

HUME CITY COUNCIL PLAN 2021-2025

Progress Report
2023/24 Actions

INCORPORATING THE:

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



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PROGRESS DESCRIPTIONS

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

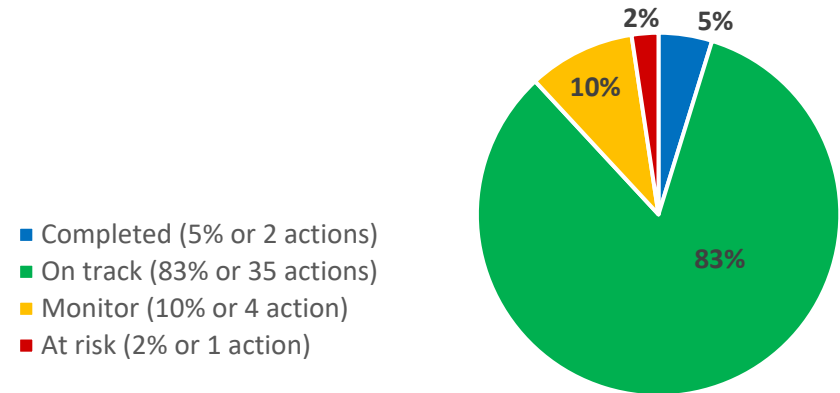
The progress indicators displayed are based on the status as follows:

- **Completed** – Expected work toward this action has been completed.
- **On Track** – Action is proceeding to plan and will be completed by 30 June 2024.
- **Monitor** – Action requires attention to ensure it is completed by 30 June 2024.
- **At Risk** – Action is at risk of not being completed by 30 June 2024.
- **Deferred** – Action is not being completed this financial year.

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

- ♿ Disability Action Plan
- 🛡️ Community Safety Action Plan
- 🌱 Pathways to Sustainability

SUMMARY OF PROGRESS – 1 JULY 2023 – 31 DECEMBER 2023

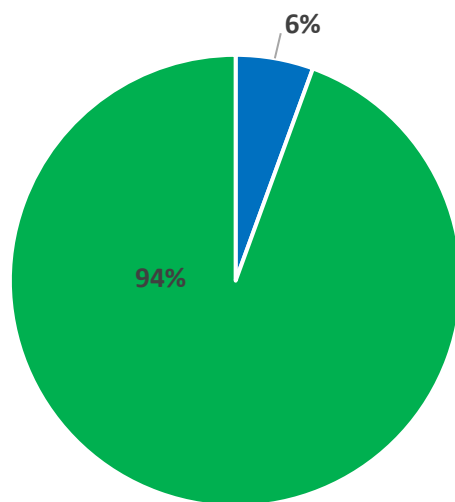


COUNCILS ROLE

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

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

SUMMARY OF PROGRESS FOR THEME 1 1 JULY 2022 – 31 DECEMBER 2023



- Completed (6% or 1 action)
- On track (94% or 17 actions)

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

- Complete
- On track
- Monitor
- At Risk
- Deferred

STRATEGIC INDICATORS TO 31 DECEMBER 2023

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

Indicator	Target	2023/24 Result
Library members per head of population	Target by 2025 = 10%	Since July 2021, 44,260 users have access library resources (Result = 17.5%). This is the first year this indicator has been collected. (Source: Local Government Performance Reporting Framework)
Kindergarten participation rates (includes non-Council services)	Target by 2025=93%	92% is the most recent kindergarten participation rate (2022), the previous result in 2021 was 94%. (Source: Department of Education)

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

Indicator	Target	2023/24 Result
Number of student placements supported by Council	Target by 2025 = 100	There were 67 student work experience placements from July to December 2023. In 2022/23 three were 84 placements. (Source: Hume City Council, CHRIS21)
Percentage gap between the Greater Melbourne and Hume LGA unemployment rates	Target by 2025 = 3.5%	Latest data on the unemployment rates show a gap of 2.2% between Hume City (6.1%) and Greater Melbourne (3.9%). For the same period last year, the gap was 3.6% (Source: Department of Employment Small Area Labour Markets)

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

Indicator	Target	2023/24 Result
Participation rates in Maternal Child Health	Target by 2025 = 75%	The participation rate for July 2023 to December 2023 is 64.6%. The participation rate in the MCH service for the same period last year was 64.9%. (Source: Local Government Performance Reporting Framework)
Percentage of community who are satisfied with their health	Target by 2025 = 85%	70.7% is the 2022/23 result which is a decrease from the previous result of 88.8% in 2020/21. This indicator is collected every two years and will next be published in 2024/25. (Source: Hume City Council, Community Indicators)
Percentage of community who believe it's a good thing for a society to be made up of people from different cultures	Target by 2025 = 85%	92% of people agreed it's a good thing for a society to be made up of people from different cultures in 2022/23 compared to 85% in 2020/21. This indicator is collected every two years and will next be published in 2024/25. (Source: Hume City Council, Community Indicators)





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

Indicator	Target	2023/24 Result
Average overall community satisfaction rating for Council led events and festivals	Target by 2025 = 80%	Christmas Carols was cancelled due to inclement weather. due to smaller events and a low response rate, no satisfaction rating is currently able to be determined. The result for 2022/23 was 87.3% (Source: Hume City Council, Event Evaluations)

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

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



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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>1.1.1 Strengthen volunteering to enhance vocational and social learning opportunities and community connections.</p> <p> </p> <p><i>Council's Role: Service Provider, Facilitator</i></p> <p>Progress Indicator</p> <div data-bbox="147 676 427 715">  50% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Since July 2023, actions have included:</p> <ul style="list-style-type: none"> • Hume Volunteer Gateway registered almost 250 new volunteers and ten new organisations. • In partnership with the Australian Tax Office, Council delivered Tax Help which provides supports with simple tax affairs. Tax Help received over 320 calls and emails and provided in person assistance to almost 150 community members. This year's program was supported by 4 volunteers. • Two 'Introduction to Volunteering' sessions have been conducted and a webinar on 'Privacy & Data laws' • Council's Volunteering for All Framework 2023-2033 draft document is in development. The Framework aims to strengthen Council's capacity to attract, support and retain volunteers.
<p>1.1.2 Continue to review Council's early years services and explore future infrastructure requirements for the short, medium and long term needs to support continued service growth and changing government policy direction.</p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="147 1129 427 1168">  75% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Council has successful secured almost \$7.5 million in funding for five kindergarten expansion projects. Planning and preliminary investigations across the five sites are underway.</p> <p>As part of their Best Start, Best Life reform, the Department of Education have proposed locating early learning childcare centres in Craigieburn, Mickleham and Roxburgh Park. Work to inform preliminary planning for these centres is underway.</p>

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

- Complete
- On track
- Monitor
- At Risk
- Deferred




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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>1.2.1 Provide a range of Council-led initiatives and work experiences to strengthen employment pathways and vocational education opportunities, particularly for those of diverse or disadvantaged backgrounds.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="143 730 430 767">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>People and Culture</p>	<p>From July to December employment pathways and vocational education opportunities included:</p> <ul style="list-style-type: none"> • Over 60 placements comprising high school work experience and tertiary education placements. Most recently Council has engaged seven engineering students on a longer-term placement. • Four Industry Practical Placements supported by Kangan Institute have concluded an eight-month placement across three work rotations with a graduation ceremony being held in December 2023. • Forty three percent of new employees were Hume residents. • Council is seeking mentors to participate in a 2024 Passport to Work program, a collaboration between Juno Institute and DPV Health. This program provides leadership development for staff and mentoring for disadvantaged Hume community members.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred


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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>1.2.2 In partnership with the Victorian Government and business, progress the revitalisation of Broadmeadows and Hume Central to facilitate a vibrant town centre, places for people to work, learn, live and enjoy and advocacy for renewal of the Broadmeadows Train Station.</p> <p></p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p>Progress Indicator</p> <div data-bbox="145 746 430 786">  30% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>In November, Council endorsed key approach and activities for the Hume Central program of work, the Hume Central webpage was updated and a community/stakeholder newsletter established.</p> <p>Construction tender for Council Chambers and community spaces at Hume Global Learning Centre (HGLC) was approved in December 2023, construction to commence early 2024.</p> <p>Council hosted one meeting of the Broadmeadows Suburban Revitalisation Board, transition of Board secretariat support functions from State Government to Hume Council is pending approval from the Minister for Suburbs.</p>
<p>1.2.3 Strengthen tertiary education opportunities in Hume City through the Multiversity Program and advocacy for a university or TAFE to be established in Hume's growth areas.</p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p>Progress Indicator</p> <div data-bbox="145 1106 430 1145">  50% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>Strengthening tertiary education opportunities in Hume City have included:</p> <ul style="list-style-type: none"> • A successful illuminate nextgen Challenge was delivered in August 2023. Seven Hume secondary schools, and 54 students participated. The 5-day innovation challenge engages young people to address community challenges, with this year's focus being 'Digital Inclusion'. • The 2023/24 Hume Multiversity Tertiary Education Scholarship Program was launched with 32 scholarships available to Hume residents at Victoria University, Deakin University and La Trobe University. • Discussions continue with a tertiary education provider regarding establishing a facility in the Cloverton Metropolitan Activity Centre.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred

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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>1.2.4 In partnership with stakeholders, advocate for, and strengthen Hume City's economy by building business capability, promoting the visitor economy and attracting innovative business, support and facilitate business growth and local employment outcomes.</p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p>Progress Indicator</p> <div data-bbox="143 715 430 751">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>Council continued to strengthen Hume City's economy through;</p> <p>Facilitating business growth, capabilities and attracting innovation business:</p> <ul style="list-style-type: none"> • A series of Small Business Mentoring Clinics were delivered, and an Export Forum were held. • Victoria University delivered a 'Leading a Team' small business workshop to Hume Social procurement, Employment and Economic Development (SEED) businesses. • Hume Small Business Grants 23/24 were launched, to date 12 applications have been received. • Continuing discussions with three potential business recipients for the Hume City Business Establishment Financial Incentive. • As of December, StartNorth has 93 members, construction has finished on six additional offices and the office will be activated in early 2024. • The Hume Business Awards were delivered in November 2023. • Participated in the Victorian Manufacturing Showcase 2023 to promote Hume as a manufacturing investment destination. <p>Visitor Economy (VE) promotion:</p> <ul style="list-style-type: none"> • A 'Discover Hume' double page advertorial has been delivered in two state government tourism publication - 'Official Visitor's Guide'. • @discoverhume Instagram page has over 6k followers, a partnership with digital influencer @melbfoodbaby was delivered to promote some of Hume's major tourism businesses. • A Visiting Friends and Relatives (VFR) Spring campaign has been delivered with an aim to equip Hume residents with the local knowledge they need to take their VFRs to Hume's diverse eateries, wineries and attractions and retain spend locally

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

- Complete
- On track
- Monitor
- At Risk
- Deferred





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

Major Strategy or Action	Division	Description of Progress (Year to date)
1.2.4 cont.	City Planning and Places	<p>Facilitating local employment outcomes:</p> <ul style="list-style-type: none"> • Engagement with 22 Hume businesses as part of the SEED project has continued, with 17 formal signatories. • Since July 2023, 43 unemployed Hume residents were directly supported by the Local Employment Partnerships into employment with Hume businesses. • Three employer led information sessions were delivered with a total of 41 Hume residents participating for school crossing supervisor, construction and catering roles. • Delivered two Jobs Expo's the first, in partnership NORTHLink, focusing on manufacturing the second focusing on health and community services. Over 580 Hume residents attended across both expo's. • Holmesglen partnered with Hume City Council to deliver a Small Business Festival as part of the Self Employment Assistance program, approximately 250 people attended. • A successful SEED networking event was delivered where six Hume Aboriginal Businesses were showcased which generated business to business opportunities amongst SEED businesses and the Aboriginal businesses.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred





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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>1.3.1 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 data-bbox="138 687 430 724">  50% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Victoria Police, Vic Roads and HCC Traffic Management are continuing to meet on a quarterly to review serious and fatal road injuries and identify prevention measures.</p> <p>In December 2023, Hume City Council partnered with Victoria Police to deliver a Hume City Neighbourhood Policing Forum to senior members of Victoria Police, local businesses, education providers and community members. The forum presented local crime data, trends and police responses, providing an opportunity to raise and discuss concerns directly with members of Victoria Police.</p> <p>Council officers continue to liaise closely with Victoria Police to deliver targeted responses across several locations to address and mitigate reported anti-social behaviour.</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> <i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div data-bbox="138 1091 430 1128">  50% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>A Family Violence Practitioners Forum was delivered at the Broadmeadows Town Hall for practitioners and staff operating across the Hume and Merri-bek municipalities. This session was supported by the Northern Legal Community Centre.</p> <p>An internal Family Violence Prevention Working Group has been convened and will oversee the delivery of a range of family violence prevention initiative and training opportunities delivered under the 'Free From Violence' local government project.</p> <p>Council delivered a series of activities as part of 16 Days of Activism campaign, an annual international campaign focused on the prevention and elimination of gender-based violence. Activities included: a social media awareness campaign, Walks Against Violence, the provision of resources at libraries and community centres, staff awareness workshops and a community event delivered in partnership with Sunbury Cobaw Community Health focused on promoting gender equity in sport.</p>

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

- Complete
- On track
- Monitor
- At Risk
- Deferred





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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>1.3.4 Advance Social Justice outcomes through delivering targeted initiatives to address barriers to access and participation.</p> <p></p> <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div style="border: 1px solid black; padding: 2px; display: inline-block;">  50% </div> <p><small>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</small></p>	<p>City Services and Living</p>	<p>Since July 2023 the following initiatives to address barriers to access and participation and support community members to feel included and safe included:</p> <ul style="list-style-type: none"> • Delivered Human Rights Ambassador training to a total of 48 participants. • Changemakers Masterclass delivered to seven participants to progress their community initiatives. • Four Welcome to Hume tours delivered. • Partnered with Victoria University to deliver the statewide Understanding reporting barriers and support needs of people experiencing racism project, five focus groups delivered and 150 online community surveys completed across the municipality. • Hume LGBTIQA+ residents featured as speakers at Pride in the North Summit attended by 200 representatives from northern Councils and community organisations.
<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 style="border: 1px solid black; padding: 2px; display: inline-block;">  90% </div>	<p>Finance & Governance</p>	<p>A five-year plan has been developed aimed at embedding the Child Safe Standards across the organisation. Since July 2023, work has included:</p> <ul style="list-style-type: none"> • Expressions of interest for a cross-organisational reference group have been received, and the first meeting will be held in February. • A specialised training provider has been engaged to deliver training to key employee cohorts and to support the reference group. • Processes are in place to manage reporting and investigating child safe related matters with key stakeholders responsible for compliance with Child Safe Standards. • A specialised legal firm has been engaged to assist with the review of key documents, identify any gaps and conduct Reportable Conduct investigations when required.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred





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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>1.3.6 Finalise a review of General Local Law No. 1, including community and stakeholder engagement.</p> <p></p> <p><i>Council's Role: Statutory Authority</i></p> <p>Progress Indicator</p> <p> 100%</p> <p><i>Carry over action from 2022/23.</i></p>	City Services and Living	The Hume General Purpose Local Law 2023 was adopted by Council in August and came into effect on 4 September 2023.
<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> <p> 50%</p> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	City Services and Living	The Hume Domestic Animal Management Plan has been finalised and was adopted by Council in August 2023. Work has commenced on the implementation of actions identified within year one of the action plan.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred







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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>1.3.9 Continue to undertake initiatives and advocacy to reduce gambling related harm and gambling reform, including reviewing Council’s Gambling Harm Minimisation Policy.</p> <p></p> <p><i>Council’s Role: Facilitator, Advocate</i></p> <p>Progress Indicator:</p> <div data-bbox="143 708 430 746">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>On 16 July 2023, the State Government announced reforms to the use of Electronic Gaming Machines (EGMs) and venue operating hours to protect Victorians from gambling harm, these changes will help to protect the financial and emotional well-being of our community.</p> <p>A submission was presented to the State Department of Justice and Community Safety outlining actions that should occur for gambling reforms. The recommended actions were informed by community consultation and evidence into gambling harm.</p> <p>Council delivered a Gambling Harm Symposium in October 2023 which brought together keynote speakers and those with lived experience of gambling harm. The Symposium was attended by officers and Councillors from various local governments, community service providers, state government departments, statutory authorities, sporting clubs, and community members.</p>
<p>1.3.10 Implement actions from the Hume Health and Wellbeing Plan 2021-2025.</p> <p></p> <p><i>Council’s Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="143 1150 430 1189">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>A second-year action plan (Action Plan 2) has been developed, with subsequent action taking place. Highlights from Action Plan 2 include: enhancing sustainability outcomes and community safety and improving mental health and social outcomes for people with disabilities.</p> <p>Actions delivered have included:</p> <ul style="list-style-type: none"> • a forum on domestic and family violence • 16 days of activism against family violence • advocacy initiatives for gambling reform • the first stakeholder meeting for the Gender Equality in Sport Network.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred



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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>1.3.11 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 data-bbox="143 708 430 746">  70% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>A rough sleeping protocol continues to be implemented in partnership with local agencies and neighbouring Councils. Meetings were held during this period to determine ways to coordinate service responses to people experiencing homelessness.</p> <p>In October 2023, Council provided a submission to the national housing and homelessness plan. The submission was developed by drawing on existing policies and strategies and engaging with external service providers who support the Hume community. This was done to ensure Council could capture the barriers and advocate for the needs of community service providers serving Hume.</p>
<p>1.3.12 Continue undertaking accessibility works at Council facilities, and other public-realm improvements to support people with disabilities.</p> <p> </p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="143 1115 430 1153">  50% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Accessibility works continue to be planned and undertaken at Council facilities to support improvements for people with a disability, including active projects at:</p> <ul style="list-style-type: none"> • Mitford Crescent Preschool, Craigieburn - Concept design complete • Lynda Blundell Seniors Centre, Dallas - Detail design complete. Construction Request for Quote to be sent out in January 2024. <p>Access audits and planning continues to ensure responsiveness of accessibility works and the implementation of improvements to support people with a disability.</p>

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

- Complete
- On track
- Monitor
- At Risk
- Deferred

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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>1.4.1 Undertake initiatives to strengthen local arts, including the adoption and implementation of the Creative Places Arts Infrastructure Plan.</p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p>  <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Initiative to strengthen local arts included:</p> <ul style="list-style-type: none"> • Arts Grants 2023 review complete, Council Report and revised guidelines submitted for consideration. • Gallery Expression of Interest advertised. • 2024 Mural Program sites finalised. • A construction contractor has been appointed complete upgrades to the Sunbury Hume Global Learning Centre to store the George Evens Museum collection.
<p>1.4.3 Commence design and delivery of improvements to develop a Sunbury Community Arts and Cultural Precinct at Jacksons Hill.</p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p>  <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>Current scope of work includes two buildings (Building 22 & Building 24) and open space (Lot C). Building and open space maintenance is ongoing. Consultation and engagement undertaken as part of Spring activation in October 2023. Revised project timeline approved by Department of Government Services.</p> <p>Planning & procurement for participative-design process underway. Participative-design engages with key community and government stakeholders to achieve improved community outcomes.</p>

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

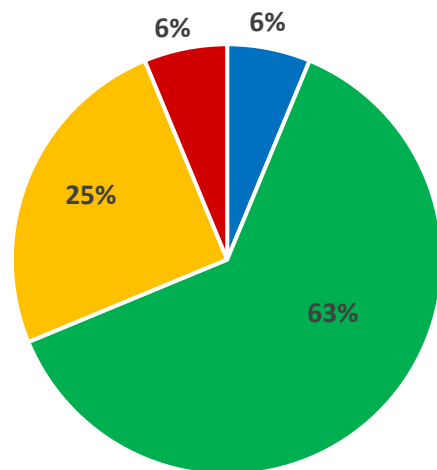
- Complete
- On track
- Monitor
- At Risk
- Deferred

THEME 2

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

Summary of progress and Strategic Indicators

SUMMARY OF PROGRESS FOR THEME 2 1 JULY 2022 – 31 DECEMBER 2023



- Completed (6% or 1 action)
- On track (63% or 10 actions)
- Monitor (25% or 4 action)
- At risk (6% or 1 action)

STRATEGIC INDICATORS TO 31 DECEMBER 2023

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

Indicator	Target	2023/24 Result
Percentage of Council planning decisions upheld at VCAT	Target by 2025 = 60%	33% of decisions were upheld at VCAT. In 2022/23 the result was 14%. (Source: Local Government Performance Reporting Framework)
Percentage of planning applications decided within required timeframes	Target by 2025 = 60%	51.5% of planning applications were decided within required timeframes. The 2022/23 result was 45%. (Source: Local Government Performance Reporting Framework)

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

Indicator	Target	2023/24 Result
Percentage of kerbside waste collection diverted from landfill	Target by 2025 = 45%	The waste diversion rate is 31.0%. The diversion rate for 2022/23 is 34.1%. (Source: Local Government Performance Reporting Framework)

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

Indicator	Target	2023/24 Result
Net increase in street and park trees per year	Target by 2025 = 5,000	There was a net increase of 1,960 trees from July to December 2023 (3,266 trees planted, and 1,306 removed). The previous result in 2022/23 was a net increase of 1,192 trees. (Source: Hume City Council)




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

Indicator	Target	2023/24 Result
Community satisfaction rating with sealed local roads	Target by 2025 = 62	2023/24 Result: 53/100. Previous result was 54/100 in 2022/23. (Source: Hume City Council, Community Survey 2021/22, Community Indicators Survey 2022/23)

THEME 2

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

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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.1.1 Review and implement improvements to further enhance the delivery of services within the Planning and Development Department.</p> <p><i>Council's Role: Statutory Authority</i></p> <p>Progress Indicator  70%</p> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	City Planning and Places	<p>Work progresses to improve digital planning services to the community, including the appointment of a project management and support resources to focus on improvements to allow online lodgement. The key focus has been on the design aspects of online lodgements of planning permits to improve customer experience and processing times. Redesign of the application process has progressed to the testing phase with the aim of improving processing times.</p> <p>Work commenced on process improvements for improve environmental planning, landscaping, building, and engineering services in 2024.</p>
<p>2.1.2 Undertake planning to improve housing diversity (including housing design guidelines), and advocate for improvements to social housing.</p> <p></p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p>Progress Indicator  40%</p> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	City Planning and Places	<p>Extensive advocacy from Hume City Council has secured government commitment to initial stage of renewal at Banksia Gardens jointly funded by State's Big Housing Build and Federal Social Housing Accelerator. The renewal will comprise of 120 homes and is projected for commencement in 2024.</p> <p>Homes Victoria (HV) have shared the schematic design documentation for the first stage of the housing renewal project and are scheduled to present to the Office of Victorian Government Architect (OVGA) in February. No further detail on project timelines is known at this stage.</p>




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

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

THEME 2

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





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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.1.3 Progress Stage Three of the youth crisis accommodation with the support of an external partner, and identify potential site locations for a facility which can accommodate crisis accommodation, with wrap-around services and 24/7 onsite support.</p> <p></p> <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div style="border: 1px solid black; padding: 2px;">  60% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	City Services and Living	Following the Council Briefing regarding the Youth Crisis Accommodation Feasibility project, thirteen potential locations were identified, four sites have been shortlisted and will undergo a further analysis to determine suitability. Sites meeting requirements will be presented to Council for consideration by June 2024.
<p>2.1.4 In partnership with Mitchell and Whittlesea councils and State Government, continue to advance planning for the City consistent with the vision and direction of Council's integrated growth area plans, including the planning for new town centres in Cloverton and Merrifield (Mickleham).</p> <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div style="border: 1px solid black; padding: 2px;">  40% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	City Planning and Places	<p>A joint council meeting was held in October. The purpose of the joint meeting was for the partnership councils to endorse the Regional Partnership and its continued work on the planning of the Cloverton Metropolitan Activity Centre (MAC), and joint advocacy for State Government assistance in the coordination and delivery of the MAC.</p> <p>Planning for a workshop to be held with Stockland, Whittlesea and Mitchell is underway.</p>

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

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



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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.1.5 Support rural landowners to manage land sustainably and protect environmental assets by implementing the new Rural Engagement Program, including the Conserving our Rural Environment (CoRE) Grant, Primary Producer Rate Rebate, Rural Land Management Grant, and capacity building activities.</p> <p> <i>Council's Role: Service Provider</i></p> <p>Progress Indicator  50%</p> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Since July 2023, grants, rebates, and initiatives to support rural landowners to manage land sustainability and protect environmental assets include:</p> <ul style="list-style-type: none"> • Council endorsement of 43 projects for 2023 Conserving Our Rural Environment (CoRE) grants. Grant recipients are implementing new projects, and a program review is underway. • Almost one hundred Primary Producer Rate Rebate applications have been assessed and approved. • Rural Land Management Grant (RLMG) were promoted to rural residents via a green wedge newsletter and at rural community events, 125 grant applications have been assessed and approved. • Seven community capacity building events have been held to assist rural landholders to develop skills for managing the land sustainably, including a Rural Hume Rural Home bus tour with 40 participants.
<p>2.1.6 Implement the Conservation Management Plan (CMP) Framework by progressively developing individual plans for each of the conservation reserves.</p> <p> <i>Council's Role: Service Provider</i></p> <p>Progress Indicator  15%</p> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Infrastructure and Assets</p>	<p>Four draft plans are underway for Mt Ridley Reserve, Princes Nature Reserve, Kalkallo Public Reserve, Haper Creek Parkland (covering a total of 96 Hectares of land). The four draft plans are now on track to be finalised by March 2024, it is expected that by mid-2024 the status for this action will move from monitor to on track. A fifth draft plan for the Parkway Nature Reserve has been completed, however work on this plan has been put on hold to manage erosion at the site.</p>

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

- Complete
- On track
- Monitor
- At Risk
- Deferred

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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.2.1 Implement programs to support environmental sustainable leadership including Enviro Champions, Gardens for Wildlife, and Environmental Scholarship programs.</p>  <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div style="border: 1px solid black; width: 100px; height: 15px; background: linear-gradient(to right, green 50%, white 50%); display: flex; justify-content: space-between; align-items: center;"> 50% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Programs to support environmentally sustainable leadership included:</p> <ul style="list-style-type: none"> • Enviro Champions Great Green Get Together 2023 projects promoted to the community in Live Green Spring Summer newsletter. Recruitment for 2024 participants is underway and a program review has commenced. • Gardens for Wildlife Evaluation report of rounds one and two were completed, results showed participating in the program led to an increase in health, wellbeing and social connections. • Planning is underway for development of campaign materials around cats and biodiversity. • Two Environmental Scholarships have been distributed.
<p>2.2.2 Finalise the review of the Land and Biodiversity Plan and commence implementation.</p>  <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div style="border: 1px solid black; width: 100px; height: 15px; background: linear-gradient(to right, blue 100%, white 0%); display: flex; justify-content: space-between; align-items: center;"> 100% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>In November the Land and Biodiversity Plan 2023-2030 was adopted by Council, this included a 2024-2025 Action Plan.</p>



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

- Complete
- On track
- Monitor
- At Risk
- Deferred

THEME
2

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

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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.2.3 Enhance Council's response to climate change including the development of a climate action plan to cover actions within Council operations and to support the Hume community and businesses adapt to climate change.</p>  <p><i>Council's Role: Facilitator</i></p> <p>Progress Indicator</p> <div style="border: 1px solid black; padding: 2px; display: inline-block;">  15% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Infrastructure and Assets</p>	<p>Hume's Climate Action Plan was adopted by Council in September.</p> <p>Since July 2023 actions have included:</p> <ul style="list-style-type: none"> • Continued roll out of solar and energy efficiently on Council building. • Engagement of consultants to provide Passive House input into the Jackson's Creek Community Centre and developed specifications for the design team. • Preliminary scoping work for Electric Vehicle recharging on leased Council land.





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

- Complete
- On track
- Monitor
- At Risk
- Deferred

THEME 2

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



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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.2.4 Undertake investigations and progress initiatives to improve stormwater harvesting, including at Cloverton, and subject to funding, Jack Roper Reserve Broadmeadows and/or John Ilhan Memorial Reserve Broadmeadows. and/or O'Brien Street retarding basin Sunbury.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div style="border: 1px solid black; padding: 2px; display: inline-block;">  40% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Infrastructure and Assets</p>	<p>Initiatives to improve stormwater harvesting have included:</p> <ul style="list-style-type: none"> • The draft Stormwater Offsets Scheme has received Council endorsement for public feedback. The public consultation period will start in late January 2024. • Approvals have been received from VicRoads, Secretary to the Department of Premier and Cabinet, Jemena and Melbourne Water for Jack Roper Reserve, the project is ready to go to tender. • Work complete for the John Ilhan Memorial Reserve includes a draft Cultural Heritage Management Plan and a meeting scheduled with the Wurundjeri Land Council for January 2024 to seek approval. In addition, an ecological assessment and a Golden Sun Moth survey has been undertaken, the consultant's report will be finalised in early 2024.
<p>2.2.5 Support the transition of the Hume economy to a Circular Economy.</p> <p></p> <p><i>Council's Role: Facilitator, Advocate</i></p> <p>Progress Indicator</p> <div style="border: 1px solid black; padding: 2px; display: inline-block;">  50% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>Promotion and recruitment of Hume businesses has commenced for the 2024 Circular Essentials business training program.</p> <p>Council engaged a partner to deliver a training program for key Council engineering and project staff on Circular Design and Circular Construction.</p>

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

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





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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.3.2 Finalise a new Open Space Strategy and continue to implement improvements to active and passive open spaces and playspaces.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="143 719 430 751">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>The Open Space Strategy continues to be drafted with the support of a wide variety of Council teams and disciplines and including a detailed precinct analysis.</p> <p>Since July 2023, improvements to active and passive open spaces and playspaces include:</p> <p>Completed - Cimberwood Drive Reserve, Craigieburn, Churchill Avenue Reserve, Tullamarine, Andlon Court Reserve, Tullamarine</p> <p>Underway - Grove Road Reserve, Craigieburn</p> <p>Planning complete -, McKeown Outlook Reserve, Roxburgh Park, Clovelly Drive Reserve, Craigieburn, Highgate Recreation Reserve, Craigieburn</p> <p>Planning underway - Lawson Street Reserve, Sunbury, Hatty Court Reserve, Campbellfield.</p> <p>Improvements were made after engagement with the community and the design considering accessibility and inclusivity to promote participation and connection. Crime Prevention Through Environmental Design (CPTED) principles have been adopted to promote positive interaction and a sense of safety. Sustainability is supported via the selection of equipment, materials and soft landscaping which consider supplier location, maintenance, conservation, and suitability of location.</p>

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

- Complete
- On track
- Monitor
- At Risk
- Deferred

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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.3.4 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 data-bbox="138 724 432 762">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>Aitken Creek Master Plan</p> <ul style="list-style-type: none"> Community Engagement has closed, with excellent participation from the community both online and in person. Direct engagement with key stakeholders is now proceeding. Completion of the master plan is still anticipated for early 2024. <p>Merlynston Creek Master Plan</p> <ul style="list-style-type: none"> Site assessments and initial concept plans continue to progress for community and stakeholder engagement. It's expected that engagement will commence later in 2024.
<p>2.3.5 Continue the implementation of the Waste and Resource Recovery strategy, and implement initiatives to reduce the incidence of illegal dumped waste in Hume City.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="138 1134 432 1173">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Infrastructure and Assets</p>	<p>The Waste Response Team commenced in mid-October 2023. The new education process which focuses on behaviour change supports residents taking responsibility for their waste, including moving it back inside their property and arranging a hard waste collection or disposal at a Resource Recovery Centre, Since October, officers have attended to 833 incidents of illegal dumping in residential areas with 76.5% resolved without requiring large scale removal or enforcement.</p>


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

- Complete
- On track
- Monitor
- At Risk
- Deferred

THEME 2

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



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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.4.1 Subject to the completion of external approvals, progress construction of Yirragan Road connection to Buckland Way, Sunbury.</p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="143 675 432 711">  10% </div>	<p>Infrastructure and Assets</p>	<p>This project continues to be held up by external approvals, with Council continuing to work with partner organisations to resolve issues with approvals.</p>

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

- Complete
- On track
- Monitor
- At Risk
- Deferred

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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>2.4.2 Develop and commence implementation of a Transport Strategy to improve transport networks, and continue to undertake initiatives to enhance walking and cycling.</p> <p></p> <p><i>Council's Role: Service Provider, Facilitator</i></p> <p>Progress Indicator</p> <div data-bbox="143 730 421 767">  35% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p>	<p>Work continues to progress on the development of a Transport Strategy, data gathering from existing sources has been undertaken, and the first round of community engagement successfully delivered and incorporated into the draft strategy.</p> <p>The annual Walking & Cycling Program consider accessibility and inclusivity to promote health and wellbeing. They are intended to provide community members with safe connections using CPTED (Crime Prevention Through Environmental Design) principles, appropriate signage and line marking. The current status of the Walking & Cycling Program projects are:</p> <ul style="list-style-type: none"> • Work completed – Path, signage and line marking for the Greenvale to Attwood Shared Path • Planning completed - Wayfinding and shimmy routes for each end of the Greenvale to Attwood Shared Path, a request for quote for external consultants to complete assessment is being prepared. Cooper Street path connection, awaiting advice from the Department of Energy, Environment and Climate Action. • Planning underway - Malcolm Creek Trail, Aitken Creek Shared Path (Roxburgh Park to Craigieburn Station Connection). Aitken Creek Shared Path (and Craigieburn Station to Zambezi Court Reserve Connection) and Kismet Creek Shared Path

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

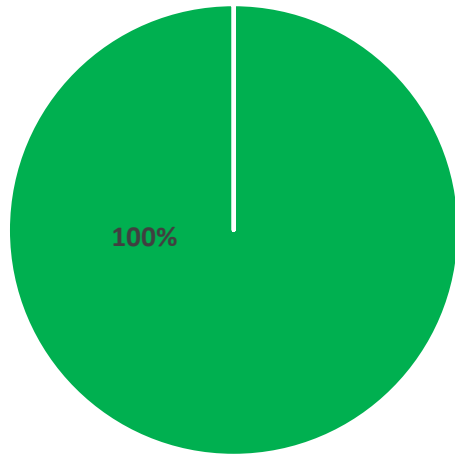
- Complete
- On track
- Monitor
- At Risk
- Deferred

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 2023 – 31 DECEMBER 2023**



■ On track (100% or 8 actions)

STRATEGIC INDICATORS TO 31 DECEMBER 2023

Strategic Objective 3.1: Empower and engage our community through advocacy and community engagement.

Indicator	Target	2023/24 Result
Community satisfaction with Council decisions	Target by 2025 = 60%	2023/24 result is 57/100. Previous year result was 55/100 in 2022/23. (Source: Hume City Council, Community Survey 2021/22, Community Indicators Survey 2022/23)
Percentage of Council decisions made at meetings closed to the public	Target by 2025 = 15%	25.5% is the result to date in 2023/24. This result in 2022/23 was 14.1%. (Source: Local Government Performance Reporting Framework)
Satisfaction with community consultation and engagement	Target by 2025 = 55%	2023/24 result is 56/100. Previous year result was 52/100 in 2022/23. (Source: Hume City Council, Community Survey 2021/22, Community Indicators Survey 2022/23)



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

Indicator	Target	2023/24 Result
Adjusted underlying surplus as a percentage of underlying revenue	Target by 2025 = 5.33%	Result for 1 July to 30 September 2023 is 1.44%. In 2022/23, the result was -2.34%. (Source: Local Government Performance Reporting Framework)
Asset renewal and upgrade compared to depreciation	Target by 2025 = 82.94%	Result for 1 July to 30 September 2023 is 88.53%. In 2022/23, the result was 84.15%. (Source: Local Government Performance Reporting Framework)
Percentage of Council Plan Actions completed	Target by 2025 = 80%	Two Council Plan actions have been completed between July and December 2023. At the same time last year, one Council Plan actions was completed. (Source: Hume City Council, Council Plan Quarterly Reports)
Percentage of Capital Works completed	Target by 2025 = 90%	55.5% of planned Capital Works have been completed. This is a new indicator for the 2023/24 year. (Source: Hume City Council, Project Management Office)

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

Indicator	Target	2023/24 Result
Employee Retention Rate	Target by 2025 = 92%	Employee retention rate from July to December was 95.1%. The result for 2022/23 financial year was 88.2%. (Source: Local Government Performance Reporting Framework)
Satisfaction with Council's overall performance	Target by 2025 = 65	2023/24 result is 64/100. Previous year result was 60/100 in 2022/23. (Source: Hume City Council, Community Survey 2021/22, Community Indicators Survey 2022/23)

Strategic Objective 3.1 Empower and engage our community through advocacy and community engagement.

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>3.1.1 Implement and support programs and advisory committees/reference groups to foster community leadership and increase community participation into Council decision making processes including:</p> <ul style="list-style-type: none"> • Reconciliation Action Plan Working Group (RAPWG) • Hume Interfaith Network (HIN) • Multicultural Advisory Group (MAG) • Hume Community Safety Advisory Committee • Hume Jobs and Skills Taskforce • Hume Sustainability Taskforce (HST) • Youth Action Committee (YAC) • Hume Clean Taskforce Advisory Committee <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="145 1086 430 1125">  50% </div>	<p>City Services and Living,</p> <p>City Planning and Places,</p> <p>Infrastructure and Assets</p>	<p>Since July 2023 support for programs and advisory committees/reference groups has included:</p> <ul style="list-style-type: none"> • Reconciliation Action Plan Working Group (RAPWG) have held one meeting reviewing the Terms of Reference and planning for the next Reconciliation Action Plan due to be completed in 2024. The RAPWG delivered the "Deadly December Christmas Party" with almost 200 attendees from diverse backgrounds. • Hume Interfaith Network (HIN) held three meetings. Two events were also held including the Hume Interfaith Dinner and a joint meeting with Merri-bek and Whittlesea Interfaith Networks. An annual plan was developed for 2023/24 HIN led activities. • Multicultural Advisory Group (MAG) held three meetings and provided input into the planned Housing Diversity Strategy and gambling Harm Minimisation Policy. The MAG partnered with the Victoria University to support the delivery of the "Understanding reporting barriers and support needs of people experiencing racism" project. • The Community Safety Advisory Committee held one meeting, discussing locations that had recently experienced vandalism, anti-social behaviours and explored holistic responses. Updates were provided by the Orange Door and Victoria Police. • The Hume Jobs and Skills Task Force held two meeting which support the governance of the Hume Multiversity and initiatives delivered to support economic participation of Hume residents. • Sustainability Taskforce held three meetings and provided input to Land & Biodiversity Plan and the Transport Strategy, reviewed the Terms of Reference and recruited members for 2024-25, with recommendations to be considered by Council in early 2024. • Youth Action Committee (YAC) members continued to meet on a monthly basis. In addition, the YAC planned the Mind Matters Summit held in October with 40 young people attending. • Hume Clean Taskforce Advisory Committee held one meeting, presenting new members with an update on Council's current actions for littering and illegal dumping.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred


Strategic Objective 3.1 Empower and engage our community through advocacy and community engagement.

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>3.1.3 Undertake initiatives to enhance Council consultation and engagement practices, including strengthening engagement and communication with our multicultural communities.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="145 746 432 786">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Customer and Strategy</p>	<p>Council's community engagement platform was launched in August 2023, providing an improved user experience for participants using the platform, and introducing new online engagement tools, including a new project 'fund it' deliberative engagement tool which was trialled with the Sunbury Aquatic & Leisure Centre - outdoor area & water play area consultation.</p> <p>In October, Council's annual community survey was completed 1,151 respondents (502 telephone interviews, 553 email surveys, 48 online surveys) with results presented to Councillors in November. To support multilingual engagement, the survey was made available in English, Arabic, Turkish and Vietnamese.</p> <p>From the 1 July to 31 December, over 14,600 unique visitors accessed Council's community engagement platform, visiting approximately 20,500 times.</p> <p>The Multicultural Communications Framework was launched, the framework (developed in partnership with our multicultural community).</p> <p>Since July 2023 initiatives have included:</p> <ul style="list-style-type: none"> • Inclusive photography brief and a guide for planning photography sessions. • Translated community language greeting guide for use in speeches. • Staff guide to translating materials. • Creation and recruitment of a Multicultural Communications Advisory Group.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred




Strategic Objective 3.1 Empower and engage our community through advocacy and community engagement.

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>3.1.5 Work with the Victorian Electoral Commission (VEC) for the preparation of the 2024 Council Elections, including supporting VEC in their electoral boundary review for Hume City.</p> <p><i>Council's Role: Statutory Authority</i></p> <p>Progress Indicator</p> <div data-bbox="143 783 432 820">  </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Finance & Governance</p>	<p>The VEC have accepted the venue offered for the to host staff for the 2024 election.</p> <p>The Hume City Council electoral structure review is currently underway, this review is conducted independently from Hume City Council, Council will promote engagement opportunities as they arise.</p>

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

- Complete
- On track
- Monitor
- At Risk
- Deferred



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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>3.2.2 Commence implementation of the organisation’s transformation reform program to enhance service efficiencies and improve transparency and performance accountability.</p> <p><i>Council’s Role: Service Provider</i></p> <p>Progress Indicator</p>  <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Customer and Strategy</p>	<p>Council have approved the digital transformation Implementation Partner. A Resource Strategy and Program Management Plan have been finalised, the program is expected to commence by the end of the financial year.</p> <p>Work continues in improving Council’s data reporting and insights capabilities. Recruitment was finalised for a Senior Lead Enterprise Insights and Analytics, this role will focus on finalising Council’s data strategy and data governance framework, and Council’s data architecture requirements.</p>
<p>3.2.3 Plan for, deliver, and undertake initiatives to improve utilisation of community infrastructure and facilities: including finalising and implementing the Community Infrastructure Plan, Community Facilities Strategic Review and Youth Facilities Review.</p> <p></p> <p><i>Council’s Role: Service Provider</i></p> <p>Progress Indicator</p>  <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Planning and Places</p> <p>City Services and Living</p>	<p>Since July 2023, community infrastructure projects continue to progress, work has included:</p> <ul style="list-style-type: none"> • A consultant has been appointed for business cases for the implementation of: the Regional Kalkallo Library, Tullamarine Library and Greenvale Library. • A request for tender process for Roxburgh Park Youth & Recreation Centre has been completed, a consultant is expected to be appointed in January and the project to commence in February. • Discussions continue with Kangan TAFE regarding the use of Youth Central Broadmeadows • An integrated online booking system is being implementing for Community Centres. A website has been built with testing to be finalised early 2024. Revised fees and charges have been included in proposed 24/25 budget.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred



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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>3.3.1 Undertake a range of initiatives and programs to enhance 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></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="145 810 430 849">  50% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>People and Culture</p>	<p>Workforce Plan 2021-25 and People and Culture Strategy The Workforce Plan was endorsed by the CEO in 2021, and outlines 11 strategies, the People and Culture Strategy is an internal document, and reviewed annually. Since July 2023, key highlights have included:</p> <ul style="list-style-type: none"> • Mental health and wellbeing support developed for Council employees in the form of online learning and resources. • Developed Foundational Leadership Expectations Toolkit and Leadership Forums. • Launch of new employee performance process to support staff development and wellbeing. • Project kick off to develop an Early Childhood Education (ECE) Workforce Plan 2024-2029. <p>Gender Equality Action Plan 2021-25 (GEAP) The Plan was adopted in 2022 and outlines five actions for delivery in the 2023/24 year. Since July 2023, three are in progress, and two have been completed. Key highlights include:</p> <ul style="list-style-type: none"> • Leader Toolkit updated to enhance unconscious bias and broader Inclusive Workplace resources, and unconscious bias training completed by 49 leaders. • Implementation commenced for the Diversity and Inclusion Governance Framework. • Delivered events and activities for Transgender Day of Visibility, IDAHOBIT, International Women's Day and Pride Month. • Progression of an intersectional gender lens professional development training program. <p>In addition, the <i>Gender Equality Act 2020</i> requires Council to submit a report to the Commissioner every two years, with the first submission due in February 2024. In preparation of this submission, a preliminary workplace gender audit and data analysis has been completed, and reporting against Gender Impact Assessments and GEAP progress is in the process of being finalised.</p> <p>Workplace Diversity and Inclusion Strategy A project plan is scheduled to be developed in mid 2024.</p>

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

- Complete
- On track
- Monitor
- At Risk
- Deferred


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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>3.3.2 Undertake service reviews, business process improvements and initiatives to improve the Customer Experience provided across Council services, programs and activities.</p> <p></p> <p><i>Council's Role: Service Provider</i></p> <p>Progress Indicator</p> <div data-bbox="143 746 432 786">  35% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>Customer and Strategy</p>	<p>A range of service planning activities continue to progress, including:</p> <ul style="list-style-type: none"> • Work has continued to update the Kindergarten Infrastructure Service Plan (KISP) with the Department of Education, with Council successfully securing \$7.5 million in funding for five kindergarten expansions. Additional, preliminary work has commenced for additional early learning centres as part of the Department of Education's Best Start, Best Life reform program (See 1.1.2) • Phase Three of the Building Services Review project continues (See 2.1.1) with benchmarking and process mapping of key environmental planning services having been completed. Work continues on development of resourcing considerations, key recommendations and implementation roadmap for service improvements. It is expected this review should be finalised in early 2024. • A review of Council's Economic Services continues, with benchmarking and initial stakeholder engagement having been undertaken, including interviews with key stakeholders and partners, and business survey. Further stakeholders interviews with business are likely to be undertaken in early 2024, once data from the initial engagement has been reviewed. <p>Since 1 July 2023 Initiatives to improve the Customer Experience have included:</p> <ul style="list-style-type: none"> • Introduction of multilingual service 'Speak to us in your language', allowing customers to book time with a Council Officer who speaks their preferred language. From July to December 2023 the service has received more than 40 booking via the online booking system, and each week receives more than 30 requests in person or over the phone. • Launch of Snap Send Solve through Council's website. • Launched the Customer Experience (CX) Action Plan including customer commitments and new Customer Personas to understand the diverse needs of the community. • Seven common requests have been reviewed through customer journey mapping.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred

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

Major Strategy or Action	Division	Description of Progress (Year to date)
<p>3.3.3 Facilitate regional outcomes for the benefit of Hume City’s community through innovate partnerships shared procurement and actively contributing to strategic networks and alliances.</p> <p><i>Council’s Role: Facilitator</i></p> <p>Progress Indicator</p> <div data-bbox="143 751 432 788">  60% </div> <p>This is a multi-year action. The status reflects the percentage of the initiatives expected to be completed within the 2023/24 financial year.</p>	<p>City Services and Living</p>	<p>Development of a Partnership Frameworks is underway. Since July 2023 work has included:</p> <ul style="list-style-type: none"> • A review of best practice frameworks, development of a project brief. • Consultants engaged. • Establishment of a project control group to provide good governance. • Establishment of a project working group to assist development and ensure the Framework’s viability across the organisation. <p>Upcoming work includes:</p> <ul style="list-style-type: none"> • Engagement with external stakeholders, scheduled for January 2024. • A Councillor workshop, scheduled for February 2024.

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

- Complete
- On track
- Monitor
- At Risk
- Deferred