

BANYULE INCLUSIVE LOCAL JOBS STRATEGY 2020-2025

A Partnership between Council and Community





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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 economy and enjoy the financial and social benefits of employment – a focus needed now more than ever as we navigate the impacts of COVID-19.

There are some groups in our community that do not have equal access to employment or pathways to employment. As we begin to see the impacts of COVID-19 unfold, we recognise that an even greater number of people will face economic hardship and that those who faced disadvantage prior to this pandemic, now face even greater challenges.

The Inclusive Local Jobs Strategy represents a new approach and is the result of extensive research and consultation with the 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 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 Council and leading the way for local government in Victoria.

Alison Champion
Mayor

Vision: Build opportunity and economic prosperity for vulnerable community members in Banyule.

POLICY DRIVER

Banyule Council’s commitment to inclusive job creation as resolved at the Council meeting on 4 June 2018 has been the policy driver of the Inclusive Local Jobs Strategy & Action Plan.



POLICY CONTEXT



Our Inclusive Local Jobs Strategy addresses inequalities of access to employment and aims to build opportunity and economic prosperity for local people experiencing barriers to employment.

Local government has a critical role in fostering community and economic development through a range of strategies, plans and strategic initiatives that ensure the prosperity and wellbeing of their communities. To achieve its vision for the community, Banyule Council must advocate to address systemic barriers and the underlying causes of disadvantage through investment in employment, education, training, health and housing.

Whilst Banyule's local economic prospects are generally good, and the overall published 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. Many vulnerable community groups are underrepresented in Banyule's labour market and they continue to face numerous barriers to full participation. This places them at greater risk of economic and social exclusion.

As we begin to see the impacts of COVID-19 unfold, we recognise that an even greater number of people will experience unemployment and face economic hardship. Those who faced disadvantage prior to this pandemic, now face even greater challenges. With unemployment rates expected to continue to rise, the pandemic is challenging us to think and work in new ways.

The Inclusive Local Jobs Strategy is the first-of-its-kind for Banyule and pioneers a new place-based model of community and economic development that harnesses Council's role to create local job outcomes for local people experiencing barriers to employment.

Informed by community consultation and evidenced best practice, this Strategy sets Council's agenda to:

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

Recognising and celebrating diversity and inclusion

Banyule Council recognises the diversity of and within all Banyule community members. This includes different cultures, beliefs, abilities, bodies, ages, sexualities, genders and identities. We are committed to creating economic opportunities where individuals are valued for their differences, experiences, knowledge and background, and the contributions they can make.

Central to our place-based approach and critical to ensuring that all local people have equity of access to employment is understanding and acknowledging that:

- the issue of unemployment and underemployment is complex and cannot be solved by Council alone or by any singular initiative;
- we must work collaboratively and in an integrated way with the labour market system;
- the path to job readiness and employment for a vulnerable community member is rarely linear;
- there are complex barriers people may face to becoming job ready and employed;
- identity is complex and multi-layered, and many people face overlapping barriers to access and inclusion for multiple reasons and in multiple ways; and
- we must take an intersectional approach to people's identity and individual experiences.

Background and key achievements

In developing a plan for the future, it is important to recognise the life-changing work and key achievements that have helped shape the focus and intent of this Strategy.

In June 2018, Council resolved that it was its job to do more to help vulnerable community members on a path to work and committed to creating 100 local job outcomes for local people experiencing barriers to employment within a three-year period. This led to the establishment of a dedicated Social Enterprise & Local Jobs business unit, and the development of innovative labour market programs, social enterprise development projects, and enhanced planned capital works and sustainable procurement activity. This has pioneered a new model for place-based community and economic development led by the local government sector.

By working with the community, Council achieved 102 local job outcomes by 2020 – one year ahead of schedule.

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

This is a great result, and the Inclusive Local Jobs Strategy affirms our commitment to do more. In partnership with the community, Council sets a new aspirational target of creating 1000 local job outcomes for local people experiencing barriers to employment by 2025.

Supporting vulnerable community members to secure suitable employment

The targets throughout the Strategy demonstrate the diversity of 'local job outcomes' that will collectively contribute to achieving the new aspirational local job outcomes target.

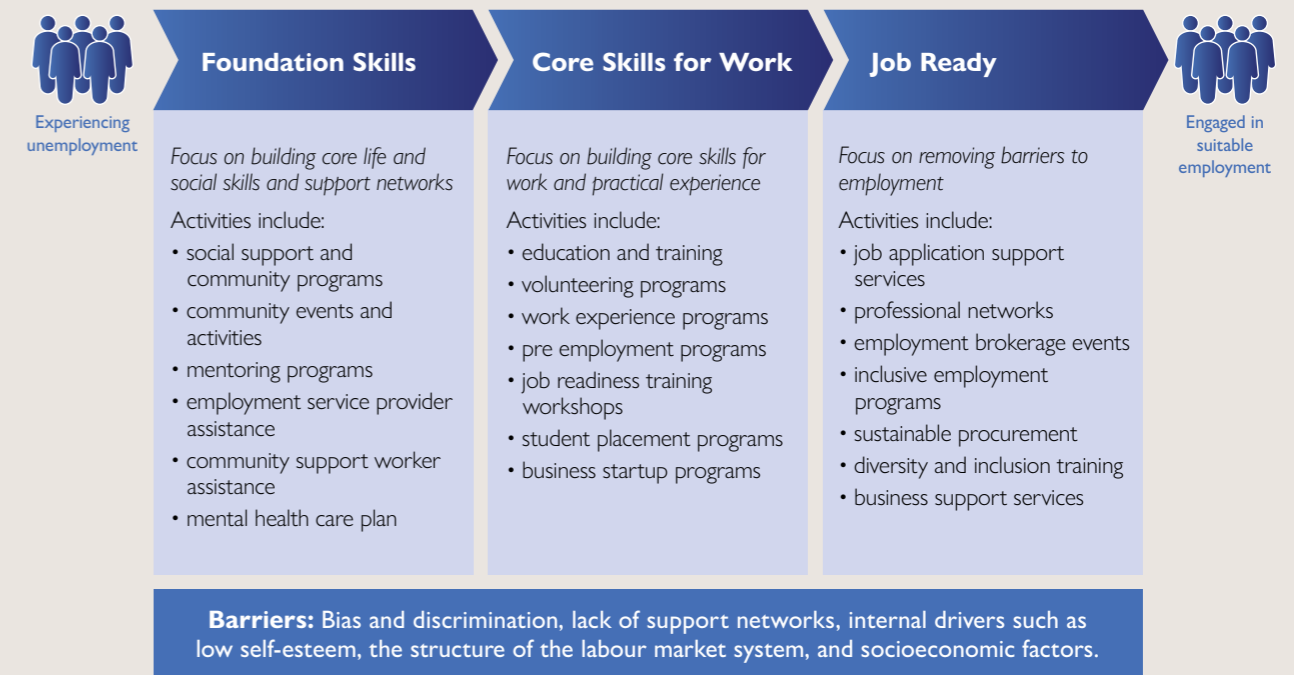


Figure 1: The job readiness continuum.

Supporting the vision, values, and key directions of Banyule Council

By building opportunity and economic prosperity for vulnerable community members in Banyule, the Inclusive Local Jobs Strategy supports the Banyule Council Plan 2017-2021 and speaks directly to the vision and values of Banyule 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.

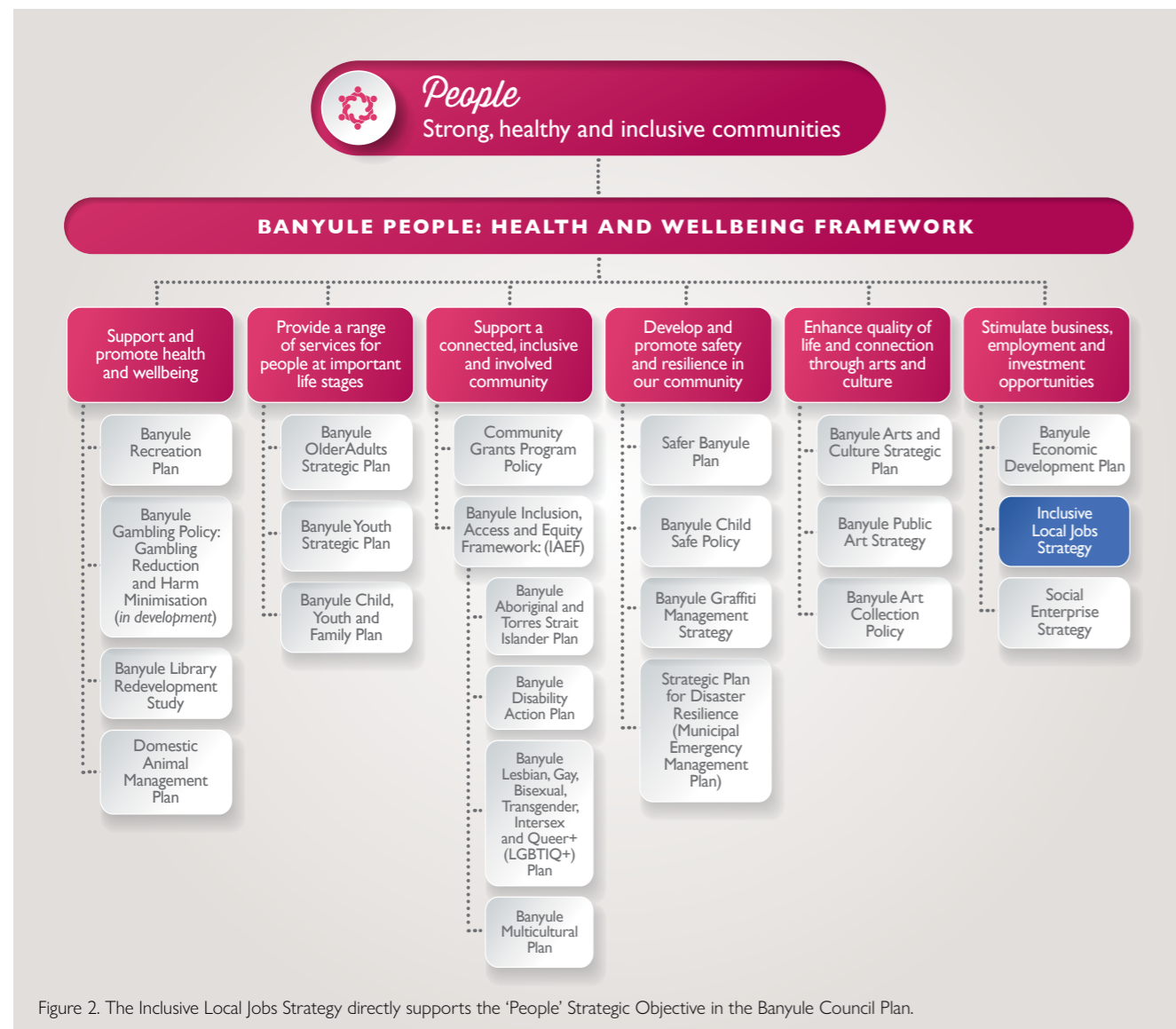
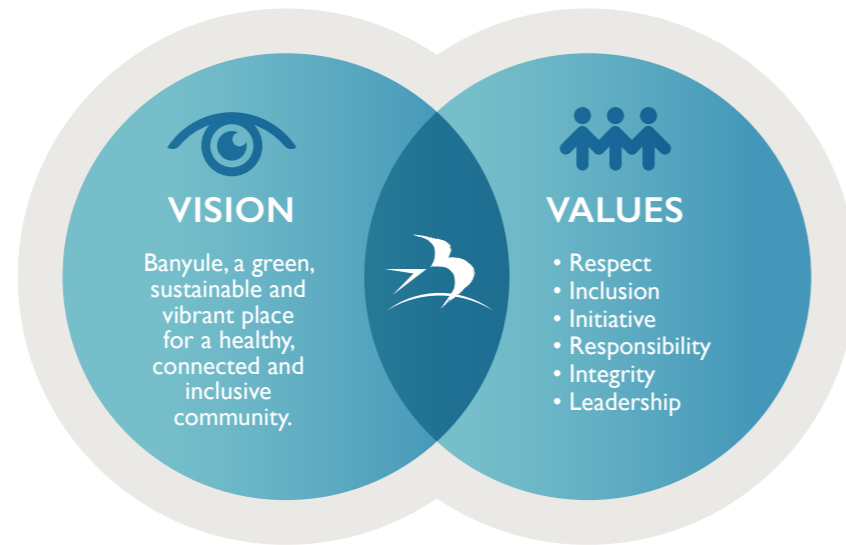


Figure 2. The Inclusive Local Jobs Strategy directly supports the 'People' Strategic Objective in the Banyule Council Plan.



FOCUS AREA 1

Stimulate inclusive employment opportunities



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.

A targeted effort is required to boost place-based inclusive job creation and equitable access to employment in the Northern region. Embedding Banyule 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:

- Deliver employment events to create and broker 25 local job outcomes.
- Support local employers to create 110 local job outcomes through inclusive employment programs and initiatives.
- Proactively create 150 local job outcomes through the Banyule Inclusive Employment Program.
- Realise 120 local job outcomes through procurement.

Priority Action 1

Partner with local employers, agencies and other organisations to build inclusive employment opportunities.

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 partnership to harness jobs growth in the Northern region is key to maximising access to inclusive employment opportunities, and will support more sustainable skills development, jobs and businesses.

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.

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. As well as major infrastructure projects to support this growth, such as the North East Link project. This will drive strong local job creation within the construction sector.

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.



FOCUS AREA 1: Stimulate inclusive local employment opportunities

Priority Action 2

Proactively create inclusive employment opportunities within Banyule Council.

Banyule Council is committed to increasing the diversity and inclusion of vulnerable community members in its workforce.

Through the continued delivery of Banyule's Inclusive Employment Program, Banyule residents experiencing barriers to employment will be supported with a six month job opportunity at Banyule Council in a role tailored to an individual's area of interest, goals, strengths and ability. Participants are paid for their contribution while they learn new skills, build networks, and gain local government experience.

This is an evidence-based program that has been designed to respond to inequality in employment and the specific needs of four targeted community groups in Banyule: Aboriginal & Torres Strait Islanders, Culturally & Linguistically Diverse people, people living with disability, and at risk young people (aged 16-25). The overwhelming majority of these targeted community groups are disadvantaged, are underrepresented in the Banyule labour market and are experiencing significant barriers to securing suitable employment.

Aligned with an intersectionality approach, LGBTIQ+, women, older adults and people exiting the justice system are encouraged to apply.

To ensure that the program continues to respond to community needs overtime, Council will review the targeted community groups every two years – the first review occurring in the 2021-2022FY.

This priority action will ensure that:

- Vulnerable community members have access to suitable and meaningful paid employment opportunities within Banyule 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 Council staff understand the benefits of a diverse and inclusive workplace and adopt inclusive work practices.
- Banyule Council is considered an employer of choice and has access to a diverse talent pool.
- The Banyule 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 Council

Samatar Yusuf 22, was born in Ethiopia and his family settled in Australia when he was 2 years old.

Over the last few years, the Heidelberg West resident has shown a real passion for community development, with a keen interest in building capacity among young people. Samatar supported his local community through various volunteering engagements and helped facilitate a youth leadership program. Although he enjoyed working in volunteer roles, Samatar found it challenging to secure paid employment. He feels his heritage and lack of qualifications worked against him.

This changed when he secured employment at Banyule Council through the Inclusive Employment Program – working in the Social Enterprise & Local Jobs business unit.

“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... I am now working full-time at the Department of Health and Human Services in a permanent role.”

Priority Action 3

Realise more inclusive employment opportunities through procurement.

Council and its suppliers have a significant opportunity to generate social and economic benefits through procurement activity.

Procurement is one of the largest drivers of the Banyule economy; in 2018-19, Banyule 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 vulnerable community members, supporting workforce diversity and economic inclusion for all people.

This priority action will ensure that:

- Banyule Council develops and embeds a whole-of-council framework that enhances economic opportunities for vulnerable community members.
- Banyule Council departments and suppliers are engaged and supported to consider social and economic objectives as part of their market analysis.
- Banyule Council staff and suppliers are aware of the benefits and impacts possible through sustainable procurement.
- Businesses owned by vulnerable community members, or employing vulnerable community members, have access to procurement opportunities.

Using purchasing power for social benefit



Councils working together to create employment opportunities for disadvantaged people and generate savings shows the power of procurement.

Led by Banyule Council, the Northern Region Procurement Network, made up of five councils, has already achieved some great results.

An example is a regional tender to deliver security services across more than 230 sites in the region; and collectively deliver social, economic, and value for money benefits for the residents and businesses in the region.

The successfully award contract has delivered strong outcomes including:

- Significant financial benefits across all councils of over \$1.8 m over seven years.
- A total of 13.5 EFT employment opportunities created for disadvantaged persons across the council regions in partnership with social enterprise, Given the Chance.

This project has set the standard for other regions to follow and benefit from joint procurement linked with social enterprises.

FOCUS AREA 2

Strengthen pathways to employment



Completing pathways to employment helps people develop employability skills and build the foundations to pursue successful economic endeavours. Yet, vulnerable community members are experiencing barriers to participating in these activities, and this has a flow on effect to their economic outcomes.

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

Targets

By 2025:

- Assist 100 vulnerable community members to participate in volunteering opportunities at Banyule Council.
- Assist 60 vulnerable community members to participate in work experience and student placements at Banyule Council.
- Alignment with National Standards for Volunteer Involvement met by Banyule Council.

Priority Action 1

Assist people to participate in volunteering activities and create enhanced opportunities for volunteer participation.

Proactive policies and practices that target people from vulnerable communities and reflect an integrated systems approach to recruiting and supporting them 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 Council's commitment to volunteers is underpinned by a well-planned, thoughtfully designed and appropriately resourced volunteer program.

- 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 Council celebrates the contribution, value, and impact of volunteers within the community, ensuring volunteers are recognised for important role they play.



Priority Action 2

Grow pathways to employment within Banyule 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 Council undertakes and the size of its municipality, Council is well placed to offer diverse pathways to employment.

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

This priority action will ensure that:

- All student placement, structured workplace learning and work experience opportunities at Banyule Council are accessible and inclusive, and align with individual skill, ability, interests and aspirations.
- All student placement, structured workplace learning and work experience opportunities at Banyule Council have clear learning outcomes and where possible are linked to trends in growth industries and the labour market.
- All student placement, structured workplace learning and work experience opportunities at Banyule Council can be tailored to support a vulnerable community members engagement.
- Banyule Council has access to a diverse talent pool.



Volunteering at Banyule 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.”

FOCUS AREA 3

Grow business ownership and entrepreneurship



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.



- By 2025:
- Assist 35 vulnerable community members to access small business training and support.

Priority Action 1

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

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 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.



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 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”.

FOCUS AREA 4

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:

- Develop an inclusive employment program toolkit that supports local councils to create 100 local job outcomes.
- Increase the number of local councils and private enterprises engaged in inclusive employment programs and/or initiatives.
- Increase the representation of vulnerable community members in the Banyule Council workforce by 50 employees through traineeships, identified roles and other employment opportunities.

Priority Action 1

Advocate for inclusive employment opportunities to create a stronger economy in the Northern region.

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 Council is committed to expanding employment outcomes achieved through the Banyule Inclusive Employment Program. To support other Council's to implement this initiative and collaboratively create additional place-based inclusive employment opportunities, a practical toolkit will be developed.

Additionally, a series of capacity building tools will be developed to support local businesses to create inclusive employment programs and/or opportunities.

This priority action will ensure that:

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



Priority Action 2

Support our workplace to be inclusive and diverse.

Banyule is an increasingly diverse community, made up of people from different cultures, beliefs, abilities, bodies, ages, sexualities, genders and identities. This diversity enriches and improves the Banyule community.

A workforce that reflects this diversity will improve connections between Banyule 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 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 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 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 Council workforce more accurately reflects the diversity of the Banyule resident population and is better able to meet the needs of diverse communities.



Diversity makes our organisation resilient, effective and creative

Ellie Hall, Sustainability Officer at Banyule 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".

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 employment, drive workforce participation and productivity, and contribute to improving community wellbeing.

Banyule Council recognises we cannot achieve this alone. This Strategy represents the start of a stronger partnership between Banyule 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 Strategy

The Inclusive Local Jobs Strategy is supported by an Action Plan 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. Where suitable, Council will seek appropriate external grants and funding to support the delivery of these pioneering efforts.

How will we know if the Strategy is working?

To govern success of this Strategy, a monitoring and evaluation framework will be developed, with success gauged against key outcomes.

It will include an ongoing monitoring and evaluation process, and an annual Council report outlining progress on this Strategy. Every two-years, an evaluation that engages both internal and external stakeholders will be completed to review all key initiatives in the Action Plan. This may lead to re-calibration, new directions or affirmation of approach, and will inform future policy development. Flexibility is critical; this is the first Inclusive Local Jobs Strategy for Council and this evaluation approach enables Council to respond to new opportunities as they present themselves and embed continuous improvement.



Term	Definition
At risk young people / At risk youth	A young person that is 'at risk' of economic exclusion due to the barriers they are experiencing trying to access employment and/or are disengaging with education and/or training and/or employment and/or community.
Economic participation	The extent to which people are participating (or engaged) in education and/or employment. Key indicators of economic participation are education participation, educational attainment, unemployment, and under-employment.
Inclusive Employment Program	A structured workplace program that increases the number of inclusive employment opportunities available for vulnerable community members.
Inclusive job / inclusive employment	Employment in a competitive labour market, where people facing barriers to employment have equitable access to workplace benefits and career opportunities.
Labour force participation	When a person is employed or unemployed and looking for a job.
Local	Within the boundaries of the Northern region.
Northern region	The local government areas of Banyule, Nillumbik, Darebin, Hume, Mitchell Moreland, and Whittlesea.
Pathway to employment	An activity designed to lead to employment e.g. study, training, volunteering, work experience, student placement, and structured workplace learning.
Place-based approaches	There is no commonly agreed definition of place-based approaches. For the purposes of this Strategy, a place-based approach is defined as 'a collaborative, long-term approach to build thriving communities delivered in a defined geographic location.' This approach is ideally characterised by strong relationships between diverse stakeholders, including community members, government and businesses, who come together to work towards shared outcomes.
Social benefit supplier	A business that is a social enterprise, Aboriginal business or an Australian Disability Enterprise.
Suitable employment	Employment that an individual considers suitable for them based on their personal circumstances, interests, skills, abilities, and aspirations.
Sustainable procurement	Strategic use of procurement to drive social, economic, and environmental outcomes.
Vulnerable community groups	Groups of local community members that are experiencing a higher rate of social and economic exclusion than the general population.
Vulnerable community members	Individuals that reside in the Northern region and are experiencing social and economic exclusion.

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Notes ...

Lined area for taking notes, consisting of horizontal dashed lines.



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, I 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.

إذا كنتم بحاجة إلى مترجم، الرجاء الاتصال بالخط القومي لخدمة الترجمة الهاتفية TIS على الرقم 131 450، واطلبوا إصصالكم ببلدية بانيل على الرقم 9490 4222.

若你需要口譯員，請致電131 450聯絡TIS National，要求他們為你致電9490 4222接通Banyule市政廳。

Ako vam je potreban tumač, molimo vas, nazovite TIS National na broj 131 450 i zatražite da vas se spoji sa Vijećem općine Banyule na broj 9490 4222.

Αν χρειάζεστε διερμηνέα τηλεφωνήστε στην Εθνική Υπηρεσία Διερμηνέων Μεταφραστών στον αριθμό 131 450 και ζητήστε να σας συνδέσουν με τη Δημαρχία Banyule στο 9490 4222.

Se hai bisogno di un interprete chiama TIS National al numero 131 450 e chiedi di essere messo in comunicazione con il Comune di Banyule al numero 9490 4222.

Ακο ви треба преведувач ве молиме јавете се на TIS National на 131 450 и замолете да ве поврзат со Banyule Council на 9490 4222.

如果你需要一名翻译，请打电话到国家电话翻译服务处 (TIS National) 131 450，再转接到Banyule市政府9490 4222

Haddii aad u baahan tahay mutarjum wac khadka qaranka oo ah TIS 131 450 weydiina in lagugu xiro Degmada Banyule tel: 9490 4222.

Nếu cần thông dịch, xin gọi cho TIS Toàn Quốc qua số 131 450 rồi nhờ họ gọi cho Hội Đồng Thành Phố Banyule theo số 9490 4222 giúp quý vị.

