

HUME CITY COUNCIL PLAN 2021-2025

Progress Report
(2021/2022 Actions)

INCORPORATING THE:

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



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PROGRESS DESCRIPTIONS




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

- 100% complete for the financial year and/or a report adopted by Council – **Completed**.
- 75% complete and/or a draft report has been presented to the Executive Management Team (EMT) for consideration - **Significant Progress**.
- 50% complete – **Good Progress**.
- 25% complete – **Some Progress**.
- 0% complete – **Not yet started**.
- The action has been delayed due to unforeseen circumstances. – **Deferred**.

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

- **On Track** – Action is proceeding to plan and will be completed by 30 June 2022.
- **Monitor** – Action requires attention to ensure it is completed by 30 June 2022.
- **At Risk** – Action is at risk of not being completed by 30 June 2021.
- **Deferred** – Action is not being completed this financial year.

The Council Plan incorporates the Disability Action Plan, the Community Safety Action Plan and the Pathways to Sustainability. The following symbols are used to specify the corresponding plans:

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

SUMMARY OF PROGRESS - 1 JULY 2021– 30 SEPTEMBER 2021



Councils Role

The role Council has in contributing to the community expectations (strategies) can be defined as one or more of the following:

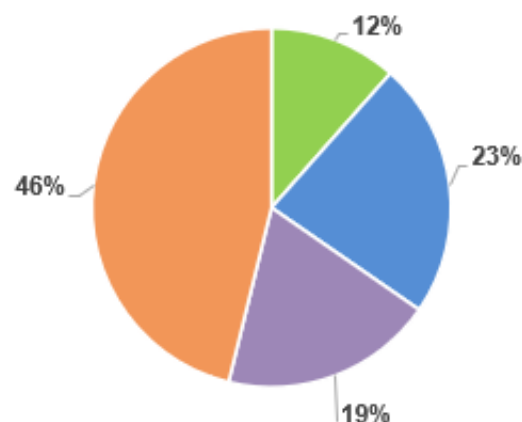
- **Statutory Authority** – Council has a legislated responsibility under Victorian law to ensure compliance and delivery of services related to these community expectations.
- **Service Provider** – Council is a leading provider of services which support these community expectations. Responsibility for providing these services is often shared between Council and other government agencies, non-for-profit organisations and commercial businesses.
- **Facilitator** – Council facilitates, partners and plans with other service providers to achieve these community expectations.
- **Advocate** – Council's primary role is to advocate on behalf of (and represent) the community to other levels of government, service providers and business organisations around these community expectations.

THEME 1

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING

Summary of progress and Strategic Indicators

SUMMARY OF PROGRESS FOR THEME 1 1 JULY 2021– 30 SEPTEMBER 2021



- Completed (12% or 3 actions)
- Significant Progress (23% or 6 actions)
- Good Progress (19% or 5 actions)
- Some Progress (46% or 12 actions)

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

■ On Track ■ Monitor ■ At Risk □ Deferred

STRATEGIC INDICATORS TO 30 SEPTEMBER 2021

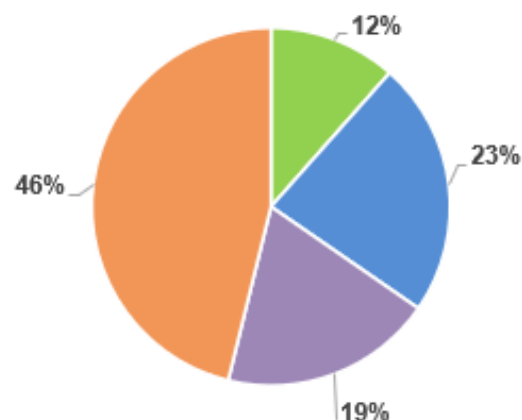
Strategic Objective 1.1: Create learning opportunities for everyone to reach their potential through all stages of their lives

Indicator	Target	2021/22 Result
Active library borrowers per head of municipal population	Target by 2025 = 10%	Active borrowers for Quarter One is 7,468 (Result = 3%). Note this is lower than usual due to COVID-19 restrictions and closures of libraries for most of August and September. (Source: Local Government Performance Reporting Framework)
Preschool participation rates (includes non-Council services).	Target by 2025=93%	89.1% is the most recent preschool participation rate (2019), the previous result in 2018 was 94.6%. (Source: Department of Education, Victorian Child and Adolescent Monitoring System)

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

Indicator	Target	2021/22 Result
Number of student placements supported by Council	Target by 2025 = 100	There have been no placements in 2021/22 due to COVID-19 restrictions. (Source: Hume City Council, CHRIS21)
Percentage gap between the Greater Melbourne and Hume LGA unemployment rates.	Target by 2025 = 3.5%	Latest unemployment rates show a gap of 5.5% between Hume City (12.1%) and Greater Melbourne (6.6%). An increase on the 6.8% gap in March 2021. (Source: Department of Employment Small Area Labour Markets)

SUMMARY OF PROGRESS FOR THEME 1 1 JULY 2021– 30 SEPTEMBER 2021



- Completed (12% or 3 actions)
- Significant Progress (23% or 6 actions)
- Good Progress (19% or 5 actions)
- Some Progress (46% or 12 actions)

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

■ On Track ■ Monitor ■ At Risk □ Deferred

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



Indicator	Target	2021/22 Result
Participation rates in Maternal Child Health	Target by 2025 = 75%	The year-to-date participation rate is 47%. This is an increase of 5.1% compared with the same period in Q1 2020/2 which was 41.9% (Source: Local Government Performance Reporting Framework)
Percentage of community who are satisfied with their health	Target by 2025 = 85%	88.8% is the 2020/21 result which is an increase from the previous result of 78.2% in 2018/19. (Source: Hume City Council, Community Indicators)
Percentage of community who believe it's a good thing for a society to be made up of people from different cultures	Target by 2025 = 85%	85.0% is the 2020/21 result which is a moderate increase on the previous result of 79.1% in 2018/19. (Source: Hume City Council, Community Indicators)

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

Indicator	Target	2021/22 Result
Average overall community satisfaction rating for Council led events and festivals	Target by 2025 = 80%	No result available – there were no festivals or events held during Quarter 1. (Source: Hume City Council, Event Evaluations)

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.


Major Strategy or Action	Division	Progress this Quarter
<p>1.1.1 Strengthen volunteering to enhance vocational and social learning opportunities and community connections.</p> <p> </p> <p><i>Council's Role: Service Provider, Facilitator</i></p> <p>Progress Indicator</p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some Progress</p>	Community Services	<p>Actions to strengthen volunteering to enhance vocational and social learning opportunities and community connections include:</p> <ul style="list-style-type: none"> The Hume Volunteer Awards Strategy and Policy was presented to Council in August recommending consideration of Volunteer Awards inform the Australia Day Awards review. Commenced planning for volunteering activities for the new financial year including two community organisation capacity building workshops, continue community outreach activities such as virtual volunteering information stalls, community consultation workshops for early 2022 and collection of volunteer stories by video. Continue to promote volunteering opportunities in the Hume community and support the 2021 Tax help program season. During this quarter an additional 300 new people and 3 new organisations registered to be connected for volunteering opportunities in the community through the Hume Volunteer Gateway (HVG).

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

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.

Major Strategy or Action	Division	Progress this Quarter
<p>1.1.2 Finalise service planning, and introduce funded Three-Year-Old Kindergarten across existing and future early year services</p> <p><i>Council's Role: Service Provider</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> 75% </div> <p>Significant Progress</p>	Community Services	<p>Council endorsed the establishment of funded Three-year-old kindergarten in 2022 on 9 August 2021. Enrolment offers to families for the first round is completed and session planning has commenced. An additional eight locations for three-year-old groups have been added to the existing footprint. Second round offers will be made at the end of October.</p>
<p>1.1.3 Undertake an assessment of the current Children Services model and explore its ongoing feasibility in light of continued growth and changing government policy direction.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> 50% </div> <p>Good Progress</p>	Community Services	<p>A consultant was engaged late in 2020 and preliminary work has commenced. Work delayed due to COVID-19 restrictions.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

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



Major Strategy or Action	Division	Progress this Quarter
<p>1.2.1 Provide a range of Council-led initiatives and work experiences to strengthen employment pathways and vocational education opportunities, particularly for those of diverse or disadvantaged backgrounds.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	<p>Communication, Engagement and Advocacy</p>	<p>Implementation of a new employment pathways program providing 12-week paid placements is underway, sourcing Hume residents from a range of demographics. An Employment Pathways Project Officer has been recruited to manage the program. One work placement commenced in this reporting period, and further placements are well advanced.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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

Major Strategy or Action	Division	Progress this Quarter
<p>1.2.2 In partnership with the Victorian Government and business, progress the revitalisation of Broadmeadows and Hume Central to facilitate a vibrant town centre, places for people to work, learn, live and enjoy and advocacy for renewal of the Broadmeadows Train Station.</p> <p> </p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Planning & Development	<p>This quarter saw commencement of masterplan discussions with Kangan and Homes Victoria on renewal of their Town Centre landholdings. Context analysis is being prepared by Council identifying opportunities to improve access and movement, built form interfaces and pedestrian experience within the precinct and leverage complementary future development by Kangan and Homes Victoria.</p> <p>Grant funded design investigations for Dimboola Road Gateway (landscape) and Hume Central development reported to Executive Leadership Team (ELT) for confirmation of next steps. Hume Global Learning Centre (HGLC) Broadmeadows will progress in next quarter.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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

Major Strategy or Action	Division	Progress this Quarter
<p>1.2.3 Strengthen tertiary education opportunities in Hume City through the Multiversity Program and advocacy for a university or TAFE to be established in Hume's growth areas.</p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p><u>Progress Indicator</u></p> <div> <div style="width: 25%;"></div> 25% </div> <p>Some Progress</p>	Planning & Development	<p>Strengthening tertiary education opportunities in Hume City has included:</p> <ul style="list-style-type: none"> Ten Multiversity partners, 7 of which are tertiary education providers continue their commitment to the Hume Multiversity and are delivering programs in accordance with Memorandums of Understanding (MOUs) across Hume to improve Tertiary Education opportunities for residents. During the quarter the Economic Development Department worked with Victoria University to develop a program for Diploma qualified residents, existing Hume Early Childhood Centre employees and Kangan graduates to undertake an accelerated pathway from the Diploma to the Bachelor qualification. It will enable students to complete their Bachelor of Early Childhood Education in only two years, taking advantage of Victoria University's innovative block model, and flexible and supportive delivery. The program is due to commence in October with 30 available places. A series of information sessions were conducted in August with strong attendance and interest.

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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

Major Strategy or Action	Division	Progress this Quarter
<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, with the aim of facilitating local employment outcomes.</p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Planning & Development	<p>Actions to strengthen Hume City's economy by building business capability and facilitating local employment outcomes included:</p> <ul style="list-style-type: none"> In collaboration with the Northern Councils Alliance and NORTHLink, Phase 2 of a 'Northern' tourism digital marketing campaign is being delivered. Branded 'Visit Melbourne's True North' this campaign aims to bridge the gap between state tourism marketing initiatives and local government tourism marketing efforts, to raise awareness of the Visitor Economy in Melbourne's North. Representatives from key tourism stakeholders Marnong Estate, URBNSURF, Living Legends, District 3429 and Restaurant and Catering Association Australia participated as panellists, mentors and judges in this year's Illuminate-Next Gen Challenge which focused on solutions for the current labour force issues in the Visitor Economy in Hume. Continued to facilitate new tourism investment enquiries/planning applications, as well as the growth of existing businesses. StartNorth has supported two new jobs through affordable memberships, support programs and business connections. <p>The Social procurement Employment and Economic Development (SEED) project was launched in August. In the first six months it will involve engaging, assessing and developing a Hume Framework for businesses to build the capacity of Hume businesses to adopt inclusive and diverse employment practices and social procurement. It will initially engage with 10 major employers and will seek to develop and further expand their local and social procurement and inclusive employment programs, including a focus on migrants and emerging communities, youth, women, persons with a disability and disadvantaged jobseekers.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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



Major Strategy or Action	Division	Progress this Quarter
<p>Continue the implementation of the Infrastructure Development Plan (IDP) including but not limited to the development of the Harris Scarfe multi-deck parking in Sunbury in conjunction with the Department of Transport (DoT).*</p> <p><i>Council's Role: Facilitator</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> <div>75%</div> </div> <p>Significant Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Corporate Services	<p>Implementation of the Infrastructure Development Plan (IDP) has included:</p> <ul style="list-style-type: none"> Harris Scarfe multi-deck carpark, Sunbury – Finalised and executed the agreement between Council and the Department of Transport to progress to construction. Development scheduled for October 2021. 65 Kirkham Drive, Greenvale - Services are being supplied to the site in readiness for subdivision and land sale. Seabrook Reserve, Broadmeadows – Council is continuing discussions regarding the residential development and land re-zoning. HGLC-Broadmeadows - Works have commenced with handover for tenant fit-out in July 2021. <p>The Infrastructure Development Plan (IDP) will be updated and presented to Council in second half of 2021/22.</p>

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■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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



Major Strategy or Action	Division	Progress this Quarter
<p>1.3.1 In partnership with Victoria Police, continue to identify and deliver initiatives to improve driver/road safety, including reducing hoon driving and illegal dirt bikes.</p>  <p><i>Council's Role: Facilitator, Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Sustainable Infrastructure & Services	Engagement with Victoria Police to discuss a Hume Police Community Meeting to be held in Quarter Two. Topics to include a road trauma update.
<p>1.3.2 Facilitate initiatives and partnerships to raise awareness around the impact of family violence, and support prevention of violence against women campaigns.</p>  <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div> <div></div> <div>50%</div> </div> <p>Good Progress</p>	Community Services	<p>Planning underway for a variety of targeted programs to be delivered in Quarter Two such as activities during Week Without Violence and 16 Days of Activism. A number of scheduled activities have been postponed to later quarters due to COVID lockdown. Council and Family Safety Victoria (FSV) have entered into a long-term agreement for Family Services Victoria to provide services in the north west region from the Broadmeadows Global Learning Centre.</p> <p>Small grants (\$1,000) provided to two neighbourhood houses:</p> <ul style="list-style-type: none"> Dallas Neighbourhood House - to cover costs of a film maker who will produce a film with key messages in English and other community languages (with English subtitles) on family violence prevention and disclosure. Sunbury Neighbourhood House - to promote the prevention of violence against women through a social marketing campaign of postcards that will highlight the increase of family violence during the pandemic.

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.



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

Major Strategy or Action	Division	Progress this Quarter
<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><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div> <div></div> 75% </div> <p>Significant Progress</p>	Community Services	<p>Initiatives delivered to respond to and recover from the COVID-19 pandemic have included:</p> <ul style="list-style-type: none"> Online Morning Tea sessions held at Aitken Hill and Newbury Community Centres. The morning tea sessions were well attended with 11 groups represented across both sessions. Homestead Virtual Morning Tea - held on 28 September. Homestead Community Lunch - held on July 14 and July 28. Payments total of \$160,000 were distributed to 14 organisations in July 2021. This is expected to provide contact points with over 16,000 residents in need. \$9,500 allocated to 10 school Hubs for activities which were delivered in Term2 and Term3.
<p>1.3.4 Advance Social Justice outcomes through delivering targeted initiatives to address barriers to access and participation.</p>  <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div> <div></div> 50% </div> <p>Good Progress</p>	Community Services	<p>Talking about Social Justice series commenced with two online events offered in September with guest speakers Dr Sally Cockburn (Dr Feelgood) and Hana Assafiri. Each session were attended by approx. 40 participants including community leaders, Council officers, Victoria Police and Community Organisations.</p> <p>Draft Social Justice Charter adopted 23 August 2021 and was opened for community feedback until 5 October 2021.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred



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

Major Strategy or Action	Division	Progress this Quarter
<p>1.3.5 Establish an ongoing compliance model across Council that ensures our operational, reporting and investigation obligations, required under the Child Safe Standards and the Commission for Children and Young People (CCYP) are met.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> <div>100%</div> </div> <p>Completed</p>	Community Services	<p>To establish an ongoing compliance model to ensure our operational, reporting and investigation obligations:</p> <ul style="list-style-type: none"> • Work has been undertaken to develop an action plan based on the Victorian Standards. • The Child Safe working group has met monthly and developed robust processes and procedures for responding to child safe related matters. • This work has resulted in the development of a Child Safe Tool Kit to complement the Policy which is available for all staff to ensure Council's compliance with its obligations. • A review is underway to evaluate progress against the role of the fixed term 12 month Child Safe Officer and provide recommendations for actions under the revised 11 child safe standards which come into effect 1 July 1 2022.
<p>1.3.6 Finalise a review of General Local Law No. 1, including community and stakeholder engagement.</p> <p></p> <p><i>Council's Role: Statutory Authority</i></p> <p>Progress Indicator</p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Community Services	<p>An update of the General Local Law No.1 has drafted following feedback from relevant Council officers. Further internal consultation of the proposed changes will be undertaken. A community engagement plan will be developed and presented to Council for consideration in late 2021/ early 2022. The updated Local Law is anticipated to be presented to Council in July 2022.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

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




Major Strategy or Action	Division	Progress this Quarter
<p>1.3.7 Finalise and commence implementation of a new Domestic Animal Management Plan to support responsible animal management and safety.</p> <p></p> <p><i>Council's Role: Statutory Authority</i></p> <p>Progress Indicator</p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Corporate Services	<p>The review of the Domestic Animal Management Plan has commenced. A timetable for internal and external consultation is being developed.</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></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Community Services	<p>Maternal and Child Health (MCH) participation rates remain a key priority for the service and are higher than previous years, despite the impacts of the COVID-19 pandemic. Flexible service models have been established (such as telehealth) to ensure ongoing participation/access for families during the pandemic.</p> <p>Universal MCH participation rates for Quarter One 2021/22 are 47%, this is an increase of 5.1% compared with the same period in Q1 2020/2 which was 41.9%.</p> <p>Aboriginal and Torres Strait Islander peoples MCH participation rates for Quarter One 2021/22 are 49.8%, this is an increase of 14.9% compared with the same period in Q1 2020/21 which was 34.9%. This can be attributed to the recruitment of a second Part-time Aboriginal Outreach and Engagement Nurse and adapting flexible service models via telehealth which assisted in addressing service delivery challenges and keeping families engaged.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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



Major Strategy or Action	Division	Progress this Quarter
<p>1.3.9 Continue to undertake initiatives and advocacy to reduce gambling related harm and gambling reform.</p> <p></p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p>Progress Indicator:</p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some Progress</p>	Community Services	<p>Initiatives and advocacy to reduce gambling related harm and gambling reform included:</p> <ul style="list-style-type: none"> In July 2021, Council undertook follow-up actions from its face-to-face meeting held in late June that explored the formation of a gambling harm minimisation network in Hume City. In September, Council representatives participated in gambling networks hosted by the Victorian Local Government Association (VLGA) and Municipal Association of Victoria (MAV). Plans are well advanced to launch Gambling Harm Awareness Week in Hume City on 18 October 2021. Council has partnered with Banyule Community Health and the Alliance for Gambling Reform to host the event. Three guest speakers will be at the event, sharing information and experiences about the normalisation of gambling to young people. Event forms part of Council's ongoing collaboration efforts to raise community awareness of gambling harms.
<p>1.3.10 Finalise and commence implementation of the Hume Health and Wellbeing Plan 2021-2025.</p> <p> </p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div style="width: 75%;"></div> <div>75%</div> </div> <p>Significant Progress</p>	Community Services	<p>Development of Council's new 2021-2025 Health and Wellbeing Plan is nearing completion. The final plan is expected to be presented to Council in late 2021 and endorsed for public exhibition. Proposed key focus areas for the 2021-2025 Plan include:</p> <ul style="list-style-type: none"> Domestic and family violence Climate action Diet and fitness Tobacco use Mental health Housing Gambling harm Children's Health and Wellbeing.

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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



Major Strategy or Action	Division	Progress this Quarter
<p>1.3.11 In partnership with local agencies, provide assistance and support to people sleeping rough within Hume City, including adopting a rough sleeping response protocol.</p> <p> </p> <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Community Services	<p>Pilot project is to provide assistance and support to people who are sleeping rough in Hume City. This pilot has included a number of actions, including:</p> <ul style="list-style-type: none"> The Homelessness Pathway Officer (HPO) has met with multiple homelessness sector service providers and continued to support these relationships. Networking opportunities are actively sought and ongoing collaborations explored. The HPO is currently testing an Interim Rough Sleeping Protocol against the need to meet various Council Departments requirements for more formalised processes and procedure relating to rough sleeping. The Interim Protocol is also being benchmarked against other rough sleeping protocols and practices from other local councils. It is envisaged that the Interim Rough Sleeping Protocol will be finalised and presented to Council in March/April 2022. Ongoing support has been rendered to rough sleepers and persons experiencing homelessness, including assistance in connecting into accommodation, family violence, food relief, counselling and medical services. Ongoing Victorian Government directive to put all rough sleepers into hotel accommodation during the lockdown periods has resulted in less people sleeping rough throughout 2021. However once lockdown eases - it is anticipated that many homeless persons may return to sleeping rough and will require support. Further research has been undertaken regarding care package content for rough sleepers. Additional support items have been recommended and will be packaged and distributed after lockdown eases. In August 2021, the HPO worked as a Census Field Officer with the Australian Bureau of Statistics (ABS) to complete the Rough Sleeper Enumeration for the ABS Census 2021. A Hume Shower Access Program is being explored to enable persons sleeping rough and/or homeless to access Council's leisure centres for shower amenities.

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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

Major Strategy or Action	Division	Progress this Quarter
<p>1.3.12 Continue undertaking accessibility works at Council facilities, and other public-realm improvements to support people with disabilities.</p> <p> </p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> <div>75%</div> </div> <p>Significant Progress</p>	Community Services	<p>Accessibility audits have been finalised and priority works will be delivered across the following facilities:</p> <ul style="list-style-type: none"> Sunbury Aquatic Centre Youth Central – Broadmeadows Mitford Crescent Maternal and Child Health Centre <p>Design and costing for works across these facilities is underway.</p> <p>WI-FI access has now been installed at the Lynda Blundell Seniors Centre. WI-FI installations at Gladstone Park and Sunbury Seniors Centre have been scheduled.</p>
<p>Partner with local service providers to deliver a range of parenting programs to build the capacity of parents to support children from 0-24 years. *</p> <p><i>Council's Role: Advocate, Facilitator</i></p> <p>Progress Indicator</p> <div> <div></div> <div>100%</div> </div> <p>Completed</p>	Community Services	<p>A range of parenting programs to build the capacity of parents to support children from 0-24 years undertake has included:</p> <ul style="list-style-type: none"> Regular monthly meetings of the Parenting Working Group with staff from Family Youth and Children's Services and MCH and external parent education and support providers. Update of resources for parents on the Hume City Council website. Held two forms with Settlement Services International (SSI) on foster caring for Pacifika and Tamil families. Twenty families attended. Parent Information Session as part of Children's Week was held from 23 to 31 October 2021.

*Rollover from Council Plan 2017-2021 (2020/21 Actions)

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

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


Major Strategy or Action	Division	Progress this Quarter
<p>Explore the feasibility to make the Youth Summit a bi-annual event.*</p> <p><i>Council's Role: Advocate, Facilitator</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> 75% </div> <p>Significant Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Community Services	<p>Evaluation of the Hume Youth Mental Health Summit held on 17 June 2021 was undertaken during the first quarter:</p> <ul style="list-style-type: none"> The draft Youth Mental Health Summit Evaluation Report will be finalised by end of October 2022. Recommendations from the report will be used to inform the development of a new initiative in 2022/23 to deliver an annual youth summit that aligns with the key directions outlined in the Draft Connect & Thrive: A Plan for Young People in Hume 2022 - 2026 that will be presented to Council for endorsement on 25 October 2021. <p>Consultation with Youth Advisory Committee held on 13 September to better understand mental health needs of young people and barriers to accessing supports.</p>
<p>Promote the local social marketing campaign to change behaviours and improve physical activity.</p> <p><u>Progress Indicator</u></p> <div> <div></div> 100% </div> <p>Completed</p>	Corporate Services	<p>App promoted to encourage on line fitness activities during COVID-19 times when the Leisure Centres have been closed.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

A COMMUNITY THAT IS RESILIENT, INCLUSIVE AND THRIVING.

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

Major Strategy or Action	Division	Progress this Quarter
<p>1.4.1 Undertake initiatives to strengthen local arts, including the development of an Arts and Culture Infrastructure Plan to identify future locations for arts and culture services and facilities across the City.</p> <p><i>Council's Role: Service Provider</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> 25% </div> <p>Some Progress</p>	Community Services	<p>Initiatives to strengthen local arts, including the development of an Arts and Culture Infrastructure Plan included:</p> <ul style="list-style-type: none"> Tender process complete and contracting underway to initiate the Arts and Culture Service and Infrastructure Plan and Feasibility Study. Youth Arts Program content development completed mentoring local young people to produce reflections on place in Hume.
<p>1.4.2 Undertake a strategic review and commence development of an Events and Festivals Strategy/Service Plan to strengthen access to and support of local community events and festivals.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> 25% </div> <p>Some Progress</p>	Communications, Engagement & Advocacy	Strategic Review for Events has commenced.

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

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

Major Strategy or Action	Division	Progress this Quarter
<p>1.4.3 Subject to the land exchange agreement for the Jacksons Hill site, commence design and delivery of improvements to develop a Sunbury Community Arts and Cultural Precinct at Jacksons Hill.</p> <p><i>Council's Role: Service Provider</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> 50% </div> <p>Good Progress</p>	Planning and Development	<p>Hume City Council continues to await the transfer of land from Victorian Government in order to commence the formal planning and delivery of Stage 1 works for the Sunbury Community Arts and Cultural Precinct.</p> <p>Investigations are underway with Victorian Government and Council's solicitors to explore the opportunity to establish a suitable early access agreement which would allow Council to commence works ahead of the formal land transfer.</p> <p>Work has commenced to develop a project management plan to articulate how the project will be executed, monitored, controlled and communicated.</p>

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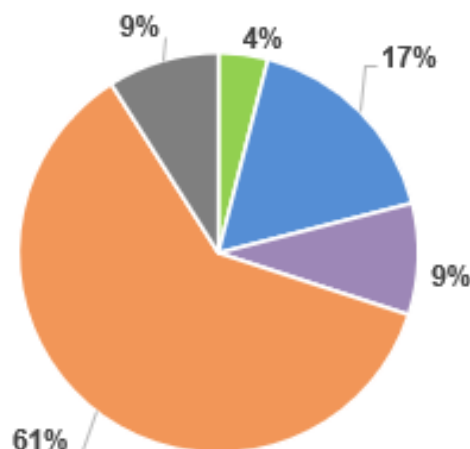
■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

THEME 2

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

Summary of progress and Strategic Indicators

SUMMARY OF PROGRESS FOR THEME 2 1 JULY 2021– 30 SEPTEMBER 2021



- Completed (4% or 1 actions)
- Significant Progress (17% or 4 actions)
- Good Progress (9% or 2 actions)
- Some Progress (61% or 14 actions)
- Not yet started (9% or 2 actions)

STRATEGIC INDICATORS TO 30 SEPTEMBER 2021

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

Indicator	Target	2021/22 Result
Percentage of Council planning decisions upheld at VCAT	Target by 2025 = 60%	100% of decisions have been upheld at VCAT to date in 2021/22. At the same time in 2019/20 the result was 0.0%. (Source: Local Government Performance Reporting Framework)
Percentage of planning applications decided within required timeframes	Target by 2025 = 60%	57.3% of planning applications were decided within required timeframes. The 2020/21 result was 50.0%. (Source: Local Government Performance Reporting Framework)

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

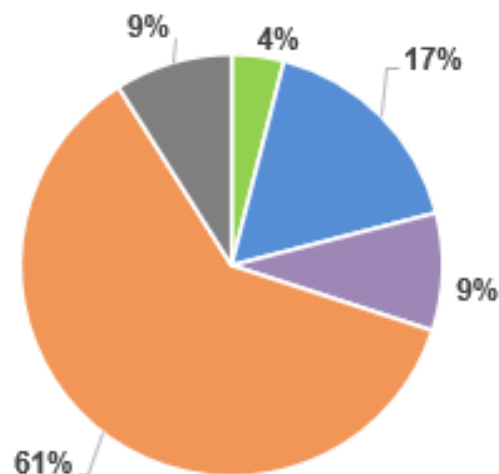
Indicator	Target	2021/22 Result
Percentage of kerbside waste collection diverted from landfill	Target by 2025 = 45%	First Quarter diversion rate in 2021/22 is 34.2%. The waste diversion rate for 2020/21 was 34.9% (Source: Local Government Performance Reporting Framework)

THEME 2

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

Summary of progress and Strategic Indicators

SUMMARY OF PROGRESS FOR THEME 2 1 JULY 2021– 30 SEPTEMBER 2021



- Completed (4% or 1 actions)
- Significant Progress (17% or 4 actions)
- Good Progress (9% or 2 actions)
- Some Progress (61% or 14 actions)
- Not yet started (9% or 2 actions)


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

Indicator	Target	2021/22 Result
Net increase in street and park trees per year	Target by 2025 = 5,000	A target of planting 5,000 trees per year was established in the Council Plan. In the year ending June 2021 there were 8,687 trees planted, 1,995 tree removed with net increase of 6,692 street and park trees (Source: Hume City Council)

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

Indicator	Target	2021/22 Result
Community satisfaction rating with sealed local roads	Target by 2025 = 62	2020/21 Result: 64/100. Previous result was 57/100 in 2019/20. (Source: Hume City Council, Community Indicators)


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

Major Strategy or Action	Division	Progress this Quarter
<p>2.1.1 Review and implement improvements to further enhance the delivery of Statutory Planning and Building Control services.</p> <p><i>Council's Role: Statutory Authority</i></p> <p>Progress Indicator</p> <div> <div></div> 50% </div> <p>Good Progress</p>	Planning & Development	<p>Improvements to further enhance the delivery of Statutory Planning and Building Control services included:</p> <ul style="list-style-type: none"> A number of improvement projects are nearing completion, including a Customer Journey Mapping Project, Model Permit Conditions Project and Internal Referrals Project. It is expected that the implementation of improvement recommendations from these projects will enhance work processes and streamline approvals timeframes in the Statutory Planning area, as well as deliver customer service improvements. A service review of the Building Control Services section of the department is due to commence shortly, and is also expected to deliver service improvements to this area through identification of an appropriate staffing strategy and making recommendations on technological improvements which may be appropriate for the delivery of the service.
<p>2.1.2 Undertake planning to improve housing diversity (including housing design guidelines), and advocate for improvements to social housing.</p> <p></p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p>Progress Indicator</p> <div> <div></div> 25% </div> <p>Some Progress</p>	Planning & Development	<p>Following briefing of Council by Homes Victoria CEO, Council has worked with Homes Victoria to support Big Housing Build Bid for Stage 1 housing renewal at Banksia Gardens.</p> <p>Meeting scheduled with Homes Victoria Directors for Quarter Two to scope renewal investigations for other locations in Broadmeadows and southern Hume.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred



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

Major Strategy or Action	Division	Progress this Quarter
<p>2.1.3 Deliver Stage Two of the youth crisis facility needs assessment, including determining and pursuing feasible options for facilitating its delivery.</p> <p></p> <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Community Services	Exploration of the need for a youth crisis facility in Hume City (Stage One) has been completed. This project will now proceed to Stage 2 focussed on identifying a suitable local model to respond to youth homelessness, and available delivery options.
<p>2.1.4 In partnership with the Victorian Planning Authority (VPA) and adjoining councils, 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 and Merrifield.</p> <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Planning & Development	The VPA has finalised the Craigieburn West Precinct Structure Plan (PSP). The PSP is consistent with the vision and objectives within Council's integrated planning for the Hume Corridor.

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

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

Major Strategy or Action	Division	Progress this Quarter
<p>2.1.5 Support rural landowners to manage land sustainably and protect environmental assets by implementing the new Rural Engagement Program, including the Conserving our Rural Environment Grant, Primary Producer Rate Rebate, Rural Land Management Grant, and capacity building activities.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> <div>75%</div> </div> <p>Significant Progress</p>	Sustainable Infrastructure & Services	<p>The Conserving our Rural Environment (CoRE) Grant was awarded in August to 42 properties, totalling \$312,000. The new Primary Producer Rate rebate has been received by close to 100 rural landowners, and the new Rural Land Management Grant has attracted around 200 applicants to date. Both programs remain open all year. Some online forums have been held with rural landowners in the absence of face-to-face engagement.</p>
<p>2.1.6 Implement the Conservation Management Plan (CMP) Framework by progressively developing individual plans for each of the conservation reserves</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Sustainable Infrastructure & Services	<p>Conservation Management Plan (CMP) Tender is currently open for submissions. Consultants will deliver the management plans outlined in the CMP Framework over a five-year period.</p>

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

 On Track
  Monitor
  At Risk
  Deferred


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

Major Strategy or Action	Division	Progress this Quarter
<p>Finalise <i>Rural HIGAP</i> and commence preparation of an amendment to the Planning Scheme to update the <i>Hume Planning Scheme</i> in accordance with <i>Rural HIGAP</i>. *</p> <p><i>Council's Role: Service Provider, Facilitator, Advocate</i></p> <p>Progress Indicator</p> <div> <div></div> 75% </div> <p>Significant Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Planning and Development	Revisions are being made to the Rural HIGAP Strategy in response to community and stakeholder feedback.
<p>Complete review of <i>Live Green Plan</i> and implement 2021/22 actions from <i>Live Green Plan</i>. *</p> <p><i>Council's Role: Service Provider, Facilitator, Advocate</i></p> <p>Progress Indicator</p> <div> <div></div> 75% </div> <p>Significant Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Sustainable Infrastructure and Services	<p>The draft Live Green Plan was presented to Council in August 2021 for endorsement of a public exhibition period. The draft plan was available for community comment throughout September. A workshop was held with stakeholders and staff who provided input into the initial consultations to take them through the plan and collect further feedback. The Live Green Plan will be presented to Council during Quarter Two 2021/22. Implementation of the 2020-2021 actions from Live Green Plan have included:</p> <ul style="list-style-type: none"> • Live Green workshops and newsletters are ongoing. • A Live Green News survey showed very high satisfaction levels of 88 per cent overall from respondents.

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred



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

Major Strategy or Action	Division	Progress this Quarter
<p>Develop a Placemaking Program to determine future approaches, areas and a schedule of placemaking activities and continue implementation of existing Place Frameworks for key activity centres, including: Jacana; Gladstone Park; Craigieburn Plaza. *</p> <p><i>Council's Role: Statutory Authority, Service Provider, Advocate</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> 25% </div> <p>Some Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Planning and Development	<p>A review of the Hume's Places program has been undertaken. There is an opportunity to integrate the program with the proposed living local plans. This will be further investigated.</p> <p>Site investigations have commenced for those sites identified as priorities in the current program.</p>
<p>Finalise an <i>Affordable Housing Policy</i> to guide and facilitate the provision of affordable housing through public and private development.</p> <p></p> <p><u>Progress Indicator</u></p> <div> <div></div> 100% </div> <p>Completed</p>	Planning and Development	<p>The Affordable Housing Policy was adopted by Council on 27 September 2021.</p>





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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred



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

Major Strategy or Action	Division	Progress this Quarter
<p>2.2.1 Implement programs to support environmental sustainable leadership including Enviro Champions, Gardens for Wildlife, and Environmental Scholarship programs.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Sustainable Infrastructure & Services	<p>The Great Green Get Together to celebrate the graduation of 2021 Champions was held on 1 September with around 50 people attending online. Thirteen Enviro Champions working on nine environmental projects completed the training stage of the program with implementation ongoing. Four Environmental Scholarships at a total of just under \$4,000 have been awarded to eligible community members to date.</p>
<p>2.2.2 Finalise the review of the Land and Biodiversity Plan, and commence implementation.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> <div>50%</div> </div> <p>Good Progress</p>	Sustainable Infrastructure & Services	<p>The review of the Land and Biodiversity Plan is almost complete - community consultation has been finalised and work on developing the draft Plan has commenced. Key milestones of the Land and Biodiversity Plan 2015-2019 included:</p> <ul style="list-style-type: none"> • Undertaking the Northwest Ecological Connectivity Investigation. • Undertaking significant works to remediate soil erosion within conservation reserves. • Rolling out natural heritage interpretation media, including approximately 40 interpretive signs, and the development of discover nature trail guides. • Introducing improvements to Council's processes around assessing the impact of development on cultural heritage.





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

 On Track
  Monitor
  At Risk
  Deferred


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

Major Strategy or Action	Division	Progress this Quarter
<p>2.2.3 Investigate options to enhance Council's response to climate change including ways to support the Hume community and businesses adapt to climate change.</p> <p></p> <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Sustainable Infrastructure & Services	A project plan for developing a draft Climate Emergency Plan is underway with input from internal stakeholders. Planning is also underway for climate change adaptation for Council operations and services.
<p>2.2.4 Undertake initiatives to improve stormwater harvesting, including at Cloverton, and subject to funding, Jack Roper reserve Broadmeadows or John Ilham memorial reserve Broadmeadows.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Sustainable Infrastructure & Services	Functional designs for stormwater harvesting schemes at Jack Roper, John Ilhan and O'Brien Street retarding basin have been completed.


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

 On Track
  Monitor
  At Risk
  Deferred


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

Major Strategy or Action	Division	Progress this Quarter
<p>2.2.5 Subject to the approval of a business case, implement actions to support the transition of the Hume economy to a Circular Economy.</p> <p></p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p>Progress Indicator</p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some Progress</p>	Planning and Development	<p>Actions to support the transition of the Hume economy to a Circular Economy have included:</p> <ul style="list-style-type: none"> • Business case for the Towards Hume as a Circular City completed by KPMG in August 2021. This is planned to be presented to Council in November 2021. • A half day Circular Economy Business and Community Forum is planned for 26th October. • The Circular Advantage 2021 Program commenced in August 2021 with seven Hume businesses participating. • The Collaborate to Thrive program, to be delivered for Hume by Circular Economy Victoria, was fully funded by Sustainability Victoria in August 2021. This program will be focussed on the Hume Community and will commence in October 2021.

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

 On Track
  Monitor
  At Risk
  Deferred







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

Major Strategy or Action	Division	Progress this Quarter
<p>2.3.1 Recommence and finalise the suburb boundary review.</p> <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div> <div></div> 0% </div> <p>Not yet started – On track</p>	Corporate Services	This project is due to recommence in early 2022.
<p>2.3.2 Finalise a new Open Space Strategy and continue to implement improvements to active and passive open spaces and playspaces.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> 25% </div> <p>Some Progress</p>	Planning & Development	Project plan for the delivery of the Open Space Strategy (OSS) has been reviewed by Council and is underway. Mapping of the entire municipality's open spaces has been completed, and detailed analysis of accessibility across Hume is nearing completion. A consultation and engagement plan has been prepared; and a draft document format and content is under development.

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred



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

Major Strategy or Action	Division	Progress this Quarter
<p>2.3.3 In partnership with Department of Environment, Land, Water and Planning (DELWP) and other stakeholders, progress the development the Jacksons Creek Regional Parkland Plan and Merri Creek Regional Parkland.</p> <p>  </p> <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div> <div style="width: 25%;"></div> 25% </div> <p>Some Progress</p>	<p>Sustainable Infrastructure & Services</p>	<p>Progress of the developments has included:</p> <ul style="list-style-type: none"> Jacksons Creek - Council is participating in the Project Working Group and Partnership Group on a regular basis, working with the project partners to engage stakeholders and ensure that the views of the Wurundjeri Woi Wurrung are heard and included in decision making. A number of key documents have been completed including an Engagement and Communications Plan, study of Aboriginal Cultural Heritage, and an Ecological Assessment. Merri Creek - Council is participating in the Nascent Project Working Group and Partnership Group, working with the project partners to identify initial projects for 2022 delivery, and supporting DELWP in the preparation of a brief to appoint consultancy support for undertaking the Parkland Plan later in the year.
<p>2.3.4 Develop open space masterplans for Merlynston Creek and Aitken Creek</p> <p>  </p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div style="width: 0%;"></div> 0% </div> <p>Not yet started – On track</p>	<p>Planning & Development</p>	<p>Initial scoping and data collation is underway.</p>

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





■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

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


Major Strategy or Action	Division	Progress this Quarter
<p>2.3.5 Finalise a 10-year waste strategy and implement initiatives to reduce the incident of illegal dumped waste in Hume City.</p> <p> </p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> <div>25%</div> </div> <p>Some Progress</p>	Sustainable Infrastructure & Services	<p>The development of the 10-year waste strategy is well underway with illegal dumping being a key component of the strategy. The first quarter resulted in the continuation of the illegal dumping pilot program in Craigieburn, focusing on providing residents with information regarding their free service entitlements. This program has proven to be successful with a significant increase in the number of residents accessing hard waste services. COVID-19 restrictions have impacted the use of Council's resource recovery centres to residents. It is expected that the program will be progressively rolled out across the municipality in the coming months.</p>
<p>Continue development and improvement works to Craigieburn ANZAC Park.*</p> <p><i>Council's Role: Service Provider, Advocate</i></p> <p>Progress Indicator</p> <div> <div></div> <div>75%</div> </div> <p>Significant Progress</p>	Sustainable Infrastructure and Services	<p>Drainage works to improve the growing condition for the avenue of trees has been underway in early spring. The new trees will be planted in mid-Spring. The new wildflower meadow will be located in the northern end of the reserve and is planned for implementation once COVID-19 restrictions are lifted for landscaping construction.</p>

*Rollover from Council Plan 2017-2021 (2020/21 Actions)

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

 On Track
  Monitor
  At Risk
  Deferred

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

Major Strategy or Action	Division	Progress this Quarter
<p>2.4.1 Progress the construction of Yirragan Road connection to Buckland Way, Sunbury.</p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> 25% </div> <p>Some Progress</p>	Sustainable Infrastructure & Services	<p>The road and bridge design is progressing in accordance with schedule, with the intention of being ready to tender in mid-2022. The Cultural Heritage study was originally intended to be completed around August 2020 but has been delayed by a range of issues outside Council's control including the higher than anticipated density of artefacts that have been discovered. It is now anticipated that an approved Cultural Heritage Management Plan should be complete around March 2022.</p>
<p>2.4.2 Undertake initiatives to expand on, and improve connections with Hume's walking and cycling network, including a review of the Northern Regional Trails Strategy.</p> <p></p> <p><i>Council's Role: Service Provider, Facilitator</i></p> <p>Progress Indicator</p> <div> <div></div> 25% </div> <p>Some Progress</p>	Planning & Development	<p>Council is supporting the updating of the Northern Regional Trails Strategy, including undertaking consultation with the Hume community through August. Projects underway include the Merri Creek Trail extension (Merri Concourse to Premier Drive, Campbellfield), which is progressing through scoping towards site assessment. Delays have been incurred due to COVID-19 lockdown, notably in terms of undertaking on-site cultural heritage assessments.</p>

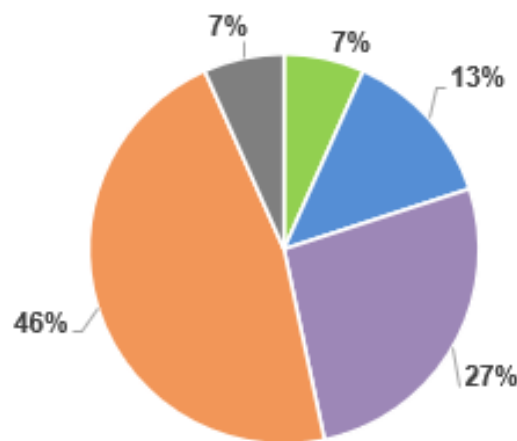
The progress indicator displayed above is based on the status as follows:

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

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

Summary of progress and Strategic Indicators

SUMMARY OF PROGRESS FOR THEME 3 1 JULY 2021– 30 SEPTEMBER 2021



- Completed (7% or 1 actions)
- Significant Progress (13% or 2 actions)
- Good Progress (27% or 4 actions)
- Some Progress (46% or 7 actions)
- Not yet started (7% or 1 actions)

STRATEGIC INDICATORS TO 30 SEPTEMBER 2021

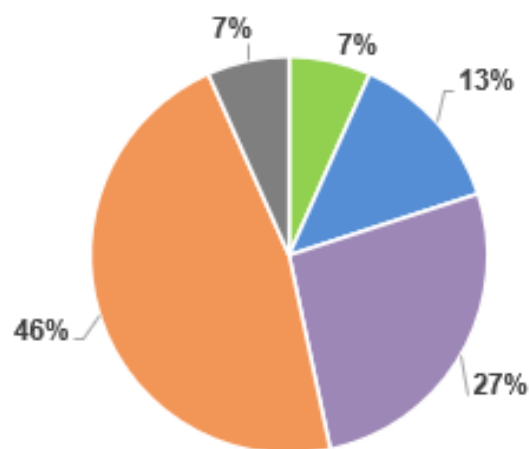
Strategic Objective 3.1: Engage and empower our community through advocacy and community engagement.

Indicator	Target	2021/22 Result
Community satisfaction with Council decisions	Target by 2025 = 60%	2020/21 result is 59/100 in 2019/20 the result: was 55/100. (Source: Hume City Council, Community Indicators)
Percentage of Council decisions made at meetings closed to the public	Target by 2025 = 15%	8.0% is the result to date in 2021/22. This result was 32.3% at the same time in 2019/20. (Source: Local Government Performance Reporting Framework)
Satisfaction with community consultation and engagement	Target by 2025 = 55%	2020/21 result is 56/100 which is the same result as in 2019/20. (Source: Hume City Council, Community Indicators)

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

Summary of progress and Strategic Indicators

SUMMARY OF PROGRESS FOR THEME 3 1 JULY 2021– 30 SEPTEMBER 2021



- Completed (7% or 1 actions)
- Significant Progress (13% or 2 actions)
- Good Progress (27% or 4 actions)
- Some Progress (47% or 7 actions)
- Not yet started (7% or 1 actions)


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

Indicator	Target	2021/22 Result
Adjusted underlying surplus as a percentage of underlying revenue	Target by 2025 = 5.33%	The underlying surplus as a percentage of underlying revenue for the quarter ended 30 September 2021 was 5.9%. (Source: Local Government Performance Reporting Framework)
Asset renewal and upgrade compared to depreciation	Target by 2025 = 82.94%	Asset renewal and upgrade compared to depreciation is 43.0%. The result for 2020/21 was 74.66%. (Source: Local Government Performance Reporting Framework)
Percentage of Council Plan Actions completed	Target by 2025 = 80%	Five actions have been completed to date in 2021/22 = 8%. At the same time in 2020/21 there were 3 actions (2%) completed. (Source: Hume City Council, Council Plan Quarterly Reports)

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

Indicator	Target	2021/22 Result
Employee Retention Rate	Target by 2025 = 92%	Employee retention rate for September quarter is 97.85%. The result for 2020/21 financial year was 92.6%. (Source: Local Government Performance Reporting Framework)
Satisfaction with Council's overall performance	Target by 2025 = 65	2020/21 result is 68/100 in 2019/20 the result: was 64/100. (Source: Hume City Council, Annual Community Survey)



Strategic Objective 3.1 Engage and empower our community through advocacy and community engagement.

Major Strategy or Action	Division	Progress this Quarter
<p>3.1.1 Implement and support programs and advisory committees/reference groups to foster community leadership and increase community participation into Council decision making processes including:</p> <ul style="list-style-type: none"> • Reconciliation Action Plan Working Group (RAPWG) • Hume Interfaith Network • Hume Community Safety Advisory Committee • Hume Jobs and Skills Taskforce • Hume Sustainability Taskforce. • Youth Advisory Group • Hume Clean Taskforce Advisory Committee <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some Progress</p>	<p>Community Services, Planning & Development, Sustainable Infrastructure & Services</p>	<p>Support for programs and advisory committees / reference groups has included:</p> <ul style="list-style-type: none"> • RAPWG met twice (29 July & 26 August) during this quarter, Stolen Generations Marker Working Group met on 7 September. • Hume Interfaith Network met on 19 August. • Planning has been undertaken for a Safety Advisory Committee forum in November focusing on safety in new estates - "Community Safety in the Public Realm". • Community Change Makers Advisory Group met on August 9. Community Change Makers zoom graduation held on September 9 celebrated the completion of the 2021 program. Of the 13 participants that commenced 11 successfully completed the program and graduated. • Hume Jobs and Skills Taskforce met online on 18 August. • Hume Sustainability Taskforce continues to meet, provide input into draft plans and programs and to make recommendations to Council. The annual committee renewal process is currently underway. • Preliminary work has commenced to develop a Youth Advisory Group consisting of 8 teenagers aged 12 to 17 years old. The group will meet for three sessions to understand barriers to physical activity for teenagers in Hume with the findings being used to inform future health and wellbeing actions. • Hume Clean Taskforce Advisory Committee was formally adopted by Council this quarter with its terms of reference and membership endorsed. The taskforce will focus on a broad range of waste related issues including illegal dumping, community behaviour change and education and will provide vital input into the forthcoming Waste strategy.

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred


Strategic Objective 3.1 Engage and empower our community through advocacy and community engagement.

Major Strategy or Action	Division	Progress this Quarter
<p>3.1.2 Finalise the development of a new Community Vision, Council Plan and Long-term Financial Plan through deliberative engagement with Hume's community, in line with the requirements under the <i>Local Government Act 2020</i>.</p> <p><i>Council's Role: Statutory Authority</i></p> <p>Progress Indicator</p> <div> <div></div> 100% </div> <p>Completed</p>	Communication, Engagement & Advocacy	The Community Vision, Council Plan and Long-term Financial Plan were adopted by Council on 25 October 2021. These documents were informed by a deliberative engagement panel of 46 community members, and the voices of over 8,500 residents, and stakeholders.
<p>3.1.3 Undertake initiatives to enhance Council consultation and engagement practices, in line with Council's Community Engagement Policy.</p> <p> </p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> 25% </div> <p>Some Progress</p>	Communication, Engagement & Advocacy	Work has commenced on undertaking a review of Council's Community Engagement Policy, which is due in March 2022, along with progressing staff guidelines and resources to support the ongoing implementation of the policy.

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred


Strategic Objective 3.1 Engage and empower our community through advocacy and community engagement.

Major Strategy or Action	Division	Progress this Quarter
<p>3.1.4 Develop an Advocacy Strategy to inform the community, business and key stakeholders on Council's position on issues of local importance in the lead up to the 2022 State and Federal Elections, and provide opportunities to enhance participation in decision-making processes.</p> <p></p> <p><i>Council's Role: Advocate</i></p> <p><u>Progress Indicator</u></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	Communication, Engagement & Advocacy	Work is currently underway to develop Hume's Advocacy Strategy that will inform strategic engagement with key stakeholders in the lead up to both the State and Federal Budgets and State and Federal elections due in 2022. While work on the Strategy is yet to be completed, proactive engagement with key State and Federal Government stakeholders critical to Hume's success are taking place.

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred




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

Major Strategy or Action	Division	Progress this Quarter
<p>3.2.1 Develop the long-term Asset Management Plan in accordance with the Local Government Act 2020.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> <div>25%</div> </div> <p>Some progress</p>	<p>Sustainable Infrastructure & Services</p>	<p>Asset Plan is under development.</p>
<p>3.2.2 Implement integrated corporate reporting solution/s to enhance transparency and performance accountability.</p> <p><i>Council's Role: Service Provider</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> <div>25%</div> </div> <p>Some progress</p>	<p>Communication, Engagement & Advocacy</p>	<p>A tender has been issued for a preferred supplier for integrated corporate reporting software, with applications currently being assessed.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred



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

Major Strategy or Action	Division	Progress this Quarter
<p>3.2.3 Plan for, deliver, and undertake initiatives to improve utilisation of community infrastructure and facilities: including finalising the Community Infrastructure Plan, Community Facilities Strategic Review and Youth Facilities Review.</p> <p>  </p> <p><i>Council's Role: Service Provider</i></p> <p><u>Progress Indicator</u></p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some progress</p>	<p>Planning & Development, Communication, Engagement & Advocacy</p>	<p>An Interim Community Infrastructure Plan is well advanced. The plan will guide the planning and delivery of new community facilities and enhancements to new facilities in the next 10 years and beyond.</p> <p>Community Facilities Review phase one completed with recommendations report due in November 2021 and briefing to Council in December 2021.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred




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

Major Strategy or Action	Division	Progress this Quarter
<p>3.2.4 Establish processes and procedures for Gender Impact Assessments that considers the effects that new (or changes to existing) Council policies, programs or services may have on different genders of Hume City's community. This should include how gender inequality can be compounded by disadvantage or discrimination that a person may experience on the basis of other factors such as age, disability or ethnicity</p> <p> </p> <p><i>Council's Role: Service Provider</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> <div>25%</div> </div> <p>Some progress</p>	<p>Communication, Engagement & Advocacy, Corporate Services</p>	<p>Training to key staff including the Senior Leadership Team has been undertaken by The Equality Institute. Work is currently underway to develop processes and procedures for Gender Impact Assessments (GIAs). These include a decision-making matrix to determine whether it is required to conduct GIAs, and tools and templates to assist with conducting GIAs.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

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

Major Strategy or Action	Division	Progress this Quarter
<p>3.2.5 Develop 'Living Local'/'Neighbourhood' community plans to improve alignment of Council services, programs and activities to the needs of local communities and to better maintain and realise the qualities of local areas.</p> <p>  </p> <p><i>Council's Role: Service Provider</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> <div>0%</div> </div> <p>Not yet started – On track</p>	Communication, Engagement & Advocacy	Work to commence the development of 'Living Local'/'Neighbourhood' community plans will commence from Quarter 2, following adoption of the Community Vision and Council Plan.

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

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

Major Strategy or Action	Division	Progress this Quarter
<p>Develop a concept plan and cost estimate to inform the future planning and development of a community facility as part of the Valley Park development. *</p> <p><i>Council's Role: Service Provider, Facilitator</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> 75% </div> <p>Significant Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Planning and Development	<p>Council has finalised the preparation of a service plan for Valley Park Community Centre. The plan confirms the range of services, programs and functions to be accommodated in the new community centre. The plan also includes the development of a concept plan and cost estimate. This work will support the design and documentation process which will commence in early 2022 and will also be used to support the preparation of a Growing Suburbs Funding Application which is due to be submitted in mid-October 2021.</p>

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

☒ On Track
 ☐ Monitor
 ☐ At Risk
 ☐ Deferred

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

Major Strategy or Action	Division	Progress this Quarter
<p>Review and continue development of Council's intranet to enhance knowledge management and service efficiency and introduce further improvements as necessary.*</p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> 50% </div> <p>Good Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Communications, Engagement and Advocacy	While work to review and continue development of Council's Intranet has progressed, introduction of Microsoft Teams to assist with remote working has meant this project is undertaking further analysis and consultation across Council to determine the future purpose of Council's Intranet. It is expected that the Intranet platform change will occur in March 2022.
<p>Evaluate the Leadership Development Program (LDP) and continue program delivery.*</p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div> <div></div> 75% </div> <p>Significant Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions)</i></p>	Communications, Engagement and Advocacy	An online survey has been developed to evaluate the Learn2Lead program and will be distributed in November 2021. The survey will be undertaken during the next reporting period.

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

☒ On Track
 ☐ Monitor
 ☐ At Risk
 ☐ Deferred



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

Major Strategy or Action	Division	Progress this Quarter
<p>Continue to implement electronic timesheets and rostering systems to improve efficiencies with staff management and payroll.*</p> <p><i>Council's Role: Service Provider</i></p> <p><u>Progress Indicator</u></p> <div> <div></div> <div>50%</div> </div> <p>Good Progress</p> <p><i>*Rollover from Council Plan 2017-2021 (2020/21 Actions</i></p>	<p>Communications, Engagement and Advocacy</p>	<p>The implementation of the electronic timesheet and rostering project continues to progress with more departments being added. Initial testing of the system was undertaken by the supplier in addition to training for system users. Phase one of the project was completed in July/August 2020. Refinements to the Leisure module are being undertaken prior to continuing progress with Phase 2.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 □ Deferred


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

Major Strategy or Action	Division	Progress this Quarter
<p>3.3.1 Undertake a range of initiatives and programs to enhance the skills and capabilities of Council's workforce, including developing and implementing a Future Workforce Strategy, Workforce Plan, Gender Equality Action Plan and a Workplace Diversity and Inclusion Strategy.</p> <p> </p> <p><i>Council's Role: Service Provider</i></p> <p><u>Progress Indicator</u></p> <div> <div style="width: 50%;"></div> 50% </div> <p>Good Progress</p>	<p>Communications, Engagement & Advocacy</p>	<p>The initiatives and programs to enhance the skills and capabilities of Council's workforce is underway. The Workforce Plan and the Gender Equity Action Plan are on track to be completed by 31 December 2021 and 3 March 2022 respectively.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred

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

Major Strategy or Action	Division	Progress this Quarter
<p>3.3.2 Undertake service reviews, business process improvements and initiatives to improve the Customer Experience provided across Council services, programs and activities.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p><u>Progress Indicator</u></p> <div> <div style="width: 25%;"></div> <div>25%</div> </div> <p>Some progress</p>	<p>Communication, Engagement & Advocacy</p>	<p>The Libraries and Learning Programs Service Plan was adopted by Council on the 25 October, along with the Draft Connect & Thrive: A Plan for Young People being endorsed for community consultation.</p> <p>Work continued to be progressed on a service review of community facilities, which has been reported separately under 3.2.3.</p>

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

■ On Track
 ■ Monitor
 ■ At Risk
 ■ Deferred