



GROW
GREATER SHEPPARTON



Regional Action Plan

Embedding the GROW principles across the GROW Greater Shepparton region



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The GROW Greater Shepparton Program - Introduction

GROW (Growing Regional Opportunities for Work) Greater Shepparton is a collaborative program where business, government and community organisations are supported to work together to strengthen social and economic outcomes and increase job opportunities through procurement and employment across the Goulburn Valley.

GROW Greater Shepparton was launched on the 15th of August 2018 by the Member for Northern Victoria Mark Gepp, with the Committee for Greater Shepparton being selected as the 'backbone' organisation to lead the implementation of the Program.

Following an analysis of the regional challenges and opportunities through research, data review and a range of interviews and workshops, GROW Greater Shepparton has identified the following primary objectives:

Maximising the impact of local and regional spend on economic output and jobs in the Greater Shepparton and Goulburn Valley Regions.



Creating sustainable employment opportunities for the following communities:

- Young people (15-24 years)
- People with a disability
- Aboriginal and Torres Strait Islander people
- Refugees and migrants
- Long-term unemployed (unemployed for 12+ months)

The Program will seek to support the growth of jobs and the regional economy, while targeting the achievement of employment outcomes for the key identified communities facing barriers to employment, helping ensure everyone can participate in a growing economy.

The GROW Greater Shepparton program is open to all public and private sector organisations committed to GROW's objectives, who are either locally based or with significant procurement and employment activity in the region.



Impact of Change

GROW Greater Shepparton seeks to drive change in how companies operating in the region do business, leading to improved social outcomes.

By building local and social procurement and inclusive employment capability, GROW Greater Shepparton seeks to create:

- 1 A stronger regional economy
- 2 An increase in the number of local people employed in local jobs
- 3 An increase in employment opportunities for target cohorts

A Positive Future

Where improved local economic development is contributing to Greater Shepparton as a place of opportunity for people and business



The History of GROW

The GROW initiative began in 2013 as G21 Region Opportunities for Work, a ten-year economic development approach to addressing place-based disadvantage in communities across the local government areas of Colac Otway, Golden Plains, Greater Geelong, Queenscliff and Surf Coast.

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

GROW operates under a 'Collective Impact' framework, employing backbone staff to convene and facilitate key local stakeholders to join the program, which now has over 110 signatory organisations to the G21 GROW Region Compact.

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

During the early years of the program, the G21 Region GROW worked with the Victorian Government to become a funding partner of Give Where You Live Foundation; proposing the possibility of a transferrable GROW model able to be developed in other regions. In 2016 the Victorian Government announced the first \$1million of matched funds for the G21 Region GROW program.

In 2018, the Latrobe Valley Authority which was established by the Victorian Government to manage the region's transition following the closure of the Hazelwood Power Station, committed to the implementation of the GROW Gippsland Program. A key objective of GROW Gippsland is to ensure that local and social benefits are maximised from significant government investment in infrastructure and other projects in the region.

In 2018 the Victorian Government also announced funding for additional GROW initiatives to be established in the key regional centres of Greater Shepparton (Facilitated by the Committee for Greater Shepparton), Ballarat (facilitated by the Highlands Local Learning and Employment Network) and Bendigo (facilitated by Be.Bendigo).

Greater Shepparton Regional Overview

Greater Shepparton is located 180 kilometres north of Melbourne in the heart of the Goulburn Valley, ‘the foodbowl of Australia’.

It is the fifth largest regional centre in Victoria and has a population of 66,000, 53% of which reside in the main urban areas of Shepparton, Mooroopna and Tatura, with the remaining 47% in surrounding rural areas¹.

Shepparton is situated at the junction of the Goulburn Valley and Midland Highways, along the Newell Highway corridor that provides road connections to Melbourne, Adelaide, Canberra, Sydney and Brisbane. It is on the state rail network and has both V/Line passenger and freight services.

Greater Shepparton is the main regional education and employment hub in Northern Victoria, servicing up to 250,000 people from the Goulburn Valley and the southern riverine area of New South Wales².

It has a strong and diverse economy based primarily on irrigated agriculture, food production, retail and road transport.



Major businesses operating in Greater Shepparton include:

Organisation	Industry
Rubicon Water	Machinery and equipment manufacturing (water management and irrigation)
J. Furphy & Sons	Fabricated metal product manufacturing
SPC Ardmona, Unilever Australia Limited, Campbells Australia P/L, Freedom Foods and Saputo	Food and beverage manufacturing and meat product manufacturing
Tatura Milk Industries P/L	Dairy product manufacturing
Visy	Packaging
Geoffrey Thompson Fruit Packing Company P/L	Agriculture, warehousing and packing (fruit)
McPherson Media Group/ Southern Cross Aus	Information media
Goulburn Valley Water, Goulburn Murray Water	Water supply, sewerage and drainage services
Goulburn Valley Health, Shepparton Villages, Berry Street	Health care and social assistance
La Trobe University, Goulburn Ovens Institute of TAFE, Melbourne University	Tertiary education
Kreskas Bros Transport and Hicks Transport	Transport and logistics
Foott Waste Solutions	Waste Management

The major industries in terms of employment are health care and social assistance, agriculture, forestry and fishing, and retail trade. Combined, these three industries account for 38% of Greater Shepparton’s labour force³.

Greater Shepparton Employment by Industry 2018³



Manufacturing and Agriculture: Becoming more skill and capital intensive – employment expected to decline (Regional Profile IV 2019)⁴

1 <http://www.greatershepparton.com.au>
2 <https://www.rdv.vic.gov.au>

3 <https://www.economy.id.com.au>
4 <http://www.infrastructurevictoria.com.au>

Greater Shepparton Economic Snapshot

In the year ending 2018, Greater Shepparton’s Gross Regional Product was \$3.51 billion, growing 3.5% since the previous year⁵. Despite a jobs to workers ratio of 1.07, meaning there are more jobs than residents in the region, workforce participation is relatively low at 56.4%, compared with 60.5% in Victoria⁵.

In the March 2019 quarter, Greater Shepparton’s unemployment rate was 4.66%, compared with 4.7% in Victoria⁵. In the same period last year, the unemployment rate was 7.13%, compared with 5.4% in Victoria⁵. While this is a significant drop, these figures do not necessarily reflect the economic environment in Greater Shepparton.

Underemployment is rising across Victoria, with most newly created jobs associated with the gig economy offering lower average wages, part-time hours and reduced protections for workers.

Household income and housing costs ⁶	Greater Shepparton	Victoria
Median weekly rent (2016)	\$210	\$325
Median monthly mortgage repayments (2016)	\$1,300	\$1,728
Households with Mortgage Stress (2017)	13.3%	30.7%
Median weekly household income (2016)	\$1,105	\$1,490



GRP

(2017/18)

growing 3.5% since the previous year³
(2018; NIEIR)

5 <https://www.economy.id.com.au>
6 <https://www.profile.id.com.au>



Greater Shepparton Regional Strengths

Greater Shepparton is one of the fastest growing regions in Victoria and boasts a diverse and vibrant community and a range of employment, education and lifestyle opportunities.






This is reflected in significant investment into major infrastructure projects such as the Shepparton Line Upgrade, the Shepparton Bypass and the Government’s commitment to supporting place-based programs such as GROW Greater Shepparton.

Greater Shepparton is extremely culturally diverse and is home to a large number of humanitarian refugees, voluntary migrants and Aboriginal and Torres Strait Islander Australians.

This diversity has helped to shape the region’s expanding arts and culture scene which will be further strengthened by the redevelopment of the Shepparton Art Museum, due for completion in 2020.

Greater Shepparton also has a strong history of Indigenous engagement, advocacy and leadership which is reinforced by the outstanding work of the Kaiela Institute, the Yorta Yorta Nation Aboriginal Corporation and the Rumbalara Aboriginal Co-operative.

GROW Greater Shepparton will leverage these and other local strengths, including a higher than average sense of wellbeing and strong community links, to establish meaningful collaboration, a core pillar of the GROW philosophy.

		Greater Shepparton	Victoria
	Subjective wellbeing (range 0-100) (2016) ⁷	77.6	77.3
	Perceptions of neighbourhood – people are willing to help each other (% agree) (2016) ⁷	81%	74%
	Perceptions of neighbourhood – this is a close-knit community (% agree) (2016) ⁷	70%	61%
	Good or very good for community and support groups (% agree) (2016) ⁷	72%	61%
	People who help as volunteer (%) (2017) ⁸	22%	19%

7 <https://www.vichealth.vic.gov.au>
8 <http://www.gvpcp.org.au>

Greater Shepparton Regional Challenges

Place-based disadvantage

Greater Shepparton ranks 14th out of 79 Victorian Local Government Areas on the SEIFA Index of Disadvantage⁹. The SEIFA Index measures relative levels of socio-economic advantage and disadvantage based on factors such as low income, low educational attainment, high unemployment and jobs in unskilled occupations.

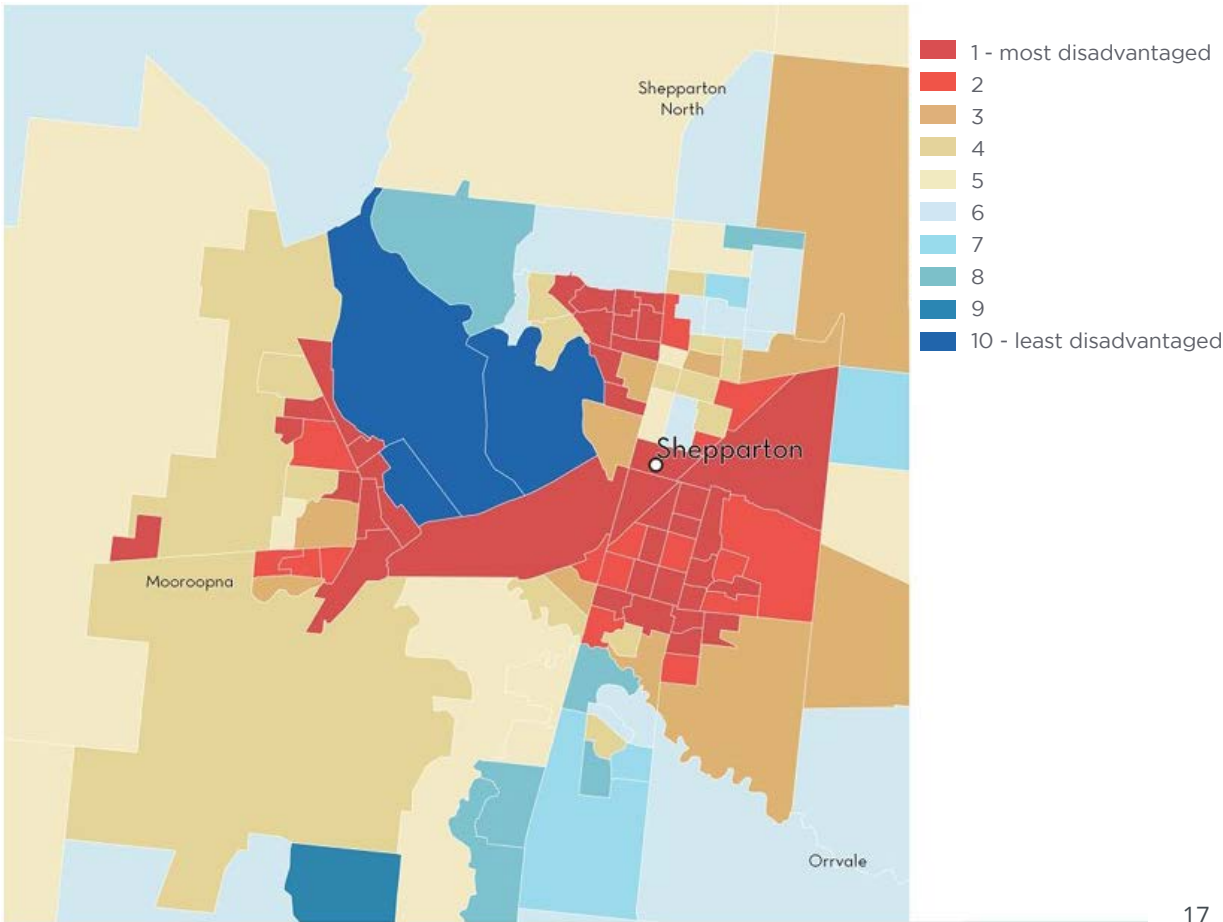
According to the SEIFA Index, four areas in Greater Shepparton fall within the lowest 10th percentile in Australia (i.e. most disadvantaged). These are: Shepparton Central, Shepparton Southeast, Shepparton South and Mooroopna⁹. A further three areas fall within the lowest 20th percentile in Australia (i.e. very disadvantaged). These are: Shepparton North West, Shepparton Urban Centre and Shepparton North Central⁹.

People living in areas that have a lower SEIFA ranking are more likely to experience transport disadvantage, which occurs as a result of relatively poor transport infrastructure and the need for people to travel further to get to work or to access services. Transport disadvantage disproportionately impacts low-income households and reinforces social exclusion and other types of disadvantage.

Greater Shepparton also has a higher proportion of social housing compared to the Victorian average and the highest level of homelessness in regional Victoria. According to the 2018 Homelessness Heat Map, homelessness has risen by 14% in Greater Shepparton since 2011, affecting 54 people per 10,000¹⁰. This is compared to an average of 27 people per 10,000 in other regional areas and 41.9 people per 10,000 in Victoria¹⁰.

Greater Shepparton also has higher levels of crime, including drug usage and possession offences, and a higher number of mental health clients per population than the Victorian average.

	Greater Shepparton	Victoria
Less than \$650 gross weekly income ¹¹ (2016)	25.6%	20.3%
People who live near public transport ¹² (2018)	54.1%	73.9%
Social housing % total dwellings ¹¹ (2016)	4.3%	2.8%
Homeless people per 10,000 population ¹³ (2018)	54	41.9
Criminal incidents per 100,000 population ¹⁴ (Q4-2018)	9,360	5,981



9 <https://www.profile.id.com.au>
10 <https://www.chp.org.au>

11 <https://www.profile.id.com.au>
12 <http://www.gvpcp.org.au>
13 <https://www.chp.org.au>
14 <https://www.crimestatistics.vic.gov.au>

Multiple barriers to employment

GROW Greater Shepparton’s targeted job creation will support a range of jobseekers who may face multiple barriers to employment, including:

1. People with a disability

2. Refugees and migrants

3. Culturally and Linguistically Diverse (CALD) people

4. Long-term unemployed people
5. Disengaged young people

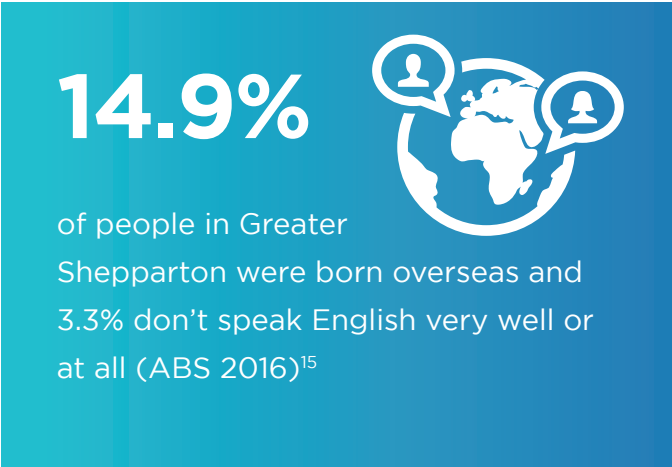
6. Single parents

7. Public housing tenants

8. Welfare recipients

GROW will offer inclusive employment training to organisations operating in the region which may help to reduce some of the barriers that these groups face.

GROW will also work with existing services in the region to offer wrap-around support to disadvantaged jobseekers to help them to find new and existing opportunities and retain employment.



	Greater Shepparton	Victoria
Persons needing assistance (disability) 20-59 years (2016) ¹⁶	3.8%	2.5%
Total persons needing assistance (disability) (2016) ¹⁶	6%	5.1%
Percentage People Receiving an Unemployment Benefit Long-term (2016) ¹⁵	6.34%	4.1%
% of Families which are Single Parent Families (2017) ¹⁶	17.2%	15.3%

¹⁵ <https://www.abs.gov.au>
¹⁶ <https://www.profile.id.com.au>

Low levels of educational attainment

Year 12 (or equivalent) attainment is recognised as an important determinant of economic and social wellbeing in adulthood. Those who complete year 12 are more likely to participate in higher education which increases earning capacity and leads to improved standards of living.

While the rate of vocational attainment is higher in Greater Shepparton than the Victorian average, both year 12 and tertiary (bachelor’s degree or higher) attainment are considerably lower.

Addressing the skills shortage in Greater Shepparton will be crucial to ensuring sustainable job creation for the target cohorts. GROW will help to identify and increase the visibility of upskilling and education opportunities for jobseekers to meet demand in the region.



	Greater Shepparton	Victoria
Year 12 attainment (% of total population) (2016) ¹⁷	36.1%	54.4%
Bachelor’s degree or higher (2016) ¹⁷	12.2%	24.3%
Vocational attainment (2016) ¹⁷	19.9%	16.9%

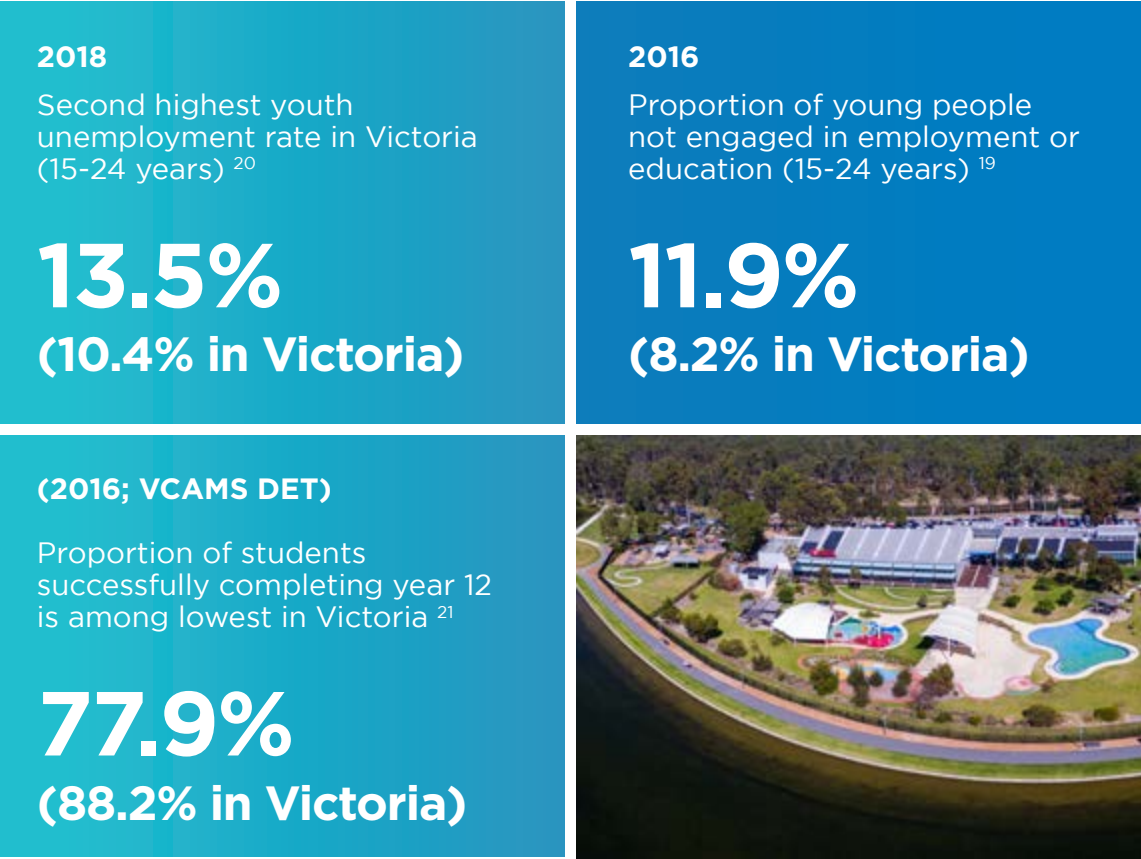
¹⁷ <https://www.profile.id.com.au>

Disengaged youth

Greater Shepparton has the second highest youth unemployment rate in Victoria at 14.2%, compared to 11.2% in Victoria¹⁸.

Further, in 2016, 11.9% of people aged 15-24 years living in Greater Shepparton were not engaged in employment or education, compared to 8.2% in Victoria¹⁹. Youth disengagement may be due to a range of factors including cost (perceived or actual) of tertiary/vocational education, mental or other health issues, transport disadvantage and low intergenerational mobility.

GROW Greater Shepparton will work closely with key organisations to strengthen pathways for young people into education or employment. Building better linkages between education institutions and industry will help to address issues around work readiness. Employers in the region have identified that this is a priority which, if addressed, is likely to drive better outcomes for young jobseekers and organisations.



18 <https://www.abs.gov.au>
19 <https://www.profile.id.com.au>
20 <http://lmp.gov.au/default.aspx?LMIP/Downloads/ABSLabourForceRegion>
21 <https://www.education.vic.gov.au>

Reduced employment opportunities and outcomes for Aboriginal and Torres Strait Islander Australians

Greater Shepparton is home to the highest proportion of Aboriginal and Torres Strait Islander peoples in Victoria, approximately 3.4%, compared to 0.8% in Victoria²². The Greater Shepparton City Council estimates that the true figure is probably closer to 10%, with anecdotal evidence suggesting that underreporting over time has produced a misrepresentative snapshot.

Aboriginal and Torres Strait Islander Australians living in Greater Shepparton are more likely to experience disadvantage and barriers to labour market participation than other Australians in the region.



A report published by the Australian Institute of Family Studies found that lower labour market participation amongst Aboriginal and Torres Strait Islander Australians may be influenced by the following social, economic and cultural determinants²⁴:

- Lower levels of educational attainment (human capital)
- Ill-health and disability
- Remoteness (i.e. living in areas with limited opportunities)
- Higher rates of arrest
- Discrimination in the labour market
- Difficulty retaining employment
- Strong reliance on networks/friends/family as source of information about jobs
- Cultural attitudes to work

22 <https://www.profile.id.com.au>
23 <https://www.abs.gov.au>
24 <https://www.aihw.gov.au/getmedia/8eab67d7-1752-45e7-aa82-ffaf33ce7e13/ctgc-ip07.pdf.aspx?inline=true>

Greater Shepparton Economic Drivers

\$4.7bn is spent each year in the Greater Shepparton region, with approximately 55% spent with businesses in the local region. 45%, or approximately \$2.1bn, is spent with businesses outside of the region.

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

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



Greater Shepparton Total Expenditure - 2018²⁵

Total		Local		Import	
\$4.7bn		55%		45%	
Change in local spend					
Economic impact					
5%	\$189m	10%	\$377m	20%	\$754bn
Jobs impact					
5%	584	10%	1165	20%	2331

25 Source: Data collected by ArcBlue, economic modelling undertaken by REMPLAN

Greater Shepparton Regional Priorities

Through interviews and workshops, GROW Greater Shepparton has identified a number of regional priorities that if addressed, will contribute to greater social and economic prosperity in the region.

- 1 Seek to embed the GROW principles as normal practice in organisations in the region.
- 2 Support Greater Shepparton organisations to take advantage of the new Victorian Government commitments to Local Jobs First and the Social Procurement Framework.
- 3 Facilitate and strengthen linkages between organisations to increase visibility of new and existing opportunities to procure, supply, employ and train.
- 4 Support buyers in the region to shift away from business-as-usual practice and improve procurement capability and performance.
- 5 Act as an on-the-ground enabler that will help ensure major Government (and other regional) projects maximise their achievement of local and social procurement outcomes.
- 6 Help address barriers that job seekers may face (e.g. changing the way jobs are advertised, creating opportunities, increasing visibility of support services).
- 7 Support organisations in the region to become more flexible considering the changing nature of Greater Shepparton’s workforce and the labour market.
- 8 Support, enable and help to link programs seeking to provide pathways to employment at all stages from work experience, through Learn Local, TAFE, University, work placements and internships.
- 9 Create pathways for young people and long-term unemployed into sustainable employment (e.g. work readiness training, upskilling, links to industry).

GROW Principles for Enabling Change

GROW Greater Shepparton has been developed to build on the region's specific strengths and challenges and to address local needs but uses an approach developed around the overall GROW principles.



- 1 **GROW is a 'place-based' regional project** that draws on the resources of the region. GROW addresses place-based disadvantage by linking people, place and region.
- 2 **GROW's focus is systemic and structural.** GROW seeks to strengthen networks within the region to address disadvantage (systemic). In addition, GROW also seeks to understand and intervene in structural barriers, opening up opportunities that don't already exist to the community (e.g. direct engagement with employers, procurement managers and leaders).
- 3 **GROW requires a collaborative approach** from all sectors actively working to create positive change. GROW is built on the premise that growing a stronger regional economy is everyone's business not just government and the community sector. High levels of unemployment affect the prosperity of the region which negatively impacts the community, business and the region as a whole.

- 4 **GROW recognises and builds on the good work already happening** in Greater Shepparton. GROW seeks to add value, facilitate linkages, and fill gaps where needed.
- 5 **GROW builds on data and evidence** gathered from regional, national, and international sources as well as participating organisations. GROW uses a measurement and reporting platform that demonstrates progress and allows the program to adapt or amplify activities as needed.
- 6 **GROW is a living project that needs to respond to the community's needs.** Built on a strong platform of evidence, it is also partly an action-learning project itself and may need to adapt over time.

Supporting the Delivery of Major Projects

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

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

- Goulburn Valley Highway Shepparton Bypass
- Goulburn Valley Link – Freight and Logistics Centre
- Shepparton Rail Line Upgrade
- Shepparton Railway Station Pedestrian Overpass
- Shepparton Freight Network Planning
- New Shepparton Art Museum
- CBD Pedestrian Crossing Upgrades
- Redevelopment of the Mall
- Cosgrove 3 Landfill Site Development
- Victoria Park Lake Master Plan
- Solar Farm
- Cannatrek Farm
- Early Learning Centre
- Melbourne University
- La Trobe University
- Greater Shepparton College
- Goulburn Valley Health – Stage 2

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



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



Victoria's Social Procurement Framework

- This whole-of-Government approach to social procurement is an Australian first and capitalises on government buying power to maximise social, economic and environmental benefits for Victorians and opportunities for Victorian jobs. It will apply to purchases of all goods, services and construction by departments and agencies.
- The framework will mean businesses who use social and disability enterprises, and Aboriginal businesses in their tenders for government contracts and who pro-actively employ people facing complex barriers to work will have a competitive edge over those who don't – mirroring the social procurement component of GROW.
- The Social Procurement Framework applies to all Victorian Government departments and agencies and is shifting the way Victorian organisations do business. GROW will fast track Greater Shepparton businesses to be ready to meet new government requirements by supporting businesses to develop their capacity for tendering, and specifically, meeting these social procurement targets.
- By acting as the region's conduit between these buyers, local social benefits suppliers and employment support agencies, GROW Greater Shepparton is uniquely positioned to achieve sustainable social outcomes in the region.

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

GROW Greater Shepparton support for these projects will include:



GROW Greater Shepparton Program

Work completed to date has focussed on program development, assessing the regional challenges and opportunities and identifying the program's desired impact. This work has resulted in the development of the GROW Greater Shepparton Regional Action Plan.

The focus moving forward from October 2019 is on program implementation and delivery:

- 1 Establishing formal commitment to GROW Greater Shepparton from organisations operating in the region
- 2 Working with these organisations to develop and implement individual GROW Greater Shepparton Action Plans
- 3 Measuring and publicly reporting on the program's achievements and impact



Participating in GROW Greater Shepparton

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

Participating in the program entails organisations signing the GROW Greater Shepparton Compact (refer appendix 1).

As a GROW Greater Shepparton Member, your organisation commits to adding value to the region through the following actions:

- Endeavouring to increase the local proportion of the business's spend
- Developing an annual GROW Greater Shepparton Action Plan which identifies actions the business will take to support the programs objectives and reporting on outcomes achieved
- Communicating regional procurement opportunities to local suppliers via a shared measurement framework
- Providing opportunities to grow local SMEs, social enterprises and Aboriginal businesses in the region
- Providing employment and work exposure opportunities for the programs target cohorts
 - Young people (15-24 years)
 - People with a disability
 - Aboriginal and Torres Strait Islander people
 - Refugees and migrants
 - Long-term unemployed (unemployed for 12+ months)
- Collaborating with other GROW members
- Sharing knowledge and lessons learned
- Publicly supporting GROW Greater Shepparton



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

Support provided by GROW Greater Shepparton includes:

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

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

Integrated Model – Role of Partners

GROW is a collaborative model, and the ultimate success of the program will rely on the active participation and outcomes achieved by GROW Members and Partners.

In the initial development stage of the program, a number of key GROW Partners have been identified to support GROW Greater Shepparton with the program delivery:



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



Kaiela Institute supports collaboration between Aboriginal and non-Aboriginal leaders to envision, design and implement an inclusive future for all people in the Goulburn Murray region, including the implementation of the Algabonyah Employment Partnership Agreement



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



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



GROW Shepparton Regional Action Plan Overview

The GROW Greater Shepparton regional action plan seeks to deliver the program's objectives through a set of interlinked and mutually reinforcing actions.

These actions sit under the following six GROW Greater Shepparton Pillars:



Establish Leadership and Collaboration

Establish regional cross-sectoral leadership to ensure ongoing commitment to the GROW Greater Shepparton program and encourage and support compact members to participate and deliver on local and social procurement and inclusive employment outcomes.



Build Procurement Capability

Work with buyers across the region to improve their procurement capability and increase their visibility of opportunities to maximise the local and social impact of their spend.



Increase Local Supplier Capability and Engagement

Work with local suppliers operating in the region to improve their visibility of opportunities and increase tender readiness and capability to successfully respond to opportunities.



Enable Inclusive Employment Pathways

Engage with employers and key support providers to strengthen inclusive employment outcomes and increase employment for target communities.



Maximise Major Project Local and Social Impact

Work with agencies and businesses delivering major projects in the Greater Shepparton region to ensure that local economic and social impact are maximised.



Measure and Report Program Impact

Measure and report on participant and overall program performance and outcomes.

GROW Greater Shepparton Regional Action Plan

Pillar 1: Establish Leadership and Collaboration



Establish regional cross-sectoral leadership to ensure ongoing commitment to the GROW Greater Shepparton program and encourage and support compact members to participate and deliver on local and social procurement and inclusive employment outcomes.

Actions
Establish GROW Greater Shepparton Compact
Seek commitment of GROW Greater Shepparton Compact Signatories
Complete annual Compact Member action plans
Establish Compact Action Network
Participate in the Victorian GROW Network and explore opportunities to collaborate across regional Victoria
Roll-out GROW Hub to connect Compact members to each other and to leading practice support

Pillar 2: Build Procurement Capability



Work with buyers across the region to improve their procurement capability and increase their visibility of opportunities to maximise the local and social impact of their spend.

Actions
Roll-out procurement education, training, and support programs
Work closely with state government agencies to influence operational and major project expenditure to local and social impact in Goulburn Valley
Provide access to Compact Members to the GROW Hub, including local and social procurement guidance material and toolkit
Provide access to procurement economic modelling and impact tools
Establish GROW Greater Shepparton procurement working group
Provide local and social procurement project support

Pillar 3: Increase Local Supplier Capability and Engagement



Work with local suppliers operating in the region to improve their visibility of opportunities and increase tender readiness and capability to successfully respond to opportunities.

Actions

Increase the visibility of opportunities and awareness of procurement processes and requirements for local suppliers

Support the development and promulgation of an integrated Regional Forward Procurement Plan

Strengthen and support supplier briefings and engagement

Enhance supplier procurement readiness and capability to respond to opportunities

Support local supplier tender readiness including local and social impact demonstration

Develop and expand upon existing supplier procurement training and development programs

Map and capacity build Aboriginal business and social enterprise ready for procurement

Develop a program to increase visibility and capacity of Aboriginal businesses

Identify/develop a database of regional social enterprises to raise awareness of opportunities

Pillar 4: Enable Inclusive Employment Pathways



Engage with employers and key support providers to strengthen inclusive employment outcomes and increase employment for target communities.

Actions

Support programs such as Algabonyah by working closely with employers to build inclusive employment capability

Establish employment working group to guide and oversee priority employment projects, build capability, collaborate and share resources

Develop training and guidance material for inclusive employment

Work with employment working group and GROW employer champions to remove recruiting employment barriers in the workplace for disadvantaged jobseekers

Undertake training to support employers to remove cultural barriers to inclusive employment

Engage with employers and key providers to strengthen inclusive employment outcomes

Identify/develop a database of regional social enterprises to raise awareness of opportunities

Pillar 5: Maximise Major Project Local and Social Impact



Work with agencies and businesses delivering major projects in the Greater Shepparton region to ensure that local economic and social impact are maximised.

Actions
Collaborate with regional stakeholders including ICN and state and local government agencies to understand pipeline of major procurement projects being delivered in the region
Work with agencies and organisations tasked with the procurement of major projects to ensure GROW Greater Shepparton principles are incorporated into the procurement process
Support prime contractors delivering major projects in the Greater Shepparton region to maximise the local economic and social impacts and report on outcomes

Pillar 6: Measure and Report Program Impact



Measure and report on participant and overall program performance and outcomes.

Actions
Implement shared reporting system as part of GROW Hub implementation
Provide data, case studies and information to Compact Members to help them tell their stories and demonstrate impact
Report on program outcomes: collate, analyse and visualise data and report on local and social procurement, economic impact and employment outcomes

APPENDIX 1

Proposed GROW Greater Shepparton Member Compact

GROW GREATER SHEPPARTON MEMBER COMPACT

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

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

The GROW Greater Shepparton program is open to public and private sector organisations – either locally-based or with significant procurement and employment activity in the region who are committed to the objectives of GROW.

As a Compact Member and signatory to the GROW Greater Shepparton Compact, we, _____ commit to adding value to the Greater Shepparton region, via the following actions:

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

Signed
Name
Position
Organisation
Date

APPENDIX 2

Proposed GROW Greater Shepparton Partner Compact

GROW GREATER SHEPPARTON PARTNER COMPACT

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

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

The GROW Greater Shepparton program is open to public and private sector organisations – either locally-based or with significant procurement and employment activity in the region who are committed to the objectives of GROW.

As a Compact Partner and signatory to the GROW Greater Shepparton Compact, we, _____ commit to adding value to the Greater Shepparton region, via the following actions:

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

Signed
Name
Position
Organisation
Date

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For inquiries, please contact

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