



Celebrating  
20 years of advocacy  
and engagement  
with our community







## Acknowledgement of Country

Highlands LLEN respectfully acknowledges the traditional custodians of the lands in which we work and live, the Wadawurrung, Dja Dja Wurrung and Wurundjeri people and recognise their continuing connection to land, waters and community. We pay our respects to Elders past, present and future.



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# The History of the Local Learning and Employment Networks

Not just a program but a movement

Highlands Local Learning and Employment Network (HLEN) was established on 28 May 2001, alongside 14 other Local Learning and Employment Networks across the state of Victoria. This number would grow to 31 LLENs the following year as needs in communities across Victoria were identified by the Victorian Government - the goal was achieved to have LLENs in all parts of the state.

The concept of Local Learning and Employment Networks was established in 2000 as an outcome from the "Ministerial Review of Post Compulsory Education and Training Pathways in Victoria", which was chaired by Mr Peter Kirby. In January 2000, the then Victorian Minister for Post

Compulsory Education, Training and Employment the Hon. Lynn Kosky, appointed an independent panel Chaired by Mr Peter Kirby, to review participation outcomes of young people in post compulsory education and training in Victoria.

The report had many recommendations including Recommendation 11 - the establishment of "10-15 local planning networks to be supported in order to:

- Develop collaborative approaches toward planning and improving delivery of post compulsory education and training programs and services
- Investigate and trial key elements of regional coordination and delivery of programs" (page 19)

*"I urge all those interested in the future of our young people to support this initiative and contribute to it wherever they can".*

MINISTER LYNNE KOSKY'S CALL TO ACTION IN 2001



In May 2001, the Victorian Government released a brochure that introduced the LLENs to the community, it included an introduction by Minister Kosky. The Government agenda at the time was to improve the number of young people who left school with a recognised qualification: "education is its (the Government) No. 1 priority and decisive action is needed to make education more relevant to a wider range of young people, giving them the best opportunity to a secure and rewarding future. The introduction of LLENs forms part of that action".

The function of the LLENs was specified as:

- Bring together local education providers, local employers, local councils and other interested people in the community
- Identify gaps in the provision of education and training locally
- Plan the development and delivery of educational programs for young people, which will assist in meeting the targets for better completion rates and employment outcomes
- Take a strategic approach to developing pathways for local young people, especially those at risk of dropping out
- Monitor these pathways and outcomes to ensure they are beneficial to young people
- Advise the new Victorian Learning and Employment Skills Commission (VLESC) on the needs of young people in their areas

The LLENs were funded for 3 years with the aim to "create new funding and delivery relationships between education providers and the Government, where there is less central intervention but greater accountability to the local community and to Government". This place-based focus was to become a key feature of LLENs during their lifetime.

It was expected the influence of LLENs to bring about change would come from co-ordinating inputs to planning and strategy-making at local and state-wide levels including:

- Development and testing of new ideas with service providers with adroit use of funds
- Conducting ongoing research into needs and monitoring outcomes
- incorporating into planning the 'street smarts', intuition, creativity and innovativeness that people involved in LLENs bring to their work
- LLENs advising local and departmental policy-makers on priorities
- LLENs adding value through developing and managing creative relationships, networking, collaboration, brokerage, dispute resolution and like roles
- Central agencies responding to issues raised by LLENs and supporting the role of LLENs.

In summary, part of the strength of the concept of LLENs is that they are advisors and partnership brokers between the education, youth work and community sectors.



## Message from the Executive Officer

Jannine Bennett

Four Executive Officers (EOs) at Highlands LLEN (HLEN) over a 20-year period suggests EOs don't like to leave and that it is a fantastic and rewarding job.



My introduction to HLEN occurred in 2007 when I phoned the then EO, Barry Wright, seeking advice and information about a role I was applying for at Ballarat University (Federation University). Barry provided blunt and honest comment which was very helpful at the time. I was successful in gaining the position as Head, UB Tec, a new State Government initiative which involved the establishment of a senior secondary school at the University with a strong focus of vocational pathways and hands-on learning. I soon realised that Ballarat was to become my new home and I would not be returning to Geelong where I had lived for 30 years.

Barry was to leave HLEN to become a colleague at Ballarat University and Wendy Draayers left Ballarat Uni to become the new HLEN EO in 2008. I joined the Committee of Management the following year and eventually was appointed as Deputy Chair where I would step in for Lindsay Florence on occasions. I especially enjoyed the Chairs meetings that were held in Melbourne at the same time as the Victoria LLEN EOs were gathering. Wendy encouraged me to apply for the EO role when she was successful in securing an overseas posting to Fiji, it was an easy decision and I was very pleased to be accepted as the fourth EO; I began with HLEN on 24 May, 2013.

*"Ultimately, I have felt we made a difference by influencing Government and improving the lives of many young people. As David Haymes used to say, 'it's all about the kids' – I agree."*

JANNINE BENNETT

Minister Kosky was forward thinking when she created the innovating initiative called Local Learning and Employment Networks that developed into 31 bodies across Victoria as special place-based responses to local needs. The first General Meeting of Highlands LLEN had 49 community members present with Eric McLeod as Interim Chair. The AGM the following year had similar numbers. Howard Kelly (General Manager, Cross Sectoral Policy and Project, DET) presented at the AGM and has remained a friend to LLENs ever since. The emphasis from the speakers at that event was on the 'role of LLENs and other education and employment players to engage in dialogue with young people and the need to genuinely work collaboratively to ensure active participation and positive outcomes for young people'. This statement was as relevant in 2001 as it is today in 2021.

In preparing to celebrate and recognise 20 years of contribution by Highlands LLEN to our region, I have become immersed in photos and files, all carefully saved by previous staff. Each year the achievements of staff have been significant, there are an array of large scale events, new contracts, small activities and extensive engagement with our various communities. Over time we see unique activities repeated again with different badging. Staff were not afraid to innovate and tackle the tough tasks. Contracts fluctuated and Governments changed but enthusiasm and drive were always evident. It is clear that staff loved their work and the community appreciated what they were doing. For me, the highlights have been the wonderful staff I have worked with and nurtured, the additional projects and contracts we have secured, the research we have undertaken and the leadership role I (as did Barry and Wendy) have taken with the LLEN Victorian network. Ultimately, I have felt we

made a difference by influencing Government and improving the lives of many young people. As David Haymes used to say, 'it's all about the kids' – I agree.

In 2021, Highlands LLEN is about to launch a new vision and strategic plan. Our breadth of contracts has increased, staffing numbers have grown and we have expanded our client base beyond young people (the "kids"). Moving into our next 20 years, we will continue the tradition of advocacy and collaboration with innovative leadership within our community. We will continue to develop responses, programs and activities that reflect fairness, equity and diversity. We remain informed by data, good practice and continuous improvement to achieve personal, social and economic growth for our people. With anticipation and excitement, we step into our next 20 years, please come on the journey with us.



## Reflections

Messages from previous executive officers and chairpersons

EXECUTIVE OFFICERS	YEARS AT HLEN
Dellice Coultas	2001 – 2002
Barry Wright	2003 – 2008
Wendy Draayers	2008 – 2013
Jannine Bennett	2013 - 2021

CHAIRPERSONS	YEARS AT HLEN
Eric McLeod (Interim)	2001
Wayne Muir	2001
Terry Cubley	2001
Wayne Muir (Acting)	2002
Virginia Fenelon (Interim)	2002
Margaret Stewart	2002 - 2004
David Haymes	2005 – 2010
Lindsay Florence	2011 – 2019
Cr Belinda Coates	2019 – 2020
Leanne Parker	2020 - 2021



Dellice Coultas

My memories of what I was doing in 2001 are pretty hazy now, but I still remember the passion to make a difference. Overall, 2001 was a time of great expectations with the entry of a new century and being on the cusp of quickly developing technology that was changing the face of both the workplace and places of learning.

In June 2001, the advertised LLEN Executive Officer positions across the state attracted the attention of those of us who saw a need to enable young people to find education and training pathways to the workplace that needed to be relevant to them. Especially, in my view, for those in rural and regional areas. At the time, many young people were still leaving school before commencing VCE and the changes in the work place led to fewer jobs for the unskilled and untrained.

The concept of the LLEN was to keep young people in school longer and to build partnerships and networks across the community of educators, business and industry and government and other agencies. To build partnerships and networks were still fairly new concepts for a number of government priorities but it was a concept dear to my heart.

Like many in my generation, I was the first person in my family to have a tertiary education. But, I followed a different route, I went to the only “girls only” technical school in the state. I followed a teaching path via a studentship and was the first Victorian Tech trained female teacher to teach humanities in the Victorian Technical School system.

My youthful experience of government initiatives and the opening up of opportunities for “working class” kids is over 50 years ago. Minister Kosky was keen to achieve the same thing 20 years ago. She and the Bracks Government knew that “for young people to reap rewards in our society they must have access to pathways from school to further training ... and on to employment”

I suppose you could say that turning 50 the week before I took up the role of establishing the Highlands LLEN was the culmination of my long and tortuous route towards professional achievement. Here was a new and fresh approach to ensuring other young people would “achieve a secure and rewarding future”

Setting up a new organisation in a new town is always going to be a challenge. But it was a challenge I enjoyed. Nevertheless, I couldn’t have done it well without the help of my inaugural committee members and being co-located with then ACE Co-ordinator, Verna Kearney.

*“It was interesting to hear the quite varied expectation that people within our community had/have for the LLEN. Some expect that we will now come in and solve all of their problems, some expect that we will take responsibility for all the different programs that exist, some are nervous that we will take over their patch, others expect that we will stumble and disappear fairly quickly.”*

On recently finding HLEN’s December 2001 newsletter, it was instructive as to how much our first chairperson, Terry Cubley, was a driving force within the Management Committee at the time. He was not put off from the huge task ahead.

Unfortunately, Terry left us all too soon because of work commitments and Wayne Muir then took up the helm continuing to keep the focus of the Committee on “guiding the strategic planning to ensure a systematic development of targeted initiatives”.

Of course, the early days were taken up with setting up an office, administrative and financial processes, hiring staff and meeting as many people as possible. To build an effective network was paramount at that stage. I recall the enthusiasm of so many people in and around Ballarat who wanted to see positive changes to help disengaged young people. Planning was a huge component of the first few months. A strategic plan of 3 central commitments comprising 10 objectives was to become an active and driving force.

Strategy based sub committees that included membership from all 5 local government areas “developed an independent and productive voice across the communities”. I was really impressed by the energy of the members at the time. So many people wanted positive changes to happen.

Within the planning process, an environmental scan was a major focus. The collection of data was crucial for identifying needs and assisting with starting off initiatives. The

government was also working very closely with us through the new commission of the time: Victorian Learning and Employment Skills Commission (VLESC). Involvement in the establishment of the Ballarat Learning Exchange was a high priority, as was the support of the introduction of what is commonly known as VCAL into the education system.

The LLENs were clearly to be conduits of government initiatives which they wanted to have in action and with impact as quickly as possible. All these activities required a Network of networks, a Register of registers; all of which we hoped would give young people greater equity and greater access to education, training and jobs.

Within the first year we had moved to our own premises while the BLX was being built and we had a membership and network that was well on the way to becoming the successful organisation that it now is.





## Terry Cubley

Highlands LLEN was new and we were learning 'on the job'. Much of the early role was to encourage people from education to learn about industry and for industry to accept the benefit that teaching and learning has for their profitability.

My role as Chair was a long time ago and because I moved away and changed focus I was only with the HLEN for a short time, so there were no real achievement other than supporting dedicated people to take it further. This was a success. I was a Secondary School teacher in Ballarat and Bacchus Marsh prior to my role with HLEN, obviously with a focus on learning and employment options for students, and bridging the divide between education and employment.

Shortly after joining HLEN I was granted a Teacher in Industry position and left teaching to work in the automotive industry with Ford Australia, using my education expertise to develop a new Ford apprenticeship program in Geelong. Following this I took a position as Training Manager for Bendix Mintex in Ballarat and then became Training Manager for Holden in Port Melbourne and then in Adelaide. I became Chair of the Automotive Industry Training Board for a few years from 2010.

Large industry has the capability to support education and Training because it has a measurable benefit for their performance. Small Industry finds it more difficult because education and training takes time to have an impact. Government support for training is critical to have these smaller but crucial industries involved in supporting education in their region.



## Barry Wright

Raising the profile of the outstanding work of the LLEN initiative in the public domain and especially the local government areas that encompassed the Highlands region was my biggest challenge as EO.

My greatest achievement as EO was building on the collaboration of critical friends and partners:

1. Youth Options Guarantee/Grampians Education Partnership: The partnership comprised the 4 LLENs, all the secondary colleges, Catholic Education Office, training providers, industry/employers, DEST, DEWR, DVC, DHS local government and Centrelink within the Central Highlands Grampians region. Malcolm Miller was the catalyst for ensuring that the partnership was recognised with a signing of a Memorandum of Understanding. Malcolm also chaired the group, provided governance support and drove this initiative within the Department of education at a State level.
2. Administration of the VET Cluster: The architect for the LLEN to administer and support the school VET coordinators was Bernie Davern who was the VET Principal Chair at the time. Bernie was very supportive of the LLEN and recognised the vision and advantages of the LLEN working collaboratively with the schools to support VETiS.
3. Establishment of That Place: That Place was established following a suggestion by the then Minister for Education and Training, Lynne Kosky. The career information centre set about assisting young people 15 -19 y/o to find their place in their community. Marilyn Scott was the coordinator who provided the expertise as well as making the centre welcoming to young people. That Place provided more than career information and became a strategic place for other linkages. That Place worked with individuals as well as school groups. It also provided integrated support services and Centrelink also operated from the facility two days per week.

My most memorable project was working with the Department of Education, lead contractors and architects on the establishment of the BLX. This was a very rewarding project that encompassed purpose-built facilities to domicile the LLEN and VET Cluster as well as promoting education and training.

A funny memory involved the Regional Director of Education Malcolm Miller. He was very supportive of the LLEN initiative and was also a 'mad' Collingwood supporter. He often chaired meetings that I attended and I used to have a bit of fun by purposely leaving my mobile phone on during meetings. My ringtone was the Richmond theme song so every time my phone rang I would let it ring a little before diverting it. It used to drive Malcolm mad and he finally realised that I was having a bit of fun with him. He took it well!

Before joining HLEN I was an Executive at Oztrak a local company that specialised in Telematics and Telemetry. Whilst holding the position of Executive Officer with the HLEN, I was also Chair and convener of the EOs network working closely with the other LLENs and the Department of Education. There were many other great highlights during my time as EO with achievements such as: Structured Workplace Learning, Ballarat Community VCAL program, Jobs for Youth Page and the School Based Apprenticeship Pathway Program.



## Margaret Stewart

As the concept of the LLEN was still relatively new, the biggest challenge as chairperson was communicating with the education, training and industry sectors about the potential benefits of cross-sectoral partnerships. The LLEN envisaged that by improving the education, training and employment outcomes for young people, these partnerships could transform their lives and enhance the community.

My greatest achievement as Chairperson was being on the selection panel which employed Barry Wright as the Highlands LLEN's second Executive Officer in February 2003. Barry went on to conscientiously and effectively manage Highlands LLEN until 2008. He played a leading role in initiatives resulting in excellent outcomes for young people and valuable community building in the five Local Government Areas covered by HLEN.

*"My most memorable project was the establishment of That Place as a warm and welcoming career service for young people, firstly in Lydiard Street and later in the Ballarat Learning Exchange. That Place staff worked with many young people supporting them with the process of making important transition decisions."*

One funny memory was when Barry and I attended a number of LLEN Chairs and Executive Officers' meetings in East Melbourne. On leaving the August 2003 meeting, avid Tiger fan Barry was keen to attend the farewell to Tiger legend, Jack Dyer, at the nearby Punt Road Oval. That LLEN meeting became memorable as Barry and I were captured at the Oval on the evening news and in the Herald Sun the following day! Before my role with HLEN I was Senior Project Officer, School-based Apprenticeships, Department of Education, Melbourne promoting and supporting the introduction of these apprenticeships across the state.

It was a privilege to play a role in the Highlands LLEN and work with people in education, training and industry committed to improve the outcomes of young people and, by extension, enhance the communities in which we live. Congratulations to all who have continued this important mission!



## Wendy Draayers

The four years that I spent as the EO of the Highlands LLEN is a highlight of my career. Prior to taking on this role I worked in the education sector and saw firsthand that learning truly changes lives. The EO role at Highlands LLEN provided the opportunity for me to drive this agenda in multiple forums across five LGA's. During my time in this role, I had the privilege of working with an amazing team and a broad range of stakeholders including government at all levels, community service organisations, education providers, businesses and community members who shared similar values to me and were committed to supporting young people along the journey to creating a future filled with possibility. I am particularly proud of the Community Action Networks (CANs) that we established across the region and the work that was done to develop alternative learning options for young people, many of whom faced multiple barriers. Another 'highlight' was a study trip to South Australia; this was planned by DEECD and I was fortunate enough to be invited to participate. The EO prior to me had the opportunity to go to Europe on a DEECD study trip, I got to go to Adelaide.....on a mini-bus!!!! But as the saying goes....."I wouldn't change a thing".





## David Haymes

When Barry Wright asked me to become involved with the LLEN, it certainly appealed to me. The concept of facilitating pathways for young people potentially “falling through the cracks” was important. As a young man growing up without a father and mentor I appreciated that there were people in the community who cared.

*“The LLEN gave me the opportunity to give something back.”*

The main challenge was to get “buy in” from some of the providers, and also cope with the tyranny of distance such as students needing to go to an activity but no transport available at the requested times.

As Chair, one thing I vividly remember is ensuring that the name places for each meeting were facing me as I could not always remember the names of members, speakers, movers and seconders. Quite embarrassing!

Prior to becoming involved with the LLEN I was the CEO and owner of Haymes paint and involved with many other business groups. Since juggling my time as Chair of the LLEN I am fully retired with my only commitment being to Chair the Haymes Board. I look back on my time with the LLEN very fondly and am proud of what was and continues to be achieved. After all, “It is all about the kids”.



## Lindsay Florence

As a former Superintendent of Police at Ballarat I was approached by the then Executive Officer Wendy and the Chair of the time David Haymes for a coffee and chat. My immediate thoughts were of apprehension because an approach of this type usually means a request to participate in some way or form and I wasn’t sure if I was ready to undertake a new role. Subsequent to the meeting I found that not only had I committed to being part of the Highlands LLEN but also had agreed to take on the role of the Chairperson. It was a role that I continued to perform for approximately nine years. Initially, my greatest challenge was to understand the language and processes for the program I had entered. Coming from a government agency I had a fair indication of what was expected but the new language, terms and acronyms of a government funded program linked to education was entirely new.

I took great pride in seeing success of the LLEN across all aspects of its work. I experienced considerable pleasure from seeing the level of commitment and the smiles of staff when their own pet project was successful and there were many such occasions. However, some of the behind the scenes activities still resonate with me. When I started the Highlands LLEN and indeed other LLENS across that State were funded by government on short term funding and it was a constant battle to secure funding during the respective budget cycles.

The outstanding success of the LLEN program saw this change for the better. As the Highlands LLEN continued to produce outstanding success stories and proved itself capable of developing and driving programs to improve the outcomes for young people in education and as they entered their employment years the LLEN itself became an essential element. This change in recognisable professional image and acceptance generated new opportunities and new funding models. LLEN funding became more secure and Governments were approaching the Highlands LLEN to deliver a wider range of services. I regarded this development as a key success during my period as LLEN Chair. Staff changed. Some personnel went to other employment and some left to take up positions as LLEN Executive Officers in their own right but what stands out for me is the fact that the overall professionalism of staff remained and that Highlands LLEN outcomes continued to improve year on year.

Before joining the Highlands LLEN I was a Superintendent of police at Ballarat and prior to retirement I was at Geelong. I really enjoyed my time with the Highlands LLEN although in the end I did not seek re-appointment as I found that I had other commitments that were demanding more of my time. As I move further into retirement I find that I am just as busy as before.

I congratulate the Highlands LLEN on reaching the 20th Anniversary milestone and as can be seen by my comments above the journey has been enormously successful with a proven level of commitment and professionalism by all of the staff members. The Highland LLEN enjoys a significant reputation for achievements and the year on year results not only prove that but enhances the standing and reputation of the Highlands proportionally.



## Leanne Parker

I have been Chair of the HLEN in a time of unprecedented change in response to the COVID19 pandemic. Innovation and communication have been essential in traversing the challenges and opportunities presented through this period, with challenges and opportunities to remain ongoing for a period yet to be determined.

However, it would be remiss to not mention the stepping stones that were already in place. Under the leadership of the Executive Officer, the HLEN was already in change mode evaluating business diversity through alternate contracts and business opportunities, which would result in growth and security for the stakeholders of the HLEN.

This strategic approach has seen the HLEN client base broaden from 100% school leavers and youth to include a 45% client demographic across all ages.

This change in direction provided opportunity to maximise engagement with the local business communities across a broad spectrum of required services, while continuing to present the organization as a relevant and required service.

These services primarily see training, work experience and employment opportunities presented to members of the local community with triage processes in place to provide individual support networks as required.

*“Most recently the HLEN was successful in acquiring the Jobs of Victoria Advocates Program where two advocates will educate and connect local Victorians in available government services providing connection to these services as required.”*

This program is a great fit for the HLEN vision which is currently in review along with an updated strategic plan aligned to the HLEN future strategic direction. It is important to note young people remain a key focus of the HLEN and we look forward to continuing to work closely with local schools to satisfy student needs in the training and employment sectors.

We cannot foresee the volume of challenges ahead, and living and working in regional Victoria can find ourselves feeling removed from the tentacles of the COVID-19 pandemic, however, the future will be the future and I am confident the Committee of Management, senior management team and staff members will continue to work through challenges and seek opportunities with an aim to service our local community through these times.



## Cr Belinda Coates

I had the great pleasure of being the Highlands LLEN chairperson from 2019-2020 and saw all of the LLEN programs grow from strength to strength during this time. 2020 is the year that will go down as one of the most challenging times in our modern history. We all had to adjust rapidly to enormous disruption and changes to ‘business as usual’. Adjusting to the online world quite rapidly and chairing or managing meetings online was a new skill that quickly became second nature to many of us. “You’re on mute”, quickly became the catch phrase of the year.

Despite challenges in the latter part of my term adjusting to the COVID-19 lockdown environment it was always a joy to gain a more in-depth insight into all of the programs while I was chair - Education Engagement, SWL, VET, GROW and all of the partnerships and networks kicked lots of goals during this time. It was fantastic to see plenty of media and social media presence for Highlands LLEN programs locally. I also enjoyed seeing the YAB program gain recognition and a highlight would have to be the terrific Spring in the Park festival. It was held on one Ballarat’s chilliest Spring days but was incredibly heart-warming to see great collaboration and pride in event planning.

When I took on the Highlands LLEN chairperson role I was Deputy Mayor/ Councillor at City of Ballarat. I went on to be re-elected late in 2020 for Central Ward and a third term as a City of Ballarat Councillor.

Congratulations to all of the Highlands LLEN - Janinne and team - and to all past and present team as well past and present Committee of Management members - on your 20th Anniversary! What an awesome achievement!



# 20

## 2001-02 History

*“Ballarat’s reputation as a regional leader in education and learning will be further enhanced in 2002”...with... “perhaps that most significant development being the \$5M Ballarat Learning Exchange.”*

2002 - Our Billion Dollar Year: A Report on the Economic Growth of the Ballarat Region - a special publication of 'The Courier', Ballarat 29th February 2002.

### EXECUTIVE OFFICER

Dellice Coultas

### CHAIRPERSON

Eric McLeod (Interim) 2001; Wayne Muir 2001; Terry Cubley 2001, Wayne Muir 2002 (acting); Virginia Fenelon (Interim); Margaret Stewart 2002

### COMMITTEE OF MANAGEMENT MEMBERS

Coral Arnold, Bronwyn Barlow, Marg Bolton, Andrew Crowley, John Dixon, Virginia Fenelon, Anne Finch, Marie Gosnold, Lindy Hamill, Lester Harris, Lorraine Hayes, Carmel Hempenstall, Verna Kearney, Peter Lane, Kay Macauley, Helen Knight, Eric McLeod, Ron Stone, Andrew Stretton

### STAFF MEMBERS

Kerri McGregor, Jennie Mifsud, Rosalie La Vie, Michael Beacom, Rob Lewers

### PROGRAMS OFFERED

- Information Centre Establishment
- Youth Bus Access Pilot
- VCAL Implementation forums
- Ballarat Vocational Futures Learning Exchange
- Managed Individual Pathways Program
- School Leavers Manual

### LOCATION

36 Camp Street, Ballarat  
(Co-located with ACFE-prior to BLX)  
43-45 Lydiard Street South, Ballarat

### ANNUAL REVENUE

\$436,152.96 (to June 2002)

### COMMITMENT 1

Respond to and develop targeted initiatives and stimulating programs for young people in the Highlands Local Learning and Employment Network Region.

### COMMITMENT 2

Establish co-operative processes for monitoring and for evaluation of activity in the Highlands Local Learning and Employment Network Region.

### COMMITMENT 3

Develop increased community involvement and an effective communication system within the Highlands Local Learning and Employment Network Inc.

**Highlands Local Learning and Employment Network Inc**

**COMMITTEE OF MANAGEMENT**

**MEETING DATES & TIMES:**  
3<sup>RD</sup> MONDAY IN THE MONTH (8.30am)

18<sup>th</sup> March at Ballarat

15<sup>th</sup> April in Hepburn Shire (Daylesford)

20<sup>th</sup> May at Ballarat

17<sup>th</sup> June at Pyrenees Shire

15<sup>th</sup> July at Ballarat

19<sup>th</sup> August at Golden Plains Shire

16<sup>th</sup> September at Ballarat

21<sup>st</sup> October at Moorabool Shire

18<sup>th</sup> November at Ballarat

18<sup>th</sup> November at Ballarat (Creswick)

Phone: 03 5332 3989  
Fax: 03 5332 9654

**HIGHLANDS Local Learning & Employment Network Inc**

will be holding their  
**ANNUAL GENERAL MEETING**  
on Thursday, 19 September, 2002 at 7.30pm  
Ballarat Fine Art Gallery, Lydiard Street North, Ballarat

**Guest Speakers:**  
Alice Barnes, Tom Sullivan & Sam Gook  
Students attending various local secondary schools  
&  
Howard Kelly  
General Manager  
Cross Sectoral Policy and Projects Division  
Department of Education and Training

**Supper provided**

Members interested in nominating for vacant positions on the Committee of Management are invited to contact the Executive Officer. Phone: 5332 3112

**HIGHLANDS LOCAL LEARNING AND EMPLOYMENT NETWORK Inc.**

Do you have an interest in improving the education, training and employment opportunities for young people?

Let's work together for young people. We're looking for people who are interested in creating education and training programs, which are relevant to today's needs and challenging community and workplace.

Be an employer. Ask us to help you to ensure that a young person is getting the best start in life.

If you are young or work with 15 - 24 year olds join us to help us to make a real change in learning and employment outcomes.

Join us. We are a co-operative network of organisations committed to achieving meaningful outcomes for young people.

PO Box 225, Ballarat, Victoria 3301  
Level 5, 26 Camp Street, Ballarat, Victoria 3302 Phone: (03) 5332 3112 Fax: (03) 5332 9654  
Email: [highlands@ballarat.vic.gov.au](mailto:highlands@ballarat.vic.gov.au)

WORKING WITH THE VICTORIAN GOVERNMENT & EMPLOYMENT SECTOR

**HIGHLANDS LOCAL LEARNING AND EMPLOYMENT NETWORK INCORPORATED.**

**GENERAL MEETING - WEDNESDAY 6 JUNE, 2001**

8.00 p.m. Mid City Motel, Ballarat

**AGENDA**

1. Welcome and opening remarks.
2. \*Guest Speaker - Mr Wayne Craig - *The Norwegian and Danish experience - possible ideas for LLEN?*
3. Report on progress in establishing the Highlands LLEN - Eric McLeod (Chair of the Interim Committee of Management)
4. Expectations of LLENs and the task ahead. - Graeme Luck (Post Compulsory Education and Projects Division, DEET)
5. Resolutions
  - 4.1 That Clause 14.2 of the Rules of Incorporation relating to the quorum requirements for General Meetings be amended to read "The quorum required for a General Meeting be one third of the registered Members".
  - 4.2 That Clause 28.1 of the Rules of Incorporation relating to the quorum requirements for Committee of Management meetings be amended to read "Any eleven Committee Members constitute a quorum for the conduct of business of a meeting of the Committee".
6. Election of Committee members (See attached statement of election procedures)
7. Close of the General Meeting

**NB** Elected Committee of Management will need to meet at the end of the meeting to establish procedures for handling pressing matters of business.

**STRATEGIC PLAN 2001/03**  
Highlands Local Learning and Employment Network Inc

LOCAL LEARNING AND EMPLOYMENT NETWORK



20<sup>th</sup> Anniversary

# 2003 History



## EXECUTIVE OFFICER

Barry Wright

## CHAIRPERSON

Margaret Stewart

## COMMITTEE OF MANAGEMENT MEMBERS

Coral Arnold, Bronwyn Barlow, Bob Bateman, Marg Bolton, David Clark, John Dixon, Virginia Fenelon, Anne Finch, Marie Gosnold, Barbara Hahs/Whitfield, Carmel Hempenstall, Verna Kearney, Peter Lane, Sheree Lowe, Helen McKnight, David Vendy, Julie Winzar

## STAFF MEMBERS

Sean Cameron, Lorraine Lawrence, Kerri McGregor, Belinda McKenzie, Marilyn Scott, Andrew Wallace, Rob Lewers, Jennie Mifsud

## PROGRAMS OFFERED

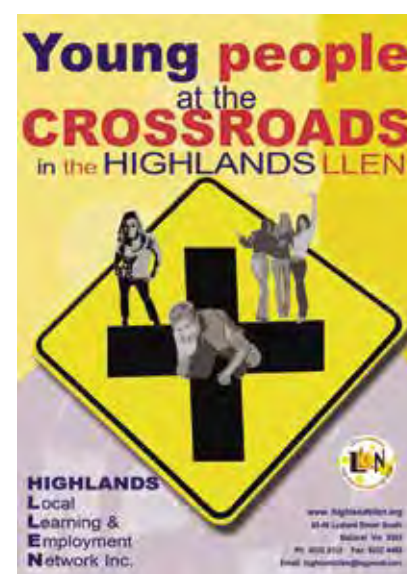
- Indigenous Youth Development Program
- Learn to Learn
- Seed funding for Pilot Programs in Schools - Creative Minds
- Stepping Stones – Daylesford
- That Place – Career Information Centre
- Ballarat and District VET Cluster
- Optimal Learning
- On Track Connect
- Young People at the Crossroads in the Highlands LLEN
- Engineering Taster
- Sound Ways
- Linking Learning
- Adventure Build Project

## LOCATION

43 Lydiard Street South, Ballarat

## ANNUAL REVENUE

\$369,319.55 (to June 2003)





# 4

## 2004 History

### EXECUTIVE OFFICER

Barry Wright

### CHAIRPERSON

Margaret Stewart

### COMMITTEE OF MANAGEMENT MEMBERS

Coral Arnold, Bronwyn Barlow, Bob Bateman, Marg Bolton, David Clark, John Dixon, Virginia Fenelon, Anne Finch, Marie Gosnold, Barbara Hahs/Whitfield, Carmel Hempenstall, Verna Kearney, Peter Lane, Sheree Lowe, Helen McKnight, David Vendy, Julie Winzar

### STAFF MEMBERS

Sean Cameron, Lorraine Lawrence, Kerri McGregor, Belinda McKenzie, Marilyn Scott, Andrew Wallace, Rob Lewers, Jennie Mifsud

### PROGRAMS OFFERED

- Industry Tasters
- Industry, Business & Education Forums
- Internet for Oldies
- Jobs for Youth Page – The Courier
- Centrelink & Jobs Pathway Program (JPP) (hosting)
- On Track Connect
- School Based Apprenticeship Program
- School Leavers Manual

- Structured Workplace Learning
- That Place – Moved to Camp St
- Try a Trade Day support
- Ballarat and District VET Cluster
- Youth Task Force
- MIPs Plus Professional Development day
- Learning to Learn

### AWARDS & ACHIEVEMENTS

2004 Excellence in Learning  
Ballarat Region – Category 1:  
New Program/Initiative

- Recognition
- Highlands Local Learning & Employment Network

2004 Excellence in Learning  
Ballarat Region – Category 4:  
The Learning Environment

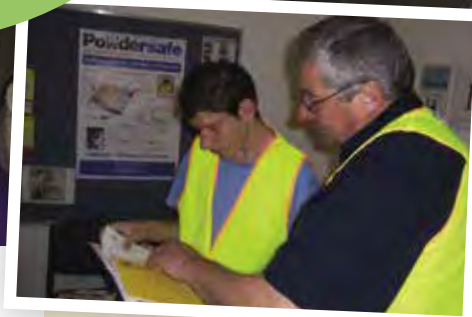
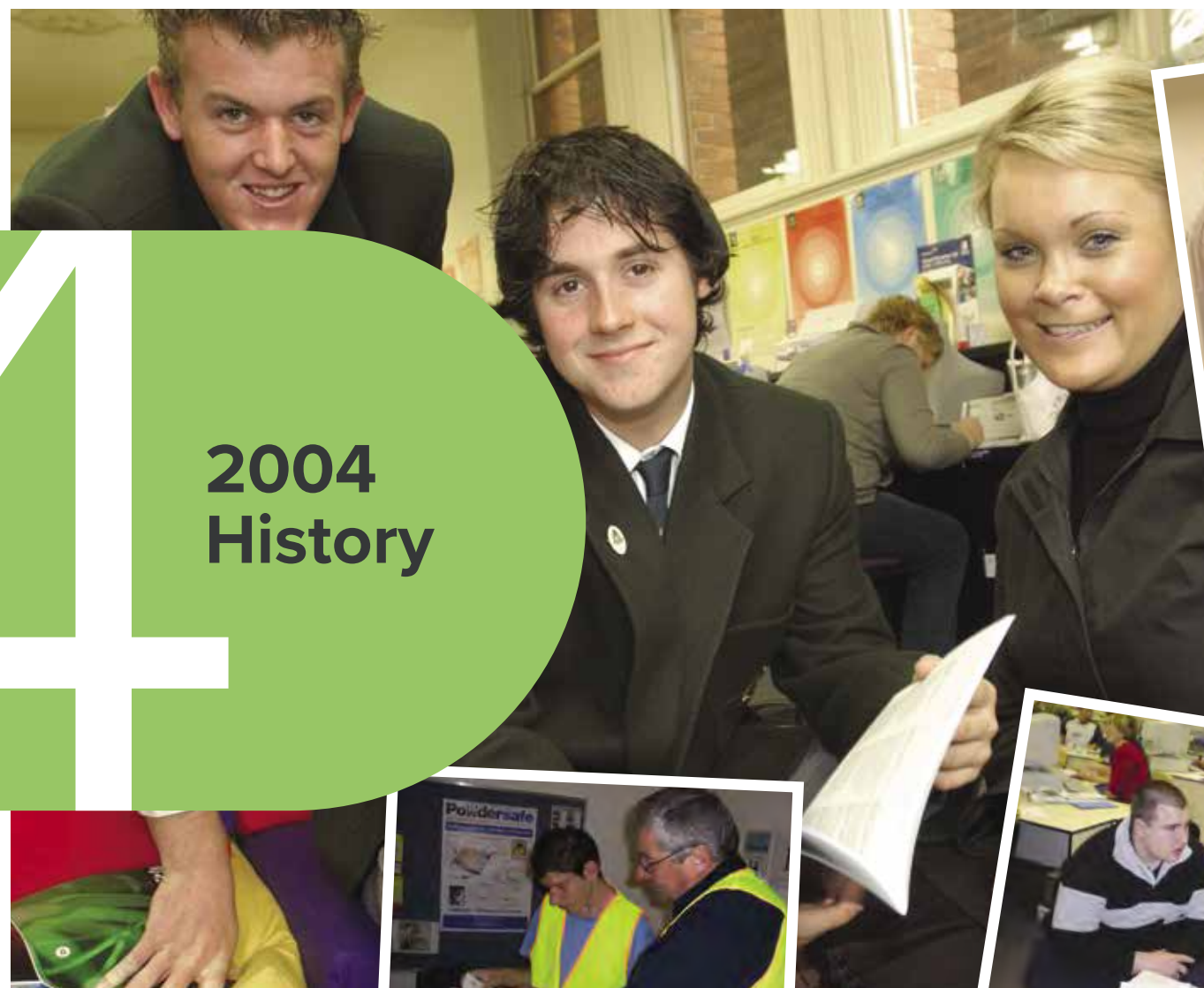
- Recognition
- Ballarat & District Cluster of Secondary Schools

### LOCATION

Level 1, 36 Camp St, Ballarat

### ANNUAL REVENUE

\$367,004.31 (to June 2004)





# 2005 History



## EXECUTIVE OFFICER

Barry Wright

## CHAIRPERSON

David Haymes

## COMMITTEE OF MANAGEMENT MEMBERS

Bronwyn Barlow, Allan Cann, Mike Currington, John Dixon, Virginia Fenelon, Geoff Gay, Carmel Hempenstall, Narelle Hibberd, Gariel Horvat, Sheree Lowe, David Manterfield, Helen McKnight, Russell Staley, David Vendy, Julie Winzar

## STAFF MEMBERS

Sean Cameron, Jane Collins, Jenni Gannon, Laura Guest, Lisa Howlett, Jennifer Hyatt, Lindy Johnson, Caitlin Jones, Gaenor McCormick, Marilyn Scott, Dawn Veale, Andrew Wallace, Zak Zriekat

## PROGRAMS OFFERED & PROJECTS

- Ballarat Careers Expo support/involvement
- Centrelink hosting in That Place
- Industry Tasters & Tours
- Industry, Business & Education Forums
- Internet For Oldies
- Jobs a New Approach (JANA)
- On Track Connect
- That Place

- VET Cluster
- Victorian Certificate of Applied Learning (VCAL) support
- Work Ready Card Training
- Wurreeker Indigenous Parents Forum
- Environmental Scan
- School Based New Apprenticeships Program
- Community VCAL Program
- Grampians Education Network
- Structured Workplace Learning
- Jobs Pathways Program
- Career Pathways Workshops
- Lead On
- Youth Task Force Employers Kit
- MIPs Plus Program
- Parents as Career Support Project
- Local Community Partnership

## AWARDS & ACHIEVEMENTS

- 2005 Victorian Training Awards – VET in Schools Excellence
- Winner
- Highlands LLEN VETis Cluster

## LOCATION

Level 1, 36 Camp St, Ballarat

## ANNUAL REVENUE

\$536,271.96 (to June 2005)





# 2006 History

## EXECUTIVE OFFICER

Barry Wright

## CHAIRPERSON

David Haymes

## COMMITTEE OF MANAGEMENT MEMBERS

Ruth Barnes, Allan Cann, Mike Currington, John Dixon, Peter Dredge, Lester Harris, Carmel Hempenstall, Suzanne Hopkins, Ellen Lawson, Jamie Lowe, Kay Macauley, Jayne Mark, John McClure, Helen McKnight, Max O'Shea, David Vendy, Kevin Wood

## STAFF MEMBERS

Anthony Beacham, Ian Dell, Andrew Dower, Tim Elksnis, Denis Faulkner, Jenni Gannon, Sarah Grano, Lisa Howlett, April Livesley-Clarke, Jayne Mark, Gaenor McCormick, Wayne Murray, Natasha Oldaker, Jeff Rootes, Gordon Schell, Dawn Veale, Andrew Wallace, Taryn Williams

## PROGRAMS OFFERED & PROJECTS

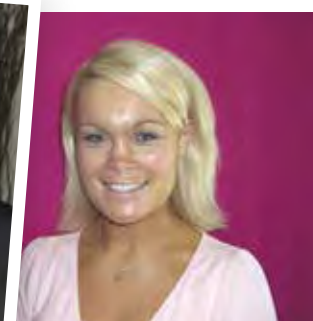
- Adopt a School
- Ballarat Careers Expo support/involvement
- Ballarat VCAL /Manufacturing Apprenticeship Pathway Program
- Career & Transition Support Program
- Centrelink hosting in That Place
- Community Learning & Homework Clubs
- Industry Tasters & Tours
- Internet for Oldies
- Jobs a New Approach (JANA)
- Link Up (support)
- That Place
- VET Cluster
- Work Ready Card
- Lead On
- Grampians Education Partnership
- Local Community Partnerships (LCP)
- Structured Workplace Learning
- Jobs for Youth – Newspaper Page
- VET Explore Your Future
- Information Night
- Career Voyage
- VCAL support

## LOCATION

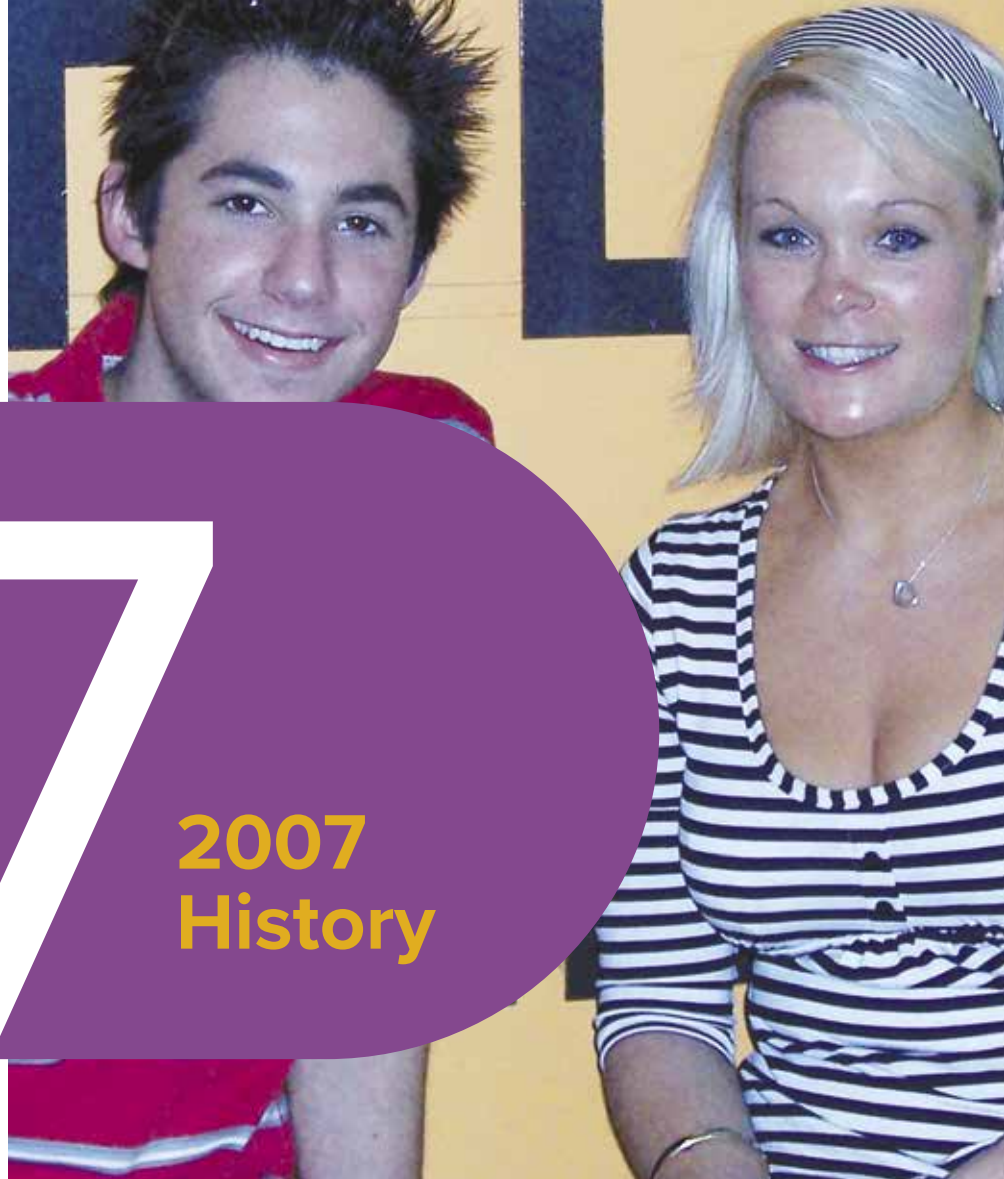
Level 1, 36 Camp Street, Ballarat

## ANNUAL REVENUE

\$652,975.03 (to June 2006)







## 2007 History

### EXECUTIVE OFFICER

Barry Wright

### CHAIRPERSON

David Haymes

### COMMITTEE OF MANAGEMENT MEMBERS

Garry Argent, Ruth Barnes, Katrina Beer, Allan Cann, Gerrie Dorn, Peter Dredge, Darcy Franklin, Lester Harris, Carmel Hempenstall, Jenny Jones, Wendy Kendall, Kay Macauley, Brian Martin, Julie McMahon, Karin Miller, Max O'Shea, Keith Peters, Cheryl Pike, Claire Rasmussen, Tony Stone, David Vendy

### STAFF MEMBERS

Diana Anderson, Anthony Beacham, Ian Dell, Andrew Dower, Jenni Gannon, Sarah Grano, Deb Hart, Lisa Howlett, Adam Licastro, April Livesley-Clarke, Mary-Clare Moloney, Susila Naidu, Jeff Rootes, Gordon Schell, Andrew Wallace, Taryn Williams

### PROGRAMS OFFERED & PROJECTS

- Adopt a School
- Ballarat Careers Expo (support/involvement)
- Career & Transition Support Program

- Centrelink hosting at That Place
- Community Learning & Homework Clubs
- Get into Games (GIG)
- Indigenous Youth Development Program (support)
- Industry Tasters & Tours
- Industry, Business & Education Forums
- Internet for Oldies
- JANA
- Link Up (support)
- That Place
- Try a Trade Day (support)
- VET Cluster
- VET Cluster Vocational Students Awards
- VCAL support
- Work Ready Card
- Grampians Education Partnership – Youth Opinions Guarantee
- Jobs for Youth
- Lead On
- Next Step Literacy
- LCP
- Structured Workplace Learning
- On Track Connect
- Career Voyage

### AWARDS & ACHIEVEMENTS

- 2007 Victorian Crime & Violence Prevention Award
- Winner
- 'Drive on' program of Lead On

- 2007 Victorian Training Awards – VET in Schools Excellence
- Finalist
- Highlands LLEN VETis Cluster

### LOCATION

Level 1, 36 Camp Street, Ballarat

### ANNUAL REVENUE

\$715,493.36 (to December 2007)





# 2008 History

## EXECUTIVE OFFICER

Barry Wright  
Wendy Draayers

## CHAIRPERSON

David Haymes

## COMMITTEE OF MANAGEMENT MEMBERS

Garry Argent, Bronwyn Barlow, Ruth Barnes, Katrina Beer, Allan Cann, Dennis Chamberlain, Gerrie Dorn, Peter Dredge, Darcy Franklin, Pat Griffin, Carmel Hempenstall, Russell Hendry, Jenny Jones, Wendy Kendall, Kay Macauley, Julie McMahon, Karin Miller, Raelene Neil, Keith Peters, Cheryl Pike, Claire Rasmussen, Raymond Sims, Tony Stone, David Vandy

## STAFF MEMBERS

Jan Burgess, Sam Groom, Deb Hart, Lisa Howlett, Adam Licastro, Andrew Wallace

## PROGRAMS OFFERED & PROJECTS

- Adopt a School
- Ballarat Careers Expo (support/involvement)
- BVAPP/BMAPP
- Career & Transition Support Program

- Centrelink hosting in That Place
- Community/Satellite VCAL (partnership & support)
- Employability Skills Workshops
- Flexible Learning & Individuals Pathways (FLIP)/JCAL (support)
- GIG
- IBM Camp & School Speakers Program
- Industry Tasters & Tours
- Industry, Business & Education Forums
- Internet for Oldies
- JANA
- Jobs for Youth Page – The Courier
- Lead On
- Link Up support
- Mindshop Excellence Program
- Mock Interviews
- Next Steps Literacy
- On Track Connect
- School Based Apprenticeship support
- School Industry Liaison
- School Leavers Manual
- Structured Workplace Learning / Workplace Learning Coordinator Program (SWL/WLCP)
- That Place
- VET Cluster
- VET Cluster Vocational Students Awards
- VCAL (support)
- Work Ready Card Training
- Youth Mental Health First Aid Training

- Youth Transition Support Program
- Youth Options Guarantee
- Transition Teams
- Trade Training Centre (support)
- Regional Youth Affairs Network
- Career Voyage

## LOCATION

Level 1, 36 Camp Street, Ballarat

## ANNUAL REVENUE

\$714,235.16 (to December 2008)





# 2009 History

## EXECUTIVE OFFICER

Wendy Draayers

## CHAIRPERSON

David Haymes

## COMMITTEE OF MANAGEMENT MEMBERS

Wendy Baker, Ruth Barnes, Jannine Bennett, Sarah-Kate Brusey, David Clark, Darcy Franklin, Geraldine Frantz, Karen Heap, Russell Hendry, Rod Homburg, Susan Honeyman, Sebastian Klein, Kay Macauley, Karin Miller, Gerrie Mitra, Kevin O'Loughlin, Keith Peters, Carmel Russell, Raymond Sims, Judy Verlin

## STAFF MEMBERS

Diana Anderson, Pam Anderson, Jan Burgess, Lisa Howlett, Jade Naidu-Anderson, Andrew Wallace

## PROGRAMS OFFERED & PROJECTS

- Ballarat Careers Expo (support/involvement)
- BVAPP/BMAPP
- Career & Transition Support Program
- Centrelink hosting in That Place

- Community Learning & Homework Clubs
- Community/Satellite VCAL (partnership & support)
- Delacombe Neighbourhood Renewal with the Smith Family
- Employability Skills Workshops
- IBM Camp & School Speakers Program
- Industry Tasters & Tours
- Industry, Business & Education Forums
- Internet for Oldies
- JANA
- Koori Parents as Career Transition Supports
- Mindshop Excellence Program
- Mock Interviews
- On Track Connect
- School Based Apprenticeship support
- School Leavers Manual
- Stepping Stones – Daylesford
- SWL/Workplace Learning Coordinator Program
- That Place
- The Avenue – Bacchus Marsh
- VET Cluster
- VET Cluster Vocational Student Awards
- VET in Schools WorldSkills Competition
- VCAL support
- Work Ready Card Training
- Tomorrow's Skills Today
- Wendouree Renewal Project

- Multicultural Day
- Career of the Month Seminars
- Career Voyage/Career Compass
- Australian Partnership Brokers Program
- Primary to Secondary Transition Program
- Careers of the Month
- Link Up (support)

## LOCATION

Level 1, 36 Camp Street, Ballarat

## ANNUAL REVENUE

\$644,304.78 (to December 2009)





# 2010 History



## EXECUTIVE OFFICER

Wendy Draayers

## CHAIRPERSON

David Haymes

## COMMITTEE OF MANAGEMENT MEMBERS

Wendy Baker, Ruth Barnes, Jannine Bennett, David Clark, Darcy Franklin, Geraldine Frantz, Russell Hendry, Rod Homburg, Susan Honeyman, Sebastian Klein, Sheree Lowe, Kay Macauley, Karin Miller, Julie Nicholas, Kevin O'Loughlin, John Phillips, Carmel Russell, Raymond Sims

## STAFF MEMBERS

Diana Anderson, Pam Anderson, Jan Burgess, Deb Cutts, Deb Ellis, Casey Guy, Lisa Howlett, Jade Naidu-Anderson, Andrew Wallace

## PROGRAMS OFFERED & PROJECTS

- Ballarat Careers Expo support/involvement
- Big Brother Big Sister hosting
- Centrelink hosting in That Place
- Community Learning & Homework Clubs

- Community/Satellite VCAL partnership & support
- Connecting Culture Day/Camp
- Employability Skills Workshops
- IBM Camp & School Speakers Program
- Industry Tasters & Tours
- Industry, Business & Education Forums
- Link Up (support)
- On Track Connect
- Parents as Career Transition Supports
- Returning to Earning
- School Based Apprenticeship support
- School Leavers Manual
- SWL/Workplace Learning Coordinator Program
- That Place
- VET Cluster
- VET Cluster Vocational Student Awards
- VET in Schools WorldSkills Competition
- VCAL support
- Wurree Indigenous Parent Forum
- Young Koorie Connections – Learning 2 Lead
- Youth Connections (hosted)
- Mind Matters
- VCAL Career Day
- ICT Start There Go Anywhere
- Multicultural Info Day/Expo
- Koorie Youth Music Program
- Deadly Yarns Youth Forum
- Koorie Youth Leadership

- Grampians Education Partnership
- K-PACTS Forum
- Stories of My Life
- Homework Club
- School Business Community Partnership Brokers
- RYAN
- My Life, My Career Expo
- Ballarat Service Clubs Summit
- Career Development Week
- Career Voyage/Career Compass
- Regional Alternatives Program
- Youth Option Guarantee

## LOCATION

Level 1, 36 Camp Street, Ballarat

## ANNUAL REVENUE

\$744,481.66 (to December 2010)





20<sup>th</sup> Anniversary

Media

# Hub funds stop

Ms Bennett said despite discussions of funding during the year, the LLEN was unable to secure funding and the committee of management had no choice but to close its doors.

"It's not like I haven't tried. I have spoken with local politicians, council and schools but to no avail," she said. "What's frustrating is that we're closing and Geelong has gained a workplace development centre."

The two-time CGU Commerce Ballarat Business Excellence Award-winning service has provided thousands of students across Ballarat with career advice and resources to help prepare them for employment.

Just an hour before Highlands LLEN Career Hub closed, a \$2 million partnership announcement was made in Ballarat by the Naphthine government to support the Beacon Foundation, another career development organisation.

Ms Bennett said the closure was another significant loss for Ballarat and its youth, with uncertainty around what would come of the Camp Street building.

"We will dismantle everything and BLX (Ballarat Learning Exchange) will consider what they will do with the area," she said.

"I'm just hoping some money can be found. It's a service with a long history that is well known and well utilised and I think the community needs to support it."

Earlier in the year it was announced funding for Youth Connections programs would be cut at the end of the year.

alicia.thomas@fairfaxmedia.com.au

## Door shuts putting young at risk of unemployment

The announcement comes after the demise of Youth Connections earlier this year, which left hundreds of young people with nowhere to turn.

Ms Bennett said the lack of funding for services provided by Highlands LLEN Career Hub and Youth Connections had come at a time when the youth unemployment rate in Ballarat was rising.

"Youth unemployment is 2000 children at the moment."

What is frustrating is that we're closing and Geelong has gained a workplace development centre

JANNINE BENNETT, HIGHLANDS LLEN EXECUTIVE OFFICER

# Guiding future entry into the workforce

## Workshop set to inspire job seekers

BY ALICIA THOMAS

YOUNG people looking to get their foot in the workforce are being encouraged to attend the 2015 Ballarat Job and Skills Drive.

Hosted at the Ballarat Convention Centre, the event will provide a range of key things, including:

- Networking with employers
- Resume and cover letter workshops
- Interview techniques
- Job and skills drive

The event is free and open to all young people aged 15-24.

## Time for school career events

Passionate about the future

THE Workplace Learning Exchange (WLE) is excited to announce the 2015 Ballarat Career Expo.

The expo is a free event for all students and teachers, providing a range of career advice and resources.

The expo will be held at the Ballarat Convention Centre on Friday, November 29, 2015.

## BGT helps Zac become a gold medallist at WorldSkills event

BY ALICIA THOMAS

Zac Bignall, a Year 11 student at Beaufort Primary School, has become a gold medallist at the WorldSkills event.

Zac's achievement was a result of his dedication and hard work, supported by his school and the BGT program.

## Career Conversation

based students from across the district and provided morning tea.

The day aimed at providing hands-on experience in a variety of careers to try and encourage aspirations in the students. Presentations were held on carpentry, horticulture, town planning, business management, fire brigade, police and engineering.

Students received show bags from the day along with information from each session and returned in small steps to each display.

## Seniors take on some tech tips

Learning about horticulture from Pam Anderson of Spot on Pests, L.R. Front, Jack-Avoca, Zip-Avoca, Back Jordyn-Waubra, Chloe-Natte Tallock, Mitchell-Waubra, Jack-Avoca.



Learning about horticulture from Pam Anderson of Spot on Pests, L.R. Front, Jack-Avoca, Zip-Avoca, Back Jordyn-Waubra, Chloe-Natte Tallock, Mitchell-Waubra, Jack-Avoca.



Captain of Beaufort Fire Brigade, Colin Gerrard shows students at the expo the workings of the fire truck with discussions about careers in the fire services.



Zac Bignall brings his tools of the trade to explain engineering to L.R. Front, Jack-Avoca, Zip-Avoca, Back Jordyn-Waubra, Chloe-Natte Tallock, Mitchell-Waubra, Jack-Avoca.



Deborah Ellis from Your Books My Business explains business management.



Deborah Ellis from Your Books My Business explains business management.



Deborah Ellis from Your Books My Business explains business management.

## Students take out top awards

Students from across the district have taken out top awards at the 2015 Ballarat Career Expo.

The awards were presented to students who demonstrated exceptional skills and knowledge in their respective fields.



Students from across the district have taken out top awards at the 2015 Ballarat Career Expo.



Students from across the district have taken out top awards at the 2015 Ballarat Career Expo.



Students from across the district have taken out top awards at the 2015 Ballarat Career Expo.



Students from across the district have taken out top awards at the 2015 Ballarat Career Expo.

## Educators meet to discuss ways to modernise programs

Online courses on agenda

NICOLE CAIRNS

THE region's school students may have access to more VET courses online, according to the Highlands Local Learning and Employment Network.

The network is a partnership between schools, businesses and the community, aimed at providing students with the skills and knowledge they need to succeed in the workforce.

co-ordinator Stacey Gill said she hoped to modernise the programs by putting more online.

"Our classes mostly run two days a week between 1pm and 5pm and that can be difficult to work in with students' schedules," she said.

Representatives also talked about further promoting these programs off campus.

"We're looking at ways to make it easier for students to access these programs," she said.

past year and what needs to be improved on.

Time taking and moving the programs to the 21st century was heavily discussed, with initiatives planned to make courses available online.

Representatives also talked about further promoting these programs off campus.

"We're looking at ways to make it easier for students to access these programs," she said.

representative Stacey Gill said she hoped to modernise the programs by putting more online.

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"We're looking at ways to make it easier for students to access these programs," she said.

## Industries urged to join taster program

HIGH LOCAL LEARNING EMPLOYMENT NETWORK

It was a case of second time lucky for Highlands Local Learning and Employment Network after the state-funded organisation, dedicated to providing learning opportunities for young people, was a finalist

WINNER: Highlands LLEN

It was a case of second time lucky for Highlands Local Learning and Employment Network after the state-funded organisation, dedicated to providing learning opportunities for young people, was a finalist

WINNER: Highlands LLEN

It was a case of second time lucky for Highlands Local Learning and Employment Network after the state-funded organisation, dedicated to providing learning opportunities for young people, was a finalist

## City kids taste the country life

NICOLE CAIRNS

CITY kids are learning about life in the country through school camps in the Ballarat region.

The program, which is aimed at grades 4 and 6 pupils from the

participated in the state government's City Kids Experiencing Country Life program.

Highlands LLEN executive officer Jannine Bennett said the goal of the program was to demystify the country for city kids.

Another element of the program was an excursion to Donegan's Farm at Gordon.

"They get to see how food is produced, milking cows and see chickens and a potato come out of the ground dirty," she said.

facilitated in Ballarat region by Highlands Local Learning and Employment Network (LLEN) at the Cave Hill and Creswick's Log in Camp.

regional Development Agriculture Minister

WINNER: Highlands LLEN

It was a case of second time lucky for Highlands Local Learning and Employment Network after the state-funded organisation, dedicated to providing learning opportunities for young people, was a finalist

## Program aims to focus on skills shortages

Program aims to focus on skills shortages

Program aims to focus on skills shortages

## Youth unemployment rise

Matthew Dixon

Highlands Local Learning and Employment Network looks set to be saved from the chopping block for 2015 with the state government

State government to cover extra year after federal cuts

LLEN to be funded in 2015

## State government to cover extra year after federal cuts

LLEN to be funded in 2015

LLEN to be funded in 2015

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LLEN to be funded in 2015

## Students look to future at expo

Students look to future at expo

Students look to future at expo

Students look to future at expo

Students look to future at expo



# Move to rally to best help city's youth



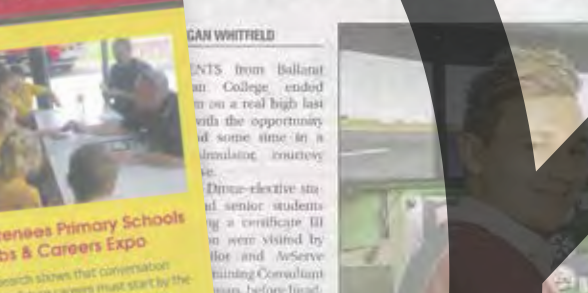
# Understanding barriers to finding employment



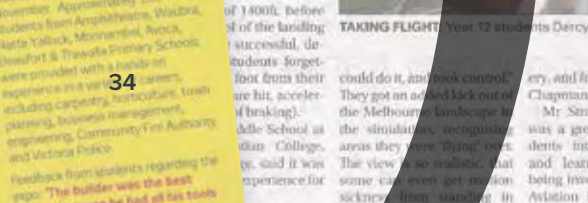
# FINALISTS CGU Insurance Community and Government Award



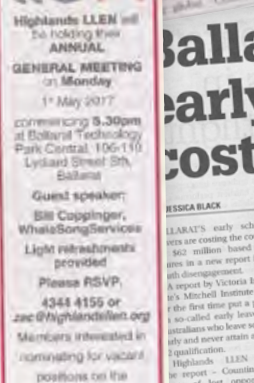
# Students take flight



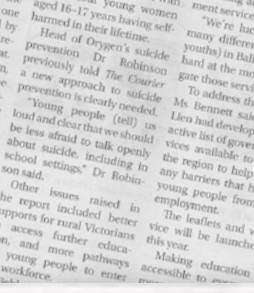
# Primary Schools & Careers Expo



# Bright future for renewable



# Local youths make their voices heard



# Students take flight



# Primary Schools & Careers Expo



# Highlands LLEN staff and Committee of Management members were very proud to be selected as the winner of the 2014 CGU Commerce Ballarat Business Excellence Awards - Community & Government Award. 393 nominations were received for the award of 438 applications for the 16 categories.



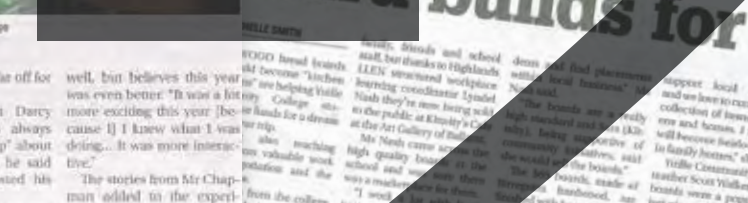
# Local youths make their voices heard



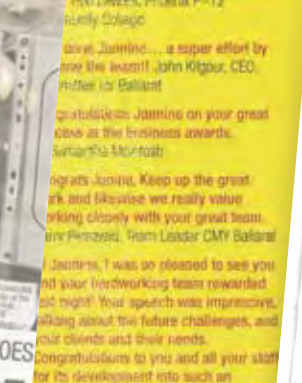
# Students take flight



# Primary Schools & Careers Expo



# Local youths make their voices heard



# Students take flight



# Primary Schools & Careers Expo



# Students take flight



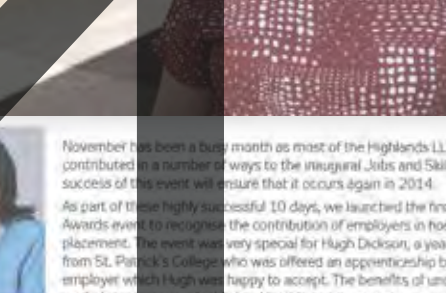
# Local youths make their voices heard



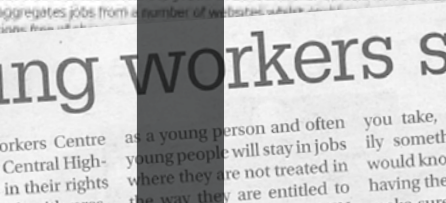
# Students take flight



# Primary Schools & Careers Expo



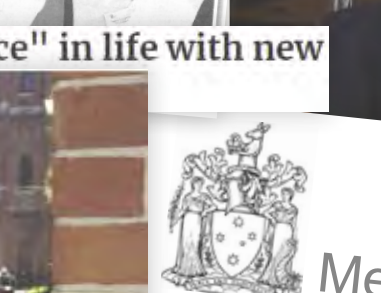
# Students take flight



# Local youths make their voices heard



# Students take flight



# Primary Schools & Careers Expo



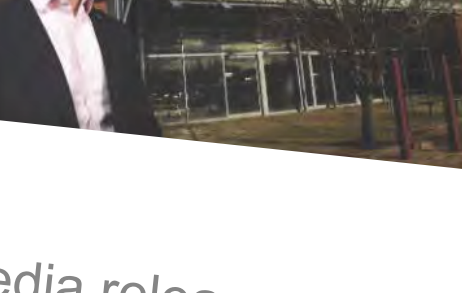
# Students take flight



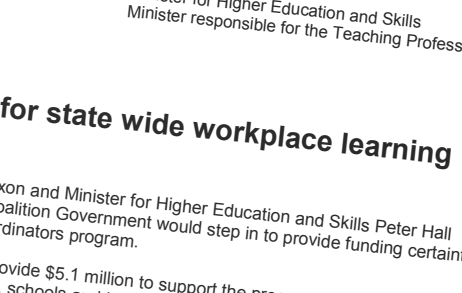
# Local youths make their voices heard



# Students take flight



# Primary Schools & Careers Expo



# Students take flight





**Wendy Draayers**

**CHAIRPERSON**  
Lindsay Florence

Wendy Baker, Ruth Barnes, Jannine Bennett, David Clark, Geraldine Frantz, Barbara Hahs, Russell Hendry, Rod Homburg, Susan Honeyman, Jamie Lowe, Sheree Lowe, Kay Macauley, Karin Miller, Greg Payne, John Phillips, Carmel Russell, Raymond Sims, Lyn Wolfe

Diana Anderson, Pam Anderson, Jan Burgess, Deb Ellis, Stacey Gill, Casey Guy, Kim Halbert-Pere, Emma Hoare, Lisa Howlett, Stephen Kuhn, Vicky Lowe, Rebecca Mathieson, Zac Merritt, Brendan O'Connell, Tony Schaffer, Andrew Wallace

- Ballarat Primary to Secondary Transition Project
- Ballarat Careers Expo support/involvement
- Ballarat Outrigger Academy
- Big Brother Big Sister hosting
- Boyz Program – Bacchus Marsh
- Community Learning & Homework Clubs
- Community/Satellite VCAL partnership & support
- Connect & Empower
- Employability Skills Workshops
- GIG
- Indigenous Youth Development Program support
- Industry Tasters
- Internet for Oldies
- My Life: My Career Expo
- My Life: My VET Pathway
- Primary School Careers Expos
- Returning to Earning
- School Based Apprenticeship support
- School Leavers Manual
- Workplace Learning Coordinator Program
- VET Cluster

- VET Cluster Vocational Student Awards
- VET in Schools WorldSkills Competition
- VCAL support
- Young Koorie Connections
  - Learning 2 Lead
- Youth Connections hosting
- Highlands LLEN Career Hub
- Koori Youth-Learning to Lead Program
- Community Action Networks-  
Daylesford + Smythesdale
- Grampians Education Partnership
- Central Highlands Koorie  
Education Network
- Boys, Books, Bytes + Balls  
Program for Boys (B5)
- Pre Career Planning Y2
- Connecting Culture
- School, Business, Community  
+ Partnership Brokers
- Beaufort Secondary  
College Careers Day
- Partnership Brokerage Funding

Level 1, 36 Camp Street, Ballarat

**ANNUAL REVENUE**  
\$815,280.20 (to December 2011)



# 2012 History

## EXECUTIVE OFFICER

Wendy Draayers

## CHAIRPERSON

Lindsay Florence

## COMMITTEE OF MANAGEMENT MEMBERS

Wendy Baker, Ruth Barnes, Jannine Bennett, David Clark, Steve Creelman, Geraldine Frantz, Barbara Hahs, Russell Hendry, Rod Homburg, Susan Honeyman, Lachlan Hudson, Karin Miller, Marilyn Morley, Greg Payne, John Phillips, Carmel Russell, Raymond Sims

## STAFF MEMBERS

Jan Burgess, Deb Ellis, Stacey Gill, Stephanie Goetze-Theis, Emma Hoare, Lisa Howlett, Zac Merritt, Brendan O'Connell, Gina Scuffins, Jenny Sheriff, Luke Whinney

## AWARDS & ACHIEVEMENTS

Ballarat Business Excellence Award Finalist  
• Not for profit  
• Finalist Highlands LLEN

## LOCATION

Level 1, 36 Camp Street, Ballarat

## ANNUAL REVENUE

\$954,070.04 (to December 2012)

## PROGRAMS OFFERED & PROJECTS

- Anti-bullying Programs
- Ballarat Careers Expo support/involvement
- Big Brother Big Sister hosting
- Career Hub
- City Kids Experiencing Country Life
- Community Learning & Homework Clubs
- Community/Satellite VCAL partnership & support
- Connecting Culture Day/Camp
- Creswick Linked-Up
- Daylesford Enterprising Youth
- Daylesford RAP 2
- Delacombe Neighbourhood Renewal with the Smith Family
- DOTS ongoing support
- Employability Skills Workshops
- IBM Camp & School Speakers Program
- Industry Tasters & Tours
- Industry, Business & Education Forums
- Internet for Oldies
- Koorie Learning Circles
- Lasting Gifts/Primary Aspirations Program
- Lead On
- Mates Mentoring
- Mindshop Excellence Program
- Mock Interviews
- My Life: My Career Expo
- Primary School Careers Expos
- Returning to Earning
- School Based Apprenticeship support
- School Leavers Manual
- Workplace Learning Coordinator Program
- Upload Your Future
- VET Cluster
- VET Cluster Vocational Student Awards
- VET in Schools WorldSkills Competition
- VCAL support
- Young Koorie Connections – Learning 2 Lead
- Grampians Education Partnership
- Community Action Networks – Beaufort, Daylesford, Creswick, Ballarat South West, Smythesdale, Bacchus Marsh
- Central Highlands Koorie Education Network
- Ballarat Business Festival – 2 Events
- Transition Programs
- Reverse IT Mentoring
- Moorabool Agencies + Schools Together (MAST)
- Reengagement Program
- Ice Awareness night
- Work + Learning Centre partnership
- Flashdrive
- Young Adult Empowerment (support)
- School Buisness Community Partnership Brokers
- BDAC Aspirations Project
- Central Highlands Koorie Educators Network
- Beaufort says No to Bullying
- Grampians Pyrenees Community Education Connections
- Defying the Drift
- Telstra Connected Seniors





Wendy Draayers  
Jannine Bennett

**CHAIRPERSON**  
Lindsay Florence

Wendy Baker, Ruth Barnes, Jannine Bennett, David Clark, Steve Creelman, Geraldine Frantz, Barbara Hahs, Russell Hendry, Rod Homburg, Susan Honeyman, Lachlan Hudson, Karin Miller, Marilyn Morley, Greg Payne, John Phillips, Carmel Russell, Raymond Sims

**STAFF MEMBERS**  
Jan Burgess, Deb Ellis, Stacey Gill,  
Stephanie Goetze-Theis, Emma Hoare, Lisa  
Howlett, Zac Merritt, Brendan O'Connell,  
Gina Scuffins, Jennv Sheriff, Luke Whinney

- Anti-bullying Programs
- Ballarat Careers Expo support/involvement
- Big Brother Big Sister hosting
- Career Hub
- City Kids Experiencing Country Life
- Community Learning & Homework Clubs
- Community/Satellite VCAL partnership & support
- Connecting Culture Day/Camp

- Creswick Linked-Up
- Daylesford Enterprising Youth
- Daylesford RAP 2
- Delacombe Neighbourhood Renewal with the Smith Family
- DOTS ongoing support
- Employability Skills Workshops
- IBM Camp & School Speakers Program
- Industry Tasters & Tours
- Industry, Business & Education Forums
- Internet for Oldies
- Koorie Learning Circles
- Lasting Gifts/Primary Aspirations Program
- Lead On
- Mates Mentoring
- Mindshop Excellence Program
- Mock Interviews
- My Life: My Career Expo
- Primary School Careers Expos
- Returning to Earning
- School Based Apprenticeship support
- School Leavers Manual
- Workplace Learning Coordinator Program
- Upload Your Future
- VET Cluster
- VET Cluster Vocational Student Awards
- VET in Schools WorldSkills Competition
- VCAL support
- Young Koorie Connections
  - Learning 2 Lead
- Grampians Education Partnership
- Community Action Networks – Beaufort, Daylesford, Creswick, Ballarat South West, Smythesdale, Bacchus Marsh

- Central Highlands Koorie Education Network
- Ballarat Business Festival – 2 Events
- Transition Programs
- Reverse IT Mentoring
- Moorabool Agencies + Schools Together (MAST)
- Reengagement Program
- Ice Awareness night
- Work + Learning Centre partnership
- Flashdrive
- Young Adult Empowerment (support)
- School Business Community Partnership Brokers
- BDAC Aspirations Project
- Central Highlands Koorie Educators Network
- Beaufort says No to Bullying
- Grampians Pyrenees Community Education Connections
- Defying the Drift
- Telstra Connected Seniors

**AWARDS & ACHIEVEMENTS**  
Ballarat Business Excellence Award Finalist

- Not for profit
- Finalist Highlands LLEN

**LOCATION**  
Level 1, 36 Camp Street, Ballarat

**ANNUAL REVENUE**  
\$954,070.04 (to December 2012)



# 2014 History

**EXECUTIVE OFFICER**  
Jannine Bennett

**CHAIRPERSON**  
Lindsay Florence

**COMMITTEE OF MANAGEMENT MEMBERS**  
Wendy Baker, David Clark, Steve Creelman, Tonia Dudzik, Geraldine Frantz, Rod Homburg, Susan Honeyman, Des Hudson, Robert Lewers, Marilyn Morley, Greg Payne, Helen Powers, Tamsin Rossiter, Carmel Russell, Jessica Sargeant, Andrew Wallace, Barry Wright

**STAFF MEMBERS**  
Ally Dovaston, Deb Ellis, Stacey Gill, Lisa Howlett, Zac Merritt, Brendan O'Connell, Mick Prato, Jenny Sheriff, Luke Whinney

**PROGRAMS OFFERED & PROJECTS**

- Ballarat Careers Expo involvement/support
- Career Hub
- CYBa
- City Kids Experiencing Country Life
- Coaching Young People for Success
- Employment Support Initiative
- Flexible Learning Forum
- Flight Path
- Holistic Equine Assisted Learning (HEAL)
- Industry Tasters & Tours
- Internet for Oldies
- Jobs & Skills Drive
- Mates Mentoring

- My Life: My Career Expo
- School Based Apprenticeship support
- School Leavers Manual
- Workplace Learning Coordinator Program
- Ticket to Work
- VET Cluster
- VET Cluster Vocational Student Awards
- VT in Schools WorldSkills Competition
- VCAL support
- Primary Aspirations Project
- 500 Meters Turn Left
- Sending Business Back to School
- Community Action Network – Beaufort, Creswick, Smythesdale, Bacchus Marsh + Daylesford
- MAST – Daylesford + Bacchus Marsh
- Career Voyage

**AWARDS & ACHIEVEMENTS**  
Ballarat Business Excellence Award – Community and Government

- Winner
- Highlands LLEN

Victorian Training Awards – Victorian VET Client/Support Excellence Award

- Finalist
- Highlands LLEN VETis Cluster

**LOCATION**  
Level 1, 36 Camp Street, Ballarat

**ANNUAL REVENUE**  
\$753,087 (to December 2014)





# 2015 History

## EXECUTIVE OFFICER

Jannine Bennett

## CHAIRPERSON

Lindsay Florence

## COMMITTEE OF MANAGEMENT MEMBERS

David Clark, Belinda Coates, Steve Creelman, John Dainutis, Jim Dannock, David Edwards, Geraldine Frantz, Rod Homburg, Janine Lamb, Robert Lewers, Marilyn Morley, Carmel Russell, Jessica Sargeant, Andrew Wallace, Michelle Whyte, Barry Wright

## STAFF MEMBERS

Stacey Gill, Lisa Howlett, Zac Merritt, Eliza Munro, Brendan O'Connell, Elizabeth Pearson

## PROGRAMS OFFERED & PROJECTS

- \$20 Boss
- Ballarat Careers Expo involvement/support
- Big Brother Big Sister hosting
- CYBa
- Change It Up
- City Kids Experiencing Country Life
- City Projects Future Jobs
- Coaching Young People for Success

- DOTs ongoing support
- Employment Support Initiative
- Flexible Learning Forum
- Holistic Equine Assisted Learning (HEAL) Bacchus Marsh
- Industry Tasters & Tours
- Industry, Business & Education Forums
- Jobs & Skills Drive
- Lasting Gifts/Primary Aspirations Program
- Mates Mentoring
- OnTrack Connect
- School Based Apprenticeship support
- School Leavers Manual
- Workplace Learning Coordinator Program
- Ticket to Work
- VET Cluster
- VET Cluster Vocational Student Awards
- VET in Schools WorldSkills Competition
- VET Scholarships
- VCAL support
- Work Inspiration
- Youth Transition Support
- Primary Aspirations Project
- Sending Business Back to School
- Straight Up Report
- Industry Guest Speakers
- CMY CALD Career Expo
- Highlands Koorie Commitment
- Neuroscience Behind Effective Youth Engagement
- Industry Awards Event

- Get into Games
- Central Highlands Koorie Education Network

## AWARDS & ACHIEVEMENTS

David Osborne Award for Excellence in Regional Career Development

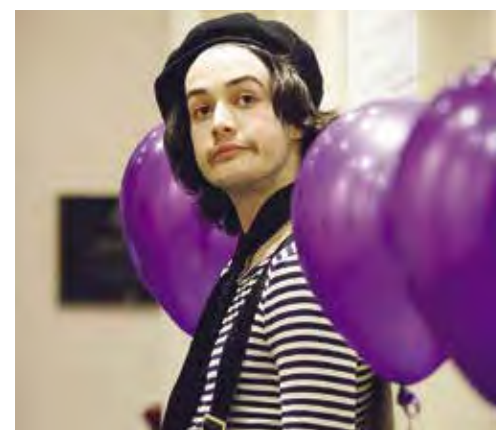
- Awardee
- Stacey Gill
- VETis Cluster Coordinator
- Victorian Training Awards – VET in schools excellence award
- Finalist
- Highlands LLEN VETis Cluster

## LOCATION

Level 1, 36 Camp Street, Ballarat

## ANNUAL REVENUE

\$569,993 (to December 2015)





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## 2016 History

### EXECUTIVE OFFICER

Jannine Bennett

### CHAIRPERSON

Lindsay Florence

### COMMITTEE OF MANAGEMENT MEMBERS

Jarod Bingham, David Clark, Belinda Coates, Phonse Crawford, Jim Dannock, Garry Doyle, Geraldine Frantz, Rod Homburg, Susan Honeyman, Nic Jarvis, Janine Lamb, Robert Lewers, Karen Monument, Carmel Russell, Jessica Sargeant, Andrew Wallace, Barry Wright

### STAFF MEMBERS

Asha Buckmaster, Leah Davis, Amanda Menabue, Zac Merritt, Eliza Munro, Stacey Gill, Brendan O'Connell

### PROGRAMS OFFERED & PROJECTS

- Ballarat Careers Expo support/involvement
- CYBa
- City Kids Experiencing Country Life
- Community/Satellite VCAL partnership & support
- GIG
- Industry Tasters

- Industry, Business & Education Forums
- School Industry Liaison
- School Leavers Manual
- Structured Workplace Learning
- Transition & Pathways Forum
- VET Cluster
- VET Cluster Vocational Student Awards
- VET Scholarships
- VCAL support
- Wendouree Renewal Project/ Yuille Park P-8 College
- Work Inspiration
- Rat Map
- Choose Your Own Path
- Jump Start into Employment
- Principal's Tour of Industry
- On Track Connect
- VET Cluster Program Expo
- Networks-HEY!-Flexible Learning and School Wellbeing
- Flexible Learning Forum
- Ballarat Future Jobs + City Projects
- Jobs + Skills Drive
- Ticket to Work

### LOCATION

Suite 21, Ballarat Technology Park Central  
106-110 Lydiard Street South, Ballarat

### ANNUAL REVENUE

\$543,425 (to December 2016)





# 2017 History



## EXECUTIVE OFFICER

Jannine Bennett

## CHAIRPERSON

Lindsay Florence

## COMMITTEE OF MANAGEMENT MEMBERS

Jarod Bingham, Darrin Carroll, Alice Christie, David Clark, Belinda Coates, Phonse Crawford, Jim Dannock, Joanne Gilbert, Rod Homburg, Susan Honeyman, Sharon Hope, Robert Lewers, Mandy McDonald, Karen Monument, Leanne Parker, Carmel Russell, Jessica Sargeant, Barry Wright

## STAFF MEMBERS

Asha Buckmaster, Leah Burns, Leah Davis, Pearl Goodwin-Burns, Emily Innes, Claire McKenna, Amanda Menabue, Zac Merritt, Eliza Munro, Lyndel Nash, Vanessa Park, Pippa Sowman

## PROGRAMS OFFERED & PROJECTS

- Ballarat Youth Crime Prevention Initiative
- City Projects Future Jobs
- Industry Tasters

- Industry, Business & Education Forums
- Jobs + Skills Drive
- CYBA
- School Industry Liaison
- School Leavers Manual
- VET Cluster
- VET in Schools Vocational Student + Industry Awards
- Structured Workplace Learning Program
- Flexible Learning Forum
- Passport to Employment
- Work Inspirations
- Get into Games
- On Track Connect
- VET Cluster 20 Year Celebration
- Engagement Express
- Ballarat Youth Services Network (BYSN)
- You the Man
- Bite Size PD
- The Cook, The Chef + Us Support
- Trauma Training for Teachers
- Career Voyage

## LOCATION

Suite 21, Ballarat Technology Park Central  
106-110 Lydiard Street South, Ballarat

## ANNUAL REVENUE

\$470,630 (to December 2017)





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## 2018 History

### EXECUTIVE OFFICER

Jannine Bennett

### CHAIRPERSON

Lindsay Florence

### COMMITTEE OF MANAGEMENT MEMBERS

Jarod Bingham, Alice Christie, David Clark, Belinda Coates, Phonse Crawford, Jim Dannock, Joanne Gilbert, Rod Homburg, Susan Honeyman, Sharon Hope, Robert Lewers, Mandy McDonald, Karen Monument, Leanne Parker, Carmel Russell, Jessica Sargeant, Barry Wright

### STAFF MEMBERS

Asha Buckmaster, Rob Croucher, Pearl Goodwin-Burns, Emily Innes, Zac Merritt, Eliza Munro, Lyndel Nash, Sally Poulton, Cassandra Sturrock

### PROGRAMS OFFERED & PROJECTS

- City Projects Future Jobs
- CYBa
- GIG
- BYSN

- GROW Ballarat
- Jobs & Skills Drive
- On Track Connect
- School Based Apprenticeship support
- School Leavers Manual
- Structured Workplace Learning
- The Cook, The Chef & Us Support
- VET Cluster
- Youth Advisory Board
- VCAL Support
- On Track Connect
- Education Engagement
- The Engagement Express
- Central Highlands Children and Youth Area Partnership Support
- You the Man
- Hey! Network
- Career Voyage
- Youth Mental Health First Aid Training

### LOCATION

Suit 21, Ballarat Technology Park Central  
106-110 Lydiard Street South, Ballarat

### ANNUAL REVENUE

\$640,676 (to December 2018)





# 2019 History

## EXECUTIVE OFFICER

Jannine Bennett

## CHAIRPERSON

Lindsay Florence  
Belinda Coates

## COMMITTEE OF MANAGEMENT MEMBERS

Alice Christie, David Clark, Phonse Crawford, Jim Dannock, Stephen Fields, Joanne Gilbert, Susan Honeyman, Janelle Johnson, Robert Lewers, Leanne Parker, Barry Wright

## STAFF MEMBERS

Kelly Ashmore, Asha Buckmaster, Rob Croucher, Sarah Forte, Pearl Goodwin-Burns, Lyndel Nash, Sally Poulton, Claire Rennie, Cassandra Sturrock, Chloe Waddell

## PROGRAMS OFFERED & PROJECTS

- \$20 Boss
- City Projects Future Jobs
- The Engagement Express Newsletter
- Flexible Learning Forum
- Growing Regional Opportunities for Work (GROW Ballarat)
- OnTrack Connect
- School Based Apprenticeship support
- School Leavers Manual

- Spring in The Park Festival
- Structured Workplace Learning
- VET Cluster
- Youth Advisory Board
- Education Engagement
- Industry Co-Supervisor for Higher Degree by Research Students
- Leaning Review
- Career Voyage
- I've Hired a Younger Person, What Now?
- Get into Games
- Ballarat Youth Crime Prevention Project Support
- Secondary School Wellbeing Network
- The Cook, The Chef and Us Support
- HEY! Network
- BYSN
- You the Man
- CYBA

## AWARDS & ACHIEVEMENTS

- City of Ballarat Youth Awards – Youth Worker Ally Award
- Winner
- Pearl Goodwin-Burns
- YAB Coordinator

## LOCATION

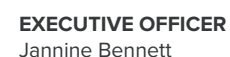
Suit 21, Ballarat Technology Park Central  
106-110 Lydiard Street, Ballarat

## ANNUAL REVENUE

\$911,278 (to December 2019)







## Leanne Parker

## COMMITTEE OF MANAGEMENT MEMBERS

Alice Christie, David Clark, Belinda Coates,  
Phonse Crawford, Jim Dannock, Peter  
Eddy, Stephen Fields, Joanne Gilbert,  
Susan Honeyman, Janelle Johnson,  
Robert Lewers, Jennifer McCrabb, Karen  
Monument, Liam Sloan, Barry Wright

## STAFF MEMBERS

Kelly Ashmore, Kylie Barnett, Asha Buckmaster, Rob Croucher, Sarah Forte, Pearl Goodwin-Burns, Sally Poulton, Deb Robertson, Anne Scott, Chloe Waddell

## PROGRAMS OFFERED & PROJECTS

- **Beeline Program**
- **City Projects**
- **Future Jobs/Your Ballarat, Your Future**
- **Coaching Young People for Success**
- **Due Process**
- **Family Violence Resources For Young People By Young People**
- **GROW Ballarat**

- Industry Tours
- Industry, Business & Education Forums
- Learning from Locals
- OnTrack Connect
- School Based Apprenticeship support
- School Leavers Manual
- School to Industry Online Resource
- The Engagement Express Newsletter
- Structured Workplace Learning
- VET Cluster
- Yes You Can! Webinar Series
- Youth Advisory Board (YAB)
- School Employer Engagement
- VET Cluster Review
- Learning Review
- CYBA
- Career Voyage
- Youth Crime Prevention Program Support

## AWARDS & ACHIEVEMENTS

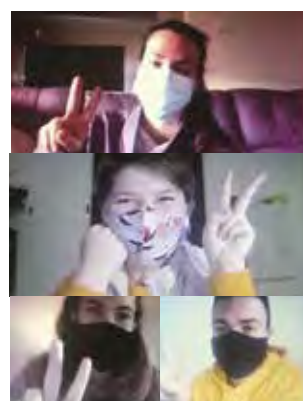
- Winner
- Youth Advisory Board

### LOCATION

Suite 21, Ballarat Technology Park Central  
106-110 Lydiard Street, Ballarat

## ANNUAL REVENUE

**ANNUAL REVENUE**  
\$843,217 (to December 2020)





# 2021 History



## EXECUTIVE OFFICER

Jannine Bennett

## CHAIRPERSON

Leanne Parker

## COMMITTEE OF MANAGEMENT MEMBERS

Alice Christie, David Clark, Phonse Crawford, Peter Eddy, Stephen Fields, Joanne Gilbert, Susan Honeyman, Jennifer McCrabb, Karen Monument, Liam Sloan, Ross Kenna, Eliza Munro

## STAFF MEMBERS

Kelly Ashmore, Kylie Barnett, Polly Britten, Shaqiera Cartledge, Sarah Forte, Sally Poulton, Deb Robertson, Anne Scott, Daniel Smart, Belinda Woodruff, Rebekah Robertson, Chole Waddell, Eva Marchingo

## PROGRAMS OFFERED & PROJECTS

- Beeline Program
- Due Process
- GROW Ballarat
- Industry Tasters & Tours
- Industry, Business & Education Forums
- OnTrack Connect
- School Based Apprenticeship support
- School Leavers Manual
- Structured Workplace Learning
- VET Cluster
- Work Readiness Training
- Your Ballarat, Your Future
- Youth Advisory Board
- School – Employer Engagement
- CYBA

## AWARDS & ACHIEVEMENTS

2021 Ballarat Young Citizen of the Year

- Winner
- Gabriel Gervasoni
- Youth Advisory Board

## LOCATION

Suite 21, Ballarat Technology Park Central  
106-110 Lydiard Street, Ballarat





# Quotes

2020

Feedback on the ‘Yes you can’ Webinar Series

*“Dear HLLN Staff, I, and the students, enjoyed it very much. A great spread of backgrounds and roles that were included.... I would love to share with students.”*

**Andrew Sherwell**

**Principal – Ararat Secondary College**

2020

Positive feedback about how engaged the students were in the presentations and how the ‘we can do this’ attitude will help to influence staff

*“Dear Sarah, Thank you very much for attending and presenting the Pathways Information Session yesterday at Berry Street School. It was so encouraging to have your enthusiastic and fresh approach to pathways information and particularly the sense of hope and optimism you both (Asha and Sarah) engendered in your presentations. Your practical approaches, tips and stories on how students can develop their own networks was helpful. I liked how you created a ‘we can do this’ attitude which will influence staff, students and carers in their pathways work with young people. I already have students asking when are you coming back again.”*

**Meredith Barclay**

**Lead teacher, Berry Street School**

2019

Feed back on how the Professional Development went

*“It was the best PD we have done all year.”*

**Staff Member**

**Phoenix P-12 Community College**

2019

The aim of YAB

*“The event was designed as an opportunity to promote community engagement. It is known that connection and belongingness is important for human health and wellbeing, and by removing some barriers – including cost, travel and age limit – the YAB has created an event which aims to foster community engagement for all members of our community”.*

**Chloe Waddell**

**YAB**

2019

How YAB has helped find a career path

*“After being heavily involved in turning Spring in the Park into a reality, I found a new passion for event planning, which has since led to me helping others with planning their events, as well as enrolling in an Event Management course in hope of pursuing a career within this field”.*

**Chloe Rae**

**YAB**

2018

Jobs and Skills Drive 2018

*“Thank you for organising the event...I was really impressed by the calibre of speakers (we) got some really useful information and insight.”*

**Parent**

2017

Jobs and Skills Drive 2017

*“The students were given invaluable insight into the varied support networks available to them in their pursuit for employment/ apprenticeship opportunities”.*

**Teachers who attended the Jobs and Skills Drive.**

2017

The Cook, The Chef and Us Program

*“This course has helped me in class a lot because I was able to get out of the classroom and be involved in doing more hands-on things and also be outside. It meant that in class on Wednesday I was able to concentrate more. To whoever reads this please keep The Cook, The Chef & Us program alive so other kids can still be part of it. It has been one of the best things I have been involved in since being at DSC (Daylesford Secondary College)”.*

**Student**

**Daylesford Secondary College**

2016

Industry Tour

*“ I would like to say a very big thank you to Jannine and Jim for organising the Principal Industry tour last Friday. We had a small but enthusiastic group who were made very welcome at the businesses that we toured. We also gained an enormous amount of information from them and they learned more about the Tech School development in Ballarat”.*

**Susan Kelly – The Regional Project Leader**

**Tech School Initiative**

2014

Flexible Learning Forum

*“It was great to have the voice of young people up front at the start of the forum and a good cross section of contributors. It would be great if we could get some of the learnings and practices from these innovations embedded into education settings”.*

**Katherine Cape**

**Principal Advisor – Central Highlands  
Children and Youth area Partnership**

2014

The Mates Mentor Program

*“The mates mentor program has been part of our school since 2012 – The mates mentor program is one of the best programs we have implemented in our school. Initially to set up the program there was a lot of work involved but to see the young people’s faces when they meet their mentor for the first time is worth every phone call, email, training session and interview. We have recently matched up three young people this year and the benefits for the young people have been instantaneous particularly for one of our Mentee’s. This particular student was feeling very disconnectd and school attendance was low, her situation is slowly improving and having a Mentor has been a significant factor in these positive changes. Three of our first Mentees continue to have regular contact with their Mentor outside of school which the school believes supports the values and aims of this fantastic program”.*

**Chrissy Cowcher**

**Ballarat Secondary College**

2014

GCU Commerce Ballarat Business Excellence Awards

*“Hi Jannine, I was so pleased to see you and your hardworking team rewarded last night! Your speech was impressive, talking about the future challenges, and your clients need. Congratulations to you and all your staff for its development into such an amazing organisation that are great to work with, and have the community interests at heart”.*

**Jan McIver – Business Development Manager**

**United Way Ballarat & The Ballarat Foundation**

2014

Flight Paths

*“What I saw was young people who had struggled to dream big, start to plan out their first few steps toward a career they had preciously thought was out of reach”.*

**Barry Petrovski**

**CMY Ballarat Team Leader**

2014

HEAL Program

*“The Students come back from the HEAL program each week enthused, encouraged and enlightened about themselves and how they are able to make positive changes in their lives”.*

**Paul Rose**

**Assistant Principal - Bacchus Marsh College**

2013

VETis Cluster Awards

*“Each of the award winners has shown an excellent commitment to quality and along with their family and friends should be very proud of their outstanding efforts. VET in Schools is a great opportunity to increase knowledge and skills so students are able to gain a school-based or a full-time apprenticeship in their chosen field”.*

**Stacey Gill – Cluster Coordinator**

2013

Partnership with headspace

*“Having the LLEN as a partner in headspace has been absolutely fantastic. It bring us links and contacts that would have taken years to build up and support for our clients who are ready to go into education or employment”.*

**Ben Gillett**

**Manager – Headspace**

2013

Working together to find pathways for young people

*“Dealing with such complex young people can be very difficult but the MAST model brokered in Hepburn Shire by the LLEN has allowed us to work openly together and support each other to find the best pathways for young people”.*

**Amira Willingham**

**Youth Connections BGT; Chair, Daylesford MAST**

2009

IBM Speakers Program workshop

*“I thought IT was just a boring desk job and this presentation showed me that it’s more than that. It looks like a possible career choice for me”.*

**Student**

**Ballarat Christian College**

2009

Multicultural Youth Day

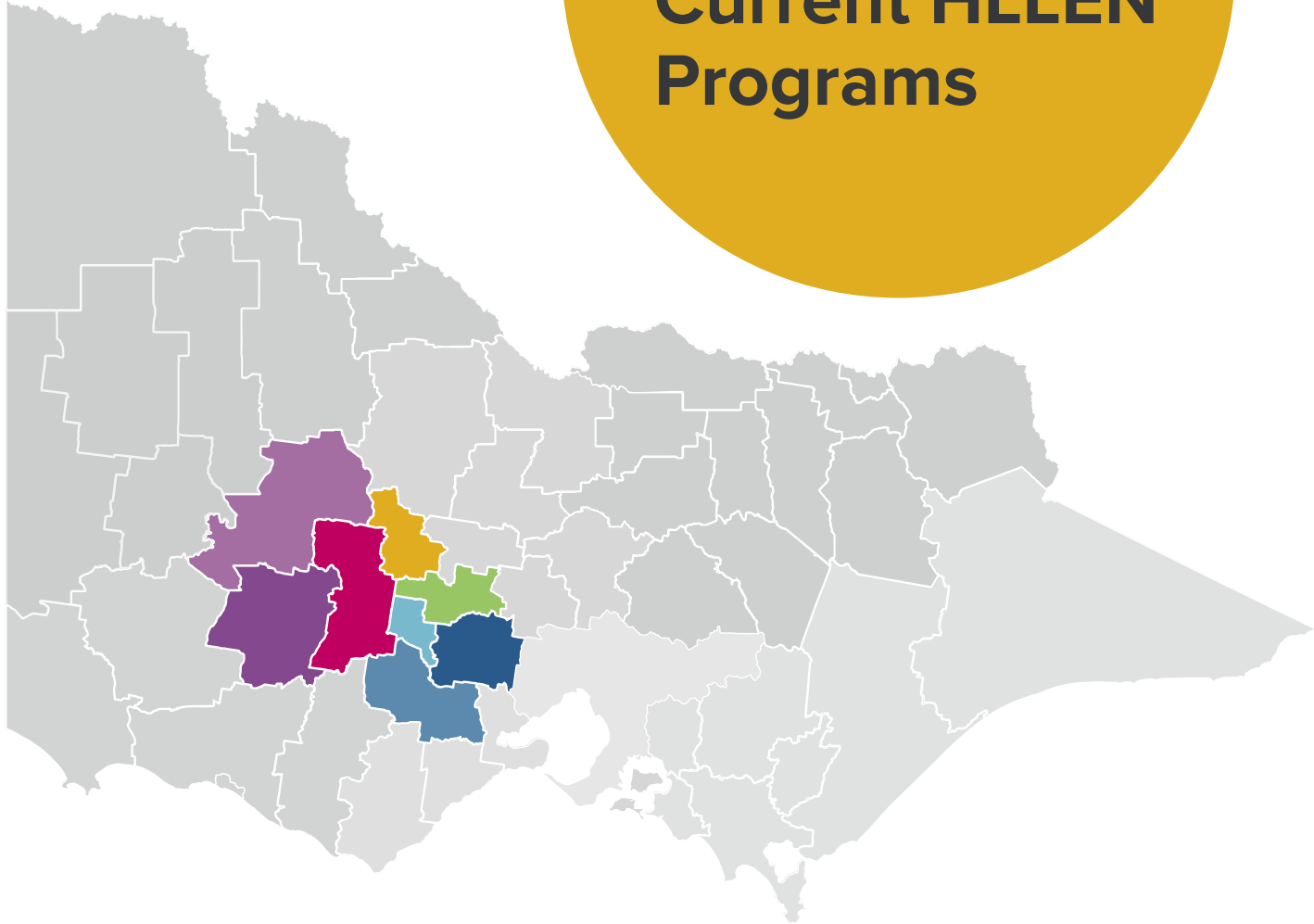
*“Even I learnt so much from today, thank you HLLN for organising this event for the multicultural community”.*

**Shiggy Yamazaki**

**BRMC**



# Victorian Coverage of Current HLEN Programs



**YOUTH ADVISORY BOARD**

- Ballarat
- Moorabool
- Hepburn
- Golden Plains
- Pyrenees

**HIGHLANDS VET CLUSTER**

- Ballarat
- Moorabool
- Hepburn
- Golden Plains
- Pyrenees
- Ararat
- Northern Grampians
- Central Goldfields

**GROW BALLARAT**

- Ballarat

**JOBS VICTORIA ADVOCATES**

- Ballarat
- Moorabool
- Hepburn
- Pyrenees
- Ararat
- Northern Grampians

**DEPARTMENT OF EDUCATION (HLEN)**

- Ballarat
- Moorabool
- Hepburn
- Golden Plains - North
- Pyrenees

# Awards and Achievements

Highlands LLEN are extremely proud of the work that our organisation has been recognised for over our 20 years of operation.

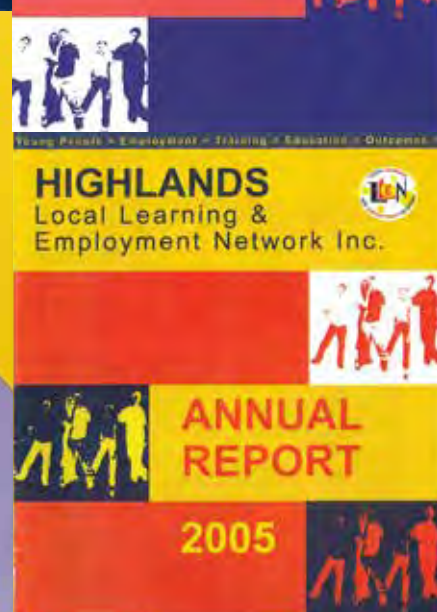
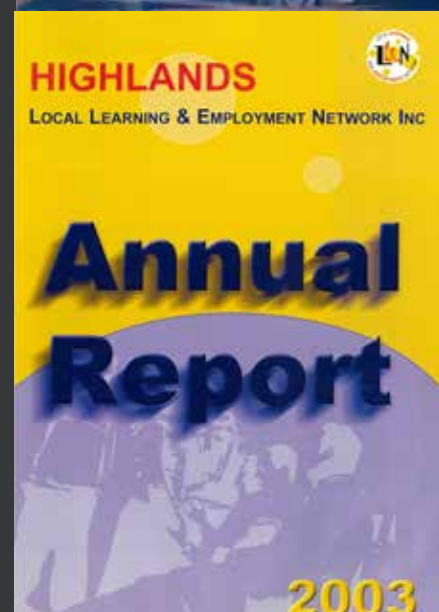
These awards have been both for individuals and the organisation for a variety of programs and projects. Below you will find a list of significant awards and achievements as well as occasions when Highlands LLEN has been a finalist for awards.



YEAR	AWARD	ACHIEVEMENT	RECIPIENT
2004	Excellence in Learning Ballarat Region – Category 1: New Program/Initiative	Recognition	Highlands Local Learning & Employment Network
2004	Excellence in Learning Ballarat Region – Category 4: The Learning Environment	Recognition	Ballarat & District Cluster of Secondary Schools
2005	Victorian Training Awards - VET in Schools Excellence	Finalist	Highlands LLEN VETis Cluster
2007	Victorian Training Awards - VET in Schools Excellence	Finalist	Highlands LLEN VETis Cluster
2007	Victorian Crime & Violence Prevention Award	Winner	'Drive On' program of Lead On
2011	Victorian Training Awards – VET in Schools Excellence	Finalist	Highlands LLEN VETis Cluster
2012	Ballarat Business Excellence Award Finalist - Not For Profit	Finalist	Highlands LLEN
2013	Victorian Training Awards - VET in Schools Excellence Award	Winner	Highlands LLEN VETis Cluster
2014	Ballarat Business Excellence Award - Community & Government	Winner	Highlands LLEN
2014	Victorian Training Awards - Victorian VET Client/Support Excellence Award	Finalist	Highlands LLEN VETis Cluster
2015	David Osborne Award for Excellence in Regional Career Development	Awardee	Stacey Gill - VETis Cluster Coordinator
2015	Victorian Training Awards - VET in Schools Excellence Award	Finalist	Highlands LLEN VETis Cluster
2019	City of Ballarat Youth Awards – Youth Worker Ally Award	Winner	Pearl Goodwin-Burns – YAB Coordinator
2020	YACVic Rural Youth Awards – Young People's Choice Award	Winner	Youth Advisory Board
2021	Ballarat Young Citizen of the Year - 2021	Winner	Gabriel Gervasoni – Youth Advisory Board



# 2001-20 Annual Report Covers





# Resources and Events

**Ms Delice Coulton**  
 Vice-Min. Ms Lynne Keady MP,  
 The Member for Port Phillip  
 Education, Employment & Training

Today you're the  
**Phase 2 LLEN Conference Dinner**

Where - Melbourne Museum (2nd entrance)  
 Exhibition Street, Carlton

When - Tuesday 13th October 2010  
 Dinner @ 7:00pm for a 7.30pm start

**welcome aboard**  
 The Victorian Government's  
**FREE BUS TRAVEL**  
 to TAFE, ACE etc

**Are You**  
 - No longer at school  
 - Live out of town (4 hours or more)  
 - 19 and under  
 - Entering or already doing an "accredited" course of study?

**FREE bus travel to/from your training provider in Ballarat**

**VET for VCE and VCAL and Australian School Based Apprenticeship Programs 2008**

**Why Study VET or get an ASBA?**  
 - Practical skills knowledge  
 - All courses aligned to national industry or enterprise competency standards  
 - Nationally recognised certificate upon successful completion  
 - Real life experience through structured workplace learning

**Environmental Scan 2010**  
 Highlands Local Learning & Employment Network Inc.  
 Presented by: Wendy Delaney, Paul Robinson & Andrew Wilson - February 2010

**NEW JOB NETWORK FORUM**  
 Learn about the new services and changes from 1st July 2003

**'What does it mean for you'**

Guest: **Bill Mason** - Department Employment & Workplace Relations (DEWR)

When: Thursday 3rd July  
 Where: Savon House, City Oval, Main Street Ballarat  
 Time: 10:00 for 10:30 start

Refreshments will be provided

Please RSVP by Tuesday 1st July to:  
**Kerri McGregor - 5332 3112 or email: kerri@highlandslen.org**

**Community Learning + (Homework Club)**

*You are invited to attend an official launch of the Community Learning + (Homework Club)*

Date: Tuesday 4th October 2010  
 Time: 4pm - 5.30pm  
 Location: Delacombe Community House 102 Leawarra Crescent, Delacombe

Catering will be provided

Contact Pam on (03) 5336 5010 or [panderson@highlandslen.org](mailto:panderson@highlandslen.org) to register your attendance by Friday 1st October 2010

**Highlands WORKPLACE LEARNING COORDINATOR PROGRAM (WLCP)**

**OFFICIAL PROGRAM LAUNCH**

MONDAY 18th OCTOBER 2010  
 4.30 PM - 6.00 PM

The Workplace Learning Coordinators Program is a Department of Education and Early Childhood Development initiative and is in response to the Commonwealth Governments National Partnership on Youth Attainment and Transitions.

This exciting new program will:

- ➔ Create new quality workplace learning opportunities for young people
- ➔ Streamline and facilitate the coordination of placement opportunities for employers and schools
- ➔ Develop resources to better prepare all parties for the workplace experience

The launch will be held in the Conference Room at the Ballarat Learning Exchange (BLE) Building, 36 Camp Street, Ballarat on Monday 18th October 2010 between 4.30pm and 6pm.

Please RSVP your attendance to [jade@highlandslen.org](mailto:jade@highlandslen.org) by Wednesday 13th October 2010

**FREE INFORMATION DAY**  
 New to Australia?  
 Looking for work?  
 Want help looking at your job options?  
 Want to connect with your community?  
 Then why not come along on:

Date: Thursday 29 April 2010  
 Where: The Conference Room Ground Floor Ballarat Learning Exchange 36 Camp Street Ballarat

Time: 10 am - 2 pm  
 Lunch: Free Lunch Provided  
 Please phone (03) 5336 5010 if you are attending the day by Monday 26 April 2010

INFO → JOB SERVICES → VOLUNTEERING → TRAINING

Proudly supported and sponsored by the following agencies:

**Environmental Scan 2010**  
 Highlands Local Learning & Employment Network Inc.  
 Presented by: Wendy Delaney, Paul Robinson & Andrew Wilson - February 2010

**REGISTER NOW!!**  
 Don't forget to register! Contact Kerri McGregor  
[kerri@highlandslen.org](mailto:kerri@highlandslen.org) | 03 5336 5010 | 0433 988 888

**MY LIFE, MY CAREER EXPO**

You are invited to attend a FREE information evening to hear from the following guest speakers:

- ➔ Danny Schwartz- CEO of Youth Connect speaking on Vocational Education Training
- ➔ Greg Hedges- Australian Defence Force presenting on Army Gap Year and Pathways into the ADF
- ➔ Ramesh Pooni- University of Ballarat presenting on alternative pathways into TAFE University

**DISCOVER | CONNECT | GROW**  
 (INDUSTRY SPECIFIC SKILLS) (NETWORKING) (LIFE SKILLS)

WHEN: Wed 25th May 2011  
 WHERE: Bray Raceway, Car Bell & Sutton Streets, Ballarat 3350

CAREER EXPO  
 TIME: 9.00am - 6.00pm

INFORMATION PRESENTATIONS  
 TIME: 6.15pm - 7.30pm

**2013 CAREERS & JOBS EXPO**

For grade 5 & 6 students

Northern Golden Plains Primary Schools

INTERACTIVE WORKSHOPS  
 GUEST SPEAKERS  
 TAKE HOME INFO  
 HANDS ON ACTIVITIES

Where: Smythesdale Recreation Reserve  
 When: 8th May 2013  
 Time: 9.30am - 2.00pm

**cyba.com.au**

cyba.com.au is a job searching site relevant to **young people** (15-26) in the Central Highlands region.

cyba.com.au saves you time. We've cut out the irrelevant stuff so it is easier to find that perfect job in your local area.

cyba.com.au also lists traineeships and apprenticeships, work placement and volunteering opportunities.

Register with **cyba.com.au** to search for jobs by **name, industry or postcode** and to receive email alerts.

cyba.com.au tools and tips will help give you the best possible start in your new career. Visit today!

**In 500 Metres Turn Left**  
 Your Guide to Programs and Models for Improving Retention in Education and/or Training for Young People.

Creating learning opportunities for youth through genuine partnerships.

**Highlands llen**  
 Creating learning opportunities for youth through genuine partnerships.

**Central Highlands Children & Youth Area Partnership**

**"Straight Up"**  
 The Lived Experience of Central Highlands Youth

August 2015

Highlands Local Learning & Employment Network  
**School Leaver's Manual 2014 - 2015**

**CHOOSE YOUR OWN PATH**  
 YOU ARE THE STAR OF THE STORY!  
 YOU CHOOSE THE POSSIBLE ENDING

**FLEXIBLE LEARNING**  
 IN THE HIGHLANDS REGION

**Primary Aspirations**  
 A Model of Career & Education for the Upper Primary Years

**VET & INDUSTRY AWARDS 2016**  
 DECEMBER 12, 2016 • 4:30 PM TO 7:00 PM

Seminar Theatre Room, Ground Floor, Ballarat Technology Park Central, 166-170 Lyndard Street South, Ballarat, 3350

RSVP to [zac@highlandslen.org](mailto:zac@highlandslen.org)

**Let's celebrate!**  
 20 years of the VET Cluster July 2017

**VET Program Expo**  
 Learn how to start your career whilst still at school  
 Come along and learn about VET Programs  
 Interactive displays | Demonstrations | Meet Trainers

When? Wednesday 26 July, 2017  
 3:30pm - 6pm  
 Where? Ballarat Mining Exchange 12 Lyndard St North, Ballarat, 3350

**Do something different**

- ➔ Agriculture
- ➔ Animal Studies
- ➔ Automotive
- ➔ Aviation
- ➔ Bricklaying
- ➔ Business
- ➔ Carpentry
- ➔ Community Services
- ➔ Dance
- ➔ Electrical Technology
- ➔ Engineering Studies
- ➔ Equine Studies
- ➔ Event Management
- ➔ Hair and Beauty
- ➔ Health Services Assistance
- ➔ Hospitality (Kitchen Operations)
- ➔ Information Technology
- ➔ Laboratory Skills
- ➔ Multimedia
- ➔ Music Technical Production
- ➔ Painting & Decorating
- ➔ Plumbing
- ➔ Printing and Graphic Arts
- ➔ Retail Services
- ➔ Sport & Recreation

Contact: Zac Merritt | [zac@highlandslen.org](mailto:zac@highlandslen.org) | 03 4344 4155

**Flexible Learning Forum**

A forum showcasing flexible learning programs in the Highlands region.  
 An opportunity for all those who work with young people to learn more about flexible learning.  
 Professional sharing for all educators.

Friday 25 November 2016  
 Ballarat Technology Park - Central 9am-4pm  
 Registration from 8.30am  
 Registration \$25

166-170 Lyndard Street South, Ballarat  
 Lunch and refreshments provided

Featuring:  
 The launch of the Highlands LLEN Flexible Learning Options Resource 'Choose Your Own Path'

**WE WISH TO INVITE YOU TO THE**  
**VET & INDUSTRY AWARDS 2016**  
 DECEMBER 12, 2016 • 4:30 PM TO 7:00 PM

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- ➔ Printing and Graphic Arts
- ➔ Retail Services
- ➔ Sport & Recreation

Contact: Zac Merritt | [zac@highlandslen.org](mailto:zac@highlandslen.org) | 03 4344 4155

**Jobs & Skills Drive**

**An event for students and young job seekers**

ACHIEVE YOUR EMPLOYMENT GOALS | COMMUNICATE FOR SUCCESS  
 DEVELOP YOUR PERSONAL BRAND | MEET LOCAL EMPLOYERS

**Tuesday 28 August 2018**  
 Ballarat Regional Soccer Facility | 900 Pleasant Street South | Redan 9.30am to 12.45pm

TO SECURE YOUR TICKETS: [www.eventbrite.com.au/job-skills-drive-tickets-48144451512](http://www.eventbrite.com.au/job-skills-drive-tickets-48144451512)

**BACKTRACK BOYS**

A FILM BY CATHERINE SCOTT

Wild Boys and the Dogs That Tamed Them

Highlands llen

An event for those working in flexible learning and community based education/reengagement programs

Friday 13 December 2019  
 The Nicholas Room @ The Red Lion Hotel 217-229 Main Rd, Ballarat 8.45am to 1.00pm

This Event is Free  
 Morning Tea is Provided  
 For Further Info Contact: Asha Buckmaster 4344 4153

**Flexible Learning Forum**

A Trauma-Informed Forum  
 - Paul Jeffrey, Berry Street School  
 Education Disengagement in the Central Highlands  
 - Courtney O'Loughlin, Federation University  
 Practical VCAL  
 - Penny Ellis, Department of Education  
 Reading Stamina: Modelling a Trauma-Informed Classroom  
 - Meredith Barclay, Berry Street School  
 Relinquishing At Risk Youth  
 - Mark Petham & Cas Williams, Berry Street  
 Local Program Showcase  
 - Beau Guest & Craig Montgomery, VUCC Campus

Space is limited!  
 To register for this event:  
<https://www.eventbrite.com.au/2019-flexible-learning-forum-tickets-79288382687>

**Ballarat GIG**  
 Get into Games Expo  
 9.30-3PM, FRIDAY 10 MAY 2019  
 BALLARAT MINING EXCHANGE, LYNDARD STREET (NORTH)

FOR THOSE SEEKING MORE  
 DISCOVER A DYNAMIC CAREER HANDS ON EVENT SPEAK WITH GAME DEVELOPERS  
 CAREER PRESENTATIONS GAMES PRIZES AND GIVEAWAYS SPEAK WITH TAFE UOI!

FOR MORE INFORMATION  
[www.ballaratgig.com](http://www.ballaratgig.com)

**GROW BALLARAT**

**Regional Action Plan**  
 2019 - 2021

Embedding the GROW principles across the Ballarat region

**INCREASE YOUR SUCCESS AS A SUPPLIER**

What is the Victorian Government's **new Social Procurement Framework** (SPF) and how should your business respond to increase your chance of success?

**FREE EVENT LIMITED SPACES REGISTER BELOW**

Wednesday, 18 September 2019  
 4:00pm-5:30pm  
**RJM's Wine Bar**  
 95 Mar Street East, Ballarat

REGISTER: <https://growballarat.supplier.eventbrite.com.au>

**Highlands llen**

**ONLINE RESOURCES PART A**

A resource for secondary school teachers and students around career exploration, work-related skills, regional life challenges and future growth industries. The information also relates to VCAL and Industry and Enterprise curriculum.

Proudly presented by:  
 The Victorian Government  
 Department of Education and Training  
 Department of Economic Development, Jobs, Transport and Infrastructure  
 Highlands Local Learning & Employment Network

**LIFT YOUR GAME WITH THE 2018-2020 SCHOOL LEAVER'S MANUAL**  
 INCLUDED: LOCAL OPPORTUNITIES & EMPLOYMENT SERVICES

**Highlands llen**

**yab PRESENTS**  
**SPRING IN THE PARK**  
 FREE ENTRY, INCLUSIVE, ALL AGES, DRINK & ALCOHOL FREE  
 "FOOD TRUCKS" "STALLS" "FUN ACTIVITIES"

SATURDAY NOV 16TH  
 VICPARK  
 BALLARAT  
 2PM-6PM

FEATURING LIVE PERFORMANCES BY  
**ROBY GILL**  
**MERAKIMINDS** \* **FLOC**  
**GANGZ** \* **ROY DABBY**

**I'VE HIRED A YOUNG PERSON. WHAT NOW?**

How to create an environment that enables young people and your business to thrive

**Monday 5 August**  
 5:00-7:00pm

**RJM's Wine Bar**  
 95 Mar Street East, Ballarat

**Free to attend**  
 Cheese and wine provided

**SPEAKERS INCLUDE**  
 Donatello Pietrangeli - (Grange's Business Network Pub With Tuna Noodles)  
 Consumable Food Experience | **Janelle Johnson** - Headspace Ballarat  
 asvp: [admin@highlandslen.org](mailto:admin@highlandslen.org)

**SCHOOL TO INDUSTRY**

**ONLINE RESOURCES PART A**

A resource for secondary school teachers and students around career exploration, work-related skills, regional life challenges and future growth industries. The information also relates to VCAL and Industry and Enterprise curriculum.

Proudly presented by:  
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 Department of Education and Training  
 Department of Economic Development, Jobs, Transport and Infrastructure  
 Highlands Local Learning & Employment Network



# Logos



# Visions and Missions

01-04  
2001-02

## VISION

To be cooperative network of communities committed to achieving meaningful outcomes for our young people.

## MISSION

To facilitate and support an effective and well-coordinated service framework to ensure that every young person is connected with, and participates in, education, training and/or employment.

07  
2007

## VISION

All 15-19 year old's are engaged in education, training or employment relevant to the pathway of their choice.

## MISSION

To be a catalyst within our communities in the creation of learning and employment opportunities for all 15-19-year old's.

03-04  
2003-04

## VISION

To be a catalyst to creating learning and employment opportunities for all young people.

## MISSION

To work together as a community connecting all 15-19-year olds to learning and employment.

10  
2010

## VISION

All youth in our communities are successfully engaged in education, training or employment.

## MISSION

To create partnership that support the learning and career pathways of all youth within our communities.

05  
2005

## VISION

All 15-19 year old's are engaged in education, training or employment relevant to the pathway of their choice.

## MISSION

To be a catalyst within our communities in the creation of learning and employment opportunities for all 15-19-year old's.

16  
2016

## VISION

All young people in our communities are provided opportunities to successfully engage in education, training or employment.

## MISSION

To create and maintain partnerships that support a range of learning and pathway options for all young people within our communities.

06  
2006

## VISION

To be a catalyst to creating learning and employment opportunities for all young people.

## MISSION

To work together as a community connecting all 15-19 year old's to learning and employment.

21  
2021

## VISION



Building great futures by partnering with educators, business and community (draft).



106 - 110 Lydiard Street South  
PO Box 583  
Ballarat Central VIC 3350

(03) 4344 4155  
admin@highlandslen.org  
www.highlandslen.org



#### HIGHLANDS LLEN

 @highlandslleninc  
 @highlands-llen



#### VET CLUSTER

 @VETCluster  
 @highlandslenvet

#### GROW BALLARAT

 @growballarat  
 @grow-ballarat

#### Youth Advisory Board

 @YABCentralHighlands  
 @youthadvisoryboard\_yab

Highlands LLEN would like to thank the following organisations for the use of their photographs throughout this booklet:  
ABC Ballarat, Ballarat Times News Group, Commerce Ballarat, Department of Education and Training, Jaala Pulford MP, The Ballarat Courier and The City of Ballarat Council.



Highlands  
llen

20<sup>th</sup> Anniversary