

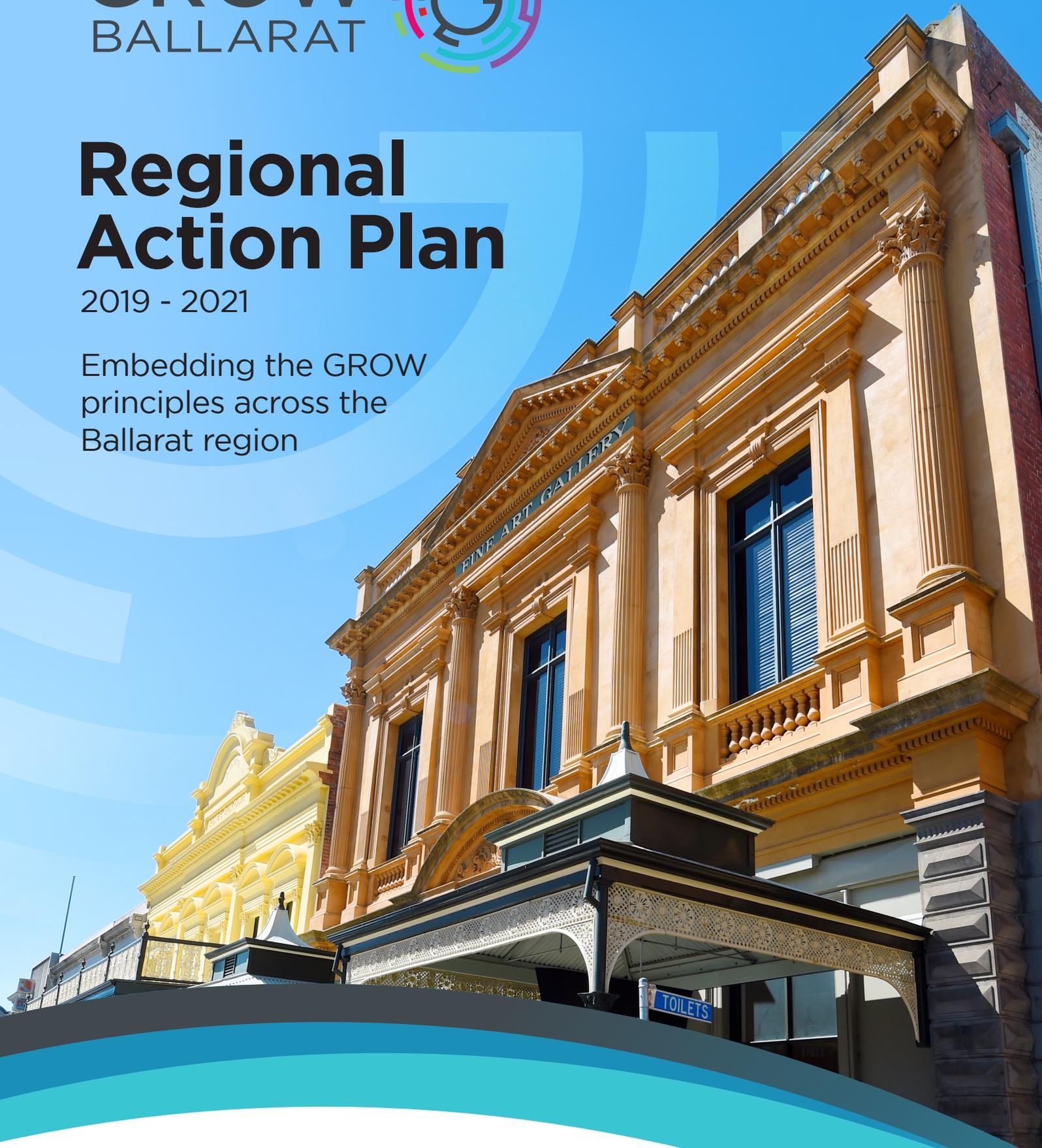
GROW
BALLARAT



Regional Action Plan

2019 - 2021

Embedding the GROW
principles across the
Ballarat region



GROW Ballarat respectfully acknowledges the Wadawurrung and Dja Dja Wurrung people as the traditional custodians of the land on which we live and work.



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The GROW Ballarat Program

GROW (Growing Regional Opportunities for Work) Ballarat is a collaborative program that seeks to strengthen social and economic prosperity and increase job opportunities in Ballarat by supporting public and private organisations operating in the region to buy and employ locally wherever possible.

Ultimately, GROW Ballarat focuses on creating job opportunities for people with unique barriers to work.



Through analysis of the regional challenges and opportunities, the program has identified the creation of employment opportunities for the following groups as its primary objective:

Disengaged Young People including Young Mums

15 – 24 years old

Mature-Age Female Job Seekers

50 years old and above

Aboriginal and Torres Strait Islander Peoples



By seeking to target employment outcomes for these groups it is hoped that this will also contribute to a reduction in both homelessness and place-based disadvantage in areas of Ballarat including Wendouree and Sebastopol. Both of these areas rank in the lowest 10th percentile nationally on the SEIFA index of disadvantage¹.

GROW Ballarat was launched on the 17th of May 2018 by then Victorian Regional Development Minister Jaala Pulford, with the Highlands Local Learning and Employment Network (Highlands LLEN) leading the implementation.

GROW Ballarat is funded by Regional Development Victoria (RDV) for an initial three year period, with the view to establishing the commitment and local leadership to embed the program in the region long-term.

GROW programs are currently operating across five Victorian regions, established in the G21 Geelong region in 2013 with additional programs in Bendigo, Gippsland and Shepparton.

Impact of Change

GROW Ballarat seeks to drive change in how organisations in the region do business, leading to improved social outcomes.

By building local and social procurement and inclusive employment capabilities, GROW Ballarat seeks to create:

- 1 A stronger regional economy
- 2 An increase in the number of local people employed in local jobs
- 3 An increase in employment for disengaged young people (including young mums), mature-age female job seekers and Aboriginal and Torres Strait Islander peoples.

A Positive Future

Where improved local economic development and inclusive employment has contributed to Ballarat being a place of greater opportunity for people and business.



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The History of GROW

The GROW initiative began in 2013 as Geelong Regional Opportunities for Work, a ten-year economic development approach to address place-based disadvantage in the G21 Region (covering the five local government areas of Colac Otway, Golden Plains, Greater Geelong, Queenscliffe and Surf Coast).

The program was spearheaded by the local philanthropic community foundation Give Where You Live, in close partnership with the G21 Geelong Region Alliance, a collective of business, community and local government organisations from across the region.

GROW was developed using a Collective Impact approach, employing backbone staff to convene and facilitate key local stakeholders to join the program, which now has over 110 organisations pledging commitment through the G21 GROW Compact.

Over the past three years (to May 2019), the G21 GROW initiative has created a total of 247 jobs and 39 employment pathways for the regions target communities (Corio, Norlane, Whittington and Colac).

During the early years of the program, GROW worked with the Victorian Government to become a funding partner of Give Where You Live Foundation; proposing the possibility of a transferrable GROW model able to be developed in other regions.



In 2016 the Victorian Government announced the first \$1million of matched funds for the G21 GROW initiative.

In 2018, the Latrobe Valley Authority, established by the Victorian Government to manage the region's transition in the wake of the Hazelwood power plant closure, committed to establish the GROW Gippsland program.

GROW Gippsland was established in part to help ensure that local and social benefits would be maximised from the large Government investment in infrastructure and other projects in the region. In the first 12 months, more than 60 organisations have committed to the GROW Gippsland Compact.

In 2018 the Victorian Government also announced “start-up” funding for additional GROW initiatives to be established in the key regional centres of Greater Shepparton (facilitated by the Committee for Shepparton), Ballarat (facilitated by Highlands LLEN) and Bendigo (facilitated by Be.Bendigo).





W-O-E

BRISBANE TRADES INSTITUTE
THE GREAT MECHANICAL INSTITUTE AND GALLERY

GROW Principles for Enabling Change

GROW Ballarat draws on the significant work of GROW developed by the G21 Regional Alliance and Give Where You Live in the Geelong Region.

GROW Ballarat has been developed to build on Ballarat's specific strengths and challenges and address local needs while using an approach developed around the overall GROW principles.

- 1** GROW's focus is systemic and structural. GROW strengthens networks of people within the region to address systemic disadvantage. In addition, GROW also seeks to understand and intervene in structural barriers, opening up opportunities that don't already exist to residents in the community.
- 2** 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 the responsibility of government and the community sector.
- 3** GROW recognises and builds on the good work already happening in Ballarat. GROW seeks to add value, facilitate linkages, and fill gaps where needed.
- 4** 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.
- 5** GROW is a living program 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.

Ballarat Regional Overview

Ballarat is the third-most populous city in regional Victoria, located 110 kilometres north-west of Melbourne. It is a major manufacturing, health, retail and education centre and the principal service centre for the eastern part of the Grampians region.

Gold was discovered in Ballarat in 1851 and the resulting migration led to rapid urban development as it emerged as a service centre for the diggings. Traditionally prospering from its mineral and agricultural-based resources, Ballarat's main industries are now manufacturing, tourism, health and community services, education and retail.

Strategic partnerships between the local information technology sector and tertiary institutions are contributing to the increasing importance of Ballarat as a knowledge centre. The city is one of the state's premier tourist destinations, renowned for its gold-rush era architecture and other historic attractions.

Ballarat is in a key strategic position with four main highways (Western, Midland, Glenelg and Sunraysia) connecting it to the industrial centres of Melbourne, Adelaide, Geelong and Portland; the regional cities of Bendigo and Mildura; and agricultural areas in the Mallee and Wimmera. Melbourne International Airport and the ports of Melbourne and Geelong are all located within one-hour travel time from Ballarat.

The city contains a mix of established residential and greenfield areas, with a number of historic streets and houses in the central part of the city. The majority of Ballarat's growth will be concentrated in newly-developing areas to the west of the city (the Ballarat West Growth Area) as well as some growth pockets in the Mount Helen corridor².

Source: Regional Development Victoria ²



In comparison to other regional cities, Ballarat has a relatively high level of industry diversity and is home to a number of major national and multinational organisations in a range of industries including manufacturing, health, education and training, manufacturing, technology and tourism.

A number of industries are forecasting significant employment growth in the period to November 2022, in particular health care and social assistance, construction and accommodation and food services.

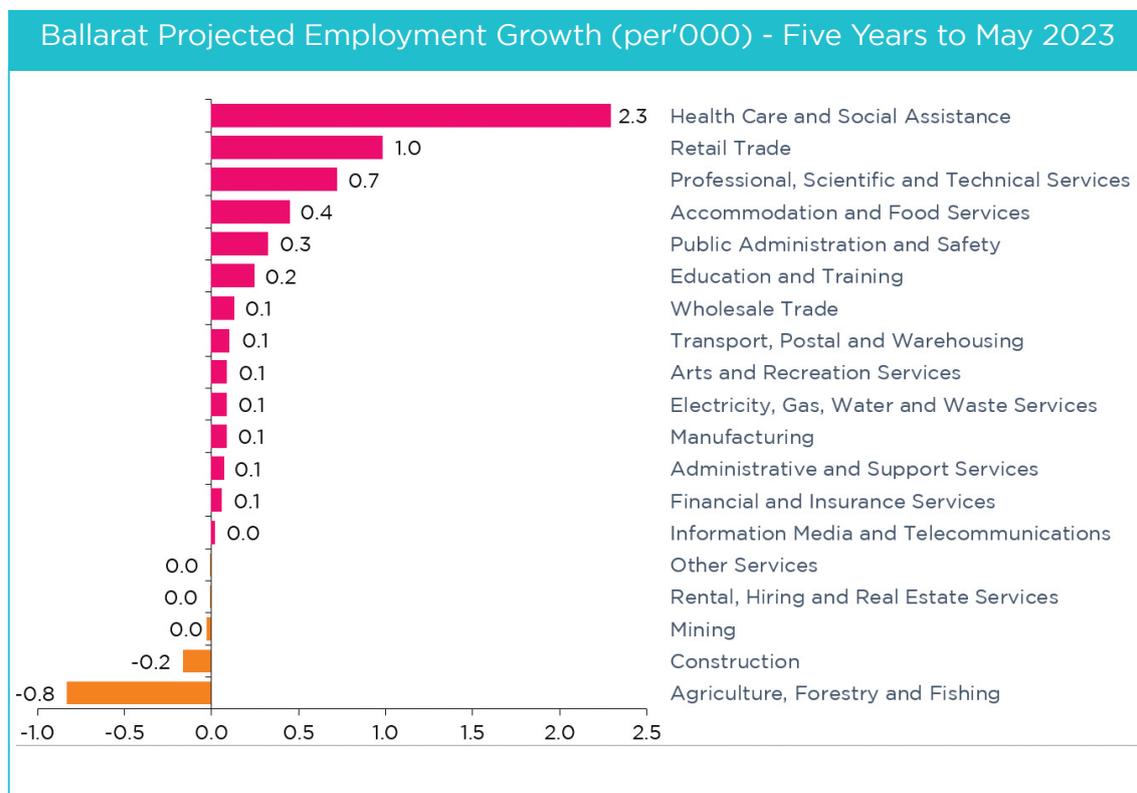


Table 1: Australian Bureau of Statistics Labour Force Survey (2019). Ballarat Projected employment growth (per '000) - five years to May 2023.

While the economy of Ballarat is generally robust, with forecasts of strong population growth, increased industry diversification and demand for high skilled labour, the region also has a number of social challenges that if addressed will contribute to greater social and economic prosperity.

GROW Ballarat Target Groups

Disengaged Young People - including Young Mums

For the purposes of GROW Ballarat, 'young people' will be defined as those who are aged 15 to 24 years.

The most recent Census survey (2016) identified that 1,500 young people or 11.0% of the Ballarat population aged 15 to 24 were not engaged in education or employment, which is significantly higher than the Victorian average of 4.8%³. Of those young people who were employed in Ballarat, around 57% were only employed part-time, indicating that even when young people are engaged in work they often face substantial underemployment.

While unemployment for young people in Ballarat is currently sitting below the 2018 Victorian average of 11.3%, the percentage increased significantly between 2017 and 2018, rising from 4.15% to 9.7%⁴. Additionally, the most recently available six-month average for youth unemployment in Ballarat (Dec-May 2019) is projecting an increase, currently sitting at 14.1%⁵.

The data on the outcomes of young people leaving school indicate that a large proportion of Ballarat LGA Year 12 or equivalent completers from the Ballarat local government area are not transitioning into further education and training.

The Department of Education & Training's 'On Track' data for 2017 school leavers in Ballarat shows that 33.1% were recorded as not continuing on to further education or training pathways, compared to the Victorian average of 24.9%. Of these, 22.8% were either employed part-time or looking for work, compared to 17.3% across the State⁶.



The destinations of Victorian and Ballarat LGA Year 12 or equivalent completers who exited school in 2017 are outlined below:

Destination	Victoria	Ballarat	Difference
Education or Training	75.1%	66.9%	↓ 8.2%
Certificates/Diplomas	12.1%	9.6%	↓ 2.5%
Not in Education/Training	24.9%	33.1%	↑ 8.2%
Employed (Full-time)	19.8%	28.0%	↑ 8.2%
Employed (Part-time)	13.0%	18.2%	↑ 5.2%

Table 2: Department of Education & Training (2018), On Track: 2017 Year 12 completer survey.

Young Mums

Ballarat has a proportionately high teenage birth rate in comparison to other areas in Victoria. From 2015 to 2017 the average birth rate for females aged 15-24 years in Ballarat was 69.42 per 1,000 births. In the same period the Victorian average was 44.8 per 1000 births, around 35% less than the rate of Ballarat⁷.

Ballarat Teenage Birth Rate	2017 Rate	5-Year Average
Age 15-19	11.8 per 1,000	14.6 per 1,000
Age 20-24	53 per 1,000	54.82 per 1,000
Total	63 per 1,000	69.42 per 1,000

Victorian Teenage Birth Rate	2017 Rate	5-Year Average
Age 15-19	6.6 per 1,000	8.18 per 1,000
Age 20-24	33.9 per 1,000	36.62 per 1,000
Total	40.5 per 1,000	44.8 per 1,000

Table 3: Australian Bureau of Statistics (2018). 3301.0 Births, Australia 2017. Table 1.1 Births, Summary, Statistical Areas Level 4-2011 to 2017.

Mature-Age Female Job Seekers

For the purposes of GROW Ballarat, 'mature-age' will be defined as those who are 50 years and above. This aligns with JobActive (Federal Government Employment Service) definitions of mature-age job seekers.

Australians are remaining in employment longer and delaying the age of retirement at increasing rates. In January 2018, Australians aged 65 and over had a workforce participation rate of 13% compared with only 8% in 2006. Over the same period, the workforce participation of females has increased from 4% to 10%⁸.

Research suggests that after a period of unemployment, mature-age people face greater challenges re-entering the workforce. The average duration of unemployment for people 55 years and over is 75 weeks, compared with 48 weeks across all age groups. 37% of unemployed mature-age people are long-term unemployed compared with 24% across all age groups⁹.

In Ballarat, the percentage of JobActive (Australian Government Employment Service) clients who are mature-age (50+) is consistently rising. In December 2018, mature-aged jobseekers accounted for 29.0% of all Ballarat region JobActive clients, compared with 24.1% in December 2016¹⁰. These figures are reflective of broader JobActive trends across the nation.

Mature-age females are particularly vulnerable to socio-economic disadvantage. The report, 'Retiring into Poverty', released in 2018 by the National Older Women's Housing and Homelessness Working Group, states that systemic factors such as lower superannuation, unequal pay and forced time off to raise children all contribute to an increase in mature-aged women experiencing delayed retirement and homelessness. Across Australia, homelessness in mature-aged women rose 31% between 2011 and 2018¹¹.

Ballarat has a high number of homeless people compared to the Victorian average, with Wendouree holding the third highest number of homeless people across all Victorian regional areas, representing 1.2% of all homeless people across the State¹². In 2015, the Ballarat Uniting

Care Homelessness Service recorded a large number of people seeking assistance with a homelessness and housing related matter. From a total of 1,785 adults, 123 (or 7%) were over the age of 55¹³.

Aboriginal and Torres Strait Islander (ATSI) Peoples

For the purposes of GROW Ballarat, in this document the term ‘Aboriginal and Torres Strait Islander peoples’ refers to all Indigenous people, regardless of age or gender.

Compared to the Victorian average of 0.8%, Ballarat has a proportionately high ATSI population at 1.4% of the total population¹⁴.

Aboriginal and Torres Strait Islander Community Snapshot – Ballarat



*NB: Labour Force status not stated for all respondents

Table 4: Australian Bureau of Statistics. (2016) Census of Population and Housing. & Australian Bureau of Statistics. (May 2019). Labour Force status by Age, Labour market region (ASGS) and Sex, October 1998 onwards.

Both locally and in Victoria, the ATSI population have significantly higher unemployment rates than non-Indigenous Australians; they also earn lower household incomes and are more likely to receive a government pension or allowance as their main source of income¹⁵. According to the 2016 census survey, almost 48% of all ATSI people in Australia lived in the most disadvantaged areas (as classified by Socio-Economic Indexes for Areas)¹⁶. In 2017, ATSI people were 9.2 times more likely to access homelessness services than non-Indigenous people, and one in four (or 25%) of ATSI people using homelessness services was a child under the age of 10 years¹⁷.

A boriginal procurement and employment increases the number of opportunities for Aboriginal businesses and Aboriginal people to participate in the economy. For every \$1.00 spent on Aboriginal businesses, the social economic impact to the Aboriginal community was \$4.41, and Aboriginal

businesses are 100 times more likely to employ another Aboriginal person¹⁸. By providing commercial opportunities for Aboriginal businesses, buyers increase the likelihood of enhanced socio-economic outcomes which have a positive impact on the overall wellbeing and participation levels of ASTI peoples.

Ballarat Economic Drivers

Over \$8bn is spent each year in the Ballarat region, with approximately 55% being spent with businesses in the local region. Of this, 45% or approximately \$3.7bn is spent with businesses outside of the region¹⁹.

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 Ballarat.

For example, a 1% shift in spend from non-local to local contributes more than \$85 million in economic value and creates an estimated 295 new jobs.

For this reason, GROW Ballarat will intentionally focus on opportunities to increase expenditure in the region, whether working with GROW Ballarat Members to identify opportunities to move recurrent spend from non-local to local suppliers, or through the delivery of new projects in the region.



Ballarat Total Expenditure - 2018					
Total		Local		Import	
\$8.3bn		55%		45%	
Change in local spend					
Economic impact					
1%	\$86m	5%	\$430m	10%	\$865m
Jobs created					
1%	295	5%	1490	10%	2980

Table 5: Source: Remplan Economic Modelling (2018, release 1). Impact Modelling, Great Ballarat region - using Australian Bureau of Statistics datasets.



Supporting the Delivery of Major Projects

The delivery of new projects and new investment in the Ballarat region presents a significant opportunity for GROW Ballarat.

Economic modelling shows that every \$10 million of construction projects supplied locally will create over 60 local jobs and have an economic impact of more than \$23 million on the region²⁰.

Government (at all levels) and private industry continue to invest heavily in the region, with a number of major projects either underway or soon to commence. These include:

- Ballarat GovHub
- Ballarat Hospital Redevelopment
- Serco Citizen Services Police Assistance Line Call Centre
- Ballarat Station Precinct Redevelopment
- Ballarat West Employment Zone
- Stockyard Hill Wind Farm

GROW Ballarat will seek to support the delivery of these and other major projects to maximise the local and social impact, including the engagement of local suppliers and supporting local and inclusive employment outcomes.

With the September 2018 roll-out of the Victorian Government Social Procurement Framework (SPF), Victorian Government buyers undertaking the procurement of projects in the region also have obligations to deliver social outcomes.

By acting as the region's conduit between these buyers, local suppliers and employment support agencies, GROW Ballarat is uniquely positioned to achieve sustainable social outcomes in the region.



A number of Victorian Government agencies are already looking for the support of the GROW programs regionally with the roll-out of the SPF, including Health Purchasing Victoria, VicRoads, Rails Projects Victoria and the Victorian Health and Human Services Building Authority.

GROW Ballarat support for these projects will include:



GROW Ballarat Program Delivery

Work completed to date has focussed on program development; assessing the regional challenges and opportunities and identifying the programs desired impact.

This work has resulted in the development of the GROW Ballarat Regional Action Plan.



The focus moving forward from August 2019 is program implementation:

1. Establishing formal commitment to GROW Ballarat from organisations operating in the region
2. Working with these organisations to develop and implement individual GROW Ballarat Action Plans

A set of key performance indicators (KPIs) have been developed to measure the success of delivery of year one of the program (to the end of 2019), with a new list of KPIs to be created for each of the two subsequent years of program delivery.



Participating in GROW Ballarat

GROW Ballarat participation is open to Government, private sector and not-for-profit organisations large and small, whether Ballarat owned and operated or organisations doing business or delivering projects in the region.

Role of GROW Ballarat Members

As GROW Ballarat Members, businesses publicly commit (refer Appendix 1 - GROW Ballarat Member Compact) to adding value to the Ballarat region by:

1. Buying local;
2. Buying social;
3. Offering employment pathways;
4. Employing from target groups;
5. Advocating for the GROW Ballarat program;
6. Developing an individualised GROW Ballarat Action Plan and reporting on outcomes.

In turn, GROW Ballarat Members are provided a range of tools and support services to assist them in completing these actions.

Support provided to Members by GROW Ballarat includes:

- Organisational capability assessments, benchmarking and support for the development and delivery of annual GROW Ballarat Action Plans
- Access to a regional toolkit of procurement and employment resources
- Access to social procurement and inclusive employment training
- Participation in GROW Ballarat networks and regional forums
- Development of participant data analysis and access to organisational procurement dashboards
- Access to the GROW Ballarat Portal, a single secure solution for all GROW Ballarat Members to find and access key tools and resources.



On an annual basis, outcomes achieved by GROW Ballarat Members will be aggregated and publicly reported, with the ultimate program measure being job creation for the programs target groups.

Role of GROW Ballarat Members

As GROW Ballarat Partners, organisations publicly commit (refer Appendix 2 - GROW Ballarat Partner Compact) to adding value to the Ballarat region by:

1. Working in partnership with GROW Ballarat to identify opportunities and deliver programs that support the GROW Ballarat objective of strengthening social and economic outcomes and increasing job opportunities, including:
 - Working closely with GROW Ballarat to help fill job openings with local employers;
 - Sharing appropriate data, knowledge and lessons learned, including developing case studies and contributing to models for success;
2. Collaborating with other GROW Ballarat Partners and Members to identify chances to work together to increase career opportunities for people with barriers to employment in our region;
3. Advocating for the GROW Ballarat program, and;
4. Participating (where appropriate) in GROW Ballarat events.

GROW Ballarat acknowledges the support of the GROW Ballarat Partner organisations who have assisted in the initial development of the GROW Ballarat program (refer Appendix 3).



GROW Ballarat Regional Action Plan Overview

The GROW Ballarat Regional Action Plan seeks to deliver the programs' objectives through a set of interlinked and mutually reinforcing actions.

These actions sit under the following five GROW Ballarat Pillars:



GROW Ballarat Delivery

Successfully implement GROW Ballarat behaviours as normal practice amongst the local business community.



Buy Local

Support local businesses to thrive and prosper in Ballarat by increasing local spend and providing opportunities for jobs growth.



Buy Social

Support socially driven procurement, by building relationships between local businesses that benefit communities across Ballarat.



Offer Employment Pathways

Facilitate the origination of traineeships, apprenticeships, work placements and work exposure opportunities to help train people for real and accessible employment opportunities. This means that job seekers will be equipped with the skills they require to meet job needs.



Employ from Target Groups

Focus on equitable access to employment and helping to create strong, skilled and inclusive communities.

GROW Ballarat Regional Action Plan 2019 - 2021

Pillar: GROW Ballarat Delivery



Objectives		
1. Motivate businesses to integrate GROW principles into their everyday actions	2. Foster a GROW Ballarat community amongst key stakeholders	3. Monitor the progress of GROW Ballarat
Actions		
1a. Establish the Compact for GROW Ballarat Members	2a. Hold an inaugural event for all GROW Ballarat Members to help develop a Member network	3a. Develop a program dashboard to regularly report program progress and outcomes
1b. Develop unique Action Plans for GROW Ballarat Members	2b. Develop a Community Engagement Strategy	3b. Establish a Steering Committee to shape and guide the program delivery
		3c. Roll out GROW Ballarat Portal to provide Compact Members access to Action Plans, data, tools, resources
1c. Complete annual reviews of GROW Ballarat Member Action Plans	2c. Collaborate with the GROW programs across the State to share learnings, resources and build capability	3d. Hold a workshop to train Members on using the GROW Ballarat Portal and available tools.
		3e. Produce an end of calendar year report on the progress of GROW Ballarat and its Members. The report should make reference to the KPIs indicated within the Regional Action Plan
KPIs 2019		
Ten local businesses and/or projects to sign the Compact and become GROW Ballarat Members	50% of all GROW Ballarat Members to have been represented at a GROW Ballarat networking event or workshop	All GROW Ballarat Members to be trained and comfortable in the GROW Ballarat Portal and in all the other tools and resources available through the portal. Members should be able to independently update their Action Plan progress
Develop ten individual Action Plans (one for each Member)	Maximise learning potential by visiting all four GROW regions. Ensure experiences, resources and relevant connections are shared	75% of the actions across all GROW Ballarat Member Action Plans to be in progress

Pillar: Buy Local



Objectives		
4. Perform research and analysis on local procurement	5. Make it easier for Ballarat businesses to buy local (increase the visibility and communication between buyer and supplier)	6. Promote buying local as a key business behaviour in Ballarat
Actions		
4a. Establish understanding / data of what expenditure is currently escaping and the pipeline of upcoming procurement projects	5a. Guide businesses on opportunities to buy local, through systems and tools	6a. Partner with existing initiatives including Commerce Ballarat's B2B and Localised
	5b. Ensure the supply chain is considered as part of the tendering process by developing standard tender criteria	
4b. Provide GROW Ballarat Members with tools to identify the economic impact of spending local	5c. Create a system that highlights local business	
	5d. Publish annual procurement plans to the local market	
4c. Measure the current local spend of GROW Ballarat Members	5e. Create a community of local businesses by holding networking events	6b. Through the GROW Ballarat Portal monitor the progress of GROW Ballarat Members and the impact of buying local
4d. Provide access to economic impact modelling tool through GROW Ballarat Portal	5f. Educate businesses on procurement processes to build local supplier capability.	
		5g. Provide businesses with the systems and tools required to facilitate increased local spend
KPIs 2019		
Secure the local data spend of at least 25% of GROW Ballarat Members	Identify and engage with twenty local suppliers who can be incorporated within the supply chain for major projects	Two case studies to have been produced outlining the benefit of buying local

Pillar: Buy Social



Objectives		
7. Increase key stakeholder's understanding of social procurement	8. Fully understand the community impact of social procurement	9. Increase business access to social procurement
Actions		
7a. Clearly define social procurement and associated terms	8a. Build an understanding of the impact organisations can achieve through buying social by producing a document outlining three social enterprise organisations and the positive impact they are making	9a. Connect and support engagement and collaboration between social buyers and suppliers
		9b. Assess and build the maturity of local businesses in social procurement
7b. Train local businesses or organisations on social procurement through workshops or one-on-one meetings	8b. Understand and build the current buyer and supplier capability by supplying training and a suite of tools	9c. Support the establishment of social enterprises
		9d. Map social enterprise ready for social procurement
KPIs 2019		
Advance the capabilities of local businesses in social procurement by having ten businesses complete relevant training	Develop a means of measuring and tracking the social procurement impact of GROW Ballarat Members and develop a base line impact for all Members	Introduce ten social enterprises to GROW Ballarat Members
		Ten social enterprises to have attended GROW Ballarat events

Pillar: Offer Employment Pathways



Objectives			
10. Understand current skills of Ballarat community vs. demand	11. Engage with local business network	12. Facilitate work experience and job opportunities for targeted job seekers	13. Promote a more inclusive employment policy amongst local businesses
Actions			
10a. Research current skill capability of the Ballarat community	11a. Develop a Communications Plan	12a. Develop a case that inspires business to act	13a. Provide practical advice to employers about "how to"
10b. Understand the pipeline of regional projects	11b. Leverage off existing memberships and partnerships in other GROW regions	12b. Provide positive examples to employers	
10c. Promote professional development opportunities for targeted groups that align with industry / sector needs	11c. Attend networking events	12c. Provide awareness of employer incentives - including financial subsidies from Govt.	13b. Create material promoting inclusive employment
KPIs 2019			
In order to create better visibility for local suppliers, identify and share with GROW Ballarat Members the details of five regional pipeline projects	To increase local awareness of GROW, representatives from at least 40 local businesses to have been engaged and briefed on the program	Create employment pathways for 25 individuals from target groups with GROW Ballarat Members	Ten local businesses to have completed training in cultural awareness

Pillar: Employ from Target Groups



Objectives		
14. Partner with providers representing targeted groups	15. Create awareness of GROW Ballarat amongst targeted groups	16. Facilitate the successful placement of individuals from targeted groups into jobs
Actions		
14a. Engage skilled job providers to deliver targeted outcome	15a. Ensure targeted groups are aware of GROW Ballarat	16a. Successfully place individuals from targeted groups into employment
14b. Create a list and key contacts for providers that work with targeted groups	15b. Promote the GROW Ballarat Members to targeted groups	16b. Build the capacity and capability of GROW Ballarat Members to inclusively employ
		16c. Establish a community of best practice to collaborate and communicate outcomes
KPIs 2019		
Strengthen existing employment and community services through developing a number of effective partnerships	In order to facilitate awareness amongst targeted groups, elect two GROW Ballarat ambassadors from targeted groups who have successfully gained a career opportunity through the GROW Ballarat program	Provide the initial introduction that results in the employment of five individuals from targeted groups with GROW Ballarat Members



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VICTORIAN RAILWAYS

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Appendix 1 - GROW Ballarat Member Compact



[Organisation Name]

Member Compact

GROW Ballarat is a free program designed to increase the success of local businesses and create career opportunities for people with barriers to work. GROW Ballarat works with a variety of stakeholders who collectively strive to achieve local economic growth and sustainable career opportunities for target groups in the Ballarat community.

By signing the GROW Ballarat Member Compact, we, [Organisation Name], commit to adding value to the Ballarat region, via the following actions:

1. **Buying local:** endeavouring to maximise the local (Ballarat) proportion of our organisational spend; and 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.
2. **Buying social:** 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.
3. **Offering employment pathways:** wherever possible offering traineeships, apprenticeships, work placements and work experience to help train local people for real and accessible employment opportunities.
4. **Employing from target groups:** focus on equitable access to employment and helping to create strong, skilled and inclusive communities. When appropriate, prioritising the GROW Ballarat target groups in the recruitment process.
5. **Advocacy and collaboration:** sharing knowledge and lessons learned, publicly supporting GROW and influencing other organisations to commit to the GROW Ballarat program. Collaborating with other GROW Ballarat Partners and Members to identify opportunities to work together to improve career pathways for people with barriers to work in our region.
6. **Participation:** developing an individualised GROW Ballarat Member Action Plan with an annual statement of outcomes for (aggregated) reporting through the GROW Ballarat program. Furthermore, when appropriate, help to raise awareness and attend GROW organised events.

Signed	
Name	
Position	
Organisation	
Date	

Appendix 2 - GROW Ballarat Partner Compact



[Organisation Name]

Partner Compact

GROW Ballarat is a free program designed to increase the success of local business and create career opportunities for people with barriers to work. GROW Ballarat works with a variety of stakeholders who collectively strive to achieve local economic growth and sustainable career opportunities for target groups in the Ballarat community.

By signing the GROW Ballarat Partner Compact, we, [Organisation Name], commit to adding value to the Ballarat region, via the following behaviours:

- Partnership:**
 - Working in partnership with GROW Ballarat to identify opportunities and deliver programs that support the GROW Ballarat objectives of strengthening social and economic outcomes and increasing local job opportunities.
 - Working closely with GROW Ballarat to help fill job openings at local employers.
 - Sharing appropriate data, knowledge and lessons learned, including developing case studies and contributing to models for success.
- Collaboration:**
 - Collaborating with other GROW Ballarat Partners and Members to identify opportunities to work together to improve career pathways for people with barriers to work in our region.
- Advocacy:**
 - Publicly supporting GROW Ballarat and encouraging other organisations to commit to the GROW Ballarat program.
- Participation:**
 - When appropriate, help to raise awareness and attend GROW Ballarat organised events.

Signed	
Name	
Position	
Organisation	
Date	

Appendix 3 – Acknowledgements

GROW Ballarat and the Highlands LLEN acknowledge the support of the following organisations who have assisted in the initial development of the GROW Ballarat program:

ArcBlue Consulting is a specialist procurement consultancy supporting the development and implementation of GROW Ballarat. ArcBlue is currently supporting the delivery of all five GROW programs in Victoria.

City of Ballarat covers an area of 740 square kilometres and includes the outlying townships of Buninyong, Miners Rest, Learmonth and Cardigan Village.

Commerce Ballarat is the largest independent business group in Ballarat creating a united voice for all business sectors. They represent the business community on many committees that direct the future planning of the City.

GROW Network consists of the following backbone organisations who are delivering the GROW program in their respective regions: Give Where You Live (G21 Geelong GROW), Be.Bendigo (GROW Bendigo), Latrobe Valley Authority (GROW Gippsland) and Committee for Shepparton (GROW Shepparton).

Industry Capability Network (ICN) is a business network that introduces Australian and New Zealand companies to projects large and small. ICN will act as the conduit between major projects delivered in the region and local Ballarat based suppliers.

Localised is a place-based business network that advances local economies by connecting local businesses to each other, local expertise, business events & opportunities. The Localised platform supports the GROW programs in Ballarat, Geelong, Gippsland and Bendigo.

Regional Development Victoria (RDV) is the funding partner of GROW Ballarat and the Victorian Government's lead agency responsible for rural and regional economic development. RDV leads the delivery of a number of major projects in Ballarat and facilitates a network across all five GROW programs.

We also acknowledge the other organisations who are soon to sign the GROW Ballarat Partner Compact. An updated and comprehensive list of **GROW Ballarat Partners** can be found on the Highlands LLEN website. <https://www.highlandslen.org/grow-ballarat>

GROW Ballarat Steering Committee August 2019

Finally, we would like to thank the GROW Ballarat Steering Committee who continue to provide invaluable strategic direction to the GROW Ballarat program:

Highlands LLEN (backbone organisation)	Jannine Bennett, Executive Officer
Centacare	Tony Fitzgerald, Chief Executive Officer
City of Ballarat	Samantha Magill, Manager Economic Development
Federation University	Jeff Pulford, Executive Director
Industry Capability Network	Garry Holding, Industry Adviser
PipePro Directional Drilling	Danielle James, Director and Owner
Regional Development Victoria	Madeleine Jones, Regional Strategy Coordinator, Grampians

Glossary

Aboriginal and Torres Strait Islander (ATSI) Peoples: For the purposes of GROW Ballarat, 'Aboriginal and Torres Strait Islander peoples' refers to all Indigenous people, regardless of age or gender.

Backbone: an organisation with the staff and a specific set of skills required to manage a Collective Impact initiative, including coordinating participating organisations and agencies.

Collective Impact: a collaboration framework that engages across sectors and groups who share a common interest to address a complex social issue, in a given community.

Community Engagement Strategy: a plan that establishes the key messages and strategies for communicating the role and outcomes of the GROW Ballarat program to identified stakeholders across the region.

Disengaged Young People: for the purposes of GROW Ballarat, 'young people' is defined as those who are aged 15 to 24 years.

GROW Ballarat Member: Ballarat based organisations or organisations doing business in the Ballarat region who commit to adding local economic and social impact in the region through their procurement and employment activities.

GROW Ballarat Member Action Plan: an individualised plan developed annually by each GROW Ballarat Member that outlines the action the organisation will take to contribute to the achievement of the GROW Ballarat program objectives.

GROW Ballarat Member Compact: a formal commitment from organisations to implement and report on social procurement and inclusive employment policies, programs and initiatives.

GROW Ballarat Partner: organisations who commit to supporting the delivery of the GROW Ballarat program through the provision of specialist skills, resources and expertise which enable procurement and inclusive employment outcomes.

GROW Ballarat Partner Compact: a formal commitment from organisations to offer time, services and expertise towards the successful delivery of the GROW Ballarat program.

GROW Ballarat Portal: an online tool for GROW Ballarat Members to access their Action Plan, as well as resources, tools, templates and reporting which support participation in the GROW Ballarat program.

GROW Ballarat Regional Action Plan: an overarching plan which guides the regional priorities, implementation strategy, deliverables and outcomes of the GROW Ballarat program.

The GROW Ballarat Regional Action Plan covers the period 2019 to 2021.

Highlands LLEN: one of 31 Local Learning and Employment Networks across Victoria, the Highlands LLEN is the GROW Ballarat backbone organisation.

Inclusive Employment: all efforts that promote fair and equitable access to employment, ensuring satisfactory pay and conditions, career prospects and opportunities for social integration.

Local Procurement: organisations using their buying power to generate local economic value through the engagement of local suppliers for their required goods, services, or construction works.

Mature-Age Female Job Seekers: for the purposes of GROW Ballarat, 'mature-age' will be defined as those who are 50 years and above.

Social Enterprise: businesses that trade to intentionally tackle social problems, improve communities, provide people with access to employment and training, or help the environment.

Social Procurement: organisations using their buying power to generate social value above and beyond the value of the goods, services, or construction being procured.

Social Procurement Framework: the Victorian State Government framework which enables buyers and suppliers to use the Government's buying power to deliver social, economic and environmental outcomes that benefit the Victorian community, the economy and the environment.



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