



SCORECARD 2020

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GROW Gippsland is a collaborative program that seeks to strengthen regional social and economic outcomes and increase job opportunities through procurement and employment. The program is an initiative of the Latrobe Valley Authority, modelled on the G21 GROW initiative.

This scorecard is GROW Gippsland's inaugural statement of outcomes, capturing progress of the program since establishment in early-2018.

WHY GROW GIPPSLAND?

In 2017, the local community provided a strong message to the Latrobe Valley Authority 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.

Structural change is underway in the Gippsland economy, with the region transitioning from legacy industries including coal and timber to emerging opportunities including renewable energy and construction.

While the Gippsland economy is robust and new investment is assisting revitalisation, there are pockets of entrenched unemployment and disadvantage.

The region has also been ravaged by natural disaster, including the 2020 bushfires which devastated the East Gippsland community and economy.

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

WHAT IS GROW GIPPSLAND?

GROW Gippsland is embedding an innovative approach to local economic development to deliver social outcomes in the region. The GROW Gippsland Regional Action Plan (2018), identified the following priority action areas to stimulate economic development and jobs growth in Gippsland:



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.

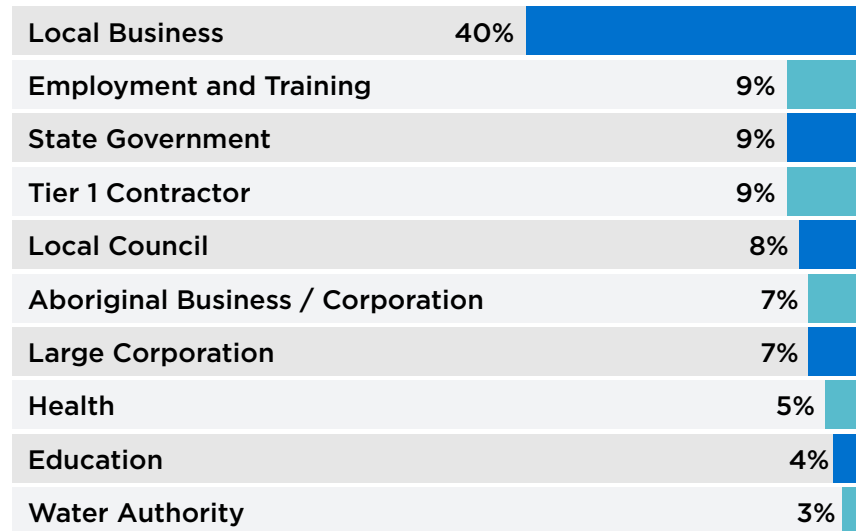


Impact measurement - use a developmental evaluation approach to continuously learn what works and improve the approach.

HOW IS GROW GIPPSLAND PROGRESSING?

GROW Gippsland Compact Members

Since the development of the GROW Gippsland Compact in October 2018, participation in the program has consistently grown. From an initial group of 27 participating organisations, GROW Gippsland now has 73 Compact Members.



71 of the 73 GROW Gippsland Compact Members have developed tailored Action Plans, outlining the measures each organisation will take to progress the objectives of the GROW Gippsland program.

Program Measures

Reporting across the programs range of measures indicates that GROW Gippsland Compact Members are delivering upon the objectives of the GROW Gippsland Compact.

97% of Compact Members have developed an individual Action Plan, with 63% of actions either complete or in progress. Of these actions, 64% of Compact Members are undertaking inclusive employment actions and 53% have implemented actions to increase local supplier engagement.

Importantly, 35 of the GROW Gippsland Compact Members have offered employment (including traineeships and cadetships) to priority jobseekers and 26 have offered work exposure opportunities. Young people, Aboriginal people and people with disability are the three cohorts most often prioritised.

While only a limited number (12) Compact Members have provided procurement data, the results still show a small improvement in local spend, with the average local spend increasing from 44.9% in FY18 to 45.8% in FY19, an increase of 0.9%. Capturing additional Compact Member procurement data is a priority for the program moving forward.

Year on year, both inclusive employment and local and social procurement maturity have increased significantly based upon maturity assessments completed.

Increasingly, GROW Gippsland is seen as a vehicle to support local business engagement and employment on major projects. A key lesson of the previous two years is that early engagement is critical, and we are pleased that projects including the Gippsland Line Upgrade, Star of the South and the Latrobe Youth Space have established a partnership with GROW Gippsland during the early stages of development.

TOTAL ACTIONS
59

- 34 Complete
- 24 Ongoing
- 1 Not Started

COMPACT MEMBERS
73

- 60 October 2019
- 49 May 2019
- 3 October 2018

OFFERED EMPLOYMENT, TRAINEESHIP OR CADETSHIP
35

OFFERED WORK EXPOSURE OPPORTUNITY
26

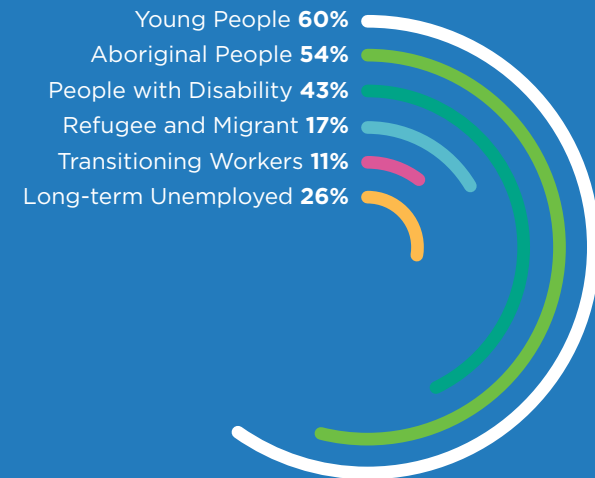
COMPACT ACTION PLANS
71 (97%)

- 431 Total Actions Recorded
- 273 (63%) Complete / In-progress

Organisations with:



Employment Pathways by Cohort:











EVENTS AND WORKSHOPS CONDUCTED
35
(1,001 attendees)

- 4 (67 attendees)**
Compact Action Group Meetings
- 4 (52 attendees)**
Procurement Working Group Meetings
- 4 (33 attendees)**
Employer Working Group Meetings
- 19 (711 attendees)**
Training and Briefings









TOTAL SPEND CAPTURED (ALL YEARS)
\$1.17B

- \$476 Million**
Local Spend (all years)
- 12 Compact Members**
Procurement Dashboards
- 44.9%**
Average local spend FY18
- 45.8% (+0.9%)**
Average local spend FY19

Local and Social Procurement Maturity (Combined)

	Year 1		Year 2		Change
Leadership		Grow Avg: 44%		Grow Avg: 66%	+22%
Collaboration and Communication		Grow Avg: 37%		Grow Avg: 58%	+21%
Policy Process and Practices		Grow Avg: 45%		Grow Avg: 51%	+6%
Supplier Development		Grow Avg: 34%		Grow Avg: 44%	+10%

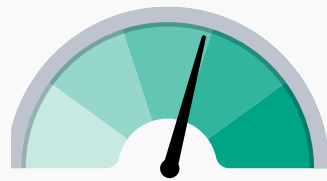
Inclusive Employment Maturity (Combined)

	Year 1		Year 2		Change
Accountability		Grow Avg: 50%		Grow Avg: 65%	+15%
HR Systems & Workplace Culture		Grow Avg: 56%		Grow Avg: 55%	-1%
Leadership		Grow Avg: 64%		Grow Avg: 84%	+20%
Recruitment & Partnership		Grow Avg: 50%		Grow Avg: 54%	+4%

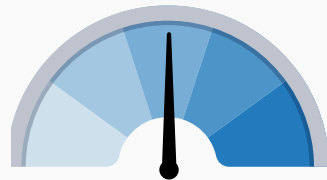
SYSTEM CHANGE PROGRESSION

Latrobe Valley Authority programs are based on a Theory of Action which describe how a program is designed and how it will lead to the desired outcomes. A Behaviour and System Change Framework has been developed with a range of tools to capture and report on the programs impact. This includes collecting evidence of the programs measures, impact and observing changes in behaviour and systems.

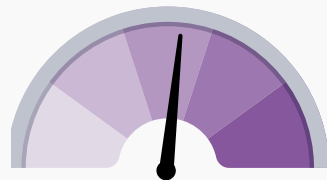
For GROW Gippsland, this has meant the journey from initially exploring the opportunity of local procurement to signing up to a Compact, implementing the action plan and learning what this means for the organisation, to then embedding the practice in organisational policies and advocating for the approach more broadly.



Knowledge of Understanding and Opportunity



Application of Practices



Behaviour and System Change

CREATING LOCAL CONNECTIONS

An immeasurable benefit of GROW Gippsland is the many relationships facilitated that have resulted in positive outcomes for local people and businesses. Some examples include:

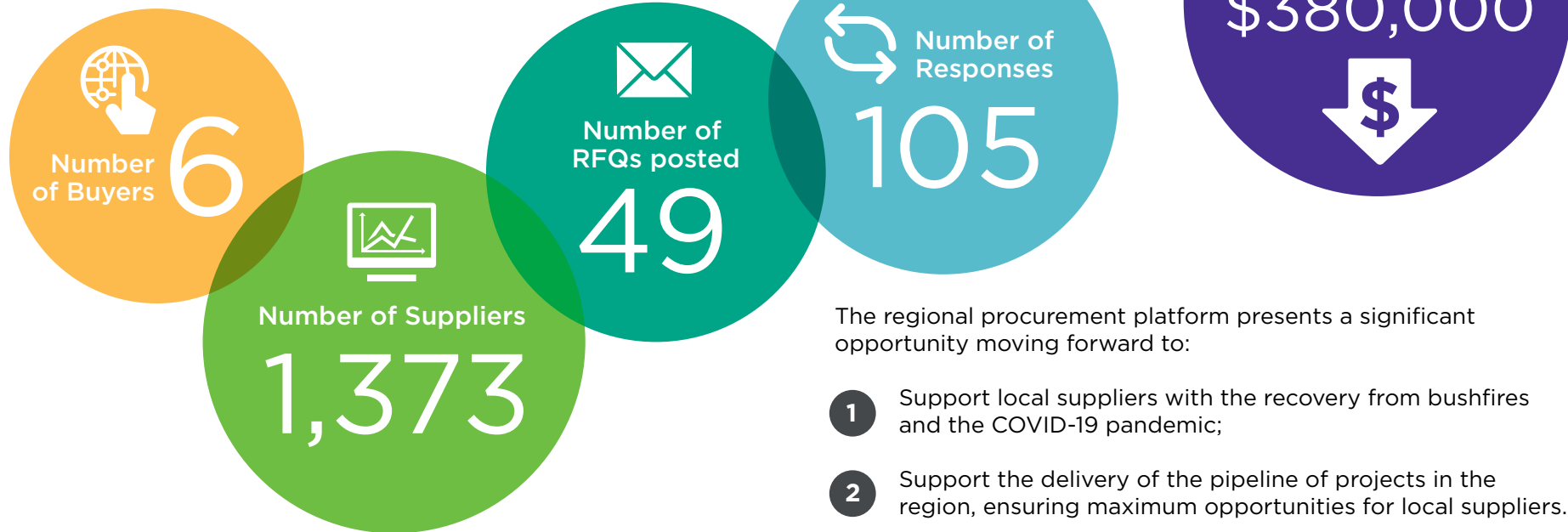
- In 2018 following a meeting with Latrobe Regional Hospital to discuss social procurement, LRH unbundled a facilities management contract and were able to engage Latrobe Valley Enterprises, a local disability enterprise to provide grounds maintenance services at the hospital.
- A Victorian Government department in the Latrobe Valley was completing an office refurbishment, only Melbourne based suppliers were available on the relevant Victorian government procurement panel. GROW Gippsland facilitated a relationship with Warragul based builder Kubale Constructions who were ultimately awarded the contract, keeping the work local.
- Inclusive employment program's participant Ehab, a Masters qualified engineer from Iraq who had struggled to find employment in the region was connected with Heyfield based business McInnes Earthmoving. McInnes had struggled to find qualified civil engineers in the local area and Ehab was subsequently employed by McInnes in 2019.
- In 2020, Ambulance Victoria approached GROW Gippsland to identify local suppliers who could provide ambulance cleaning services required due to the COVID-19 pandemic. GROW Gippsland facilitated a connection to two local businesses, with Compact Member Guardian Facilities and Property Management subsequently awarded a contract for the work.

GROW GIPPSLAND TECHNOLOGY AND SUPPORT SOLUTIONS

Regional Procurement Platform Pilot

An objective of the GROW Gippsland Regional Action Plan, the Vendor Panel platform is being piloted to increase local supplier visibility and engagement.

More than 1,350 local suppliers have signed-up to the platform, currently utilised by six local buying organisations. One of these six organisations is Tier 1 supplier CPB Contractors who are piloting the platform to identify and engage local suppliers to support the \$60 million new Avon River Bridge construction.



Gippsland Business Connect

The Gippsland Business Connect platform was implemented from the commencement of the GROW Gippsland program in 2018, a social network for local business, helping businesses find local providers, market themselves and grow their business through increased local revenue.

More than 1,900 users from 1,040+ local businesses are using Gippsland Business Connect for business-to-business networking. To date more than 140 projects worth in excess of \$140 million have been listed on the platform and 500+ business events have been promoted to the network.



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GROW Gippsland Portal

In May 2020, in partnership with the four other GROW regional programs (G21 Geelong, Ballarat, Bendigo, and Greater Shepparton) across the State, a new Portal has been developed and made available for all Compact Members. The Portal:

- Enables the development and monitoring of GROW Action Plans;
- Provides a wide range of tools, case studies and templates for Compact Members to support them in delivering on their Action Plans, including for example a range local and social procurement and inclusive employment activities;
- Enables tracking and reporting on the activities and outcomes from the GROW Gippsland Program; and
- Supports collaboration and sharing of best practice across all GROW regions to deliver social and economic outcomes for regional Victoria.



GROW GIPPSLAND REGIONAL PROJECTS

Civil and Construction Project Support

Every **\$100 million** spent with local suppliers creates:



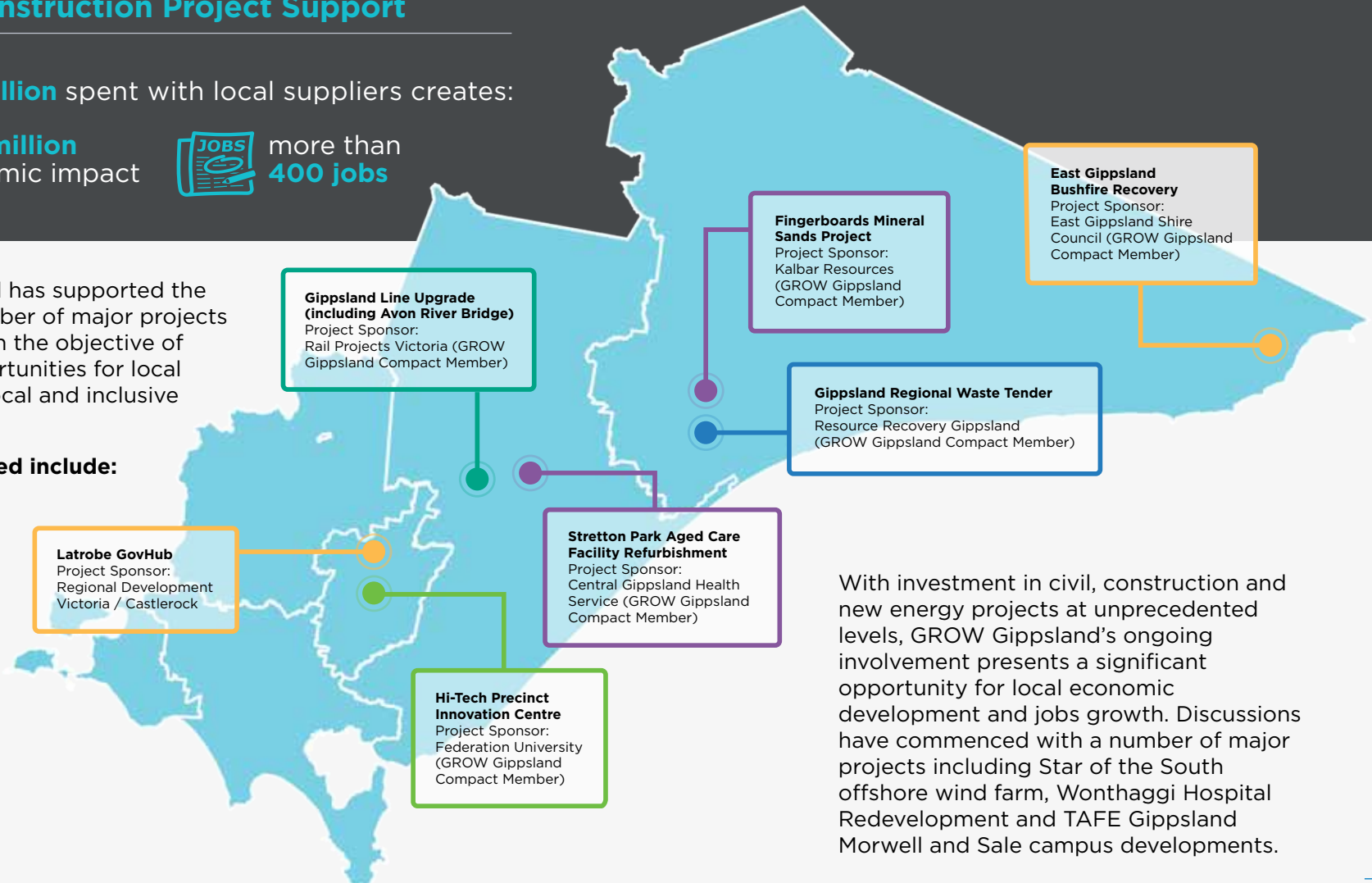
\$180 million
economic impact



more than
400 jobs

GROW Gippsland has supported the delivery of a number of major projects in the region, with the objective of maximising opportunities for local businesses and local and inclusive employment.

Projects supported include:



With investment in civil, construction and new energy projects at unprecedented levels, GROW Gippsland's ongoing involvement presents a significant opportunity for local economic development and jobs growth. Discussions have commenced with a number of major projects including Star of the South offshore wind farm, Wonthaggi Hospital Redevelopment and TAFE Gippsland Morwell and Sale campus developments.

Civil Skills Cadetship

In late-2019, GROW Gippsland established a partnership with the Civil Contractors Federation (CCF) to deliver the Civil Skills Cadetship program. The Civil Skills Cadetship program is a pre-employment program tailored specifically to the requirements of the civil industry, based upon the requirements of industry. Through engagement with local employment partners and Latrobe Community Health Service, 10 participants commenced the program in February 2020, including young jobseekers and recently arrived migrants and refugees. While the program has temporarily been delayed due to COVID-19, GROW Gippsland will work with CCF and the program participants upon graduation to seek employment opportunities on the many construction projects commencing across the region.

Tools and Templates

To support the efforts of GROW Gippsland Compact Members to build social procurement and inclusive employment capability, a suite of tools and templates have been developed:

- GROW Gippsland procurement toolkit – a series of user-friendly resources created in consultation with the GROW Gippsland Procurement Working Group to help buyers and suppliers to achieve social and local outcomes through procurement.
- GROW Gippsland inclusive employment toolkit – Gippsland specific guidance material created in consultation with the GROW Gippsland Inclusive Employment Working Group for local employers, including tailored ‘cohort specific’ guidance.

All GROW Gippsland resources are available via the GROW Gippsland Portal, accessible by all Compact Members.

Aboriginal Business Development

Increasing the visibility and capability of local Aboriginal businesses has been a significant focus of GROW Gippsland. In late-2018, GROW Gippsland partnered with Rail Projects Victoria to host an Aboriginal Business networking session for the shortlisted proponents for the Avon River Bridge project; and in 2019 we partnered with Kinaway, the Victorian Aboriginal Chamber of Commerce, to host an Aboriginal business networking session at the Criterion Hotel in Sale. GROW Gippsland is currently developing an Aboriginal business resource guide for the Gippsland region, due for release in June 2020.

We also partnered with Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) to run a series of Cultural Awareness training sessions for Compact Members including Wellington Shire Council, Rail Projects Victoria and CPB Contractors.

GROW Gippsland Inclusive Employment Pilot

Working with the Latrobe Valley Authority’s Worker Transition Service (WTS), GROW Gippsland and the LVA piloted an inclusive employment project, providing tailored training and pre and post-employment support for jobseekers with multiple barriers to work.

Fifteen people participated in the pilot and were connected to local employment opportunities. The networks, experience and capability of the WTS team were invaluable in supporting eleven of the participants to secure employment in the region, including one who is now a member of the GROW Gippsland team. Some candidates were introduced through other LVA programs including Ladder and Access New Industries. There has also been significant learning regarding the importance of businesses being ready to embrace inclusive employment opportunities.

Acknowledgement

GROW Gippsland would like to acknowledge the outstanding contribution of our Compact Members, the Victorian Government, members of the founding Governance Committee and subsequent GROW Gippsland Leadership group, Victoria's four other GROW regional programs and the many individuals and organisations we have worked with over the past two years.

Now more than ever local economic development, local and inclusive employment and business growth is critical for the region. GROW Gippsland looks forward to continuing to support these objectives in the coming years.

Project Partners

