

PART 3: FOUNDATIONS FOR IMPLEMENTATION OF THE HUME STRATEGY



# LEADERSHIP AND GOVERNANCE

## LEADERSHIP

Leadership is central and fundamental to delivering a strategic plan that has positive long-lasting impacts for the region and sub regions. Community and business leaders from across the region have contributed significant time, energy and advice to inform the development of the Hume Strategy. Further, this group has provided valuable advice that has shaped the content of this part of the Hume Strategy which outlines recommendations for continuous engagement in the implementation process.

Leadership is a quality demonstrated across a broad spectrum of stakeholder interests and consequently, the Hume Strategy provides the opportunity to harness drive and enthusiasm for the plans from community, business and government at all levels. Overall, the challenge for the entire Hume Region is to address an increasingly complex world to ensure a more sustainable and competitive region.

Aspects of leadership development identified by community and business leaders included:

- > Innovation and entrepreneurship.
- > Participation and support to governance structures.
- > Resourcing and support for community leadership, capacity building and volunteering.
- > Leading by example through demonstration, pilot projects, or other initiatives.

The capacity and quality of leadership in local institutions – including business, industry, local government, regional agencies, health and human services organisations and local community groups – will be critical in determining the extent to which the region can take advantage of opportunities.

Civic participation is a hallmark of communities across the Hume Region. There is a vast array of sporting, cultural, environmental, social and business groups that exist as part of the fabric of community life. These groups and their contributions represent significant assets that need to be sustained for the benefit of current and future generations.

In this context, the following additional work has been recommended by community and business leaders that will add future value and drive to the delivery of the Hume Strategy.

## RECOMMENDATION FOR FURTHER WORK

Develop a key direction and strategies for leadership that contribute to the implementation of the Hume Strategy and capture the opportunity to engage with, harness and work collaboratively with the region's leaders.

Actions to consider as part of preparing the direction and strategies on leadership:

- > Work in partnership with the region's leaders to drive the implementation of the Hume Strategy through participatory mechanisms.
- > Promote innovation in the development of engagement methods that harness the region's commitment to working collaboratively.
- > Provide an environment that recognises and enables the passion and commitment of leaders to build and grow the potential of the region.
- > Convene an annual Hume Strategy Leadership Gathering to review progress and contribute to the setting of future priorities and actions.
- > Develop leadership capability in the Lower Hume sub region by establishing and resourcing a community leadership program.

## GOVERNANCE

Strong regional governance, community leadership capacity and civic participation are key elements in the Hume Region's future. Community leadership programs, such as the Alpine Valleys Community Leadership Program and Fairley Leadership that are based in Hume Region, play a crucial role in developing the next generation of leaders for the region.

Building partnerships between government, business and the community, as well as amongst local governments, is fundamental to future sustainability and competitiveness. Investments that improve the capacity of local governments and communities will help meet social, economic and environmental challenges.

The Hume Strategy is a project of the Hume RMF and the Victorian Government has determined that RMFs will play an ongoing role in the implementation of regional planning as the coordination point in the regional governance structure. RMFs will continue to lead the regional planning process through its development and implementation phases.

The Hume RMF as the sponsoring body for the Hume Strategy will oversee the implementation program for the Hume Strategy regional plan and the four sub regional plans. It will monitor progress and take the lead in any review of actions associated with these plans. However, many government, non-government, business and community stakeholders have a role in the implementation of the Hume Strategy and many others can expect to benefit from its success.

The establishment of RDA and more specifically the RDA Hume Committee (managed by RDV), provides an exceptional opportunity to access Commonwealth Government support in the implementation of the Hume

Strategy. The RDA Hume Committee is comprised of 10 representatives who have committed to work hard and passionately for the interests of the region.

There are also other existing programs, advisory bodies, reference structures and policy networks that can be engaged for their expertise and capacity to contribute to the success of the Hume Strategy.

A preliminary governance model has been developed to support Hume Strategy implementation (Figure 3).

To assist in the delivery of the Hume Strategy, a detailed implementation program will be prepared, showing the links between key directions and specific projects and identifying responsibilities for implementation of actions included in the regional and sub regional plans.

It is anticipated that the Hume Strategy will be implemented in part through Victorian Government priorities identified in *Ready for Tomorrow*, the Blueprint for Regional and Rural Victoria. Regional priorities will also be evaluated and where agreed, supported through implementation procedures that will be developed by stakeholders.

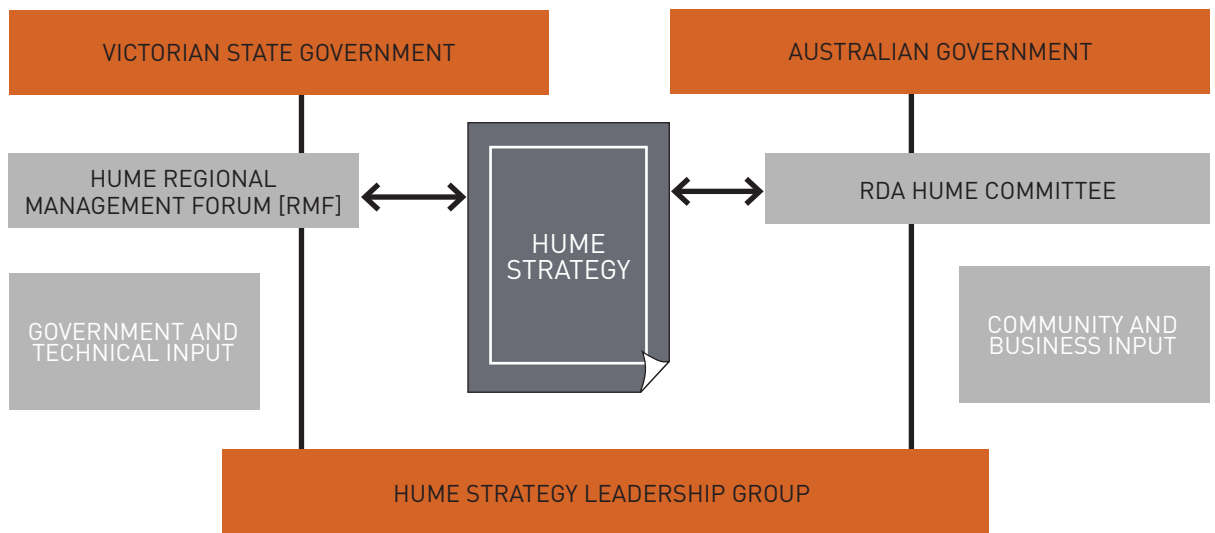
### RECOMMENDATION FOR FURTHER WORK

Develop a key direction and strategies that contribute to the governance arrangements for implementation of the Hume Strategy.

Actions to consider as part of preparing the direction and strategies on governance:

- > Determine and resource governance arrangements to oversee and drive the implementation of the Hume Strategy.
- > Prepare detailed implementation plans including business cases and investment requirements for regional and sub regional priorities.
- > Utilise the Hume RMF to provide cross government support and coordination for implementation of the Hume Strategy.
- > Establish and resource a community leadership team as a source of advice on future implementation of the Hume Strategy.
- > Report on the implementation of the Hume Strategy annually to stakeholders.
- > Establish a timetable for a regular and comprehensive evaluation and review of the Hume Strategy.

FIGURE 3 – HUME STRATEGY IMPLEMENTATION MODEL



# MONITORING, REPORTING AND REVIEW

## SUSTAINABILITY ELEMENTS

Consistent with *Ready for Tomorrow*, the blueprint for Regional and Rural Victoria, the Hume Strategy will adopt a 10 year outlook, notwithstanding the fact that there is information relevant to the Hume Region that considers issues from a 30 year perspective.

To successfully implement the plans set out under the Hume Strategy it is important that a performance management structure is established. Monitoring implementation and reviewing actions over the life of the plan requires identification of targets and timelines. Progress towards targets should be reported regularly to the Hume RMF, with a formal report annually that could also be made available to the Hume Region community.

Six high-level sustainability elements consistent with the themes of the Hume Strategy have been identified. These elements are proposed as the starting point for developing indicators and possible measures to be built into future performance management structures for the Hume Strategy.

### SUSTAINABILITY ELEMENT 1: A SUSTAINABLE FUTURE



#### Proposed Description:

Efficient, sensitive use of natural resources to sustain growth whilst protecting and enhancing the environmental assets of the region including biodiversity, air, soil and water quality and having regard to the needs of future generations.

#### Measures to be identified from:

Climate change, water security, biodiversity, river health, significant natural resources, natural attractions, eco-tourism, natural hazards and environmental sustainability issues are to be considered in this indicator.

### SUSTAINABILITY ELEMENT 2: A HEALTHY, VIBRANT AND RESILIENT COMMUNITY



#### Proposed Description:

There will be a strong commitment to social inclusion and cultural harmony. The unique qualities of the region's Indigenous people will be respected and valued whilst people with different cultures, backgrounds, values and beliefs will live in peace and harmony.

Equity of life opportunities, equity of access to services and facilities will be reflected in the leisure, sport, cultural and community life of the region.

#### Measures to be identified from:

Social and community infrastructure, including access to services and facilities (medical, educational, recreational, religious, and legal), social inclusion and connectivity, and cultural diversity and harmony are to be considered in this indicator.

### SUSTAINABILITY ELEMENT 3: A THRIVING ECONOMY



#### Proposed Description:

Create a diverse and vibrant economy for the region that offers job opportunities, dynamic business environments and sufficient land and facilities to stimulate economic prosperity.

#### Measures to be identified from:

Population, economy, employment, telecommunications and prosperity issues are to be addressed under this indicator.

### SUSTAINABILITY ELEMENT 4: MOBILITY AND TRANSPORT



#### Proposed Description:

Create and provide high quality, reliable, safe, affordable and sustainable transport and mobility options that connect people and communities with jobs, schools, health, recreation and other services, facilities and places.

#### Measures to be identified from:

Public transport, access and mobility issues are addressed in this indicator.

### SUSTAINABILITY ELEMENT 5: URBAN AND RURAL LAND USE



#### Proposed Description:

Create places for people to live, work and enjoy in an environmentally friendly and sustainable manner. Create a sense of place, a sufficient range of housing diversity and high quality, mixed use, durable, flexible and adaptable buildings for public and private use.

#### Measures to be identified from:

General housing issues, accommodation, affordability, residential amenity, safer neighbourhoods, healthier places, rural land capability, public and private built environment with safer and sustainable design are to be addressed under this indicator.

### SUSTAINABILITY ELEMENT 6: LEADERSHIP



#### Proposed Description

Responsible, representative and accountable leadership that demonstrates commitment to encouraging and facilitating community participation in decision making and offer fair and equal opportunities for all.

#### Measures to be identified from:

Effective and inclusive participation, representation in the implementation of the Hume Strategy and leadership should be assessed in this indicator.

## IDENTIFYING READY TO ADVANCE PROJECTS

Throughout the 10 year life of the Hume Strategy a range of opportunities will emerge that enable the advancement priority strategies linked to the actions listed in Appendix 1 of the regional and sub regional plans.

It is in the interests of stakeholders to use the Hume Strategy to take full advantage of funding opportunities as they arise. This can be done by ensuring there is identification of projects that are ready to advance.

Taking advantage of funding opportunities is dependant on timing and there is merit in identifying projects in the Hume Strategy which are ready to advance at June 2010.

To commence this process, a set of criteria that will enable the identification of projects as being ready to advance has been applied by the Hume RMF and includes projects that:

- > address the Hume Region's competitive advantages or meet agreed challenges
- > have a completed plan and a well developed business case
- > are significant at the regional or sub regional level
- > are opportune (the time is right but the project will not happen without funding)

Advice will be gathered from state and local governments on regional and sub regional projects that are ready to advance and this information will be used as the basis for immediate action to take advantage of available funding opportunities.

For a list of the projects nominated as ready to advance, please refer to the current Hume Strategy Executive Summary which is available as a separate volume.



