

# HUME CITY COUNCIL PLAN 2021-2025

**Progress Report**  
(2021/2022 Actions)

INCORPORATING THE:

- DISABILITY ACTION PLAN
- COMMUNITY SAFETY ACTION PLAN
- PATHWAYS TO SUSTAINABILITY



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## PROGRESS DESCRIPTIONS




Progress is measured on the actions of the Council Plan as follows:

- 100% complete for the financial year and/or a report adopted by Council – **Completed**.
- 75% complete and/or a draft report has been presented to the Executive Management Team (EMT) for consideration - **Significant Progress**.
- 50% complete – **Good Progress**.
- 25% complete – **Some Progress**.
- 0% complete – **Not yet started**.
- The action has been delayed due to unforeseen circumstances. – **Deferred**.

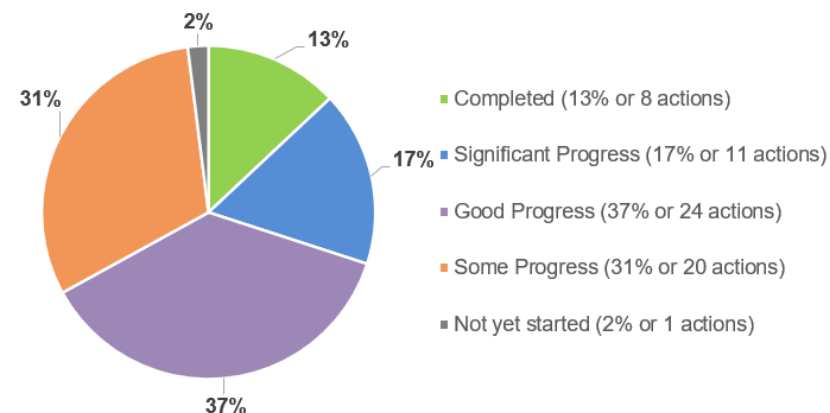
The progress indicators displayed are based on the status as follows:

-  **On Track** – Action is proceeding to plan and will be completed by 30 June 2022.
-  **Monitor** – Action requires attention to ensure it is completed by 30 June 2022.
-  **At Risk** – Action is at risk of not being completed by 30 June 2022.
-  **Deferred** – Action is not being completed this financial year.

The Council Plan incorporates the Disability Action Plan, the Community Safety Action Plan and the Pathways to Sustainability. The following symbols are used to specify the corresponding plans:

-  Disability Action Plan
-  Community Safety Action Plan
-  Pathways to Sustainability

## SUMMARY OF PROGRESS - 1 JULY 2021– 31 December 2021



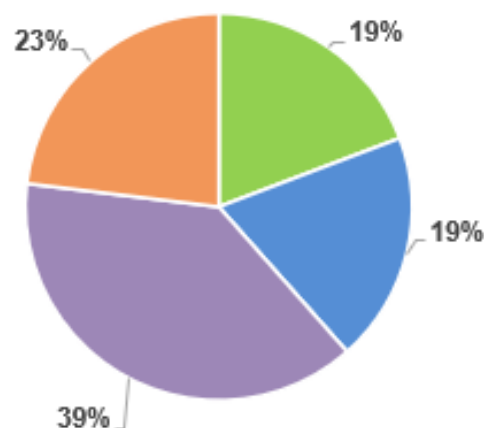
## COUNCILS ROLE

The role Council has in contributing to the community expectations (strategies) can be defined as one or more of the following:

- **Statutory Authority** – Council has a legislated responsibility under Victorian law to ensure compliance and delivery of services related to these community expectations.
- **Service Provider** – Council is a leading provider of services which support these community expectations. Responsibility for providing these services is often shared between Council and other government agencies, non-for-profit organisations and commercial businesses.
- **Facilitator** – Council facilitates, partners and plans with other service providers to achieve these community expectations.
- **Advocate** – Council's primary role is to advocate on behalf of (and represent) the community to other levels of government, service providers and business organisations around these community expectations.



## SUMMARY OF PROGRESS FOR THEME 1 1 JULY 2021– 31 December 2021



- Completed (19% or 5 actions)
- Significant Progress (19% or 5 actions)
- Good Progress (39% or 10 actions)
- Some Progress (23% or 6 actions)

The progress indicator displayed above is based on the status as follows:

■ On Track ■ Monitor ■ At Risk □ Deferred

## STRATEGIC INDICATORS TO 31 DECEMBER 2021

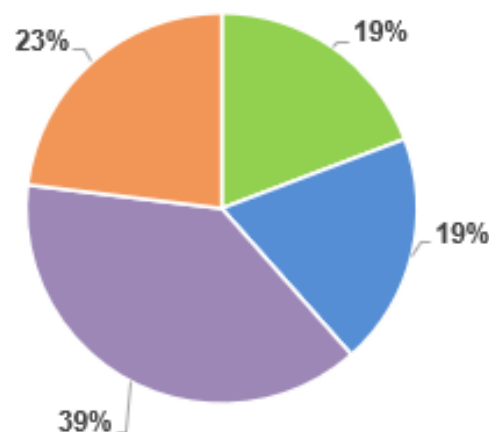
Strategic Objective 1.1: Create learning opportunities for everyone to reach their potential through all stages of their lives

Indicator	Target	2021/22 Result
Active library borrowers per head of municipal population	Target by 2025 = 10%	Data currently not available due to system changes. Data collection methodology currently being reviewed.  Quarter One result was 7,468 active members. (Result = 3%).  (Source: Local Government Performance Reporting Framework)
Preschool participation rates (includes non-Council services).	Target by 2025=93%	90% is the most recent preschool participation rate (2020), the previous result in 2019 was 89%. Results for 2021 to be released in early 2022.  (Source: Department of Education and Training)

Strategic Objective 1.2: Provide opportunities, and support business growth and visitor economy to create accessible local jobs for our diverse community.

Indicator	Target	2021/22 Result
Number of student placements supported by Council	Target by 2025 = 100	There have been six student work experience placements in 2021/22. In 2020/21, there were no placements due to COVID-19 restrictions.  (Source: Hume City Council, CHRIS21)
Percentage gap between the Greater Melbourne and Hume LGA unemployment rates.	Target by 2025 = 3.5%	Latest data on the unemployment rates show a gap of 4.4% between Hume City (10.5%) and Greater Melbourne (6.1%). A decrease on the 6.8% gap in June 2021.  (Source: Department of Employment Small Area Labour Markets)

## SUMMARY OF PROGRESS FOR THEME 1 1 JULY 2021– 31 DECEMBER 2021



- Completed (19% or 5 actions)
- Significant Progress (19% or 5 actions)
- Good Progress (38% or 10 actions)
- Some Progress (23% or 6 actions)

Strategic Objective 1.3: Promote a healthy, inclusive and respectful community that fosters community pride and safety

Indicator	Target	2021/22 Result
Participation rates in Maternal Child Health	Target by 2025 = 75%	The year-to-date participation rate is 64.3%. This is an increase of 3.2% compared to Quarter Two in, 2020/21 which was 61.1%.  (Source: Local Government Performance Reporting Framework)
Percentage of community who are satisfied with their health	Target by 2025 = 85%	88.8% is the 2020/21 result which is an increase from the previous result of 78.2% in 2018/19. This indicator is collected every two years. The 2020/21 result is the most recent available. Next update not expected until the 2022/23 financial year.  (Source: Hume City Council, Community Indicators)
Percentage of community who believe it's a good thing for a society to be made up of people from different cultures	Target by 2025 = 85%	85.0% is the 2020/21 result which is a moderate increase on the previous result of 79.1% in 2018/19.  (Source: Hume City Council, Community Indicators)


Strategic Objective 1.4: Strengthen community connections through local events, festivals and the arts.

Indicator	Target	2021/22 Result
Average overall community satisfaction rating for Council led events and festivals	Target by 2025 = 80%	No result available yet – data is still being collected for festivals or events held during 2021/22.  (Source: Hume City Council, Event Evaluations)

The progress indicator displayed above is based on the status as follows:

■ On Track ■ Monitor ■ At Risk □ Deferred

## Strategic Objective 1.1: Create learning opportunities for everyone to reach their potential through all stages of their lives.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.1.1 Strengthen volunteering to enhance vocational and social learning opportunities and community connections.</p> <p></p> <p><i>Council's Role: Service Provider, Facilitator</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 50%;"></div> <div>50%</div> </div> <p>Good Progress</p>	Community Services	<p>Actions undertaken during the quarter included:</p> <ul style="list-style-type: none"> <li>The Hume Volunteer Gateway program held an online information session for community members on 19 October to inform on volunteer opportunities and facilitate a meeting with various community organisation/groups needing volunteers. 16 people participated in the session.</li> <li>Continued to promote volunteering opportunities in the Hume community and support the 2021 Tax Help program.</li> <li>Volunteering Victoria facilitated a workshop on volunteer performance management. More than 15 leaders of volunteer programs joined the workshop.</li> <li>A project plan has been completed to offer the Hume Volunteer Gateway 'Volunteering for All' project in 2022, aimed at community engagement conversations about volunteering in a COVID environment.</li> </ul>	<p>Actions to strengthen volunteering to enhance vocational and social learning opportunities and community connections include:</p> <ul style="list-style-type: none"> <li>The Hume Volunteer Awards Strategy and Policy was presented to Council in August recommending consideration of Volunteer Awards to inform the Australia Day Awards review.</li> <li>An online information session was held for the Hume Volunteer Gateway program on the 19 October.</li> <li>The Tax Help program supported more than 150 residents to provide tax return information and referrals directly via the ATO for virtual and online appointments. Four accredited Tax Help volunteers continued supporting Hume residents during COVID restrictions.</li> <li>Volunteering Victoria facilitated a workshop on volunteer performance management on 30 November.</li> <li>A project plan has been completed to offer Hume Volunteer Gateway 'Volunteering for All' project in 2022.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track  
 ■ Monitor  
 ■ At Risk  
 ■ Deferred

# A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.


## Strategic Objective 1.1: Create learning opportunities for everyone to reach their potential through all stages of their lives.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.1.2 Finalise service planning, and introduce funded Three-Year-Old Kindergarten across existing and future early year services</p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 100%;"></div> 100% </div> <p>Completed</p>	Community Services	<p>Action completed.</p> <p>Three-year-old kindergarten will commence in Term 1, 2022.</p>	<p>Council endorsed the establishment of funded Three-year-old kindergarten in 2022 on 9 August 2021. Enrolment offers to families for the first round is completed and session planning has commenced. An additional eight locations for three-year-old groups have been added to the existing footprint.</p> <p>Second round offers have been offered in Quarter Two, and Three-year-old kindergarten will commence in term 1, 2022.</p>
<p>1.1.3 Undertake an assessment of the current Children Services model and explore its ongoing feasibility in light of continued growth and changing government policy direction.</p> <p>🚫</p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Community Services	<p>Stage one and two, and the financial modelling tool developed by consultants were completed in November. Early Years Team is currently inputting data for initial analysis.</p> <p>Stage three is set to commence February with work undertaken to look at various operating scenarios under a hybrid arrangement.</p>	<p>A consultant was engaged late in 2020 and Stage one and two, and financial modelling have been completed.</p> <p>Stage three is set to commence February 2022 with work undertaken to look at various operating scenarios under a hybrid arrangement.</p>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

**Strategic Objective 1.2: Provide opportunities, and support business growth and visitor economy to create accessible local jobs for our diverse community.**



Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.2.1 Provide a range of Council-led initiatives and work experiences to strengthen employment pathways and vocational education opportunities, particularly for those of diverse or disadvantaged backgrounds.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some Progress</p>	Communication, Engagement and Advocacy	<p>Work to identify up to 15, 12-week placement opportunities across Council and placement participants continued.</p> <ul style="list-style-type: none"> <li>One placement concluded. Participant secured additional 12 weeks of work directly with the Information Technology Department.</li> <li>One placement commenced with Assets.</li> <li>Placement participant identified with Strategic Communications to commence in January 2022.</li> <li>Two further placement opportunities in Economic Development and Family, Youth and Children's Services Departments were prepared for advertising. These placements will be commenced in January 2022.</li> </ul>	<p>Implementation of a new employment pathways program providing 12-week paid placements is underway, sourcing Hume residents from a range of demographics. An Employment Pathways Project Officer has been recruited to manage the program.</p> <p>During Quarter Two, one work placement commenced, and one concluded. Further placements are well advanced to commence in 2022.</p>

The progress indicator displayed above is based on the status as follows:

■ On Track 
 ■ Monitor 
 ■ At Risk 
 ■ Deferred



**Strategic Objective 1.2: Provide opportunities, and support business growth and visitor economy to create accessible local jobs for our diverse community.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.2.2 In partnership with the Victorian Government and business, progress the revitalisation of Broadmeadows and Hume Central to facilitate a vibrant town centre, places for people to work, learn, live and enjoy and advocacy for renewal of the Broadmeadows Train Station.</p> <p> </p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some Progress</p>	Planning & Development	<p>A report on investigations to progress development of Council's Hume Central landholdings has been presented to the Executive Leadership Team (ELT). This comprises the following steps and outputs:</p> <ul style="list-style-type: none"> <li>Governance – Project Control Group (PCG) with project working groups and Advisory group with Broadmeadows stakeholders.</li> <li>Services planning - Assess needs of Broadmeadows Town Centre and Hume Central, with a focus on confirming 'what's in/what's out for Hume Central further development.</li> <li>Business Case/Investment Proposition for South of Hume Global Learning Centre (HGLC), South of the Hume City Council Administration Building, West of Admin building, North/West corner of Hume Central and HGLC - Broadmeadows.</li> <li>Confirm future Hume Central development opportunities with ELT and Council in mid-2022 – i.e., development partnerships and models for development.</li> <li>Market test priority lots with development Expression of Interest.</li> <li>Hume Central Design Guidance prepared (goal is for PCG to review mid-2022).</li> <li>Hume Central the Vision refresh with community engagement by mid-2022.</li> </ul>	<p>Commenced masterplan discussions with key landholders and stakeholders for the renewal and revitalisation of Hume Central/ Broadmeadows Town Centre. Context analysis is being prepared by Council identifying opportunities to improve access and movement, built form interfaces and pedestrian experience within the precinct and leverage complementary future development by Kangan and Homes Victoria.</p> <p>Grant funded design investigations for Dimboola Road Gateway (landscape) and Hume Central development have been reported to ELT for confirmation of next steps.</p>

The progress indicator displayed above is based on the status as follows:

■ On Track 
 ■ Monitor 
 ■ At Risk 
 ■ Deferred

**Strategic Objective 1.2: Provide opportunities, and support business growth and visitor economy to create accessible local jobs for our diverse community.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.2.3 Strengthen tertiary education opportunities in Hume City through the Multiversity Program and advocacy for a university or TAFE to be established in Hume's growth areas.</p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Planning & Development	<p>Discussions are underway with a local Social Enterprise and Training organisation to join the Multiversity which will focus on pathways into the care industry for disadvantaged jobseekers including young people aged 18-25.</p> <p>Victoria University Hume specific Bachelor of Early Childhood Education commenced in October.</p> <ul style="list-style-type: none"> <li>Twenty-eight Hume residents commenced completing two units to date. Thirteen of these students received a Hume Multiversity scholarship to support their studies</li> <li>The VU Early Childhood Team is working with Hume City Council to ensure placement needs can be met with minimal disruption for current staff.</li> <li>Recruitment for a second intake has commenced with the course to be delivered in early 2022. An initial information session was delivered in December.</li> </ul>	<p>Strengthening tertiary education opportunities in Hume City has included:</p> <ul style="list-style-type: none"> <li>Ten Multiversity partners (seven of which are tertiary education providers) have continued their commitment to the Hume Multiversity and are delivering programs in accordance with Memorandums of Understanding (MOUs) across Hume to improve Tertiary Education opportunities for residents.</li> <li>Discussions are underway with a local Social Enterprise and Training organisation to join the Multiversity.</li> <li>An accelerated pathway from the Diploma to the Bachelor qualification at Victoria University has commenced. The program enables the Diploma qualified residents, existing Hume Early Childhood Centre employees, and Kangan graduates to undertake an accelerated pathway from the Diploma to the Bachelor qualification.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

## A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

### Strategic Objective 1.2 Provide opportunities, and support business growth and visitor economy to create accessible local jobs for our diverse community.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.2.4 In partnership with stakeholders, advocate for, and strengthen Hume City's economy by building business capability, promoting the visitor economy and attracting innovative business, with the aim of facilitating local employment outcomes.</p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Planning & Development	<p>Activities undertake during the quarter included:</p> <ul style="list-style-type: none"> <li>The @discoverhume Instagram page continued to grow with a 4.7% increase in followers to 3,435.</li> <li>A 'Discover Hume' advertisement and editorial is featured in the Summer Official Visitor's Guide (OVG).</li> <li>The second Visitor Economy operators networking meeting for 2021 took place on 26 November at Living Legends.</li> <li>Council continues to support new investment and jobs growth with Visitor Economy Projects: <ul style="list-style-type: none"> <li>Regular WIPs with Council planners, consultants and the developers to progress planning applications, masterplans etc.</li> <li>Organised site visit/meetings at Goona Warra site visit on 2<sup>nd</sup> December and Marnong site visit on 13 December.</li> </ul> </li> <li>In partnership with Restaurant and Catering Association Australia (RCA) facilitated the delivery of a youth PaTH program.</li> <li>Thirteen local Hume businesses have joined the Social procurement Employment and Economic Development (SEED) project and participated in an initial workshop in early October.</li> </ul>	<p>Actions to strengthen Hume City's economy have included:</p> <ul style="list-style-type: none"> <li>In collaboration with the Northern Councils Alliance and NORTHLink, Phase 2 of a 'Northern' tourism digital marketing campaign is being delivered.</li> <li>Representatives from key tourism stakeholders participated as panellists, mentors and judges in this year's Illuminate-Next Gen Challenge which focused on solutions for the current labour force issues in the Visitor Economy in Hume.</li> <li>Continued to facilitate new tourism investment enquiries/planning applications, as well as the growth of existing businesses.</li> <li>StartNorth has supported two new jobs.</li> <li>The @discoverhume Instagram page continues to be the main call to action for all Visitor Economy related communications.</li> <li>A 'Discover Hume' print advertisement and editorial is featured in the Summer OVG.</li> <li>The second Visitor Economy networking meeting for 2021 took place on 26 November.</li> <li>Facilitated the delivery of a youth PaTH program across Hume's Visitor Economy.</li> <li>The first phase of SEED is underway and runs from August 2021 to February 2022.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track 
■ Monitor 
■ At Risk 
■ Deferred


**Strategic Objective 1.2 Provide opportunities, and support business growth and visitor economy to create accessible local jobs for our diverse community.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>Continue the implementation of the Infrastructure Development Plan (IDP) including but not limited to the development of the Harris Scarfe multi-deck parking in Sunbury in conjunction with the Department of Transport (DoT).*</p> <p><i>Council's Role: Facilitator</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> 75% </div> <p>Significant Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Corporate Services	Construction procurement commenced for the Harris Scarfe multi-deck carpark, Sunbury with a shortlist of builders selected to invite to tender. Planning approval process progressing.	<p>Implementation of the Infrastructure Development Plan (IDP) has included:</p> <ul style="list-style-type: none"> <li>Harris Scarfe multi-deck carpark, Sunbury - Finalised and executed the development agreement between Council and the Department of Transport to progress the project's delivery phase. Construction procurement commenced with a shortlist of builders selected to invite to tender. Planning approval process progressing.</li> <li>65 Kirkham Drive, Greenvale - Services are being supplied to the site in readiness for subdivision and land sale.</li> <li>Seabrook Reserve, Broadmeadows – Council is continuing discussions regarding the residential development and land re-zoning.</li> <li>HGLC-Broadmeadows - Works have commenced with handover for tenant fit-out in July 2021. The Infrastructure Development Plan (IDP) will be updated and presented to Council in the second half of 2021/22.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

## Strategic Objective 1.3 Promote a healthy, inclusive, and respectful community that fosters community pride and safety.


Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.3.1 In partnership with Victoria Police, continue to identify and deliver initiatives to improve driver/road safety, including reducing hoon driving and illegal dirt bikes.</p> <p></p> <p><i>Council's Role: Facilitator, Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some Progress</p>	Sustainable Infrastructure & Services	<p>In partnership with Victoria Police, the "Reporting Incidents Community Safety" flyer/fridge magnet has been developed to address antisocial behaviour.</p> <p>A Road/Driver Safety Internal Working Group convened to discuss opportunities for collaboration/partnership across Council to address Transport Safety.</p>	<p>Actions to identify and deliver initiatives to improve driver/road safety have included:</p> <ul style="list-style-type: none"> <li>Developed the "Reporting Incidents Community Safety" flyer/fridge magnet to address antisocial behaviour in partnership with Victoria Police.</li> <li>Convened a Road/Driver Safety Internal Working Group to address Transport Safety.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track  
 ■ Monitor  
 ■ At Risk  
 ■ Deferred





## Strategic Objective 1.3 Promote a healthy, inclusive, and respectful community that fosters community pride and safety.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.3.2 Facilitate initiatives and partnerships to raise awareness around the impact of family violence, and support prevention of violence against women campaigns.</p> <p></p> <p><i>Council's Role: Facilitator</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Community Services	<p>A variety of events were delivered as part of 16 Days of Activism Against Gender Based Violence including:</p> <ul style="list-style-type: none"> <li>Protecting Older Australians online forum presented by Anu Krishnan – 16 participants attended the session.</li> <li>Respect in Hume: A Conversation with Tarang Chawla with 83 participants.</li> <li>Left Behind: Migrant and Refugee Women's Experiences of COVID-19, a presentation from Multicultural Centre of Women's Health – 24 participants attended.</li> <li>Library Children's Storytime sessions focusing on kindness and respect with 87 views.</li> <li>Walk Against Violence event on 25 November with 15 attendances across all Community Centres.</li> </ul>	<p>Activities undertaken to facilitate initiatives and partnerships to raise awareness around the impact of family violence, and support prevention of violence against women campaigns included:</p> <ul style="list-style-type: none"> <li>A variety of events delivered as part of the 16 Days of Activism between 25 November and 10 December</li> <li>Council and Family Safety Victoria (FSV) have entered into a long-term agreement for Family Services Victoria to provide services in the northwest region from the Broadmeadows Global Learning Centre.</li> <li>Small grants (\$1,000) provided to two neighbourhood houses: <ul style="list-style-type: none"> <li>Dallas Neighbourhood House - to cover costs of a film maker who will produce a film with key messages in English and other community languages (with English subtitles) on family violence prevention and disclosure.</li> <li>Sunbury Neighbourhood House - to promote the prevention of violence against women through a social marketing campaign of postcards that will highlight the increase of family violence during the pandemic.</li> </ul> </li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track
■ Monitor
■ At Risk
■ Deferred

## Strategic Objective 1.3 Promote a healthy, inclusive, and respectful community that fosters community pride and safety.




Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.3.3 In partnership with the Victorian Government and other stakeholders, deliver a range of initiatives and support to respond to and recover from the COVID-19 pandemic.</p> <p> </p> <p><i>Council's Role: Facilitator</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 75%;"></div> 75% </div> <p>Significant Progress</p>	Community Services	<p>During the Quarter, Council delivered following initiatives to respond to and recover from the COVID-19 pandemic:</p> <ul style="list-style-type: none"> <li>Continued the support for fixed and pop-up PCR testing sites and four pop-up vaccination clinics across the municipality.</li> <li>Continued support towards the Vaccination Hubs at the Town Hall Broadmeadows and Campbellfield Ford Factory.</li> <li>Facilitated information sessions surrounding vaccinations, restrictions, testing and COVID-19 illness to Hume's diverse community.</li> <li>Promotional campaign incorporating local residents with a focus on community pride and togetherness.</li> <li>Supply of Rapid Antigen Tests, with in language instructions, to local diverse community groups and organisations as supplied by the Western Public Health Unit.</li> <li>Continued updates and offer of assistance through the Supporting Diverse Communities Project.</li> </ul>	<p>Initiatives delivered to respond to and recover from the COVID-19 pandemic have included:</p> <ul style="list-style-type: none"> <li>Payments totalling \$160,000 were distributed to 14 organisations in July 2021.</li> <li>\$9,500 allocated to 10 school Hubs and activities delivered in Term 4</li> <li>Organisation, implementation, and support of fixed and pop-up PCR testing sites and four pop-up vaccination clinics across the municipality.</li> <li>Support towards the Vaccination Hubs at the Town Hall Broadmeadows and Campbellfield Ford Factory.</li> <li>Facilitated ten, in language, information sessions.</li> <li>Developed readily available translated COVID-19 and vaccination material in Arabic, Assyrian/Chaldean and Turkish.</li> <li>Promotional campaign incorporating local residents with a focus on community pride and togetherness.</li> <li>Ongoing supply of Rapid Antigen Tests, with in language instructions, to local diverse community groups and organisations as supplied by the Western Public Health Unit.</li> <li>Ongoing updates and offer of assistance through the Supporting Diverse Communities Project to local stakeholders throughout the pandemic.</li> </ul>

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# A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.


## Strategic Objective 1.3 Promote a healthy, inclusive, and respectful community that fosters community pride and safety.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.3.4 Advance Social Justice outcomes through delivering targeted initiatives to address barriers to access and participation.</p> <p>  </p> <p><i>Council's Role: Facilitator</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Community Services	<ul style="list-style-type: none"> <li>The Draft Social Justice Charter stakeholder and community feedback closed 5 October 2021. Consultations with community groups, including Bilingual sessions - one with a Persian/ Arabic speaking group, one in Arabic and Assyrian, and two Turkish language sessions were undertaken. A session was also held with South Asian women from Pakistan and India.</li> <li>The engagement reach to support the development of the Social Justice Charter across all mediums totalled 39,399 and the Social Justice Charter was adopted on 15 November 2021.</li> <li>The public launch of the Social Justice Charter was held on 10th December, International Human Rights Day, which was attended by more than 50 people, including local stakeholders, Council staff and residents, many of whom had participated in the consultations.</li> <li>Talking Social Justice Charter Seminar series delivered 3 seminars in this quarter to address barriers to access and participation. Topics covered in this series included: <ul style="list-style-type: none"> <li>Community safety.</li> <li>Engaging Multicultural Communities.</li> <li>Community advocacy for better health services.</li> </ul> </li> </ul>	<p>The Social Justice Charter was adopted on 15 November 2021 after an extensive community engagement process. The consultation process provided the opportunity for people from diverse backgrounds who would not usually participate in consultations to participate. The public launch of the Social Justice Charter was held on 10<sup>th</sup> December, International Human Rights Day.</p> <p>Talking Social Justice Charter Seminar series delivered seminars to address barriers to access and participation. Topics covered in this series included:</p> <ul style="list-style-type: none"> <li>Community safety.</li> <li>Engaging Multicultural Communities.</li> <li>Community advocacy for better health services.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track  
■ Monitor  
■ At Risk  
■ Deferred



**Strategic Objective 1.3 Promote a healthy, inclusive, and respectful community that fosters community pride and safety.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.3.5 Establish an ongoing compliance model across Council that ensures our operational, reporting and investigation obligations, required under the Child Safe Standards and the Commission for Children and Young People (CCYP) are met.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 100%;"></div> <div>100%</div> </div> <p>Completed</p>	Community Services	<p>Action completed, with the Child Safe working group continued to meet monthly and developed robust processes and procedures for responding to child safe related matters.</p> <p>A review is underway to evaluate progress against the role of the fixed term 12 month Child Safe Officer and provide recommendations for actions under the revised 11 child safe standards which come into effect 1 July 2022.</p>	<p>To establish an ongoing compliance model to ensure our operational, reporting and investigation obligations:</p> <ul style="list-style-type: none"> <li>• Work has been undertaken to develop an action plan based on the Victorian Standards.</li> <li>• The Child Safe working group has met monthly and developed robust processes and procedures for responding to child safe related matters.</li> <li>• This work has resulted in the development of a Child Safe Tool Kit to complement the Policy which is available for all staff to ensure Council's compliance with its obligations.</li> <li>• A review is underway to evaluate progress against the role of the fixed term 12-month Child Safe Officer and provide recommendations for actions under the revised 11 child safe standards which come into effect 1 July 2022.</li> </ul>





The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

**Strategic Objective 1.3 Promote a healthy, inclusive, and respectful community that fosters community pride and safety.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.3.6 Finalise a review of General Local Law No. 1, including community and stakeholder engagement.</p> <p></p> <p><i>Council's Role: Statutory Authority</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Corporate Services	Planning underway for further internal consultation which will commence in late 2022.	An update of the General Local Law No.1 has been drafted following feedback from relevant Council officers. Further internal consultation of the proposed changes will commence in late January 2022. A community engagement plan will be developed and presented to Council for consideration in early 2022. The updated Local Law is anticipated to be presented to Council in July 2022.
<p>1.3.7 Finalise and commence implementation of a new Domestic Animal Management Plan to support responsible animal management and safety.</p> <p></p> <p><i>Council's Role: Statutory Authority</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Corporate Services	The review of the Domestic Animal Management Plan (DAMP) is underway. An extension has been provided from the Department of Agriculture for the due date of the DAMP, with the DAMP now due by 30 April 2022.	The DAMP will be updated to ensure that it is fit for purpose and presented to Council in March 2022 to commence the community engagement process, with the final DAMP being presented to Council for adoption in April 2022.

The progress indicator displayed above is based on the status as follows:

 On Track
  Monitor
  At Risk
  Deferred



# A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.


## Strategic Objective 1.3 Promote a healthy, inclusive, and respectful community that fosters community pride and safety.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.3.8 Increase Maternal and Child Health participation rates, including for vulnerable clients, through expansion of service delivery, with a focus on exploring responsive service models such as outreach programs and flexible service hours.</p> <p>⦿</p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Community Services	<p>Flexible service models, which include face to face and telehealth have been introduced. This has assisted in addressing service delivery challenges and has kept families engaged.</p> <p>Universal MCH participation rates for Q2 2021/22 are 64.3%. This is an increase of 3.2% compared with the same period in Q2 2020/21 which was 61.1%.</p> <p>Aboriginal and Torres Strait Islander peoples MCH participation rates for Q2 2021/22 are 65.7%. This is an increase of 13.4% compared with the same period in Q2 2020/21 which was 52.3%.</p>	<p>Participation rates and engagement in Maternal and Child Health (MCH) KAS visits for vulnerable clients has remained a key focus. Flexible service models have been established (such as telehealth) to ensure ongoing participation/access for families during the pandemic.</p>





The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

**Strategic Objective 1.3 Promote a healthy, inclusive, and respectful community that fosters community pride and safety.**


Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.3.9 Continue to undertake initiatives and advocacy to reduce gambling related harm and gambling reform.</p> <p></p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p><b>Progress Indicator:</b></p> <div> <div></div> <div>50%</div> </div> <p>Good Progress</p>	Community Services	<p>Initiatives and advocacy to reduce gambling related harm and gambling reform included:</p> <ul style="list-style-type: none"> <li>In partnership with the Alliance and Banyule Community Health, Council hosted the launch of Gambling Harm Awareness Week on 18 October 2021. The online event highlighted various aspects of gambling harm – ranging from lived experiences of the negative impacts from gambling, the services that are available to those who are affected by gambling harms and research demonstrating gambling impacts on young adults.</li> <li>An annual gambling report for Hume City is being prepared to be presented to Council in early 2022, including information on gaming expenditure; community benefits from clubs as per the Ministerial Order and actions undertaken by Council under its Gambling Harm Minimisation Policy.</li> </ul>	<p>Initiatives and advocacy to reduce gambling related harm and gambling reform included:</p> <ul style="list-style-type: none"> <li>In July 2021, Council undertook follow-up actions from its face-to-face meeting held in late June that explored the formation of a gambling harm minimisation network in Hume City.</li> <li>In September, Council representatives participated in gambling networks hosted by the Victorian Local Government Association (VLGA) and Municipal Association of Victoria (MAV).</li> <li>Council hosted a Gambling Harm Awareness Week in Hume City on 18 October 2021. Council partnered with Banyule Community Health and the Alliance for Gambling Reform to host the event. The event formed part of Council's ongoing collaborative efforts to raise community awareness of gambling harms.</li> <li>An annual gambling report for Hume City will be presented Council in early 2022.</li> </ul>

The progress indicator displayed above is based on the status as follows:

 On Track
  Monitor
  At Risk
  Deferred

# A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

## Strategic Objective 1.3 Promote a healthy, inclusive, and respectful community that fosters community pride and safety.



Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.3.10 Finalise and commence implementation of the Hume Health and Wellbeing Plan 2021-2025.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 75%;"></div> 75% </div> <p>Significant Progress</p>	Community Services	<p>On 13 December 2021, Council endorsed the Draft 2021-2025 Health and Wellbeing Plan for public exhibition for the period of 14 December 2021 to 29 January 2022.</p> <p>The plan has been informed by extensive research, data analysis and community consultation and describes key health and wellbeing priorities for Council over the next four years.</p> <p>Following the conclusion of the exhibition period and a review of community submissions and public feedback, the Draft Health and Wellbeing Plan, will be considered for adoption by Council at its meeting on 15 March 2022.</p>	<p>Development of Council's new 2021-2025 Health and Wellbeing Plan is nearing completion. The final plan is expected to be presented to Council on 15 March 2022. Proposed key focus areas for the 2021-2025 Plan include:</p> <ul style="list-style-type: none"> <li>• Domestic and family violence</li> <li>• Climate action</li> <li>• Diet and fitness</li> <li>• Tobacco use</li> <li>• Mental health</li> <li>• Housing</li> <li>• Gambling harm</li> <li>• Children's Health and Wellbeing.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

# A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.



## Strategic Objective 1.3 Promote a healthy, inclusive, and respectful community that fosters community pride and safety.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.3.11 In partnership with local agencies, provide assistance and support to people sleeping rough within Hume City, including adopting a rough sleeping response protocol.</p> <p> </p> <p><i>Council's Role: Facilitator</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 75%;"></div> <div>75%</div> </div> <p>Significant Progress</p>	Community Services	<p>A pilot project is providing assistance and support to people who are sleeping rough in Hume City. This pilot consisted of a number of actions, including:</p> <ul style="list-style-type: none"> <li>The Homelessness Pathway Officer (HPO) has met with multiple homelessness sector service providers and continued to support these relationships.</li> <li>The HPO continues to establish good working relationships with homelessness services providers, including the collation of data on rough sleepers and persons experiencing homelessness.</li> <li>In November, further research has been undertaken regarding care package content for rough sleepers.</li> <li>The established rough sleeper inbox is proving to be successful. By end November 2021 more than 30 email contacts were made through the system and thereby assisting seven individuals, one couple and a family of six children in accessing homelessness services.</li> </ul>	<p>A pilot project is to provide assistance and support to people who are sleeping rough in Hume City. This pilot has included a number of actions:</p> <ul style="list-style-type: none"> <li>The HPO is currently testing an Interim Rough Sleeping Protocol against the need to meet various Council Departments requirements for more formalised processes and procedure relating to rough sleeping. It is envisaged that the Interim Rough Sleeping Protocol will be finalised and presented to Council in April 2022.</li> <li>Ongoing support has been rendered to rough sleepers and persons experiencing homelessness.</li> <li>Additional support items have been recommended in care packages and will be packaged and distributed after the State Government's Hotel Accommodation Program is phased out at the end of January 2022.</li> <li>In August 2021, the HPO worked as a Census Field Officer with the Australian Bureau of Statistics (ABS) to complete the Rough Sleeper Enumeration for the ABS Census 2021.</li> <li>A Hume Shower Access Program is being explored to enable persons sleeping rough and/or homeless to access Council's leisure centres for shower amenities.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track 
 ■ Monitor 
 ■ At Risk 
 ■ Deferred

**Strategic Objective 1.3 Promote a healthy, inclusive, and respectful community that fosters community pride and safety.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.3.12 Continue undertaking accessibility works at Council facilities, and other public-realm improvements to support people with disabilities.</p> <p> </p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div style="width: 75%;"></div> <div>75%</div> </div> <p>Significant Progress</p>	Community Services	<p>The Disability Action Plan (DAP) Capital works program is tracking towards completion by June 2022 the project updates are listed below:</p> <ul style="list-style-type: none"> <li>Sunbury Aquatic Centre - Internal works tender closed on 16 December 2021. Evaluation of tenders against scope has been completed by Architect. Council evaluation panel to meet in early February 2022. External works tender is currently out for RFQ with five Council annual supply Civil contractors. Quotations expected early February 2022.</li> </ul>	<p>Accessibility audits have been finalised and priority works will be delivered across the following facilities:</p> <ul style="list-style-type: none"> <li>Sunbury Aquatic Centre</li> <li>Youth Central – Broadmeadows</li> <li>Mitford Crescent Maternal and Child Health Centre</li> </ul> <p>Design and costing for works across these facilities is underway.</p> <p>Wi-Fi access has now been installed at the Lynda Blundell Seniors Centre. Wi-Fi installations at Gladstone Park and Sunbury Seniors Centre have been scheduled.</p>

The progress indicator displayed above is based on the status as follows:

■ On Track  
 ■ Monitor  
 ■ At Risk  
 ■ Deferred



## A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

### Strategic Objective 1.3 Promote a healthy, inclusive, and respectful community that fosters community pride and safety.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>Partner with local service providers to deliver a range of parenting programs to build the capacity of parents to support children from 0-24 years. *</p> <p><i>Council's Role: Advocate, Facilitator</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> <div>100%</div> </div> <p>Completed</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Community Services	This action was completed in Quarter 1 2021/22.	<p>A range of parenting programs to build the capacity of parents to support children from 0-24 years has included:</p> <ul style="list-style-type: none"> <li>Regular monthly meetings of the Parenting Working Group with staff from Family Youth and Children's Services and MCH and external parent education and support providers.</li> <li>Update of resources for parents on the Hume City Council website.</li> <li>Held two forms with Settlement Services International (SSI) on foster caring for Pacifica and Tamil families. Twenty families attended.</li> <li>Parent Information Session as part of Children's Week was held from 23 to 31 October 2021.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

## A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

### Strategic Objective 1.3 Promote a healthy, inclusive, and respectful community that fosters community pride and safety.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>Explore the feasibility to make the Youth Summit a bi-annual event.*</p> <p><i>Council's Role: Advocate, Facilitator</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> 100% </div> <p>Completed</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Community Services	<p>Youth Summit Evaluation Report was finalised in October 2021. Recommendations from the report were used to inform the successful Engage! funding application to develop an annual Young Leaders Award Program from 2022-2024. In addition, findings were used to inform key actions in the Connect &amp; Thrive: A Plan for Young People in Hume 2022-2026 adopted by Council in December 2021.</p> <p>A Youth Summit will be delivered annually, driven by the needs and interests of young people.</p>	<p>Evaluation of the Hume Youth Mental Health Summit held on 17 June 2021 was undertaken during the first quarter. The Youth Mental Health Summit Evaluation Report was finalised in October 2022.</p> <p>A Youth Summit will be delivered annually, driven by the needs and interests of young people.</p>
<p>Promote the local social marketing campaign to change behaviours and improve physical activity.</p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> 100% </div> <p>Completed</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Corporate Services	<p>This action was completed in Quarter One 2021/22.</p>	<p>App promoted to encourage online fitness activities during COVID-19 times when the Leisure Centres were closed.</p>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred


**Strategic Objective 1.4 Strengthen community connections through local events, festivals and the arts.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.4.1 Undertake initiatives to strengthen local arts, including the development of an Arts and Culture Infrastructure Plan to identify future locations for arts and culture services and facilities across the City.</p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Community Services	<p>Arts Infrastructure Plan commenced with research and review of data and documents, surveys distributed to artists, schools and community members. Invitations to workshops scheduled for Feb 2022 have been sent.</p> <p>Grasslands Symposium delivered at HGLC-Sunbury 21 November to mark the launch of two projects: Hume's Gardens for Wildlife program, and the public artwork Float by local artist Jacquie Blight. Local artists and performers engaged to present new work. 150 people attended.</p> <p>Two new gallery exhibitions at Craigieburn and Sunbury presented:</p> <ul style="list-style-type: none"> <li>• Ability to Make by Louise D'Amico at HGLC - Craigieburn</li> <li>• Symbiosis by Filipe Filihia at HGLC - Sunbury.</li> </ul>	<p>Initiatives to strengthen local arts, including the development of an Arts and Culture Infrastructure Plan included:</p> <ul style="list-style-type: none"> <li>▪ Commenced the Arts and Culture Service and Infrastructure Plan and Feasibility Study.</li> <li>▪ Youth Arts Program content development completed mentoring local young people to produce reflections on place in Hume.</li> <li>▪ Grasslands Symposium delivered at HGLC-Sunbury 21 November to mark the launch of two projects: Hume's Gardens for Wildlife program, and the public artwork Float by local artist Jacquie Blight</li> <li>▪ Two new gallery exhibitions at Craigieburn and Sunbury presented.</li> </ul>





The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

**Strategic Objective 1.4 Strengthen community connections through local events, festivals and the arts.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>1.4.2 Undertake a strategic review and commence development of an Events and Festivals Strategy/Service Plan to strengthen access to and support of local community events and festivals.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> 50% </div> <p>Good Progress</p>	Communication s, Engagement & Advocacy	There has been a good progress on the strategic review with relevant policies/guidelines drafted during the quarter.	Strategic Review for Events has commenced.
<p>1.4.3 Subject to the land exchange agreement for the Jacksons Hill site, commence design and delivery of improvements to develop a Sunbury Community Arts and Cultural Precinct at Jacksons Hill.</p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> 50% </div> <p>Good Progress</p>	Planning and Development	<p>Continued to await the transfer of land from Victorian Government to commence the formal planning and delivery of Stage 1 works for the Sunbury Community Arts and Cultural Precinct.</p> <p>Investigations continued to explore the opportunity to establish a suitable early access agreement which would allow Council to commence works ahead of the formal land transfer.</p> <p>Work has commenced to develop a project management plan.</p>	<p>Hume City Council continues to await the transfer of land from Victorian Government in order to commence the formal planning and delivery of Stage 1 works for the Sunbury Community Arts and Cultural Precinct.</p> <p>Investigations continued with Victorian Government and Council's solicitors to explore the opportunity to establish a suitable early access agreement which would allow Council to commence works ahead of the formal land transfer.</p> <p>Work has commenced to develop a project management plan to articulate how the project will be executed, monitored, controlled and communicated.</p>

The progress indicator displayed above is based on the status as follows:

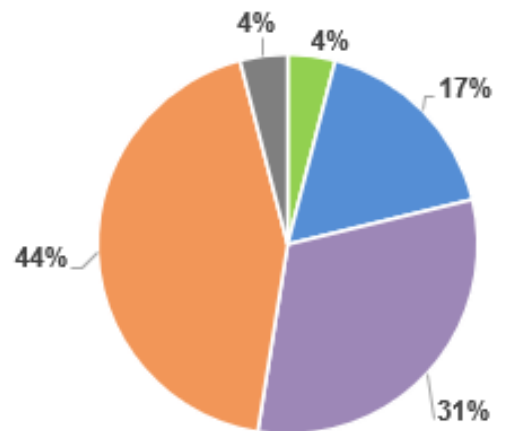
 On Track
  Monitor
  At Risk
  Deferred

# THEME 2

## A CITY THAT CARES ABOUT OUR PLANET, IS APPEALING AND CONNECTED.

### Summary of progress and Strategic Indicators

#### SUMMARY OF PROGRESS FOR THEME 2 1 JULY 2021– 31 DECEMBER 2021



- Completed (4% or 1 actions)
- Significant Progress (17% or 4 actions)
- Good Progress (31% or 7 actions)
- Some Progress (44% or 10 actions)
- Not yet started (4% or 1 actions)

#### STRATEGIC INDICATORS TO 31 DECEMBER 2021

Strategic Objective 2.1: Facilitate appropriate urban development and enhancing natural environment, heritage, landscapes and rural places.

Indicator	Target	2021/22 Result
Percentage of Council planning decisions upheld at VCAT	Target by 2025 = 60%	50% of decisions have been upheld at VCAT to date in 2021/22. At the same time in 2020/21 the result was 0.0%. (Source: Local Government Performance Reporting Framework)
Percentage of planning applications decided within required timeframes	Target by 2025 = 60%	46.5% of planning applications were decided within required timeframes. The 2020/21 result was 50.0%. (Source: Local Government Performance Reporting Framework)

Strategic Objective 2.2: Demonstrate environmentally sustainable leadership and adapt to climate change.

Indicator	Target	2021/22 Result
Percentage of kerbside waste collection diverted from landfill	Target by 2025 = 45%	Second Quarter diversion rate in 2021/22 is 37.7%. The waste diversion rate for 2020/21 was 34.9%. The year-to-date waste diversion rate for 2021/22 is 36% and 2020/21 second quarter diversion rate of 37.6%. (Source: Local Government Performance Reporting Framework)

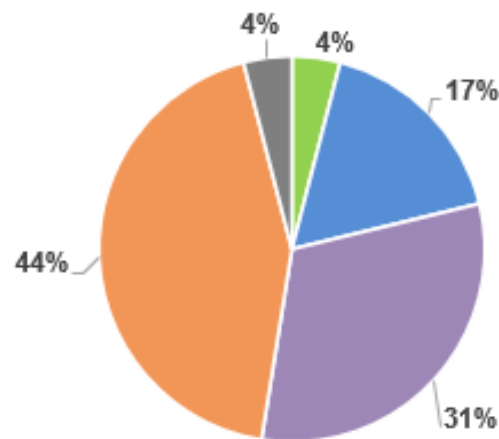


# THEME 2

## A CITY THAT CARES ABOUT OUR PLANET, IS APPEALING AND CONNECTED.

### Summary of progress and Strategic Indicators

#### SUMMARY OF PROGRESS FOR THEME 2 1 JULY 2021– 31 DECEMBER 2021



- Completed (4% or 1 actions)
- Significant Progress (17% or 4 actions)
- Good Progress (31% or 7 actions)
- Some Progress (44% or 10 actions)
- Not yet started (4% or 1 actions)

Strategic Objective 2.3: Design and maintain our City with accessible spaces and a strong sense of place.

Indicator	Target	2021/22 Result
Net increase in street and park trees per year	Target by 2025 = 5,000	A target of planting 5,000 trees per year was established in the Council Plan. In the year ending June 2021 there were 8,687 trees planted, 1,995 tree removed with net increase of 6,692 street and park trees  (Source: Hume City Council)

Strategic Objective 2.4 Connect our City through efficient and effective walking, cycling and public transport and road networks.

Indicator	Target	2021/22 Result
Community satisfaction rating with sealed local roads	Target by 2025 = 62	2021/22 Result: 61/100. Previous result was 64/100 in 2020/21.  (Source: Hume City Council, Community Indicators Survey 2020/21, Community Survey 2021/22)



**Strategic Objective 2.1 Facilitate appropriate urban development and enhancing natural environment, heritage, landscapes and rural places.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.1.1 Review and implement improvements to further enhance the delivery of Statutory Planning and Building Control services.</p> <p><i>Council's Role: Statutory Authority</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Planning & Development	<p>Substantial work towards the completion of improvement projects within the Statutory Planning section has occurred this quarter including the Customer Journey Mapping project, Internal Referrals project and Permit Conditions project. Work will continue next quarter to implement the recommendations of the projects into the day-to-day work of the department.</p> <p>Structure changes within the Statutory Planning and Streamlining sections of the department have also been implemented to provide a more efficient service delivery model as well as additional resourcing to cater for the increased workload managed by the team. At this stage, the altered structure is operating effectively and has resulted in improved service outcomes.</p> <p>A Service Review of the Building Control Services section has also commenced this quarter, with its findings and recommendations to shape future processes and service delivery for this team.</p>	<p>Improvements to further enhance the delivery of Statutory Planning and Building Control services included:</p> <ul style="list-style-type: none"> <li>A number of improvement projects are nearing completion, including a Customer Journey Mapping Project, Model Permit Conditions Project and Internal Referrals Project. It is expected that the implementation of improvement recommendations from these projects will enhance work processes and streamline approvals timeframes in the Statutory Planning area, as well as deliver customer service improvements.</li> <li>A service review of the Building Control Services section of the department has commenced, and is also expected to deliver service improvements to this area through identification of an appropriate staffing strategy and making recommendations on technological improvements which may be appropriate for the delivery of the service.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

**Strategic Objective 2.1 Facilitate appropriate urban development and enhancing natural environment, heritage, landscapes and rural places.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.1.2 Undertake planning to improve housing diversity (including housing design guidelines), and advocate for improvements to social housing.</p> <p></p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Planning & Development	Council continued discussions with Homes Victoria on renewal opportunities including Banksia Gardens.	Following briefing of Council by Homes Victoria CEO, Council is working with Homes Victoria to support Big Housing Build Bid for Stage 1 housing renewal at Banksia Gardens.
<p>2.1.3 Deliver Stage Two of the youth crisis facility needs assessment, including determining and pursuing feasible options for facilitating its delivery.</p> <p></p> <p><i>Council's Role: Facilitator</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Community Services	A tender specification is being developed to secure a suitably qualified and experienced consultancy services to undertake the exploration, development and formulation of recommendation for a proposed model of response for a youth crisis facility and its delivery options.	Exploration of the need for a youth crisis facility in Hume City (Stage One) has been completed. Stage Two to focus on identifying a suitable local model to respond to youth homelessness, and available delivery options has commenced.

The progress indicator displayed above is based on the status as follows:

 On Track
  Monitor
  At Risk
  Deferred



**Strategic Objective 2.1 Facilitate appropriate urban development and enhancing natural environment, heritage, landscapes and rural places.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.1.4 In partnership with the Victorian Planning Authority (VPA) and adjoining councils, continue to advance planning for the City consistent with the vision and directions of Council's integrated growth area plans, including the planning for new town centres in Cloverton and Merrifield.</p> <p><i>Council's Role: Facilitator</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Planning & Development	Background work has progressed on Merrifield North Precinct Structure Plan (PSP) and Greenvale North PSP to enable formal commencement of the PSP preparation stage in 2022.	<p>The VPA has finalised the Craigieburn West Precinct Structure Plan (PSP). The PSP is consistent with the vision and objectives within Council's integrated planning for the Hume Corridor.</p> <p>Background work has progressed on Merrifield North Precinct Structure Plan (PSP) and Greenvale North PSP to enable formal commencement of the PSP preparation stage in 2022.</p>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

**Strategic Objective 2.1 Facilitate appropriate urban development and enhancing natural environment, heritage, landscapes and rural places.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.1.5 Support rural landowners to manage land sustainably and protect environmental assets by implementing the new Rural Engagement Program, including the Conserving our Rural Environment Grant, Primary Producer Rate Rebate, Rural Land Management Grant, and capacity building activities.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> 75% </div> <p>Significant Progress</p>	Sustainable Infrastructure & Services	<p>The Conserving our Rural Environment (CoRE) grant projects are currently being undertaken following approval by Council in August 2021.</p> <p>The Primary Producer Rate Rebate take-up has now slowed, with close to 100 properties being approved. Close to 200 landowners have applied for the Rural Land Management Grant Property visits across all programs have recently resumed following a six-month hiatus due to COVID-19.</p> <p>ReSource newsletter continues to be published quarterly.</p>	<p>The CoRE Grant was awarded in August to 42 properties, totalling \$312,000.</p> <p>The new Primary Producer Rate rebate has been received by close to 100 rural landowners, and the new Rural Land Management Grant has attracted around 200 applicants to date. Both programs remain open all year. Some online forums have been held with rural landowners in the absence of face-to-face engagement. ReSource, Rural Environment Newsletter continues to be published quarterly.</p>
<p>2.1.6 Implement the Conservation Management Plan (CMP) Framework by progressively developing individual plans for each of the conservation reserves</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> 50% </div> <p>Good Progress</p>	Sustainable Infrastructure & Services	<p>A preferred supplier for the Conservation Management Plan Tender has been nominated and the Procurement Awarding Report is in progress.</p>	<p>Conservation Management Plan (CMP) Tender is currently being finalised.</p>

The progress indicator displayed above is based on the status as follows:

 On Track
  Monitor
  At Risk
  Deferred

**Strategic Objective 2.1 Facilitate appropriate urban development and enhancing natural environment, heritage, landscapes and rural places.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>Finalise <i>Rural HIGAP</i> and commence preparation of an amendment to the Planning Scheme to update the <i>Hume Planning Scheme</i> in accordance with <i>Rural HIGAP</i>.*</p> <p><i>Council's Role: Service Provider, Facilitator, Advocate</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> 75% </div> <p>Significant Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Planning and Development	Rural HIGAP strategy is being finalised for Council consideration in early 2022.	Revisions have been made to the draft Rural HIGAP Strategy in response to community and stakeholder feedback. Final strategy is being finalised for Council consideration in early 2022.

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred




**Strategic Objective 2.1 Facilitate appropriate urban development and enhancing natural environment, heritage, landscapes and rural places.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>Complete review of <i>Live Green Plan</i> and implement 2021/22 actions from <i>Live Green Plan</i>. *</p> <p><i>Council's Role: Service Provider, Facilitator, Advocate</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> 75% </div> <p>Significant Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Sustainable Infrastructure and Services	<p>The Live Green Plan 2021-2026 was adopted by Council at the 13 December 2021.</p> <p>Actions from the Plan continue to be implemented, including:</p> <ul style="list-style-type: none"> <li>Environmental Champions program which is currently recruiting for the next round.</li> <li>Expression of Interest have been sought from preschools for sustainability incursions in 2022.</li> <li>Let's Grow Hume edible gardening workshops were held online in November and December 2021.</li> <li>Live Green quarterly newsletters and monthly e-News continue to be published.</li> </ul>	<p>The Live Green Plan 2021-2026 was adopted by Council at the 13 December 2021.</p> <p>Implementation of the 2020-2021 actions from Live Green Plan have included:</p> <ul style="list-style-type: none"> <li>Live Green workshops and newsletters are ongoing.</li> <li>A Live Green News survey showed very high satisfaction levels of 88 per cent overall from respondents.</li> <li>Environmental Champions program recruiting for the next round.</li> <li>Let's Grow Hume edible gardening workshops.</li> <li>Live Green quarterly newsletters and monthly e-News.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

**Strategic Objective 2.1 Facilitate appropriate urban development and enhancing natural environment, heritage, landscapes and rural places.**


Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>Develop a Placemaking Program to determine future approaches, areas and a schedule of placemaking activities and continue implementation of existing Place Frameworks for key activity centres, including: Jacana; Gladstone Park; Craigieburn Plaza.*</p> <p><i>Council's Role: Statutory Authority, Service Provider, Advocate</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> 25% </div> <p>Some Progress</p>	Planning and Development	Investigations into Council's placemaking initiatives including the Hume's Places program have been undertaken and a briefing note expected to be finalised in Quarter Three. This will identify the potential for further placemaking opportunities in Hume.	<p>A review of the Hume's Places program has been undertaken. There is an opportunity to integrate the program with the proposed living local plans. This will be further investigated.</p> <p>Site investigations have commenced for those sites identified as priorities in the current program.</p>
<p>Finalise an <i>Affordable Housing Policy</i> to guide and facilitate the provision of affordable housing through public and private development.*</p> <p></p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> 100% </div> <p>Completed</p>	Planning and Development	This action was completed in Quarter One 2021/22.	The Affordable Housing Policy was adopted by Council on 27 September 2021.

\*Rollover from Council Plan 2017-2021 (2020/21 Actions)

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred


### Strategic Objective 2.2 Demonstrate environmentally sustainable leadership and adapt to climate change.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.2.1 Implement programs to support environmental sustainable leadership including Enviro Champions, Gardens for Wildlife, and Environmental Scholarship programs.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Sustainable Infrastructure & Services	<p>Actions undertaken during the quarter included:</p> <ul style="list-style-type: none"> <li>Twenty-two schools applied for Round 8 of Seedlings for Schools. They were notified about their seedling orders for 2022 plantings.</li> <li>Hume's Gardens for Wildlife (G4W) program was officially launched on 21 November 2021 at the Grasslands Floating event at HGLC Sunbury, attended by 180 people, including a walk to Evans Street Grassland.</li> <li>Twenty-two people have applied in Round 1 to have a G4W garden visit, which will commence in 2022.</li> <li>The 2022 Hume Enviro Champions program is well into the planning stage. Michaela Lang has been appointed the facilitator.</li> <li>Due to COVID-19 restrictions, no school engagement activities occurred in Term 4.</li> </ul>	<p>Programs to support environmental sustainable leadership included:</p> <ul style="list-style-type: none"> <li>The Great Green Get Together to celebrate the graduation of 2021 Champions was held on 1 September with around 50 people attending online.</li> <li>Thirteen Enviro Champions working on nine environmental projects completed the training stage of the program with implementation ongoing.</li> <li>Five Environmental Scholarships at a total of just under \$5,300 have been awarded to eligible community members to date.</li> <li>Hume's Gardens for Wildlife (G4W) program was officially launched in November.</li> <li>The 2022 Hume Enviro Champions program is well into the planning stage.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred



**Strategic Objective 2.2 Demonstrate environmentally sustainable leadership and adapt to climate change.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.2.2 Finalise the review of the Land and Biodiversity Plan and commence implementation.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Sustainable Infrastructure & Services	Draft Land and Biodiversity Plan is being compiled and will be finalised in Quarter Three.	<p>The review of the Land and Biodiversity Plan is almost complete - community consultation has been finalised and development of the draft Plan has commenced. Key milestones of the Land and Biodiversity Plan 2015-2019 included:</p> <ul style="list-style-type: none"> <li>• Undertaking the Northwest Ecological Connectivity Investigation.</li> <li>• Undertaking significant works to remediate soil erosion within conservation reserves.</li> <li>• Rolling out natural heritage interpretation media, including approximately 40 interpretive signs, and the development of discover nature trail guides.</li> <li>• Introducing improvements to Council's processes around assessing the impact of development on cultural heritage.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred


### Strategic Objective 2.2 Demonstrate environmentally sustainable leadership and adapt to climate change.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.2.3 Investigate options to enhance Council's response to climate change including ways to support the Hume community and businesses adapt to climate change.</p> <p></p> <p><i>Council's Role: Facilitator</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> 25% </div> <p>Some Progress</p>	Sustainable Infrastructure & Services	<p>ELT provided input into a plan for how the draft Climate Change Action Plan, including engagement of staff and stakeholders in November.</p> <p>Consultants have been engaged to review Council's greenhouse gas inventory and emissions sources that should be included for future carbon neutral accreditation. The consultant's report will also provide three options (least cost, best environmental and a middle path) to achieving carbon neutrality by 2030 at the latest. The full draft report is anticipated in January 2022.</p>	<p>Work to inform Council's Climate Emergency Plan is in progress. ELT have provided input into a stakeholder engagement plan and consultants are preparing a report on options for achieving carbon neutrality. ELT have also provided input into Council's climate adaptation response which will be integrated into the revised risk management framework.</p>
<p>2.2.4 Undertake initiatives to improve stormwater harvesting, including at Cloverton, and subject to funding, Jack Roper reserve Broadmeadows or John Ilhan memorial reserve Broadmeadows.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> 25% </div> <p>Some Progress</p>	Sustainable Infrastructure & Services	<p>Initial discussions have taken place with Sunbury Cemetery to supply stormwater from the O'Brien Street retarding basin. These discussions were about quantity and quality of the stormwater, reliability of supply and potential for State Government co-funding. Information was sent to the Trust to inform the planning session held in November 2021.</p>	<p>Functional designs for stormwater harvesting schemes at Jack Roper, John Ilhan and O'Brien Street retarding basin have been completed.</p> <p>Initial discussions have taken place with Sunbury Cemetery to supply stormwater from the O'Brien Street retarding basin.</p>

The progress indicator displayed above is based on the status as follows:

 On Track
  Monitor
  At Risk
  Deferred

### Strategic Objective 2.2 Demonstrate environmentally sustainable leadership and adapt to climate change.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.2.5 Subject to the approval of a business case, implement actions to support the transition of the Hume economy to a Circular Economy.</p> <p></p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> <div>50%</div> </div> <p>Good Progress</p>	Planning and Development	<p>Business case for the Towards Hume as a Circular City will be presented to Council in February/March 2022.</p> <p>A half day Circular Economy Business and Community Forum was delivered online on 28<sup>th</sup> October with more than 80 attendees. A follow-on Workshop was delivered on 26<sup>th</sup> November with 100 attendees.</p> <p>The Collaborate to Thrive program, delivered for Hume by Circular Economy Victoria, commenced in October with a view to complete in August 2022.</p>	<p>Actions to support the transition of the Hume economy to a Circular Economy have included:</p> <ul style="list-style-type: none"> <li>• Business case for the Towards Hume as a Circular City completed by KPMG in August 2021. This is now planned to be presented to Council in February/March 2022. .</li> <li>• A half day Circular Economy Business and Community Forum was delivered on 28<sup>th</sup> October 2021.</li> <li>• The Circular Advantage 2021 Program commenced in August 2021 with seven Hume businesses participating.</li> <li>• The Collaborate to Thrive program, to be delivered for Hume by Circular Economy Victoria, was fully funded by Sustainability Victoria in August 2021. The program which focusses on the Hume Community commenced in October 2021.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred



# THEME 2

## A CITY THAT CARES ABOUT OUR PLANET, IS APPEALING AND CONNECTED.


### Strategic Objective 2.3 Design and maintain our City with accessible spaces and a strong sense of place.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.3.1 Recommence and finalise the suburb boundary review.</p> <p><i>Council's Role: Facilitator</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> <div>0%</div> </div> <p>Not yet started - On Track</p>	Corporate Services	No further updates this quarter.	This project is due to recommence in early 2022.

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred


### Strategic Objective 2.3 Design and maintain our City with accessible spaces and a strong sense of place.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.3.2 Finalise a new Open Space Strategy and continue to implement improvements to active and passive open spaces and playspaces.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Planning & Development	<p>Provision and accessibility mapping of the municipality is now complete. Primary and secondary data has been collated and used to inform both a draft structure and potential actions to be included in the Open Space Strategy. A Participate Hume webpage with background information and a community survey has been launched, and will form a key element of municipal-wide engagement in 2022.</p> <p>The playspace and landscape upgrade rolling program continues to progress, with works being completed at Curtin Drive Reserve, Trentham Drive Reserve, and imminently completed at Mission Hills. Nine sites earmarked for construction in 2022/23 are in the planning and design stages.</p> <p>Key stages of the implementation of open space masterplans at Progress Reserve in Coolaroo and Derby Street Reserve in Tullamarine have been advertised for tender, with the target of construction commencing at each in early 2022.</p> <p>Council has also tendered for the delivery of seven standalone public toilets at key sporting &amp; recreational facilities across Hume, with installation of the first toilet anticipated to occur by April 2022.</p>	<p>Project plan for the delivery of the Open Space Strategy (OSS) has been reviewed by Council and is underway. Mapping of the entire municipality's open spaces and detailed analysis of accessibility across Hume have been completed. A Participate Hume webpage and a community survey has been launched.</p> <p>Activities undertaken to implement improvements to active and passive open spaces and playspaces included:</p> <ul style="list-style-type: none"> <li>Progress on the playspace and landscape upgrade rolling program.</li> <li>Progress of the key stages of the implementation of open space masterplans at Progress Reserve in Coolaroo and Derby Street Reserve in Tullamarine.</li> <li>Council has also tendered for the delivery of seven standalone public toilets at key sporting &amp; recreational facilities across Hume</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred




### Strategic Objective 2.3 Design and maintain our City with accessible spaces and a strong sense of place.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.3.3 In partnership with Department of Environment, Land, Water and Planning (DELWP) and other stakeholders, progress the development the Jacksons Creek Regional Parkland Plan and Merri Creek Regional Parkland.</p> <p></p> <p><i>Council's Role: Facilitator</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some Progress</p>	Sustainable Infrastructure & Services	<p>An Engage Victoria page went live for Jacksons Creek Regional Parklands in November, as part of the first stage of community engagement; and this was supported by two online information sessions. Feedback on the engagement will be provided to participants in early 2022.</p> <p>DELWP has re-programmed the Merri Creek Parklands Plan to begin in Quarter Four 2021/22. The Merri Creek Parklands Partnership has appointed a specialist signage consultant to evaluate options for interpretative, educational and directional signage along the Creek, with Hume officers supporting this work.</p>	<p>Progress of the developments has included:</p> <ul style="list-style-type: none"> <li>Jacksons Creek - Council is participating in the Project Working Group and Partnership Group on a regular basis, working with the project partners to engage stakeholders and ensure that the views of the Wurundjeri Woi Wurrung are heard and included in decision making. A number of key documents have been completed including study of Aboriginal Cultural Heritage, and an Ecological Assessment. An Engage Victoria page went live in November.</li> <li>Merri Creek - Council is participating in the Nascent Project Working Group and Partnership Group, working with the project partners to identify initial projects for 2022 delivery, and supporting DELWP in the preparation of a brief to appoint consultancy support for undertaking the Parkland Plan later in the year.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track 
 ■ Monitor 
 ■ At Risk 
 ■ Deferred



**Strategic Objective 2.3 Design and maintain our City with accessible spaces and a strong sense of place.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.3.4 Develop open space masterplans for Merlynston Creek and Aitken Creek</p> <p>  </p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some Progress</p>	Planning & Development	<p>Internal liaison regarding the impact of Melbourne Water feedback on Integrated Water Management Plan, and in turn scope of Merlynston Creek Masterplan has been ongoing. Cost Schedule developed for IWM has been utilised to identify elements of Masterplan that can be progressed independent of IWM outcomes.</p> <p>No progress this quarter on the Aitken Creek Masterplan.</p>	<p><b>Merlynston Creek Masterplan:</b> Scope and content of the Masterplan is being informed by the finalisation of an Integrated Water Management (IWM) Opportunities Plan and Cost Schedule. Initial feedback from Melbourne Water on IWM Plan may impact on proposed actions in the Plan, and consequently the content of the future Masterplan.</p> <p>Draft scoping of linkages between the Masterplan and works at Jack Roper and Seabrook Reserves is ongoing. Broader Merlynston Masterplan working group will meet in first half of 2022 to define necessary investigations.</p> <p>Through a combination of awaiting IWM completion for consistency and a strong evidence base, and some internal capacity challenges, the Merlynston Creek Masterplan will not be completed in 2021/22, with investigations likely to occur through 2022, and document preparation and engagement to occur in 2022/23.</p> <p><b>Aitken Creek Masterplan:</b> Ecological surveys for path connections in Aitken Creek have been undertaken in 2021 which can inform the development of the Masterplan; and trail designs for key connections within the Masterplan area are being scoped by Council's landscape architects. However, to date comprehensive masterplanning has not occurred due to capacity challenges. A brief for consultancy support will be prepared early in 2022, with the aim of developing and completing the Masterplan in 2022/23.</p>





The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

### Strategic Objective 2.3 Design and maintain our City with accessible spaces and a strong sense of place.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.3.5 Finalise a 10-year waste strategy and implement initiatives to reduce the incident of illegal dumped waste in Hume City.</p> <p> </p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Sustainable Infrastructure & Services	<p>This quarter saw the commencement of the first round of community consultation for the new waste strategy. This included a household survey sent to over 20,000 properties across Hume to gather views on a number of waste topics including the kerbside service, household waste entitlements, free services, contamination in bins and the cost of the service. This survey was supported by three waste conversations focussing on Food organics / Green Organics (FOGO), hard waste and waste minimisation. Valuable insight was provided by all participants which will be used to inform the new waste strategy.</p>	<p>The development of the 10-year waste strategy is well underway with illegal dumping being a key component of the strategy. The first quarter resulted in the continuation of the illegal dumping pilot program in Craigieburn, focusing on providing residents with information regarding their free service entitlements. This program has proven to be successful with a significant increase in the number of residents accessing hard waste services.</p> <p>First round of community consultation for the new waste strategy commenced in Quarter Two. Insights from participants will be used to inform the new waste strategy.</p>
<p>Continue development and improvement works to Craigieburn ANZAC Park.*</p> <p><i>Council's Role: Service Provider, Advocate</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> <div>75%</div> </div> <p>Significant Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Sustainable Infrastructure and Services	<p>The substantial addition of new subsurface drainage infrastructure has been completed to mitigate the waterlogging of the soils in the garden beds due to both overland flows of storm water and the poor quality of the soils in the planter beds.</p>	<p>Drainage works to improve the growing condition for the avenue of trees has been completed and a majority of the new trees will be planted in autumn. The new wildflower meadow will be designed and implemented adjacent to the main entrance to the leisure facility.</p>

The progress indicator displayed above is based on the status as follows:

 On Track
  Monitor
  At Risk
  Deferred

# THEME 2

## A CITY THAT CARES ABOUT OUR PLANET, IS APPEALING AND CONNECTED.

### Strategic Objective 2.4 Connect our City through efficient and effective walking, cycling and public transport and road networks.




Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.4.1 Progress the construction of Yirragan Road connection to Buckland Way, Sunbury.</p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Sustainable Infrastructure & Services	Significant and unexpected Cultural Heritage issues have been identified at a late stage of the investigation. Final details and options are still to be confirmed, but it is likely that Cultural Heritage requirements will lead to significant delays and cost increase for the project, due to the extent of salvage required.	Significant and unexpected Cultural Heritage issues have been identified at a late stage of the investigation.

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred



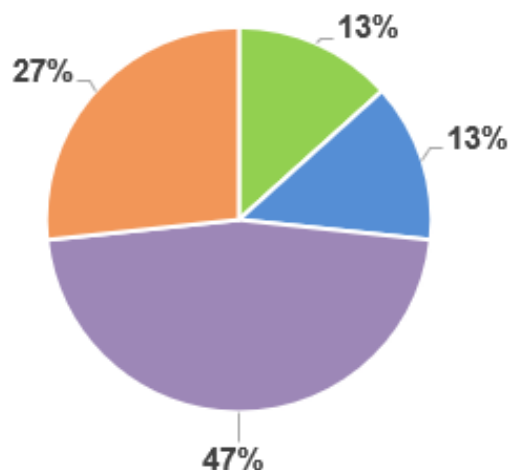
**Strategic Objective 2.4 Connect our City through efficient and effective walking, cycling and public transport and road networks.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>2.4.2 Undertake initiatives to expand on, and improve connections with Hume's walking and cycling network, including a review of the Northern Regional Trails Strategy.</p> <p>  </p> <p><i>Council's Role: Service Provider, Facilitator</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some Progress</p>	Planning & Development	<p>Community consultation on the update of the Northern Regional Trails Strategy (NRTS) closed in September. Analysis of consultation findings, alongside trail audits and document reviews have been undertaken to inform project prioritisation. These projects have been scoped and costed, and advice sent to the State Government led NRTS Working Group in December. An updated NRTS is scheduled for mid-2022.</p> <p>Following funding from DELWP, a new study has commenced along Merri Creek reviewing current signage provision. Hume is a key partner in the study alongside Whittlesea Council, Merri Creek Management Committee, DELWP, Parks Victoria and Wurundjeri Woi Wurrung. Initial on-site analysis began in November 2021, with the aim of developing a suite of coherent interpretative, educational and directional signage by August 2022 for the Upper Merri Creek.</p> <p>Council is liaising with Melbourne Water in their role as landowner, regarding the development of a new Greenvale to Attwood link. Concept designs for the trail have been developed for submission to Melbourne Water in early 2022.</p>	<p>Initiatives to expand on, and improve connections with Hume's walking and cycling network included:</p> <ul style="list-style-type: none"> <li>• Council is supporting the updating of the Northern Regional Trails Strategy, including undertaking consultation with the Hume community.</li> <li>• Community consultation on the update of the Northern Regional Trails Strategy (NRTS) closed in September.</li> <li>• A new study has commenced along Merri Creek reviewing current signage provision.</li> <li>• Council is liaising with Melbourne Water in their role as landowner, regarding the development of a new Greenvale to Attwood link.</li> </ul>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

## SUMMARY OF PROGRESS FOR THEME 3 1 JULY 2021– 31 DECEMBER 2021



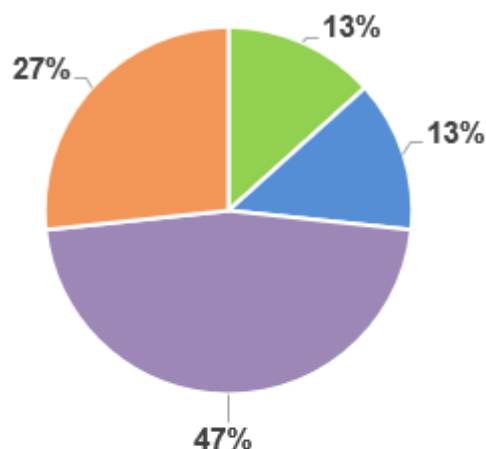
- Completed (13% or 2 actions)
- Significant Progress (13% or 2 actions)
- Good Progress (47% or 7 actions)
- Some Progress (27% or 4 actions)

## STRATEGIC INDICATORS TO 31 DECEMBER 2021

Strategic Objective 3.1: Engage and empower our community through advocacy and community engagement.

Indicator	Target	2021/22 Result
Community satisfaction with Council decisions	Target by 2025 = 60%	2021/22 result is 57/100 Previous year result was 59/100 in 2020/21.  (Source: Hume City Council, Community Indicators Survey 2020/21, Community Survey 2021/22)
Percentage of Council decisions made at meetings closed to the public	Target by 2025 = 15%	16.1% is the result to date in 2021/22. This result was 26.1% at the same time in 2020/21.  (Source: Local Government Performance Reporting Framework)
Satisfaction with community consultation and engagement	Target by 2025 = 55%	2021/22 result is 57/100 Previous year result was 56/100 in 2020/21.  (Source: Hume City Council, Community Indicators Survey 2020/21, Community Survey 2021/22)

## SUMMARY OF PROGRESS FOR THEME 3 1 JULY 2021– 31 DECEMBER 2021



- Completed (13% or 2 actions)
- Significant Progress (13% or 2 actions)
- Good Progress (47% or 7 actions)
- Some Progress (27% or 4 actions)


Strategic Objective 3.2: Deliver responsible and transparent governance, services and assets that respond to community needs.

Indicator	Target	2021/22 Result
Adjusted underlying surplus as a percentage of underlying revenue	Target by 2025 = 5.33%	The underlying surplus as a percentage of underlying revenue for the quarter ended 31 December 2021 was 13.5%.  (Source: Local Government Performance Reporting Framework)
Asset renewal and upgrade compared to depreciation	Target by 2025 = 82.94%	Asset renewal and upgrade compared to depreciation is 59%. The result for 2020/21 was 75%.  (Source: Local Government Performance Reporting Framework)
Percentage of Council Plan Actions completed	Target by 2025 = 80%	Eight actions have been completed to date in 2021/22 = 13%. At the same time in 2020/21 there were 6 actions (5%) completed.  (Source: Hume City Council, Council Plan Quarterly Reports)

Strategic Objective 3.3: Advance organisational high-performance through innovation and partnerships.

Indicator	Target	2021/22 Result
Employee Retention Rate	Target by 2025 = 92%	Employee retention rate for December quarter is 98.9%. The result for 2020/21 financial year was 92.6%.  (Source: Local Government Performance Reporting Framework)
Satisfaction with Council's overall performance	Target by 2025 = 65	2021/22 result is 68/100 Previous year result was 68/100 in 2020/21.  (Source: Hume City Council, Community Indicators Survey 2020/21, Community Survey 2021/22)

## Strategic Objective 3.1 Engage and empower our community through advocacy and community engagement.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>3.1.1 Implement and support programs and advisory committees/reference groups to foster community leadership and increase community participation into Council decision making processes including:</p> <ul style="list-style-type: none"> <li>Reconciliation Action Plan Working Group (RAPWG)</li> <li>Hume Interfaith Network (HIN)</li> <li>Hume Community Safety Advisory Committee</li> <li>Hume Jobs and Skills Taskforce</li> <li>Hume Sustainability Taskforce.</li> <li>Youth Advisory Group</li> <li>Hume Clean Taskforce Advisory Committee</li> </ul> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Community Services, Planning & Development, Sustainable Infrastructure & Services	<p>During the quarter, Support for programs and advisory committees / reference groups has included:</p> <ul style="list-style-type: none"> <li>RAPWG met in October and November to continue to guide the delivery of RAP actions.</li> <li>As a result of the HIN Expression of Interest for new members, there are now 17 members including seven new members representing different faith groups in Hume. The HIN met in November and December 2021 including site visits to places of worship. A HIN member led a prayer at the December Council meeting.</li> <li>The Hume Jobs and Skills Task met online on 25 November.</li> <li>Hume Clean Taskforce Advisory Committee held two meetings this quarter. The taskforce was provided with a number of presentations from Council officers and the Environment Protection Authority (EPA) regarding the key issues facing the waste sector and the services currently being delivered by both organisations.</li> </ul>	<p>Support for programs and advisory committees / reference groups has included:</p> <ul style="list-style-type: none"> <li>RAPWG met four times during the period and Stolen Generations Marker Working Group met on 7 September.</li> <li>Hume Interfaith Network met on 19 August. A HIN member led a prayer at the December Council meeting.</li> <li>Hume Jobs and Skills Taskforce met online on 25 November.</li> <li>Hume Clean Taskforce Advisory Committee was formally adopted by Council with its terms of reference and membership endorsed. The taskforce will focus on a broad range of waste related issues including illegal dumping, community behaviour change and education and will provide vital input into the forthcoming Waste strategy.</li> <li>Community Change Makers Advisory Group met on August 9. Community Change Makers zoom graduation held on September 9 celebrated the completion of the 2021 program. Of the 13 participants that commenced 11</li> </ul>

The progress indicator displayed above is based on the status as follows:



■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

		<ul style="list-style-type: none"> <li>Two workshops/forums held with the Hume Community Safety Advisory Committee including: <ul style="list-style-type: none"> <li>December - Prevention of Violence Against Women Forum with Key Speaker – Maria Dimopoulos, Department of Justice and Community Safety.</li> <li>October - Community Safety in New Estates Forum with presentations from Victoria Police, MAB Corporation, Community Safety – Melton City Council, Urban and Open Spaces - Hume City Council and Neighbourhood Watch.</li> </ul> </li> <li>Final sustainability Taskforce meeting for year held on 30 November 2021. Taskforce members flagged a request for more Council input at Deep Creek regarding firearms use and off-road vehicle degradation of the area. New Taskforce members for the 2022-23 period have been appointed.</li> <li>A Youth Advisory Group consultation is scheduled for 18 January 2021 to understand barriers to physical activity for teenagers in Hume. The session will also be linked to the Health and Wellbeing Plan and its outcomes to help inform future health and wellbeing actions.</li> </ul>	<p>successfully completed the program and graduated.</p> <ul style="list-style-type: none"> <li>Two workshops/forums held with the Hume Safety Advisory Committee.</li> <li>Hume Sustainability Taskforce continues to meet, provide input into draft plans and programs and to make recommendations to Council.</li> <li>Preliminary work has commenced to develop a Youth Advisory Group consisting of eight teenagers aged 12 to 17 years old. The group will meet to understand barriers to physical activity for teenagers in Hume with the findings being used to inform future health and wellbeing actions.</li> </ul>
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The progress indicator displayed above is based on the status as follows:

■ On Track
■ Monitor
■ At Risk
■ Deferred


## Strategic Objective 3.1 Engage and empower our community through advocacy and community engagement.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>3.1.2 Finalise the development of a new Community Vision, Council Plan and Long-term Financial Plan through deliberative engagement with Hume's community, in line with the requirements under the <i>Local Government Act 2020</i>.</p> <p><i>Council's Role: Statutory Authority</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 100%;"></div> 100% </div> <p>Completed</p>	Communication, Engagement & Advocacy	This action was completed in Quarter One 2021/22.	The Community Vision, Council Plan and Long-term Financial Plan were adopted by Council on 25 October 2021. These documents were informed by a deliberative engagement panel of 46 community members, and the voices of over 8,500 residents, and stakeholders.
<p>3.1.3 Undertake initiatives to enhance Council consultation and engagement practices, in line with Council's Community Engagement Policy.</p> <p> </p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Communication, Engagement & Advocacy	<p>The review of the Community Engagement Policy is progressing with the completion of the Councillor Workshop and the staff workshop. The consultation is now open for community feedback.</p> <p>The Hume Engagement Community of Practice has brought together staff from across Council to improve our capacity to engage with our community through a range of methods.</p>	<p>Review of Council's Community Engagement Policy, which is due in March 2022, progressing along with staff guidelines and resources to support the ongoing implementation of the policy is underway.</p> <p>The Hume Engagement Community of Practice has brought together staff from across Council to improve our capacity to engage with our community through a range of methods.</p>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

**Strategic Objective 3.1 Engage and empower our community through advocacy and community engagement.**




Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>3.1.4 Develop an Advocacy Strategy to inform the community, business and key stakeholders on Council's position on issues of local importance in the lead up to the 2022 State and Federal Elections, and provide opportunities to enhance participation in decision-making processes.</p> <p></p> <p><i>Council's Role: Advocate</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some Progress</p>	Communication, Engagement & Advocacy	Draft proposal has been developed to procure the services of an external consultancy to assist Council develop a strategy and framework. This is due to be released in February 2022.	Work is currently underway to develop Hume's Advocacy Strategy and priority framework that will be developed with the assistance of an external agency. This Strategy and priority 'asks' of Government will inform strategic engagement with key stakeholders in the lead up to the November State election. While work on the Strategy is yet to be completed, proactive engagement with key State and Federal Government stakeholders critical to Hume's success continue to take place.

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred






## Strategic Objective 3.2 Deliver responsible and transparent governance, services and assets that respond to community needs.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>3.2.1 Develop the long-term Asset Management Plan in accordance with the Local Government Act 2020.</p> <p>  </p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> <div>50%</div> </div> <p>Good Progress</p>	Sustainable Infrastructure & Services	Planning for consultation is underway. The content required by the plan is contained in Council's Asset Management Plans that have been developed. The Act refers to a (yet to be published) regulation which may provide further guidance as to requirements when it is available.	Asset Plan is under development.
<p>3.2.2 Implement integrated corporate reporting solution/s to enhance transparency and performance accountability.</p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Communication, Engagement & Advocacy	Expected to complete the tender evaluation in Quarter Three.	A tender has been issued for a preferred supplier for integrated corporate reporting software, with applications currently being assessed.

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred



**Strategic Objective 3.2 Deliver responsible and transparent governance, services and assets that respond to community needs.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>3.2.3 Plan for, deliver, and undertake initiatives to improve utilisation of community infrastructure and facilities: including finalising the Community Infrastructure Plan, Community Facilities Strategic Review and Youth Facilities Review.</p> <p>  </p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some Progress</p>	<p>Planning &amp; Development, Communication, Engagement &amp; Advocacy</p>	<p>External consultant has undertaken preliminary work and provided recommendations on the implementation for a facilities review. An internal working group is being created to action recommendations.</p> <p>Draft Youth Facilities Report finalised in November 2021. Consultants engaged in November 2021 to undertake Fit for Purpose Assessment of four youth centres from December 2021 to February 2022. A Fit for Purpose Report will be finalised by March 2022.</p>	<p>An Interim Community Infrastructure Plan is well advanced. The plan will guide the planning and delivery of new community facilities and enhancements to new facilities in the next 10 years and beyond.</p> <p>Draft Youth Facilities Report finalised in November 2021 and a Fit for Purpose Assessment Report of four youth centres will be finalised by March 2022.</p>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred




## Strategic Objective 3.2 Deliver responsible and transparent governance, services and assets that respond to community needs.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>3.2.4 Establish processes and procedures for Gender Impact Assessments that considers the effects that new (or changes to existing) Council policies, programs or services may have on different genders of Hume City's community. This should include how gender inequality can be compounded by disadvantage or discrimination that a person may experience on the basis of other factors such as age, disability or ethnicity.</p> <p> </p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> <div>50%</div> </div> <p>Good Progress</p>	Communication, Engagement & Advocacy, Corporate Services	GIA guidance material and information will be presented to ELT in early 2022. These include a decision-making matrix to determine whether it is required to conduct GIAs, and tools and templates to assist with conducting GIAs.	Training to key staff including the Senior Leadership Team has been undertaken by The Equality Institute. Following completion of this training, work has commenced to develop processes and procedures for Gender Impact Assessments (GIAs).

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

**Strategic Objective 3.2 Deliver responsible and transparent governance, services and assets that respond to community needs.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>3.2.5 Develop 'Living Local'/'Neighbourhood' community plans to improve alignment of Council services, programs and activities to the needs of local communities and to better maintain and realise the qualities of local areas.</p> <p>  </p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some Progress</p>	Communication, Engagement & Advocacy	Internal discussions have commenced around options to develop living local/neighbourhood community plans, including potential community engagement approaches and background documentation. A proposed project lead position has been developed for consideration as part of Council's budget discussions.	Work to commence the development of 'Living Local'/'Neighbourhood' community plans will commence following further consideration of budget resourcing in early 2022.

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

**Strategic Objective 3.2 Deliver responsible and transparent governance, services and assets that respond to community needs.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>Develop a concept plan and cost estimate to inform the future planning and development of a community facility as part of the Valley Park development. *</p> <p><i>Council's Role: Service Provider, Facilitator</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> <div>100%</div> </div> <p>Completed</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Planning and Development	A concept plan and cost estimates has now been developed. Formal planning to support the delivery of a new community centre in Valley Park will commence in early 2022.	Council has finalised a service plan for the Valley Park Community Centre. The plan confirms the range of services, programs and functions to be accommodated in the new community centre. The plan also includes the development of a concept plan and cost estimate. This work will be used to inform the design and documentation process which will commence in early 2022 and has been used to support the preparation of a Growing Suburbs Funding Application which was submitted in mid-October 2021.

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

## Strategic Objective 3.2 Deliver responsible and transparent governance, services and assets that respond to community needs.

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>Review and continue development of Council's intranet to enhance knowledge management and service efficiency and introduce further improvements as necessary.*</p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> 50% </div> <p>Good Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Communications, Engagement and Advocacy	Redevelopment of Council's Intranet will be a key focus for the Internal Communications Team in the first half of 2022. Project expected to be completed by 30 June 2022.	While work to review and continue development of Council's Intranet has progressed, introduction of Microsoft Teams to assist with remote working has meant this project is undertaking further analysis and consultation across Council to determine the future purpose of Council's Intranet. The redevelopment of Council's Intranet project expected to be completed by June 2022.
<p>Evaluate the Leadership Development Program (LDP) and continue program delivery.*</p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div> <div></div> 75% </div> <p>Significant Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Communications, Engagement and Advocacy	<p>An evaluation of the Learn2Lead leadership development program undertaken between February 2018 - November 2021 was administered via an online survey in November 2021 to Learn2Lead participants and their managers.</p> <p>An Evaluation Report has been prepared and the findings will be provided to ELT to inform future leadership development in Quarter Three.</p>	An online survey to evaluate the Learn2Lead program has been undertaken between February 2018 - November 2021. A report is being prepared to present to ELT.

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

**Strategic Objective 3.2 Deliver responsible and transparent governance, services and assets that respond to community needs.**



Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>Continue to implement electronic timesheets and rostering systems to improve efficiencies with staff management and payroll.*</p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> <div>50%</div> </div> <p>Good Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions</i></p>	Communications, Engagement and Advocacy	Implementation of electronic timesheets and rostering systems is behind due to payroll resourcing impacted during the quarter. Resource plan is being reviewed to ensure the delivery of this project on time.	The implementation of the electronic timesheet and rostering project continues to progress with more departments being added. Initial testing of the system was undertaken by the supplier in addition to training for system users. Phase one of the project was completed in July/August 2020. Refinements to the Leisure module are being undertaken prior to continuing progress with Phase 2.

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred



**Strategic Objective: 3.3 Advance organisational high-performance through innovation and partnerships.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>3.3.1 Undertake a range of initiatives and programs to enhance the skills and capabilities of Council's workforce, including developing and implementing a Future Workforce Strategy, Workforce Plan, Gender Equality Action Plan and a Workplace Diversity and Inclusion Strategy.</p> <p> </p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> <div>75%</div> </div> <p>Significant Progress</p>	Communications, Engagement & Advocacy	<p>Council's Workforce Plan 2021 - 2025 was finalised and approved by the CEO by the 31 December 2021 deadline and is accessible to Hume employees and Councillors. Work will commence to operationalise and implement the Workforce Plan from Quarter Three.</p> <p>During the quarter, a draft Gender Equality Action Plan (GEAP) was provided to Council. The 'Strategies and Measures' within the draft GEAP were circulated to consultation invitees for feedback. Feedback responses were collated and considered by Council and informed revisions to the draft GEAP. The draft GEAP is due to be finalised and endorsed via a Council Report in March 2022.</p>	The initiatives and programs to enhance the skills and capabilities of Council's workforce is underway. The Workforce Plan has been completed in December and the Gender Equity Action Plan is on track to be completed in March 2022.

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

**Strategic Objective: 3.3 Advance organisational high-performance through innovation and partnerships.**

Major Strategy or Action	Division	Progress this Quarter	Description of Progress (Year to date)
<p>3.3.2 Undertake service reviews, business process improvements and initiatives to improve the Customer Experience provided across Council services, programs and activities.</p> <p>⦿</p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div> <div></div> <div>50%</div> </div> <p>Good Progress</p>	<p>Communication, Engagement &amp; Advocacy</p>	<p>A service review of community facilities was completed Quarter Two, with key findings presented to ELT and Council. A service review of the Building Control Services section has also commenced this quarter, along with a review of Council's implementation Child Safe requirements. Work on Council's Single Client View project continued, including the review and improvement to customer-facing business processes in anticipation for the launch of Council's new Customer Management System in Quarter Three 2022. Work progressed to prepare for the opening of a new part-time customer service centre in Merrifield North – expected to open in the first quarter of 2022.</p>	<p>The Libraries and Learning Programs Service Plan was adopted by Council on the 25 October, and the Connect &amp; Thrive: A Plan for Young People being endorsed for community consultation was adopted on the 13 December 2021.</p> <p>Work continued to be progressed on a service review of community facilities, which has been reported separately under 3.2.3.</p>

The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred