

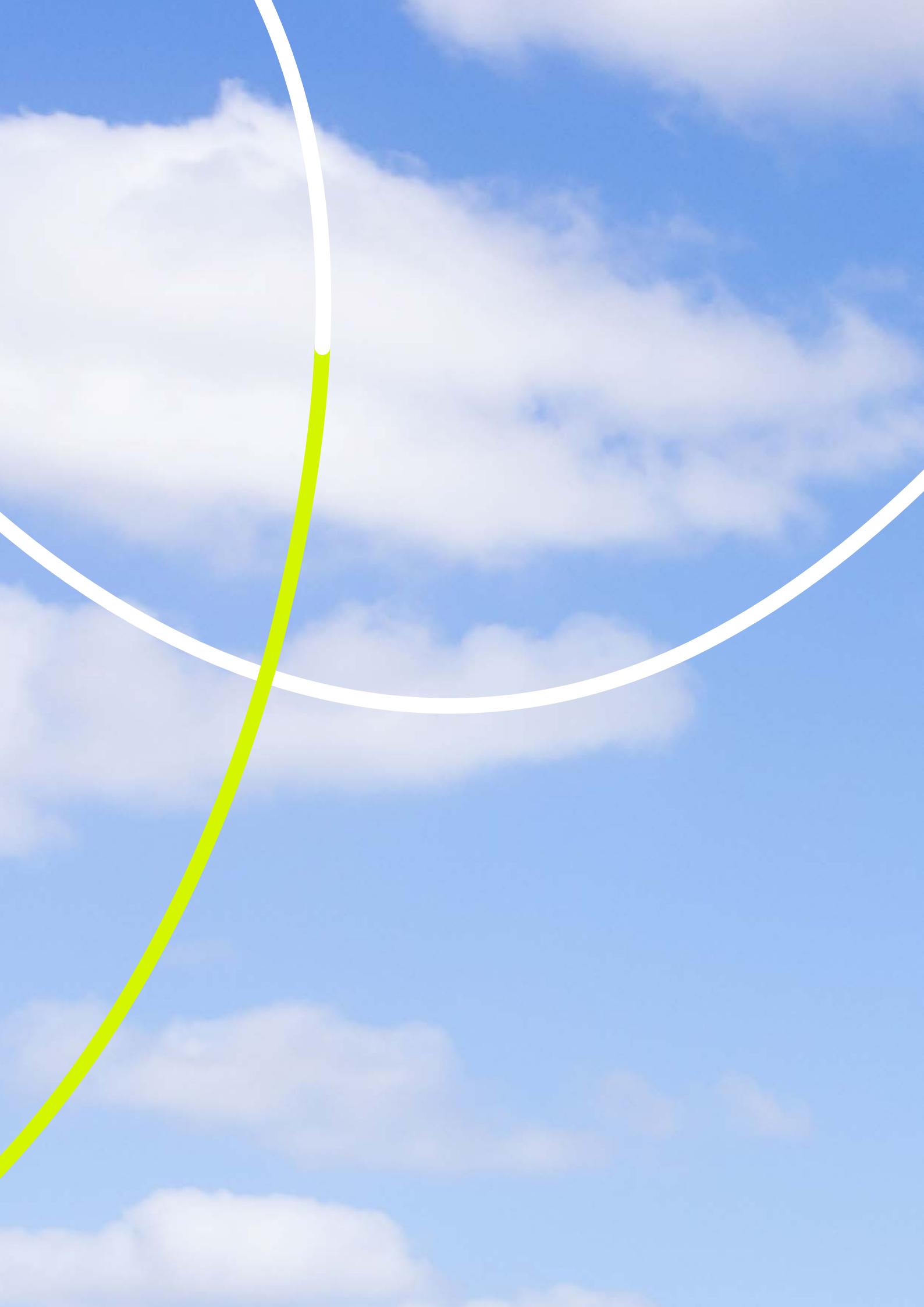
HUME CITY COUNCIL

Council Plan 2025 – 2029

Hume
Proud



hume.vic.gov.au






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Acknowledgement of Country

Hume City Council recognises the rich Aboriginal heritage within the municipality and acknowledges the Wurundjeri Woi-wurrung, including the existing family members of the Gunung-Willam-Balluk clan, as the Traditional Custodians of this land. Council embraces Aboriginal and Torres Strait Islander living cultures as a vital part of Australia's identity and recognises, celebrates and pays respect to Elders past and present.

Executive summary

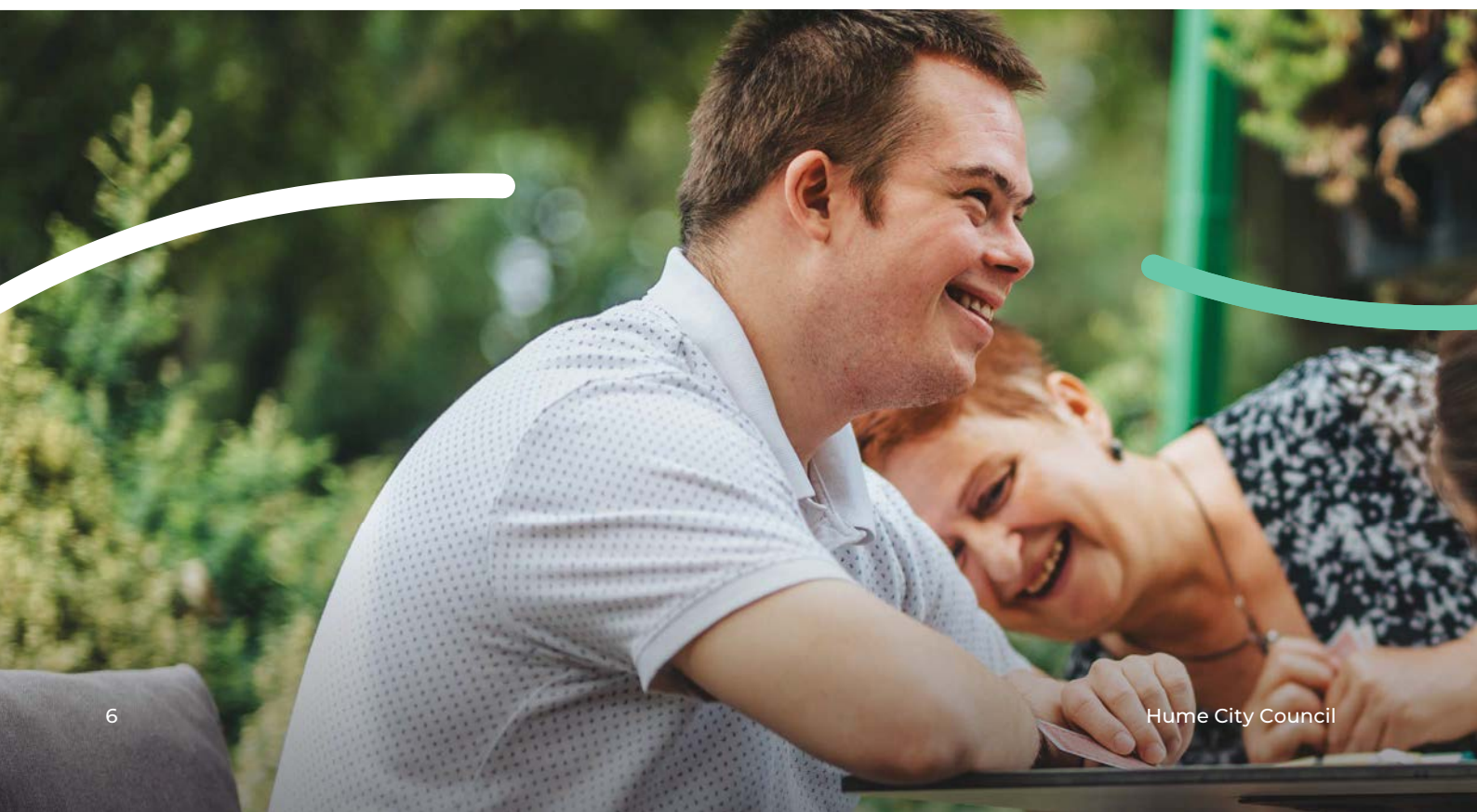
The Council Plan 2025–2029 (our Plan) is Hume City Council's key strategic document. It sets our priorities and what we seek to achieve to work towards the long-term Community Vision. Our Plan was developed through extensive engagement and guides Council's work, advocacy and decisions.

Our Plan is our commitment to our community. It outlines where we will focus our efforts over the next four years as we work towards the community's shared aspirations for the future of our city, as articulated in the Hume Community Vision 2045 (Community Vision).

In responding to the Community Vision, our Plan identifies four priorities that frame our strategic direction, with 11 strategic objectives that outline the outcomes we are seeking to achieve. Each strategic objective is supported by strategies that outline how we will work towards achieving the objectives, and strategic indicators that monitor our progress.

Our Plan includes, for the first time, our *Municipal Public Health and Wellbeing Plan (MPHWP)* and again includes our *Disability Action Plan (DAP)*. By integrating these plans, we seek to promote and enhance public health and wellbeing in everything we do and reinforce our longstanding commitment to advancing social justice in our city.

Our Plan is for our whole community and considers the current and future needs of everyone who lives, works and plays in our city. It has been informed by a *Gender Impact Assessment* and addresses our obligations under the *Local Government Act 2020 (LGA2020)*, *Public Health and Wellbeing Act 2008 (PHWA2008)* and *Disability Act 2006 (DA2006)*.



Our Plan is the result of extensive engagement with our community, Councillors and staff. It began with a deliberative engagement process in October 2024, where a community panel reviewed the Hume Community Vision. Councillor workshops then helped set the strategic direction, followed by a whole-of-organisation engagement process to shape the draft Plan.

In April 2025, we shared the draft Plan with the community panel, local service providers, partners and the wider community to seek feedback. The final Plan was adopted by Council on Monday 23 June 2025.

Our Plan will be delivered through a yearly *Council Annual Action Plan (CAAP)* and reviewed each year to respond to the changing needs of our growing community. Progress will be reported to the community through quarterly updates and Council's Annual Report.

Common acronyms in our Plan:

SO	Strategic Objective
MPHWP	Municipal Public Health and Wellbeing Plan
DAP	Disability Action Plan
CAAP	Council Annual Action Plan
LGA2020	Local Government Act 2020
PHWA2008	Public Health and Wellbeing Act 2008
DA2006	Disability Act 2006
CCA2017	Climate Change Act 2017



Our priorities

Our four priorities guide the strategic direction of our Plan:



Figure 1: Priorities and strategic objectives of our Plan

Priority

03

A healthy community that is inclusive and proud

- SO3.1** Advancement of social justice and addressing inequalities
- SO3.2** A healthy community with access to opportunities
- SO3.3** An inclusive and socially connected community that celebrates diversity and culture

Priority

04

A well governed Council that is strategic and trusted

- SO4.1** A high performing organisation that prioritises continuous improvement, safety and accountability
- SO4.2** An organisation that demonstrates leadership and strong advocacy
- SO4.3** A responsive and engaged organisation that works with our community

Message from our Mayor

It is with great pleasure that I present Hume City Council's **Council Plan 2025–2029**, incorporating our Municipal Health and Wellbeing Plan and Disability Action Plan.

This Plan is our commitment to our community – everyone who lives, works and plays in Hume City. It sets out our priorities and goals over the next four years to work towards the Community Vision for our city being 'a thriving community with a strong sense of belonging'.

For the first time, we have incorporated our Municipal Public Health and Wellbeing Plan into our Council Plan. This acknowledges the significant role our services, voice and leadership will have on promoting and enhancing the health and wellbeing of our community.

In developing our Plan, we have listened to the diverse voices of our community and shared aspirations for the future. We have also considered the challenges and opportunities we face, and have established four overarching strategic priorities that will drive Council's work, advocacy and decisions:

- A liveable city of well designed and connected places
- A climate resilient city with a healthy natural environment
- A healthy community that is inclusive and proud
- A well governed Council that is strategic and trusted.

Our city is unique – it is geographically large, spatially diverse and home to one of Australia's fastest growing and most culturally diverse communities. Whilst this brings many opportunities, rapid urban growth, economic pressures, coupled with impacts from climate change and social issues present significant challenges for both Council and our community.

We understand that many in our community are feeling the pressures of rising living costs. This Plan places a strong focus on supporting community wellbeing, reducing barriers to participation, and delivering initiatives that ease financial pressure where we can – ensuring that everyone, regardless of circumstance, can live well and thrive in Hume.

Our Plan builds on fostering a strong sense of belonging, celebrating our diversity, and ensuring that Hume remains a place people are proud to call home – now and into the future. As we expect to welcome 135,000 more residents over the next four years and reach a population of 411,700 by 2045, our Plan will ensure we deliver the services, projects and infrastructure that our growing community needs today, as well as that of future generations. It also provides the platform for us to strongly advocate for our growing community needs to enhance the lives of everyone, particularly those most vulnerable in our community.

I would like to thank my fellow Councillors, Council staff, and our community for their dedication and support in shaping an ambitious Plan that provides clear direction for what we need to do to enable our community to achieve maximum health and wellbeing.

On behalf of Hume City Council, we look forward to working with our community over the next four years to achieve our Plan and adapt and respond to any challenges and opportunities that emerge.



Cr Jarrod Bell
Hume City Mayor



Message from our CEO

The **Council Plan 2025–2029** sets the strategic direction of our organisation and guides our work, advocacy and decisions over the next four years. The priorities and strategic objectives in the Plan reflect the aspirations of our community and provide clear direction for how we can create a liveable city and support the health and wellbeing of everyone in our community.

Our Council operates in a dynamic environment, where the scale and pace of growth, impacts of climate change, local and global economic pressures, legislative environment, technological advancements, health and wellbeing challenges, and expectations of our community are constantly evolving.

Now more than ever, careful planning, strategic decision making and strong leadership is critical to ensure we continue to meet the diverse needs of our community and achieve long-term financial sustainability.

This Plan provides a strong framework to prioritise and focus our efforts and resources on the services, projects, programs that will truly make a difference, delivering maximum benefit to our community, now and into the future.

As Chief Executive Officer, I am proud to lead an organisation dedicated to responding to our community's needs, driving a culture of continuous improvement and advocating strongly for Hume. In delivering this Plan we can continue to build a city we are proud of.



Sheena Frost
Chief Executive Officer



About our Plan

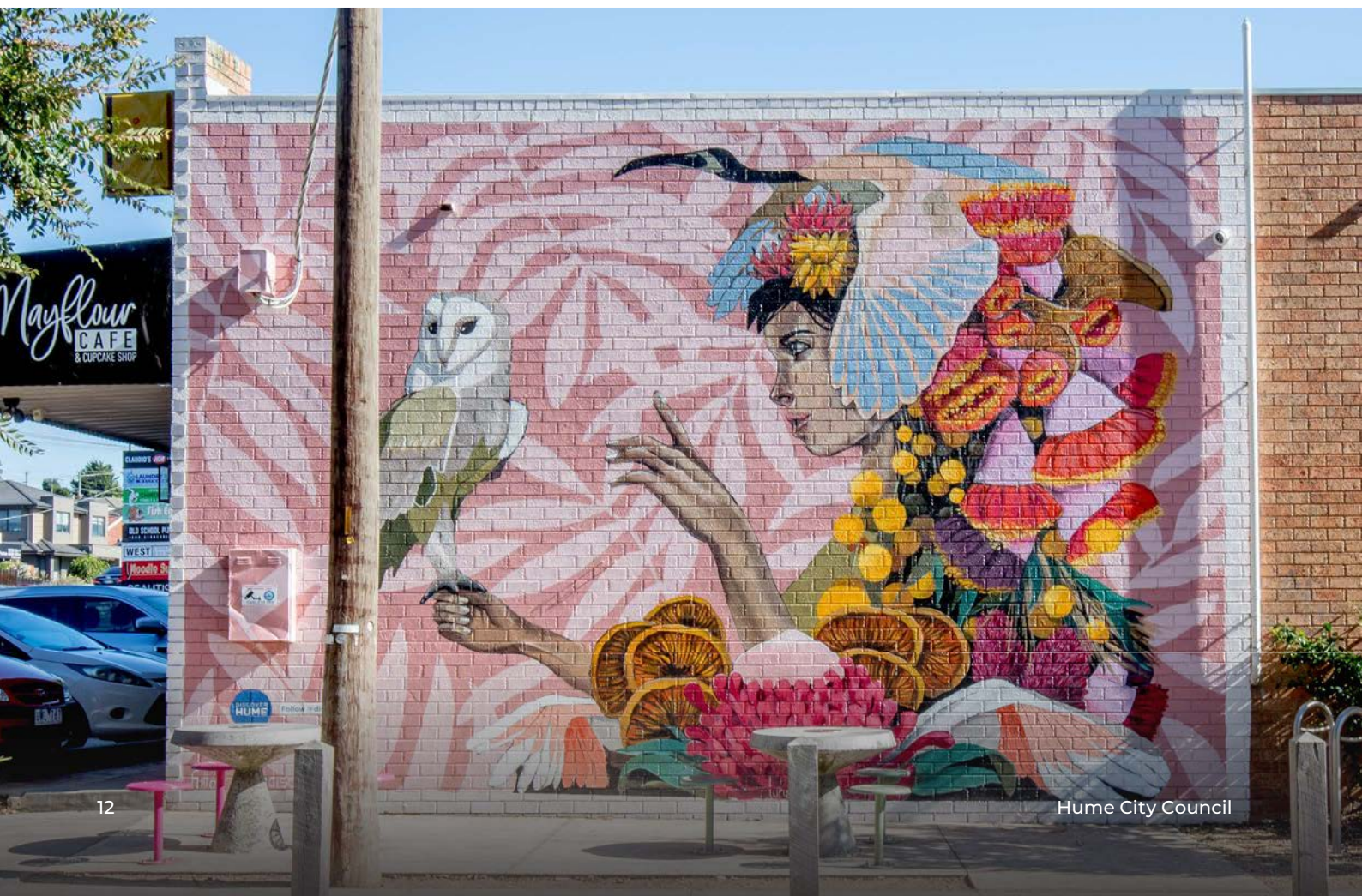
The Council Plan 2025–2029 (our Plan) is Hume City Council's key strategic document. It sets our priorities and what we seek to achieve to work towards the Hume Community Vision 2045.

Our Plan includes, for the first time, our *Municipal Public Health and Wellbeing Plan (MPHWP)* and again includes our *Disability Action Plan (DAP)*. By integrating these plans, we seek to promote and enhance public health and wellbeing in everything we do and reinforce our longstanding commitment to advancing social justice in our city.

A social justice and gender lens has been applied to our Plan and will continue to be applied during its implementation through the services, projects and programs identified in the *Council Annual Action Plan (CAAP)*.

Actions in the CAAP will also consider intersectionality and apply a place approach where relevant, ensuring our work, advocacy and decisions address the needs of our diverse community.

Our Plan has been informed by a *Gender Impact Assessment* and addresses our obligations under the *Local Government Act 2020 (LGA2020)*, *Public Health and Wellbeing Act 2008 (PHWA2008)* and *Disability Act 2006 (DA2006)*.



Purpose of our Plan

The purpose of our Plan is to:

- state Council's strategic direction (priorities) and commitment to our community on what we seek to achieve over the next four years
- give effect to the future aspirations of the Community Vision and provides a mechanism to measure progress towards these aspirations
- focus organisational effort on Council's and the community's most important priorities
- guide and inform Council's work, advocacy and decisions
- provide an advocacy tool for Council, local service providers, partners and the community
- provide the strategic context for all other Council strategies, plans and policies.

Our Plan is for our whole community and considers the current and future needs of everyone who lives, works and plays in our city.

In guiding Council's work, our Plan informs the services, projects and programs we deliver.

Our legislative obligations

Victorian councils are required to provide good governance within their city for the benefit and wellbeing of the community (*LGA2020*, s. 9). They must also protect, promote and improve the public health and wellbeing of our community (*PHWA2008*, s. 24).

Every four years, councils are required to undertake deliberative engagement with the community to review their Community Vision and develop a new Council Plan that addresses the vision, within one year of a general election (*LGA2020*, ss. 88-90).

Under the *PHWA2008* (s. 26), councils are also required to develop a *MPHWP* within the same timeframe that examines the health status and health determinants of the municipality and outlines actions to enable residents to achieve maximum health and wellbeing.

The *MPHWP* must also specify measures to prevent and respond to family violence in the community, have regard to the Victorian Public Health and Wellbeing Plan, and specify how councils will work with the Department of Health and other agencies to achieve desired public health and wellbeing outcomes

The Council Plan, in accordance with the governance principles set out in the *LGA2020* (s. 9), must promote mitigation and planning for climate change risks. Under the *Climate Change Act 2017 (CCA2017)*, the *MPHWP* must also have regard to climate change.

Under the *DA2006*, Victorian councils are required to develop a *DAP* to reduce barriers faced by people with disabilities in accessing services and facilities and participating in the workforce. It must also promote inclusion and achieving tangible changes in attitudes and practices which discriminate against people with a disability in the community.

Our Plan meets these legislative obligations and by integrating the Council Plan, *MPHWP* and *DAP*, we are recognising the importance of Council's role in promoting and enhancing public health, wellbeing and social justice in everything we do.

Our approach to strategic planning

Our Strategic Planning Framework (**Framework**) shows how our high order strategic and operational planning documents align and inform each other in a cascading order to collectively deliver Council's strategic direction and work towards the achievement of the Community Vision.

The Framework responds to the *LGA2020* (s. 89) by taking an integrated approach to strategic planning and reporting. This ensures we manage our resources effectively and adapt to the evolving community needs, in turn delivering maximum impact to our community.

The Community Vision, sitting at the top of the Framework is an overarching long-term aspirational document that helps guide Council's strategic direction by maintaining focus on what's important to our community.

The Council Plan is Council's key strategic document that sets out the strategic direction (priorities) for the organisation and what Council seeks to achieve over this four-year council term.

By setting the strategic context for all other strategies, plans and policies, and informing the prioritisation, allocation and management of our assets and resources, the Council Plan ensures that Council's work, advocacy and decisions align to the Community Vision.

The Framework's reporting component ensures we provide transparency and accountability around our performance, delivery of the Council Plan and achievement of our strategic direction.



Figure 2: Strategic Planning Framework

Our commitment to social justice

The Framework is underpinned by Council's long-standing commitment to advancing social justice in our city as outlined in our *Social Justice Charter*.

In pursuit of a fair and just society, we will:

- improve standards of access and inclusion for all residents
- deliver services, projects and programs that support equity and fairness
- nurture opportunities for engagement and participation to empower the community
- respect, protect and fulfil human rights and measure our accountability for human rights outcomes.

These principles shape our approach to strategic planning and underpin all our strategies, plans and policies, reinforcing our responsibility to advance social justice for all residents.



How our Plan was developed

The Council Plan is one of the most important pieces of strategic work a council will develop at the start of a new council term.

Our Plan was informed by an extensive engagement process that included a whole of organisation internal engagement process with Councillors, senior leadership and subject matter experts, deliberative engagement (via a community panel) and community engagement with local service providers, partners, community groups and the wider community.

The deliberative engagement component was designed in accordance with the *LGA2020* and our *Community Engagement Policy* (2021) and has also informed the development of our long-term Financial Plan and Asset Plan.

The engagement process commenced in October 2024 with the formation of a community panel (Panel) to review the Community Vision via a deliberate engagement process (see page 44 for more information on this outcome). The Panel was recruited through an Expression of Interest process that ran from 9 September to 16 October 2024. Of the 160 submissions received, 47 panel members were selected, who combined, are as close to representative of our community as possible (based on ABS Census data), reflecting the diversity of locations, ages and backgrounds in Hume City.

The engagement process was designed to clearly separate the review of the Community Vision from the development of Council's other strategic documents to be true to the deliberative engagement process and fully empower the Panel to refresh the Community Vision themselves.

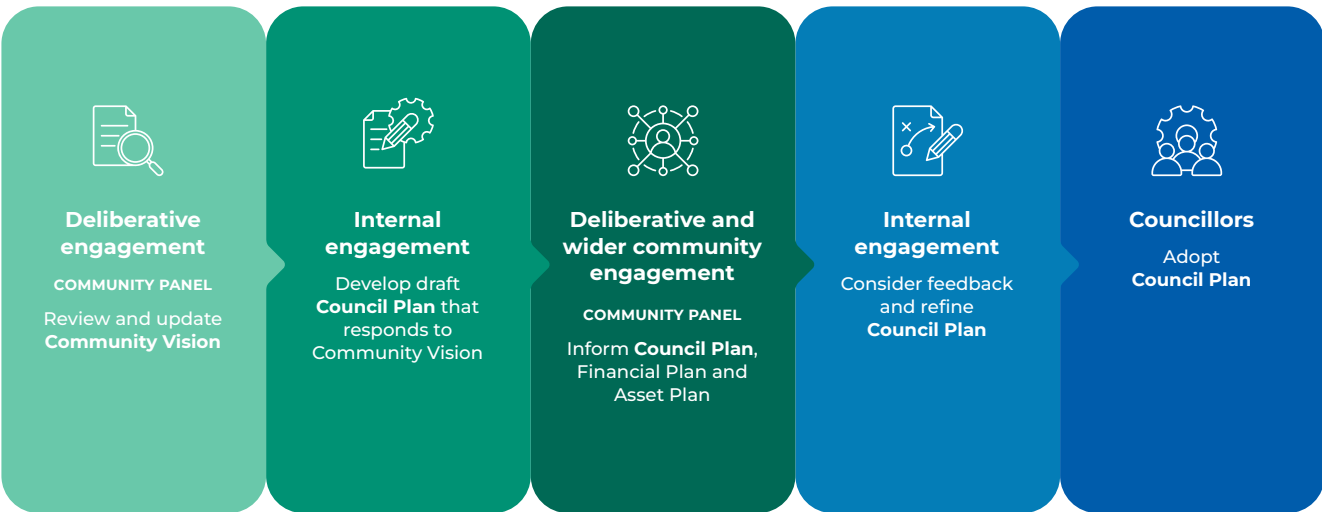


Figure 3: Full engagement process for Community Vision, Council Plan, Financial Plan and Asset Plan

In February 2025, Council adopted the refreshed Community Vision which commenced the whole of organisation engagement process, including workshops with Councillors and staff to develop our Plan. A draft Plan was shared with the Panel to seek feedback on how it had responded to the Community Vision, before it was then shared with local service providers, partners, community groups and the wider community from 28 April to 13 May 2025.

Feedback received through the engagement process informed our final Plan, which was adopted by Council on Monday 23 June 2025.

An Engagement Summary Report capturing the outcomes of the full engagement process in greater detail can be found on Council's website.



Figure 4: Engagement process to develop the Council Plan

How our Plan will be implemented, monitored and reviewed

Our Plan will be achieved through the work Council undertakes (including core and strategic actions), our advocacy and the decisions we make.

Strategic actions and major initiatives will be set out in a separate *Council Annual Action Plan (CAAP)* which will drive the implementation of our Plan and development of our annual budget, providing transparency and oversight of the strategic work Council is doing each year to achieve our Plan.

The *CAAP* and budget will be jointly exhibited before they are adopted by Council to demonstrate how the budget aligns to the delivery of Council's strategic direction and provide the opportunity for community input.

Our Plan will be reviewed each year to reflect the evolving needs of our growing community. The progressive achievement of our Plan will be reported to the community through quarterly reporting and in Council's Annual Report.



Our Council

Hume City Council (our Council) was elected in October 2024. Our Council is made up of 11 Councillors each representing a single-member ward and includes the Mayor and Deputy Mayor.

The Councillors, contributing to the strategic direction of Council, participate in Council decision-making processes and represent the interests of the community.

To support our Mayor and Councillors, a Chief Executive Officer (CEO) is appointed to ensure the implementation of Council decisions. The CEO is supported by an Executive Leadership Team who manage the day-to-day operations of Council and all staffing related matters.



Figure 5: Map of ward boundaries.

Our Councillors



Cr Jarrod Bell (Mayor)
Jacksons Hill Ward



Cr Naim Kurt (Deputy Mayor)
Tullamarine Ward



Cr Carly Moore
Aitken Ward



Cr John Haddad
Bababi Marning Ward



Cr Jim Overend
Burt-kur-min Ward



Cr Kate Hamley
Emu Creek Ward



Cr Karen Sherry
Merlynston Creek Ward



Cr Daniel English
Mount Ridley Ward



Cr Sam Misho
Roxburgh Park Ward



Cr Steve Gagen
Woodlands Ward

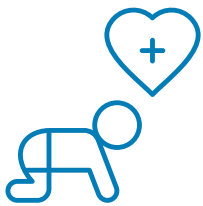


Cr Ally Watson
Yubup Ward

What we do

Our Council delivers a range of services to our community. At a high-level, these services support the planning of our city, developing and maintaining our city, and the delivery of community services. We also have a range of internal services that support Council's operations.

A snapshot of the services we delivered in the last financial year is provided.



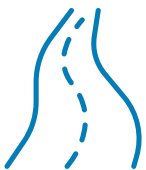
32,612

MCH visits across
23 services



841

planning permit
decisions made



1,530 km

of local roads



23,873

registered
dogs and cats



7 million

garbage and recycling
bins collected



1,316

food safety
assessments



129,708

service requests



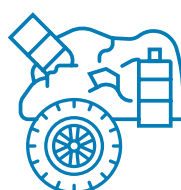
120,276

hours of service for
older residents



1,130,753

loaned items from
Hume libraries



13,426

responses to illegal
dumping



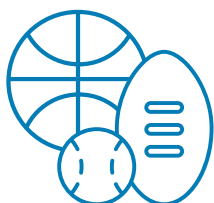
260

playgrounds
and playspaces



3,616

enrolments for three and
four year old kindergarten



55 sporting grounds

79 clubs are managed



3,755

bookings at 29
community facilities



29,104

immunisations
administered



22,000

people attended two
major events (2023/24)

Our Context

Hume City (our city) is a key part of Melbourne's northern growth corridor and is home to one of Australia's fastest growing and most culturally diverse communities.

Figure 6: Location of Hume City





Our city

Located in Melbourne's northern growth corridor, just 15 kilometres from Melbourne's city centre, our city is a contrasting mix of established post-war suburbs and new residential growth areas, significant industrial and commercial precincts, and expansive rural areas and parklands.

Spanning an area of 504 square kilometres, our city is made of two urban areas; one around the established Sunbury township and the other extending north along the Hume Freeway from the established suburbs of Broadmeadows, Campbellfield, Tullamarine, and Gladstone Park in the south, the expanding areas of Roxburgh Park, Craigieburn and Greenvale in the middle, and the new growth areas of Mickleham and Kalkallo in the north.

These two urban areas are separated by a green wedge comprising the Melbourne Airport, which accounts for 10 per cent of the total area of our city, and extensive rural areas

home to Woodlands Historic Park and the Bulla township. The green wedge also includes significant natural and cultural heritage, particularly along our major waterways.

Our city contains two of Melbourne's metropolitan activity centres; Broadmeadows and Cloverton (future), as well as major industrial precincts in and around the Melbourne Airport and within the Northern State Significant Industrial Precinct along the Hume Freeway.

These employment areas are supported by a principal freight network that includes major road connections, the Melbourne Airport (the largest air freight terminal in Australia) and inland rail connecting the eastern side of Australia to the Port of Melbourne (via Somerton Intermodal Terminal and Beveridge Interstate Freight Terminal).

Our history

Situated on the traditional lands of the Wurundjeri Woi-wurrung people, including the region's first inhabitants the Gunung-Willam Balluk clan, our city boasts a rich history that stretches back over 40,000 years.

Despite the loss of significant cultural knowledge following European settlement, today there is more than 700 registered Aboriginal Cultural Heritage Places across our city, including burial sites, earth and stone features, object collections, scattered artifacts, quarries and scar trees. Publicly known places include Holly Green Mound, Sunbury Rings and Sunbury Quarries.

Hamilton Hume and William Hovell explored the area in the 1820s and about 10 years later the first Europeans settled along the Maribyrnong River, Jacksons Creek and Deep Creek waterways. Today the area is home to some of Victoria's most historic European landmarks, including Rupertswood Mansion and Emu Bottom Homestead in Sunbury, and the Maygar Barracks in Broadmeadows which served as a training base for our troops during World War I.

On 15 December 1994, Hume City Council was created from local government amalgamations and included the (former) Shire of Bulla, most of the (former) City of Broadmeadows, land along the Merri Creek in the City of Whittlesea, and the north-east section of the (former) City of Keilor.



Our Community

Population growth

(Id Forecasts)



278,200

2025

411,700

2046

Household growth

(Id Forecasts)



91,500

2025

140,700

2046

Age groups

(ABS 2021 Census)



More than

1 in 4 people aged
under 18 years

1 in 9 people are
65 years or older

Over the next 20 years the largest increase (number) in population will be in the 45-49 (12,124 people) and 50-54 (11,061 people) year age groups. However, the largest growth (% change) will be in the 85+ (160.7%) and 80-84 (122.9%) year age groups.

Mickleham and Sunbury will experience the largest growth over the next 20 years.

(Id Forecasts)



7.7%

of people responding to the Victorian Population Health Survey in Hume City identified as LGBTIQA+

(compared to 11% of respondents across Victoria)

(2023 Victorian Population Health Survey)



1,870

residents are Aboriginal and Torres Strait Islander peoples

Our city is home to the fifth-largest Indigenous population in Greater Melbourne, with the largest communities residing in Craigieburn and Sunbury.

(ABS 2021 Census)



49%

of residents speak a language other than English at home

speaking over 155 languages.

(ABS 2021 Census)



40%

of residents were born overseas, coming from 170 different countries

(ABS 2021 Census)



74%

of residents identify with a religion

(compared to 56% in Greater Melbourne)

(ABS 2021 Census)



**Almost
1 in 4**

residents are new migrants

(arrived in Australia 2000-2021)

(ABS 2021 Census)

Our city is home to one of Australia's most culturally diverse communities. It has the largest population of people born in Turkey in Australia, and the second-largest population of those born in Iraq. India is the birthplace for the largest percentage of our population born overseas (6.7%) and is the birthplace experiencing the largest growth in the last 5 years (7,816 people).

(ABS 2021 Census)

Our city has the third largest number of permanent migrants across all Victorian councils, with two in five (40.6%) entering Australia under the Skilled Program and more than one in three (34.0%) under the Humanitarian Program. Our humanitarian migrant population is the largest in Victoria (accounting for 20% of Victoria's total humanitarian intake) and the second largest in Australia.

(Dept of Home Affairs, Settlement Data)

Challenges and opportunities

The geographical size and spatial layout of our city, combined with rapid growth, climate change and increasingly challenging economic climate presents complex challenges for Council and our community.

The health profile of our community (see page 32 to 33) also highlights a range of significant social and economic disadvantages and health and wellbeing challenges that our community experiences.

To ensure we best meet the diverse needs of our community, now and into the future, and remain financially sustainable, we need to ensure that our work, advocacy and decisions deliver maximum benefit and impact to our community.

To do this, there are opportunities to innovate in how we deliver services, expand and strengthen our strategic partnerships and advocacy activities, and opportunities to strengthen community connections and work more closely with our community.



HOMEBAVING &
LEARNING
CENTRE
LIBRARY
CRAIGIEBURN

Our community health profile



Social disadvantage and poverty

Highest overall poverty rate in Victoria – poverty rates are higher across all age groups, gender, household composition, housing tenure (excluding public rentals) and employment status

Third most disadvantaged local government area in Greater Melbourne

Almost half of all households fall into the **bottom 40%** of the income distribution

Residents earn **\$176 less** per week than the average person in Greater Melbourne

Highest unemployment rate in Greater Melbourne (7.2% compared to 4.2%) and second highest in Victoria

Children are more likely to be developmentally vulnerable compared to children in Greater Melbourne and Victoria

1,147 people were estimated to be homeless in 2021

4,190 social housing applicants in Hume-Merri-bek area as of March 2022 – including **1,977 Priority Access applicants** and **2,213 Registered Interest applicants**. As of December 2024, both applicant groups have identified a need for one-bedroom and two-bedroom homes

12-18 months average wait time for social housing

1 in 7 adults reported running out of food and being unable to afford more in 2023, while 1 in 6 worry about running out of money to buy food



Mental health

1 in 5 adults reported being highly satisfied with their lives

1 in 4 adults reported experience loneliness

1 in 5 adults have sought professional help for a mental health problem in the last 12-month period



Education and employment

56.1% of residents completed year 12, compared to 64.3% in Greater Melbourne

28.7% of residents hold a bachelor's degree, compared to 44.9% in Greater Melbourne

2 in 5 (40%) of employed residents work in Hume City



Housing stress

8.9% of all households in Hume City **experience rental stress** – 37.1% of rental households pay >30% of income to rent compared to 30.9% in Greater Melbourne

9.2% of all households in Hume City experience **mortgage stress** – 20.4% of mortgaged households pay >30% of income to mortgage compared to 16% in Greater Melbourne



Youth disengagement

Across all grade levels, **days absent from school** is higher compared to Greater Melbourne average

1 in 9 young people (aged 15-24 years) are not engaged in employment, education or training



Physical health

3 in 10 adults (30.2%) find it difficult to eat a healthy diet

3 in 10 adults engage in adequate levels of physical activity

1 in 4 adults smoke or vape

1 in 3 adults (36.3%) do not drink alcohol, compared to 21.2% in Victoria

Third highest prevalence of diabetes across Greater Melbourne

Adult participation in cancer screening programs is low



Climate impacts

Third lowest tree canopy cover across local government areas in Greater Melbourne, and significantly lower than the Greater Melbourne average (5.3% compared to 16.2%)

Urban areas are **9.23 degrees higher** (on average) than non-urban areas – ranked 8 in Greater Melbourne in experiencing increased temperature because of the urban heat island (UHI) effect



Car dependency

3 out of 5 households (60.7%) have access to two or more motor vehicles, compared to half of households (51.4%) in Greater Melbourne

63.8% of residents travel to work in a private vehicle, compared to 49.7% in Greater Melbourne

4.3% of residents take public transport, compared to 5.2% in Greater Melbourne



Family violence

Fourth highest number of family violence incidents recorded by Victoria Police in 2023/24

3,635 incidents with an incident rate of 1,344 per 100,000 people



Diversity and discrimination

Diversity and discrimination **3 in 5 adults** agree that multiculturalism enhances community life

1 in 5 adults reported experiencing discrimination in the past year



Gambling harm (losses)

\$138m spent on electronic gaming machines in 2023-24, the **fourth highest** losses in Victoria

More information on this data and data sources is available on Council's website, where it will be updated throughout the life of our Plan – hume.vic.gov.au/Your-Council/Our-City/City-and-Community



Advancing social justice in our city

Council has a longstanding commitment to social justice that recognises our ethical duty and legislative obligation to respect, protect, and fulfil the human rights of our community, and to hold ourselves accountable for human rights outcomes.

In 2001, Council was the first local government to adopt a *Social Justice Charter* (**our Charter**) which defines our commitment to advancing social justice in our city and the social justice principles that guide Council's work, advocacy and decisions (see the principles on page 10).

Our Charter seeks to advance a fair and just society by promoting respect for everyone in our community, improving access, inclusion and participation in community life, improving community wellbeing and reducing the root causes of disadvantage.

Our Charter acknowledges that some members of our community are more likely than others to face barriers in critical areas of everyday life. Council is committed to removing these barriers, particularly for the priority cohorts identified in our Charter.

Under the *Gender Equality Act 2020* (**GEA2020**), Council also has a legislated obligation to promote and improve gender equity in our organisation and our community. Advancing gender equity relies on minimising the impacts of conditions that increase gender discrimination and promoting those that increase equality.

By applying a social justice and gender lens to everything we do, we can work towards ensuring that everyone in our community, regardless of their circumstances and lived experience, enjoys equal rights and equity of opportunity. Actions in the CAAP will also consider intersectionality where relevant, ensuring our work, advocacy and decisions address the needs of our diverse community.

People with disability in our city

In line with our Social Justice Charter, Council acknowledges the right of all people with disability to be included, represented and actively participate in community life.

As permitted under the *DA2006* (s. 38), our Plan again includes our *Disability Action Plan (DAP)*. Integration of our *DAP* ensures that disability is a priority of Council and actions to deliver specific outcomes for people with disability are considered holistically across everything we do, with outcomes being monitored and reported to the community.

Council supports residents under the age of 65 who are living with a temporary or permanent disability through the *Home and Community Care Program for Younger People (HACCPYP)*. This includes individuals who have been assessed as ineligible for the *National Disability Insurance Scheme (NDIS)* or who require services not covered by their *NDIS* plan.

With funding from the State Government, Council delivers more than 14,000 hours of direct support and thousands of delivered meals each year through the *HACCPYP*, supporting equitable access to essential care and community services to people with disability in our city.

Whilst Council's services, projects and programs actively consider and comply with the *Disability Discrimination Act 1992* and *Disability Act 2006*, our Plan and actions in the accompanying *CAAP* address our legislative obligations under the *DA2006* (s. 38) and delivers specific outcomes for people with disability, thereby forming our *DAP*. The strategic objectives and strategies that will inform *DAP CAAP* actions are highlighted with a hat icon (^).

By actively reducing barriers and promoting access and inclusion for people with disability, we will also work towards advancing social justice in our community more broadly, resulting in positive outcomes for everyone.

6.9% of residents need assistance with day-to-day (core) activities,

compared to the Greater Melbourne average of 5.5% – includes 9,378 residents aged 0-64 and 7,506 residents aged 65 and over.

(ABS 2021 Census)



6.4% of children (aged 0-14) in Sunbury need assistance with core activities,

compared to 3.6% in Hume City and 3.1% in Greater Melbourne.

(ABS 2021 Census)



6 of the top 15 suburbs in Greater Melbourne with the highest proportion of assistance need

(residents aged 0-64) – includes Coolaroo (7.2%), Meadow Heights (6.7%), Campbellfield (6.1%), Dallas (6.0%), Roxburgh Park (5.7%) and Broadmeadows (5.7%).

(ABS 2021 Census)

Definition of disability:

Our Plan uses the United Nations Convention on the Rights of Persons with Disabilities definition of disability, describing **people with a disability** as people who have long-term physical, mental, intellectual or sensory differences that, when interacting with inaccessible communities and environments, prevent full and equal community participation*.

The words and language we use is important – as they have the power to shape attitudes, promote inclusion and support disability pride. As highlighted in the *Inclusive Victoria: State Disability Plan (2022–2026)* we acknowledge that there is no universal definition of disability and that people with disability have different preferences regarding how they describe their disability.

*United Nations Convention definition: enable convention coverInclusive-Victoria-state-disability-plan-2022-2026.pdf

Health and wellbeing in our city

Council is committed to promoting and supporting a healthy, connected, and inclusive community where everyone can live well. Advancing social justice and addressing the root causes of health inequalities in our city is fundamental to achieving this.

We know that health and wellbeing outcomes are not solely determined by genes and individual behaviours, but are shaped by broader social, economic, and environmental factors. We also know that some members of our community are more likely than others to face barriers to achieving good health and wellbeing.

Promoting and enhancing public health and wellbeing is considered part of Council's core business due to our significant influence on our built, natural, social and economic environments.

In recognition of this, as permitted under the *PHWA2008* (s. 27), our Plan includes our *Municipal Public Health and Wellbeing Plan (MPHWP)* to:

- recognise that all of Council's work, advocacy and decisions have a role in promoting and enhancing public health and wellbeing
- ensure a whole of community approach to addressing key health determinants in our city and promoting and enhancing the health and wellbeing of our community
- strengthen Council's approach to integrated strategic planning by embedding health and wellbeing across all our strategies, plans and policies.

Our Plan is guided by the *Victorian Public Health and Wellbeing Plan 2023-2027* and evidence-based frameworks, including the Social Determinants of Health and Environments for Health, ensuring that Council's work, advocacy and decisions achieve maximum impact by addressing the root causes of health inequities in our city.

By focusing on the broader social, economic and environmental factors that influence our community's health and wellbeing, we will continue to work and advocate for improved access to secure affordable housing, food security, quality public transport, education and health care, meaningful employment and strong social connections.

We will apply a social justice and gender lens to the services, projects and programs arising from our Plan. We will also consider intersectionality and take a community-led and place approach where relevant to ensure we best understand and address the different health and wellbeing needs of our diverse community.

Our commitment to promoting and enhancing public health and wellbeing is embedded throughout our Plan, reflected in each priority, strategic objective, strategy and strategic indicator. The areas with a stronger link to health and wellbeing are highlighted with a plus icon (+).



Social determinants of health



Figure 7: Social Determinants of Health Framework infographic

Definition of health and wellbeing:

Health is a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity*.

Wellbeing is a positive state experienced by individuals and societies. Like health, it is a resource for daily life and is determined by social, economic and environmental conditions. Wellbeing encompasses quality of life and the ability of people and societies to contribute to the world with a sense of meaning and purpose*.

* World Health Organisation

Definition of the Social Determinants of Health:

The **Social Determinants of Health** model recognises the connectedness of people, systems and their environments when planning and evaluating health interventions. The model encourages us to examine societal factors that contribute to health and wellbeing outcomes across communities and develop strategies to prevent poor health and promote good health.

Definition of intersectionality:

Intersectionality refers to a way of considering people's experiences from multiple identifies, based on (but not limited to) sex, gender, sexuality, race and socio-economic background all at the same time. This overlap or combination of differences shape a person's unique identity, experiences and needs that affect their health and wellbeing.

Applying an intersectionality lens to our work, advocacy and decisions helps us understand the variety of privileges and/or forms of disadvantage, discrimination or exclusion that a person may experience simultaneously at any given time (for example gender and race together).

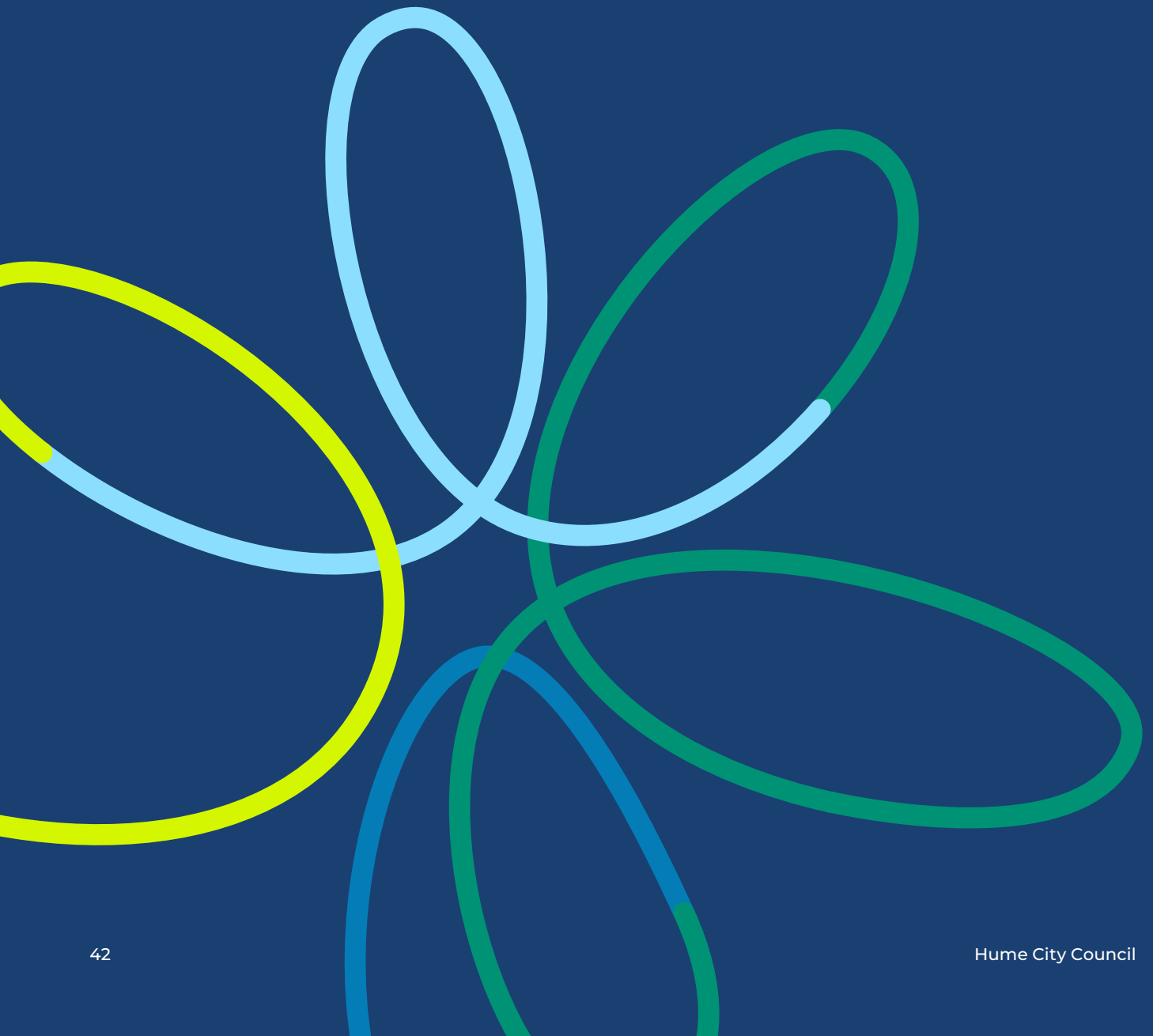


Community Vision

The Hume Community Vision 2045 (Community Vision) has been developed by our community, for our community. This Community Vision helps shape the future of Hume City by describing our community's shared aspirations and what they will look like when achieved over the next 20 years.

This long-term Community Vision is an important component of our Strategic Planning Framework (**Framework**) and has informed the strategic direction of our Plan. In doing so, it will ensure Council's work, advocacy and decisions focus on what is most important to our community.

Whilst Council is well placed to drive the achievement of the Community Vision, we cannot do it alone. It is up to all levels of government and everyone who lives, works and plays in our city to meet our community's aspirations – we all have a part to play in creating the future we want for our city.



A thriving community with a strong sense of belonging.

Our Community Vision themes are:



Equality, equity and inclusion and connection

Everyone in Hume has equal opportunities and resources to fulfil their potential. Hume recognises that people have different needs and provides different levels of support to achieve fairness. Hume is a welcoming, inclusive community, centred around empowerment, resilience, and respect of diversity, creating an environment where everyone feels valued, safe and has a sense of belonging.



Well connected and well serviced city

Residents and visitors have easy access, in a timely and efficient manner, to amenities, services and transportation options.



Environmentally centred

Our decisions are grounded by all aspects of our environmental impact, through the protection, conservation and expansion of our native flora, fauna, parklands and waterways.



Responsible and well governed city

Council continues to be transparent, well governed and accessible. It responsibly engages with community, and strategically advocates to meet the future needs of Hume.

How the Community Vision was developed

The first Community Vision, developed under the LGA2020, was adopted in 2021. This Vision, for Hume City to be *'a sustainable and thriving community with great health, education, employment, infrastructure, and a strong sense of belonging'*, was developed through extensive community engagement that resulted in feedback from more than 8,500 residents and community groups.

Since then, our community has continued to grow, and because of the COVID-19 pandemic, how we live and what we value has changed. Whilst the Community Vision is long-term, to ensure it continues to reflect community aspirations, a community panel (**Panel**) was formed in October 2024 to review the Community Vision through a deliberative engagement process (see page 10 for more information on the Panel).

Over three sessions, the Panel was provided updated information on our city and community, including current challenges and opportunities, and tasked with refreshing the Community Vision to ensure it continues to reflect future community aspirations. To provide greater guidance for Council's work, the Panel was also tasked with describing, in more detail, the realisation of the aspirations when the Community Vision is achieved.

The deliberative engagement process was also designed to include wider community input as the Panel were tasked with seeking the views of family, friends and neighbours to test their work. This feedback was considered in the final review session and informed the development of the refreshed Community Vision.

The Panel presented the refreshed Hume Community Vision 2045 to Council in February 2025, where it was adopted.

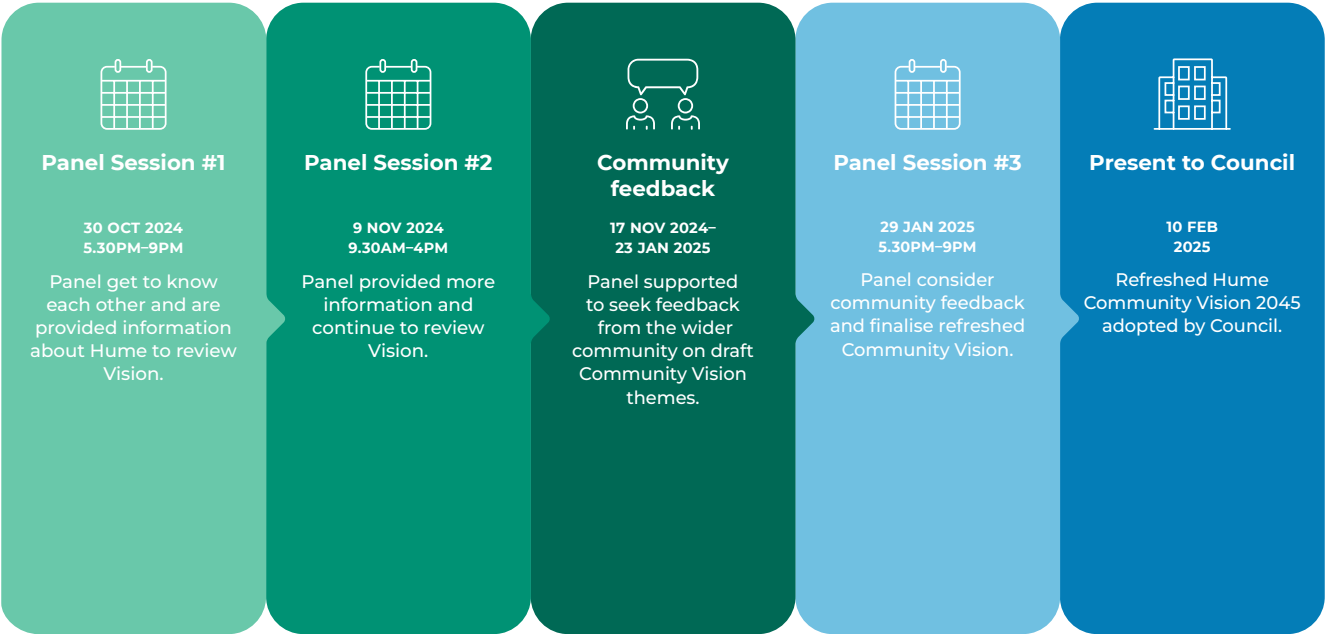


Figure 8: Deliberative engagement process to review and update the Community Vision



Council Plan 2025–2029

In response to the Community Vision and the challenges and opportunities in our city, Council has developed the following priorities (strategic direction), strategic objectives and strategies for the next four years to form our Council Plan 2025–2029 (our Plan).



Community Vision themes

Council's strategic direction

Well connected and well serviced city

Priority 1: A liveable city of well designed and connected places

- SO1.1 Liveable places that are inclusive and accessible.
- SO1.2 A strong and diversified local economy.
- SO1.3 Safe and well-maintained places.

Environmentally centred

Priority 2: A climate resilient city with a healthy natural environment

- SO2.1 Protection and enhancement of our natural environment.
- SO2.2 Reduction of carbon emissions and adaptation to climate change.

Equality, equity and inclusion and connection

Priority 3: A healthy community that is inclusive and proud

- SO3.1 Advancement of social justice and addressing inequalities.
- SO3.2 A healthy community with access to opportunities.
- SO3.3 An inclusive and socially connected community that celebrates diversity and culture.

Responsible and well governed city

Priority 4: A well governed Council that is strategic and trusted

- SO4.1 A high performing organisation that prioritises continuous improvement, safety and accountability.
- SO4.2 An organisation that demonstrates leadership and strong advocacy.
- SO4.3 A responsive and engaged organisation that works with our community.

Figure 9: Alignment of Council's strategic direction to the Community Vision

How to read our Plan

Our Plan sets the strategic direction for Council’s works, advocacy and decisions over the next four years and includes the following elements (also shown in Figure 10):

Priorities	High-level aspirations that frame Council’s strategic direction
Strategic objectives	Outcomes that are being sought to contribute to the achievement of the priorities
Strategies	Approaches that work towards the achievement of the strategic objectives
Strategic indicators	Measures that track progress towards the achievement of the strategic objectives
Health and wellbeing icons +	Strategic objectives, strategies and strategic indicators with a strong alignment to health and wellbeing
Disability and inclusion icons ^	Strategic objectives and strategies that will inform CAAP actions to deliver specific outcomes for people with disability

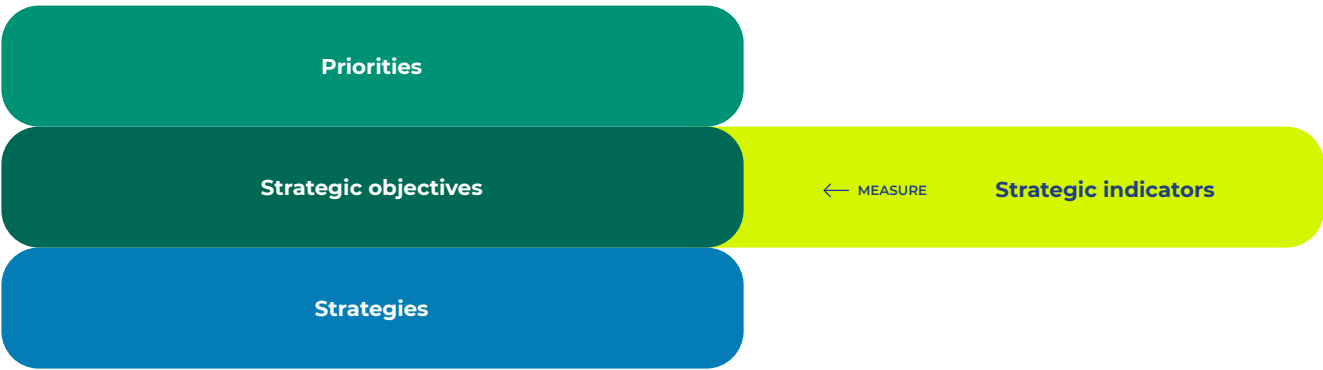


Figure 10: Hierarchy of elements in our Plan and relationship between strategic indicators and strategic objectives

Strategic indicators

When reviewing our Plan each year, the strategic indicators provide an evidence base to show the impact of Council's work. Strategic indicators do not definitively measure the achievement of the strategic objectives; they are purely metrics to indicate progress towards (or away from) the outcome (strategic objective).

The indicators in our Plan have been chosen as they are an existing and reliable data source related to the strategic objective, noting that Council has varying influence over each of the indicators (being low in some and very high in others).

Some strategic objectives are harder than others to measure, and in these instances indicators that show action on Council's behalf to work towards the outcome have been chosen. For these indicators, qualitative commentary will support the quantitative measure.

Council Annual Action Plan (CAAP)

A detailed program of strategic actions and major initiatives that will be delivered each financial year in response to our Plan's strategies will be outlined in a separate *Council Annual Action Plan (CAAP)*, adopted by Council each year with the annual budget.

The CAAP will identify actions that form our *MPHWP* (via the health and wellbeing icon) and *DAP* (via the disability and inclusion icon).

Council will have varying roles in delivering the work needed to achieve our Plan. These roles have been identified below and will be allocated to all actions in the CAAP.

Deliver

Council is responsible for delivering the service or outcome

Partner

Council works with other stakeholders to deliver the service or outcome

Facilitate

Council plans and facilitates the delivery of the service or outcome

Advocate

Council influences others to deliver the service or outcome

Our approach to partnerships and collaborations

Council recognises that we cannot achieve the strategic objectives of our Plan alone and a whole of community approach is required to create a more liveable city with the infrastructure, service and opportunities required to promote and enhance the health and wellbeing of our community.

Over the next four years we are committed to continuing our contribution to state, regional and local strategic partnerships and will work with all levels of government, the private and not for profit sector and our community to deliver outcomes that work towards the achievement of our Plan.

We will also continue to support, collaborate and work with others who have a role in health prevention, promotion and protection to support our community to achieve optimal health and wellbeing at all stages of life. This includes:

- State and Federal Government and its agencies, other councils and peak bodies to undertake public health prevention and promotion initiatives, projects and programs
- private sector and community health organisations to provide health and support services – focusing on those aimed at supporting priority cohorts identified in our Social Justice Charter

- Aboriginal and Torres Strait Islander Peoples' to support positive health and wellbeing outcomes
- our community through advisory committees, working groups and other community groups, grant and volunteer programs and community engagement activities
- together, we can make significant gains in reducing health inequalities in our city and improving the health and wellbeing of our community.



Our approach to place

Whilst the strategic direction and the outcomes we seek to achieve in our Plan are city-wide, a place approach may be applied to actions identified in the CAAP and Council's work, advocacy and decisions.

Adopting a place approach, where relevant, can ensure we understand and respond to local needs and can be in the form of a place-focused or place-based approach, as informed by the Victorian Government framework for place-based approaches.

The geographical boundary of 'place' for our work, advocacy and decisions will change depending on the context, as will our place approach.

Council has endorsed 13 precincts to inform the provision (preferred network) of local infrastructure – including community infrastructure, transport infrastructure and open space.

Whilst we acknowledge that people's lives will always transcend political and spatial boundaries due to personal preferences and needs, the precincts reflect how our community generally perceive and experience their 'local' areas. They form local service catchments and have been informed by land use patterns, geographical and spatial barriers, travel movements and demographics.

For advocacy of regional and high-order infrastructure, we will take a regional, municipal or local place-focussed approach depending on the scale of benefit.

Definition of place:

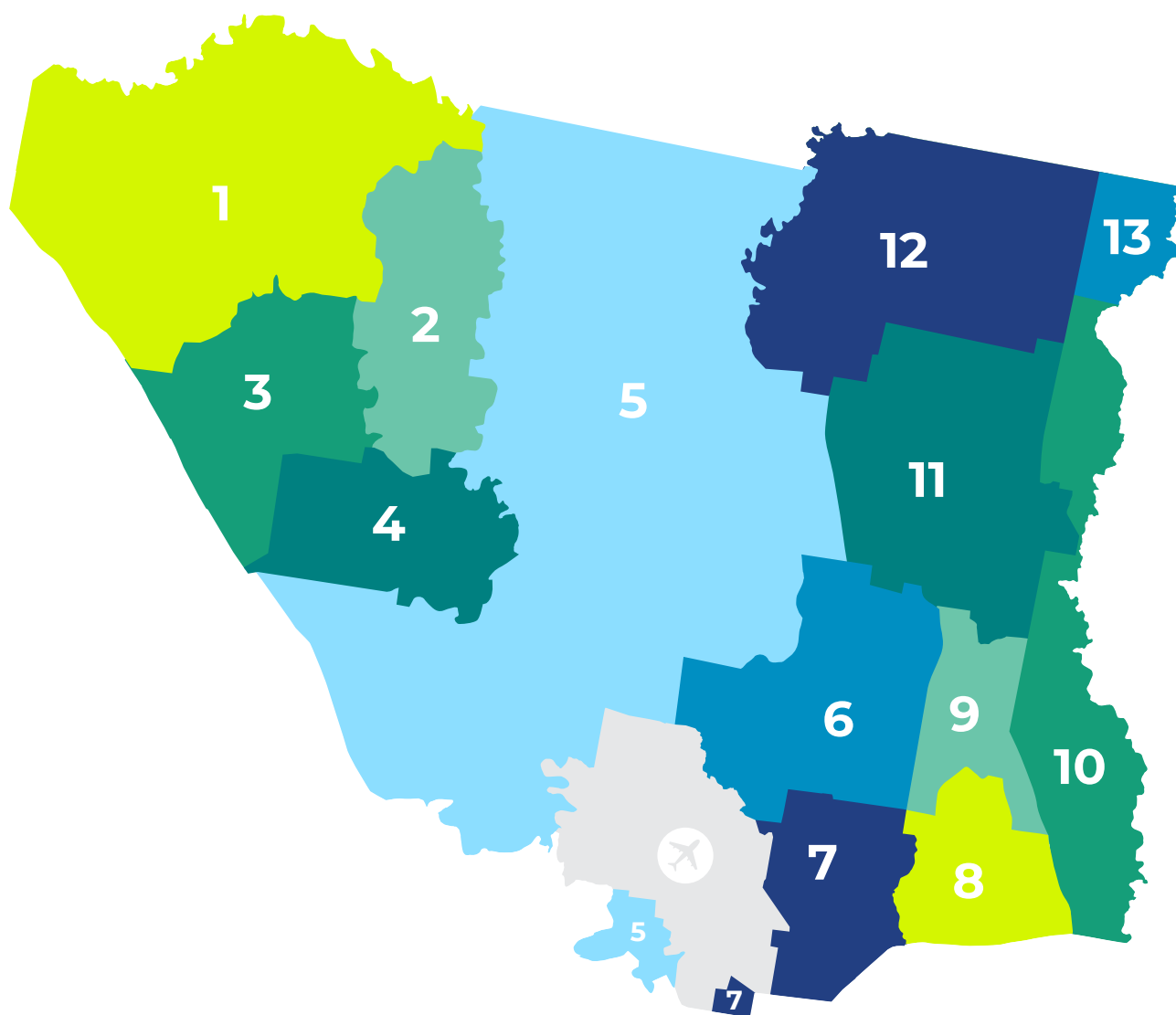
Place refers to a geographical area that is meaningful to our work, advocacy and decisions, and captures the community it is seeking to have an impact on.

The scale of a 'place' varies depending on context and can apply to a regional area (such as combined council areas in the northern growth corridor), a municipal area (our city as a whole), a local area (such as a suburb, industrial area or activity centre) or an individual facility or space (such as a hospital, train station or urban plaza).

Definition of place-focused and place-based approaches:

A **place-focused approach** plans and adapts services and infrastructure to ensure they meet local needs. When a place-focused approach is taken, the local community inform Council's work, advocacy and decisions.

A **place-based approach** targets the specific circumstances of a place – generally comprising of complex and intersecting local factors that require a cross-sector and long-term response. When a place-based approach is taken, the local community actively participate in Council's work, advocacy and decisions, thereby sharing decision-making responsibility with Council.



1	Sunbury Rural
2	Lancefield Road
3	Sunbury Central
4	Redstone Hill
5	Rural includes Bulla, Wildwood, Clarkefield, Oaklands Junction, Yuroke, Diggers Rest, Keilor
6	Greenvale
7	Valley includes Tullamarine, Attwood, Westmeadows, Gladstone Park

8	Broadmeadows includes Dallas, Jacana, parts of Coolaroo and Meadow Heights
9	Roxburgh Park includes parts of Meadow Heights, Coolaroo and Craigieburn
10	Somerton includes Campbellfield and part of Craigieburn
11	Craigieburn includes parts of Yuroke and Mickleham
12	Mickleham
13	Kalkallo

Figure 11: Precinct map for the provision of community infrastructure, transport infrastructure and open space

Priority 1: A liveable city of well designed and connected places

Our community has told us they want good access to services and transport options, as well as equitable access to opportunities and resources required to fulfil their potential.

Council recognises the strong link between liveability and health and wellbeing and is committed to creating a city where everyone can thrive and live well.

We will continue to work towards creating places that are inclusive, sustainable, safe and attractive, where there is equitable access to secure and affordable housing, public transport, walking and cycling paths, education, employment, open space, local shops, health and community services, and leisure and cultural opportunities.

We will also continue to deliver local services and infrastructure that address local needs, prioritising outcomes that advance social justice and deliver the greatest impact and continue to advocate strongly to other levels of government for equitable access to regional services and infrastructure essential for achieving optimal health and wellbeing outcomes.

Strategic Objective 1.1 (SO1.1)

Liveable places that are inclusive and accessible + ^

Strategies

- | | |
|-------|---|
| 1.1.1 | Create vibrant and well designed places that meet community needs and encourage participation in community life + ^ |
| 1.1.2 | Provide a network of equitable community infrastructure and diverse open spaces + ^ |
| 1.1.3 | Create a safe and sustainable integrated transport network that provide options for people to move around + ^ |
| 1.1.4 | Facilitate the provision of diverse and affordable housing + |

Strategic Indicators

- | | |
|------|--|
| 1.1a | Increase in shared path network (km) +
Source: Hume City Council |
| 1.1b | Percentage of community within 20 minutes' walk or 10 minutes' drive to a community facility (households) +
Source: Hume City Council |
| 1.1c | Increase in number of park renewal/upgrade projects +
Source: Hume City Council |
| 1.1d | Percentage of community within 800m of a train station or 400m of a bus stop (households) +
Source: Hume City Council |
| 1.1e | Increase in number of multi-dwelling planning applications +
Source: Hume City Council |

Strategic Objective 1.2 (SO1.2)

A strong and diversified local economy + ^

Strategies

- | | |
|-------|---|
| 1.2.1 | Facilitate new and diverse businesses that provide local employment opportunities + |
| 1.2.2 | Build the capability of existing small and medium local businesses + ^ |

Strategic Indicators

- | | |
|------|---|
| 1.2a | Increase in number of local businesses
Source: Economy .id |
| 1.2b | Increase in number of local jobs +
Source: Economy .id |
| 1.2c | Reduction in unemployment rate gap to Greater Melbourne +
Source: Department of Employment and Workplace Relations, Small Area Labour Markets Report |
| 1.2d | Number of Council-led activities that support strengthening the local economy
Source: Hume City Council |

Strategic Objective 1.3 (SO1.3)

Safe and well maintained places + ^

Strategies

- | | |
|--------------|---|
| 1.3.1 | Implement initiatives and maintain places to enhance amenity and promote a sense of pride |
| 1.3.2 | Enhance safety in the public realm to enable our community to feel safe day and night + ^ |

Strategic Indicators

- | | |
|-------------|---|
| 1.3a | Reduction in illegally dumped rubbish collected by Council (tonnes)
Source: Hume City Council |
| 1.3b | Graffiti removed by Council (m ²)
Source: Hume City Council |
| 1.3c | Number of aquatic centre health inspections
Source: Local Government Performance Reporting Framework (LGPRF) – AF2 |
| 1.3d | Increase in number of animal registrations
Source: Hume City Council |
| 1.3e | Improvements to shared paths and footpaths (km) + ^
Source: Hume City Council |

Priority 2:

A climate resilient city with a healthy natural environment

Our community has shared that they want us to consider our impact on the natural environment in the decisions we make, to ensure its protection and enhancement.

Council recognises the benefit that the natural environment has on health and wellbeing, particularly for mental health and providing opportunities for active living. We also know that climate is a key determinant of health, and that climate and climate change have a direct and indirect impact on health and wellbeing and health inequities in our city.

We will continue to work towards protecting and enhancing our natural environment for the benefit of current and future generations. We will also continue to take climate action and work towards reducing carbon emissions and building climate resilience in our city to create a more sustainable future for all, noting a whole of community approach is needed to achieve this.

Strategic Objective 2.1 (SO2.1)

Protection and enhancement of our natural environment +

Strategies

- 2.1.1 Protect and enhance biodiversity and the cultural values across our city +
- 2.1.2 Work with Traditional Owners to protect and care for Country
- 2.1.3 Enhance community knowledge and support capacity for environmental leadership, stewardship and connection to Country

Strategic Indicators

- 2.1a Increase in conservation land managed by Council (hectares)
Source: Hume City Council
- 2.1b Increase in number of projects that include input from Traditional Owners
Source: Hume City Council
- 2.1c Number of applications to Council's funding programs that support conservation and land management on private land
Source: Hume City Council

Strategic Objective 2.2 (SO2.2)

Reduce carbon emissions and adapt to climate change +

Strategies

- | | |
|--------------|---|
| 2.2.1 | Implement initiatives that reduce carbon emissions from Council operations |
| 2.2.2 | Enhance the environmental performance and climate resilience of the city, Council assets and operations + |
| 2.2.3 | Support community capacity to reduce carbon emissions and enhance resilience to climate change + |

Strategic Indicators

- | | |
|-------------|--|
| 2.2a | Reduction in Council's corporate carbon emissions
Source: Hume City Council |
| 2.2b | Increase in carbon emissions saved via Home Energy Upgrades program +
Source: Hume City Council |
| 2.2c | Increase in number of trees in established areas +
Source: Hume City Council |
| 2.2d | Increase in volume of stormwater harvested and treated per year
Source: Hume City Council |



Priority 3: A healthy community that is inclusive and proud

Our community has told us their aspiration for our city to be a thriving community with a strong sense of belonging. Fundamental to achieving this is fair and equitable access to opportunities and resources, and an inclusive city where everyone feels valued and safe.

Council acknowledges the disadvantage and inequities that large parts of our community face, as well as the compounding impact for those who are exposed to overlapping forms of discrimination and marginalisation. We reinforce our longstanding commitment to advancing social justice in our city as we consider this essential to supporting our community to achieve maximum health and wellbeing and is strongly embedded throughout our Plan.

We acknowledge the strong connections and sense of pride that exist in our community and will continue to support and work with our community to celebrate and promote diversity, connection and inclusion in our city.

Strategic Objective 3.1 (SO3.1)

Advancement of social justice
and addressing inequalities + ^

Strategies

- 3.1.1

Implement initiatives to reduce inequalities and socio-economic disadvantage + ^
- 3.1.2

Increase accessibility of services and programs to our community experiencing barriers + ^
- 3.1.3

Facilitate the provision of social, transitional and crisis housing + ^

Strategic Indicators

- 3.1a

Increase in number of kinder enrolments for vulnerable families +
Source: Hume City Council
- 3.1b

Increase in number of MCH supports for vulnerable families +
Source: Hume City Council
- 3.1c

Increase in number of women and girls participating in organised sport using Council facilities +
Source: Hume City Council

Strategic Objective 3.2 (SO3.2)

A healthy community with access to opportunities + ^

Strategies

- | | |
|--------------|---|
| 3.2.1 | Implement initiatives that promote wellbeing and healthier lifestyles + |
| 3.2.2 | Promote and drive initiatives that prevent all forms of gendered violence + |
| 3.2.3 | Facilitate the provision of locally accessible health and community services + ^ |
| 3.2.4 | Facilitate and deliver lifelong learning and education, training and programs for all ages and stages of life and all abilities + ^ |

Strategic Indicators

- | | |
|-------------|--|
| 3.2a | Increase in percentage of community accessing leisure facilities +
Source: Local Government Performance Reporting Framework (LGPRF) – AF6 |
| 3.2b | Increase in percentage of community accessing library facilities +
Source: Local Government Performance Reporting Framework (LGPRF) – LB8 |
| 3.2c | Increase in participation in aged and disability services + ^
Source: Hume City Council |
| 3.2d | Number of student placements provided by Council +
Source: Hume City Council |
| 3.2e | Number of reported family violence incidents +
Source: Crime Statistics Agency Victoria |
| 3.2f | Number of Hume Multiversity initiatives +
Source: Hume City Council |
| 3.2g | Number of resident job placements supported by Council +
Source: Hume City Council |

Strategic Objective 3.3 (SO3.3)

An inclusive and socially connected community that celebrates diversity and culture + ^

Strategies

- 3.3.1 Facilitate opportunities for social connection, inclusion and strengthening our community’s sense of belonging + ^
- 3.3.2 Facilitate opportunities that celebrate cultural practices and difference + ^
- 3.3.3 Recognise Aboriginal and Torres Strait Islander Peoples’ histories, cultures, resilience and the right to self-determination +
- 3.3.4 Support community leadership and capacity building initiatives. +

Strategic Indicators

- 3.3a Number of communication activities that celebrate or promote diversity, connection and inclusion + ^
Source: Hume City Council
- 3.3b Number of Council-led or supported events that celebrate or promote diversity, connection and inclusion +
Source: Hume City Council
- 3.3c Number of Council supported community programs that celebrate or promote diversity, connection and inclusion +
Source: Hume City Council

Priority 4: A well governed Council that is strategic and trusted

Our community has told us they want our city to be governed well and for decisions to be transparent and involve the community.

Council recognises that the achievement of our Plan is dependent on strong leadership and strategic decision-making processes that enable Council to prioritise outcomes that deliver the greatest impact to our community. We are committed to providing strategic leadership, transparency and accountability to the achievement of our Plan.

We are committed to managing our city in a socially and financially responsible way and adopting a culture of continuous improvement to enhance organisational performance and service delivery.

We will continue to demonstrate strong advocacy and work in partnership with our community, stakeholders and other levels of government to meet the needs and aspirations of our growing community.

We will also continue to work with our community to better understand, represent and respond to their diverse needs and continue to improve our communication and engagement practices to support our community to contribute meaningfully to the decisions and outcomes that affect their lives.

Strategic Objective 4.1 (SO4.1)

A high performing organisation that prioritises continuous improvement, safety and accountability

Strategies

- | | |
|-------|---|
| 4.1.1 | Enhance organisational performance to deliver maximum impact for our community |
| 4.1.2 | Prioritise initiatives that enable strategic decision making and enhanced service delivery |
| 4.1.3 | Manage resources to achieve maximum community benefit and ensure Council's long term financial sustainability |
| 4.1.4 | Improve transparency around Council's performance and decision making |
| 4.1.5 | Attract and develop a proactive workforce that drives continuous improvement and safety with a focus on customer excellence |

Strategic Indicators

- | | |
|------|--|
| 4.1a | Number of continuous improvement activities identified in Council's annual work programs
Source: Hume City Council |
| 4.1b | Operating within Council's budget
Source: Local Government Performance Reporting Framework (LGPRF) – OPI |
| 4.1c | Improvement of Council's overall financial sustainability
Source: Hume City Council |
| 4.1d | Increase in community satisfaction with Council decisions
Source: Local Government Performance Reporting Framework (LGPRF) – G5 |
| 4.1e | Number of Council employee lost-time injury days
Source: Hume City Council |

Strategic Objective 4.2 (SO4.2)

An organisation that demonstrates leadership and strong advocacy + ^

Strategies

- | | |
|--------------|---|
| 4.2.1 | Explore, expand and actively contribute to partnerships and strategic networks that benefit the community + ^ |
| <hr/> | |
| 4.2.2 | Focus advocacy efforts to achieve maximum community benefit in line with current and future community needs + ^ |

Strategic Indicators

- | | |
|-------------|--|
| 4.2a | Number of advocacy activities that work towards achieving Council's strategic direction + ^

Source: Hume City Council |
| <hr/> | |
| 4.2b | Increase in new and renewed strategic partnerships and collaborations

Source: Hume City Council |

Strategic Objective 4.3 (SO4.3)

A responsive and engaged organisation that works with our community

Strategies

- 4.3.1

Provide timely and accurate information to our community
- 4.3.2

Meaningfully consult and communicate with our community to enable greater participation in civic life and Council decision making + ^

Strategic Indicators

- 4.3a

Satisfaction with customer service experience

Source: Hume City Council
- 4.3b

Increase in use of self-serve options on Council's website

Source: Hume City Council
- 4.3c

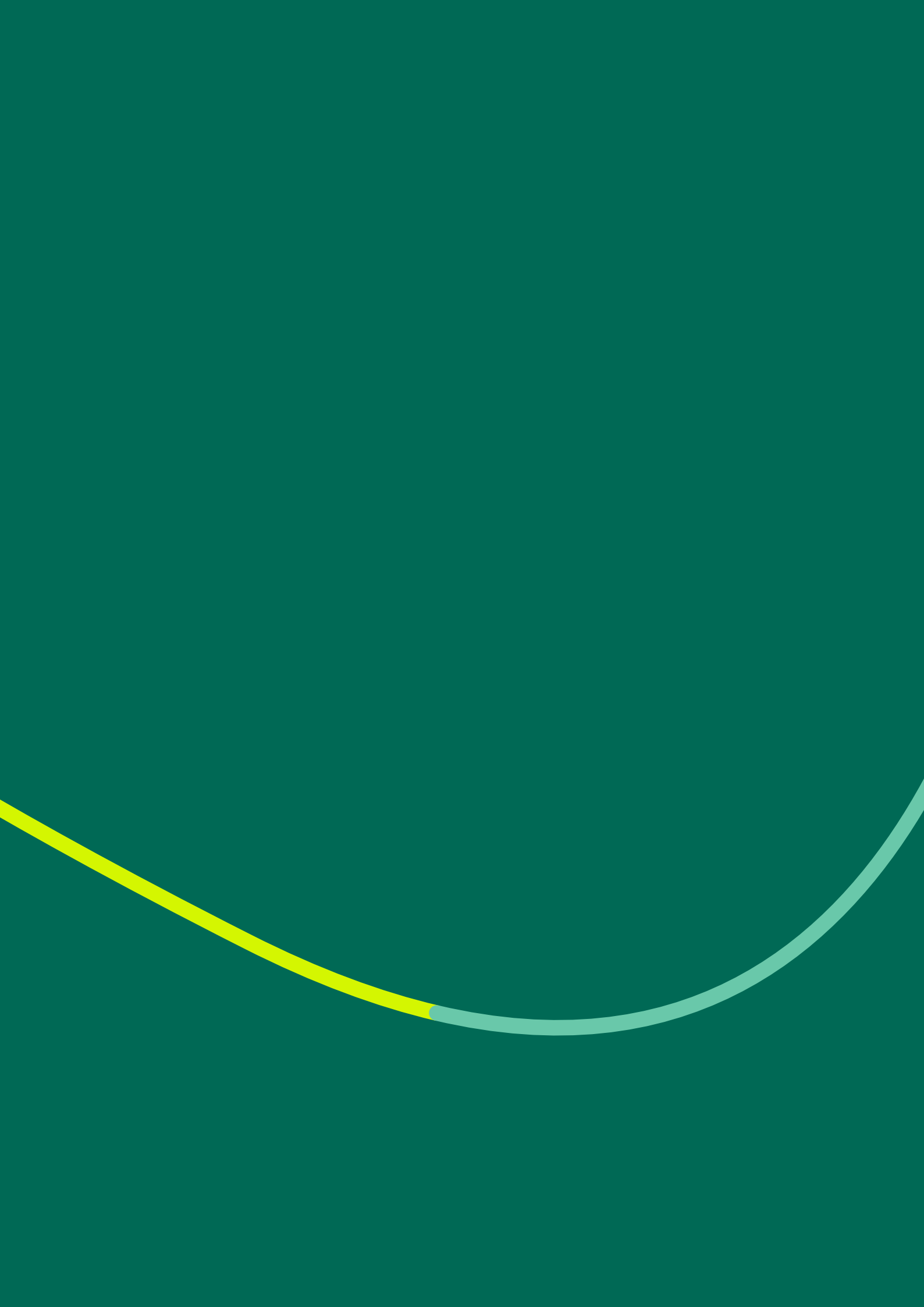
Increase in community satisfaction with community consultation and engagement

Source: Local Government Performance Reporting Framework (LGPRF) – G2
- 4.3d

Number of Council initiated working groups, taskforces and advisory committees

Source: Hume City Council





Hume Proud

Council Plan 2025–2029



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