

Local jobs for local people

A GUIDE FOR LOCAL GOVERNMENT





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Foreword



“When we adopted our original Social Justice Charter in 2001, Hume City Council made clear our intention to continually strive to improve the wellbeing of everyone living in our community. We also committed to respecting and supporting their right to work.

One way we are doing this is by actively connecting unemployed residents with local job opportunities through our Local Jobs for Local People Program.

Jobs change lives and councils are perfectly placed to connect local employers with local jobseekers. We can broker relationships, flush out the hidden job market, open up exclusive access for residents to apply for positions, and coordinate meaningful training and support. The result is a win-win-win situation for local employers, jobseekers and our community as a whole.

Our Hume Local Employment Partnerships Team has already had a significant impact on the lives of thousands of Hume residents by successfully matching them or one of their family members with local jobs. This approach has also significantly strengthened the council's relationships with our business community and local service providers.

I encourage other councils to follow our lead.”

CR DREW JESSOP MAYOR OF HUME



“High unemployment contributes to a wide range of social and economic problems in local communities.

While federal and state governments will continue to deliver policies and fund programs that address unemployment, local government is in a unique position to tackle this issue at the community level.

I applaud Hume City Council for its innovative Local Jobs for Local People Program and hope this handbook inspires other councils to implement this effective place-based approach to support their own communities.”

PETER SCANLON AO CHAIR, SCANLON FOUNDATION



“Having a job is financially and socially empowering. However, migrants and refugees who come to Australia face many barriers to entering the workforce.

People come here seeking opportunities and a better life, not handouts. Getting a job builds self-esteem and a sense of belonging. Working close to home anchors people more deeply into their local community, improves local knowledge and opens up social networks.

When I first heard about Hume City Council's Local Jobs for Local People Program it struck me as being such an obvious role for local government to play, especially in communities looking for solutions to socio-economic challenges.

I commend this innovative program to other councils and hope it will eventually become standard practice in Australia's local government sector.”

ALEEM ALI NATIONAL MANAGER, WELCOMING CITIES

Contents

Front cover: from left, Abhishek Desai, Jamaica Blue Café; Hannah McEwan, Lendlease-Craigieburn Central; Thuy Thi Nguyen, Lawand Trade.

Foreword	1
Introduction	3
SECTION 1	
Local jobs for local people: An overview	4
Benefits of the Hume City model	7
The Hume story	8
SECTION 2	
The program in action: Case studies	10
SECTION 3	
How to implement the program	14
Hume program governance structure	16
The labour market facilitation process	18
Critical success factors	27
Glossary and abbreviations	28

Below: Hume City Council's Local Employment Partnerships Team connects local employers with local jobseekers.



Introduction

Changing lives and communities

Jobs change lives. They empower individuals, sustain families and strengthen communities.

High unemployment levels affect many communities across Australia and the task of tackling this problem has traditionally fallen to the federal and state governments.

Local councils are also in an excellent position to understand the changing needs of local businesses and residents and to help address unemployment by brokering local jobs for local people.

Hume City Council in outer-metropolitan Melbourne has developed a pioneering program that transforms the lives of unemployed residents and increases economic participation at the local level.

Hume's Local Jobs for Local People Program provides a free service that connects local employers with willing local job candidates. Its primary aim is to enable and support the transition of unemployed residents into jobs in the municipality.

By taking a holistic approach to implementing this place-based employment program, the council has strengthened its relationships with local residents, businesses and service providers – and changed thousands of lives for the better. The program's success is demonstrating that local labour market facilitation is another way councils can foster cohesive, resilient and economically healthy communities.

The Local Jobs for Local People Program model can be easily replicated in other municipalities. It can be targeted or scaled depending on the needs of each community.

What is the purpose of this handbook?

Hume City Council has embedded the concept of helping local people find local jobs into its strategic planning and daily operations.

The council has established a dedicated Local Employment Partnerships Team, galvanised collaboration among local stakeholders and grown its Local Jobs for Local People Program into a municipality-wide agenda.

This handbook is designed to provide local government leaders with the practical knowledge needed to implement the Hume program model in their own communities. It will be of particular interest to councils wanting to:

- increase the wellbeing, social inclusion and economic participation of their residents
- increase engagement with local employers and developers, and
- enhance the overall economic prosperity of their community.

The content will also be of interest to federal and state government decision-makers, employers, employment service providers, vocational training organisations and other organisations working to address unemployment and improve social cohesion.

What do we mean by 'local jobs' and 'local people'?

The Local Jobs for Local People Program focuses on helping unemployed residents find work in their local community.

For the purposes of this handbook, the term 'local jobs' refers to jobs that are based inside the municipal boundaries of the council implementing the program. 'Local people' refers to residents living in the relevant municipality.

What do we mean by a 'place-based approach'?

Place-based approaches develop and deliver local solutions to local problems. They are particularly effective for addressing intergenerational poverty and disadvantage.

Genuine place-based approaches bring together community members, organisations, businesses, and services to solve local problems and build on local strengths.

Local jobs for local people

An overview



Tackling unemployment at the local level

Local government is uniquely placed to bring together all stakeholders to develop a shared, holistic approach to addressing unemployment at the local level.

Councils already engage with local businesses, residents and service providers on a daily basis. A council is in the best position to know when a business is planning to expand or when a new commercial, residential or infrastructure development is in the pipeline.

Each council's economic development team works hard to attract new investment and infrastructure into their municipality. They are among the first to know when a business or other employer is thinking of moving into the area. They can engage early and work closely with employers to map out their immediate and ongoing recruitment needs.

The Local Jobs for Local People Program model developed by Hume City Council enables a council to assist unemployed residents while also giving employers streamlined access to a supply of local job candidates who are motivated, capable and ready to work.

A neutral employment broker

Under the model, the council acts as a neutral and trusted broker between employers, developers, community organisations, education providers, employment service providers and local residents who are looking for work.

The council's Local Employment Partnerships Team aims to connect employers – on the demand side, with local jobseekers – on the supply side. This team delivers the following services at no cost to employers or residents:

- labour market facilitation
- online talent communities
- employer-led information sessions
- targeted job search workshops and drop-in sessions
- one-on-one coaching and support for jobseekers
- promotion for job vacancies
- priority or exclusive access for local residents to some vacancies
- pre-screening and shortlisting of applicants
- tailored skills development solutions designed with training partners
- traineeship and apprenticeship programs offered exclusively to local residents
- jobs fairs and other major employment-oriented events
- embedding the 'employ local' philosophy into the council's own recruitment practices
- post-placement follow-up and support.

Local Jobs for Local People Program – the process

ENGAGE

- Identify opportunities for future jobs growth
- Engage with employers to identify recruitment needs
- Establish local partnerships and online talent communities
- Communicate job vacancies through local network

EDUCATE

- Conduct employer-led information sessions
- Present targeted job search support workshops
- Develop tailored skills training through partners
- Support individual jobseekers with job searches and applications

EMPLOY

- Pre-screen applicants
- Recommend a shortlist of suitable local candidates to employers
- Coach jobseekers through interview processes
- Provide post-placement support to employers and employees to ensure sustainable employment

Which jobseekers are supported?

The Local Jobs for Local People Program assists unemployed and underemployed local residents, particularly those experiencing disadvantage and barriers to obtaining work. Target groups include, but are not limited to:

- culturally and linguistically diverse residents
- recently arrived migrants and refugees
- youth aged 16–24
- retrenched workers
- mature-aged jobseekers (45+)
- people with a disability
- parents returning to work
- public housing residents.

Collaboration drives community outcomes

Promoting collaboration between stakeholders and establishing strong local governance and partnerships are essential elements of the Local Jobs for Local People Program model.

The council partners with employers, training organisations, employment service providers, and other community and government services to facilitate a municipality-wide approach to connecting residents with job opportunities in the local area.

The council's local knowledge, networks and neutrality help to maximise buy-in from all parties.

This holistic partnership model builds strong governance and makes the program sustainable for the longer term.



“Hiring from your local talent pool signals to your customers and clients that you’re a true citizen of your area. You’ve invested in its growth, the wellbeing of its citizens and the health of the local economy. World citizenship must begin at home, afterall.”

WILLIAM CRAIG ‘5 BENEFITS OF HIRING LOCALLY’,
FORBES MAGAZINE ARTICLE (2016)

Accessing the 'hidden' job market

80% OF AUSTRALIAN JOBS ARE NOT ADVERTISED

According to the Australian Bureau of Statistics (2006), around 80% of Australia's jobs are filled from what is referred to as the 'hidden market'.

Hidden jobs are not advertised on mainstream employment websites and are generally filled by word-of-mouth. Jobseekers – and labour market facilitators – need to dig deeper to find them.

This makes networking the most effective job search technique for people looking for entry-level or low-skilled jobs that are less likely to be featured on job boards that charge employers to advertise positions. The more widely advertised positions, which represent only 20% of the market, also attract larger numbers of applicants, making the process far more competitive.

The Local Jobs for Local People approach focuses on flushing out the hidden job market at the local level and matching the available jobs with suitable local candidates.

Where possible, the council's labour market facilitation officers (LMFOs) negotiate with the employer to offer priority or exclusive access to suitable local residents. When a skills gap is identified, they broker an appropriate training solution.

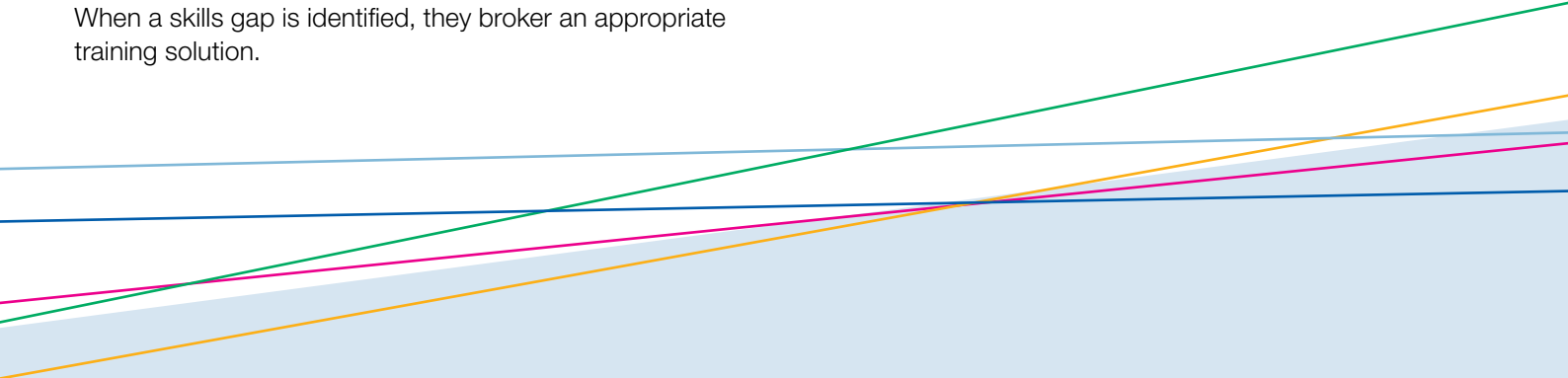
A flexible, replicable approach

The Local Jobs for Local People Program can be delivered as a holistic agenda across an entire municipality and also targeted to meet the needs of a specific recruitment task, locality or category of jobseekers.

For example, the program can:

- be aligned with an industry downturn or a major new development
- focus on supporting residents living in a suburb with a high level of unemployment, or
- assist different categories of jobseekers, such as youth, the long-term unemployed, migrant women, or a specific cultural group.

The program is scalable and replicable across all employer sectors. It can assist organisations and recruitment tasks of all sizes, from a small café to a major shopping centre development.



“Councils have a unique role, as planning and economic development departments are often the first point of contact for employers looking to expand or start a new facility in the area. Councils can impress upon them the benefit of hiring locally – such as shorter commuting times ensuring a more flexible workforce, and how rising employment levels can increase the buying power of local residents, which in turn increases revenue for local businesses.”

In customer-facing businesses, including growing industries such as the service sector and health and social assistance, ensuring your workforce reflects and understands your customers has demonstrated business benefits. Councils can be a catalyst to connect employers and local training and employment services to better match demand with supply.”

TONI WREN EMPLOYMENT AND SOCIAL POLICY CONSULTANT

Benefits of the Hume model

The Local Jobs for Local People Program generates many complementary economic and social benefits for local employers, jobseekers and communities.

Benefits for jobseekers



- Practical pathways from unemployment to employability and work.
- Access to free, expert support with job searches, writing resumes, interview skills, and advice about how to prepare for upcoming job opportunities.
- Exclusive access to current information about local job vacancies and associated training opportunities. E.g. resident-only access to online talent communities, social media updates, skills development courses and job trials.
- Exclusive or priority access to some job vacancies.
- Direct contact with employers at information sessions, workshops and site visits.
- Free expert help to prepare resumes and cover letters and practice for interviews.
- Less commuting time, more quality time at home with their families, stronger connections into the local community.
- Participation is voluntary.
- Post-placement support maximises the likelihood of achieving sustainable employment.

Benefits for employers



- Direct and fast access to the local labour force.
- The local people applying for positions genuinely want to work.
- Specialist recruitment support free of charge, including shortlisting candidates and bulk pre-screening for major campaigns. Support to fill one position or 1000.
- Practical training solutions tailored to suit the needs of their business.
- A neutral, non-commercial recruitment partner able to assist with future workforce planning needs.
- Employees with strong connections into the local community. Research indicates that people who live and work locally are more likely to stay in their jobs and be happy in their jobs.
- The opportunity to adopt a 'hire local' policy as a sign of business loyalty to the local community.

Benefits for councils



- Improved collaboration and resourcing between local, state and federal government agencies.
- A stronger platform for engaging with the business community.
- An additional 'point of difference' and incentive to attract developers and investors to the area.
- A broader approach and higher profile for council's economic development team within the community.
- Improved engagement with disadvantaged and potentially isolated residents.
- The ability to be proactive in addressing high unemployment and breaking the grip of intergenerational welfare dependency in local families.
- The capacity to target the program at a particularly disadvantaged geographic or social demographic within the community.

Benefits for communities



- More empowered local families, deeper local connections and improved social cohesion.
- Increased participation of residents in the local workforce, generating substantial economic benefits. More of the income earned locally will be spent in local businesses.
- Better coordination and collaboration between local stakeholders involved in employment, education, vocational training and social support services.
- Reduced reliance from local employers on workers coming in from other LGAs. Potential to reduce the outflow of local residents to jobs in other municipalities.
- Stronger relationships between the local business community and local residents.
- A potentially cleaner environment and less congestion on local roads and public transport due to a reduction in long distance commuting.

The Hume story

A city of socio-economic contrasts

Hume City is one of Australia's fastest growing and most culturally diverse municipalities.

The LGA is located in an urban growth corridor on the north-west edge of metropolitan Melbourne and encompasses the busy Melbourne International Airport precinct and the Calder, Tullamarine and Hume freeway corridors.

Hume welcomed over 8,800 new residents in the 2016-17 financial year, including Australia's second-highest intake of humanitarian entrants. Over 35% of its residents were born overseas and almost half speak a language other than English at home.

In many respects the local economy is thriving, with Hume's population and jobs market growing at around double the national average.

In contrast, Hume is also one of Melbourne's most socio-economically disadvantaged LGAs. Its unemployment rate, at over 10%, is almost double the national level. Three suburbs have over 20% unemployment and the region has Victoria's third highest rate of youth unemployment (16%).

Despite strong jobs growth, the downturn in the manufacturing industry, particularly the automotive sector, is having a significant impact on the resident workforce. In the face of high local unemployment, around two thirds of the people who work in Hume travel there from other municipalities.

A municipality-wide approach

Hume City Council was one of the first councils in Australia to adopt a Social Justice Charter declaring its intention to address social, cultural, economic and other factors that impact the aspirations of its citizens.

In 2012, this commitment led the council to look for practical solutions to the local unemployment situation. Hume's *Economic Development Strategy 2030* and 4-year Council Plan prioritised the need to stimulate economic participation by generating more jobs for local people.

The Hume Jobs and Skills Taskforce (the Taskforce) was established to guide a whole-of-government and community approach to improving employment opportunities for local residents while also supporting local businesses. This influential council committee includes representatives from all tiers of government, business and industry, community services, and secondary and higher education providers.

The council also established an Employment and Learning Committee (ELC) to bring together government service providers and local training providers. The Chair of this committee sits on the Taskforce.

The council's Local Jobs for Local People Program works alongside these forums in what has grown to become a municipality-wide approach to connecting unemployed residents with local employment opportunities.

***“Only one third of more than 70,000 jobs in Hume City are filled by local residents – two thirds of the workforce come from outside. And yet we have high local unemployment. That’s why we have made this place-based partnership model a local priority.*”**

We are working with our businesses, community partners, and our colleagues in the Australian and Victorian governments to change this trend and make a positive impact for our residents.

Our goal is to see at least half the jobs in Hume taken up by Hume residents. Supporting economic participation is one of our priorities and has become a focus for our whole community.”

GEORGE OSBORNE MANAGER ECONOMIC DEVELOPMENT, HUME CITY COUNCIL

Lasting impacts for residents and employers

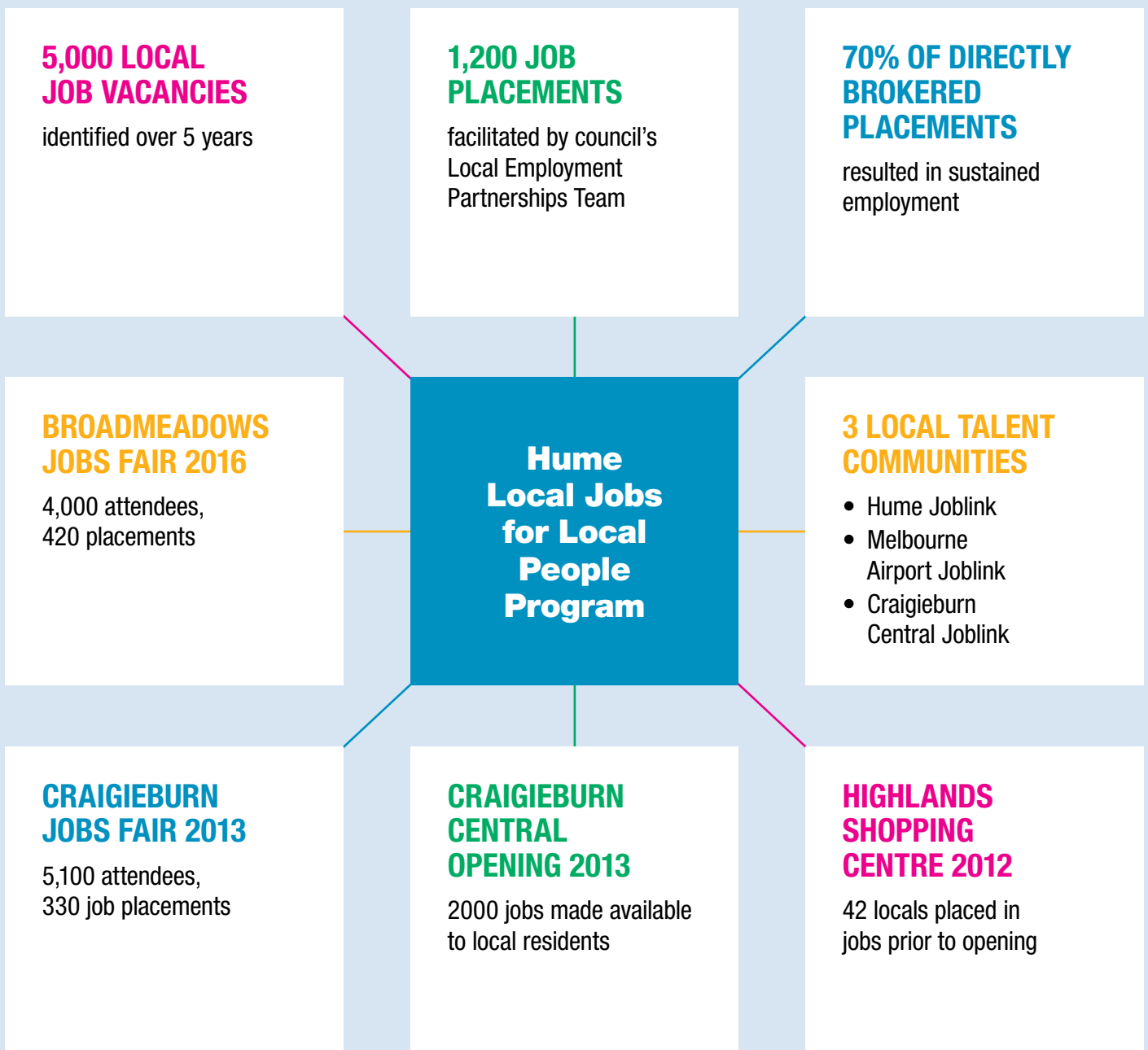
In five years, more than 5,000 job vacancies have been identified and promoted to Hume residents through the program and over 1,200 residents have secured employment as a result.

More than 450 of these placements were due to the council’s LMFOs engaging directly with individual employers and providing them with recruitment support. The remaining placements were achieved through hosting jobs fairs.

The council monitored each of the 450 directly brokered placements after commencement and found that 70% resulted in employment being sustained for six months or longer.

Early in the program, the ratio of residents placed in work compared to the number of jobs identified was 1 in 5. In the past financial year, building on lessons learned, a more targeted approach by the LMFOs achieved 150 job placements from 180 identified vacancies – increasing the outcomes ratio to 4 in 5.

Program achievements 2012–2017



The program in action

Case studies



Craigieburn Central's Retail Manager, Hannah McEwan chats with Abhishek Desal, owner of Jamaica Blue Café.



Hannah McEwan and Craigieburn Central Centre Manager, Rebecca Woods, assist a local resident at the Craigieburn Jobs Fair.

Launching a new 'town centre'

Craigieburn Central Town Centre opened in late 2013 and presented the perfect opportunity to apply the Local Jobs for Local People approach to a major recruitment task.

Around 2,000 jobs were on offer in the new shopping centre. Hume City Council negotiated with the developer, Lendlease, to have all the jobs made available to local residents via a new Craigieburn Central Joblink talent community (www.craigieburncentral.com.au/community/joblink). The website was funded and managed by Lendlease and used the same online platform as the Hume Joblink talent community,

The council and Lendlease also partnered to deliver the Craigieburn Jobs Fair two months before the centre's soft opening. Around 30 of the new retail tenants promoted 660 job vacancies at the fair, which attracted over 5,000 local residents. The event resulted in 330 job placements for local people.

The organisers were overwhelmed by the incredible response from the community to the jobs fair. A senior Lendlease spokesman said at the time that the council-supported recruitment process offered "a seamless and easy way to recruit" and "delivered our retailers a better experience in the recruitment space than they would have got anywhere else".

Locals give contractor a secure base

Family company Assetlink was awarded the cleaning and security contract at Craigieburn Central one month before the centre was due to open and needed to recruit 30 to 40 staff in a very short time frame.

The council linked the company with the local talent pool and pre-screened candidates. Meeting rooms in the Craigieburn Library – a council facility – were made available for Assetlink to conduct interviews.

The contractor ended up finding all its new employees from the local community.

Café owner goes with local talent

Café owner Abhishek Desal was one of the new retailers who participated in the jobs fair. He employed all but one of the staff for his café, Jamaica Blue, from the local talent pool.

"The council process makes my life much easier in terms of recruitment," says Abhishek, who continues to source new staff through the Local Jobs for Local People Program.

"I want to employ local people because they live close to work and are part of the local community," he explains. "I myself am local, and all our regular customers are local, so it is important for me that the staff serving our customers reflect the local community."

Lawand Trade – embracing local labour

The local employer

Lawand Trade pioneered the export of Australian packaged foods and beverages to the Middle East during the early 1990s.

In recent years, the 26-year-old company has expanded its business into East Asia. It currently exports over 150 Australian brands and has its own offices in all its markets.

Lawand Trade relocated its corporate headquarters and warehouse from Sydney to Melbourne in early 2017. While preparing for the relocation, the company's General Manager – Operations, Abdul Kuddus, met with Hume City Council's Economic Development Manager, George Osborne.

"I just wanted to find out more about the council and the local area," says Abdul. "However, I was pleasantly surprised when George handed over a brochure with heaps of important information about the various activities the council undertakes, one of them being the Local Jobs for Local People Program.

"This program was very simple but very effective," Abdul explains. "I provided a brief synopsis of our recruitment needs to the council's employment partnerships team and they organised everything, from shortlisting candidates to scheduling convenient interview dates and times."

The company initially employed six casual staff sourced from the local community. Two have since been made permanent employees.

"Lawand Trade is happy, as we are providing jobs to deserving candidates who belong to the community where we are located," Abdul says. This means his team members have reduced travel times to and from work, are closer to home and their families, and are familiar with the local area.

"Hats off to Hume City Council and its entire team; it works like a corporate entity," he says. "I'm extremely impressed by the way this council functions to assist the local community and local businesses."

The local employee

Thuy Thi Nguyen had worked at the Ford Motor Company's Broadmeadows assembly plant for 12 years when it closed its doors in October 2016.

In her mid-50s, single and with a teenage daughter to support, Thuy was feeling cut adrift and worried.

"I was impatient to find myself another job and feeling very stressed that I wasn't going to find one," says Thuy. "Then a friend recommended this program run by Hume City Council, which helps local people in need of finding a job."

Thuy attended a number of employment transition activities, including a jobs fair, and received one-on-one support from council officers. Eventually she was matched with a warehouse assistant position at Lawand Trade's head office in West Meadows, which she began in January 2017.

"I'm so thankful for the help I had from the team at the council," says Thuy. "They were so friendly and helpful and recommended different jobs that were best suited to my needs and experience. In the end, it only took three months to find a new job."

Thuy's work at Lawand Trade is "completely different" to her old job on the Ford assembly line. The position has worked out so well that Thuy is now responsible for overseeing the production of one of the warehouse's processing stations.

"It's only a 15-minute drive from my home in Broadmeadows to where I work," adds Thuy. "This makes it so easy for me to make new friends in my local area, get to work on time and get home to my family quickly at the end of the day."

Thuy Thi Nguyen and her colleagues at Lawand Trade.





Leading Senior Constable Grant Young chats with Hume residents about career opportunities in the police force.

WANTED! Local jobseekers willing to be a force for good

Victoria Police is currently conducting its largest ever recruitment drive, with a mission to fill over 3000 new positions in four years.

The extra personnel are being recruited by 2020 to cope with population growth and address rising crime rates. The huge recruitment task is behind Victoria Police's 'Be a Force for Good' campaign and has been the catalyst for a partnership with Hume City Council's Local Jobs for Local People Program.

The police and the council's Local Employment Partnerships Team have joined forces to encourage more Hume residents, including school leavers, to consider a career in policing.

Victoria Police's recruitment team presents information sessions for local residents, raising awareness about the diverse roles and career paths available within the police force. They also explain the eligibility requirements and application process.

A senior recruitment officer delivers the sessions, which feature talks from locally based police officers. The events are promoted and hosted by the council and the LMFOs provide follow-up support for people who decide to apply.

The free sessions have been attracting large numbers of local people from different age groups, genders and cultural backgrounds.

Leading Senior Constable Grant Young says this is exactly the range of people Victoria Police wants to engage with for recruitment purposes.

"The people who make up our police force need to truly reflect the community we serve in terms of diversity in age, cultural background, gender and sexual orientation," explains Grant, who works in the Applicant Attraction Unit in Victoria Police's Recruiting Services Branch.

"If police officers aren't representative of the whole community, how can we expect to have the full trust and support of the people we are there to protect?"

People are often surprised to learn about the huge range of roles available in the police force. "We refer to it as offering 500 career paths in one," explains Grant.

These days, local knowledge and community involvement are valued and encouraged in the force. While candidates need to be physically fit, recruiters also look for maturity, emotional intelligence and the ability to communicate and empathise with people.

Police often work with councils to tackle problems in local areas, however this collaboration usually occurs in response to public safety or crime-related issues, Grant adds.

"This local employment program in Hume City is a great example of how we can work together proactively to create positive opportunities within a community," he says. "After all, we have shared interests – the council has lots of residents who want to work and we have lots of jobs available for people who want to be a force for good in the community."

Traineeship gives Nour a new career path

The local employee

Nour Elalfy could have ended up as another contributor to Hume City's high youth unemployment statistics. Instead, the 20-year-old registered to participate in the Local Jobs for Local People Program and is now working in a luxury hotel and pursuing a career in hospitality.

Nour is in his first year of a 4-year traineeship with the PARKROYAL Melbourne Airport and studying a Certificate III in Hospitality through William Angliss Institute. The traineeship is giving him the chance to learn customer service roles across all aspects of the hotel's operations.

"When I left school I worked in a few different jobs," says Nour, whose parents migrated to Australia from Egypt before he was born. "I tried working as a mechanic and then as a painter, and then I got a certificate in warehousing and tried that.

"But there wasn't enough work and it was mostly short-term contracts," he says. "And I realised that I didn't like working in jobs where every single day was exactly the same as the day before and where I was often working in isolation from other people."

Nour asked a council officer whether there were any positions available in customer service or hospitality. It was his lucky day. His name was included in a list of unemployed Hume residents who were being considered for two new traineeships with the PARKROYAL Melbourne Airport.

"I'd never been inside a hotel like this before and didn't think I'd ever have the chance to work in such a great environment," he says. "There were only two traineeships available and 16 of us competing for them, so I was really surprised when I made it through."

Eight months later, a member of the council's employment team still keeps in touch with Nour and his managers to find out how his traineeship is progressing.

What he likes most about the job is that no day is the same. "I'm learning something new and dealing with different situations every day – that's what I enjoy and what keeps it exciting for me," he says. "And every day I'm meeting new people and making them feel good about being here in the hotel, which is great for strengthening my character and interpersonal skills."

The local employer

Pan Pacific Hotels Group commenced operating PARKROYAL Melbourne Airport in 2011. Since then, hotel management has used Hume City Council's free job listings and recruitment support.

"The council has been quite proactive in reaching out to us about the recruitment services they can offer in terms of helping us find good job candidates from the local area," says Kasey Findlay, the hotel's Director of Human Capital and Development.

When the hotel's corporate social responsibility team wanted to find out how the organisation could be of greater support to the Hume community, they contacted the council for ideas.

"They told us about the high level of unemployment in this area and we agreed that creating new employment opportunities was the best way to contribute to the wellbeing of this community," Kasey explains. The hotel and the council collaborated to develop a pilot program that offered two traineeships exclusively to unemployed local residents.

The council contacted local employment service providers and drew on its online talent communities to identify 16 jobseekers who were put forward as candidates. The candidates attended a job information session and were taken on a tour of the hotel. Then each person attended a formal interview.

From the hotel's perspective, there are many benefits to employing people who live locally, including local knowledge and better staff retention. It is also easier to fill an unexpected gap in a staff roster when there are employees who live close by.

"It's great for a council to want to get involved in helping its own residents find work," Kasey says. "I've been really impressed with their flexible and full service approach to supporting businesses and residents through this local employment program."

Director of Human and Capital Development, Kasey Findlay, and trainee, Nour Elalfy, in the hotel's main reception area.



How to implement the program



Build solid foundations

It takes time and a structured approach to establish the collaborative cross-sector partnerships needed for a successful Local Jobs for Local People Program.

Hume City Council advises other councils to treat the program as an umbrella agenda that drives decisions and actions at the local level. The first 12 to 18 months will involve:

- developing a compelling business case and an investment and/or program logic
- establishing strong governance and cross-sectoral partnerships
- securing financial and in-kind resources
- introducing an internal labour market facilitation capability
- setting up complementary social media and talent community forums
- engaging with local employers and jobseekers, and
- delivering targeted place-based or topical campaigns that demonstrate the benefits of the program.

These are not consecutive activities and need to be managed concurrently.

Once these foundations are in place, the Local Jobs for Local People Program can be embedded as a core function of the council and gradually scaled up.

Prepare the business case

Being able to clearly articulate the rationale behind the program and its intended outcomes will help secure internal and external buy-in for the initiative. Issues to consider when developing the business case include:

- socio-economic factors affecting the local community
- the local and wider costs of low economic participation and high unemployment
- the likely benefits of taking action (refer to page 7)
- alignment with existing council charters, plans and strategies
- the value proposition

The *Hume Horizons 2040* community vision features the following strategic objectives:

1. Support and enhance skill development and educational opportunities to reduce disadvantage and improve employment prospects and quality of life.
2. Create conditions that support business growth and create local jobs for Hume residents.

Examples of **value proposition statements** for the Local Jobs for Local People Program include:

- To foster a truly collaborative, community-wide approach to increasing economic participation among local residents.
- To provide a seamless, coordinated approach for local employers and industry to access local human capital.
- To tailor meaningful training pathways and support to build the capacity of local residents (human capital) to compete for local job vacancies.
- To strengthen relationships between the business community and residents to generate local employment opportunities.
- To increase the collaboration between local stakeholders involved in education, employment, vocational training and social support services.
- To strengthen the council's role in developing and coordinating strategic programs aimed at achieving localised employment and learning outcomes.

Establish collaborative governance

Embedding a broad-based and sustainable governance structure is critical. Hume City Council recommends establishing a taskforce as a formal committee of council to leverage whole-of-government and community support.

This taskforce provides strategic stewardship and advocacy to drive the community-wide agenda of generating local job opportunities for local people.

Having inclusive, cross-sectoral membership and clear terms of reference for the taskforce are important for sustaining the partnership model. This also increases the program's capacity to collaborate with stakeholders at the local level.

Employment and Learning Committees (ELCs) are an integral component of the partnership model. ELCs are formal committees that bring together organisations with a focus on employment and training, including jobactive providers, disability employment services, the Department of Human Services, the Department of Employment, local training providers and other relevant community service providers.

ELCs are important for referring jobseekers into the program and local talent communities and securing strong attendances at employer-led sessions.

The Hume Jobs and Skills Taskforce meets quarterly and includes 24 representatives from all tiers of government and the local business, education, training and community sectors. It is a formal committee of the council and supports the wider delivery of the Local Jobs for Local People Program. The Taskforce's objectives are to:

1. Establish and maintain a sustainable partnership model and governance structure.
2. Increase the supply of work-ready local people in the context of local jobs in both known and emerging pipeline opportunities.
3. Improve how local labour market programs, training programs and social support services align with the needs of local industry and employment opportunities in Hume.
4. Facilitate a strategy that addresses workforce development and planning, workforce retention and an adaptive workforce aligned to changing business needs.
5. Identify and support projects to address each of the above objectives.

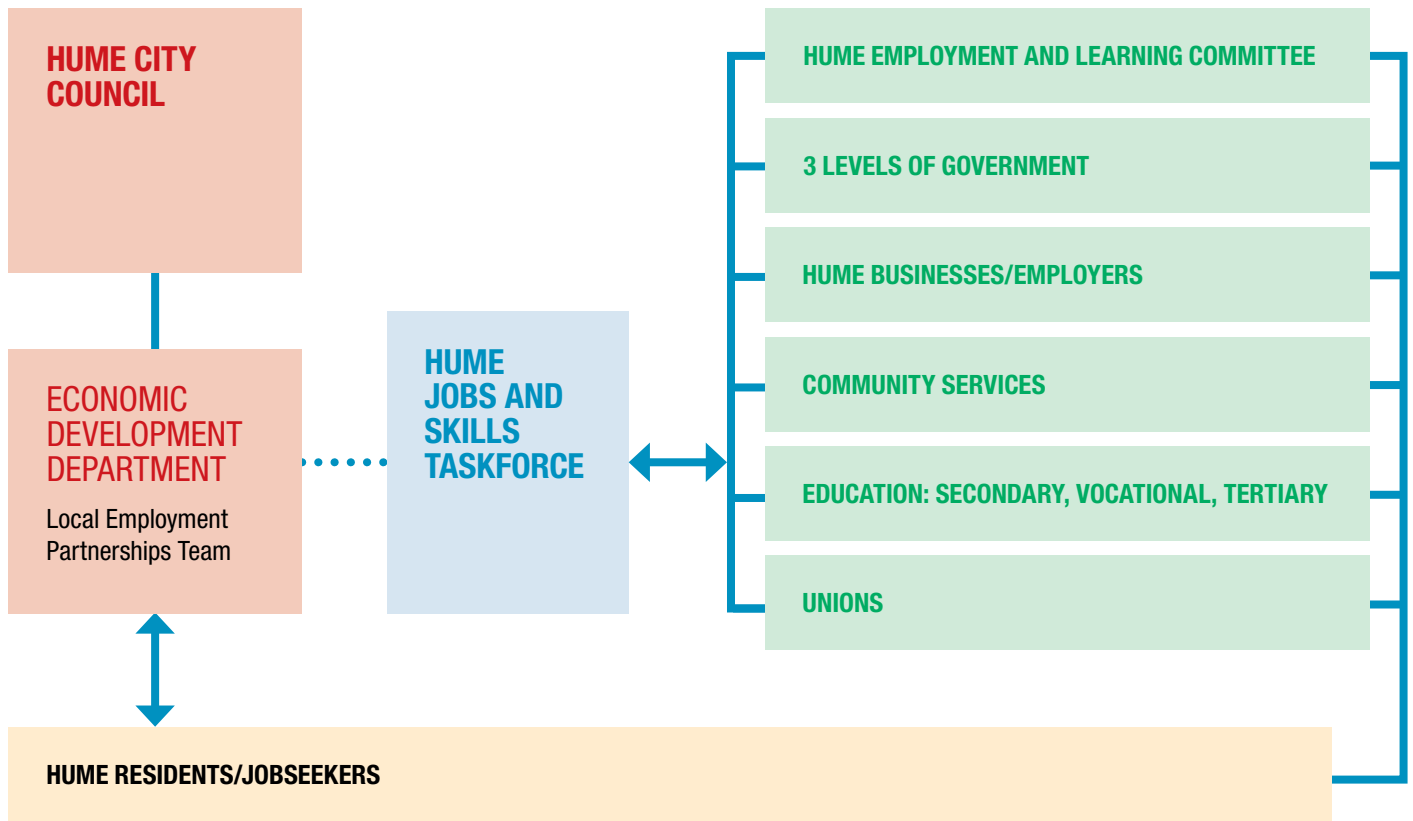
The Chair of the Hume ELC is represented on the Taskforce.

“A successful taskforce relies on three elements: the diverse expertise and experience of its members, and their common passion for the cause, together with the knowledge that through collaboration we can achieve much more than is possible as individuals.

Selecting taskforce members who have the expertise, passion and willingness to collaborate provides a strong foundation for action.”

PROFESSOR GREG BAXTER CHAIR, HUME JOBS AND SKILLS TASKFORCE

Hume program governance structure



“The Australian Government Department of Employment has worked in partnership with the Hume City Council over a number of years to help local job-seekers find work and meet the needs of businesses looking for staff.

Much of the success is based on Council’s deep understanding of the local community and its willingness to broker local tailored solutions in collaboration with the Department and the network of Australian Government-funded jobactive employment services providers. This effective partnership has resulted in positive outcomes for employers, jobseekers and the broader community.”

JANEY KUZMA STATE MANAGER – VICTORIA, AUSTRALIAN GOVERNMENT DEPARTMENT OF EMPLOYMENT

Secure funding and resources

Identifying and connecting into government funding streams can help to sustain the program and gradually expand its impact. Councils in designated growth areas, or with communities experiencing high levels of unemployment and/or disadvantage, can access federal and state government funding to employ labour market facilitators.

Funding may be available through government programs focusing on employment; social procurement; human services; education and training; youth, multicultural and women's affairs; economic development; business and industry support; infrastructure and regional development. Philanthropic trusts, non-profit community service organisations, businesses and industry associations can also provide funding and in-kind support. Targeted funding and sponsorships can be sought for job fairs, internships, apprenticeships and traineeship programs.

It is also important that the council invests in the program, with a view to the broader economic and social benefits to the municipality of having more residents working locally and spending their income in the local area.

Employ a labour market facilitation team

The Hume team

Hume City Council delivers its Local Jobs for Local People Program through a team based in the council's Economic Development Department. The team comprises a Coordinator Local Employment Partnerships, a Local Employment Partnerships Officer, and two Labour Market Facilitation Officers.

The primary focus of the Local Employment Partnerships Team is connecting employers within the LGA with the local labour force. Team members source local employment opportunities from the visible jobs pipeline while also flushing out the hidden market.

New job opportunities are shared with the wider local employment service network, the regional office of the Victorian Department of Human Services and community service networks to obtain referrals of potential local candidates.

The team aims to provide a holistic and seamless transition for their employer and jobseeker clients, adopting a dual approach that focuses on:

- the *supply side* – the needs of the jobseeker, and
- aligning these to the *demand side* – the needs and requirements of the employer.

Team members can be referred to as labour market facilitation officers (LMFOs), employment partnership officers (EPOs), employment and learning officers (ELOs) or employer engagement officers (EEOs) depending on the focus of their position and each council's preferred terminology. Their role is to:

- implement the Local Jobs for Local People Program
- identify employment and skills gaps in industry sectors
- identify and source hidden jobs
- identify issues around recruitment and labour market supply
- identify issues around business sustainability, and
- build an overall picture of common issues for businesses within a particular industry sector.

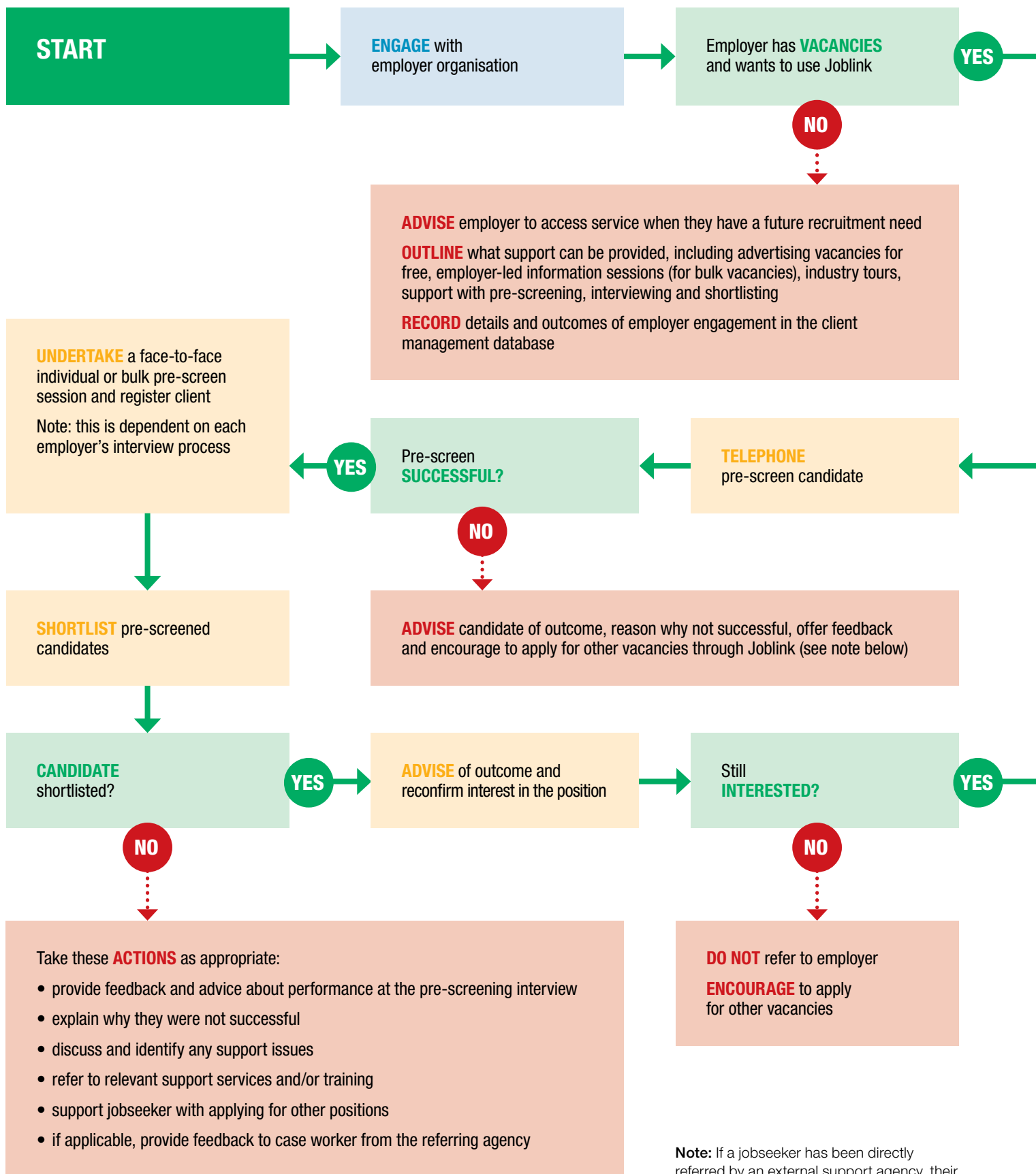
Specific operational tasks include:

- assessing the job readiness of jobseekers sourced via talent communities and referral agencies
- managing online talent community and social media portals
- liaising with industry and employers to identify industry needs
- liaising with referral agencies, employment service providers and external stakeholders about employers' requirements and expectations in relation to upcoming vacancies
- working closely with stakeholders in the education and vocational training sectors to ensure that courses are tailored to meet employers' and jobseekers' needs
- reverse marketing any suitable candidates referred to available vacancies
- generating vacancies and employment opportunities in the local area, and
- reporting against the milestones and key performance indicators set out in council strategies, investment and program logics, and any external funding agreements.

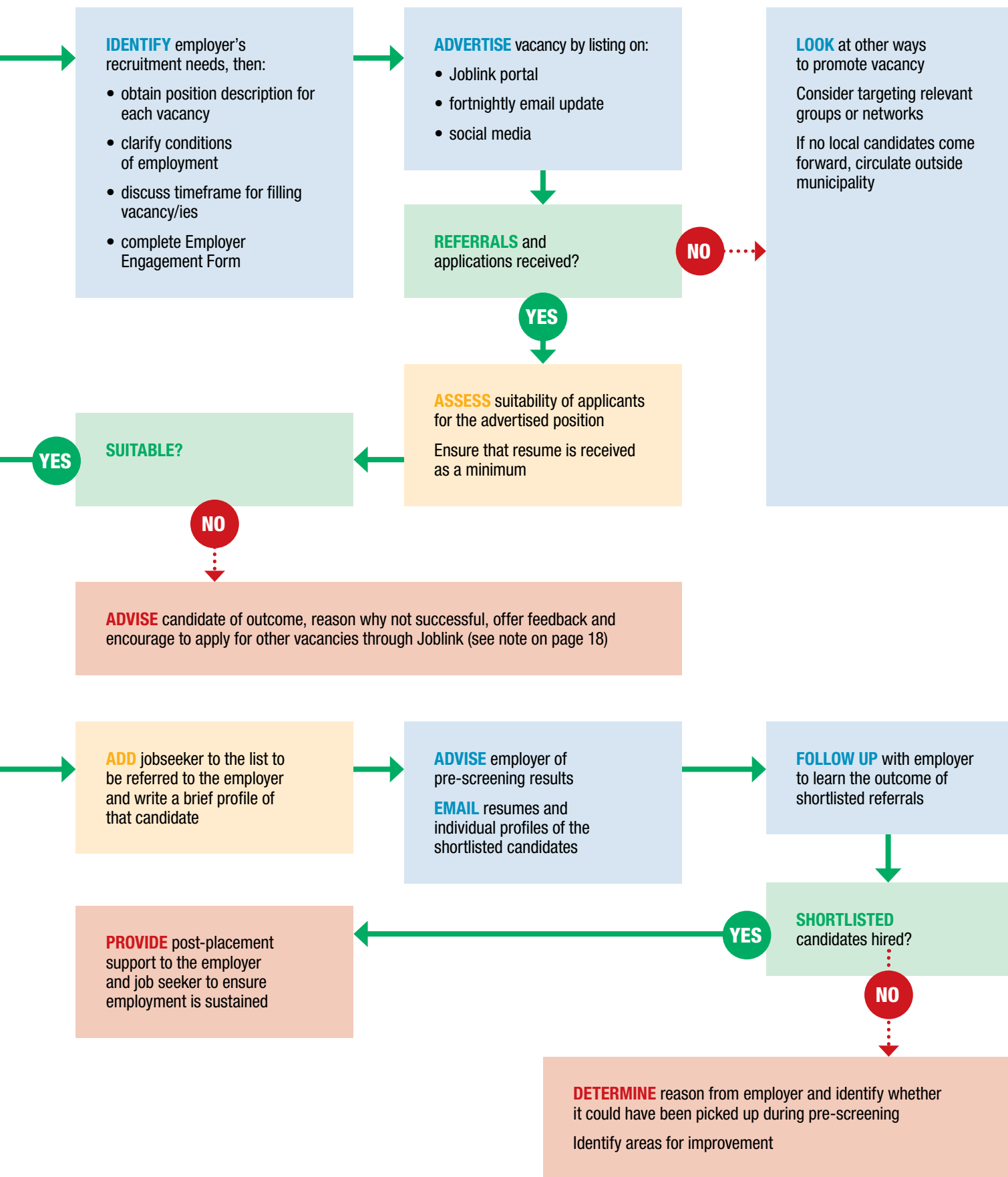
The end-to-end labour market facilitation process is illustrated in the flow-chart on pages 18-19.



The labour market facilitation process



Note: If a jobseeker has been directly referred by an external support agency, their caseworker needs to be kept up-to-date and provided with the same feedback given to the jobseeker throughout this process.



Process diagram developed by Maria Dimitriou.

Engage and partner with stakeholders

Building and sustaining partnerships is critical to the success of this program. Start by embedding broad-based local governance, as this supports collaboration. Then establish a structured approach to partnering with local stakeholders from the following sectors:

- services that support unemployed people living in the LGA
- learning and training organisations
- employers/industry

Partners should include but not be limited to:

- state and federal government agencies
- industry representatives and employers
- secondary, tertiary and vocational education providers

- employment service providers
- Centrelink
- non-vocational social support service providers
- other departments within the host council
- local learning and employment networks
- secondary schools
- unions

It is important to approach potential partners with the goal of finding common ground and shared values and then leveraging each other's strengths. Applying for funding in partnership with other organisations can increase the likelihood of success.



“We have an extensive jobseeker database and local referral network for sourcing potential job candidates. Our Labour Market Facilitation Officers have been able to influence employers and put forward local candidates they normally wouldn't have considered without our support.”

This approach has been so successful that local businesses are now coming to us when they need to recruit more employees, rather than us having to always seek them out.”

MARIA DIMITRIOU COORDINATOR LOCAL EMPLOYMENT PARTNERSHIPS, HUME CITY COUNCIL

“Council has a central role as a neutral and trustworthy enabler and broker and can establish an incredible web of productive connections across the local community.

We have forged strong partnerships with training providers, including our local TAFE college, government support agencies, employment agencies, and existing and prospective local employers.

These partnerships have laid the foundations for our Local Jobs for Local People Program and I cannot stress the importance of putting in the time and effort to sustain and deepen these relationships for the longer term. It's about genuinely engaging and partnering.”

GEORGE OSBORNE MANAGER ECONOMIC DEVELOPMENT, HUME CITY COUNCIL

“Hume City Council (HCC) plays an instrumental role in working with the local community to reduce the high levels of youth unemployment through their Local Jobs for Local People Program. As local government, the council is a trusted broker between employers, education institutions and service providers.

The Brotherhood of St Laurence is working with HCC on this initiative by establishing a Hume Community Investment Committee, which reports into the Jobs and Skills Taskforce, and funding the employment of Employer Engagement Officers (EEOs) who are embedded within HCC’s Economic Development Department. The EEOs are able to leverage existing HCC networks to connect local young people with employment and training opportunities, including participants in the Brotherhood’s programs.

Through this partnership, the Brotherhood is able to capitalise on the expertise of HCC to increase access to local employment opportunities for young people who are struggling to transition into the labour market.”

SALLY JAMES PRINCIPAL ADVISOR, YOUTH TRANSITIONS, BROTHERHOOD OF ST LAURENCE

Engage with employers

LMFOs spend much of their time out in the community engaging directly with local businesses, industries and other employers. This list indicates the wide range of employers that can be targeted through the program:

- Aged care providers
- Banking and financial services
- Building and construction companies
- Charities
- Childcare providers
- Cleaning contractors
- Community and health services
- Educational institutions – kindergartens, schools, TAFE colleges, universities, RTOs
- Food production companies
- Government departments, regional offices and statutory authorities
- Hotels, restaurants and cafés, caterers
- Retailers, including large supermarket and hardware chains, department stores and shopping centre managers
- Manufacturing – light and heavy industries
- Property developers
- Retail development companies
- Security companies
- Technology and telecommunications companies
- Tourism and accommodation operators
- Transport, freight and logistics companies
- Utilities – e.g. water authorities, electricity and gas retailers and distributors
- Warehousing and cold storage
- Waste management and recycling

Use talent communities and social media

A talent community complemented by regular Facebook posts is an important engagement tool within the Hume City model.

Talent communities are shared web platforms that link registered local talent with job vacancies and volunteering opportunities in their local communities. Local residents can register to join a talent community operated by a council, which gives them priority access to local listings.

A talent community website is different from a mainstream, jobs board-style employment website that charges employers to advertise vacancies.

Paid classified job advertisements are mostly skewed towards white collar or fluoro collar (skilled blue collar) jobs. With a talent community, all advertised jobs within the council region, including those sourced through local labour market facilitation, are aggregated and populated on the shared platform. This creates a one-stop-shop for local employment.

Benefits include:

- access is free for jobseekers and for employers wanting to list job vacancies
- registration can be restricted to a defined demographic stipulated by the sponsor organisation, giving members exclusive access to local listings and information
- all vacancy types are listed, including entry level or lower skilled blue collar jobs that are otherwise hidden from the market
- the site is accessible via the desktop, tablet or mobiles and is optimised to link with social media to enrich social inclusion
- members can search by location, employer or job type, as well as accessing local training opportunities, events and information, and
- council LMFOs can use the database of registered jobseekers as a resource when searching for candidates for specific vacancies.

Each online talent community takes about six weeks to set up. The sponsor organisation pays an initial establishment fee and then a monthly subscription fee. Once operational, the site requires ongoing maintenance and moderation.

Hume talent communities

Employment vacancies in Hume City are aggregated into **three** talent communities hosted on the Australian-based uWorkin technical platform (www.uworkin.com):

- **Hume Joblink** – established with funding from the federal government and managed by Hume City Council: www.humejoblink.com.au
- **Melbourne Airport Joblink** – a partnership between the council and Melbourne Airport: www.melbourneairportjoblink.com.au
- **Craigieburn Central Joblink** – funded and managed by Lendlease: www.craigieburncentraljoblink.com

Hume City Council's Local Employment Partnerships Team offers the following advice:

- Do not rely solely on a talent community or Facebook to connect local employers and jobseekers. These are essential tools to support the program, however the most crucial element is providing direct human intervention and recruitment support via an internal team of LMFOs.
- A talent community needs to be kept up-to-date and continually enhanced to keep it relevant and useful for local residents. These improvements need to be budgeted for each year.



Deliver targeted events

Holding regular events promotes face-to-face engagement between local jobseekers and employers. This supports a direct flow of information and helps to develop mutual awareness and understanding. Some events can be treated as direct recruitment exercises.

Employer-led information sessions

These events are best held regularly and provide a simple and effective means of achieving employment placements for local residents.

Employers are invited to speak to residents about their recruitment needs and processes, organisational culture and expectations. The sessions enable employers to speak directly to their future workforce. They give job seekers first-hand knowledge of local employers and an opportunity to receive tips and feedback about how to increase their chances of employment.

The sessions can also be eye opening for employers, who may not be aware of the quality of the local talent pool.

Employers can accept resumes directly at these events and some even conduct short interviews. Council officers debrief the employer after each session to discuss any likely placements.

Employer-led sessions can be extremely popular among residents, especially if they have no other avenues for connecting directly with local businesses and industries. The sessions can also incorporate site visits and tours of local workplaces.

Employers such as Bunnings, Commonwealth Bank, BigW, Coles, TNT, Woolworths and the Department of Justice have delivered employer-led sessions in Hume City.

Topical sessions involving a number of different employers, training providers and support services have also been presented on subjects such as 'Careers in child care', 'Job search and application techniques', and 'Resume and cover letter writing'.



“It’s great to see local councils taking the lead on this issue as there are often placed-based factors contributing to high unemployment in some communities. A local response developed by local people is critical to solving localised issues.

A lot of outer-metro councils within driving distance of capital cities lose valuable human and financial capital every day because their residents are being pulled towards the capital’s main central business district. The result is that a high proportion of the local workforce travels in from other municipalities and then spends the money they earn back in their home suburbs.

A talent community provides the platform to execute a ‘live local, work local, spend local’ strategy. Further, there is also a huge, hidden local job market that you won’t find advertised on mainstream job classified websites.”

PHIL COOPER MANAGING DIRECTOR, UWORKIN

Targeted workshops

Targeted workshops are presented to complement employer-led sessions. They prepare residents to make the best impression when meeting with employers and applying for positions.

Topics covered include: personal presentation, resumes and cover letters, mock interviews and interview techniques. Workshops are also conducted after the information sessions to help residents with application processes.

Drop-in job search sessions

Fortnightly or monthly drop-in job search sessions can be held in a local library or another council venue.

These sessions give residents the chance to drop in during a set time period for one-on-one assistance from a member of the Local Employment Partnerships Team.

Jobs fairs

Staging a jobs fair is a major undertaking and is best aligned with a significant change in the local employment market.

The best outcomes are achieved when the fair is delivered in partnership with government and community service providers, employers, and education and training institutions.

Hume City Council and its partners hosted two jobs fairs between 2013 and 2017:

- Craigieburn Jobs Fair in 2013 was held to support the recruitment campaign leading up to opening Craigieburn Central shopping centre.
- Broadmeadows Jobs Fair in 2016 was held in response to the downturn in the Australian automotive industry and the closure of Ford Motor Company's Broadmeadows manufacturing plant.

Broadmeadows Jobs Fair

The Broadmeadows Jobs Fair was conducted in August 2016, two months before Ford was due to close its local factory.

The fair was funded under the federal government's structural adjustment program designed to help workers about to be retrenched from the automotive sector to quickly transition into new employment.

It aimed to give jobseekers an opportunity to connect directly with a wide range of employers and learn about job opportunities in those organisations. There was a focus on providing information about entry level and semi-skilled positions, traineeships and apprenticeships aligned with the demographic profile of the region. Results included:

- 4,000 attendees in 5 hours (2.00pm to 7.00pm)
- 56 exhibitors ranging across aviation, transport, manufacturing, aged care, child care, cleaning and security, fast food, residential development, employment services and training
- 1,056 listed employment opportunities
- 14 workshops and seminars
- 2,206 resumes collected
- 258 interviews organised
- 420 employment placements

The 2016 Broadmeadows Jobs Fair attracted over 4,000 local residents.





Walk the talk

A council implementing a Local Jobs for Local People Program needs to lead the way and practice the approach in its own recruitment campaigns. This sets the standard for external stakeholders and directly exposes councillors and staff to the program and its benefits.

To make this happen, the Local Employment Partnerships Team needs to establish strong internal relationships with other council departments and work teams.

Provide post-placement support

When they finally secure a job, some disadvantaged jobseekers can find it difficult to adjust to being in the workforce.

This issue is particularly evident among people who:

- have been unemployed for a long time
- are from families experiencing intergenerational unemployment
- have recently arrived in Australia, and/or
- have little or no proficiency in English.

Under the Hume City Council model, council officers maintain contact with successful applicants and their employers for several months after each placement. They provide additional support if and when required to increase the chances of achieving sustainable employment outcomes.

This support is provided in collaboration with any employment or community service providers also involved in assisting the successful job applicants.

Youth internships

Hume City Council developed the Splash Aqua Park and Leisure Centre as a major new recreation facility in Craigieburn.

In the lead up to the centre's opening recruitment campaign, the Local Employment Partnerships Team partnered with the council's Sports and Recreation team to create 20 internships for unemployed local youth. The 8-week internships were offered with support from the Australian Government's Youth Jobs PaTH initiative.

The interns were placed in council-operated sports and leisure centres throughout Hume City, where they received work experience relevant to the entry-level positions due to be advertised for the new leisure centre.

The interns were also linked into targeted training, such as lifeguard and first aid courses. Once the internships were completed, those wishing to apply for positions at the new leisure centre were given help to prepare applications and practice interview techniques.



Adria Portelli, left, and Hannah McEwan work with Lendlease-Craigieburn Central.

Record, monitor and evaluate

The council's Local Employment Partnerships Team needs to maintain an up-to-date register of local jobseekers, their job search process, and any training or job placements.

Record each person's name, age, contact details, suburb, situation (e.g. retrenched worker, parent returning to work, school leaver, newly arrived migrant or refugee, public housing resident), skills and experience, and outcomes from participating in the program.

This information resource is essential for identifying potential candidates for new vacancies and for reporting the outcomes of the program to council, the taskforce, and external funding partners.

The information can be captured in a dedicated client relationship management database or an Excel spreadsheet, depending on available systems and resources. The most important requirement is that the record is updated regularly and contains all relevant information.

Funding bodies are more likely to support programs that provide evidence of past and intended outcomes and socio-economic impacts.

Developing an outcomes evaluation framework and obtaining independent assessments of the program's delivery processes and outcomes will provide meaningful evidence to support future funding applications and acquittals.

“Local businesses love to employ local people. And local residents love having a short commute to and from work. If we can help employers find local workers we’ve achieved a win-win situation for everyone and contributed to the long-term economic health of our community.”

MARIA DIMITRIOU COORDINATOR LOCAL EMPLOYMENT PARTNERSHIPS, HUME CITY COUNCIL

Critical success factors

- ✓ Establish a solid business case to present to management.
- ✓ Engage with your councillors to generate understanding and support.
- ✓ Establish strong, collaborative local governance.
- ✓ Embed the ‘local jobs for local people’ approach in strategic plans and community vision statements.
- ✓ Establish and adequately resource an internal team of LMFOs.
- ✓ Build strong partnerships over time with local stakeholders.
- ✓ Continue to secure internal and external funding and resources.
- ✓ Be neutral and fair in all dealings with employment service providers, training organisations and other stakeholders.
- ✓ Keep the program approach flexible so recruitment and training solutions can be tailored and targeted.
- ✓ Use online talent communities to connect local employers and jobseekers, however do not rely on them as the sole methods of engagement. The most crucial element is providing direct support through an internal team of LMFOs.
- ✓ Uncover the hidden local job market.
- ✓ Tailor messages about the program for each audience. For example, if a high proportion of residents have low levels of education or English proficiency, bear that in mind when communicating with them and assist employers to do the same.
- ✓ Walk the talk. Demonstrate the intention to employ local people in the council’s internal recruitment activities.
- ✓ Monitor job placements for at least six months to support sustainable employment outcomes.
- ✓ Keep rigorous records and monitor and evaluate program outcomes.

Glossary and abbreviations

EEO	Employer Engagement Officer
ELC	Employment and Learning Committee. ELCs are formal committees that bring together employment and learning providers to support the community by maximising employment and learning opportunities for local residents. Membership includes jobactive providers, disability employment services providers, local and state government employment and human services representatives, local learning and employment networks, and local training providers.
ELO	Employment and Learning Officer
ESP	Employment service provider. Organisations funded under the Australian Government's jobactive initiative to connect employers and jobseekers.
HCC	Hume City Council
jobactive	The Australian Government's initiative to get more Australians into work. It connects jobseekers with employers and is delivered by a network of jobactive employment service providers in over 1,700 locations. These service providers are important collaborators in a council-led Local Jobs for Local People Program.
LGA	Local Government Area
LJFLP	Local Jobs for Local People
LLEN	Local Learning and Employment Networks. LLENs is a Victorian initiative that networks with families, schools and employers to help disengaged youth find valuable education, training and employment pathways.
LMF	labour market facilitation
LMFO	Labour Market Facilitation Officer
place-based	placed-based approaches develop and deliver local solutions to local problems. They are particularly effective for addressing entrenched poverty and disadvantage.
RTO	registered training organisation
Scanlon Foundation	A philanthropic foundation established in 2001 with the purpose of enhancing and fostering social cohesion within Australia.
Youth Jobs PaTH	an Australian Government initiative to address youth unemployment. It is designed to support young people to gain the skills and work experience they need to get a job and has three elements: Prepare – Trial – Hire. The initiative supports employers to host internship placements and provides them with incentives when they take on a young person.
Welcoming Cities	An initiative of the Scanlon Foundation and Welcome to Australia that supports local councils and community leaders to leverage the ideas and innovation that come from being welcoming and inclusive.

HOW TO BECOME A WELCOMING CITY

Welcoming Cities is an initiative that supports local councils and their communities to become more welcoming and inclusive. Welcoming Cities is creating a national network of cities, shires, towns and municipalities that are committed to an Australia where everyone can belong and participate in social, economic and civic life.

Numerous campaigns and initiatives support the development of socially cohesive communities, but how do you know if you are being successful and how do you benchmark and advance this work?

Welcoming Cities supports local councils and their communities in **four** key areas:

- 1. Knowledge Sharing**
- 2. Partnership Development**
- 3. Celebrating Success**
- 4. Standard + Accreditation**

To join a growing global movement of welcoming, prosperous and cohesive communities, go to **www.welcomingcities.org.au**



WELCOMINGCITIES

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Scanlon Foundation

www.scanlonfoundation.org.au

Welcoming Cities

www.welcomingcities.org.au