



Hume SEED Roadmap



Acknowledgment of Country

Hume City Council recognises the rich Aboriginal heritage within the municipality and acknowledges the Wurundjeri Woi Wurrung, which includes the Gunung-Willam-Balluk clan, as the Traditional Custodians of this land.

Council embraces Aboriginal and Torres Strait Islander peoples' living cultures as a vital part of Australia's identity and recognises, celebrates and pays respect to the Wurundjeri Woi Wurrung Elders past, present and future.



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Introduction

Hume City Local Government Area (LGA) is one of the fastest growing and culturally diverse communities in Australia. While many people move to Hume City to enjoy the affordability and diverse lifestyle opportunities, there are also many areas of entrenched socio-economic disadvantage and high levels of unemployment.

2020-2022 have been extraordinary times, creating intense pressures on businesses and driving the already high unemployment rates in Hume City to more than three times the national average. Critical workforce challenges have also arisen due to Covid-linked personnel shortages. Hume City Council understands how challenging this situation has been and still is for local businesses, as well as the broader community. During this time the Council recognised the importance of a strong local business collaboration to support the growth of Hume City and its residents.

In 2021, Hume City Council engaged ArcBlue Consulting to initiate a program based on the SEED (Social Procurement, Employment and Economic Development) model and develop a roadmap to rollout a set of recommendations and actions for the municipality.

The program seeks to harness the power of private and public sector spend to create jobs in Hume City while working with businesses to untap talent through building inclusive employment capability. Working collectively to make small changes to the way business is done, significant positive impact can be made for the Hume community.

Purpose of the Hume SEED Roadmap

The Hume SEED Roadmap (the Roadmap) is an outcome of integrating the SEED model with seven months development work in Hume with Hume City Council, including research into the region and engagement with leading local industry partners and supporting initiatives.

The Roadmap recognises the work, policies, investment and on the ground services that are already in place and seeks to build a place-based ecosystem around them to maximise outcomes for the residents of Hume.

The Roadmap provides an overview of the program, the regional context, the barriers and opportunities identified and series of recommended actions for delivery over the next three years. It enables Hume City Council to develop a local ecosystem that connects policy, investment, and services already in place and provides support in areas where there are gaps.



The Challenge



Local data shows that there is significant untapped talent within the community, particularly amongst those who gained qualifications or experience overseas. However, many of this community experience barriers to work including travel to jobs outside of Hume City.



Many organisations have moved to Hume City for affordability and logistics and would also prefer a local workforce to increase likelihood of staff retention. COVID-19 has created additional pressures on businesses who are struggling to find staff.



While new industries are creating new employment there is opportunity to create greater connection between local employers and the local community. However further support for many organisations to become inclusive employers is needed to harness this opportunity.



Additionally, evidence shows that improving social impact through local economic development is most successful when existing money and investment are held onto by the local economy.



Alongside regular spend there is significant investment committed to Hume City through State and local construction and infrastructure projects. Harnessing even a small shift of this expenditure in Hume City would create more jobs and significant economic growth for the City as we emerge from the Pandemic.

Snapshot of Hume City

Hume City is a diverse community both in its people and its landscape. Home to over 241,000 people who live across an area of 504 square kilometres. The southern parts of the city are well-established urban areas, while the north remains rural in character.

Hume communities are built around the established suburbs of Broadmeadows, Tullamarine and Gladstone Park in the south, the growing suburbs of Roxburgh Park, Craigieburn, Greenvale, Mickleham, Kalkallo and Merrifield in the north-east, and the township of Sunbury in the north-west.

Hume is one of the fastest growing regions in Australia. Alongside established communities there is a high influx of new families (particularly from overseas) as well as new industries. The Council has a critical mass in population, a large skilled workforce, strong economic assets (i.e. Melbourne Airport, employment land readily available, world class transport and logistics infrastructure, excellent B2B opportunities), and a commitment to ongoing infrastructure investment.

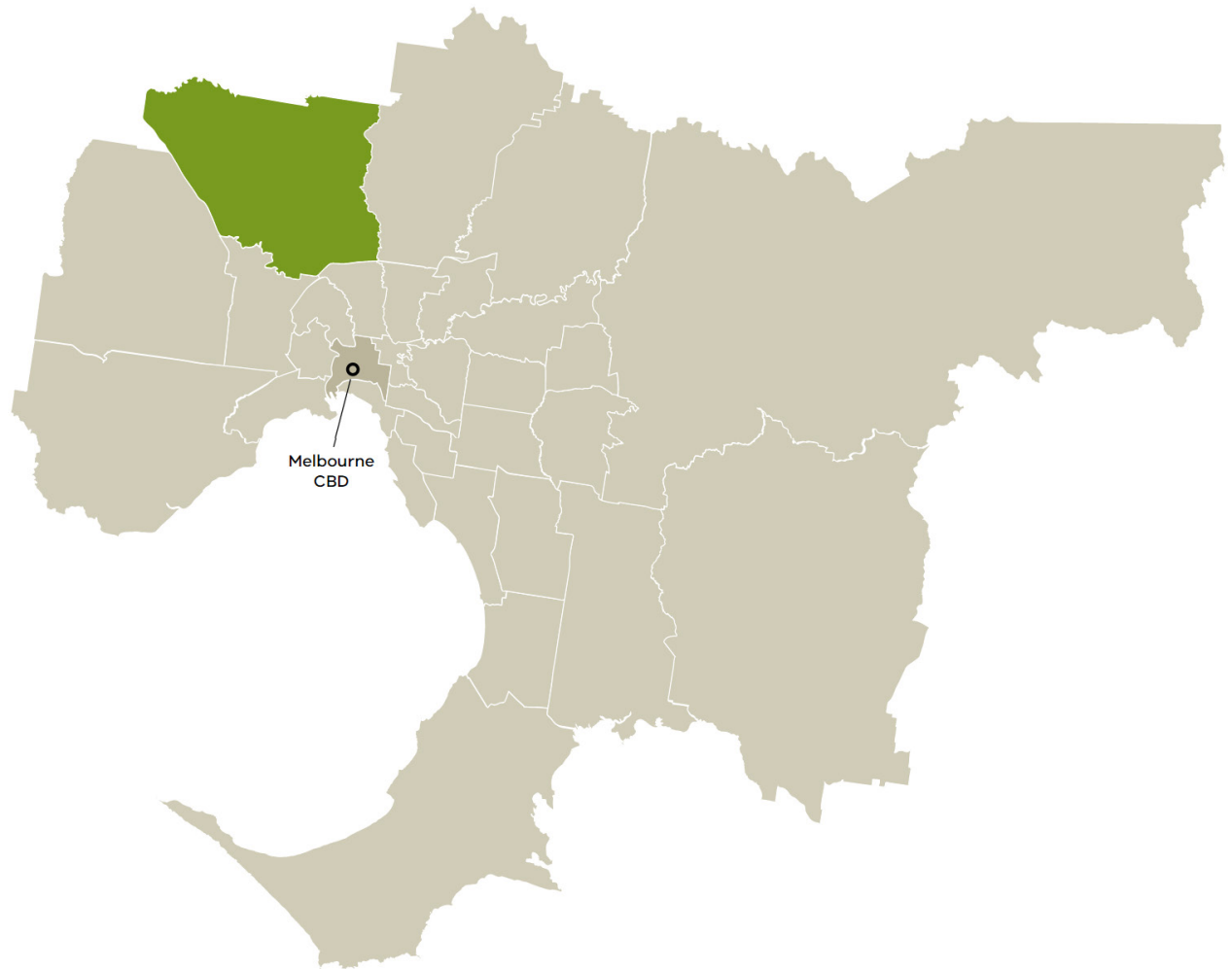
Hume also has high levels of unemployment with some areas of persistent socio-economic disadvantage.

Snapshot of Hume City

Over the past 6 years, local industry faced important challenges, including the closure of Ford Australia manufacturing plant in Broadmeadows in 2016, which had a severe flow-on effect into the local supply chain and workforce. While Federal, State and local government helped retrenched workers find a new job or transition into other industries, the barriers faced by some communities were exacerbated.

Hume City Council then invested and successfully attracted new industries in Hume City with an increase of businesses in the Tourism and Manufacturing industry.

The region continues to be successful in attracting new industries, however this also contributes to a constantly evolving landscape for industry and workforce, creating complexities about matching local skills and employer needs.



Snapshot of Hume City

ECONOMIC

20,000 businesses in Hume employing 124,000 people



Top 5 employing industries: Transport, Postal and Warehousing, Manufacturing, Construction, Retail Health Care and Social Assistance

EMPLOYMENT

Participation rate (population in labour force): 58%



Local workers gender distribution:
Male: 61.2% and Female: 38.8%

Unemployment rate: 8.7%

Particularly in:

- Broadmeadows, where 19.3%
- Meadow Heights (19.1%)
- Campbellfield (18.1)

SUBURBS

Established suburbs of Broadmeadows, Tullamarine and Gladstone Park in the south



Growing suburbs of Roxburgh Park, Craigieburn, Greenvale, Mickleham, Kalkallo and Merrifield in the north-east, and the township of Sunbury in the north-west

DIVERSE COMMUNITY



Aboriginal and Torres Strait Islander Population: 0.7%

Residents speak 153 languages

- Language at home other than English: 45%
- Arabic: 8.3%
- Turkish: 6.8%

Come from 156 countries

- Overseas born: 36%
- Both parents born overseas: 54.4%

Postcode 3047 (Broadmeadows, Dallas, Jacana) has the fourth highest number of asylum seekers in Victoria (194 people)

QUALIFICATION & OCCUPATION



University qualification: 15%
Trade qualification (certificate): 18%

20-24 years old who have a Year 12 qualification: 73%
Increased from 68% in 2011

Technicians and Trades Workers: 15.4%
Clerical and Administrative Workers: 14.8%
Professionals: 14.1%
Community and Personal Service Workers: 12%

COMMUNITY PROFILE



Male: 49.8%
Female: 50.2%
Median Age: 33
Average children per family: 2

4.1% of total age group (20 to 59 years old) need assistance

Socio-Economic Indexes for Areas (SEIFA) ranking of 947

8.1% of population indicated having a low level of English proficiency (Greater Melbourne: 5.6%)

Provided unpaid assistance to a person with a disability: 12.6%

INCOME



Gross weekly household income:

- Less than \$650: 18.4%
- More than \$3,000: 11.2%

Median weekly personal income: for people aged 15 years and over: \$529

Median weekly rent: \$320
Households with mortgage repayments greater than or equal to 30% of household income: 12.6%

29.9% of home owners are at risk of mortgage stress

Impacts of COVID-19

Hume City Council's mid 2021 Covid Recovery Action Plan identified that in the first year of the Pandemic that Jobseeker and Youth Allowance claims had doubled, financial disadvantage had risen by 87% and resident's working hours had reduced by 34%.

Consistent with the broader Victorian community, barriers to employment increased for already disadvantaged groups and more young people and women lost work or experienced reduced hours.

Vulnerable industries were also highlighted by the Council's Recovery Action Plan and included:

- Airline (Melbourne Airport) and tourism/visitor economy industry related employees
- Casual workers across all industries and gig workers
- Hospitality and visitor economy businesses
- Retail businesses and other sectors deemed 'non-essential' during the lockdown
- Sport and recreation providers
- Artists and Creative industries.

Findings from engagement with industry partners during the development of SEED showed significant stresses on employer workforces. Many organisations have struggled to find staff, especially for casual positions, as jobseekers look for more secure work.

The industrial and visitor economy sectors are now entering their recovery phase with over 1,000 new 'pipeline' jobs* expected over the next 18 months, as well as expected ongoing employment recovery in retail and hospitality. Businesses are now facing a new challenge with limited workforce available to support their recovery from COVID-19.

*Reference [Hume Council's commitment to recovery and reactivation](#)

The SEED model is a place-based program that builds a network of leading private and public industry partners working together to create economic opportunities for local people and businesses in regions. Based on international and Australian best practice, the SEED model works to create jobs and strengthen local economies through building collaboration and driving social and local procurement and inclusive employment outcomes.

The SEED model supports engaged partners to build, implement and report on action plans to improve their inclusive employment and social and local procurement capability. The SEED program connects with and draws on the resources and programs of the region to support businesses to create social outcomes.

While the SEED model has been developed by ArcBlue to be applicable to different regions, it relies on integrating with regional priorities as well as the work of local partners and champions to create meaningful local impact.

The SEED program will deliver three key outcomes:

- Building collaboration and connection between business and community
- Building a network of industry leaders to feel empowered together
- Creating impact for the local community.

Embedding structural change



Developing tools, strategies and capability and embedding change in business processes to deliver ongoing social impact that will contribute to a more prosperous local community.

Growing jobs for local residents



Maximising the impact of local and social procurement and job opportunities to create sustainable employment outcomes for priority jobseekers in the area.

The SEED model was developed through research into international and Australian best practice and local implementation and evaluation.

Key success factors have been identified as:

<p>Clear, locally owned models with shared objectives, outcomes and a visible commitment from stakeholders</p> 	<p>Ongoing engagement with community to ensure alignment with local needs</p> 	<p>Collaboration with a broad range of cross-sector stakeholders built around 'anchor' organisations</p> 	<p>Flexible and adaptable approaches – regional models with local application</p> 
<p>Valuing and building off local projects underway to inspire regional action</p> 	<p>Leveraging existing regional governance and collaboration structures</p> 	<p>Use of technology to enable information coordination, visibility, and access to opportunity</p> 	<p>Clear and specific impact measurement</p> 
<p>Enabling and building capability across all parties through education, tools and guidance</p> 	<p>Use of both direct and indirect social procurement approaches</p> 	<p>Providing effective brokerage to link demand, supply & employment</p> 	<p>Change management and continuous improvement</p> 

*Reference: Based on Research by [ArcBlue](#)

Why develop the SEED program now?

Hume City Council is fully committed to sustainable economic growth in the region and has commissioned the development of the SEED program as part of a broader strategic environment including Hume City Council Plan 2021-2025. The SEED Roadmap will support the Council's strategic objectives and other existing policies, strategies and programs both specific to Hume City Council.

The SEED program is a new approach to economic development that supports the achievement of strategic objectives and actions listed under Theme 1 of Hume City Council Plan: “A community that is resilient, inclusive and thriving.”

- 1** Create learning opportunities for everyone to reach their potential through all stages of their lives.
- 2** Promote a healthy, inclusive and respectful community that fosters community pride and safety.
- 3** Provide opportunities, and support business growth and visitor economy to create accessible local jobs for our diverse community.
- 4** Strengthen community connections through local events, festivals and the arts.

SEED builds on the considerable work already underway at Hume City Council to meet the above objectives including:

- The successful Local Jobs for Local People program which brokers connections between local jobseekers and local businesses
- Hume Multiversity which partners with leading training institutions and industry bodies to help residents develop the skills needed for the jobs of the future.

Hume SEED strategic and program environment

The Roadmap is part of a broader strategic environment including the Hume City Council Plan 2021-2025.

The various actions emerging from this program will help achieve some of Hume City Council's strategic objectives and other existing policies, strategies and programs both specific to Hume or applicable at a state level.



*Reference: Hume City Council Plan and Budget

Hume City Council - Community Revitalisation Impact & Learning plan

The Hume Community Revitalisation program delivers a range of projects that aimed to improve economic and social inclusion outcomes for vulnerable jobseekers who live in Broadmeadows, Campbellfield and Meadow Heights. The Community Revitalisation (CR) Project aims to achieve three primary objectives:



**Increase employment amongst the
local working-age population**



**Increase local labour
market demand**



**Improving the systems which
match local labour market supply
and demand**

Community revitalisation initiatives involve the community as active participants in delivering solutions:

Passport to Work	Increase the level of productivity and emotional resilience of local job seekers over a three-to-four-month period so that they are ready to move into meaningful, ongoing work
Stepping Stones to Social Inclusion	Tailored for women of refugee, asylum seeking and migrant backgrounds who are interested in wanting to start up a small business/look for work or training
Local Jobs for Local People	Hume's Local Jobs for Local People Program is a place based approach and model. It is aimed at addressing unemployment at a local level. Council acts as a trusted neutral broker between employers, developers, community organisations, education providers, employment service providers and local residents who are looking for work.



Hume as a Circular City

Hume City Council has embraced the Circular Economy model and is now leading some of the Metropolitan activities focusing on improving business efficiency and sustainability while developing social opportunities.

The Roadmap launched in 2021, Hume as a Circular City, is about adopting a new model for the economy and will focus on 14 elements including Social Impact businesses and Advanced Materials Repurposing.

Some of the activities already in place are aligning with COVID-19 recovery plan and have attracted new businesses and reformed some of the existing one already well established in Hume City.

The ability of local businesses to successfully follow the path set by Council is co-dependent on their ability to embrace and implement systemic changes within their own organisation.

As part of the SEED program, successful employment opportunities will emerge from solutions codesigned by local businesses and Council and as a result will upskill and prepare local people to the new type of roles and work coming up.

Social Procurement Framework

In April 2018, the Victorian Government released Victoria's Social Procurement Framework (the SPF or the Framework), clearly signalling the Government's intentions to better leverage its buying power to deliver improved social, economic and environmental outcomes for Victorians.

As a Local Government Agency, Hume City Council is now required to complete a Social Procurement Plan under the SPF. Hume City Council is fully committed to supporting the Government's directions under the Framework and recognises the key role it has as an organisation in advancing social and sustainable outcomes for Victorians.

With proper coordination, the SPF can also be harnessed to create local and social outcomes for the significant investment from the State into construction and infrastructure projects in Hume.

Hume City Council programs

Council Plan	The four-year Council Plan is developed in alignment with the Themes and Community Expectations from Hume City Council Plan 2021-2025. The Council Plan outlines the actions Council is undertaking during the four-year Council term and provides strategic indicators for measuring progress with the plan.
Hume Jobs and Skills Taskforce	The Taskforce provides the strategic stewardship for planning whole of government and community support to address unemployment with a priority in improving employment opportunities for Hume residents and supporting Hume businesses with an effective labour supply. This objective is closely aligned to the Council Plan which aspires to have a well-educated and employed community by creating conditions that support business growth in Hume City and creating local jobs for Hume residents.
Hume Multiversity	Hume Multiversity aims to develop and promote partnerships between business, education and community by offering a range of programs and services which increase employability and assist local businesses and industries to grow.
Towards Hume as a Circular City	A roadmap developed to support the development of Circular economy in Hume City Council and driving the Council to becoming Australia's first Circular City. A business case developed as part of the roadmap showed that the circular economy could add \$903 million to GRP and create 1,500 jobs per year in Hume by 2040.
Deakin Create Career Clinic	Asylum and Refugee professional support to gain professional work experience in Australia.
Employment Readiness Scale Assessments CEAV	Hume City Council has purchased 4 sponsor agency licenses. Partners and staff to be trained in administration of ERS. Residents to be referred to career counselling through Jobs Victoria Careers Counselling Service.
Overseas Qualified Professional Program in partnership with Melbourne Polytechnic	OQP Victoria is a unique employment-focused program which introduces overseas-qualified migrants to the Australian labour market and workplace culture. Participants will also have an opportunity to undertake a practical placement relevant to their profession.
Hume City Small Business Grants	A financial boost to businesses that demonstrate potential to create employment and contribute to building a stronger local economy.
Hume Multiversity Tertiary Scholarships	<p>The Hume Multiversity Tertiary Scholarship Program was established as a part of Council's COVID-19 recovery package in response to the impacts that COVID-19 has had on employment. The scholarship program aims to reduce barriers for Hume residents to undertake study in industries which have high prospects for future employment.</p> <p>This program will provide one-year scholarships to 70 eligible Hume residents to commence a new a tertiary qualification (Certificate III and above) with one of our participating Multiversity partners.</p>

Enabling Change - Inclusive Employment

Inclusive Employment can be defined as: 'all efforts that promote fair and equitable access to decent employment, ensuring satisfactory pay and conditions, career prospects and opportunities for social integration' (BSL 2015).*

In the current mainstream working environment, many groups are not fairly represented. Beyond simply having a diversity policy, 'Inclusive Employment' practice means: proactively targeting those facing barriers to work, and adjusting workplace practice, policy and culture to better support their sustainable employment.



Inclusion occurs when a diversity of people are respected, connected, progressing and contributing to organisational success.

- **Respected.** Inclusion occurs when a diversity of people at work feel valued and respected for who they are
- **Connected.** Inclusion occurs when a diversity of people feel connected to their co-workers and so have a sense of belonging
- **Progressing.** Inclusion occurs when a diversity of people at work have opportunities to develop their career and progress
- **Contributing.** Inclusion occurs when a diversity of people can contribute their talents and energies to the organisation

Becoming an inclusive employer broadens the talent pool organisations have access to and is widely regarded as beneficial for businesses.

Research by Deloitte research suggests that workplaces that are diverse and inclusive are twice as likely to meet or exceed financial targets and eight times more likely to achieve better business outcomes. Improved innovation, collaboration and responding to customer's changing needs are some of the top benefits reported from a more inclusive workforce.

*Reference: [Employer toolkits: building more inclusive workplaces?](#)

Diversity Council Australia (O'Leary, J. and Legg, A.) DCA-Suncorp Inclusion@Work Index 2017 - 2018: Mapping the State of Inclusion in the Australian Workforce, Sydney, Diversity Council Australia, 2017 // [Deloitte 2017 Deloitte Access Economics 2017](#) // [Diversity Dividend Report 2019 : The economic benefits of improving social inclusion](#) // [Hume City Council: Local Jobs for Local People](#)

Inclusive Employment for Hume City Council

Hume City Council has identified priority newly arrived migrants and refugees, Aboriginal and Torres Strait Islander people, people experiencing disability, mature age people, young people, women and other disadvantaged jobseekers who have been long term unemployed as priority jobseekers for the SEED program to support.

SEED team works closely with the well-established Local Jobs for Local People Program to connect the identified priority Hume jobseekers with SEED organisations for employment and employment pathway opportunities.

Hume's Local Jobs for Local People program (LJLP) is a pioneering place-based program that coordinates connections between local employers and local industry to create real local employment outcomes. Operating as a neutral broker with a detailed understanding of local skills and aspirations, LJLP is able to meet the needs of employers while finding employment for Hume residents.

The Program builds on LJLP and the considerable investment in the Commonwealth and Victorian jobs and participation programs, by working with employers to create culture change to become sustainably inclusive employers and strengthens the demand-led approach by gaining a deeper understanding of organisational goals and needs.



Enabling Change - Local and Social Procurement

Social and local procurement are when organisations redirect their spend towards businesses that can create local and/or social outcomes as well as deliver the goods and services required.



Figure 1 - Social and Local Procurement

Victorian Aboriginal business means a business that:

- is at least 50 per cent Aboriginal and/or Torres Strait Islander-owned;
- undertakes commercial activity; and
- operates and has business premises in Victoria

Social enterprises are businesses that trade to:

Intentionally tackle social problems, improve communities, provide people with access to employment and training, or help the environment. They derive most of their income from trade (not donations or grants) and use the majority of their profits (at least 50 per cent) to contribute to their social mission.

Why buy from social benefit suppliers?

Social benefit suppliers play a critical role in empowering groups who have experienced barriers to work. Aboriginal and Torres Strait Islander businesses (sometimes referred to as Indigenous businesses) empower Aboriginal and Torres Strait Islander communities to generate their own wealth and remove barriers to work for future generations. Work Integrated Social Enterprises (WISE) offer transitional employment to many who need a supported environment before moving into mainstream work.

84%



of Victoria's social enterprises focus on addressing social issues and delivering impact within the state of Victoria.

40%



of enterprises focus on creating opportunities for people to participate in their community

Victoria's social enterprises contribute over

5.2 billion

in gross output to Victoria's economy and create jobs for over

600,000 people



For every **\$1 of revenue**
Certified Aboriginal and Torres Strait
Islander Suppliers generate

\$4.41 of social return



Aboriginal and Torres Strait
Islander businesses are

**100 times more likely
to employ**

Indigenous people than
non-indigenous businesses



Why buy from social benefit suppliers?

Within Hume City the landscape of social benefit suppliers is unclear and only a small amount of certified social enterprises and Aboriginal and Torres Strait businesses have been identified so far.

Aboriginal and Torres Strait Islander businesses



Social enterprises



The SEED program is providing a platform for social benefit suppliers to connect with other 'anchor' organisations and share barriers they face when competing with mainstream businesses. Issues for social benefit suppliers identified in the development phase of the Program include:

- customers tend to underestimate the quality of work a social benefit supplier can deliver
- limited awareness of the social value of social benefit suppliers
- limited opportunities for workers in social benefit suppliers to transition to mainstream employment
- lack of knowledge of different level of skills within a social benefit supplier
- insufficient resource to devote to marketing and networking opportunities

There is a significant opportunity to identify, support and grow social benefit suppliers in Hume City as well as attract established social enterprises and Aboriginal and Torres Strait Islander businesses to the region.

Construction and Infrastructure – The Local Opportunity

Alongside business as usual spend within Hume City, billions of dollars are already committed through State and local projects within the City including rail, utilities, education campuses and Council services. Table 1 summarises some of the value of the activity happening at a State and Council level. Engagement with SEED ‘anchor’ organisations has highlighted several other capital works projects planned for the region.

The opportunity to create local jobs and grow local and social business through the range of investment is enormous. However without a coordinated approach in Hume City to ensure there are procurement-ready local and social suppliers and a ready workforce, many of the economic benefits may be realised outside of the municipality.

State Capital works program




PROPONENT	PROJECT	INVESTMENT	JOBS
 LEVEL CROSSING REMOVAL AUTHORITY	Gap road, Sunbury	Part of \$2.1 billion Sunbury line upgrade	2022/23
 MELBOURNE AIRPORT RAIL	Melbourne Airport Rail packages: <ul style="list-style-type: none"> • Airport Station Package • Viaduct Package • Corridor Package • Maribyrnong River Bridge Package • Sunshine to Albion Package, and • Rail Systems Package 	\$10 billion	2022 to 2029
 MELBOURNE AIRPORT	Elevated loop road – Stage 2	\$350 million	2023 to 2025
	Construction of a third run way	\$1.5 billion	2022 to 2025



Table 1 State Capital Works program

The Local Opportunity

Research has shown that every \$100 million spent on construction projects with local businesses creates:



\$237m
ECONOMIC IMPACT



580
LOCAL JOBS

*Reference: Based on previous research by Arcblue and Think Impact for a region with similar demographics.





Hume City Council Capital works program

To help boost the local economy and get people back to work, Hume City Council is delivering the biggest capital works program in its history with a record \$443 million that will be invested over four years to fund more than 500 projects.

Part of this capital works program includes new community facilities, preschools and neighbourhood houses, reconstructing roads, footpaths, walking and cycling paths and bridges and upgrading sporting reserves, parks and playgrounds.

Using REMPLAN Economic impacts model and the percentage of expenditure spend locally by the construction industry in Hume City (78%), the \$443M capital works program from Council would lead to an increase of direct output of \$345M in the Hume City economy. This amount will support an estimated 697 direct local jobs.

From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 707 jobs.

Hume City Council Capital works program

These figures reflect the importance and level of impact when organisations increase part of their spendings directly to the local economy. There is an opportunity for local businesses to create new jobs for local people by shifting some of their existing spendings (currently outside of Hume City) back into the local economy. Economic modelling estimates that a 5% shift in the way businesses buys goods and services can create up to 1,438 direct jobs opportunities.

The multiple rounds of flow-on effects in response to the direct change to the economy has the potential to create more indirect jobs. The overall impact for Hume City region is shown in the Figure 2 and Table 1 below.

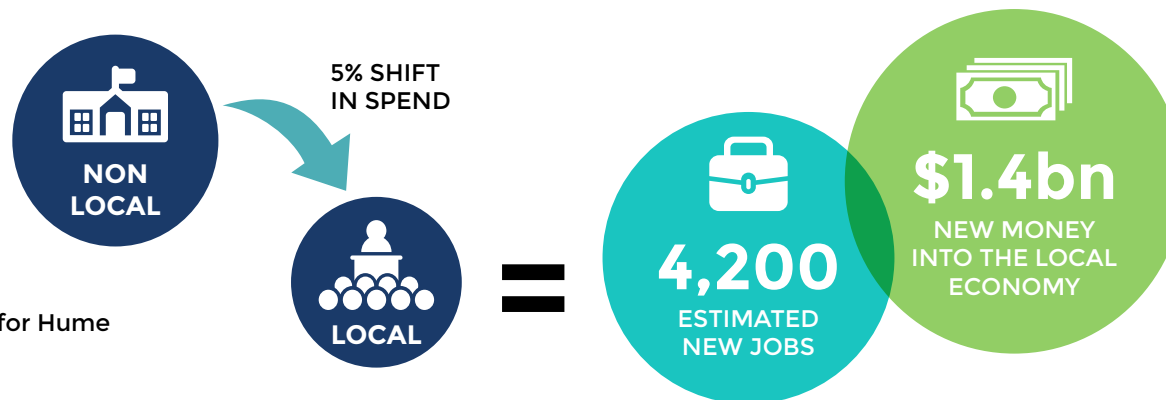


Figure 2 - Overall impact for Hume

IMPACT SUMMARY	DIRECT EFFECT	SUPPLY-CHAIN EFFECT	CONSUMPTION EFFECT	TOTAL EFFECT
Output (\$M)	\$895.190	\$287.473	\$160.656	\$1,343.319
Employment (Jobs)	1,438	671	465	2,574
Wages and Salaries (\$M)	\$123.350	\$58.719	\$30.573	\$212.642
Value-added (\$M)	\$233.611	\$107.239	\$81.633	\$422.483

Table 1 - Impact summary of 5% shift

Hume SEED Development

The first phase of the SEED program ran from August 2021 to February 2022. The key focus areas were:

- Engagement and building collaboration amongst a targeted wave of SEED 'anchor' organisations.
- Developing and supporting organisational action plans
- Building an online SEED Portal for organisations to manage action plans, reporting tools and resources including inclusive employment and social/local procurement toolkits
- Developing Roadmap to roll out SEED over the next three years.



Key milestones achieved during the development have been:

**Planning
conducted with
Hume City Council
Working Group**

**2 regional
collaboration
workshops
delivered**

**The goal of 10 'anchor'
organisations across
diverse industries was
achieved from**

- Construction
- Education and Training
- Electricity, Gas, Water
- Food processing
- Health Care and Social Assistance
- Resource Recovery
- Warehousing
- Social enterprise
- Tourism and hospitality

**10 Maturity
assessments
and Action Plans
commenced**

**Hume SEED Portal,
including reporting
dashboards and
toolkits designed
and launched**

**Over 40
stakeholder
meetings
conducted**

**More than
50 Actions
co-designed
with industry**

**Hume SEED
Roadmap
developed**

Challenges

As part of the first phase of engagement of the SEED Program, engagement with stakeholders has identified range of issues affecting local employment and business sustainability.

CHALLENGES
People move to region for affordability but can't always access meaningful employment
There are many untapped skills amongst the Hume City population; people have not always been able to find jobs locally to use those skills
There is a lack of visibility about local suppliers and social benefit suppliers making it difficult for organisations to procure locally and socially
Critical workforce shortages due to Covid mean employers are fighting fires and are struggling to find capacity to find talent by employing inclusively
Procurement is not always being recognised by industry executives for its capacity to contribute to sustainability goals
The potential local and social impact of the capital works pipeline is not realised

Opportunities

Through a series of engagement sessions, maturity assessments, action planning workshops and collaboration events, participating organisations and supporting stakeholders identified opportunities to build the capacity of local industry to create employment opportunities and procurement outcomes:

OPPORTUNITIES
Internal inclusive employment and social/local procurement capability building <ul style="list-style-type: none">o Trainingo Toolkits and templateso Advisory support
Coordinated connections with job seekers
Peer-to-peer business connection and a community of practice
Case studies of best practice to learn from
Improving supplier visibility
Creating impact from capital works projects
Consider including Hume City's circular economy goals in SEED
Connect with other Northern LGAs to expand social procurement opportunities
Increasing local and social procurement for Council through development of an online Council Procurement Portal

Recommendations

The following recommendations and actions address the challenges and opportunities identified in this roadmap as well as incorporating lessons learned from research.

The Hume SEED program is designed to create jobs and strengthen regional economies through building collaboration and driving social and local procurement and inclusive employment outcomes.

The recommendations and actions listed refer to seven key themes outlined in the SEED model (Figure 3) focussing on creating systemic change in the region and generating measurable outcomes to create jobs and strengthen the Hume economy.

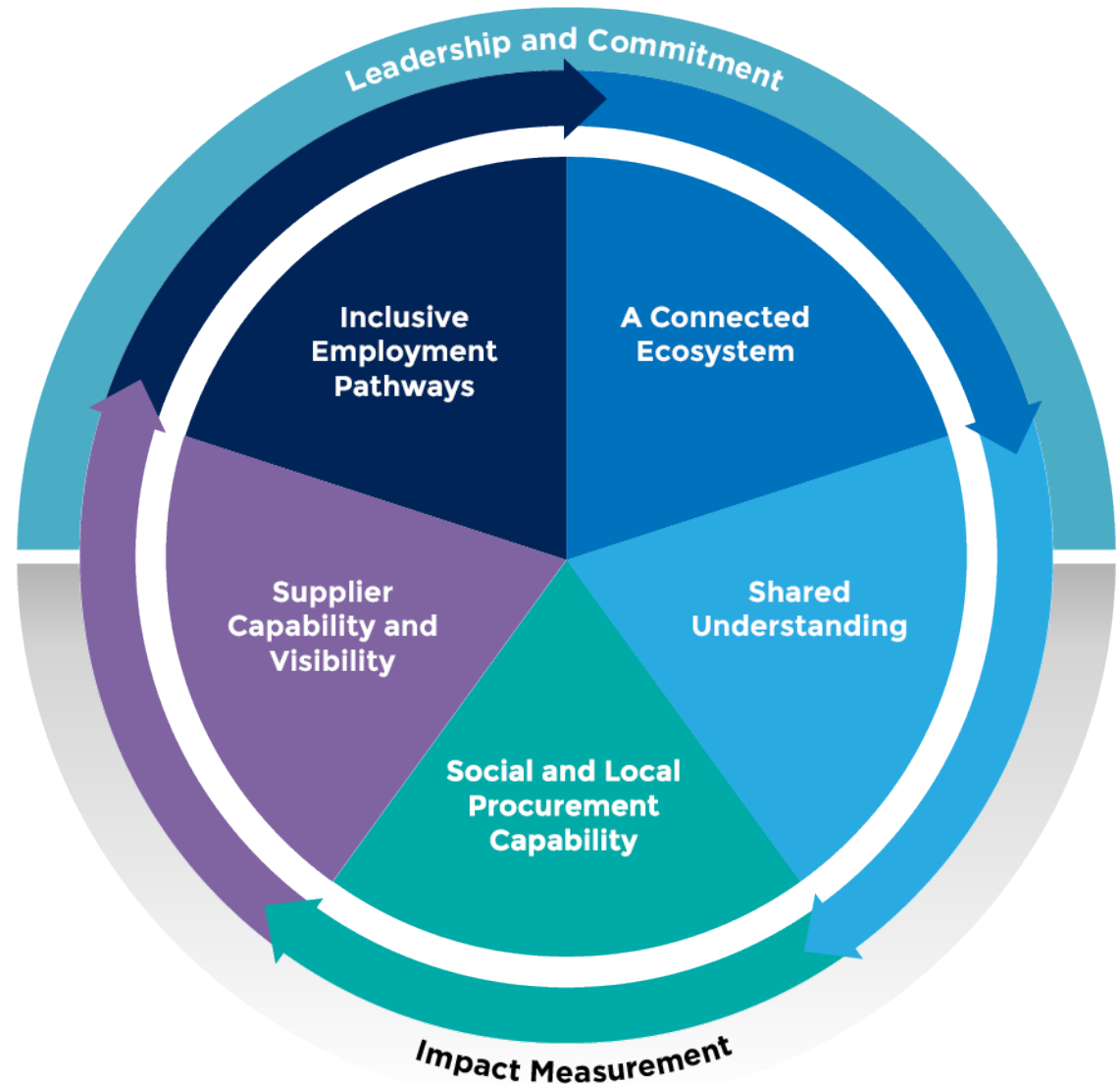
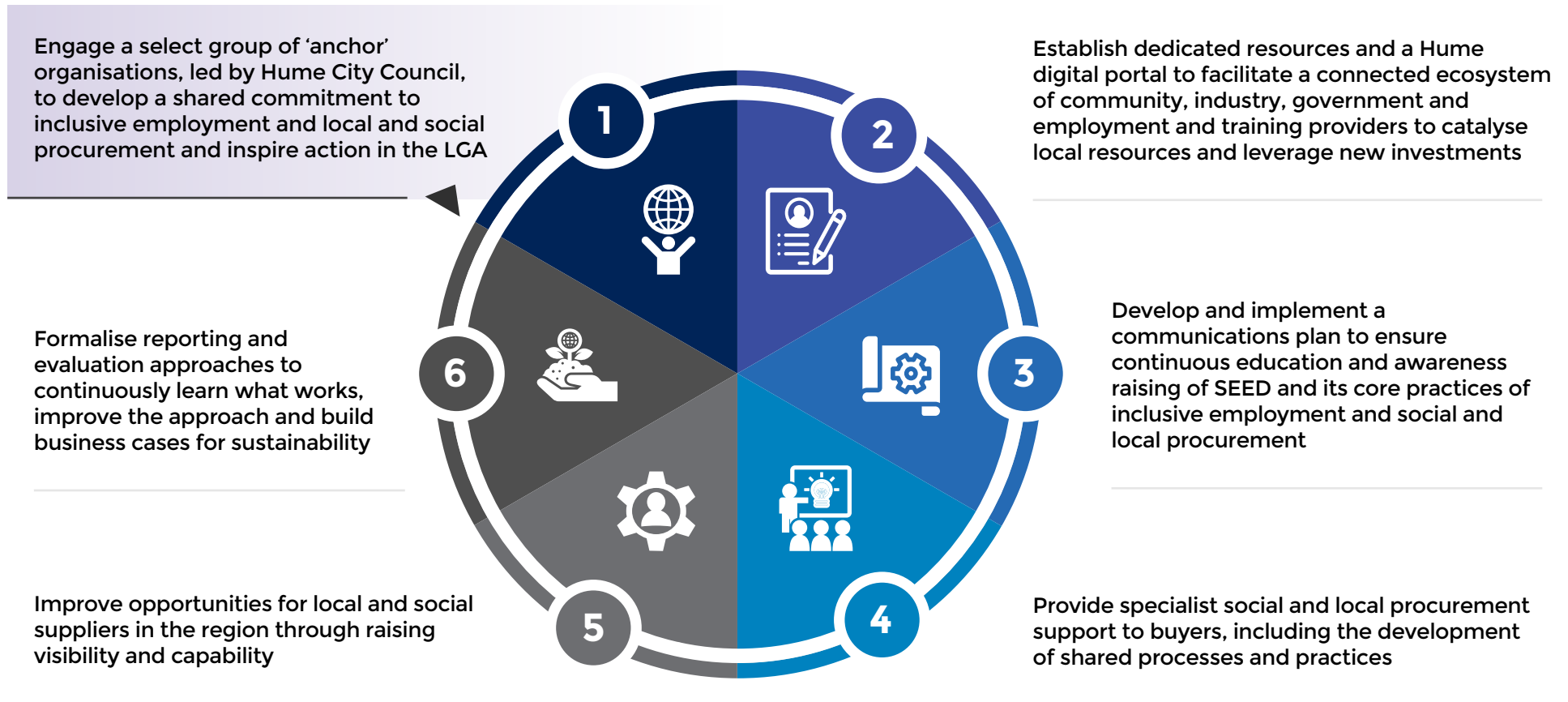


Figure 3 - SEED overview

The Strategic Environment

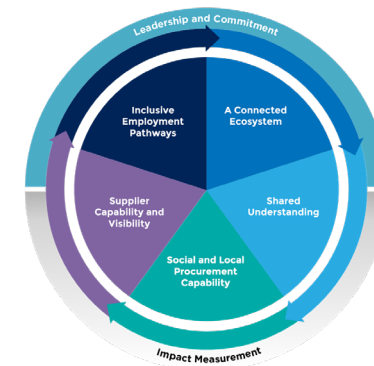
The following recommendations layout the roadmap for SEED Implementation over the next three years:





Action plan

The following action plan provides details for each recommendation to provide a clear path to success and help Hume City Council measure progress towards SEED's goals of building collaboration, creating jobs and embedding structural change in business to create social outcomes. The set of actions can be scaled according to the funding available.



Recommendation 1: Engage a select group of ‘anchor’ organisations, led by Hume City Council, to develop a shared commitment to inclusive employment and local and social procurement and inspire action in the LGA.

Key theme: Leadership and commitment

To succeed, SEED must be led by a targeted group of local businesses who lead by example and inspire others to take action and commit to tangible outcomes.

No	Proposed action	Impact	Ease of Implementaton	Commencing
1	Engage 20 SEED organisations in Year 1	High	Medium	Year 1
2	Develop a formal agreement for local members to sign and commit to actions. Seek the commitment of group ‘anchor’ organisations to the agreement, including Hume City Council.	Medium	Easy	Year 1
3	Identify and support key regional project/s with Program participants to ensure and showcase early outcomes	High	Medium	Year 1
4	Report to the Jobs and Skills Taskforce	Medium	Easy	Year 1
5	Explore partnerships to expand SEED in the Northern region eg Northlink	High	Medium	Year 2
6	Attract funding to underpin the rollout of the SEED Roadmap	High	Difficult	Year 1

Recommendation 2: Establish a dedicated team to facilitate a connected ecosystem of community, industry, government and employment and training providers to catalyse local resources and leverage new investments.

Key theme: Connected ecosystem				
SEED must bring together the significant social infrastructure in Hume City to catalyse local resources and leverage new investments.				
No	Proposed action	Impact	Ease of Implementaton	Commencing
7	Roll out of online portal for SEED signatories to have access to a suite of collaboration tools, resources, action plans, reporting and dashboards	High	Medium	Year 1
8	Facilitate networking events across local SMEs, social benefit suppliers, employment providers, prime contractors and SEED organisations	High	Easy	Year 1
9	Establish and publish pipeline of current and future projects; both from the State and Local Capital Works	High	Difficult	Year 2
10	Explore Circular Economy principles as an addition to the SEED model	Medium	Medium	Year 1

Action Plan

Recommendation 3: Develop and implement a communications plan to ensure continuous education and awareness raising of SEED and its core practices of inclusive employment and social and local procurement.

Key theme: Shared Understanding				
Generating more economic opportunities and jobs for people in Hume City is widely wanted however competencies and awareness around inclusive employment and social and local procurement are mixed.				
No	Proposed action	Impact	Ease of Implementaton	Commencing
11	Develop SEED communications plan to increase regional visibility, community alignment and support SEED organisations to build awareness and participation in the program	High	Easy	Year 1
12	Create case studies of best practice to celebrate success and inspire action	Medium	Easy	Year 1
13	Deliver training for stakeholders in inclusive employment and social procurement in collaboration with Hume Multiversity	High	Medium	Year 1

Recommendation 4: Provide specialist social and local procurement support to buyers, including the development of shared processes and practices.

Key theme: Social and Local Procurement Capability				
Reviewing the way industry partners manage their procurement activities and implement new processes to improve their social and local procurement capability.				
No	Proposed action	Impact	Ease of Implementaton	Commencing
14	Work with SEED organisations to improve local/social procurement practice	Medium	Medium	Year 1
15	Develop toolkit of resources to support social and local procurement capability	Medium	Medium	Year 1
16	Develop a Hume procurement platform as part of the portal to better enable local and social procurement outcomes for SEED organisations and projects	High	Medium	Year 2

Action Plan

Recommendation 5: Improve opportunities for local and social suppliers in the region through raising visibility and capability.

Key theme: Supplier Visibility and Capability				
Supplier visibility is low in the region and Program participants do not know how to find local and social businesses. Equally, new opportunities often seem too complex for Small and Medium-sized Enterprises (SMEs) and social benefit suppliers who can be uplifted with tailored support.				
No	Proposed action	Impact	Ease of Implementaton	Commencing
17	Develop, maintain and publish a database of social benefit suppliers in Hume City	High	Medium	Year 1
18	Connect social benefit suppliers and local suppliers to SEED organisations	High	Medium	Year 1
19	Develop social benefit supplier visibility and attraction strategy	High	Medium	Year 2
20	Implement programs to support local SMEs with the delivery of inclusive employment outcomes	Medium	Medium	Year 2
21	Develop, maintain and publish database of local suppliers in Hume City on the Hume procurement platform	High	Difficult	Year 2

Recommendation 6: Work directly with industry partners to build capability and create culture change in inclusive employment.

Key theme: Inclusive Employment Pathways				
Release the untapped talent in Hume City and create sustainable pathways to work by working strategically with partners to become more inclusive employers.				
No	Proposed action	Impact	Ease of Implementaton	Commencing
22	Connect SEED organisations to Local Jobs for Local People to recruit priority job seekers	High	Easy	Year 1
23	Establish an Employer Working Group to build capability share challenges, opportunities, and best practice	Medium	Easy	Year 1
24	Connect SEED to local programs and Hume Multiversity partners to develop inclusive employment solutions	Medium	Medium	Year 1
25	Work with SEED organisations to create culture change towards inclusive employment and create solutions for workforce issues	High	Medium	Year 1
26	Develop toolkit of resources to support inclusive employment capability	Medium	Medium	Year 1

Action Plan

Recommendation 7: Formalise an evaluation approach to continuously learn what works, improve the approach and celebrate outcomes achieved.

Key theme: Impact measurement				
Reporting on outcomes and celebrating impact builds the momentum of the collaboration across the local area and documents key learnings for both the future of the program and establishes best practice for place-based responses to social procurement.				
No	Proposed action	Impact	Ease of Implementaton	Commencing
27	Report on program outcomes through regional dashboard to collate, analyse and visualise data to create case for ongoing funding	Medium	Medium	Year 1
28	Support SEED organisations to use portal to demonstrate the impact of their own social/local procurement and employment activity and create ongoing business case for change	High	Medium	Year 1
29	Develop evaluation model	High	Medium	Year 2

Engage 20 SEED businesses in Year 1

Develop a formal agreement for local members to sign and commit to actions. Seek the commitment of group 'anchor' organisations to the agreement, including Hume City Council.

Identify and support key regional project/s with Program participants to ensure and showcase early outcomes

Roll out of online portal for SEED signatories to have access to a suite of collaboration tools, resources, action plans, reporting and dashboards

Develop SEED communications plan to increase regional visibility, community alignment and support SEED organisations to build awareness and participation in the program

Develop toolkit of resources to support social and local procurement capability

Establish an Employer Working Group to build capability share challenges, opportunities, and best practice

Develop a toolkit of resources to support inclusive employment capability

Explore Economy principles as an addition to the SEED model

Connect SEED to local programs and Multiversity partners to develop inclusive employment solutions

Facilitate networking events across local SMEs, social benefit suppliers, employment providers, prime contractors and SEED organisations

Create case studies of best practice to celebrate success and inspire action

Deliver training for stakeholders in inclusive employment and social procurement

Work with SEED organisations to improve local/social procurement practice

Develop, maintain and publish a database of social benefit suppliers in Hume City

Connect social benefit suppliers and local suppliers to SEED organisations

Connect SEED organisations to Local Jobs for Local People to recruit priority job seekers

Work with SEED organisations to create culture change towards inclusive employment and create solutions for workforce issues

Report on program outcomes through regional dashboard to collate, analyse and visualise data to create case for ongoing funding

Support SEED organisations to use portal to demonstrate the impact of their own social/local procurement and employment activity and create ongoing business case for change

Report to the Jobs and Skills Taskforce

Explore partnerships to expand SEED in the Northern region eg Northlink

Attract funding to underpin the rollout of the SEED Roadmap

Implement programs to support local SMEs with the delivery of inclusive employment outcomes

Develop, maintain and publish database of local suppliers in Hume City on the Hume procurement platform

Establish and publish pipeline of current and future projects; both from the State and Local Capital Works

Develop a regional procurement platform as part of the portal to better enable local and social procurement outcomes for SEED organisations and projects

Develop social benefit supplier visibility and attraction strategy

Develop evaluation model

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🌐 [Social procurement, Employment and Economic Development \(SEED\)](#)

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