

# HUME CITY COUNCIL PLAN 2021-2025

Progress Report  
(2022/23 Actions)

INCORPORATING THE:

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



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## PROGRESS DESCRIPTIONS

Year to date progress is indicated with the percentage completion for each action.

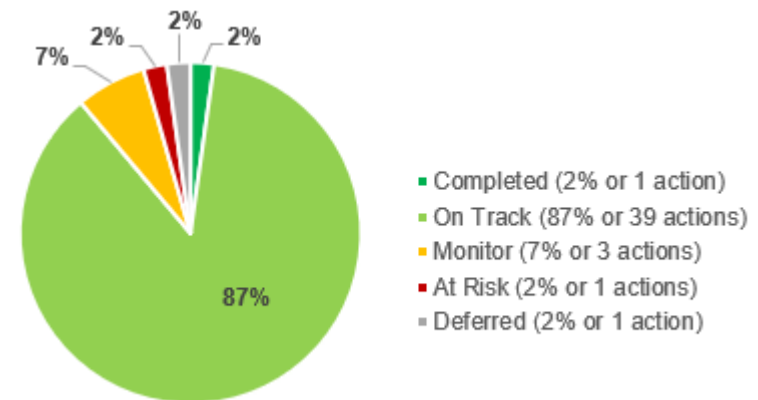
The progress indicators displayed are based on the status as follows:

- **On Track** – Action is proceeding to plan and will be completed by 30 June 2023.
- **Monitor** – Action requires attention to ensure it is completed by 30 June 2023.
- **At Risk** – Action is at risk of not being completed by 30 June 2023.
- **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 2022– 31 DECEMBER 2022



## 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 2022– 31 DECEMBER 2022**



■ On Track (100% or 19 actions)

**STRATEGIC INDICATORS TO 31 DECEMBER 2022**

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

Indicator	Target	2022/23 Result
Active library borrowers per head of municipal population	Target by 2025 = 10%	Active borrowers for Quarter Two 2022/23 is 11,946 (Result = 4.6%). The result for 2021/22 was 7.10%.  (Source: Local Government Performance Reporting Framework)
Preschool participation rates (includes non-Council services).	Target by 2025=93%	94% is the most recent preschool participation rate (2020), the previous result in 2019 was 89%.  (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	2022/23 Result
Number of student placements supported by Council	Target by 2025 = 100	There were 46 student work experience placements for the first six months of 2022/23. There were six work placements for the same period of 2021/22.  (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 3.6% between Hume City (8.6%) and Greater Melbourne (5.0%). A decrease on the 6.8% gap in June 2021.  (Source: Department of Employment Small Area Labour Markets)

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

■ On Track ■ Monitor ■ At Risk □ Deferred

**THEME**  
**1**

# A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING

Summary of progress and Strategic Indicators

## SUMMARY OF PROGRESS FOR THEME 1 1 JULY 2022– 31 DECEMBER 2022



■ On Track (100% or 19 actions)

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

Indicator	Target	2022/23 Result
Participation rates in Maternal Child Health	Target by 2025 = 75%	The 2022/23 participation rate for Quarter Two is 64.9%. This is a slight increase of 0.6% compared with the same period in Quarter Two 2021/22 which was 64.3%.  (Source: Local Government Performance Reporting Framework)
Percentage of community who are satisfied with their health	Target by 2025 = 85%	70.7% is the 2022/23 result which is a decrease from the previous result of 88.8% in 2020/21. This indicator is collected every two years.  (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%	92% is the 2022/23 result which is a moderate increase on the previous result of 85% in 2020/21. This indicator is collected every two years.  (Source: Hume City Council, Community Indicators)


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

Indicator	Target	2022/23 Result
Average overall community satisfaction rating for Council led events and festivals	Target by 2025 = 80%	The average overall community satisfaction score for Council led events and festivals in 2022/23 was 82.9%. The result for 2021/22 was 79%.  (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	Description of Progress (Year to date)
<p>1.1.1 Strengthen volunteering to enhance vocational and social learning opportunities and community connections.</p>  <p><i>Council's Role: Service Provider, Facilitator</i></p> <p><b><u>Progress Indicator</u></b></p> <div style="border: 1px solid black; padding: 2px; display: flex; align-items: center;"> <div style="width: 50%; height: 10px; background: linear-gradient(to right, green, white);"></div> <span style="margin-left: 5px;">50%</span> </div>	<p>City Services and Living</p>	<p>Actions to strengthen volunteering to enhance vocational and social learning opportunities and community connections include:</p> <ul style="list-style-type: none"> <li>• Twenty-eight people attended pop-up volunteer information sessions which provided information about volunteer opportunities.</li> <li>• The Annual Tax Help program supported 201 resident calls and 134 client appointments.</li> <li>• Vocational pathways through volunteering presentation was delivered to 34 Victorian Certificate of Applied Learning VCAL students from secondary schools across Hume.</li> <li>• Commenced partnership with Hume Whittlesea Local Learning and Employment Network (HWLLEN).</li> <li>• Volunteering information session hosted online on 27 October. Twenty people registered for the session.</li> <li>• Volunteer for All Expo held on 17 November at the Mickleham North Community Centre, with 92 residents in attendance. Twenty-five organisations were represented as stallholders to facilitate discussions with community members about volunteering opportunities.</li> <li>• During Quarter Two, an additional 234 new individuals and three new organisation/ groups connected for volunteering opportunities through the Hume Volunteer Gateway.</li> <li>• Commenced scoping/ project plan for the development of the Hume Volunteering Charter.</li> <li>• Continued promotion of volunteering at various community events including:             <ul style="list-style-type: none"> <li>○ Mickleham North Community Centre open day</li> <li>○ Active Ageing Expo</li> <li>○ Community Hubs volunteering session at the Gee Lee-Wik Doleen Gallery Craigieburn.</li> </ul> </li> </ul>

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

■ On Track  
 ■ Monitor  
 ■ At Risk  
 ■ Deferred


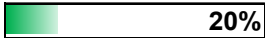
**Strategic Objective 1.1: Create learning opportunities for everyone to reach their potential through all stages of their lives.**

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>1.1.2 Continue to review Council's early years services and explore future infrastructure requirements for the short, medium and long term needs to support continued service growth and changing government policy direction.</p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div data-bbox="141 751 405 786">  <span>50%</span> </div>	<p>City Services and Living</p>	<p>Consultant engaged to support the work to determine Council's practical model for Early Years delivery into the future, and to develop and recommend an Early Years structure that will sustain Council's identified role, focus and function. Preliminary findings scheduled for completion in March 2023.</p> <p>In addition, monthly project reference group meetings continue to be held.</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	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>Progress Indicator</b></p> <div data-bbox="141 786 405 823">  <span style="float: right;">20%</span> </div>	<p>Chief People Officer</p>	<p>Initiatives and work experiences to strengthen employment pathways and vocational education opportunities included:</p> <ul style="list-style-type: none"> <li>• Work experience placements continued with 46 placements to-date this year.</li> <li>• Two Industry Practical Placements supported by Kangan Institute continued providing work experience for Hume residents with a mild intellectual disability. The program included a graduation to acknowledge both the students and the Hume City Council hosts. Kangan currently undertaking a program evaluation to inform activity in 2023.</li> <li>• 42% of new hires to Hume City Council during Quarter Two 2022/23 are Hume residents.</li> <li>• Letter of support provided by Hume City Council for the Northern Councils Alliance Inclusive Employment project. Councils in Melbourne's north are seeking to work in partnership with the Victorian Government to deliver an Inclusive Employment Program for local residents who face barriers to employment through this project.</li> <li>• Capture and consolidation of employment pathways activities continuing. Awaiting evaluation of Integrated Practical Placement program being conducted by Kangan Institute.</li> <li>• Commenced planning for 2023 Passport to Work program, a collaboration between Juno Institute, People and Culture and Economic Development.</li> <li>• Attended LGPro Inclusive Employment and Jobs Summit on 6 December 2022 and collaborated with other local governments to share employment pathways initiatives. This also provided the opportunity to connect with local job seekers to highlight Hume City Council as an inclusive workplace and employment pathways available within the municipality.</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	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>Progress Indicator</b></p> <div data-bbox="145 815 405 855">  <span style="border: 1px solid black; padding: 2px;">30%</span> </div>	<p>City Planning and Places</p>	<p>The Hume Global Learning Centre – Broadmeadows (HGLC-B) renewal investigations have secured Executive Leadership Team (ELT) agreement to explore the scope of an expansion within Hume Central. A series of internal stakeholder workshops have commenced to develop a functional brief for an expanded HGLC-B.</p> <p>The Hume Central Major Project Plan and Strategic Communications and Engagement Plan completed and presented to ELT. Stakeholder and community engagement has commenced with information sessions and pop-up stalls to be held in February 2023.</p> <p>Consultants have been engaged to begin preparation for an Expression of Interest (EOI) process for a key development site within Hume Central.</p> <p>The Broadmeadows multi-deck carpark design has reached completion of the design development phase.</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	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>Progress Indicator</b></p> 	<p>City Planning and Places</p>	<p>Strengthening tertiary education opportunities in Hume City has included:</p> <ul style="list-style-type: none"> <li>• Planning is underway for the 2022/23 Tertiary Scholarship program. Victoria University, Deakin University and La Trobe University have been engaged for the delivery of the 2022/23 Hume Multiversity Tertiary Education Scholarship. It is intended that a total of 32 Tertiary Education scholarships will be offered in the 2022/23 financial year with 16 scholarships on offer by Victoria University and eight each by Latrobe and Deakin Universities.</li> <li>• Victoria University Small Business Program was delivered in November at the HGLC-Sunbury. The program included Introduction to Emotional Intelligence and Effective Communication Skills. A total of 26 participants attended across both sessions representing employees from Hume Businesses. The program was delivered in partnership with the Sunbury Business Association and Victoria University.</li> <li>• The 2022/23 Tertiary Scholarship Program was launched in December 2022.</li> <li>• After the successful delivery of the Illuminate nextgen Challenge in August 2022, planning is underway for the 2023 Illuminate next gen Challenge to be held in August 2023.</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	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, support and facilitate business growth and local employment outcomes.</p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p><b>Progress Indicator</b></p> <div data-bbox="141 842 405 879">  </div>	<p>City Planning and Places</p>	<p>Council continued to strengthen Hume City's economy during the quarter.</p> <p><b>Facilitating business growth, capabilities and innovation</b></p> <ul style="list-style-type: none"> <li>• The StartNorth Start &amp; Grow 16-week program completed on 31 August 2022.</li> <li>• As of December 2022, StartNorth has 80 members which is a 12% increase from August 2022.</li> <li>• The additional six offices at StartNorth are anticipated to be built by April-May 2023.</li> <li>• Initial discussions have started to deliver a Start Your Business Workshop in Quarter Three.</li> <li>• Conducted three StartNorth member's networking events in Quarter Two.</li> <li>• Continued to facilitate business growth through new investment enquiries, planning applications and quarterly stakeholder meetings.</li> <li>• Continued discussions with two potential recipients of the Hume City Business Establishment Financial Incentive - applications have been submitted.</li> </ul> <p><b>Promoting the Visitor Economy</b></p> <ul style="list-style-type: none"> <li>• Delivered promotional campaign with TimeOut promoting Hume as a destination.</li> <li>• Delivered 'Discover Hume' advertorial in the State government Summer 'Official Visitor's Guide'.</li> <li>• @discoverhume achieved a 4.7% increase in followers in Quarter Two.</li> <li>• Delivered Visitor Economy jobs expo securing 13 tourism and hospitality businesses and achieving over 90 job outcomes for locals.</li> </ul> <p><b>Facilitating local employment outcomes</b></p> <ul style="list-style-type: none"> <li>• A total of 10 Hume Businesses are engaged with the <a href="#">Employment and Economic Development (SEED) project</a>. A further 10 businesses have been engaged to join the SEED project.</li> <li>• A total of 37 unemployed Hume residents were directly supported by the Local Employment Partnerships into employment with Hume businesses during this year.</li> <li>• Delivered six employer led information sessions with a total of 166 Hume residents participating for Early Childhood and Hospitality roles and construction and warehousing roles.</li> <li>• The inaugural Hume Tourism and Hospitality Jobs Expo was delivered at URBNSURF in November to support our local Visitor Economy businesses with their labour shortages.</li> </ul>



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

■ On Track 
 ■ Monitor 
 ■ At Risk 
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**Strategic Objective 1.3 Promote a healthy, inclusive, and respectful community that fosters community pride and safety.**

Major Strategy or Action	Division	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>Progress Indicator</b></p> <div data-bbox="138 791 405 831">  <b>50%</b> </div>	<p>City Services and Living</p>	<p>Council Officers continue to actively engage in the Victorian Government's 'Hooning Community Reference Group'. A series of clauses relating to hoon driving and dirt bikes are currently being considered for inclusion in the General Local Laws.</p> <p>Council's L2P program is currently supporting 50 learner drivers to achieve their probationary license. Fifteen learner drivers were successful in obtaining their probationary license this financial year.</p> <p>The Fit 2 Drive Program was delivered to 962 secondary students from 10 secondary schools during the financial year. .</p>
<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 data-bbox="138 1225 405 1265">  <b>50%</b> </div>	<p>City Services and Living</p>	<p>The Family Violence Prevention Project Officer was recruited and commenced with Council in September 2022. The organisational audit of existing family violence prevention initiatives and responses offered by Hume City Council has been completed.</p> <p>As part of the 'Free From Violence Local Government Program', a detailed action plan to guide family violence prevention activities has been developed. Key deliverables identified within this plan include the delivery of internal communications regarding support options for staff experiencing family violence alongside internal and external communications from Hume City Council regarding its commitment to preventing family violence and promoting gender equity across the community.</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	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><u>Progress Indicator</u></b></p> <div data-bbox="143 746 405 786">  <span style="float: right;"><b>50%</b></span> </div>	<p>City Services and Living</p>	<p>Initiatives to address barriers to access and participation included:</p> <ul style="list-style-type: none"> <li>• The NAIDOC event at Town Hall Broadmeadows was attended by over 200 people. Reconciliation Action Plan Working Group (RAPWG) members contributed to and attended a Video Exhibition: Stories of Connection, Stories of Us by James Henry as part of NAIDOC 2022.</li> <li>• Community Change Makers program has been evaluated and a model developed for the 2023 program. An end of year celebration with graduates of all Change Maker programs was delivered in November 2022.</li> <li>• Education Scholarships completed with 55 students from mainstream and specialist schools awarded a total of \$60,500. Education Scholarship Ceremony was held in December 2022 with 235 people in attendance.</li> <li>• Council partnered with Arabic Welfare to deliver Human Rights Ambassador training sessions. Eighteen newly-arrived Arabic students attended the introductory session on 15 December, and two further sessions are scheduled for January 2023. These sessions are delivered with the support of Arabic speaking interpreters.</li> <li>• Community Change Makers graduates from previous programs have formed a Community of Practice (CoP) to share their learnings and stay connected. Fifteen graduates attended a CoP workshop in December 2022 on the topic of 'Engaging community through social media'.</li> <li>• Planning for 2023 Community Change Makers program in May/June has commenced.</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.**

<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> <p> <b>40%</b></p>	<p>City Services and Living</p>	<p>A new Safe Guarding Children and Young People Policy adopted in July 2022, replacing the previous Child Safe Policy 2020. This revised policy provides clear links to the Child Safe Tool kit, and processes and procedures in line with new 11 Child Safe Standards.</p> <p>A Report was presented to ELT on 31 October 2022 to consider and adopt the recommendations arising from the Famsafe Report. ELT approved the engagement of a Child Safety Officer for a five-year period. The position will be advertised in early February 2023. The incumbent will be responsible for developing and delivering strategies to implement the Safeguarding Children and Young People Policy and developing a five-year plan to embed the 11 Child Safe Standards across Council.</p> <p>The Child Safe Standards eLearning program is being updated to reflect the new standards and will be distributed to all staff once it has been finalised.</p>
<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> <p> <b>75%</b></p>	<p>Chief Financial Officer</p>	<p>The Draft Hume City General Purpose Local Law has been developed after an extensive community consultation and will proceed for Councillor consideration for public exhibition on 13 February 2023.</p> <p>The draft local law and supporting documents will be placed on public exhibition for the period 14 February - 31 March 2023. During this period, community members and stakeholders will be invited to make comments and submissions before the final local law is adopted by Council.</p> <p>Local Laws are designed by Councils to respond to issues and needs in the community, including protecting amenity in the local and regulating the use of Council land and assets</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.**

<p>1.3.7 Finalise and commence implementation of a new Domestic Animal Management Plan to support responsible animal management and safety.</p>  <p><i>Council's Role: Statutory Authority</i></p> <p><b>Progress Indicator</b></p> 	<p>City Services and Living</p>	<p>A project plan to guide the delivery of the Domestic Animal Management Plan has been developed.</p> <p>A detailed engagement plan to inform the development of Council's Domestic Animal Management Plan has been finalised. Consultation is expected to commence on 30 January 2023. A range of methods including surveys, vox-pop, social media and focus groups will be delivered during the engagement period to capture community and stakeholder views about animal management, and how they affect the community.</p> <p>The Domestic Animal Management Plan demonstrates Council's commitment to providing a safe environment through effective animal management. The plan guides the delivery of animal management practices and services offered by Council, alongside community education regarding responsible pet ownership.</p>
<p>1.3.9 Continue to undertake initiatives and advocacy to reduce gambling related harm and gambling reform.</p>  <p><i>Council's Role: Facilitator, Advocate</i></p> <p><b>Progress Indicator:</b></p> 	<p>City Services and Living</p>	<p>Council Officers are continuing to attend and support gambling networks and working groups, as convened by the Municipal Association of Victoria (MAV) and the Victorian Local Governance Association (VLGA). In late August, Council officers attended and supported contributions to a research project hosted by Deakin University about the normalisation of gambling amongst various vulnerable demographic groups.</p> <p>In partnership with Banyule Community Health Services, conducted the Gambling Harm Awareness Week in October 2022.</p> <p>An annual gambling report will be presented to Council in February 2023.</p> <p>The Gambling Harm Minimisation policy is currently being reviewed.</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	Description of Progress (Year to date)
<p>1.3.10 Implement actions from the Hume Health and Wellbeing Plan 2021-2025.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><b><u>Progress Indicator</u></b></p> <div data-bbox="143 724 405 762">  </div>	<p>City Services and Living</p>	<p>The Health and Wellbeing Action Plan is currently being implemented. Progress updates for key actions related to the following health and wellbeing priorities are included in this report:</p> <ul style="list-style-type: none"> <li>• Healthy and respectful relationships (see action 1.3.2)</li> <li>• Gambling harm minimisation (see action 1.3.9)</li> <li>• Housing (see actions 1.3.11; 2.1.2; and 2.1.3), and</li> <li>• A healthy environment, climate action and community resilience (see actions 2.2.1 and 2.2.3).</li> </ul> <p>Informal mid-point check-ins have commenced with teams leading actions from the first Health and Wellbeing Action Plan: April 2022-June 2023. These check ins are an important preparatory step for the annual review process which will be undertaken in July 2023.</p> <p>Work has also commenced to establish an internal steering committee to support implementation of the Health and Wellbeing Plan, including the development of the annual review report and the second Health and Wellbeing Action Plan: July 2023-June 2024. The first steering committee meeting is planned for March 2023.</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	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> <p> 70%</p>	<p>City Services and Living</p>	<p>Actions undertaken to assist and support people sleeping rough within Hume City included:</p> <ul style="list-style-type: none"> <li>• In collaboration with multiple agencies, an event was held to raise community awareness and provide take home information for Homelessness Week 2022.</li> <li>• The Hume Homelessness Pathway Officer (HPO) is collaborating with other teams across the Council to raise community awareness through several direct community contact events, including two mobile health checks for vulnerable community members. The HPO continues to provide advocacy and support through outreach and connection to persons rough sleeping in Hume and supporting agencies.</li> <li>• The Rough Sleeping Response Guidelines (the Guidelines) were adopted and are currently being rolled out across Council's service areas. Relevant training will occur in conjunction with the implementation of the Guidelines.</li> </ul>
<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>Progress Indicator</b></p> <p> 40%</p>	<p>City Services and Living</p>	<p>Sunbury Aquatic Leisure Centre (SALC) Disability Discrimination Act 1992 (DDA) works have been completed. Including access, pathways doorway and signage.</p> <p>Accessibility works are underway for the following areas:</p> <ul style="list-style-type: none"> <li>• Mitford Cres Preschool</li> <li>• Roxburgh Park Homestead Gallery</li> <li>• Craigieburn Community Garden.</li> </ul>

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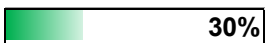
**Strategic Objective 1.4 Strengthen community connections through local events, festivals and the arts.**

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>1.4.1 Undertake initiatives to strengthen local arts, including the adoption and implementation of the Creative Places Arts Infrastructure Plan.</p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> 	City Services and Living	<p>Council adopted the Creative Places and Spaces Plan on 10 October 2022. The plan was informed by a range of community engagement activities undertaken by Council.</p> <p>Arts activation program planning has commenced.</p> <p>Guidelines for the 2023 Arts Grants Program were endorsed by Council on 28 November 2022, ready to open for applications in February 2023.</p>
<p>1.4.2 Develop an Events and Festivals Strategy/Service Plan to strengthen access to and support of local community events and festivals.</p>  <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> 	City Services and Living	<p>Community engagement to inform the development of an Events and Festivals Strategy and review of the existing Events and Sponsorship Policy was undertaken during Quarter One. The engagement report has been completed and the draft strategy is in development and scheduled to be presented to Council on 24 April 2023, after which it will be opened for community consultation.</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	Description of Progress (Year to date)
<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 data-bbox="141 746 405 788">  <span>30%</span> </div>	<p>City Planning and Places</p>	<p>Council signed a long term lease agreement with State Government to facilitate improved community infrastructure outcomes for the Sunbury arts community and local residents. A celebratory Christmas event was held on site for Councillors and community in December. We are now working on a number of due diligence investigations to ensure the building will be fit for purpose and made safe for future community use.</p>

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

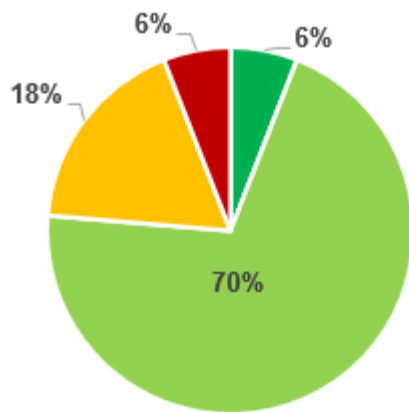
■ On Track 
 ■ Monitor 
 ■ At Risk 
 ■ Deferred

# 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 2022– 31 DECEMBER 2022



- Completed (6% or 1 actions)
- On Track (70% or 12 actions)
- Monitor (18% or 3 actions)
- At Risk (6% or 1 actions)

### STRATEGIC INDICATORS TO 31 DECEMBER 2022

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

Indicator	Target	2022/23 Result
Percentage of Council planning decisions upheld at VCAT	Target by 2025 = 60%	0% of decisions have been upheld at VCAT to date in 2022/23. The 2021/22 result was 67%.  (Source: Local Government Performance Reporting Framework)
Percentage of planning applications decided within required timeframes	Target by 2025 = 60%	44% of planning applications were decided within required timeframes. The result for the same period of 2021/22 was 47%.  (Source: Local Government Performance Reporting Framework)

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

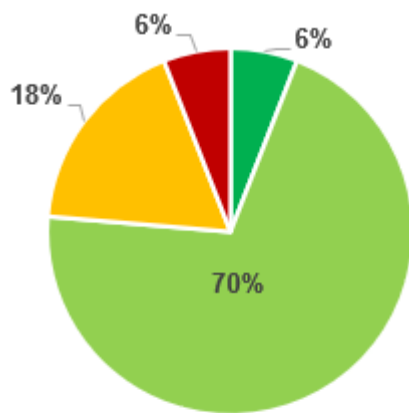
Indicator	Target	2022/23 Result
Percentage of kerbside waste collection diverted from landfill	Target by 2025 = 45%	The second quarter 2022/23 waste diversion rate is 38.4%. The diversion rate for 2021/22 is 35.1%.  (Source: Local Government Performance Reporting Framework)

# 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 2022– 31 DECEMBER 2022



- Completed (6% or 1 actions)
- On Track (70% or 12 actions)
- Monitor (18% or 3 actions)
- At Risk (6% or 1 actions)

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

Indicator	Target	2022/23 Result
Net increase in street and park trees per year	Target by 2025 = 5,000	During the year, there has been a net increase of 992 trees, with 942 trees having been removed, and 1,934 trees planted.  (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	2022/23 Result
Community satisfaction rating with sealed local roads	Target by 2025 = 62	2022/23 Result: 54/100. Previous result was 61/100 in 2021/22.  (Source: Hume City Council, Community Survey 2021/22, Community Indicators Survey 2022/23)

**THEME**  
**2**

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



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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.1.1 Review and implement improvements to further enhance the delivery of services within the Planning and Development Department.</p> <p><i>Council's Role: Statutory Authority</i></p> <p><b><u>Progress Indicator</u></b></p> <div data-bbox="143 719 405 756">  <span>50%</span> </div>	<p>City Planning and Places</p>	<p>The Building Services Review project is currently being conducted by the external consultants and is scheduled for completion later in 2023.</p> <p>Customer Journey Mapping has been completed and the Procedural Operations Manual finalised.</p> <p>The Internal Referrals and Town Planning Conditions projects are progressing well.</p> <p>The Post Permit Approvals project remains on track and will continue into the next quarter and 2023.</p>





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

■ On Track  
 ■ Monitor  
 ■ At Risk  
 ■ Deferred



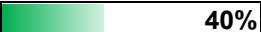
**Strategic Objective 2.1 Facilitate appropriate urban development and enhancing natural environment, heritage, landscapes and rural places.**

Major Strategy or Action	Division	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> <div data-bbox="145 678 405 715">  <span>30%</span> </div>	<p>City Planning and Places</p>	<p>A proposed planning scheme amendment to facilitate more diverse housing and draft Housing Design Guidelines are being finalised for consultation in the first half of 2023. Amendment C253 has been approved by the Minister for Planning enabling new housing in Sunbury with a supporting legal agreement requiring a contribution of 10% affordable housing.</p> <p>Council continue to advocate for housing mix as part of Homes Victoria's current Banksia Gardens masterplan and Big Housing Bid investigations. The Strategic Reference Group reconvened 13 December 2022.</p> <p>Homes Victoria and their consultant team advised master plan timelines for renewal of Banksia Gardens:</p> <ul style="list-style-type: none"> <li>Phase 1 of master plan is context analysis and key directions (current phase). Indicative timing for community consultation as part of this phase is early 2023.</li> <li>Phase 2 is draft master plan development which will be completed in mid-2023.</li> <li>Phase 3 is final master plan development which will be completed by the end of 2023.</li> </ul> <p>No timeframes or targets for Big Build were shared, however the funding can be allocated outside normal budget parameters. Homes Victoria commits to work with Council, community organisations and partner agencies to confirm future investment in housing at Banksia Gardens as part of the Big Housing Build.</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	Description of Progress (Year to date)
<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> <p> 50%</p>	<p>City Services and Living</p>	<p>Consultancy service appointed and have commenced a feasibility process to determine the best service and infrastructure delivery option for a youth crisis facility in Hume City. The findings of the report will be presented to Council for consideration.</p>
<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>Progress Indicator</b></p> <p> 40%</p>	<p>City Planning and Places</p>	<p>Council officers have continued collaborative working relationships with the Victorian Planning Authority on Precinct Structure Plans (PSPs) for the Greenvale North R1 Investigation Area Part 1 and Merrifield North area. A number of technical studies have been completed to inform the preparation of both PSPs with Greenvale North R1 Investigation Area Part 1 anticipated to advance to PSP preparation early in 2023. Further technical assessments are required for the Merrifield North PSP.</p> <p>Officers have continued to work with Stockland and neighbouring Councils to advance the planning of the Cloverton Metropolitan Activity Centre.</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	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 (CoRE) 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 data-bbox="145 831 405 868">  50%         </div>	<p>City Services and Living</p>	<ul style="list-style-type: none"> <li>• CoRE Grants - 45 conservation projects on private rural land commenced on 1 October. Officers have completed 66 property visits to assess scoping and progress of current CoRE projects.</li> <li>• Rural Land Management Grant (RLMG) - Officers have completed 96 visits to investigate eligibility for RLMG and assess progress of grant implementation. Four weed control drop-in sessions were held for land managers in Bulla, Emu Bottom, Diggers Rest and Mickleham. There was also an information stall at the Sunbury Agricultural Show.</li> </ul>
<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 data-bbox="145 1217 405 1254">  10%         </div>	<p>Infrastructure and Assets</p>	<p>Development of the initial landscape management plan has been slow due to the size and complexity of the reserves. Nine management plans will be completed this financial year.</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	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 data-bbox="145 786 405 826">  <span style="float: right;"><b>50%</b></span> </div>	<p>City Services and Living</p>	<p>Programs to support environmental sustainable leadership included:</p> <ul style="list-style-type: none"> <li>• Let's Grow Hume program continued in 2022/23, with several edible garden workshops and gardening kits donated to program participants. During the year, 15 Let's Grow Hume and Live Green workshops, events, education sessions and stalls took place, engaging 470 community members.</li> <li>• The 2022 cohort of <a href="#">Enviro Champions</a> graduated in August at the Great Green Get Together event. This event celebrated the achievements of the Champions and other residents implementing community sustainability projects in their local communities. Two particularly active projects so far include:             <ul style="list-style-type: none"> <li>○ 2022 See it, Bin it! Local Litter campaign and partnership with Aitken Hill Community Centre to provide waste education classes run by Kangan TAFE.</li> <li>○ 2022 Sirius College East Campus – School Enviro Club.</li> </ul> </li> </ul> <p>Planning is underway for the 2023 Hume Enviro Champions program which will commence in February 2023. Three Environmental Scholarships were awarded during the year.</p> <ul style="list-style-type: none"> <li>• During the year, 28 applications to participate in the <a href="#">Gardens for Wildlife program</a> were received from residents seeking to enhance their connection to nature and create more wildlife-friendly gardens. In the last six months of 2022, 10 garden visits took place and two new Garden Guides were recruited this year. Extensive Evaluation Plan to be implemented for the program from February 2023</li> <li>• As part of the Citizen Science program, local residents participated in the first of the 2022-23 Latham's Snipe bird surveys across Craigieburn/Mickleham in late September. This threatened wetland bird migrates between Japan and Australia each year and one population has made Hume its Spring/Summer home in recent years.</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 2.2 Demonstrate environmentally sustainable leadership and adapt to climate change.

Major Strategy or Action	Division	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> <p> 50%</p>	City Services and Living	Consultation has taken place with stakeholders regarding the actions of Draft Land and Biodiversity Plan aligning with the Rural Engagement. The Draft Land and Biodiversity Plan is in its final stages of development.
<p>2.2.3 Enhance Council's response to climate change including the development of a climate action plan to cover actions within Council operations and 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> <p> 50%</p>	Infrastructure and Assets	Councillors were briefed on the draft Climate Action Plan in December and supported a carbon neutral target for Council operations by 2030. Stakeholder engagement has been completed except for additional input from Wurundjeri Woi-Wurrung Corporation which is ongoing.





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 2.2 Demonstrate environmentally sustainable leadership and adapt to climate change.

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.2.4 Undertake investigations and progress initiatives to improve stormwater harvesting, including at Cloverton, and subject to funding, Jack Roper Reserve Broadmeadows and/or John Ilhan Memorial Reserve Broadmeadows. and/or O'Brien Street retarding basin Sunbury.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div style="border: 1px solid black; padding: 2px; display: inline-block;">  50%         </div>	<p>Infrastructure and Assets</p>	<p>Functional Design for the Cloverton Stormwater Harvesting tank site has been completed.</p> <p>Detailed design work for stormwater harvesting at Jack Roper Reserve is underway.</p> <p>The draft supply agreement and pricing for the O'Brien Street retarding basin stormwater harvesting project has been provided to Sunbury Cemetery for their consideration.</p>
<p>2.2.5 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 style="border: 1px solid black; padding: 2px; display: inline-block;">  50%         </div>	<p>City Planning and Places</p>	<p>The Circular Advantage Program 2022 will be completed by end of February 2023. This is the third annual Circular Advantage Program supporting Hume businesses to transfer to a Circular Economy.</p> <p>The Hard Waste Design Sprint was completed in November 2022. It was delivered by Circular Economy Victoria in collaboration with RMIT Activator.</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 2.3 Design and maintain our City with accessible spaces and a strong sense of place.

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.3.1 Finalise the suburb boundary review and implement approved changes.</p> <p><i>Council's Role: Facilitator</i></p> <p><b><u>Progress Indicator</u></b></p> <div data-bbox="143 691 405 727">  </div>	<p>Chief Financial Officer</p>	<p>At its meeting held on 12 December 2022, Council resolved to finalise its review of locality boundaries located within the Hume City municipality, to take no further action to review locality boundaries located within the Hume City municipality. Council also noted that no changes to any existing locality boundaries within the Hume municipality, or the creation of any new suburbs, are proposed.</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	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 data-bbox="143 756 405 794">  <span style="float: right;">35%</span> </div>	<p>City Planning and Places</p>	<p>A report to provide an overview of the planned community engagement to inform the development of a new Open Space Strategy (OSS) was presented to Council on 12 December 2022. Engagement with community to occur in February/March 2023.</p> <p>Improvements to active and passive open spaces included:</p> <ul style="list-style-type: none"> <li>• Aitken Hill District Active Open Space play space - construction tender advertised.</li> <li>• Progress Reserve redevelopment (Stage One) - Practical Completion extended from 23 December 2022 to 10 February 2023. Time variation sought and approved by DELWP.</li> <li>• Churchill Ave Reserve, Tullamarine - detailed design completed, cultural heritage assessment scheduled.</li> <li>• Rudstone Bend Reserve, Greenvale - construction completed, maintenance period underway.</li> <li>• Forrest Street Reserve, Sunbury - construction completed, maintenance period underway.</li> <li>• Village Green (Rolling Meadows), Sunbury - construction completed, maintenance period underway.</li> <li>• Logan Court Reserve, Sunbury - construction completed, maintenance period underway.</li> <li>• Highgate Recreation Reserve, Craigieburn playspace – community engagement undertaken in Quarter Two. Design development underway.</li> <li>• Hamilton Hume Reserve, Craigieburn - procured for construction.</li> <li>• Greenfield Court Reserve, Craigieburn - procured for construction.</li> <li>• Cimberwood Drive Reserve, Craigieburn - procured for construction.</li> <li>• Grey Box Woodlands Park, Broadmeadows - draft design development for review.</li> <li>• Hatty Court Reserve, Campbellfield - draft design development for review.</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	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> <p> <b>20%</b></p>	<p>City Planning and Places</p>	<p>Aitken Creek Masterplan – investigations delayed due to very wet weather in Quarter Two which may impact project timelines.</p>
<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> <p> <b>50%</b></p>	<p>Infrastructure and Assets</p>	<p>The Waste and Resource Recovery Strategy was adopted by Council on 19 December 2022. The Strategy focuses on increasing the diversion of material from landfill. It also focuses on reducing litter and dumped rubbish to decrease pollution and impacts on human health and wildlife.</p> <p>The Strategy was developed following an engagement process which involved speaking to over 21,000 households, and incorporating feedback from more than 3,700 people. The Strategy was informed by a second round of community consultation following the adoption of the Draft Strategy by Council on 10 October 2022.</p>





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	Description of Progress (Year to date)
<p>2.4.1 Progress preliminary works for 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> 	<p>Infrastructure and Assets</p>	<p>Following Council's decision in June 2022 to proceed with the project, an update was provided to the community including a mail-out to all Jacksons Hill residents in July 2022.</p> <p>A meeting was held with the Wurundjeri Tribe Land Cultural Heritage Council on 15 November 2022, regarding the Cultural Heritage Management Plan (CHMP) application. Awaiting on further advice from the Wurundjeri, the Registered Aboriginal Party before the CHMP submission can proceed.</p>
<p>2.4.2 Develop and commence implementation of a Transport Strategy to improve transport networks, and continue to undertake initiatives to enhance walking and cycling.</p> <p></p> <p><i>Council's Role: Service Provider, Facilitator</i></p> <p><b>Progress Indicator</b></p> 	<p>City Planning and Places</p>	<p>Hume's existing transport strategy, the Hume Integrated Transport and Land Use (HILATS) Strategy, has been reviewed to provide guidance on developing a new Transport Strategy. A Transport Seminar was held with internal teams where potential transport priorities and futures for the city were presented by transport planning experts. Work on a technical background paper has commenced that will inform future directions for the new Transport Strategy.</p> <p>Initiatives to enhance walking and cycling included:</p> <ul style="list-style-type: none"> <li>• Aitken Creek trail - initial feature surveys, ecological and Cultural Heritage assessments complete.</li> <li>• Roxburgh Park to Craigieburn railway corridor - initial feature surveys, ecological and Cultural Heritage assessments complete.</li> <li>• Spavin Drive Reserve/Kismet Creek Corridor - initial feature surveys, ecological and Cultural Heritage assessments complete.</li> <li>• Greenvale to Attwood Shared Path community engagement undertaken and tendered in Quarter Two. Construction to commence in Quarter Three.</li> </ul>

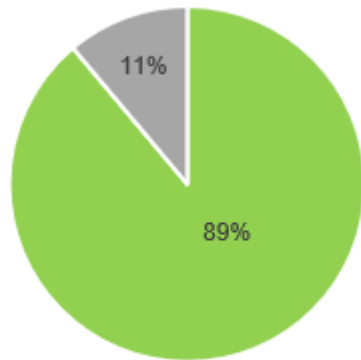
The progress indicator displayed above is based on the status as follows:

 On Track  Monitor  At Risk  Deferred



**THEME 3** A COUNCIL THAT INSPIRES LEADERSHIP, IS ACCOUNTABLE AND PUTS THE COMMUNITY FIRST  
 Summary of progress and Strategic Indicators

**SUMMARY OF PROGRESS FOR THEME 3  
 1 JULY 2022– 31 DECEMBER 2022**



- On Track (89% or 8 actions)
- Deferred (11% or 1 actions)

**STRATEGIC INDICATORS TO 31 DECEMBER 2022**

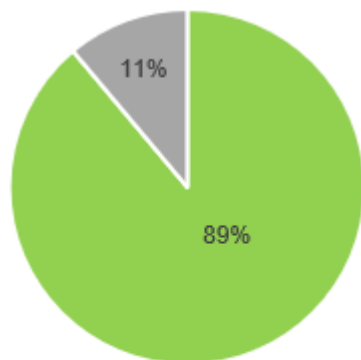
Strategic Objective 3.1: Engage and empower our community through advocacy and community engagement.

Indicator	Target	2022/23 Result
Community satisfaction with Council decisions	Target by 2025 = 60%	2022/23 result is 54/100. Previous year result was 57/100 in 2021/22.  (Source: Hume City Council, Community Survey 2021/22, Community Indicators Survey 2022/23)
Percentage of Council decisions made at meetings closed to the public	Target by 2025 = 15%	14.4% is the result to date in 2022/23. This result in 2021/22 was 13.7%.  (Source: Local Government Performance Reporting Framework)
Satisfaction with community consultation and engagement	Target by 2025 = 55%	2022/23 result is 51/100. Previous year result was 57/100 in 2020/21.  (Source: Hume City Council, Community Survey 2021/22, Community Indicators Survey 2022/23)

## A COUNCIL THAT INSPIRES LEADERSHIP, IS ACCOUNTABLE AND PUTS THE COMMUNITY FIRST

Summary of progress and Strategic Indicators

### SUMMARY OF PROGRESS FOR THEME 3 1 JULY 2022– 31 DECEMBER 2022



- On Track (89% or 8 actions)
- Deferred (11% or 1 actions)



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

Indicator	Target	2022/23 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 first six months ended 31 December 2022 was -1.2%. In 2021/22, the result was 2.19%.  (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 for the six months ended 31 December 2022 was 58%. In 2021/22, the result was 66.9%.  (Source: Local Government Performance Reporting Framework)
Percentage of Council Plan Actions completed	Target by 2025 = 80%	There was one (2%) Council Plan actions completed in the first six months of 2022/23. At the same time in 2020/21 there were five actions (8%) completed.  (Source: Hume City Council, Council Plan Quarterly Reports)





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

Indicator	Target	2022/23 Result
Employee Retention Rate	Target by 2025 = 92%	Employee retention rate is for December quarter was 94.6%. The result for 2021/22 financial year was 87.2%.  (Source: Local Government Performance Reporting Framework)
Satisfaction with Council's overall performance	Target by 2025 = 65	2022/23 result is 60/100. Previous year result was 68/100 in 2021/22.  (Source: Hume City Council, Community Survey 2021/22, Community Indicators Survey 2022/23)

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

Major Strategy or Action	Division	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 (HST)</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 data-bbox="143 1046 405 1086">  </div>	<p>City Services and Living, City Planning and Places, Infrastructure and Assets</p>	<p>Support for programs and advisory committees/reference groups during the year included:</p> <ul style="list-style-type: none"> <li>• The RAPWG continued meetings in person and online. Members were advised on Hume's NAIDOC celebration events held in July. The event at Town Hall Broadmeadows was attended by over 200 people. RAPWG members contributed to and attended a Video Exhibition: Stories of Connection, Stories of Us by James Henry as part of NAIDOC 2022. The RAPWG will focus on development of a new Reconciliation Action Plan (RAP) 2023-2025.</li> <li>• The Hume Interfaith Network (HIN) continued meetings during the year and a combined Merri-bek and Hume HIN meeting held in December explored opportunities for joint activities.</li> <li>• The Hume Interfaith Network 2023 action plan has been developed with key priorities and events identified for 2023.</li> <li>• HIN members provided the opening reflection at Carols by Candlelight on 3 December 2022.</li> <li>• Multicultural Advisory Group (MAG) workshop was held in October 2022 with 30 service providers and council staff coming together to identify the purpose of the group and areas of focus for collaboration in 2023. The Terms of Reference has been reviewed and an EOI process for new members will occur in January 2023.</li> <li>• The Hume Jobs and Skills Task Force Meetings were held on 17 August and 16 November 2022.</li> <li>• The Hume Clean Taskforce had three meetings during the first six months of the financial year. The two initial projects have evolved in to one community pride project and a new Councillor chairperson nomination and membership drive will be conducted in February 2023.</li> <li>• Recruitment for membership of Sustainability Taskforce for 2023-24 has been completed, with 13 prospective members recommended. Membership to be approved at a Council meeting in February 2023. Sustainability Taskforce</li> </ul>

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

 On Track  Monitor  At Risk  Deferred

THEME  
**3**




**A COUNCIL THAT INSPIRES LEADERSHIP, IS ACCOUNTABLE AND PUTS THE COMMUNITY FIRST**

		<p>meetings held during October to December 2022. They included consultations about Waste Strategy and Community Design Guidelines.</p> <ul style="list-style-type: none"> <li>• A meeting of the Safety Advisory Committee has been scheduled for February 2023. During November and December 2022, Council delivered a series of events as part of 16 Days of Activism. These events were delivered in partnership with Safety Advisory Group Committee members and included Walks Against Violence, the 'Change Starts with You' youth resource launch, Addressing Family Violence in Our Diverse Community information and collaboration session, delivery of the Clothesline Project featuring t-shirts created by community members illustrating commitments to gender equity alongside face-to-face training and awareness sessions.</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	Description of Progress (Year to date)
<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><u>Progress Indicator</u></b></p> <div data-bbox="145 751 405 786">  <span>50%</span> </div>	<p>Customer and Strategy</p>	<p>Council's Annual Community Survey (Community Indicators Survey) was completed and presented to Council in November 2022, with an interactive dashboard of results published on Council's website at <a href="http://www.hume.vic.gov.au/statistics">www.hume.vic.gov.au/statistics</a>. Results from this survey highlight a slight decline (not statistically significant) in community satisfaction with Council's level of consultation and engagement with the community. Key factors contributing to poorer satisfaction include a desire for more information about key projects and greater opportunities to provide meaningful engagement which influence the outcomes of Council decisions.</p> <p>Council's internal Community Engagement Practitioners Network continue to meet on a regular basis with a focus on providing support, staff development and guidance to officers who regularly undertaken community engagement and consultation activities. Additional staff resources and guidelines to support the implementation of Council's Engagement Policy continue to be developed, including finalisation of a Stakeholder Mapping Toolkit, and a library/catalogue of organisational resources to support engagement activities.</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	Description of Progress (Year to date)
<p>3.1.4 Develop and implement Council's State Election Advocacy Strategy to inform and engage the community, business and key stakeholders on Council's position on issues of local importance in the lead up to the Election.</p> <p></p> <p><i>Council's Role: Advocate</i></p> <p><b><u>Progress Indicator</u></b></p> <div data-bbox="145 782 403 821" style="border: 1px solid black; padding: 2px;">  <b>90%</b> </div>	<p>Customer and Strategy</p>	<p>Council's State Election advocacy campaign 'Build a better Hume' was conducted between August and November. This included an online Virtual Hub, which provides engaging information about our advocacy priorities and encourage people to support our campaign.</p> <ul style="list-style-type: none"> <li>• Billboards were erected in early September 2022 highlighting our two advocacy projects within the area – the Banksia Gardens and Broadmeadows Train Station redevelopments.</li> <li>• A range of social and digital promotions were rolled out, including video interviews with community members and drone footage of all priority sites.</li> <li>• Campaign through organic and paid content saw high engagement rates with many people commenting and sharing our content to Hume community groups.</li> </ul> <p>Community activations and free coffee sessions were held weekly from September to November at targeted shopping centres and Council facilities. This has allowed Council to provide information about each of the priorities and why the State Government needs to provide funding, create greater community awareness of Council's role as an advocator, provide details of how community members can get involved in the campaign and increase Councillor and community engagement. At the activations, community were encouraged to vote on the advocacy priorities that matter to them.</p> <p>An evaluation of Council's Build a Better Hume election campaign is underway which will be used as part of the development of a new strategy in early 2023. The strategy will include community engagement to provide insights from the community as to what priorities are and how we can seek their support to advocate to State and Federal Government for funding support.</p>


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

 On Track  Monitor  At Risk  Deferred

**THEME**  
**3**

**A COUNCIL THAT INSPIRES LEADERSHIP, IS ACCOUNTABLE AND PUTS THE COMMUNITY FIRST**



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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>3.2.2 Enhance service efficiencies and improve transparency and performance accountability by undertaking initiatives to enhance Council's enabling information technology and corporate performance reporting.</p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> 	<p>Customer and Strategy</p>	<p>Received approval from the Council to further progress with the project. Continued the development of the business case for the Enterprise Resource Planning (ERP) solution along with the benefit profile. This is now scheduled to be presented to Council in March 2023.</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	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><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div data-bbox="143 810 405 849">  </div>	<ul style="list-style-type: none"> <li>City Planning and Places, City Services and Living</li> </ul>	<p><b>Community Facilities Strategic Review (50% completed)</b></p> <ul style="list-style-type: none"> <li>A project working group has been convened with an internal audit of existing fees and industry benchmarking exercise completed.</li> <li>A separate working group has been convened to identify customer experience improvements.</li> <li>Request for Tender (RFT) for a new booking system for Hume City Council facilities closed in November and is currently being assessed.</li> <li>The Fees and Charges working group continues to meet. Proposed model will be presented to ELT on 6 February 2023.</li> </ul> <p><b>Community Infrastructure Plan (75% completed)</b></p> <ul style="list-style-type: none"> <li>Draft Community Infrastructure Plan (CIP) was presented for Council endorsement on 14 November prior to public consultation. The engagement will take place from the end of January to March 2023. The Draft CIP includes principles to guide our planning, design and management of new and enhanced community facilities across the city. This includes principles to be 'accessible and well located', 'delivered in step with development and change', 'to put the environment and people first' and 'to support equitable access.</li> </ul> <p><b>Initiatives to improve utilisation of Youth Facilities (40% completed)</b></p> <ul style="list-style-type: none"> <li>Consultation was undertaken with schools and service providers in Sunbury area on 15 September 2022 to inform the development of an activation plan for Sunbury Youth Centre. Thirty-eight stakeholders attended the workshop.</li> <li>Consultation undertaken with young people living in Sunbury area on 23 November to inform the activation of the Sunbury Youth Centre. Twelve young people attended and consultation findings used to inform development of Term 1, 2023 programming.</li> </ul>

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	Description of Progress (Year to date)
<p>3.2.4 Establish processes and procedures for Gender Impact Assessments that consider the effects that new (or changes to existing) Council policies, programs or services may have on different genders of Hume City's community.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><b>Progress Indicator</b></p> <div style="border: 1px solid black; padding: 2px; display: flex; align-items: center;"> <div style="width: 30%; height: 10px; background: linear-gradient(to right, green, lightgreen);"></div> <span style="margin-left: 10px;">30%</span> </div>	Customer and Strategy	<p>Gender Impact Assessments (GIA) for the Draft Waste and Resource Recovery Strategy, and Craigieburn and Valley Park Community Centres have been completed. GIAs for the Draft General Local Law, Craigieburn Community Garden Upgrade, and Community Grants Program have been commenced.</p> <p>These GIAs are being undertaken using the templates provided by the Gender Equality Commission. Simplified tools and templates to undertake GIAs will be presented to ELT in February 2023. Organisational Performance and Strategy have worked with the Governance team to consider opportunities for improvement to Council's report templates to support compliance with our GIA requirements.</p>
<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>Progress Indicator</b></p> <div style="border: 1px solid black; padding: 2px; display: inline-block;">Deferred</div>	Customer and Strategy	<p>The development of 'Living Local/Neighbourhood' community plans has been deferred, however ongoing work continues to progress with regards to developing localised responses to community need. This has included the development of an Arts Infrastructure Plan, community engagement on the Community Infrastructure Plan and Open Space Strategy and progression of Hume Central. The concept of 'Living Local/Neighbourhood' Community Plans will be re-examined as part of the deliberative engagement process for the update of the Community Vision, following the 2024 Council elections and as part of Council's Integrated Corporate Planning and Reporting Framework.</p>

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	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 data-bbox="145 847 405 882">  </div>	<p>Chief People Officer</p>	<ul style="list-style-type: none"> <li>• Diversity and Inclusion Governance Framework developed and endorsed by the ELT, along with Terms of Reference (TOR) for the Diversity and Inclusion Governance Group and for Working Groups.</li> <li>• During Quarter Two, implementation of the Diversity and Inclusion Governance Framework commenced, engaging with Working Groups and the Senior Leadership Team, development of 2023 meeting and progress reporting schedule, Expression of Interest process for membership and meeting and progress reporting templates.</li> <li>• Workforce Planning reporting has commenced to improve the way in which the decision making around Full Time Equivalent (FTE) changes are made. First trial report submitted in August.</li> <li>• Completed the Values refresh project, and commenced development of the Values design concepts for branding and launch, supported by Strategic Communications &amp; Advocacy and drafting implementation plan and checklist to launch, implement and embed the new values.</li> <li>• Commenced desktop research for Council's Leadership Capability Framework.</li> </ul>





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	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 data-bbox="141 778 405 817">  </div>	<p>Customer and Strategy</p>	<p>A range of service planning activities continue to progress, including:</p> <ul style="list-style-type: none"> <li>• Consultant engaged to support the work to determine Council's practical model for Early Years delivery into the future (See 1.1.2).</li> <li>• Community engagement to inform the development of an Events and Festivals Strategy and review of the existing Events and Sponsorship Policy has been completed. The draft strategy is scheduled to be presented to Council on 24 April 2023 and then opened for community consultation (See 1.4.2).</li> <li>• A consultant has been appointed to undertake Phase Two of the Building Services Review project and work on this project is scheduled for completion later in 2023 (See 2.1.1).</li> <li>• Customer Experience Maturity report submitted to ELT for endorsement in October 2022 to identify future service improvements and enhancements to Customer Experience.</li> <li>• Commencement of an (independent) Internal Audit on Council's Service Planning Framework, with recommendations expected to be made to Management and Council's Audit Committee later in 2023.</li> </ul>

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

 On Track  Monitor  At Risk  Deferred