

HUME CITY COUNCIL PLAN 2021-2025

2023/24 UPDATE



INCORPORATING THE:

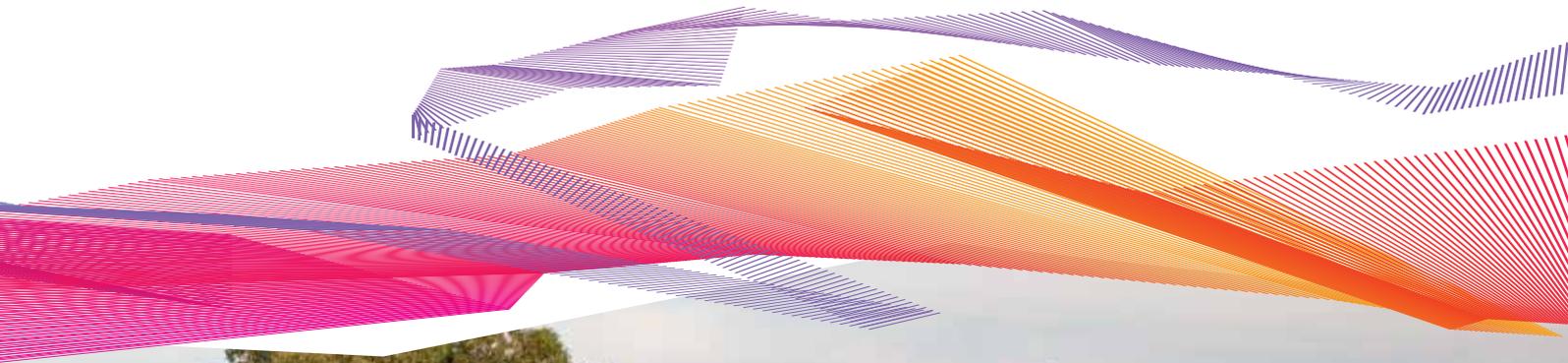
- DISABILITY ACTION PLAN
- COMMUNITY SAFETY ACTION PLAN
- PATHWAYS TO SUSTAINABILITY



COMMUNITY VISION

A SUSTAINABLE AND THRIVING COMMUNITY
WITH GREAT HEALTH, EDUCATION,
EMPLOYMENT, INFRASTRUCTURE,
AND A STRONG SENSE OF BELONGING







ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

In the spirit of reconciliation Council acknowledges the role past federal and state government policies have played in the social, cultural and economic dispossession of Aboriginal and Torres Strait Islander peoples, the ongoing intergenerational trauma experienced by many Aboriginal and Torres Strait Islander people as a result of this, the impact of racism on this trauma and the ways

in which these forces combine to reinforce entrenched disadvantage, poor health outcomes, increased contact with the justice system and economic disadvantage.

Council acknowledges the importance of self-determination, meaning that Aboriginal and Torres Strait Islander peoples hold the knowledge and expertise about what is best for themselves, their families and their communities, and have the right to freely pursue their economic, social and cultural development.

Council plays a role in healing and building positive relationships between Council and Aboriginal and Torres Strait Islander communities, as well as educating the broader public about the significance of Aboriginal and Torres Strait Islander languages, cultures and history.

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A MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE OFFICER

We're pleased to provide the 2023/24 update to our four-year Council Plan 2021-2025.

We want to ensure that what we do today is aligned to our Community Vision for Hume City to be sustainable and thriving – and that starts with having the community at the heart of this plan.

Hume City is unique – we're a large municipality both geographically and by population. We have one of the most diverse communities in Australia, and we're continuing to experience large population growth. This plan helps drive our response to community needs, local issues, and opportunities.

The plan, and our supporting Budget, will see us move ahead with the biggest infrastructure program in our history.

This includes a \$600 million investment for community facilities, road, footpaths, parks and reserves over the next four years, including \$128.33 million in 2023/24 – bringing employment opportunities, new infrastructure, and new services to our community.

Council will provide \$305.88 million to meet the growing demand for a variety of day-to-day services over the next 12 months.

Given the challenging financial climate we are all facing, Council will maintain an economic approach that focuses on delivering critical services to our community, based on good governance, sound financial management and is informed by principles of social justice and environmental sustainability.

The objectives, strategies and actions outlined in this document have been determined by the Council and informed by our long-term Community Vision.

Our Community Vision outlines the community's aspirations for Hume City's future. This vision was developed through extensive consultation with people who live, work, visit or own a business or residence in Hume City.

Thanks to everyone who helped develop our Community Vision and helped shape Hume's future.

In response to the Community Vision, Council has developed a series of strategic objectives under three main themes for our four-year Council Plan:

THEME 1:
**A COMMUNITY THAT IS RESILIENT,
INCLUSIVE AND THRIVING**

THEME 2:
**A CITY THAT CARES ABOUT OUR PLANET,
IS APPEALING AND CONNECTED**

THEME 3:
**A COUNCIL THAT INSPIRES
LEADERSHIP, IS ACCOUNTABLE
AND PUTS THE COMMUNITY FIRST**

During the Council Plan development, we identified a range of strategic objectives under each of these themes and outlined the strategies and actions to be undertaken during the four-year term.

We also outlined the strategic indicators used to help monitor and evaluate Council's success in achieving its objectives.

Under this plan, Council aims to provide a balance to ensure we deliver the services, facilities and infrastructure that families and businesses need today, while planning for future generations.

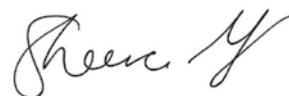
With more people choosing to call Hume home each year, we expect to welcome almost 70,500 residents over the next decade. Council has undertaken significant planning for this growth, so that we can continue to provide high quality services that meet the needs of our growing community.

We will also continue to advocate to the state and federal governments, as well as pursue partnerships with service providers and businesses, to create opportunities for our community to grow and prosper.

We look forward to implementing the strategies outlined in the Council Plan 2021–2025 and working to help our community thrive, now and into the future.



**Councillor
Joseph Haweil**
Mayor of Hume City



Sheena Frost
Chief Executive
Officer



OUR COUNCIL

Hume City Council consists of 11 Councillors who represent almost 260,000¹ people across the three wards – Aitken, Meadow Valley and Jacksons Creek. Council works closely with Hume’s CEO and Executive Leadership Team, to set directions and priorities for the municipality. All decisions are made to meet the objective of enhancing the social, economic and environmental prosperity of our community.

AITKEN WARD



Includes the suburbs of Craigieburn (part of), Kalkallo, Mickleham, Oaklands Junction (part of), Roxburgh Park and Yuroke.



**COUNCILLOR
JOSEPH HAWEIL
(MAYOR)**

0484 602 340
JosephH@hume.vic.gov.au

Mayoral Portfolios

Customer Service; Communications and advocacy; Council and Service Planning; Early Childhood Education and Care, Finance and Procurement Services, Family Support and Health, Leisure, Health and Wellbeing, Organisation and Community Intelligence, Governance and associated statutory services.

Councillor Portfolios

Transport, roads and drainage; Community safety; Community development; Facilities management/facilities hire; Interface and growth; Friends of Aileu



**COUNCILLOR
JODI JACKSON**

0484 124 092
JodiJ@hume.vic.gov.au

Councillor Portfolios

Parks and Open Space, Environment



**COUNCILLOR
CARLY MOORE**

0484 114 228
CarlyM@hume.vic.gov.au

Councillor Portfolios

Community Development, Community Safety, Facilities Management/Facilities Hire, Friends of Aileu, Interface and Growth, Transport, Roads and Drainage



**COUNCILLOR
JIM OVEREND**

0487 777 895
JimO@hume.vic.gov.au

Councillor Portfolios

Transport, Roads and Drainage, Community Safety, City Amenity and Appearance

¹ id Consulting, Hume City Population Forecasts at the 30 June 2023

JACKSONS CREEK WARD



Includes suburbs of Attwood (part of), Bulla, Clarkefield (part of), Diggers Rest (part of), Keilor (part of), Melbourne Airport, Oaklands Junction (part of), Sunbury, Tullamarine (part of), Westmeadows (part of) and Wildwood.



COUNCILLOR JARROD BELL

0487 778 803
JarrodB@hume.vic.gov.au

Councillor Portfolios

Community Safety, Lifelong Learning, Youth Services, Arts and Culture



COUNCILLOR TREVOR DANCE

0413 822 214
TrevorD@hume.vic.gov.au

Councillor Portfolios

Customer Service, Council and Service Planning, Organisation and Community Intelligence, Governance and Associated Statutory Services, Parks and Open Space, City Development – Statutory, City Development – Strategic, Environment



COUNCILLOR JACK MEDCRAFT

0484 611 902
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Councillor Portfolios

Indigenous Support, Economic Development, City Development – Statutory, City Development – Strategic, City Amenity and Appearance, Waste Management.

MEADOW VALLEY WARD



Includes suburbs of Attwood (part of), Broadmeadows, Campbellfield, Coolaroo, Craigieburn (part of), Dallas, Fawkner (part of), Gladstone Park, Greenvale, Jacana, Meadow Heights, Somerton and Westmeadows (part of).



COUNCILLOR KAREN SHERRY (DEPUTY MAYOR)

0484 240 973
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Councillor Portfolios

Asset Management and Infrastructure Development, Disability Support Services, Aged Support Services, City Development – Statutory, City Development – Strategic



COUNCILLOR CHRIS HOLLOW

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ChrisHo@hume.vic.gov.au

Councillor Portfolios

Leisure, Health and Wellbeing; Parks and Open Space



COUNCILLOR NAIM KURT

0484 602 352
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Councillor Portfolios

Communications and Advocacy, Information Technology – Digital; Community Development; Leisure, Health and Wellbeing; Indigenous Support, Arts and Culture, Economic Development, Friends of Aileu



COUNCILLOR SAM MISHO

0487 777 139
SamMi@hume.vic.gov.au

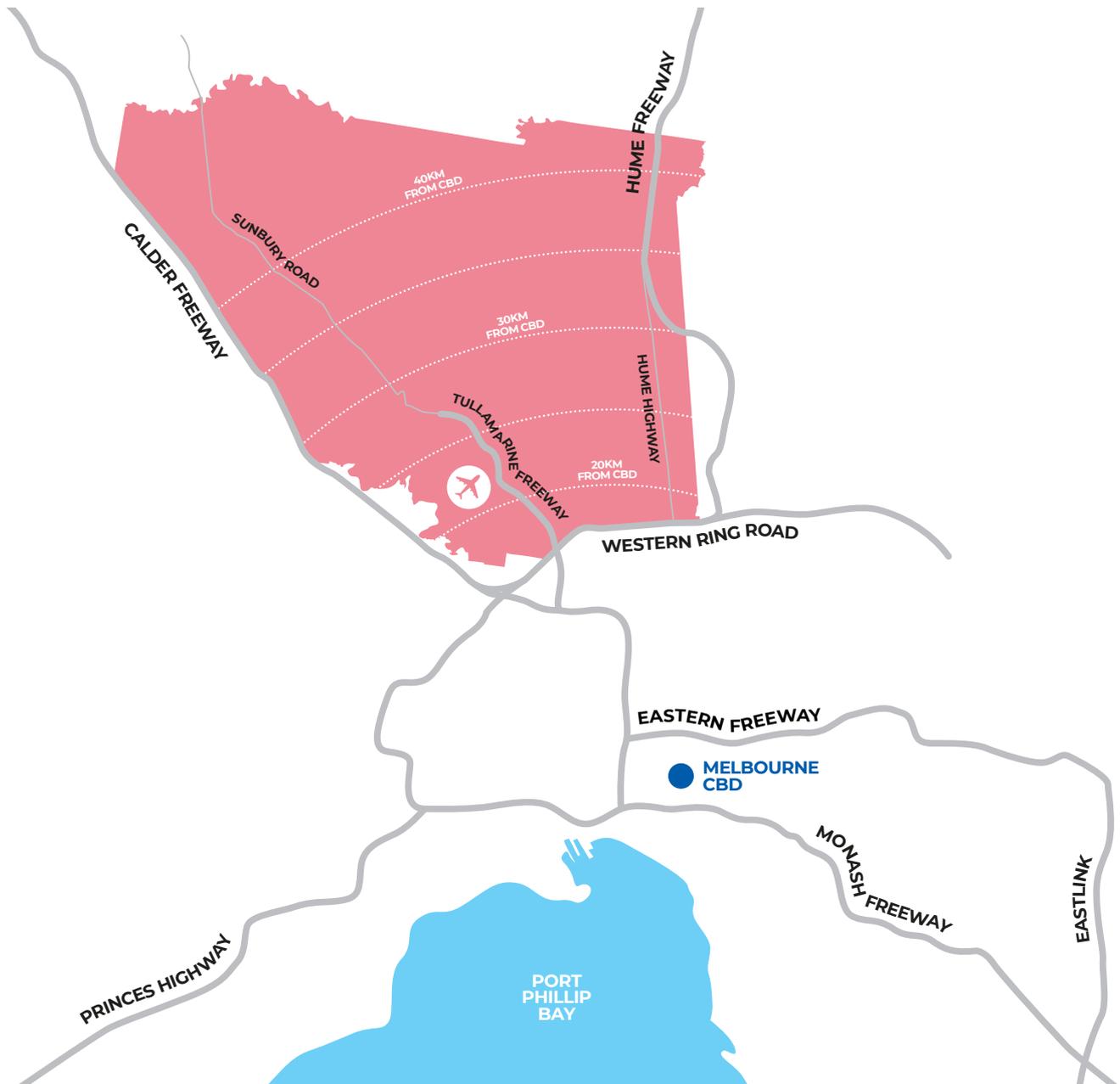
Councillor Portfolios

Communications and Advocacy, Finance and Procurement Services, Community Development, Economic Development

OUR CITY

OUR LOCATION

Hume is a place of great contrasts – in geography, economy, background and cultural diversity. Located just 15 kilometres north of the centre of Melbourne, Hume City is one of the fastest growing and most culturally-diverse communities in Australia.



Spanning a total area of 504 square kilometres, Hume City is built around the established suburbs of Broadmeadows, Tullamarine and Gladstone Park in the south, the developing residential suburbs of Craigieburn, Greenvale, Mickleham, Kalkallo and Roxburgh Park in the north-east and the Sunbury township in the north-west.

The municipality is made up of vibrant and diverse communities; including new and established residential areas, major industrial and commercial precincts and vast expanses of rural areas and parkland. The Melbourne International Airport accounts for 10 per cent of the total area of Hume City.



Hume City is also home to major road transit routes including the Tullamarine Freeway, Western Ring Road, Hume Highway and the Craigieburn Bypass and is abutted by the Calder Freeway to the west.

Hume City Council is bound by the local government areas of Moreland, Whittlesea, Brimbank, Macedon Ranges, Melton and Mitchell.

OUR HISTORY

Hume City has a long, rich and exceptionally significant past.

Hume City's rich and diverse history stretches back over 40,000 years when the first Aboriginal communities of the Wurundjeri Woiwurrung people, which includes the Gunung-Willam-Balluk clan first inhabited the region.

Although significant cultural knowledge was lost following European invasion and settlement, we are rich in Aboriginal cultural heritage. The municipality has more than 700 registered Aboriginal Cultural Heritage Places

including burials, artefact scatters, earth features, low density artefact distributions, object collections, quarries, scarred trees and stone features. Publicly known Cultural Heritage Places include Holy Green Mound, the Sunbury Rings and Sunbury Quarries.

About 10 years after Hamilton Hume and William Hovell explored the area in 1824 – 1825, the first Europeans settled along the Maribyrnong River, Jacksons Creek and Deep Creek waterways.

Our City is home to some of Victoria's most significant landmarks including Rupertswood Mansion and Emu Bottom Homestead in Sunbury as well as the historic Maygar Barracks in Broadmeadows – the training base for our troops during World War I.

Hume City Council was formally created on 15 December 1994 to incorporate the Shire of Bulla, most of the City of Broadmeadows, a section of the City of Whittlesea along Merri Creek and a north-east section of the (former) City of Keilor.

OUR CITY TODAY

Current population
260,000*

Population growth by 2041
389,000*



More than
ONE QUARTER†
(just over 1 in 4) of the population
is **aged under 18 years**

ONE IN NINE†
persons are
**65 years
or older**

HEALTH CARE & SOCIAL ASSISTANCE, RETAIL TRADE, TRANSPORT, POSTAL & WAREHOUSING#
are the **top industries** for **employed** Hume residents



TWO OUT OF FIVE#
employed residents
work within the
municipality



21,000°
businesses in Hume
employing **128,000 people**

Residents come from
170 DIFFERENT COUNTRIES†
 with **40%** of all residents **born overseas**



Residents speak over
155 LANGUAGES†
 with **49%** speaking a language
other than English at home



78% OF 20-24†
 year olds have completed
Year 12 or equivalent



More than
4 OUT OF 5≈
 people agree that it is a
 good thing for a society
 to be made up of people
 from **different cultures**

More than **60**
 primary/secondary
schools across Hume
 teaching over
44,000 STUDENTS↑



27.1% OF 30-34#
 year olds have completed a
bachelor degree or higher



Current Hume
households

AROUND 88,000^

Forecast Hume
 households in **2041**

129,600*

□ Source: ABS Estimated Resident Population
 * Source: ForecastID
 † Source: ABS 2021 Census
 ‡ Source: ABS 2016 Census
 # Source: EconomyID
 ° Source: EconomyID
 ≈ Source: 2020/21 CIS
 △ Source: Hume City Rates Database, June 2023
 † Source: Dept of Education
 ◇ Source: Victorian Building Authority



There are around
**250 PLAYGROUNDS/
PLAYSPACES**

in Hume, this equates to around
1 playground per **155 children**
aged 0-9 years*



A total of
1,250,000

visits were made to
Council's **three major
leisure facilities** in 2022/23.



Almost
1 IN 2 PEOPLE≈
are involved in **community
or sporting** groups

More than
2 OUT OF 5 PEOPLE≈

are **satisfied** with Council **making decisions**
in the interest of the community



TWO THIRDS≈
of people rate Council's overall
performance as good



More than
HALF OF PEOPLE≈
visit **parks, gardens, ovals** or **green spaces** at least once a week



7 OUT OF 10≈
people rate the availability of **walking** and **bike tracks** in their area as **good**



4,500
**DOMESTIC/
RESIDENTIAL**◇
building approvals in
2021 calendar year

More than
HALF OF PEOPLE≈
feel their community is good at getting involved in **local issues** and **activities**



More than
1 IN 5
PEOPLE≈
participate in **civic engagement** activities



THREE QUARTERS≈
of people are **happy** with **Hume's facilities** and services such as shops, childcare, recreation and leisure facilities and urban design

OUR ORGANISATION

EXECUTIVE LEADERSHIP TEAM

To support the Mayor and Councillors, the Chief Executive Officer is appointed to ensure the implementation of Council decisions, manage the day-to-day operations of Council and is responsible for all staffing related matters.



SHEENA FROST
Chief Executive Officer

Sheena Frost joined Hume City Council as CEO in July 2021. In her 16-year career in local government, she has developed extensive experience across both service delivery and corporate services functions. She has a background in leading change programs to uplift capabilities within organisations to deliver improved service outcomes to the community.

She has formal qualifications in Communication and Workplace Coaching and is a graduate of the Australian Institute of Company Directors.



CARL SIDIROPOLOUS-MULLER
Director Customer & Strategy

Carl joined Hume City Council in July 2022 in the role of Director Customer and Strategy, bringing his extensive experience in organisational transformation, program delivery, strategy development and implementation, gained through working in environment and transport sectors. Prior to joining Hume, Carl was the Executive Director, and later the Head of Road Safety Victoria within the Department of Transport in 2019 which led to the development of the state's 10-year Road Safety Strategy 2021-2030 and the launch of the state's first Action Plan 2021-2023.

Customer and Strategy leads advocacy on behalf of the community and engages community to help inform Council decisions, all while driving continual improvement and innovation. The division also delivers customer experiences and services, IT infrastructure, security, project management support, service reviews, and information management. It manages media relationships and provides vital news and information to staff and the community.

Council employees ensure services and projects are carried out in accordance with the Council Plan, and supporting documents in accordance with the Integrated Strategic Planning Framework. The Chief Executive Officer, Sheena Frost, is supported by the Executive Leadership Team.



HECTOR GASTON
Director City Services & Living

Hector Gaston joined Hume City Council in 2011 as Manager Aged Services & Public Health. Prior to this he worked at Moonee Valley City Council as well as the former City of Keilor. With over 30 years of experience in health, regulatory and community services in Local Government, he was appointed to the role of Director Community Services in 2018 and Director City Services and Living in 2022. He holds a Bachelor of Applied Science (Environmental Health), a Graduate Certificate of Business (Applied Business) and is an Australian Institute of Company Directors member.

City Services and Living advocates, plans and provides support, services and programs that enhance community wellbeing, promote healthy living and safety, while providing opportunities to participate in Hume City life. This includes services such as maternal and child health, immunisation, public health, preschool, childcare, youth services, libraries, aged care services, arts and events and leisure facilities. This division is also responsible for sustainability engagement, community safety, city laws, emergency management, community capacity building and social and health planning.



ADAM MCSWAIN
Director Infrastructure & Assets

Adam joined Hume City Council in July 2022 with more than 14 years' experience in local government. Prior to joining Hume, he was the Director Environment, Recreation and Infrastructure at Bayside City Council, and previously held executive roles at Edward River Council and Swan Hill Rural City Council. Adam has experience across capital delivery, strategy development and implementation and service review and transformation. Adam holds a Master of Business Administration, Master of Politics and Public Policy and is a Graduate of the Australian Institute of Company Directors.

Infrastructure and Assets is responsible for managing a diverse range of community infrastructure and services for Council and the community, project managing of Council's capital works program and subdivisional development, and maintaining Council's assets including footpaths, roads, parks, bridges, and buildings. The division is also responsible for waste management and landfills, maintaining parks and gardens, rural land support, and protecting Hume City's biodiversity.



RACHEL DAPIRAN

Director City Planning & Places

Rachel joined Hume City Council in July 2022 after 20 years of experience working in planning, policy and strategy roles in local government and state government developing complex policy, pursuing reform and managing change. She held various Executive Director positions at the Victorian Planning Authority, leading teams responsible for planning, infrastructure, strategy and engagement. She is passionate about creating great places for people – having worked closely with Hume City Council on plans for Broadmeadows and Jacksons Hill in previous roles. Rachel has a Master of Urban and Regional Planning.

The City Planning and Places directorate focuses on the sustainable development of Hume, fostering economic prosperity, promoting urban design excellence and recreation planning. The division is responsible for Council's land use planning portfolio, including planning and building control, transport and infrastructure planning, economic development, environmental planning, and urban and open space planning and design.



FADI SROUR

**Chief Financial Officer,
Finance and Governance**

Fadi Srou joined Hume City Council in 2005 as Manager Finance & Property Development. His extensive background in accounting and auditing includes experience in financial and tax planning, risk mitigation and internal and external auditing of a range of organisations including ASX listed companies and local governments. Since joining the organisation, internal controls and the robustness with which the annual budget and financial statements have been strengthened, in conjunction with the development of a long-term Financial Plan, have created a financially sustainable and debt free Council. He is a qualified chartered accountant, a graduate of the Australian Institute of Company Directors and has completed the Professional Property Development Programme with the UDIA.

The Finance and Governance directorate is responsible for the management of Council's finances including the development of a long-term financial plan and annual operational and capital works budgets for use in planning, performance evaluation and operational control as well as providing strategic direction to ensure the Council Plan can be funded. It is also responsible for Council's compliance with corporate business obligations including governance and risk management, rates and valuations, grants, procurement and property management. The division also provides guidance to Council and the Executive Leadership Team in legislative and statutory issues, especially the implementation and operation of the Local Government Act.



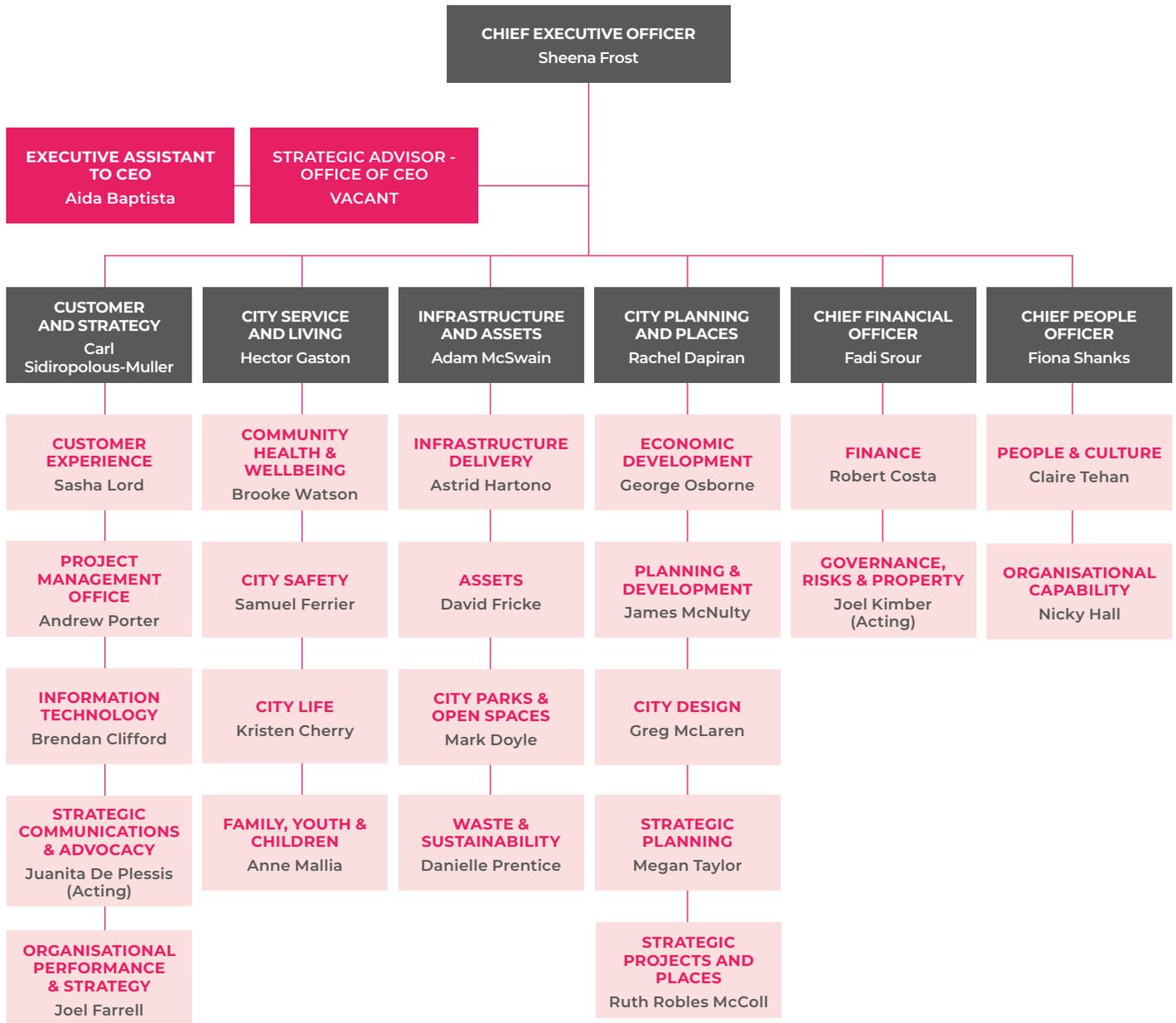
FIONA SHANKS
Chief People Officer

Fiona joined Hume City Council in November 2021 as Human Resources Manager before leading the One Hume organisational realignment as Interim Director Communications, Engagement and Advocacy. Fiona was appointed to the role Chief People Officer in July 2022. With 15 years' experience as a People & Culture practitioner, Fiona's expertise also includes risk, governance, and business management. Her previous roles include Manager Organisational Development, Rural City of Wangaratta, Interim Chief Executive Officer at Northeast Health Wangaratta, and she is the current Chairperson of BankWAW.

People and Culture directorate provides strategic and operational advice on all matters relating to our people. We lead and oversee the implementation of the people and culture strategy, talent acquisition, leadership development and organisational development, workforce planning, and the Gender Equity Action plan. The directorate is responsible for all general employee services, learning and development, IR/ER, Workcover and payroll and work, health, and safety throughout Council's diverse work environments.

ORGANISATIONAL STRUCTURE

Hume City Council's organisational structure is based on six divisions that work to manage and coordinate the full range of activities and services to the Hume community.





ORGANISATIONAL VALUES

Our organisational values are We're better every day, and these values are displayed in the way we work and in everything we do to serve the Hume community.

We have a set of guiding behaviours to help staff and volunteers display our values, and these underpin the way we make choices and decisions and work with each other. Our dynamic and forward-thinking culture is a key to our organisation's success.



We're better, every day

We give things a go and value progress over perfection. We have permission to go for it and are expected to reflect and learn.



We're in it together

At Hume, everyone matters. We welcome and include all. Respect and safety are expected.



We show up

We empower and trust others and own our work. We rise to the challenges and are expected to do what we say we will.



All for Hume

We strive to achieve our best for the Hume Community. We are proud and passionate about working towards better outcomes and expect that they are at the centre of everything we do.

OUR INTEGRATED STRATEGIC PLANNING FRAMEWORK

Our Integrated Strategic Planning Framework describes how Hume City Council will work towards achieving the vision of our community.

This planning framework consists of a number of integrated long, medium and short-term plans that consider the priorities and resources needed to achieve the strategic objectives of Council.

As demonstrated in Figure 1 below, each of these document and plans should outline how they support and contribute to the delivery of the Community Vision, and are underpinned by Council's guiding principles of Sustainability and Social Justice.

LONG-TERM STRATEGIC PLANS – PLANNING FOR HUME CITY OVER THE NEXT 10 YEARS AND BEYOND

Community Vision

Outlines the community's aspirations for Hume City's future – all of Council's integrated strategic planning documents aim to support the delivery of this vision.

Financial Plan

Outlines financial resources, decisions and assumptions required to support the delivery of the Council Plan and other strategic plans of the Council.

Asset Plan

Outlines how Council will strategically manage our assets and infrastructure, including our obligations to maintain and upgrade existing assets or renew, expand or acquire new assets, or decommission or dispose of assets which are no longer required to support service delivery.

Municipal Strategic Statement

Focuses on the physical, social, economic, and environmental land-use planning and development strategies aimed at achieving the Community Vision. It provides the basis for planning application under the Hume Planning Scheme.



Figure 1: Integrated Strategic Planning Framework

MEDIUM-TERM STRATEGIC PLANS – PLANNING FOR HUME CITY’S FUTURE OVER THE NEXT FOUR YEARS AND BEYOND

Council Plan 2021–2025 (this plan)

Sets the strategic direction of Council in helping support the delivery of the Community Vision and outlines the themes, strategic objectives, strategies/actions that Council will be undertaking during their four-year term in order to achieve the community’s vision and aspirations. This plan also outlines the strategic indicators used to help monitor and evaluate the success of Council in achieving its objectives

Budget

Provides for the financial resource planning of Council to ensure the strategic direction commitments and services outlined in the Council Plan can be delivered, consistent with the Long-term Financial Plan, Asset Plan and Community Vision.

Revenue and Rating Plan

Outlines Council’s appropriate and affordable revenue and rating approach, in conjunction with other income sources in order to finance the strategic objectives in the Council Plan and maintain financial viability over the medium and long term.

Public Health and Wellbeing Plan

Aims to protect, improve and promote public health and wellbeing within Hume City, and create a healthy environment for a thriving community consistent with the strategic direction of the Council Plan and Community Vision.

Workforce Plan

sets out the organisation’s staffing requirements to achieve delivery of the Council Plan, including seeking to ensure gender equality, diversity and inclusiveness.

Service Plans and Strategic Plans

Document how specific services, programs and activities of Council are going to be delivered. These documents outline specific actions which are required to respond to changes in legislation, best practice and changing and evolving community need. These plans may vary in timeframes, but typically plan for services between three and ten years horizon.

ANNUAL PLANS AND PERFORMANCE REPORTING – DELIVERING ON COUNCIL’S COMMITMENTS OVER THE FINANCIAL YEAR (OR 12-MONTH PERIOD)

Staff Performance Plans

Outlines individual annual workplans and objectives for Hume City Council’s workforce in delivering against the strategic objectives of the Council Plan and other plans within the Integrated Strategic Planning Framework. This includes learning and development plans to strengthen the skills and capabilities of our workforce to help support the realisation of the Community Vision.

Annual Report

Focuses on transparent and accountable reporting of Council’s performance in delivering against the Community Vision, Council Plan and other plans as part of this Integrated Strategic Planning Framework. The Annual Report includes Council’s Annual Financial Statements and the Local Government Performance Reporting Framework Performance Statement.

Quarterly Reporting

Provide regular monitoring and reporting of Council’s performance in the delivery of the Council Plan and Budget.

OUR GUIDING PRINCIPLES

Hume City Council's approach to integrated strategic planning is guided by a set of underlying principles which apply to the development of all policies, strategies, action plans and service plans.

SUSTAINABILITY

While sustainability means different things to different people, at its core is a common understanding that our social, financial and environmental resources will be utilised in a fair, responsible, transparent and efficient way.

Our commitment to sustainability will support a thriving community and ensure that we are living within the limits of the systems on which we depend.



SOCIAL JUSTICE

Social justice seeks to promote a fair and just community that respects every citizen. A key focus of this commitment is to reduce disadvantage while strengthening community wellbeing and increasing community participation and sense of belonging.

In planning for the delivery of Council services and programs, and in the pursuit of social justice, Hume City Council will:

- Improve standards of access and inclusion for all residents.
- Deliver policy, programs and services that support equity and fairness.
- Nurture opportunities for engagement and participation.
- Measure the advancement of social justice across Hume's policies, services and programs to support rights and accountability.



OUR COMMITMENTS

Statement of Commitment to Child Safe Standards

Hume City Council is a child safe organisation with zero tolerance for child abuse. Council provides a safe working environment that values child safety, diversity and inclusion for all children aged 0-18 and adheres to the Victorian Child Safe Standards and related legislation. Council acknowledges the cultural safety, participation and empowerment of all children, especially children from Aboriginal and Torres Strait Islander, or culturally and/or linguistically diverse backgrounds and those with a disability.

Statement of Commitment to Gender Equality

In line with our Guiding Principle for Social Justice, Hume City Council will promote, encourage and facilitate the achievement of gender equality and improvement in the status of women and gender diverse people within our community. In delivering on this commitment, Council will take positive action towards achieving workplace gender equality, and ensure that our staff consider gender equality when we plan for, and deliver services and programs.

COMMUNITY VISION

“A SUSTAINABLE AND THRIVING COMMUNITY WITH GREAT HEALTH, EDUCATION, EMPLOYMENT, INFRASTRUCTURE, AND A STRONG SENSE OF BELONGING.”

Our Community Vision is supported by three themes that guide what Council and the community can do together to achieve our long-term aspirations:

1. A community that is resilient, inclusive, and thriving.
2. A city that cares about our planet, is appealing and connected
3. A Council that inspires leadership, is accountable, and puts the community first.

This vision has been written by our community, for our community, and will shape Hume City Council's long-term direction, priorities, and values.

The vision is unique to Hume City and highlights where we want to be in the future. It has been informed by the insight, knowledge, and stories of more than 8,500 local residents and groups – the people who know Hume best.

We are a community that is resilient, inclusive and thriving

We are lifelong learners who value education. We enable economic growth through the creation of local jobs and by supporting local industries. We acknowledge that the diversity of our people is not just an asset to our community, but one that is worth celebrating. We know our neighbours, support each other, and actively participate in the community.

We are a city that cares about our planet, is appealing and connected

We grow in a way that is both sustainable and sensitive to the open, natural, and rural spaces we are fortunate to have at our doorstep. We lead the charge for creating a place that will benefit future generations, while protecting our environment and building or advocating for sustainable neighbourhoods. We keep Hume City's rich heritage in our hearts and minds while designing spaces that are accessible and fill our community with pride.

We are a Council that inspires leadership, is accountable and puts the community first

Hume City Council are the custodians and champions for the Community Vision in both the work we do and in our voice as an organisation. We empower our community, amplify their voice and engage with them on what they want and need. We are transparent, responsible and responsive, while driving action through innovative services, excellent customer experience and asset delivery. We leverage the power of partnerships, relationships and innovation to improve the way we work for the community.

The Community Vision will help us to continue to be a liveable and prosperous city, and prepare us for the opportunities that the future will bring.

ENGAGING OUR COMMUNITY TO SHAPE HUME'S FUTURE TOGETHER



Council has a strong commitment to providing genuine and meaningful opportunities for the community to contribute to decision making processes that impact them. This includes consulting with, and engaging our community and stakeholders in the planning, design and delivery of Council services.

Council engages with Hume City's community on a daily basis, listening to, and responding to a broad range of community needs. These formal and informal conversations help to guide our planning for the services we deliver to our community. To further support our daily interactions, Council also undertakes more than 100 separate community consultation and engagement activities each year, ranging from community surveys to focus groups, to online discussions and face-to-face workshops.

Leading to the development of the Community Vision, Council Plan, Budget and Long-term Financial Plan, Hume City Council began with the collection of community views through a range of surveys including the Community Indicators Survey, the New Household Survey, the Community Satisfaction Survey and a range of targeted research to better understand the experiences and aspirations of our community.

Further to this, the Community COVID Survey and the Noticing the Changing use of Public Spaces Survey sought to understand the impacts of the pandemic on our community. The Climate Change Community Views Survey informs our response to the impacts of climate change.

Building on the short and long priorities gathered through surveys, Hume City Council then undertook a broad engagement speaking with our community about the long-term priorities seen as most important for Hume. We facilitated workshops across different places in Hume and held ten workshops facilitated in range of other languages. There were online forum boards, postcards and popups. All planned in a way to engage with a broad range of Hume residents, from all walks of life.

Our community provided views about the long-term financial priorities of Council using a 'budget simulator'. This tool allowed residents to further understand the allocation of financial resources to services and priority projects in Hume. Respondents shared views on key principle decisions informing the development of the Hume Long-Term Financial Plan and made recommendations for changes to the allocations of resources into the future.

Key to the development of the Community Vision, Council Plan and Long-term Financial Plan was the Hume Community Vision Deliberative Panel. It was broadly representative of Hume's community in terms of demographic composition, with panel members being randomly selected via an Expression of Interest process.

As shown in the following diagram, feedback was received from more than 8,500 people across Hume City during the various stages of the project.

A summary report from the engagement process around the Community Vision, Council Plan and Long-term Financial Plan is available on Council's Website.

Figure 2: Community engagement process for the development of the Community Vision, Council Plan and Long-term Financial Plan

PRE-VISIONING ENGAGEMENT (PAST CONSULTATIONS ON ASPIRATIONS)

- Climate Change Community Views Survey
- Community COVID Survey
- Community Indicators Survey
- Community Satisfaction Survey
- New Household Survey
- Noticing changing use of public spaces in Hume Survey
- Rural Strategy Survey and Workshops



Feedback from over **5,700 people** have been included as part of this stage

STAGE 1: BROAD COMMUNITY ENGAGEMENT

- Community surveys on long-term priorities
- 10 workshops (online, bilingual and place-based)
- 3 online ideas boards
- 12 popups at events across Hume City
- Postcard campaign with feedback



Feedback from over **2,600 people** have been included as part of this stage

STAGE 2: COMMUNITY PANEL

- Randomly selected as representative of Hume's demographics
- Work with ideas and feedback from the community to develop a draft Community Vision for Hume City and work with Council to shape the themes and strategic objectives.

STAGE 3: TESTING COMMUNITY VISION AND LOCAL PRIORITIES

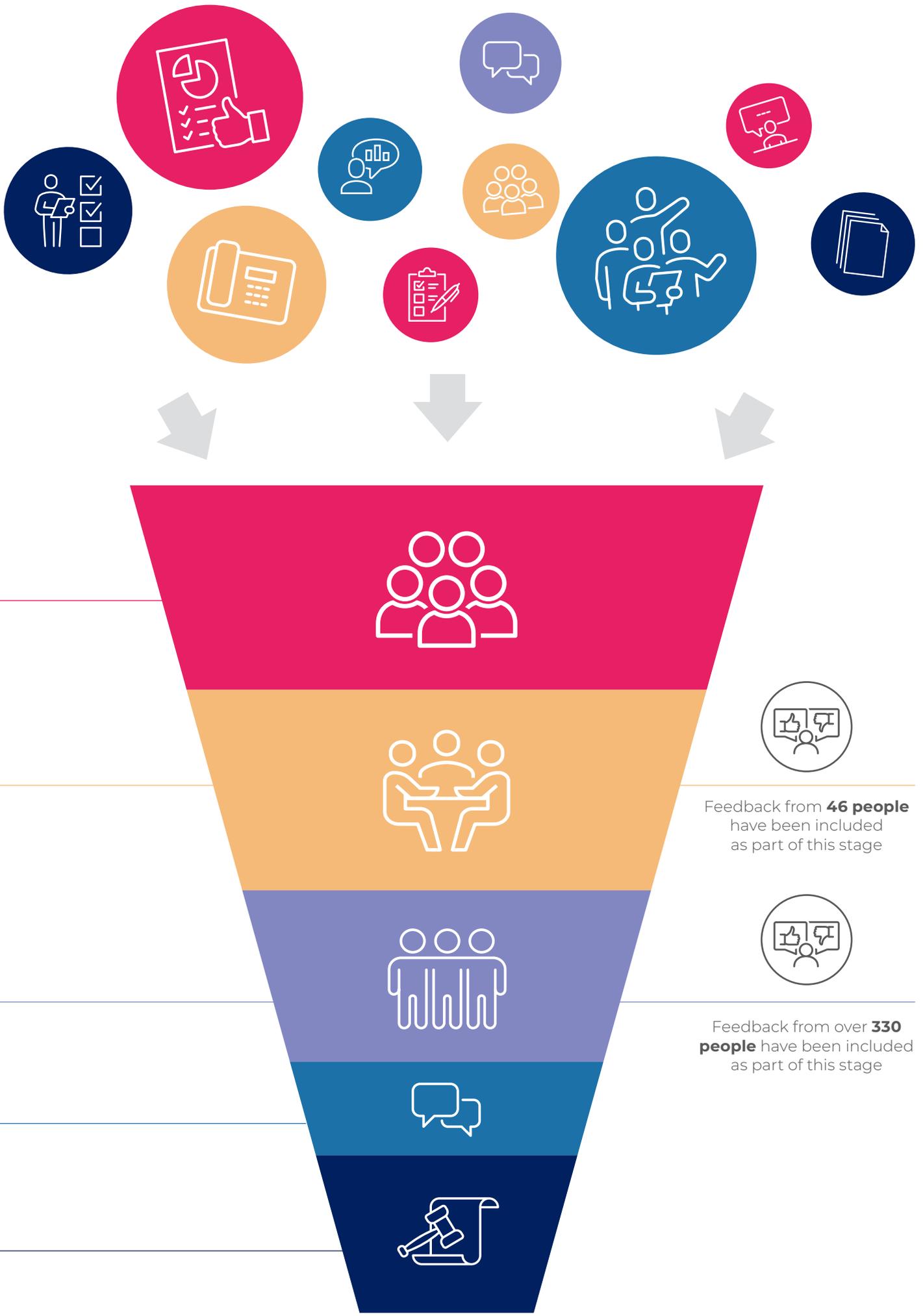
- Let's Shape Together Community Event brings people together to consider how Council can respond to the draft Community Vision, Themes and Strategic Objectives
- Budget Simulator test community views about long-term financial principles and the allocation of resources
- Deliberative Panel reconvenes to consider community feedback and results of budget simulator

STAGE 4: FINAL DRAFT COMMUNITY VISION, COUNCIL PLAN & LONG-TERM FINANCIAL PLAN

- Community submissions and feedback on the final draft of the Community Vision, Council Plan and Financial Plan

STAGE 5: COUNCIL CONSIDERATION & ADOPTION

- Deliberative Panel presents Draft Vision to Council for consideration
- Council is presented the Council Plan and the Financial Plan for adoption



COUNCIL PLAN 2021-2025

Incorporating the:

- Disability Action Plan
- Community Safety Action Plan
- Pathways to Sustainability

In response to the Community Vision, Council has developed a series of strategic objective under three main themes for the next four-year Council Plan.

THEME 1: **A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING**

STRATEGIC OBJECTIVE 1.1

Create learning opportunities for everyone to reach their potential through all stages of their lives.

STRATEGIC OBJECTIVE 1.2

Provide opportunities, and support business growth to create accessible local jobs for our diverse community.

STRATEGIC OBJECTIVE 1.3

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

STRATEGIC OBJECTIVE 1.4

Strengthen community connections through local events, festivals and the arts.

THEME 2: **A CITY THAT CARES ABOUT OUR PLANET, IS APPEALING AND CONNECTED**

STRATEGIC OBJECTIVE 2.1

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

STRATEGIC OBJECTIVE 2.2

Demonstrate environmentally sustainable leadership and adapt to climate change.

STRATEGIC OBJECTIVE 2.3

Design and maintain our City with accessible spaces and a strong sense of place.

STRATEGIC OBJECTIVE 2.4

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



In 2023/24, Council will invest

\$306 MILLION

to provide some **28 key services** across Hume City. Over the next four years, we will deliver **new capital works projects** to the value of

\$600 MILLION

THEME 3:
**A COUNCIL THAT
INSPIRES LEADERSHIP, IS
ACCOUNTABLE AND PUTS
THE COMMUNITY FIRST**

STRATEGIC OBJECTIVE 3.1

Engage and empower our community through advocacy and community engagement.

STRATEGIC OBJECTIVE 3.2

Deliver responsible and transparent governance, services and assets that respond to community needs.

STRATEGIC OBJECTIVE 3.3

Advance organisational high-performance through innovation and partnerships.

The Council Plan takes an integrated approach to planning and includes actions incorporated as part of Council's Disability Action Plan, Community Safety Action Plan and Pathways to sustainability. This enables Council to align strategies, actions and initiatives across Council's Strategic Objectives in an efficient and effective way in order to achieve multiple objectives at the same time.

These strategies/actions are highlighted throughout the document with following symbols:

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

The strategies/actions outlined for the following three financial years are proposed only, and subject to change in order to respond to changing Council and community priorities. Council will review these actions as part of the annual Council Plan and Budget review process.

A series of addendums at the end of this Council Plan provide a consolidated summary for each of these incorporated plans and additional information.

COUNCIL'S ROLE

The role Council has in contributing to the strategies/actions varies and is defined for each of the community expectations, which include:

Council has a range of roles and functions when supporting the delivery of various strategies, programs and activities. Within this Council Plan, the following roles and functions have been defined in delivering the major strategies/actions of Council to achieve our Strategic Objectives:

STATUTORY AUTHORITY	Council has a legislated responsibility under Victorian law to ensure compliance and delivery of services related to this activity.
SERVICE PROVIDER	Council is a leading provider of services related to this activity. Responsibility for providing these services is often shared between Council and other government agencies, not-for profit organisations and commercial businesses.
FACILITATOR	Council facilitates, partners and plans with other service providers to achieve these strategies/activities.
ADVOCATE	Council's primary role is to advocate on behalf of (and represent) the community to other levels of government, service providers and businesses. This may include working with Hume City's community to support community-led advocacy.

MONITORING AND REPORTING

Council evaluates performance throughout the year by monitoring and reporting each quarter against the planned actions outlined in the Council Plan 2021–2025. These reports will be included in the Council meeting agenda and available on our website, fully disclosing our achievements and actions.

By understanding our achievements and challenges we learn and reflect on our performance and incorporate these learnings into our plans for the future.

Each September we produce an Annual Report; this includes our audited financial statements and performance statement against the Local Government Performance Reporting Framework. This report is available via our website.





THEME 1:
**A COMMUNITY THAT
IS RESILIENT, INCLUSIVE
AND THRIVING**

SERVICES PROVIDED



AGED SUPPORT SERVICES



ARTS AND CULTURE



COMMUNITY DEVELOPMENT



COMMUNITY SAFETY



CREATIVE COMMUNITY STRATEGY



DISABILITY SUPPORT SERVICES



ABORIGINAL AND TORRES STRAIT ISLANDER SUPPORT



EARLY CHILDHOOD EDUCATION AND CARE



ECONOMIC DEVELOPMENT



FAMILY SUPPORT AND HEALTH



LIBRARIES AND LEARNING PROGRAMS



LIBRARIES AND LEARNING SERVICE PLAN



LEISURE, HEALTH AND WELLBEING



YOUTH SERVICES

SUPPORTING STRATEGIES AND PLANS

- Domestic Animal Management Plan 2017–2021
- Employment Pathways Action Plan
- Hume 0-24 Framework 2019-2029
- Hume Central 'The Vision'
- Hume City Council Multicultural Framework
- Hume City Council Social Justice Charter
- Hume Health and Wellbeing Plan 2021–2025
- Hume Heat Health Plan
- Investment Attraction Framework
- Learning Together 2030
- Leisure Strategy
- Municipal Emergency Animal Welfare Plan
- Positive Ageing Strategy 2014–2024
- Reconciliation Action Plan 2020–2022
- Safe in Hume – Our Community Safety Plan
- Creative Community Strategy 2020-2025

STRATEGIC OBJECTIVE 1.1:
CREATE LEARNING OPPORTUNITIES FOR EVERYONE TO REACH THEIR POTENTIAL, THROUGH ALL STAGES OF LIFE

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
<p>1.1.1 Strengthen volunteering to enhance vocational and social learning opportunities and community connections. Council's Role: Service Provider, Facilitator</p>	 	✓	✓	●	●
<p>1.1.2 Continue to review Council's early years services and explore future infrastructure requirements to support continued service growth and changing government policy direction. Council's Role: Service Provider</p>		✓	✓	●	●

 Disability Action Plan
  Community Safety Action Plan
  Pathways to Sustainability





STRATEGIC OBJECTIVE 1.2: PROVIDE OPPORTUNITIES, AND SUPPORT BUSINESS GROWTH TO CREATE ACCESSIBLE LOCAL JOBS FOR OUR DIVERSE COMMUNITY

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
<p>1.2.1 Provide a range of Council-led initiatives and work experiences to strengthen employment pathways and vocational education opportunities, particularly for those of diverse or disadvantaged backgrounds.</p> <p>Council's Role: Service Provider</p>		✓	✓	●	●
<p>1.2.2 In partnership with the Victorian Government and business, progress the revitalisation of Broadmeadows and Hume Central to facilitate a vibrant town centre, places for people to work, learn, live and enjoy and advocacy for renewal of the Broadmeadows Train Station.</p> <p>Council's Role: Facilitator, Advocate</p>	 	✓	✓	●	●
<p>1.2.3 Strengthen tertiary education opportunities in Hume City through the Multiversity Program and advocate for a university and TAFE opportunities to be established in Hume's growth areas.</p> <p>Council's Role: Facilitator, Advocate</p>		✓	✓	●	●
<p>1.2.4 In partnership with stakeholders, advocate for, and strengthen Hume City's economy by building business capability, promoting the visitor economy and attracting innovative business, support and facilitate business growth and local employment outcomes.</p> <p>Council's Role: Facilitator, Advocate</p>		✓	✓	●	●

Disability Action Plan

Community Safety Action Plan

Pathways to Sustainability

STRATEGIC OBJECTIVE 1.3: PROMOTE A HEALTHY, INCLUSIVE AND RESPECTFUL COMMUNITY THAT FOSTERS COMMUNITY PRIDE AND SAFETY

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
<p>1.3.1 In partnership with Victoria Police, continue to identify and deliver initiatives to improve driver/road safety, including reducing hoon driving and illegal dirt bikes.</p> <p>Council's Role: Facilitator, Service Provider</p>		✓	✓	●	●
<p>1.3.2 Facilitate initiatives and partnerships to raise awareness around the impact of family violence, and support prevention of violence against women campaigns.</p> <p>Council's Role: Facilitator</p>		✓	✓	●	●
<p>1.3.3 In partnership with the Victorian Government and other stakeholders, deliver a range of initiatives and support to respond to and recover from the COVID-19 pandemic.</p> <p>Council's Role: Facilitator</p>	 	✓	●	●	●
<p>1.3.4 Advance Social Justice outcomes through delivering targeted initiatives to address barriers to access and participation.</p> <p>Council's Role: Facilitator</p>	  	✓	✓	●	●
<p>1.3.5 Establish an ongoing compliance model across Council that ensures our operational, reporting and investigation obligations, required under the Child Safe Standards and the Commission for Children and Young People are met.</p> <p>Council's Role: Service Provider</p>		✓	✓	●	●
<p>1.3.6 Finalise a review of General Local Law No. 1, including community and stakeholder engagement.</p> <p>Council's Role: Statutory Authority</p>		✓	●	●	●
<p>1.3.7 Finalise and commence implementation of a new Domestic Animal Management Plan to support responsible animal management and safety.</p> <p>Council's Role: Statutory Authority</p>		✓	✓	●	●
<p>1.3.8 Increase Maternal and Child Health participation rates, including for vulnerable clients, through expansion of service delivery, with a focus on exploring responsive service models such as outreach programs and flexible service hours.</p> <p>Council's Role: Service Provider</p>		✓	●	●	●
<p>1.3.9 Continue to undertake initiatives and advocacy to reduce gambling related harm and gambling reform, including reviewing Council's Gambling Harm Minimisation Policy.</p> <p>Council's Role: Facilitator, Advocate</p>		✓	✓	●	●

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
<p>1.3.10 Implement actions from the Hume Health and Wellbeing Plan 2021-2025.</p> <p>Council's Role: Service Provider</p>	  	✓	✓	●	●
<p>1.3.11 In partnership with local agencies, provide assistance and support to people sleeping rough within Hume City, including adopting a rough sleeping response protocol.</p> <p>Council's Role: Facilitator</p>	 	✓	✓	●	●
<p>1.3.12 Continue undertaking accessibility works at Council facilities, and other public-realm improvements to support people with disabilities.</p> <p>Council's Role: Service Provider</p>	 	✓	✓	●	●

 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability

STRATEGIC OBJECTIVE 1.4: STRENGTHEN COMMUNITY CONNECTIONS THROUGH LOCAL EVENTS, FESTIVALS AND THE ARTS

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
<p>1.4.1 Undertake initiatives to strengthen local arts, including the adoption and implementation of the Creative Places Arts Infrastructure Plan.</p> <p>Council's Role: Service Provider</p>		✓	✓	●	●
<p>1.4.2 Develop an Events and Festivals Strategy/Service Plan to strengthen access to and support of local community events and festivals.</p> <p>Council's Role: Service Provider</p>		✓	✓	●	●
<p>1.4.3 Commence design and delivery of improvements to develop a Sunbury Community Arts and Cultural Precinct at Jacksons Hill.</p> <p>Council's Role: Service Provider</p>		✓	✓	●	●

 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability

THEME 1

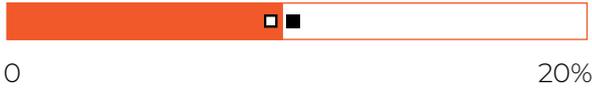
STRATEGIC INDICATORS

1.1 Create learning opportunities for everyone to reach their potential through all stages of their life

Active library borrowers per head of municipal population

8.2%
2022/23

1.1%
move



□ Previous Result
7.1%
2021/22

■ Target by 2025
10%

Level of influence: **High**

Source: Local Government Performance Reporting Framework

Preschool participation rates (including non-Council services)

94%
2021

0%
move



□ Previous Result
94%
2020

■ Target by 2025
93%

Level of influence: **Medium**

Source: Department of Education, Victorian Child and Adolescent Monitoring System

1.2 Provide opportunities, and support business growth to create accessible local jobs for our diverse community

Number of student placements supported by Council

84
2022/23

-10
move



□ Previous Result
94
2021/22

■ Target by 2025
100

Level of influence: **High**

Source: Hume City Council, CHRIS21

Percentage gap between the Greater Melbourne and Hume LGA unemployment rates

2.8%
2022/23

0.7%
move



□ Previous Result
3.5%
2021/22

■ Target by 2025
3.5%

Level of influence: **Medium**

Source: Hume City Council derived from Department of Employment Small Area Labour Markets

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

Participation rates in Maternal Child Health

74.1%
2022/23

-0.7%
move



□ Previous Result
73.4%
2021/22

■ Target by 2025
75%

Level of influence: **High**

Source: Local Government Performance Reporting Framework

Percentage of community who are satisfied with their health

71%
2022/23

-18%
move



□ Previous Result
89%
2020/21

■ Target by 2025
85%

Level of influence: **Low**

Source: Hume City Council, Community Indicators

Percentage of community who believe it's a good thing for a society to be made up of people from different cultures

92%
2022/23

7%
% move



□ Previous Result
85%
2020/21

■ Target by 2025
85%

Level of influence: **Low**

Source: Hume City Council, Community Indicators

1.4 Strengthen community connections through local events, festivals and the arts

Average overall community satisfaction rating for Council led events and festivals

87%
(2022/23)

8.3%
move



□ Previous Result

79%

2021/22

■ Target by 2025

85%

Level of influence: **High**

Source: Hume City Council, Event Evaluations

LEVEL OF INFLUENCE

High

Council can directly influence this result.

Medium

Council can influence this result, however external factors outside of Council's control may also influence the result.

Low

Council's level of influence on this result is limited but monitoring this indicator assists in planning and guiding Council's priorities.





THEME 2:
**A CITY THAT CARES
ABOUT OUR PLANET,
IS APPEALING
AND CONNECTED**

SERVICES PROVIDED



CITY AMENITY AND APPEARANCE



CITY DEVELOPMENT



FACILITY MANAGEMENT/FACILITIES HIRE



PARKS AND OPEN SPACE



TRANSPORT, ROADS AND DRAINAGE



WASTE MANAGEMENT

SUPPORTING STRATEGIES AND PLANS

- Asset Plan
- Greater Broadmeadows Framework Plan
- Greenhouse Action Plan 2018–2022
- Hume Bicycle Network Plan
- Hume Corridor HIGAP
- Hume Integrated Land Use and Transport Strategy 2011–2020
- Hume Rural Strategy
- Indoor Sports Plan 2021-2031
- Land and Biodiversity Plan
- Municipal Emergency Management Plan and Fire Prevention Plans
- Municipal Emergency Relief and Recovery Plan
- Municipal Fire Management Plan 2020–2023
- Municipal Flood Emergency Plan
- Municipal Strategic Statement
- Outdoor Sports Lighting Policy and Plan
- Open Space Master Plans (various)
- Road Management Plan 2021
- Skate, Scooter & BMX Plan
- Sports Pavilion Plan
- Stronger Hume: COVID-19 Adaptation and Resilience Plan
- Sunbury HIGAP
- Transport Advocacy Plan

STRATEGIC OBJECTIVE 2.1: FACILITATE APPROPRIATE URBAN DEVELOPMENT AND ENHANCING NATURAL ENVIRONMENT, HERITAGE, LANDSCAPES AND RURAL PLACES

MAJOR STRATEGY OR ACTION		PLAN	2021/22	2022/23	2023/24	2024/25
2.1.1	Review and implement improvements to further enhance the delivery of services within the Planning and Development Department. Council's Role: Statutory Authority		✓	✓	●	●
2.1.2	Undertake planning to improve housing diversity (including housing design guidelines), and advocate for improvements to social housing. Council's Role: Facilitator, Advocate		✓	✓	●	●
2.1.3	Progress Stage Three of the youth crisis accommodation facility with the support of an external partner, and identify potential site locations for a facility which can accommodate crisis accommodation with wrap-around services and 24/7 onsite support. Council's Role: Facilitator		✓	✓	●	●
2.1.4	In partnership with Mitchell and Whittlesea councils and the State Government, continue to advance planning for the City consistent with the vision and directions of Council's integrated growth area plans, including the planning for new town centres in Cloverton (Kalkallo) and Merrifield (Mickleham). Council's Role: Facilitator		✓	✓	●	●
2.1.5	Support rural landowners to manage land sustainably and protect environmental assets by implementing the new Rural Engagement Program, including the Conserving our Rural Environment Grant, Primary Producer Rate Rebate, Rural Land Management Grant, and capacity building activities. Council's Role: Service Provider		✓	✓	●	●
2.1.6	Implement the Conservation Management Plan (CMP) Framework by progressively developing individual plans for each of the conservation reserves. Council's Role: Service Provider		✓	✓	●	●

 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability

STRATEGIC OBJECTIVE 2.2: DEMONSTRATE ENVIRONMENTALLY SUSTAINABLE LEADERSHIP AND ADAPT TO CLIMATE CHANGE

MAJOR STRATEGY OR ACTION		PLAN	2021/22	2022/23	2023/24	2024/25
2.2.1	Implement programs to support environmental sustainable leadership including Enviro Champions, Gardens for Wildlife, and Environmental Scholarship programs. Council's Role: Service Provider		✓	✓	●	●
2.2.2	Finalise the review of the Land and Biodiversity Plan. Council's Role: Service Provider		✓	✓	●	●
2.2.3	Enhance Council's response to climate change including the implementation of the Climate Action Plan 2023-2028 and support Hume's community and businesses to adapt to climate change. Council's Role: Facilitator		✓	✓	●	●
2.2.4	Undertake investigations and progress initiatives to improve stormwater harvesting, including at Cloverton, and subject to funding, Jack Roper Reserve Broadmeadows and/or John Ilhan Memorial Reserve Broadmeadows. and/or O'Brien Street retarding basin Sunbury. Council's Role: Service Provider		✓	✓	●	●
2.2.5	Support the transition of the Hume economy to a Circular Economy. Council's Role: Facilitator, Advocate		✓	✓	●	●

 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability



STRATEGIC OBJECTIVE 2.3: DESIGN AND MAINTAIN OUR CITY WITH ACCESSIBLE SPACES AND A STRONG SENSE OF PLACE

MAJOR STRATEGY OR ACTION		PLAN	2021/22	2022/23	2023/24	2024/25
2.3.1	Finalise the suburb boundary review and implement approved changes. Council's Role: Facilitator		✓	✓	●	●
2.3.2	Finalise a new Open Space Strategy and continue to implement improvements to active and passive open spaces and playspaces. Council's Role: Service Provider	  	✓	✓	●	●
2.3.3	In partnership with Department of Environment, Land, Water and Planning and other stakeholders, progress the development of the Jacksons Creek Regional Parkland Plan and Merri Creek Regional Parkland. Council's Role: Facilitator	  	✓	✓	●	●
2.3.4	Develop open space masterplans for Merlynston Creek and Aitken Creek. Council's Role: Service Provider	  	✓	✓	●	●
2.3.5	Continue the implementation of the Waste and Resource Recovery Strategy, and implement initiatives to reduce the incidence of illegal dumped waste in Hume City. Council's Role: Service Provider	 	✓	✓	●	●

 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability



STRATEGIC OBJECTIVE 2.4:
**CONNECT OUR CITY THROUGH EFFICIENT
 AND EFFECTIVE WALKING, CYCLING AND
 PUBLIC TRANSPORT AND ROAD NETWORKS**

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
2.4.1 Subject to completion of external approvals, progress the construction of Yirragan Road connection to Buckland Way, Sunbury. Council's Role: Service Provider		✓	●	●	●
2.4.2 Develop and commence implementation of a Transport Strategy to improve transport networks, and continue to undertake initiatives to enhance walking and cycling. Council's Role: Service Provider, Facilitator	  	✓	✓	●	●

 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability

THEME 2 STRATEGIC INDICATORS

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

Percentage of Council planning decisions upheld at VCAT

0%
2022/23

-67%
movement



□ Previous Result **67%**
2021/22

■ Target by 2025 **60%**

Level of influence: **Medium**

Source: Local Government Performance Reporting Framework

Percentage of planning applications decided within required time-frames

45%
2022/23

3%
move



□ Previous Result **42%**
2021/22

■ Target by 2025 **60%**

Level of influence: **High**

Source: Local Government Performance Reporting Framework

2.2 Demonstrate environmentally sustainable leadership and adapt to climate change

Percentage of kerbside waste collection diverted from landfill

34.1%
2022/23

-1%
move



□ Previous Result **35.1%**
2021/22

■ Target by 2025 **45%**

Level of influence: **High**

Source: Local Government Performance Reporting Framework

2.3 Design and maintain our City with accessible spaces and a strong sense of place

Net increase in street and park trees

1,192
2022/23

1,230
move



□ Previous Result **-38**
2021/22

■ Target by 2025 **5,000**

Level of influence: **High**

Source: Hume City Council



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

Community satisfaction rating with sealed local roads

54
2022/23

-7%
move



□ Previous Result
61
2021/22

■ Target by 2025
62

Level of influence: **High**

Source: Hume City Council, Community Indicators

LEVEL OF INFLUENCE

High

Council can directly influence this result.

Medium

Council can influence this result, however external factors outside of Council's control may also influence the result.

Low

Council's level of influence on this result is limited but monitoring this indicator assists in planning and guiding Council's priorities.



THEME 3:
**A COUNCIL THAT
INSPIRES LEADERSHIP, IS
ACCOUNTABLE AND PUTS
THE COMMUNITY FIRST**

SERVICES PROVIDED



ASSET MANAGEMENT AND
INFRASTRUCTURE DEVELOPMENT



COMMUNICATIONS AND ADVOCACY



COMMUNITY DEVELOPMENT



COUNCIL AND SERVICE PLANNING



CUSTOMER SERVICE



FINANCE AND PROCUREMENT SERVICES



GOVERNANCE AND ASSOCIATED
STATUTORY SERVICES



HUMAN RESOURCES



INFORMATION TECHNOLOGY



ORGANISATION AND
COMMUNITY INTELLIGENCE

SUPPORTING STRATEGIES AND PLANS

- Asset Management Plans (various)
- Asset Management Strategy
- Business Continuity Plan
- Community Engagement Framework and Planning Guide
- Four-Year Advocacy Plan
- Information Technology Strategy
- Revenue and Rating Plan
- Risk Management Strategy
- Service Plans (various)

STRATEGIC OBJECTIVE 3.1: EMPOWER AND ENGAGE OUR COMMUNITY THROUGH ADVOCACY AND COMMUNITY ENGAGEMENT

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
3.1.1 Implement and support programs and advisory committees/ reference groups to foster community leadership and increase community participation into Council decision making processes. Council's Role: Service Provider	  	✓	✓	●	●
3.1.2 Finalise the development of a new Community Vision, Council Plan and Financial Plan through deliberative engagement with Hume's community, in line with the requirements under the Local Government Act 2020. Council's Role: Statutory Authority		✓	●	●	●
3.1.3 Undertake initiatives to enhance Council's consultation and engagement practices, including strengthening engagement and communication with our multicultural communities. Council's Role: Service Provider	 	✓	✓	●	●
3.1.4 Develop and implement Council's State Election Advocacy Strategy to inform and engage the community, business and key stakeholders on Council's position on issues of local importance in the lead up to the Election. Council's Role: Advocate		✓	✓	●	●
3.1.5 Work with the Victorian Electoral Commission (VEC) for the preparation of the 2024 Council Elections, including supporting VEC in their electoral boundary review for Hume City. Council's Role: Advocate		●	●	●	●

 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability



STRATEGIC OBJECTIVE 3.2: DELIVER RESPONSIBLE AND TRANSPARENT GOVERNANCE, SERVICES AND SUSTAINABLE ASSETS THAT RESPOND TO COMMUNITY NEEDS

MAJOR STRATEGY OR ACTION		PLAN	2021/22	2022/23	2023/24	2024/25
3.2.1	Develop the long-term Asset Management Plan in accordance with the Local Government Act 2020. Council's Role: Service Provider	  	✓	●	●	●
3.2.2	Commence implementation of the organisation's transformation reform program to enhance service efficiencies and improve transparency and performance accountability. Council's Role: Service Provider		✓	✓	●	●
3.2.3	Plan for, deliver, and undertake initiatives to improve utilisation of community infrastructure and facilities; including finalising and implementing the Community Infrastructure Plan, Community Facilities Strategic Review and Youth Facilities Review. Council's Role: Service Provider	  	✓	✓	●	●
3.2.4	Establish processes and procedures for Gender Impact Assessments that consider the effects that new (or changes to existing) Council policies, programs or services may have on different genders of Hume City's community. Council's Role: Service Provider	 	✓	✓	●	●

 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability

STRATEGIC OBJECTIVE 3.3

ADVANCE ORGANISATIONAL HIGH-PERFORMANCE THROUGH INNOVATION AND PARTNERSHIPS

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
<p>3.3.1 Undertake a range of initiatives and programs to enhance and uplift the skills, capabilities and workplace safety of Council's workforce, including developing and implementing a People & Culture Strategy, Workforce Plan and the Gender Equality Action Plan and a Workplace Diversity and Inclusion Strategy.</p> <p>Council's Role: Service Provider</p>	 	✓	✓	●	●
<p>3.3.2 Undertake service reviews, business process improvements and initiatives to improve the Customer Experience provided across Council services, programs and activities.</p> <p>Council's Role: Service Provider</p>		✓	✓	●	●
<p>3.3.2 Facilitate regional outcomes for the benefit of Hume City's community through innovate partnerships, shared procurement and actively contributing to strategic networks and alliances.</p> <p>Council's Role: Facilitator, Advocate</p>		●	●	●	●

 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability



THEME 3 STRATEGIC INDICATORS

3.1 Empower and engage our community through advocacy and community engagement

Community satisfaction with Council decisions

55
2022/23 **2**
move



□ Previous Result **57** 2021/22 ■ Target by 2025 **60**

Level of influence: **High**
Source: Hume City Council,
Community Indicators

Percentage of Council decisions made at meetings closed to the public

14.1%
2022/23 **0.4%**
move



□ Previous Result **13.7%** 2021/22 ■ Target by 2025 **15%**

Level of influence: **High**
Source: Local Government Performance
Reporting Framework

Satisfaction with community consultation and engagement

53
(2022/23) **-4%**
move



□ Previous Result **57** 2021/22 ■ Target by 2025 **55**

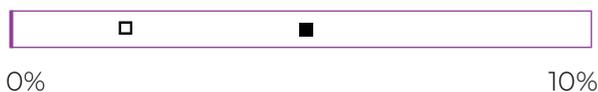
Level of influence: **High**
Source: Hume City Council,
Community Indicators

3.2 Deliver responsible and transparent governance, services and sustainable assets that respond to community needs

Adjusted underlying surplus as a percentage of underlying revenue

-0.31%
2022/23

-2.5%
move



0% 10%

□ Previous Result
2.19%
2021/22

■ Target by 2025
5.33%

Asset renewal and upgrade compared to depreciation

84.15%
2022/23

17.26%
move



0% 100%

□ Previous Result
66.89%
2021/22

■ Target by 2025
82.94%

Level of influence: **High**

Source: Local Government Performance Reporting Framework

Level of influence: **High**

Source: Local Government Performance Reporting Framework

Percentage of Council Plan Actions completed

80%
2022/23

12%
move



0% 100%

□ Previous Result
68%
2021/22

■ Target by 2025
80%

Percentage of Capital Works Program Completed

-%
(new for 2023/24)

-
% move



0% 100%

□ Previous Result
-

■ Target by 2025
90%

Level of influence: **High**

Source: : Hume City Council, Council Plan Quarterly Reports

Level of influence: **High**

Source: : Hume City Council, Council Plan Quarterly Reports

LEVEL OF INFLUENCE

High Council can directly influence this result.

Medium Council can influence this result, however external factors outside of Council's control may also influence the result.

Low Council's level of influence on this result is limited but monitoring this indicator assists in planning and guiding Council's priorities.



3.3 Advance organisational high-performance through innovation and partnerships

Employee Retention Rate

91.7%
2022/23

4.5%
move



□ Previous Result
87.2%
2021/22

■ Target by 2025
92%

Level of influence: **High**

Source: Local Government Performance Reporting Framework

Satisfaction with Council's overall performance

60
2022/23

-8
move



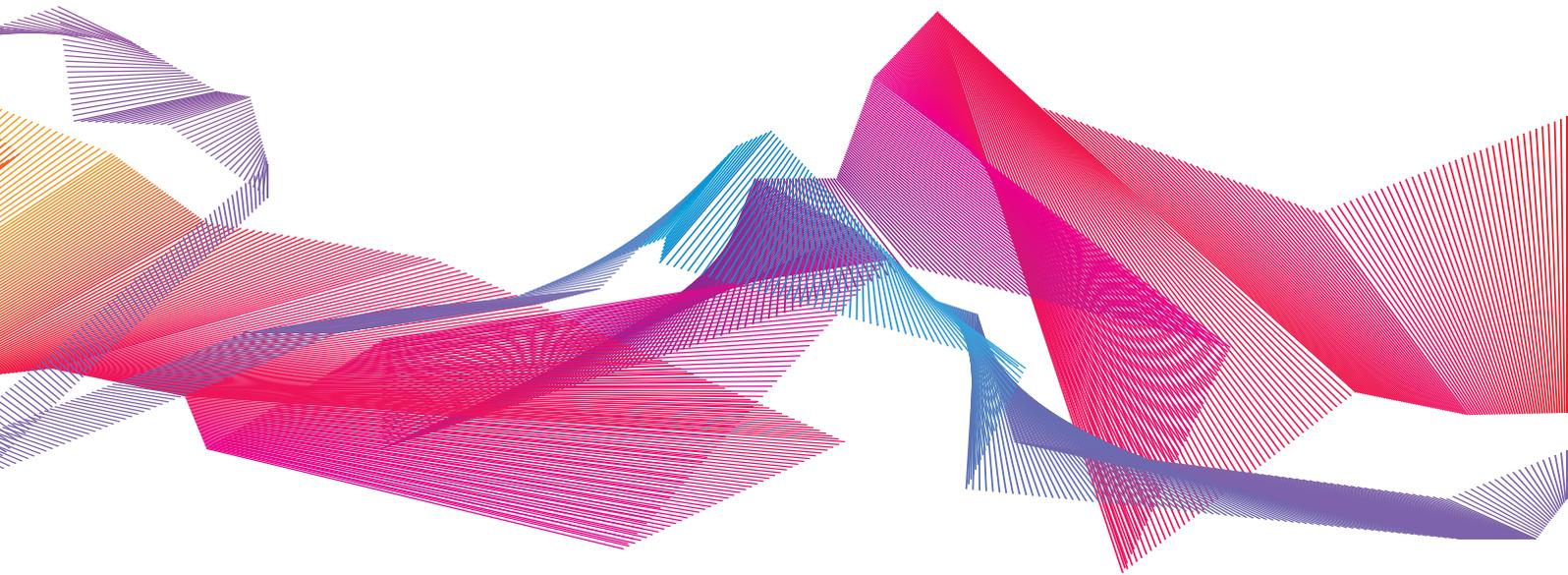
□ Previous Result
68
2021/22

■ Target by 2025
65

Level of influence: **High**

Source: Hume City Council, Hume Horizons 2040 Community Indicators

ADDENDUM 1: DISABILITY ACTION PLAN



Hume City Council's commitment to participation and wellbeing of people with disabilities has been a feature of the Council Plan since 2017.

In accordance with the *Disability Discrimination Act 1992*, the *Victorian Disability Act 2006*, and the *Charter of Human Rights and Responsibilities Act 2006*, Hume City Council has prepared the *Council Plan 2017–2021* to incorporate the requirements of the Disability Action Plan.

Under Section 38(1) of the *Victorian Disability Act 2006*, a public sector body must ensure that a Disability Action Plan is prepared for the purpose of:

- a. reducing barriers to persons with a disability accessing goods, services and facilities;
- b. reducing barriers to persons with a disability obtaining and maintaining employment;
- c. promoting inclusion and participation in the community of persons with a disability;
- d. achieving tangible changes in attitudes and practices which discriminate against persons with a disability.

In accordance with Section 38(5) of the *Victorian Disability Act 2006*, the development of the Council Plan ensures 'that the matters referred to in subsection (1) [outlined above] are addressed in the Council Plan prepared under the Local Government Act 2020'.

Since the adoption of the Hume Social Justice Charter in 2001, Hume City Council has been a leader in promoting access and inclusion for all. Integration of the Disability Action Plan into the Council Plan ensures the disability remains a priority of all Council activities and services and ensures the actions are monitored by the Council and the community.

DISABILITY IN HUME CITY

According to the 2021 Census, there were 9,374 Hume City residents aged 0-64 years and 7,521 residents aged 65 years or older, who identified as requiring a need for assistance with core activities. This equates to 6.9 per cent of Hume residents that have a need for assistance with day-to-day activities including self-care, mobility and communication because of a disability, long-term health condition (lasting six months or more) or old age.

In comparison to other Melbourne Metropolitan Councils, Hume City Council has the highest proportion of residents aged 0-64 years and fourth highest proportion of residents aged 65 years or older who identified as requiring a need for assistance with core activities.

The proportion of Greater Melbourne residents who identified as requiring a need for assistance with core activities is 5.5 per cent (ABS, 2021 Census).

Suburbs within Hume City with the highest proportions of population requiring a need for assistance with core activities are Coolaroo (13.3 per cent), Campbellfield (12.2 per cent), Meadow Heights (10.6 per cent) and Dallas (10.5 per cent).

While these areas typically have ageing communities, the area of Sunbury has the highest proportion of children (aged 0-14 years) with a need for assistance with core activities at 6.4 per cent, compared to 3.6 per cent for Hume City and 3.1 per cent for Greater Melbourne.

Hume City contains six of the top fifteen suburbs in Greater Melbourne (with populations over 500), that have the highest proportions of residents aged 0-64 years identified as requiring a need for assistance with core activities. These suburbs are Coolaroo, Meadow Heights, Dallas, Campbellfield, Roxburgh Park and Broadmeadows.

In 2020/21, Council's Commonwealth Home Support Program was funded to provide 72,889 hours of care (personal care, domestic assistance, respite care, access and support, social support and home maintenance) to people over the age of 65.

Council continues to provide advocacy for residents who live with a temporary or permanent disability who are under the age of 65 that have been assessed as not eligible to receive funding through the National Disability Insurance Scheme (NDIS). Council will continue through funding from the State Government to provide 14,500 hours of direct support to these residents.

COUNCIL PLAN ACTIONS

It is recognised that all Council activities and services actively consider and comply with the Disability Discrimination Act 1992 and Victorian Disability Act 2006. However, the Council Plan provides a number of specific actions that directly target outcomes for people with disabilities, therefore forming the Disability Action Plan. Actions that are specifically related to the Disability Action Plan are highlighted throughout the documents with a  symbol.

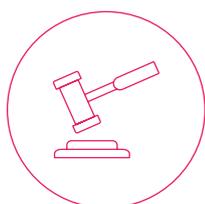
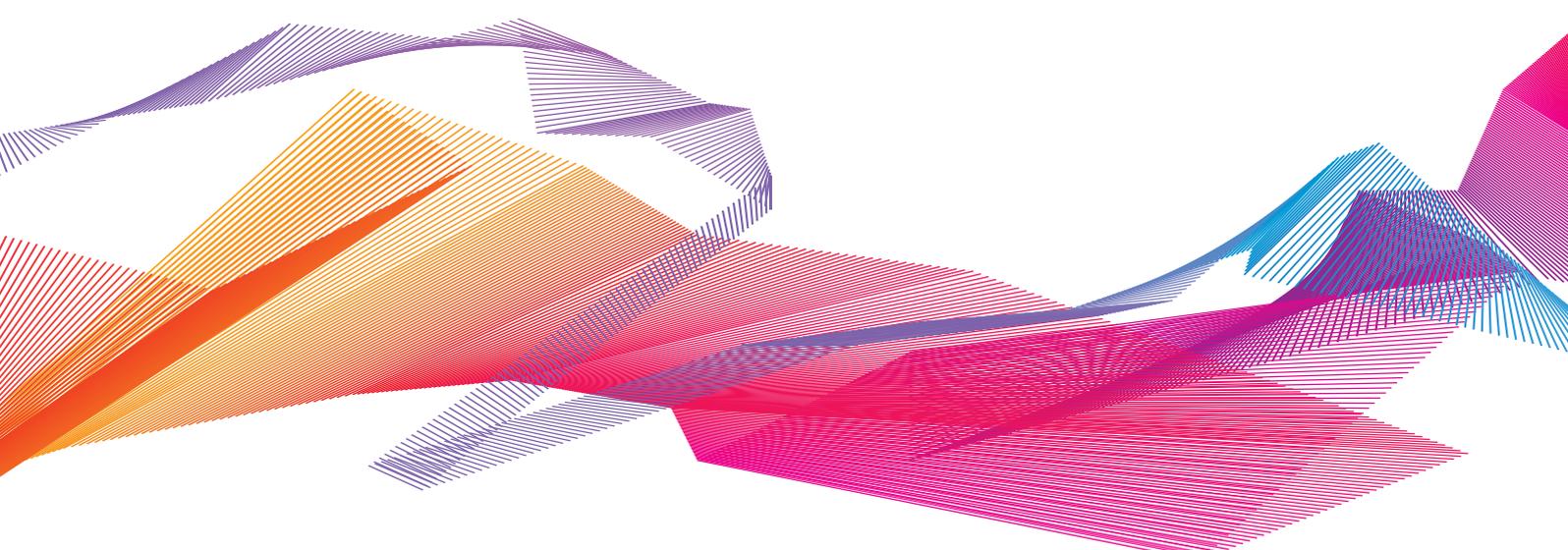
2021-2025 DISABILITY ACTIONS

- 1.1.1 Strengthen volunteering to enhance vocational and social learning opportunities and community connections.
- 1.1.2 Continue to review Council's early years services and explore future infrastructure requirements to support continued service growth and changing government policy direction.
- 1.1.4 Deliver and monitor a range of parenting education programs to build the capacity of parents to support children from 0-24 years.
- 1.2.1 Provide a range of Council-led initiatives and work experiences to strengthen employment pathways and vocational education opportunities, particularly for those of diverse or disadvantaged backgrounds.



- 1.2.2 In partnership with the Victorian Government and business, progress the revitalisation of Broadmeadows and Hume Central to facilitate a vibrant town centre, places for people to work, learn, live and enjoy and advocacy for renewal of the Broadmeadows Train Station.
- 1.3.4 Advance Social Justice outcomes through delivering targeted initiatives to address barriers to access and participation.
- 1.3.10 Implement actions from the Hume Health and Wellbeing Plan 2021-2025.
- 1.3.11 In partnership with local agencies, provide assistance and support to people sleeping rough within Hume City, including adopting a rough sleeping response protocol.
- 1.3.12 Continue undertaking accessibility works at Council facilities, and other public-realm improvements to support people with disabilities.
- 2.3.2 Finalise a new Open Space Strategy and continue to implement improvements to active and passive open spaces and playspaces.
- 2.3.3 In partnership with Department of Environment, Land, Water and Planning and other stakeholders, progress the development of the Jacksons Creek Regional Parkland Plan and Merri Creek Regional Parkland.
- 2.3.4 Develop open space masterplans for Merlynston Creek and Aitken Creek.
- 2.4.2 Develop and commence implementation of a Transport Strategy to improve transport networks, and continue to undertake initiatives to enhance walking and cycling.
- 3.1.1 Implement and support programs and advisory committees/reference groups to foster community leadership and increase community participation into Council decision making processes.
- 3.1.3 Undertake initiatives to enhance Council's consultation and engagement practices, including strengthening engagement and communication with our multicultural communities.
- 3.2.1 Develop the long-term Asset Management Plan in accordance with the Local Government Act 2020.
- 3.2.3 Plan for, deliver, and undertake initiatives to improve utilisation of community infrastructure and facilities; including finalising and implementing the Community Infrastructure Plan, Community Facilities Strategic Review and Youth Facilities Review.
- 3.2.4 Establish processes and procedures for Gender Impact Assessments that consider the effects that new (or changes to existing) Council policies, programs or services may have on different genders of Hume City's community.
- 3.3.1 Undertake a range of initiatives and programs to enhance and uplift the skills, capabilities and workplace safety of Council's workforce, including developing and implementing a People & Culture Strategy, Workforce Plan and the Gender Equality Action Plan and a Workplace Diversity and Inclusion Strategy.
- 3.3.2 Undertake service reviews, business process improvements and initiatives to improve the Customer Experience provided across Council services, programs and activities.

ADDENDUM 2: COMMUNITY SAFETY ACTION PLAN



100% SUCCESS

rate for **animal management** prosecutions



ALMOST 1 IN 2

people feel **safe walking** alone during the **night**

(Source: 2020/21 CIS)



3.72 DAYS

is the **average time to action** animal management requests

Source: LGPRF 2020/21



6,300

criminal incidents per **100,000** population, compared to **5,800** for Vic

(Source: Crime Statistics Agency)



More than

4 OUT OF 5

people feel **safe in the community** in general

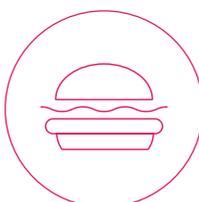
(Source: 2020/21 CIS)



92.8% OF FOOD

premises safety assessments notifications completed

(Source: LGPRF Reporting 2020/21)



1,700

family incidents per **100,000** population, compared to **1,400** for Vic
(Source: Crime Statistics Agency)

Community safety is of great importance to people in Hume City. We have heard safety described in terms of wellbeing, low rates of crime and injury as well as feeling safe in our community throughout the Let's Shape Hume Together consultation.

Community safety is characterised by community-wide participation in developing and delivering initiatives to improve the health, safety and wellbeing of populations at the local level in order to reduce the impact of unintentional injury, crime, violence and emergency situations on communities.

Speaking with community members at Community Vision consultations, 'community safety' was identified as one of the top ten long term priorities. Our community told us that they had concerns about crime rates, wanted to see police engaging with community and looked for action so that crimes, such as family violence, were addressed. We also heard that people want Hume City to be 'a community that promotes health and safety'. Examples included connecting pathways would provide active travel as well as safety for cyclists and pedestrians off busy roads.



Hume City Council aspires to be a safe community, where individuals living, working and visiting Hume actively participate in the community without fear or risk of harm. Our commitment to community safety has been demonstrated for many years through accreditation as a World Health Organisation Safe Community since 1989 (and redesignated multiple times since).

Safe in Hume: Our Community Safety Plan has been developed to guide Council to achieve this vision. The plan aims to enhance people's feelings of safety, their perceptions of safety, prevent the likelihood of crime as well as coordinate community actions across the City.

The goal of Safe in Hume is to assist 'Hume City to be an active, harmonious, safe city where everyone who lives, works or visits participates responsibly without fear or risk of injury'. Four themes have been identified in the Plan:

1. Community Safety in the public realm
2. Safety around the home
3. Transport safety
4. Family violence and women's safety

Council's commitment to community safety is reflected in the Strategic Objective 1.3: Promote a healthy, inclusive and respectful community that fosters a sense of community pride and safety.

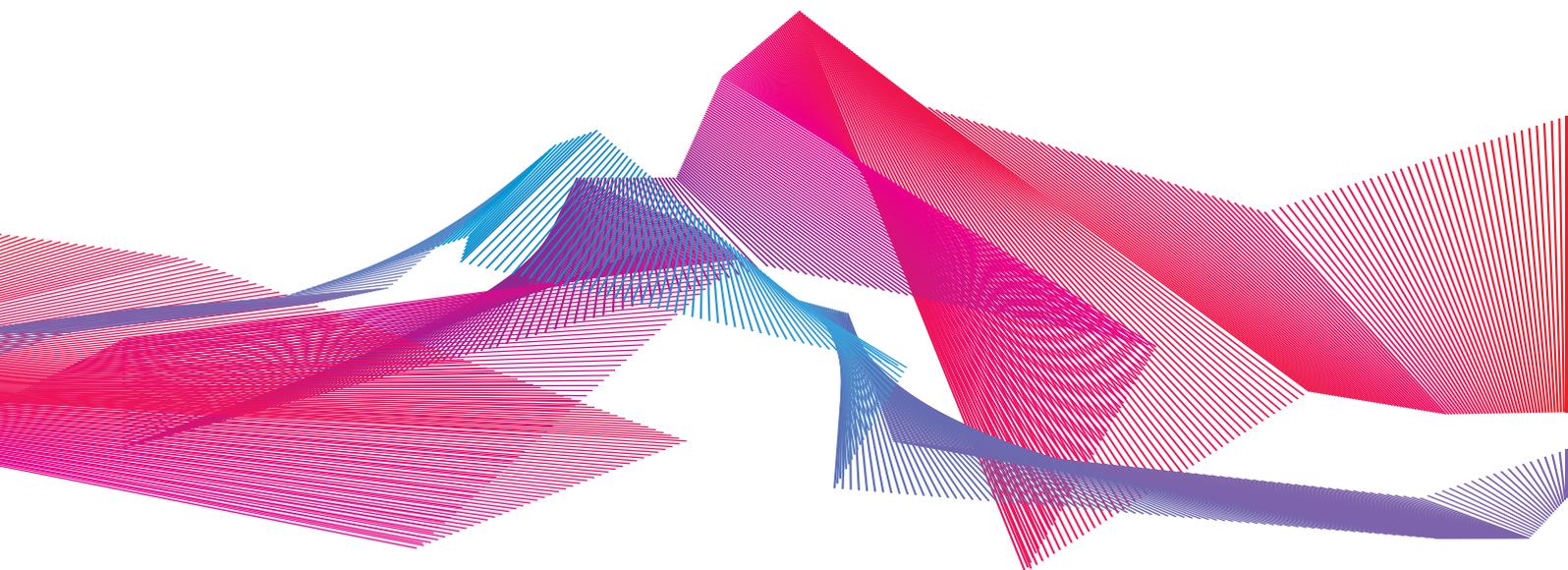
Council Plan Actions which reinforce Council's commitment to community safety are listed below:

- 1.2.2 In partnership with the Victorian Government and business, progress the revitalisation of Broadmeadows and Hume Central to facilitate a vibrant town centre, places for people to work, learn, live and enjoy and advocacy for renewal of the Broadmeadows Train Station.
- 1.3.1 In partnership with Victoria Police, continue to identify and deliver initiatives to improve driver/road safety, including reducing hoon driving and illegal dirt bikes.
- 1.3.2 Facilitate initiatives and partnerships to raise awareness around the impact of family violence, and support prevention of violence against women campaigns.
- 1.3.3 In partnership with the Victorian Government and other stakeholders, deliver a range of initiatives and support to respond to and recover from the COVID-19 pandemic.
- 1.3.4 Advance Social Justice outcomes through delivering targeted initiatives to address barriers to access and participation.

- 1.3.5 Establish an ongoing compliance model across Council that ensures our operational, reporting and investigation obligations, required under the Child Safe Standards and the Commission for Children and Young People are met.
- 1.3.6 Finalise a review of General Local Law No. 1, including community and stakeholder engagement.
- 1.3.7 Finalise and commence implementation of a new Domestic Animal Management Plan to support responsible animal management and safety.
- 1.3.9 Continue to undertake initiatives and advocacy to reduce gambling related harm, including reviewing Council's Gambling Harm Minimisation Policy.
- 1.3.10 Implement actions from the Hume Health and Wellbeing Plan 2021-2025.
- 1.3.11 In partnership with local agencies, provide assistance and support to people sleeping rough within Hume City, including adopting a rough sleeping response protocol.
- 1.3.12 Continue undertaking accessibility works at Council facilities, and other public-realm improvements to support people with disabilities.
- 2.1.3 Progress Stage Three of the youth crisis accommodation facility with the support of an external partner, and identify potential site locations for a facility which can accommodate crisis accommodation, with wrap-around services, and 24/7 onsite support..
- 2.3.2 Finalise a new Open Space Strategy and continue to implement improvements to active and passive open spaces and playspaces.
- 2.3.3 In partnership with Department of Environment, Land, Water and Planning and other stakeholders, progress the development of the Jacksons Creek Regional Parkland Plan and Merri Creek Regional Parkland.
- 2.3.4 Develop open space masterplans for Merlynston Creek and Aitken Creek.
- 2.3.5 Continue the implementation of the Waste and Resource Recovery Strategy, and implement initiatives to reduce the incidence of illegal dumped waste in Hume City.
- 2.4.2 Develop and commence implementation of a Transport Strategy to improve transport networks, and continue to undertake initiatives to enhance walking and cycling.
- 3.1.1 Implement and support programs and advisory committees/reference groups to foster community leadership and increase community participation into Council decision making processes.
- 3.1.3 Undertake initiatives to enhance Council consultation and engagement practices, including strengthening engagement and communication with our multicultural communities.
- 3.2.1 Develop the long-term Asset Management Plan in accordance with the Local Government Act 2020.
- 3.2.3 Plan for, deliver, and undertake initiatives to improve utilisation of community infrastructure and facilities; including finalising and implementing the Community Infrastructure Plan, Community Facilities Strategic Review and Youth Facilities Review.
- 3.2.4 Establish processes and procedures for Gender Impact Assessments that consider the effects that new (or changes to existing) Council policies, programs or services may have on different genders of Hume City's community.
- 3.3.1 Undertake a range of initiatives and programs to enhance and uplift the skills, capabilities and workplace safety of Council's workforce, including developing and implementing a People & Culture Strategy, Workforce Plan and the Gender Equality Action Plan and a Workplace Diversity and Inclusion Strategy.



ADDENDUM 3: PATHWAYS TO SUSTAINABILITY FRAMEWORK



Hume City Council has a long history of commitment to environmental sustainability, with our first *Environmental Sustainability Framework* being adopted in 2002. Recognising the importance of community input and partnerships, following adoption of this framework, Council formed the Hume Sustainability Taskforce.

Since this time, we have developed two iterations of the *Pathways to Sustainability Framework* and supporting documents to guide environmental planning and management and to enhance our approach to key trends and issues. This iteration of *Pathways* is integrated into the Council Plan.

Sustainability is a key focus in our Community Vision, and by integrating environmental considerations in all Council and community activities, and working together, will ensure that the natural environment is protected, and negative environmental impacts are reduced.

HUME'S NATURAL ENVIRONMENT

The Traditional Owners of the Hume area are the Wurundjeri Woi-wurrung people, who maintain their connection and custodianship of the land. The environment we enjoy has been shaped by their influence and management over many thousands of years.

The landscape is largely a product of past volcanic activity; mainly basalt overlaying older sediments and granite. Deeply incised waterways such as the Moonee Ponds, Jacksons, Deep and Emu creeks frame the landscape. In many areas sodic and dispersive soils occur, increasing risk of erosion and sedimentation movement.

Most of Hume's original vegetation has been removed for agricultural and urban development. The remaining scattered woodland and grassland remnants are among the most critically endangered vegetation types in Australia². Hume's waterways have all been impacted by human use and activities, including changing the natural hydrological cycle. Several sites in Hume continue to support both common (Eastern Grey Kangaroos and Black-shouldered Kites) and threatened (Platypus, Growling Grass Frog, and Golden Sun Moth) native wildlife.

A significant proportion of land in Hume is rural in nature and provides a Green Wedge set aside to retain and accommodate non-urban character, agricultural and recreational uses and strong landscape and environmental values.

LIVING SUSTAINABLY IN HUME

The goal of sustainable living is to enable people everywhere (and future generations) to enjoy a good quality of life within their fair share of the planet's resources. Council's challenge is to develop and grow the Hume community at the same time as reducing our impact on the environment. We need to work together to find ways to improve the quality of life for everyone, affordably and fairly, while living within the limits of what Earth can provide.

CLIMATE CHANGE

The *Local Government Act 2020* outlines that one of the key guiding principles for local government is that 'the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted'. Climate change and its effects are already evident. Hume should expect and prepare for:

- Hotter, drier conditions.
- An increase in frequency and intensity of climatic events
- Deterioration in water quality in waterways.

These impacts will create many challenges for management of our natural environment, community well-being, health and safety, and pose a significant economic burden to Council, replacing infrastructure, emergency response and recovery, insurance, environmental rehabilitation.

² Assessing the effectiveness of Local Government Planning Scheme controls in protecting native vegetation in the Port Phillip and Westernport Region, The State of Victoria, 2009.

STRATEGIC PATHWAYS

The Pathways represent Hume's approach to and current best practice for environmental sustainability, while looking to the future.

PATHWAY 1: **DEMONSTRATE SUSTAINABILITY LEADERSHIP**



- Strong champions and advocates both within and beyond municipal boundaries.
- Demonstrate environmental best practice.
- Commitment to bold targets/goals to drive change and innovation.
- Embed sustainability into organisational culture, governance, and service delivery.
- Sustainability focused relationships, partnerships and initiatives with key stakeholders.
- Actively engage the community in environmental sustainability activities and practices.
- Integrated planning and decision-making based on both short-term and long-term impacts and opportunities.

PATHWAY 2: **SUPPORT THE COMMUNITY TO LIVE AND WORK SUSTAINABLY**



- Healthy people in a healthy environment connected with nature.
- Circular economy community, minimal/zero waste to landfill, resource and energy efficient.
- Intergenerational equity, affordable and accessible solutions.
- Support localised food initiatives for positive health and wellbeing.
- A resilient community able to adapt to a changing climate.

PATHWAY 3: PROVIDE STRONG ENVIRONMENTAL STEWARDSHIP



- Biodiversity values are protected, enhanced, and well-integrated within the built environment.
- Risks to both short- and long- term ecosystem health and landscape values are factored into planning and decision making.
- Support the community to manage land sustainably.
- Non-compliance with environmental regulations is pursued via capacity building, education and/or legal approaches.
- Natural assets are valued and included in Council's asset management systems and procedures.
- Conservation assets are well integrated within the built environment and the community can access and enjoy these spaces.

PATHWAY 4: CREATE SUSTAINABLE PLACES



- Planning and facilitation of sustainable communities where local employment, recreational opportunities and use of sustainable transport are supported, and biodiversity values are conserved and enhanced.
- Application of Environmentally Sustainable Design and Development (ESD) principles: integration with the natural environment; design for sustainable transportation; optimise energy use, passive solar and renewable energy sources; protect waterways and use water efficiently; use environmentally preferable products; enhance indoor environmental quality; optimise operational and maintenance practices
- Design for resilience and adaptation to the current and future impacts of climate change.
- Work at the subdivisional scale to achieve community-wide outcomes and impacts.
- Apply Circular Procurement to Council infrastructure.

PATHWAY 5: RESPOND TO THE CLIMATE EMERGENCY



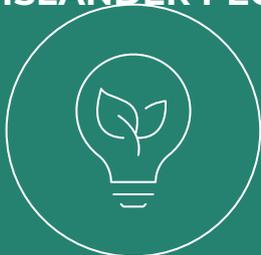
- Actions are science-based and aim to limit global warming to less than 1.5C above pre-industrial levels.
- Actions are inclusive of Aboriginal and Torres Strait Islander peoples and the need for a just transition.
- All Council operations, planning, and decision-making will address the climate emergency (by reducing greenhouse gas emissions and adapting to climate impacts).
- Advocate and influence other levels of government, business, and the community.
- Support and empower the Hume community and businesses to take positive climate actions.
- Council staff are accountable for embedding climate emergency response into their everyday actions, strategies, policies, and act as champions of change.

PATHWAY 6: MANAGE WASTE AND RESOURCES AS PART OF THE CIRCULAR ECONOMY



- Design out waste and pollution; change our mindset to view waste as a design flaw.
- Keep products, materials, and resources in use through quality design and manufacture, reuse, repair, remanufacture, and recycling.
- Regenerate natural systems: mimic natural cycles that operate in a closed loop.
- Power our economy with renewable energy.
- Focus our procurement on circular economy principles.
- Actively engage the business community to transition our local economy to a circular, low, or no carbon economy model.
- Ensure compliance with statutory regulations for waste recovery facilities.
- Provide services that capture and return material to the system.
- Work with our community to enable their participation in the circular economy.
- Use wastewater, rainwater, and stormwater preferentially for non-drinking water uses and support the investigation and enabling of treatment for drinking water where required.

PATHWAY 7:
**SUPPORT SELF-
DETERMINATION AND
PARTNERSHIPS WITH
TRADITIONAL OWNERS
AND OTHER ABORIGINAL
AND TORRES STRAIT
ISLANDER PEOPLES**



- Work with Traditional Owners and other Aboriginal and Torres Strait Islander peoples to share knowledge of cultural significance.
- Build strong, long-term partnerships and relationships with Traditional Owners based on trust and respect.
- Reflect the presence of Traditional Owners and other Aboriginal and Torres Strait Islander living cultures through naming of sites of cultural and environmental significance.
- Explore opportunities to increase the participation of Traditional Owners and other Aboriginal and Torres Strait Islander peoples in biodiversity conservation works on Council land.
- Deliver environment and sustainability initiatives in partnership with Traditional Owners and other Aboriginal and Torres Strait Islander peoples.
- Support Traditional Owners' access to water for economic development and increase Traditional Owners' participation in water management.

PATHWAY 8:
**RECOGNISE THE
RIGHTS OF NATURE**



- Acknowledge that all life on Earth has a right to exist, thrive, and evolve in its natural habitat.
- Acknowledge that there are unique species and habitats that only occur within Hume and prioritise them in our programs and policies.
- Value and protect nature for its inherent worth.
- Learn about ecologically sustainable custodianship from Traditional Owners and Aboriginal and Torres Strait Islander peoples and incorporate into our own practices.
- Challenge the idea that nature is property.
- Put the health of nature at the centre of our decision-making.

2021-2025 SUSTAINABILITY ACTIONS

- 1.1.1 Strengthen volunteering to enhance vocational and social learning opportunities and community connections.
- 1.3.3 In partnership with the Victorian Government and other stakeholders, deliver a range of initiatives and support to respond to and recover from the COVID-19 pandemic.
- 1.3.4 Advance Social Justice outcomes through delivering targeted initiatives to address barriers to access and participation.
- 1.3.10 Implement actions from the Hume Health and Wellbeing Plan 2021-2025.
- 1.4.2 Develop an Events and Festivals Strategy/Service Plan to strengthen access to and support of local community events and festivals.
- 2.1.2 Undertake planning to improve housing diversity (including housing design guidelines), and advocate for improvements to social housing.
- 2.1.5 Support rural landowners to manage land sustainably and protect environmental assets by implementing the new Rural Engagement Program, including the Conserving our Rural Environment Grant, Primary Producer Rate Rebate, Rural Land Management Grant, and capacity building activities.
- 2.1.6 Implement the Conservation Management Plan (CMP) Framework by progressively developing individual plans for each of the conservation reserves.
- 2.2.1 Implement programs to support environmental sustainable leadership including Enviro Champions, Gardens for Wildlife, and Environmental Scholarship programs.
- 2.2.2 Finalise the review of the Land and Biodiversity Plan.
- 2.2.3 Enhance Council's response to climate change including the implementation of the Climate Action Plan 2023-2028 and support Hume's community and businesses to adapt to climate change.



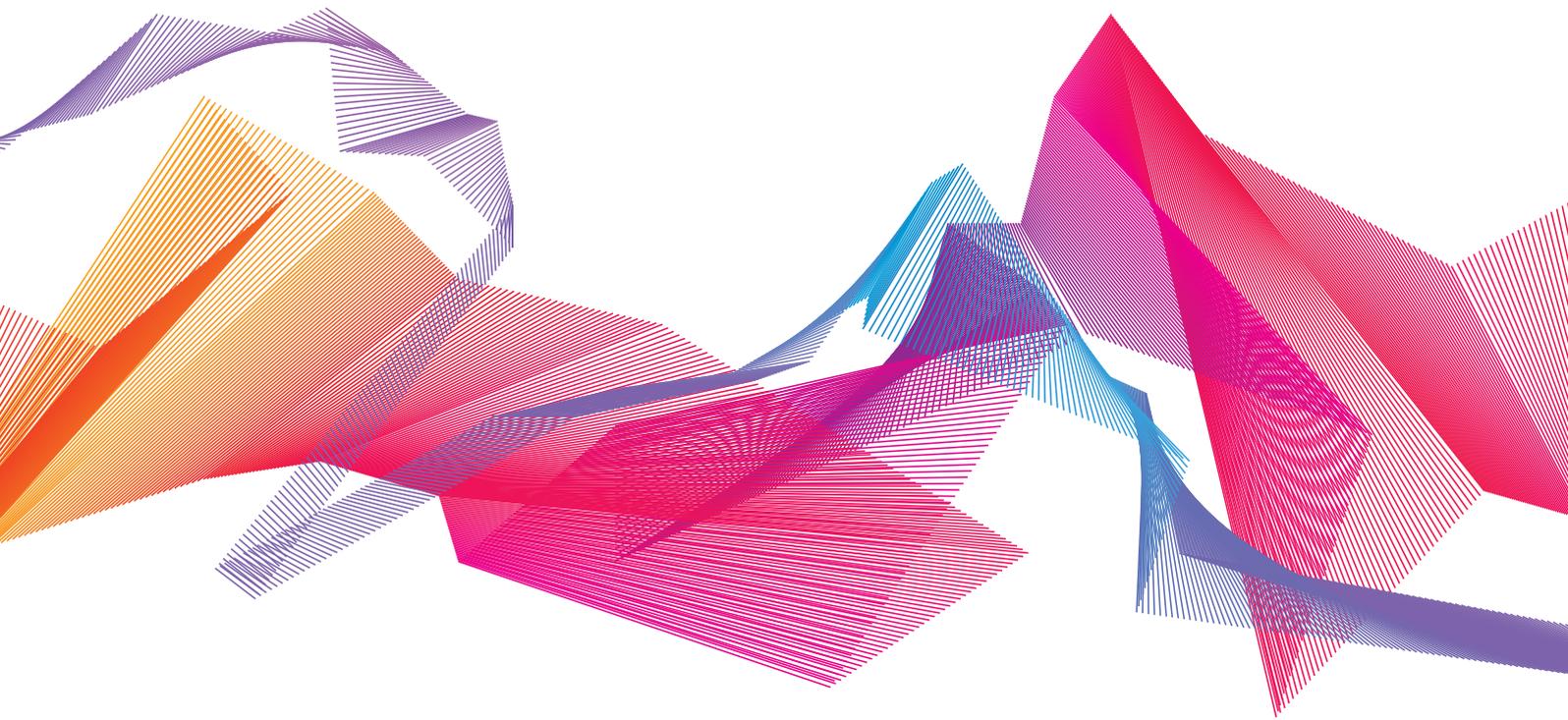


- 2.2.4 Undertake investigations and progress initiatives to improve stormwater harvesting, including at Cloverton, and subject to funding, Jack Roper Reserve Broadmeadows and/or John Ilhan Memorial Reserve Broadmeadows. and/or O'Brien Street retarding basin Sunbury.
- 2.2.5 Support the transition of the Hume economy to a Circular Economy.
- 2.3.2 Finalise a new Open Space Strategy and continue to implement improvements to active and passive open spaces and playspaces.
- 2.3.3 In partnership with Department of Environment, Land, Water and Planning and other stakeholders, progress the development of the Jacksons Creek Regional Parkland Plan and Merri Creek Regional Parkland.
- 2.3.4 Develop open space masterplans for Merlynston Creek and Aitken Creek.
- 2.3.5 Continue the implementation of the Waste and Resource Recovery Strategy and implement initiatives to reduce the incidence of illegal dumped waste in Hume City.
- 2.4.2 Develop and commence implementation of a Transport Strategy to improve transport networks, and continue to undertake initiatives to enhance walking and cycling..
- 3.1.1 Implement and support programs and advisory committees/reference groups to foster community leadership and increase community participation into Council decision making processes.
- 3.1.4 Develop and implement Council's State Election Advocacy Strategy to inform and engage the community, business and key stakeholders on Council's position on issues of local importance in the lead up to the Election.
- 3.2.1 Develop the long-term Asset Management Plan in accordance with the Local Government Act 2020.
- 3.2.3 Plan for, deliver, and undertake initiatives to improve utilisation of community infrastructure and facilities; including finalising and implementing the Community Infrastructure Plan, Community Facilities Strategic Review and Youth Facilities Review.

'THE ECONOMIC, SOCIAL AND ENVIRONMENTAL SUSTAINABILITY OF THE MUNICIPAL DISTRICT, INCLUDING MITIGATION AND PLANNING FOR CLIMATE CHANGE RISKS, IS TO BE PROMOTED!'







INCORPORATING THE:

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

