Inclusive Economy Strategy Action Plan 2026-2031

Banyule
City Council

Action Plan

The Action Plan translates the Inclusive Economy Strategy into practical, deliverable actions. It sets out the priority initiatives Council will focus on over the life of the strategy, clearly outlining key objectives, actions, responsibilities, timeframes, costs and measures to support effective delivery, monitoring and accountability.

Focus Area 1 - A strong and connected business community

Supporting local businesses, including social enterprises, to grow, adapt and thrive in Banyule

Key Objectives	*Actions*	*Responsibility*	*Timeframe*	*Cost*	*Outputs & Measures*
Build business capability and connections through accessible professional development, mentoring, networking and targeted business-focused communication.	Use an annual business survey to inform the design of Council's business events and other initiatives.	IE&LE	2026-2031	Existing	Annual calendar of business events delivered.
	Collect consistent, voluntary data to better understand the diversity of participating businesses.	IE&LE	2026	Existing	Baseline data established on business participation and diversity.
	Deliver targeted professional development and networking opportunities, including Women in Business and social enterprise support.	IE&LE	2026-2031	Existing	Strong attendance and positive participant feedback on learning and connections. *Target 2000 participants.*
	Deliver a dedicated mentoring service for businesses.	IE&LE	2026-2031	Existing	Strong participation in the business mentoring service. *Target 100 participants.*
	Deliver regular, targeted communication about Council programs, resources and opportunities for businesses.	IE&LE	2026-2031	Existing	Engagement with Banyule business and social enterprise content (website visits, newsletter engagement).

Support business growth and adaptation through targeted grants, incentives and tailored support.	Deliver a biennial business grants program to support business growth in Banyule.	IE&LE	2026-2031	Existing	Businesses supported through Council grant programs and evidence of business growth. *Target 18 recipients.*
	Deliver the Social Enterprise Growth Fund.	IE&LE	2026-2031	Existing	Number of recipients. *Target 20 recipients.* Social, environmental and cultural outcomes achieved.
	Deliver the Social Enterprise Support Service.	IE&LE	2026-2031	Existing	Uptake of the Social Enterprise Support Service and number of organisations supported. *Target 100 participants.*
Support sustainable and future-ready businesses through practical guidance, tools and resources that improve efficiency and reduce energy costs.	Provide information and resources to support businesses to adopt environmentally sustainable practices and transition to a low-carbon economy.	Environment	2026-2031	Existing	Number of sustainability-related resources provided and promoted to businesses.
Promote, recognise and celebrate local businesses.	Promote local businesses through buy local campaigns and initiatives.	IE&LE	2026-2031	Existing	Number of local business promotions delivered. *Target 50 businesses.*
	Deliver the biennial Best Biz Awards to recognise and celebrate local business achievement.	IE&LE	2026-2031	Existing	Best Biz Awards: number of community votes, businesses receiving votes, finalists and winners. *Target 40 shortlisted businesses and 20 winners.*
	Promote and celebrate Banyule businesses through the Northern Business Achievement Awards.	IE&LE	2026-2031	Existing	Northern Business Achievement Awards: number

					of nominations and expressions of interest. *Target 15 nominees.*

Focus Area 2 - Workforce skills and inclusive employment pathways

Building skills, removing barriers and connecting people to real job opportunities

Key Objectives	*Actions*	*Responsibility*	*Timeframe*	*Cost*	*Outputs & Measures*
Use data and evidence to guide the design, focus and prioritisation of Council's inclusive employment actions.	Prepare a Workforce Gap Analysis to identify priority jobs, skills gaps and common challenges for employers and jobseekers across key industry sectors.	IE&LE	2026	$	Priority workforce needs clearly identified and used to inform action.
	Strengthen data collection for Council's inclusive economic opportunity target, including consistent collection of demographic information.	IE&LE	2026	Existing	Improved visibility of job outcomes and who they are reaching.
Create inclusive pathways into employment aligned to employer demand.	Work with businesses, social enterprises and training providers to create employment pathways and jobs.	IE&LE	2026-2031	Existing	Number of employment pathways and jobs created. *Target 20 pathways/jobs.*
Build job readiness and capability for priority jobseekers through Council's leadership, coordination and partnerships within the local employment system.	Deliver capability-building programs, career expos, forums and jobs-focused events that strengthen skills, confidence and work readiness for priority jobseekers.	IE&LE	2026-2031	Existing	Attendance. *Target 500 participants.* Number of pathway/jobs. *Target 50 pathways/jobs.* Employer-reported connections. *Target 40 connections.* Increased confidence reported by participants. Increased skills reported by participants.
	Develop a service a network that connects local education, employment and workforce services with each other and Council.	IE&LE	2026-2031	Existing	Number of connections. *Target 20 connections.*

Lead by example in inclusive employment through Council's own practices.	Support delivery of Banyule's Inclusive Employment Program and First Nations Traineeship Program.	IE&LE	2026-2031	Existing	Number of jobs created. *Target 80 jobs.*
	Deliver tailored, place-based employment services within Council services and facilities.	IE&LE	2026-2031	Existing	Attendance and number of employment-related conversations. *Target 50 participants.*
	Work with teams across Council to influence inclusive employment opportunities.	IE&LE	2026-2031	Existing	Number of jobs created. *Target 5 jobs.*

Focus Area 3 - Vibrant precincts and activity centres

Creating welcoming, attractive and active places that support businesses, communities and wellbeing

Key Objectives	*Actions*	*Responsibility*	*Timeframe*	*Cost*	*Outputs & Measures*
Strengthen place-based partnerships and trader-led initiatives in activity centres.	Deliver Special Rate and Charge schemes in partnership with trader associations.	IE&LE	2026-2031	Existing	Renewal and ongoing operation of Special Rate and Charge schemes.
	Support the ongoing governance and management of trader associations.	IE&LE	2026-2031	Existing	Trader association membership levels and engagement.
	Support the promotion and delivery of trader association-led events and activities.	IE&LE	2026-2031	Existing	Council participation in trader association governance. Community attendance at trader-led events. Community sense of connection to local activity centres (Banyule Household Survey).
	Facilitate targeted activities to support smaller and emerging activity centres.	IE&LE	2026-2031	Existing	Delivery of promotion and support activities for smaller activity centres.
Create vibrant, welcoming and well-used activity centres and public spaces.	Support precinct activation through arts and culture activities, including public art installations.	A&C & Youth	2026-2031	Existing	Attendance at arts and culture activation activities and number of public art installations.
	Deliver the Neighbourhood Activity Centre Plan (upgrade program) for smaller activity centres.	SP&UD	2026-2031	Existing	Neighbourhood Activity Centre Plan delivered and upgrades completed.

	Deliver the Streetscape Renewal Program to guide prioritisation of streetscape upgrades and placemaking projects across activity centres.	SP&UD	2026-2031	Existing	Streetscape Renewal Program delivered and streetscape upgrades completed.
	Activate vacant and underutilised properties within activity centres.	IE&LE	2026-2031	$$	Activation initiatives delivered for vacant or underutilised properties.
	Support consistent standards of presentation, cleanliness and amenity across activity centres.	Waste	2026-2031	Existing	Cleansing and maintenance programs delivered.
					Increase in local spend and reduction in escaped spend.* *(*applies to whole of focus area)*

Focus Area 4 - Social enterprise leadership

Embedding social enterprise as business as usual across Council and the community

(All initiatives under this focus area also apply to First Nations businesses and other purpose-led businesses.)

Key Objectives	*Actions*	*Responsibility*	*Timeframe*	*Cost*	*Outputs & Measures*
Demonstrate leadership and influence to support the growth and uptake of social enterprise.	Advocate with other councils and institutions to promote policies, practices and partnerships that enable social enterprise growth.	IE&LE	2026-2031	Existing	Number of advocacy conversations and speaking opportunities.
Strengthen the social enterprise ecosystem through strategic partnerships and regional collaboration.	Deliver the Social Enterprise Partnership Program.	IE&LE	2026-2031	Existing	Number of partners engaged. *Target 15 partners.* Number of employment pathways and jobs supported. *Target 155 pathways and jobs supported.* Social, environmental and cultural outcomes achieved.
	Maintain and grow partnerships that support social enterprise capability, collaboration and sector development.	IE&LE	2026-2031	Existing	Partnerships maintained and developed.
Embed social enterprise across Council through shared value opportunities, including the strategic use of Council-owned assets.	Work with internal Council teams to identify opportunities where social enterprises and purpose-led businesses can respond to Council and community needs.	IE&LE	2026-2031	Existing	Number of shared value opportunities identified and progressed. *Target 5 opportunities.*
	Use Council-owned investment properties to create affordable, enabling spaces for social enterprises.	SP&P	2026-2031	Existing	Number of new sites made available each year. *Target 5 sites.*

Increase opportunities for social enterprises through sustainable procurement.	Implement Council's Sustainable Procurement Policy and Framework.	SP	2026-2031	Existing	3% of annual total expenditure directed to Social Benefit Suppliers. 5% per annum increase in services procured from First Nations companies. *Target 17 jobs and 25 employment pathways.*
Build awareness and understanding of the impact generated by purpose-led businesses through storytelling.	Develop and share case studies that highlight the social and environmental impact of purpose-led businesses.	IE&LE	2026-2031	Existing	Number of purpose-led businesses profiled. *Target 50 businesses.* Number of times case studies are shared or featured across Council channels.
					Increase in the number of social enterprises operating in Banyule.* *(*applies to whole of focus area)*

Focus Area 5 - Enabling business growth, investment and future employment

Creating the conditions for businesses to invest, grow and create jobs in Banyule

Key Objectives	*Actions*	*Responsibility*	*Timeframe*	*Cost*	*Outputs & Measures*
Create a business-friendly environment that builds confidence and gives businesses a clear voice in Council decision-making.	Provide clear information and support to make it easier to do business in Banyule, including through the Business Permit Assist Program.	IE&LE	2026-2031	Existing	Number of businesses supported through the Business Permit Assist Program and participant feedback. *Target 600 businesses.*
	Improve internal processes to streamline the end-to-end experience of engaging with Council.	All of council	2026-2031	Existing	Average time taken for businesses to navigate key approval and establishment processes
	Strengthen the visibility of business perspectives in Council communications and engagement.	IE&LE	2026	Existing	Increased representation of business perspectives in Council communications and engagement activities.
	Maintain Council's commitment to the Small Business Friendly Charter.	All of council	2026-2031	Existing	Annual reporting submitted to the Small Business Commission.
Plan for business growth and future employment through coordinated land use planning and place-based investment.	Ensure adequate and appropriate employment land to meet current and future business and jobs needs.	SP&UD	2026-2031	Existing	Successful planning scheme to implement industrial and commercial land use policy.
	Implement the Heidelberg West Business Park and Bell Street Masterplans through coordinated planning and investment.	SP&UD	2026-2031	Existing	Progress against actions and milestones in the Heidelberg West Business Park and Bell Street Masterplans.

Strengthen advocacy, intelligence and regional collaboration to support business growth and employment.	Advocate for State Government planning and investment in major economic precincts, including the Northern Innovation and Sustainability Precinct.	SP&UD	2026-2031	Existing	Evidence of advocacy activities and submissions related to major projects and precincts.
	Leverage Council's membership of NORTH Link to support advocacy for jobs, skills and investment.	IE&LE	2026-2031	Existing	Participation in NORTH Link activities and initiatives aligned to business and employment outcomes.
	Monitor and engage with major economic and employment projects, including La Trobe University City, to inform Council planning and business support.	IE&LE	2026-2031	Existing	Ongoing engagement with major institutions and projects, with intelligence informing Council strategies and initiatives.
					Trends in new business registrations in Banyule.* *(*applies to whole of focus area)*