▪ National and cross-sectoral agreement on e-portfolio standards, policy and business rules achieved. ▪ Operating national infrastructure in which state and territory tools for managing learner information can deliver local requirements while supporting national coverage.
Deliverables in 2008	<ul style="list-style-type: none"> ▪ The establishment of a reference group of RPL managers and key agency representatives as the frontline stakeholder group for the learner information management infrastructure. ▪ The identification and initial pilot of technical standards to enable e-portfolios to support jurisdictional RPL processes.
Alignment with the 2008–2011 Framework Strategy	
Strategic direction	Build on essential e-learning infrastructure

Goal	A cohesive national infrastructure for managing learner information to support RPL and other transition processes.
Strategies	<ul style="list-style-type: none"> ▪ research and pilot required standards ▪ work with jurisdictions and other sectors to reach agreement on standards ▪ develop policy and business rules for a national approach. ▪ establish relevant national coordination.
Contacts	

<i>L2 – E-standards for Training</i>	
Description	<p>Previously the Framework has developed a coherent framework of standards for managing access to learning resources nationally, and a process for ratifying national standards which has been endorsed by NSOC.</p> <p>This business activity will continue the existing NSOC-endorsed standards agreement and ratification process. Existing standards will be maintained, updated and supported by tools and guidance material for users. New standards research, development and trials will take place in emerging technology areas of significance to the national training system. The E-standards for Training website will provide the major reference point for VET standards.</p> <p>A close working relationship with the national leaders of the Innovation Program will be developed to ensure appropriate responses from the E-standards for Training business activity to identified emerging needs and lessons learnt through the program.</p>
Objectives	<ul style="list-style-type: none"> ▪ To support the training system's essential e-learning infrastructure by standards agreed by all jurisdictions. ▪ To promote the use of standards at all levels within the training system, including support with implementation tools and guidance materials. ▪ To research and develop standards in emerging technology areas including ICT standards to support managing learner information, RPL processes, personalised learning and knowledge management. ▪ To provide an essential reference point on e-standards for the training sector. ▪ To provide a basis for collaboration on standards with other sectors and international standards movements.
Outcomes	<ul style="list-style-type: none"> ▪ Effective research and ratification process for national standards, supported by jurisdictions. ▪ National standards for content access used in all jurisdictions. ▪ Guides and tools available to support easy application of standards. ▪ The benefits of emerging learning technologies identified and promoted. ▪ Nationally agreed standards for new ICT available, supported by guidelines for both teachers and technicians. ▪ Interconnected wide area networks that facilitate mainstream uptake of e-learning.
Deliverables in 2008	<ul style="list-style-type: none"> ▪ Continued standards ratification process.

	<ul style="list-style-type: none"> ▪ Maintenance and publication of existing standards and implementation tools, including the use of the E-standards for Training website. ▪ Standards researched, developed, piloted and publicised in priority areas.
Alignment with the 2008–2011 Framework Strategy	
Strategic direction	Build on essential e-learning infrastructure
Goals	<p>A strong repository network infrastructure.</p> <p>A system that can implement national technical standards that ensures portability and re-use of learning content.</p> <p>A cohesive national infrastructure for managing learner information to support RPL and other transition processes.</p> <p>The VET sector is quick and effective in adapting new ICT to support personalised learning.</p>
Strategies	<ul style="list-style-type: none"> ▪ maintain collaborative focus on relevant research and update standards ▪ provide national ratification process for standards ▪ promote content standards nationally ▪ develop implementation guides and support tools ▪ ongoing systemic support for the use of new and emerging technologies which will: <ul style="list-style-type: none"> ▪ develop broad workforce capability in using new technologies ▪ monitor, research, develop and maintain standards for new technology areas ▪ develop and promote network standards that enable user access to e-learning applications and resources.
Contacts	

L3 – LORN (Learning Object Repository Network)	
Description	<p>This business activity will consolidate LORN as the major source of online training and assessment materials for the national training system. The shared infrastructure will be extended to include the broadest possible range of resource repositories suitable for VET learners and will be widely promoted to RTOs, teachers and support staff. Promotional material and guidelines will also target RTOs as potential repository members. Where appropriate repository membership will be extended to include enterprises and commercial publishers.</p> <p>Online licensing and e-transactions will be a major feature of the repository service. The LORN business model will provide incentives for sharing materials developed by training providers, industry and enterprises, including commercial publishers able to meet LORN requirements. LORN will continue to develop tools and features to suit VET needs, including strategies to support user review of resources and the share and return of customised versions.</p> <p>An ongoing governance arrangement will be established to secure the long-term sustainability of this national VET asset.</p>
Objectives	<ul style="list-style-type: none"> ▪ LORN operates as an efficient, expanding, dynamic infrastructure which becomes the preferred source of learning resources for the VET sector. ▪ LORN's principles for the development of e-learning resources and resource repositories are widely accepted at all levels within the VET sector.
Outcomes	<ul style="list-style-type: none"> ▪ VET practitioners have immediate desktop access to a national pool of relevant learning resources. ▪ Continued efficient and reliable service and governance of the national infrastructure, according to nationally agreed service-level key performance indicators (KPIs). ▪ Repository membership by all jurisdictions. ▪ Repository membership by RTOs, business and commercial publishers.
Deliverables in 2008	<ul style="list-style-type: none"> ▪ A service-level agreement for managing the national infrastructure. ▪ A fully operating license and e-transaction system is established. ▪ A LORN business model is established to reflect the interests of all jurisdictions, and promote resource contribution and exchange. ▪ There is an increase in repository membership, in the range and volume of available resources, and in the number of users. ▪ Documentation for repository owners, consumer access providers and users is fully maintained.

	<ul style="list-style-type: none"> ▪ LORN support tools for both developers and users of resources are developed and disseminated.
Alignment with the 2008–2011 Framework Strategy	
Strategic direction	Build on essential e-learning infrastructure
Goal	A strong repository network infrastructure.
Strategies	<ul style="list-style-type: none"> ▪ promote LORN to RTOs, enterprises, teachers and trainers ▪ support multiple organisations to contribute to repositories ▪ provide a seamless licensing and transaction system ▪ establish a service agreement for operational management under the auspice of FLAG.
Contacts	

L4 – Flexible Learning Toolboxes	
Description	<p>The Flexible Learning Toolbox (Toolbox) business activity will continue in 2008 so that learners and practitioners continue to benefit from a national collection of learning and assessment resources (Toolboxes) that directly support the implementation of industry training packages and meet state and territory e-learning priorities.</p> <p>Production of new Toolboxes will be streamlined to provide a more rapid response as urgent new training and assessment needs are identified. The Toolbox focus on modelling educational quality will be retained while incorporating online assessment and RPL tools. Older Toolbox material will be updated in skill priority areas to meet new training package requirements, technical standards and technology formats.</p> <p>Support for teachers and producers of e-learning content will be improved through a refocused Toolbox website. A continuing field service will support RTOs and businesses in using and customising Toolbox material including the use of LORN to directly access and use individual learning objects.</p>
Objectives	<ul style="list-style-type: none"> ▪ To develop and maintain a national collection of quality re-usable e-learning and assessment resources. ▪ To ensure the Toolbox Repository is a major source of e-learning content for LORN. ▪ To develop and implement a business model for the Toolbox Repository that facilitates a 'user-based' ongoing maintenance strategy for Toolbox learning objects. ▪ To increase the use of Toolbox e-learning content to address industry skill shortages and enterprise training delivery requirements. ▪ To develop and support the capability of the national training sector to develop, customise and use e-learning content.
Outcomes	<ul style="list-style-type: none"> ▪ Toolbox resources are rapidly deployed. ▪ Toolboxes are maintained and expanded to cover priority skill shortage areas. ▪ All training providers will have direct affordable online access to Toolboxes in learning object form. ▪ Increased uptake of RPL and online assessment.
Deliverables in 2008	<ul style="list-style-type: none"> ▪ E-learning and assessment resources in dual form – Toolbox kits and Toolbox learning objects – aligned with industry training packages and covering high-demand training areas and identified skills shortages. ▪ Repackaging of existing Toolboxes into SCORM (Sharable Content Object Reference Model) compliant learning objects and

	<p>continued population of the Toolbox Repository.</p> <ul style="list-style-type: none"> ▪ LORN-based business model for Toolbox Repository implemented. ▪ Provision of the Toolbox Champions service to ensure the broad awareness and use of Toolbox content and LORN to support the effective uptake of e-learning. ▪ Maintain and promote national technical standards for the design and packaging of e-learning content to maximise accessibility and usefulness. ▪ Production tools and developer guidelines for RTO developers of e-learning content, including the development and maintenance of the national Toolbox website. ▪ A national audit of the use of Toolboxes and the Toolbox Repository.
Alignment with the 2008–2011 Framework Strategy	
Strategic direction	Build on essential e-learning infrastructure
Goal	A significant collection of national e-learning resources being used by RTOs across all jurisdictions.
Strategies	<ul style="list-style-type: none"> ▪ streamline processes for rapid development of Toolbox materials in skills shortage areas ▪ continue to extend training package coverage of Toolbox resources ▪ maintain, review and update existing Toolboxes including integration of assessment and RPL tools ▪ support RTOs and business to use and customise Toolbox materials.
Contacts	

<i>L5 – Benchmarking and Research</i>	
Description	<p>Framework activities will be supported by a range of research activities that will:</p> <ul style="list-style-type: none"> ▪ measure the uptake and impact of e-learning among target markets in the VET sector ▪ inform the development of new policy directions and future Framework activities ▪ investigate emerging technologies and their application in the VET sector ▪ provide an understanding of the needs of various market segments in the VET sector. <p>Research into the uptake and impact of e-learning will build on previous benchmarking activities, with a particular focus on measuring demand for e-learning, from both business and individuals. It will also be expanded to include measurement of:</p> <ul style="list-style-type: none"> ▪ recognition of learning outside formal learning structures ▪ choice for learners via non-classroom based learning ▪ engagement of disengaged learners. <p>Where relevant, research will be communicated in terms of outcomes for clients, and in ways that engage audiences and support the further uptake and integration of e-learning.</p>
Objectives	<ul style="list-style-type: none"> ▪ To provide qualitative data and case studies to communicate the success stories of the uptake of e-learning in VET. ▪ To employ strategies for increasing the uptake of e-learning that are based on a solid understanding of the needs of various market segments. ▪ To support organisations in the uptake and implementation of benchmarking as a means of supporting the quality of uptake of e-learning across VET. ▪ To provide input into Framework activities over the next four years as well as future Framework strategies. ▪ To provide dedicated resources for the provision of policy advice to and on behalf of the Framework. ▪ To ensure Framework activities and policies incorporate the latest thinking and technology.
Outcomes	<ul style="list-style-type: none"> ▪ Annual reports on the uptake and impact of e-learning, including: <ul style="list-style-type: none"> ▪ analysis of quantitative and qualitative data ▪ production of case studies of success stories in e-learning ▪ final report including high-level analysis of the uptake of

	<p>e-learning in VET over 2008.</p> <ul style="list-style-type: none"> ▪ Increased understanding of the uptake and impact of e-learning, informing future directions in e-learning. ▪ Increased use of, and demand for, e-learning approaches. ▪ Framework policies and activities are informed by appropriate, up-to-date research. ▪ The benefits of emerging learning technologies are identified and promoted. ▪ There is VET sector confidence in the range of information and support available for e-learning.
Deliverables in 2008	<ul style="list-style-type: none"> ▪ An annual report on the uptake and impact of e-learning in the various target markets of the VET sector, as investigated through a series of targeted surveys during 2008. ▪ Research conducted on some priority policy issues and a research program developed for 2008–2011. ▪ A series of reports on focused market research projects, reporting on the needs of specific segments of the VET market.
Alignment with the 2008–2011 Framework Strategy	
Strategic directions	<ul style="list-style-type: none"> ▪ Invest strategically in business–provider partnerships. ▪ Invest in empowering learners. ▪ Evaluation of the Framework.
Goals	<ul style="list-style-type: none"> ▪ Increase demand from businesses for e-learning. ▪ Greater choice for learners via non-classroom based learning. ▪ Increased participation by disadvantaged learners. ▪ Increased demand from individuals for e-learning.
Strategies	<ul style="list-style-type: none"> ▪ promote benefits and returns on e-learning investment based on real-life examples ▪ identify needs, barriers and the kinds of messages and approaches different businesses will respond to ▪ identify needs, barriers and the kinds of messages and approaches different individuals will respond to ▪ identify where RTOs are using e-learning and experiencing returns and promote benefits ▪ identify and demonstrate the ways in which e-learning can increase engagement by groups not already engaged in e-learning, including Indigenous learners.
Contacts	

L6 – Access to E-learning Knowledge and Know-how	
Description	<p>Through this business activity, the VET sector will have ready access to relevant information, people and resources that demonstrate leading-edge e-learning practices to support the training needs of individuals and enterprises. Three specific activity areas aim to ensure RTOs are aware of and can directly benefit from the Framework investment in e-learning infrastructure.</p> <p><i>Improved access to online resources and support tools</i></p> <p>The flexiblelearning.net.au site will be redeveloped to integrate new website technologies that make current and past information, research and case studies, resources and support tools more easily available to RTOs and practitioners throughout Australia.</p> <p><i>Online networks and communities of practice</i></p> <p>To ensure that VET practitioners can continue to share knowledge and expertise about e-learning, this activity area will support and sponsor online events and communities of practice across the national training sector. An e-journal of learning innovation will be published to enable the sharing of knowledge and practice.</p> <p><i>E-learning advice and expertise</i></p> <p>An e-learning advisory and support function will be funded at the jurisdictional level. The key focus of this activity area will be to coordinate and undertake activities that embed national Framework outcomes and mainstream e-learning within state and territory training systems.</p> <p>This will include ensuring RTOs and practitioners are aware of, and can utilise, the products, knowledge and services funded through the Framework's Leadership Program. In addition this role will ensure that e-learning developments funded through the Framework's Innovation Program will contribute to national sector outcomes eg provide feedback to inform emerging priorities of the Leadership Program.</p> <p>The respective FLAG member will be responsible for ensuring this activity area addresses Framework goals and objectives within the context of state and territory priorities for e-learning.</p>
Objectives	<ul style="list-style-type: none"> ▪ To provide greater access to valuable past resources while adding new material and increasing links. ▪ To facilitate mentoring and sharing of e-learning expertise among e-learning practitioners, RTOs and business. ▪ To provide coordination and RTO support in jurisdictions to ensure that Framework resources and services effectively support state and territory e-learning priorities. ▪ To provide a conduit between the Leadership and Innovation Programs, ie state and territory Innovation Program innovations benefit from, and contribute to, outputs from the Leadership Program.

<p>Outcomes</p>	<ul style="list-style-type: none"> ▪ Upgraded flexiblelearning.net.au website providing better access to key resources supporting e-learning and improved tools for knowledge-sharing. ▪ Sharing of e-learning knowledge and expertise across the VET sector and its business partners, through connections between novices, practitioners and experts. ▪ E-learning developments informed by sound knowledge and practice. ▪ Effective embedding of e-learning according to state and territory priorities. ▪ Greater number of RTOs and practitioners using e-learning strategies for personalised learning solutions and training partnerships with industry. ▪ Evidence of take-up of Leadership Program outputs (eg LORN, Toolboxes, E-standards) by Innovation Program innovations.
<p>Deliverables in 2008</p>	<ul style="list-style-type: none"> ▪ Upgrade of the flexiblelearning.net.au website and implementation of emerging web service strategies to support improved access and knowledge sharing. ▪ Provision of an e-learning advisory and support function in each state and territory to support the mainstreaming of e-learning by RTOs and take up of Leadership Program outputs. ▪ Collaborative learning through online events, facilitated communities of practice and publication of an e-journal.
<p>Alignment with the 2008–2011 Framework Strategy</p>	
<p>Strategic direction</p>	<p>Build on essential e-learning infrastructure.</p>
<p>Goals</p>	<ul style="list-style-type: none"> ▪ VET sector is quick and effective in adapting new ICT to support personalised learning. ▪ A body of knowledge about e-learning readily available to the VET sector.
<p>Strategies</p>	<ul style="list-style-type: none"> ▪ ongoing systemic support for the use of new and emerging technologies which will develop broad workforce capability in using new technologies ▪ develop technical standards and search criteria for an information repository network ▪ consolidate the flexiblelearning.net.au website and the related repository of support resources as a key element of the national knowledge network ▪ extract learning and insights from past projects ▪ encourage connections between novices and expert e-learning practitioners ▪ ensure field workers are available to support and connect local initiatives.
<p>Contacts</p>	

L7 – Brand Management	
Description	<p>The Brand Management business activity will provide high-quality national support and management of the Framework brand.</p> <p>In 2008, the Brand Management business activity will develop key messages that promote e-learning as an integral part of the national training system. These messages will align directly with broader VET communication and branding strategies.</p> <p>Brand Management will work closely with all associated Framework business activities, states and territories to ensure that Framework outputs and outcomes are promoted to VET clients and the VET system in a consistent and coordinated way. This approach will maximise awareness and practical understanding of the impact of, and opportunities provided through, e-learning.</p> <p>Brand Management will develop and implement a brand management strategy that encompasses media, marketing, public relations and advertising. It will be responsible for:</p> <ul style="list-style-type: none"> ▪ the development and implementation of the Framework’s brand management strategy, Framework Style Guide, communication tools, targeted media, awards and event/sponsorship management ▪ providing high-level brand management service and advice to Framework business activities and states/territories, such as in the production of case studies, brochures, CD-ROMs, blogs and websites ▪ management of promotional aspects of flexiblelearning.net.au (eg <i>Flex e-News</i>, news and events, and campaigns) ▪ supporting Framework business activities’ marketing cycles from inception to market readiness <p>Brand Management will also act as a central point of contact for VET clients with enquiries on e-learning and the Framework, assessing client enquiries and redirecting to states and territories.</p>
Objectives	<ul style="list-style-type: none"> ▪ To manage nationally agreed protocols that support clear, consistent and coordinated brand management of e-learning messages through the Framework’s business activities. ▪ To maintain communication awareness of the Framework’s investment in e-learning within the VET system by supporting Framework business activities which promote access to nationally supported, funded and produced, e-learning products, resources and support networks. ▪ To illustrate the Framework’s national investment in resources, standards and repositories for the benefit of the national training system. ▪ To plan and deliver a nationally agreed, effective Framework

	brand management strategy.
Outcomes	<ul style="list-style-type: none"> ▪ Consistency of a VET e-learning brand and Framework key messages. ▪ Targeted, action-oriented e-learning information and communication tools for distribution to diverse VET stakeholder groups. ▪ Promotion of Framework and e-learning VET products, resources and capabilities. ▪ Implementation of a nationally agreed Framework brand management strategy.
Deliverables in 2008	<ul style="list-style-type: none"> ▪ Provide state and territory support in the delivery of Framework business activities that require market readiness, ie style-guiding, promotion and marketing. ▪ Management of agreed protocols that support clear, consistent and coordinated brand management of Framework business activities. ▪ Targeted awareness of the Framework's investment in e-learning business activities within the VET system. ▪ Consistency in the public delivery of the VET e-learning brand and Framework key messages. ▪ Provide high level coordination in the development and use of Framework communication tools. ▪ Promotion of Framework business activities at agreed key VET national events that recognise Framework e-learning products, resources and capabilities, ie national conferences and awards. ▪ Support in the delivery of Framework promotional business activities and state/territory related events.
Alignment with the 2008–2011 Framework Strategy	
Strategic directions	<ul style="list-style-type: none"> ▪ Build on essential e-learning infrastructure. ▪ Invest strategically in business–provider partnerships. ▪ Invest in empowering learners. <p>This activity is a service offered to internal stakeholders to achieve external support.</p>
Goal	This is a service to all Framework business activities, and therefore works to support the achievement of all Framework business goals.
Strategies	<ul style="list-style-type: none"> ▪ As a service, this business activity supports all Framework activities and the delivery of their individual strategies.
Contacts	

Innovation Program

<i>I1 – Industry Integration of E-learning</i>	
<p>Description</p>	<p>This business activity encourages selected industries to develop long-term plans for the inclusion of e-learning in overall industry-led workforce development.</p> <p>This will be achieved through direct funding of industry or clusters of businesses to partner with RTOs based on a sound business case where there is an imperative to find an innovative solution.</p> <p>A consultative approach directly engaging industry will be used so that new industry needs for e-learning can emerge. RTOs will have an important role to play in ensuring that training meets national standards. Resources developed must comply with national standards and wherever possible be made available through LORN.</p> <p>Funding will also be provided directly to business or clusters of businesses to develop e-learning solutions. At least two businesses will need to be involved and the presence of an RTO or group of RTOs will be required in the project team.</p> <p>Integral to this business activity will be a marketing strategy that is based on relationship marketing. Research activities will be undertaken to find out what are industry and business needs, at both local and national levels, and to match e-learning as a solution.</p> <p>A marketing plan will be developed to directly engage industry and to ensure that industry participants are fully aware of the steps needed to implement e-learning.</p> <p>Industry champions will be identified to assist businesses to gain knowledge of how to implement e-learning, in conjunction with training providers.</p> <p>Businesses will also be assisted to develop strong business cases for e-learning projects and a highly visible industry focused website and network of advisors will underpin the marketing strategy.</p>
<p>Objectives</p>	<ul style="list-style-type: none"> ▪ To initiate planned sustainable integration of e-learning for workforce development in a range of industries. ▪ To directly engage and consult with industry to develop long-term whole-of-industry solutions and changes that are strategically planned and industry led. ▪ To provide funding in the order of \$100,000 to \$300,000 per industry area over several years to implement change that is based on a sound business case for e-learning within the industry and a pressing imperative to find an innovative

	<p>solution.</p> <ul style="list-style-type: none"> ▪ To provide funds directly to a cluster of businesses to develop e-learning solutions working in close collaboration with an RTO or group of RTOs. ▪ To implement a marketing strategy using a relationship marketing approach to assist businesses to share knowledge about successful e-learning activities and to develop strong business cases for e-learning projects, which can be funded internally within the business or attract external funding. ▪ To use market intelligence and research to identify new innovation in industry where e-learning provides a good solution and predicts future skills shortages in new and existing industry areas.
<p>Outcomes</p>	<ul style="list-style-type: none"> ▪ Increased number of significant partnerships between firms and training providers utilising e-learning to increase workplace performance. ▪ More employers demanding e-learning solutions from training providers. ▪ Increased use of e-learning in workforce development. ▪ Increased investment by businesses in e-learning. ▪ Increased capacity of business to meet priority skill needs. ▪ Increased investment by industry in e-learning for long-term workforce development.
<p>Deliverables in 2008</p>	<p>Market research with industry peak bodies to identify, through a consultative approach, opportunities for long-term development of an innovative e-learning strategy.</p> <p>From the market research activity, consultative development of long-term business plans for three industries for the integration of e-learning.</p> <p>Five to seven clusters of businesses, with industry-wide influence, funded for one-year e-learning implementation in 2008, determined from a competitive bidding process.</p> <p>Enhancement of an industry-focused website and appropriate tools for industry that profile these industry outcomes and successful provider/industry-funded approaches from the other Framework business activities.</p> <p>A series of business planning workshops on developing industry-based business plans for integrating e-learning, adapting the <i>Practical guide to e-learning for industry</i> to meet this purpose.</p> <p>Industry-based forums and showcases in capital cities that promote the outcomes from industry activities that have been selected through a competitive process.</p>

Alignment with the 2008–2011 Framework Strategy	
Strategic direction	Invest strategically in business–provider partnerships.
Goals	<ul style="list-style-type: none"> ▪ Increase the number of e-learning partnerships between training providers and businesses. ▪ Increase demand from businesses for e-learning. ▪ Whole of industry e-learning solutions to critical issues.
Strategies	<ul style="list-style-type: none"> ▪ invest in industry engagement projects ▪ equip training providers and businesses to develop business cases for e-learning ▪ promote benefits and returns on e-learning investment, based on real-life examples ▪ develop exemplars that can demonstrate a potential multiplier effect ▪ identify needs, barriers and the kinds of messages and approaches different businesses will respond to ▪ encourage 'industry advocating to industry' by identifying industry champions ▪ develop multi-year consultative projects ▪ use industry-based mechanisms (industry associations, road-shows etc) to communicate the benefits of e-learning and to influence businesses.
Contacts	

I2 – State and Territory Grants for E-learning Innovations

<p>Description</p>	<p>Through this business activity, states and territories will be allocated funds to implement e-learning innovations that fulfil national guidelines within the context of their own identified e-learning priorities.</p> <p>In keeping with the Framework's focus on integrating and embedding e-learning in training providers, these innovations will be driven from the needs of clients for support and assistance in implementing e-learning. Framework field staff will continue to play the pivotal frontline role in responding to the requests from clients and for supporting the delivery of Framework innovations in the local VET market.</p> <p>National guidelines will be developed that commit jurisdictions to implement innovations that will achieve a number of the Framework's strategic intentions. For 2008 priorities will cover:</p> <ul style="list-style-type: none"> ▪ developing effective partnerships between RTOs and businesses through delivering workplace learning using e-learning solutions ▪ supporting RTOs to embed e-learning in delivery strategies where e-learning provides a solution to business needs ▪ establishing and fostering partnerships between businesses, industries, enterprises and RTOs to increase employment and e-learning opportunities for Indigenous people ▪ supporting the establishment of e-learning as a training delivery strategy for RTOs committed to supporting disadvantaged learners. <p>Grant recipients will also need to commit to using the national e-learning infrastructure – standards, resources, guidelines and professional networks, in their e-learning solutions.</p> <p>And they will need to commit to returning benefit to the national efforts to embed e-learning in the training system – eg participating in trialling new technologies and infrastructure like the e-portfolios, adapting existing resources or developing new resources specifically for individual business clients, disseminating and promoting knowledge through professional networks and communities of practice, sharing resources that have been developed through LORN and promoting the Framework objectives and brand.</p> <p>Jurisdictions will be encouraged to pool their resources and work across jurisdictional boundaries when there is a shared training priority that can be addressed using e-learning.</p> <p>Cross-jurisdictional collaboration will be supported through flexible management arrangements allowing each jurisdiction to determine the best way to use its funding allocation and through the network of Framework field staff.</p> <p>FLAG members will be responsible for delivering the outcomes of these innovations.</p>
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Objectives	<ul style="list-style-type: none"> ▪ To allocate funds for each state and territory to use to achieve Framework outcomes within the context of jurisdictional priorities. ▪ To facilitate greater ownership by the states and territories of the Framework strategic priorities. ▪ To facilitate innovations where resource development and capability building contribute to achieving client outcomes. ▪ To share the resources, knowledge and expertise developed through their projects. ▪ To develop a collaborative network of RTOs to share learning and leadership on both mainstream and innovative e-learning solutions for businesses.
Outcomes	<ul style="list-style-type: none"> ▪ More employers demanding e-learning solutions from training providers. ▪ More individuals requesting e-learning opportunities from training providers. ▪ Increased number of significant partnerships between businesses and training providers utilising e-learning to increase workplace performance. ▪ Learners experiencing and benefiting from a greater choice of training providers. ▪ Training providers better meeting identified training needs by e-learning. ▪ More disengaged and disadvantaged learners engaged through e-learning. ▪ Greater emphasis on personalising learning with new technology innovations supporting target learner groups. ▪ More learners gaining recognition for units of competency and qualifications beyond those based on formal structures.
Deliverables in 2008	<ul style="list-style-type: none"> ▪ Nationally agreed guidelines for funding of state and territory innovations. ▪ State and territory innovations developed and implemented.
Alignment with the 2008–2011 Framework Strategy	
Strategic directions	<ul style="list-style-type: none"> ▪ Build on essential e-learning infrastructure. ▪ Invest strategically in business–provider partnerships. ▪ Invest in empowering learners.
Goals	<ul style="list-style-type: none"> ▪ VET sector is quick and effective in adapting new ICT to support personalised learning. ▪ A body of knowledge about e-learning readily available to the VET sector. ▪ Increase the number of e-learning partnerships between training providers and businesses.

	<ul style="list-style-type: none"> ▪ Increase demand from businesses for e-learning. ▪ Increased demand from individuals for e-learning. ▪ Greater choice for learners via non-classroom based learning. ▪ Increased participation by disadvantaged learners. ▪ Increased recognition of learning.
<p>Strategies</p>	<ul style="list-style-type: none"> ▪ equip training providers and business to develop business cases for e-learning ▪ provide targeted contestable funding to support RTOs to embed e-learning ▪ develop mechanisms for advising and supporting RTOs at an administrative and strategic level to implement e-learning solutions, including developing business cases ▪ identify and demonstrate the ways in which e-learning can increase engagement by groups not already engaged in learning including Indigenous learners ▪ work with employment agencies and advocacy groups to build learner demand.
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