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I am pleased to present the Inclusive Local Jobs Strategy, which outlines our vision and plan to help provide a pathway for local people to participate in the opportunities of Banyule’s strong economy and enjoy the financial and social benefits of employment.

There are some groups in our community that do not have equal access to employment or pathways to labour force participation. Aboriginal and Torres Strait Islander people, culturally and linguistically diverse people (including refugees and asylum seekers), people living with disability and young people continue to face unacceptable barriers to full participation.

The Inclusive Local Jobs Strategy represents a new approach and is the result of extensive research and consultation with community. It focuses on the unique role of Council as a major employer and procurer in Banyule, and facilitator of an inclusive economy.

In this respect, the Strategy gives Banyule City Council the opportunity and responsibility of role modelling the change that needs to happen across workplaces for them to become truly inclusive and diverse.

Thank you to the community members, local employers, employment service providers, subject matter experts, government representatives and Council staff who contributed to the development of this Strategy. It is a first for Banyule City Council and is leading the way for local government in Victoria.

Alison Champion
Mayor
**Vision: Build opportunity and economic prosperity for vulnerable community members in Banyule.**

**FOCUS AREAS**

1. **Stimulate inclusive local employment opportunities**
   - Partner with local employers, agencies and other organisations to build career development and employment opportunities.
   - Proactively create inclusive job opportunities within Banyule City Council.
   - Realise more economic opportunities through procurement.
   - Increased number of inclusive job opportunities for vulnerable community members in the Northern Region.

2. **Strengthen pathways to local labour force participation**
   - Assist people to participate in volunteering activities and create enhanced opportunities for volunteer participation.
   - Grow pathways to labour force participation within Banyule City Council that are inclusive and accessible.
   - More vulnerable community members accessing opportunities for career development and volunteering.
   - More vulnerable community members completing pathways to labour force participation with the skills to gain employment and foundations to pursue successful economic endeavours.

3. **Grow business ownership and entrepreneurship**
   - Assist people to participate in business activities with the skills to generate income.
   - Increased opportunities for vulnerable community members to generate income through business ownership and entrepreneurship.

4. **Advance inclusive employment practices across the local government sector and private sector**
   - Advocate for inclusive employment opportunities to create a stronger economy in the Northern region.
   - Support our workplace to be inclusive and diverse.
   - More support for councils and private enterprises to create inclusive employment opportunities.
   - Growth in the number of councils and private enterprises creating inclusive employment opportunities.
   - Improvement in the representation of vulnerable community members in the Banyule City Council workforce.

**POLICY CONTEXT**

- **Local:** Council Plan, Disability Action Plan, Youth Services Action Plan, Multicultural Plan, Aboriginal and Torres Strait Islander Plan, Inclusion, Access and Equity Framework, Economic Development Plan, Social Enterprise Strategy
- **National:** Disability Discrimination Act 1992 (Cth), Sex Discrimination Act 1984 (Cth), Racial Discrimination Act 1975 (Cth), Age Discrimination Act 2004 (Cth)
- **International:** Sustainable Development Goals 8.3, 8.5, 8.6
Our Inclusive Local Jobs Strategy addresses inequalities of access to employment and aims to build opportunity and economic prosperity for vulnerable community members in Banyule.

Informed by community consultation and research, this Strategy sets four key areas to harness the unique role government can play as an employer, procurer and facilitator of an inclusive labour market:

1. Stimulate inclusive local employment opportunities
2. Strengthen pathways to labour force participation
3. Grow business and entrepreneurship
4. Advance inclusive employment practices across the local government sector and private sector

Background

In developing a plan for the future it is important to recognise the significant work and key achievements that occurred in the past that have helped shape the focus and intent of inclusive job creation at Banyule to date.

Whilst Banyule’s local economic prospects are generally good, and the overall unemployment rate is not significant compared with other municipalities, there are pockets of high disadvantage which sit well below the State average that are almost entirely disguised by the areas of affluence.

As shown in Figure 1, Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse people, people living with disability, and young people are underrepresented in Banyule’s labour market and continue to face numerous barriers to full participation. This includes bias and discrimination, lack of support networks, internal drivers such as low self-esteem, the structure of the labour market system, and socioeconomic factors.

In response to this problem of localised unemployment and labour market barriers, Council established a jobs taskforce that led to the formation of a Social Enterprise & Local Jobs business unit in October 2018. The aspiration was to develop and deliver innovative approaches that create 100 local jobs opportunities for our most vulnerable community members over a three-year period.

By working with the labour market system to respond to local needs, to date, 102 job outcomes have been achieved.

These economic participation opportunities have helped people to form connections with others and their communities, build confidence and skills, and provided an opportunity to contribute to a stronger economy and achieve greater economic independence and security for themselves, their families and their community.

Key highlights include:

- Development of a Council-wide Inclusive Employment Program recognised by the local government sector for its excellence in achieving strong economic outcomes for vulnerable community members. Established in 2019, to date, this program has delivered 39 job outcomes.
- Support from Municipal Association of Victoria (MAV) to fund the development of a Inclusive Employment Program toolkit for Local Government.
- Partnership with Chancez Café to help scale their operations and impact within Banyule; now located at Possum Hollow Playground, the partnership has enabled 15 new placements annually in Araluen’s hospitality program which supports people with an intellectual disability to gain hands-on training and work experience.
- Partnership with ASRC Cleaning to help expand their residential services to the Northern region and provide 8 local jobs for refugees and newly arrived humanitarian entrants in the area.
- Partnership with the Community Grocer to help establish a pop-up fresh food market; also creating 5 economic participation outcomes in the first year of operating in Banyule.
- Partnership with Nomads Pizza & Café at the Bell Street Mall to help them transition to a social enterprise model that provides employment and training opportunities for local youth. The partnership has enabled 7 local jobs in the first year of operating as a social enterprise.
**Unemployment and disengagement among vulnerable community groups**

**Aboriginal and Torres Strait Islander peoples**
The national unemployment rate for Aboriginal and Torres Strait Islander peoples is 18%. Young Aboriginal and Torres Strait Islanders experience the highest levels of unemployment at 27%.

- 10.7% of Aboriginal and Torres Strait Islander peoples living in Banyule are unemployed.
- 26% of Aboriginal and Torres Strait Islander peoples aged 15-64 and living in Banyule are not engaged in education, employment or training.

**People from culturally and linguistically diverse backgrounds**
Recent migrants and temporary residents have higher rates of unemployment than people born in Australia, at 7.4%. Forty-three per cent of recent migrants who have had a job since arrival needed assistance to find their first job.

- 8% of people from culturally and linguistically diverse backgrounds living in Banyule are unemployed.
- 19.6% of people from culturally and linguistically diverse backgrounds aged 15-64 and living in Banyule are not engaged in education, employment or training.

**People living with disability**
In Australia, 48% of people living with disability are engaged in the workforce compared to 79% of people who do not have a disability.

- 13.8% of people living with disability in Banyule are unemployed.
- 65% of people living with severe disability aged 15-64 and living in Banyule are not engaged in education, employment or training.

**Young people**
The national youth unemployment rate is high, at 11.9%. This translates to a quarter of a million young people who are unable to secure work.

- 14.2% of young people aged 15-24 living in Banyule are unemployed.
- Almost half of these young people are not engaged in education, employment or training.

**Recognising complexity in diversity**
Banyule City Council recognizes the inherent diversity of and within all Banyule community members. We acknowledge that identity is complex and multilayered and that many people face overlapping barriers to access and inclusion for multiple reasons and in multiple ways.

The Inclusive Local Jobs Strategy works to address barriers faced by Aboriginal and Torres Strait Islander people, culturally and linguistically diverse people (including refugees and asylum seekers), people living with disability and young people. Banyule Council appreciates, however, that people experience overlap or combinations of a range of identities and experiences. We respect that there will be participants from the groups this strategy focusses on, who will also have other experiences of discrimination and that these experiences also impact on access to employment.

With this in mind, the intersections of LGBTIQ+ identity, gender, older adults and people exiting the justice system will be considered and applied in the context of this strategy. By taking an intersectional approach to people’s identities and individual experiences we are better placed to understand the complexity of the barriers to employment that are faced.

We are committed to creating economic opportunities across the Banyule community where individuals are valued for their differences, experiences, knowledge and backgrounds and the contribution they can make. We are committed to celebrating diversity and supporting inclusion, as we work towards economic prosperity for all.
By building opportunity and economic prosperity for vulnerable community members in Banyule, the Inclusive Local Jobs Strategy supports the Banyule City Council Plan 2017-2021 and speaks directly to the vision and values of Banyule City Council.

The Inclusive Local Jobs Strategy meets key directions under the strategic objective ‘People: Strong, Healthy and Inclusive Communities’, and has links with several key initiatives across the Council Plan.

The Council Plan is supported by key policies, strategies and plans, including the Inclusive Local Jobs Strategy as outlined in Figure 2 below.
FOCUS AREAS AND PRIORITY ACTIONS
An inclusive labour market mobilises the skills and resources of people who are underrepresented in the workplace, enabling them to contribute to and benefit from economic growth. Employers benefit too: workplaces that are diverse and inclusive can experience higher performance by increasing job satisfaction, improving customer service and enhancing innovation.

Unemployment data outlined in Figure 1 indicates that a targeted effort is required to boost place-based inclusive job creation and to ensure equal access to local jobs growth in the Northern Region.

Embedding Banyule City Council’s role as a facilitator of an inclusive economy that enables better outcomes for local people, the Strategy gives Council the opportunity and responsibility of role modelling the change that needs to happen across workplaces for them to become truly inclusive and diverse and helps better coordinate and strengthen collective efforts of the local community.

**Targets**

By 2025:

- Partner with local employers, agencies and other organisations to create 135 inclusive employment and career development opportunities.
- Proactively create 200 inclusive employment opportunities within Banyule City Council.
- Realise 120 inclusive employment and training outcomes through procurement.
To better respond and direct efforts to localised unemployment, a systems approach to working with local employers, employment service providers, local networks, Aboriginal organisations, and social enterprises is critical. Working in partnerships will maximise access to opportunities and support more sustainable skills development, jobs, and businesses.

Harnessing projected jobs growth in Banyule is key to maximising the number of inclusive job opportunities and enabling greater choice in employment. Projections indicate 21%-30% jobs growth in Banyule between 2015 and 2036, or an increase of 8,000 to 15,000 jobs.

Since 2014/15 there has been strong jobs growth in health care and social assistance, construction, and education and training in Banyule. This is expected to continue as the population of Banyule grows; population growth of approximately 1000 people annually will increase the demand for healthcare services and facilities for older people, and educational institutions for younger people. Other industries and sectors with strong medium-term growth prospects include public administration and safety, professional, scientific and technical services, accommodation, and food safety.

The construction sector presents a significant opportunity for employment across Banyule: retail and commercial floorspace is expected to increase by almost 30% between 2016 and 2036 and there will be significant demand for additional health facilities. Population growth in Banyule is also likely to stimulate demand for construction of private dwellings and social infrastructure such as aged care facilities and childcare centres. Major infrastructure projects to support this growth, such as the North East Link, also present employment opportunities for Banyule residents.

There are also growing opportunities across the community service sector, including in large not-for-profit organisations, Aboriginal businesses, and social enterprise.

This priority action will ensure that:

- Strong links with the labour market ecosystem are developed and maintained to better align efforts to improve employment outcomes for Banyule residents.
- There is a comprehensive response to the labour market needs of vulnerable community groups, addressing issues such as career development and future labour market skills priorities.
- There are place-based approaches to employment and economic participation that will provide a pathway into a job.
- Future growth industries and job opportunities can be accessed by local people facing barriers to employment.
- Local employers are supported to grow their workforce through employment strategies that effectively meet the needs of local vulnerable community groups.
- Large infrastructure and place-making projects are maximising inclusive employment opportunities.
Banyule City Council is committed to increasing the employment of members of vulnerable community groups in Council’s workforce. Through the Banyule Inclusive Employment Program, Banyule City Council continues to support local people facing barriers to employment. The six-month paid employment opportunity provides a suitable council role tailored to an individual’s skill level and area of interest. The program supports participants to learn new skills, build networks, and gain local government experience.

This priority action will ensure that:

- Vulnerable community members have access to suitable and meaningful paid employment opportunities within Banyule City Council.
- Vulnerable community members advance their competency in the core skills they need to successfully participate in work and are more confident.
- Vulnerable community members develop their social and professional networks.
- Banyule City Council staff understand the benefits of a diverse and inclusive workplace and adopt inclusive work practices.
- Banyule City Council is considered an employer of choice and has access to a diverse talent pool.
- The Banyule City Council workforce more accurately reflects the diversity of the Banyule resident population and is better able to meet the needs of diverse communities.

Samatar thrives at Banyule City Council

Samatar Yusuf, 22, was born in Ethiopia and his family settled in Australia when he was just 2 years old. Over the last few years, the Heidelberg West resident has shown a real passion for community development and social change, with a keen interest in youth.

Samatar has volunteered at a local soccer club as a coach and at a community centre, helping facilitate a youth leadership program.

Although enjoying working in volunteer roles, Samatar found it challenging to secure paid employment. He feels his heritage and lack of qualifications has worked against him. This has changed since landing a placement at Banyule City Council through the Inclusive Employment Program – working with the Social Enterprise and Local Jobs team.

“This program has provided me with the abilities to gain transferable skills and qualities to progress in my career,” Samatar says. “It has also given me the confidence to take on challenging tasks and liaise with external and internal stakeholders.”

“Everyone in my team has a passion to make positive change happen in our community. I find this very motivating and it drives me to put in my all. The team is very supportive and fun which makes the job easier to do. It’s the kind of environment I would like to create one day.”
In addition to adopting inclusive work practices as employers, organisations can support inclusive employment through their purchasing decisions by prioritising social and economic objectives alongside more traditional objectives such as cost and quality.

Procurement with a social and economic outcomes lens represents a significant opportunity to increase economic participation for those facing barriers to employment.

While any organisation can adopt this approach, the size of government expenditure makes it a potentially powerful vehicle for generating social benefits through procurement. Victorian Government procurement is one of the largest drivers of the Victorian economy; in 2018-19, Victorian local governments spent over $9 billion. Of this, Banyule City Council spent $41 million on goods and services to support service delivery, and an additional $35 million on public construction and infrastructure.

By leveraging even a small proportion of the Council’s total procurement expenditure to achieve social value, communities can benefit enormously. Sustainable procurement can secure jobs for community members experiencing disadvantage, supporting workforce diversity and economic inclusion for all people.

This priority action will ensure that:

- Banyule City Council explores how procurement needs can be met and how economic opportunities for vulnerable community groups can be created through these purchasing decisions.
- Banyule City Council develops and embeds a whole-of-council procurement framework that enhances economic opportunities for vulnerable community groups.
- Banyule City Council departments and suppliers are engaged and supported to consider economic value as part of their market analysis.
- Banyule City Council and suppliers are aware of the benefits and impacts possible through procurement.
- Businesses owned by vulnerable community members, or employing vulnerable community members, have access to procurement opportunities.

Using Purchasing Power for Social Benefit

Led by Banyule City Council, the Northern Region Procurement Network has achieved several collaborative procurement projects in the Northern Region since working together.

An example of the network’s achievement is a regional tender for the Provision of Security Services — a partnership of five northern councils – Banyule City Council, Whittlesea City Council, Darebin City Council, Moreland City Council and Mitchell Shire Council – that aimed to bring an innovative solution in the delivery of security services across more than 235 sites in the region, and collectively deliver social, economic, and value for money benefits for the residents and businesses in the region.

Banyule was appointed to act as tendering agent on behalf of the Councils. To stimulate inclusive employment opportunities for people from vulnerable community groups across the region, a number of social enterprises attended the pre tender briefing to assist potential contractors find a suitable sustainable procurement partner.

The contract has delivered strong outcomes including:

- Significant financial benefits across all Councils of over $1.8m over 7 years.
- A total of 13.5 FTE employment opportunities created for disadvantaged persons across the council regions in partnership with the Brotherhood of St Laurence.

This project has enabled the development of a best practice regional standard specification for security services that can be utilised by the other regions to get similar social and financial results.
Completing pathways to labour force participation helps people develop employability skills and build the foundations to pursue successful economic endeavours. Yet, people from vulnerable community groups participate less in pathways to labour force participation than people with more social resources, and this has a flow on effect to their employment outcomes.

Pathways to labour force participation include student placements, work experience, and volunteering. These pathways can help people build skills, gain confidence, receive informal learnings from peers and colleagues, and develop experience that is necessary to get a job.

People that are not in education, employment or training (NEET) face significant barriers to labour force participation. Figure 1 outlines the extent of this among vulnerable Banyule residents.

**Targets**

By 2025:
- Assist 100 vulnerable community members to participate in volunteering activities.
- Create 60 pathways to labour force participation within Banyule City Council that are inclusive and accessible.
- Alignment with National Standards for Volunteer Involvement met by Banyule City Council.
Proactive policies and practices that target people from vulnerable communities and reflect an integrated systems approach to recruiting and supporting them through a pathway to labour force participation are essential to creating equality of opportunity in volunteering.

Best practice volunteering policies and practices help provide a structured and quality volunteering experience for all community members, including those who are experiencing times of vulnerability. Volunteering policy also provides the infrastructure that is essential for volunteering to realise its potential as a pathway to employment.

This priority action will ensure that:

- Banyule City Council’s commitment to volunteers is underpinned by a well-planned, thoughtfully designed and appropriately resourced volunteer program with inbuilt mechanisms for continuous review and improvement.
- Meaningful, appropriate, and clearly defined volunteer roles are made available to the community, and they balance organisational needs with the diverse skills, knowledge, and interests of community members.
- A consistent approach is employed for the engagement of volunteers involving inclusive recruitment and selection processes that respond to community diversity.
- Volunteers receive the information, training and support they need for positive and meaningful volunteer experiences.
- Banyule City Council celebrates the contribution, value, and impact of volunteers within the community, ensuring volunteers are recognised for important role they play.

**Volunteering at Banyule City Council**

Uzma and her husband arrived from Pakistan nearly 5 years ago with their two children. She began her new life in Australia full of ambition and aspiration but was shocked to learn just how challenging it was to settle in a new country so different from her own. Following a difficult first year Uzma came across an opportunity to volunteer on the Banyule Multicultural Advisory Committee. Attending her first meeting on the committee she had “the first feeling of being accepted. The feeling of being at home” since arriving in Australia.

Uzma’s volunteering on the Multicultural Advisory Committee led on to her participation in Banyule’s Inclusive Employment Program and this in turn has led on to her current employment within Council.

“The experience of volunteering brought so much to my life … I am now able to earn on my own and contribute to my family’s financial requirements. Psychologically I feel that I am important, and I can do so much that is of value. This is the best thing that has happened in my life. I was with the right people, in the right place, doing the right thing.”
Priority Action 2
Grow pathways to labour force participation within Banyule City Council that are inclusive and accessible.

Well-designed and well-managed work experience and student placements can help people develop the transferrable skills and knowledge they need to be successful in the labour market.

These placements can be especially important for refugees and migrants who often arrive in Australia with a high level of education and professional expertise but face significant barriers to employment when their overseas qualifications are not recognised. Placements also provide an opportunity for people with a disability to promote their skills and abilities to a potential employer.

To successfully complete a placement, vulnerable community members may need tailored placements and supports, and workplaces need to adopt inclusive work practices. For organisations or sectors offering a diverse or large volume of placement opportunities, centralisation of this function can help ensure opportunities are inclusive and support people from vulnerable communities to successfully complete the placement.

Due to the array of activities Banyule City Council undertakes and the size of its municipality, Banyule City Council is well placed to offer diverse pathways to labour force participation.

By redesigning and centralising opportunities for student placements, structured workplace learning, and work experience with a diversity and inclusion lens, Banyule City Council will enhance the quality and number of local pathways to labour force participation for vulnerable community members.

This priority action will ensure that:

- All opportunities to apply for a pathway to labour force participation within Banyule City Council are accessible and inclusive, and align with individual skills, interests and aspirations.
- Student placements, structured workplace learning, and work experience opportunities at Banyule City Council have clear learning outcomes and where possible are linked to trends in growth industries and the labour market in Banyule.
- All pathway opportunities at Banyule City Council are tailored to support vulnerable community members to apply for, participate in and successfully complete placements.
- Banyule City Council has access to a diverse talent pool.
Opportunities for vulnerable community members to start or develop a business can act as an alternative income generation option, especially when their access to employment is blocked.

However, there are barriers to entry for people from vulnerable communities, including limited understanding of how to set up a business, language barriers, limited or no access to finance, lack of awareness of markets, and competition from other business.

**Target**

By 2025:
- Assist 35 vulnerable community members to access business training and support.
Programs that are designed to tap into the entrepreneurial spirit of vulnerable community members through business development have been successful in enabling economic participation. Once established, these businesses often provide additional social and economic benefits by employing people from vulnerable community groups.

Through the collaborative design and delivery of business programs and business support, Banyule City Council will continue to assist vulnerable community members to build enterprising skills and develop small businesses and social enterprises. This will also support individuals to participate in business activities and connect them with networks, organisations, events, procurement opportunities, and specialist business support.

This priority action will ensure that:

- Vulnerable community members have access to tailored business programs of support that address barriers to entry.
- Vulnerable community members build their networks and advance the business skills they need to participate successfully in business activities.
- Consumers have access to a diverse and inclusive marketplace.

**Priority Action 1**

Assist people to participate in business activities with the skills to generate income.

Maria turned her skill into a business

María Alejandra Valenzuela is the owner and creator of Kelkay Jewellery. Originally from Chile, she migrated to Australia with her husband for a better life.

“I enjoyed being part of the Stepping Stones business program. I was nervous at first because I wasn’t confident with my English. I found the course flexible and the content suited my needs as a woman from a migrant background. I enjoyed being in a class full of women from migrant backgrounds, we all had a lot in common.

Before I attended the program, I had a skill, but I did not know how to turn that skill into a business that would be a source of income. The program helped me to understand everything I needed to know about Australian business culture and starting a business in Australia. The support, encouragement and knowledge that I received from the program gave me the confidence to turn my skill into a business.”
Advance inclusive employment practices across the local government sector and private sector

There is clear evidence on the benefits of inclusive employment for economies and employers, however many organisations require a significant transformation in their culture, structures, and processes to adopt inclusive recruitment and work practices, and some need support with this.

Building awareness of the benefits of inclusive employment, capacity building tools to support inclusive employment outcomes, and support to develop targeted inclusive employment strategies will better position councils and private enterprises to create place-based inclusive employment opportunities that are responsive to their communities’ needs.

**Targets**

By 2025:
- Increase the number of local governments and private enterprises engaged in inclusive employment programs.
- Stimulate 100 inclusive employment opportunities across the Northern region.
- Increase representation of vulnerable community members in the Banyule City Council workforce.
While there is limited data on the number of inclusive employment opportunities currently available within the local government sector and private sector, unemployment rates for people from vulnerable community groups demonstrate that there is an opportunity for employers to do more in a systemic way to create targeted inclusive employment.

Whilst several councils and local businesses have expressed an interest to create inclusive employment opportunities for vulnerable community members, many of these employers have also expressed a lack of confidence and support to navigate inclusive job creation successfully.

Local businesses, for example, often have concerns over issues such as making workplace modifications, applying for funding for wage subsidies, and accessing information and advice on how to hire a person with a disability.

Underpinning an employer’s ability to adopt inclusive work practices is an awareness of the needs of people from diverse backgrounds. Cultural awareness, and diversity and inclusion training can help build an inclusive workplace culture by increasing staff confidence, promoting the use of inclusive language, encouraging empathy, and dispelling myths and stereotypes.

Banyule City Council is committed to expanding employment outcomes achieved through the Banyule Inclusive Employment Program. A series of practical capacity building tools will be developed to support councils and local businesses partner with the program, and collaboratively create additional place-based employment opportunities that are inclusive.

This priority action will ensure that:

- Banyule City Council is contributing to the evidence base on best practice in inclusive employment.
- Councils and other employers have practical support to develop and implement an inclusive employment program in their workplace.
- Opportunities to promote inclusive employment are targeted to businesses and industries experiencing growth.

Priority Action 1
Advocate for inclusive employment opportunities to create a stronger economy in the Northern region.
Banyule is an increasingly diverse community, made up of people from many different cultures, beliefs, abilities and identities. This diversity enriches and improves the Banyule community.

Banyule is home to a growing population of people born in China, India, Malaysia, Sri Lanka, and Vietnam; the second largest Somali population in Australia, concentrated in Banyule’s West precinct; and has an increasing Aboriginal and Torres Strait Islander population. The number of people of working age living with disability is increasing, as is the number of young people.

A workforce that reflects this diversity will improve connections between Banyule City Council and the community, enable better designed services, improve customer service, enhance innovation, and is likely to drive performance by increasing job satisfaction, leading to better outcomes for residents.

Through updates to policies and practice, Banyule City Council commits to modelling the cultural change that needs to occur for workplaces to become inclusive and diverse.

This priority action will ensure that:

- Banyule City Council’s commitment to diversity and inclusion is underpinned by an equitable employment framework, cultural awareness, and diversity and inclusion training.
- Meaningful, appropriate, and clearly defined employment opportunities are made available to the community that balance organisational needs with the diverse skills, knowledge, and interests of community members.
- A consistent approach is employed for the engagement of staff involving inclusive recruitment and selection processes that respond to community diversity.
- Banyule City Council is recognised as an employer of choice in the Northern Region and is better able to attract and retain a diverse talent pool.
- The Banyule City Council workforce more accurately reflects the diversity of the Banyule resident population and is better able to meet the needs of diverse communities.

**Priority Action 2**

Support our workplace to be inclusive and diverse.

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**Diversity makes our organisation resilient, effective and creative**

Ellie Hall, Sustainability Officer at Banyule City Council and participant of Cross Cultural Competency Training.

“We love having diversity in our team, it makes us more versatile. The training helped me clarify the differences in the way diverse cultures may approach situations and relate to work. It also offered practical tips to help me be flexible in my leadership, set clear and reasonable expectations early, and positively contribute to a safe, happy and inclusive culture. Through this training, I reconnected with the fact that an individual’s cultural background is just one of the aspects that makes up their identity and these different identities are what make our society strong and our organisation resilient, effective and creative”.

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Draft
Banyule’s first Inclusive Local Jobs Strategy is a new approach to driving equity of economic opportunity for all residents. The priority actions in this strategy will help create local jobs, pathways to labour force participation, drive workforce participation and productivity, and contribute to improving community wellbeing.

Banyule City Council recognises we cannot achieve this alone. This Strategy represents the start of a stronger partnership between Banyule City Council and community that is based on trust, mutual respect and shared benefit. Continuing to work in partnership with the community will see this Strategy effectively implemented.

Implementing the Inclusive Local Jobs Strategy

The Inclusive Local Jobs Strategy is supported by an Action Plan (Appendix 1) that has been co-designed with community. The Action Plan details key initiatives that support the achievement of each priority action of the Strategy and identifies the lead departments that will coordinate efforts under each initiative.

The Action Plan also outlines the funding arrangement for each initiative. Many key initiatives will be implemented using existing resources, as part of existing roles or through recurring budgets, and some key initiatives will be subject to securing additional resources.

How will we know if the strategy is working?

A monitoring and evaluation process for this Strategy will be developed, with success gauged against key outcomes. Evaluation of key initiatives may lead to re-calibration, new directions or affirmation of approach, and will inform future policy development. This flexibility is critical; this is the first Inclusive Local Jobs Strategy for Banyule City Council and this approach enables Banyule City Council to respond to new opportunities as they present themselves and pivot when intended outcomes are not being achieved.

Progress on implementing the initiatives in this strategy, and in delivering the outcomes outlined in the strategic framework will occur annually.
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<td><strong>Local</strong></td>
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<td><strong>LGBTIQ+</strong></td>
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<td><strong>Northern Region</strong></td>
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<td><strong>Pathway to labour force participation</strong></td>
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<tr>
<td><strong>Place-based approaches</strong></td>
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<td><strong>Social benefit supplier</strong></td>
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<td><strong>Sustainable procurement</strong></td>
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<td><strong>Suitable employment</strong></td>
</tr>
<tr>
<td><strong>Vulnerable community groups / vulnerable community member</strong></td>
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</tbody>
</table>
References

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References


How to contact your Council

For all enquiries or information about any Council services:

Telephone: **9490 4222**

Email: **enquiries@banyule.vic.gov.au**

Website: **www.banyule.vic.gov.au**

Fax: 9499 9475

If your hearing or speech is impaired, you can call us through the National Relay Service on **133 677** (TTY) or **1300 555 727** (ordinary handset) and ask for 9490 4222.

**Postal Address:**
PO Box 94, Greensborough 3088

**Council Service Centres:**
Greensborough: Level 3, 1 Flintoff Street
Ivanhoe: 4 Bond Street
Rosanna: 72 Turnham Avenue (inside Rosanna Library)

**Office Hours of Opening:**
Greensborough & Ivanhoe: Monday – Friday 8.30am – 5pm
Rosanna: Monday – Friday 10am – 12noon and 1pm – 4pm

**Interpreter service:**
If you need an interpreter, please contact TIS National on 131 450 and ask to be connected to Banyule Council on 9490 4222.