

HUME CITY COUNCIL

COUNCIL PLAN
2013-2017
(2013/2014 Actions)

Incorporating the
Strategic Resource Plan 2014-2017



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A MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE OFFICER

Hume is one of Australia's fastest-growing municipalities and is expected to welcome an additional 70,000 new citizens in the next two decades.

The *Hume Council Plan 2013-2017* is Council's commitment to making a positive difference for those who live, work and study in Hume. We are focused on achieving the very best for our community.

The development of the Council Plan was guided by the revised *Hume City Plan 2030*, which is a long-term strategic plan for Hume, and informed by ongoing feedback from the community, stakeholders and our Councillors.

There were many factors to consider in developing this Council Plan. From Federal and State government policy and legislative changes to issues of local importance and environmental considerations such as economic fluctuations and climate change.

The Council Plan identifies the priority actions to be undertaken by Council and how they contribute to and support better outcomes for our community. Under this plan, Council aims to provide a balance to ensure we deliver the services, facilities and infrastructure families and businesses need today, while planning for future generations.

We understand that many in our community are experiencing challenges. We are working every day to improve the lives of our community and reduce the barriers to participation.

Part of the solution is sustained, long-term investment from State and Federal Governments so we place a significant emphasis on advocacy and continue to represent our community to all levels of government with the aim of securing funding for major projects and community programs that enhance services and facilities for our community.

We also partner with local agencies, businesses and community groups on programs, activities and initiatives that strengthen and support community wellbeing and prosperity.

The *Hume Council Plan 2013-2017* sets a clear strategic direction on important themes – including Council Leadership, Prosperity of the City, Community Wellbeing and Appearance of the City and Environment.

The themes include realistic actions and targets and we believe our strong financial position, our open and accountable leadership and proven track record of getting things done will see the Hume community thrive and prosper in the future.

We believe this will be an exciting time in Hume and we are pleased to present the *Hume Council Plan 2013-2017* (2013/2014 Actions).



CR GEOFF PORTER
MAYOR



DOMENIC ISOLA
CHIEF EXECUTIVE OFFICER

HUME CITY COUNCILLORS



Mayor - Cr Geoff Porter
Meadow Valley Ward



Deputy Mayor – Cr Casey
Nunn, Aitken Ward



Cr Adem Atmaca
Meadow Valley Ward



Cr Chandra Bamunusinghe
Aitken Ward



Cr Alan Bolton
Aitken Ward



Cr Victor Dougall
Meadow Valley Ward



Cr Drew Jessop
Aitken Ward



Cr Jack Medcraft
Jacksons Creek Ward



Cr Jack Ogilvie
Jacksons Creek Ward



Cr Helen Patsikatheodorou
Meadow Valley Ward



Cr Ann Potter
Jacksons Creek Ward

OUR CITY

Located in Melbourne's northern growth corridor, Hume City's population has increased significantly over the last twenty years. In the ten years from 2001 to 2011 Hume experienced an average annual growth rate of 2.6% - making it one of the fastest and largest growth municipalities in Melbourne¹.

With a population of approximately 182,000² in 2013, population and urban growth continues to occur around the Sunbury and Craigieburn areas. In the 2011/2012 financial year, growth in the City was around 2.4% with 1,378 new dwellings constructed.

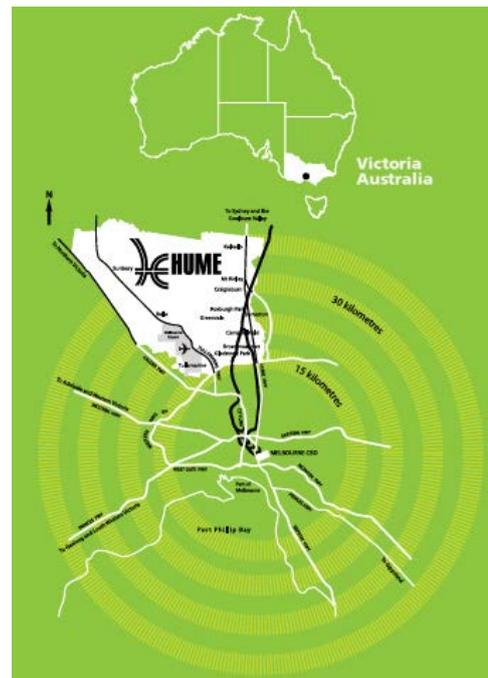
Hume City's population is expected to reach 316,000 by 2036³. This population growth will be driven through the combination of greenfield development, potential expansion of the Urban Growth Boundary and regeneration of established suburbs such as Broadmeadows.

Council has continued to work with State and Federal Government to ensure that new residents are supplied with the appropriate level of physical and social infrastructure in their new communities. At the same time, Broadmeadows has been identified as an Activities Area that will see a focus of future employment growth and public investment, particularly high density development supported by quality urban design.

With the UGB now extending into Sunbury and through northern Hume (and southern Mitchell Shire) it is imperative that Council take advantage of the existing road and rail corridors and major opportunities for new employment and freight/logistics functions. The delivery of key projects will significantly improve the lives of those in Hume, particularly through the provision of services and infrastructure.

Hume City Council consists of eleven councillors who represent more than 180,000 people across the three wards – Aitken Ward, Meadow Valley Ward and Jacksons Creek Ward.

This new ward structure was a result of an Electoral Representation Review, which was undertaken by the Victorian Electoral Commission. The recommendations of the review were approved by the State Minister for Local Government in May 2012.



The electoral representation review is a requirement of the Local Government Act 1989 (the Act). Under the Act, the Council must conduct an electoral representation review every eight years. Council contracted the VEC to conduct the review.

Hume's electoral representation review resulted in an increase in the number of Councillors (from nine to 11) and a change in the number of wards (from four to three). Aitken Ward and Meadow Valley Ward now have four councillors and Jacksons Creek Ward has three councillors.

¹ ABS Regional Population Growth, Australia, Cat No. 3218.0

² *id* Consultants, Hume Population Forecasts, [accessed online] 22/04/2013.

³ *Ibid.*

In addition to the dramatic growth in the overall population for Hume City, as the population increases, the proportion of children aged 0-14 is expected to remain steady whilst the overall population grows older. The projected growth in the elderly population will provide significant challenges for planning of health services. The aged population (65+ years), which generally accounts for the largest uptake of health care services, is forecast to double over the next 20 years⁴. This age cohort accounts for almost a fifth of the overall growth. It is relatively common for councils to face one or the other of these challenges, but it is unusual to have the dual pressures caused by the double impact of both spectrums of demographic growth.

In comparison to metropolitan Melbourne, Hume City residents are relatively younger in age, and have a higher proportion of 'family households'⁵. Much of this can be attributed to the housing market role that Hume City plays within Melbourne - creating affordable home-ownership opportunities to both existing and prospective families, as well as overseas migrants.

The dramatic increase of residents in the 65+ age means that primary health care initiatives will need to focus on keeping elderly people healthy and active so they can remain at home longer. The growth in Craigieburn and Sunbury in both aged persons and families will put enormous strain on infrastructure for the provision of health services and access to services for families and children.

With 32.2% of Hume City residents born overseas, the City has an extensive range of experiences and cultures to draw upon. Iraq, Turkey, India, United Kingdom, Italy, Lebanon and New Zealand make up some of the over 140 countries of birth, and 41.0% residents speak a language other than English at home⁶. The Hume City community is self-confident and proud of its history, with residents taking responsibility for their future and a growing number of people pursuing further education and increasing their employment opportunities.

As Hume City continues to grow, more people will commute lengthy distances to work and the southern access routes will become more and more congested. Just over one third (34.7%) of Hume residents work within the municipality⁷. The majority of employed persons living in Hume (74.3%) travel to work in a private vehicle. Public transport (train, bus or tram) was only used by 8.9% of residents. Council is working with Local and State Government to reduce commuting times by creating opportunities for our community to work closer to home. This will reduce the environmental consequences. Unless this reduction occurs, demand for travel is forecast to steeply increase, with cars and trucks likely to remain the primary mode of transport. The challenge to reduce greenhouse gas emissions is significant.

Industries such as transport and warehousing have been increasing due to Hume City's strong positioning as a key transportation hub and its proximity to Melbourne Airport, major freeways and the proposed Outer Metropolitan Road. As the freight and logistics sector continues to grow, the management of key freight routes will emerge as a crucial issue.

Between the 2006 and 2011 Census, Hume City experienced the creation of over 7,200 new jobs⁸, with the manufacturing industry accounting for 23.5% of all jobs located within the municipality⁹. This was followed by the 'transport, postal and warehousing' industry at 20.3%. Although manufacturing continues to be the largest employer of Hume residents, its dominance within the local economy has been declining as world economies change and employment opportunities are diversified. The global downturn has led to significant job losses in this sector. A major challenge is to equip the local labour force with the skills that will support 'new economy' jobs. The key will be identifying 'sunrise' industries that will support these jobs.

⁴ *Ibid.*

⁵ ABS, 2011 Census of Population and Housing.

⁶ ABS, 2011 Census of Population and Housing.

⁷ *Ibid.*

⁸ ABS, 2011 Census of Population and Housing and 2006 Census of Population and Housing.

⁹ REMPLAN (accessed 22/04/2013)

Hume is the third most disadvantaged Local Government Authority in Metropolitan Melbourne according to the 2011 Socio-Economic Indexes for Areas (SEIFA)¹⁰. With many low income families and people with little training and unskilled occupations, Hume's demographic profile shapes Council's approach to social justice. Since 2001 Council has been committed to social justice with a view to advance a fair and just society and to promote respect for every citizen, encourage community participation, strengthen community wellbeing and reduce causes of disadvantage. Improved learning outcomes are a major contributor to reducing social disadvantage and improving quality of life. Improved learning opportunities provide options for our community to prosper, and contribute to stronger social capital. The Hume Global Learning Centre demonstrates what can be achieved with investment in community facilities and a focus on lifelong learning; it also shows us that more needs to be done.

Addressing the challenge of climate change will mean shifting to a more sustainable future in terms of greenhouse emissions and responding to increased overall dryness and more extreme weather events. These challenges highlight the importance of planning for a sustainable future. Council has a strong and enduring commitment to environmental sustainability and prides itself on tackling a range of environmental and sustainability issues. The adoption of the "Pathways to Sustainability - an Environmental Framework" provides a more comprehensive and meaningful strategic plan to guide our environmental planning and management over the medium to long-term.

Advocacy to State and Federal Governments on behalf of the community is the key to ensuring that the infrastructure and service gaps are highlighted. The growth that Hume will experience over the next four years (and beyond) relies on budget growth to deliver to our growing community, our renewal communities and changing community expectations.

In order to meet the needs of Hume's diverse and rapidly growing community, Council has invested significantly in Capital Works. The investment of over \$55 million (new Capital Works) in the 2013/14 Budget¹¹ will ensure that Council continues to make a positive difference for our residents and build a strong and vibrant community. Strong financial management and transparent governance will ensure Hume City Council continues to enhance the social, economic and environmental prosperity of our community through vision, leadership, excellence and inclusion.

¹⁰ ABS, 2011 Census of Population and Housing Socio-Economic Indexes for Areas

¹¹ HCC, 2013/14 Budget.

VISION

Hume City Council will be recognised as a leader in achieving social, environmental and economic outcomes with a common goal of connecting our proud community and celebrating the diversity of Hume.

MISSION

To enhance the social, economic and environmental prosperity of our community through vision, leadership, excellence and inclusion.

PRINCIPLES

The Council Plan is predicated on the following principles:

- ✓ Social justice;
- ✓ Partnerships;
- ✓ Financial accountability and transparency;
- ✓ Economic prosperity; and
- ✓ Environmental sustainability.

WE VALUE

Our Citizens

We will promote democratic representation and genuinely engage our citizens to promote a sense of belonging within a healthy, safe, strong and diverse community.

We will lead the way to identify community needs and best practice service delivery models and advocate for an integrated approach to service provision.

Our services and facilities will be high quality and we will pursue efficiency and continuous improvement through customer focus and innovation.

Our Staff

We will demonstrate this by encouraging, supporting and developing our employees to achieve service excellence and a sense of unity, pride and fulfilment.

Partnerships with the Federal and State Governments

We will work together to achieve the equitable provision of services and infrastructure to meet current and future community needs.

Our Community Organisations

We will work in partnership with them to build community wellbeing, resilience and capacity.

HUME CITY PLAN 2030

In 2004, we officially launched the Hume City Plan 2030. The Plan was developed by Council through extensive community consultation with residents, ratepayers, businesses, State and Federal Government representatives, education providers, community health providers, clubs, volunteers, students, workers and visitors. The Plan details the community's vision for Hume City.

Hume City Council reviewed progress with the Hume City Plan 2030 in 2008 through community consultation. The Plan was revised in 2009 based on this feedback and now consists of four themes:

1. Council Leadership
2. Prosperity of the City
3. Community Wellbeing
4. Appearance of the City and Environment

We plan for the future by developing a four year Council Plan (Hume City Council Plan 2013-2017) which is linked directly to the Hume City Plan 2030 and is guided by comprehensive planning and research activities, feedback from surveys, and meetings with the community.

This is diagrammatically represented below:



During 2013, we are committed undertaking a new phase of community planning. Extensive community engagement activities and stakeholder consultations will again be undertaken to deliver an updated visionary, long term plan for Hume City.

The new plan will be called Hume Horizons 2040 and will supersede the Hume City Plan 2030. It is anticipated that this will be adopted by Council in February 2014. As a consequence the Council Plan 2013-17 will be realigned and adopted by Council in June 2014.

We also produce a Strategic Resource Plan (2014-2017) which is required under Section 126 of the *Local Government Act (1989)*. The Strategic Resource Plan is a four year plan that identifies the financial and non-financial resources required to accomplish the objectives and strategies of the Council Plan, incorporating the Triple Bottom Line principles of social equity, economic prosperity and environmental sustainability.

Annual Plans are developed for every Division and Department within Council, linking into the budget planning cycle, and outlining the strategies, policies, plans and actions we will undertake to achieve our objectives.

We will evaluate our performance throughout the year by monitoring and reporting to Council each quarter against the planned actions and budget outlined in the Council Plan 2013-2017 (2013/2014 Actions). These reports will be included in the Council meeting agenda and available on our website, fully disclosing our achievements and actions.

By understanding our achievements and challenges we learn and reflect on our performance and incorporate these learnings into our plans for the future.

In September, we will produce an Annual Report, which will include our audited financial statements. This is available on request at our Customer Service Centres and accessed through our website.



STRUCTURE OF THE COUNCIL PLAN

The *Local Government Act 1989* requires that within the period of six months after each general election the Council must prepare and approve a Council Plan which must include:

- The strategic objectives of the Council;
- Strategies for achieving the objectives for at least the next four years;
- Strategic indicators for monitoring the achievement of objectives; and
- The Strategic Resource Plan.

Council has determined nine strategic objectives for 2013-2017 under the following headings:

- Accountable Leadership
- Economy
- Transport
- Learning
- Social Inclusion
- Health, Safety and Wellbeing
- Leisure and Recreation
- Appearance of the City
- Natural Environment

The nine Strategic Objectives of Council for the Council Plan 2013-2017 are listed under the four Themes of the Hume City Plan 2030 (Revised 2009):

- 1. Council Leadership**
 - 1.1 Accountable Leadership
- 2. Prosperity of the City**
 - 2.1 Economy
 - 2.2 Transport
 - 2.3 Learning
- 3. Community Wellbeing**
 - 3.1 Social Inclusion
 - 3.2 Health, Safety and Wellbeing
 - 3.3 Leisure and Recreation
- 4. Appearance of the City and Environment**
 - 4.1 Appearance of the City
 - 4.2 Natural Environment

Each Strategic Objective consists of the following:

Why this is priority for Hume – this qualifies why Council is allocating resources and services to achieve the Strategic Objective.

Strategies – support the Strategic Objective and are progressively implemented during the Council Plan 2013-2017 through annual actions.

Annual Actions – are the actions (including advocacy) which will happen during 2013/2014.

Strategic Indicators and Targets – the achievement of the Strategic Objectives will be monitored annually using the Strategic Indicators and Targets.

Service Indicators – Council Service Delivery supports the achievement of Strategic Objectives and will be monitored quarterly through the reporting of Service Indicators.

Reporting to the Community

Progress towards achievement of the Strategic Objectives will be reported each quarter to Council, together with performance against the Strategic Indicators and Targets, which are reported annually in the Annual Report.

Council Plan 2013-2017 (2013/2014 Actions)

THEME 1: COUNCIL LEADERSHIP

Hume City Council demonstrates strong leadership through fostering accountability, developing partnerships in the community with residents and business, and maintaining active relationships with all levels of Government to achieve improved outcomes for the Hume community.

1.1 STRATEGIC OBJECTIVE: ACCOUNTABLE LEADERSHIP

Why this is a priority for Hume

Open and accountable Government, using the resources provided in the best way and managed through a strong policy framework and accessibility, enables Council to effectively deliver our programs, services and stated annual actions.

Strategic Objective

To operate with integrity and openness in providing the highest level of representation and advocacy for the community.

Strategies and Actions (2013/2014)

1.1.1 Develop strategies and actions with the Hume community to provide a long term vision for the City.

2013/14 Action:

- Develop Hume Horizons 2040, a long term plan for the Hume community.

1.1.2 Deliver services that are responsive, efficient and effective in meeting the needs of the Hume Community.

2013/14 Actions:

- Improve responsiveness through implementation of the Customer Focus Strategy, including:
 - Increase the diversity of options for the reporting of issues by the community, including via Council's website.
 - Implement a version upgrade of Council's Customer Request System.
- Undertake community engagement, consultation, evaluation and research to inform service planning, strategy development, funding applications and advocacy, including:
 - An annual community survey on Council's performance.
 - The New Household Survey to collect inter-census information about new households and emerging communities.
 - Analysis of SEIFA Index and Census Data and updating of Council's social profiles and population forecasts.
 - Service specific consultation and analysis of service usage data and demographics.
- Review and improve Council's Infringements Management System.
- Expand Council's use of online and digital communication to improve the community's access to information regarding Council's services.

1.1.3 Manage Council finances in a prudent and transparent manner.

2013/14 Actions:

- Advocate to the Federal and State Governments for the legislative and other changes required to assist in mitigating the likelihood and consequence of future shortfalls in the Defined Benefit Superannuation Fund.
- Undertake a comprehensive review of the Rating Strategy.
- Implement the outcomes of Council's Fees and Charges Setting Policy.

1.1.4 Manage Council infrastructure assets to meet the needs of the community and service delivery standards.

2013/14 Actions:

- Prepare the Capital Works Priority Listings for 1, 4 and 10 years.
- Maintain all Asset Management Plans for Council assets, including:
 - Develop and implement a strategy for implementation of the Advanced Step Framework.
 - Review the Building Asset Management Plan.
 - Report on future use of Council buildings in line with community needs.
- Review the processes for developer contributions and liaise with developers to ensure the provision and timely delivery of community infrastructure contributions.
- Undertake property assessments and site investigations, including traffic and geotechnical, in preparation for redevelopment opportunities at:
 - Dallas Car Park (Southern End)
 - Jacana Reserve (part of residential extension)
 - Bolinda Road Landfill site – land fronting Mahoney’s Road and adjoining IKEA.

1.1.5 Provide accountable leadership and responsible governance of the City.

2013/14 Actions:

- Conduct a Business Continuity Training Exercise during 2013/14.
- Implement an Electronic Document Record Management System.
- Undertake a review of the Councillor Code of Conduct and Council Committees.
- Proceed with the implementation of Council’s Local Law No.1 and associated Codes.
- Produce Council’s Annual Report in line with legislation, reporting against Council Plan Actions and Budget for 2012/13.
- Ensure Council demonstrates consideration of Human Rights during the decision-making process (by undertaking Human Rights training).

1.1.6 Position Hume City Council to deliver excellent services to the community through attracting, developing and retaining high calibre employees.

2013/14 Actions:

- Continue to implement the People and Culture Strategy, including:
 - Implement the Enterprise Bargaining Agreement (EBA6) throughout the organisation.
 - Continue to enhance Council’s reputation as an employer of choice through a range of marketing and communications activities, including:
 - Implement a new career’s website.
 - Promote Council through careers expos.
 - Promote the achievements of Council staff and career opportunities with Council through a range of industry publications and media channels.
 - Seek opportunities to acknowledge council staff achievements and innovation through awards.
- Develop a future workforce plan and recruitment policies and procedures to support the organisation address areas of skill shortage.
- Continue to implement the AS4801 (Occupational Health and Safety standard) across identified work areas.
- Provide an annual ‘health snapshot’ of the organisation to Council.

1.1.7 Promote Hume City as a place to live, work and visit.

2013/14 Actions:

- Increase community engagement and promote civic pride by communicating the progress of key projects, capital works, events and initiatives, including:
 - Increase reach of Council information through the use of a range of targeted communication mediums, such as an improved Hume Pride.
 - Enhance communication with Hume's culturally and linguistically diverse community, including a review of Council publications.
 - Continue to promote Hume City Council as a leader in Local Government, through identification of media and marketing opportunities within metro media, industry publications and other strategies.

Strategic Indicators and Targets

- By 2017 the underlying surplus is 3% of underlying revenue.
- That Council rates itself at 4 or above (i.e. good to excellent) when conducting the Council's annual self assessment of adherence to the Councillors Code of Conduct.
- The Hume City Council Annual Community Satisfaction Survey Overall Performance Mean Score improves by 0.2 per year.
- Delivery of >90% of the annual Capital Works Program each year.
- A reduction in the gap between the current level of funding for asset maintenance/replacement and the required level of funding with the assistance of the Municipal Association of Victoria Broadened Step Program.

Service Indicators

- Quarterly correspondence figures (% of correspondence acknowledged and completed within accepted timeframes).
- Quarterly completion/implementation rate with the recommendations of the Internal Audit Committee.
- Percentage of customer service enquiries resolved on first call (Target >80%).
- Year to date volumes and comparison to previous year for Council:
 - Telephone enquiries (3% decrease on previous year)
 - Face to face visits (3% decrease on previous year)
 - Emails responded to
 - Online web chat
 - Website visits and page views (increase on previous year).
- Advocacy for year to date including:
 - Grant/funding applications made and \$ applied for
 - Number of successful grant/funding applications announced
 - Grant/funding \$ announced.
- Meet financial ratios for the year to date including:
 - Working Capital Ratio
 - Debt Servicing Ratio
 - Debt Commitment Ratio
 - Debt Exposure Ratio

- Supplementary Rates, Actual v Budget
 - Interest Income, Actual v Budget.
- Meet Human Resources targets for including:
 - Reduction in performance appraisals overdue by 20%
 - Reduction in job vacancies unfilled for greater than 3 months by 10%
 - Reduction in staff with greater than 40 days annual leave by 10%
 - Reduction in number of casuals by 2% (from December 2012 baseline).
- Year to date number of news articles published and % that were negative (Target <15%).
- Capital Works Program: YTD Budget v Actual.

THEME 2: PROSPERITY OF THE CITY

Hume will be a strong, diversified thriving business centre of northern Melbourne. This can be achieved by the provision of effective infrastructure networks, attracting significant and emerging industries, promoting business investment, whilst supporting existing industries and enabling residents to take up a range of employment opportunities.

2.1 STRATEGIC OBJECTIVE: ECONOMY

Why this is a priority for Hume

A thriving and prosperous community can be achieved through strong economic growth, creating diversified local employment opportunities across a breadth of industry sectors (reducing the need for extended travel). Redevelopment of the Broadmeadows Activities Area demonstrates a commitment to economic prosperity, economic diversity and industry restructure.

Strategic Objective

Provide a proactive and supportive environment to sustain and expand existing businesses in Hume, attract a diversified range of new business investment and create opportunities for residents in Hume to take up employment in these businesses.

Strategies and Actions (2013/2014)

2.1.1 Advocate for services, infrastructure and support that will provide economic growth in Hume City.

2013/14 Action:

- Advocate across all tiers of Government, with developers and businesses to:
 - Attract investment and funding to the City.
 - Provide quality infrastructure and services to the community.
 - Provide higher standards of capacity, design and development of public and private infrastructure in Hume, including affordable housing.
 - Ensure appropriate zoning of areas within Hume.
 - Support Hume's industrial sector to switch to a lower-carbon economy.
 - Provide manufacturing and regional projects through the Northern Group of Councils.

2.1.2 Facilitate further development of activity centres in the City, including identified employment areas.

2013/14 Actions:

- Partner with the State Government on the renewal and further development of the Broadmeadows Activities Area as Melbourne's Capital of the North, including:
 - Broadmeadows Station, Meadowlink, Tanderrum Way
 - South of Dimboola, Banksia Gardens, Housing Initiatives, i.e. Nicholas Street.
- Support economic development, business sustainability and employment growth within:
 - Craigieburn Town Centre
 - Melbourne Airport
 - Broadmeadows Activities Area
 - Employment/Growth Areas
 - Sunbury Town Centre (including Town Centre Structure Plan).

2.1.3 Encourage new and existing businesses, Government and agencies to invest in Hume City.

2013/14 Action:

- Implement 2013/14 actions of the Hume Economic Development Strategy 2030 and Action Plan, including:
 - Implement the Investment Attraction Framework.
 - Facilitate accelerated participation in the digital economy for Hume residents and businesses.

2.1.4 Create employment for local people and assist local businesses and industries through support, partnerships and recognition.

2013/14 Actions:

- Implement the Local Jobs for Local People Program, including Joblink 3064 and Craigieburn Central Joblink.
- Identify emerging industries and develop strategies that will assist Hume businesses and residents to capitalise on these opportunities.
- Facilitate the Hume Jobs and Skills Task Force.
- Support, promote and showcase outstanding Hume businesses through the NORTH Link Northern Business Achievement Awards and the annual Hume Business Excellence Awards.
- Support and participate in the Melbourne North: Now and Tomorrow community summit to be conducted at La Trobe University in July 2013.

2.1.5 Facilitate the development of sustainable urban environments through structure and subdivision planning.

2013/14 Actions:

- Complete the Hume Integrated Growth Area Plan (HIGAP) – Hume Corridor Draft Strategy.
- Implement the Hume Integrated Growth Area Plan (HIGAP) – Sunbury by:
 - Contributing to the input and preparation of new Precinct Structure Plans for Sunbury
 - Investigating options for the Southern link crossing of Jacksons Creek.
- Review the Hume Planning Scheme, including the MSS in accordance with the *Planning and Environment Act 1987*.
- Oversee, assess and monitor the implementation of Precinct Structure and Local Development Plans, including:
 - Greenvale – Central, North (R1), West (R3), Lakes East
 - Hume Highway and northern Hume Industrial Precincts
 - Craigieburn – West (R2) and Highlands
 - Merrifield West and Lockerbie.

2.1.6 Promote the diverse range of attractions and activities available to visitors of Hume City.

2013/14 Action:

- Implement 2013/14 actions of the Tourism Strategy, including:
 - Continue to promote Hume City as a conference, meetings and events destination.
 - Encourage further tourism growth from existing tourism products, including providing promotion and support for the Sunbury Wine Region.
 - Deliver phase two of the Visiting Friends and Relatives Market Program.

Strategic Indicators and Targets

- The annual value of development activity remains stable against the 2012/2013 value and increases by CPI each year after.

Service Indicators

- Broadmeadows Activities Area comparisons for:
 - % of public sector investment compared to the other CAAs/Councils/State average (Target range: 80-120%)
 - % of private sector investment compared to other CAAs/Councils/State average (Target range: 60-120%).
- YTD planning applications:
 - number received and number decided
 - median processing days (gross)
 - percentage decided within 60 day statutory timeframe (Target: 55%).
- Number of subdivisions processed and percentage of subdivisions processed within the statutory timeframe (30 days).
- Manage, monitor and report on the number of Permits and Infringements issued for:
 - Building Works
 - Asset Protection
 - Road Management
 - Fire Prevention
- Number of applications for review of infringements.
- Number withdrawn due to:
 - Contrary to Law
 - Mistake of Identity
 - Special Circumstances
 - Exceptional Circumstances
- Number of warnings issued.

2.2 STRATEGIC OBJECTIVE: TRANSPORT

Why this is a priority for Hume

A significant challenge for Hume is to improve transport options for the community and business. Our residents face issues such as car poverty, lack of public transport services and options, and distance from essential services. Improved transport network services will support and reduce costs to business and our community in their everyday lives and improve access to services and facilities.

Strategic Objective

Plan, advocate for and provide safe alternative transport networks and options that service existing businesses, business investment and enhance community connectedness.

Strategies and Actions (2013/2014)

2.2.1 Advocate to State and Federal Governments, VicRoads, developers and service providers for transport improvements in Hume City.

2013/14 Actions:

- Advocate to the State and Federal Government for major infrastructure, such as the Outer Metropolitan Ring Road and a rail link to Melbourne Airport.
- Advocate to the Department of Transport, Planning and Local Infrastructure and public transport providers for improved integrated public transport options for the community, including:
 - Increased local bus routes, particularly in new suburbs and to rail stations
 - Increased service frequencies and span of hours for rail and bus
 - Commitment to Campbellfield and Sunbury South railway stations
 - Removal of Zone 2.
- Advocate to VicRoads for road improvements to improve safety, enhance traffic flow and relieve traffic congestion on the network, including:
 - Bulla Bypass
 - Sunbury Road, Somerton Road and Craigieburn Road duplications
 - Mickleham Road – new lanes south of Somerton Road
 - Signalisation at the intersection of Hanson Road and Craigieburn Road.
- Advocate and seek partnerships and agreements for car parking at transport interchanges and activity centres, including:
 - Craigieburn Train Station
 - Sunbury Town Centre
 - Develop a Car Parking Plan for the Broadmeadows Activities Area, including the Hume Central Development Site.

2.2.2 Develop public transport infrastructure in partnership with stakeholders.

2013/14 Action:

- Collaborate with the Department of Transport, Planning and Local Infrastructure on the implementation of the major upgrade to the Broadmeadows Railway Station.

2.2.3 Monitor, maintain and construct Council roads to improve road safety and traffic flow.

2013/14 Actions:

- Implement road maintenance management systems in compliance with the Road Management Plan.
- Review progress with previous Local Area Traffic Management Studies (LATMS) and complete two new LATMS in:
 - Bulla and Wildwood
 - Broadmeadows South (bounded by Camp Road, Electric Street, Western Ring Road and Sydney Road).
- Design and construct new roads and traffic treatments in accordance with the 2013/14 Capital Works Program, including:
 - Aitken Boulevard
 - A major upgrade to Konagaderra Road.
- Develop an updated long-term Road Program which has been informed by the 2013 Road Condition Survey.

2.2.4 Provide appropriate transport planning and linkages during the development of new areas and in existing growth areas.

2013/14 Actions:

- Implement the Hume Integrated Land Use and Transport Strategy (HILATS) to support delivery of integrated transport networks including completion of a Hume Bicycle Network Plan.
- Ensure that development standards and subdivisions provide suitable roads, public transport connections, access to bus stops and railway stations, footpaths, shared paths and on and off road bike networks in accordance with ResCode requirements.
- Undertake a detailed traffic study of the Eastmeadows/Northmeadows Development Precinct to identify the traffic impact and infrastructure improvements required and to inform a Developer Contributions Plan for the area.

Strategic Indicators and Targets

- Completion of key road infrastructure projects identified in the Capital Works Program each year.

Service Indicators

- % increase in Broadmeadows public transport patronage is comparable to the Melbourne average increase (80-100% of Melbourne average).

2.3 STRATEGIC OBJECTIVE: LEARNING

Why this is a priority for Hume

Hume has high levels of disadvantage across several suburbs and has among the lowest Year 12 completion and learning retention rates in Melbourne. It is important that learning opportunities for children in their early years are available to build a strong foundation for life. Improved learning outcomes are a major contributor to reducing social disadvantage and improving quality of life. Improved learning opportunities provide options for our community to prosper and contribute to stronger social capital.

Strategic Objective

Enhance life experience, employment opportunities and contributions to the community by inspiring and facilitating the participation of Hume residents in lifelong learning, regardless of age, ability or ethnicity, resulting in reduced disadvantage and improved quality of life.

Strategies and Actions (2013/2014)

2.3.1 Provide contemporary learning options and innovative programs and activities, for the Hume community.

2013/14 Actions:

- Develop the Learning Together 4 Action Plan 2013-2017.
- Continue to partner with universities and Kangan Institute to promote the Hume Multiversity initiative.
- Strengthen the promotion of activities, programs and services that support learning in Hume City.
- Assist migrants to participate in the community through learning programs, community groups and continuing the delivery of the Bilingual Storytime to enhance and integrate with the current platform of child development and parent support programs.

2.3.2 Improving learning and development in a child's early years.

2013/14 Actions:

- Facilitate the development and completion of the Family and Children's Plan for Hume City 2014-2017, and associated action plan for 2014/15.
- Evaluate the implementation and impact of Universal Access on key stakeholders and report to Council.
- Plan for and deliver a symposium for early years providers and primary schools.

2.3.3 Advocate and/or develop partnerships that provide access to further learning opportunities for the Hume community.

2013/14 Actions:

- Advocate for the expansion of the National Broadband Network in Hume and work in partnership with the Federal Government and service providers to deliver programs that assist the community to take advantage of technology.
- Partner with Victoria University (VU) to seek alternative uses for the Jacksons Hill site, Sunbury, including securing community access to key infrastructure and to ensure that the VU educational offer is relevant to the needs of the Sunbury community.
- Support and engage with the Hume Neighbourhood Houses, including implementing the adopted recommendations of the Neighbourhood House funding review.
- Continue to advance the joint planning for the provision of schools, early year's hubs and community facilities, including the Newbury Activity Centre, Craigieburn.
- Continue to liaise with the Department of Education and Early Childhood Development on place management with schools in Broadmeadows.

2.3.4 Develop facilities that meet the learning needs of the Hume community.

2013/14 Actions:

- Undertake a feasibility study for the development of the Hume Global Learning Centre-Sunbury.
- Oversee the planning, design and construction of extensions to Malcolm Creek Preschool, Sunningdale Children's Service and Bradford Avenue Preschool.

Strategic Indicators and Targets

- Participation of 4 year olds in preschool increases by 2% per annum, as measured by the enrolment rate as a percentage of population.
- The number of participants attending Council learning programs increases by 2% per annum.

Service Indicators

- Year to date figures and comparison to annual targets for:
 - Items borrowed and average per month from Hume Libraries (2% increase on previous year)
 - Total Hume Library floor counts (2% increase on previous year).
- Increase in year to date figures in comparison to previous year for:
 - Participants attending learning programs
 - Percentage of people participating in Learning for Work
 - Percentage of people Learning for Employment
 - Attendees recorded at Bilingual Storytime.

THEME 3: COMMUNITY WELLBEING

Hume will be characterised as a strong and cohesive community where residents have equitable access to services and are supported to take up opportunities to actively participate in community life and realise their full potential.

3.1 STRATEGIC OBJECTIVE: SOCIAL INCLUSION

Why this is a priority for Hume

Hume City's demographic profile shapes its approach to social inclusion. Since 2001 Hume City Council has had a commitment to social justice with a view to advance a fair and just society and to promote respect for every citizen, encourage community participation, strengthen community wellbeing and reduce causes of disadvantage.

As Hume's community is diverse in terms of culture, income and opportunity, a focussed effort is required to enable individuals and groups to have a fair go. Additionally, community life is strengthened by cohesion amongst people with such diverse experiences and opportunities.

Strategic Objective

To undertake initiatives which increase social, civic and economic participation by individuals and groups in Hume community life to support individual fulfilment whilst strengthening a culturally rich, cohesive and respectful community.

Strategies and Actions (2013/2014)

3.1.1 Continue to implement and promote the principles of social justice and respect to enhance social inclusion.

2013/14 Actions:

- Complete the review and publish the updated Social Justice Charter and provide a report on the implementation of the associated Action Plans:
 - Disability Action Plan 2012-16
 - Reconciliation Action Plan 2013-17
 - Multicultural Action Plan 2014-18.
- In partnership with the RSL and community, relocate the Craigieburn War Memorial to the Craigieburn Town Centre Sportsfield site to promote respect for Australian service men and women.

3.1.2 Provide services, programs and facilities to increase the opportunities for members of the Hume community to realise their potential through all stages of life.

2013/14 Actions:

- Implement the Youth Strategy, through the delivery of programs, facilities and activities that support the needs of young people, including:
 - Gather evidence on the needs of young people at risk and develop appropriate partnerships and referral protocols to support them.
 - Undertake local area planning activities to identify emerging issues for young people and provide a planning framework for future collaborative action, initially focussing on Gladstone Park and Tullamarine areas.
 - Develop plans for each Youth Centre based on the outcomes of local area youth planning work.
- Support and celebrate the achievements of Hume's young people through delivery of the Education Scholarships initiative.

- Deliver the Supporting Parents Developing Children Program and explore sustainable program and funding models.
- Develop a plan to guide the future delivery of HACC services in Hume, including:
 - Increase the accessibility of Council's HACC programs for CALD communities.
 - Review the Pilot HACC client transport to medical and related appointment program and report findings to Council.
- Complete facility improvements as outlined in the Capital Works Program, including implementation of the building works identified in the Disability Access Audit. The works scheduled for 2013/14, include:
 - Craigieburn Community Hub
 - Sunbury Senior Citizens Centre
 - Sunbury Neighbourhood House.
- Manage the delivery and launch of the Broadmeadows Community Hub project, including the establishment of operational and governance structures.
- Assist with the development and integration of vulnerable, at risk children through the provision of targeted intervention and support as part of the Outreach Service for Child FIRST Clients.

3.1.3 Promote and support activities that offer opportunities to develop relationships and mutual respect amongst individuals, groups and organisations in Hume.

2013/14 Actions:

- Provide events and festivals that enhance community participation, enjoyment and sense of belonging, attract visitors to the city and raise awareness of Hume in the wider community, including:
 - Major events – Broadmeadows Fiesta, Craigieburn Festival, Carols by Candlelight and the Hume Music Festival.
 - Plan for the centenary of ANZAC Day.
- Support community events, such as NAIDOC Week, Harmony Day, International Women's Day and Youth Week events in Hume City.
- Conduct the community grants program.
- Support community leaders, groups and networks to develop initiatives, programs and services that celebrate and promote the inclusion of diverse cultures, faiths and people of all abilities.
- Develop and plan a broad based program to facilitate community use of:
 - The Newbury Child and Community Centre, Craigieburn
 - The Hume Regional Tennis and Community Centre, Craigieburn.

3.1.4 Advocate and/or partner with Federal and State Governments, non-government organisations and community groups to provide community services and facilities that promote social inclusion.

2013/14 Action:

- Council will advocate for:
 - Funding for programs and infrastructure to open opportunities for individuals, groups and communities experiencing different types of isolation.
 - Youth Support Services to respond to the needs of young people at risk.
 - Accessible services to enable individuals to develop the confidence and knowledge necessary to participate in community life.

Strategic Indicators and Targets

- Eighty percent of clients participating in the Babies in Hume Program complete the program each year.
- Leisure centre attendances by concession members increase by 6% by 2017.

- Fifty percent of bookings annually for meeting space at the Hume Global Learning Centre are made by social justice target groups identified in the Social Justice Charter.
- Home and Community Care service uptake by Culturally and Linguistically Diverse, and Aboriginal and Torres Strait Islander communities is increased by 3% per annum.

Service Indicators

- Participation to exceed annual attendance targets in youth programs at each Youth Centre:
 - Craigieburn Youth Centre
 - Sunbury Youth Centre
 - Roxburgh Park Youth Centre
 - Buchan Street
 - Link In
 - Moving Forward Program – Youth Central.
- Achievement of funding target (target number of clients vs actual) for Preschool Field Officer Service (Q1:161, Q2:215, Q3:54, Q4:108).
- Year to date events conducted, supported and sponsored by Marketing & Communications, including:
 - number of participants
 - event feedback.

3.2 STRATEGIC OBJECTIVE: HEALTH, SAFETY AND WELLBEING

Why this a priority for Hume

Health and safety was identified as the key priority in consultation with community during the review of Hume City Plan 2030. It is also known that physical and emotional health is fundamental, together with financial security, as key foundations for people to lead satisfying lives. Council has a key role through its planning, service delivery and advocacy functions to establish the social and physical infrastructure necessary for residents to build and sustain healthy lives.

Strategic Objective

To plan, provide and/or advocate for services that enable Hume residents of all ages to pursue a healthy and safe lifestyle that contributes to overall wellbeing.

Strategies and Actions (2013/2014)

3.2.1 Support and improve community health and safety through strategies, programs and services.

2013/14 Actions:

- Complete and publish the 2013-2017 Municipal Public Health and Wellbeing Plan.
- Scope and investigate strategies to improve community health and safety, including:
 - Completion and adoption of Council's Responsible Gaming Policy.
 - Implement the Domestic Animal Management Plan 2013-2017.
- Implement the Healthy Together Hume initiative, including engagement of schools, early childhood centres and workplace settings.
- Develop the 2014-2018 Community Safety Strategy in consultation with community agencies and peak bodies.
- Report on the outcomes of the Healthy Hume Project.
- Develop and implement a new Hume Road Safety Action Plan 2013-2016, including:
 - Continuing with the following safety programs: Fit to Drive; Looking After Our Mates; Keys Please; Keeping Older Drivers Safe & Mobile; and Motorcycle Safety.
- Review the Hume Development Principles for Community and Recreation Facilities.
- Investigate the health service needs of the Craigieburn and Roxburgh Park populations and the future residents of Lockerbie and Merrifield and produce a master plan that indicates the location options for future health service provision.

3.2.2 Advocate to and/or partner with State and Federal Governments and non-government organisations to facilitate integrated planning, the location of generalist and specialist services in Hume City and for legislative reform.

2013/14 Action:

- Council will advocate for:
 - Improved access to human and health services.
 - Initiatives to support improved safety outcomes for our community.
 - Infrastructure funding to support and establish suitable facilities to deliver integrated and accessible services to local communities.
 - Expansion of the smoke free zones in public places legislation through the MAV.
 - Improved road safety on VicRoads infrastructure.

3.2.3 Address and provide education on local safety issues in partnership with community groups, agencies and schools.

2013/14 Actions:

- Partner with schools, Victorian Police and the local community to develop solutions that address:
 - Hooning
 - Safety on the streets
 - Pedestrian and Traffic Safety around schools, including school crossings.
- Provide leadership for the development of initiatives that promote the prevention of family violence and violence against women, including continued support for the international 'White Ribbon' campaign.
- Review and update Council's Fire Prevention Plan and Emergency Management Plan, including consideration of the findings of the CFA Craigieburn Grassfire debrief.

Strategic Indicators and Targets

- Ensure compliance and enhance the quality of Early Childhood Services through the annual review and completion of Quality Improvement Plans for 100% of services.
- Increased breast feeding rates for three month old babies by 4% by 2017.
- Improvement in the Hume City Council Annual Community Satisfaction Survey scores for:
 - Satisfaction with Council runs services and facilities for young people.
 - Satisfaction with Council runs services and facilities for people with a disability or long term illness.
 - Satisfaction with Council runs services or facilities for older people.
- A reduction in the number of fatal and casualty accidents on our roads, year on year from the previous year.

Service Indicators

- Achievement to annual target for the following service types:
 - HACC Assessment
 - HACC Homecare
 - HACC Respite
 - HACC Personal Care
 - Property Maintenance
 - Delivered Meals
 - Planned Activity Group - High
 - Planned Activity Group - Core.
- Key Age and Stage Visits (% of eligible children seen):
 - 12 months (Target 80%)
 - 3 and a half years (Target 77%).
- Utilisation rates for the following Council services (% of all places):
 - Child Care (Target 82%)
 - Preschool (Target 98%)
 - Before School Care (Target 61%)

- After School Care (Target 90%)
- Vacation Care (Target 86%).
- YTD tonnes of domestic waste collected / number of services = average kg per household (Target: reduce to 12kg per household).
- Increase the average resources recovered to waste diversion (Target: increase to 41%).
- Dog registration rate (number registered per 1000 households).
- Cat registration rate (number registered per 1000 households).
- Number of Council vaccinations administered in:
 - Secondary School Program
 - Infant Program.

Immunisation coverage rate for:

- Cohort 1 (12-15 months)
- Cohort 2 (24-27 months)
- Cohort 3 (60-63 months).
- Number of Food Premises Mandatory Inspections undertaken.
Of the Mandatory Inspections undertaken, number of:
 - Satisfactory compliance
 - Major non-compliance
 - Critical non-compliance.
- Number of food samples undertaken.

3.3 STRATEGIC OBJECTIVE: LEISURE AND RECREATION

Why this is a priority for Hume

Physical and emotional health is key foundations for individual wellbeing. In addition to the opportunities for individuals to improve their physical health through these programs, community networks developed through leisure and recreation activities generate a sense of belonging for individuals as well as stronger communities more broadly.

Strategic Objective

To facilitate opportunities for Hume residents of all ages and abilities to lead an active life through participation in leisure and recreation activities by facilitating and/or providing programs and support.

Strategies and Actions (2013/2014)

3.3.1 Plan for passive and active recreation opportunities for the Hume community.

2013/14 Actions:

- Implement the actions of Leisure Strategy 2013-2018, including:
 - Progress the development of the Craigieburn Regional Recreation Precinct.
 - Undertake a feasibility study for the future use of the current Craigieburn Leisure Centre.
 - Advocate for leisure and recreation funding of services and facilities.
- Implement the Open Space Strategy, including:
 - Development of a major park –The Nook in Sunbury.
 - Implement Open Space Master Plans for the following: Jack Roper Reserve; Craigieburn Gardens; Broadmeadows Valley Park; and Highgate Recreation Reserve.
- Prepare the Playspace Development Plan.
- Develop Master Plans for Seabrook Reserve (including the former Broadmeadows swimming pool site), Jacana Valley, Sunbury Park and John Coutts Reserve.

3.3.2 Enable healthy, active and participative communities through the equitable provision of services and facilities.

2013/14 Actions:

- Review Council Leisure Centre fees, the Sports Ground Allocation Policy and the Sports Club Contributions Policy.
- Deliver the following major Capital Works projects during 2013/14:
 - Complete construction of Stage One of the Broadmeadows Leisure Centre Redevelopment.
 - Complete construction of Stage One of Regional Soccer Facility Development at John Ilhan Reserve.
 - Commence construction of Stage One of the Craigieburn Town Centre Sporting Fields Development.
 - Commence the design of the Craigieburn Aquatic and Fitness Centre.
 - Oversee the construction of dog parks in Sunbury and Craigieburn.
 - Deliver the Hume Regional Tennis and Community Centre.
- Coordinate the cross-agency planning for the Craigieburn Hockey Centre.

3.3.3 Facilitate the development of arts and cultural activities in Hume.

2013/14 Actions:

- Develop the 2013-2017 Arts and Cultural Development Strategy.
- Develop and deliver on actions of the Public Art Strategy, including the Craigieburn Public Art Project.
- Deliver the 2013/14 Arts Encouragement Awards.
- Advocate for performing arts and cultural programs funding.
- Provide a community base for the Craigieburn Historical Interest Group.

Strategic Indicators and Targets

- Increased participation in leisure activities by 6% by 2017 through:
 - Learn to swim enrolments;
 - Leisure Centre membership attendances; and
 - Casual swim attendances.
- Numbers of people participating in recreation activities offered by Aged & Disability Services increases by 3% per annum.

Service Indicators

- Increase in annual Leisure Centre attendance by concession members by 2%.
- Year to date attendances to exceed annual targets for:
 - Learn to Swim
 - Membership Attendances
 - Casual Swim.
- Playgrounds to meet Australian Safety Standards (minimum 95%).
- Increase in the number of Artists and Arts Organisations listed on Councils Artist Register (Target: increase by 12%).

THEME 4: APPEARANCE OF THE CITY AND ENVIRONMENT

Hume City Council endeavours to enhance community pride by resourcing services to deliver a clean appearance of the City, with appropriately maintained infrastructure and a well preserved and protected natural environment.

4.1 STRATEGIC OBJECTIVE: APPEARANCE OF THE CITY

Why this is a priority for Hume

A well maintained and presented City enhances community pride and improves community satisfaction.

Strategic Objective

To undertake programs to enhance a sense of community pride and the cleanliness, maintenance and appearance of public and private land.

Strategies and Actions (2013/2014)

4.1.1 Enhance the City's amenity through the design, approval and construction of high quality public infrastructure.

2013/14 Actions:

- Plan and design the redevelopment of Tanderrum Way between Pascoe Vale Road and Pearcedale Parade, subject to finalisation by the Department of Transport, Planning and Local Infrastructure.
- Develop a Gateway Strategy to provide attractive entrances to the City.
- Identify and have adopted by Council, urban design principles and requirements to be incorporated in the planning and development of Council's activity centres and major infrastructure projects.
- Design and deliver public infrastructure, via the Capital Works Program, that enhances the City's amenity, including footpath rehabilitation, new path works, streetscape improvements and the Upgrading Neighbourhood Parks Program.

4.1.2 Ensure the appearance of City is maintained to a high standard through the provision of strategies and services for open and public spaces.

2013/14 Actions:

- Implement, monitor and review the Waste Management Strategy, including:
 - Continue hard waste collection programs and community waste collection days and further investigate opportunities for the recycling of E Waste.
 - Introduce home composting systems to 200 residents annually.
 - Introduce a commercial waste service and provide shared waste facilities.
 - Review the impact of the Carbon Tax Policy on Council operations.
 - Examine the opportunities of converting waste to energy, including methane gas harvesting at the Sunbury Landfill.
- Implement the Litter Management Strategy, including:
 - Introduce permanent public place recycling facilities at three designated sporting reserves and in three shopping precincts.
 - Develop a policy for placement of bins in parks and open space locations.
 - Implement Fire Action Week passes to assist in home clean ups around fire action week.
 - Maintain and enhance litter bin infrastructure.
- Implement the Craigieburn precinct cleansing program to enhance the amenity of high profile locations in and around the Craigieburn Town Centre.
- Implement the Graffiti Management Strategy, including:

- Identification and removal of graffiti on Council and private assets.
- Establish a system of photographing and logging graffiti tags to assist Police with law enforcement.
- Contacting retailers that sell graffiti implements, such as spray cans, to raise awareness of the recent changes in law and the impact of graffiti on businesses.
- Supplying residents or businesses with free Graffiti Removal Kits or vouchers.
- Improve and maintain the condition of Council's parks and open spaces, including:
 - Plant at least 5,000 appropriate trees across Hume City.
 - Review Hume's Street and Reserve Tree Policy.
 - Develop maintenance standards for iconic parks in the City.
- Reduce the incidence of illegal dumping of rubbish across the City, through:
 - Conducting surveillance at locations prone to illegal dumping.
 - Embarking on a public awareness/education campaign related to the impact and enforcement of illegal dumping.

4.1.3 Enhance community pride in the appearance of public and private land through advocacy, partnerships and supporting and promoting opportunities for community involvement and education.

2013/14 Actions:

- Investigate ways to celebrate civic and community pride.
- Educate the community on recycling and reducing the waste stream to landfill by implementing the Waste Wise Education Strategy, including:
 - Conduct kerbside recycling bin inspections to reduce contamination.
 - Deliver to all households a comprehensive Waste Calendar/Booklet outlining Council's waste services and benefits of recycling.
 - Increase recovery of materials from Council facilities by implementing the three bin system to three additional sites each year.
- Advocate for State Government and utility providers to improve the amenity of their assets where appropriate.

Strategic Indicators and Targets

- Improvement in Hume City Council's Annual Community Satisfaction Survey scores for:
 - Satisfaction with graffiti control and removal
 - Satisfaction of roadside litter control
 - Satisfaction with maintaining of parks & playgrounds.
- 95% of merit requests for dumped rubbish removal each year are completed within timeframe.
- 95% of merit requests for graffiti removal each year are completed within timeframe.

Service Indicators

- Performance to targets on:
 - Service requests within timeframe on sealed and unsealed roads (Target: 95%)
 - Service requests within timeframe on drainage works (Target: 95%)
 - Compliance with approved drainage and sweeping program (Target: 100%)
 - Number of street and reserve trees planted (Target: 5000 per annum).
- Year to date figures for Council Hard Rubbish service including:
 - No. of home Hard Rubbish Collections
 - Number of free Hard Rubbish vouchers redeemed
 - \$ value of free Hard Rubbish vouchers redeemed.

4.2 STRATEGIC OBJECTIVE: NATURAL ENVIRONMENT

Why this is a priority for Hume

Hume City Council is committed to sustainable development and aims to be a leader in environmental sustainability. Land use change, the drought, water restrictions and climate change are just some of the challenges currently facing Hume. These challenges highlight the importance of planning for a sustainable future, provision of stewardship in regard to the management of our flora and fauna, and improving the efficiency of our assets and infrastructure.

Strategic Objective

To ensure the protection and enhancement of Hume's biodiversity, natural values and ecological systems, and to reduce the environmental impact of the Hume community. This will be undertaken through the adoption of sustainable management practices, systems and infrastructure.

Strategies and Actions (2013/2014)

4.2.1 Encourage the Hume community to increase their awareness of environmental sustainability and take an active part in its implementation.

2013/14 Actions:

- Implement the 2013/14 actions of the Live Green Strategy, including:
 - Review and coordinate implementation of the Live Green program for the Hume community.
 - Facilitate the quarterly Teachers' Environment Network and provide support for Hume schools participating in the Resource Smart Australian Sustainable Schools Victoria program.
 - Support the work of new and existing environmental groups within Hume to implement environmental projects (such as Banksia Eco-Warriors).
 - Review and coordinate implementation of the Green Team staff engagement program projects.
- Facilitate the Environmental Champions Program and support participants to implement environmental projects within the Hume community.
- Implement the Community Greening Program in conjunction with schools and community groups to improve amenity of land and enhance and raise awareness of biodiversity values.
- Investigate the possibility of creating an environmental hub and community space in Hume City.

4.2.2 Preserve and enhance Hume's biodiversity and natural environment, including stewardship of significant flora.

2013/14 Actions:

- Implement the 2013/14 actions of the Natural Heritage Strategy, including:
 - Review Council's existing Environmental Significance Overlays and Vegetation Protection Overlays and identify opportunities for enhancement.
 - Develop a Native Vegetation Protection Policy.
- Conduct a review of the operational requirements for managing Council's Conservation Reserves, including:
 - Investigate the integration of fire management planning requirements.
 - Continue programs to protect and reintroduce nationally threatened flora.
 - Review Council's approach to management of native vegetation offsets.

4.2.3 Assist landowners to undertake sustainable land management practices.

2013/14 Actions:

- Implement the Agricultural Land Use Rebate and redevelop the Sustainable Land Management Policy.
- Implement the 2013/14 actions for grant funded projects, including:
 - Caring for our Plains
 - Vision for Werribee Plains
 - 2 Million Trees Project.

4.2.4 Develop and implement sustainability policies and practices across the City to actively reduce Hume's environmental footprint.

2013/14 Actions:

- Implement actions from the Pathways to Sustainability Framework, including developing and coordinating a Climate Change Adaptation Plan.
- Apply environmental sustainability criteria to selected major Capital Works Projects and existing assets.
- Begin the bulk changeover of standard streetlights to energy efficient technology.
- Undertake Environmental Planning and Enforcement and compliance for environmental planning matters, including:
 - Liaise with and advocate to State and Commonwealth agencies for improved biodiversity outcomes and effective regulatory responses.
 - Develop and review environmental planning policies, including the Native Vegetation Protection and Offsets Policies and the Conservation Reserves Policy.
 - Assisting in the review and management of Planning Scheme amendments.
- Develop and coordinate implementation of the Greenhouse Action Plan, including:
 - A Community Energy Efficiency Program grant application.
 - Identification and implementation of energy efficiency opportunities at large facilities.
 - A Local Government Energy Efficiency grant application for the installation of solar hot water systems at small facilities.
- Develop and coordinate implementation of the Integrated Water Management Plan, including:
 - Investigation and pursuit of measures to protect waterways from urban runoff and reduce potable water use in currently undeveloped catchments.
 - Investigation of procedural, compliance and maintenance requirements for developer driven water sensitive urban design infrastructure.
 - Implementation of water sensitive urban design in existing areas.

4.2.5 Advocate and build partnerships with State and Federal Governments, the EPA, authorities and other Councils to focus on sustainability outcomes.

2013/14 Action:

- Council will advocate for:
 - Legislation and programs to adequately protect and enhance biodiversity.
 - Infrastructure that reduces the use of potable water supplies, including the provision of third pipe systems.
 - Greenhouse gas reductions and the use of renewable energy through the Northern Alliance for Greenhouse Action.

Strategic Indicators and Targets

- Reduction in annual greenhouse gas emissions (from Council operations) compared to the previous year.
- Reduction in current potable water consumption (from Council operations) by the end of 2017.

- Increase the quality and quantity of native vegetation within conservation areas on private rural land and Council managed land by 5%.

Service Indicators

- Diversion rate - actual proportions of waste material diverted (recycled) at both Sunbury (Target: 40%) and Campbellfield (Target 65%) waste facilities.
- Increase to target the number of:
 - Green Waste tenements served in 2013/14 (Target: increase by 2%)
 - Households using the green waste service (Target: 21,485 services by June 2014).
- Reduce the amount of internal printing across Council (Target: 3%).
- Percentage of Council fleet with energy efficient vehicles.
- Council's internal performance for:
 - Potable water use (compared to same period in previous year)
 - Council buildings energy use in CO2-e emissions (compared to same period in previous year)
 - Street light energy use in CO2-e emissions (compared to same period in previous year)
 - Light vehicle fleet use in CO2-e emissions (compared to same period in previous year)
 - Waste volume and % of waste to landfill from 5 main Council sites (compared to same period in previous year).

Strategic Resource Plan

2014–2017

EXECUTIVE SUMMARY

The Strategic Resource Plan (SRP) of Council provides an indication of the resources, both financial and non-financial, that will be applied for the four year period 2013/14 to 2016/17 to achieve the Strategic Objectives outlined in the Council Plan for the years 2013-2017. The Council Plan is set within the context of the Hume City Plan 2030 and represents Council's commitment to triple bottom line principles which, when achieved, will ensure social equity, economic prosperity and environmental sustainability.

Over the next four years the main challenges facing Hume City Council are:

- Playing a leading role in facilitating the delivery of the Hume City Plan 2030 actions;
- Providing sufficient funds to upgrade and maintain a growing asset base;
- Providing new infrastructure to meet the growth needs of the community;
- Providing and advocating for services for a growing community;
- Providing the mechanisms to foster lifelong learning in the community; and
- Enhancing environmental outcomes for the community.

The targets adopted to address the challenges are clearly outlined within the Council Plan 2013-2017 and the SRP 2014-2017 will be used as the guide to resource these actions to meet the objectives and challenges outlined above. A number of the initiatives outlined in the Council Plan and associated financial analysis will be subject to review once the Council Plan and budget processes and deliberations including consideration of submissions have been finalised.

By stating these initiatives Council will be able to meet the Strategic Objectives in the Council Plan and address required service deficiencies within its financial prudent framework.

1. Preparation of the Strategic Resource Plan 2014-2017

The Strategic Resource Plan - its purposes

The SRP is prescribed by Section 126 of the *Local Government Act 1989* (the Act) and is a four year plan. The Plan identifies and assesses the resources required, financial and non-financial to accomplish the objectives and strategies adopted in the Council Plan 2013–2017 within the triple bottom line principles. Specifically these relate to:

- continuing to manage Council's financial resources in a prudent manner; and
- providing equitable and appropriate community services and facilities and managing them efficiently and effectively within the resources of Council.

Method of preparation

Councillors, senior staff and managers were involved in researching and evaluating:

- the Council's current service and resource levels to determine the changes needed to address the Strategic Objectives in the Council Plan;
- the impact that assumptions about the economic and other factors may have on future projections;
- the targets to be met in addressing the Council Plan resource needs; and
- the likely effectiveness of the SRP in achieving the Council's Strategic Objectives.

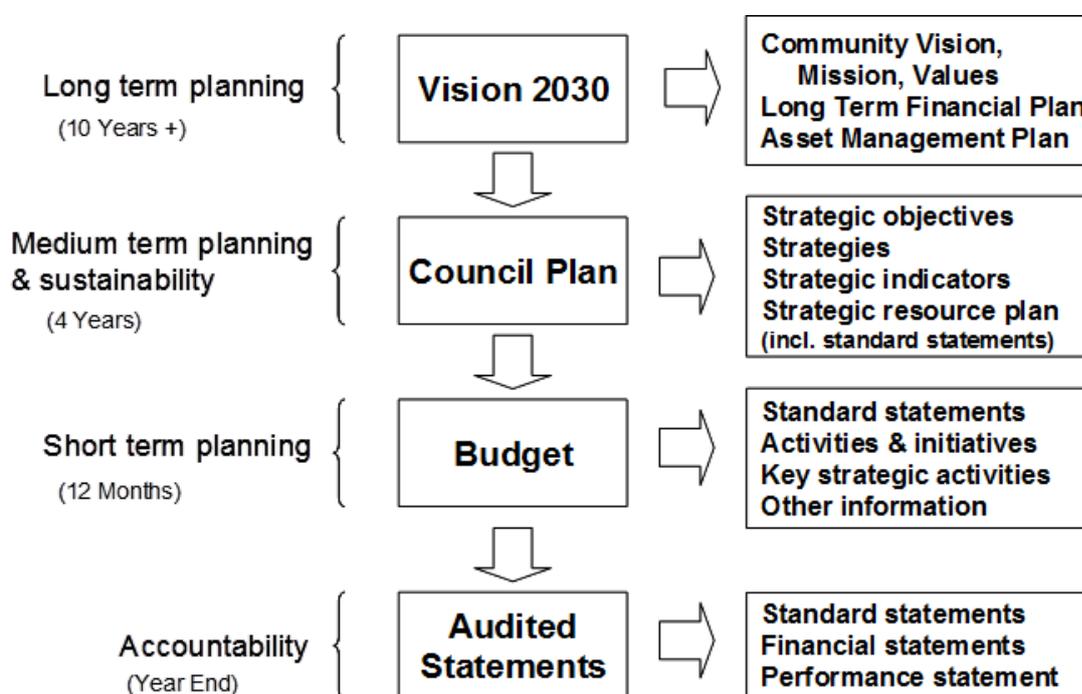
Four standard statements are used as the basis for providing and assessing relevant information. These are the Income Statement; Balance Sheet; Cash Flow Statement and the Capital Works Statement. These statements provide the financial data used to fund these initiatives (refer Appendices 1 to 4).

Relationship between the Hume City Plan 2030 and Council Plan 2013-2017 incorporating the Strategic Resources Plan 2014-2017.

The SRP is:

- guided by the Hume City Plan 2030;
- an integral part of the Council Plan; and is
- linked to other Council strategic documents including the Asset Strategy, Rating Strategy and Debt Management Strategy.

The following diagram illustrates the relationship between the Hume City Plan 2030 and Council's planning process.



Consistency with Local Government Act Principles:

The financial framework established by Hume City Council ensures that Council adheres to the principles of sound financial management required by Section 136 of the Act, in particular this relates to:

- ensuring sustainability of Council operations;
- maintaining and improving solvency and liquidity;
- management of risk relating to debt, assets, liabilities and entrepreneurial activities; and
- ensuring that decisions made and actions taken, including rating and spending policies, have due regard for the financial effects on future generations.

2. Appraisal of Current Position

The current strong financial position of Hume City Council allows Council to allocate appropriate funding to responsibly address the strategies in the Council Plan. This is particularly relevant with regards to debt levels, working capital position and the strong level of asset growth.

Council applies a range of indicators which measure the Council's financial performance. These indicators are in place and measure Council's commitment to provide adequate services and programs, and manage its financial position.

Current Indicators

- **Rates**

Council's rate increase for 2013/14 is 5.2%. In addition to this, amounts of 0.6% for the Defined Benefits Superannuation Fund call received, 0.4% to fund the introduction of a Pension Rebate and 0.3% for the increase in the landfill levy payable to the Environment Protection Authority Victoria (EPA) have also been included generating a rate increase of 6.5%.

Council's rate base has also grown through the increased development in the municipality with \$2.6m raised in supplementary rates in 2012/13.

- **Operating Position**

Council has generated a recurrent operating surplus for the last four years and will continue to do so for the next four. It is imperative that, in the interests of achieving longer-term sustainability, the Council continues to budget for and achieve a surplus as a high priority.

- **Working Capital**

The ratio of current assets to current liabilities has been above 1.0:1.0 in the last four years and is expected to remain above this level for the period of the SRP.

- **Debt Level**

The debt commitment ratio of Council has decreased from 4.43% in 2011/12 to a forecast of 1.86% in 2012/13. This ratio is projected to increase to 3.02% at the end of 2016/17 in line with new borrowings.

- **Roads Infrastructure Renewal**

In accordance with a structured asset management plan, the asset renewal allocation for roads has increased in the last three years. The plan identifies a need to increase this expenditure in the future to ensure that assets remain in the condition required. Community surveys have identified sealed and unsealed road surfaces as major areas for improvement.

3. Financial and Non-Financial Considerations within the Strategic Resource Plan

3.1 Financial Resources

In order to determine the financial impact of the strategies contained within the Council Plan on Council's financial position, the four standard statements as prescribed by the Act have been used to model the financial results over the four years of the SRP. Non-financial resources in the way of staff resourcing and other strategies have also been provided for within the Standard Statements (refer Appendices 1 to 9)

3.1.1 Standard Income Statement (Appendix 1)

The Standard Income Statement sets out the revenue and associated expenditure that Council is expected to generate over the SRP period. The Statement provides details on the specific sources of both revenue and expenditure and uses the assumptions made in table 3.1.10 as the basis for predicting revenue and expense streams for the future. The key factor is that Council expects to continue to generate surpluses over the SRP period with a surplus in excess of \$48m over the next four years. These surpluses are used to fund the substantial capital works program over the SRP period.

3.1.2 Standard Balance Sheet (Appendix 2)

The Standard Balance Sheet provides details of Council's assets, and liabilities so as to demonstrate the ratepayer's equity in Council. Council has a substantial asset base and this will continue to grow over the SRP period. Ratepayer's equity, which at 30 June 2013 is forecast to be \$1.73b, is expected to grow to \$2.15b in the review period. Key financial ratios over working capital and debt will be within the stringent targets set.

3.1.3 Standard Cash Flow Statement (Appendix 3)

A strong operating result is able to generate funds to meet the capital requirements of a growing municipality which will enable Council to spend \$250.86m in new capital works across the municipality over the four year period. In this time, Council's cash balances will continue to support the challenges of providing the infrastructure requirements of the Hume community.

3.1.4 Standard Capital Works Statement (Appendix 4)

This statement identifies the proposed level of capital works to be undertaken in the four year period. The program identifies the key priorities within each category and funds are assigned in accordance with the needs of the community and within the funds available for capital works expenditure.

3.1.5 Analysis and Explanations (Appendix 5)

This section identifies and explains the changes to the operating revenue and expenses and Council's financial position.

3.1.6 Performance Indicators (Appendix 6)

The performance indicators help Council to identify opportunities for improvement, to assist in determining whether Council has achieved its set targets and to assist in assessing financial sustainability.

3.1.7 Rating Strategy (Appendix 7)

This section considers the Council's rating strategy including strategy development, assumptions underlying the current year rate increase and rating structure.

3.1.8 Debt Management Strategy (Appendix 8)

This section considers Council debt levels and debt covenant ratios.

3.1.9 Asset Management Strategy (Appendix 9)

Council's Asset Management Strategy provides the framework to guide the development of an integrated and comprehensive asset management model for Council. A structured set of actions has been identified consistent with Council's Asset Management Policy.

3.1.10 Table Of Assumptions Used in Modelling Financial Results

Council's four year modelling has been based around the following factors (excluding growth). These assumptions are taken into account in providing the detailed modelling and financial impact as included in Appendices 1 - 4.

No	Indicator	Forecast 2013/14 %	Forecast 2014/15 %	Forecast 2015/16 %	Forecast 2016/17 %	Source
1	CPI	3.5	3.5	3.5	3.5	Local Government Cost Index
2.	Employee Costs	3.75	3.75	3.75	3.75	EBA*
3.	Contracts Materials	3.5	3.5	3.5	3.5	Contracts
4.	Utilities	7	7	7	7	Local Government Cost Index
5.	Fees & Fines	3.5	3.5	3.5	3.5	Own
6.	Grants & Subsidies	3.5	3.5	3.5	3.5	Own
7.	Investment Return	3	3	3	3	Bank
8.	Population Growth	2.55	2.49	2.48	2.47	Own

* The current EBA expires on 30 June 2013 and the forecasts are indicative only and are subject to change. The amount also includes an element for end of band and performance development payments.

4. Targets for the Strategic Resource Plan 2014-2017

4.1 Sensitivity Analysis

The following targets have been selected following a sensitivity analysis of several significant inter-related factors, including:

- rate increase levels;
- expenditure requirements, both operating and capital;
- appropriate debt levels;
- the operating position; and
- working capital.

4.2 Targets

The targets in the SRP ensure the continued financial direction of Council and are fundamental to the successful achievement of the Council's Strategic Objectives. These targets are:

- **Rating Levels**

⇒ rates growth is expected to continue in the next 4 years as Council expects to experience continued average population growth of around 2.5% per annum over the SRP period. The SRP is based upon a 6.5% rate increase in 2013/14 (including 5.2% for Council's operations, 0.6% for the Defined Benefits Superannuation Fund call received, 0.4% to fund the introduction of a Pension Rebate and 0.3% for the increase in the landfill levy payable to the EPA) and then a further 5.3% increase per annum over the SRP period.

Future increases in the landfill levy payable to the EPA are estimated at 0.3% subject to changes in legislation and confirmation of annual tonnages. These amounts will be reconfirmed on an annual basis when annual tonnages become known.

- **Operating Service levels**

⇒ maintain asset preservation expenditure in excess of \$25m over the SRP period;
⇒ maintain the scope and standard of all other services; and
⇒ meet the requirements generated by an average population growth of 2.5% per annum.

- **Capital Works Program**

⇒ allocate a minimum of \$9m on annual expenditure for road works; and
⇒ provide for a minimum of \$4.1m for footpath works each year of the SRP.

- **Debt Levels / Borrowings**

⇒ maintain debt levels and ratios at below established covenants.

- **Operating Performance**

- ⇒ maintain a steady recurrent operating surplus over the next four years in excess of \$48m; and
- ⇒ allocate approximately \$80m of the funds generated over the next four years resulting from improved performance to asset renewal works.

- **Cash / Liquidity**

- ⇒ Working capital is forecast to decrease in the 2013/14 year due to a run down in cash reserves to fund the capital works program. The trend in latter years is to remain steady at an acceptable level.

- **Service Reviews**

- ⇒ Conduct regular reviews to improve performance and achieve savings in operational and management costs.

5. Evaluation of Strategic Resource Plan

The SRP will meet the identified needs for improvement in infrastructure asset maintenance and renewal. The scope and standard of all services will be maintained and extended where necessary to cover growth needs.

To achieve these aims, the Council has proposed:

- moderate rate increases within the community's capacity to pay;
- debt levels within the debt covenants;
- an improved operating position;
- maintain a strong liquidity position; and
- prudent financial management.

This approach is consistent with the principles of sound financial management as specified in Section 136 of the Act. Council's financial sustainability will be enhanced by the implementation of this SRP.

Standard Income Statement
For the years ending 30 June 2014 – 2017

	2014	2015	2016	2017
	\$'000	\$'000	\$'000	\$'000
Income				
Rates and charges	127,421	136,625	146,095	156,289
Statutory fees and fines	7,993	8,200	8,416	8,747
User fees	20,664	21,820	22,350	24,373
Grants - recurrent	33,640	35,521	37,467	39,616
Contributions - cash	1,450	1,493	1,538	1,584
Property rental	1,101	1,140	1,180	1,221
Interest income	2,086	2,086	2,086	2,086
Fair value adjustments for investment property	2,149	-	2,226	-
	<u>196,504</u>	<u>206,885</u>	<u>221,358</u>	<u>233,916</u>
Expenses				
Employee benefits	90,608	97,034	103,984	111,788
Materials and services	47,565	50,891	53,950	57,666
Utility costs	5,888	6,246	6,639	7,267
Grants, contributions and donations	4,155	4,650	4,821	4,996
Depreciation and amortisation	32,620	34,170	36,712	39,180
Finance costs	1,525	1,813	1,866	2,128
Other expenses	3,708	3,930	4,165	4,413
	<u>186,069</u>	<u>198,734</u>	<u>212,137</u>	<u>227,438</u>
Underlying surplus	<u>10,435</u>	<u>8,151</u>	<u>9,221</u>	<u>6,478</u>
Net gain on disposal of property, plant, equipment and infrastructure	-		-	-
Contributions - non-monetary assets	31,638	31,888	32,917	33,881
Grants - non-recurrent	8,355	14,594	11,285	7,733
Surplus for the year	<u>50,428</u>	<u>54,633</u>	<u>53,423</u>	<u>48,092</u>
Other comprehensive income				
Net asset revaluation increment	102,293	-	114,714	-
Comprehensive result	<u>152,721</u>	<u>54,633</u>	<u>168,137</u>	<u>48,092</u>

**Standard Balance Sheet
As at 30 June 2014 to 2017**

	2014	2015	2016	2017
	\$'000	\$'000	\$'000	\$'000
Current assets				
Cash and cash equivalents	25,105	22,297	27,280	21,858
Trade and other receivables	19,023	20,159	21,316	22,495
Other assets	1,536	1,590	1,646	1,703
Total current assets	<u>45,664</u>	<u>44,046</u>	<u>50,242</u>	<u>46,056</u>
Non-current assets				
Trade and other receivables	309	309	309	309
Financial assets	250	250	250	250
Property, plant, equipment and infrastructure	1,868,394	1,921,955	2,103,192	2,164,160
Investment property	44,511	44,511	31,437	31,437
Total non-current assets	<u>1,913,464</u>	<u>1,967,025</u>	<u>2,135,188</u>	<u>2,196,156</u>
Total assets	<u>1,959,128</u>	<u>2,011,071</u>	<u>2,185,430</u>	<u>2,242,212</u>
Current liabilities				
Trade and other payables	21,643	19,271	22,916	19,024
Trust funds and deposits	631	631	631	631
Provisions	18,295	19,313	20,405	21,580
Interest-bearing loans and borrowings	1,973	2,183	2,796	3,636
Total Current Liabilities	<u>42,542</u>	<u>41,398</u>	<u>46,748</u>	<u>44,871</u>
Non-current liabilities				
Trust funds and deposits	2,148	2,148	2,148	2,148
Provisions	9,912	10,549	11,217	11,920
Interest-bearing loans and borrowings	24,710	22,527	22,731	32,595
Total Non-Current Liabilities	<u>36,770</u>	<u>35,224</u>	<u>36,096</u>	<u>46,663</u>
Total liabilities	<u>79,312</u>	<u>76,622</u>	<u>82,844</u>	<u>91,534</u>
Net assets	<u>1,879,816</u>	<u>1,934,449</u>	<u>2,102,586</u>	<u>2,150,678</u>
Equity				
Accumulated surplus	1,029,791	1,084,424	1,137,847	1,185,939
Asset revaluation reserve	838,488	838,488	953,202	953,202
Other reserves	11,537	11,537	11,537	11,537
Total equity	<u>1,879,816</u>	<u>1,934,449</u>	<u>2,102,586</u>	<u>2,150,678</u>

**Standard Cash Flow Statement
For the years ending 30 June 2014 – 2017**

	2014 \$'000	2015 \$'000	2016 \$'000	2017 \$'000
	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)
Cash flows from operating activities				
Rates and charges	127,121	136,325	145,795	155,989
Grants - recurrent	33,640	35,521	37,467	39,616
Grants - non-recurrent	8,355	14,594	11,285	7,733
User fees	20,259	21,406	21,928	23,943
Statutory fees and fines	7,734	7,933	8,141	8,464
Property rental	1,101	1,140	1,180	1,221
Interest	2,086	2,086	2,086	2,086
Contributions	1,299	1,338	1,378	1,419
Payments to employees	(88,743)	(95,136)	(101,646)	(113,817)
Materials and services	(47,757)	(50,515)	(53,600)	(57,218)
Grants, contributions and donations	(4,155)	(4,650)	(4,820)	(4,996)
Other expenses	(3,708)	(3,930)	(4,165)	(4,413)
Utility costs	(5,888)	(6,246)	(6,639)	(7,268)
Net cash provided by operating activities	<u>51,344</u>	<u>59,866</u>	<u>58,390</u>	<u>52,759</u>
Cash flows from investing activities				
Payments for property, plant, equipment and infrastructure	(72,426)	(59,888)	(68,658)	(67,757)
Proceeds from sales of property, plant, equipment and infrastructure	1,358	800	16,100	800
Net cash used in investing activities	<u>(71,068)</u>	<u>(59,088)</u>	<u>(52,558)</u>	<u>(66,957)</u>
Cash flows from financing activities				
Finance costs	(1,325)	(1,613)	(1,666)	(1,928)
Repayment of interest-bearing loans and borrowings	(1,751)	(1,973)	(2,183)	(2,796)
Proceeds from interest-bearing loans and borrowings	14,250	-	3,000	13,500
Net cash (used in) flows from financing activities	<u>11,174</u>	<u>(3,586)</u>	<u>(849)</u>	<u>8,776</u>
Net increase (decrease) in cash and cash equivalents	(8,550)	(2,808)	4,983	(5,422)
Cash and cash equivalents at the beginning of the financial year	<u>33,655</u>	<u>25,105</u>	<u>22,297</u>	<u>27,280</u>
Cash and cash equivalents at the end of the financial year	<u><u>25,105</u></u>	<u><u>22,297</u></u>	<u><u>27,280</u></u>	<u><u>21,858</u></u>

Standard Capital Works Statement
For the years ending 30 June 2014 – 2017

	2014	2015	2016	2017
	\$'000	\$'000	\$'000	\$'000
Capital works areas				
Roads and traffic	13,868	9,754	11,239	11,900
Footpath infrastructure	4,100	4,335	5,306	5,430
Drainage infrastructure	371	345	370	392
Major leisure facilities	6,585	18,835	28,030	4,000
Parks and reserves	17,060	10,752	11,638	18,510
Community facilities	6,730	3,495	2,290	6,975
Waste management	1,565	1,050	1,170	1,165
Town activity centres	75	2,235	200	1,575
Civic/corporate	5,682	5,840	10,877	17,120
Works carried forward from prior year	19,700	-	-	-
Total capital works	75,736	56,641	71,120	67,067
Represented by:				
New assets	53,273	39,841	50,026	47,175
Asset renewal	22,463	16,800	21,094	19,892
Total capital works	75,736	56,641	71,120	67,067

Analysis and Explanations

Operating Revenue

Rates Charges

- Rates will increase in the first year by 6.5% (including 5.2% for Council's operations, 0.6% for the Defined Benefits Superannuation Fund call received, 0.4% to fund the introduction of a Pension Rebate and 0.3% for the increase in the landfill levy payable to the EPA) and by a further 5.3% for the following three years;
- Modest rate increases are forecast over the four years at an average of 5.6 %, in line with that of comparable councils
- Hume City Council is one of the lower rating councils in the outer metropolitan group; and
- These increases are consistent with Council's adopted rating strategy and are within the community's capacity to pay (refer appendix 7 for Rating Strategy).

Grants – Operating

Council expects to receive grant funding for the range of services provided. The level of the funding anticipated over the SRP period is consistent with current levels and based upon service requirements.

User Fees and Charges

Moderate increases in fees across the term of the SRP are forecast. Growth in fee income is anticipated to continue with the growing municipality and demand for Council services.

Developer Contributed Assets

Hume is a growing municipality and each year as development occurs infrastructure assets in the form of roads, drainage, footpaths, open spaces and other assets are contributed by developers to Council. These assets are then controlled by Council and form part of the overall assets used to service the community and the asset base to be maintained and depreciated by Council over their useful lives.

Operating Expenses

Employee Benefits

Forecasts are based on Council's estimated wage growth plus expected growth via award (banding) changes and possible additional staffing levels.

Employee numbers will change in the review period via:

- Growth in service delivery expectations; and
- Growth in planning and development areas.

Otherwise numbers employed, both full and part time are expected to remain the same.

TABLE A

Indicator	2013/14	2014/15	2015/16	2016/17
Employee costs (\$'000s)	90,608	97,034	103,984	111,788
Employee numbers (EFT)	942	955	967	979

Materials and Services

Moderate increases in costs across the term of the SRP are forecast and are largely due increases in CPI. Growth in materials and services is anticipated to continue with the growing municipality and demand for Council services.

Utility Costs

Moderate increase in the costs associated with electricity, gas and water are forecast over the life of the SRP. These costs are expected to increase at a significantly higher rate than CPI. Also factored into the SRP are projected savings as a result of the conversion of street lighting to T5 environmental lighting from 2015.

Depreciation

With an increasing asset base, the cost of depreciation is expected to increase over the life of the SRP.

Finance Costs

Council's interest-bearing loans and borrowings are budgeted to increase in accordance with expected new borrowings. Council is budgeting to repay loan principal of \$1.75 million in 2013/14. New borrowings will be required to help fund the delivery of Councils extensive capital works program.

Operating Result

Operating Surplus

Provision has been made to maintain the operating surplus above \$48m. It is essential that, to achieve longer-term financial sustainability, Council generates funds to meet capital requirements. To sustain the financial framework established, recurrent income should exceed recurrent expenditure. This improving position will generate increased funding with these funds being allocated for capital renewal works. This will be assisted by savings made from the continuous improvement reviews of operations.

Financial Position

Working Capital

Working capital is forecast to remain steady at an acceptable level over the SRP period.

Fixed Assets

Council's property, infrastructure, plant and equipment is expected to increase over the SRP period with a substantial capital works program and developer contributed assets to be constructed and received. The analysis identifies that Fixed Assets will increase from their current levels of \$1.74b in 2012/13 to a level of \$2.19b by 2016/17.

Borrowing / Debt Level

The debt commitment ratio, which will be 1.86% in 2012/13, will increase to 3.02% by 2016/17. All other financial ratios will also be well within the prudent financial management framework established by Council.

Capital Works

Roads and Infrastructure Asset Renewal

Emphasis has been given to increasing asset renewal expenditure on Council roads to address the backlog of required works and thereby reduce future maintenance costs. The increased allocation provided in the SRP will reduce the renewal gap as expenditure increases.

Performance Indicators

Purposes

- Monitor performance and identify opportunities for improvement.
- To assist in determining whether the Council has achieved the set targets.
- To assist in assessing financial sustainability.

Ratios/Indicators

Council has selected a range of indicators/measures that are most relevant to its needs and applies them to assess financial performance. These are provided below:

Indicator	2013/14	2014/15	2015/16	2016/17
	Proposed	Proposed	Proposed	Proposed
Rates Revenue per Assessment	\$1,774	\$1,847	\$1,917	\$1,992
Rates Revenue/ Underlying Revenue	64.84%	66.04%	66.00%	66.81%
Debt Servicing/Total Revenue	0.56%	0.64%	0.63%	0.70%
Debt Commitment/Rate Revenue	2.41%	2.62%	2.63%	3.02%
Working Capital	107%	106%	107%	103%
Capital Program/ Rate Revenue	43.98%	41.46%	48.68%	42.91%
Underlying Surplus	\$10.44m	\$8.15m	\$9.22m	\$6.48m
Net Cash from Operations	\$51.34m	\$59.87m	\$58.39m	\$52.76m

Rating information

This section considers the Council's rating strategy including strategy development, assumptions underlying the current year rate increase and rating structure.

Strategy development

In developing the Strategic Resource Plan (referred to in Section 8), rates and charges were identified as an important source of revenue, accounting for over 50% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process.

Purpose

The rating strategy focuses on the equity, efficiency and capacity to pay of ratepayers in accordance with Council's triple bottom line principles and commitment to social justice.

Determining the strategy

The Council requires sufficient operating revenue to satisfy operating service needs. The most important sources of these funds are:

- Rates;
- Government grants; and
- Fees and charges.

All avenues have been pursued to obtain grant funds for prioritised works. Similarly, the Council has reviewed all fees and charges and considered the capacity of users to pay for services provided.

Income from these sources is below 50% of the funds required to fund services to the community. The balance must be obtained from rate income.

The rating system is based on property valuations, these being carried out at two year intervals. Rates are based on these valuations. Council has several means by which it can vary the amounts, which are levied, including:

- A municipal rate;
- A municipal charge;
- Differential rates;
- Service rates and charges;
- Special rates and charges;
- Vacant land; and
- Rebates, waivers, deferments, concessions and exemptions.

Several propositions were put through a rate modelling process to develop the most suitable rating system in 2004. This entailed the Council giving consideration to a number of factors, such as:

- Equity of the system;
- Efficiency of application;
- Capacity to pay; and
- The link between the rates levied and the benefit to be derived.

Results of the Rating Analysis and Modelling revealed that:

- Annual rates as a percentage of household income in Hume are 1.8% (the average of other like Council's is 2%);
- In terms of "other like Council's" Hume is considered to be mid-range with relation to the rate burden on the community;
- Within Hume, rates have the greatest impact on household income in Campbellfield / Fawcner and the lowest impact in Mickleham / Yuroke / Kalkallo (although only 71 properties are rated in Kalkallo);
- The current rating methodology is easily understood and provides an equitable method of raising funds; and
- Differential rating for commercial / industrial properties should be considered in light of the revaluation process, tax deduction received and the impact that a differential rate may have on the ability to retain and attract such entities.

These key findings have assisted in putting together this rating strategy whilst also identifying a need to be more proactive in the rate collection process.

This strategy sets out a comprehensive basis for rating strategies into the future and provides background information, current situation analysis and proposals in setting 'rates' over the next four years.

The key components of the strategy include:

- That Council retains the Capital Improved Valuation method for valuing land as it represents the most easily understood, widely used and equitable method for rating purposes.
- That the State funded Pensioner Rate Rebate be supplemented for the 2013/14 year by a further rebate of \$30 for each eligible assessment.
- That Council notes that as the revaluation process is based on a fixed two-year cycle set by Legislation, there are no other options available for this area.
- That no fixed charges be levied.
- That Council does not pursue the introduction of an "Early payment incentive scheme".
- That Council reviews all non-rateable properties every two years, on revaluation, to confirm their non-rateable status entitlement continues.
- That Council does not levy differential rating.

Current year rate increase

It is predicted that the 2013/14 operating position will be significantly impacted by wages growth as employee benefits account for approximately 50% of Council's total expenditure. Furthermore, government funding and amounts available from operations towards capital works is less than the desired levels and therefore, unless it can be increased, it will be difficult to maintain a robust capital works program into the future.

In order to achieve these objectives while maintaining service levels and a strong capital works program, general rates will increase by 6.5% in 2013/14 raising total rates income of \$127.4 million, including rates in lieu of \$10.8 million and \$1.8 million generated from supplementary rates. The following table sets out future proposed rate increases and total rates to be raised based on the forecast financial position of Council as at 30 June 2013.

Year	Rate Increase %	Total Rates Raised \$'000
2012/13	5.4	118,294
2013/14	6.5	127,421
2014/15	5.3 *	136,625
2015/16	5.3 *	146,095
2016/17	5.3 *	156,289

* Future increases in the landfill levy payable to the EPA are estimated at 0.3% subject to changes in legislation and confirmation of annual tonnages. These amounts will be reconfirmed on an annual basis when annual tonnages become known.

Summary

In Council's view, the proposed Rating Strategy puts due emphasis on equity and capacity to pay. The proposed increases of 6.5% for 2013/14 and 5.3% thereafter are relatively moderate but necessary to help meet the infrastructure demands of a growing community and enhance service provision across the municipality.

Debt management

Purpose

A debt strategy was adopted by Council which sets out the fundamental debt covenants established.

- Any debt strategy should fit into the overall financial strategy of the Council. The key components that underpin a financial strategy should be based around sustainability, liquidity, solvency and prudent financial management. The optimal level of debt can be ascertained by private companies with reference to cost of equity, return on equity, etc. In local government it may be more about affordability to use of other funds.
- In terms of the level of debt, it should be based on what Council should deliver in relation to services and capital in the next four years and be based upon a set of key financial ratios that provide data on affordability, liquidity, solvency, etc.

Debt Covenant

Council's debt levels should not breach the following financial conditions:

	Condition	Explanation
Debt commitment ratio	That the debt commitment ratio should not be greater than 15%.	That up to a maximum of 15% of rates can be used to apply against the repayment of debt and interest.
Debt servicing ratio	That the debt servicing ratio be maintained at a level below 3%.	Up to 3% of the total Council revenue can be used to repay interest.

The Standard Balance Sheet identifies Council's current debt levels and those proposed during the SRP period. These debt levels are consistent with the strategy of ensuring Council's debt covenants are not breached.

The following table sets out the future level of debt based on the forecast financial position of Council as at 30 June 2012.

	2012/13	2013/14	2014/15	2015/16	2016/17
Outstanding loan balances	\$14,185 m	\$26,684 m	\$24,711 m	\$25,528 m	\$36,232 m
Debt servicing	0.46%	0.56%	0.64%	0.63%	0.70%
Debt commitment	1.86%	2.41%	2.62%	2.63%	3.02%

Year	New Borrowings	Principal Paid	Interest Paid	Balance 30 June
	\$'000	\$'000	\$'000	\$'000
2012/13	-	1,187	1,016	14,185
2013/14	14,250	1,751	1,325	26,684
2014/15	-	1,973	1,613	24,711
2015/16	3,000	2,183	1,666	25,528
2016/17	13,500	2,796	1,928	36,232

Directions Taken

This program shows that:

- The overall debt commitment ratio will be maintained within the set parameters;
- The principal and interest repayments during the life of the SRP are included in the operating position and cash levels; and
- This approach contributes to achieving the commitments (Strategic Objectives) adopted in the Council Plan.

Asset Management

Purpose

Council's Asset Management Strategy (AMS) provides the framework to guide the development of an integrated and comprehensive asset management model for Council. A structured set of actions has been identified consistent with Council's Asset Management Policy.

The AMS describes the current status, vision and actions for improving asset management within Hume. It aims to assist Council to progress through the steps of developing meaningful asset management plans and establishing a framework for the ongoing enhancement of asset management plans to meet developing community needs. The strategy will facilitate decision making based on optimising the lifecycle costs of assets.

The Asset Management Strategy is an overarching document developed with the objective of ensuring capital investment is used effectively and in the best interests of the community.

The asset management planning predicts infrastructure consumption, renewal needs, impacts on annual operating budget requirements, and additional infrastructure requirements to meet future community service expectations.

Strategy Development

Council has developed an AMS, which sets out the capital expenditure requirements of the Council for the next ten years.

A key objective of this Strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation, Council's investment in those assets will reduce, together with the capacity to deliver services to the community.

The Strategy has been developed through a rigorous process of evaluation incorporating:

- A long-term capital planning process which integrates with and is reflected in the Council Plan, Strategic Resource Plan and Annual Budget process;
- The listing of all known capital projects, prioritised using evaluation criteria; and
- The adoption of a transparent process for evaluating and prioritising capital projects.

The capital works planning process is undertaken annually, thereby ensuring that the current capital expenditure commitments made by the Council are consistent with the Strategy.

Commentary

An exhaustive long-term infrastructure and needs analysis process has occurred which identified a number of key projects which need to be delivered in the next four years. As a result of Council's strong financial position, it is able to commit \$250.86m towards new capital works in the four years from 2013/14 to 2016/17. There is provision to borrow \$14.25m in 2013/14 if required, some of which has been deferred from previous years. A number of key priorities have been included in the four year program and the following projects are expected to be completed within the next four years. These projects are listed on the indicative capital works program included as part of the budget documentation and include:

Continued work on:

- The construction/reconstruction and resurfacing of local roads and traffic works across the City;
- Construction and rehabilitation work on footpaths and drains across the City;
- Continued work on the Sunbury Town Centre redevelopment;
- The Craigieburn Aquatic Centre development;

- Construction of the Craigieburn Town Centre Sports Fields;
- Construction of the Regional Tennis Facility in Craigieburn;
- The Greenvale Recreation Reserve to comply with Victorian Premier Cricket requirements; and
- The upgrading of open space and playgrounds across the City;

New work on:

- The Sunbury Aquatic Centre Upgrade;
- Greenvale Recreation Centre redevelopment including a single basketball court, gym extension and community rooms;
- Greenvale Lakes Recreation reserve upgrade including an oval, soccer pitches, pavilion and car park;
- District Recreation Reserve in Craigieburn to include soccer and cricket facilities;
- Stage 2 works at John Ilhan Memorial Reserve in Broadmeadows including an additional soccer pitch, improved lighting and an extension to change facilities;
- Design and construction of a second oval at the Goonawarra Recreation Reserve in Sunbury;
- Upgrade to the Clarke Oval pavilion and seating in Sunbury;
- Implementation of the Jack Roper Master Plan in Broadmeadows;
- Construction of public toilets across the City;
- Extending the Hume Global Learning Centre - Broadmeadows;
- Design and construction of a Global Learning Centre in Sunbury;
- Training lights at Progress Reserve in Dallas; and
- Refurbishment and upgrade works to the hall and change rooms at Progress Hall in Coolaroo.

Annual capital expenditure is projected to be a minimum of \$56 million per annum and in each year the amount is above the depreciation figure, a favourable outcome.

The capital works outlays will be met by:

- Increases in cash from operations;
- Anticipated borrowings in 2013/14, 2015/16 and 2016/17; and
- Grants funding for applicable projects.

The level of capital projected is sustainable into the future and will meet the requirements of a growing community.

The capital works program is consistent with the provisions of this Strategy.