

HUME CITY COUNCIL PLAN 2021-2025

INCORPORATING THE:

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

Progress Report
2023/24 Actions



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PROGRESS DESCRIPTIONS

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

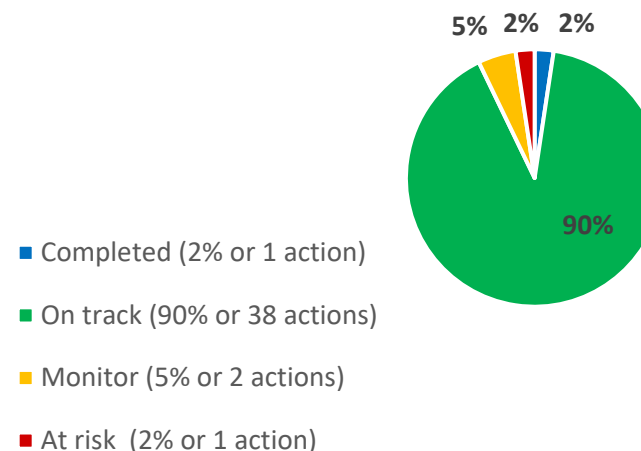
The progress indicators displayed are based on the status as follows:

- **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 – 30 SEPTEMBER 2023

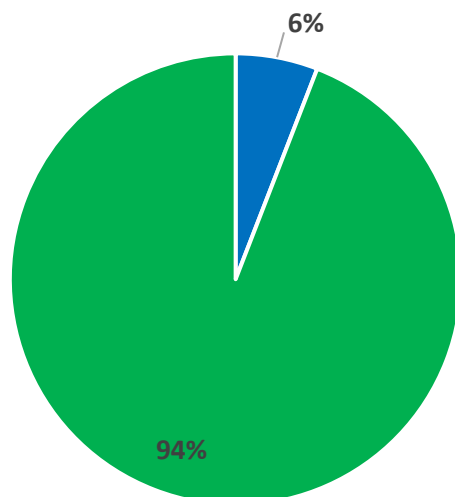


COUNCILS ROLE

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 – 30 SEPTEMBER 2023



- Completed (6% or 1 action)
- On track (94% or 16 actions)

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

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

STRATEGIC INDICATORS TO 30 SEPTEMBER 2023

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

Indicator	Target	2023/24 Result
Active library borrowers per head of municipal population	Target by 2025 = 10%	There were 17,597 active borrowers from July to September 2023 (Result = 7.0%). The result for 2022/23 was 8.2%. (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 35 student work experience placements from July to September 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 2.2% between Hume City (6.6%) and Greater Melbourne (3.8%). For the same period last year, the gap was 3.5% (Source: Department of Employment Small Area Labour Markets)

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING

Summary of progress and Strategic Indicators

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 2022/23 participation rate is 74.12%. The participation rate in the MCH service in 2021/22 was 73.36%. (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%	No major community events were held between July and September 2023. 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> <div></div> 25% </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>	City Services and Living	<p>Actions to strengthen volunteering to enhance vocational and social learning opportunities and community connection included:</p> <ul style="list-style-type: none"> • Hume Volunteer Gateway registered almost 100 new volunteers and six new organisations. • In partnership with the Australian Tax Office, Council delivered Tax Help which provides supports with simple tax affairs from mid-July to end October. Tax Help received almost 300 calls and over 100 sessions. This year's program is supported by 4 volunteers. • Council's Vision for Volunteering Framework is currently being drafted.
<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> <div></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>	City Services and Living	<p>Following the Kindergarten Infrastructure Building Blocks Pipeline partnerships agreement with the Victorian Government has been approved in 2022/23. Planning has commenced for design and construction for expansion at five locations.</p>

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

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

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.



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

Major Strategy or Action	Division	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> <div></div> 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>	Chief People Officer	<p>From July to September employment pathways and vocational education opportunities included:</p> <ul style="list-style-type: none"> • Thirty-five placements occurred during Quarter One 2023/24: 15 high school work experience placements and 20 tertiary education placements in Children's Services • Four Industry Practical Placements supported by Kangan Institute continued with their second work rotation during 2023, providing work experience for Hume residents with a mild intellectual disability. • Fifty percent of new hires to Hume City Council during Quarter One 2023/24 are Hume residents. • Planning commenced for Council to participate in a Passport to Work program in 2024, providing leadership development for staff, and mentoring for disadvantaged Hume community members. This program is a collaboration between Juno Institute and Council, and for a second year exploring collaboration with DPV Health.

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> <div></div> 25% </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>	City Planning and Places	<p>Work to progress the revitalisation of Broadmeadows and Hume Central has included:</p> <ul style="list-style-type: none"> • Design development for a new Council chamber within Broadmeadows Global Learning Centre complete. • An architect has been appointed for design of staged development of Broadmeadows car park. • An expression of interest process complete for developing Lot E and has progressed to the next phase Request for Proposal.
<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> <div></div> 25% </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>	City Planning and Places	<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 participated, consisting of 54 students. • Planning is underway for the 2023/2024 Hume Multiversity Tertiary Education Scholarship Program in partnership with Victoria University, Deakin University and La Trobe University. • Discussions continue with a tertiary education provider regarding establishing a facility in the Cloverton MAC

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

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

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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

Major Strategy or Action	Division	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> <div></div> 25% </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>	City Planning and Places	<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, an Export Forum and a stakeholder engagement meeting were held. • Victoria University delivered a 'Leading a Team' small business workshop to Hume SEED businesses. • Hume Small Business Grants 23/24 were launched and a series of workshops were delivered to support potential applicants. • Started discussions with two potential business recipients for the Hume City Business Establishment Financial Incentive. • As of September, StartNorth has 95 members, six additional offices are under construction. • Planning advanced for the delivery of the Hume Business Awards. <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- Winter 'Official Visitor's Guide'. • As at end of September @discoverhume Instagram page reached almost 6k followers, a partnership with digital influencer @melbfoodbaby was delivered to promote some of Hume's major tourism businesses. • Planning has commenced for the delivery of a Visiting Friends and Relatives (VFR) Spring campaign aimed to equip Hume residents with the local knowledge they need to take their VFRs to Hume's diverse attractions, eateries, wineries etc and retain spend locally.

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

■ Complete
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 ■ Monitor
 ■ At Risk
 ■ Deferred

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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


Major Strategy or Action	Division	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. • Twenty-seven unemployed Hume residents were directly supported by the Local Employment Partnerships into employment with Hume businesses. • Three employer led information sessions were delivered with a total of 41 Hume residents participating for school crossing supervisor roles, construction and catering roles. • The Melbourne's North Manufacturing Jobs Expo was delivered in partnership with Hume City Council and NORTHLink, over 300 Hume residents attended. • Holmesglen partnered with Hume City Council to deliver a Small Business Festival as part of the Self Employment Assistance program, approximately 250 people attended.

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

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

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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


Major Strategy or Action	Division	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>Progress Indicator</p> <div> <div></div> <div>25%</div> </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>	City Services and Living	<p>Victoria Police, Vic Roads and HCC Traffic Management are continuing to meet on a quarterly basis to review serious and fatal road injuries and to identify prevention measures.</p> <p>Coffee with a Cop session were delivered at Homestead Community Centre, Gladstone Park Shopping Centre and Kalkallo Community Centre providing opportunities for community member to meet, engage and raise concerns with Victoria Police.</p> <p>A community information and education session was delivered at the Newbury Child and Community Centre focused on crime and incident reporting.</p>

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

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

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.



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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>1.3.2 Facilitate initiatives and partnerships to raise awareness around the impact of family violence, and support prevention of violence against women campaigns.</p> <p></p> <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div> <div style="width: 25%;"></div> 25% </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>	City Services and Living	<p>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.</p> <p>An internal Family Violence Prevention Working Group has been convened and met in August. This working group will oversee the delivery of a range of family violence prevention initiative and training opportunities delivered under the 'Free From Violence' local government project.</p> <p>Planning is underway for a series of events that will be offered by Council as part of 16 Days of Activism.</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> <div style="width: 25%;"></div> 25% </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>	City Services and Living	<p>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"> • Delivered Human Rights Ambassador training to three cohorts. • Three Welcome to Hume tours were delivered. • Partnered with Victoria University to deliver the statewide Understanding reporting barriers and support needs of people experiencing racism project, between July and September two focus groups with Multicultural Advisory Group were held, and community feedback was sought for suggestions and experience around reporting racism and support needs.
<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> <div style="width: 90%;"></div> 90% </div>	Finance & Governance	<p>Processes are in place to manage reporting and investigating child safe related matters with key stakeholders responsible for compliance with Child Safe Standards. A five-year plan is underdevelopment aimed at embedding the Child Safe Standards across the organisation.</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>1.3.6 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> <div> <div></div> 100% </div> <p><i>Carry over action from 2022/23.</i></p>	Finance & Governance	<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> <div> <div></div> 25% </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>	City Services and Living	<p>The Hume Domestic Animal Management Plan has been finalised and was adopted by Council in August 2023. Work has commenced on the implementation of actions identified within year one of the action plan.</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>1.3.9 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> <div style="width: 35%;"></div> 35% </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>	City Services and Living	<p>On 16 July 2023, the State Government announced reforms to the use of Electronic Gaming Machines (EGMs) and venue operating hours to protect Victorians from gambling harm, these changes will help to protect the financial and emotional well-being of our community.</p> <p>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>Planning continued for the Gambling Harm Symposium to occur during October. Guest speakers have been engaged and the event planning remains on-track.</p>
<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> <div style="width: 25%;"></div> 25% </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>	City Services and Living	<p>A second-year action plan (Action Plan 2) has been developed, with subsequent actions are taking place. Within Action Plan 2 are actions dedicated to enhancing sustainability outcomes, enhancing safety for community and improving mental health and social outcomes for people with disabilities.</p>

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

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

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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

Major Strategy or Action	Division	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>Progress Indicator</p> <div> <div style="width: 40%;"></div> 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>	City Services and Living	<p>A rough sleeping protocol continues to be implemented in partnership with local agencies and neighbouring Councils. Meetings were held during this period to determine ways to coordinate service responses to people experiencing homelessness.</p>
<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> <div style="width: 25%;"></div> 25% </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>	City Services and Living	<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; and • Lynda Blundell Seniors Centre, Dallas <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

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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> <div></div> 25% </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>	City Services and Living	<p>Initiative to strengthen local arts included:</p> <ul style="list-style-type: none"> Arts Grants 2023 review complete, Council Report and revised guidelines submitted for consideration. Gallery Expression of Interest advertised. Mural Program 2023/2024 in development.

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

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

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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 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> <div></div> 25% </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>	City Planning and Places	<p>Clean up works request for quote is complete and works and progressing well. Grounds maintenance, garden bed, tree works, and grass resurface dressing complete. Services and maintenance planning underway to secure Building 22 & Building 24.</p> <p>Event planning for Spring Activations and community engagement has commenced.</p>

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

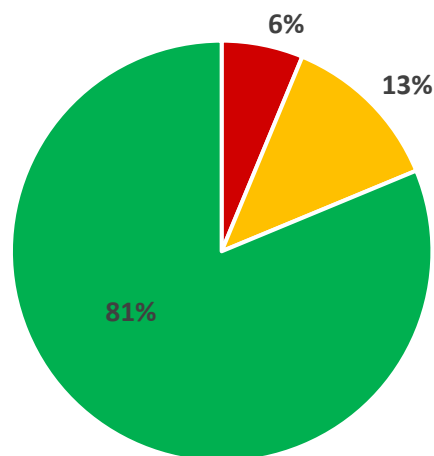
■ Complete
 ■ On track
 ■ Monitor
 ■ At Risk
 ■ Deferred

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 – 30 SEPTEMBER 2023



- At risk (6% or 1 action)
- Monitor (13% or 2 actions)
- On track (81% or 13 actions)

STRATEGIC INDICATORS TO 30 SEPTEMBER 2023

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%	0% 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%	51% 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 29.5%. 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 1,299 trees from July to September 2023 with 613 trees removed and 1,912 trees planted. 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	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)

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> <div> <div></div> 60% </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>	City Planning and Places	<p>Work progressed this quarter to improve digital planning services to the community, including the appointment of a project management and support resources to focus on improvements to the eHume and TechnologyOne application processes. This will allow online lodgement of planning permit applications, with the aim of improving processing times. This work will continue through quarter two, with work also commencing to improve environmental planning, landscaping, and engineering application processes.</p>
<p>2.1.2 Undertake planning to improve housing diversity (including housing design guidelines), and advocate for improvements to social housing.</p> <p></p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p>Progress Indicator</p> <div> <div></div> 10% </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>	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>


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> <div> <div style="width: 10%;"></div> 10% </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>	City Services and Living	<p>Meeting occurred with stakeholders to determine timelines, actions, and responsibilities for Stage 3 of the project.</p>
<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> <div> <div style="width: 25%;"></div> 25% </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>	City Planning and Places	<p>Regional Infrastructure Needs Assessment was completed.</p> <p>Preparation for joint council meeting was undertaken. The purpose of the joint meeting is 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. The meeting is scheduled for October.</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></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> 25% </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>	City Services and Living	<p>Grants, rebates, and initiatives to support rural landowners to manage land sustainability and protect environmental assets included:</p> <ul style="list-style-type: none"> • Council endorsed 43 projects for 2023 Conserving Our Rural Environment (CoRE) grants and a program review commenced. • Seventeen Primary Producer Rate Rebate applications received and processed. • Rural Land Management Grant (RLMG) were promoted to rural residents via a green wedge newsletter and at rural community events, 25 grants distributed. • Three community capacity building workshops held to assist rural landholders develop skills for managing the land sustainably. Including Rural Hume Rural Home bus tour with 40 participants
<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> <div></div> 10% </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>	Infrastructure and Assets	<p>Five draft management plans have been developed. Consultation with Wurundjeri is required for one culturally significant reserve. Two landscape management plans and two site specific plans are in development phase.</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></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> <div>25%</div> </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>	City Services and Living	<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. • Gardens for Wildlife Evaluation report of rounds 1 and 2 were completed, results showed a strong increase in social connections and health and wellbeing as a result of participating in the program.
<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>Progress Indicator</p> <div> <div></div> <div>25%</div> </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>	City Services and Living	<p>In August, Council endorsed Draft Land and Biodiversity Plan 2023-2030 for public exhibition. Following public consultation, due to be completed in October the Plan has been scheduled for adoption at Council's meeting on 13 November 2023.</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 2.2 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> <div style="width: 10%;"></div> 10% </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>	Infrastructure and Assets	<p>Hume's Climate Action Plan was adopted by Council in September.</p> <p>Consultants have been engaged to provide Passive House input into the Jackson's Creek Community Centre and specifications for Design Team have been developed.</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>2.2.4 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> <div></div> <div>20%</div> </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>	Infrastructure and Assets	<p>Initiatives to improve stormwater harvesting have included:</p> <ul style="list-style-type: none"> • The draft Stormwater Offsets Scheme is being developed and due to go to Council late 2023. • Approvals have been received from VicRoads, Secretary to the Department of Premier and Cabinet, Jemena and Melbourne Water for Jack Roper Reserve, the project is ready to go to tender. • The Cultural Heritage Management Plan for the John Ilhan Memorial Reserve has been drafted and a meeting with the Wurundjeri scheduled for January 2024 to seek approval.
<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>Progress Indicator</p> <div> <div></div> <div>25%</div> </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>	City Planning and Places	<p>Planning was completed for the Circular Essentials 24 business training program, to be delivered in early 2024.</p> <p>Council engaged a partner to deliver a training program for key Council engineering and project staff on Circular Design and Circular Construction.</p>

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> <div style="width: 30%;"></div> 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>	City Planning and Places	<p>Hume's current strategic documents have been reviewed to be reflected in the draft, as well as up-to-date municipal information on both the status of open space and growth. The draft document is being prepared through a Council working group and a control group.</p> <p>The annual Open Space Upgrade Program looks to renew reserves for the community in line with the Open Space Strategy. The process to improve these spaces include engaging with the local community to understand and address community needs as well as support local ownership. The design will consider accessibility and inclusivity to promote participation and connection. CPTED (Crime Prevention Through Environmental Design) principles will be adopted to promote positive interaction and a sense of safety. Sustainability will be supported via the selection of equipment, materials and soft landscaping will consider supplier location, maintenance, conservation, and suitability of location.</p> <p>The current works include:</p> <p>Completed - Cimperwood Drive Reserve, Craigieburn</p> <p>Underway - Andlon Court Reserve, Tullamarine,</p> <p>Planning complete - Churchill Avenue Reserve, Tullamarine, Grove Road Reserve, Craigieburn, McKeown Outlook Reserve, Roxburgh Park</p> <p>Planning underway - Clovelly Drive Reserve, Craigieburn, Grove Road Reserve, Craigieburn, Highgate Recreation Reserve, Craigieburn, Lawson Street Reserve, Sunbury, Hatty Court Reserve, Campbellfield.</p>

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>2.3.5 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> <div style="width: 25%;"></div> 25% </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>	Infrastructure and Assets	The Waste Response Team is due to commence in October 2023. This team will be changing our response to illegal dumping and will focus on education to support behaviour change.

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

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

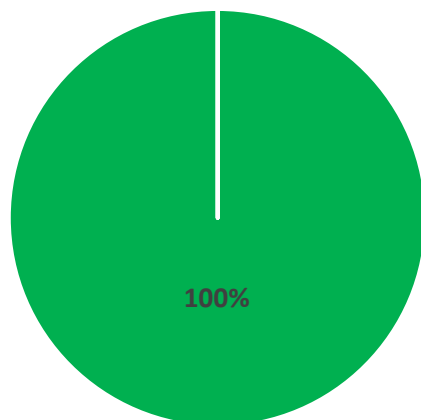
Strategic Objective 2.4 Connect our City through efficient and effective walking, cycling and public transport and road networks.

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.4.1 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> <div></div> 0% </div>	Infrastructure and Assets	<p>This project has not been able to progress while external approvals are being considered. Council Officers are continuing to work with partner organisations to resolve issues with the external approvals.</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>Progress Indicator</p> <div> <div></div> 15% </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>	City Planning and Places	<p>Work continues to progress on the development of a Transport Strategy with consultant engaged to assist with community engagement, including focus on disability access and community safety. Data gathering from existing sources undertaken, including sustainability.</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, Plans completed by Traffic for path connection on Cooper Street, awaiting DTP approval • Planning underway - Aitken Creek Shared Path (Roxburgh Park to Craigieburn Station Connection), Kismet Creek Shared Path and Malcolm Creek Trail.

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

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

SUMMARY OF PROGRESS FOR THEME 3 1 JULY 2023 – 30 SEPTEMBER 2023



■ On track (100% or 9 actions)

STRATEGIC INDICATORS TO 30 SEPTEMBER 2023

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%	2022/23 result is 55/100. 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%	26.5% is the result to date in 2022/23. This result in 2022/23 was 14.1%. (Source: Local Government Performance Reporting Framework)
Satisfaction with community consultation and engagement	Target by 2025 = 55%	2022/23 result is 53/100. 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

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 to 30 September 2023 is 10.57%. 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 to 30 September 2023 is 82%. In 2022/23, the result was 84.15%. (Source: Local Government Performance Reporting Framework)
Percentage of Council Plan Actions completed	Target by 2025 = 80%	One Council Plan action has been completed between July and September 2023. At the same time last year, no Council Plan actions were completed. (Source: Hume City Council, Council Plan Quarterly Reports)
Percentage of Capital Works completed	Target by 2025 = 90%	24.1% of planned Capital Works have been completed. This is a new indicator for the 2023/24 year.


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

Summary of progress and Strategic Indicators

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 was 97.3% for the July to September, for the same period last year the retention rate was 96.7%. 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	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 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> <div></div> 25% </div>	<p>City Services and Living,</p> <p>City Planning and Places,</p> <p>Infrastructure and Assets</p>	<p>Support for programs and advisory committees/reference groups during the year included:</p> <ul style="list-style-type: none"> Hume Interfaith Network (HIN) held one meeting was held where feedback was provided for "Understanding reporting barriers and support needs of people experiencing racism" project, Gambling Harm initiative and Hume Interfaith Dinner. The Hume Interfaith Dinner was held in September, attended by approximately 160 faith and community leaders to promote diversity, inclusion, modelling and advocating for community strengthening. Multicultural Advisory Group (MAG) held one meeting and provided input the planned Housing Diversity Strategy. The MAG partnered with the Victoria University to support the delivery of the "Understanding reporting barriers and support needs of people experiencing racism" project. The Hume Jobs and Skills Task Force held one meeting. Sustainability Taskforce held two meeting and provided input to Land & Biodiversity Plan and the Transport Strategy. Youth Action Committee (YAC) has 12 members and meet once a week. YAC delivered the Mind Matters Summit in September with 30 young people attending. Hume Clean Taskforce Advisory Committee, in August, officers met with the Committee Chairperson to review expressions of interest from new community members.

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> <div style="width: 25%;"></div> 25% </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>	Customer and Strategy	<p>Council's community engagement platform was launched in August 2023, providing an improved user experience for participants using the platform, and introducing new online engagement tools, including a new project 'fund it' deliberative engagement tool which was trialled with the Sunbury Aquatic & Leisure Centre - outdoor area & water play area consultation. This engagement tool allowed participants the ability to spend points on their preferred water play equipment, making trade-offs between different options. Feedback from this consultation is currently being considered to inform the design of the new water play area.</p> <p>From the 1 July to 30 September 2023, 15 consultation, engagement and evaluation projects were completed. Over 6,500 unique visitors accessed Council's community engagement platform in the first quarter, visiting a total of approximately 8,200 times.</p>

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> <div></div> 15% </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>	Finance & Governance	<p>Engagement has been occurring with the VEC which includes meeting with VEC staff around the availability of venues to host staff for the 2024 election. It is anticipated that the Hume City Council electoral structure review will commence in late October 2023 – this review is conducted independently from Hume City Council – and Council will promote engagement opportunities as they arise.</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> <div></div> 25% </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>	Customer and Strategy	<p>The digital transformation program (DTP) has commenced with a Request for Tender issued for an implementation partner to assist council with the implementation of its Enterprise Resource Planning (ERP) solution.</p> <p>Work has also progressed to identify improvements for Council's data reporting and insights capabilities. During this quarter, an initial data strategy has been developed, and work was undertaken to enhance data management practices, including commencing the development of a data governance framework.</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>3.2.3 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> <div style="width: 10%;"></div> 10% </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>Actions to improve utilisation of community infrastructure and facilities has included:</p> <ul style="list-style-type: none"> Library-related project Request for Tender developed for a December appointment. Panel for planning and design consultants in progress for work moving forward. Youth centres continue to be activated as planned. Community Centres have finalised the tender for facility booking to implement an online, integrated booking system. An internal project working groups have been convened to oversee progress.

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 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>Progress Indicator</p> <div> <div style="width: 20%;"></div> 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>	Chief People Officer	<p>Initiatives to support the Diversity and Inclusion Governance Framework, Gender Equality Action Plan (GEAP) and gender equality progress reporting have included:</p> <ul style="list-style-type: none"> • Preparation for the Commission of Gender Equality progress reporting, due February 2024. • Progression of Council's commitment to gender equality for staff and community, through communications and participation in Wear it Purple Day, Women's Health Week, Men's Health Week and RU OK? Day. <p>Enhancement of skills and capability of Council's workforce continued with:</p> <ul style="list-style-type: none"> • Defining and development of 'Foundational Leadership Expectations'. • One leadership forum was held in August, planning is underway for a second forum to be held in November.

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> <div style="width: 25%;"></div> <div>25%</div> </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>	Customer and Strategy	<p>A range of service planning activities continue to progress, including:</p> <ul style="list-style-type: none"> • Work has continued to update the Kindergarten Infrastructure Service Plan (KISP) with the Department of Education to consider the impacts of 30 ours of pre-prep (See 1.1.2) • Phase Three of the Building Services Review project has commenced (See 2.1.1). • A service reviews of Economic Development and Council's Youth Outreach Program were initiated. <p>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. From July to September 2023 the service received more than 30 booking via the online booking system, and each week receives more than 30 requests in person or over the phone. • Customer journey mapping have been completed on missed bin collections, pet registrations, and applications for tree removal, roadside trading permits, planning permits and sports field lighting. • Work continues to progress on the Customer Experience (CX) Action Plan.

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>3.3.3 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> <div></div> 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>	City Services and Living	A project brief with timelines and required outcomes was developed. The brief outlined a consultation process for internal and external engagement. A review of best practice frameworks occurred to guide the aims of this partnership framework. Meetings were held with Executive members to ensure the project brief is aligned with organisational aims.

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

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