

**INCLUSIVE
MELBOURNE
STRATEGY
IMPLEMENTATION
PLAN
2022-24**



CITY OF MELBOURNE

Inclusive Melbourne Strategy Implementation Plan 2022 - 2024

Introduction

The City of Melbourne aims for our municipality to be a place where people of all cultures, ages, genders, sexualities, backgrounds, religions, beliefs, and abilities are welcomed, celebrated, and protected. We will work with our diverse stakeholders to make our urban communities fair, sustainable, safe, affordable, and inclusive.

The 10-year Inclusive Melbourne Strategy is the overarching organisational strategy that ensures inclusion is at the forefront when we undertake any policy, program, facility and service development across the municipality.

The Strategy focuses on three priority areas:

1. **Organisation, services, programs and places for all** – a diverse and inclusive workforce underpins our delivery of services, programs and places that are accessible and meet the needs of our diverse communities.
2. **Sustainable and fair recovery** – The city's recovery and regeneration from COVID-10 provides an opportunity to build back better for all. A diverse and resilient community is at the centre of a liveable city.
3. **Empowered participatory communities** – we want to encourage participation from all community members, ensuring that people feel heard, and their needs are addressed.

Purpose of the Implementation Plan

The first Implementation Plan for the 10-year Inclusive Melbourne Strategy will focus on a two-year timeframe. This timeframe aligns with the end date of several of the related strategies and plans and allows for reviewing progress and learnings and opportunities to consider how these plans can be better integrated beyond 2024. This ensures we are responding to the evolving needs and changes of our community.

The Implementation Plan includes flagship and supporting actions against each of the three priority areas. The flagship actions have been chosen due to the broad impact they are expected to have across diverse community cohorts.

There are several action plans and strategies that align with the Inclusive Melbourne Strategy that are focussed on how we enact change in different areas where specific communities may face particular barriers. These related documents are referenced in this Implementation Plan and can be referred to for specific actions being undertaken across the three priority areas.

United Nations Sustainable Development Goals

The Implementation Plan maps the United Nations Sustainable Development Goals (SDGs) to the priority areas, and work has commenced to align the Inclusive Melbourne Strategy to the City of Melbourne's localised SDG targets identified through the [City of Melbourne Voluntary Local Review 2022](#) .

Monitoring and Data Collection – Measuring Impact and Success

The Implementation Plan outlines specific actions to be undertaken to achieve the indicators set out in the 10-year Inclusive Melbourne Strategy. There are a range of ways that data will be captured across the organisation to measure impact of the strategy. Baseline data has been established against the priority outcomes and indicators in the Strategy. Gaps in data sources and collection methods were identified during this process, and actions have been included in the Implementation Plan to address them.

A progress report on the Implementation Plan will be published annually on the City of Melbourne website.

Priority 1: Organisation, services, programs and places for all

A diverse and inclusive workforce underpins our delivery of services, programs and places that are accessible and meet the needs of our diverse communities.

Outcomes

- Our organisation is diverse and inclusive.
- Our people feel culturally safe, valued, and belong.
- Our services, programs and places are responsive to the evolving priorities of our diverse communities.
- Our services, programs and places are welcoming, safe, accessible, and affordable for all.
- Our information is accessible, and messaging is inclusive.
- Council policies, strategies, plans and other publicly facing information are developed and published under universal design principles.

Flagship Action

Our facilities

Increase inclusivity of our facilities and diversity of participation within City of Melbourne recreation and community services facilities, starting with a pilot at North Melbourne Community Centre.

Supporting Actions

Our workforce

- Implement a Gender Equality Action Plan for the City of Melbourne workplace.
- Review and refresh the City of Melbourne's internal workforce Diversity, Equity and Inclusion strategy.
- Implement a range of actions within City of Melbourne recruitment policies and processes to increase diversity of the workforce.

Accessible information

- Explore, test and implement actions that support improved access to information for culturally and linguistically diverse (CALD) community members.
- Update the Editorial Style Guide with easy-to-understand guidelines for inclusive written and verbal communication across the organisation.
- Implement changes and upgrades to the City of Melbourne website to improve accessibility (e.g. through system capability, plain English, visuals, audio and translations).
- Implement approaches to make City of Melbourne communications more inclusive and reach broader and more diverse audiences (e.g. through diverse imagery, accessible language, and leveraging community networks).

Data capture, analysis and responding to community need

- Implement a centralised data repository (Knowledge Bank) that collates data (including direct community input) on community needs and knowledge and support the organisation to use this resource to respond to emerging trends and priorities.
- Develop systems and processes to gather data on City of Melbourne's workforce where it's not currently available.
- Build a baseline understanding of our varied customers and their use of our facilities, services and programs by piloting different data collection mechanisms.

Inclusive Services, Events, Programs and Places

- Develop and implement an Inclusive Impact Assessment Toolkit to be used in the development and review of policy, programs and services.
- Develop an Inclusive Design Framework to inform development of infrastructure and places, including open spaces and other built form.
- Continue to pilot, test and roll out actions to reduce barriers to participation (e.g. physical, sensory, mobility, cultural, economic and attitudinal) at City of Melbourne supported events.
- Implement the national Child Safe Standards and the reportable conduct scheme.
- Map existing all-gender and accessible toilets (including Changing Places toilets) and develop a policy to ensure that all-gender and accessible toilets are available in Council administration buildings and community facilities.

Alignment to the United Nations Sustainable Development Goals



Priority 2 Sustainable and fair recovery

The city's recovery and regeneration from COVID-19 provides an opportunity to build back better for all. A diverse and resilient community is at the centre of a liveable city.

Outcomes

- Our city economy is inclusive – all people can contribute to and benefit from our shared prosperity.
- The City of Melbourne and our partners support a community-led recovery through capacity building practices.
- Our Council Plan initiatives deliver a long-term, sustainable recovery through integrating social, economic, and environmental priorities.
- Our leadership and decision-making follow the five guiding principles of an inclusive recovery.

Flagship Action

Enabling diverse entrepreneurship to enhance our city's recovery

Partner with industry and government to support the entrepreneurial efforts of people from diverse ages, backgrounds and identities, with a focus on international students, new migrants and female entrepreneurs. This will include undertaking research to understand the barriers faced by diverse business owners in the City of Melbourne and piloting a business support and development program to reduce the barriers identified through the research.

Supporting Actions

Capacity building

- Pilot and test the inclusion of social procurement outcomes within at least one high value contract and use the findings to inform future actions to embed these outcomes in other high-value contracts.
- Apply social procurement principles to targeted high volume, low spend supplier categories to increase social procurement outcomes (e.g. catering spend).
- Enhance the Community Grants and Partnerships program to increase participation from a broader range of organisations, by focusing on the pre-application phase (e.g. flexible application processes, strategic partnerships to increase reach and awareness and targeted communication strategies)
- Implement a volunteering program for City of Melbourne employees to use their volunteering leave to provide skilled volunteering support for eligible community organisations and small businesses.

Integrated Outcomes

- Develop and apply a social value framework to relevant Council projects that identifies, maximises and measures outcomes across a range of social, environmental and economic domains.
- Prioritise six Council Plan Major Initiatives for integrated action across social, environmental and economic outcomes: Greenline (MI 12), Neighbourhood Model (MI 37), Economic Development

Strategy (MI 3), Sustainable Development Goals (MI 11), Community Disaster Resilience (MI 52), and Food Organics, Green Organics (MI 32).

Data capture and measurement

- Align actions in this implementation plan to the United Nations Sustainable Development Goals (SDGs) targets and indicators as outlined in City of Melbourne’s Voluntary Local Review (VLR).
- Establish baseline and determine data collection method for socially responsible businesses, and those owned by people who experience barriers to establishing business in the City of Melbourne.
- Implement procurement system that will collect social procurement-related data and use analytics to drive social procurement activities.

Commitment to Inclusive Recovery principles

- Establish an internal Executive Leadership Team governance mechanism to provide oversight and support to embed inclusion across City of Melbourne.

Alignment to the United Nations Sustainable Development Goals



Priority 3. Empowered, participatory communities

We want to encourage participation from all community members, ensuring that people feel heard, and their needs are addressed.

Outcomes

- People have the capacity to identify local needs and are empowered to lead change in their neighbourhoods.
- People and communities are connected and participate fully in community life.
- All people can participate in city decision-making.

Flagship Action

Neighbourhood model

Implement a place-based model to enable communities (residents, students, businesses, workers and visitors) to identify local priorities in their neighbourhoods and activate community-led responses. This includes ongoing engagement and support through Neighbourhood Partner roles, development of interactive online Neighbourhood Portals and implementing neighbourhood grants.

Supporting Actions

Royal Commission on Mental Health

- Work with the State Government to deliver Recommendation 15 under the Royal Commission into Victoria's Mental Health System, the establishment of 'community collectives' in every municipality to bring together community members and leaders to guide and lead local social connection and inclusion activities.

Community Engagement

- Design and deliver inclusive, accessible and timely community engagement programs across 40 projects (per annum) that inform planning, design and decision-making at City of Melbourne.
- Establish baseline demographics of people involved in public consultation and improve representation of target cohorts.
- Increase diverse community participation at community-located Future Melbourne Committee meetings.
- Explore industry and sector partnerships to support community-led action.


















Alignment to the United Nations Sustainable Development Goals



Appendix: 1

Alignment to City of Melbourne plans and priorities

Plan	Priorities	Alignment to Inclusive Melbourne Strategy		
		Priority 1	Priority 2	Priority 3
Public Health and Wellbeing Plan	Public health and safety All people feel safe and included when participating in community life, with a zero tolerance of violence in our community including family violence, gender inequality, violence against women, racism and discrimination in all forms.			
	Mental wellbeing and inclusion Melbourne's diverse community is celebrated, with our Aboriginal community and history central to our city. Bonds and social connections are strengthened, and all people have equal access to employment, arts, culture, nature and physical activity in the city and core services such as mental healthcare, lifelong learning and the internet.			
	Healthy and sustainable lifestyles People are supported and encouraged to make healthy and sustainable lifestyle decisions. This includes increasing opportunities for participating in sport and physical activity, healthy food choices, reducing alcohol and other drug related harm; and promoting smoke free environments.			
	Housing and homelessness Fair, appropriate and accessible range of affordable housing for people of all backgrounds is available, with special focus on people experiencing homelessness.			
Reconciliation Action Plan	Truth Telling Explore and deliver opportunities for truth-telling to facilitate learning, healing, and change within the City of Melbourne and externally.			
	Relationships Establish and maintain mutually beneficial relationships with Aboriginal stakeholders and organisations.			
	Respect Increase understanding, value and recognition of Aboriginal cultures, histories, knowledge and rights through cultural learning.			
	Opportunities Improve employment outcomes by increasing Aboriginal recruitment, retention and professional development. Increase Aboriginal supplier diversity to support improved economic and social outcomes			
Melbourne a Great Place to Age	Respect Older people are celebrated, valued and respected for their unique life experiences			
	Safety Older people live in safe and accessible homes and communities			
	Connection Older people are welcomed and connected with their community			
	Support Older people have access to quality services and supports			
Disability Access and Inclusion Plan	Infrastructure development and public spaces demonstrate best practice in universal access			
	Our information, services, programs, events, festivals and civic engagements are accessible to people with disabilities			
	Diversity is valued and supported through education, advocacy and promotional activities			
Women's Safety and Empowerment Plan	Advance women and gender diverse people's leadership and participation in economic, social and civic life across the municipality			
	Promote the safety of women and girls in our communities and public spaces			
	Engage men and boys to shift unhealthy norms of masculinity and condoning of violence			
	Achieve sustainable primary prevention for our municipality			
	A business-friendly city: Building the recovery on new business formation, investment and growth			

Economic Development Strategy 2031	A creative resurgence: Designing a new value proposition for the city			
	Post-COVID 3000: Increasing the supply of housing for city workers			
	Beyond the office: Stimulating a mix of industries through precincts and innovation			
	Unlock climate capital: Transitioning to a leading low-carbon economy			
	Diverse city: Leveraging Melbourne's diversity as an asset to society and the economy			
	Digitally connected city: Adapting to connectivity as a knowledge-enabled, smart city			
	A joint effort: Collaborating for a thriving city economy			
Affordable Housing Strategy	Deliver more affordable rental housing on City of Melbourne-owned land.			
	Advocate for systemic change and new and ongoing investment for better affordable housing outcomes.			
	Facilitate more affordable rental housing through the planning system.			
	Partner with governments, industry, peak bodies and the community to increase affordable rental housing.			
	Respond to the COVID-19 crisis with affordable rental housing			
	Ensure we are able to best serve our city			
	Ensure we anticipate and respond to change			
	Ensure we make workforce decisions that help us achieve our strategic goals and the Council Plan			
Refugee Welcome Zone and Cultural Diversity Statement	<p>The City of Melbourne is a Refugee Welcome Zone, which is a commitment to welcoming refugees into our community, upholding the human rights of refugees, demonstrating compassion for refugees and enhancing cultural and religious diversity in our community.</p> <p>In addition, our Cultural Diversity Statement articulates City of Melbourne's commitment to cultural diversity, which prioritises the following:</p> <ul style="list-style-type: none"> • Acknowledging the contribution of refugees and asylum seekers • Celebrating and promoting cultural diversity through public programs and initiatives • Ensuring that people across the community can participate in civic life. • Delivery of inclusive and equitable services, programs, facilities and events • Seeking to reflect the cultural diversity of the community within the organisation 	