

# STRATEGIC PLAN 2024-2027



Goulburn Murray Local Learning  
and Employment Network Inc.

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Creating a brighter future for  
Goulburn Murray youth through  
education and work opportunities.



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## ABOUT US

GMLLEN is a not-for-profit incorporated association that creates local partnerships to improve outcomes for young people across the Greater Shepparton, Moira, and Strathbogie local government areas.

We develop and scale up place-based programs and initiatives that support young people to complete their secondary education with the confidence, skills, knowledge and networks to proceed to further education, training or employment.

Our work holds significance as young people face an ever-evolving work landscape. Some are departing school prematurely, unprepared for the future workplace. Others struggle with transitioning to employment or higher education, leading to gaps in labour and skills shortages. This not only impacts the economy but also deprives many young people of an optimal career start.

Studies underscore the importance of career education. Without it, the aspirations of young people and their families often don't align with the evolving demands of the labour market. Career discussions and introductions to the world of work elevate student ambitions, enabling them to set, refine, and pursue their career objectives confidently and to explore educational and training avenues.

We are part of a network of 31 LLEN across Victoria, dedicated to making careers exploration relevant and empowering for our next generation.

### Our vision

Every young person dreams big and can see clearer pathways to education and work.



# WHAT WE DO

We create a brighter future for young people in the Goulburn Murray region through education and work opportunities. We do this by connecting schools, industry, and community to improve career pathways, especially for young people at risk of leaving school early or unemployment.

## Our values



### Youth-centred

We place young people at the heart of everything we do.



### Innovative

We embrace creativity and new ideas to develop impactful programs and initiatives.



### Collaborative

We work closely with schools, businesses, community organisations and stakeholders to achieve common goals.



### Inclusive

We ensure that all young people can access our opportunities and support regardless of their background or circumstances.



### Results-driven

We focus on achieving measurable and impactful outcomes.



## HOW WE WORK

We build equity into post-secondary outcomes by concentrating our support on young people who need it the most.

We are collaborative and inclusive, and we respect the ideas and opinions of young people.

We build strong ties with funders, industry bodies, stakeholders, and most importantly, the young people we serve.

### Our theory of change

We believe that empowering young people with the skills, experiences and networks they need for success after school, gives them the best start to their careers and addresses our region's youth unemployment and workforce shortages.



# OUR STRATEGIC PLAN

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To achieve our vision, our work is divided into three key focus areas.



## Focus Area 1

Bridging the gap between schools and employers



## Focus Area 2

Collaborating for collective impact



## Focus Area 3

Advocating for our next generation's potential



Focus Area 1

# Bridging the gap between schools and employers

**Our goal is to boost youth employment by connecting young people with employers through industry collaboration.**

We bridge the gap between schools and employers, serving as the catalyst for initiatives that give young people a great start to their career, address workforce shortages, and connect employers to young workers.

### Our strategies

- **Engage with local employers to create pathways for young people beyond school**  
Sustain and create new opportunities for young people by engaging with employers, understanding their needs, and connecting them with their local future workforce.
- **Create resources and host initiatives to introduce young people to the local world of work**  
Provide opportunities for young people to meet employers and gain real-world skills as early as possible, giving them the best career start.

### Three-year success measures

**30%** increase in the number of industry programs and events held

**100%** more employers are engaged in the development of employer-oriented initiatives

**2x** more young people are participating in industry programs and events

### What success looks like

By 2027, our collaborations will usher in a generation of industry-ready young people, with employers eager to access this local talent.

With the rise in industry events and purpose-driven initiatives, young people will transition smoothly into their chosen careers, equipped with relevant skills. Meanwhile, employers will gain access to a pool of local talent, trained and primed to advance their respective sectors.





Focus Area 2

# Collaborating for collective impact

We collaborate and share knowledge to build innovative community-led projects that enhance the aspirations and capabilities of young people.

We are the lynchpin between schools, industries and government, fostering collaborative partnerships that provide clear pathways for young people to pursue further education, training and work.

### Our strategies

- Lead, support and align community efforts to increase opportunities for young people**

Continue to develop place-based education-industry partnerships that address local skills shortages and expand hands-on learning opportunities for young people, and lead and support organised efforts to enhance coordinated work-related service delivery for young people.
- Help young people to become work-ready**

Offer activities and opportunities, guided by industry insights, to provide young people with the essential skills, experiences and connections required to navigate their career paths.

### Three-year success measures

**30%** increase in the number of **school-industry partnerships**

**+ve** feedback from **participating employers**, highlighting that our programs and events are impactful

**50%** increase in the number of **young people actively participating** in programs and events we lead or support

### What success looks like

By 2027, we'll be the central link between schools and employers. The growth in school-industry partnerships will provide young people with industry-aligned guidance, and employers will laud the region's work-ready young talent.

With our efforts, the skills mismatch in our community will diminish, and young people will enter the workforce with confidence and support.



Focus Area 3

# Advocating for our next generation's potential

**We champion the aspirations of local young people and help them to achieve their career goals and dreams.**

Through informed advocacy, we amplify the voices of young people to provide them with the support structures needed for personal and professional growth.

### Our strategies

- Build equity**  
Guide young people towards a brighter future by channelling our support to those who require it the most.
- Inform policy and decision-making**  
As a trusted and independent organisation, we guide decision-making by providing local insights. We actively advocate for and collaborate with the government on issues affecting young people's transitions to further education, training, or employment.
- We embed feedback and insights from young people into everything we do**

### Three-year success measures

**3** advocacy campaigns launched to influence policies and decisions that directly impact the transition of local young people to further education, training or employment

✓ Establish a process to **include feedback and insights from young people** in all our initiatives.

### What success looks like

By 2027, our efforts to support local young people will be clear to see. We'll have made sure their voices are heard and their career dreams are closer to reality. Our advocacy campaigns will have made a difference, too, helping to shape policies and decisions that smooth the path from school to further education, training, or work.

Most importantly, everything we do will reflect the feedback and insights from the young people we serve. Their input will guide our actions, making sure we're always focused on what matters most to them. The result? A future where our young people have the tools to succeed and the confidence to chase their dreams.

# What makes our work possible

## Our approach

We have a lot of work to carry out over the next three years. This means having the right approach in place to make it happen.

We are:

- Strengthening our ties with funders, industry bodies, stakeholders, and the young people we serve
- Leveraging communications and online platforms for outreach to young people and stakeholder engagement
- Becoming grant-ready and managing diverse funding efficiently
- Hiring the best staff and giving them what they need to succeed
- Maintaining best practice management for not-for-profits

## Targets

Our targets for the next three years include:



**12+** engagements with each school in the Greater Shepparton, Moira and Strathbogie Local Government Areas annually



**150** student placements coordinated in partnership with local industry each year



**500** businesses enlisted to bolster our initiatives



**1** new project launched each year



**25** supported industry engagements each year, allowing industries to showcase career pathways



**\$50k** in new funding year upon year



**6** media articles in each Local Government Area annually to promote our activities and initiatives

# STRATEGIC PLAN 2024-2027

**Our vision is that every young person dreams big and sees clearer paths to education and work.**

## OUR ROLE

We create a brighter future for young people in the Goulburn Murray region through education and work opportunities. We do this by connecting schools, industry, and community to improve career pathways, especially for young people at risk of leaving school early and unemployment.

## OUR VALUES



Youth-centred



Collaborative



Innovative



Inclusive



Results driven

## FOCUS AREAS

### BRIDGING THE GAP BETWEEN SCHOOLS AND EMPLOYERS

Our goal is to boost youth employment by connecting young people with employers through industry collaboration.

- We engage with local employers to create pathways for young people beyond school
- We create resources and host industry events to introduce young people to the local world of work

### COLLABORATING FOR COLLECTIVE IMPACT

We collaborate and share knowledge to build innovative community-led projects that enhance the aspirations and capabilities of young people.

- We lead, support and align community efforts to increase opportunities for young people
- We help young people to become work-ready

### ADVOCATING FOR OUR NEXT GENERATION'S POTENTIAL

We champion the aspirations of local young people and help them to achieve their career goals and dreams.

- We build equity by channelling our support to those who require it the most
- We inform policy and decision-making
- We embed feedback and insights from young people into everything we do

## ENABLERS

- Strengthened ties with funders, industry bodies, stakeholders, and most importantly, the young people we serve
- Leveraging communications and online platforms for youth outreach and stakeholder engagement
- Becoming grant ready and managing diverse funding efficiently
- Hiring the best staff and giving them what they need to succeed
- Maintaining best practice management for not-for-profits

## SUCCESS

- Young people are industry-ready, bolstering our region's talent pool and meeting employers' needs
- Strengthened school-industry partnerships are driving aligned education and reduced skills mismatches
- Our advocacy and initiatives amplify young voices, influencing policies and ensuring young people have the tools and confidence to realise their career dreams



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16 Carroll Rd, Shepparton East VIC 3631  
PO Box 1213, Shepparton 3632  
gmllen@gmllen.com.au | www.gmllen.com.au

-  [facebook.com/GMLLEN](https://facebook.com/GMLLEN)
-  [instagram.com/goulburnmurrayllen](https://instagram.com/goulburnmurrayllen)
-  [linkedin.com/company/gmllen/](https://linkedin.com/company/gmllen/)