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## Executive Summary

Hume City Council along with its project innovation partners has been delivering the Hume Community Revitalisation Project (HCRP) since July 2017 to improve the economic and social inclusion of resident living in the postcodes of 3047,3048,3061 and 3064. HCRP has adopted a place-based approach to economic participation and has made a significant impact on improving the economic inclusion of residents/participants. The strength and merit of HCRP has resulted in continued investment by the Victorian government in HCRP until 2025.

During August – October 2021 a co design and consultative process was undertaken with key Hume stakeholders and residents to gauge the strengths and challenges faced in the existing Hume jobs and skills system to help inform the area of foci and theory of change moving forward. The Hume Community Revitalisation Learning and Impact Plan was developed because of a detailed analysis, findings and recommendations from the co-design process.

This HCR Learning and Impact Plan recognises and harnesses existing effort to strengthen the Hume jobs and skills system and ways of working to influence systemic change and collective impact. This plan provides the roadmap, sets the short term and long-term priorities and activities on how it will support local Hume residents to access and sustain local employment and self-employment through:

- community-led governance ensuring diverse community voice and participation,
- strategic coordination and co-design between Council and DJPR and relevant local stakeholders of wrap-around supports for jobseekers, leveraging relevant community initiatives and services,
- strategic engagement with local employers, businesses, and industries,
- ongoing data-driven monitoring, evaluation, and learning, and
- coordinated and flexible use of existing resources.

The Hume Jobs and Skills Taskforce will provide the strategic governance and oversight of this Learning and Impact Plan. the purpose of Hume Jobs and skills Taskforce is to strengthen the collaboration and provide strategic stewardship in Hume so that the Jobs and Skills system works for all residents. In doing this it will advocate for initiatives that will create close links between employment and training service providers and employers. The aim is to improve local employment opportunities for Hume City residents and assist in developing a more effective and more accessible local workforce for businesses.

## Our Vision for Change

The City of Hume is proud of strong collaborative networks across diverse stakeholder groups that have been working cohesively to enable 'Local Jobs for Local People' since 2011. With strong governance support from the Hume Jobs and Skills Taskforce and its various working groups have provided the strategic stewardship to guide our Community Revitalisation work so far. Partners and their strong programmatic interventions have enabled several residents realise their employment or entrepreneurial goals.

With over 838 Hume residents supported and 360 individuals (women, young people, CALD persons) placed in jobs or into entrepreneurship since the start of CR in 2017, we decided to reflect on our journey so far and develop our change strategy for the next 3-4 years through a co-design process.

Our work is underpinned by the strategic objective of Hume City Council to build- **Theme 1: A community that is resilient, inclusive and thriving.**

- 1.1 Create learning opportunities for everyone to reach their potential through all stages of their lives.
- 1.2 Provide opportunities and support business growth to create accessible local jobs for our diverse community.

Therefore, our vision for the next phase of CR is to build on the strengths of the local jobs and skills system through improved collaboration and a data-driven processes that put the voice of lived experience at the heart of what we do. This system-change journey would also require the State and Commonwealth government to align resources and investment to our community-led agenda that continues to strengthen economic participation Hume City residents and supports development of a more effective and accessible local workforce for businesses.

<b>SHARED VISION FOR HOW THIS WORK WILL IMPACT CHANGE</b>	<b>ANTICIPATED OUTCOME</b>
To strengthen the collaboration in Hume so that the Jobs and Skills system works for all Hume residents.	Our ultimate long-term (10 years +) outcome is that: all residents in Hume have access to meaningful employment.  This will be ensured in the long run by achieving: <ul style="list-style-type: none"><li>• greater equity of access to meaningful jobs for CALD, youth and older people in Hume.</li><li>• Improving unemployment rate to be better than Australian and Victorian averages.</li></ul>

## Guiding principles

The principles that guide us in building this high functioning jobs and skills system in Hume are:

- We focus on the strengths of the Hume community and learn into what could be improved, rather than get stuck on what's not working.
- We are inclusive and recognize that everyone in the system (locally and wider) has power that can be harnessed toward our shared vision, rather than being in the hands of a few.
- We put the expertise of people with lived experience at the heart of our collective decision making, rather than just consult.

## Local Change Strategy

It is acknowledged across the collaboration and partners that there is a need for systems change to ensure all residents in Hume will have access to meaningful local jobs.

To achieve this, we will build on what's currently working well and transition to a more collaborative system through strengthened ways of working.

### **Long-term and short-term outcomes**

#### **In the short term (1-2 years):**

- Policies and resources of State and Commonwealth government will start to align to the community led agenda for change.
- Local employers, business and industries will be more collaborative and align efforts to the community led agenda for change
- Employers employ diverse residents across Hume because they believe it will benefit their business
- Wrap-around supports for jobseekers and their families are more targeted, holistic and integrated.

#### **In the long term (3-4 years)**

- State and Commonwealth resources and policies for the Hume jobs and skills system will enable the community led agenda for change.
- Hume is a community of choice for residents and employers to achieve their goals
- Residents from diverse\*\* (including but not limited to CALD, women, young and mature aged (55+) people, people with disability, Aboriginal and Torres Strait Islander (ATSI)) groups in the community\* will feel connected and able to use their skills locally
- The service sector thinks and acts systemically embedding systems innovation in its practice.

### **In the longer term (10+ years) the ultimate outcome will mean:**

- There is greater equity of access to meaningful jobs for unemployed residents including CALD, women, young and mature aged (55+) people, people with a disability and ATSI in Hume.
- The Hume unemployment rate is better than Australian and Victorian average. *(As of September, Quarter 2021 Small Area Labour Market statistics the unemployment rate for Hume was 10.1% as compared to Australia and Victoria both at 5.6%)*

### **Activities undertaken to achieve these outcomes**

- Continue to support and strengthen governance structures such as Hume Employment and Learning Committee, Hume Jobs and Skills Task Force
- Monitor the changes regarding employment services (Commonwealth & State Government) as of 1 July 2022 and continue to be complimentary rather than duplicate existing services
- Look for opportunities for leveraging off existing funding and supporting collaborative projects
- We will continue to support relevant programmatic initiatives to improve job readiness, work with employers to improve better employment practices
- Continue to collect case studies and start collecting stories of change of residents more regularly through existing working groups and individuals, use the learnings and findings from these to adapt service provision, inform decision making and close the loop
- Explore opportunities and methods to include or take account of the voice of lived experience in decision-making?

### **Underpinning Assumptions**

- That if employers are more networked, align their efforts to the Hume community agenda for change, and value diversity, then more jobs will be available to local residents who do not currently have job opportunities.
- That more local residents will have meaningful jobs if they are employed by businesses.
- That we are having the most impact with the resources we have for programs by prioritizing services for Aboriginal and Torres Strait Islander peoples, CALD, young people, people with a disability and mature aged (55+) residents.
- That collaboration drives collective impact and more effective use of resources
- That Federal, State and Local Government will consult the Taskforce to better align resources to the community led agenda

## Ways of working

We will be prioritising strengthening the following ways of working to enable an effective and efficient system change process.

Ways of working	Current state	Future state	2022 priority
<b>System Mindsets and Leadership</b>	<p>People are seeing the interconnections of drivers of inequity across the system and the value of collaborating to create enduring and systemic change.</p> <p>Actions, mindsets and shared leadership are mainly focused on discrete program interventions at this point in time, with an interest in transitioning toward a more systemic leadership approach across the collaboration.</p>	<p>Hume collaboration is thinking &amp; working systemically and using collective power to tackling barriers of residents in jobs.</p> <p>Build the influence of the Taskforce in leading collaborative systems change through deepening understanding of the work, transparency of decision making, role, value and purpose amongst the collaboration.</p>	<p><b>Systems mindset and leadership underpins how we think, act and be as the backbone team and the collaboration</b></p> <p>We will prioritise Strengthening relationships and networks for change through our innovations.</p>
<b>Collaboration</b>	<p>Jobs and skills ecosystem are engaged across the collaboration with a recognition that the structures for having a collective impact are in place and can be further strengthened with a focus on culture and ways of working for systems change.</p>	<p>Strengthen the backbone as a strategic support function for the Hume collaboration.</p> <p>Partners drive collaborative initiatives, with support from HCC as a backbone.</p> <p>Collaborating with other actors/players outside of jobs and skills system who share a common purpose e.g., Housing; women; D&amp;A; child protection</p>	<p><b>Our community led agenda for change is the anchor for all we do as a collaboration</b></p> <p>Include people with lived experience in decision making</p> <p>Deepen engagement and alignment of partners beyond individual representation</p> <p>Strengthen the collaboration amongst employment service providers to get local people in local jobs</p>

<p><b>Evidence and Data</b></p>	<p>Qualitative and quantitative data sets are mainly held by individual organisations and are not yet shared and there is not an overarching measurement, evaluation and learning system for the collaboration.</p>	<p>Hume will have a system map of the service sector and employers</p> <p>Data sets continue to be readily available for partners to inform design and investment aligned to the community agenda for change</p>	<p><b>Measurement, evaluation and strategic learning is continually informing our decisions</b></p> <p>Hume Jobs and skills collaboration data are aligned with CR plan and MEL framework and activities</p> <p>Agencies start sharing data with the wider collaboration to inform priorities, alignment and design</p> <p>Data / MEL is an engine of the collaboration</p>
<p><b>Power for Purpose</b></p>	<p>There are patches of groups comfortable with openly talking about power, including systemic racism, gender and how power is used and shared in the collaboration itself</p> <p>There are different understandings of what this means for the collaboration and an openness to explore working with power more explicitly.</p>	<p>Talk more explicitly with power and against racism across the collaboration</p> <p>Power literacy and cultural awareness</p>	<p><b>We understand and use our personal and collective power for the community led agenda for change</b></p> <p>A new way of working is established which is more inclusive and people with lived experience and Aboriginal people are included in the conversation</p>



<p><b>Collaborative Governance</b></p>	<p>HCC is seen as a neutral and stable backbone team supporting coordination and collaboration amongst the jobs and skills ecosystem</p> <p>State Government recognizes the strength of the collaboration and HCC's role as lead organization</p> <p>Alignment of decision making (funding, policies, practices) are starting to align to the community priorities, although this is patchy across State and Commonwealth Government</p>	<p>Collaboration support from a strategic backbone team</p>	<p><b>Our collaborative governance includes people with lived experience and is supported by a strategic backbone</b></p> <p>Community voice to be included in decision making</p>
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## Priorities

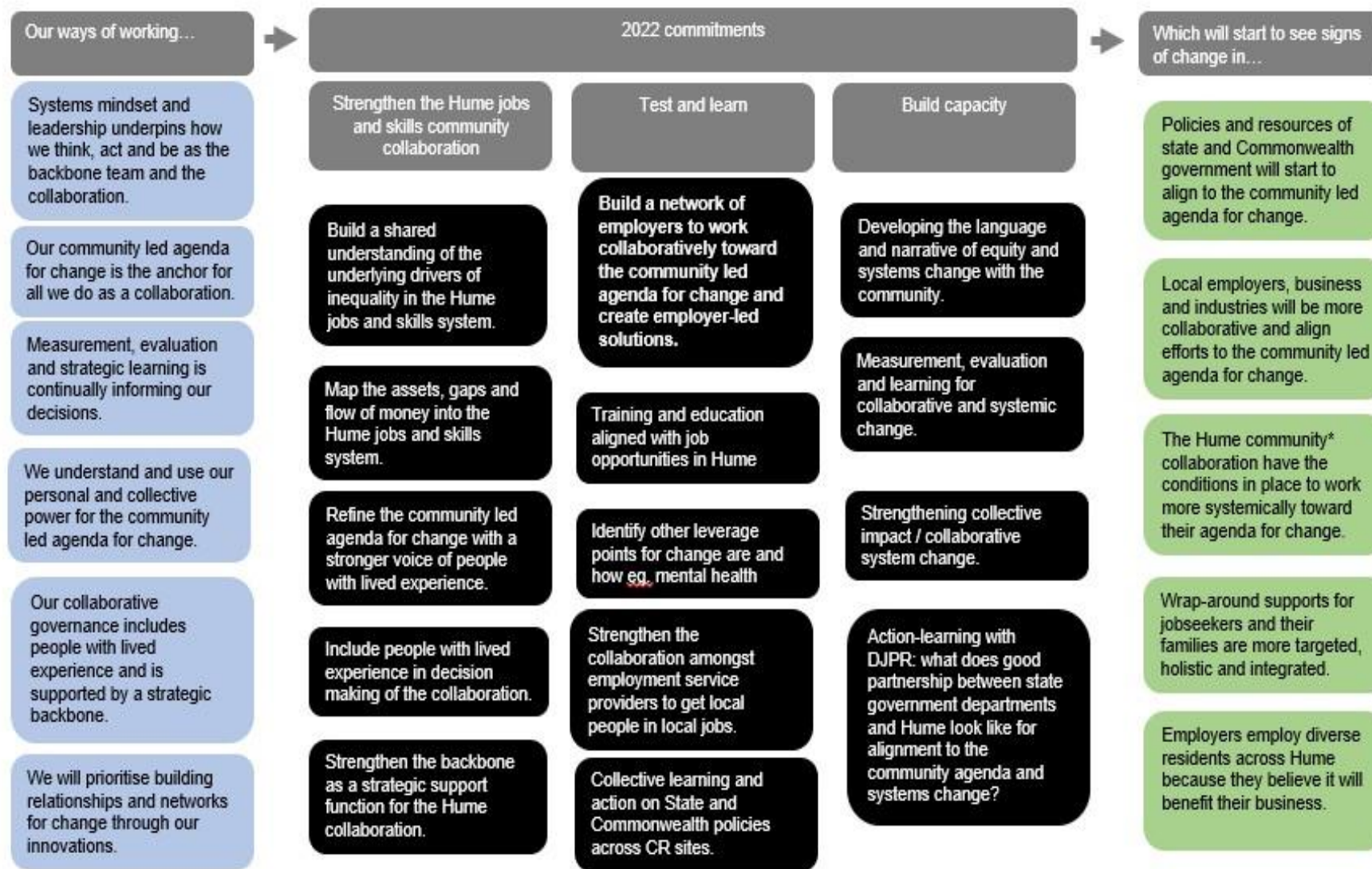
Below table outlines key components of the framework that will be strengthened through the next phase of work of HCR.

Priority	Why we have chosen it	Current stage	What will success look like?	Link to high-level outcome
Community-led governance and vision, including diverse community voices	To enhance cohesion and strengthen partnerships, action and collaboration	<p>Transparent governance with common agenda</p> <p>Established Hume Jobs and Skills Taskforce Sub-committees and working groups are established based on emerging needs and priorities</p> <p>Existing relationships/ partnerships and engagement through Hume Employment Learning Committee and other committees aligns to the work of Taskforce</p>	<p>Local governance can resolve some systems 'blockages'</p> <p>Inclusion of lived experience in decision making</p> <p>Better participation and meaningful contribution from existing stakeholders</p>	<p>The service sector thinks and acts systemically embedding systems innovation in its practice</p> <p>Residents from diverse** groups in the community* will feel connected and able to use their skills locally.</p>

Priority	Why we have chosen it	Current stage	What will success look like?	Link to high-level outcome
Strategic engagement with local employers, business & industry	There is a mismatch between job seeker and employer expectations	Employers & industry integrated in ongoing design & implementation of pre- and post- employment support.	<p>Instances of key business/industries able to support job seekers to maintain employment</p> <p>Local employers, business and industries will be more collaborative and align efforts to the community led agenda for change.</p> <p>Increased number of people maintaining employment</p> <p>Industry capability is enhanced, and a Hume framework created for inclusive and diverse employment practices</p> <p>Local training is tailored and aligned to the job opportunities in Hume.</p> <p>Greater equity of access created for Hume residents to acquire meaningful jobs</p>	<p>Local employers, business and industries will be more collaborative and align efforts to the community led agenda for change.</p> <p>The Hume unemployment rate is better than the Australian and Victorian average.</p>

Priority	Why we have chosen it	Current stage	What will success look like?	Link to high-level outcome
Strategic coordination and co-design of wrap around supports, leveraging and adapting existing work	Leverage and support the work of Hume Business and Jobs Recovery working group	<p>Instances of impact for individuals and families (specific cohorts and/or micro-places)</p> <p>Opportunities created for Hume residents and wrap around supports for jobseekers and their families are more targeted, holistic, and integrated.</p> <p>Strengthen the Hume Employment and Learning Committee and ways of working with organisations that are ELC members</p>	<p>Sustainable &amp; reliable tailored delivery for individuals and families &amp; employment outcomes at the community level</p> <p>Wrap-around supports for jobseekers and their families are more targeted, holistic, and integrated.</p>	<p>The service sector thinks and acts systemically embedding systems innovation in its practice</p> <p>There is greater equity of access to meaningful jobs for CALD, young people, women, mature aged (55+), persons with a disability and ATSI in Hume.</p>
Coordinated and flexible use of existing resources.	To enable us to be agile and respond to the emerging needs of community and our businesses	Capacity building to achieve sustainability and self determination	Baseline and a gaps analysis available to better understand and inform investment in the	Funding is aligned to community-led priorities

# 12 month roadmap (January – December 2022)



## Action Plan

1 January 2022 – 31 December 2022

Priority	Activities	What does success look like?	Timeframe
<p>Strategic engagement with local employers, business &amp; industry</p>	<p><b>SEED Initiative</b> (delivered by ArcBlue) The Social Employment Procurement and Economic Development (SEED) is an approach which will be integral to the systemic and theory of change in Hume's Jobs and Skills ecosystem.</p> <p>SEED will create systemic change through the development of a Hume Framework and the way Hume businesses recruit to adopt inclusive and diverse employment practices and create social impact through social procurement.</p> <p>In the initial phase 10 anchor businesses have been identified to show case <b>and</b> implement best practice and contribute to the overall Hume framework with the view that additional Hume businesses become signatories to the Compactus. It is intended that Hume City Council will independently run SEED in mid-2023 or early 2024.</p> <p>Establish formal participation in the Program from 10 local employers through one-on-one engagement and consultation.</p> <p>Identify and engage with other key program partners as required, e.g.: State</p>	<p>Established opportunities with businesses/employers to connect and collaborate-SEED portal Peer to peer support to learn about other business practices</p> <p>More businesses to join the SEED program from the initial 10 businesses Supporting more women into sustainable employment</p>	<p>Feb 2022 – 31 Dec 2022</p>

Priority	Activities	What does success look like?	Timeframe
	<p>Agencies, job service providers &amp; other identified stakeholders.</p> <p>Bring together relevant workforce and procurement data and undertake economic modelling to demonstrate the local economic and employment impact of changes in practice in Hume.</p> <p>Training and employment pathways programs</p>		
<p>Coordinated and flexible use of existing resources</p>	<p><b>Mapping assets in Hume – Mitchell Institute</b></p> <p>Create Community assets database for the Hume jobs and skills system</p> <p>Gaps analysis - focused on both gaps and duplications in service provision.</p> <p>Geographical maps representing the distribution of assets across Hume.</p>	<p>Better flow of resources, funding and infrastructure</p> <p>Identify gaps in the existing services to help inform CR projects and opportunities for funding</p>	<p>Feb 2022 – June 2022</p>
<p>Strategic coordination and co-design of wrap around supports, leveraging and adapting existing work</p>	<p>Continue to provide opportunities for Hume residents with peer-to-peer support through existing programs:</p> <ul style="list-style-type: none"> <li>• Stepping Stones to social inclusion delivered by the Brotherhood of St Laurence</li> <li>• Passport to work – Juno Institute</li> </ul>	<p>Broker strategic partnerships with Hume business to prioritise local jobseekers through Local Jobs for Local People</p> <p>Create a community to spread the work that is being done in Hume and develop sustainable support systems for job seekers.</p>	<p>Jan 2022- 31 Dec 2022</p>

Priority	Activities	What does success look like?	Timeframe
	<p>Facilitate partnerships and activities to build the connectedness and capacity of existing programs - Connect people to peer support/network groups</p> <p>Stepping Stones will focus on working with existing women over the next two years to build their financial independence and develop their business ideas</p>	<p>Create sustainable support for migrant women to build their financial independence by the establishment of small businesses led by migrant women</p>	
<p>Community led governance and vision, including diverse community voices and participation</p>	<p>Developing a community led agenda for change</p> <p>Enable opportunities for people with lived experience to share their stories through existing working groups viz Multicultural Advisory Group, HIN, Youth Networks and Committees, Community Champions, etc and share findings with partners and HJSTF to inform decision making</p> <p>Capture stories of change through existing working groups, partners and individuals through one-on-one interviews/small focus groups and continue to collect case studies</p>	<p>Inclusion of lived experience and stronger community voice in governance and decision making</p>	<p>Jan 2022 – Dec 2022</p>



Priority	Activities	What does success look like?	Timeframe
	<p>Share findings with partners and Taskforce to inform decision making</p> <p>Promote community voice and role in governance and decision making – Taskforce, ELC, etc</p> <p>Explore options of how we formalise lived experience in decision making</p>		
Ongoing data-driven monitoring, learning and evaluation	<p>Building a culture of data-informed learning.</p> <p>Working with DJPR appointed MEL partner to develop MEL framework that is tailored/relevant to Hume CR work</p> <p>Continue to collect stories from people with lived experience (document theory of change journey)</p>	Measurement, evaluation and learning for collaborative and systemic change	Jan 2022-Dec 2022

## Stories of Change

### Quotes from lived experience consultations

*'Hume has a positive active network and was able to find resources available to assist with job search. I was amazed at the number of programs that were available to residents.'*

*'The mindset of organisations needs to change to include what new migrants have to offer. Many can be taken advantage of as they don't know Australian processes, they don't want to make a fuss or complain as they are happy just to find work anywhere in some cases.'*

*'Having a job made a huge impact on my life, not because I needed money but more because it gave me sense of belonging, sense of contributing and a sense of participating.'*

*'The lack of connections with people who are in employment made it hard for me to know what to do.'*

*In starting a business: 'People need step by step information if they are migrants, its hard to navigate through websites, easy guides would be useful for people when starting a business. I was able to navigate myself, but it took time, I made a lot of mistakes, but I was able to work it out, however other people will find it hard.' It would be very helpful if the information was more accessible to people and provided in an easier format'.*

*'PPTW was remarkable in its design and purpose, the participants were all at different levels of education and social backgrounds, (PPTW) connected everyone, and showed us how to go back to basics on how to market ourselves to find jobs'*

*'If candidates meet the employer without the agency in the middle, there are more chances to get the jobs that are matched to the professional and educational qualifications of a person.'*

*'Redtapeism', policies/process can deter the successful matched outcome for the person.'*

*'Increase the connections to community to employers and sector.'*

*'CALD communities find out about jobs in Australia and experiences others have through word of mouth – it is very powerful.'*

*'There is a stigma from employers if people disclosed mental health issues such as depression and anxiety and many have lost jobs. People are being discriminated for disclosing. This could be a barrier for people to continue to seek employment.'*

*'We need to create more opportunities for young people such as work experience in administrative roles and not just work in McDonalds, Coles or other retail settings'*

## Glossary

<b>Asset Mapping</b>	Community asset mapping is a strength-based activity that involves collecting information about existing assets within specific area.
<b>Community</b>	Defined as: business, government local/state/commonwealth, residents, community service providers, NGOs, educational providers
<b>Diverse groups</b>	For the purposes of HCRP includes but is not limited to residents from Culturally and linguistically diverse backgrounds (CALD), young people, women, mature aged (55+), persons with a disability and ATSI unemployed residents
<b>ELC</b>	Employment and Learning Committee a formal committee that brings together employment and learning providers to support the community by maximising employment and learning opportunities for local residents.
<b>HCRP</b>	Hume Community Revitalization Program offers new pathways to employment for those facing entrenched barriers to meaningful and ongoing work.
<b>HJSTF</b>	The Hume Jobs and Skills Taskforce (HJSTF) provides strategic stewardship for planning whole of government and community support to improve employment opportunities for Hume residents while providing an effective labour supply to local businesses
<b>Jobactive</b>	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.
<b>MEL</b>	Measurement, Evaluation and Learning (MEL) Framework sets out the approach to assessing the performance of the Community Revitalisation Program
<b>SEED</b>	Social Procurement, Employment and Economic Development (SEED) is a collaborative program that aims to create employment opportunities for local people by working with local businesses to improve their social procurement and inclusive employment practices

<b>HumeLink</b>		Multilingual telephone information service		Enquiries 9205 2200	
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