



# REGIONAL ACTION PLAN

Embedding GROW principles  
across the Gippsland region

October 2018





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## **GROW (Growing Regional Opportunities for Work)**

Gippsland is a collaborative program that seeks to strengthen regional social and economic outcomes and increase job opportunities through procurement and employment.

Recognising the economic challenges Gippsland faces and building on the strengths of the region, the Latrobe Valley Authority commissioned the development of the GROW Gippsland program to change the way business is done in Gippsland and grow the regional economy.

This GROW Regional Action plan is a result of six months of development work and engagement with 28 formal participants and a network of supporting partners. It provides an overview of the GROW Gippsland Program, including the regional context, challenges, opportunities and the priority action plan for delivery over the next two years.



## GROW GIPPSLAND OVERVIEW

GROW is a collaborative regional initiative originally developed between the Give Where You Live Foundation and the Geelong Region Alliance (G21) to address disadvantage in four key postcodes in Geelong and Colac.

GROW programs are now being established across a number of Victorian regional locations, with the aim of addressing disadvantage and strengthening regional economies by focussing on job creation in key communities through social procurement, inclusive (demand led) employment, and impact investment.

- GROW G21 (Geelong region) - launched 2015
- GROW Gippsland - launched 2018
- GROW Ballarat, GROW Bendigo and GROW Shepparton - launching late 2018

### WHAT

Driven by strategic imperatives and with the support of local partners, GROW Gippsland is embedding an innovative approach to local economic development to improve social impact in the region:

- Redirecting procurement spend towards local business
- Creating jobs through local inclusive employment approaches
- Cultivating impact funding and investment opportunities

### WHY

The local community provided a strong message regarding the imperative to increase the supply of local jobs available in Gippsland, and to ensure that these jobs go to local people from key target groups.

### HOW

GROW Gippsland will work as a catalyst and capacity builder, inspiring action, activating local collaborations and building the capacity of regional stakeholders to embed and sustain the GROW Gippsland approach. In this way, local regeneration, social impact and economic development will be sustained.

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## THE OPPORTUNITY

1

Structural change is underway in the Gippsland economy. Whilst the local economy is robust and new investment is assisting revitalisation, there are pockets of entrenched unemployment and disadvantage.

2

There is a need for a new local economic development approach that will drive improved social outcomes in the Gippsland region. This approach should enhance the viability of local businesses and enable them to increase local and inclusive employment opportunities.

3

Evidence shows that improving social impact through local economic development is most successful when existing money or incoming investment is 'held onto' by the local economy. Allowing it to flow to and between local businesses, services and people prevents it leaking out of the area and can create local social impact.

4

To revitalise the Gippsland economy, there is a need for more local procurement, inclusive employment of local people, and impact funding and investment to support emerging businesses.

5

There is a \$1Billion pipeline of State Government infrastructure projects until 2020 to leverage as an enabler for driving change through local social procurement.



## THE GIPPSLAND REGION

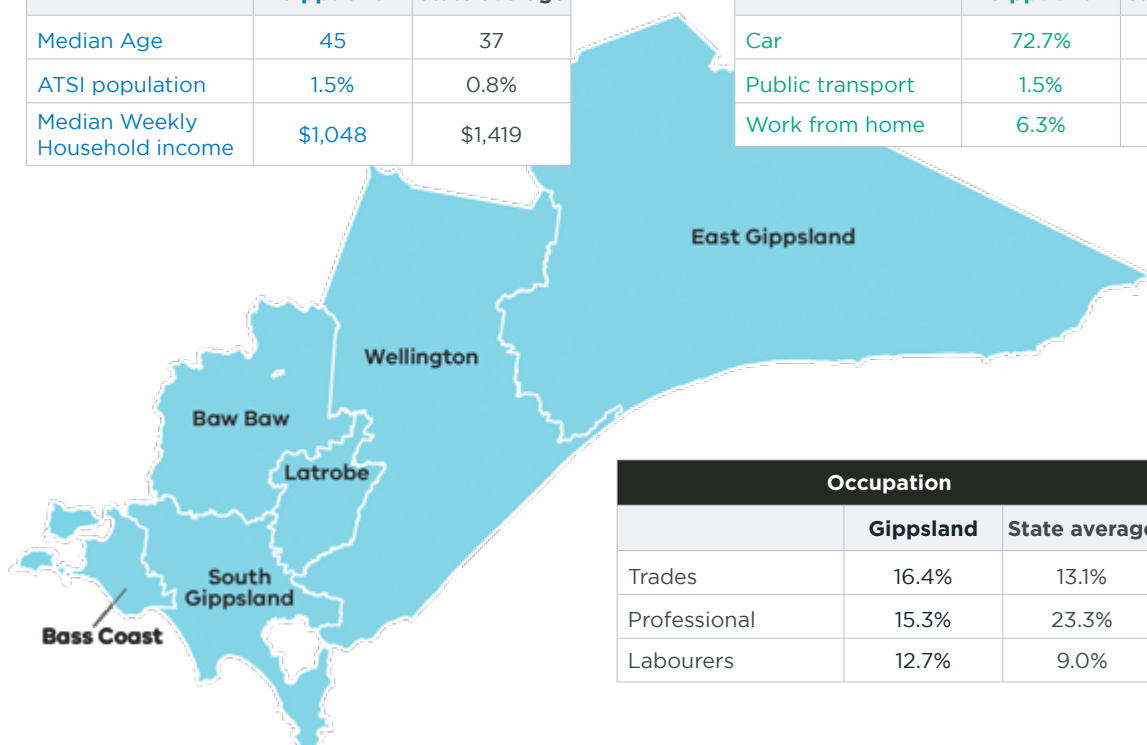
Gippsland is a large and diverse region with many assets and industries. Over the past decade it has had periods of economic growth but some areas, particularly the Latrobe Valley, have experienced more challenges.

The whole region has been subject to more structural change than the regional Victorian average. Employment has fluctuated in East Gippsland in agriculture, forestry and fishing and the area has experienced spikes in construction related to large-scale gas projects. South Gippsland has benefited from high levels of population growth resulting in increased employment in the construction sector.

Gippsland as a whole has a slightly older population than the Victorian average (median age 45 versus 37). Proportionately the region has almost double the Victorian average of Aboriginal and Torres Strait Islander (ATSI) people, who are significantly younger than the overall Gippsland average and often more aligned to early career stages. Gippsland has a higher than State average proportion of people working in trades and as labourers and a significantly lower percentage employed in the professional fields. Limited public transport is widely recognised as a barrier for people getting to education and employment.

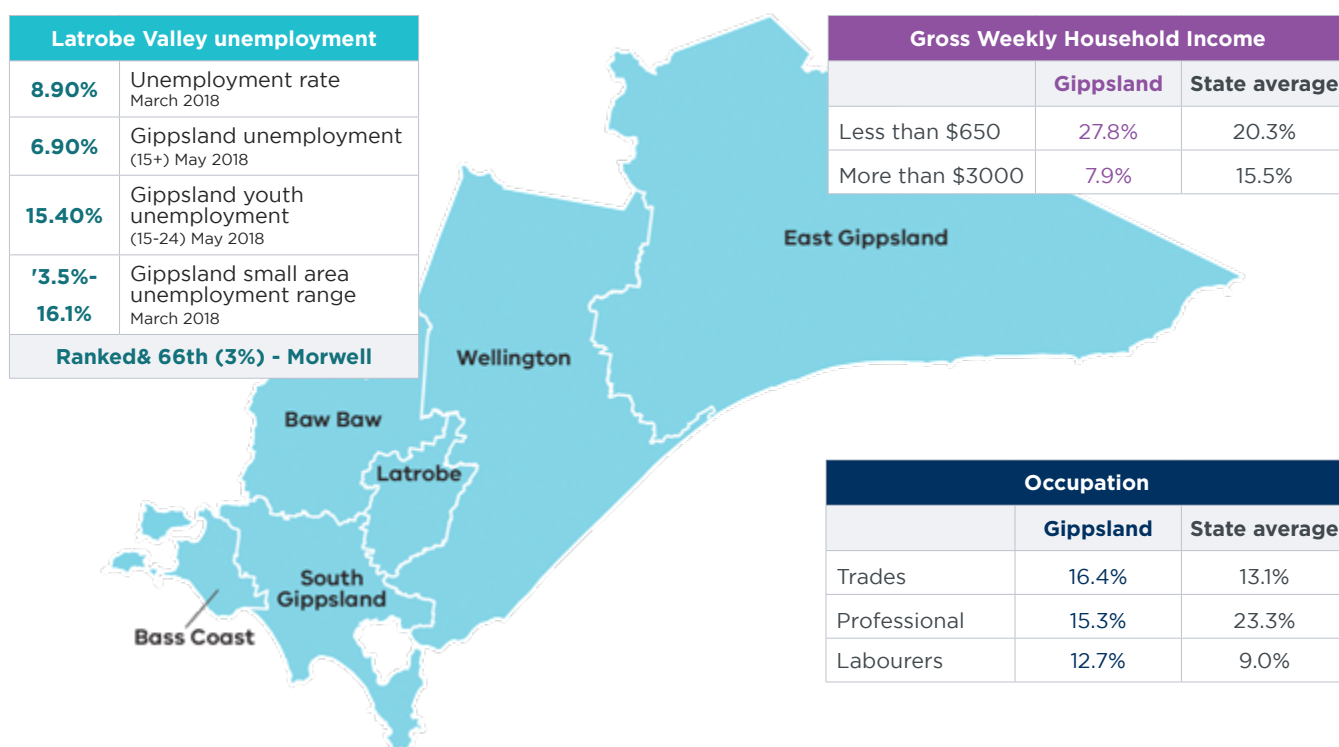
Gippsland demographics		
	Gippsland	State average
Median Age	45	37
ATSI population	1.5%	0.8%
Median Weekly Household income	\$1,048	\$1,419

Travel to work		
	Gippsland	State average
Car	72.7%	66.3%
Public transport	1.5%	12.6%
Work from home	6.3%	4.6%



Occupation		
	Gippsland	State average
Trades	16.4%	13.1%
Professional	15.3%	23.3%
Labourers	12.7%	9.0%

The Latrobe Valley region is an area of Victoria that has faced significant adversity over many years. The one-time thriving region has experienced significant job losses since the 1980s as a result of the gradual decline of both the power and timber industries, significant contributors to employment and the economy. The Latrobe Valley towns of Moe and Morwell are among the most disadvantaged localities in regional Victoria. Both rank low on the Socio-Economic Index for Areas (SEIFA), which measures multiple indicators of disadvantage. Gippsland as a whole has higher than Victorian average unemployment.



The impacts of ongoing unemployment and disadvantage are well documented. Research shows significant negative impacts on individuals and families of lost earnings and future potential for earnings, health, well-being, and educational attainment.

*As outlined in the G21 GROW Strategic Plan (Burkett et al. 2014) high levels of unemployment have implications at a regional level, including:*

- *loss of productivity in the region with flow-on effects for business and business confidence, public revenue generation and overall economic performance of the region.*
- *increased pressure on community and public services.*
- *reputation consequences resulting from stereotypes and media portrayals which homogenise and universalise disadvantage across much broader areas than is actually the case.*

While employment is certainly not the only factor to tackle in addressing disadvantage, research by the Reserve Bank of Australia (2014) found that employment was the most reliable indicator of whether someone would move out of disadvantage over time. The Reserve Bank also found that the quality of employment is also critical to avoid individuals cycling back into unemployment.

## THE **GROW PROGRAM**

In February 2018 the Latrobe Valley Authority established the GROW Gippsland program which went on to be formally launched by the Victorian Government in June 2018.



GROW asks local organisations and non-local organisations working in Gippsland to commit to looking for opportunities to redirect their spend towards local businesses and to creating better social outcomes. These social outcomes can include buying from social enterprise, Aboriginal business, or businesses that pro-actively employ job seekers with barriers to work (known as 'inclusive employment'). Organisations are also encouraged to set targets and develop action plans to improve their own inclusive employment practices.

GROW works with employment and training partners to match new jobs and opportunities with people who have acquired the right skills and are supported to meet employer's needs. GROW also works with organisations to help identify opportunities and make the systemic changes required to become more inclusive employers. Working with both jobseekers and employers is key to creating quality, sustainable employment pathways and avoiding employment 'churn'.

***Ultimately, GROW seeks to change the way business is done in Gippsland.***







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## GROW PRINCIPLES FOR ENABLING CHANGE

GROW Gippsland draws on the significant experience and practices developed from the GROW program in the Geelong region, implemented by G21 and Give Where You Live. The Gippsland program is being developed to address the region's specific strengths and challenges and to address local need through the application of the GROW principles.

1. **GROW is a 'place-based' regional project** that draws on the resources of the region. GROW addresses place-based disadvantage by linking place, regional and people-based approaches.
2. **GROW's focus is systemic and structural.** GROW seeks to strengthen networks of people within the region to address disadvantage (systemic). In addition, GROW also seeks to understand and intervene in structural barriers, opening up opportunities that don't already exist to the community (e.g. direct engagement with employers, procurement managers and leaders).
3. **GROW requires a collaborative approach** from all sectors actively working to create positive change. GROW is built on the premise that growing a stronger regional economy is everyone's business not just government and the community sector. High levels of unemployment affect the prosperity of the region which negatively impacts the community, business and the region as a whole.
4. **GROW recognises and builds on the good work already happening in Gippsland.** GROW seeks to add value, facilitate linkages, and fill gaps where needed.
5. **GROW builds on data and evidence** gathered from regional national and international sources as well as participating organisations. GROW uses a measurement and reporting platform that demonstrates progress and allows the program to adapt or amplify activities as needed.
6. **GROW is a living project that needs to respond to the community's needs.** Built on a strong platform of evidence, it is also partly an action-learning project itself and may need to adapt over time.

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## THE **GROW GIPPSLAND** **ENVIRONMENT**

The opportunity for GROW Gippsland to significantly impact the regional economy is significant. The community is passionate about growing the local economy and a number of foundational pieces are already underway. There are several initiatives and programs that complement the work GROW is doing.



### **State Government investment in the Latrobe Valley**

- Large levels of investment is resulting in significant work to revitalise the local economy. The Victorian Government is investing \$266 million to support this transition, including the establishment of the Latrobe Valley Authority (LVA) to support the community through this process. The LVA and Regional Development Victoria (RDV) are delivering a range of initiatives to increase jobs, support business and grow the economy. The Industry Capability Network is actively working to build the capability of business in Gippsland to respond to and deliver on tender opportunities.
- Jobs Victoria runs a suite of programs to support people with complex barriers to work into sustainable employment. These programs complement the federally funded services for all jobseekers, people with disabilities and Indigenous jobseekers.

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## **Victoria's Social Procurement Framework**

- This whole-of-Government approach to social procurement is an Australian first and capitalises on government buying power to maximise social, economic and environmental benefits for Victorians and opportunities for Victorian jobs. It will apply to purchases of all goods, services and construction by departments and agencies.
- The framework will mean businesses who use social and disability enterprises, and Aboriginal businesses in their tenders for government contracts and who pro-actively employ people facing complex barriers to work will have a competitive edge over those who don't – mirroring the social procurement component of GROW.
- The Social Procurement Framework will apply to all Victorian Government departments and agencies and will create a significant shift in the way Victorian organisations do business as it rolls out over the next 18 months and beyond. GROW will fast track Gippsland businesses to be ready to meet new government requirements by supporting business to develop their capacity for tendering, and specifically, meeting these social procurement targets.

## **The Victorian Aboriginal Economic Board**

- The Victorian Aboriginal Economic Board (VAEB) aims to create more job opportunities and make it easier for Aboriginal Victorians to start new businesses or expand existing businesses. In June 2018 VAEB announced the Latrobe Valley Landmark Research Project which seeks to ensure that Aboriginal people are at the heart of the economic development opportunities in the Latrobe Valley.
- The Landmark Research Project will review the effectiveness of current economic development initiatives, such as job seeker services and upcoming job and business opportunities. It will look at initiatives related to education and training, employment, procurement and business development and assess how accessible and effective these are for Aboriginal communities in the Latrobe Valley. The Board will use this project to provide advice on gaps and opportunities to the Minister for Aboriginal Affairs and the Victorian Government and develop useful products for wider distribution to Aboriginal people and the business community in the Latrobe Valley.

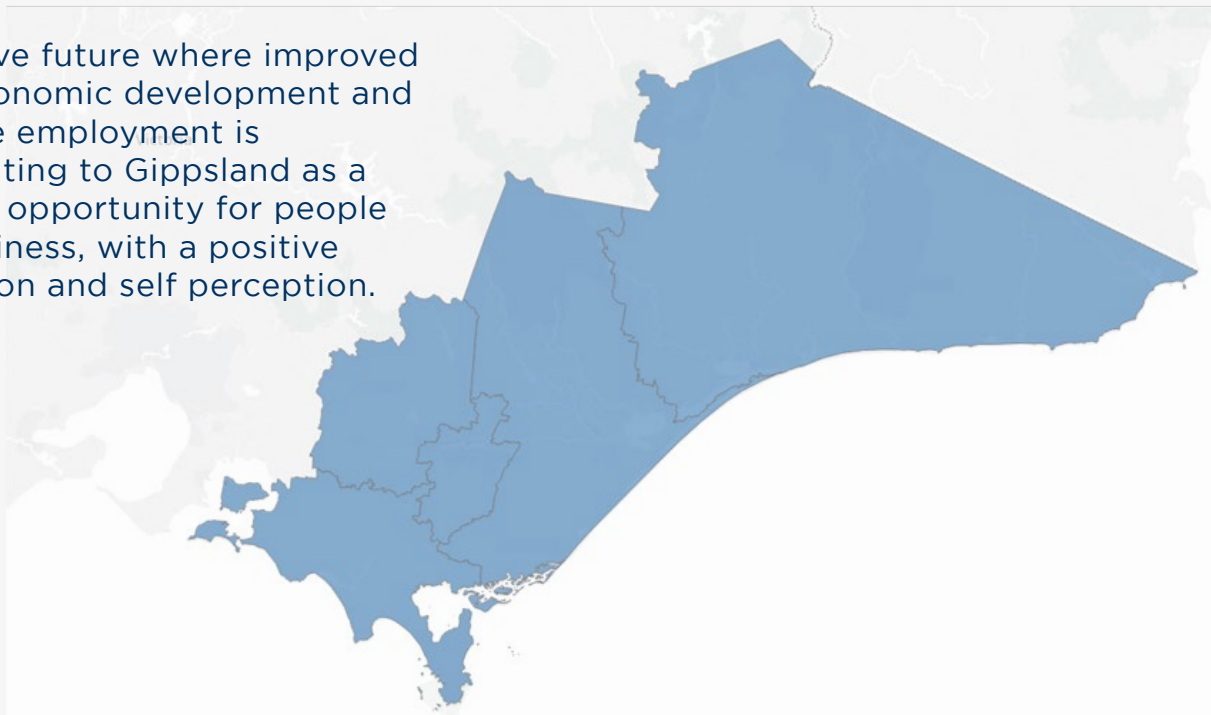
## THE **IMPACT OF CHANGE**

GROW Gippsland drives change in how companies in the region do business, leading to improved social outcomes.

The program will deliver three key outcomes: a stronger regional economy, an increase in employment for key target communities and an increase in local jobs for local people.



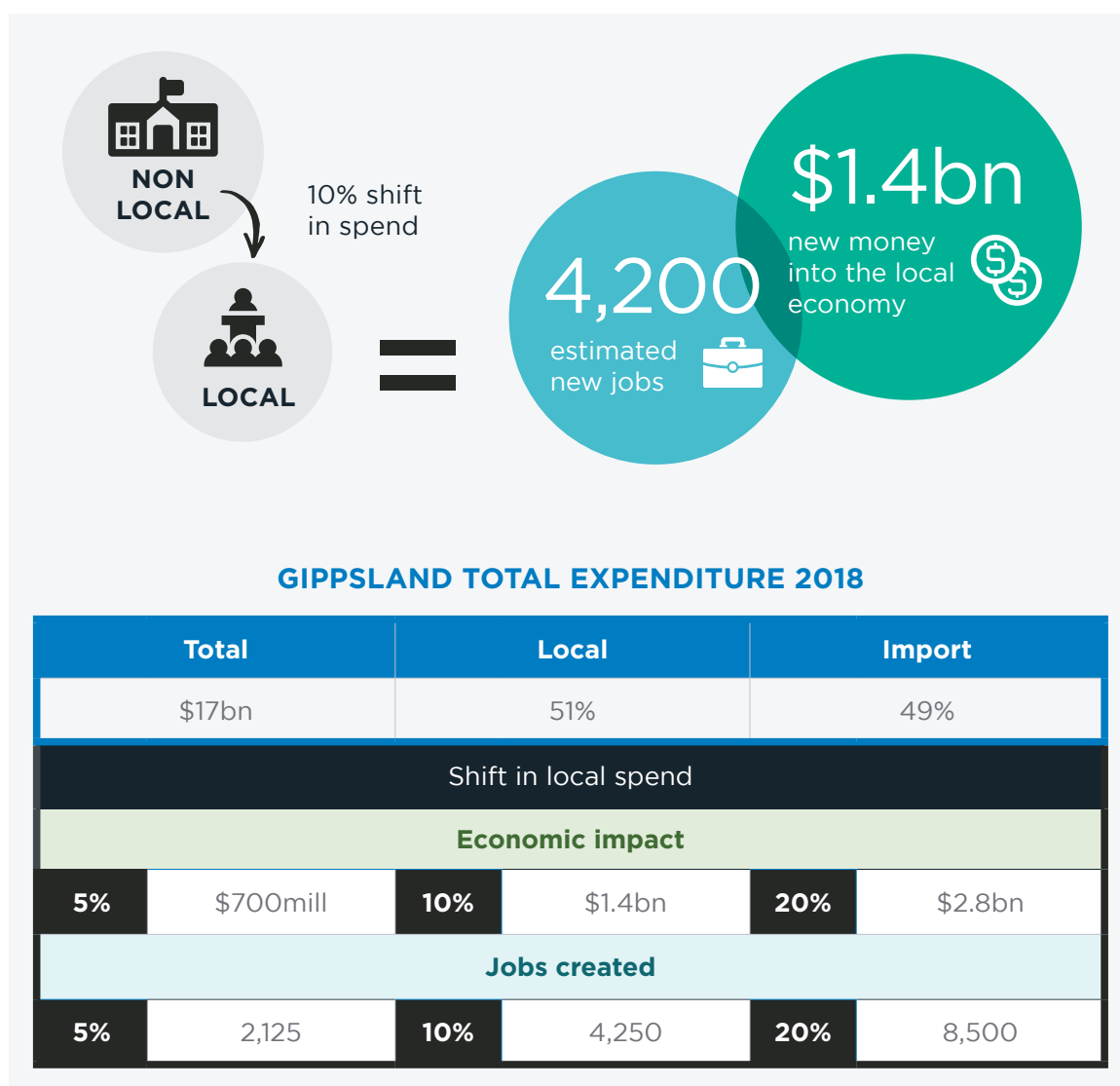
A positive future where improved local economic development and inclusive employment is contributing to Gippsland as a place of opportunity for people and business, with a positive reputation and self perception.



## ENABLING CHANGE

Over \$17 billion is spent each year in the Gippsland region, however almost half is spent with suppliers located outside of the region.

Economic modelling shows that even a small shift in the way the region buys its goods and services can generate significant investment and increased job opportunities in Gippsland.



## CONSTRUCTION AND INFRASTRUCTURE PROJECTS

The construction industry is one of the biggest employers across Gippsland.

The State Government in particular is investing heavily in the region, with more than \$1billion in major construction and infrastructure projects across Gippsland underway or soon to commence. Maximising the impact of this investment on the local economy, local jobs and achieving social outcomes is a key priority of GROW Gippsland.

**\$1 billion**

pipeline of major  
infrastructure  
projects is planned  
across the region.

For every  
additional **10%**  
supplied locally



**\$180m**  
economic  
impact

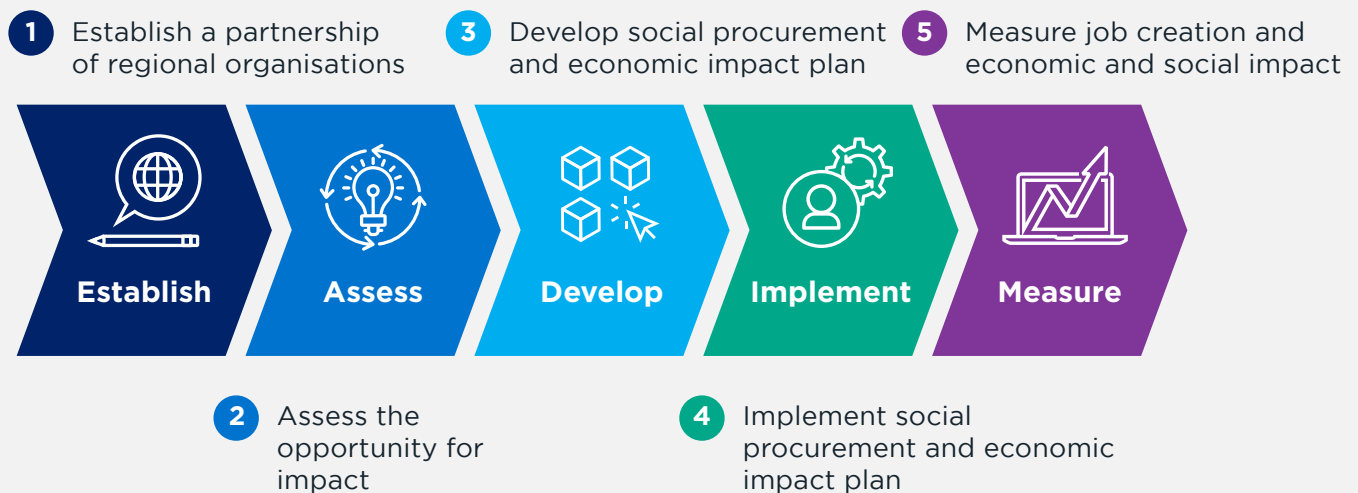


Create  
more than  
**400 jobs**



## PROGRAM DELIVERY

### HOW GROW GIPPSLAND HAS BEEN DEVELOPED



Work completed to date has focussed on the first three stages of this process. Key milestones during the first six months of the program have included:

#### 1 Establish a partnership of regional organisations:

- Initial planning conducted with the Latrobe Valley Authority, ArcBlue, Regional Development Victoria, Industry Capability Network and Localised
- Stage 1 GROW Steering Group established
- More than 120 stakeholder meetings conducted, across a range of organisations including major procurers and employers, local suppliers and support agencies
- GROW Gippsland Regional Launch workshop conducted with 40 representatives from across Gippsland
- 28 GROW Gippsland participant organisations registered (from initial target of 15)

#### 2 Assessing the opportunity for impact

- Participant action plan and reporting framework developed
- 20 GROW Gippsland participant workshops conducted, capability assessments completed and individual action plans developed
- Employment Service mapping and draft action plan completed
- Economic analysis and impact modelling completed

#### 3 Developing a social procurement and economic impact plan

- Regional Action Plan and proposed GROW Gippsland Compact developed based on stakeholder engagement undertaken and input from regional and individual participant workshops

## INTEGRATED MODEL ROLE OF PARTNERS

GROW is a collaborative model that is owned by its participants and partners.

During the development phase of GROW Gippsland, 28 organisations committed to participate in the program. Following a GROW regional workshop in July 2018, there was widespread agreement that GROW should seek participants to sign a GROW Compact (See *Appendix 1.*) committing to integrating the GROW principles into the way they procure and employ and to seek to collectively create impact on jobs and the regional economy.

The following organisations participated in GROW in Stage 1.

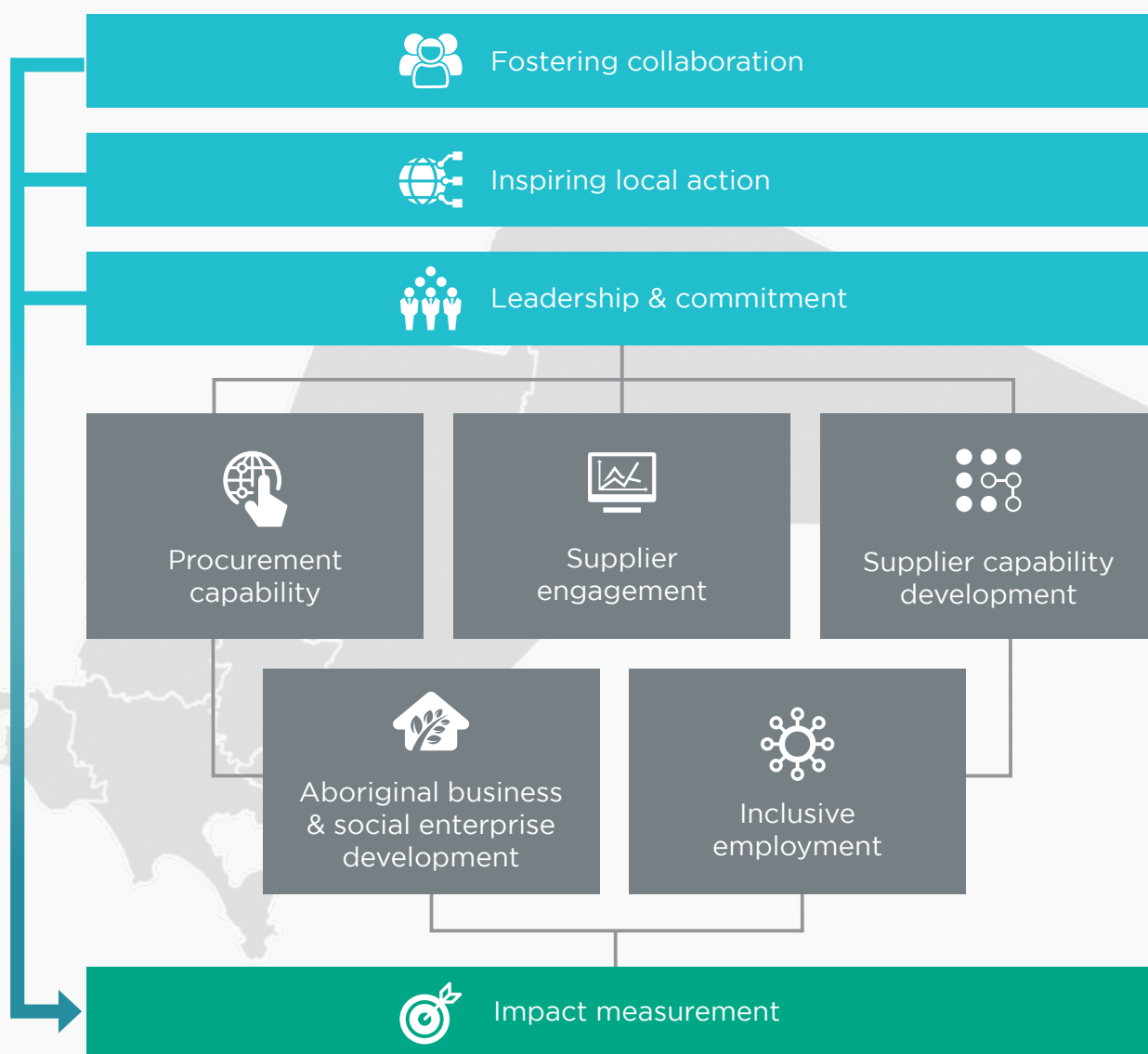
GROW participants	
Acciona	Kubale Constructions
AGL	Latrobe City Council
Bank Australia	Latrobe Regional Hospital
Bass Coast Shire Council	Latrobe Valley Bus Lines
Baw Baw Shire Council	Latrobe Valley Enterprises
Central Gippsland Health Service	Nilsen
East Gippsland Shire Council	Rail Projects Victoria
Farnham Developments	South Gippsland Shire Council
Federation Training	Stable Engineering
FGM Consultants	Stirloch
Gippsland Water	VicRoads
Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC)	Wellington Shire Council
Health Purchasing Victoria	Workforce Extensions
Indigenous Design Environmental Management	

### Partners



## REGIONAL ACTION PLAN OVERVIEW

The GROW Gippsland regional action plan seeks to achieve the program objectives through a set of interlinked and mutually reinforcing activities.



## REGIONAL ACTION PLAN FOCUS AREAS



**Leadership and commitment** – establish regional cross-sectoral leadership to ensure ongoing commitment to the GROW Gippsland principles.



**Inspire local action** - work across the region to identify key agencies and organisations and inspire local action to support the GROW Gippsland objectives.



**Foster collaboration** - develop more collaborative regional approaches to social procurement and inclusive employment, and communicate the strategic intent and outcomes of GROW Gippsland.



**Maximise local supplier engagement** – develop and implement tools and systems to increase supplier awareness of and readiness for opportunities, and maximise the visibility of local suppliers for head contractors.



**Build procurement capability** – work with buyers across the region to improve their social procurement approaches, increase visibility of opportunities and increase the social and local impact of their spend.



**Enable inclusive employment pathways** – develop local demand-led approaches that support employers to create inclusive employment opportunities and outcomes.



**Aboriginal business and social enterprise development** – work with social enterprise and local Aboriginal businesses to improve their capacity to tender, increase their visibility, increase their impact investment readiness and attract new businesses into the region.



**Build supplier capability** – work with suppliers to improve their tender readiness, increase their capacity to deliver successfully and improve their potential to create more employment opportunities for local people and target groups.



**Impact measurement** - use a developmental evaluation approach to continuously learn what works and improve the approach.

## REGIONAL ACTION PLAN

Leadership and commitment			
Objective	Actions	Partners	Priority
1. Establish regional leadership and a governance framework to ensure ongoing commitment to the GROW principles	<b>1.1 Establish GROW Gippsland Compact</b> Establishment of a GROW Gippsland Compact, providing a shared commitment and a set of actions towards the common agenda of local and social procurement. Refer Appendix 1 for Draft GROW Gippsland Compact.	All	High
	<b>1.2 Establish GROW Gippsland governance structure</b> Establish ongoing governance structure to provide leadership and set the strategic direction for the program.	LVA	High
	<b>1.3 Complete annual Compact member action plans</b> Develop annual Compact member action plans with each signatory to progress the priorities and objectives of the program.	ArcBlue	High
	<b>1.4 Explore opportunities for impact investment solutions</b> Review opportunities for impact investing to support the project objectives including the development of local social enterprise and Aboriginal business.	LVA ArcBlue	Medium

Inspiring local action			
Objective	Actions	Partners	Priority
2. Work across the region to identify key agencies and organisations and inspire local action to support the GROW Gippsland objectives	<b>2.1 Engage with the business community and local networks</b> Engagement with business and the community to increase the understanding of the GROW program and objectives. Target business networks including Committee for Gippsland, GLGN, Gippsland Regional Executive Forum, Gippsland Health Network CPO forum and the Gippsland Water Authority Alliance.	LVA ArcBlue Localised	High
	<b>2.2 Seek commitment of 50 GROW Gippsland Compact signatories</b> Engage with the Gippsland and broader business network to seek formal commitment from 50 organisations to the GROW Compact.	LVA ArcBlue	High

Inspiring local action			
Objective	Actions	Partners	Priority
	<b>2.3 Develop ongoing GROW support structure</b> Development of GROW support structure and identification of backbone organisation to oversee the long-term direction of the program. Provide backbone support including organisational mentoring, provision of specialist expertise and strategic support.	LVA ArcBlue	High
	<b>2.4 Develop GROW Gippsland communication plan</b> Development of communication plan for GROW to increase regional visibility and support Compact members to build awareness and participation in the program.	LVA ArcBlue	Medium
	<b>2.5 Conduct regional workshops to ensure community ownership of GROW</b> Undertake regular regional workshops to update stakeholders on the program and outcomes and seek input for ongoing program development.	LVA ArcBlue	High

Fostering collaboration			
Objective	Actions	Partners	Priority
3. Establish formal networks and tools to strengthen collaboration across the region and GROW communities	<b>3.1 Establish Compact Action Network</b> Development of GROW Gippsland Compact Action Network to provide a vehicle for participants to work together to strengthen their own local and social procurement practices, implement specific projects, and provide a framework and leadership for the region.	LVA ArcBlue	High
	<b>3.2 Establish Victorian GROW Network</b> Development of Victorian GROW Network across the five Victorian GROW programs to share learnings and opportunities (with key project partners including ArcBlue, ICN, RDV and Localised).	ArcBlue RDV	Medium
	<b>3.3 Roll-out GROW portal</b> Implementation and maintenance of GROW portal (participant and regional), providing participants with access to a suite of collaboration tools, action plans reporting and dashboards.	ArcBlue	High
	<b>3.4 Establish Inclusive Employment Working Group</b> Build a cross sector employment working group to: <ul style="list-style-type: none"> <li>• Build collaboration</li> <li>• Develop streamlined model for inclusive employment</li> <li>• Develop an initiative to overcome significant barriers to work such as criminal convictions</li> </ul>	LVA ArcBlue	High

Fostering collaboration			
Objective	Actions	Partners	Priority
4. Communicate opportunities and benefits of the GROW program, ensuring increased awareness and participation and strengthening outcomes	<b>4.1 Launch GROW Gippsland website</b> Implementation and maintenance of GROW website, providing business and the community with details regarding the GROW program and opportunities for engagement.	LVA ArcBlue	High
	<b>4.2 Establish regional forward procurement plan</b> Implementation and maintenance of a regional forward procurement plan to increase supplier visibility of opportunities, using the GROW Gippsland portal to capture project details and Gippsland Business Connect network to publish the opportunities to the market.	ArcBlue Localised	High
	<b>4.3 Develop social procurement and inclusive employment case studies</b> Development and distribution of social procurement and inclusive employment case studies on best practice processes and outcomes to increase awareness and understanding of the opportunities and potential regional benefits.	ArcBlue	Medium
	<b>4.4 Expand Gippsland Business Connect</b> Ongoing development and expansion of Gippsland Business Connect, promoting Gippsland Business Connect as the region's central database of local suppliers.	Localised LVA	High
	<b>4.5 Develop workforce planning and skills forecasting solution</b> Develop solution in collaboration with service providers and employers to communicate jobs and skills requirements to employment sector to prepare jobseekers for opportunities.	ArcBlue	High

Maximise local supplier engagement			
Objective	Actions	Partners	Priority
5. Develop and implement tools to increase supplier awareness of and readiness for opportunities	<b>5.1 Capture Compact Member project and procurement pipeline</b> Develop and implement functionality within the GROW Gippsland portal to capture participant's pipeline of future projects for integration with the Gippsland Business Connect platform.	ArcBlue	Medium
	<b>5.2 Publish Compact member procurement and project pipeline</b> Utilise the Gippsland Business Connect network to publicise the pipeline of future procurement opportunities to local suppliers. Gippsland Business Connect will link suppliers to the buyer organisations eTendering system to respond to opportunities.	Localised ArcBlue	Medium
	<b>5.3 Work with ICN to expand and strengthen ICN Gateway to support a broader range of projects</b> Expand the reach of the ICN Gateway platform to capture expressions of interest from local suppliers for all major projects across the region, not just projects under the VIPP scheme.	ICN ArcBlue	High
6. Leverage existing systems and networks to increase the visibility of social enterprise and Aboriginal business	<b>6.1 Expand the uptake of Gippsland Business Connect including the incorporation of social procurement and other innovations</b> Continue to promote and seek opportunities for innovation including the capacity to engage with local social and Aboriginal business and partners such as Social Traders and Kinaway.	Localised ArcBlue	Medium
7. Leverage existing systems and networks to increase the visibility of social enterprise and aboriginal business	<b>7.1 Develop regional supplier pre-qualification tool</b> Development and implementation of a supplier pre-qualification portal, providing a single point for buyers across the region to access supplier pre-qualification details including insurances, certifications, and accreditations.	LVA ArcBlue	Medium
	<b>7.2 Implement shared procurement platform</b> Implement a shared platform across major buyer organisations with a focus on the high volume of sub-tender operational sourcing that enables direct and easy sourcing from local and regional suppliers including social enterprise and Aboriginal business.	LVA ArcBlue RDV	High
	<b>7.3 Provide head contractor access to shared procurement platform</b> Utilise the shared procurement platform for the delivery of major projects in the region. Head contractors bidding / delivering major projects will utilise the platform to seek quotes from local suppliers for the supply of products and services during both the tender and project implementation process. This opportunity could be piloted on a small number of lighthouse projects identified through the GROW Gippsland program.	LVA ArcBlue	High

Building procurement capability			
Objective	Actions	Partners	Priority
8. Increase procurement capability to establish more consistent processes and outcomes across the region	<b>8.1 Roll-out education and training programs</b> Development and roll-out of procurement education and training programs for buyers (including eLearning) on key topics including: <ul style="list-style-type: none"> <li>• Procurement fundamentals</li> <li>• Contract management</li> <li>• Social procurement processes and practices</li> </ul>	ArcBlue GLGN	High
	<b>8.2 Develop local and social procurement development plans for relevant GROW Compact members</b> Work with Compact members to identify areas for local and social procurement capability and capacity development and identify projects which can achieve the GROW objectives.	ArcBlue	High
	<b>8.3 Co-design and develop social procurement guidance material and toolkit</b> Develop regional local / social procurement toolkit and guidance material across the five regional GROW programs, including: <ol style="list-style-type: none"> <li>1. Local / social procurement policy</li> <li>2. Model tender and contract clauses</li> <li>3. Model / recommended evaluation criteria</li> <li>4. Model / recommended local content evaluation methodology</li> </ol>	ArcBlue	High
	<b>8.4 Develop procurement reporting framework</b> Development of GROW Gippsland buyer and supplier local / social reporting framework, templates and guidance to allow for consistent reporting of outcomes on individual projects.	ArcBlue	Medium
	<b>8.5 Deliver 'lighthouse' procurement projects</b> Identification and implementation of priority 'lighthouse' procurement projects to demonstrate best practice processes and outcomes across the region and to support participant organisations in maximising local and social outcomes.  Prioritise support of the Gippsland Line Upgrade (Rail Projects Victoria) due to significant opportunity for local and social impact.	ArcBlue	High
	<b>8.6 Develop procurement economic modelling tools</b> Use REMPLAN economic models for the development and implementation of procurement economic forecasting tools, providing participants with greater visibility of the economic and employment impacts of procurement decisions on the Gippsland region.	ArcBlue	High

Building procurement capability			
Objective	Actions	Partners	Priority
9. Assist delivery of Social Procurement Framework requirements	<b>9.1 Provide social procurement tools and networks</b> Leverage GROW support structures to assist State Government departments and mandated agencies in the fulfillment of the new Victoria's Social Procurement Framework objectives.	LVA ArcBlue	High

Enabling inclusive employment pathways			
Objective	Actions	Partners	Priority
10. Engage with employers and key providers to strengthen inclusive employment outcomes	<b>10.1 Build a cross sector Employment Working Group to address identified GROW requirements, including:</b> <ul style="list-style-type: none"> <li>Building collaboration</li> <li>Guiding and overseeing priority employment projects</li> <li>Developing an initiative to overcome significant barriers to work such as criminal convictions</li> <li>Applying national and state opportunities for solutions to identified gaps in supporting jobseekers and employers</li> </ul>	LVA ArcBlue	High
	<b>10.2 Develop inclusive employment plans for relevant GROW Compact members</b> Work with Compact members to identify areas for inclusive employment capability and capacity development and identify projects which can achieve the GROW objectives.	ArcBlue	High

Enabling inclusive employment pathways			
Objective	Actions	Partners	Priority
11. Provide more engagement opportunities between employers and jobseekers	<b>11.1 Build and prototype employer engagement and support models for inclusive employment</b> <ul style="list-style-type: none"> <li>Co-design models for increasing employer capability to employ job seekers with barriers to work</li> <li>Consider expanding/trialling current models both local and working in other areas</li> </ul>	ArcBlue LVA	High
	<b>11.2 Develop a set of work exposure/experience products</b> Working with employers, employment service providers and training organisations to develop a suite of products that allow: <ul style="list-style-type: none"> <li>job seekers to explore and develop employability skills</li> <li>employers to have the opportunity to connect with jobseekers, develop an understanding of their needs and provide opportunities for employment</li> </ul> These products could include: <ol style="list-style-type: none"> <li>Social traineeships</li> <li>Internships</li> <li>Work experience</li> <li>Taster sessions</li> <li>Mentoring</li> </ol>	LVA ArcBlue Ladder Jobs Victoria	High
	<b>11.3 Co-design and trial inclusive employment progression pathways</b> Consider opportunities for how those employed in entry level jobs could be progressed in their career path to open up entry level jobs for other long term job seekers.		
12. Develop training and guidance material for inclusive employment	<b>12.1 Develop employer guidance material for inclusive employment</b> Co-design materials with employment working group and GROW employer champions for: <ul style="list-style-type: none"> <li>inclusively recruiting</li> <li>removing barriers in the workplace for disadvantaged jobseekers; and reporting</li> </ul>	ArcBlue LVA	High
	<b>12.2 Develop or source training for cultural change within participant organisations</b> Identify quality training, or develop where there are gaps, to support employers to remove cultural barriers to inclusive employment.		

Aboriginal business and social enterprise development			
Objective	Actions	Partners	Priority
13. Map and capacity build Aboriginal business and social enterprise ready for procurement	<b>13.1 Increase visibility and capacity of Aboriginal business</b> <ul style="list-style-type: none"> <li>Develop a campaign to increase visibility of Aboriginal business</li> <li>Raise awareness of opportunities through GROW</li> <li>Connect services and address gaps to increase capacity of Aboriginal business to win contracts</li> </ul>	ArcBlue Kinaway	High
	<b>13.2 Increase visibility and capacity of social enterprise</b> Identify and raise awareness of opportunities through GROW.	LVA ArcBlue Social Traders	High
	<b>13.3 Attract more social enterprise to the region</b> Develop and implement a strategy to bring in successful Transitional Labour Market social enterprises into the region based on understanding key skills requirements.  To encourage social enterprises to establish in the region with a key focus on providing employment pathways across areas of skills shortage.	LVA ArcBlue RDV	Medium
	<b>13.4 Develop social enterprise incubator program</b> Develop social enterprise incubator and accelerator program. This should build on and draw from: <ul style="list-style-type: none"> <li>New regional social enterprise networks</li> <li>Victorian Government Social Enterprise Voucher Scheme</li> </ul>	LVA ArcBlue	Medium
14. Facilitate regional application of partner programs to deliver impact in Gippsland	<b>14.1 Connect with state-wide Social Enterprise Network (SEN)</b> Consider how SEN could help build social enterprise sector in Gippsland.	LVA ArcBlue	Medium
	<b>14.2 Connect with and draw from Victorian Aboriginal Economic Board work, including the Landmark Research Project</b> Explore opportunities for establishing an Aboriginal business community of practice working closely with the VAEB and Kinaway and other key partners in the region.	LVA ArcBlue	High

Build supplier capability			
Objective	Actions	Partners	Priority
15. Increase the visibility of opportunities and awareness of procurement processes and requirements for local suppliers	<b>15.1 Expand ICN supplier engagement programs</b> Further expansion of the existing ICN supplier engagement programs to include the areas of Bass Coast, East Gippsland and South Gippsland and engage a larger number of buyers and suppliers.	ICN ArcBlue RDV	High
	<b>15.2 Develop annual supplier briefing program</b> Develop an annual supplier briefing program / forum across the region to increase engagement with buyers, increase visibility of opportunities and build supplier capacity.	LVA ArcBlue Localised ICN	Medium
16. Enhance supplier procurement readiness and capability to respond to opportunities	<b>16.1 Develop supplier procurement training program</b> Development of specific supplier development training material (including eLearning), with both a broad focus on supplier procurement capability and a specific focus on social procurement capability.	ArcBlue ICN RDV	High
	<b>16.2 Expand ICN tender writing training program</b> Further expansion of the ICN tender writing training series to include more sessions and incorporate the whole of Gippsland, supplemented by a tailored eLearning program to be developed by ArcBlue for suppliers on doing business with government. The eLearning module will be made available to any supplier, accessed via the GROW Gippsland website.	ICN	High
17. Co-ordinate and expand support services, mentoring and guidance to local businesses to increase opportunities for growth and increased local employment	<b>17.1 Establish local and social procurement support panel. Establish an expert support panel to:</b> 1. Provide targeted expertise to connect local suppliers and social enterprise to buyers and to each other to create bid consortia and partnerships. 2. Provide expert advice at all stages for procurers and suppliers. 3. Link procurers and suppliers to intermediaries and partner organisations.	ArcBlue	Medium
	<b>17.2 Provide consortium and joint venture support services</b> Provision of professional development, networking and support services for businesses looking to bid for new business as a consortium / joint venture.	LVA ArcBlue RDV	Medium

Build supplier capability			
Objective	Actions	Partners	Priority
	<b>17.3 Latrobe Valley Supply Chain Transition Program</b> Ongoing roll-out of the Latrobe Valley Supply Chain Transition Program providing intensive tailored support to businesses that are part of the supply chain of significant Latrobe Valley companies facing closure.	RDV	High
	<b>17.4 Latrobe Valley Economic Facilitation Fund</b> Identify and deliver support for business growth and new job creation through current Latrobe Valley Economic Facilitation Fund.	RDV	High
	<b>17.5 Small Business Support Service</b> Ongoing roll-out of the small business support service providing business advice and workshops to help build and develop sustainable businesses.	LVA	High

Impact measurement			
Objective	Actions	Partners	Priority
18. Measure and report on participant and overall program performance and outcomes	<b>18.1 Develop evaluation model</b> Development of GROW program evaluation model and project evaluation against agreed deliverables and milestones.	LVA	High
	<b>18.2 Implement shared reporting system</b> Development of GROW Gippsland shared measurement and reporting system and methodology. Expand current reporting to include spend via social enterprise and Aboriginal business, working with partners including Social Traders and Kinaway.	LVA ArcBlue	High
	<b>18.3 Report on program outcomes</b> Implementation of participant and regional dashboards to collate, analyse and visualise data and report on local and social procurement, economic impact and employment outcomes.	All	High
	<b>18.4 Ongoing measurement and action planning</b> Ongoing participant engagement, assessment and action planning to measure and report on the improvement in capability, fulfillment of Compact member actions including local and social procurement achievements and local and inclusive employment outcomes.	ArcBlue	High
	<b>18.5 Roll-out economic and social impact tools</b> Further develop integrated economic and social impact reporting tools such as REMPLAN, and ArcBlue Analytics, working with partners including Social Traders and Kinaway.	ArcBlue	High

## APPENDIX 1

### GROW GIPPSLAND COMPACT

GROW (Growing Regional Opportunities for Work) Gippsland is a collaborative program with business, government, community organisations and individuals working together to build a stronger local economy.



GROW Gippsland seeks to strengthen social and economic outcomes and increase job opportunities through maximising local spend in the region and focussing on generating job opportunities for key target groups – including young people, transitioning workers, people with a disability, Aboriginal people and the long-term unemployed.

As signatory of the GROW Gippsland Compact, we, \_\_\_\_\_  
commit to adding value to the Gippsland region, via the following actions:

1. Endeavouring to increase the local (Gippsland) proportion of our organisational spend by 5% by June 30 2020.
2. Developing an individualised GROW Gippsland Action Plan with an annual statement of outcomes for publication on the GROW Gippsland website.
3. Agreeing to share appropriate data to communicate regional procurement opportunities and track GROW Gippsland progress via a shared measurement framework.
4. Allocating a champion within our organisation to provide accountability and to ensure actions are actively worked on and outcomes measured and reported.
5. Providing opportunities to grow local small to medium sized businesses – either as suppliers to our business, as partners, or as sub-contractors – to improve social outcomes.
6. Seeking opportunities to work with social enterprises and Aboriginal businesses in the region that deliver social outcomes as part of doing business, either directly or as part of our supply chain.
7. Providing employment and work exposure opportunities for targeted job seekers in line with business needs and requirements.
8. Collaborating with other GROW members to identify opportunities to work together to increase opportunities for people with barriers to work and support economic participation in our region.
9. Sharing knowledge and lessons learned, including developing case studies and contributing to models for success.
10. Publicly supporting GROW and influencing other organisations to sign the Compact and increase their impact on local people and the local economy.

Signed	
Name	
Position	
Organisation	
Date	



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**LATROBE VALLEY**  
AUTHORITY

