

HUME CITY COUNCIL PLAN 2021-2025

Progress Report
2023/24 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.

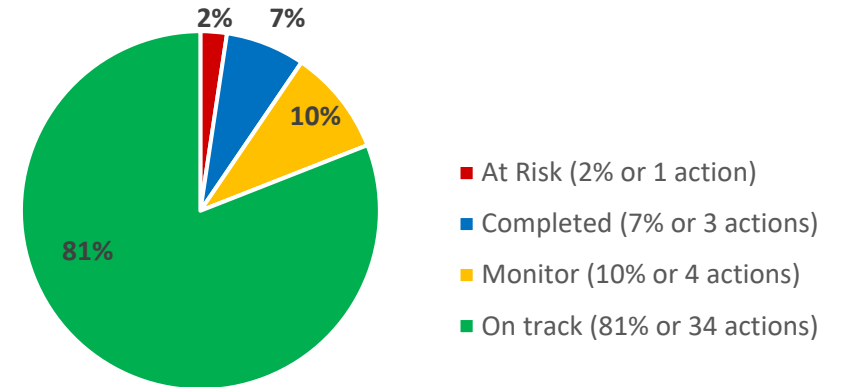
The progress indicators displayed are based on the status as follows:

- **Completed** – Expected work toward this action has been completed.
- **On Track** – Action is proceeding to plan and will be completed by 30 June 2024.
- **Monitor** – Action requires attention to ensure it is completed by 30 June 2024.
- **At Risk** – Action is at risk of not being completed by 30 June 2024.
- **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 2023 – 31 MARCH 2024

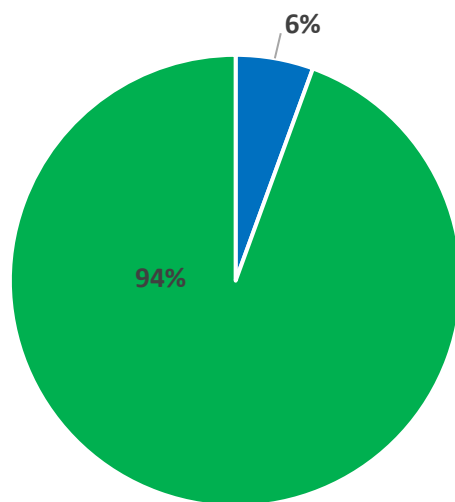


COUNCILS ROLE

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 MARCH 2024



- Completed (6% or 1 action)
- On track (94% or 17 actions)

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

- Complete
- On track
- Monitor
- At Risk
- Deferred

STRATEGIC INDICATORS TO 31 MARCH 2024

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

Indicator	Target	2023/24 Result
Library members per head of population	Target by 2025 = 10%	Since July 2021, 47,709 users have access library resources (Result = 18.2%). This is the first year this indicator has been collected. (Source: Local Government Performance Reporting Framework)
Kindergarten participation rates (includes non-Council services)	Target by 2025=93%	92% is the most recent kindergarten participation rate (2022), the previous result in 2021 was 94%. (Source: Department of Education)

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

Indicator	Target	2023/24 Result
Number of student placements supported by Council	Target by 2025 = 100	There were 75 student work experience placements from July to December 2023. In 2022/23 there were 84 placements. (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 2.5% between Hume City (6.3%) and Greater Melbourne (3.8%). For the same period last year, the gap was 3.4% (Source: Department of Employment Small Area Labour Markets)

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

Indicator	Target	2023/24 Result
Participation rates in Maternal Child Health	Target by 2025 = 75%	The participation rate for July 2023 to March 2024 is 69.8% The participation rate in the MCH service for the same period last year was 70.5%. (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 and will next be published in 2024/25. (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% of people agreed it's a good thing for a society to be made up of people from different cultures in 2022/23 compared to 85% in 2020/21. This indicator is collected every two years and will next be published in 2024/25. (Source: Hume City Council, Community Indicators)




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

Indicator	Target	2023/24 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 2023/24 is 94.1%. The result for 2022/23 was 87.3% (Source: Hume City Council, Event Evaluations)

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

■ Complete
 ■ On track
 ■ Monitor
 ■ At Risk
 ■ Deferred


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

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> </p> <p><i>Council's Role: Service Provider, Facilitator</i></p> <p>Progress Indicator</p> <div data-bbox="143 676 445 716">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Since July 2023, actions have included:</p> <ul style="list-style-type: none"> • Hume Volunteer Gateway registered over 430 new volunteers and 15 new organisations. • In partnership with the Australian Tax Office, Council delivered Tax Help which provides supports with simple tax affairs. Tax Help received over 320 calls and emails and provided in person assistance to almost 150 community members. This year's program was supported by 4 volunteers. • In total five information community outreach sessions to promote volunteering have been completed. • The final draft of Council's Volunteering for All Framework 2023-2033 has been present the senior management for review. The Framework aims to strengthen Council's capacity to attract, support and retain volunteers. • Preparation commenced for the Hume Volunteer Expo to be held in April 2024.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred



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

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>Progress Indicator</p> <div data-bbox="143 715 430 753">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Following the awarding of \$7.5 million for five kindergarten expansion projects, planning work continues to progress with some nearing the point of tender for construction.</p> <p>Council continues to work closely with the Department of Education and the Victoria School Building Authority (VSBA) as part of the project control group, relating to the Aitken Hill double modular project. By May 2024, it is anticipated that the floor and landscape plans will be finalised, ready for construction from June 2024.</p> <p>Council is in the process of reviewing its Kindergarten Infrastructure Service Plan (KISP) to inform the next tranche of kindergarten expansion projects to meet both the growing community need for kindergarten services, as well as the increase to from 15 hours to 30 hours per week for 4-year old children from 2030.</p>

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

- Complete
- 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>Progress Indicator</p> <div data-bbox="141 727 445 767">  75% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>People and Culture</p>	<p>Since July 2023, employment pathways and vocational education opportunities included:</p> <ul style="list-style-type: none"> • Seventy-five placements comprising high school work experience and tertiary education placements. The recent engagement of seven engineering students on longer term placement has resulted in all seven gaining casual employment for 2024. • Council continues its partnership with Kangan Institute to provide their students with an Industry Practical Placement. Three Industry Practical Placement students will commence their first work rotation in April 2024. • Fifty-two percent of new hires were Hume residents. • Council's participation in the Passport to Work program, a collaboration between Juno Institute and DPV Health, continues with this year's program commencing in March. Ten mentors from Council are engaged offering them leadership development, alongside mentorship opportunities for disadvantaged members of the Hume community.

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

- Complete
- 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>Progress Indicator</p> <div style="border: 1px solid black; padding: 2px;"> <div style="background-color: #28a745; width: 50%;"></div> 50% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>In November, Council endorsed key approach and activities for the Hume Central program of work. Work towards determining the scope for design of new town square and community spaces within Hume Central is underway.</p> <p>Construction of Council Chambers and community spaces in ground floor of Hume Global Learning Centre Broadmeadows is progressing well and on track for completion in mid-2024.</p> <p>Request for Proposal phase for developing Lot E is progressing and reaching its final stages.</p>
<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>Progress Indicator</p> <div style="border: 1px solid black; padding: 2px;"> <div style="background-color: #28a745; width: 75%;"></div> 75% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>Strengthening tertiary education opportunities in Hume City have included:</p> <ul style="list-style-type: none"> • A successful Illuminate nextgen Challenge was delivered in August 2023. Seven Hume secondary schools, and 54 students participated. • The 2023/24 Hume Multiversity Tertiary Education Scholarship Program was launched with 32 scholarships available to Hume residents at Victoria University, Deakin University and La Trobe University. • Discussions continue with a tertiary education provider regarding establishing a facility in the Cloverton Metropolitan Activity Centre. • Planning is well underway for the 2024 Illuminate next Challenge to be held in August.

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

- Complete
- 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>Progress Indicator</p> <div data-bbox="141 715 443 751">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>Council continued to strengthen Hume City's economy through;</p> <p>Facilitating business growth, capabilities and attracting innovation business:</p> <ul style="list-style-type: none"> • A series of Small Business Mentoring Clinics were delivered, and an Export Forum were held. • Victoria University delivered a 'Leading a Team' small business workshop to Hume SEED businesses. • Hume Small Business Grants 23/24 and applicant workshop was delivered. • Supported and received two Business Establishment Financial Incentive applications to attract new business investments into Hume. • As of March 2024, StartNorth has 95 members. All new office spaces have been activated. • Hume co-hosted the March NORTHLink Business Breakfast Series, and commenced planning two further events, a Women In Business Luncheon and the Hume Business Awards 2024. • A social media campaign has been undertaken, consisting of two investment attraction videos. <p>Visitor Economy (VE) promotion:</p> <ul style="list-style-type: none"> • A 'Discover Hume' double page advertorial has been delivered in state government tourism publication 'Official Visitor's Guide'. • @discoverhume Instagram page has gained over 6.5k followers. • Two Social media campaigns were undertaken.

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

- Complete
- 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)
1.2.4 cont.	City Planning and Places	<p>Facilitating local employment outcomes:</p> <ul style="list-style-type: none"> • Engagement with 22 Hume businesses as part of Employment and Economic Development (SEED) project has continued with 17 formal signatories. Two successful SEED events have been held. • Since July 2023, 79 unemployed Hume residents were directly supported by the Local Employment Partnerships into employment with Hume businesses. • Six employer led information sessions were delivered with a total of 114 Hume residents participating for school crossing supervisor roles, construction, warehousing and catering roles. • Delivered two Jobs Expo's on focusing on manufacturing in partnership NORTHLink, and the second focusing on health and community services over 580 Hume residents attended across both expo's. • Holmesglen partnered with Hume City Council to deliver a Small Business Festival as part of the Self Employment Assistance program, approximately 250 people attended. • Delivered Ready Set Hired in partnership with the Hume Community Investment Committee which provided young people to practice their interview skills with real employers. Over 60 Hume young people participated on the day and 13 Hume employers. • Planning is well underway for the delivery of the Fearless Jobs Expo-Women in Manufacturing in partnership with the Australian Manufacturing Workers Union scheduled for April.

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

- Complete
- 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>1.3.1 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> <i>Council's Role: Facilitator, Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="136 683 445 726">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Victoria Police, Vic Roads and HCC Traffic Management continue to meet on a quarterly basis to review serious and fatal road injuries and identify prevention measures.</p> <p>In December 2023, Hume City Council partnered with Victoria Police to deliver a Hume City Neighbourhood Policing Forum to senior members of Victoria Police, local businesses, education providers and community members. The forum presented local crime data, trends and police responses, providing an opportunity to raise and discuss concerns directly with members of Victoria Police.</p> <p>Other initiatives to support driver and road safety have included:</p> <ul style="list-style-type: none"> • In partnership with Victoria Police, delivering targeted responses across several locations to address and mitigate reported anti-social behaviour. • Pursued grant funding from the Victorian Transport Accident Commission (TAC) to support the continuation of the L2P program for the period 2024 – 2026. The program supports learner drivers who do not have access to a fully licensed supervising driver to gain 120 hours of supervised driving experience necessary to obtain a probationary drivers license.

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

- Complete
- 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>1.3.2 Facilitate initiatives and partnerships to raise awareness around the impact of family violence, and support prevention of violence against women campaigns.</p> <p> <i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div data-bbox="145 687 443 727">  75% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Since July 2023 initiatives and partnerships to raise awareness around the impact of family violence, and support prevention of violence against women campaigns have included:</p> <ul style="list-style-type: none"> • A Family Violence Practitioners Forum was delivered at the Broadmeadows Town Hall for practitioners and staff operating across the Hume and Merri-bek municipalities. This session was supported by the Northern Legal Community Centre. • Council delivered a series of activities as part of 16 Days of Activism campaign, including: a social media awareness campaign, Walks Against Violence, the provision of resources at libraries and community centres, staff awareness workshops and a community event delivered in partnership with Sunbury Cobaw Community Health focused on promoting gender equity in sport. • Delivered Responding to Family Violence Disclosures Training to over 100 community facing Council staff. • Establishment and regular meeting of the Gender Equity in Sport Network, with participation of local sports clubs and organisations. • A presentation on family violence, training opportunities and supports available from Council was delivered to the Hume Interfaith Network. • In response to research that identifies women are more likely to disclose experiences of violence or abuse to people they trust, such as their hairdresser or beauty therapists, a new training and development package for local hairdressers has been established. Participating hairdressers will receive expert training, access to digital resources to assist them in recognising, responding to and referring victims of family violence to specialist services. <p>The internal Family Violence Prevention Working Group continues to meet to oversee initiatives and training opportunities.</p>

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

- Complete
- 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>Progress Indicator</p> <div data-bbox="143 639 443 679" style="border: 1px solid black; padding: 2px;"> 75% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Since July 2023 the following initiatives to address barriers to access and participation and support community members to feel included and safe included:</p> <ul style="list-style-type: none"> • Six Welcome to Hume tours delivered. • Delivered Human Rights Ambassador training to a total of 48 participants. • Changemakers Masterclass delivered to seven participants to progress their community initiatives. • Partnered with Victoria University to deliver the statewide Understanding reporting barriers and support needs of people experiencing racism project, five focus groups delivered and 150 online community surveys completed across the municipality. • Hume LGBTIQ+ residents featured as speakers at Pride in the North Summit attended by 200 representatives from northern Councils and community organisations.
<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>Progress Indicator</p> <div data-bbox="143 1177 416 1217" style="border: 1px solid black; padding: 2px;"> 90% </div>	<p>Finance & Governance</p>	<p>A five-year plan has been developed aimed at embedding the Child Safe Standards across the organisation. Since July 2023, work has included:</p> <ul style="list-style-type: none"> • The cross-organisational Child Safe Reference Group has been established. • A specialised training provider has been engaged to deliver training to key employee cohorts and to support the reference group. • Child Safe Policy and associated documents have been updated and the draft documents will be presented to Council in 2024.

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

- Complete
- 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>1.3.6 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>Progress Indicator</p> <p> 100%</p> <p><i>Carry over action from 2022/23.</i></p>	<p>City Services and Living</p>	<p>The Hume General Purpose Local Law 2023 was adopted by Council in August and came into effect on 4 September 2023.</p>
<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>Progress Indicator</p> <p> 75%</p> <p><small>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</small></p>	<p>City Services and Living</p>	<p>The Hume Domestic Animal Management Plan was adopted by Council on 28 August 2023. Work has commenced on the implementation of actions identified in the plan, including:</p> <ul style="list-style-type: none"> • Commencement of an Animal Shelter Feasibility Study that will explore the feasibility and viability of Council establishing and operating its own animal shelter within the municipality in the future. The detailed study will consider services that would be needed to be offered by such a facility to meet current and future community needs, determine functional facility requirements, before producing budget, operation, and management considerations to assist in further decision making. • Pursuing a grant through the Animal Welfare Grants Program to support residents experiencing financial hardship.

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

- Complete
- 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>1.3.9 Continue to undertake initiatives and advocacy to reduce gambling related harm and gambling reform, including reviewing Council’s Gambling Harm Minimisation Policy.</p> <p></p> <p><i>Council’s Role: Facilitator, Advocate</i></p> <p>Progress Indicator:</p> <div data-bbox="143 708 443 746">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Following the reforms announced by state government a submission was presented to the State Department of Justice and Community Safety outlining actions that should occur for gambling reforms. The recommended actions were informed by community consultation and evidence into gambling harm.</p> <p>Council delivered a Gambling Harm Symposium in October 2023 which brought together keynote speakers and those with lived experience of gambling harm. The Symposium was attended by officers and Councillors from various local governments, community service providers, state government departments, statutory authorities, sporting clubs, and community members.</p> <p>In March 2024, Council wrote to the Minister for Casino, Gaming and Liquor Regulation requesting the urgent adoption of all 61 recommendations of the Public Accounts and Estimates Committee (PAEC) to combat gambling harm.</p> <p>The review of Council's Gambling Harm Minimisation Policy commenced with a series of benchmarking consultations, and a SWOT analysis of the existing policy. Council has engaged the Victorian Local Government Association (VLGA) and the Alliance for Gambling Reform (AGR) to inform the policy review process.</p>

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

- Complete
- 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>Progress Indicator</p> <div style="border: 1px solid black; background-color: #4CAF50; width: 100%; height: 15px; display: flex; justify-content: space-between; align-items: center;"> 80% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>The Health and Wellbeing Plan Action Plan 2 is coming to an end, with the following achievements:</p> <ul style="list-style-type: none"> • Successfully implemented an Allied Health student placement program across various Hume Community Hubs, focusing on improving developmental delay diagnosis. • Planning was undertaken for the Hume Interfaith Network Sports Day to be held in April and Mental Health First Aid and Trauma Informed Practice workshops to be held in May.
<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>Progress Indicator</p> <div style="border: 1px solid black; background-color: #4CAF50; width: 100%; height: 15px; display: flex; justify-content: space-between; align-items: center;"> 80% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>In October 2023, Council provided a submission to the national housing and homelessness plan. The submission was developed by drawing on existing policies and strategies and engaging with external service providers who support the Hume community. This was done to ensure Council could capture the barriers and advocate for the needs of community service providers serving Hume.</p> <p>In line with Council's rough sleeping protocols, work continues to strengthen referral pathways with local agencies and neighbouring Councils to ensure a high level of service coordination and responsiveness. This is also reflected in cross-organisational correspondence, with relevant teams working in partnership to respond to people experiencing homelessness in a timely manner.</p>

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

- Complete
- 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>1.3.12 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>Progress Indicator</p> <div data-bbox="143 708 430 750">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Accessibility works continue to be planned and undertaken at Council facilities to support improvements for people with a disability, including active projects at:</p> <ul style="list-style-type: none"> • Mitford Crescent Preschool, Craigieburn - Concept design complete. • Lynda Blundell Seniors Centre, Dallas - Detail design complete. Works scheduled to begin in May. <p>Access audits and planning continues to ensure responsiveness of accessibility works and the implementation of improvements to support people with a disability.</p>

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

- Complete
- 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>1.4.1 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>Progress Indicator</p> <div style="border: 1px solid black; padding: 2px;">  80% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Initiative to strengthen local arts included:</p> <ul style="list-style-type: none"> • Arts Grants 2023 review complete, 2024 program is open for applications with an increased interest across both categories. • Gallery Expression of Interest advertised. • Two murals (one in Campbellfield and a second in Gladstone Park) have been completed. The third mural (in Craigieburn) commenced in March. • A construction contractor has been appointed to complete upgrades to the Sunbury Hume Global Learning Centre to store the George Evens Museum collection. This is due for completion by mid-2024.
<p>1.4.3 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>Progress Indicator</p> <div style="border: 1px solid black; padding: 2px;">  50% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>Current scope of work includes two buildings (Building 22 & Building 24) and open space (Lot C). Building and open space maintenance is ongoing.</p> <p>Participatory design for development of draft concept plans underway, with community workshops held in February and March.</p> <p>Meetings with Heritage Victoria indicate positive response to draft concepts.</p>

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

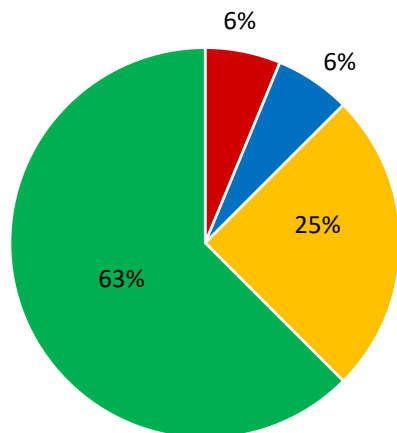
- Complete
- On track
- Monitor
- At Risk
- Deferred

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 MARCH 2024



- At Risk (6% or 1 action)
- Completed (6% or 1 action)
- Monitor (25% or 4 actions)
- On track (63% or 10 actions)

STRATEGIC INDICATORS TO 31 MARCH 2024

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

Indicator	Target	2023/24 Result
Percentage of Council planning decisions upheld at VCAT	Target by 2025 = 60%	20% of decisions were upheld at VCAT. In 2022/23 the result was 14%. (Source: Local Government Performance Reporting Framework)
Percentage of planning applications decided within required timeframes	Target by 2025 = 60%	50.6% of planning applications were decided within required timeframes. The 2022/23 result was 45%. (Source: Local Government Performance Reporting Framework)

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

Indicator	Target	2023/24 Result
Percentage of kerbside waste collection diverted from landfill	Target by 2025 = 45%	The waste diversion rate is 29.3%. The diversion rate for 2022/23 is 34.1%. (Source: Local Government Performance Reporting Framework)

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

Indicator	Target	2023/24 Result
Net increase in street and park trees per year	Target by 2025 = 5,000	There was a net increase of 1,103 trees from July to March 2023 (3,266 trees planted, and 2,163 removed). The previous result in 2022/23 was a net increase of 1,192 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	2023/24 Result
Community satisfaction rating with sealed local roads	Target by 2025 = 62	2023/24 Result: 53/100. Previous result was 54/100 in 2022/23. (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 enhance 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>Progress Indicator</p>  <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	City Planning and Places	<p>Improved digital planning processes for some Statutory Planning, Engineering, Subdivisions & Landscaping; and Environmental Planning processes went live in March 2024. This included the ability for customers to lodge planning permit applications and some environmental planning applications online via eHume. Work to improve internal electronic processes for Building Services commenced in late March and will continue during 2024.</p>
<p>2.1.2 Undertake planning to improve housing diversity (including housing design guidelines), and advocate for improvements to social housing.</p>  <p><i>Council's Role: Facilitator, Advocate</i></p> <p>Progress Indicator</p>  <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	City Planning and Places	<p>Extensive advocacy from Hume City Council has secured government commitment to initial stage of renewal at Banksia Gardens jointly funded by State's Big Housing Build and Federal Social Housing Accelerator. The renewal will comprise of 120 homes and is projected for commencement in 2024.</p> <p>Council received authorisation from the Minister for Planning to exhibit Amendment C263 that proposes to implement a municipal wide strategic housing framework into the Hume Planning Scheme. Six weeks of community consultation on the amendment commenced at the end of March,</p> <p>Council has prepared a draft Good Design Guide to assist in getting better design outcomes for housing in Hume that has been exhibited with Amendment C263.</p>




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

■ Complete
 ■ On track
 ■ Monitor
 ■ At Risk
 ■ Deferred

THEME 2

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


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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.1.3 Progress Stage Three of the youth crisis accommodation with the support of an external partner, and identify potential site locations for a facility which can accommodate crisis accommodation, with wrap-around services and 24/7 onsite support.</p> <p></p> <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <p> 60%</p> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	City Services and Living	Four shortlisted sites have undergone further due diligence investigations. Industry preferences regarding tenure, land condition, development and operational models are being explored.
<p>2.1.4 In partnership with Mitchell and Whittlesea councils and State Government, continue to advance planning for the City consistent with the vision and direction of Council's integrated growth area plans, including the planning for new town centres in Cloverton and Merrifield (Mickleham).</p> <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <p> 90%</p> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	City Planning and Places	<p>A joint council meeting was held in October 2023. The purpose of the joint meeting was for the partnership councils to endorse the Regional Partnership and its continued work on the planning of the Cloverton Metropolitan Activity Centre (MAC), and joint advocacy for State Government assistance in the coordination and delivery of the MAC.</p> <p>The future urban structure for the MAC is currently being reviewed through the master planning process due to significant cultural heritage being identified across the site.</p>

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

■ Complete
 ■ On track
 ■ Monitor
 ■ At Risk
 ■ Deferred

Strategic Objective 2.1 Facilitate appropriate urban development and enhance 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> Council's Role: Service Provider</p> <p>Progress Indicator</p> <div style="border: 1px solid black; background-color: #4CAF50; width: 100%; height: 15px; display: flex; justify-content: space-between; align-items: center;"> 80% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Since July 2023, grants, rebates, and initiatives to support rural landowners to manage land sustainability and protect environmental assets included:</p> <ul style="list-style-type: none"> • Endorsement of 43 projects for 2023 Conserving Our Rural Environment (CoRE) grants. Grant recipients are implementing projects and a program review is underway. • Over one hundred Primary Producer Rate Rebate applications have been assessed and approved. • Rural Land Management Grant (RLMG) were promoted to rural residents via a green wedge newsletter and at rural community event. Over 160 grant applications have been assessed and approved. • The Rural Engagement Program encourages direct contact with Council with all applications received. This includes a property visit and allows for one-on-one capacity building with the landholder on a range of land management issues. In addition, seven community capacity building events have been held to assist rural landholders develop skills for managing the land sustainably, including a Rural Hume Rural Home bus tour with 40 participants.


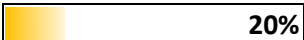
The progress indicator displayed above is based on the status as follows:

- Complete
- On track
- Monitor
- At Risk
- Deferred

THEME 2

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



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

Major Strategy or Action	Division	Description of Progress (Year to date)
<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>Progress Indicator</p> <div data-bbox="143 695 445 735">  20% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Infrastructure and Assets</p>	<p>Princes Nature Reserve Management Plan has been completed. Template and process for future Management Plans has been agreed on.</p>

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

- Complete
- 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><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div style="border: 1px solid black; background-color: #4CAF50; width: 100%; height: 10px; position: relative;"> 75% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Programs to support environmentally sustainable leadership included:</p> <ul style="list-style-type: none"> • Enviro Champions Great Green Get Together 2023 projects promoted to the community in Live Green Spring Summer newsletter. Ten applicants are participating in the 2024 program. A program review is progressing. • Gardens for Wildlife Evaluation report of rounds 1 and 2 were completed, results showed a strong increase in social connections and health and wellbeing because of participating in the program. Planning underway for development of campaign materials about cats and biodiversity. Round 4, will commence in June. • Two Environmental Scholarships have been distributed.
<p>2.2.2 Finalise the review of the Land and Biodiversity Plan and commence implementation.</p>  <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div style="border: 1px solid black; background-color: #2196F3; width: 100%; height: 10px; position: relative;"> 100% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>In November the Land and Biodiversity Plan 2023-2030 was adopted by Council, this included a 2024-2025 Action Plan.</p>

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

- Complete
- On track
- Monitor
- At Risk
- Deferred


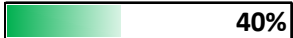
Strategic Objective 2.2 Demonstrate environmentally sustainable leadership and adapt to climate change.

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.2.3 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><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div style="border: 1px solid black; padding: 2px;">  30% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Infrastructure and Assets</p>	<p>Hume's Climate Action Plan was adopted by Council in September 2023.</p> <p>Since July 2023 actions have included:</p> <ul style="list-style-type: none"> • Ongoing roll out of solar and energy efficiently on Council building. • Engagement of consultants to provide Passive House input into the Jackson's Creek Community Centre and developed specifications for the design team. • Audits for efficient electrification of four community centres. • Engagement of consultants to update the major road streetlighting business case, assist with a grant application and undertake design phase for upgrade of standard High Pressure Sodium street lights to energy efficient LEDs • Ongoing scoping for Electric Vehicle recharging on leased Council land.

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

- Complete
- 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>2.2.4 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>Progress Indicator</p> <div data-bbox="141 756 432 794">  40% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Infrastructure and Assets</p>	<p>In March 2024 Council endorsed the Stormwater Offsets Scheme.</p> <p>Initiatives to improve stormwater harvesting have included:</p> <ul style="list-style-type: none"> • Jack Roper Reserve - Tender documents were prepared which will seek to improve the area. The tender will be released in 2024. • John Ilhan Reserve - A meeting was held with the Wurundjeri Cultural Heritage Unit on the Cultural Heritage Management Plan, agreement was received on the findings and the plan has been submitted for the final approval. The ecological assessment and Golden Sun Moth survey results have been received. The survey found Golden Sun Moth's in the area. An approval from the Australian Government may be required, depending on the disturbance from construction works. • Sunbury Cemetery Trust - The draft agreement has been agreed. Detailed design discussions have commenced. Investigations are underway to consider the scope to include the Kathleen Aitken reserve, which is an oasis reserve in the draft Open Space Strategy.



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

- Complete
- 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>2.2.5 Support the transition of the Hume economy to a Circular Economy.</p>  <p><i>Council's Role: Facilitator, Advocate</i></p> <p>Progress Indicator</p> <div style="border: 1px solid black; padding: 2px;">  75% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>Since July 2023, initiative to support the transition to a circular economy have included:</p> <ul style="list-style-type: none"> • A training program for key Council engineering and project staff was delivered focusing on Circular Design and Circular Construction. • A circular economy training program is under development to increase understanding across local businesses.

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

- Complete
- 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>Progress Indicator</p> <div data-bbox="143 756 445 794">  50% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>The draft Open Space Strategy is scheduled to be presented to Council in April. The intent of the strategy is to protect, optimise and grow Hume's open space assets and address the need for greater investment in playspace renewal, tree canopy, waterways, and the inequity in open space for the established suburbs.</p> <p>Since July 2023, improvements to active and passive open spaces and playspaces include:</p> <p>Completed - Cimberwood Drive Reserve, Craigieburn, Churchill Avenue Reserve, Tullamarine, Andlon Court Reserve, Tullamarine</p> <p>Underway - Grove Road Reserve, Craigieburn, Clovelly Drive Reserve, Craigieburn.</p> <p>Planning complete - McKeown Outlook Reserve, Roxburgh Park, Highgate Recreation Reserve, Craigieburn, Hatty Court Reserve, Campbellfield.</p> <p>Planning underway - Lawson Street Reserve, Sunbury, Balyang Park, Craigieburn, Turnberry Drive Reserve, Sunbury, Strathconnon Square Reserve, Tullamarine, Grey Box Woodlands Park, Broadmeadows</p> <p>Improvements are made after engagement with the community and design considers accessibility and inclusivity to promote participation and connection. CPTED (Crime Prevention Through Environmental Design) principles are adopted to promote positive interaction and a sense of safety. Sustainability is supported via the selection of equipment, materials and soft landscaping which consider supplier location, maintenance, conservation, and suitability of location.</p>





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

- Complete
- 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>2.3.4 Develop open space masterplans for Merlynston Creek and Aitken Creek.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="138 724 445 767">  40% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>Aitken Creek Master Plan Following the completion of community and stakeholder engagement a draft master plan has been prepared. Engagement with Traditional Owners, the Wurundjeri Woiwurrung People is scheduled for April. The master plan is anticipated to be finalised mid 2024.</p> <p>Merlynston Creek Master Plan Through the development of site assessments and initial concept plans other projects that may impact this work were identified. Engagement with other parties is underway to determine next steps.</p>
<p>2.3.5 Continue the implementation of the Waste and Resource Recovery strategy, and implement initiatives to reduce the incidence of illegal dumped waste in Hume City.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="138 1133 445 1176">  75% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Infrastructure and Assets</p>	<p>The Waste Response Team commenced in mid-October 2023. The new education process which focuses on behaviour change supports residents taking responsibility for their waste, including moving it back inside their property and arranging a hard waste collection or disposal at a Resource Recovery Centre, Since October, officers have attended to almost 3300 incidents of illegal dumping in residential areas.</p> <p>Officers are developing printed information on how to dispose of waste responsibly that will be mailed to all households in Hume mid-2024.</p>


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

- Complete
- 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	Description of Progress (Year to date)
<p>2.4.1 Subject to the completion of external approvals, progress construction of Yirragan Road connection to Buckland Way, Sunbury.</p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="143 675 432 711">  10% </div>	<p>Infrastructure and Assets</p>	<p>This project continues to be held up by external approvals. Council is continuing to work with partner organisations. A report that considers the project is scheduled to be presented to Council in May 2024.</p>

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

- Complete
- 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>2.4.2 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>Progress Indicator</p> <div data-bbox="143 730 443 772">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>In February, the draft Transport Strategy was endorsed by Council, community engagement on the draft strategy occurred throughout March.</p> <p>The annual Walking & Cycling Program consider accessibility and inclusivity to promote health and wellbeing. They are intended to provide community members with safe connections using CPTED (Crime Prevention Through Environmental Design) principles, appropriate signage and line marking. The current status of the Walking & Cycling Program projects are:</p> <ul style="list-style-type: none"> • Work completed – Path, signage and line marking for the Greenvale to Attwood Shared Path • Planning completed - Wayfinding and shimmy routes for each end of the Greenvale to Attwood Shared Path, a request for quote for external consultants to complete assessment is being prepared. Cooper Street path connection, awaiting advice from the Department of Energy, Environment and Climate Action. • Planning underway - Malcolm Creek Trail, Aitken Creek Shared Path (Roxburgh Park to Craigieburn Station Connection). Aitken Creek Shared Path (and Craigieburn Station to Zambezi Court Reserve Connection) and Kismet Creek Shared Path.

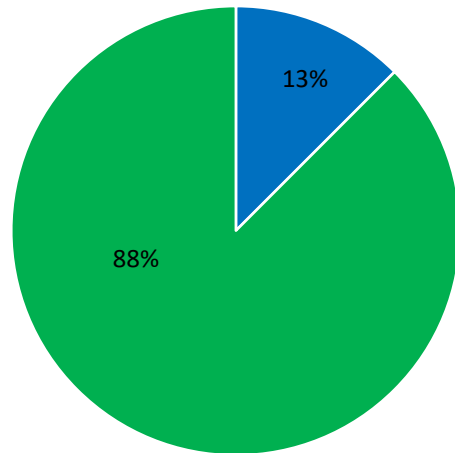
The progress indicator displayed above is based on the status as follows:

- Complete
- On track
- Monitor
- At Risk
- Deferred

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 2023 – 31 MARCH 2024



■ Completed (13% or 1 action)

■ On track (88% or 7 actions)

STRATEGIC INDICATORS TO 31 MARCH 2024

Strategic Objective 3.1: Empower and engage our community through advocacy and community engagement.

Indicator	Target	2023/24 Result
Community satisfaction with Council decisions	Target by 2025 = 60%	2023/24 result is 56/100. Previous year result was 55/100 in 2022/23. (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%	22.8% is the result to date in 2023/24. This result in 2022/23 was 14.1%. (Source: Local Government Performance Reporting Framework)
Satisfaction with community consultation and engagement	Target by 2025 = 55%	2023/24 result is 56/100. Previous year result was 52/100 in 2022/23. (Source: Hume City Council, Community Survey 2021/22, Community Indicators Survey 2022/23)



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

Indicator	Target	2023/24 Result
Adjusted underlying surplus as a percentage of underlying revenue	Target by 2025 = 5.33%	Result for 1 July 2023 to 31 March 2024 is 6.72%. In 2022/23, the result was -2.34%. (Source: Local Government Performance Reporting Framework)
Asset renewal and upgrade compared to depreciation	Target by 2025 = 82.94%	Result for 1 July 2023 to 31 March 2024 is 94.65%. In 2022/23, the result was 84.15%. (Source: Local Government Performance Reporting Framework)
Percentage of Council Plan Actions completed	Target by 2025 = 80%	Three Council Plan actions have been completed between July and March 2023. At the same time last year, two Council Plan actions were completed. (Source: Hume City Council, Council Plan Quarterly Reports)
Percentage of Capital Works completed	Target by 2025 = 90%	88.9% of planned Capital Works have been completed. This is a new indicator for the 2023/24 year. (Source: Hume City Council, Project Management Office)

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

Indicator	Target	2023/24 Result
Employee Retention Rate	Target by 2025 = 92%	Employee retention rate from July to December was 92.5%. The result for 2022/23 financial year was 88.2%. (Source: Local Government Performance Reporting Framework)
Satisfaction with Council's overall performance	Target by 2025 = 65	2023/24 result is 64/100. Previous year result was 60/100 in 2022/23. (Source: Hume City Council, Community Survey 2021/22, Community Indicators Survey 2022/23)



Strategic Objective 3.1 Empower and engage 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"> • Reconciliation Action Plan Working Group (RAPWG) • Hume Interfaith Network (HIN) • Multicultural Advisory Group (MAG) • Hume Community Safety Advisory Committee • Hume Jobs and Skills Taskforce • Hume Sustainability Taskforce (HST) • Youth Action Committee (YAC) • Hume Clean Taskforce Advisory Committee <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="145 1086 445 1126">  75% </div>	<p>City Services and Living,</p> <p>City Planning and Places,</p> <p>Infrastructure and Assets</p>	<p>Since July 2023 support for programs and advisory committees/reference groups has included:</p> <ul style="list-style-type: none"> • Reconciliation Action Plan Working Group (RAPWG) have reviewed the Terms of Reference and Reconciliation Action Plan due to be completed in 2024. The RAPWG delivered the "Deadly December Christmas Party" with almost 200 attendees from diverse backgrounds. Planning for Sorry day and Reconciliation week has commenced. • Hume Interfaith Network (HIN) has held two events were also held including the Hume Interfaith Dinner and a joint meeting with Merri-bek and Whittlesea Interfaith Networks. A working group was established to plan an interfaith sports day, scheduled for April. • Multicultural Advisory Group (MAG) provided input into the planned Housing Amendment C263 and gambling Harm Minimisation Policy. The MAG partnered with the Victoria University to support the delivery of the "Understanding reporting barriers and support needs of people experiencing racism" project, planning is underway for a forum to engage with community representatives. • The Community Safety Advisory Committee continue to provide a forum for committee members to discuss and address topical safety issues, and for multiple agencies to share updates and information. • The Hume Jobs and Skills Task Force support the governance of the Hume Multiversity and initiatives delivered to support economic participation of Hume residents. • Sustainability Taskforce has provided input to Land & Biodiversity Plan and the Transport Strategy, the Terms of Reference and 2024-25 membership recommendations have been endorsed by Council. • Youth Action Committee (YAC) planned the Mind Matters Summit held in October with 40 young people attending. 12 young people were recruited for 2024. • Hume Clean Taskforce Advisory Committee have identified projects and initiatives to implement and received an update on Council's current actions for littering and illegal dumping.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred


Strategic Objective 3.1 Empower and engage 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, including strengthening engagement and communication with our multicultural communities.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="145 746 443 785">  75% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Customer and Strategy</p>	<p>A new community engagement platform was launched in August 2023, providing an improved user experience and interactive engagement tools, Since July 2023, 140 consultation projects have been undertaken including the Sunbury Aquatic & Leisure Centre - outdoor area & water play area consultation and the Council Plan and Budget Ideas 2024/25.</p> <p>In October, Council's annual community survey was completed 1,151 respondents (502 telephone interviews, 553 email surveys, 48 online surveys) with results presented to Councillors in November. To support multilingual engagement, the survey was made available in English, Arabic, Turkish and Vietnamese.</p> <p>From the 1 July 2023 to 31 March 2024, over 24,500 unique visitors accessed Council's community engagement platform, visiting approximately 34,500 times.</p> <p>The Multicultural Communications Framework was launched, developed in partnership with our multicultural community. Since July 2023 initiatives have included:</p> <ul style="list-style-type: none"> • Inclusive photography brief and a guide for planning photography sessions. • Audio and written greetings prepared in the top 12 languages to be used for community events. • Staff guide to translating materials and training on how to communicate with multicultural community has been delivered. • Establishment of the Multicultural Communications Advisory Group with representation of Hume community members who speak the 12 top languages in Hume. • 12 in-language website pages on the website have been developed with key Council service information.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred


Strategic Objective 3.1 Empower and engage our community through advocacy and community engagement.

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>3.1.5 Work with the Victorian Electoral Commission (VEC) for the preparation of the 2024 Council Elections, including supporting VEC in their electoral boundary review for Hume City.</p> <p><i>Council's Role: Statutory Authority</i></p> <p>Progress Indicator</p> <div data-bbox="143 783 432 826">  65% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Finance & Governance</p>	<p>The Minister has approved the new electoral boundaries which will come into effect later this year once the election process commences.</p> <p>Officers have been liaising with VEC staff around ensuring the electorate roll is up-to-date for the commencement of the application voter mailout taking place late April.</p> <p>Officers have been liaising with Victorian Electoral Commission (VEC) to prepare for the commencement of the application process for Council Enrolled voters. These are property owners, occupiers or individuals representing a corporation who can apply to vote at the 2024 local election.</p> <p>Council will has provided a facility for VEC to use as their election offices.</p>

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

- Complete
- 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>3.2.2 Commence implementation of the organisation’s transformation reform program to enhance service efficiencies and improve transparency and performance accountability.</p> <p><i>Council’s Role: Service Provider</i></p> <p>Progress Indicator</p> <div style="border: 1px solid black; background-color: #4CAF50; width: 100%; height: 10px; position: relative;"> 75% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Customer and Strategy</p>	<p>In line with the Resource Strategy and Program Management Plan the Digital Transformation Program is working towards commencement by mid 2024. Contract negotiations continued with the preferred implementation partner.</p> <p>Work continued in improving Council’s data reporting and insights capabilities.</p>
<p>3.2.3 Plan for, deliver, and undertake initiatives to improve utilisation of community infrastructure and facilities: including finalising and implementing 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>Progress Indicator</p> <div style="border: 1px solid black; background-color: #4CAF50; width: 100%; height: 10px; position: relative;"> 75% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p> <p>City Services and Living</p>	<p>Since July 2023, community infrastructure projects continue to progress, work has included:</p> <ul style="list-style-type: none"> • Business cases for the implementation of: the Regional Kalkallo Library, Tullamarine Library and Greenvale Library are progressing well and on track for completion by the end of June. • The Roxburgh Park Youth & Recreation Centre project is on track for completion by the end of June. • Cloverton MAC Urban Plaza project will be finalised by mid April • Discussions continue with Kangan TAFE regarding the use of Youth Central Broadmeadows • Youth Innovation Committee established in January 2024 with 8 young people attending regular meetings to inform the development and activation of the Craigieburn Youth Centre. Final report regarding the review of Youth Outreach Program was received from CRED Consulting on 13 March. Report to ELT for discussion 14 April 2024. • Bookable, the new online integrated booking system has been built and tested. Data migration is currently being finalised with go live scheduled for April 2024.

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

- Complete
- 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 and uplift the skills, capabilities and workplace safety of Council’s workforce, including developing and implementing a ‘People & Culture Strategy’, ‘Workforce Plan’ and the ‘Gender Equality Action Plan’ and a ‘Workplace Diversity and Inclusion Strategy’.</p> <p></p> <p><i>Council’s Role: Service Provider</i></p> <p>Progress Indicator</p> <div style="border: 1px solid black; padding: 2px; display: inline-block;">  75% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>People and Culture</p>	<p>Workforce Plan 2021-25 and People and Culture Strategy. The Workforce Plan was endorsed by the CEO in 2021, and outlines 11 strategies, the People and Culture Strategy is an internal document, and reviewed annually. Since July 2023, key highlights have included:</p> <ul style="list-style-type: none"> • Mental health and wellbeing support developed for Council employees in the form of online learning and resources. • Developed Foundational Leadership Expectations Toolkit and Leadership Forums. • Launch of new employee performance process to support staff development and wellbeing. • Project kick off to develop an Early Childhood Education (ECE) Workforce Plan 2024-2029. <p>Gender Equality Action Plan 2021-25 (GEAP) The GEAP was adopted in 2022 and outlines five actions for delivery in the 2023/24 year. Since July 2023, three are in progress, and two have been completed. Key highlights include:</p> <ul style="list-style-type: none"> • Diversity and Inclusion Governance Framework implemented and operational. • Delivered events and activities for Women’s Health Week, R U OK Day, International Women’s Day, Transgender Day of Visibility, 16 Days of Activism Against Gender-Based Violence and Pride Month. • Advancement of intersectional gender lens professional development for leaders and staff to enhance unconscious bias awareness and promoting inclusivity in the workplace, Inclusion 101 training completed by 44 employees and Aboriginal and Torres Strait Islander Engagement training completed by 81 employees. • In accordance with the requirements of the Gender Equality Act 2020, Council submitted its first progress report by the 20 February 2024 deadline. This report encompassed a workplace gender audit, an overview of policies, programs, and services that were subject to gender impact assessments, actions taken based on each assessment, updates on GEAP strategies and measures, and an analysis of the workplace gender audit data, highlighting Council’s advancements in workplace gender equality indicators. The Commissioner of Gender Equality is reviewing Council’s progress report for compliance.

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

- Complete
- 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>Progress Indicator</p> <div data-bbox="143 751 432 791">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Customer and Strategy</p>	<p>A range of service planning activities continue to progress, including:</p> <ul style="list-style-type: none"> • Work continues to update the Kindergarten Infrastructure Service Plan (KISP) to consider the transition from 15 hours per week to 30 hours per week for 4 year old children as part of the State Government reform. • Phase Three of the Building Service Review project continues (See 2.1.1) with Improved digital planning processes for some Statutory Planning, Engineering, Subdivisions & Landscaping; and Environmental Planning processes going live in March 2024. • A review of Economic Development continued, with stakeholder interviews conducted. • The final report for the review of the Youth Outreach Program was received from the consultant in March. <p>Since 1 July 2023 Initiatives to improve the Customer Experience have included:</p> <ul style="list-style-type: none"> • Introduction of multilingual service 'Speak to us in your language', allowing customers to book time with a Council Officer who speaks their preferred language. Since July 2023 the service has received more than 60 booking via the online booking system, and each week receives more than 30 requests in person or over the phone. • Launched the Customer Experience (CX) Action Plan including customer commitments and new Customer Personas to understand the diverse needs of the community. • Seven common requests have been reviewed through customer journey mapping. • Work has been completed to redesign online forms and customise Snap Send Solve questions to improved customer experience.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred

THEME
3

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

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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>3.3.3 Facilitate regional outcomes for the benefit of Hume City's community through innovate partnerships shared procurement and actively contributing to strategic networks and alliances.</p> <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div data-bbox="143 746 432 791" style="border: 1px solid black; background-color: #4F81BD; color: white; padding: 2px; display: inline-block;">100%</div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Council's Partnership Framework and Guidelines has now been completed and will be presented to Council in April.</p> <p>Development of the Framework was informed by interviews with nine external stakeholders who shared insights around the benefits and challenges associated with working in Partnership. The project working group provided comprehensive feedback on the final draft, and Councillors drew on their own experience of working in Partnership arrangements to contribute to the Framework's vision and purpose.</p>

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

- Complete
- On track
- Monitor
- At Risk
- Deferred