

# HUME CITY COUNCIL PLAN 2021-2025



INCORPORATING THE:

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

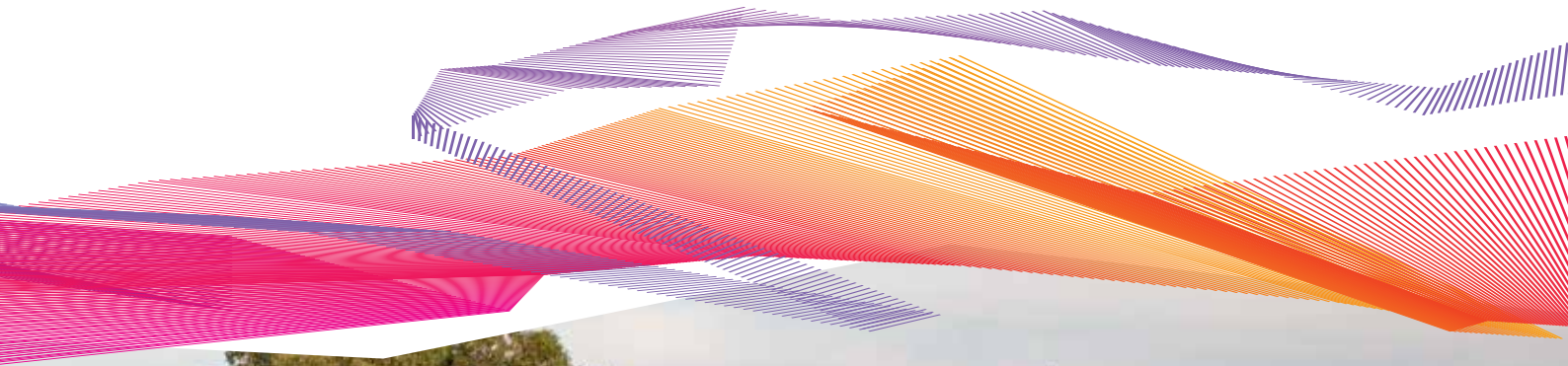


DRAFT FOR CONSULTATION

# COMMUNITY VISION

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







## ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

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

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

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

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

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# A MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE OFFICER

*Our Council Plan 2021-2025 responds and delivers for the challenges of today and positions us for a sustainable and positive future.*

Through the COVID-19 pandemic, we have continued supporting our community by changing and adapting our services so people can still connect with us and access what they need to.

COVID-19 restrictions continue to have a financial, social and psychological toll on individuals, families and businesses.

We will continue to help drive our community's recovery and respond to local issues, needs and opportunities.

This plan, and our supporting Budget, will see us move ahead with the biggest infrastructure program in our history. We have earmarked a record \$485 million over the next four years to deliver more than 500 new capital works projects.

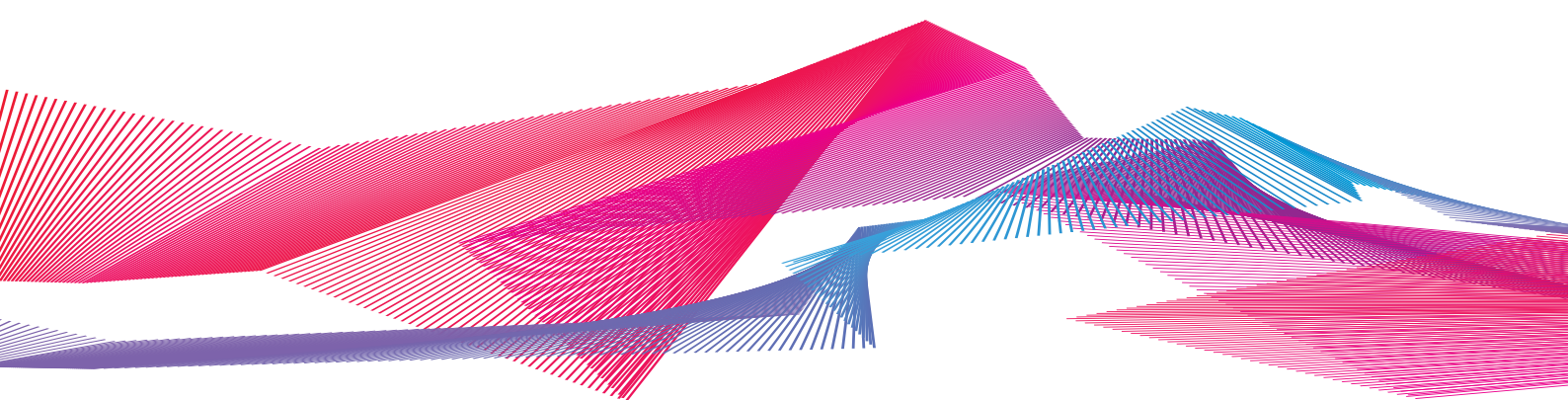
We're also boosting funding to our services to help respond to the impacts of the pandemic – investing \$334 million to meet the growing demand for a variety of day-to-day services, including waste and recycling, planning and building, preschool, maternal and child health, immunisation, aged services, business programs, libraries, parks and open space, leisure centres and community facilities.

Council continues to maintain an economic approach that's built on good governance, sound financial management and our principles of social justice and environmental sustainability.

The Strategic Objectives outlined in this document have been determined by the Council and informed by our long-term Community Vision. Our Community Vision outlines the community's aspirations for Hume City's future.

This vision was developed through extensive consultation with people who live, work, visit or own a business or residence in Hume City. It was developed with consideration to a vast range of views and aspirations and captures the diversity of our community.

We thank everyone who helped develop our Community Vision and helped shape Hume's future together.



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

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

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

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

We have specified a range of strategic objectives under each of these themes that will help us work towards achieving the community's vision and aspiration. We have also outlined the strategic indicators used to help monitor and evaluate the success of Council in achieving its objectives.

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

With more people choosing to call Hume home each year, we expect to welcome more than 67,000 residents over the next decade. Council has undertaken significant planning for this growth, so that we can continue to provide high quality services that meet the needs of our growing community.

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

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

**Councillor  
Joseph Haweil**  
Mayor

**Sheena Frost**  
Chief Executive  
Officer



# OUR COUNCIL

Hume City Council consists of 11 Councillors who represent almost 250,000<sup>1</sup> people across the three wards – Aitken, Meadow Valley and Jacksons Creek. Council works closely with Hume’s CEO and Executive Leadership Team, to set directions and priorities for the municipality. All decisions are made to meet the objective of enhancing the social, economic and environmental prosperity of our community.

## AITKEN WARD



Includes the suburbs of Campbellfield, Craigieburn, Fawkner, Greenvale (north of Somerton Road), Mickleham, Oaklands Junction (south of Deep Creek), Roxburgh Park, Somerton, Yuroke and Kalkallo.



**COUNCILLOR  
JOSEPH HAWEIL  
(MAYOR)**

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

### Mayoral Portfolios

Customer Service; Communications and advocacy; Council and Service Planning; Governance and associated statutory services

### Councillor Portfolios

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



**COUNCILLOR  
JODI JACKSON**

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

### Councillor Portfolios

Parks and Open Space, Environment



**COUNCILLOR  
CARLY MOORE**

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

### Councillor Portfolios

Governance and Associated Statutory Services; Finance and Procurement Services; Leisure, Health and Wellbeing, Family Support and Health, Early Childhood Education and Care



**COUNCILLOR  
JIM OVEREND**

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

### Councillor Portfolios

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

<sup>1</sup> id Consulting, Hume City Population Forecasts at the 30 June 2021



## JACKSONS CREEK WARD



Includes suburbs of Bulla, Clarkefield (part of), Diggers Rest (part of), Keilor (part of), Oaklands Junction (north of Deep Creek), Sunbury, Tullamarine and Wildwood as well as the Melbourne International Airport.



**COUNCILLOR  
JACK MEDCRAFT  
(DEPUTY MAYOR)**

0484 611 902  
jackm@hume.vic.gov.au

### Councillor Portfolios

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



**COUNCILLOR  
JARROD BELL**

0487 778 803  
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### Councillor Portfolios

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



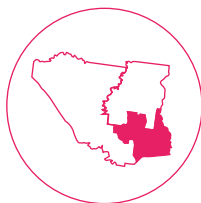
**COUNCILLOR  
TREVOR DANCE**

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

### Councillor Portfolios

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

## MEADOW VALLEY WARD



Includes suburbs of Attwood, Broadmeadows, Coolaroo, Dallas, Gladstone Park, Greenvale (south of Somerton Road), Jacana, Meadow Heights and Westmeadows.



**COUNCILLOR  
CHRIS HOLLOW**

0487 778 701  
ChrisHo@hume.vic.gov.au

### Councillor Portfolios

Leisure, Health and Wellbeing; Parks and Open Space



**COUNCILLOR  
NAIM KURT**

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### Councillor Portfolios

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



**COUNCILLOR  
SAM MISHO**

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

### Councillor Portfolios

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



**COUNCILLOR  
KAREN SHERRY**

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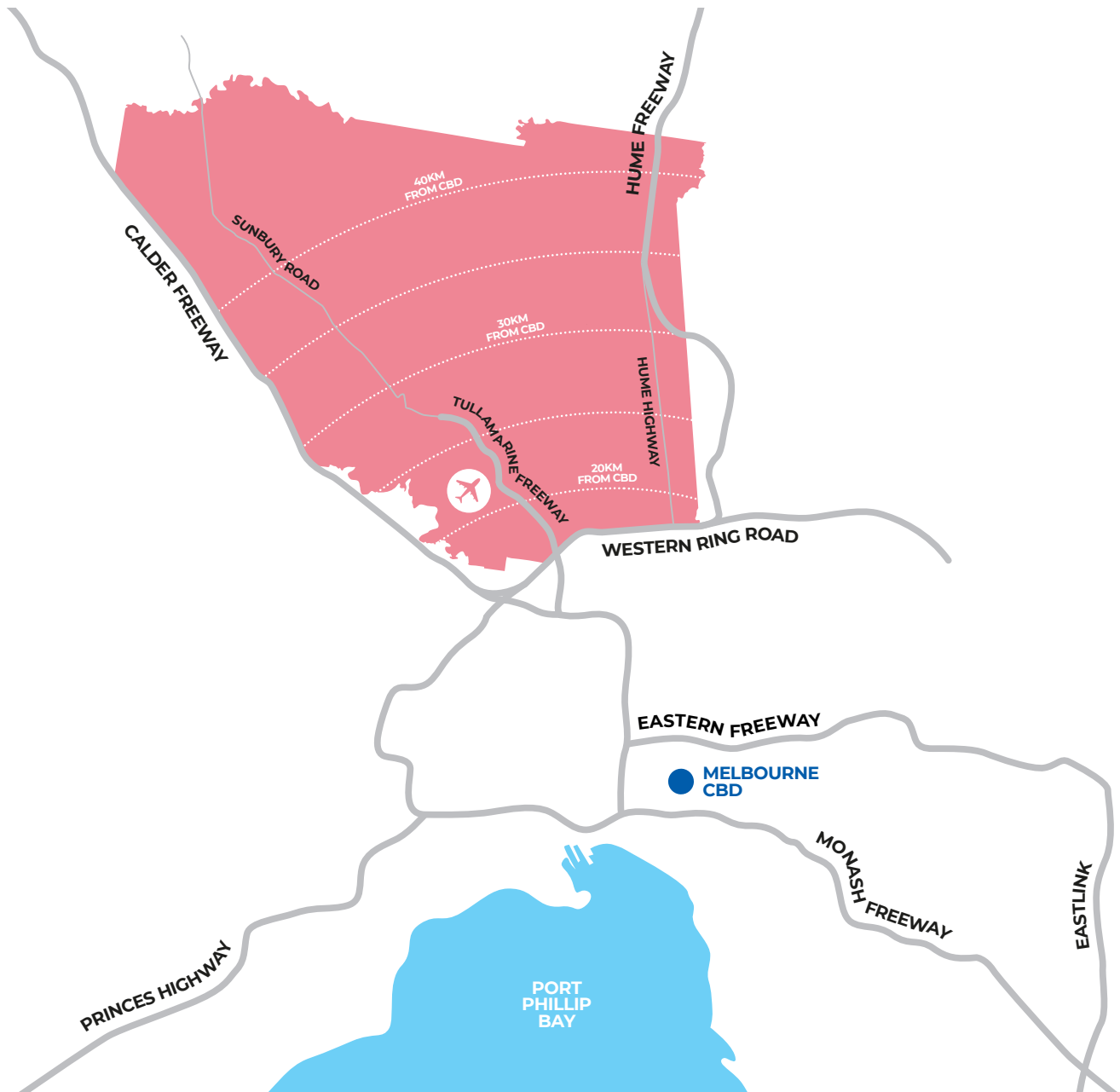
### Councillor Portfolios

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

# OUR CITY

## OUR LOCATION

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



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

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



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

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

## **OUR HISTORY**

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

Hume City's rich and diverse history stretches back over 40,000 years when the first indigenous communities of the Gunung-Willam-Balluk first inhabited the region.

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

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

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

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

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

## OUR CITY TODAY

Current population  
**248,900\***

Population growth by 2041  
**372,600\***



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



**ONE IN  
TEN#**  
persons are  
**65 years  
or older**

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



**TWO OUT  
OF FIVE†**  
employed residents  
work within the  
**municipality**



**20,000°**  
businesses in Hume  
employing **124,000 people**

Residents come from  
**156 DIFFERENT COUNTRIES†**  
 with **36%** of all residents **born overseas**



Residents speak over  
**150 LANGUAGES‡**  
 with **45%** speaking a language  
**other than English** at home



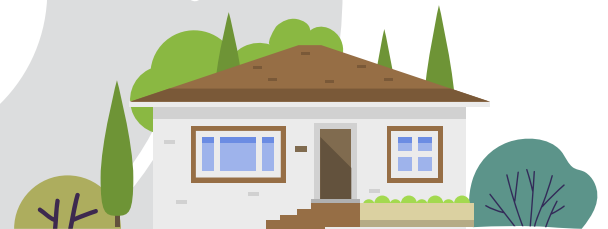
**73% OF 20-24†**  
 year olds have completed  
**Year 12** or equivalent



More than **60** primary/  
 secondary **schools**  
 across Hume teaching over  
**40,000 STUDENTS†**



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



Current Hume  
**households**  
**AROUND 82,000^**

Forecast Hume  
 households in in **2041**  
**124,400\***

\* Source: Id old Population Forecasts  
 † Source: ABS 2016 Census  
 # Source: Census & Id  
 ° Source: EconomyId  
 ≈ Source: 2020/21 CIS  
 ^ Source: Rates database, or 78,800 from Id new forecasts for 2021 or 79,700 from Id old forecasts  
 † Source: Dept of Education



There are around  
**300 PLAYGROUNDS/  
PLAYSPACES**<sup>ø</sup>

in Hume, this equates to around  
**1 playground** per **130 children**  
aged 0-9 years



A total of  
**588,612**

**visits** were made to  
Council's **three major  
leisure facilities** in 2020/21.



Almost  
**1 IN 2 PEOPLE**<sup>≈</sup>  
are involved in **community  
or sporting** groups

More than  
**2 OUT OF 5 PEOPLE**<sup>≈</sup>  
are **satisfied** with Council **making decisions**  
in the interest of the community



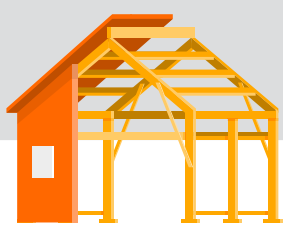
**TWO THIRDS**<sup>≈</sup>  
of people rate Council's overall  
**performance as good**



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



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



**4,600**  
**DOMESTIC/RESIDENTIAL**  
 building approvals in **2020** calendar year

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



More than  
**1 IN 5**  
**PEOPLE**<sup>≈</sup>  
 participate in **civic engagement** activities



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

<sup>≈</sup> Source: 2020/21 CIS  
<sup>∅</sup> Source: Id 2021 new forecasts

# OUR ORGANISATION

## EXECUTIVE LEADERSHIP TEAM

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



**SHEENA FROST**  
Chief Executive Officer

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

She has formal qualifications in Communication and Workplace Coaching, is a graduate of the Australian Institute of Company Directors and in 2019 was recognised as one of the Institute of Public Administration Australia's Top 50 Public Sector Women.



**ROSLYN WAI**  
Director Communications,  
Engagement and Advocacy

Communications, Engagement and Advocacy lead Council's corporate planning and strategic decision-making processes. It undertakes corporate communications, events and community engagement, and leads Council's advocacy on behalf of the Hume community. This Division is responsible for human resources including safety, and for leadership in organisational change and development. Also within this Division is Council's customer service centres and co-ordination of community facilities.

Roslyn joined Hume City Council in December 2019 and has 29 years of experience across media, tertiary education, and water sectors in public relations, community engagement, customer service, business management, strategy and governance. Prior to joining Hume, Roslyn was Executive General Manager Strategy and Governance (Corporate Secretary) with Coliban Water. Her post graduate qualifications include a Master of Arts (Professional Communication) and a Master of Business Administration. She is a professional member of the PRIA and IAP2, an Associate of the Governance Institute of Australia and a Graduate of the Australian Institute of Company Directors.



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



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**HECTOR GASTON**  
Director Community Services

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Community Services advocates, plans and provides support, services and programs that enhance community wellbeing, promote healthy living and provide opportunities to participate in the life of the City. This includes community services such as maternal and child health, immunisation, preschool, childcare, libraries, learning programs, youth services, aged and disability support services and arts and cultural program. This division is also responsible for community safety, social and community planning as well as emergency recovery.

Hector joined Hume City Council in 2011 as the Manager Aged Services & Public Health. Prior to this he worked at Moonee Valley City Council as well as the former City of Keilor. With over 29 years of experience in health, regulatory and community services in Local Government, he was appointed to the role of Director Community Services in 2018. He holds a Bachelor of Applied Science (Environmental Health), a Graduate Certificate of Business (Applied Business) and has recently completed the AICD Company Director's Course.



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**DARYL WHITFORT**  
Director Corporate Services

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Corporate Services is responsible for managing corporate support and governance to ensure compliance with corporate business obligations. This includes risk management, local laws and domestic animal management, environmental health, financial planning and management, property development, contracts, procurement and knowledge management. This division is also responsible for Council leisure centres and recreation facilities, information technology and telecommunications support.

Daryl joined Hume City Council in 1999 as the Management Accounting Coordinator, then Manager Finance in 2002, before being appointed as the Director City Governance and Information in 2007. Daryl has also worked at Melton Shire Council, Moonee Valley City Council and Moorabool Shire Council. Prior to that, he worked for the Alpine Resorts Commission and Melbourne Water. Daryl is a highly qualified professional and holds a Masters of Business Administration and a Bachelor of Business.



**MICHAEL SHARP**  
Director Planning  
and Development

Planning and Development is responsible for Council's land use planning portfolio, including statutory and strategic planning, subdivisional development, economic development, building control services and urban and open space planning. This multidisciplinary division focuses on the sustainable development of Hume, fostering economic prosperity, facilitating development through Council's statutory and strategic town planning functions, promoting urban design excellence and recreation planning.

Michael has a background in planning and land surveying, with an honours degree in urban and regional planning from Victoria University and a Masters of Business Administration from Deakin University. He joined Council in 1999 and has held a variety of different planning roles within both the statutory and strategic planning departments at Council. Prior to joining Hume City Council he worked in a private land surveying consultancy based in Melbourne.



**PETER WAITE**  
Director Sustainable  
Infrastructure and Services

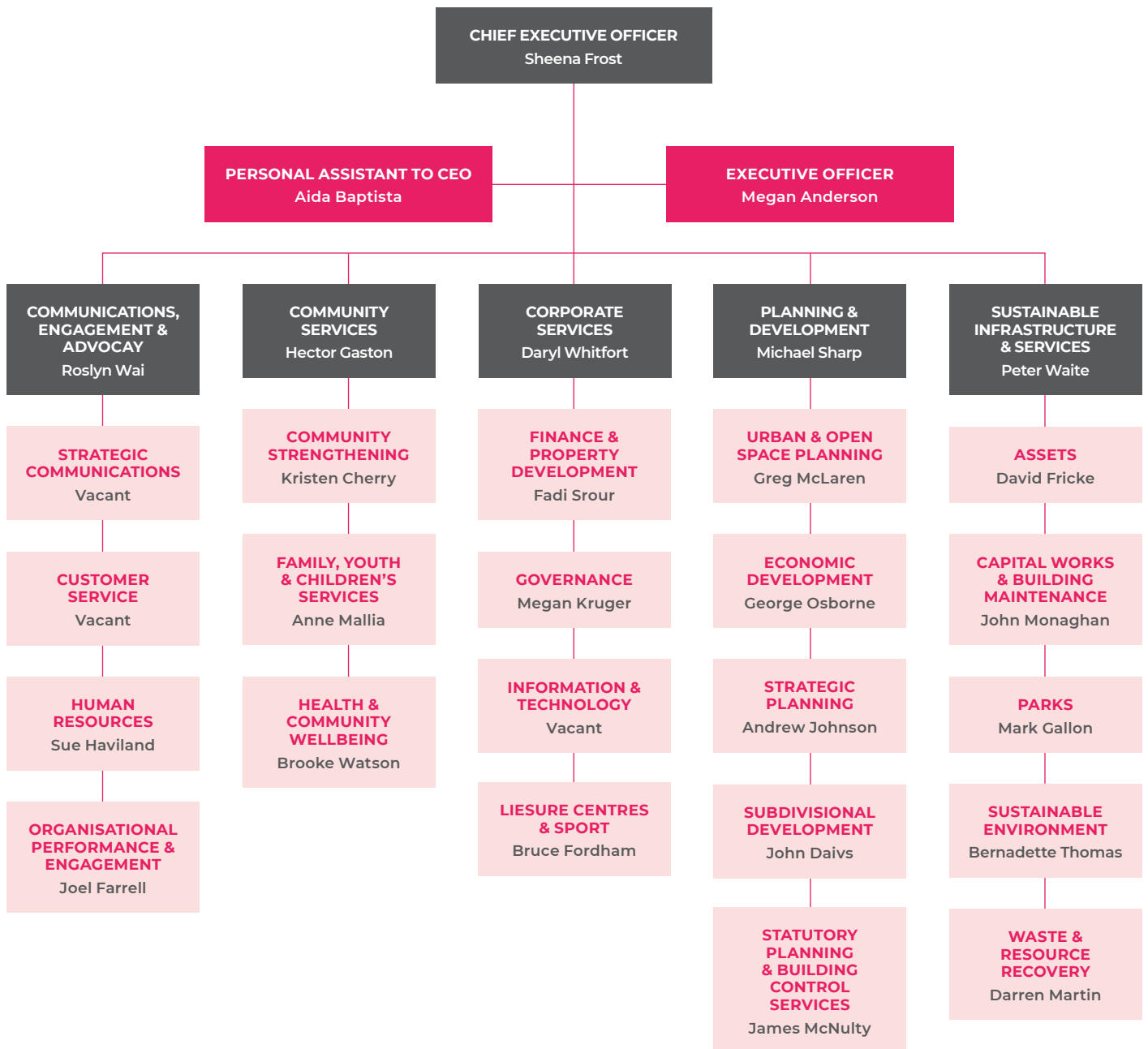
Sustainable Infrastructure and Services is responsible for managing a diverse range of community infrastructure and services for Council and the users of Council's infrastructure. Services include project management of Council's capital works program, waste management and municipal emergency management. Community infrastructure includes roads, parks, bridges, buildings and landfills.

The division is also responsible for managing environmental and natural heritage planning and driving Council's environmental sustainability agenda.

Peter joined Hume City Council in 2016 and has a diverse infrastructure background having worked in a range of regional and metropolitan councils including the Rural City of Wangaratta, City of Melbourne, Manningham City Council and Glen Eira Council. Peter holds a Masters of Business Administration (Technology Management), Bachelor of Engineering (Civil) and is a graduate of Leadership Victoria's Williamson Community Leadership Program.

## ORGANISATIONAL STRUCTURE

Hume City Council's organisational structure is based on five divisions that work to manage and coordinate the full range of activities and services to the Hume community. Each division is headed by a Director who reports to the Chief Executive Officer.



## ORGANISATIONAL VALUES

Our organisational values are Respect, Customer Focus, Innovation and Collaboration, and these values are displayed in the way we work and in everything we do to serve the Hume community.

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

### RESPECT

#### I WILL:

- Actively listen and communicate openly with others
- Value individual differences and the contribution of others
- Treat people fairly and ensure others do the same



### CUSTOMER FOCUS

#### I WILL:

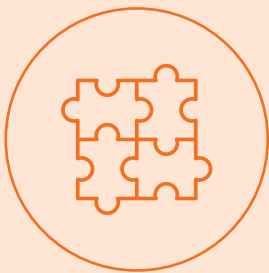
- Take responsibility for delivering services and solutions in a timely manner
- Respond to internal and external customers professionally and respectfully
- Engage with, listen and seek to understand the needs and expectations of the customer/resident



### COLLABORATION

#### I WILL:

- Support and assist others by sharing information, knowledge and resources
- Cooperate with others to set and achieve common goals
- Actively participate and contribute to the team



### INNOVATION

#### I WILL:

- Explore and act on better ways of doing things
- Be open minded and encourage new ideas from others
- Actively learn and develop to improve the work I do for the organisation



# OUR INTEGRATED STRATEGIC PLANNING FRAMEWORK

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

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

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

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

### Community Vision

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

### Financial Plan

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

### Asset Plan

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

### Municipal Strategic Statement

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



Figure 1: Integrated Strategic Planning Framework

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

### **Council Plan 2021–2025 (this plan)**

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

### **Budget**

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

### **Revenue and Rating Plan**

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

### **Public Health and Wellbeing Plan**

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

### **Workforce Plan**

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

### **Service Plans and Strategic Plans**

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

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

### **Staff Performance Plans**

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

### **Annual Report**

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

### **Quarterly Reporting**

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

## OUR GUIDING PRINCIPLES

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

### SUSTAINABILITY

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

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



### SOCIAL JUSTICE

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

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

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



## OUR COMMITMENTS

### Statement of Commitment to Child Safe Standards

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

### Statement of Commitment to Gender Equality

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

# COMMUNITY VISION

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

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

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

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

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

**We are a community that is resilient, inclusive and thriving**

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

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

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

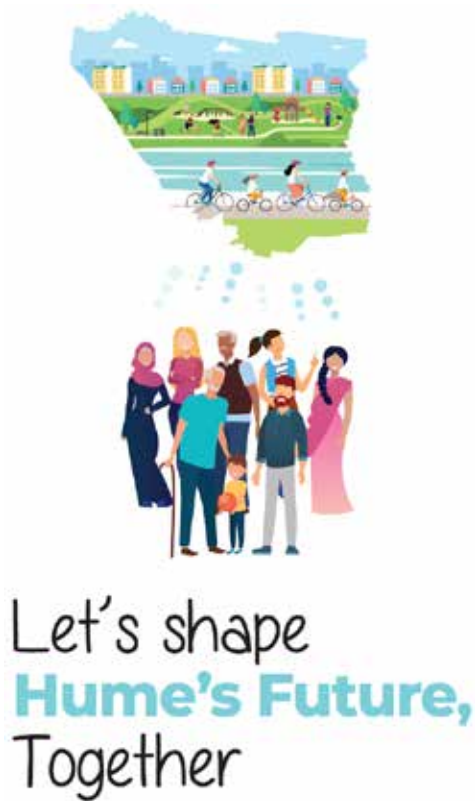
**We are a Council that inspires leadership, is accountable and puts the community first**

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

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



## ENGAGING OUR COMMUNITY TO SHAPE HUME'S FUTURE TOGETHER



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

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

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

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

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

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

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

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

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

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

## PRE-VISIONING ENGAGEMENT (PAST CONSULTATIONS ON ASPIRATIONS)

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



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

## STAGE 1: BROAD COMMUNITY ENGAGEMENT

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



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

## STAGE 2: COMMUNITY PANEL

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

## STAGE 3: TESTING COMMUNITY VISION AND LOCAL PRIORITIES

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

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

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

## STAGE 5: COUNCIL CONSIDERATION & ADOPTION

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



# COUNCIL PLAN 2021-2025

Incorporating the:

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

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

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

### **STRATEGIC OBJECTIVE 1.1**

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

### **STRATEGIC OBJECTIVE 1.2**

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

### **STRATEGIC OBJECTIVE 1.3**

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

### **STRATEGIC OBJECTIVE 1.4**

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

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

### **STRATEGIC OBJECTIVE 2.1**

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

### **STRATEGIC OBJECTIVE 2.2**

Demonstrate environmentally sustainable leadership and adapt to climate change.

### **STRATEGIC OBJECTIVE 2.3**

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

### **STRATEGIC OBJECTIVE 2.4**

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



In 2021/22, Council will invest

**\$334 MILLION**

to provide some **28 key services** across Hume City. Over the next four years, we will deliver **500 new capital works projects** to the value of

**\$485 MILLION**

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

**STRATEGIC OBJECTIVE 3.1**

Engage and empower our community through advocacy and community engagement.

**STRATEGIC OBJECTIVE 3.2**

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

**STRATEGIC OBJECTIVE 3.3**

Advance organisational high-performance through innovation and partnerships.

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

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

**DISABILITY ACTION PLAN** 

**COMMUNITY SAFETY ACTION PLAN** 

**PATHWAYS TO SUSTAINABILITY** 

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

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

## COUNCIL'S ROLE

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

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

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

## MONITORING AND REPORTING

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

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

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





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



# SERVICES PROVIDED



AGED SUPPORT SERVICES



ARTS AND CULTURE



COMMUNITY DEVELOPMENT



COMMUNITY SAFETY



DISABILITY SUPPORT SERVICES



ABORIGINAL AND TORRES STRAIGHT ISLANDER SUPPORT



EARLY CHILDHOOD EDUCATION AND CARE



ECONOMIC DEVELOPMENT



FAMILY SUPPORT AND HEALTH



LIBRARIES AND LEARNING PROGRAMS



LEISURE, HEALTH AND WELLBEING





YOUTH SERVICES

# SUPPORTING STRATEGIES AND PLANS

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

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

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
<p><b>1.1.1</b> Strengthen volunteering to enhance vocational and social learning opportunities and community connections.</p> <p><b>Council's Role: Service Provider, Facilitator</b></p>	 	●	●	●	●
<p><b>1.1.2</b> Finalise service planning, and introduce funded Three-Year-Old Kindergarten across existing and future early year services.</p> <p><b>Council's Role: Service Provider</b></p>		●	●	●	●
<p><b>1.1.3</b> 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><b>Council's Role: Service Provider</b></p>		●	●	●	●

 Disability Action Plan




 Community Safety Action Plan

 Pathways to Sustainability






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

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
<p><b>1.2.1</b> 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><b>Council's Role: Service Provider</b></p>		●	●	●	●
<p><b>1.2.2</b> 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><b>Council's Role: Facilitator, Advocate</b></p>	 	●	●	●	●
<p><b>1.2.3</b> Strengthen tertiary education opportunities in Hume City through the Multiversity Program and advocacy for a university and TAFE opportunities to be established in Hume's growth areas.</p> <p><b>Council's Role: Facilitator, Advocate</b></p>		●	●	●	●
<p><b>1.2.4</b> In partnership with stakeholders and advocacy, strengthen Hume City's economy by building business capability and facilitating local employment outcomes.</p> <p><b>Council's Role: Facilitator, Advocate</b></p>		●	●	●	●





 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability


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

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
<p><b>1.3.1</b> 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><b>Council's Role: Facilitator, Service Provider</b></p>		●	●	●	●
<p><b>1.3.2</b> Facilitate initiatives and partnerships to raise awareness around the impact of family violence, and support prevention of violence against women campaigns.</p> <p><b>Council's Role: Facilitator</b></p>		●	●	●	●
<p><b>1.3.3</b> 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><b>Council's Role: Facilitator</b></p>	 	●	●	●	●
<p><b>1.3.4</b> Advance Social Justice outcomes through delivering targeted initiatives to address barriers to access and participation.</p> <p><b>Council's Role: Facilitator</b></p>	  	●	●	●	●
<p><b>1.3.5</b> Establish an ongoing compliance model across Council that ensures our operational, reporting and investigation obligations, required under the Child Safe Standards and the Commission for Children and Young People are met.</p> <p><b>Council's Role: Service Provider</b></p>		●	●	●	●
<p><b>1.3.6</b> Finalise a review of General Local Law No. 1, including community and stakeholder engagement.</p> <p><b>Council's Role: Statutory Authority</b></p>		●	●	●	●
<p><b>1.3.7</b> Finalise and commence implementation of a new Domestic Animal Management Plan to support responsible animal management and safety.</p> <p><b>Council's Role: Statutory Authority</b></p>		●	●	●	●
<p><b>1.3.8</b> 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><b>Council's Role: Service Provider</b></p>		●	●	●	●
<p><b>1.3.9</b> Continue to undertake initiatives and advocacy to reduce gambling related harm and gambling reform.</p> <p><b>Council's Role: Facilitator, Advocate</b></p>		●	●	●	●


MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
<p><b>1.3.10</b> Finalise and commence implementation of the Hume Health and Wellbeing Plan 2021-2025.</p> <p><b>Council's Role: Service Provider</b></p>	  	●	●	●	●
<p><b>1.3.11</b> 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><b>Council's Role: Facilitator</b></p>	 	●	●	●	●
<p><b>1.3.12</b> Continue undertaking accessibility works at Council facilities, and other public-realm improvements to support people with disabilities.</p> <p><b>Council's Role: Service Provider</b></p>	 	●	●	●	●

 Disability Action Plan

 Community Safety Action Plan


 Pathways to Sustainability

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

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
<p><b>1.4.1</b> 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><b>Council's Role: Service Provider</b></p>		●	●	●	●
<p><b>1.4.2</b> 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><b>Council's Role: Service Provider</b></p>		●	●	●	●
<p><b>1.4.3</b> 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><b>Council's Role: Service Provider</b></p>		●	●	●	●

 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability

# THEME 1

## STRATEGIC INDICATORS

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

Number of library programs/events attendance per head of municipal population

**0.1**  
2020/21

-80%  
move



□ Previous Result

**0.5**  
2019/20

Level of influence: **High**  
Source: Public Libraries Victoria, Annual Survey of Victorian Public Libraries

Preschool participation rates (including non-Council services)

**89%**  
2019/20

-5.92%  
move



□ Previous Result

**94.6%**  
2018/19

Level of influence: **Medium**  
Source: Department of Education, Victorian Child and Adolescent Monitoring System

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

Number of student placements supported by Council

**0**  
2020/21

100%  
move



□ Previous Result

**68**  
2019/20

Level of influence: **High**  
Source: Hume City Council, CHRIS21

Percentage gap between the Greater Melbourne and Hume LGA unemployment rates

**6.8%**  
2020/21

44.76%  
move



□ Previous Result

**4.2%**  
2018/19

Level of influence: **Medium**  
Source: Hume City Council derived from Department of Employment Small Area Labour Markets

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

#### Participation rates in Maternal Child Health

**73.7%**  
2020/21

**-1.34%**  
% move



□ Previous Result

**74.7%**  
2019/20

Level of influence: **High**

Source: Local Government Performance Reporting Framework

#### Percentage of community who are satisfied with their health

**88.8%**  
2020/21

**13.55%**  
move



□ Previous Result

**78.2%**  
2018/19

Level of influence: **Low**

Source: Hume City Council, Community Indicators

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

**85%**  
(2020/21)

**7.46%**  
% move



□ Previous Result

**79.1%**  
2018/19

Level of influence: **Low**

Source: Hume City Council, Community Indicators

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

Average overall community satisfaction rating for Council led events and festivals

**92%**  
(2019/20)

**12.33%**  
% move



□ Previous Result

**81.9%**  
2019/20

Level of influence: **High**

Source: Hume City Council, Event Evaluations

## LEVEL OF INFLUENCE

### High

Council can directly influence this result.

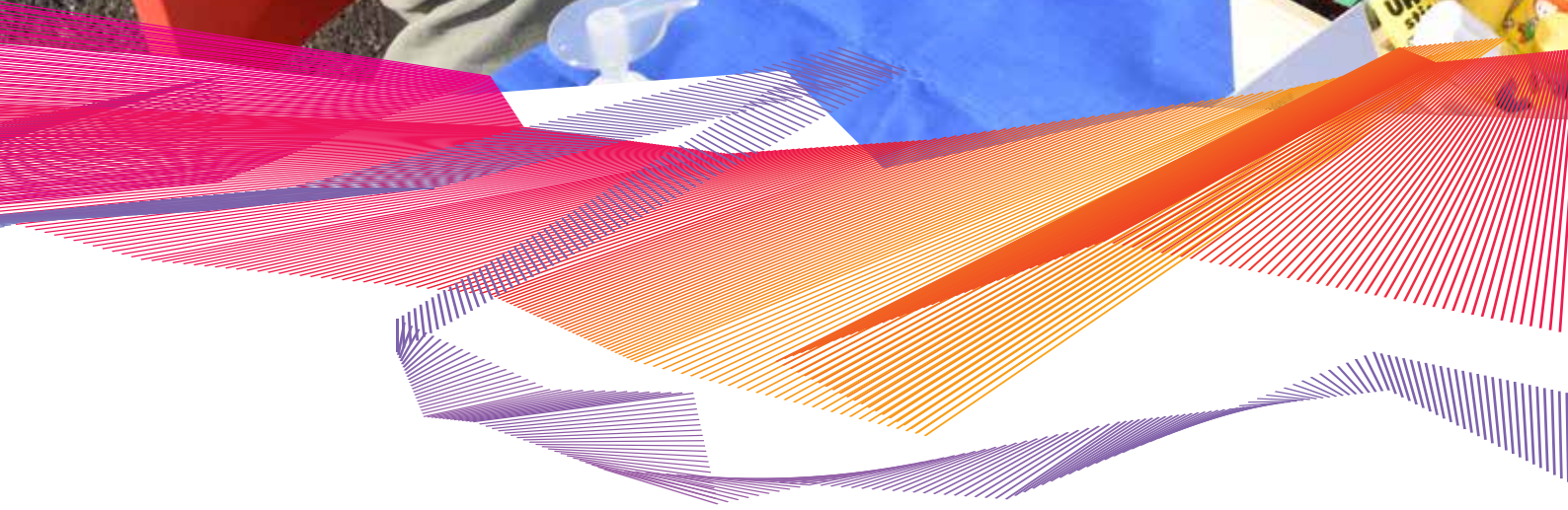
### Medium

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

### Low

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







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

# SERVICES PROVIDED



CITY AMENITY AND APPEARANCE



CITY DEVELOPMENT



FACILITY MANAGEMENT/FACILITIES HIRE



PARKS AND OPEN SPACE



TRANSPORT, ROADS AND DRAINAGE







WASTE MANAGEMENT

# SUPPORTING STRATEGIES AND PLANS


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

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





MAJOR STRATEGY OR ACTION		PLAN	2021/22	2022/23	2023/24	2024/25
2.1.1	Review and implement improvements to further enhance the delivery of Statutory Planning and Building Control services. <b>Council's Role: Statutory Authority</b>		●	●	●	●
2.1.2	Undertake planning to improve housing diversity (including housing design guidelines), and advocate for improvements to social housing. <b>Council's Role: Facilitator, Advocate</b>		●	●	●	●
2.1.3	Deliver Stage Two of the youth crisis facility needs assessment, including determining and pursuing feasible options for facilitating its delivery. <b>Council's Role: Facilitator</b>		●	●	●	●
2.1.4	In partnership with the Victorian Planning Authority 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 (Kalkallo) and Merrifield (Mickleham). <b>Council's Role: Facilitator</b>		●	●	●	●
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. <b>Council's Role: Service Provider</b>		●	●	●	●
2.1.6	Implement the Conservation Management Plan (CMP) Framework by progressively developing individual plans for each of the conservation reserves. <b>Council's Role: Service Provider</b>		●	●	●	●

 Disability Action Plan

 Community Safety Action Plan


 Pathways to Sustainability

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

MAJOR STRATEGY OR ACTION		PLAN	2021/22	2022/23	2023/24	2024/25
2.2.1	Implement programs to support environmental sustainable leadership including Enviro Champions, Gardens for Wildlife, and Environmental Scholarship programs. <b>Council's Role: Service Provider</b>		●	●	●	●
2.2.2	Finalise the review of the Land and Biodiversity Plan. <b>Council's Role: Service Provider</b>		●	●	●	●
2.2.3	Investigate options to enhance Council's response to climate change including ways to support the Hume community adapt to climate change. <b>Council's Role: Facilitator</b>		●	●	●	●
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. <b>Council's Role: Service Provider</b>		●	●	●	●

 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability



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

MAJOR STRATEGY OR ACTION		PLAN	2021/22	2022/23	2023/24	2024/25
2.3.1	Recommence and finalise the suburb boundary review. <b>Council's Role: Facilitator</b>		●	●	●	●
2.3.2	Finalise a new Open Space Strategy and continue to implement improvements to active and passive open spaces and playspaces. <b>Council's Role: Service Provider</b>	  	●	●	●	●
2.3.3	In partnership with Department of Environment, Land, Water and Planning and other stakeholders, progress the development the Jacksons Creek Regional Parkland Plan and Merri Creek Regional Parkland. <b>Council's Role: Facilitator</b>	  	●	●	●	●
2.3.4	Develop open space masterplans for Merlynston Creek and Aitken Creek. <b>Council's Role: Service Provider</b>	  	●	●	●	●
2.3.5	Finalise a 10-year waste strategy and implement initiatives to reduce the incident of illegal dumped waste in Hume City. <b>Council's Role: Service Provider</b>	 	●	●	●	●

 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability





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

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
2.4.1 Progress the construction of Yirragan Road connection to Buckland Way, Sunbury. <b>Council's Role: Service Provider</b>		●	●	●	●
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. <b>Council's Role: Service Provider, Facilitator</b>	  	●	●	●	●

 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability

## THEME 2 STRATEGIC INDICATORS

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

Percentage of Council planning decisions upheld at VCAT

**0%**  
2020/21

-100%  
movement



□ Previous Result

**60%**  
2019/20

Level of influence: **Medium**

Source: Local Government Performance Reporting Framework

Percentage of planning applications decided within required time-frames

**51.3%**  
2020/21

15.8%  
move



□ Previous Result

**44.3%**  
2019/20

Level of influence: **High**

Source: Local Government Performance Reporting Framework

### 2.2 Demonstrate environmentally sustainable leadership and adapt to climate change

Percentage of kerbside waste collection diverted from landfill

**34.92%**  
2020/21

-0.51%  
move



□ Previous Result

**35.1%**  
2019/20

Level of influence: **High**

Source: Local Government Performance Reporting Framework

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

Net increase in street and park trees

**6,695**  
2020/21

32.76%  
move



□ Previous Result

**5,043**  
2019/20

Level of influence: **High**

Source: Hume City Council





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

**Community satisfaction rating with sealed local roads**

**64%**  
2020/21

**12.28%**  
move



▣ **Previous Result**  
**57%**  
2019/20

Level of influence: **High**

Source: Hume City Council, Community Indicators

**LEVEL OF INFLUENCE**

**High**

Council can directly influence this result.

**Medium**

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

**Low**

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



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

# SERVICES PROVIDED



ASSET MANAGEMENT AND  
INFRASTRUCTURE DEVELOPMENT



COMMUNICATIONS AND ADVOCACY



COMMUNITY DEVELOPMENT



COUNCIL AND SERVICE PLANNING



CUSTOMER SERVICE



FINANCE AND PROCUREMENT SERVICES



GOVERNANCE AND ASSOCIATED  
STATUTORY SERVICES



HUMAN RESOURCES



INFORMATION TECHNOLOGY









ORGANISATION AND  
COMMUNITY INTELLIGENCE

# SUPPORTING STRATEGIES AND PLANS

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












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

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
<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.</p> <p><b>Council's Role: Service Provider</b></p>	  	●	●	●	●
<p>3.1.2 Finalise the development of a new Community Vision, Council Plan and Financial Plan through deliberative engagement with Hume's community, in line with the requirements under the Local Government Act 2020.</p> <p><b>Council's Role: Statutory Authority</b></p>		●	●	●	●
<p>3.1.3 Undertake initiatives enhance Council consultation and engagement practices, in line with Council's Community Engagement Policy.</p> <p><b>Council's Role: Service Provider</b></p>	 	●	●	●	●
<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><b>Council's Role: Advocate</b></p>		●	●	●	●

 Disability Action Plan    
  Community Safety Action Plan    
  Pathways to Sustainability



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

MAJOR STRATEGY OR ACTION		PLAN	2021/22	2022/23	2023/24	2024/25
3.2.1	Develop the long-term Asset Management Plan in accordance with the Local Government Act 2020. <b>Council's Role: Service Provider</b>	  	●	●	●	●
3.2.2	Implement integrated corporate reporting solution/s to enhance transparency and performance accountability. <b>Council's Role: Service Provider</b>		●	●	●	●
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. <b>Council's Role: Service Provider</b>	  	●	●	●	●
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. <b>Council's Role: Service Provider</b>	 	●	●	●	●
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. <b>Council's Role: Service Provider</b>	  	●	●	●	●




 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability

# STRATEGIC OBJECTIVE 3.3

## ADVANCE ORGANISATIONAL HIGH-PERFORMANCE THROUGH INNOVATION AND PARTNERSHIPS

MAJOR STRATEGY OR ACTION	PLAN	2021/22	2022/23	2023/24	2024/25
<p>3.3.1 Undertake a range of initiatives and programs to enhance 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><b>Council's Role: Service Provider</b></p>	 	●	●	●	●
<p>3.3.2 Undertake service reviews, business process improvements and initiatives to improve the Customer Experience provided across Council services, programs and activities.</p> <p><b>Council's Role: Service Provider</b></p>		●	●	●	●

 Disability Action Plan

 Community Safety Action Plan

 Pathways to Sustainability



# THEME 3 STRATEGIC INDICATORS

## 3.1 Empower and engage our community through advocacy and community engagement

### Community satisfaction with Council decisions

**59%**  
2020/21

**7.27%**  
% move



▣ Previous Result  
**55%**  
2019/20

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

### Percentage of Council decisions made at meetings closed to the public

**23.64%**  
2020/21

**-19.86%**  
move



▣ Previous Result  
**29.5%**  
2019/20

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

### Satisfaction with community consultation and engagement

**56%**  
(2020/21)

**0%**  
% move



▣ Previous Result  
**56%**  
2019/20

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

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

Adjusted underlying surplus as a percentage of underlying revenue

**5.26%**  
2020/21

**-46.22%**  
% move



□ Previous Result

**9.78%**  
2019/20

Level of influence: **High**

Source: Local Government Performance Reporting Framework

Asset renewal and upgrade compared to depreciation

**74.66%**  
2020/21

**-9.68%**  
move



□ Previous Result

**82.66%**  
2019/20

Level of influence: **High**

Source: Local Government Performance Reporting Framework

Percentage of Council Plan Actions completed

**73%**  
(2020/21)

**1.39%**  
% move



□ Previous Result

**72%**  
2019/20

Level of influence: **High**

Source: : Hume City Council, Council Plan Quarterly Reports

#### LEVEL OF INFLUENCE

**High** Council can directly influence this result.

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

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





### 3.3 Advance organisational high-performance through innovation and partnerships

#### Employee Retention Rate

**92.6%**  
2020/21

**-1.2%**  
% move



□ Previous Result  
**91.5%**  
2019/20

Level of influence: **High**

Source: Local Government Performance Reporting Framework

#### Satisfaction with Council's overall performance

**68%**  
2020/21

**6.25%**  
move

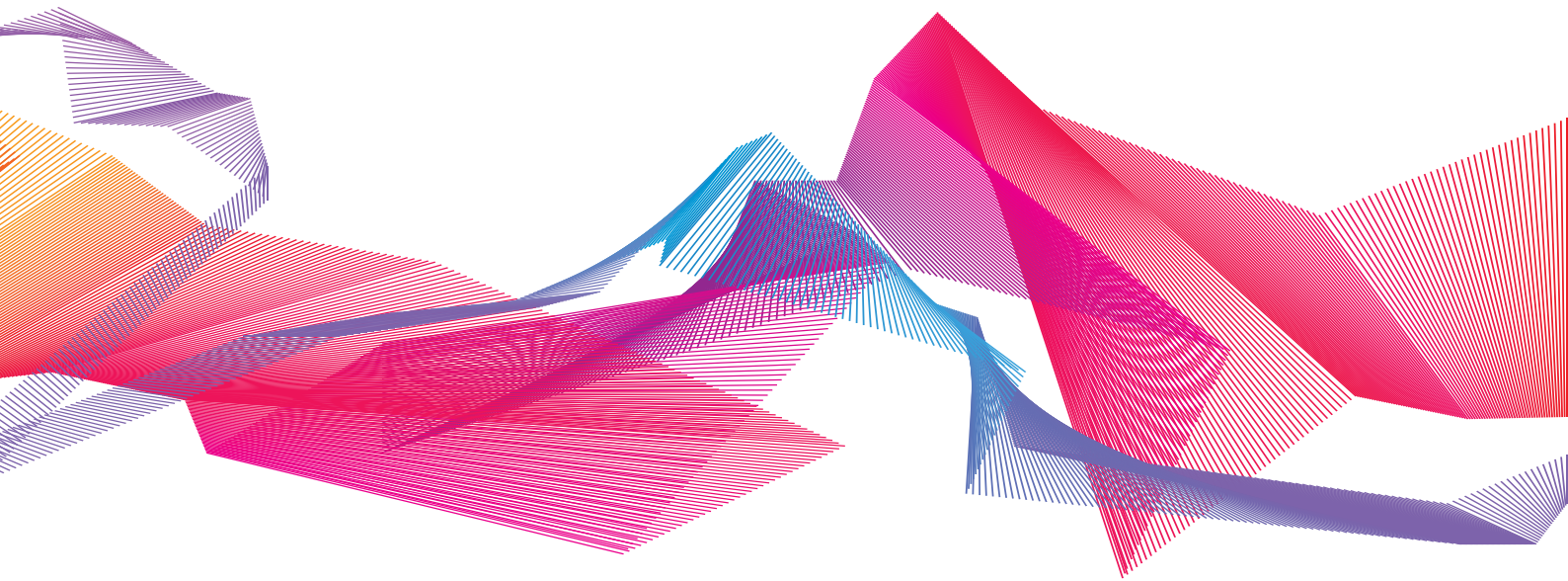


□ Previous Result  
**64%**  
2019/20

Level of influence: **High**

Source: Hume City Council, Hume Horizons 2040 Community Indicators

# ADDENDUM 1: DISABILITY ACTION PLAN



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

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

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

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

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

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

## DISABILITY IN HUME CITY

According to the 2016 Census, there were 7,238 Hume City residents aged 0-64 years and 5,201 residents aged 65 years or older, who identified as requiring a need for assistance with core activities. This equates to 6.3 per cent of Hume residents that have a need for assistance with day-to-day activities including self-care, mobility and communication because of a disability, long-term health condition (lasting six months or more) or old age.

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

The proportion of Greater Melbourne residents who identified as requiring a need for assistance with core activities is 4.9 per cent (ABS, 2016 Census).

Suburbs within Hume City with the highest proportions of population requiring a need for assistance with core activities are Coolaroo (12.1 per cent), Campbellfield (10.6 per cent), Meadow Heights (9.3 per cent), Dallas (8.5 per cent) and Broadmeadows (8.5 per cent).


While these areas typically have ageing communities, the area of Sunbury has the highest proportion of young people (aged 5-19 years) with a need for assistance with core activities at 5.0 per cent, compared to 3.4 per cent for Hume City and 2.8 per cent for Greater Melbourne.

The Australian Bureau of Statistics statistical areas (SA2s) of Broadmeadows (also includes Jacana), Campbellfield – Coolaroo (also includes Dallas and Fawkner) and Meadow Heights have the three highest proportions of residents aged 0-64 years identified as requiring a need for assistance with core activities of all SA2s in Metropolitan Melbourne.

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

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

## COUNCIL PLAN ACTIONS

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

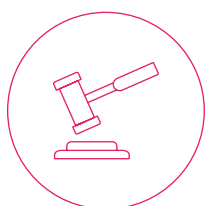
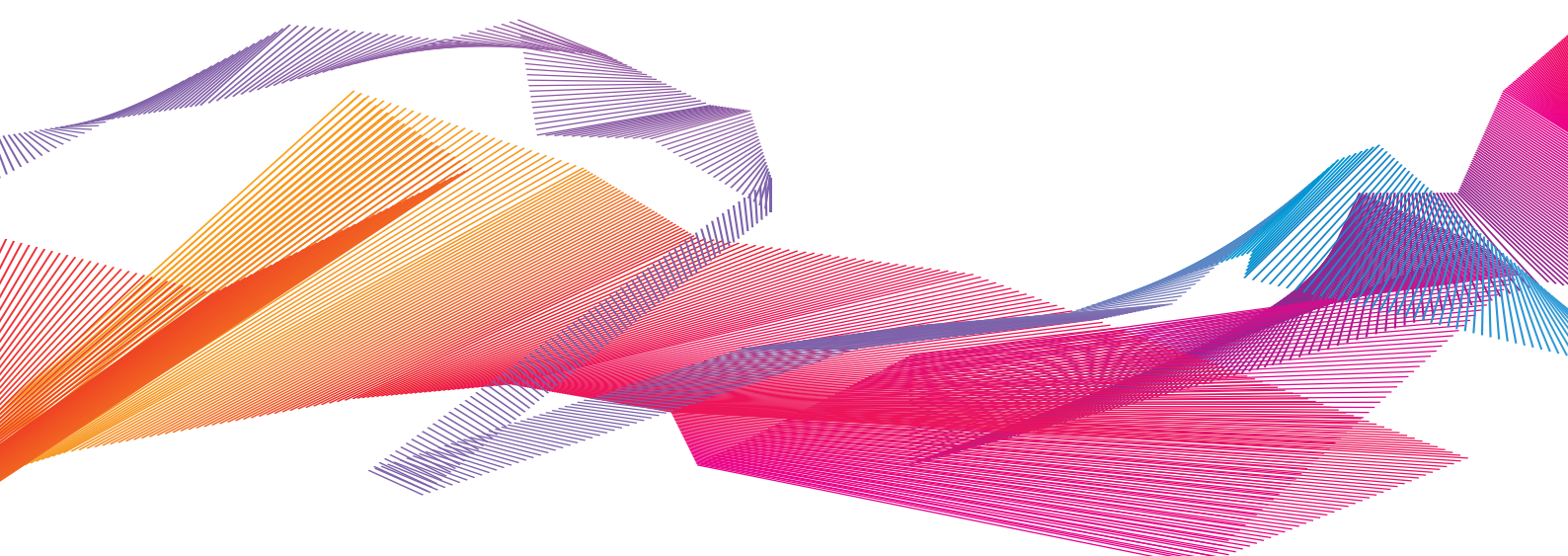
## 2021-2025 DISABILITY ACTIONS

- 1.1.1 Strengthen volunteering to enhance vocational and social learning opportunities and community connections.
- 1.1.3 Undertake an assessment of the current Children Services model and explore its ongoing feasibility in light of continued growth and changing government policy direction.
- 1.1.4 Deliver and monitor a range of parenting education programs to build the capacity of parents to support children from 0-24 years.
- 1.2.1 Provide a range of Council-led initiatives and work experiences to strengthen employment pathways and vocational education opportunities, particularly for those of diverse or disadvantaged backgrounds.



- 1.2.2 In partnership with the Victorian Government and business, progress the revitalisation of Broadmeadows and Hume Central to facilitate a vibrant town centre, places for people to work, learn, live and enjoy and advocacy for renewal of the Broadmeadows Train Station.
- 1.3.4 Advance Social Justice outcomes through delivering targeted initiatives to address barriers to access and participation.
- 1.3.8 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.
- 1.3.10 Finalise and commence implementation of the Hume Health and Wellbeing Plan 2021-2025.
- 1.3.11 In partnership with local agencies, provide assistance and support to people sleeping rough within Hume City, including adopting a rough sleeping response protocol.
- 1.3.12 Continue undertaking accessibility works at Council facilities, and other public-realm improvements to support people with disabilities.
- 2.3.2 Finalise a new Open Space Strategy and continue to implement improvements to active and passive open spaces and playspaces.
- 2.3.3 In partnership with Department of Environment, Land, Water and Planning and other stakeholders, progress the development the Jacksons Creek Regional Parkland Plan and Merri Creek Regional Parkland.
- 2.3.4 Develop open space masterplans for Merlynston Creek and Aitken Creek.
- 2.4.2 Undertake initiatives to expand on, and improve connections with Hume's walking and cycling network, including a review of the Northern Regional Trails Strategy.
- 3.1.1 Implement and support programs and advisory committees/reference groups to foster community leadership and increase community participation into Council decision making processes.
- 3.1.3 Undertake initiatives to enhance Council consultation and engagement practices, in line with Council's Community Engagement Policy.
- 3.2.1 Develop the long-term Asset Management Plan in accordance with the Local Government Act 2020.
- 3.2.3 Plan for, deliver, and undertake initiatives to improve utilisation of community infrastructure and facilities; including finalising the Community Infrastructure Plan, Community Facilities Strategic Review and Youth Facilities Review.
- 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.
- 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.
- 3.3.2 Undertake service reviews, business process improvements and initiatives to improve the Customer Experience provided across Council services, programs and activities.

# ADDENDUM 2: COMMUNITY SAFETY ACTION PLAN



## 100% SUCCESS

rate for **animal management** prosecutions



## ALMOST 1 IN 2

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

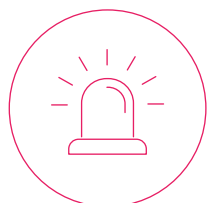
(Source: 2020/21 CIS)



## 3.72 DAYS

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

Source: LGPRF 2020/21



## 6,300

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

(Source: Crime Statistics Agency)



More than

## 4 OUT OF 5

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

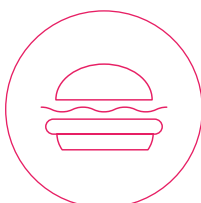
(Source: 2020/21 CIS)



## 92.8% OF FOOD

**premises safety assessments notifications** completed

(Source: LGPRF Reporting 2020/21)



## 1,700

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

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

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

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



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

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

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

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

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

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

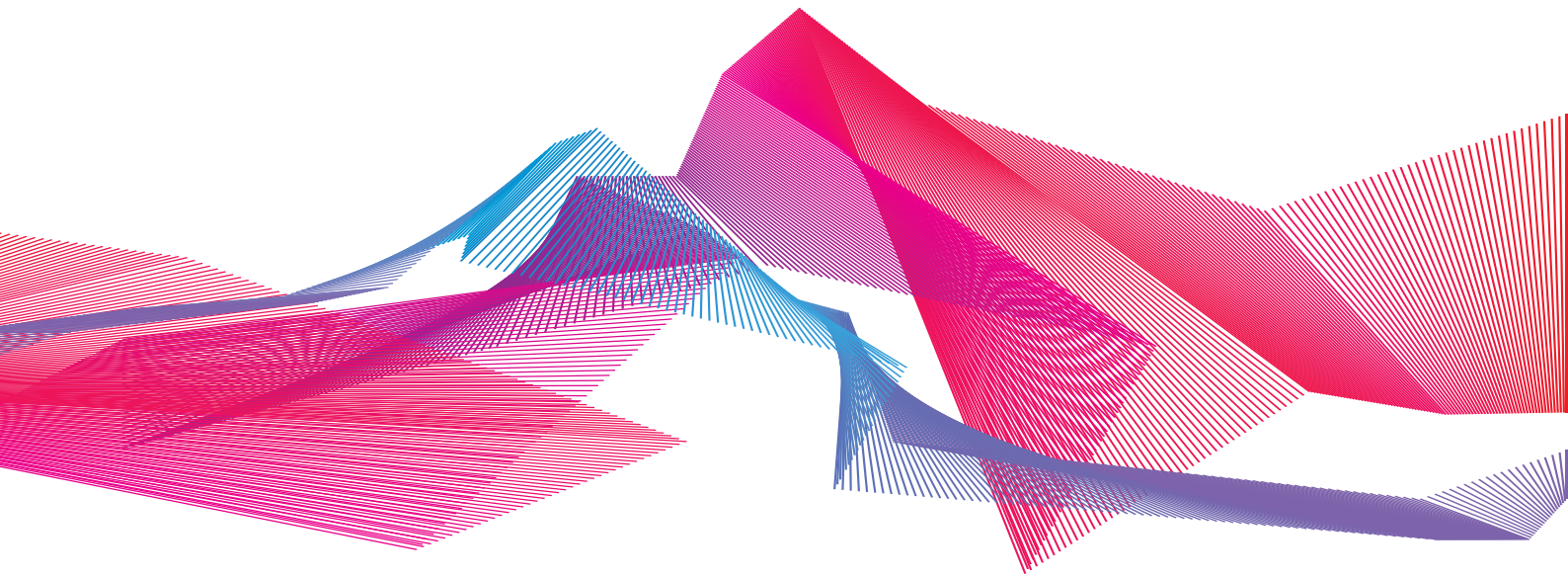
- 1.2.2 In partnership with the Victorian Government and business, progress the revitalisation of Broadmeadows and Hume Central to facilitate a vibrant town centre, places for people to work, learn, live and enjoy and advocacy for renewal of the Broadmeadows Train Station.
- 1.3.1 In partnership with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

- |        |  |       |   |
|--------|--|-------|---|
| 1.3.5  | Establish an ongoing compliance model across Council that ensures our operational, reporting and investigation obligations, required under the Child Safe Standards and the Commission for Children and Young People (CCYP) are met. | 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.   |
| 1.3.6  | Finalise a review of General Local Law No. 1, including community and stakeholder engagement.  | 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.   |
| 1.3.7  | Finalise and commence implementation of a new Domestic Animal Management Plan to support responsible animal management and safety.   | 3.1.3 | Undertake initiatives to enhance Council consultation and engagement practices, in line with Council’s Community Engagement Policy.   |
| 1.3.9  | Continue to undertake initiatives and advocacy to reduce gambling related harm and gambling reform.  | 3.2.1 | Develop the long-term Asset Management Plan in accordance with the Local Government Act 2020.   |
| 1.3.10 | Finalise and commence implementation of the Hume Health and Wellbeing Plan 2021-2025.  | 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.  |
| 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.   | 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. |
| 1.3.12 | Continue undertaking accessibility works at Council facilities, and other public-realm improvements to support people with disabilities.   | 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.   |
| 2.1.3  | Deliver Stage Two of the youth crisis facility needs assessment, including determining and pursuing feasible options for facilitating its delivery.  | 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.   |
| 2.3.2  | Finalise a new Open Space Strategy and continue to implement improvements to active and passive open spaces and playspaces.  |       |   |
| 2.3.3  | In partnership with Department of Environment, Land, Water and Planning and other stakeholders, progress the development the Jacksons Creek Regional Parkland Plan and Merri Creek Regional Parkland.                                |       |   |
| 2.3.4  | Develop open space masterplans for Merlynston Creek and Aitken Creek.  |       |   |
| 2.3.5  | Finalise a 10-year waste strategy and implement initiatives to reduce the incident of illegal dumped waste in Hume City.   |       |   |





# ADDENDUM 3: PATHWAYS TO SUSTAINABILITY FRAMEWORK



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

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

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

## **HUME'S NATURAL ENVIRONMENT**

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

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

Most of Hume's original vegetation has been removed for agricultural and urban development. The remaining scattered woodland and grassland remnants are among the most critically endangered vegetation types in Australia<sup>2</sup>. Hume's waterways have all been impacted by human use and activities, including changing the natural hydrological cycle. Several sites in Hume continue to support both common (Eastern Grey Kangaroos and Black-shouldered Kites) and threatened (Platypus, Growling Grass Frog, and Golden Sun Moth) native wildlife.

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

### **LIVING SUSTAINABLY IN HUME**

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

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

### **CLIMATE CHANGE**

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

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

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



## STRATEGIC PATHWAYS

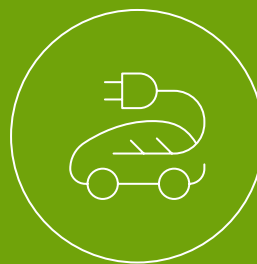
The Pathways represent Hume's approach to and current best practice for environmental sustainability, while looking to the future.

### PATHWAY 1: DEMONSTRATE SUSTAINABILITY LEADERSHIP



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

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



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

### PATHWAY 3: PROVIDE STRONG ENVIRONMENTAL STEWARDSHIP



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

### PATHWAY 4: CREATE SUSTAINABLE PLACES



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

## PATHWAY 5: RESPOND TO THE CLIMATE EMERGENCY



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

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



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

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



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

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



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

## 2021-2025 SUSTAINABILITY ACTIONS

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





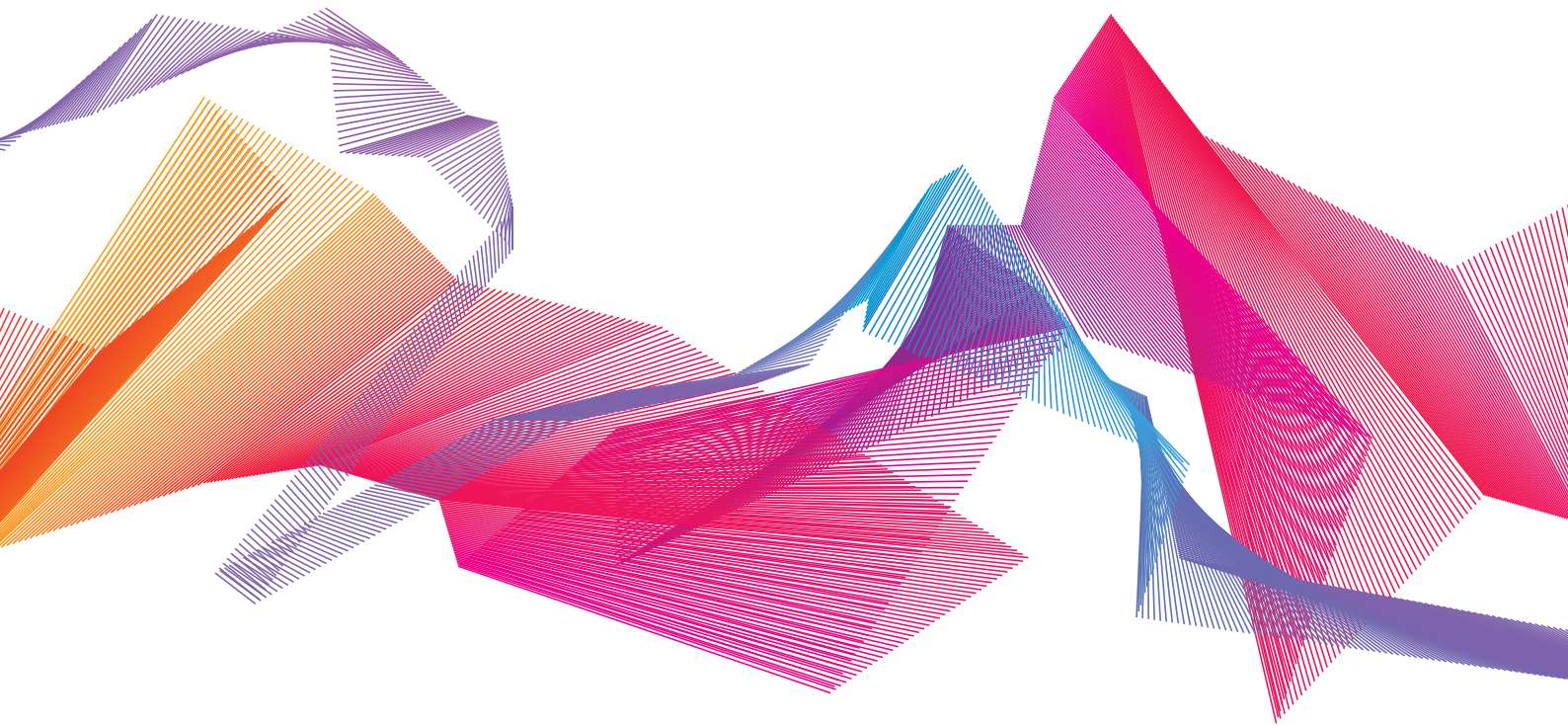


- 2.2.4 Undertake initiatives to improve stormwater harvesting, including at Cloverton, and subject to funding, Jack Roper Reserve Broadmeadows or John Ilham Memorial Reserve Broadmeadows.
- 2.3.2 Finalise a new Open Space Strategy and continue to implement improvements to active and passive open spaces and playspaces.
- 2.3.3 In partnership with Department of Environment, Land, Water and Planning and other stakeholders, progress the development the Jacksons Creek Regional Parkland Plan and Merri Creek Regional Parkland.
- 2.3.4 Develop open space masterplans for Merlynston Creek and Aitken Creek.
- 2.3.5 Finalise a 10-year waste strategy and implement initiatives to reduce the incident of illegal dumped waste in Hume City.
- 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.
- 3.1.1 Implement and support programs and advisory committees/reference groups to foster community leadership and increase community participation into Council decision making processes.
- 3.1.4 Develop 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.
- 3.2.1 Develop the long-term Asset Management Plan in accordance with the Local Government Act 2020.
- 3.2.3 Plan for, deliver, and undertake initiatives to improve utilisation of community infrastructure and facilities; including finalising the Community Infrastructure Plan, Community Facilities Strategic Review and Youth Facilities Review.
- 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.

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







INCORPORATING THE:

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

DRAFT FOR CONSULTATION

