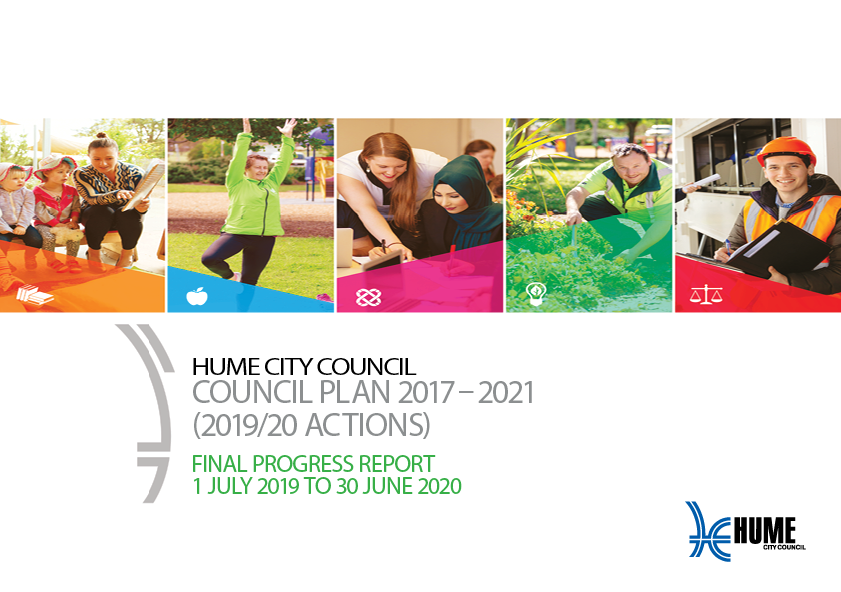
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**PROGRESS DESCRIPTIONS**

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

* Completed – 100 per cent of the action has been completed and/or a report adopted by Council.
* Significant Progress – more than 75 per cent of the action has been completed and/or a draft report has been presented to the Executive Management Team (EMT) for consideration.
* Some Progress – less than 75 per cent of the action has been completed.
* No Progress – the action has not commenced at this stage.
* Deferred – the action has been delayed due to unforeseen circumstances. In these cases, reasons why the action has been delayed will be provided.

**COUNCIL’S 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 2019 – 30 JUNE 2020**

**STRATEGIC INDICATORS TO 30 JUNE 2020**

Strategic Objective 1.1: Support and enhance skill development and educational opportunities to reduce disadvantage, improve employment prospects and quality of life

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| **Indicator** | **Target** | **2019/20 Result** |
| Number of library programs/events attendance per head of municipal population. | Target by  2020/21 = 0.7 | 3,452 Library programs attracted 109,435\* people or 0.50 attendance, which is the same attendance rate per head of population recorded in 2018/19.  \*Changes to reporting statistics: the inclusion of Community Technology Program statistics and due to COVID-19 restrictions Libraries stopped delivering in-house programs from the 17 March 2020 and were transitioned online. |
| Preschool participation rates (includes non-Council services). | Target by  2020/21 = 95%  **✓** *Target met* | 94.6% is the most recent preschool participation rate (2018 calendar year), the previous result in 2017 was 91.8%.  (Source: Department of Education and Training – next update due in late 2020) |
| Number of student placements supported by Council. | Target by  2020/21 = 150 | 68 student placements\* were completed with Council in 2019/20. 146 students completed work experience placements in 2018/19.  \*Due to COVID-19 restrictions student placements ceased in March 2020. |

Strategic Objective 1.2: Create conditions that support business growth and create local jobs for Hume residents

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| **Indicator** | **Target** | **2019/20 Result** |
| Percentage gap between the Greater Melbourne and Hume LGA unemployment rates. | Target by  2020/21 = 3% | Latest unemployment rates show a gap of 4.2% between Hume City (8.4%) and Greater Melbourne (4.2%). An increased result on the gap of 3.7% recorded at the same time in 2018/19.  (Source: Department of Employment, Small Area Labour Markets, December Quarter 2019) |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| * + 1. **A diverse range of high quality education and learning facilities are provided including locally-accessible University and TAFE institutions** | | | | Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Explore ongoing opportunities and advocate for tertiary education providers to establish in Hume’s growth areas. | Planning and Development | Completed | Discussions are continuing with Tertiary Education providers to establish a new facility in the Northern Growth corridor.  Nine Tertiary Education providers have signed Memorandums of Understanding (MOUs) to be part of the Hume Multiversity and deliver programs across Hume City. | |
| Implement a strengthened and renewed Hume Multiversity initiative. | Planning and Development | Completed | The Hume Multiversity launch event occurred on 26 July 2019 and was attended by 80 stakeholders.  MOUs were signed by eight Multiversity partners, including:   * La Trobe University * Deakin University * KANGAN Institute * Melbourne Polytechnic * Holmesglen Institute * Illuminate Education * Caravan Industry Association of Victoria * NORTH Link   Victoria University (VU) was added as a Multiversity partner in the Final Quarter 2019/20. VU's partnership represents a $2.75 million commitment over the next 5 years, in learning programs for the Sunbury and broader Hume Community.  Program delivery is continuing to roll out across Hume with a current emphasis on online programs due to COVID-19 restrictions. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| * + 1. **Young children are developed into confident learners from birth and have access to high-quality education** | | | | Advocate, Facilitator, Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Increase participation in playgroups and preschool through enhancing central enrolment and support to community playgroups. | Community Services | Completed | Increased participation in playgroups and preschool has included:   * 15 Department of Health and Human Services funded Supported Playgroups operate across Hume. * Four playgroups were funded by Council until the end of December 2019. * In response to COVID-19 restrictions, two community led playgroups in Kalkallo and Annadale moved online, with full utilisation. * 'Taste of Playgroup' sessions were held in Sunbury, Craigieburn and Roxburgh Park. * Two Council facilitated pop-up playgroups were held, connecting families to early years services. * Playgroup Support Officers attended preschool enrolment sessions and Craigieburn Festival to promote enrolment and play ideas. * Nine non-council kindergartens were included on Council’s Central Enrolment Scheme for Preschool. This will be expanded to include non-council Three-Year-Old groups. * Work is continuing to implement online registrations for Four-Year-Old preschool. * The Access to Early Learning program continues to support the sustained engagement of vulnerable children through the Early Start Kindergarten registration and regular contact with participating families. * The community Playgroup event planned for March 2020 has been cancelled due to COVID-19 restrictions. | |
| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| * + 1. **Young children are developed into confident learners from birth and have access to high-quality education** | | | | Advocate, Facilitator, Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue to deliver a range of early childhood literacy, and learning programs including: storytimes for babies and pre-school children, iTots, STEAM activities, bilingual storytime and quarterly school holiday program. | Community Services | Completed | Delivery of early childhood literacy, and learning programs to date in 2019/20 has included:   * 593 English language Storytime sessions for children aged  0-5 attracted 27,902 attendees. * 597 Bilingual Storytimes recorded 20,319 attendees. * 230 English iTots sessions were held with 6,729 attendees. * 36 Bilingual iTots sessions attracted 1,280 attendees. * 454 STEAM sessions were conducted with 12,307 attendees. * STEAM expos were held during July 2019 school holidays with 4,607 attendees. * 135 school holiday program sessions with 5,205 attendees. * 418 new registrations for 1,000 Books Before School have been recorded. 73 children reached the 1,000-book milestone. There has been 529,800 stories shared between Hume families since the program's inception.   Due to COVID 19 restrictions, all library branches were closed and stopped delivering in-house programs from the 17 March 2020 and programs were moved online. During this time a total of 169 early learning programs were delivered including:   * 84 English language Storytime sessions. * 32 Bilingual Storytimes. * 53 STEAM sessions. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | |
| * + 1. **Young children are developed into confident learners from birth and have access to high-quality education** | | | |
| **Action** | **Division** | **Progress** | **Description of Progress** |
| In partnership with the State Government, commence the planning for the 2022 introduction of Three-Year-Old Kindergarten. | Community Services | Completed | Action taken to commence the planning for the 2022 introduction of Kindergarten has included:   * Officers continued to attend a broad range of industry forums and sector initiatives designed to inform service planning for the rollout of the Three-Year-Old Kindergarten program. * Capacity assessments were completed by Ernst & Young between June and September 2019 to determine opportunities and potential barriers to the roll out of the program. State-wide data was released prior to the end of 2019, with Hume specific data released in January 2020. A stage two report is expected to be released in July 2020, to be assessed alongside Hume’s local data. * Funding was received from the Department of Education to assist in the data analysis and local planning. Further funding has been provided to council to develop a comprehensive Kindergarten Infrastructure Service Plan (KISP) and a briefing note is being prepared to seek endorsement of the KISP. * The unit continues to work with the Department of Education and Training (DET) with work slowed due to COVID-19 restrictions. * A survey of families is currently underway to better understand community interest in Three-Year-Old kindergarten programs, with results expected in July 2020. |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** | |
| * + 1. **Young children are developed into confident learners from birth and have access to high-quality education** | | | | Advocate, Facilitator, Service Provider | |
| **Action** | **Division** | **Progress** | **Description of Progress** | | |
| Continue to support program delivery in Community Hubs including:   * Evaluate the Hume Hubs Developmental Specialist and Playgroup Quality and Access Programs to inform future funding proposals. * Scope opportunities to enhance and expand vocational pathways for community hub participants in collaboration with Local Jobs for Local People and the Hume Volunteer Gateway programs. | Community Services | Completed | Support for delivery of programs and activities in Community Hubs has included:   * The draft interim report for the Playgroup Quality and Access Program was completed. * The promotion of the Stepping Stones to Small Business program resulted in three registrations for the program. * Webinars on Volunteers and Legal issues were distributed via the Hume Hubs Network. * Playgroup parent surveys were conducted in hub playgroups with nearly 100 surveys returned. * $15,000 funding was received to produce an E-learning package based on Playgroup Quality and Access Training Programs. The first module of the program was rolled out and completed, with additional modules being edited. * Playgroup facilitator and hub leader focus groups were held in Term 1, with further online groups cancelled due to COVID-19 restrictions. The final Playgroup Quality and Access Program evaluation report is to be completed. * Confirmation of Playgroup Access and Quality Project funding extended to June 30, 2021. * Melbourne Polytechnic Tutor scheme training continued, and links were made with Kangan Institute. Information sessions with Kangan, in April 2020, were postponed due to COVID-19 restrictions. * In response to COVID-19 Officers provided links to services, advice on hygiene and early years activity ideas for parents. | | |
| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | | **Council’s Role** |
| **1.1.3 Young people are supported to achieve their goals with improved educational and employment pathways and active participation in community life** | | | | | Advocate, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | | |
| Assess community interest and plan for a Youth Leadership Summit to be delivered in 2020. | Community Services | Deferred | Following extensive surveying of young people in Hume by the Youth Action Committee (YAC), the top three concerns identified for young people were:   * Mental health * Bullying * Young people’s voice.   These three topics along with the 0-24 Framework formed the basis of a Youth Leadership Summit proposed for Term 2 2020.  Recruitment of the Youth Summit Youth Committee was finalised, with 20 young people registering. Face to face meetings were held with eight young people in January and February 2020 to build the capacity of youth leaders to design, promote and evaluate the summit. Due to COVID-19 restrictions meetings transitioned online. The continuation of the Youth Summit Working Group online meetings will be reviewed with plans to run a summit as soon as permitted. | | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.1.3 Young people are supported to achieve their goals with improved educational and employment pathways and active participation in community life** | | | | Advocate, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Facilitate the Hume Youth Action Committee to provide a forum for young leaders to design activities and information to support Hume’s youth. | Community Services | Completed | Council continued to facilitate the Hume Youth Action Committee (YAC) to provide a forum for young leaders to design activities and information to support Hume’s youth, including:   * 2019 YAC members produced videos covering key concerns for Hume’s youth. Due to COVID-19 restrictions distribution of the videos will continue in 2020/21. * YAC 2020 committee applications were received, interviews undertaken and appointments to the 2020 YAC committee made with meetings held online. * YAC funding from the Department of Premier & Cabinet continues until December 2020. | |
| ♿Subject to Council adoption, commence implementation of ‘0 to 24 year Framework’, including:   * Developing a 4-year Action Plan outlining how Council will support the Framework. * Provide support, guidance and advice to partner organisations who may want to develop their own action plans. * Establish a governance model with other service providers and stakeholders to guide the ongoing implementation, monitoring and evaluation of the framework. | Community Services | Completed | The 0 - 24 Framework (The Framework) was adopted by Council and implementation has commenced, including:   * The Framework was launched on 11 September 2019 with over 70 people representing internal and external partner organisations. Very positive feedback has been received. * Development of a 4-year Action Plan outlining how Council will support the Framework. * An Advisory Group (AG) was established and a MOU for the group and governance model was created. The AG will meet quarterly, with a summit planned for November each year. * An internal 0-24 Action Plan working group was formed in December 2019. The group will meet quarterly to roll out the framework across the organisation. * Ongoing work continues to implement the evaluation plan. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.1.3 Young people are supported to achieve their goals with improved educational and employment pathways and active participation in community life** | | | | Advocate, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Deliver a range of parenting education programs to build the capacity of parents to support the health, wellbeing and aspirations of their children from 0-24 years. | Community Services | Completed | Parenting education workshops offered across Hume City in 2019/20 have included:   * Raising Resilient Teens * Parenting in The Early Years * Parents Building Solutions (delivered in Arabic) * Wishing Away Worries * Body Confident Children and Teens * Challenging Behaviour in Pre-teens * Body Esteem Educator Training * Champions for Change Leadership Workshop * Tuning into Teens * ThinkUKnow for parents.   Parenting workshops had approximately 155 attendees. Planning has commenced for 2020/21 programs to be delivered in partnership with Anglicare ParentZone at children centres, community hubs and schools.  The Hume Access to Early Learning (AEL) program, which engages vulnerable children and their families in early childhood education and care programs, is currently supporting 16 vulnerable families within the community. Another 14 children have already been referred into the program in 2021. Due to COVID-19 restrictions home visits have ceased, but regular contact is being made to continue with in-home learning plans. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.1.4 The learning, economic, social and recreational aspirations of all residents are supported, including the provision of high-quality libraries and learning centres** | | | | Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Complete construction of the HGLC-Sunbury and deliver targeted programs and activities to support the opening of the centre, and that are responsive to local community needs. | Community Services | Completed | The HGLC-Sunbury construction was completed, including the transition and relocation of the temporary library in Evans Street. The centre opened on 16 December 2019.  HGLC-Sunbury provides services including:   * A library service, which is home to more than 42,000 books, DVDs and other items, along with a children’s area and access to public computers. * Facilities such as IT training rooms, meeting rooms, and two large multipurpose rooms equipped with audio-visual presentation equipment. * Conference and events space, catering for groups of up to 400 people. * A purpose-built gallery and exhibition space, which will present an evolving program of high-quality exhibitions. * A business hub that facilitates a variety of business needs. * A Visitor Information Centre, where visitors benefit from the local knowledge of staff and volunteers. * The Sunbury Customer Service Centre, which offers residents a purpose-built facility to seek information on Council services, make Council payments, submit an application or report an issue.   Since opening, the building and its services have received overwhelmingly positive feedback from the community. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.1.5 Local employment pathways are developed through accessible training and learning opportunities** | | | | Facilitator, Advocate, |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Implement activities developed from the Employment Pathways Action Plan including:   * Subject to Federal funding, host a local Jobs Fair in late 2019. * Undertake initiatives to support students transitioning from the Multiversity program to employment. | Planning and Development | Deferred | Implementation of the Employment Pathways Action Plan continued and included:   * Through the Multiversity partnerships, tertiary students were engaged with Hume City Council and local tourism icon, Living Legends, to undertake data analytics projects. * Due to COVID-19 restrictions the March 2020 Broadmeadows Jobs Fair was cancelled. A contract extension and funding for the event has been reallocated to 2020/21, with the delivery of a virtual Jobs Fair being explored. * A short-term agreement has been signed with Coursera to pilot Coursera for Workforce Recovery. This includes free access to online courses for unemployed Hume City residents through Coursera’s online learning platform. Enrolments have opened and will remain open until the 30 September 2020. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.1.5 Local employment pathways are developed through accessible training and learning opportunities** | | | | Facilitator, Advocate, |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Celebrate the Hume Volunteer Gateway 10-year milestone including:   * Hosting the 2020 Volunteer Expo. * Explore and identify volunteering champions to help promote the Expo and volunteering in Hume. | Community Services | Completed\* | Celebrating the Hume Volunteer Gateway (HVG) 10-year milestone has included:   * HVG hosted two community outreach activities with volunteering pop-up information sessions in Craigieburn in October 2019, to coincide with Community Safety month and Broadmeadows in December 2019, as part of International Volunteers Day. * The HVG program experienced more than 194 people interested in volunteering and applying for volunteering opportunities in the community. * The HVG Tax Help program 2019 was another successful and extremely busy program ending on 31 October 2019. * Due to COVID-19 restrictions the volunteer expo (originally scheduled for 22 April 2020) has been postponed. * Data collection for the HVG Evaluation plan 2019/2020 did not progress due to COVID-19 restrictions and the postponement of the Volunteer Expo. * Volunteer Champions have been selected and will resume the program when COVID-19 restrictions allow. | |

\* While the Expo has been unable to proceed due to COVID-19, extensive work has been undertaken throughout the year to support and champion volunteering within Hume. Given that the majority of this activity has been completed, with the exception to limitations due to COVID-19, the item has been marked as completed.

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.1.5 Local employment pathways are developed through accessible training and learning opportunities** | | | | Facilitator, Advocate, |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Investigate options for, and if feasible, establish a trial of a new Council traineeship program (SponsorMe@ HCC) to support local employment pathways for residents from refugee/ emerging communities, or those who are experiencing long-term unemployment. | Communications Engagement & Advocacy | Completed | An investigation and feasibility study was completed in accordance with the Council Plan action. This investigation found that the initial SponsorMe@HCC program was not feasible going forward.  While the SponsorMe@HCC project will not proceed, an alternative approach has been developed where financial contributions from Hume City Council employees (7 staff members) are helping to provide funding for an additional Passport to Work mentoring program.  Passport to Work mentors (HCC staff) will be funded by Council, with staff financial contributions going towards the protégés (community members), to help them develop job ready skills and assist them into employment. This program aims to break down a range of barriers and stereotypes to help people from different areas of society to work together. It includes 10 mentors from across Council. Due to COVID-19 restrictions the program has been delayed and will be delivered online later in 2020/21. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.1.5 Local employment pathways are developed through accessible training and learning opportunities** | | | | Facilitator, Advocate, |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| ♿Continue to deliver and enhance Council’s range of student employment pathway programs (i.e. work experience, school-based apprenticeships and traineeships), including support for those with disabilities and from diverse backgrounds. | Communications Engagement & Advocacy | Deferred | Council's 2019 School Based Apprenticeships and Trainees (SBATs) completed their 10-month program in October 2019, with a graduation held on the 25October 2019 to acknowledge their achievement.  Council commenced hosting 2020 SBATs in February 2020, with placements in Community Strengthening, Family, Youth and Children’s Services, Health and Community Wellbeing and Organisational Performance and Engagement.  Providing workplace experience and skill development for youth with disabilities, Council's relationship with Hume Valley School Victorian Certificate of Applied Learning (VCAL) students continues. In 2019, five students completed a 10-week period of work experience and in January 2020 three students commenced work experience in the Broadmeadows Library and Customer Service.  Due to COVID-19 restrictions all work experience has been put on hold until staff and students can return to the workplace. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.2.1 Hume is an attractive place to do business with a diverse range of industries, providing local jobs for residents** | | | | Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Implement a revised Investment Attraction Framework, including undertaking enhanced marketing and promotion through LinkedIn and other online media as appropriate. | Planning and Development | Completed | A revised Investment Attraction Framework was adopted by Council on 24 June 2019. Evaluation of the Investment Attraction Framework from July 2019 to June 2020 will occur in 2020/21 and be reported to Council.  Activities undertaken in relation to the Framework have included:   * A series of short videos on LinkedIn, promoting Hume as a prime location for business investment commenced. Videos posted from October 2019 to February 2020 recorded a total of 48,384 views, 163,288 impressions (no. of people who saw the ad), 766 click throughs to the website (downloaded Investment Prospectus) and 214 likes. The roll out of further videos has been suspended. * Investment Prospectus has been updated and will be promoted to all stakeholders and potential businesses. * In April 2020, Council funded GEA Process Engineering Australia Pty Ltd (GEA) a Business Establishment Financial Incentive to establish their Head Office in Hume. This resulted in the creation of 130 jobs. GEA is one of the largest international suppliers of process technology, components and sustainable energy solutions to the food, beverage, pharmaceutical and chemical industries. * In April 2020, Council endorsed the provision of a Business Establishment Financial Incentive for Sunbury Toyota, in Sunbury. This development has the potential to unlock and attract further investment in the Sunbury South Precinct Structure Plan employment area and contribute to further economic growth for the community. | |
| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.2.1 Hume is an attractive place to do business with a diverse range of industries, providing local jobs for residents** | | | | Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Investigate the forward supply of employment land in Hume, aligned to population growth, including regional considerations and State Government Advocacy. | Planning and Development | Significant Progress | Final discussions with a leading consultancy are underway for a detailed review on the forward supply of employment land in collaboration with the City of Whittlesea and NORTHLink. The review is due to be completed in Fourth Quarter 2020/21. | |
| Determine priority sites from the Property Development Plan and where appropriate, commence implementation of site specific concept plans. | Corporate Services | Completed | Council identified and assessed several Council land holdings for future development options in July 2019. A further report was presented to Council in October 2019 including the action for an Infrastructure Development Plan. Five sites were approved to progress and commence implementation. The Infrastructure Development Plan will continue to be updated with additional sites for consideration, further information and status of approved sites. All sites will be subject to Council undertaking its statutory obligations and will be reported individually to Council. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.2.1 Hume is an attractive place to do business with a diverse range of industries, providing local jobs for residents** | | | | Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Deliver a range of programs and activities to support the opening of the StartNorth Coworking Space and Accelerator Programs, including:   * Delivering a range of masterclasses to build small business management capabilities. * Hosting a ‘Big Ideas Day’ to develop business ideas and support start-ups in Hume. * Undertaking promotional and marketing campaigns to attract Hume businesses to utilise the coworking space, accelerator program and business events. | Planning and Development | Completed | The StartNorth Coworking space opened on 28 October 2019. A range of programs and activities to support the opening and ongoing activities of the Space and Accelerator Programs, have included:   * Masterclasses * A ‘Big Ideas Day’ * Business Start-up weekends * Small Business Victoria workshop * A Networking day * A lunch and learn session.   Due to COVID-19 restrictions StartNorth has been closed and accelerator program planning has been suspended. Planning for program activities is now underway for delivery in Third Quarter 2020/21.  The StartNorth Innovation Festival and Accelerator Programs are now to be delivered in 2021. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.2.1 Hume is an attractive place to do business with a diverse range of industries, providing local jobs for residents** | | | | Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| ♿Support local businesses and service providers to employ Hume residents through the Local Jobs for Local People program. | Planning and Development | Completed | Support for local businesses and service providers to employ Hume residents through the Local Jobs for Local People (LJLP) in 2019/20 program has included:   * 5,260 vacancies listed on Hume Joblink. * Over 187 job advertisements being exclusively sourced. * Over 90 Hume residents with a disability have been supported. * Two people with a disability were placed into employment. * Based on current demand, the LJLP team is working to identify more casual and part-time jobs (less than 15 hours a week). | |
| Encourage local and regional employment opportunities through the promotion of Melbourne’s North Joblink. | Planning and Development | Completed | The Local Jobs for Local People team continues to seek a concerted effort with other Local Government Areas across the region to promote Melbourne’s North Joblink and encourage greater usage.  In 2019/20, Melbourne’s North Joblink:   * Advertised 15,135 jobs in Melbourne's North. * Attracted 748 new users. * Registered 15 new employers who posted vacancies. * Currently has 2,133 registered users and 71 employers on the site. * Had 104,161 job views with 2,013 applications made. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.2.1 Hume is an attractive place to do business with a diverse range of industries, providing local jobs for residents** | | | | Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Explore the potential to provide grants to small business already established in Hume to assist in growth, where it leads to new jobs. | Planning and Development | Completed | To explore the potential to provide grants to small business already established in Hume, Council:   * Adopted the Hume Small Business Grant, as part of the 2020/21 budget process, with a total fund of $250,000. * Additionally, as part of Council's Stimulus Package for COVID-19, 134 businesses received a total of $980,741 in grant funds. Recipients were a mix of small to medium businesses and from varied industry sectors including retail, manufacturing and hospitality. | |
| Grow employment in the Broadmeadows Town Centre and progress implementation of ‘Hume Central The Vision’. | Planning and Development | Significant Progress | To grow employment in the Broadmeadows Town Centre and progress implementation of ‘Hume Central, Council received revitalisation grant funding from the Office of Suburban Development (OSD) in February 2020, to prepare a property assessment. This project will undertake an economic assessment of the Broadmeadows Town Centre to identify realistic economic growth opportunities and recommend development scenarios. More detailed investigations will be undertaken regarding Council’s investment plans for Hume Central and those of other landowners, including consideration of the need for market repositioning, Government funding/policies and local demand. A second output of this grant funded consultancy will be to produce an investment action plan to inform revitalisation actions of landowners, potential investment partners, Council and State and Federal Government. The consultancy will commence investigations in late July 2020 with the aim of having draft actions identified by October 2020. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.2.2 Hume businesses are supported to be prosperous and resilient to changes in the local economy** | | | | Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Represent Council on Melbourne’s North Food Group (MNFG) and support the scope of activities provided for the regional food and beverage sector, which include inbound and outbound trade events, workshops and seminars. | Planning and Development | Completed | Council continued to be represented on and support MNFG, which exceeded all targets of the Victorian Government two-year funding agreement (expired in February 2020). Targets and outcomes included:   * 43 business reviews completed. * 65 new jobs created in partner businesses. * 17 businesses assisted with Australian Government funding submissions. * 9 in-bound and 7out-bound trade activities conducted. * 312 student placements and/or projects in food industry.   The following 2019/20 MNFG events and business forums were held:   * Promoting a Business and Networking Forum held on 31 July 2019. * Supporting and participating in the MNFG First Birthday celebration on 17 September 2019 * Supporting and participating in the Fine Food Australia Trade Show held in Sydney from 9-12 September 2019. * MNFG members were represented at the World's Largest Annual Food & Hospitality Show, GULFOOD 2020, held from 16 - 20 February 2020 at the Dubai World Trade Centre, Dubai.   Since mid-March, MNFG has focused on business support for members effected by the business conditions associated with COVID-19 restrictions. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.2.3 Hume City fulfils its regional responsibilities in supporting Melbourne Airport to remain curfew-free and leverages off the economic benefits the airport brings to the local community** | | | | Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue to support and promote the Visitor Economy in and around Melbourne Airport. | Planning and Development | Completed | Council continues to support and promote the Visitor Economy in and around Melbourne Airport, by:   * Using social media, digital channels and Hume Visitor Information services to promote the airport and surrounding hotels. * Continuing to advocate for the Visitor Economy in Hume and Melbourne's North including the need for formal governance and funding opportunities for Greater Melbourne. * Facilitating a range of new tourism investment including URBNSURF, Marnong Estate and cafes and restaurants. * Delivering a range of promotions to support tourism, drive visitation and encourage spending in Hume, including: * A media partnership with Broadsheet Melbourne, promoting Hume's product strengths. * Non-conventional advertising across Hume's three major shopping centres. * Ongoing posts, stories and ads via @discoverhume. In 2019/20 an engagement rate of 5.5% was recorded for the @discoverhume account with an average of 131 likes and 3 comments per post. Followers continue to increase with a total follow of 2,285. * Adapting messaging, services and business engagement to ensure tourism operators are supported throughout COVID-19 restrictions and providing social media, support for local campaigns, access to grants, government advice, and webinars. | |
| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **1.2.4 Local shopping and entertainment precincts support a sense of local identity, social cohesion and employment** | | | | Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Review the outcomes of the pilot/trial site in 2018/19, to assess opportunities to establish local markets and food truck parks. | Planning and Development | Completed | Council engaged with local shopping centre management and businesses for the delivery of a food truck event in Broadmeadows. However, this was not a financially viable option.  A report was provided to Council in December 2019 providing information on the investigation and feasibility of undertaking markets in Hume.  Council continues to work with and promote the existing and potential markets in Hume. | |

**SUMMARY OF PROGRESS FOR THEME 2 1 JULY 2019 – 30 JUNE 2020**

**STRATEGIC INDICATORS TO 30 JUNE 2020**

Strategic Objective 2.1: Foster a community which is active and healthy

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| **Indicator** | **Target** | **2019/20 Result** |
| Percentage of children who are ‘fully immunised’ by 5 years of age | Target by 2020/21 = 95%  **✓** *Target met* | 96.25% is the latest immunisation coverage for the period 1 April 2019 to 31 March 2020. At the same time in 2018/19, coverage was 96.11%.  (Source: Australian Immunisation Register - Coverage Report)  \*\* Note: Part of SA3 Sunbury is outside of Hume Boundary |
| Participation rates in Maternal Child Health | Target by 2020/21 = 75%  **✓** *Target met* | The participation rate in the MCH service is **74.7% this is an increase on** participation rates in 2018/19 which were 72.1%. |
| Number of visits to aquatic facilities per head of municipal population | Target by 2020/21 = 4.4 visits  **✓** *Target met* | There were 1,019,543 visits (4.4 visits per head of population) to aquatic facilities in 2019/20 compared with 1,382,020 visits (6.2 visits per head of population) recorded in 2018/19.  Due to COVID 19 restrictions, there were only 7,435 visits to aquatic facilities in the Final Quarter 2019/20 compared to 310,167 visits at the same time in 2018/19. |

**SUMMARY OF PROGRESS FOR THEME 2 1 JULY 2019 – 30 JUNE 2020**

**STRATEGIC INDICATORS TO 30 JUNE 2020**

Strategic Objective 2.2: Strengthen community safety and respectful behaviour

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| **Indicator** | **Target** | **2019/20 Result** |
| Percentage of the community who are satisfied with their health | Target by 2020/21 = 75%  **✓** *Target met* | 77% is the most recent result (2018/19) which is an increase from the previous result of 73.5% in 2016/17.  (Source: Hume Community Indicators Survey 2018/19 – survey is only reported every two years) |
| Percentage of persons feeling safe walking alone during the night | Target by 2020/21 = 40%  **✓** *Target met* | 40.8% is the most recent result (2018/19) which is similar to the previous result of 40.1% in 2016/17.  (Source: Hume Community Indicators Survey 2018/19 – survey is only reported every two years) |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **2.1.1 The health and wellbeing of residents is supported through an accessible and affordable range of formal and informal leisure options which address local needs** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Promote the local social marketing campaign to change behaviours and improve physical activity including:   * Use of the wellness app to all Hume Residents. * Addition of signage on pathways to identify destinations, linkages and timing of walks. | Corporate Services | Completed | Promotion of the local social marketing campaign to change behaviours and improve physical activity is ongoing. The wellness app is currently being used by Leisure Centre members and residents. The launch to the community was marketed and promoted via social media and local papers in May 2020. | |
| ♿Deliver the HumeXplorer initiative, encouraging more children and their families to get out and active in Hume City parks and open space. | Community Services | Completed | The HumeXplorer initiative was successfully launched on 13 and 14 September 2019 with two nature play events at the Golden Sun Moth Park, Craigieburn and John Ilhan Memorial Reserve, Broadmeadows.  The project encourages children (aged three to eight years) and their families to connect with Hume’s outdoor spaces and others and features a Kids Adventure Passport, which guides young explorers through a series of nature play missions and two Walking with Words story trails.  Approximately 200 people attended the launch events, with positive feedback received from the community.  Council was successful in securing additional funding from the Hume Whittlesea Primary Care Partnership to support the delivery of HumeXplorer pop-ups at Council's Summer Festivals.  A pop-up was delivered at the Craigieburn Festival offering a range of nature-based play activities for children and families.  Future planned HumeXplorer events have been postponed due to COVID-19 restrictions. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **2.1.1 The health and wellbeing of residents is supported through an accessible and affordable range of formal and informal leisure options which address local needs** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| ♿Scope, design and construct facility upgrades as part of the Sports Pavilion Plan, including:   * Boardman Reserve Pavilion 3 and Social Room * Gladstone Park Reserve Pavilion * Progress Reserve Pavilion * Bulla Tennis Club Pavilion * Seth Raistrick Reserve Pavilion * Greenvale Equestrian Pavilion * Langama Park Pavilion * Craigieburn Softball Pavilion (Mount Aitken District Recreation Reserve) * Cloverton Active Open Space Pavilion * Willowbrook Reserve (Tennis Pavilion)\* * Craigieburn Tennis Club\*. | Community Services | Significant Progress | Year to date progress on 2019/20 facility upgrades as part of the Sports Pavilion Plan, has included:   * Bulla Tennis Club Pavilion –completed. * Seth Raistrick Reserve Pavilion – completed design phase. * Greenvale Equestrian – completed design phase. * Willowbrook Reserve (Tennis Pavilion) – designs completed and seeking tenders for works. * Craigieburn Tennis Club - designs completed. * Other pavilion designs and works continue to progress. | |

\*Rollover pavilion projects from Council Plan 2017-2021 (2018/19 Actions).

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **2.1.1 The health and wellbeing of residents is supported through an accessible and affordable range of formal and informal leisure options which address local needs** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Implement the Indoor Sports Plan and Outdoor Sports Plan (subject to Council adoption). | Corporate Services | Significant Progress | Council adopted the Outdoor Sports Plan in June 2020. Community consultation has taken place for the redevelopment of the Craigieburn Sports Stadium with Council approving Stage 1 of the re-development. The Indoor Sports Plan will be finalised in 2020/21. | |
| Deliver capital works at leisure facilities including:   * Craigieburn Lawn Bowls * Sunbury Aquatic and Leisure Centre * Broadmeadows Aquatic and Leisure Centre * Sunbury Skate Park * Craigieburn Sprint * Broadmeadows Basketball Stadium * Mount Aitken District Recreation Reserve. * Sunbury Regional BMX facility. \* | Corporate Services | Significant Progress | 2019/20 progress on capital works at Council leisure facilities has included:   * Sunbury Aquatic and Leisure Centre - changeroom upgrades completed. * Broadmeadows Aquatic and Leisure Centre - extensive 25m pool hall roof and ceiling rectification works completed. * Sunbury Skate Park – the skate park extension completed. * The new pavilion for the Sunbury Regional BMX facility completed. * The works at the Craigieburn Lawn Bowls Club completed. * Other leisure facility works are scheduled to commence in 2020/21. | |

\**Rollover project* from Council Plan 2017-2021 (2018/19 Actions).

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **2.1.1 The health and wellbeing of residents is supported through an accessible and affordable range of formal and informal leisure options which address local needs** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue implementation of the Outdoor Sports Ground Lighting Policy and Plan including lighting upgrades at:   * Gibb Reserve Soccer Pitch * Dallas Public Tennis Courts * Langama Park Reserve Pitch 1 * John McMahon Reserve Oval 1 * Sunbury Recreation Reserve Outdoor Netball Court * Greenvale Recreation Reserve Oval 2 (AFL/Cricket). | Corporate Services | Completed | To date in 2019/20, lighting upgrades as part of the Outdoor Sports Ground Lighting Policy and Plan have included designs being completed for:   * Gibb Reserve Soccer Pitch * Dallas Park Tennis Courts * Langama Park Reserve Pitch 1 * John McMahon Reserve Oval 1 * Greenvale Recreation Reserve Oval 2 (AFL/Cricket). * Sunbury Recreation Reserve Outdoor Netball court. * All civil and underground works have been completed at the identified sites. * Lighting poles have now arrived and been delivered onsite | |
| Map the services, programs, assets and spaces for leisure (physical, social, passive or active) activities to promote increased usage.\* | Corporate Services | Completed | Mapping of the services, assets and spaces for leisure activities has been completed. This included a review of the information already available in both digital and paper formats in 2018/19.  A trial of a wellness app to promote increased usage has been undertaken and feedback of the trial is being assessed prior to further promotion. | |

*\*Rollover action from Council Plan 2017-2021 (2017/18 & 2018/19 Actions)*

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **2.1.1 The health and wellbeing of residents is supported through an accessible and affordable range of formal and informal leisure options which address local needs** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue development and implementation of open space and recreation master plans including:   * Greenvale Recreation Reserve * Willowbrook Recreation Reserve (Westmeadows) * McMahon Recreation Reserve (Sunbury) * D.S. Aitken Recreation Reserve (Craigieburn). | Corporate Services, Planning and Development | Significant Progress | Development and implementation of open space and recreation master plans has included:   * Greenvale Recreation Reserve – community consultation is underway for the district level playspace at this site. * McMahon Reserve - new play space, landscaping and pathway works are complete. The hardscaping works and pathway around the new social pavilion have been completed, soft scaping is being progressed. A contractor has been selected to seal the entry road up to the main oval. * Willowbrook Recreation Reserve - Outdoor furniture quotes are being obtained. The tennis pavilion upgrade design is complete and construction underway. New concrete pathway connections and hardstand areas are complete. The Boardwalk to connect pathways is complete. A new coaches' box and storage space project is being scoped with consideration to cultural heritage factors. A building permit for the playspace safety fence has been received. New seating is being installed as part of the outdoor furniture project. * DS Aitken Recreation Reserve - Playspace relocation and upgrade is complete. The design of the new Car park entry and reconfiguration of the existing car park, south of the tennis courts, is complete and scheduled for tendered. Designs for new pathways onsite are complete and scheduled for tender. The tennis pavilion upgrade concept design is complete and detailed design is progressing. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| * + 1. **Well-connected commuter and recreational cycling and pedestrian networks and amenities that encourage active lifestyles and lower costs of living** | | | | Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| ♿Review Council’s walking and cycling network to develop a priority list of improvements to existing infrastructure and development of new links. | Planning and Development | Significant Progress | A review of the current prioritisation of the walking and cycling network has been completed with input from expert consultants. This has identified new priority themes that will be used to inform a priority list of walking and cycling projects.  Improvement works that have been advanced include:   * NorthPark Drive section of Merri Creek trail is under construction. * Funds have been allocated to the Craigieburn LATM works being undertaken. The off-road sections of path will be funded from the walking and cycling program. * Planning to commence for a recreational node (seat, drinking fountain, trees) at the end of Barry Road on the Merri Creek Trail. * Additional planning is underway to prioritise sites for construction in 2020/21. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| * + 1. **The health and wellbeing of residents are supported through accessible and affordable health and social support services, including the provision of a hospital which responds to regional growth** | | | | Service Provider, Advocate, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Improve Maternal and Child Health participation rates through ongoing monitoring and implementation of the Key Ages and Stages (KAS) Participation Plan, with particular focus on increasing 3.5 year old KAS visits. | Community Services | Completed | Participation rates in Maternal and Child Health (MCH) Key Age and Stages (KAS) visits demonstrated a steady increase in 2019/20.   * Overall participation rates are 74.7% which is an increase of 2.7% from 2018/19. * 2-year-old KAS visits totalled 2,707 which is an increase of 453 visits compared with 2018/19. * 3.5-year-old KAS visits totalled 2,374 which is an increase of 265 visits compared with 2018/19.   Rates remained high despite the impact of COVID-19 restrictions. MCH service has been maintained during COVID-19 restrictions by implementing telephone consultations and short face to face consultations, for children 0-8 weeks of age. Workforce capacity and service delivery impacted the availability of the service for older KAS groups as younger more vulnerable children were prioritised. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| * + 1. **The health and wellbeing of residents are supported through accessible and affordable health and social support services, including the provision of a hospital which responds to regional growth** | | | | Service Provider, Advocate, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Develop and deliver actions of the Hume Health and Wellbeing Plan Action Plan including:   * Deliver programs in primary schools that promote walking amongst children and support schools to map safe walking routes.\* | Community Services | Completed | Actions identified in the Hume Health and Wellbeing Plan continued to be implemented, with minor changes to delivery methods/focus due to COVID-19 restrictions, including:   * Council launched an online social 'Dads Group', run by fathers for fathers, to increase access to parenting support and services. 158 local dads are participating in the group. * Council partnered in the delivery of the Community Watch Initiative, to provide welfare checks and referrals to appropriate services for vulnerable community members during the pandemic. * A project commenced to determine the feasibility of establishing a mobile Maternal and Child Health Service to improve access to Hume residents. * Council, with grant funding from VicHealth, delivered the 2019 Walk to School initiative. Eight local schools participated with key highlights from the initiative including: * The sign-up of two new local schools. * Initiation of school competitions, including longest walking school bus and colouring competition. * Delivery of safe walking route signage and footpath markers around participating schools. * The VicHealth alcohol cultures grant has been postponed. Council expects to be updated on the grant application in 2021. | |

\*Partial rollover action from the Council Plan 2017-2021 (2018/19 Actions).

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| * + 1. **The health and wellbeing of residents are supported through accessible and affordable health and social support services, including the provision of a hospital which responds to regional growth** | | | | Service Provider, Advocate, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Review Council's policy in response to gaming issues and strengthen strategic advocacy partnerships.\* | Community Services | Completed | As part of the gaming review process, various investigations and activities were undertaken, including:   * Consultations with service providers, internal Council staff and community members in September 2018. * A workshop with gambling operators in October 2018. * A Councillor workshop to consider findings of the consultation report and seek input into the policy in March 2019. * Public exhibition of the draft Gambling Harm Minimisation Policy for public from 31 May to 1 July 2019. * The Gambling Harm Minimisation Policy was adopted by Council on 9 September 2019. | |

*\*Rollover action from Council Plan 2017-2021 (2018/19 Actions)*

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **2.1.4 Residents are supported to age in place through affordable and appropriate housing and locally accessible health and social support services** | | | | Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue to implement, monitor and review the Positive Ageing Strategy 2014–2024, including:   * Determining required resources and appropriate locations for older adult exercise stations installations; and, * Promoting local sporting opportunities available for older residents. | Community Services | Completed | Council continues to implement, monitor and review the Positive Ageing Strategy 2014–2024, including:   * The completed installation of older adult exercise stations at Gladstone Park Senior Citizens Centre. * Establishment of a welfare checking program for users of closed centres, to support and improve mental health and reduce isolation during COVID-19 restrictions. * Installation works at the Sunbury Senior Citizens have been suspended while further building works are considered, to ensure the facility remains fit for purpose and continues to meet current and future community needs. * Healthy Ageing activities and activities provided through Council Leisure centres are widely promoted to Senior groups who utilise centres, to encourage participation. Due to COVID-19 restrictions and the closure of senior citizens centres, established programs such as Walking Soccer and Bocce have been suspended. * Planning commenced to reactivate closed senior citizens centres safely once COVID-19 restrictions cease. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| * + 1. **Healthy lifestyles are encouraged, and the cost of living minimised through local food production, community gardens and kitchens and other sustainable living practices** | | | | Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue to provide and review support for community gardens. | Community Services | Completed | Continued support for community gardens in 2019/20 hasincluded:   * Reactivation of the Roxburgh Park Community Garden and recruitment of eight gardeners following an open day. * Council implemented a significant Capital Works program for all community gardens. * Completion of garden plot audits for Craigieburn and Sunbury Community Gardens. * The current list of active gardeners has been updated and provided with new user agreements. * Garden workshops were held at Westmeadows Indigenous Community Garden and Roxburgh Park Community Garden. * Support and advice were provided to improve committee communication and financial management and assist form a new committee. * Continuous improvement benchmarking has been undertaken against other Council Community Garden Programs. * Due to COVID-19 restrictions community capacity building training, permaculture training and Garden Open Days have been postponed. * Council enforced COVID-19 restrictions at the gardens, resulting in only a few new membership applications. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **2.2.1 The safety and wellbeing of people and property is enhanced through well designed buildings and public spaces and safe, respectful behaviour within Hume’s community** | | | | Statutory Authority, Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Update the Municipal Emergency Management Plan to ensure compliance with legislative changes from 2020, and three yearly audit. | Sustainable Infrastructure and Services | Completed | In accordance with the Emergency Management Continuous Improvement Plan (CIP), the Municipal Emergency Management Planning Committee (MEMPC) reviewed the Municipal Emergency Management Plan (MEMPlan) in readiness for the annual audit.  The CIP aligns with the three-year audit process to ensure that the MEMPlan is compliant with legislation.  The Plan was audited on 24 June 2020 and reported to be compliant with all legislative requirements. | |
| Review the Municipal Recovery Plan in accordance with Emergency Management Victoria guidelines and implement Phase 2 of the English and Emergencies – Learn and Prepare Project. | Community Services | Completed | In August 2019, Council was awarded the 2019 Resilient Australia Local Government Award for the English and Emergencies – Learn and Prepare Project. Phase 2 of the program has been implemented across three hubs and feedback in relation to changes and updates has been received. Due to COVID-19 restrictions, further implementation of the program is on hold.  The Municipal Emergency Relief and Recovery Plan was endorsed by the MEMP Committee on 2 June 2020. | |
| Evaluate the pilot of the Council subsidised Snake Catching Service for Hume residents.\* | Communications, Engagement and Advocacy | Completed | The pilot Snake Catching Service was evaluated, and Council received a briefing in August 2019. A revised Snake Catcher Program was implemented in 2019/20 between October 2019 and April 2020 in accordance with Council’s resolution to continue the service under a new delivery model. | |

\*Rollover action from Council Plan 2017-2021 (2018/19 Actions).

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| * + 1. **Road and pedestrian safety is enhanced, and initiatives are undertaken to reduce dangerous hoon driving and speeding in local streets** | | | | Statutory Authority, Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Collaborate with the Victorian Police ND4 Road Safety Network to deliver road and pedestrian safety initiatives within Hume. | Community Services | Completed | Council has continued to actively collaborate with ND4/Victoria Police to deliver safety initiatives, including:   * Support for State-wide Road Safety Operations through positioning targeted road safety messaging on variable message sign boards across Hume, including Operation Regal over the Queen's Birthday Long Weekend. * Attending quarterly ND4/Victoria Police meetings. Meetings on the 15 October 2019 and 11 February 2020 were held at the Fawkner Police Station. Due to COVID-19 restrictions the April Meeting and the Operation Regal Victoria Police briefing on 26 May 2020, were held online. * Organising a joint public relations opportunity on the 21 October 2019 between Victoria Police and participating ND4 Council Mayors. | |
| Monitor and review road surface treatments at five pilot sites to determine the impact on discouraging dangerous driving and speeding on local streets. | Sustainable Infrastructure and Services | Completed | Road surface treatment trial sites continued to be monitored for effectiveness and surface condition. Spray seal treatment, although a deterrent to discouraging dangerous driving, was not sufficiently durable. It is recommended only asphalt treatments be considered in the future, which would achieve a similar result, but would only be cost-effective when the road is due for resurfacing.  In cooperation with Police, night-time parking bans have been trialed in an industrial area in Somerton and are proving successful in deterring hoon gatherings. Night time parking bans for additional industrial areas were proposed as part of the Somerton Industrial Area LATM. | |
| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| * + 1. **The safety and wellbeing of all residents are protected through initiatives which promote respectful relationships and address issues of violence within the family and broader community** | | | | Facilitator, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Deliver Prevention of Violence Against Women initiatives at three Community Centres in partnership with member organisations from Hume Community for Respect and Equality of Women (CREW) and Women’s Health in the North (WHIN). | Community Services | Completed | 2019/20 Prevention of Violence Against Women initiatives, have included:   * Network and self-care workshops, a dinner and presentation from the family violence unit and training, held with partnering services across Hume. * Community Centre's delivered activities for the ‘Week Without Violence’ campaign, including displays for the One Million Stars project and women's networking events. * From the 25 November to 10 October 2019, funding received from a MAV grant (16 Days of Activism Against Gender-based Violence in Victoria) was used for a social media campaign, in addition to providing financial support for the Good People Act Now 16 Days Art Project. * The 'Women: Building A Respectful Community' calendar of events was developed. * Two community events were held in celebration of International Women's Day and were well attended. * Wallet cards with contact details for key family violence services were delivered to eight Hume shopping centres. * Due to COVID-19 restrictions meetings and programs for women's health and wellbeing were moved online. * A Healthy Masculinities working group formed to develop initiatives that target men's behaviour change. * Collaboration with DPV Health to formally re-establish Hume CREW. | |
| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| * + 1. **The safety and wellbeing of all residents are protected through initiatives which promote respectful relationships and address issues of violence within the family and broader community** | | | | Facilitator, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Review and update the Hume Community Safety Action Plan (2015–2019). | Community Services | Completed | A review of the Community Safety Action (CSA) Plan was completed and presented to Council in September 2019. This included stakeholder and community consultation. Feedback received in the community engagement stage was collated into a Community Engagement Report. This report was presented to the project working group and has informed draft actions, that are currently being reviewed.  The draft Community Safety Plan was finalised and submitted to Council for endorsement on 9 June 2020. Following its endorsement, the draft Plan is currently out for public consultation, closing on 8 July 2020. | |
| Conduct a review of Council’s General Amenity Local Law and associated Codes. | Corporate Services | Deferred | Input into the review of the General Local Law No.1 has been received from relevant Council officers. Councillor feedback was provided in February 2020. Due to COVID-19 restrictions community consultation has been deferred until later in 2020. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **2.2.4 The health and safety of Hume residents, pets and fauna are protected through responsible and considerate animal management** | | | | Statutory Authority, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Implement and monitor initiatives of the Domestic Animal Management Plan 2017–2021, including:   * Implementing initiatives to improve animal registration, desexing and microchipping. * Promotion of responsible animal management. * Exploring opportunities to partner with surrounding Councils for the provision of a regional animal shelter. | Corporate Services | Completed | Initiatives of the Domestic Animal Management Plan 2017–2021, have included:   * The MADI (Microchipping, Adoption, Desexing, Information) van was hosted in Hume in August, October and December 2019, and February 2020. * Council partnered with SCAR (Second Chance Animal Rescue) at their new community vet clinic, to conduct a desexing event. 23 cats were desexed in a 'Pay What You Can' scheme, with payments donated to SCAR's Hume Outreach Program. * Two ‘Dogs in the park’ events were held in Broadmeadows in March 2020. Due to COVID-19 restrictions no future sessions are planned. * Approaches have been made to neighbouring Councils about interest in a regional animal shelter. At this stage, no partnership opportunities have been realised. | |

**SUMMARY OF PROGRESS FOR THEME 3 1 JULY 2019 – 30 JUNE 2020**

**STRATEGIC INDICATORS TO 30 JUNE 2020**

Strategic Objective 3.1: Foster socially connected and supported communities

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| **Indicator** | **Target** | **2019/20 Result** |
| Percentage of community who believe it’s a good thing for a society to be made up of people from different cultures | Target by 2020/21 = 85% | 81.8% is the most recent result (2018/19) which is a slight increase on the previous result of 81.1% (2016/17). (Source: Hume Community Indicators Survey 2018/19 – survey only reported every two years) |
| Percentage of community who are involved in sporting and/or community groups | Target by 2020/21 = 50% | 41.5% is the most recent result (2018/19) which is a decrease from the previous result of 45.5% (2016/17).  (Source: Hume Community Indicators Survey 2018/19 – survey only reported every two years) |
| Satisfaction with community facilities | Target by 2020/21 = 58% | 44.0% is the most recent result (2019/20) The previous satisfaction result was 45.4% (2017/18).  (Source: Hume City Council, Community Satisfaction Survey 2019/20 – survey only reported every two years) |

Strategic Objective 3.2: Strengthen community connections through local community events and arts

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| **Indicator** | **Target** | **2019/20 Result** |
| Average overall community satisfaction rating for Council led events and festivals | Target by 2020/21 = 90% | Overall community satisfaction for the 2019/20 events season is 81.9% which is lower than the 2018/19 result of 91.3%. |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.1.1 Social cohesion and community connectedness is strengthened by supporting and building the capacity of local community groups** | | | | Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| ♿Implement the updated Community Grants program including new grant categories that provide community groups with:   * Quick response grants. * Support for individuals to represent their local community at state, national and international forums. | Community Services | Completed | Activities of the 2019/20 Community Grants program have included:   * The 2020 Community Grants Program assessment and funding recommendations were completed. * Seven Individual development grants, 18 Quick Response grants and seven Defibrillator grants were awarded. * $398,454 was allocated under the Annual Grant Round to 141 organisations. * Council received applications for the Specialist Partnership Grant which opened in February 2020. This grant delivers new and innovative services, programs, and research to prevent and reduce gambling related harm. * Applications were received under the 3064 Community Support Fund, which responds to community need in Craigieburn and surrounds (postcode 3064). * The draft Community Grants Policy 2020 has been prepared. * The 2021 Community Grants Program ran from 29 April - 3 June 2020. 101 applications were received across four categories and are currently being assessed. * As part of the COVID-19 stimulus package $250,000 was allocated and distributed to a Community Support Fund for emergency response and service provision. $450,000 was allocated to develop a COVID-19 Community Grants program which was launched on 15 April 2020. Officers are currently processing 560 applications, as of 26 June 2020, 72 applications have been successful. | |
| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.1.1 Social cohesion and community connectedness is strengthened by supporting and building the capacity of local community groups** | | | | Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Explore the development of a Community Champions leadership program to build the capacity and governance skills of individuals and local community groups. | Community Services | Completed | Staff held meetings with a range of stakeholders (Local Government and Not for Profit organisations) to guide the development of leadership programs/workshops that would meet the needs of the Hume community.  The Community Change Marker Program was developed and promoted. A community reference group of six community members formed to guide the contents of the program.  The Program was transitioned online due to COVID-19 restrictions. 22 community members from across the municipality participated in a six-week program from 26 May - 30 June 2020. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.1.2 Local community groups are supported through the provision of accessible, inclusive and affordable community infrastructure, places and spaces** | | | | Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Complete construction, and deliver a range of programs, activities and events to support the opening of the Town Hall Broadmeadows including:   * A number of major opening events to promote the Town Hall Broadmeadows. * A range of promotional and marketing activities to attract business conferences, weddings, private and community events. | Communications, Engagement and Advocacy | Completed | Town Hall Broadmeadows opened to the public on Friday  4 October 2019.  A targeted schedule of strategic marketing, promotions and sales campaigns was rolled out to raise awareness and generate bookings for the venue. The strategy used a combination of online, social and print communications and signage.  Key activities included:   * The launch of a Town Hall Broadmeadows website * Implementation of a social media strategy * Development of high-quality architectural visualisations * Implementation of a sales strategy and the establishment of a sales office * Development of brochures, newsletters, menus and flyers * Advertising and promotional signage * External promotions delivered at event expos and festivals * A 'What's on at Town Hall Broadmeadows” calendar of events. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.1.2 Local community groups are supported through the provision of accessible, inclusive and affordable community infrastructure, places and spaces** | | | | Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| ♿Implement actions that respond to the findings of the Community Facilities Review, including:   * Investigating options to increase service utilisation. * Implement a new facilities management system to centralise bookings via an online customer portal to access and book facilities. * Commence development of a program of capital works to ensure facilities remain fit-for-purpose and can respond to community need. * Improve Wi-Fi access for Council facilities. * Conduct an audit of Seniors Centres detailing usage and availability of assets and maintenance standards and opportunities for improvement. | Communications Engagement and Advocacy, Corporate Services, Community Services | Completed | Actions that respond to the findings of the Community Facilities Review have included:   * The new Facilities Management Systems (FMS) 'Priava' has been in place for six months and is working well. Reporting continues to be an area of focus to ensure improved analysis and occupancy of community facilities. * Capital works items have been submitted for consideration in the 2020/21 budget to improve community facilities and will continue to be reviewed and actioned accordingly. * A report outlining the results of an investigation to assess the Sunbury Senior Citizens centre was presented to Council in April 2020. The report considered future building works required to ensure the facility remains fit for purpose and continues to meet current and future community needs. Further detailed work to explore both service planning and facility development opportunities at this site will commence in 2020/21. * The Community Facilities review required the capacity or speed of the public internet connectivity, when used through Wi-Fi, to be increased significantly. In existing facilities no new Wi-Fi access points are required and the speed has been increased by 50 per cent. All new Council facilities will have Wi-Fi capabilities. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.1.2 Local community groups are supported through the provision of accessible, inclusive and affordable community infrastructure, places and spaces** | | | | Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Develop a concept plan and cost estimate to inform the future planning and development of a community facility as part of the Valley Park development. | Planning and Development | Some Progress | Initial scoping and assessment of a proposed site for the Valley Park community facility was found to have limited potential. Officer level discussions will continue in July 2020 to secure transfer of land earmarked in the Valley Park Development Plan from the Department of Health and Human Services (DHHS) to Plan for a community facility. Once land transfer is secured funding sources will be identified. | |
| Following completion of the needs assessments, and the development of the Hume Men’s Shed Policy and Guidelines, develop an online toolkit to support local Neighbourhood Houses and Men’s Sheds in understanding, and applying for Council capital works for improved infrastructure. | Community Services | Completed | Action to progress an online toolkit to support local Neighbourhood Houses and Men’s Sheds in understanding, and applying for Council capital works, included:   * Targeted consultations regarding the online content were undertaken. * Draft content for the toolkit was developed including forms, flowcharts and checklists. * The structure of the draft content was edited and assessed for ease of use. * The toolkit was uploaded on Council's new website which was launched on 30 June 2020. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.1.3 Hume’s rich and diverse cultural heritage is celebrated, creating a vibrant and inclusive community that values and welcomes people from all backgrounds and faiths** | | | | Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Subject to Council adoption, implement the Hume Multicultural Framework 2019–23. | Community Services | Completed | The Hume Multicultural Framework 2019–23 was adopted by Council on 24 June 2019 and implementation has included:   * Completion of the implementation plan. * Internal workshops to facilitate the delivery of the framework. * The Multicultural Advisory Group (representing external stakeholders from a range of multicultural services) drafted a work plan for delivery of Framework objectives in 2019/20. * A staff Lunchbox Session was held in November 2019 and included community members sharing their personal stories about resettling in a new Country. * Events to acknowledge Harmony Day were postponed due to COVID-19 restrictions. * Cultural Awareness training has been delivered to staff. A draft EOI to secure a provider to deliver a series of training across Council is on hold due to COVID-19 restrictions. * Officers continued to develop a 'communities of practice' model to enhance access and utilisation of multicultural, inclusive, diverse and human rights approaches in work practices. * Due to COVID-19 Restrictions Refugee Week events were delivered online, including performances, storytelling and workshops (the launch video had 1,600 views and 20 shares). * Staff have distributed COVID-19 information in multiple languages through community networks. * Staff adapted and successfully delivered the Multicultural Framework workshop online. | |
| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.1.3 Hume’s rich and diverse cultural heritage is celebrated, creating a vibrant and inclusive community that values and welcomes people from all backgrounds and faiths** | | | | Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Seek opportunities to support the Hume Interfaith Network (HIN) to advance a welcoming and inclusive community by:   * Facilitating HIN presence at Council events and festivals * Support HIN in the delivery of their strategic plan. | Community Services | Completed | Opportunities to support the Hume Interfaith Network (HIN) in 2019/20, have included:   * "Talking Faith" at the Memorial Hall in Sunbury on 19 September 2019. 22 people attended and participated in table conversations with representatives from Buddhist, Hindu, Sikh, Muslim, Tibetan Buddhist and Quaker faiths. * Meetings continue to be held monthly to progress the activities guided by the HIN Strategic Plan. * A Welcome BBQ featuring performances was held for Refugees in Broadmeadows on 18 October 2019. The event was attended by 150 people. * A Youth Leadership Forum was held at HGLC-Craigieburn on 18 November 2019, where local young people shared leadership skills and knowledge. * Interfaith resources are currently being updated. * The Hume Interfaith Network recorded a message for the community in support of those impacted by COVID -19 restrictions. The message was distributed via Facebook and placed on Council's website. * HIN members have provided pre-recorded prayers for online Council meetings. * Two new members joined the HIN in Final Quarter 2019/20. * The HIN commenced developing a revised Strategic Plan for 2020/21. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.1.4 A strong sense of social justice is maintained, ensuring a respectful and non-discriminatory community which values the contribution of all** | | | | Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| ♿Continue undertaking accessibility works at Council facilities. | Community Services | Completed | Accessibility works at Council facilities have included:   * Lynda Blundell Seniors Centre - an environmental audit was conducted by Dementia Australia. The audit report detailed several recommendations to improve the centre based on Dementia Enabling Environment Principles. Council has scheduled improvement works to the centre's toilet facilities which will be completed in July 2020. * Goonawarra Neighbourhood House - accessibility works will commence following evaluation of the current tender process. * Roxburgh Park Youth and Recreation Centre - accessibility works will be undertaken following the evaluation of the current tender process. * Craigieburn Youth Centre - Minor works are scheduled to address access issues. Quotes are currently being sought for installation of an exit ramp. * Sunbury Memorial Hall - an accessibility lift is due to be installed in August 2020. * Craigieburn Road Youth Centre - works are currently being undertaken, including installation of ramp access. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.1.5** **Undertake initiatives which acknowledge Aboriginal and Torres Strait Islander’s living culture and unique role in the region and continue the journey towards reconciliation** | | | | Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Support community led events and projects that promote awareness and understanding of Aboriginal and Torres Strait Islander culture including celebrations for:   * NAIDOC Week * Reconciliation Week * Annual Welcome Baby to Country event. | Community Services | Completed | To support community led events and projects that promote awareness and understanding of Aboriginal and Torres Strait Islander culture:   * Council celebrated NAIDOC Week in July 2019. Events included a Flag Raising and Smoking ceremony in the Broadmeadows Civic Plaza followed by lunch and live entertainment. Approximately 130 people attended the event. * To coincide with NAIDOC Week, the exhibition: ‘Bold Visions: NAIDOC Week Posters 1972–2019’ was launched. 21 attendees participated. * Welcome baby to Country was held on 14 November 2019 and attended by 155 people. * Council in collaboration with the RAP Working Group hosted an acknowledgement event for the Anniversary of the National Apology on 13 February 2020. This event was attended by approximately 60 people. * Reconciliation Week was delivered online from 27 May - 3 June 2020. The program included performances, workshops, a launch event and a virtual tour of the Sunbury Rings. Positive feedback from the community and stakeholders was received. The social media campaign reached over 100,000 devices and the launch video reached 5,175 people. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.1.5** **Undertake initiatives which acknowledge Aboriginal and Torres Strait Islander’s living culture and unique role in the region and continue the journey towards reconciliation** | | | | Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Expand story time to include three indigenous story time sessions at each of the Broadmeadows, Craigieburn, Sunbury and Tullamarine Libraries. | Community Services | Completed | Indigenous story time has been held at the following libraries:   * Broadmeadows (2 sessions) * Craigieburn (2 sessions) * Gladstone Park (1 session) * Sunbury (2 sessions) * Tullamarine (2 sessions).   Sessions held in person in 2019/20 attracted approximately 321 attendees.  Due to COVID 19 restrictions, Indigenous storytime was delivered online during reconciliation week. (27 May to 3 June 2020). A total of 12 sessions were run attracting 853 views. | |
| Explore the establishment of a formal land management partnership with traditional owners to support the land management of Council-owned land which has cultural heritage significance. | Sustainable Infrastructure and Services | Completed | Discussions have been undertaken to explore opportunities between Council and traditional owners, with regards to land management of Council-owned land.  Council has expressed an interest in creating a partnership and will continue to discuss the idea with the Narrap Conservation Team. Partnership ideas with the Wurundjeri continue to be explored and contact was made with surrounding Councils and Parks Victoria, to investigate the capacity and interest in providing support.  A briefing note was prepared and discussed at an EMT meeting on 30 June 2020. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.1.5** **Undertake initiatives which acknowledge Aboriginal and Torres Strait Islander’s living culture and unique role in the region and continue the journey towards reconciliation** | | | | Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Implement the Reconciliation Action Plan including installation of a Stolen Generation marker. \*  *\*Rollover action from Council Plan 2017-2021 (2018/19 Actions)* | Community Services | Significant Progress | The Reconciliation Action Plan Working Group (RAPWG) formed a new advisory group representing Hume’s Aboriginal and Torres Strait Islander community. Seven community members are representatives with an aim to guide the implementation of the Reconciliation Action Plan (RAP).  Implementation of the Plan has included:   * RAPWG meetings were held in February and March 2020. * Two Cultural Consultations were undertaken with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to gain input on a range of Council projects. * Council attended Wandarra to build connections. * A meeting was held with Sunbury Aboriginal Corporation Board Members with a focus on capacity building. * Council attended the Victorian Aboriginal Local Government Action Plan workshop on 19 February 2020. * A communications and engagement plan was developed to guide the Stolen Generation marker Project. An Expression of Interest process was undertaken to form a working group, which met monthly to create a short list of recommended sites. * Review of RAP actions and contribution to the draft RAP Implementation Plan 2020-2022, which is currently under review with Reconciliation Australia. * Koorie Heritage Trust delivered Aboriginal & Torres Strait Islander Cultural Competency Training to staff online in March and June 2020. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.2.1 Social cohesion is supported and strengthened through participation and interaction in the arts, cultural activity, and community events** | | | | Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Deliver “neighbourhood-style” events/activities including the program of Summer Sessions: Movies & Music (two events per ward). | Communications, Engagement and Advocacy | Completed | Council delivered “neighbourhood-style” events/activities including:   * Five Summer Sessions: Movies and Music events were held in Mickleham, Broadmeadows, Craigieburn, Greenvale and Tullamarine between January and March 2020. Each screening event offered music, children's activities, food stalls and opportunities for local fundraising. Approximately 1,000 people attended events, which was less than previous years, due to weather conditions. * The Council sponsored Summer sessions: Movies and Music event in Sunbury in March 2020 had to be cancelled due to COVID-19 restrictions. * A community open day event, in Sunbury to celebrate the opening of the HGLC-Sunbury. Over 3,000 attended the event on 9 February 2020. The event showcased the facility and provided attendees with an array of entertainment, food and fun. The event resulted in 110 new library members, over 50 enquiries to book meeting/conference rooms and over 500 entries to the Global Passport competition. The event was heavily communicated via social media which resulted in a reach of over 16,000 and over 2,600 engagements. Feedback from the day was extremely positive. * COVID-19 restrictions imposed has had a major impact on the ability for Council to host events. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.2.1 Social cohesion is supported and strengthened through participation and interaction in the arts, cultural activity, and community events** | | | | Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| ♿Continue to provide a range of major festivals and events across Hume City, and undertake an annual evaluation to support enhancements to future programs. | Communications, Engagement and Advocacy | Completed | In 2019/20 major Council events delivered included:   * Carols by Candlelight at Craigieburn ANZAC Park  (7 December 2019). The event was a success with approximately 10,000 people in attendance. The event was sponsored by Costco and Merrifield with in-kind sponsorship provided by Mantra Tullamarine and Broadmeadows Central. * Christmas in the Plaza at the Civic Plaza in Broadmeadows (13 December 2019). The event attracted approximately 400 people and included local performers, photos with Santa, street theatre, stallholders, food trucks and children's activities. * Craigieburn Festival (29 February 2020). The event was a huge success with more than 12,000 people in attendance. Highlights of the event included stage performances, children's activities, the CFA torchlight parade and the Craigieburn Art Show. * Due to COVID-19 restrictions the Broadmeadows Street Festival (5 April 2020) was cancelled. * An evaluation report has been prepared for all major events. * Hume Together Live (24 April 2020), local performers came together to perform Councils first live streamed event with over 6,700 people tuning in. * COVID-19 restrictions are likely to have an impact on future events. Planning is now underway for the 2020/21 events season and several changes are anticipated to meet new social distancing requirements. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.2.1 Social cohesion is supported and strengthened through participation and interaction in the arts, cultural activity, and community events** | | | | Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue to participate in and provide sponsorship and support to community-led events. | Communications, Engagement and Advocacy | Completed | Council continues to provide support for community-led events. Sponsorship opportunities are considered in terms of how they meet Council's sponsorship policy, align to *Hume Horizons 2040* themes and Council's strategic priorities and core values. The following community events have been sponsored within Hume in 2019/20:   * Hmong New Year Festival * Hume Diwali Mela * SunFest (cancelled due to COVID-19 restrictions) * Sunbury Agricultural Show * Sunbury Christmas on the Green Festival * Share the Love Festival * Craigieburn Art Show * Sunbury Canine Club All Breeds Championship Dog Show * Sunbury StreetLife * Harmony OAM Republic Ball.   Council also provides support and advice to coordinate event applications for community events held on Council owned land.  Applications for sponsorship for 2020/21 were received, reviewed and presented to Council in January 2020. Community events were also considered for inclusion in the 2020/21 draft budget. Due to COVID-19 restrictions, community events have also been impacted with many cancelled or postponed. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.2.1 Social cohesion is supported and strengthened through participation and interaction in the arts, cultural activity, and community events** | | | | Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| ♿Deliver a professional development program for arts and cultural groups and individuals, including:   * A series of four workshops to support gallery exhibitions. * A mentoring support program for artists involved in preparing works for the community opening event of the Town Hall Broadmeadows. | Community Services | Completed | Workshops and support for gallery exhibitions delivered during 2019/20 has included:   * Lethisha Hirniak workshop and exhibition 'Night’. * ‘Bold Visions - NAIDOC Week Posters 1972-2019'. * Multicultural Arts Victoria 'Emerge in the North' annual exhibition. * Hume Anglican Grammar 'In the Making' supported students present their work in a professional gallery environment. * Shrine of Remembrance touring exhibition 'Changed Forever - Legacies of Conflict'. * Emiliano Fernandez & Amicus Atman 'Best in Show'. * ‘Stories from the Hill’ Sunbury gallery activation shared the history of Jacksons Hill. * Town Hall Broadmeadows public art project outcomes were presented to the Hume community. * Sunbury Cultural Commissions outcomes of (Stage 1) mentorship program were exhibited at HGLC-Sunbury Gallery. * Due to COVID- 19 restrictions three workshops and three exhibitions were adapted and presented online. * Arts Awards have been assessed and a report prepared for Council consideration. * Due to a change of focus for the Town Hall Broadmeadows community opening event, the mentoring support program was delivered as a workshop. Arts mentoring programs will be considered for this site in the future. | |
| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **3.2.2 Cultural expression and the arts are supported through the enhancement of appropriate places and**  **spaces, including the development of local arts precincts** | | | | Service Provider, Facilitator, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Following the opening of the HGLC-Sunbury, deliver Stage 2 of the Cultural Commissions Project to develop art work that celebrates the building, sense of place and local history. | Community Services | Significant Progress | Stage 2 of the Sunbury Cultural Commissions project progressed with the appointment of local artist Jacqui Blight to deliver a piece titled 'Float'. Due to COVID-19 restriction the installation of this piece has been delayed and is scheduled for early 2021. | |
| Develop a strategic plan to support Arts and Culture in Hume. | Community Services | Completed | To develop a strategic plan to support Arts and Culture in Hume internal workshops and community consultation was undertaken. Over 100 people participated in the consultation stage. Including feedback from six community workshops in Sunbury, Broadmeadows and Craigieburn and an online survey.  The draft Creative Community Strategy 2020-2025 was presented to Council in June 2020 and endorsed for public consultation | |
| Commence Stage 1 planning for the delivery of an arts and cultural precinct at Jacksons Hill. | Planning and Development | Significant Progress | The Minister for Planning has confirmed its agreement to transfer part of the land identified in the Jackson Hill Masterplan for a Community Arts Precinct to Council, for the development of the arts and cultural precinct. Studies and tasks to facilitate this transfer are being undertaken by the State Government in accordance with Council requirements. Discussions have commenced with the State Government regarding the future of the balance of the land identified for the Community Arts Precinct in the masterplan. Planning for the development of Stage 1 of the arts and cultural precinct will commence in 2020/21 with the creation of a community reference group. | |

**SUMMARY OF PROGRESS FOR THEME 4 1 JULY 2019 – 30 JUNE 2020**

**STRATEGIC INDICATORS TO 30 JUNE 2020**

Strategic Objective 4.1: Facilitate appropriate urban development while protecting and enhancing the City’s environment, natural heritage and rural spaces.

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| **Indicator** | **Target** | **2019/20 Result** |
| Percentage of planning applications decided within required timeframes | Target by 2020/21 = 55% | 44.3% is the result for 2019/20. The result in 2018/19 was 44.0%. |
| Percentage of Council planning decisions upheld at VCAT | Target by 2020/21 = 60%  **✓** *Target met* | 60.0% is the 2019/20 result. 40.0% was the result for 2018/19. |
| Percentage of kerbside waste collection diverted from landfill | Target by 2020/21 = 39% | The year to date waste diversion rate for 2019/20 is 35.1%. The diversion rate for 2018/19 was 34.4%. |

Strategic Objective 4.2: Create community pride through a well-designed and maintained City

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| **Indicator** | **Target** | **2019/20 Result** |
| Net increase in street and park trees | Target = 3,000 per annum  **✓** *Target met* | The net increase in street and park tress for 2019/20 is 5,043. The net increase in trees for 2018/19 was 9,182. |

Strategic Objective 4.3: Create a connected community through efficient and effective walking, cycling, public transport and car networks

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| **Indicator** | **Target** | **2019/20 Result** |
| Community satisfaction rating with sealed local roads | Target by 2020/21 = 60 | 57/100 is the 2019/20 result. The previous result was 59/100 in 2018/19.  (Source: Hume Community Survey 2019/20) |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.1.1 Housing needs for all ages and stages of life are supported through the provision of a diverse range of appropriate housing options and residential development** | | | | Facilitator, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Finalise and adopt (subject to Council approval) the Housing Diversity Strategy. | Planning and Development | Completed | The Housing Diversity Strategy was adopted by Council on  22 June 2020. The final strategy responded to community consultation on the draft Housing Diversity Strategy, undertaken for 6 weeks in September/October 2019. | |
| ♿Commence development of an Affordable Housing Policy to guide and facilitate the provision of affordable housing through public and private development. | Planning and Development | Completed | An Issues Paper and presentation was provided to Council in February 2020, outlining key directions for the proposed Affordable Housing Policy. This work was informed by research on affordable housing needs and policy options to increase affordable housing provision, undertaken in partnership with the City of Whittlesea and Mitchell Shire Council. The preparation of a draft Affordable Housing Policy is on track for completion in 2020/21. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.1.1 Housing needs for all ages and stages of life are supported through the provision of a diverse range of appropriate housing options and residential development** | | | | Facilitator, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Implement priority actions to improve the delivery of Statutory Planning services. | Planning and Development | Completed | Priority actions to improve the delivery of Statutory Planning services have included:   * A Statutory Planning and Building Control Service Department realignment and recruitment to fill key positions was undertaken and positions commenced. * Funding received through the Streamlining for Growth Program will continue into 2020/21. The funding will help deliver projects which will streamline Statutory Planning services and build on actions identified in the Growth Area Council's Health Check report. * In response to COVID-19 restrictions, a trial of electronic processing for all applications commenced in March 2020. These processes continue to be monitored and refined to ensure the most efficient service is being provided. * The roll out of electronic processing has bought forward the *#HumePlan* action to deliver a digital improvement plan within Statutory Planning. * Planning for *#HumeVision* will commence in August 2020 and include implementing internal service agreements, to facilitate collaboration in the delivery of planning services. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.1.2 Accessible and affordable housing options are available across the City and are located in close proximity to shopping and public transport hubs** | | | | Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue to implement the Hume Corridor and Sunbury HIGAPs including contributing to the preparation of the Craigieburn West PSP and the Merrifield City North PCP. | Planning and Development | Significant Progress | The Victorian Planning Authority (VPA) has advanced the preparation of the Craigieburn West PSP in discussion with officers, developers and agencies. A draft PSP is anticipated to be exhibited in the first quarter of 2020/21 that reflects key elements identified in Hume Corridor HIGAP.  MAB Corporation have delayed the commencement of the Merrifield City North PCP and are instead working with Council to progress their Merrifield South development proposal and the final plans for the Merrifield Business Park. | |
| Progress implementation of Seabrook Reserve Design Framework*,* securing rezoning and development of surplus Council landholdings to deliver new private housing and better activate this underutilised and low amenity precinct.\* | Planning and Development | Completed | The Seabrook Reserve Masterplan was adopted by Council on  23 September 2019. Council is working with stakeholders to undertake further site investigations and is preparing to commence detailed design of open space and landscape improvements. | |

*\*Rollover action from Council Plan 2017-2021 (2017/18 & 2018/19 Actions)*

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.1.3 The City’s natural heritage, environment and rural spaces are protected, enhanced, maintained and valued** | | | | Service Provider, Facilitator, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Finalise and adopt Rural HIGAP, including undertaking community and stakeholder consultation. | Planning and Development | Deferred | The draft Rural HIGAP Strategy was released for community consultation on 13 March 2020 for six weeks. Due to COVID-19 restrictions the consultation period will remain open until face to face consultation sessions can be held. | |
| Commence a review of Pathways to Sustainability 2015–19 (including a review of the Sustainable Places Action Plan 2015–19 and Sustainable Leadership Plan 2015–19). | Sustainable Infrastructure and Services | Some Progress | Background research for the review of the Pathways to Sustainability Framework is underway. | |
| Finalise the review of the Agricultural Land Use Rebate. \* | Sustainable Infrastructure and Services | Significant Progress | The Agricultural Land Use Rebate Review is in the final stages of development with options discussed with Council and the Stakeholder Consultation Group in November 2019.  The final program details, including guidelines and application processes are being finalised for Council's consideration. Due to additional consultation, final recommendations are to be presented to Council in August 2020. | |

\*Rollover action from Council Plan 2017-2021 (2018/19 Actions)

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.1.3 The City’s natural heritage, environment and rural spaces are protected, enhanced, maintained and valued** | | | | Service Provider, Facilitator, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue to implement the Live Green Plan 2015–19 including:   * Deliver Council-led Live Green workshops and related engagement activities * Deliver the Hume Enviro Champions community leadership program to empower local people to create environmental change in their communities * Deliver biodiversity education and engagement activities in Hume schools * Commence the review of the Live Green Plan 2015–19. | Sustainable Infrastructure and Services | Completed | 2019/20 implementation of the Live Green Plan has included:   * Engaging and varied community workshops and activities undertaken. From April 2020, education was delivered online and live stream events created * An organised tour in the City of Casey to learn about Environmentally Sustainable Design in housing developments. * Ongoing support provided for Hume Enviro Champions to implement projects. The 2020 program commenced online, with champions completing training in May 2020 and commencing five new sustainability projects. * 2019 Community Greening events were completed. Greening events for 2020 have been rescheduled due to COVID-19. * More than 5,000 seedlings were planted by 323 participants. * Eight primary schools were involved in the Schools for Nature program with the wildlife habitat garden project. * 752 people engaged with biodiversity audits and citizen science presentations. * The 2019 Seedlings for Schools program was completed. There are 19 successful applications in 2020. * Meetings and environmental action were taken through Hume Climate Action Network (CAN), Hume Seed Library, Hume Clothes Swap and ‘Care for 3064'. * The Live Green Review Project Plan was endorsed, and community consultation is underway. | |
| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.1.3 The City’s natural heritage, environment and rural spaces are protected, enhanced, maintained and valued** | | | | Service Provider, Facilitator, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Support rural landowners and protect conservation areas including through:   * Preparing the Land and Biodiversity Plan for Council consideration. * Implementing the Land and Biodiversity Plan. * Management programs, grants and rate rebates. * Managing and monitoring conservation reserves and roadsides to protect environmental and cultural assets, through an integrated approach to pest management, ecological burning and habitat enhancement. | Sustainable Infrastructure and Services | Completed | 2019/20 support for rural landowners to protect conservation areas has included:   * The Regenerative Agricultural Field Day (September 2019) and the Rural Landscapes Tour (October 2019) were held. * 48 rural property visits have been completed. * RE-Source newsletter and new e-newsletter was distributed. * Conserving our Rural Environment (CORE) project grants were completed with 40 successful grants. * 153 CORE small grants were awarded in 2019/20. * Agricultural Land Use Rebate applications continue to be processed. Since 2019, 167 rural property visits have been completed. * The CORE monitoring program is complete. A post monitoring landholder engagement session was held in March 2020. * Conservation Reserves Monitoring program by consultants is complete and GIS data submitted to Council. * The Fauna Monitoring Program concluded, and the report was submitted to Council in May 2020. * The Land and Biodiversity Plan project plan has been approved and internal consultation has commenced. * The Roadside Management Program continued. * Landfill fox and rabbit control has been completed at Sunbury Park lands. | |
| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.1.3 The City’s natural heritage, environment and rural spaces are protected, enhanced, maintained and valued** | | | | Service Provider, Facilitator, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Complete the landscape connectivity plan.\* | Sustainable Infrastructure and Services | Significant Progress | A draft Landscape Connectivity Plan including review of all actions was anticipated to be presented to Council in late 2019/20. Due to COVID-19 delays the draft is currently being reviewed and will be presented to the Executive Management Team in early 2020/21. | |

\*Rollover action from Council Plan 2017-2021 (2017/18 Actions and 2018/19 Actions)

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.1.4 Improve environmental sustainability and resilience to climate change by pursuing high environmental standards and supporting sustainability as a focus of the planning and development process** | | | | Service Provider, Facilitator, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Undertake planning compliance activities under the Hume Planning Scheme including:   * Native vegetation regulations. * Construction Environmental Management Plans. * Cleanfill and landfill investigations. * Industrial compliance and education including the Industrial Sector Enhancement Project (ISEP). * Major planning compliance investigations. | Sustainable Infrastructure and Services, Planning and Development | Completed | 2019/20 planning compliance activities under the Hume Planning Scheme have included:   * Over 560 environmental enforcement matters received, nearly 600 matters finalised, notices for site rectification served on 15 sites, 110 matters remain active and four matters progressed to legal proceedings. * A major investigation is underway within the Kalkallo Catchment. An external working group has been formed to determine how to manage site issues and a briefing was provided to relevant managers. * Work continued for Construction Environmental Management Plans (189) and pre-commencement meetings (36). * Over 12 native vegetation enforcement cases with three cases brought to resolution. * Encroachment of building activities into Council conservations reserves and railway corridors continued to be investigated. * Outstanding implementation of a Land Rehabilitation Plan has been paid out to DELWP. * A joint investigation with Victoria Police and the EPA into materials recycling and auto wreckers in the municipality uncovered several breaches. * As part of the EPA Officer for the Protection of the Local Environment (OPLE) program an OPLE is working with Council. | |

| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
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| **4.1.5 Carbon and environmental impacts are minimised through strong leadership in the uptake of renewable energy, waste reduction, efficient use of resources and sustainable practices of Council activities and services** | | | | Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Implement the Waste and Amenity Service Plan to increase the uptake of recycling and organics and improve diversion of waste from landfill through projects including:   * Develop a business case for a municipal wide organics service, to be included as part of Council’s household waste and recycling collection service. * Conduct a review of household waste, recycling and organics bins, and begin a phased roll out of industry standardised bin sizes and colours. * Develop a communications plan to promote the correct use of the household waste, recycling, and organics service to residents. | Sustainable Infrastructure and Services | Completed | Implementation of the Waste and Amenity Service Plan in 2019/20 has included   * An initial meeting was held and the timing and resourcing needs for a waste and recycling services communication plan was developed. * A review of the residential waste stream including bin audits of garbage, recycling and organics was completed. The results of the audit indicated heavy contamination within the recycling and opt-in organics bins. This information will be used to create education campaigns to assist residents. * ‘Recycling Victoria – A new Economy’ policy was released in February 2020. The key elements of the policy include implementation of a container deposit scheme in 2022/23, mandatory introduction of garden and food organics recovery services by 2030, a separate glass recycling service by 2027 and standardisation of Mobile Bin Lid colours. * The business case for the implementation of food organics into the existing opt-in organics kerbside service has been approved and will commence on 5 October 2020. Education material will be sent to all service recipients to notify them of the key changes to the service. * Preparation has commenced on the development of a transition plan for Council to move towards the Victorian Government’s Recycling Victoria Policy targets. This will include a review of the current service along with the exploration of other service models. | |
| Implement the 2019/20 actions of the Greenhouse Action Plan, including:   * Progression of options for renewable energy procurement. * Support the installation of solar panels and/or lighting upgrades at Council facilities * Prepare an annual greenhouse gas inventory for Council operations to provide to the Clean Energy Regulator. | Sustainable Infrastructure and Services | Completed | Implementation of the 2019/20 actions of the Greenhouse Action Plan has included:   * Council endorsed a Power Purchase Agreement (10-year electricity) contract for streetlights and large buildings with Alinta for 100 per cent renewable energy to commence in 2020/21. This initiative is expected to reduce greenhouse emissions by more than 17,500 tonnes per year. * Council has endorsed moving small sites to the State Purchase Contract with 100 per cent Green Power. * A contractor has been appointed to install solar systems at small to medium sized Council facilities. 10 installations have been completed. * Project management of energy efficiency works at Broadmeadows Aquatic and Leisure Centre has been completed. * A contractor has been appointed to upgrade lighting in the Administration Office, Broadmeadows to energy efficient LEDs. * Contractors for large solar installations at Broadmeadows Aquatic and Leisure Centre (200kW), Broadmeadows Basketball Stadium (100kW) and Boardman Basketball Stadium (100kW) have been appointed and are in the process of commencing works. * Hume's annual greenhouse inventory for 2018/19 was completed. Greenhouse gas emissions have increased marginally by one per cent compared to the previous year. | |
| Prepare the Integrated Water Management Plan for Council consideration and implement Integrated Water Management Actions including:   * Stormwater harvesting design work. * Investigations into creek naturalisations. * Water efficiency measures in leisure centres. | Sustainable Infrastructure and Services | Completed | The Integrated Water Management Plan (IWMP) 2020-2025 was endorsed by Council on 23 March 2020.  Actions of the Plan in 2019/20 have included:   * Funding received from Melbourne Water for a stormwater harvesting design at O'Brien Street retarding basin. * Submetering of the water supply at Broadmeadows Aquatic and Leisure Centre has commenced and will help identify water efficiency projects to pursue. * Request for Quotations (RFQs) have been issued for a Merlynston Creek naturalisation study and for stormwater harvesting design work. | |

| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
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| **4.2.1 The urban design of Hume City is enhanced to create a strong sense of place, community pride and liveability** | | | | Statutory Authority, Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| ♿Commence design of streetscape and service infrastructure works in Hume Central, beginning with Civic Way. | Communications, Engagement and Advocacy, Planning and Development | Completed | Detail design of streetscape and service infrastructure works for Civic Way has been completed. Works to deliver universal access improvements are scheduled to commence in First Quarter 2020/21. | |
| Continue to progress implementation of the Greater Broadmeadows Framework Plan priorities, including:   * Further investigation to deliver an east-west connection across the Merlynston Creek * Progressing Stage 2 of Meadowlink Railway Crescent to Broadmeadows Station. * Continued advocacy to the State Government to progress the re-development of Broadmeadows Railway Station. | Planning and Development | Completed | 2019/20 progress on the implementation of the Greater Broadmeadows Framework Plan has included:   * Strategic transport planning investigations for Northmeadows have been scoped in consultation with key stakeholders and government agencies, via a directions workshops held in April and May 2020. Investigations to enhance the transport and road network connections from Northmeadows to Dallas and Broadmeadows will be progressed in 2020/21. * Merlynston Creek crossing investigations progressed in Fourth Quarter 2019/20, with the goal to secure a policy position on preferred alignment and land assembly approach in 2020/21. * Detailed design and stakeholder engagement for Meadowlink Stage 2 along Railway Crescent to Broadmeadows Railway Station is complete. Construction is scheduled to commence in First Quarter 2020/21. * Council's advocacy campaign for full redevelopment of Broadmeadows Railway Station is continuing. This has included promotion of work undertaken by Swinburne University students, to develop a station and transport hub. A response from state government has not been received on business case investigations for renewal at the Station. | |

| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
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| **4.2.1 The urban design of Hume City is enhanced to create a strong sense of place, community pride and liveability** | | | | Statutory Authority, Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Develop a Placemaking Program to determine future approaches, areas and a schedule of placemaking activities and continue implementation of existing Place Frameworks for key activity centres, including:   * Jacana * Gladstone Park * Craigieburn Plaza.\* | Planning and Development | Significant Progress | A review of the Hume Places program has identified a forward program of activity centre revitalisation based on a multi-criteria assessment.  Existing Place Framework implementation is continuing including:   * Jacana streetscape improvement works have been awarded and are scheduled to commence in First Quarter 2020/21. * Landscape improvements for key streets in Gladstone Park have been commissioned. * Craigieburn Plaza and Council sites in the precinct (Benston Street and Craigieburn Gardens) are being reviewed considering the State Major Roads project to duplicate Craigieburn Road. Streetscape design for Benston Street is scheduled to be undertaken in 2020/21. * Dallas Shopping Centre, stage two of the cultural precinct upgrade works to the northern car park and forecourt entrance to Blair Street have been completed. * Construction of the Moonee Ponds Creek boardwalk and associated landscaping at Westmeadows Village is underway and scheduled to be complete in First Quarter 2020/21. | |

*\*Rollover and combining of two actions from Council Plan 2017-2021 (2018/19 Actions)*

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.2.2 Health and safety, local amenity and community pride are protected and enhanced through a well-designed and maintained public realm, streetscapes, spaces and places which meet community needs** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Enhance the amenity of public areas through:   * Implementation of an additional amenity crew. * Reviewing and benchmarking the effectiveness of amenity crews in Hume with consideration of future growth and community expectations. | Sustainable Infrastructure and Services | Significant Progress | Actions to enhance the amenity of public areas, included:   * The addition and recruitment of an Amenity Crew, bringing the number of crews to five across the municipality. The additional amenity crew has shown excellent results including increased responsiveness to hot spot areas. * Due to COVID-19 restrictions there was a significant increase in illegal dumping throughout the municipality, particularly when the resource recovery centres and landfill were closed to the public. Amenity crews with the support of bulk dumped waste contractors and additional kerbside hard waste services collected 30 per cent more material when compared to the same time in 2018/19. * The review and benchmarking of the amenity crew service was placed on hold and will recommence in First Quarter 2020/21. * A trial of field software to enable better reporting and tracking of litter activities throughout the municipality has also been put on hold due to COVID-19 restrictions. | |

*\*Rollover action from Council Plan 2017-2021 (2018/19 Actions)*

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.2.2 Health and safety, local amenity and community pride are protected and enhanced through a well-designed and maintained public realm, streetscapes, spaces and places which meet community needs** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue to increase and improve the quality of Council trees through:   * Inspecting and managing street and reserve trees to maintain health. * Rollout of the 2019/20 street tree planting program. * Implementing the 2019/20 Urban Forest Enhancement Program including planting iconic, shade and plantation trees in Council managed parks and reserves. | Sustainable Infrastructure and Services | Significant Progress | Actions taken to increase and improve the quality of Council trees in 2019/20 has included:   * Continuation of the 2019/20 tree planting program * Council inspected an estimated 40,000 trees and pruned approximately 10,000 trees. * 1,500 trees were planted at John Illhan Reserve. * Planning for the Urban Forest Enhancement Program is underway for planting in Autumn 2020. * Tender for Tree pruning, and removal was advertised, awarded and started. * A Specialist Tree Services EOI was advertised and shortlisted, with a report to go to Council. * New contracts and management practices rolled out in tree maintenance and planting are demonstrating considerable success and efficiencies. | |
| Finalise the guiding principles for the Integrated Urban Forest approach to increase canopy cover of streets and reserves in Hume City. | Sustainable Infrastructure and Services | Completed | The Urban Forest Principles were adopted by Council on 23 March 2020. Work is continuing to create the Urban Forest Priority Plan. The draft Urban Forest Action Plan is being developed for internal consultation. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.2.2 Health and safety, local amenity and community pride are protected and enhanced through a well-designed and maintained public realm, streetscapes, spaces and places which meet community needs** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue to implement the Waste and Amenity Service Plan including:   * Initiatives to proactively manage, improve and enforce unsightly residential and industrial properties. * Actions to encourage use of hard rubbish services and reduce dumped household rubbish.\* | Sustainable Infrastructure and Services | Completed | Implementation of the Waste and Amenity Service Plan in 2019/20 has included:   * Increased responsiveness from Litter Officers investigating litter and illegal dumping incidents and, issuing an increased number of infringements and notices under the Environment Protection Act (up from 2016/17). * Promotion of the hard rubbish service and Hume Clean Days including the addition of a fifth Hume Clean Day. * Promotion of the ban on electronic waste to landfill to encourage separation and proper disposal at Council facilities. * The implementation of a fifth Amenity Crew across the municipality along with an extension to litter enforcement activities, allowing for additional resources to focus on illegal dumping of waste materials. * Due to COVID-19 restrictions additional kerbside hard waste services were introduced. However, illegal dumping increased by over 30 per cent during this period and there was a shift from predominately construction and demolition type material to household waste dumping. * Tenders were received for existing services that will terminate in 2020, including the Dumped & Bulk Waste collection and Hard Waste services and are currently under review These new contracts will commence in September/October 2020 and will include enhanced reporting using infield GPS software to assist with service delivery. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.2.3 Healthy and active communities are encouraged by providing high quality and well-maintained streetscapes, public parks and open spaces** | | | | Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue implementation of the Parks and Open Space  Service Plan including:   * Trial, monitor and evaluate (including community engagement) interim levels of service for parks maintenance, and report on the findings to support the development of the Open Space Strategy * Trial, monitor and evaluate (including community engagement) differential mowing at agreed sites throughout the City, and report on the findings to support the development of the Open Space Strategy. | Sustainable Infrastructure and Services | Completed | Implementation of the Parks and Open Space Service Plan has included:   * Levels of service changes for parks maintenance are being progressively implemented with monitoring and evaluation to support development of the Open Space Strategy. * Some trial work on differential mowing has been implemented with initial engagement undertaken and feedback received from the community. A report is to be presented to Council later in 2020, advising on trial outcomes. * Draft Level 1,2 and 3 sites have been compiled for adoption. * The horticultural contract starting in April 2020 included new service levels to be implemented and reflect the changes to main district centres across Hume. * New contracts for parks mowing and asset maintenance are in progress with levels of service being written into the contracts. * New contracts have been written for Turf and Parks Maintenance. The Parks Asset Maintenance contract is to be advertised in in 2020/21. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.2.3 Healthy and active communities are encouraged by providing high quality and well-maintained streetscapes, public parks and open spaces** | | | | Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue development and improvement works to Craigieburn ANZAC Park. | Sustainable Infrastructure and Services | Completed | Works are currently underway on further developments at Craigieburn ANZAC Park including improving drainage, tree planting and turf works.  The staging area has been asphalted and drainage works are being reviewed for design changes to be implemented in 2020/21. Additional landscape works have been completed at the entrance of SPLASH and Cherry tree walk and have included more colourful plantings, bulb plantings under the oak trees and new fencing installed around remnant red gums. | |
| Undertake playspace and amenity upgrades at Council’s parks and reserves including:   * Duncan Court Reserve, Westmeadows * Cambridge Crescent Reserve, Roxburgh Park * Phelan Court Reserve, Tullamarine * Renfew Court Reserve, Greenvale * Stewarts Lane Reserve, Sunbury. | Planning and Development | Significant Progress | Playspace and amenity upgrade works at Council’s parks and reserves in 2019/20 have included:   * Duncan Court Reserve, Westmeadows – Works completed. * Cambridge Crescent Reserve, Roxburgh Park – construction complete. * Phelan Court Reserve, Tullamarine - Construction complete. * Renfew Court Reserve, Greenvale –Landscape Architects have been appointed and works scheduled for completion in December 2020. * Stewarts Lane Reserve, Sunbury – works on the public toilet and carpark are progressing. * Further playspace and amenity upgrades have been completed at Roebourne Crescent Reserve, Campbellfield; Seth Raistrick Reserve, Campbellfield; John McMahon Reserve, Sunbury. Construction works are progressing at Parkview Drive Reserve, Sunbury. | |
| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.2.3 Healthy and active communities are encouraged by providing high quality and well-maintained streetscapes, public parks and open spaces** | | | | Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Commence stakeholder engagement and development of a new Open Space Strategy, that will review and consider:   * The prioritisation of parks for higher levels of development and identifying premier parks. * Refocus the emphasis on the quality and character of open space in each suburb. | Planning and Development | Deferred | An Open Space Strategy discussion paper was completed, outlining key issues and questions that the new Strategy must address. The paper is based on research and review of other open space strategies, and results of a staff workshop.  A summary report of previous open space community engagement sessions has been prepared, completed actions from the current Open Space Strategy have been documented and GIS mapping updated to show locations of open space.  Community engagement has been deferred until it can commence face to face. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.3.1 Communities are connected, car dependency is minimised and access to services and facilities is enhanced through accessible, integrated and efficient walking, cycling and public transport options** | | | | Facilitator, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Advocate to State and Federal Government for funding and implementation of projects as identified in the Transport Advocacy Plan to improve public transport, roads, walking and cycling. | Communications, Engagement and Advocacy | Completed | Advocacy to improve public transport, roads, walking and cycling has included:   * A major campaign calling for the redevelopment of the Broadmeadows Train Station has been undertaken. The campaign involved a schedule of stories highlighting the need for investment in the station. The issue was picked up by the Daily Mail and ABC Radio. Social media and external communications were also used to improve community awareness of the issue. * Council partnered with Swinburne University School of Architecture to develop visionary design solutions for the Broadmeadows Train Station precinct. A masters studio investigated what changes to transport infrastructure and urban development could result in improved user experiences. The designs were released in January 2020. * Council continued to join with community groups to call for the duplication of Mickleham and Somerton roads. * Council contributed to the National Growth Areas Alliance (NGAA) federal budget submissions for the delivery of the Bulla Bypass, Mickleham, Somerton and Craigieburn road duplications, the development of a Federal community infrastructure fund and unlocking employment precincts. * Council met with the Upfield Transport Alliance to discuss supporting their campaign for the duplication of sections of the Upfield Railway Line and promoted and encouraged the Hume community to participate in RACV's On Track Survey. | |
| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.3.2 Communities are connected and business and employment options are enhanced through improvements to road infrastructure, traffic management and local parking** | | | | Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Advocate to State and Federal Government for funding and implementation of road projects identified in the Transport Advocacy Plan. | Sustainable Infrastructure and Services | Completed | Advocacy and negotiations for funding and implementation of road projects identified in the Transport Advocacy Plan continue including:   * Working to ensure the best possible outcome from the upgrade to Craigieburn and Sunbury Roads, which are part of the current Northern Roads Upgrade Package. * Working with Rail Projects Victoria to advocate for interests in relation to the Gap Road level crossing removal project. * Working to build the case for important transport infrastructure projects that are yet to receive funding, such as increasing Councils comprehensive traffic data to support proposals. | |
| Undertake planning and design for Yirrangan Road connection to Buckland Way, Sunbury (access to Vineyard Road from Jacksons Hill). | Sustainable Infrastructure and Services | Completed | Preliminary design for the Yirrangan Road to Buckland Way, Sunbury connection have been completed. Contracts have been awarded and work is underway for survey, cultural heritage and environmental assessments. Access to the gas easement has been resolved.  Development Victoria is finalising plans for stage 19 of Jackson’s Hill, which forms part of the connection. Land acquisition will be required to establish the road reserve to the south of Jackson's Hill. This requires the Infrastructure Contribution Plan for the Sunbury South PSP to be finalised, which is not expected until early 2021. A detailed project schedule has been developed, with construction to be tendered in early 2022. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.3.2 Communities are connected and business and employment options are enhanced through improvements to road infrastructure, traffic management and local parking** | | | | Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Undertake initiatives to improve the quality of local streets, parking and traffic management including:   * Develop and implement regular reporting on Council’s compliance with its Road Management Plan. * Continue to implement Council’s Parking on Narrow Streets Policy, and as part of its scheduled review, investigate how the Urban Forest Principles may be incorporated to increase tree canopy coverage when developing solutions such as indented parking. * Undertake Local Area Traffic Management (LATM) studies in the Somerton industrial area and Sunbury West, implement local traffic and road safety improvements and review the LATM process to determine future approaches and alternatives. | Sustainable Infrastructure and Services | Completed | Initiatives to improve the quality of local streets, parking and traffic management has included:   * The Road Management Plan reporting is being trialled in monthly internal reporting. * Designs and construction were completed for the 2019/20 indented parking bay projects under the Parking on Narrow Streets Policy. Projects included Reynolds Court, Kastura Retreat, Mellor Rise, Wild Crescent and Douglas Mawson Drive, all in Roxburgh Park. * A review of the Parking on Narrow Streets Policy has been completed. In March 2020 Council released the draft amended Policy for public consultation. The Policy includes a link to Council's draft Urban Land Forrest Principles. * The Somerton Industrial Area and Sunbury West LATM studies have been completed and final reports are being prepared. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **4.3.2 Communities are connected and business and employment options are enhanced through improvements to road infrastructure, traffic management and local parking** | | | | Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Commence local road infrastructure upgrades to improve road safety and traffic flow, including:   * Duplication of Roxburgh Park Drive, Roxburgh Park. * Reconstruction of Hansen Road, Craigieburn. * Reconstruction of Wildwood Road (South), Wildwood. * Reconstruction of Mitchell Street, Kalkallo. | Sustainable Infrastructure and Services | Significant Progress | 2019/20 local road infrastructure upgrades to improve road safety and traffic flow have included:   * Duplication of Roxburgh Park Drive - Construction of Stage 1 (Donald Cameron Drive to Sylvester Parade) is due to be completed in July 2020. Stage 2 (Sylvester Parade to Pinnock Avenue) has been awarded and is scheduled to commence in August 2020. * Wildwood Road (South) upgrade - in design phase with significant environmental approvals required (flora & fauna and native). Awaiting planning approval for the removal of some trees and the extent of offset payments required. This is a two-year project, due to the environmental and seasonal construction issues the construction phase will be scheduled during the warmer months of 2020/21. * Mitchell Street Kalkallo upgrade - the first section is complete and the second stage (Northern section) is proposed for 2021/22. * Hansen Road Craigieburn reconstruction - complete. | |
| Review the level of parking infringements fines (Offence Fees), as required under the Victorian Government’s Road Safety Rules. | Corporate Services | Completed | Council reviewed and adopted discretionary parking infringements fees that Council has the discretion to set in June 2020. | |

**SUMMARY OF PROGRESS FOR THEME 5 1 JULY 2019 – 30 JUNE 2020**

**STRATEGIC INDICATORS TO 30 JUNE 2020**

Strategic Objective 5.1: Realise the vision and aspirations of Hume’s community by implementing *Hume Horizons 2040*

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| **Indicator** | **Target** | **2019/20 Result** |
| Percentage of Council Plan actions completed | Target by 2020/21 = 85% | 72% or 94 actions have been completed to date in 2019/20. 125 actions were completed in 2018/19 = 78%. |
| Percentage of Hume Horizons headline Community Indicators which have experienced a positive movement | Target by 2020/21 = 50% | 41.7% of indicators experienced a positive movement. The previous result was 42.2%.  (Source: Hume City Council, Hume Horizons 2040 Community Indicators) |

Strategic Objective 5.2: Create a community actively involved in civic life.

*There are no Strategic Indicators for this objective.*

**SUMMARY OF PROGRESS FOR THEME 5 1 JULY 2019 – 30 JUNE 2020**

**STRATEGIC INDICATORS TO 30 JUNE 2020**

Strategic Objective 5.3: Provide a responsible and transparent governance, services and infrastructure which respond to and supports community needs.

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| **Indicator** | **Target** | **2019/20 Result** |
| Value of non-recurrent grants received from State and Federal Governments and other organisations | Target by 2020/21 = $10.8 million  **✓** *Target met* | $14,750,149.46 of non-recurrent grants were received in 2019/20. $15,383,763.35 in non-recurrent grants were received in 2018/19 |
| Percentage of Council decisions made at meetings closed to the public | Target by 2020/21 = 15% | 29.5% is the result in 2019/20. An increase from 20.6% in 2018/19. |
| Asset renewal as a percentage of depreciation | Target by 2020/21 = 49% | 56.0% is the result to date for 2019/20 compared to 63.4% in 2018/19. |
| Adjusted underlying surplus (or deficit) as a percentage of underlying revenue | Target by 2020/21 = 15%  **✓** *Target met* | 15.7% is the indicative result to date for 2019/20 compared to 19.3% in 2018/19. |
| Community satisfaction with Council decisions | Target by 2020/21 = 63/100 | 2019/20 result is 55/100 which is a decrease from the 2018/19 result of 60/100.  (Source: Hume Community Survey 2019/20) |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.1.1 The vision and aspirations of *Hume Horizons 2040* are supported through the alignment of Council’s financial and strategic service planning processes and systems** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue to implement the single-view of customer’s project to provide more efficient interactions with customers across Council services. | Corporate Services | Significant Progress | To achieve a single customer view, Council has completed the design phase of the technical requirements and has tendered the required project solution, which is expected to be awarded by Council in July 2020. Implementation is expected to commence from September 2020 and go live from July 2021. | |
| Explore Council’s approach to ‘Smart Cities’ to maximise the potential that technology, data analytics and service innovation can help achieve the vision and aspirations of Hume Horizons 2040 and improve the day-to-day services provided to Hume’s community. | Communications, Engagement and Advocacy | Some Progress | Exploration work has commenced, and an initial draft discussion paper is in the process of being developed and is expected to be finalised later in 2020/21. | |
| Following the completion of service planning, develop and implement a Customer Experience Strategy. | Communications, Engagement and Advocacy | Completed | Council approved the Customer Experience Action Plan 2019-2023 on the 9 December 2019. Implementation of the Action Plan has commenced with a focus on actions to be delivered in Year 1 of the plan. The Action Plan will continually be reviewed to prioritise organisational actions to achieve a consistent, responsive, seamless, flexible and personalised experience for customers. | |
| Implement the plan to digitalise Council records to reduce reliance on paper-based documents, increasing efficiencies in secure record management.\* | Corporate Services | Completed | After a successful trial, the design and scoping phase to digitalise Council records was completed. This has allowed Council to store hardcopy records at an offsite provider and implement new electronic document management processes. From the 1 July 2020, all records will be sent electronically. | |

*\*Rollover action from Council Plan 2017-2021 (2017/18 Actions and 2018/19 Actions)*

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.1.2 Hume’s community is informed of the progress of *Hume Horizons 2040* through the establishment of systems for measuring and reporting the community’s progress in achieving *Hume Horizons 2040* objectives** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue to deliver a range of research to understand community expectations and customer experience with Council services and programs including:   * Undertaking the biennial Community Satisfaction Survey. * Reviewing the approach to Council’s annual survey program to consider complementary or alternative approaches to telephone surveying, particularly for reaching young people and households without fixed-line telephones. * Reviewing the ‘New Household Survey’ and distribution process to improve provision of Council information and investigate options to capture the rental market. * A program of service-specific customer experience and satisfaction surveys to support service planning and strategy development. | Communications, Engagement and Advocacy | Completed | A range of research to understand community expectations and customer experience with Council services and programs has included:   * The biennial Community Satisfaction Survey was successfully conducted, and the report is complete. Shopping centre intercept surveys were completed reaching a number of young people. Information regarding the proportion of mobile phone and landline numbers reached will be assessed in preparation for the 2020 Community Indicators Survey. * A program of service-specific customer experience and satisfaction surveys to support service planning and strategy development is continuing. * The 'New Household Survey' (NHS) report 2018/19 is complete. The NHS distribution process was investigated with a view to reducing paper-based surveys. A trial of emailing surveys to households where current email addresses are held by Council has commenced. | |
| Continue to develop and implement community indicators to measure the progress of Hume Horizons 2040. | Communications, Engagement and Advocacy | Completed | Development and implementation of community indicators to measure the progress of Hume Horizons 2040 is ongoing. Twenty-seven indicators have been updated and five indicators have no further updates. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.1.3 The community’s vision and emerging aspirations continue to be reflected in Hume’s long-term community plan (*Hume Horizons 2040*) by reviewing the plan every four years, following Council elections** | | | | Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Plan and commence a major review of Hume Horizons 2040. | Communications, Engagement and Advocacy | Completed | A project and engagement plan have been developed to progress a major review of Hume Horizons 2040. Initial engagement plans were revised due to COVID-19 restrictions.  Engagement for the project went live on Monday 22 June and will run until Friday 31 July 2020, this has included an online discussion forum and a telephone survey of 300 residents. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.1.4 The vision and aspirations of *Hume Horizons 2040* will be supported by Council through a highly engaged workforce equipped with the skills and resources to meet community needs** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue development of Council’s intranet to enhance knowledge management and service efficiencies. | Communications, Engagement and Advocacy | Completed | Council’s Intranet continues to be developed to enhance knowledge management and service efficiencies, including:   * A program to encourage page owners to review and update their information on the intranet (Hume Quarters) was undertaken. Over 300 emails were sent by site admins to 79-page owners to review and update more than 220 pages. * To emphasise the effectiveness of the intranet as an internal communication tool, a suite of tactics and events were delivered from 4 to 13 September 2019 to promote ‘R U OK Day’ (93 views for the featured story) and the social wall had an increased level of participants throughout the week. * The HQ social wall has proven to be a successful tool for informal two-way communication, engagement and information sharing, including It’s in the Bag Campaign (74 likes, 18 replies, #Hume Together Campaign (76 Likes), International Women's Day #EachforEqual Campaign (65 Likes) and Josie Mitzi's Melbie Award (4th highest likes ever). * Opportunities to seek out new vendors to deliver ongoing SharePoint/intranet support and migration to the cloud have progressed. * An Intranet Strategy recommending an approach to migrate from a server-based system to the cloud was presented to management. The migration of pages from the SharePoint Server 2016 to SharePoint Online was postponed due to business impacts of COVID-19. | |
| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.1.4 The vision and aspirations of *Hume Horizons 2040* will be supported by Council through a highly engaged workforce equipped with the skills and resources to meet community needs** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Evaluate the 2018/2019 Leadership Development Program (LDP) and continue program delivery. | Communications, Engagement and Advocacy | Deferred | Staff evaluations of the Leadership Development Program (Learn2Lead) have occurred for each completed module with further evaluation of the program planned later in 2020.  The timing will be re-evaluated based on the scheduling of the remainder of the program. | |
| Implement an emerging leaders’ program across the organisation. | Communications, Engagement and Advocacy | Deferred | Project management of the inter-Council 2020 Emerging Leader Challenge commenced to identify six aspiring leaders to represent Council, with nominations closing in January 2020. A briefing note was prepared, and participants and mentors selected for the program. The first session was conducted with participants. Due to COVID-19 restrictions the program is currently on hold. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.1.4 The vision and aspirations of *Hume Horizons 2040* will be supported by Council through a highly engaged workforce equipped with the skills and resources to meet community needs** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Finalise the Project Plan and commence implementation of electronic timesheets and rostering systems to improve efficiencies with staff management and payroll. | Communications, Engagement and Advocacy | Completed | Steps to finalise the Project Plan and commence implementation of electronic timesheets and rostering systems has included:   * The Electronic Timesheets and Rostering tender report was endorsed by Council in September 2019. * Discovery Workshop sessions were conducted, and Council signed a Statement of Works and Effort with a supplier in November 2019. * A training session was conducted in February 2020 for project champions. * The final testing of the Electronic Timesheet and Rostering system was completed for a trial group in Leisure, with three parallel pay runs being successfully undertaken. * A mobile app was launched, with biometric devices being used for staff to clock 'on and off' and to view their roster. * Implementation of the system will continue when normal business resumes. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.2.1 Community and stakeholders are actively encouraged and empowered to be involved and participate in decision making processes at Local, State and Federal government levels** | | | | Advocate, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Undertake initiatives to enhance Council consultation and engagement practices, including:   * Develop and implement a Community Engagement Policy and review Council’s existing guidelines in line with the new Local Government Act. * Develop strategies, approaches and capacity implement innovative consultation and engagement practice, particularly face to face and online. * Explore opportunities to further support Councillor’s consultation and engagement with the community, including via online channels. | Communications, Engagement and Advocacy | Significant Progress | Initiatives to enhance Council consultation and engagement practices have included:   * Council undertook community engagement activities between July and December 2019 which Council could consider for 2020/21 and beyond. This included:   + Hume Community Survey and Online Budgeting Tool   + Community Capital Works Applications   + Ongoing evaluation of Council’s major events. * To support greater Councillor involvement in engagement activities. Council held a series of online ward meeting discussions via Facebook in September 2019. 33 people actively participated with 63 questions or comments received, and a further 161 reactions. 863 people viewed the online ward discussions, and the events reached approximately 27,400 people on Facebook. * Consultation on the Community Engagement Policy launched on Monday 22 June. The Policy is expected to be finalised in March 2021, in accordance with legislative requirements. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.2.1 Community and stakeholders are actively encouraged and empowered to be involved and participate in decision making processes at Local, State and Federal government levels** | | | | Advocate, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Following a review of the locality (Suburb) boundaries, propose new suburb boundaries in the growth areas and the possible creation of new suburbs, and undertake community and stakeholder consultation and engagement in accordance with relevant legislation and guidelines. | Corporate Services | Completed | In June 2019, Council approved the commencement of a community consultation process to seek community and key stakeholder feedback on what changes, if any, should be made to Hume’s locality (suburb) boundaries. Community consultation commenced on 8 July and closed on 7 August 2019, with a high level of engagement from the community.  Council considered feedback from the office for Geographic Names Victoria and the community. In May 2020, Council adopted recommendations to advise the community on the consultation outcomes to date and formally consider the eight proposed suburb boundary amendments and naming in early 2021. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.2.1 Community and stakeholders are actively encouraged and empowered to be involved and participate in decision making processes at Local, State and Federal government levels** | | | | Advocate, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Facilitate advisory committees/ reference groups to foster community leadership and increase community capacity in engaging with Council decision making processes including:   * Hume Aboriginal Advisory Committee * Hume Interfaith Network * Hume Community Safety Advisory Committee * Hume Multicultural Action Plan Working Group * Hume Jobs and Skills Taskforce * Hume Sustainability Taskforce. | Community Services, Planning and Development, Sustainable Infrastructure and Services | Completed | 2019/20 committee/ reference group activities have included:   * The Reconciliation Action Plan Working Group (RAPWG) formed a new advisory group consisting of representatives of Hume’s Aboriginal and Torres Strait Islander community. The RAPWG developed a draft Implementation Plan for the RAP, which is awaiting endorsement with Reconciliation Australia. * The HIN contributed to the delivery of a suite of events in 2019 and began planning its activities for 2020. Prior to COVID-19 restrictions meetings were being held at rotating venues (places of worship). The HIN developed a community video to support connection and public health messaging during COVID-19. * Hume Community Safety Advisory Committee continued to meet quarterly to advise Council on new and emerging issues. The celebration of Council's International Safe Communities Redesignation was postponed. A committee evaluation survey has also been developed and sent to all members, using this opportunity to review its ongoing format and key objectives. * The newly named Multicultural Advisory Group (MAG) provided guidance on the implementation of the Multicultural Framework. The MAG has continued to meet regularly to discuss best practice approaches to service the needs of migrants and refugees during the pandemic.   *Action continued next page*   * Hume Jobs and Skills Task Force continued to provide governance for the Hume Community Revitalisation Project. Council submitted the 2019/20 progress report to the Department of Jobs, Precincts and Regions and approved the Stepping Stone to Social Inclusion Program for migrant women. * Nine meetings of the Sustainability Taskforce were held in 2019/20. An Expression of Interest process was held for 2020 Sustainability Taskforce membership, and new members were approved by Council in December 2019. Following a recommendation from the Taskforce, Council endorsed the International Campaign to Abolish Nuclear Weapons (ICAN) Cities in support of the UN Treaty on the Prohibition of Nuclear Weapons. The Taskforce also made a recommendation to Council to consider declaring a Climate Emergency, and advocate to the State Government for the establishment of a Container Deposit Scheme. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.2.2 Community capacity to participate in decision making processes is enhanced through improved community education and awareness of key topics** | | | | Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| In line with the Four-Year Advocacy Plan, inform the community, business and key stakeholders on Council’s position on issues of local importance, and provide opportunities to enhance participation in decision-making processes. | Communications, Engagement and Advocacy | Completed | In line with the Four-Year Advocacy Plan, Council informed stakeholders of its position on issues including schools in growth areas, waste and recycling regulation, improved access to public transport, the redevelopment of Broadmeadows Train Station and the duplication of Mickleham and Somerton Roads.  Council undertook a suite of community engagement activities on a range of projects, including the community capital works program, to seek ideas and feedback from residents. These were promoted via various tactics including social media, the website, e-newsletters and via the media, to encourage broad participation.  Planning for the promotion of other upcoming Council engagement activities being held in 2020 has commenced.  Due to COVID-19 restrictions a comprehensive communications campaignrolled out to support the community on restrictions, public health messaging, Council facility closures and the Department of Health and Human Services’ initiated testing blitz. A key component of this communications strategy is communicating with Hume’s culturally and linguistically diverse (CALD) community with important COVID-19 updates and information. A range of activities have been rolled out in Arabic, Turkish, Assyrian, Italian, Vietnamese and Punjabi. This campaign and the key outputs and outcomes will be continually measured and adapted throughout its delivery. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.2.3 Hume’s community is empowered and engaged in community life through the timely communication of information about services and key topics** | | | | Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Undertake a biennial review of external communications activities or tools to ensure relevance, efficiency and effectiveness, including:   * Information needs for new households and recently arrived migrants to support the promotion and increased awareness of Council services, including information distributed via the New Household Survey. * Community education, media, promotion and awareness of responsibilities under relevant legislation and regulations, particularly in relation to waste and amenity issues (dumped rubbish, graffiti etc). | Communications, Engagement and Advocacy | Completed | The following has been undertaken to ensure Council’s external communications activities and tools are relevant, efficient and effective:   * A review of publications and social media was undertaken with recommendations put forward to enhance our approach. These recommendations are now being implemented. * Work continues to be undertaken in relation to adoption of the Hume Multicultural Framework to ensure identified gaps in terms of external communications are addressed to improve communication with Hume’s multicultural community. * Various communications continue to be developed and circulated in relation to waste and amenity including the correct use of recycling services, support for the pop-up recycling program and waste regulation advocacy communication. Digital communication has been the focus to facilitate two-way engagement with the community. * A 12-month departmental calendar has been developed to identify opportunities to promote education and awareness around recurring matters such as graffiti. * In March 2020, due to COVID-19 restrictions, the external communications focus quickly shifted. Immediate or quick response communication was required as services began to close. Strategic communications was also undertaken including the Hume Together campaign, Rates Relief and Assistance campaign and a preschool campaign. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.2.3 Hume’s community is empowered and engaged in community life through the timely communication of information about services and key topics** | | | | Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| ♿Implement the outcomes of the Communications and Advocacy Service Plan. | Communications, Engagement and Advocacy | Completed | A key outcome of the Communications and Advocacy Service Plan was a digital by default (where appropriate) approach.  Council committed to a range of actions to achieve this digital by default approach and culture and most of these actions have been completed.  An update on the actions that have been undertaken to achieve the desired outcomes of the Communications and Advocacy Service Plan were presented to EMT in October 2019. An update on three key actions of the service plan and next steps for their implementation was included in this report, including:   * External Publications Review * Social Media Review * Website Redevelopment Project. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.2.3 Hume’s community is empowered and engaged in community life through the timely communication of information about services and key topics** | | | | Service Provider, Facilitator |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| ♿Implement Stage 1 of the plan to redevelop Council’s website to improve accessibility, mobility, online transactions and communications. | Communications, Engagement and Advocacy | Completed | Procurement documentation was developed, and a tender was advertised in March 2019 for the redevelopment Council’s website and a report to Council to award the tender was endorsed in August 2019.  The contract with the vendor was finalised and agreement on a project implementation plan was reached. A recommendation for the engagement platform as part of the website was also developed and agreed upon.  The new Hume City Council beta site was launched in June 2020.  Works will continue in 2020/21 to ensure that the new website meets improved accessibility, mobility, online transactions and communications. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.3.1 The needs and interests of Hume’s community are represented through strong advocacy and leadership from Council and locally elected members of State and Federal parliaments** | | | | Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Implement the Four-Year Advocacy Plan with specific campaigns to engage the community, business and key stakeholders on local priorities, especially in the lead up to an election. | Communications, Engagement and Advocacy | Completed | Council’s advocacy priorities continue to focus on projects that will meet the needs of our community today and into the future. Council will work in partnership with State and Federal governments and businesses where possible to deliver for our community.  The advocacy priorities for the year include funding for:   * Schools * Roads * Health services * Public transport.   Council advocates on several platforms to raise the profile of our priorities. This includes regularly meeting with our local MPs and departmental agency and business representatives and Councillors and representation on the Interface Councils, National Growth Areas Alliance and Northern Councils Alliance. Council also engages with our community and businesses through targeted online advocacy campaigns, particularly via the Hume Advocates Facebook page. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.3.2 Community needs and priorities are addressed through the timely and ongoing provision and delivery of financially sustainable services, assets and physical and social infrastructure** | | | | Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Investigate the preferred locations and timing for the provision of higher order leisure, health, education and cultural facilities needed to serve the needs of the northern part of the Hume Corridor taking account of community need and planned provision in Mitchell and Whittlesea. | Planning and Development | Some Progress | Internal staff workshops were held in November and December 2019. The workshops explored innovative infrastructure options to meet the needs of communities in Merrifield and Cloverton, and beyond in the City of Whittlesea and Mitchell Shire Council. Further investigations, identified in the workshops, will be advanced with adjoining councils. | |
| Continue development of and commence implementation of the Community Infrastructure Plan to respond to population growth and changing community needs in both growth and existing urban areas. | Planning and Development | Significant Progress | The Community Infrastructure Plan project scope has been finalised. A new draft Community Infrastructure Policy framework has been prepared and mapping work has commenced to identify gaps and shortfalls in provision. These will inform the finalisation of the draft Community Infrastructure Plan in 2020/21. | |
| ♿Continue to work with, and advocate to both the State and Federal Government for the timely provision of services and infrastructure, including:   * Participating in State Government planning for school provision. * Health services and facilities in growth areas. | Planning and Development | Completed | Meetings have been held with the Department of Education and Training, Victorian School Building Authority, and Catholic Education on the timing of future school provision in the growth areas of the Hume Corridor and Sunbury. These conversations are informing the State Government's pipeline of new school provision and the State budget which has been delayed due to COVID-19 restrictions. A briefing on the outcomes of these meetings was presented in December 2019.  The Merrifield West Primary School (interim name) in Mickleham will open in 2021 and the Greenvale Secondary School (interim name) in Greenvale will open in 2022. Several planning meetings have been held with non-government schools expressing an interest in operating schools in Hume in the coming years. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.3.2 Community needs and priorities are addressed through the timely and ongoing provision and delivery of financially sustainable services, assets and physical and social infrastructure** | | | | Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue to develop, design and plan for the delivery and activation of community centres including:   * Greenvale West Community Centre (Prepare a Business & Activation Plan). * Merrifield North Community Centre (Construct). * Kalkallo Community Centre (Construct). | Planning and Development, Community Services | Significant Progress | Progress on community centres has included:   * Greenvale West (Prepare a Business & Activation Plan) – construction works complete and centre services commissioned for opening 13 July 2020. Recruitment of staff for the centre has commenced and furniture and equipment fit out has been completed. * Merrifield North Community Centre (Construct) – construction contractor appointed and construction to commence in July 2020. * Kalkallo Community Centre (Construct) – construction contractor appointed and construction to commence July 2020. * Design services team for two new community centres (Merrifield South and Kalkallo North) have been appointed. Concept plans for both sites have been approved. Construction tenders for the two centres is scheduled for Third Quarter 2020/21. | |
| Review Asset Management Plans in line with legislation and the MAV STEP program. | Sustainable Infrastructure and Services | Significant Progress | Council adopted a new Road Asset Management Plan on 12 August 2019.  The Building Asset Management Plan has been updated and will be reported to Council.  A condition audit for open spaces assets was completed in May 2020, which has enabled the open space asset register to be finalised. The condition audit will form the basis of an updated Open Space Asset Management Plan to be completed in 2020/21. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.3.2 Community needs and priorities are addressed through the timely and ongoing provision and delivery of financially sustainable services, assets and physical and social infrastructure** | | | | Service Provider, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue to implement a program of service planning and service reviews to continuously improve Council’s service delivery, including:   * Finalisation and implementation of the Customer Experience, Governance and Organisation and Community Intelligence Service Plans. * Undertake a review of Council’s Aged Support Services to prepare a response to Aged Care Reforms. * Review the provision of Council immunisation sessions and redistribute program resources in line with identified community needs. Target ‘hard to reach cohorts’ including newly arrived residents, refugees and indigenous groups within the community. * Investigate the impact of growth on the youth population and assess service demand to inform advocacy and future service provision. * Monitoring and reviewing progress of existing Service Plans and update as required. | Communications, Engagement and Advocacy, Community Services | Significant Progress | Service planning and service reviews have included:   * Implementation of service plans and the annual review/update of existing plans is continuing. * Council approved the Hume City Council Customer Experience Action Plan 2019-2023 on the 9 December2019. * Service Planning for Aged Support Services commenced in May 2019 with a cross-organisational working group and is nearing completion. The review considers and outlines the implications of national policy and funding changes to aged care services (progressively implemented since 2012), findings emerging from the Royal Commission into Aged Care Quality and Safety and short and medium-term pressures on aged care services. A final report is expected to be presented to Council in September 2020 * The review of Council's immunisation service is continuing, with a final report expected to be presented to Council in August 2020. * Initial discussions regarding Hume’s youth population and service demand have been held, with research commencing in October 2019. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.3.3 Services continue to meet the needs of community through the provision of innovative partnership models between all levels of government, business and service providers** | | | | Service Provider, Facilitator, Advocate |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| ♿Explore innovative partnership opportunities with health and community wellbeing organisations, and advocate to State Government for funding to support the preparation of a feasibility study to assess the viability of establishing a Health and Community Services Hub in the Northern Growth Corridor. | Community Services | Completed | The Victorian Government has committed $675 million to build ten community hospitals close to major growth areas across the State. This investment will be used to upgrade and expand existing public health services at Craigieburn and Sunbury. Community consultative committees have been established to provide a forum for members of local communities affected by the project.  As a community consultative committee foundation member, Council participated in Department of Health and Human Services led community hospital service model design workshops for both Craigieburn and Sunbury in October and November 2019. Council continues to actively participate in the planning for the delivery of the two Community Hospitals which are proposed to be completed in 2024. Current planning is being facilitated by both Western and Northern Health in conjunction with the Health and Human Services Building Authority. Key planning activities underway include the development of a service plan, masterplan and feasibility assessment. A key milestone for the projects will be the development of a business case to the Minister for Health by October 2020.  Planning work to support the future delivery of two community hospitals in Hume (Craigieburn and Sunbury) continue to progress to support the development of a business case to the Minister of Health by October 2020.  Due to COVID-19 restrictions there has not been any community consultative committee meetings conducted since March 2020. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.3.4 All suburbs within Hume benefit through the delivery of an equitable rates strategy** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Implement changes to Council operations, policies and procedures in line with the new Local Government Act. | Corporate Services | Completed | The Local Government Act Reforms Bill was passed in Parliament in March 2020 with the first implementation date being 6 April 2020.  An implementation plan for the Local Government Act 2020 has been prepared, which is guided by the prescribed dates of the Act. The first document amended is the Audit and Risk Committee Charter adopted on 22 June 2020. | |
| As part of the VEC’s Electoral Boundary Review to be conducted before the next Council Election in 2020, prepare a submission on preferred ward boundaries. | Corporate Services | Completed | Due to the limited time from exhibition of the proposed boundary adjustments to the close of submissions, Council did not make a formal submission on the Subdivision Review conducted by the VEC. | |

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| **COMMUNITY EXPECTATION (from Hume Horizons 2040)** | | | | **Council’s Role** |
| **5.3.4 All suburbs within Hume benefit through the delivery of an equitable rates strategy** | | | | Service Provider |
| **Action** | **Division** | **Progress** | **Description of Progress** | |
| Continue to exercise prudent financial management to reduce the reliance on rates revenue including through:   * Further investigation of shared services or partnerships with other neighbouring Councils. * Council’s procurement policies and procedures. * Continual reviewing of Council landholdings and property management. * Implementation of the investment policy. * Implement and maintain a Ten-Year Financial Plan. | Corporate Services | Completed | Exercising prudent financial management to reduce the reliance on rates revenue has included:   * Implementation of the Ten-Year Financial Plan is ongoing and has been updated for both the short and medium-term economic and financial impacts of the COVID-19 pandemic * Council's investigation of investment opportunities remains consistent with the guidelines and Investment Policy. * Council identified and assessed several Council land holdings for future development options. * All new leases and licenses that require Council approval (Section 190 of the Local Government Act 1989), are presented to Council or approved under Council's Instrument of Delegation. * The Northern Region Councils continue to identify categories of goods and services which present value and efficiencies across the region. A recent report outlined a strategic methodology and operational model for future collaborative events. This strategy requires investing resources and funding by the region and is expected to be reviewed in early 2020/21. * Council's Procurement Policy was reviewed in June 2020 in accordance with the *Local Government Act 1989* and adopted by Council for the 20/21 financial year. The policy sets a framework of robust processes to achieve value for money objectives and adhere to the principles of probity, ethics and good governance. * Council reviewed, updated and adopted the Capital Investment Policy in June 2020. | |