



**COUNCIL MEETING OF
THE HUME CITY COUNCIL**

MONDAY, 8 DECEMBER 2025

7:00PM

**COUNCIL CHAMBER - HUME GLOBAL LEARNING CENTRE
BROADMEADOWS**

HUME COMMUNITY VISION 2045:

A thriving community with a strong sense of belonging.

An audio and video recording of this meeting of the Hume City Council will be published to Council's website within two (2) working days.

HUME CITY COUNCIL

Notice of a

COUNCIL MEETING OF THE HUME CITY COUNCIL

to be held on Monday, 8 December 2025

at 7:00pm

at the Council Chamber - Hume Global Learning Centre Broadmeadows

Attendees:	a: Council	Cr Carly Moore Cr Ally Watson Cr Jarrod Bell Cr Daniel English Cr Steve Gagen Cr John Haddad Cr Kate Hamley Cr Naim Kurt Cr Sam Misho Cr Jim Overend Cr Karen Sherry	Mayor Deputy Mayor
	b: Officers	Ms Sheena Frost Ms Rachel Dapiran Ms Kristen Cherry Mr Fadi Srour Ms Ann-Michel Greenwood Ms Danielle Prentice	Chief Executive Officer Director City Planning and Places Director City Services & Living Chief Financial Officer Acting Director Customer & Strategy Chief People Officer Acting Director Infrastructure and Assets

ORDER OF BUSINESS

1. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Hume City Council would like to acknowledge that we are meeting on Country for which the members and Elders of the Wurundjeri Woi-wurrung people and their forebears have been custodians for many thousands of years. The Wurundjeri Woi-wurrung, which includes the Gunung-Willam-Balluk clan, are the Traditional Custodians of this land. Hume City Council would also like to pay its respects to their Elders, past and present, and to all Aboriginal and Torres Strait Islander peoples who may be here today.

2. PRAYER

Hume City's religious diversity strengthens and enriches community life and supports the well-being of the citizens of Hume City. Hume City Council acknowledges the importance of spiritual life and the leadership offered by the Hume Interfaith Network (HIN). In recognition of the religious diversity of residents in Hume City Council has invited the HIN to take responsibility for the opening prayer at Council meetings. This evening's prayer will be led by Asim Jaleel, from the Craigieburn Hub, on behalf of the HIN.

3. APOLOGIES**4. DISCLOSURE OF INTEREST**

Councillors' attention is drawn to the provisions of the *Local Government Act 2020* and Council's Governance Rules in relation to the disclosure of conflicts of interests. Councillors are required to disclose any conflict of interest immediately before consideration or discussion of the relevant item. Councillors are then required to leave the Chamber during discussion and not vote on the relevant item.

5. CONGRATULATIONS AND CONDOLENCES**6. CONFIRMATION OF MINUTES**

Minutes of the Council Meeting held on 24 November 2025.

RECOMMENDATION:

THAT the Minutes of the Council Meeting held on 24 November 2025, be confirmed.

7. PUBLIC QUESTION TIME**8. OFFICER'S REPORTS**

The Mayor will ask the Councillors and gallery at the commencement of this section, which reports they wish to speak to. These reports will then be discussed in the order they appear on the notice paper.

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9. NOTICES OF MOTION

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9.3	NOM25/64 - Cr Naim Kurt - Review of the Hume Charitable Fund.....	336

10. ITEMS TO BE TABLED**11. URGENT BUSINESS****12. DELEGATES REPORTS****13. CONFIDENTIAL ITEMS**

The meeting may be closed to members of the public to consider confidential items.

RECOMMENDATION:

THAT Council close the meeting to the public pursuant to section 66(2) of the *Local Government Act 2020* to consider the following items:

Item No Title**8.10 CONTRACT NO. 30 25 3632 - PROVISION OF TURF MANAGEMENT SERVICES**

Attachment 1:	Tender Evaluation Report
Attachment 2:	Tender Evaluation Matrix
Attachment 3:	Schedule of Rates of Recommended Supplier
Attachment 4:	Probity Advisor Report
Attachment 5:	List of Directors

8.11 Contract No. 30 25 3640 - Turf Management Products

Attachment 1:	Tender Evaluation Report
Attachment 2:	Schedule of Rates
Attachment 3:	Evaluation Matrix - Nutrients
Attachment 4:	Evaluation Matrix - Sand and Soil
Attachment 5:	List of Company Directors

8.12 Contract No. 30 25 3633 - Panel for Irrigation Maintenance Services

Attachment 1:	Tender Evaluation Report
Attachment 2:	Evaluation Matix - Level 2 Irrigation Maintenance
Attachment 3:	Tenderers Schedule of Rates
Attachment 4:	List of Company Directors

8.13 Contract No. 30 25 3631 - Sports Ground Reconstruction Panel

Attachment 1:	Tender Evaluation Report
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NOTICE OF MEETING

ORDINARY COUNCIL MEETING OF COUNCIL

Attachment 2:	Evaluation Matrix - Final
Attachment 3:	Schedule of Rates
Attachment 4:	List of Company Directors
Attachment 5:	Probity Report

14. CLOSURE OF MEETING

**SHEENA FROST
CHIEF EXECUTIVE OFFICER**

4/12/2025

REPORT NO:	8.1
REPORT TITLE:	Hume Domestic Animal Management Plan 2026-2029 - Final Adoption
SOURCE:	Samuel Ferrier, Manager City Safety
DIVISION:	City Services & Living
FILE NO:	-
POLICY:	-
STRATEGIC OBJECTIVE:	SO4.1 A high performing organisation that prioritises continuous improvement, safety and accountability.
ATTACHMENT:	1. <i>Hume Domestic Animal Management Plan 2026-2029</i>

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

- 1.1. At its meeting on 13 October 2025, Council endorsed public exhibition of the draft Hume City Domestic Animal Management Plan (DAMP) 2026-2029 for the period 14 October – 11 November 2025.
- 1.2. Feedback from residents and stakeholders provided during public exhibition has now been considered. This report presents the final Hume City Domestic Animal Management Plan 2026-2029 for Council consideration, adoption and submission to the Secretary of the Victorian Department of Agriculture.

2. RECOMMENDATION:

That Council:

- 2.1 Adopt the Hume City Domestic Animal Management Plan 2026-2029; and,**
- 2.2 Submit a copy of the Hume City Domestic Animal Management Plan 2026-2029 to the Secretary of the Victorian Department of Agriculture.**

3. LEGISLATIVE POWERS & POLICY CONTEXT:

- 3.1 Section 68A of *the Domestic Animals Act 1994 (The Act)* requires all Victorian Councils to develop a Domestic Animal Management Plan (DAMP) every four years.
- 3.2 *The Act* outlines mandatory content that must be included in these plans and sets out requirements for submission, ongoing review, monitoring and reporting.
- 3.3 The Hume City Domestic Animal Management Plan 2026-2029 has been developed and finalised in line with these requirements.

4. OVERARCHING GOVERNANCE PRINCIPLES:

This Report supports Council in giving effect to the following Overarching Governance Principles:

- a) Council decisions are to be made and actions taken in accordance with the relevant law;
- d) the municipal community is to be engaged in strategic planning and strategic decision making;
- i) the transparency of Council decisions, actions and information is to be ensured.

REPORT NO: 8.1 (cont.)

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

The rights protected under the Charter of Human Rights and Responsibilities Act 2006 are not limited by the matters contained in this report.

5.2 GENDER EQUALITY ACT 2020

The *Domestic Animal Management Plan 2026–2029* has a direct and significant impact on the public, and as such, a Gender Impact Assessment (GIA) was undertaken. The GIA identified that the Plan is likely to have a greater impact on women, who more frequently engage with pet ownership responsibilities and Council services. It also highlighted potential barriers related to safety, financial hardship, family violence, language, and disability.

To address these impacts and promote equitable access, the following recommendations and actions have been incorporated into the Plan:

- Affordability and hardship: Enhance access to pet registration and desexing for residents experiencing financial hardship.
- Inclusive communication: Ensure information is accessible to people with disabilities and those who speak languages other than English.
- Support in crisis: Explore partnerships to assist with pet welfare in family violence situations.

6. FINANCIAL & RESOURCE IMPLICATIONS:

- 6.1 The actions and activities outlined in the Hume DAMP 2026-2029 are expected to be delivered within current animal management service budgets and resourcing levels.
- 6.2 If, during implementation, additional initiatives, interventions, or actions are identified as necessary to achieve the plan’s objectives, these will be presented for consideration through Council’s established budget and resource planning processes.

7. OPPORTUNITIES & RISKS:

- 7.1 The Domestic Animal Management Plan (DAMP) provides a strategic framework for Council to promote responsible pet ownership, enhance community safety, and improve animal welfare outcomes within the municipality.
- 7.2 Finalisation and implementation of the Hume City DAMP 2026-2029 presents opportunities to:
 - 7.2.1 Enhance responsible pet ownership.
 - 7.2.2 Strengthen community safety and amenity through proactive animal management.
 - 7.2.3 Improve animal nuisance and welfare outcomes via education, regulation, and supportive programs and services.
 - 7.2.4 To support environmental sustainability by managing the impact of domestic animals on local biodiversity.
- 7.3 Failure to finalise and deliver the Plan may result in:
 - 7.3.1 Non-compliance with legislative obligations, exposing Council to reputational risks.
 - 7.3.2 Missed opportunities to engage with the community and to deliver and improve services in line with community needs.
 - 7.3.3 Operational challenges due to unclear priorities or misalignment of animal-management resources/functions.

8. COMMUNITY ENGAGEMENT:

- 8.1 The Hume City Domestic Animal Management Plan 2026-2029 was informed by extensive community and stakeholder engagement, including:

REPORT NO: 8.1 (cont.)

- 8.1.1 The DAMP Community Survey: promoted across a mail-out campaign, Council social media channels, the Participate Hume platform and through pop-up events in key activity centres in Sunbury, Broadmeadows, Mickleham and Craigieburn.
- 8.1.2 In-depth stakeholder interviews: including with local veterinary practices, welfare groups, obedience groups and pet shops.
- 8.1.3 Cross-organisational focus groups: centered on insight gathering, action planning and prioritisation.
- 8.2 Over the period 14 October – 11 November 2025, the draft DAMP was placed on public exhibition, providing an additional opportunity for community members and stakeholders to have their say on key priorities, actions and directions in the plan.
- 8.3 Key insights from the public exhibition period are detailed in section 9 below.

9. DISCUSSION:

Public Exhibition – Feedback, Analysis and Plan Amendments

- 9.1 The draft Hume Domestic Animal Management Plan 2026-2029 was made available on Council’s participate webpage, Council customer service centres and key community facilities. Residents and stakeholders were invited to respond to two key questions:
 - 9.1.1 ‘Tell us what is missing from the Plan’; and,
 - 9.1.2 ‘Tell us what they like about the Plan’.
- 9.2 A total of 52 individual responses were received during the public exhibition period, with participants responding to one or both questions.
- 9.3 The table below provides a summary of key themes, alongside officer analysis:

Theme	Overview of responses	Officer analysis
Cat Curfew & Containment	<p>Feedback revealed strong support for a 24/7 cat curfew, with many residents citing the need to protect local wildlife, reduce nuisance behaviours such as fouling gardens and fighting, and improve overall community amenity. Some respondents suggested a night-time-only curfew as a more balanced approach.</p> <p>Concerns were raised about the mental health and wellbeing of cats kept indoors full-time, with calls for education on enrichment strategies and the use of outdoor enclosures.</p> <p>A minority of respondents opposed curfews altogether, arguing that such restrictions are ineffective, unenforceable, and harmful to pet welfare.</p>	<p>The proposed introduction of a cat curfew is a key action that has been included for delivery within year one of the Hume Domestic Animal Management Plan.</p> <p>It is acknowledged that introducing a curfew requires careful planning, community engagement, and support for cat owners.</p> <p>Detailed work will be undertaken to shape how the curfew is introduced, including education, enforcement, and transition timelines.</p> <p>The outcomes of this work will be presented to Council for its consideration prior to seeking to enact a curfew through formal Council resolution. This resolution would then provide a pathway to amend relevant laws. There will be further opportunities for community input on this matter as planning progresses.</p>
Desexing and Stray Cat Management	<p>There was widespread support for mandatory desexing of domestic cats as a measure to reduce the stray cat population.</p>	<p>The Hume Domestic Animal Management Plan recognises the critical role desexing plays in reducing stray and feral cat populations.</p>

REPORT NO: 8.1 (cont.)

	<p>Respondents recommended free or subsidised desexing programs, trap-neuter-return (TNR) initiatives, and financial rebates for responsible pet owners. It was highlighted that any such initiatives should be place-based, data-driven and accessible.</p> <p>Additionally, there were calls for stronger enforcement against backyard breeders and owners of unregistered animals to help curb the issue of stray and feral cats.</p>	<p>It includes actions to promote desexing, including delivering low-cost or no-cost desexing programs and targeted education campaigns.</p> <p>These initiatives will be carefully monitored throughout delivery to ensure they are effective and accessible.</p>
Enforcement and Accountability	<p>Many residents expressed a desire for stronger penalties for non-compliance with animal management regulations.</p> <p>Suggestions included fines and, in extreme cases, the seizure or euthanasia of repeatedly roaming or unregistered cats.</p> <p>There were also requests for more visible enforcement efforts, such as random spot checks and the use of reporting tools like Snap Send Solve.</p> <p>Frustration was voiced over the perception that responsible pet owners are penalised while irresponsible ones face little consequence.</p>	<p>Council operates under the Victorian <i>Domestic Animals Act 1994</i>, which sets the legal framework, including offences and penalty amounts.</p> <p>The Hume Domestic Animal Management Plan outlines actions to strengthen enforcement, improve visibility, and support responsible pet ownership, while also advocating for laws that ensure compliance measures are fair, consistent, and effective.</p>
Dog Management	<p>Feedback highlighted concerns about barking dogs, off-leash behaviour, and injuries caused by uncontrolled dogs. Residents suggested clearer signage and supporting infrastructure, such as dog excrement bags, are needed in parks and reserves to promote pet owner responsibilities.</p> <p>There were also calls for improved access to local animal management services to reduce barriers to reclaiming lost pets and to ensure better compliance with dog-related regulations.</p>	<p>The Hume Domestic Animal Management Plan includes actions to address concerns such as barking, off-leash behaviour, and injuries caused by uncontrolled dogs, with a focus on promoting responsible ownership and enhancing compliance.</p> <p>The Plan also recognises that the North Melbourne location of Council’s current shelter service provider presents access challenges for residents. It includes key actions to explore long-term arrangements that improve service accessibility and increase local presence.</p>
Education and Community Engagement	<p>Respondents emphasised the importance of education campaigns focused on responsible pet ownership – including campaigns suitable for culturally diverse audiences.</p> <p>Suggestions were also made to introduce incentive-based programs that reward/recognise responsible behaviour, such as by offering lower registration fees, and to improve access to local dog obedience programs.</p> <p>There was also a strong emphasis on the need for consultation with cat owners prior to implementing curfews</p>	<p>The Hume Domestic Animal Management Plan places strong emphasis on improving education around responsible pet ownership, particularly through tailored and targeted communications that reflect the needs of Hume’s diverse community.</p> <p>The Plan includes actions to promote positive behaviour, such as exploring incentives for responsible pet ownership.</p>

REPORT NO: 8.1 (cont.)

	or containment laws, to ensure community buy-in and understanding.	
Other Animals and Urban Wildlife	<p>A small number of comments addressed issues related to other domestic animals such as rabbits, chickens, roosters, and pigeons.</p> <p>Concerns were raised about public health risks and the attraction of pests due to improper care and feeding practices.</p> <p>Suggestions included the development of education programs and regulations to manage feeding and prevent the release of animals into urban environments.</p>	<p>The Hume Domestic Animal Management Plan focuses exclusively on cats and dogs, in line with the requirements for the Plan under the <i>Domestic Animals Act 1994</i>.</p> <p>Council does, however, have local laws that regulate the keeping of farm-type animals and the feeding of pest animals, designed to prevent nuisances and protect public health.</p> <p>It is acknowledged that there are opportunities to strengthen education and compliance in these areas, and these will continue to be explored as part of Council’s broader approach to animal management.</p>
Data, Governance and Capacity	<p>Feedback emphasised the need for evidenced-based initiatives, strong data monitoring, and reporting to improve transparency and impacts.</p> <p>Submissions also highlighted the importance of continuous professional development for Animal Management Officers, including competency frameworks, cultural awareness, mental health resilience, and specialised training to ensure consistent, effective practice.</p>	<p>The Hume Domestic Animal Management Plan provides a strategic framework rather than a detailed operational, evaluation, or workforce development plan.</p> <p>It is recognised that evidence-based initiatives, strong data monitoring, transparent reporting, and the ongoing development of Animal Management Officers are critical to the Plan’s success and underpin its objectives.</p>

9.4 The feedback received during the public exhibition period has provided valuable insights and will play an important role in guiding the implementation of the Hume Domestic Animal Management Plan. While the themes raised are significant and will inform delivery, officers have determined that no substantive changes to the exhibited Plan are required.

9.5 A minor amendment has been made to pages 25–26 of the Plan to include a list of locations within the municipality where dogs are prohibited. While the draft Plan included declared off-leash areas, it did not identify prohibited areas. This update has been incorporated to improve clarity and support community compliance.

Plan Submission, Implementation and Monitoring

9.6 Pending adoption, the Hume Domestic Animal Management Plan 2026-2029 will be submitted to the Department of Agriculture in accordance with the *Domestic Animals Act 1994*.


9.7 Implementation of the Plan will be integrated into Council’s annual planning and evaluation processes, ensuring that actions are monitored, reported on, and adjusted as needed to support continuous improvement in animal management practices.

10. CONCLUSION

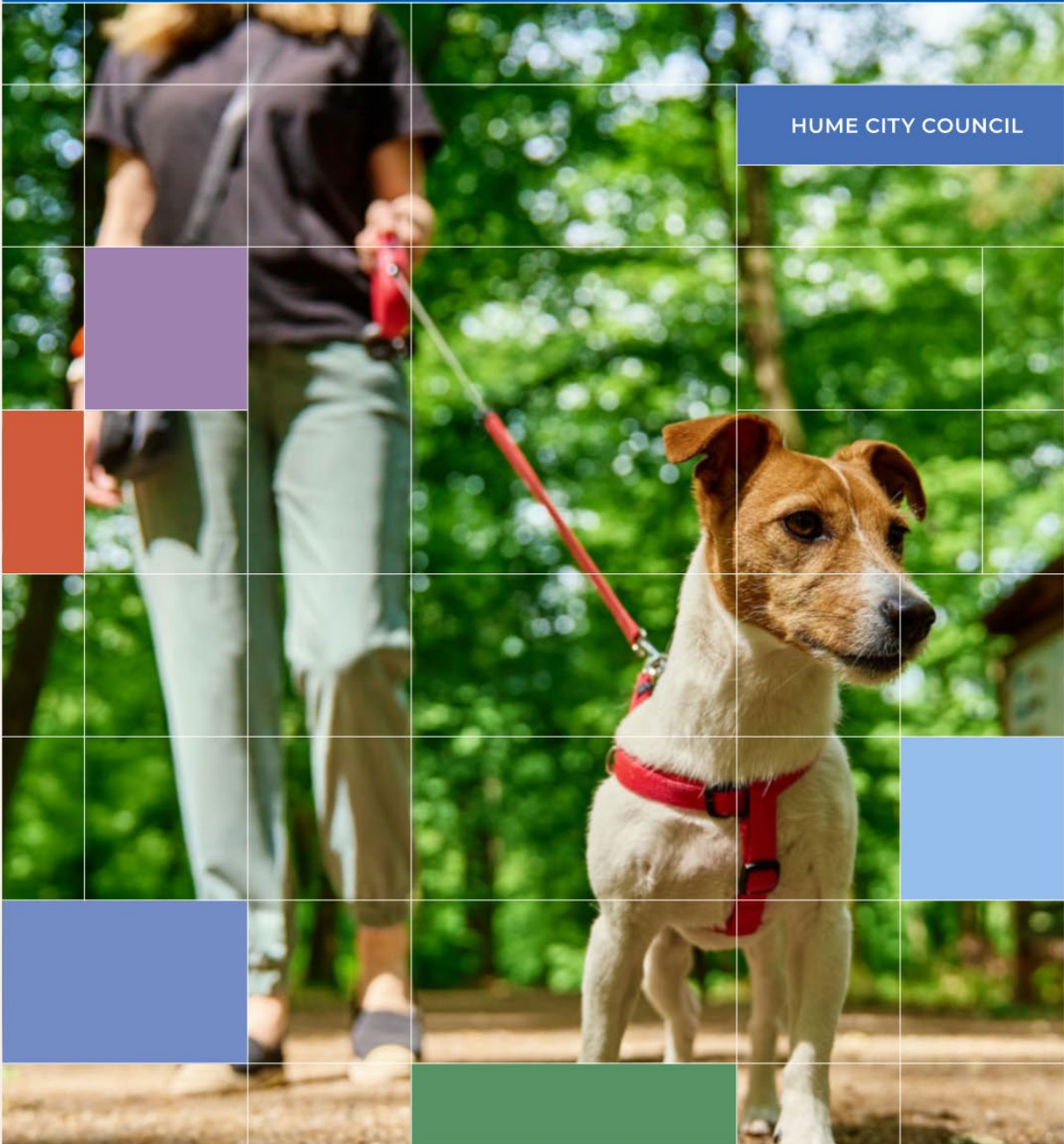
10.1 The final Hume Domestic Animal Management Plan 2026-2029 presents a comprehensive and robust approach to the management of cats and dogs in the municipality.

REPORT NO: 8.1 (cont.)

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Domestic Animal Management Plan 2026-2029



The benefits of pet ownership for people's health and wellbeing are well established. Whilst Domestic Animal Management Plans (DAMPs) are concerned primarily with the management of dogs and cats within the community, it is important to note that pet ownership has a range of positive outcomes for the ongoing physical and mental health of community members, including companionship, reducing loneliness and isolation.



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Acknowledgement of Country

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

Mayor's Foreword

Dear residents and fellow animal lovers,

It gives me great pleasure to introduce the 2026-2029 Domestic Animal Management Plan. This important plan aims to strengthen responsible pet ownership and deepen the special bond between humans and our beloved domestic animals.

This renewed plan affirms our commitment to creating a safer, more compassionate community - one where the wellbeing of residents and the animals we live alongside is protected, respected, and celebrated.

Our community has long cherished the joy and companionship that pets bring to our lives. As we move forward, we are invested in protecting their wellbeing and strengthening the thoughtful, responsible ways they are integrated into our community.

It is in this spirit that we have developed our Domestic Animal Management Plan – a comprehensive approach designed to promote responsible pet ownership. The plan prioritises education, collaboration, proactive strategies, and advocacy to address the challenges and opportunities of caring for animals in our shared environment.

Education and proactive community engagement form the cornerstone of our plan. We believe that knowledge empowers responsible decision-making and compassionate actions. Through community outreach and comprehensive education programs, we aim to provide residents with the information and resources needed to understand the needs of their pets, ensure their proper care, and foster positive relationships between other animals and humans.

Collaboration is another vital aspect of our plan. We will take a whole-of-community approach to responsible pet ownership and actively engage with local organisations, veterinary professionals, animal welfare groups, and advocates for animal well-being.

Finally, our plan emphasises proactive measures to address the challenges associated with pet ownership. We will focus on initiatives such as pet identification and registration, responsible breeding practices, effective stray animal management, promotion of responsible behaviour in public spaces, undertaking research for evidence-based initiatives and advocacy to State Government for legislative reforms to address gaps.

Through sensible regulations, effective enforcement and proactive community outreach, we can create an environment where responsible pet ownership becomes a shared norm.

I express my sincere thanks to everyone who contributed to the development of this plan, including our dedicated project working group, subject-matter experts, and community members. Your insights and passion have shaped this document into a comprehensive blueprint that reflects the aspirations and needs of our community.

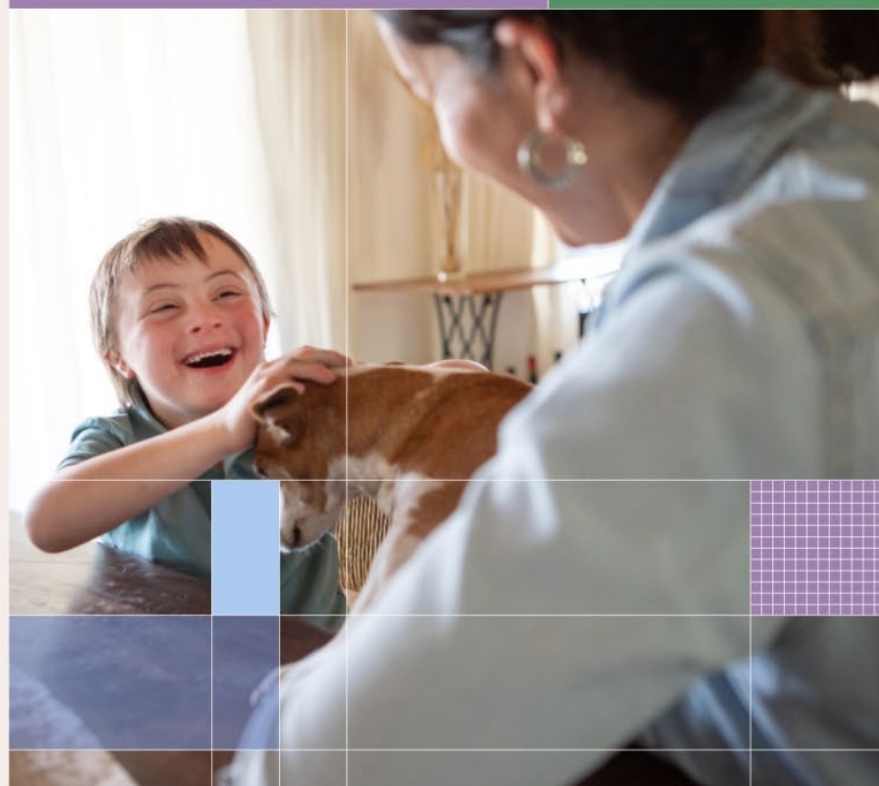
Together, let us embark on this exciting journey to enhance responsible pet ownership and nurture a community that cherishes and protects the well-being of our animal companions.



Carly Moore
Mayor Hume City Council

1

Introduction and context



1.1 – Purpose of Domestic Animal Management Plan

The *Domestic Animals Act 1994* (the Act) requires councils in Victoria to develop a domestic animal management plan (DAMP), every four years.

The DAMP must outline council services, programs and policies established to address the administration of the Act, and councils' management of dog and cat issues in their community. Council must review its DAMP annually and publish an evaluation of the implementation of the past year's actions in its Annual Report.

DAMPs should cover the following issues:

- Ensure that people comply with the Act, the regulations and any related legislation
- Minimise the risk of attacks by dogs on people and animals
- Address any over-population and high euthanasia rates for dogs and cats
- Encourage the registration and identification of dogs and cats
- Minimise the potential for dogs and cats to create a nuisance
- Effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and ensure that those dogs are kept in compliance with this Act and the regulations
- Provide for the review of existing orders made under this Act and local laws that relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of dogs and cats in the municipal district are desirable
- Provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary
- Provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.

1.2 – Process for developing the Plan

Hume City’s DAMP was developed through extensive community and stakeholder engagement to ensure that it identified and addressed specific animal management issues across the City.

In addition to engagement with community members and stakeholders, the plan has been developed following review and consideration of historical service data, best-practice frameworks and approaches. The development of the DAMP was driven by a multi-disciplinary project working group across the following stages.



Stage 1

Community Consultation

A detailed community engagement program was delivered to encourage the community of Hume to have their say on domestic animal management issues. The main consultation method was an online survey where a total of 393 surveys were completed. The engagement gathered feedback from a wide cross section of the diverse areas across Hume and was distributed through:

- Letter and postcard mailout to **3,000 residents**, 50% of whom had a registered animal
- Intercept surveys conducted at pop-up events in shopping centres in **Sunbury, Broadmeadows, Mickleham and Craigieburn**
- Publication on the **Participate Hume** website with promotion through social media campaigns.
- **Six key stakeholder interviews** were undertaken via Teams and an addi

Survey Responses

393 surveys completed

Online/ Intercept Survey Responses

A total of 393 surveys were completed online or through pop-up events in shopping centres in Sunbury, Broadmeadows, Mickleham and Craigieburn.

Cat and Dog ownership

75.6% have a cat or dog

24.6% do not have a cat or a dog

Awareness of the DAMP and Local Laws

- **48%** were aware that Hume City Council has a plan that promotes responsible pet ownership
- **65.1%** were aware that Hume City Council has local laws that seek to protect the community and environment in relation to animals.
- **95.9%** were aware that dog owners are required to pick up their dog droppings.
- **91.3%** were aware all cats and dogs over 3 months old must be registered with Council.
- **94.9%** were aware dogs must be under control of their owners at all times, even in designated dog off-leash areas and dog parks.
- **86.8%** were aware that, all cats and dogs must be microchipped to be registered with Council.
- **82.4%** were aware cats and dogs registrations must be renewed each year by April 10th.
- **79.8%** were aware cats and dogs cost more to register if they are not desexed.

Awareness of the DAMP and local laws was slightly higher among dog and cat owners than those who did not own pets.

Stage 1 (cont)

Community Consultation

Concerns with responsible animal management

The three top rated concerns about animal management were:

- Cats wandering at night.
- Impact of cats on fauna and flora.
- Owners not controlling their dogs in public.

Promoting responsible animal management

The highest priorities identified by community members that Council should focus on in relation to domestic animal services and initiatives are:

- 24/7 emergency service to report dog attacks and stray animals.
- More enforcement action for residents who do not care for their pets.
- More enforcement action for residents who do not control their pets.

The top responses regarding other ways Council could provide more enforcement actions included:

- Higher fines for pet owners who do the wrong thing.
- More enforcement officers in public, doing spot checks and patrolling dog and other parks.
- Better safety in public areas such as more CCTV and surveillance in dog parks.
- More prompt action when residents report animal management issues to Council.

Cat Curfews

Respondents were asked if they support the introduction of a cat curfew.

- 77.2% support a cat curfew
- 14.9% do not support a cat curfew
- 7.9% don't know

Cat owners are less likely to agree that Council should introduce a curfew for cats (65.8%) than those who own a dog (75.6%) and those who don't own a cat or dog (88.0%).

The level of support for a cat curfew has increased since 2023 - from 73.7% to 77.2%.

Dusk to dawn curfew or a 24-hour curfew

Respondents who supported the introduction of a cat curfew were asked if they want Council to consider a dusk to dawn curfew or a 24-hour curfew.

62.4% preferred a 24/7 curfew
37.6% preferred a dusk to dawn curfew

Stage 2

Stakeholder Interviews

Stakeholder interviews were undertaken with animal rescue centres, vet clinics and adoption centres. Combined key findings from these interviews included:

- Education, awareness raising, more resources and information about responsible animal management and pet ownership, including in languages other than English commonly spoken in the community is needed.
- Pet ownership including increased costs associated with desexing, registration, microchipping and vet care are all influenced by cost-of-living pressures.
- Cat overpopulation, increased stray animal populations and the low reclaim rate of lost and stray animals are increasing concerns
- Programs, schemes and incentives that support pet owners such as puppy school, training and desexing vouchers or free desexing programs would be supported.
- Partnering with animal rescue centres, vet clinics and adoption centres could help drive positive outcomes.

Stage 3

Council Workshop

Council officers across various departments participated in a workshop to analyse the community feedback and to determine and prioritise appropriate objectives and actions for the DAMP.



Stage 4

Public exhibition

The draft DAMP was developed and presented at the 13 October 2025 Council meeting where it was endorsed for Public Exhibition.

Gender Impact Assessment (GIA) of DAMP

The *Gender Equality Act 2021* requires Councils to undertake a gender impact assessment (GIA) on all Council policies, programs, and services that are deemed to have a significant impact on the community.

The GIA for the DAMP identified that women may be impacted differently to men. The

assessment considered the gendered division of household labour, sense of safety when walking alone at night, financial hardship in sole parent households, and vulnerability for women in a family violence situation. Additional impacts were identified for women who primarily speak a language other than English and women with a disability. The gender of the DAMP survey respondents were also mostly women.

There is a need to ensure information and administration related to the DAMP is easily accessible, and opportunities explored to provide support for women with pets seeking to leave a family violence situation.



1.3 – Demographic and Council profile

Hume City Council is located 15 kilometres north of the centre of Melbourne and is one of the fastest growing and most culturally-diverse communities in Australia.

The municipality is made up of vibrant and diverse communities including new and established areas, major industrial and commercial precincts and vast expanses of rural areas and parkland.

Hume is a city of great contrasts, including its geography, economy, backgrounds and cultural diversity. Spanning an area of approximately 504 square kilometers, the City is made up of the following suburbs:

- Attwood
- Broadmeadows
- Bulla
- Coolaroo
- Craigieburn
- Dallas
- Gladstone Park
- Greenvale
- Jacana
- Kalkallo
- Meadow Heights
- Mickleham
- Roxburgh Park
- Sunbury
- Tullamarine
- Westmeadows

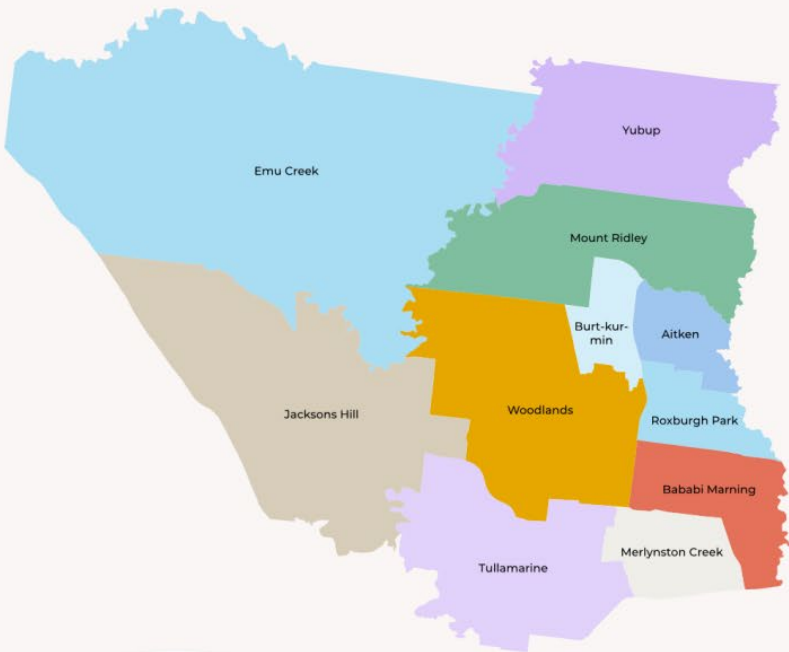
Hume is bordered by the local government areas of Merri-bek, Whittlesea, Brimbank, Macedon Ranges, Melton and Mitchell. Council works with neighbouring municipalities to respond to shared animal management concerns, coordinate animal management investigations, and to share best-practice processes and approaches.

In 2024, Hume City was home to 271,709 residents (Estimated Residential Population, June 2024). The population is growing rapidly and is forecast to increase to 411,674 people by 2041.

In 2024 there was a higher proportion of persons in all age groups below 20 years and a lower proportion of persons aged 60 or older when compared to Greater Melbourne.

Hume residents come from more than 160 different countries and speak over 140 languages, with 48.8% of people speaking a language other than English at home. The most common languages spoken other than English are Arabic, Turkish and Punjabi.

Hume City Council Wards



1.4 – Council Plans

Hume City Council has proudly adopted a refreshed Hume Community Vision 2045 - a thriving community with a strong sense of belonging.

Council's Strategic Planning Framework (Figure 2) describes how Hume City Council will work towards achieving the vision of the 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. These key Plans provide direction across the many Council services, including domestic animal management.

Figure 2: Council's Integrated Strategic Planning Framework



Source: Council Plan, 2025-2029, page 8



Hume Community Vision 2045

Hume City Council has adopted a refreshed Hume Community Vision 2045 – **a thriving community with a strong sense of belonging**. The Community Vision 2045 is the foundation of Council’s Corporate Planning Framework and is a plan for the whole community. Based on extensive community and stakeholder engagement, Hume Community Vision 2045 outlines the long-term vision for Hume City, and clearly states the community’s expectations and aspirations for the future.

Under the strategic objectives, **Equality, equity and inclusion and connection and Environmentally centred** there is an expectation that ‘everyone feels valued, safe and has a sense of belonging’ and ‘decisions are grounded by all aspects of our environmental impact, through the protection, conservation and expansion of our native flora, fauna, parklands and waterways’, including through responsible and considered domestic animal management.

Hume City Council Plan 2025-2029

The Council Plan takes an integrated approach to planning and includes actions incorporated as part of Council’s Municipal Health & Wellbeing and Disability Action Plan. 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.

Under Objective 1.3, Safe and well maintained places, there is an action **‘Increase in number of animal registrations’**.

1.5 – Context and current situation

Council’s role in animal management

The Hume City Council City Laws Team delivers a range of services, policies and functions to meet legislative responsibilities regarding animal management, and to promote and support responsible pet ownership, animal welfare, and positive health, safety and environmental outcomes for the community.

The purpose of Hume’s animal management service is to:

- Implement Council’s responsibilities under the Act and the General Local Laws.
- Promote the welfare of cats and dogs.
- Inform and educate the community about the benefits associated with pets, responsible pet ownership and the needs of companion animals.
- Respond to issues raised by the community about nuisance animals, e.g. barking dogs.
- Provide programs and services to support the community to be responsible pet owners, such as free desexing programs, education campaigns and park patrols.
- Provide animal welfare services through Lost Dogs Home.

A high-level summary of the current population and service numbers for domestic animals in Hume City is outlined in Table 1.

Domestic Animal Statistics

Table 1: Snapshot summary of current population and service numbers for domestic animals

● Program/ service ● Service level

16,200 dogs
6,535 cats

Identification and Registration

Annually

Identification and Registration campaigns

Acknowledge in
2 business days

Domestic animal complaints

Immediate
response

Dog attack and dog at large complaints

Responsive to
complaints

Routine street, park, reserve and creek patrols

Monday-Thursday
10am-5.30pm,
Friday 10am-4.45pm,
Saturday 9am-3.30pm,
Sunday 9am-12.30pm

Lost Dogs Home (opening hours)

Reduced fee voucher to
cover part of the cost of
dog or cat desexing
available to Health Care
and Pensioner Concession
Card holders

Micro-chipping and/or desexing
programs

Lost Dogs Home/On
Call City Laws
Officers

After Hours emergency service

19

Domestic Animal
Businesses Registered

1.6 – Domestic Animal Statistics snapshot
Currently there are 22,835 registered pets in
Hume City, 16,200 dogs and 6,635 cats.

There has been a 6.2% decrease in pet registration since 2020/21, despite continued population growth and suspected sustained levels of pet ownership across the municipality. This trend suggests a potential increase in unregistered animals, which is explored further in Section 5 of this plan.

There are a total of 37 declared dogs with nine (9) declared dangerous, 24 declared menacing, four (4) restricted breed dogs and 15 guard dogs in the municipality.

Hume has 19 registered Domestic Animal Management Businesses.

In 2024/2025 there were 3,096 animals brought into Lost Dogs Home by the public, surrendered by owners or brought in by City Laws Officers, where 620 have been reclaimed by owners, 1413 were rehomed and 933 were euthanised.

The City Laws Officers responded to 263 barking dog complaints, 2,001 domestic animal pick up requests, 550 dogs at large, 577 cat cage requests, and 425 dog attack reports including rushes.



2

Training of Authorised Officers



Hume City Council

Delivering animal services that meet the requirements of the Domestic Animals Act 1994, to the level that the community expects, it is crucial to ensure that all Authorised Officers are appropriately trained and have the opportunity to participate in a robust training program.

What the community survey said...

There was strong support from the community for City Laws Officers to play a role of providing education to the community as well as enforcement when required. There was a desire for increased visibility of rangers in the community.

“More enforcement officers in public, doing spot checks and patrolling dog and other parks”



2.1 – Staffing and Authorisation

Council’s City Laws Team is a multidisciplinary enforcement unit responsible for delivering compliance and regulatory services across a broad range of legislative areas. The team is led by the City Laws Coordinator and City Laws Team Leader, and is supported by a Team Leader – Administration & Business Improvement, a Senior Administration Officer, and two Administration Officers.

All City Laws Officers are formally appointed as Authorised Officers under relevant legislation and are empowered to enforce a wide range of Acts and Regulations, including:

- Hume City Council General Local Law 2023
- Domestic Animals Act 1994

- Impoundment of Livestock Act 1994
- Local Government Act 2020
- Road Safety Act – Road Rules
- Country Fire Authority Act 1958
- Fire Rescue Victoria Act 1958
- Environment Protection Act 2017
- Public Health and Wellbeing Act 2008
- Summary Offences Act 1966

While officers are trained to operate across multiple service areas, designated officers are assigned to prioritise animal management duties, ensuring consistent, timely, and effective responses to animal-related matters across the municipality.

Domestic Animal Management Plan

2.2 – Training and Capability Development

Hume City Council is committed to ensuring that all authorised officers are appropriately trained and competent to administer and enforce the Domestic Animals Act 1994 and other relevant legislation.

Officer capability is developed through a structured and ongoing training program that includes:

- **Accredited qualifications** – All authorised animal management officers must hold or be actively working towards a Certificate IV in Animal Control and Regulation or an equivalent recognised qualification.
- **Comprehensive induction** – New officers complete a formal induction program covering Council policies, legislative frameworks, and standard operating procedures (SOPs).

- **On-the-job learning** – Officers gain practical experience through supervised fieldwork and mentoring by senior staff.
- **Industry engagement** – Officers participate in external training, seminars, and conferences to stay up to date with legislative changes, enforcement practices, and animal welfare standards.

2.3 – Ongoing Professional Development

To ensure officers remain current and capable in their roles, Hume City Council delivers regular, targeted training across key areas of animal management practice, including:

- To ensure officers remain current and capable in their roles, Hume City Council delivers regular, targeted training across key areas of animal management practice, including:
 - Conflict resolution and de-escalation techniques – enabling officers to manage challenging interactions with professionalism and empathy.
 - Customer service and community engagement – fostering respectful, responsive, and inclusive communication with residents and stakeholders.
 - Animal breed identification, behaviour awareness, and safe handling – ensuring officers can accurately assess animal behaviour and apply safe handling practices.

- Restricted breed dog identification – supporting compliance with legislative requirements and risk management protocols.
- Occupational Health and Safety (OHS) – including First Aid certification, manual handling, and field safety procedures to protect officers and the public.

This training framework is reviewed regularly to ensure alignment with legislative changes, industry standards, and emerging community needs.

2.4 – Our Action Plan

Table 4 and 5 shows the activities, timeframe and method of evaluation to meet each activity under Section 2: Objectives 1.1 and 1.2.

Table 4: Activities under Section 2 Objective 1.1

Objective 1.1 - Ensure animal management officers have the skills necessary to support the community and effectively perform their regulatory role

Activity	When	Evaluation
Maintain and routinely review individual training and development plans for each authorised officer, capturing completed training, current certifications, and scheduled or recommended professional development activities.	Annually	Completion of annual goals and performance appraisals
Ensure all authorised officers participate in relevant industry training, mandatory refresher courses, and practical skill-building sessions to maintain legislative compliance, enhance technical capability, and support continuous professional development.	Ongoing	Training attendance records Annual training completion rate

Table 5: Activities under Section 2 Objective

Objective 1.2 - Create a culture of collaboration and knowledge sharing

Activity	When	Evaluation
Celebrate team successes via internal and external promotions	Ongoing	Number of promotional posts or campaigns
Deliver training for in-home care service providers focused on animal management and reporting animal welfare	Annually	No of sessions delivered
Establish twice-yearly meetings with animal management teams from neighbouring councils to strengthen collaboration, share insights on emerging trends and issues, and align on effective regulatory strategies.	Annually	No of meetings attended

3

Programs to promote and encourage responsible pet ownership and compliance with legislation



Hume City Council

During the engagement process, there was a mixed sentiment expressed by community members and stakeholders around responsible pet ownership with 59% of respondents feeling owners in their local area controlled their dog properly, but only 39% controlling their cat properly.

The communities' top priorities for services relating to domestic animal programs were:

- a 24/7 emergency call service to report dog attacks and stray animals
- more enforcement of local laws for residents who don't care for their pets; and
- the provision of a discount cat desexing program.

Other opportunities identified were providing education and training to residents, providing and promoting free and/or discounted services, introducing a cat curfew and increasing the provision of bins and bags for pet droppings.

“Conduct programs / leaflets / brochures about caring for pets, which includes de-sexing, how to keep them secure within the owner's boundary, dog training, need for socialising, etc.”

“Have council patrolling more in parks etc to fine people who do not pick up dog poo or let their dogs off lead..”

“Provide more information on the laws and responsible pet ownership, apply the laws where necessary, more social media campaigns”

“They need to distribute the information in all languages so people understand.”



Domestic Animal Management Plan

3.1 – Context and current situation

**Council provides a 24/7 hotline and response to dog attacks.
A City Laws Officer will respond immediately
Phone 9205 2200 as soon as the attack occurs
If there is serious risk to a person's life ring 000 then ring
Council at the time of the attack.**

Council provides information to educate the community about responsible pet ownership and has a number of existing initiatives and programs in place to encourage responsible pet ownership and to address compliance with legislative and regulatory requirements.

Some of these programs include:

- Providing information and advice on responsible pet ownership, including the benefits of desexing, registration and microchipping.
- Following up on unpaid animal registration renewals to ensure pets are registered as per legislation.
- Providing a discounted desexing program to Hume residents who hold concession cards.
- Maintaining, promoting and patrolling the on and off-leash dog parks and fenced in dog parks across Hume City.
- Providing cat traps to residents for free and facilitating the collection of trapped cats.

Cats and Dogs At Large

The *Domestic Animals Act 1994* does not allow dogs to be 'at large' outside the premises of the owner or not securely confined to the owner's premises. For cats, however, the Council must make an 'Order' to require cat's to be securely confined to the owner's premises and to not be 'at large', this is often referred to as a 'cat curfew'.

During the engagement process, community members expressed strong support for the introduction of a 'cat curfew' in Hume City (77.2% support), with a higher percentage preferring a 24-hour curfew to a dusk to dawn curfew. The most common drivers for community members supporting a curfew was protection of wildlife, safety for cats and preventing wandering cats doing damage to private property.

Opposition to a cat curfew was higher among cat owners (28.6%). Those who did not support a 'cat curfew' (14.9%), reported

it is natural for cats to wander, or cruel to keep cats inside. Others felt that cats were not an issue in their communities or felt the task of retraining or confining cats to private property was difficult or impossible.

The purpose of a 'cat curfew' is to ensure cats remain on their owner's property and not 'wander at large' in the community. If implemented, owners could be fined for their cat 'wandering at large' just as dog owners are fined. Currently cat owners are only required to pay impound fees if their cat is caught on public or private land and impounded. Wandering cats create nuisance, cause damage to private and public property, harm wildlife, disturb responsibly contained dogs, contribute to increased unwanted kitten populations, and can spread disease to other animals and to humans. Other States in Australia have legislated that cats are not to 'wander at large' for many years which has been enforced by local government.

"The cats in the area were tormenting our dogs and causing distress. It is not fair how cats can be out and no one is responsible for them but as a dog owner I can't do that. Cat owners should be held to the same account."

"Keeps wildlife safe, keeps the cats safe, keeps the neighbours sane"



Dog Off Leash areas

All public areas of Hume are gazetted as dog on-lead areas. The exception are areas listed as 'dog off-leash areas'. Providing dog off-leash areas is one of Council's initiatives in promoting responsible pet ownership, by providing space for dogs to be socialised and exercised.

The use of off-leash areas still requires the owner to have their dog under effective control. Effective control means that **your**

dog will immediately 'STOP', 'COME', and 'SIT' on command. When using an off-leash dog park or area you must not allow your dog to harass, scare or annoy other people, dogs or animals. Remember your dog might be friendly and like other dogs but another person's dog may not like your dog – always ask permission before allowing your dog to interact or for you to interact with another person's dog.

The following areas within Hume City are designated off-leash areas:

Designated Dog Off-Leash Areas	On Active Reserve	Time restrictions
Emu Bottom Wetlands (excluding Horseshoe Bend). 300 Racecourse Road, Sunbury	No	No
The Nook. Vaughan Street Sunbury	No	No
Eric Boardman Reserve. 224-256 Mitchells Lane, Sunbury	Yes	No
Heysen Drive Reserve. Between Heysen Drive and Reservoir Road, Sunbury	No	No
Langama Park. 89-107 Mitchells Lane, Sunbury	Yes	No
Spavin Drive Lake. Aldridge Drive, Sunbury	No	No
Stewarts Lane Nature Reserve. Between Coates Ct, Streeton Ct and south of Stewarts Lane	No	No
Sunbury Park (including Sunbury Dog Park). 60 Harker St, Sunbury	No	No
Sunbury Recreation Reserve (Clark Oval). Riddell Road, Sunbury	Yes	No
Bulla Recreation Reserve. 17-45 Green Street, Bulla	Yes	No
Bradford Avenue Reserve. 26-40 Bradford Ave, Greenvale	Yes	Yes
Drummond Street Reserve. 11-25 Drummond Street, Greenvale	Yes	Yes
Greenvale Recreation Reserve. Section Road, Greenvale	Yes	No
Carrick Drive Reserve. 300 Carrick Drive, Gladstone Park	No	No
John Coutts Reserve. 45-48 Katrina Drive, Gladstone Park	No	No
Jack Ginifer Reserve. 206-224 Carrick Drive, Gladstone Park	Yes	No
Leo Dineen Reserve. 52-60 Spring Street, Tullamarine	Yes	No
Trade Park. 241 Melrose Drive, Tullamarine	No	No

Melrose Drive Reserve. 300 Melrose Drive, Tullamarine	Yes	No
Westmeadows Reserve. 136 Ardlie Street, Westmeadows	Yes	Yes
Willowbrook Reserve. 317 Mickleham Road, Westmeadows	Yes	No
Anderson Reserve. 2-14 Glen Allan Street, Broadmeadows	Yes	No
Broadmeadows Valley Park (including Dog Park). Barry Road (near sporting area & east of NS path), Broadmeadows	No	No
Broadmeadows Valley Park – Ripplebrook Reserve. Ripplebrook Drive, Broadmeadows	No	No
Seabrook Reserve. 20 Goulburn Street, Broadmeadows	Yes	No
Will Will Rook Pioneer Cemetery. 220 Camp Road, Broadmeadows	No	No
Gibb Reserve. 185 Blair Street, Dallas	Yes	No
Laura Douglas Reserve. 57-75 King Street, Dallas	Yes	No
Jacana Reserve. 59-79 Johnstone Street, Jacana	Yes	Yes
Jacana Valley. 157-159 Johnstone Street, Jacana	No	No
Shanklands Linear Parkland (BVP North). Between Somerton & Barry Road, Meadow Heights	No	No
Lakeside Drive Reserve. 27-51 Lakeside Drive, Roxburgh Park	Yes	No
Bolinda Road Reserve. Via Horne Street, Campbellfield	No	No
Seth Raistrick Reserve. 1678-1700 Sydney Road, Campbellfield	Yes	No
Progress Reserve. 27-59 Almurta Avenue, Coolaroo	Yes	Yes
Aitken Creek Reserve. Between Hothlyn Drive and railway line, Craigieburn	No	No
Craigieburn Dog Park. 127-147 Craigieburn Road (rear Craigieburn Lesure Centre), Craigieburn	No	No
DS Aitken Reserve. 136-170 Craigieburn Road, Craigieburn	Yes	No
Hothlyn Drive Reserve. 110-118 Hothlyn Drive, Craigieburn	Yes	Yes
Hume Tennis & Community Centre. Cnr Marathon and Newbury Boulevards, Craigieburn	No	Yes
Mt Ridley Hilltop Reserve. Mt Ridley Road, Craigieburn	No	No
Newbury Park. Cnr Newbury and Grand Boulevards (west of hockey fields), Craigieburn	No	No
Victor Ian Foster Reserve. 16-32 Pines Way, Craigieburn	Yes	No

Additional areas will see gazettal including Elmhurst Park Fenced Off Leash Area, Gladstone Park, Mickleham Dog Park, Kalkallo Dog Park.

Sites with time restrictions must have dogs on lead between 8am-5pm Monday to Friday.

Dog Prohibited Areas

In Hume, dogs are not allowed:

- On sports fields, unless the sports field is a designated dog off-leash area
- To enter any water way
- Within the boundary of a playspace, BMX or skate park, or similar facility
- To rush at, attack, bite, worry or chase wildlife

Dogs are prohibited from entering the following areas:

Maygar Grasslands. 11 Academy Drive, Broadmeadows

Amberfield Grasslands. 361 Craigieburn Road, Craigieburn

Kalkallo Commons. 100-130 Hunter Street & 56 Mitchell Street, Kalkallo

Somerton Red Gum Reserve. 193B Hume Highway, Somerton

Albert Road Nature Reserve. 110 Albert Road, Sunbury

Evans Street Grassland. 128 Evans Street, Sunbury

Fullwood Drive Ceremonial Ring. 76 Fullwood Drive, Sunbury

Sunbury Cemetery. 88 Shields Street, Sunbury

Tandara Reserve. 155 Phillip Drive, Sunbury

The Parkway Reserve (Western section). 475 Racecourse Road, Sunbury

Martin Dillon Reserve. Wildwood Road (near 400), Wildwood

Council regularly reviews and updates dog off-leash and prohibited areas as the community continues to grow and expand. Council's website includes an up to date list of designated off-leash areas.

Animal registrations

Currently Council has 16,200 registered dogs and 6,635 registered cats in Hume. Registration and microchipping of both cats and dogs is required under the Domestic Animal Act. Refer to Section 5 Registration and Identification below for more information.

Animal related infringements

Table 6 shows the number of infringements issued in Hume. Overall, there has been a decrease since 2022/2023 to 2024/2025 (1,146 to 779).

Comparing 2022/2023 to 2024/2025 the figures were relatively stable with an increase in infringements issued for: dogs at large at daytime (503 to 310); failure to register dog/cat (440 to 318); and failure to renew registration for dogs and cats (68 to 60).

COVID-19 had a significant impact on residents and their pets. There was an unprecedented demand to adopt and foster pets during lockdown. Many community members acquired and adopted puppies, and due to an inability to attend puppy classes and obedience training, dogs have not undergone training and missed opportunities to socialise with people. This has resulted in an increase in reports relating to dog behaviour in public.

Animal surrenders have increased across Australia over the past 3 years. Animal Welfare organisations report that the rising cost of living, rental crises, rising veterinary costs and the impact of the Covid-19 pandemic have contributed to this trend. In Victoria, the impact of protracted lockdowns on animal socialisation and training opportunities has led to a spike in surrenders attributed to animal behavioural issues.

Stakeholders consulted during the development of the DAMP also reported an increase in behaviour related surrenders amongst people of lower socioeconomic and culturally and linguistically diverse backgrounds, perhaps due to the unavailability of affordable and culturally appropriate education and training resources.



Table 6: Cat and dog infringements issued in Hume

Offence type	2022/ 23	2023/ 24	2024/ 25
Dog at large daytime	503	500	310
Dog at large night-time	105	50	48
Dog not under effective control	11	2	4
Failure to register cat/dog	440	337	318
Failure to renew registration cat/dog	68	64	60
Dog attack - non serious injury	19	35	39
TOTAL	1146	988	779

Compliance activities

- Enforcement using Notices to Comply, infringement Notices, Animal Management Agreements and, where required, court prosecution.
- Complaint investigation by Council.
- Follow-up non-renewed pet registrations.
- Random inspections of properties of declared dogs.
- Provision of cat traps to complainants in cases where education and advice has failed to prevent cat trespass.
- Impoundment of dogs or cats found wandering.
- Social media campaign around the registration renewal period.

3.2 – Our current Orders, Local Laws, Council Policies and Procedures

Orders

- Section 26 *Domestic Animals Act 1994*: Hume City requires dogs to be kept under effective control while in a public place including in designated off-leash areas.

Local Laws

- **General Purposes Law No.1 2023:**

Section 39 – Keeping of Animals, requires a permit for keeping certain numbers of cats and dogs on different types of property

Section 40 – Housing of Animals, requires a minimum standard for keeping animals on private property

Section 41 – Dog Waste on Roads and in Municipal Places, requires management of dog waste in the community.

Policies and Procedures

- Process for issuing notices to comply, infringement notices and filing charges for prosecution.
- Standard Operating Procedure.
- Enforcement Guidelines.



3.3 – Our Action Plan

Tables 7 and 8 show the activities, timeframe and method of evaluation to meet each activity under Section 3 Objectives 2.1 and 2.2.

Table 7: Activities under Section 3 Objective 2.1

Objective 2.1: Promote community awareness and support for indoor cat lifestyles and pursue the introduction of local regulations requiring cats to be contained on or within the private property of their owner.

Activity	When	Evaluation
Distribute educational resources to cat owners highlighting the benefits of indoor living, cat enclosures and containment options.	Year 1 (2026)	Number of resources distributed
Develop and present a proposal for a municipal cat curfew requiring containment on private property.	Year 1 (2026)	Council report submitted/Council decision outcome

Table 8: Activities under Section 3 Objective 2.2

Objective 2.2: Promote responsible cat and dog ownership

Activity	When	Evaluation
Engage diverse stakeholders (e.g. schools, faith groups, multicultural networks) to co-design and deliver a culturally inclusive pet ownership education campaign.	Year 2 (2027)	Campaign reach and engagement metrics
New initiative: Host a Hume City Pet Expo focused on promoting responsible ownership, advancing animal welfare, strengthening bonds between people and their pets, and connecting pet owners with local products, services, and support networks.	Year 3 (2028)	Expo attendance, number of participants and partners
Provide information on choosing appropriate pets for different living environments (e.g. high-density housing, breed suitability).	Year 2 (2027)	Website visits and resource downloads/ Social media reach and engagement

4

Programs to address overpopulation rates and any high euthanasia rates



The overpopulation of dogs and cats is an issue that presents challenges in the community such as: impacts on wildlife, community and domestic animal health as well as the welfare of dogs and cats if they are stray, semi-owned, or malnourished due to limited capacity of owners to care for them. Particularly, the overpopulation of cats leads to challenges with rates of euthanasia within the stray cat population due to low rehoming rates.

The community expressed concern regarding cats wandering at night, as well as a desire to explore mandatory desexing and increased education around the benefits of desexing animals to address overpopulation issues.

“I am fed up with the number of roaming cats in the area. I reported a house with over 20 cats (3 mums) one dad, the kittens were getting killed on the road”

“The amount of cats that wander around at all times is concerning. They are not desexed and reproduce rapidly.”



4.1 – Context and current situation

The impounding and euthanasia rates are detailed in Table 9.

There has been a significant increase in the number of cats impounded between 2022/23 and 2024/25 (+497), and an increase in the number of cats euthanised (+437) and cats rehomed (+419).

Table 9: Numbers of cats and dogs impounded and subsequent outcomes

	2022/23	2023/24	2024/25
Cats			
Impounded	1604	1328	2101
Returned to Owner	84	60	100
Euthanised	294	343	731
Rehomed (adopted)	764	266	1183
Dogs			
Impounded	920	978	995
Returned to Owner	529	467	520
Euthanised	84	81	202
Rehomed (adopted)	137	51	230

The number of dogs impounded has increased each year from 920 in 2022/23 to 995 in 2024/25. Rates of dog euthanasia are much lower due to the higher rates of reclaiming dogs (average of 53% over past three years) as compared to cats (5%).

Hume is committed to ensuring that as many animals as possible are reunited with their owners. Pets are valued members of the family and it can be distressing for owners and animals when they are missing or being held within the pound.

If an animal can not be reclaimed and is assessed as suitable for adoption ideally, they will be rehomed through the contracted pound service, which continues to make significant improvements in rehoming animals by partnering with dog rescue organisations. Hume City Council provides the following services and programs to establish long-term and secure pet ownership in the community:

- Reduced rate and free desexing for cats through partnership with Second Chance Animal Rescue (SCAR) and the State government.
- Website and social media campaigns to promote responsible pet ownerships, including desexing benefits, registration and microchipping.
- Cat trapping service available to all residents.
- 24/7 hour phone service so registered dogs can be returned immediately.
- Established a section 84Y agreement with a local shelter to rehome surrendered dogs.

In September 2024 Hume City Council was granted \$25,000 by the Victorian Department of Energy, Environment and Climate Action (DEECA) to run a targeted cat desexing program until March 2026. Council partnered with SCAR to provide free desexing, microchipping, vaccination and registration for one (1) cat owned or semi-owned by residents who are identified as being low-socio economic. This program aims to prevent unwanted litters and enables residents to enjoy cat ownership. Council covers the cost of registration and any additional cats above the one approved under the grant funding. Where cat owners have no adequate transport, City Laws Officers transport their cat to and from SCAR. This program is still continuing.

4.2 – Our current Orders, Local Laws, Council Policies and Procedures

Local Laws

– General Purposes Local Law No.1 2023

Section 39 – Keeping of Animals, requires a permit for keeping certain numbers of cats and dogs on different types of property

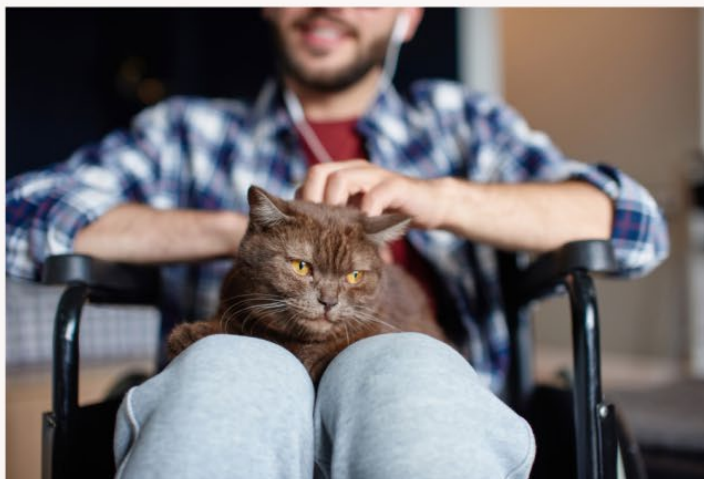
Section 40 – Housing of Animals, requires a minimum standard for keeping animals on private property

Policies and Procedures

- Council has Standard Operating Procedures for excess animal complaints, cat trapping, cat complaints and dog surrenders.

Compliance Activities

- Investigating and recording reports of excess animals and hoarding
- Investigating backyard breeders to determine if they need to register as a Domestic Animal Business
- Annual inspections for all declared dogs
- Prosecuting regarding excess animals
- Enforcing registration, microchipping and tag-wearing requirements
- Issuing infringement notices for cats and dogs found at large.



4.3 – Our Action Plan

Tables 10 and 11 show the activities, timeframe and method of evaluation to meet each activity under Section 4 Objectives 3.1 and 3.2.

Table 10: Activities under Section 4: Objective 3.1

Objective 3.1: To decrease the number of stray, abandoned and unwanted cats

Activity	When	Evaluation
New Initiative: Collaborate with rescue groups, welfare organisations, and veterinary providers to offer subsidised desexing programs and vouchers for low-income pet owners.	Annually	Number of cats desexed / Number of vouchers distributed
Deliver community education on stray cat management, including discouraging feeding, reporting sightings, and accessing humane trapping support.	Ongoing	Number of education material produced and distributed / Community engagement metrics
Host local adoption events to support the rehoming of unwanted cats and kittens.	Annually	Number of adoption events held / Number of kittens/ cats rehomed

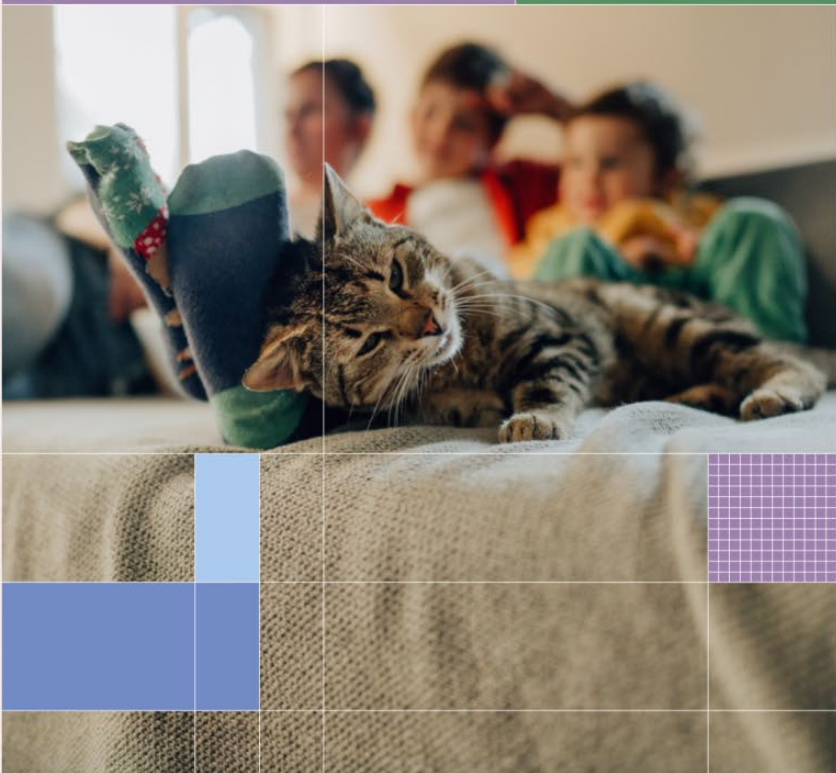
Table 11: Activities under Section 4: Objective 3.2

Objective 3.2: To minimise overpopulation rates

Activity	When	Evaluation
New Initiative: Conduct research to identify barriers to desexing and develop a best-practice framework for council, including consideration of mandatory desexing policies.	Year 1 (2026)	Research report completed / Recommendations developed
Investigate the feasibility of a Last Litter Program offering free desexing for female pets upon surrender of litters.	Year 3 (2028)	Feasibility study completed
Promote the benefits of desexing, including improved pet health and wellbeing, reduced feral and stray populations and prevention of unwanted litters.	Year 2 (2027)	Campaign reach and engagement / Increase in desexing rates

5

Animal Registration and Identification



Hume City Council

Pet registration and microchipping are legislative requirements. It provides Council with an understanding of the level of pet ownership and allows for the development of relevant services and programs. It also assists in the safe and quick return of any lost dogs and cats to their owners.

A number of suggestions were made by community members to improve registration uptake in Hume City. These included promoting the benefits of registration, offering discounted registration fees to vulnerable cohorts, and providing information regarding registration in community languages.

“Rules and laws should be made clearly when registering pets.”

“Deliver information with registration”

“My cat is inside all the time. I don’t see why I’m charged the same registration fees as someone who lets their cat wander”



Domestic Animal Management Plan

5.1 – Context and current situation
There are currently 16,200 registered dogs and 6,635 registered cats in Hume.

It can be difficult to capture exact data on cat and dog ownership, as not all cats and dogs are registered. Hume has shown a decrease in dogs registered since 2018/19 (19,049 down to 16,200 in 2024/25) despite a significant increase in the number of new households in the municipality during this period.

Table 12 demonstrates the number of cats and dogs registered in Hume. Unlike other local councils, over the last two years of records, the figures for both dog and cat registrations have stayed relatively consistent with a small decrease in dogs (-760) and cats (-278).

Table 12: Number of cats and dogs registered in Hume

	2022/23	2023/24	2024/25
Dogs	17,865	16,960	16,200
Cats	7,024	6,913	6,635
Total	24,889	23,873	22,835

As part of the DAMP development process, Council has assessed an approximate number of unregistered cats and dogs in Hume. Based on an analysis of national 'Pets in Australia' 2023 survey, it is estimated that at least 41% of households in Hume City have a cat or dog.

Further extrapolation of this data reveals that at least 32% of households in Hume City have a dog, compared to 13.5% which

are currently registered with Council. At least 14.8% of households have a cat, compared to 5.2% which are currently registered.

Based on this analysis, it is estimated that 20% to 25% of households have an unregistered animal in Hume, or approximately 22,000 unregistered dogs and 11,900 unregistered cats.

Unregistered animals limit Council's ability to effectively plan and deliver targeted animal management services. Without accurate registration data, it becomes more difficult to monitor population trends, respond to emerging issues, and allocate resources where they are most needed. Unregistered pets are also less likely to be desexed or microchipped, which can contribute to higher rates of stray animals, lower reunification outcomes, and increased pressure on shelters and rehoming services.

From a community perspective, unregistered animals may pose risks to public safety and amenity. Dogs that are not registered are less likely to be engaged

through Council's education and compliance programs, which can lead to increased incidents of nuisance behaviour, roaming, or aggression. Similarly, unregistered cats, particularly those that are not contained, can have significant impacts on local biodiversity and contribute to the displacement of native wildlife.

Overall, the high number of unregistered animals in Hume presents a barrier to achieving the goals of responsible pet ownership, animal welfare, and community safety. Addressing this issue is a key priority for Council in the implementation of this Domestic Animal Management Plan.

Table 13: Estimated unregistered animals

	Dogs	Cats
Estimated unregistered animals	22,000	11,900 (excluding feral and unowned cats)
Estimated animal registration fees foregone	\$815,300	\$298,000
Total Fees	\$1,113,300	

Education and community awareness

- Council officers undertake a proactive role within the community to address animal registration.
- Attending events such as festivals and awareness days.

- Development of educational videos
 - addressing certain aspects of the laws
 - including animal management and registration requirements.
- Running and attending non-structured 'morning/afternoon tea with a City Law Officers at council community centres' and meeting our community in an unstructured format

5.2 - Our current Orders, Local Laws, Council Policies and Procedures

Local Laws

- **General Purposes Local Law No.1 2023**

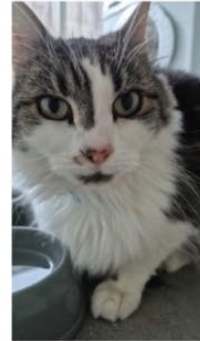
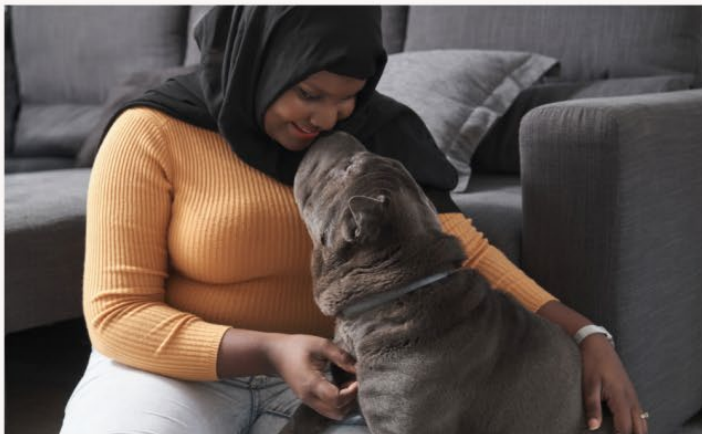
Section 39 – Keeping of Animals, requires a permit for keeping certain numbers of cats and dogs on different types of property

Policies and Procedures

- Council has Standard Operating Procedures for investigating unregistered animals.

Compliance Activities

- Providing annual animal registration renewal notices followed up with reminder notices, SMS message, phone call.
- Investigating all unregistered animal complaints.
- Issuing infringement notices for failing to re-register/register.
- Equipping all Authorised officers with microchip scanners and laptops/tablets to check registrations when on patrol.
- Ensuring that all seized or impounded animals are registered and microchipped prior to release.
- Following up registration for cats and dogs purchased from a Domestic Animal Business or animals that have been microchipped.



Reuniting Pets

Max

After five years of heartache and uncertainty, a beloved cat was recently reunited with its owner. Max, the domestic short hair cat had vanished without a trace in 2020, leaving its family (Teaghan, Zac and Alyssa) wondering if they'd ever see their furry friend again. Miraculously, Max was found safe and brought to The Lost Dogs' Home.

Through responsible pet management, including microchipping and registration, Lost Dogs Home staff were able to scan Max's microchip and quickly make contact with Teaghan. The reunion was emotional, especially for the kids who were delighted to have their pet home again.

Every week pets are returned to their owner because they are microchipped and registered. Many dogs are returned home after hours because they are displaying their registration tag which allows City Laws Officers to make direct contact with the owner and allow them to collect their dog without it being impounded. This highlights the importance of microchipping and registration.

5.3 – Our Action Plan

Table 14 and 15 shows the activities, timeframe and method of evaluation to meet each activity under Section 5 Objective 4.1 and 4.2.

Table 14: Activities under Section 5 Objective 4.1

Objective 4.1: Increase the number of dog and cat registrations

Activity	When	Evaluation
Provide accessible, multilingual information on the benefits of pet registration and microchipping via digital, print, and outdoor channels, using real-life case studies to engage the community.	Annually	Number of materials produced and distributed / Campaign reach and engagement across platforms / Increase in registration rates post-campaign
Offer free initial pet registration to support and encourage first-time registrations.	Annually	Number of free registrations issued
Conduct annual modelling to estimate unregistered pet populations and deliver targeted engagement programs in low-registration areas.	Annually	Modelling report completed / Number of targeted campaigns delivered / Change in registration rates in targeted areas

Table 15: Activities under Section 5 Objective 4.2

Objective 4.2: User friendly service to make it easier for residents to register their pets online

Activity	When	Evaluation
Establish an animal registration portal to enable residents to complete and update registrations online, with improved accessibility, usability, and operational efficiency.	Year 2 (2027)	Portal implemented and operational / Increase in online registrations

6

Animal Nuisance complaints



Hume City Council

Community feedback demonstrated a number of key nuisance themes particularly relating to cat impacts on fauna and flora, cats wandering at night, owners picking up dog droppings, cats wandering or defecating on private property and owners not having their dog under control. Council has a role in protecting the community from unnecessary nuisance from cats and dogs through their services and community education.

6.1 - Context and current situation

There has been a demonstrable increase in complaints regarding dogs at large from 261 in 2023/23 to 550 in 2024/25 and requests for cat cages from 144 in 2022/23 to 577 in 2024/25.

Table 16 shows that there has been an increase in all categories of nuisance requests of between 14% and 68% with the largest increase being for cat cage requests (185 to 577) and domestic animal pickups excluding surrenders (1219 to 2001) when comparing 2024/25 and 2022/23

figures. Barking dog requests have fluctuated over the last three years, decreasing from 225 in 2022/23 to 203 in 2023/24 then increasing to 263 in 2024/25.

There has been a 64% increase in surrendered animals since 2022/23 and a 33% increase since 2023/24.

Domestic Animal Management Plan

Table 16: Cat and dog complaints to Council from 2023/23 to 2024/25

Type	2022/23	2023/24	2024/25
Barking dogs	225	203	263
Domestic animal pick up (excl. surrenders)	1219	1575	2001
Dog at large	378	563	732
Cat cage request	185	191	577
Dog attack and rushes	312	407	425
Animal violations (unregistered, defecating, off-leash, excess, livestock)	1073	1335	1262
Domestic animal surrender	190	356	532
TOTAL	3582	4630	5792

Hume's current educational and promotional activities surrounding nuisance include:

- Providing signage related to dog control placed in parks.
- Providing information and advice on methods for resolving nuisance in the community.

- Encouraging complainants to speak to the owner of the animal causing the nuisance directly.
- Conducting park patrols when resourcing permits and educating the community on local laws.
- Providing dog waste bags and holders at festivals and events.

"Their pets are causing distress whether it be by being off lead and approaching us and our dog or their cats coming onto our property causing damage."

"It's annoying to see droppings on sports grounds where people want to play sport. I am annoyed at people who drop bags of droppings on the ground after picking up droppings"



6.2 – Our current Orders, Local Laws, Council Policies and Procedures

Local Laws

- **General Purposes Local Law No.1 2023**

Section 39 – Keeping of Animals, requires a permit for keeping certain numbers of cats and dogs on different types of property

Section 40 – Housing of Animals, requires a minimum standard for keeping animals on private property

Section 41 – Dog Waste on Roads and in Municipal Places, requires management of dog waste in the community.

Policies and Procedures

- Council has Standard Operating Procedures for investigating barking dog complaints, wandering dog complaints and cat complaints.

Compliance Activities

- Investigating nuisance complaints and issuing infringements and when necessary prosecuting.
- Undertaking a trial of monitoring excessive barking dog nuisance by utilising electronic monitoring of problem dog barking.
- Partnering with other agencies such as the Department of Energy, Environment and Climate Action (DEECA) through their Animal Welfare Victoria unit, and Victoria Police on broader nuisance issues.

6.3 – Our Action Plan

Tables 17 and 18 show the activities, timeframe and method of evaluation to meet each activity under Section 6 Objectives 5.1 and 5.2.

Table 17: Activities under Section 6 Objective 5.1

Objective 5.1: Reduce the number of nuisance complaints that arise in the Municipality

Activity	When	Evaluation
Increase proactive patrols in public parks, reserves, and open spaces to educate residents and improve compliance with animal management laws.	Annually	Number of patrols conducted monthly / Number of resident interactions
Advocate to the Victorian Government to strengthen legislative frameworks for animal management and support the development of sector-wide communities of practice to share knowledge, align approaches, and improve outcomes across local governments.	Ongoing	Number of advocacy submissions or meetings / Participation in communities of practice

Table 18: Activities under Section 6 Objective 5.2

Objective 5.2: Make it easier to report animal management issues to Council.

Activity	When	Evaluation
Provide community education on how to report animal-related nuisance complaints and build awareness of Councils investigation process.	Annually	Number of education sessions or materials delivered / Community reach and engagement
Implement technologies and systems that support the effective capture and recording of evidence to assist with barking-related investigations and enforcement.	Year 1 (2026)	Feasibility study completed / Technology solution implemented

7

Dog Attacks



Hume City Council

Dog attacks against people and other animals, unfortunately, do occur in the local area. Community feedback indicated on leash areas, streets and public dog parks are a particular area of concern for dog attacks and aggressive behaviour. Community feedback suggests management of dog attacks should be addressed through targeting owner behaviours and understanding of responsibilities.

69% of survey respondents were concerned about aggressive dogs in public with the primary concerns reported: wandering dogs or dogs off-leash, dog containment on private property, education and training for dog owners, clear processes and timely response to incidents and enforcement.

There has been a 48% increase in complaints regarding dog attacks (including rushes) over the past 3 years increasing to 425 received in 2024/25.

Community members named a 24/7 emergency service to report dog attacks and stray animals as the highest priority for potential animal management programs Hume City Council should provide.

"I have been attacked by unsupervised dogs and hospitalised."

"Too many attacks & bites of both dogs & people by off lead dogs. Owners do not take responsibility from what I have seen in the community groups on social media."

"I no longer walk my small size dog due to fear of dog attacks in our local community (especially the amount of off lead attacks and lost and wandering dogs who attack)"



Domestic Animal Management Plan

7.1 – Context and current situation

Council provides a 24/7 hotline and response to dog attacks.

A City Laws Officer will respond immediately

Phone 9205 2200 as soon as the attack occurs

If there is serious risk to a person's life ring 000 then ring Council at the time of the attack.

Over the past year (2024/25) Council has responded to or been alerted to 425 dog attack complaints, compared to 223 in 2022-23. There are currently 38 dogs that are declared as dangerous, menacing or restricted breed dogs in Hume. Complaints were recorded via the telephone, email reporting and reporting via the dangerous dog hotline.

In 2024/25 Council had 15 prosecutions, for non-serious injuries dog attacks and dog rushes.

Current activities undertaken by Council to minimise the risk of attacks by dogs on people and animals include:

- Encouraging residents to report dog attacks and near misses.
- Responding promptly to complaints about dog attacks and taking appropriate action.
- Investigating dog attack reports and taking an appropriate course of action.

Dog Attack Investigation

Preventing and investigating dog attacks is a critical function of the City Laws Team

While Council frequently receives reports of dog attacks in the municipality, it is aware that many incidents go unreported. Unreported dog attacks pose a safety threat to the community and often lead to more serious attacks on people and animals. Reporting all types of dog attacks, including rushes, assists the City Laws Team to maintain a safe community environment. To report a dog attack, phone Council on 9205 2200 anytime day or night and an officer will assess the situation and respond appropriately. More information is available on Council's website.

When conducting a dog attack investigation, City Laws Officers follow a systematic approach.

This typically begins with interviewing the victim, witnesses and the owner of the dog believed to be involved in the incident. During the investigation process, officers diligently review available CCTV footage, gather veterinary and medical reports detailing the injuries sustained by the victim, delve into past incidents or reports relating to the dog, and collect other evidence through surveillance and other activities.

City Laws Officers have a range of enforcement actions at their disposal which are linked to how serious the attack has been. These actions may include seizure of the dog responsible for the attack, the imposition of a dangerous or menacing declaration on the dog, and pursuing charges, orders, and compensation on behalf of the victim through the court system. For minor attacks or rush incidents, the dog owner may be educated and provided instructions on how to keep their dog on their premises and how to socialise the dog to prevent further or escalated incidents. Not all dogs are seized, and destruction orders are only used for extremely serious situations.

To ensure effective handling of dog attack cases, all City Laws Officers responsible for investigating and enforcing such incidents possess extensive knowledge and experience in enforcing provisions under the *Domestic Animal Act 1994*. They undergo advanced training in various areas, including interview techniques, investigation processes, evidence collection, and legal proceedings. This comprehensive training equips them with the necessary skills to navigate the complexities of dog attack cases and ensure a thorough and fair investigative process.

7.2 - Our current Orders, Local Laws, Council Policies and Procedures

Policies and Procedures

- Council has Standard Operating Procedures for investigating dog attacks, dog rushes and threatening dog complaints, as well as for the seizure and prosecution of dogs involved in attacks.
- Council operates a 24/7 emergency after hours service to respond to animal related issues

Compliance Activities

- Issuing official warnings, notice to comply, and infringements.
- Declaring dogs as menacing or dangerous.
- Court prosecution.
- Seeking an order for the destruction of a dog.



7.3 - Our Action Plan

Tables 19 and 20 show the activities, timeframe and method of evaluation to meet each activity under Section 7 Objectives 6.1 and 6.2.

Table 19: Activities under Section 7 Objective 6.1

Objective 6.1: Decrease the number of confirmed dog attacks in the community

Activity	When	Evaluation
Develop and deliver an education campaign to assist community to identify and safely respond to aggressive dog behaviours.	Year 2 (2027)	Number of education resources developed and distributed / Community engagement metrics
Enhance monitoring and response efforts in areas with high rates of dog-related incidents through increased officer presence and other appropriate surveillance measures.	Ongoing	Number of advocacy submissions or meetings / Participation in communities of practice

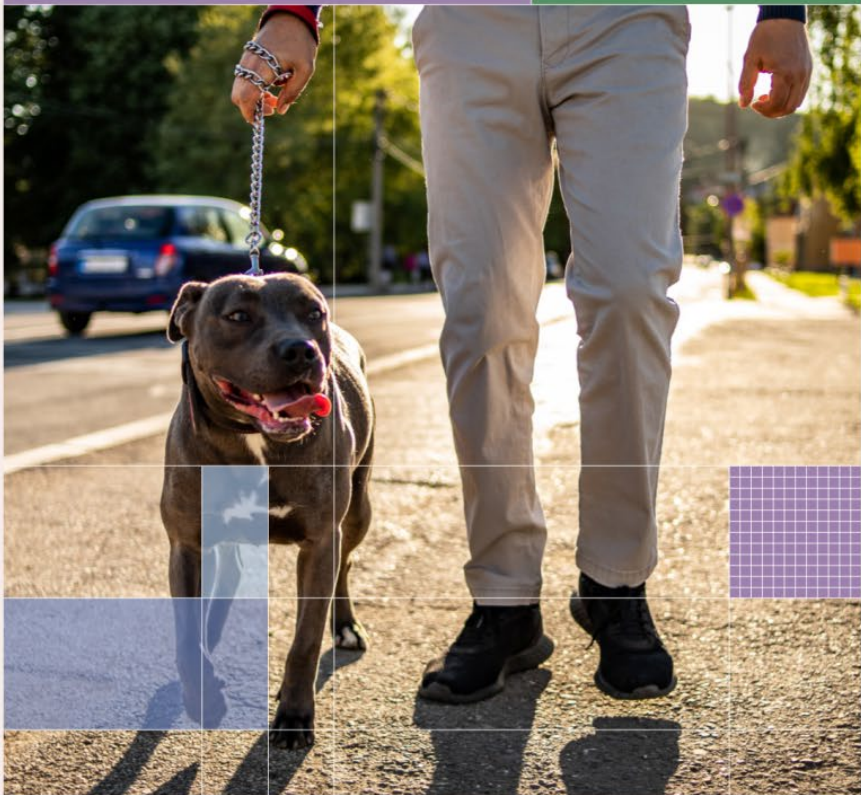
Table 20: Activities under Section 1 Objective 6.2

Objective 6.2: Increase community awareness of how to report dog attacks

Activity	When	Evaluation
Raise community awareness of dog attack reporting, processes and outcomes, including the promotion of the Council's 24/7 dangerous dog hotline.	Ongoing	Community education campaign developed. Number of reports pre and post awareness campaign

8

Dangerous, menacing and restricted breeds



Hume City Council

The community’s understanding of what constitutes a dangerous or restricted dog may not broadly align with the classifications as per the Act, however there was clear concern about dangerous dogs in the community (particularly off-leash dog parks) and poor management by owners. There was a desire for stronger regulations or restrictions to certain breeds, such as containment on private property, wearing a muzzle and identification collar when outside their property. The community identified a need for more education about dangerous dog breeds and how to care for them.

8.1 – Context and current situation

Table 21 outlines the number of declared dogs in Hume, with 50 in total, the majority being dogs declared menacing and guard dogs (24 and 12 respectively). In 2024/2025, 19 complaints were received regarding dangerous dogs and six resulting prosecutions.

The number of dogs declared in Hume has remained constant over the past five years and was 50 in 2024/2025. Some owners choose to surrender their dogs after a serious attack and these dogs are humanely euthanised. Owners of menacing dogs can apply to have the restriction lifted after two years provided,

they and their dog has been compliant and passed training requirements.

Dogs are declared menacing or dangerous due to an incident occurring. Restricted Breeds are declared if they meet the category of dog breed as defined by legislation. Guard dogs are declared dangerous because they are used to guard non-residential premises but remain declared for life.

Council administers and enforces provisions of the Act to identify and control dangerous, menacing and restricted breed dogs to ensure the safety of the community.

Domestic Animal Management Plan

Table 21: Declared dogs in Hume City Council

Information	Total for 2024/25
Dogs declared dangerous	10
Dogs declared menacing	24
Restricted breed dogs	4
Guard dogs	12
Total	50
Complaints of dangerous dogs	19
Prosecutions - dangerous dogs	6

Hume City Council's current education/ promotion activities surrounding declared dogs include:

- Providing education on Council website and Animal Welfare Victoria brochures on dangerous and restricted dog breeds.
- Ensuring owners of declared dogs are aware of their obligations under the Domestic Animals Act.
- Annual inspections for all declared dogs.

Aggressive dogs “should be muzzled in public and always on lead”

“I’d be interested in seeing collars on anxious dogs to denote them as so, because an anxious dog is more likely to have a go at someone too. I think collars with information denoting “anxious” or “dangerous” and keeping dogs on leashes”

“Having had my own puppy killed by a dog, I am extremely concerned about the lack of responsibility shown by many dog owners”

“I feel that too much leeway is given to people who continually let their dogs out or do not secure them correctly. There should be higher fines and a “three strikes” rule”



8.2 - Our current Orders, Local Laws, Council Policies and Procedures

Policies and Procedures

- Hume City Council's animal registration form requires all owners to declare if their dog is a restricted breed, has been declared menacing or is a dangerous dog as required under the Act.
- Council has standard operating procedures for the identification, declaration and management of menacing, dangerous and restricted dog breeds.
- Council has standard operating procedures for investigating dog attacks and declaring dogs dangerous, menacing, or restricted breeds along with identifying guard dogs.

Compliance Activities

- Proactively inspecting dangerous and restricted breed dog sites to ensure compliance of the DAA regulation.
- Ensuring restricted breed and dangerous dog complaints are investigated by a City Laws Officer.
- Maintaining data on the Victorian Declared Dog Registry.
- Annually inspecting properties housing declared dangerous, restricted breed and menacing dogs.
- Conducting patrols by City Laws Officers of industrial areas, parks and wider municipality to monitor dog behaviour and identify unregistered guard dogs.



8.3 – Our Action Plan

Tables 22 and 23 show the activities, timeframe and method of evaluation to meet each activity under Section 8 Objectives 7.1 and 7.2.

Table 22: Activities under Section 8 Objective 7.1

Objective 7.1: Identify and register all declared dogs in the community

Activity	When	Evaluation
New initiative: Develop and deliver a Guard Dog Awareness program to educate the community on the legal responsibilities and requirements of keeping guard dogs.	Year 3 (2028)	Awareness campaign developed

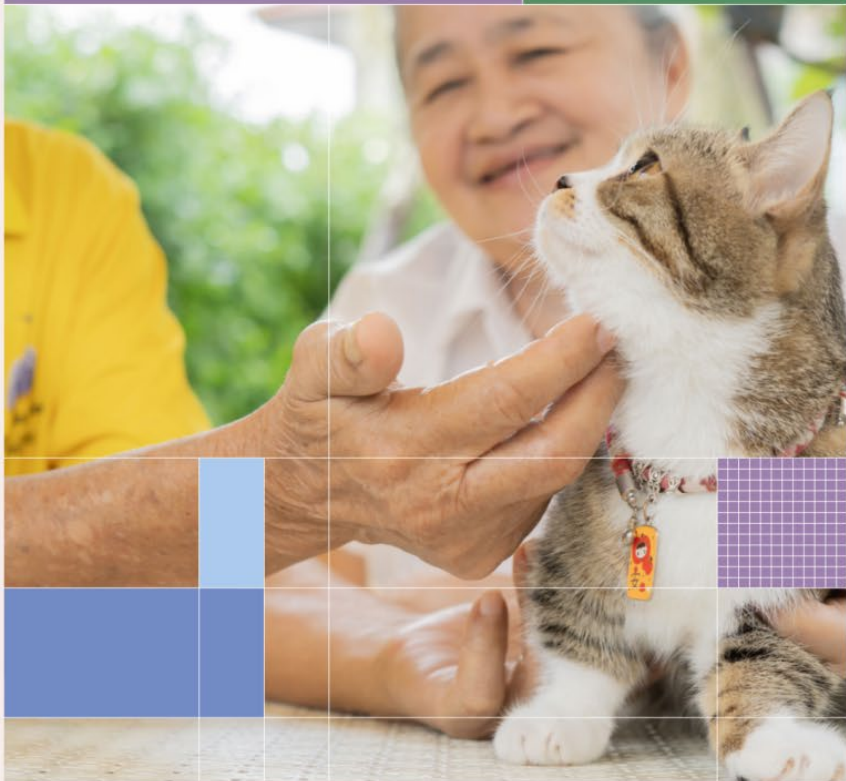
Table 23: Activities under Section 8 Objective 7.2

Objective 7.2: Ensure all declared dogs are compliant to relevant legislation and regulations

Activity	When	Evaluation
Partner with local general practitioners, medical centres and Police to improve reporting of dog attack incidents to Council.	Ongoing	Number of partners engaged / Awareness materials distributed

9

Domestic animal businesses



All Domestic Animal Businesses must register with their local council. Under current legislation (Domestic Animals Act 1994), local councils have the authority to:

- Refuse registration of a business if they fail to comply with the legislation and relevant code of practice.
- Set special conditions on the registration of any domestic animal business.

9.1 - Context and current situation

There are 19 registered Domestic Animal Businesses (DABs) within Hume. In 2024/25, Hume received 5 complaints regarding Domestic Animal Businesses. There were 2 Domestic Animal Businesses that were identified as non-registered and 5 notices to comply issued.

Table 24: Domestic Animal Businesses in Hume

Item	2024/2025
Registered DABs	19
Identified DABs non registered	2
Complaints regarding DABs	5
Prosecutions related to DABs	0
Notice to Comply issued to DABs	5

Current educational, promotional and compliance activities surrounding domestic animal businesses include:

- Proactively inspecting all registered Domestic Animal Businesses annually to ensure compliance with the relevant Code of Practice.
- Registering all eligible Domestic Animal Businesses.
- Providing all Domestic Animal Businesses with the relevant Code of Practice.
- Providing education about Domestic Animal Businesses on Council's website.

9.2 - Our current Orders, Local Laws, Council Policies and Procedures

Council has standard operating procedures for investigating domestic animal business complaints and identifying unregistered animal businesses.

Compliance Activities

- Auditing Domestic Animal Businesses annually and upon complaint.
- Monitoring websites advertising the sale of puppies.
- Inspecting premises with over three fertile females registered to determine if they need to register as a Domestic Animal Business.
- Prosecuting on non-compliance.



Hume City Council

9.3 - Our Action Plan

Tables 25 and 26 show the activities, timeframe and method of evaluation to meet each activity under Section 9 Objectives 8.1 and 8.2.

Table 25: Activities under Section 9 Objective 8.1

Objective 8.1: Identify and register all Domestic Animal Businesses in the municipality by 2026

Activity	When	Evaluation
Identify all domestic animal businesses (inclusive of breeding establishments) in the municipality to determine their registration status and education needs	Ongoing	Number of new businesses identified

Table 26: Activities under Section 9 Objective 8.2

Objective 8.2: Ensure all Domestic Animal Business comply with relevant legislation

Activity	When	Evaluation
Conduct annual inspections and audits of domestic animal management businesses. Where required, act promptly to address matters of non-compliance.	Annually	Number of audits conducted (target:100%) / Number of non-compliance reports investigated
Update officer inspection templates to ensure alignment to the appropriate Code of Practice	Ongoing	Templates reviewed and updated annually

Domestic Animal Management Plan

10

Other matters



Hume City Council

10.1 – Context and current situation

The Lost Dogs Home

The Lost Dog's Home currently provides care and quality vet services to lost and stray pets on behalf of Hume City Council.

Impounded cats and dogs are housed at The Lost Dog's Home and kept for the statutory period at a minimum, during which time The Lost Dog's Home is required to make every effort to reunite the animal with its owner.

A Locally operated Animal Management Facility for Hume

A Feasibility Study has been completed which identifies the benefits for Hume owning their own internally operated animal management facility. The key benefits identified were:

- Convenient location for residents to access services.
- Being visible in the community and raising awareness of animal management and responsibility services.
- Providing quality in house services and reinvesting any savings into programs and services, resulting in greater service provision.
- Opportunity to further develop partnerships with other municipalities, animal rescue and foster groups.
- Expansion of program and service provision, resulting in higher rates of microchipping, desexing and registrations.

- Ownership and control of operations with a vision to be cost neutral.
- Increasing animal welfare boarding for members of the community experiencing domestic violence or homelessness.
- Extending outreach programs offered to the community.
- Improved operational efficiencies by reducing the resources required to transport animals outside of Hume
- Enhanced level of local based animal welfare services and improved customer service and accessibility – a locally based Animal Management Facility will significantly reduce the need for residents to travel a substantial distance outside of Hume to retrieve their animal or seek animal shelter services.
- Greater capacity and opportunities to provide education and training to encourage responsible pet ownership.
- Greater capacity to provide facilities to support provision of services such as animal adoptions and low-cost veterinary services.
- Greater oversight of animal welfare outcomes from impounded animals, particularly dangerous and seized dogs.

Domestic Animal Management Plan

Emergency Management

Council has a Municipal Emergency Relief and Recovery Plan which addresses the organisational responsibility of Hume City Council in the planning, prevention, response, relief and recovery from emergencies. In addition, Council is developing a Municipal Emergency Animal Welfare Plan which includes the care and welfare of domestic cats and dogs should an emergency arise that effects their wellbeing.

The Municipal Emergency Management Planning Committee has identified grass and bushfire, flooding and extreme weather events as having a high to extreme risk that could impact upon the welfare of companion animals and livestock within the municipality.

Animal Welfare Boarding Protocol

Hume City Council is committed to supporting those experiencing family violence. The decision not to leave a family violence situation may be related to concerns about the ongoing care and welfare of domestic animals.

Currently, Council provides links to an Animal Welfare Boarding Service as required however, Hume City Council is committed to developing a protocol to formalise the use of Animal Welfare Boarding in training and daily practice for Authorised Officers.

10.2 – Our current Orders, Local Laws, Council Policies and Procedures

The Lost Dog’s Home has their own policies and procedures with respect to the management of animals impounded on behalf of Hume City Council.

10.3 – Our Action Plan

Tables 27, 28 and 29 show the activities, timeframe and method of evaluation to meet each activity under Section 10 Objective 1, 2, 3 and 4.

Table 27: Activities under Section 10 Objective 9.1

Objective 9.1: Ensure the long-term sustainability, capability, and responsiveness of animal shelter services through strategic planning and service design.

Activity	When	Evaluation
Explore and define future service needs and delivery arrangements for animal shelter and related services, identifying sustainable, effective, and community-responsive models.	Year 1 (2026)	Business Case report completed

Table 28: Activities under Section 10 Objective 9.2

Objective 9.2: Emergency management planning for domestic animals as part of the Municipal Emergency Relief and Recovery Plan

Activity	When	Evaluation
Ensure animal management staff are involved in the review and implementation of Council’s Municipal Emergency Relief and Recovery Plan.	Ongoing	Animal management staff participation in emergency planning activities

Table 29: Activities under Section 10 Objective 9.3

Objective 9.3: Increase community awareness of animal welfare boarding program

Activity	When	Evaluation
Explore and establish animal boarding options for victims/survivors of family violence	Year 1 (2026)	Options developed and promoted / Awareness campaign reach and engagement

11

Annual review of plan and annual reporting



Hume City Council

In line with the Domestic Animals Act, Council must review its DAMP annually and amend the plan as needed. The following activities outline how the Council will meet these requirements.

11.1 – Our Action Plan

Table 30 shows the activities, timeframe and method of evaluation to meet each activity under Section 11 Objective 10.1.

Table 30: Activities under Section 11 Objective 10.1

Objective 1: Comply with Section 68A(3)

Activity	When	Evaluation
Submit a copy of the Domestic Animal Management Plan (DAMP) and any amendments to the Secretary of the Department.	December 2025	Copy provided to Secretary
Conduct an annual review of the DAMP and make amendments where appropriate.	Annually	Review completed and documented / Amendments made (if applicable) / Council endorsement of changes
Publish an annual evaluation of the DAMP's implementation in Council's Annual Report.	Annually	Evaluation report published
Commence development of Council's new 2030-2033 Domestic Animal Management Plan	Year 4 (2029)	Project plan developed and implemented

Domestic Animal Management Plan

Appendix 1

Consolidated DAMP Action Plan 2026-2029

Activity		When	Evaluation
Ensure animal management officers have the skills necessary to support the community and effectively perform their regulatory role	Maintain and routinely review individual training and development plans for each authorised officer, capturing completed training, current certifications, and scheduled or recommended professional development activities.	Annually	Completion of annual goals and performance appraisals
	Ensure all authorised officers participate in relevant industry training, mandatory refresher courses, and practical skill-building sessions to maintain legislative compliance, enhance technical capability, and support continuous professional development.	Ongoing	Training attendance records Annual training completion rate
Create a culture of collaboration and knowledge sharing	Celebrate team successes via internal and external promotions	Ongoing	Number of promotional posts or campaigns
	Deliver training for in-home care service providers focused on animal management and reporting animal welfare	Annually	No of sessions delivered
	Establish twice-yearly meetings with animal management teams from neighbouring councils to strengthen collaboration, share insights on emerging trends and issues, and align on effective regulatory strategies.	Annually	No of meetings attended

Activity		When	Evaluation
Promote community awareness and support for indoor cat lifestyles and pursue the introduction of local regulations requiring cats to be contained on or within the private property of their owner.	Distribute educational resources to cat owners highlighting the benefits of indoor living, cat enclosures and containment options.	Year 1 (2026)	Number of resources distributed
	Develop and present a proposal for a municipal cat curfew requiring containment on private property.	Year 1 (2026)	Council report submitted/Council decision outcome
Promote responsible cat and dog ownership	Engage diverse stakeholders (e.g. schools, faith groups, multicultural networks) to co-design and deliver a culturally inclusive pet ownership education campaign.	Year 2 (2027)	Campaign reach and engagement metrics
	New initiative: Host a Hume City Pet Expo focused on promoting responsible ownership, advancing animal welfare, strengthening bonds between people and their pets, and connecting pet owners with local products, services, and support networks.	Year 3 (2028)	Expo attendance, number of participants and partners
To decrease the number of stray, abandoned and unwanted cats	Provide information on choosing appropriate pets for different living environments (e.g. high-density housing, breed suitability).	Year 2 (2027)	Website visits and resource downloads/ Social media reach and engagement
	New Initiative: Collaborate with rescue groups, welfare organisations, and veterinary providers to offer subsidised desexing programs and vouchers for low-income pet owners.	Annually	Number of cats desexed / Number of vouchers distributed
	Deliver community education on stray cat management, including discouraging feeding, reporting sightings, and accessing humane trapping support.	Ongoing	Number of education material produced and distributed / Community engagement metrics
	Host local adoption events to support the rehoming of unwanted cats and kittens.	Annually	Number of adoption events held / Number of kittens/cats rehomed

Activity		When	Evaluation
To minimise overpopulation rates	New Initiative: Conduct research to identify barriers to desexing and develop a best-practice framework for council, including consideration of mandatory desexing policies.	Year 1 (2026)	Research report completed / Recommendations developed
	Investigate the feasibility of a Last Litter Program offering free desexing for female pets upon surrender of litters.	Year 3 (2028)	Feasibility study completed
	Promote the benefits of desexing, including improved pet health and wellbeing, reduced feral and stray populations and prevention of unwanted litters.	Year 2 (2027)	Campaign reach and engagement / Increase in desexing rates
Increase the number of dog and cat registrations	Provide accessible, multilingual information on the benefits of pet registration and microchipping via digital, print, and outdoor channels, using real-life case studies to engage the community.	Annually	Number of materials produced and distributed / Campaign reach and engagement across platforms / Increase in registration rates post-campaign
	Offer free initial pet registration to support and encourage first-time registrations.	Annually	Number of free registrations issued
	Conduct annual modelling to estimate unregistered pet populations and deliver targeted engagement programs in low-registration areas.	Annually	Modelling report completed / Number of targeted campaigns delivered / Change in registration rates in targeted areas
User friendly service to make it easier for residents to register their pets online	Establish an animal registration portal to enable residents to complete and update registrations online, with improved accessibility, usability, and operational efficiency.	Year 2 (2027)	Portal implemented and operational / Increase in online registrations

Activity		When	Evaluation
Reduce the number of nuisance complaints that arise in the Municipality	Increase proactive patrols in public parks, reserves, and open spaces to educate residents and improve compliance with animal management laws.	Annually	Number of patrols conducted monthly / Number of resident interactions
	Advocate to the Victorian Government to strengthen legislative frameworks for animal management and support the development of sector-wide communities of practice to share knowledge, align approaches, and improve outcomes across local governments.	Ongoing	Number of advocacy submissions or meetings / Participation in communities of practice
Make it easier to report animal management issues to Council	Provide community education on how to report animal-related nuisance complaints and build awareness of Councils investigation process.	Annually	Number of education sessions or materials delivered / Community reach and engagement
	Implement technologies and systems that support the effective capture and recording of evidence to assist with barking-related investigations and enforcement.	Year 1 (2026)	Feasibility study completed / Technology solution implemented
Decrease the number of confirmed dog attacks in the community	Develop and deliver an education campaign to assist community to identify and safely respond to aggressive dog behaviours.	Year 2 (2027)	Number of education resources developed and distributed / Community engagement metrics
	Enhance monitoring and response efforts in areas with high rates of dog-related incidents through increased officer presence and other appropriate surveillance measures.	Annually	Number of patrols delivered in hot-spot areas on a monthly basis
Increase community awareness of how to report dog attacks	Raise community awareness of dog attack reporting, processes and outcomes, including the promotion of the Council's 24/7 dangerous dog hotline.	Ongoing	Community education campaign developed. Number of reports pre and post awareness campaign

Activity		When	Evaluation
Identify and register all declared dogs in the community	New initiative: Develop and deliver a Guard Dog Awareness program to educate the community on the legal responsibilities and requirements of keeping guard dogs.	Year 3 (2028)	Awareness campaign developed
Ensure all declared dogs are compliant to relevant legislation and regulations	Partner with local general practitioners, medical centres and Police to improve reporting of dog attack incidents to Council.	Ongoing	Number of partners engaged / Awareness materials distributed
Identify and register all Domestic Animal Businesses in the municipality by 2026	Identify all domestic animal businesses (inclusive of breeding establishments) in the municipality to determine their registration status and education needs	Ongoing	Number of new businesses identified
Ensure all Domestic Animal Business comply with relevant legislation	Conduct annual inspections and audits of domestic animal management businesses. Where required, act promptly to address matters of non-compliance.	Annually	Number of audits conducted (target:100%) / Number of non-compliance reports investigated
	Update officer inspection templates to ensure alignment to the appropriate Code of Practice	Ongoing	Templates reviewed and updated annually
Ensure the long-term sustainability, capability, and responsivity of animal shelter services through strategic planning and service design.	Explore and define future service needs and delivery arrangements for animal shelter and related services, identifying sustainable, effective, and community-responsive models.	Year 1 (2026)	Business Case report completed
Emergency management planning for domestic animals as part of the Municipal Emergency Relief and Recovery Plan	Ensure animal management staff are involved in the review and implementation of Council's Municipal Emergency Relief and Recovery Plan.	Ongoing	Animal management staff participation in emergency planning activities
Increase community awareness of animal welfare boarding program	Explore and establish animal boarding options for victims/ survivors of family violence	Year 1 (2026)	Options developed and promoted / Awareness campaign reach and engagement

Activity		When	Evaluation
Comply with Section 68A(3)	Submit a copy of the Domestic Animal Management Plan (DAMP) and any amendments to the Secretary of the Department.	December 2025	Copy provided to Secretary
	Conduct an annual review of the DAMP and make amendments where appropriate.	Annually	Review completed and documented / Amendments made (if applicable) / Council endorsement of changes
	Publish an annual evaluation of the DAMP's implementation in Council's Annual Report.	Annually	Evaluation report published
	Commence development of Council's new 2030-2033 Domestic Animal Management Plan	Year 4 (2029)	Project plan developed and implemented

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REPORT NO:	8.2
REPORT TITLE:	Hume City Council Innovate Reconciliation Action Plan 2026-2028
SOURCE:	Narda Shanley, Team Leader Community Development Julie Andrews, Coordinator Community Capacity Building
DIVISION:	City Services & Living
FILE NO:	HCC22/855
POLICY:	Social Justice Charter
STRATEGIC OBJECTIVE:	SO3.1 Advancement of social justice and addressing inequalities
ATTACHMENT:	1. <i>Innovate Reconciliation Action Plan 2026 -2028 (Attachment 1)</i>

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

- 1.1 As part of Council’s commitment to Social Justice and advancing better health and wellbeing outcomes for Hume City’s Aboriginal and Torres Strait Islander peoples, the Innovate Reconciliation Action Plan (RAP) 2026 - 2028 (Attachment 1) is recommended for adoption.
- 1.2 The document has been developed based on:
 - 1.2.1 The format and content required by Reconciliation Australia for Council to be considered an endorsed RAP organisation.
 - 1.2.2 Internal consultations to review previous actions and develop future actions that will guide the advancement of Council services and programs to be inclusive and accessible.
 - 1.2.3 Engagement with key stakeholders including Traditional Owners Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, Council’s RAP Working Group (RAPWG), Wandarra Elders Group and Sunbury Aboriginal Corporation.
- 1.3 The Plan has received provisional endorsement from Reconciliation Australia ahead of Council’s consideration.

2. RECOMMENDATION:

That Council adopt the Innovate Reconciliation Action Plan (RAP) 2026-2028.

3. LEGISLATIVE POWERS & POLICY CONTEXT:

- 3.1 The Reconciliation Action Plan aligns to:
 - 3.1.1 The Local Government Act 2020, supporting Council to provide good governance for the benefit and wellbeing of the municipal community.
 - 3.1.2 The Council Plan (2025-2029), specifically Action 3.3.3 – “Recognise Aboriginal and Torres Strait Islander Peoples’ histories, cultures, resilience and the right to self-determination.”

REPORT NO: 8.2 (cont.)

- 3.1.3 Council’s Social Justice Charter (2021), seeking to improve standards of access and inclusion for all residents, and deliver policy, programs and services that support equity and fairness.

4. OVERARCHING GOVERNANCE PRINCIPLES:

This report supports Council in giving effect to the following Overarching Governance Principles:

- b) priority is to be given to achieving the best outcomes for the municipal community, including future generations.
- c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.
- h) regional, state and national plans and policies are to be considered in strategic planning and decision making.
- i) the transparency of Council decisions, actions and information is to be ensured.

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

5.1.1 The Charter of Human Rights and Responsibilities Act 2006 set out the basic rights and responsibilities of all people in Victoria.

5.1.2 The human rights relevant to this Report are:

- Cultural Rights (section 19)

This applies to all cultures but singles out First Nations people and requires public authorities to adopt measures that protect and promote cultural diversity and inclusion.

The above rights are not being limited by the recommended actions in this Report.

5.2 GENDER EQUALITY ACT 2020

5.2.1 The RAP has a direct and significant impact on the public; therefore, a Gender Impact Assessment was completed. The key recommendations and findings of this assessment were:

- (a) Officers have identified that within the First Nations community, people who identify as LGBTIQ+ community, and people with disabilities must be included in the formulation of RAP action items.
- (b) Officers therefore ensured consultation with stakeholder groups includes representation of First Nations community who identify as LGBTIQ+ and/or a person with a disability

5.2.2 The RAP considers these opportunities to ensure that it promotes gender equality and better and fairer outcomes for the public.

6. FINANCIAL & RESOURCE IMPLICATIONS:

6.1 Deliverables outlined in the RAP have been considered by the lead departments.

6.2 Identified actions can be delivered within the scope of existing operational budgets for the current year. Year 2 actions will be included for consideration in the 2026/27 and 2027/28 budget processes, as part of standard budget planning.

7. OPPORTUNITIES & RISKS:

REPORT NO: 8.2 (cont.)

- 7.1 Adoption of a RAP is an opportunity for Council to further its social justice aims through a tangible and visible commitment to Hume’s growing Aboriginal and Torres Strait Islander community.
- 7.2 In working with Reconciliation Australia, the success of this opportunity is strengthened.
- 7.3 Including consultation with key stakeholders and community in the development of this document Council has mitigated reputational risk of misrepresentation of community interest and needs.

8. COMMUNITY ENGAGEMENT:

- 8.1 In the drafting of this document, Council sought feedback from key community stakeholders including:
 - Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation
 - Sunbury Aboriginal Corporation
 - Wandarra
 - Kangan Indigenous Education Centre
 - DPV Health
 - Sunbury Cobaw Community Health
 - Victorian Aboriginal Child-Care Agency
 - Yarn Strong Sista

9. DISCUSSION:

- 9.1 Hume City is located on the traditional lands of the Wurundjeri Woi-wurrung peoples. The rich Aboriginal cultural landscapes include burial sites, earth rings, scar trees and stone features.
- 9.2 Census data indicates that Hume City’s Aboriginal and Torres Strait Islander population has increased by 21.8% from 2016 to 2021 and is home to approximately 1,870 Aboriginal and Torres Strait Islander peoples. Hume’s Aboriginal and Torres Strait Islander population is one of the fastest growing populations in Metropolitan Melbourne.
- 9.3 Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples for the benefit of all Australians. Councils’ commitment to Reconciliation aims to progress better economic, health and wellbeing outcomes for all.
- 9.4 While much has been achieved, Aboriginal and Torres Strait Islander peoples still experience higher levels of disadvantage than non-Indigenous people.
 - 9.4.1 Aboriginal and Torres Strait Islander children entering grade prep across the State are more than twice as likely to be developmentally vulnerable in two or more domains (26.5%) than the total population (10.2%). Domain areas include physical health and wellbeing, social competence, emotional maturity, language and cognitive skills, communication skills and general knowledge. (AEDC 2021 and PHIDU Aboriginal and Torres Strait Islander Social Health Atlas of Australia).
 - 9.4.2 More than one in three (35.2%) Aboriginal and Torres Strait Islander residents have one or more long-term health conditions, compared to just under one in four (24.4%) of residents who identify as non-Indigenous.
 - 9.4.3 Participation in vocational education and training (VET) is higher among Aboriginal and Torres Strait Islander people (21.9 per 100) compared to the total population (15.0 per 100). However, the subject pass rate is lower for Aboriginal and Torres Strait Islander people (69.5%) than for the total population (74.6%). This highlights a strong engagement in VET among

REPORT NO: 8.2 (cont.)

Aboriginal and Torres Strait Islander communities but also points to a gap in outcomes that may need targeted support or intervention. (2021 data, sourced from Public Health Information Development Unit, Social Health Atlas of Australia Dec 2023).

- 9.5 Council’s RAP journey has influenced implementing changes to policies, strategies, services and activities to achieve the vision for Reconciliation. Of the 130 RAP actions delivered since 2020, the case studies highlighted include:
 - 9.5.1 The Maternal and Child Health (MCH) Service Aboriginal and Torres Strait Islander Engagement Team.
 - 9.5.2 Council has negotiated a partnership with Narrap, the Wurundjeri Woi-wurrung Natural Resource Management Group to care for Country.
 - 9.5.3 The Westmeadows Indigenous Community Garden.
 - 9.5.4 The Stolen Generations Marker.
 - 9.5.5 The Sunbury Aboriginal Corporation accessing the Sunbury Old Courthouse to support their service expansion needs.
- 9.6 The delivery of RAP actions has been strengthened under the guidance of the RAPWG. Current membership includes community members, Councillor representative and council officers.
- 9.7 Achievements of the RAPWG since establishment in 2019 include:
 - 9.7.1 Improved engagement with the Aboriginal and Torres Strait Islander community and key stakeholders, including the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, Sunbury Aboriginal Corporation and Wandarra Aboriginal Corporation.
 - 9.7.2 Delivery of community led events and programs sharing Aboriginal and Torres Strait Islander culture, history and knowledge such as Sorry Day, Reconciliation Week and NAIDOC Week.
 - 9.7.3 Providing feedback on Council policies, strategies, programs, infrastructure, and projects including the Stolen Generations Marker Project, Gathering Place enquiry and Hume Winter Lights Festival.
- 9.8 In collaboration with Reconciliation Australia, the RAPWG, key stakeholders, and Council’s departments, the development of the Innovate RAP (2026–2028) builds on existing actions across the themes of Relationships, Respect, Opportunities, and Governance. It also deepens the organisation’s understanding of the steps needed to effectively advance reconciliation.
- 9.9 The RAP also provides a guide to deliver Council’s commitments within our Council Plan 2025-2029 - Action 3.3.3 – “Recognise Aboriginal and Torres Strait Islander Peoples’ histories, cultures, resilience and the right to self-determination.”

10. CONCLUSION

- 10.1 Hume’s reconciliation journey is well advanced and Council’s long-standing commitment to Aboriginal and Torres Strait Islander peoples is demonstrated through the commitments outlined in the Innovate RAP (2026- 2028).



HUME CITY COUNCIL

Reconciliation Action Plan

2026–2028: Innovate

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Aboriginal and Torres Strait Islander people should be aware that this document may contain images of people who have passed away.



Acknowledgement of Country

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

Wurundjeri Woi-wurrung Country

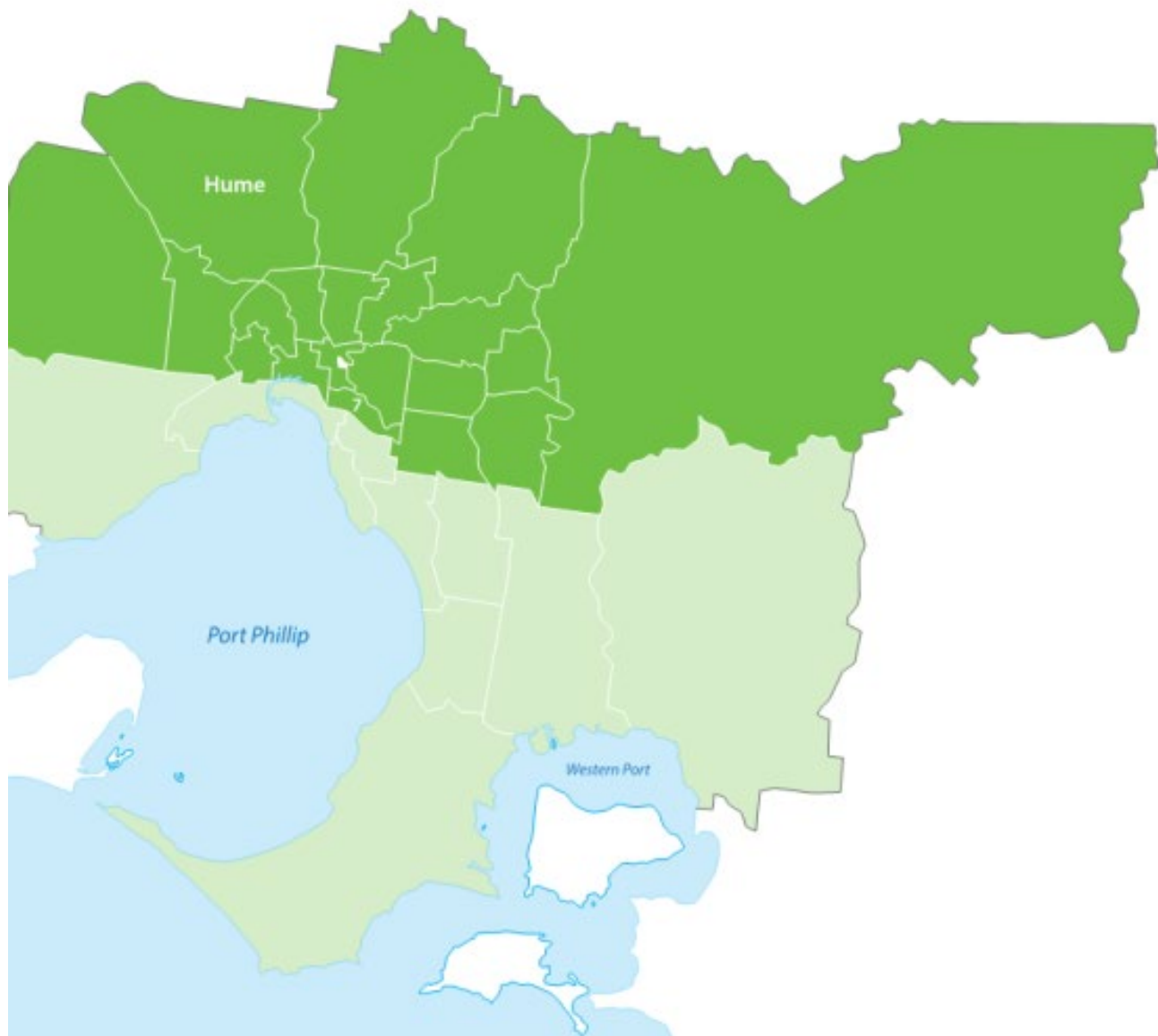
Hume City is located on the traditional lands of the Wurundjeri Woi-wurrung peoples. The Wurundjeri Woi-wurrung have an unbroken relationship with Country, caring for this land, its waterways, its plants and animals.

The Wurundjeri Woi-wurrung are represented by the Wurundjeri Woi-wurrung Cultural Heritage Corporation under the Aboriginal Heritage Act, to be the primary guardians, keepers and knowledge holders of Aboriginal Cultural Heritage for their Country.

Hume City is rich in Aboriginal cultural landscapes with a growing number of registered

Aboriginal Cultural Heritage Places, including burial sites, artefact scatters, earth rings, campsites, middens, quarries, stony rises, scar trees and stone features.

These sites hold living stories for the Wurundjeri Woi-wurrung peoples and help in understanding cultural values and practices over time. Places of great significance include marram baba Merri Creek Regional Parklands, Jacksons Creek biik wurrdha Regional Parklands, Woodlands Historic Park, Organ Pipes National Parks, Mt Ridley Conservation Reserve, and all waterways and stony rises.



Statement of Country

The Wurundjeri Woi-wurrung acknowledge and pay respect to our Ancestors and are very thankful for the strength and resilience they maintained during their time and for the sacrifices they made.

The Wurundjeri Woi-wurrung peoples have been caring for Country since the beginning of time. Our message is that Wurundjeri Woi-wurrung peoples have a deep understanding and knowledge of Country and that this connection should be respected and valued.

The Wurundjeri Woi-wurrung have an unbroken relationship with Country, caring for this land, its waterways, its plants and animals. A core purpose of Wurundjeri Woi-wurrung Corporation is the protection, preservation and revitalisation of Wurundjeri Woi-wurrung culture and cultural practices.

There is a deep cultural obligation and birthright to look after Country and keep it healthy. Country to us includes the lands, waters, plants, animals and spirits of the traditional lands.

Country is known through the Songlines of the Ancestors who lived here for thousands of years.

Today our Country is shared with Victorians from many different backgrounds. In addition, people from across Australia and even internationally visit, and come to live on our Country.

We believe that Wurundjeri Woi-wurrung peoples must take a leading role in working with all communities on matters of Country.

As Traditional Owners, we seek to build solid, working relationships and partnerships across our Traditional Country to protect, manage and restore the land and water today and for future generations.

**Wurundjeri Woi-wurrung Cultural Heritage
Aboriginal Corporation**



Message from the Mayor

Aboriginal and Torres Strait Islander peoples have cared for and lived on the land we now call Hume for more than 40,000 years. Hume City Council proudly acknowledges the Wurundjeri Woi-wurrung, particularly the Gunung-Willum-Balluk clan, as the Traditional Owners of our municipality.

Our Reconciliation Action Plan (RAP) reflects Hume City Council's commitment to contribute to meaningful opportunities and better outcomes for Aboriginal and Torres Strait Islander peoples in Hume City. Through this plan, we aim to embed Wurundjeri Woi-wurrung cultural values into our processes, projects and partnerships, while supporting all Aboriginal and Torres Strait Islander peoples living on Wurundjeri Woi-wurrung Country.

This Innovate RAP (2026–2028) builds on the foundations laid by previous plans – RAP 2013–2017 and Innovate RAP 2020–2022 – strengthening our focus on social justice, self-determination, and the celebration of Aboriginal and Torres Strait Islander cultures across our organisation and community.

Reconciliation is about bringing people together to understand the past, heal together, and create a positive future.

While we have achieved much, we know that trust is built over time through genuine relationships, open communication, and mutual respect.

I look forward to continuing this journey with our community - listening deeply, learning together, and building a future where reconciliation is lived every day in Hume City.



Moore

Mayor Cr Carly Moore

Message from the CEO

I am proud to champion the delivery of this RAP by leading Council's commitment to Hume City's Aboriginal and Torres Strait Islander communities. This document will guide the actions, services and programs delivered by Council.

We have developed the 2026–2028 Innovate RAP in consultation with Hume City's Aboriginal and Torres Strait Islander community members, including members of the Wurundjeri Woi-wurrung peoples. The 71 actions outlined in the document aspires to progress our reconciliation journey.

Thank you to all community members involved for their contribution and support, particularly the Reconciliation Action Plan Working Group (RAPWG), who contributed to the development of Hume City Council's Innovate Reconciliation Action Plan 2026–2028.

Over the next two years we will continue to work with Traditional Owners and members of the RAPWG who play a key role in guiding Council to deliver culturally safe programs and services. We will listen to each other's stories and walk together to advance reconciliation.



A handwritten signature in black ink, appearing to read 'Sheena Frost'.

CEO Sheena Frost

Message from Reconciliation Australia CEO Karen Mundine

Reconciliation Australia commends Hume City Council on the formal endorsement of its third RAP.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program’s potential for impact is greater than ever. Hume City Council continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types—Reflect, Innovate, Stretch and Elevate—allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation’s reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Hume City Council

will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Hume City Council using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program’s emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Hume City Council to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Hume City Council will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Hume City Council’s future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey.

Congratulations to Hume City Council on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



Chief Executive Officer
Reconciliation Australia
Karen Mundine



Vision for Reconciliation

We will build on the current connections between Aboriginal and Torres Strait Islander peoples and non-Indigenous people to advance better outcomes for all.

In achieving this, Hume City's Community Vision: A thriving community with a strong sense of belonging will be realised.

Hume City Council

Hume City is one of Australia's fastest growing and culturally diverse communities and is home to almost 260,000 residents forecast.id.com.au/hume. By 2041, it is forecast that approximately 389,000 people will call Hume home.

Spanning 504 square kilometres, the City is located in Melbourne's northern fringe, just 15 kilometres from the centre of Melbourne, Victoria.

The City's rich history stretches back over 40,000 years, when the communities of the Wurundjeri Woi-wurrung peoples first inhabited the region.

Today, almost 40 per cent of Hume residents were born overseas, and come from 170 different countries and speak over 150 languages.

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.

It is made up of a vibrant mix of contrasts including new and established residential areas, major industrial and commercial precincts, and vast expanses of rural areas and parkland.

The Melbourne Airport accounts for 10 per cent of the total area of Hume City.

Hume City Council is a local government authority which has 11 wards, each represented by one publicly elected Councillor. Council provides services such as aged and family support services, waste management, libraries and learning programs, sport and leisure facilities, community centres, arts and culture programs, and employs over 2,300 people. When writing this document, six staff have self-identified as being an Aboriginal person.

Aboriginal and Torres Strait Islander peoples in Hume City

Hume City is home to one of the fastest growing Aboriginal and Torres Strait Islander populations in metropolitan Melbourne.

The highest populations are in Sunbury (476 residents) and Craigieburn (424 residents). According to the 2021 Census:

- Hume City is home to 2.4 per cent of Victoria's Aboriginal population
- This marks an increase from 1,463 in 2016, reflecting a 21.8% growth rate over five years
- The median age of Aboriginal and Torres Strait Islander peoples in Hume City is 23, compared to 33 for the non-Indigenous population

A total of 1,870 Aboriginal and Torres Strait Islander peoples were identified as living in Hume City, representing 0.8 per cent of the total population (252,987).

Policy Context

Council's support and commitment to Reconciliation is guided by the Community Vision and Council Plan 2025–2029. Underpinning all strategic documents is Council's Social Justice Charter.

The Social Justice Charter defines Council's commitment to advance a fair and just society by promoting respect for every citizen, encouraging community participation, improving wellbeing, and reducing the causes of disadvantage.

The Charter's principles direct Council's work with Aboriginal and Torres Strait Islander peoples towards reconciliation and recognises the role past federal and state government policies have played in the social, cultural and

economic dispossession of Aboriginal and Torres Strait Islander peoples. Council acknowledges:

- the ongoing intergenerational trauma experienced by many Aboriginal and Torres Strait Islander people
- how racism reinforces disadvantage, poor health, poverty, and increased contact with the justice system
- the resilience and creativity of Aboriginal and Torres Strait Islander peoples living in Hume City
- Council's role in supporting and educating the community about Aboriginal and Torres Strait Islander peoples, languages, cultures and histories



What is Reconciliation?

In its broadest sense, 'reconciliation' means coming together. In Australia it has a more specific meaning. Reconciliation Australia describes reconciliation as strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples for the benefit of all Australians.

Supporting reconciliation means working to overcome the factors that cause division and inequality between Aboriginal and Torres Strait Islander peoples and the broader community.

The most significant areas of division and inequality are the differences in health, income and living standards of Aboriginal and Torres

Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples. Compounding these enduring impacts of colonisation on Aboriginal and Torres Strait Islander peoples, are prejudice, ignorance and racism.

Members of Hume's Aboriginal and Torres Strait Islander community have noted that Aboriginal and Torres Strait Islander peoples are often asked to bear the responsibility of progressing reconciliation.

It is non-Indigenous people who must step up and take responsibility for reconciliation.



Our journey towards Reconciliation

In February 2012, we commenced the development of our first Reconciliation Action Plan (2013–2017).

We then developed the 2018-2020 RAP.

In 2020, we commenced our first Innovate RAP (2020–2022) under the guidance of Reconciliation Australia.

Over this time, some of our accomplishments include:

- updating our Recognition Policy
- reviewing and expanding our library collection to include a wider selection of works by and about Aboriginal and Torres Strait Islander peoples
- installing Reconciliation Mosaics at six sites across the municipality, highlighting the work of local artist and Gunditjmara woman Karen Lovett
- delivering ongoing cultural safety and competency training to all staff and the senior leadership team
- increasing the use of Aboriginal names for places and facilities
- following Aboriginal Cultural Heritage Management planning and cultural protocol in Urban Design and Facility planning
- educating senior leaders and Councillors through truth-telling sessions
- including reference to Aboriginal and Torres Strait Islander peoples’ cultures and knowledge in the revised Live Green Plan to guide environment-based community education programs
- developing a supplier list of Aboriginal and Torres Strait Islander businesses for procuring Council goods and services
- continuing to ensure Council services and programs are accessible and culturally appropriate
- installing the Stolen Generations Marker in Malcolm Creek Wetlands, Craigieburn



Our Reconciliation Action Plan

This document is Council's second Innovate RAP and builds on the previous Innovate RAP and Interim Action Plan, with deliverables identified by our RAP Working Group as a priority.

The 2026–2028 RAP expands on actions identified under the themes of Respect, Relationships, Opportunities and Governance, guiding the delivery of services and programs that aim to:

- strengthen relationships with Aboriginal and Torres Strait Islander people
- pilot strategies for further reconciliation commitments
- empower Aboriginal and Torres Strait Islander peoples

In committing to a second term of the Innovate RAP, our focus is testing our strategies and embedding cultural change to play a stronger leadership role within the Hume community.

Key learnings and challenges

A key realisation during the implementation of our previous RAP was that we needed to revise our governance structures, and bureaucratic expectations around timeframes. While we did face challenges, we also delivered genuinely meaningful activities. Our commitment to this process remains strong.

Challenges:

- Underestimating the time and resources needed to work with the community to reach agreement on what will be delivered
- Managing differing expectations from Aboriginal and Torres Strait Islander peoples, non-Aboriginal and Torres Strait Islander peoples, and Council staff around the number of events, actions, and costs
- Relying too heavily on the RAP as the default framework for all First Nations matters, rather than distinguishing between 'business as usual' responsibilities and targeted reconciliation actions
- Inconsistent monitoring and reporting against the RAP across different Council areas

Learnings:

- Reconciliation is an aspiration of the whole community, as demonstrated by the range of different cultures and communities attending Council's delivery of days of significance, and Aboriginal and Torres Strait Islander-led activities
- Co-designing events of significance with the community provides opportunity for cultural input and getting it right
- The journey to create the Stolen Generations Marker demonstrated Council's commitment to Reconciliation in practice and built our ability to collaborate both internally across departments, and with Aboriginal artists and members of the Stolen Generations. The process required broad consultation, considerations and inclusion of key community members, various Council departments and a broad range of community stakeholders who all came together to deliver the Marker. This enabled Council to create a place of significance that provides a shared cultural space for community to reflect, heal and connect with the broader community
- Partnering with Traditional Owners and Aboriginal organisations improves how we deliver programs and services provides Council staff, with guidance to ensure that work conducted by Council is culturally appropriate and respectful

The 2026–2028 Innovate RAP has 71 actions to continue our reconciliation journey.

Hume Reconciliation Action Plan Working Group (RAPWG)



From left to right: Karen Lovett (Gunditjmara), Nicole Bloomfield (Wiradjuri), Kylie Spencer (Wurundjeri Woi-wurrung), Darryl Burns (Wiradjuri and Ulupna clan of the Yorta Yorta) and Megan Russell (Wiradjuri).

Established in June 2019, the RAPWG informs Council on the priorities of Aboriginal and Torres Strait Islander communities and guides the implementation of Council's Reconciliation Action Plan. The RAPWG consists of:

- Aboriginal community members
- Councillor representative
- Council officers from the Community Health and Wellbeing department, including a Manager, Coordinator and two Community Development Officers

The RAPWG has provided advice on Council strategic policies, programs and services and has led the planning and delivery of Sorry Day, National Reconciliation Week and NAIDOC Week events. Through these events, the RAPWG has shared cultural practices, music, dance, stories and food with the wider community.

RAPWG members have participated in internal capacity building and education sessions for Council staff to improve their knowledge and confidence to engage Aboriginal and Torres Strait Islander communities.

Reconciliation in action – case studies

Case study one: Early Years Services: Aboriginal and Torres Strait Islander family engagement workers

The Maternal and Child Health (MCH) Service Aboriginal and Torres Strait Islander Engagement Team was established more than 12 years ago. It delivers culturally appropriate early years services to Aboriginal and Torres Strait Islander families, supporting children from birth to school age. The team's aim is to build a healthy, nurturing environment, broaden families' knowledge, and strengthen access to services.

Aboriginal Family Engagement Workers attend clients' homes and provide services to meet the family's needs including:

- Flexible, culturally appropriate MCH services
- Early Start Kinder
- Early Education and Care Services
- Boorais and Beyond, a facilitated playgroup
- Referral to support agencies
- Hosting the annual Welcome Baby to Country event

The MCH service engaged 80.2% of Aboriginal and Torres Strait Islander families in the 2024/25 financial year. While slightly down from 2023/24, this remains well above the 71.5% engagement rate for non-Aboriginal and Torres Strait Islander clients—a strong results given ongoing workforce pressures across the sector statewide.

Welcome Baby to Country

The Welcome Baby to Country event welcomes local Boorais (babies) one year or younger to Wurundjeri Woi-wurrung Country. Performed by a Traditional Owner, the event includes presentations to families and a celebration of living cultures that aim to unite community and facilitate collective identity.



Case study two: Care for Country: Narrap and Hume City Council Partnership

We have negotiated a partnership with Narrap, the Wurundjeri Woi-wurrung Natural Resource Management Group that care for Country. The Agreement guides Council and Narrap to collaboratively manage some environmental areas like Mt Holden Reserve.

Mt Holden Reserve is a 40-hectare conservation reserve which we manage in partnership with the Wurundjeri Narrap Rangers to ensure the culturally sensitive summit, and areas will be clear of paths and vehicles.

We plan to improve public access to the site by creating a new path network to the mountain and the summit.

We are learning from Wurundjeri's traditional ecological knowledge and weed control systems, including using controlled burns to restore Indigenous species and manage fire risk.

Case study three: Westmeadows Indigenous Community Garden

The Westmeadows Indigenous Community Garden is one of four community gardens located in Hume City.

Hume resident and Wiradjuri woman Aunty Jo Russell is a Garden member and holds bush tucker walks and food and fibre education programs for local kindergartens, schools and community groups in the garden.

The RAPWG partnered with the Westmeadows Indigenous Community Garden members to host a Family Fun Day at the garden for NAIDOC Week in 2023. Over 100 people attended the event to learn about Indigenous plants from Aunty Jo, and enjoyed activities like rock painting, jewellery making and Yarning Circle.



Case study four: Stolen Generations Marker

The Stolen Generations Marker is a place of education about the past, reflection, and hope for the future.

Located at the Malcolm Creek Wetlands in Craigieburn, the Marker pays tribute to the Stolen Generations—Aboriginal and Torres Strait Islander children who were forcibly removed from their families and communities, denied their identity, family, traditional culture and country through the race-based policies of State and Federal Governments between 1910 and the 1970s.

The project was delivered in collaboration with representatives from Linkup and Connecting Home, who are the lead Stolen Generations organisations across Victoria. Council partnered with these organisations and Aboriginal and Torres Strait community members to form the Stolen Generations Marker Working Group.

Designed by Gunnai/Waradjurie/Yorta Yorta/Gunditjmarra artist, Robert Young—the Marker, Covered in our Creator, features a large metal possum skin cloak (representing family) located on a canoe-shaped ground artwork (depicting journey) in front of a traditional coolamon rendered in stone (describing childhood). The design incorporates community contributions from local Aboriginal and Torres Strait Islander community members.

Case study five: Sunbury Aboriginal Corporation

In 2022, Sunbury Aboriginal Corporation (SAC) approached us to discuss the need for a safe cultural space for their community. Following these conversations, we entered into a licence agreement with SAC to lease the Old Sunbury Courthouse, a Council-managed facility.

Located on a main street with convenient street parking, the Old Courthouse offers greater visibility and easier access for the community. As a result, more Aboriginal and Torres Strait Islander peoples are recognising the building and connecting with SAC.

SAC runs its primary operations from the Old Courthouse and uses the rear stables for group workshops and cultural programs.

Its location near local services—including the community health service, Victoria Police, and Council's Youth Services team—has helped SAC strengthen partnerships, make referrals, and host joint events from the site.





Our Actions

Relationships		
Building strong relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians is crucial to advance access and participation in Council's services and programs. These enhance better health and wellbeing outcomes for the Hume City community.		
Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Traditional Owners, Aboriginal and Torres Strait Islander stakeholders and organisations.		
1.1 Meet with Traditional Owners, local Aboriginal and Torres Strait Islander stakeholders and organisations such as Wandarra Aboriginal Corporation and Sunbury Aboriginal Corporation to develop guiding principles for ongoing engagement	Mar 2026 Jun 2026 Sep 2026 Dec 2026 Mar 2027 Jun 2027 Sep 2027 Dec 2027	Lead: Manager Community Health and Wellbeing
1.2 Implement Council's Partnership Framework to work with Aboriginal and Torres Strait Islander stakeholders and organisations	Dec 2026	Lead: Manager Community Health and Wellbeing
1.3 Continue to develop a Partnership Agreement with Wurundjeri Woi-wurrung Cultural Heritage Corporation	Jun 2026	Lead: Manager City Strategy
1.4 Collaborate with local Aboriginal and Torres Strait Islander organisations to apply for funding opportunities for mutually beneficial programs	Mar 2026 Jun 2026 Sep 2026 Dec 2026 Mar 2027 Jun 2027 Sep 2027 Dec 2027	Lead: Manager Finance Support: Manager Community Health and Wellbeing
2. Build relationships through celebrating National Reconciliation Week (NRW).		
2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff as part of the days of significance	Mar 2026 Mar 2027	Lead: Manager Strategic Communications
2.2 RAP Working Group members to participate in an external NRW event	May 2026 May 2027	Lead: Manager Community Health and Wellbeing Support: Strategic Communications
2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	May 2026 May 2027	Lead: Manager Community Health and Wellbeing Support: Executive Leadership Team

2.4 Organise at least one NRW event each year	May 2026 May 2027	Lead: Manager Community Health and Wellbeing Support: Strategic Communications
2.5 Register all our NRW events on Reconciliation Australia's NRW website	May 2026 May 2027	Lead: Manager Community Health and Wellbeing
3. Promote reconciliation both internally and externally through regular communications and events.		
3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	Dec 2026	Lead: Manager Strategic Communications
3.2 Communicate our commitment to reconciliation publicly	May 2026 May 2027	Lead: Manager Strategic Communications
3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	May 2026 May 2027	Lead: Manager Economic Development
3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation	May 2026 Feb 2027	Lead: Manager Community Health and Wellbeing
3.5 Development of Early Year service RAPs through the Narragunnawali website	Dec 2027	Lead: Manager Family, Youth and Children
4. Promote positive race relations through anti-discrimination strategies.		
4.1 Review organisation sexual harassment, bullying and discrimination policies and the end-to-end experience. Based on findings, develop a plan to reduce discrimination in the workplace	Dec 2026 Dec 2027	Lead: Manager People and Culture
4.2 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	Feb 2027	Lead: Manager Community Health and Wellbeing Support: Manager People and Culture
4.3 Educate senior leaders and Councillors on the effects of racism	Jan 2027	Lead: Manager Governance



Respect		
These actions are designed to improve Council’s competency in delivering mutually respectful, culturally safe programs and services. We will do this by increasing cultural awareness and competency of staff, celebrating events of significance and acknowledging Traditional Owners. This is vital for Aboriginal and Torres Strait Islander peoples as we aim to inform our people and stakeholders about the RAP, services and programs Council offers and ensure they are accessible and relevant.		
Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.		
5.1 Conduct a review of cultural learning needs within our organisation	Dec 2026	Lead: Head of Culture and Capability
5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform cultural learning for staff	Dec 2026	Lead: Manager Community Health and Wellbeing Support: People and Culture
5.3 Implement and communicate a cultural learning program offered as part of the corporate training program	Jan 2027 Jan 2028	Lead: Head of Culture and Capability
5.4 Provide opportunities for RAPWG members, HR managers and other key leadership staff to participate in formal and structured cultural learning	Dec 2026 Dec 2027	Lead: Head of Culture and Capability
5.5 Continue to curate a collection and deliver library programming and displays that increase understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge and achievements	Jul 2026	Lead: Manager City Lifestyle
5.6 Continue to deliver an annual program of events that acknowledge significant dates such as: the Anniversary of the National Apology, National Close the Gap Day, National Sorry Day, National Reconciliation Week, NAIDOC Week, Wurundjeri Week and Indigenous Literacy Day	Dec 2026	Lead: Manager Community Health and Wellbeing Support: City Lifestyle, Active Living
5.7 Continue to deliver the Boorais and beyond program for First Nations families within Hume to increase connection to services, culture and community	Dec 2026 Dec 2027	Lead: Manager Family Youth and Children
5.8 Continue delivering staff induction that includes the recognition of Aboriginal and Torres Strait Islander cultures, with a specific focus on Hume’s history and community	Dec 2026 Dec 2027	Lead: Head of Culture and Capability
5.9 All new staff to complete Aboriginal and Torres Strait Islander Cultural Safety and Inclusion e-learning module	Dec 2026 Dec 2027	Lead: Head of Culture and Capability
5.10 Offer Module 1-Aboriginal and Torres Strait Islander Cultural Competency Training to all new permanent/full-time staff within the first 6-months of employment	Dec 2026 Dec 2027	Lead: Head of Culture and Capability
5.11 In consultation with Aboriginal and Torres Strait Islander peoples, develop a Customer Experience Information pack, including culturally appropriate services, information about cultural protocols and cultural guidance to improve Customer Experience knowledge of and support for Aboriginal and Torres Strait Islander community members	Dec 2027	Lead: Manager Customer Experience
5.12 Under the Live Green Plan 2021-2026, run at least 3 educational events per year on traditional uses for native food, fibre and medicine plants	Dec 2026	Lead: Manager Community Health and Wellbeing

5.13 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec 2026	Lead: Manager Community Health and Wellbeing Support: Executive Leadership Team
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.		
6.1 Revise and communicate Hume's Aboriginal and Torres Strait Islander Recognition Policy that includes protocols for Welcome to Country and Acknowledgement of Country	Dec 2027	Lead: Manager Community Health and Wellbeing Support: People and Culture
6.2 Invite an Elder of the Wurundjeri Woi-wurrung to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	Feb 2026 May 2026 Jul 2026 Feb 2027 May 2027 Jul 2027	Lead: Manager Community Health and Wellbeing Support: Strategic Communications, Governance
6.3 Guided by the Aboriginal and Torres Strait Islander Recognition Policy, include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	Feb 2026 May 2026 Jul 2026 Feb 2027 May 2027 Jul 2027	Lead: Manager Governance Support: Culture and Capability
6.4 Display Acknowledgement of Country in meeting rooms used by community and staff as a reminder and guidance to empower people to acknowledge Traditional Owners while using our facilities	Jun 2026	Lead: Manager City Lifestyle and Head of Culture and Capability Support: Infrastructure and Assets
6.5 In collaboration with Traditional Owners, finalise a name in the Wurundjeri Woi-wurrung language for Hume's Aboriginal Engagement Team	Dec 2026	Lead: Manager Family Youth and Children
6.6 Deliver the annual Welcome Baby to Country Event to increase understanding, appreciation and acknowledgement of First Nations cultures for Aboriginal and Torres Strait Islander families	Nov 2026 Nov 2027	Lead: Manager Family Youth and Children
6.7 Continue to work towards the use of Aboriginal names, as per Place Names Policy. Names are selected in consultation with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to acknowledge Aboriginal heritage and language for places and spaces across Hume	Dec 2026	Lead: Manager Governance
6.8 Review communications content specific to Aboriginal and Torres Strait Islander communities to ensure that they are culturally appropriate and consistent	Dec 2026 Dec 2027	Lead: Manager Strategic Communications
6.9 Review the Children's Acknowledgement of Country and update relevant stakeholders across Council	Dec 2026	Lead: Manager Family Youth and Children
6.10 RAP Working Group to lead the delivery of an external NAIDOC Week event	Jul 2026 Jul 2027	Lead: Manager Community Health and Wellbeing Support: Strategic Communications
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.		
7.1 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week	Mar 2026 Mar 2027	Lead: Head of Culture and Capability
7.2 Continue to promote and encourage participation in external NAIDOC events to all staff	Jul 2026 Jul 2027	Lead: Manager Strategic Communications

Opportunities		
Improving the economic empowerment, employment and health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples is a crucial step towards reconciliation. Council can make a genuine difference by converting these opportunities into real actions and measurable outcomes.		
Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.		
8.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	Dec 2026	Lead: Head of Culture and Capability Support: Governance
8.2 Engage with Aboriginal and Torres Strait Islander staff to consult on the review of internal career opportunity processes and policies across the organisation to identify barriers to accessing these opportunities	Dec 2026 Dec 2027	Lead: Head of Culture and Capability
8.3 Develop a plan to address identified barriers to Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy with a focus on exploring opportunities for implementation	Dec 2027	Lead: Head of Culture and Capability
8.4 Advertise job opportunities regularly to effectively reach Aboriginal and Torres Strait Islander stakeholders	Mar 2026 Jun 2026 Sep 2026 Dec 2026 Mar 2027 Jun 2027 Sep 2027 Dec 2027	Lead: Head of Culture and Capability
8.5 Review Council's Enterprise Agreement to explore opportunities for Aboriginal and Torres Strait Islander inclusion in our workplace	Dec 2026	Lead: Head of Culture and Capability
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
9.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	June 2026	Lead: Manager Finance Support: Strategic Communications
9.2 Investigate Supply Nation membership	Dec 2026	Lead: Manager Community Health and Wellbeing Support: Finance
9.3 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	Dec 2026 Dec 2027	Lead: Manager Community Health and Wellbeing Support: Finance
9.4 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses	Dec 2026 Dec 2027	Lead: Manager Economic Development
9.5 Continue to offer and track paid opportunities to Aboriginal and Torres Strait Islander performers, caterers, photographers, and businesses at our large events throughout the year	May 2026	Lead: Manager Community Health and Wellbeing Support: Strategic Communications, City Lifestyle

10. Build an evidence base for the needs of Aboriginal and Torres Strait Islander residents regarding facilities and programs.		
10.1 Continue to investigate the development of a First Nations Gathering Place within Hume.	May 2026– Dec 2027	Lead: Manager Strategic Projects and Places
10.2 Use collected data on participation rates of Aboriginal and Torres Strait Islander Peoples to inform targeted program provision	Dec 2026	Lead: Manager Active Living
10.3 Record customer service inquiries related to the RAP, Aboriginal communities and reconciliation	Dec 2026 Dec 2027	Lead: Manager Customer Experience
10.4 Build and maintain connections with organisations working to prevent family violence experienced by Aboriginal and Torres Strait Islander communities	Nov 2026 Nov 2027	Lead: Manager Community Health and Wellbeing

Governance		
Strong governance ensures that Council is accountable for reconciliation commitments and embedding this into core strategies and practices. Involving Aboriginal and Torres Strait Islander peoples in decision-making affirms their voices are heard and respected.		
Deliverable	Timeline	Responsibility
11. Maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.		
11.1 Maintain Aboriginal and Torres Strait Islander representation on the RAPWG	Jan 2026 Jan 2027	Lead: Manager Community Health and Wellbeing
11.2 Review the Terms of Reference for the RAPWG	Feb 2026 Feb 2027	Lead: Manager Community Health and Wellbeing
11.3 Meet at least four times per year to drive and monitor RAP implementation	Mar 2026 Jun 2026 Sep 2026 Dec 2026 Mar 2027 Jun 2027 Sep 2027 Dec 2027	Lead: Manager Community Health and Wellbeing
12. Provide appropriate support for effective implementation of RAP commitments.		
12.1 Define resource needs for RAP implementation	Oct 2026 Oct 2027	Lead: Manager Community Health and Wellbeing Support: Executive Leadership Team
12.2 Engage our senior leaders and other staff in the delivery of RAP commitments	May 2026– Dec 2027	Lead: Manager Community Health and Wellbeing Support: Executive Leadership Team
12.3 Review systems to track, measure and report on RAP commitments	Dec 2026 Dec 2027	Lead: Manager Organisational Performance & Strategy Support: Community Health and Wellbeing
12.4 Maintain an internal RAP Champion from senior management	May 2026	Lead: Manager Community Health and Wellbeing
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.		
13.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	Jun 2026 Jun 2027	Lead: Manager Community Health and Wellbeing
13.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	Aug 2026 Aug 2027	Lead: Manager Community Health and Wellbeing
13.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia	Sept 2026 Sept 2027	Lead: Manager Community Health and Wellbeing
13.4 Report RAP progress to all staff and senior leaders quarterly	Mar 2026 Jun 2026 Sep 2026 Dec 2026 Mar 2027 Jun 2027 Sep 2027 Dec 2027	Lead: Manager Community Health and Wellbeing Support: Organisational Performance and Strategy

13.5 Publicly report our RAP achievements, challenges and learnings, annually on the website and intranet	Dec 2026 Dec 2027	Lead: Manager Community Health and Wellbeing Support: Strategic Communications
13.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May 2026	Lead: Manager Organisational Performance and Strategy
13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	Jan 2028	Lead: Manager Community Health and Wellbeing
14. Continue our reconciliation journey by developing our next RAP.		
14.1 Register via Reconciliation Australia's website to begin developing our next RAP	Nov 2026	Lead: Manager Community Health and Wellbeing

Terminology

Reconciliation Action Plan (RAP): RAPs have enabled organisations to sustainably and strategically take meaningful action to advance reconciliation. Based around the core pillars of relationships, respect and opportunities, RAPs provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, increasing economic equity and supporting self-determination.

Aboriginal and Torres Strait Islander peoples: A term that encompasses the diversity of Aboriginal and Torres Strait Islander cultures and identities. While there are many terms that may be considered appropriate by Aboriginal and Torres Strait Islander community members such as 'First Nations' and 'First Nations peoples', 'Aboriginal and Torres Strait Islander peoples' is preferred terminology recommended by Council's Reconciliation Action Plan Working Group.

Traditional Owners: The original and ongoing Custodians of the lands and waters. Traditional Owners have a responsibility to care for Country and have a deep physical and spiritual connection with it. The Wurundjeri Woi-wurrung peoples are the Traditional Owners of the land known as Hume City.

Wurundjeri Woi-wurrung: The people recognised as the Traditional Owners of the land now known as Hume City. The territory of the Wurundjeri Woi-wurrung lies within the inner city of Melbourne and extends north of the Great Dividing Ranges, east to Mt Baw Baw, south to Mordialloc Creek and west to Werribee River.

Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation (WWCHAC):

The Wurundjeri Woi-wurrung peoples are represented by the WWCHAC as the 'Registered Aboriginal Party' appointed under the Aboriginal Heritage Act as the primary guardians, keepers and knowledge holders of Aboriginal Cultural Heritage for their Country.

Gunung-Willam-Balluk: The Gunung-Willam-Balluk are one of the clans of the Wurundjeri Woi-wurrung peoples. Community members affiliated with the Gunung-Willam-Balluk clan have had a strong presence in the Hume community over many years, and some descendants are still living in the municipality today.

Hume City Council/Council: The local government organisation responsible for governance and services to benefit residents, businesses, organisations and visitors to the municipality. The work of Council is guided by a community vision and plans such as the RAP.

Appendix–Wider Policy Context

Other policies guiding Council's work with Aboriginal and Torres Strait Islander peoples:

International

- UN Declaration of Human Rights
- UN Declaration on the Rights of Indigenous Nations

Federal Government

- Closing the Gap Strategy 2008
- Racial Discrimination Act 1975
- Australian Human Rights Framework
- National Anti-Racism Strategy

State Government

- Aboriginal Heritage Act 2006 (and 2016 Amendment)
- Aboriginal Justice Agreement
- Advancing the Treaty Process with Aboriginal Victorians Bill
- Aboriginal Family Violence 10-Year Plan 2016–2026
- Balit Murrup: Aboriginal Social and Emotional Wellbeing Framework
- Charter of Human Rights and Responsibilities Act 2006 (Vic)

- Equal Opportunity Act 2010
- Korin Korin Balit-Djak: Aboriginal Health Wellbeing and Safety Strategic Plan 2017–2027
- Marrung–Victorian Aboriginal Education Plan 2016–2026
- Racial and Religious Tolerance Act 2001
- Victorian Aboriginal Affairs Framework 2018–2023 (*The Framework is extended to June 2025*)
- Victorian Local Government Act 2020
- Victorian Aboriginal and Local Government Strategy 2021–2026
- Wungurilwil Gapgapduir: Aboriginal Children and Families Agreement and Strategic Action Plan
- Yumi Yirramboi: Victorian Aboriginal Employment and Economic Strategy

Contact

Community Capacity Building Team

P: 9205 2200

E: communitydevelopment@hume.vic.gov.au

Connect with us

Customer Service Centres are open
from 8am to 5pm Monday to Friday:

-  **Broadmeadows (Council Offices)**
1079 Pascoe Vale Road
-  **Craigieburn**
75-95 Central Park Avenue
-  **Sunbury**
40 Macedon Street
-  **PO Box 119, Dallas VIC 3047**
-  **9205 2200**
-  **contactus@hume.vic.gov.au**
-  **hume.vic.gov.au**

Language support

Arabic العربية	Italiano Italian
Assyrian اشموني	नेपाली Nepali
Farsi فارسی	ਪੰਜਾਬੀ Punjabi
Ελληνικά Greek	Türkçe Turkish
हिन्दी Hindi	简体中文 Simplified Chinese
Urdu اردو	Tiếng Việt Vietnamese



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HumeCityCouncil

REPORT NO:	8.3
REPORT TITLE:	Draft Active Living Plan
SOURCE:	Luke Maguire, Coordinator Sport and Recreation Kathie Schnur, Senior Sport, Recreation & Leisure Planner Terry Jenvey, Manager Active Living
DIVISION:	City Services & Living
FILE NO:	-
POLICY:	-
STRATEGIC OBJECTIVE:	SO3.2 A healthy community with access to opportunities
ATTACHMENT:	1. <i>Draft Hume Active Living Plan</i>

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

- 1.1 The Draft Active Living Plan (draft Plan), as shown in Attachment 1, seeks to establish a contemporary and strategically aligned approach to the future provision of sport, recreation, aquatic, leisure and broader community infrastructure in Hume.
- 1.2 The draft Plan also responds to Notice of Motion (NOM24/02) directing officers to develop a strategic plan that responds to the anticipated growth in football participation, guiding future provision, infrastructure investment and service delivery for football in Hume.
- 1.3 The draft Active Living Plan’s Vision Statement and eight Guiding Principles based on Equity, Inclusion, Connection, Sustainability, Flexibility, Partnerships, Wellbeing and Innovation, set the foundation for how Council will plan, deliver and support active living across the municipality.
- 1.5 The draft Plan was developed through extensive community and club consultation, seeking to understand community and stakeholder needs relating to active recreation, indoor sports, aquatics, leisure services and outdoor sports provision. It is now proposed that the Plan is placed on public exhibition, providing community members and stakeholders with an opportunity to submit feedback for Council’s consideration.

2. RECOMMENDATION:

That Council:

- 2.1 **Endorse the Draft Active Living Plan (Attachment 1) for public exhibition from 15 December 2025 to 15 February 2026.**
- 2.2 **Receive a further report following the public exhibition period, detailing the feedback received, and recommending any proposed amendments to the Plan for final adoption.**

3. LEGISLATIVE POWERS & POLICY CONTEXT:

The provision of leisure services is aligned to the service performance principles (part) Division 1, section 106) of the Local Government Act (2020), including providing equitable

REPORT NO: 8.3 (cont.)

and responsive services, focusing on continuous improvement, and seeking to achieve the best outcomes for current and future communities.

4. OVERARCHING GOVERNANCE PRINCIPLES:

This Report supports Council in giving effect to the following Overarching Governance Principles:

- d) the municipal community is to be engaged in strategic planning and strategic decision making;
- e) innovation and continuous improvement is to be pursued;
- g) the ongoing financial viability of the Council is to be ensured.

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

This report, and the Draft Active Living Plan has been prepared in accordance with the Charter of Human Rights and Responsibilities Act 2006. The human rights relevant to this Report are:

- 5.1.1 Everyone is entitled to equal and effective protection against discrimination, and to enjoy their human rights without discrimination.
- 5.1.2 People can have different family, religious or cultural backgrounds. They can enjoy their culture, declare and practice their religion and use their languages. Aboriginal persons hold distinct cultural rights.

The above rights are not being limited by the recommended action in this Report.

5.2 GENDER EQUALITY ACT 2020

- 5.2.1 The draft Plan has a direct and significant impact on the public; therefore a Gender Impact Assessment (GIA) was completed. The key recommendations and findings were:

The GIA highlights that access to sport, recreation and leisure opportunities in Hume are shaped by longstanding gender and intersectional inequities, with women, girls, gender-diverse individuals, culturally diverse communities, people with disabilities, and low-income or emerging clubs facing multiple barriers.

The following actions and approaches were identified as key opportunities to ensure the draft Plan meets equity objectives and actively removes structural and cultural barriers to participation:

- Prioritise equitable access to sport, recreation and leisure opportunities that support women, girls, and marginalised groups.
- Prioritise actions that demonstrate inclusion (e.g. gender-balanced participation, inclusive policies).
- Prioritise the provision of gender-inclusive, accessible infrastructure development and activation opportunities.
- Include reporting requirements on gender equity practices (e.g. female participation rates, inclusive leadership) as part of the periodical review of the Plan.
- Use inclusive communication strategies (multiple languages, community outreach) to ensure broad awareness and access.

The draft Plan includes these opportunities to ensure that it promotes gender equality and better and fairer outcomes for the public.

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6. FINANCIAL & RESOURCE IMPLICATIONS:

- 6.1 While there are no immediate financial or resource implications associated with Council adopting the draft Plan, it is acknowledged that implementation of the final Plan will require significant capital investment as well as operational resources.
- 6.2 The capital and operational funding required to implement the Plan will be outlined in the final report, with recommended actions presented for consideration through Council’s established annual budget and resource planning processes.
- 6.3 Officers will actively consider internal budget planning, external funding opportunities, and the potential for phased implementation of identified priorities, aligned with existing operational capacity.

7. OPPORTUNITIES & RISKS:

- 7.1 This report addresses Council’s strategic risks by Assets and Infrastructure:
 - 7.1.1 Council currently faces tangible, operational, and reputational risks due to aging and or outdated sport, recreation and leisure infrastructure. These pose financial, and asset management challenges that require attention.
 - (a) The draft Plan directly responds to these risks by introducing a consistent, equitable, and sustainable approach to facility development, access and management. It is aligned with industry’s best practice and tailored to meet the needs of Hume’s growing and diverse community.
 - 7.1.2 The draft Plan’s Strategic Framework provides a structured foundation that balances community needs with risk mitigation.
 - (a) Evidence-based resources have been embedded within the approach and development of the draft Plan to ensure proposed outcomes for the greatest chance of funding and delivery.

8. COMMUNITY ENGAGEMENT:

- 8.1 To inform the draft Plan, comprehensive community and stakeholder engagement was undertaken across Active Recreation, Outdoor Sports, Indoor Sport and Aquatics.
- 8.2 Community and Stakeholder Surveys
 - 8.2.1 Online community surveying was undertaken between April and July 2025 with a total of 7,164 survey responses received including:
 - (a) 5,858 responses for Aquatics and Leisure and Indoor Sports
 - (b) 1,306 surveys for Active Recreation, Outdoor Sports and Football (soccer)
- 8.3 Aquatic and Leisure Centre and Indoor Stadium Drop in Sessions
 - (a) Indoor sports drop-in sessions were held at the Broadmeadows Basketball Centre, Craigieburn Stadium, Boardman Stadium. Feedback sheets were used to record the issues and opportunities raised during these sessions.
 - (b) Aquatic and Leisure drop-in sessions were held at the Broadmeadows Aquatic and Leisure Centre, SPLASH Aqua Park and Leisure Centre and Sunbury Aquatics and Leisure Centre.
- 8.4 Club and Stakeholder Interviews
 - 8.4.1 20 direct interviews with local community clubs, State and National Sporting Bodies and Premier Melbourne Sports Clubs.
- 8.5 Outdoor Sports Club Online Workshops
 - 8.5.1 Fourteen online workshops with Hume outdoor sports clubs by sporting code.

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8.6 Multi-cultural Community Group Interviews

8.6.1 10 interviews conducted with Hume based multi-cultural groups, leaders and agencies.

8.7 Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation (WWCHAC).

8.7.1 Three interviews with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation (WWCHAC).

8.8 The totality of engagement undertaken has gathered valuable insights into the needs, challenges, and experiences in relation to Hume’s sport, recreation, aquatics and leisure provision and opportunities. These insights have directly informed the development of the draft Plan.

8.9 This report seeks Council’s endorsement to release the draft Plan for public exhibition from 15 December 2025 to 15 February 2026, noting the extended engagement period accounts for the New Year holiday season.

8.10 The public exhibition will be hosted on Participate Hume and will include an online survey and targeted engagement activities with key stakeholders.

8.11 Feedback received during the public exhibition period will be analysed, and any recommended Plan amendments will be included in a future report to Council, seeking final adoption.

9. DISCUSSION:

9.1 The draft Plan establishes a contemporary and aligned approach to strategic planning for the provision, development and improvement of sport, recreation, aquatic and leisure services, participation and infrastructure throughout Hume.

9.2 The Plan introduces a Vision Statement:

A connected, inclusive and active Hume, where people, places and programs come together to increase physical activity levels, wellbeing and belonging.

9.3 The Plan is guided by eight core principles that shape how Council will plan, deliver, and support active living across the municipality:

9.3.1 Equity - Fair Access for All.

Everyone, regardless of age, gender, ability, culture, or income, should have equitable opportunities to be active.

9.3.2 Inclusion – Welcoming and Diverse Participation.

Active living opportunities must embrace diversity, remove barriers, and create spaces where everyone feels they belong.

9.3.3 Connection – People, Places and Community

Sport, recreation and active recreation strengthens social connections and community pride.

9.3.4 Sustainability – Healthy Environments, Healthy People

Active living must be supported by environmentally sustainable spaces and practices that protect future generations.

9.3.5 Flexibility – Responsive and Future Ready

Infrastructure, programs and partnership must adapt to changing needs, emerging activities and evolving demographics.

9.3.6 Partnerships – Working Together for Impact

Collaboration between Council, clubs, schools, health providers, and community organisations is essential for sustainable success.

REPORT NO: 8.3 (cont.)

9.3.7 Wellbeing – Active Living for Health and Happiness

Physical activity is a foundation for community health, resilience, and wellbeing.

9.3.8 Innovation – Evidence Informed and Community Led

Continuous improvement and innovation will drive more inclusive and effective active living outcomes.

9.4 The draft Plan has consolidated key strategic planning undertaken on active recreation, indoor sports, aquatic, leisure and outdoor sports provision. It also responds to Notice of Motion (NOM24/02), which directed officers to develop a strategic plan to guide the future provision, infrastructure investment and service delivery for football in Hume.

9.5 The Plan’s Framework is underpinned by the Australian Sports Commission (ASC) National Industry Planning Framework and project Consultant’s (Emerge) Sport and Recreation Spectrum and Ecosystem. These evidence-based resources have been embedded within the approach and development of the Draft Plan to maximise the likelihood of successful implementation and funding.

10. CONCLUSION

10.1 The draft Plan has been developed to guide the strategic planning for the provision, development and improvement of sport, recreation and leisure services and opportunities throughout the municipality.

10.2 The draft Plan’s Strategic Framework sets out a comprehensive structured approach to achieving the vision of Hume being a community where everyone has the opportunity to be active, healthy and connected.

HUME ACTIVE LIVING PLAN

Empower - Activate - Connect - Thrive



hume.vic.gov.au



HUME

ACTIVE LIVING PLAN

Important Notice

The Active Living Plan integrates the findings and recommendations of technical studies undertaken by specialist consultants in 2025, providing a comprehensive and evidence-based overview of priorities for sport, recreation, Aquatic and active living across the municipality.

These technical studies present expert advice on future needs, priorities and indicative sequencing based on current evidence and population forecasts. Council may, at its discretion, adjust the prioritisation, timing and/or implementation of recommendations in line with broader organisational, financial or policy considerations.

Where such variations occur, they should be understood as internal governance decisions in recognition of local context and whole of Council considerations.

Disclaimer

This report has been prepared in good faith and in conjunction with Hume City Council. The information contained in this document has been provided and relied upon from the existing strategy and policy documentation, stakeholder and community consultation and anecdotal evidence, data, research and contributions from existing Hume City Council officers, related plans and strategies. Information contained in the Report is current as at the relevant dates stated in the Report and may not reflect any event or circumstances which occur after the stated date.

The report along with any illustrative plans, perspectives and imagery contained within are indicative impressions to illustrate conceptual ideas only and all recommendations will be subject to further planning, consultation, detailed design, cost planning and approvals.

The document is solely for the use of Hume City Council and is not intended to, and should not be used or relied upon, by anyone else. Neither Emerge Associates nor its servants, consultants, agents or staff accept any duty of care or shall be responsible in any way whatsoever to any person in respect to the report, including errors or omission therein.

The document may only be used for the purposes for which it was commissioned and in accordance with the Terms of Engagement for the commission. Unauthorised use of this document in any form whatsoever is prohibited.

ACKNOWLEDGEMENT OF COUNTRY

Acknowledgement of Traditional Owners

Hume City Council recognises the rich Aboriginal heritage within the municipality and acknowledges the Wurundjeri Woi Wurrung, 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 and present.

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EXECUTIVE SUMMARY

Hume City Council's Active Living Plan establishes a clear and ambitious pathway for creating a healthier, more connected and active municipality over the next 30+ years. It responds to rapid population growth (expected to exceed 380,000 by 2041), increasing cultural diversity, and rising health and wellbeing needs. The Plan brings together priorities for outdoor sports, indoor sports, leisure, aquatics, and informal recreation spaces, creating a single, coordinated roadmap for investment, inclusion, and community wellbeing.

Active living is positioned as a cornerstone for health, social connection, and resilience. Community engagement shaped the priorities, with residents asking for:

- More opportunities to be active close to home.
- Safe, inclusive and welcoming spaces.
- Affordable, flexible options for all ages and backgrounds.

Vision

A connected, inclusive and active Hume, where people, places and programs come together to increase physical activity levels, wellbeing and belonging.

This vision recognises that active living is more than sport, it's about creating environments that empower every person to move, connect and thrive, regardless of age, ability, culture or circumstance.

Guiding Principles

The Plan is anchored by eight principles that shape every decision:

- **Equity** – Fair Access for All: Opportunities for participation regardless of age, gender, ability, culture or income.
- **Inclusion** – Welcoming and Diverse Participation: Remove barriers and create spaces where everyone feels they belong.
- **Connection** – Shared Places and Thriving Communities: Strengthen social ties and civic pride through active living.
- **Sustainability** – Healthy Environments, Healthy People: Embed sustainable design and operations for future generations.

- **Flexibility** – Responsive and Future-Ready: Adapt to changing trends, demographics and community needs.
- **Partnerships** – Collective Impact: Collaborate across Council, schools, clubs, health providers and community organisations.
- **Wellbeing** – Health and Happiness: Position physical activity as a foundation for mental and physical health.
- **Innovation** – Evidence-Informed and Community-Led: Drive continuous improvement and inclusive outcomes through data and creativity.

Strategic Directions

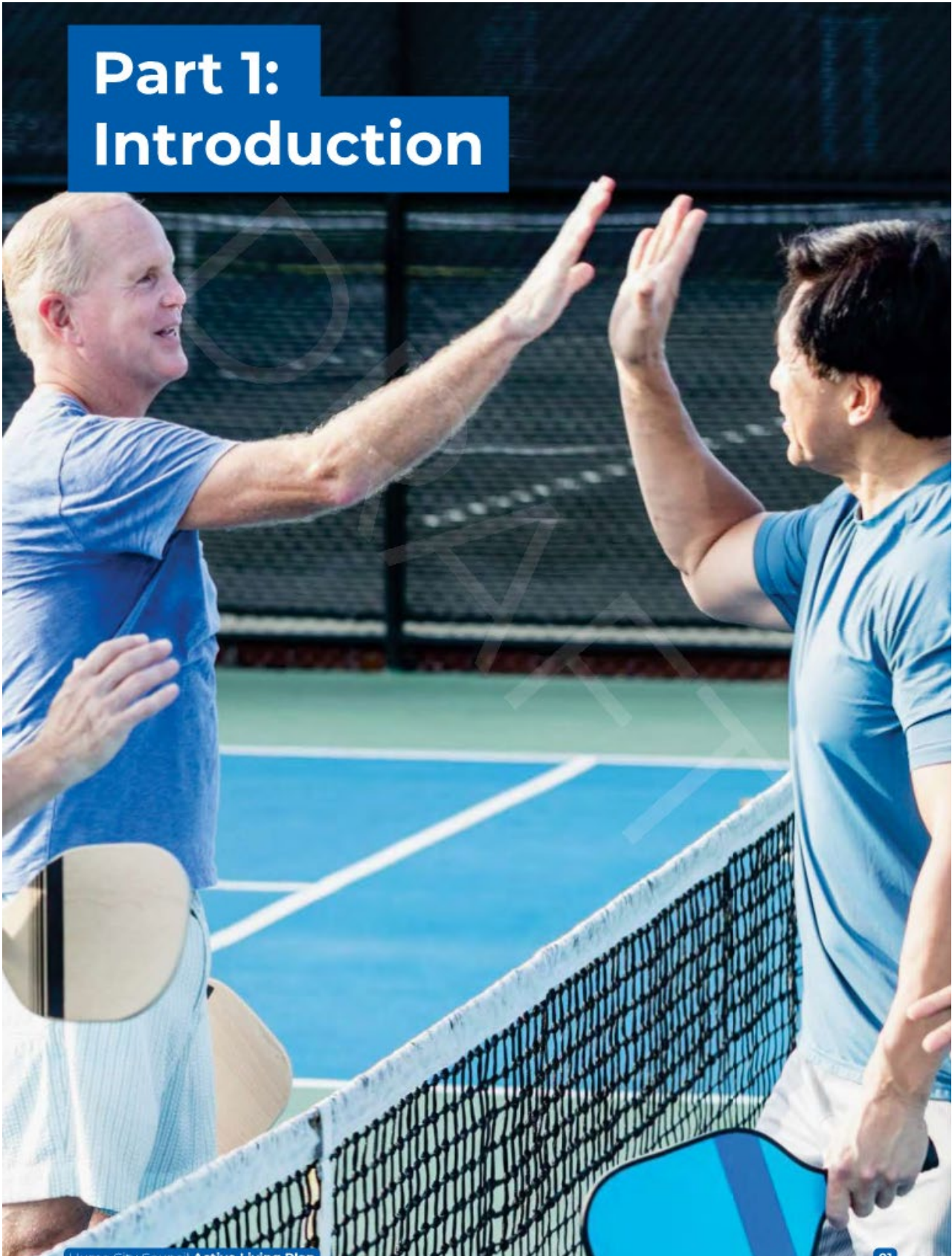
To turn intent into action, the Plan sets seven strategic directions:

- **Plan with Purpose:** Embed active living principles into all planning and design.
- **Invest for Impact:** Direct resources to areas of greatest need and growth.
- **Renew, Reimagine and Build for the Future:** Prioritise renewal before new builds; design for flexibility and inclusion.
- **Activate Participation:** Balance structured sport with informal, social and everyday activity.
- **Partner for Collective Impact:** Strengthen partnerships to share facilities and resources.
- **Champion Inclusion and Safety:** Embed female-friendly, culturally safe and accessible design.
- **Optimise and Innovate:** Use data and technology to improve efficiency and user experience.

The Active Living Plan provides a coordinated, evidence based and community led roadmap to ensure every resident has the opportunity to participate, belong and thrive. This Plan sets priorities for future investment in active living across multiple planning horizons and provides a strong basis for advocacy and partnership. While it identifies a pipeline of projects, it is noted that most are currently unfunded, and delivery will depend on securing resources over time.

To remain relevant and responsive, the Plan will be reviewed every four years, ensuring it continues to reflect the evolving needs and aspirations of the

Part 1: Introduction



PART 1

Introduction

Hume City Council is developing a new Hume Active Living Plan to help shape the future of sport and recreation across the city.

A Healthier, More Connected and Active Hume

Hume City Council's Active Living Plan sets a bold vision for a city where everyone has a place to play, move, and connect, regardless of age, background, ability, or circumstance.

It combines insights from multiple strategic projects into a single, clear plan that guides investment, inclusion, and community wellbeing.

Guided by the Active Hume Strategic Framework, the Plan establishes a clear path for how Council, partners, and the community can Empower, Activate, Connect, and Thrive together.

Hume is one of Victoria's fastest growing and most culturally diverse communities. By 2041, the population is expected to exceed 380,000 residents, with growth concentrated in Sunbury, Craigieburn, Greenvale, Kalkallo and Mickleham.

As the city grows and evolves, so too do the ways people choose to be active, connect and participate.

Across Australia, sport and recreation participation is shifting.

Communities are increasingly embracing flexible, social and self-directed ways of being active; informal recreation, walking, outdoor fitness and casual team sport formats are rising as traditional, structured competition becomes one of many options for engagement.

At the same time, major influences such as climate resilience, cost-of-living pressures, inclusion expectations, and the need for welcoming, shared-use facilities, particularly for women and girls, are reshaping how the sector plans, invests and measures success.

Community Priorities and Lived Experience

Thousands of community members helped shape this plan through workshops, surveys and targeted engagement. Their message was clear:

“We want more ways to be active, close to home, in safe, inclusive, and welcoming spaces.”

Key community priorities included:

- More social, flexible and casual opportunities for women, families, young people and older adults.
- Safe, well-lit and well-maintained places, especially in growth areas.
- Affordable, local activities that remove barriers created by cost, confidence or cultural expectations.
- Stronger partnerships between clubs, schools and community organisations.

The community emphasised the need for environments that feel welcoming, culturally inclusive and easy to access, whether participating in structured sport, informal activity or everyday recreation.



3,937
Aquatic and Leisure
Survey
Responses



7
Community
drop in
sessions



1,921
Indoor Sport
Survey
Responses



**Interviews and
submissions**
with clubs,
associations
and peak
sporting bodies



1306
Outdoor Sport
and Active
Recreation
Survey
Responses



**14
Code
Workshops**
with Hume
sports clubs

Purpose and Vision of the Active Living Plan

The Active Living Plan outlines how Council will plan, invest in and support sport, recreation and active living across the municipality for the next 30+ years.

The Plan aims to empower, activate, connect and enable the whole Hume community to thrive.

The Plan focuses on ensuring:

- Facilities, places and programs keep pace with rapid population growth.
- Spaces are inclusive, gender-equitable, accessible and culturally welcoming.
- Investment decisions are based on clear evidence and aligned with community need.
- Barriers to participation are reduced for priority groups, including children, young people, older adults, people with disability, women and girls, CALD communities, Aboriginal and Torres Strait Islander peoples, and households experiencing financial stress.
- A strong foundation for early planning, advocacy and partnerships to support delivery of identified priorities and projects.

It also emphasises capacity-building, supporting clubs, volunteers, providers and partners to adapt to changing community expectations.

“The Active Living Plan is more than a strategy, it’s a collective commitment to ensure that every person in Hume has the opportunity to be active, be connected and belong.”

Key Objectives of the Plan

The Plan sets out a clear suite of objectives that together define the future of active living in Hume.

- **Increase Physical Activity Levels:** Build a holistic approach to increase the percentage of Hume residents achieving recommended activity levels everyday.
- **Future Growth and Infrastructure:** evidence-based planning guiding where and how facilities evolve.
- **Environmental Sustainability:** embedding sustainable design, operations and maintenance.
- **Place-based Activation:** removing barriers, increasing safety and encouraging community use.
- **Optimised Access and Utilisation:** maximising the value of existing assets through better programming and shared allocations.
- **Participation Growth:** delivering inclusive strategies that broaden active living opportunities.
- **Equity and Inclusion:** ensuring access regardless of age, gender, ability, background or income.

A Shared Commitment

The success of the Active Living Plan depends on collaboration. Sports clubs, State Sporting Organisations, schools, health providers, developers, community organisations, residents, and all levels of government play a vital role.

By working together across People, Places, Programs, and Partners, and through a shared commitment with local, state, and federal governments, Hume can create neighbourhoods that foster healthy habits, social connection, and lifelong participation.

This partnership approach will facilitate coordinated investment, foster policy alignment, and maximise advocacy to deliver priority outcomes for the community.

Scope of Activities

The Active Living Plan consolidates insights from targeted planning work into a single, integrated framework, providing a cohesive overview of priorities for sport, recreation, aquatic and leisure across the municipality.

Outdoor Sports Planning

Planning for outdoor sports considered infrastructure gaps, future opportunities, and equitable policy directions relating to outdoor sporting infrastructure across the municipality.

Planning considered the following outdoor sports and recreation facilities:

- Sportsfields (AFL, Cricket, Rugby, Soccer)
- Athletics
- BMX
- Equestrian
- Golf
- Hockey
- Lawn Bowls
- Netball
- Softball
- Tennis

Indoor Sports, Aquatic and Leisure Planning

Indoor Sports, Aquatics and Leisure planning reviewed the provision, development, and activation of new and existing aquatic, fitness, and indoor sports facilities and services across the municipality.

Planning considered the following indoor sports, aquatic services, and leisure facilities:

Indoor Sports

- Basketball
- Netball
- Badminton
- Futsal
- Volleyball
- Gymnastics (council and private)
- Table Tennis
- Martial Arts
- Emerging indoor sports and leisure programs

Aquatic and Leisure

- Swim lessons (including school programs)
- Clubs and recreational swimming
- Rehabilitation (warm water pools)
- Fitness gymnasiums
- Group fitness offerings
- Centre based health and wellbeing services

Active Recreation Planning

Planning for Active Recreation considers how Hume renew, expand and activate places and spaces for informal sport, recreation and physical activity.

Planning considered the following informal sport and recreation opportunities:

- Basketball / netball hoops in open space, quarter, half and full courts for social play
- Community tennis facilities such as public tennis courts, hit-up tennis walls and outdoor ping pong / table tennis tables
- Bocce courts
- Pétanque piste
- Skate / Scoot parks
- BMX, pump, jump or dirt / bike jumps
- Bouldering / climbing walls
- Fitness or exercise stations and equipment
- Cricket practice nets
- Futsal pitches
- Beach volleyball / nets
- Disc or Frisbee Golf
- Golf practice cage
- Lawn bowls
- Learn to ride circuits
- Outdoor games (e.g. Giant chess set)
- Dedicated dog parks
- Formal tracks and trails including mountain biking

Note: Some sports and activities may appear across multiple streams, reflecting their use in a range of formal and informal settings.

Planning for Place

To reflect the unique identity and needs of each neighbourhood, the municipality is organised into 13 Hume Planning Precincts

- Planning Precinct 1: Sunbury Rural
- Planning Precinct 2: Lancefield Road
- Planning Precinct 3: Sunbury Central
- Planning Precinct 4: Redstone Hill
- Planning Precinct 5: Rural / Green Wedge
- Planning Precinct 6: Greenvale
- Planning Precinct 7: Valley
- Planning Precinct 8: Broadmeadows
- Planning Precinct 9: Roxburgh Park
- Planning Precinct 10: Somerton
- Planning Precinct 11: Craigieburn
- Planning Precinct 12: Merrifield
- Planning Precinct 13: Cloverton

Using the Community Infrastructure Planning Precincts, the Active Living Plan can ensure localised, place-based planning that can respond to growth, demographics, housing patterns and community priorities.

Adopting these precincts guides tailored actions, investment sequencing and engagement, ensuring that change is equitable and responsive across the city.

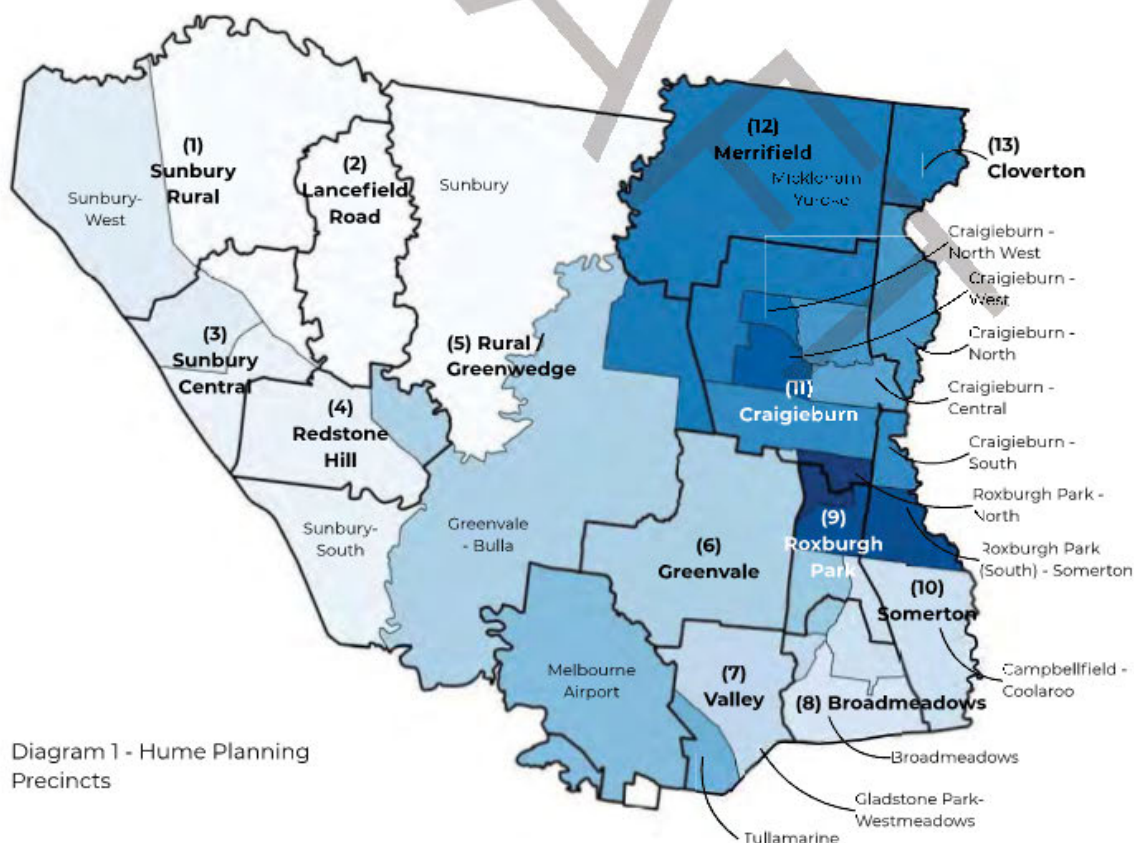


Diagram 1 - Hume Planning Precincts

Part 2: About Hume



Hume City Council Active Living Plan

06

PART 2: About Hume

Hume is one of Victoria's fastest-growing, youngest and most culturally diverse municipalities.

Stretching from Tullamarine and Broadmeadows to Sunbury and the rapidly expanding northern growth corridors of Craigieburn, Kalkallo and Mickleham, the municipality is home to more than 260,000 residents, projected to increase to over 380,000 by 2041, a 34% population rise that will reshape community needs, expectations and infrastructure demand.

This growth, combined with high cultural diversity, lower household incomes, higher mortgage stress and elevated rates of obesity, and social isolation positions sport and recreation as a critical lever for community health, wellbeing and connection.

The Active Living Plan responds to these demographic and social realities by guiding long-term (30+ years) investment in inclusive infrastructure, programs and places that enable all residents to live active, connected and healthy lives.

Summary of Key Findings

A fast-growing and evolving municipality, Hume's growth is highly uneven with some areas such as Rural / Greenwedge (+376%), Sunbury Rural (+311%), Redstone Hill (+303%) and Lancefield Road (+163%), projected to more than double by 2041.

These areas will require substantial new open space, sport and recreation facilities, trails, play spaces and activation programs to meet future demand.

These insights reinforce the role of active living as a protective factor, promoting physical health, mental wellbeing, confidence and social connection.

A Young, Diverse and Family-Oriented Population

- 43% of households are couples with children, well above Greater Melbourne (33%).
- 40% of residents were born overseas, and 49% speak a language other than English at home.
- While only 13% of dwellings are medium/high density, parks and open spaces still play an important role as providing gathering spaces in high density areas, and more broadly in all suburbs across Hume.

These characteristics drive strong demand for junior sport, family-friendly spaces, culturally inclusive programming and informal recreation opportunities.

Economic and Social Pressures Affect Participation

- Median weekly household income of \$1,678 is below the state average.
- 45% of households have a mortgage (well above the national average of 33%).
- Hume's SEIFA score of 941 indicates higher disadvantage than Greater Melbourne and Australia.

Affordability, access and localised opportunities are therefore critical to ensuring participation across all communities.

Health and Wellbeing Needs Are Pronounced

- 61.2% of adults are overweight or obese (above the Victorian average of 58.7%).
- Only 36.2% of adults are in the healthy-weight range.
- 39.1% of residents report loneliness always or sometimes (below the Victorian rate of 41.5%).
- 20.4% report low life satisfaction, slightly above the Victorian average.
- 21% of Hume children report not doing any physical activity.

About Hume

Complexity in Community Priorities

Residents’ top concerns, cost of living (45.4%), mental health (33.4%), physical wellbeing (23.4%) and education (17.4%), directly intersect with the goals of the Active Living Plan.

Local variations, including homelessness concerns in Broadmeadows and Campbellfield-Coolaroo or youth-related priorities in Craigieburn, highlight the need for place-based approaches.

Layers of Disadvantage and Barriers to Access

Findings from the Gender Impact Assessment and Intersectionality Assessment highlight key barriers:

- Safety concerns, poor lighting and isolated paths.
- Universal design and accessibility challenges.
- Cultural, language and gender-based barriers.
- Affordability challenges for many families.
- Low awareness of opportunities among Culturally and Linguistically Diverse (CALD) communities.

These require coordinated infrastructure improvements and targeted programming to ensure equitable access.

Key Challenges, Opportunities and Considerations

Key Challenges

- High health risk factors, including obesity and low physical activity, which contribute to long-term chronic disease.
- Growing social isolation, with nearly four in ten residents reporting loneliness.
- Lower incomes and higher financial stress, increasing the need for low-cost local recreation options.
- Significant population growth in new suburbs, intensifying demand for places to play, exercise and connect.
- Systemic barriers affecting women, CALD communities, people with disability, older adults and low-income households.

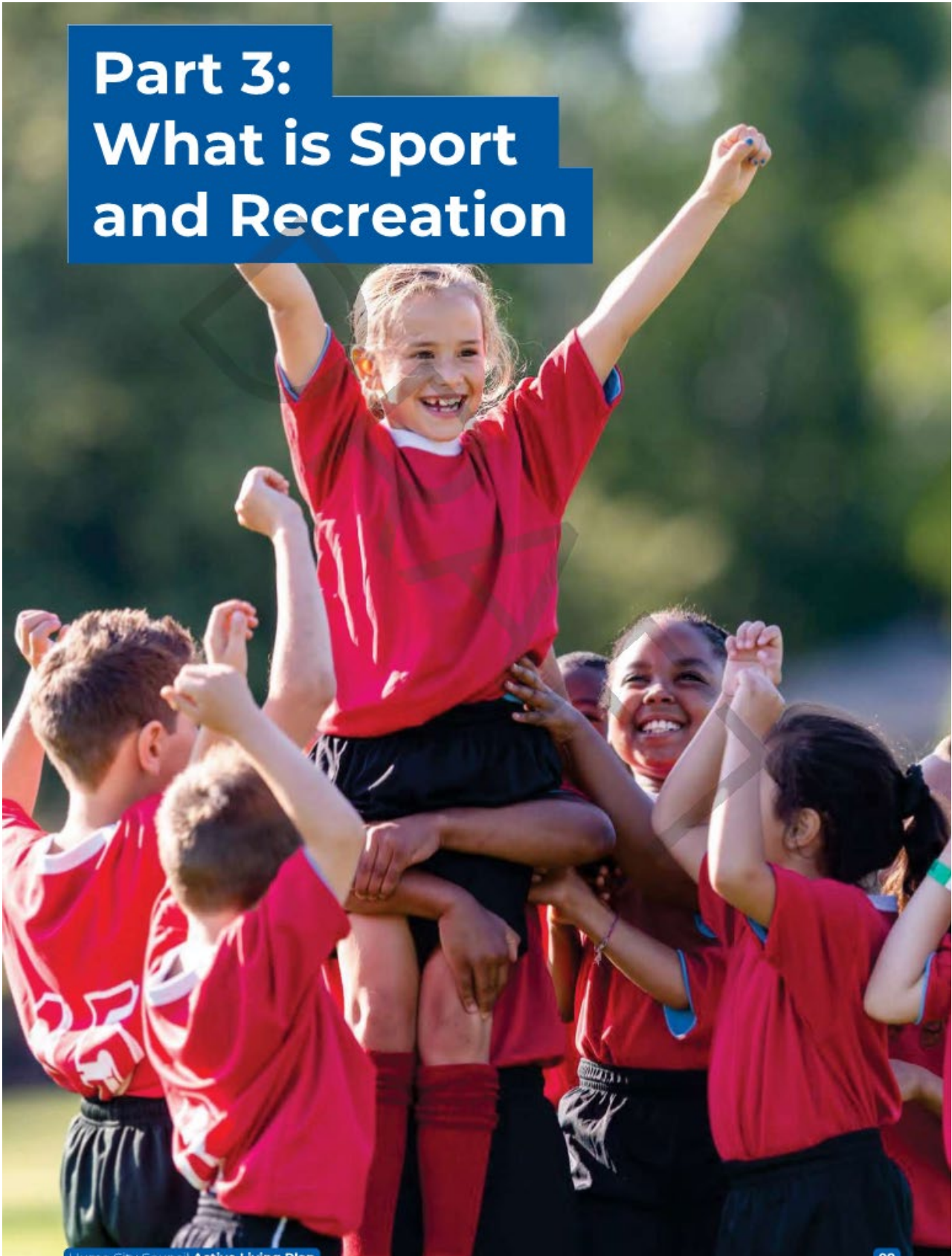
Key Opportunities

- Promote active living as a positive health initiative, addressing high obesity rates and supporting improved wellbeing and quality of life
- Invest in culturally inclusive infrastructure and programs, reflecting Hume’s diversity.
- Expand informal, flexible and low-cost sport and recreation opportunities, walking trails, nature-play, fitness stations and social sports.
- Design safe, connected public environments with lighting, surveillance and accessible pathways.
- Strengthen place-based responses in higher-need suburbs such as Broadmeadows, Meadow Heights and Campbellfield-Coolaroo.
- Leverage growth areas as opportunities to embed high-quality active living infrastructure early in development.

Key Considerations for the Active Living Plan

- Embed equity and inclusion across all infrastructure, programming and activation, addressing cultural, gender, ability and economic barriers.
- Plan for the long term (30+ years) to manage population growth, ageing assets and evolving community expectations.
- Balance structured and unstructured recreation, supporting both traditional sport and everyday active living.
- Improve accessibility, affordability and safety, ensuring all residents can participate.
- Use data-driven, place-based planning to tailor responses to the unique needs of each neighbourhood.
- Integrate active living into broader health, wellbeing, social and economic agendas, positioning it as a core municipal priority.

Part 3: What is Sport and Recreation



PART 3: What is Sport and Recreation

Sport and recreation is more than activities, they are powerful enablers of community connection, wellbeing, and belonging.

Sport and recreation sit at the heart of Australia's social fabric. They encompass a diverse spectrum of participation, from informal recreation and active play to organised sport, competition, and community events. Together, they represent a shared space where people come together to move, connect, and thrive.

In Hume, this diversity is reflected in local parks, trails, clubs, gyms, aquatic centres, schools, and streets, each playing a vital role in supporting physical, social, and mental wellbeing.

The landscape of sport and recreation is evolving. Traditional participation models are being reshaped by demographic change, cultural diversity, time pressures, technology, and shifting lifestyle preferences.

The ecosystem now extends beyond clubs and competitions to include recreation, fitness, wellness, and community activation, offering new and flexible ways for people to engage.

Understanding this complexity allows Council and its partners to better plan for a system that is inclusive, adaptable, and reflective of how people choose to be active today.

The sections that follow explore this evolving ecosystem in more depth. They unpack the spectrum of sport and recreation, from structured to social participation; outline the benefits and value of active living across health, economic, and social domains; and introduce new culture and governance frameworks and national initiative designed to embed positive values and behaviours across the sport and recreation system.

Together, these insights provide the foundation for a more connected, inclusive, and active Hume.



Understanding the Sport and Recreation Spectrum

The diagram on the following page presents a circular spectrum of sport and recreation, illustrating the diverse ways people engage with physical activity across their lives. Rather than following a linear path from beginner to elite, this model recognises that participation is fluid, dynamic and multi-directional.

Each segment of the wheel represents a different form of sport or recreation, from elite sport and traditional team play to informal social recreation, active living and play.

These forms span a spectrum of structure and flexibility, acknowledging that participation can range from highly organised competition to casual, self-directed activity. Importantly, there is no hierarchy - all forms of participation are valuable, interconnected and contribute meaningfully to individual and community wellbeing.

This model reflects the reality that people move in and out of different types of recreation throughout their lives, often participating in multiple forms within a single week.

For example, an elite athlete may also enjoy riding their bike to work (active living), playing social sport (social sport), taking their children to the playground (play) and joining a community fun run (active recreation).

Participation is shaped by a range of factors, including:

- Life stage e.g. a young person moving from play to school sport, then returning to social recreation in adulthood.
- Time availability e.g. shifting from structured sport to more flexible active living options due to work or family commitments.
- Health status e.g. injury or ageing leading someone to shift from competitive sport to nature-based walking or community gardening.
- Social needs e.g. seeking connection through social recreation or low-impact group activities.

By embracing this non-linear, inclusive view of sport and recreation, planners, policymakers and communities can better support lifelong physical activity.

Hume City Council Active Living Plan

The goal is not to move people toward a single destination, but to enable meaningful, accessible participation at every stage of life, in ways that suit individuals’ needs, preferences and circumstances.

Informal and Formal Sport and Recreation - Why the Distinction Matters?

Understanding the difference between informal and formal recreation is critical for effective planning and policy-making:

- Infrastructure Planning: Informal recreation requires accessible, multi-purpose public spaces; formal recreation often needs specialised, booked facilities.
- Inclusivity and Access: Informal recreation is more accessible for diverse groups, including families, older adults and those experiencing financial or time constraints.
- Changing Trends: Participation is increasingly shifting towards informal, self-directed activities, driven by lifestyle flexibility and cost considerations.

By recognising and planning for both recreation types, local governments can provide inclusive, equitable opportunities that support healthier, more active communities.

The provision of quality informal and active recreation opportunities are important because, it:

- Supports busy families needing flexible, unstructured ways to be active together.
- Caters to people working from home, offering nearby options to break up the day.
- Provides free or low-cost recreation in a community facing financial pressure.
- Inclusive for culturally diverse communities, with low language or cultural barriers.
- Promotes wellbeing in areas experiencing social and economic disadvantage.
- Encourages casual connection and social inclusion in everyday settings.
- Activates public space without the need for formal programs or infrastructure.

Diagram 2 - Sport and Recreation Structure and Flexibility Spectrum

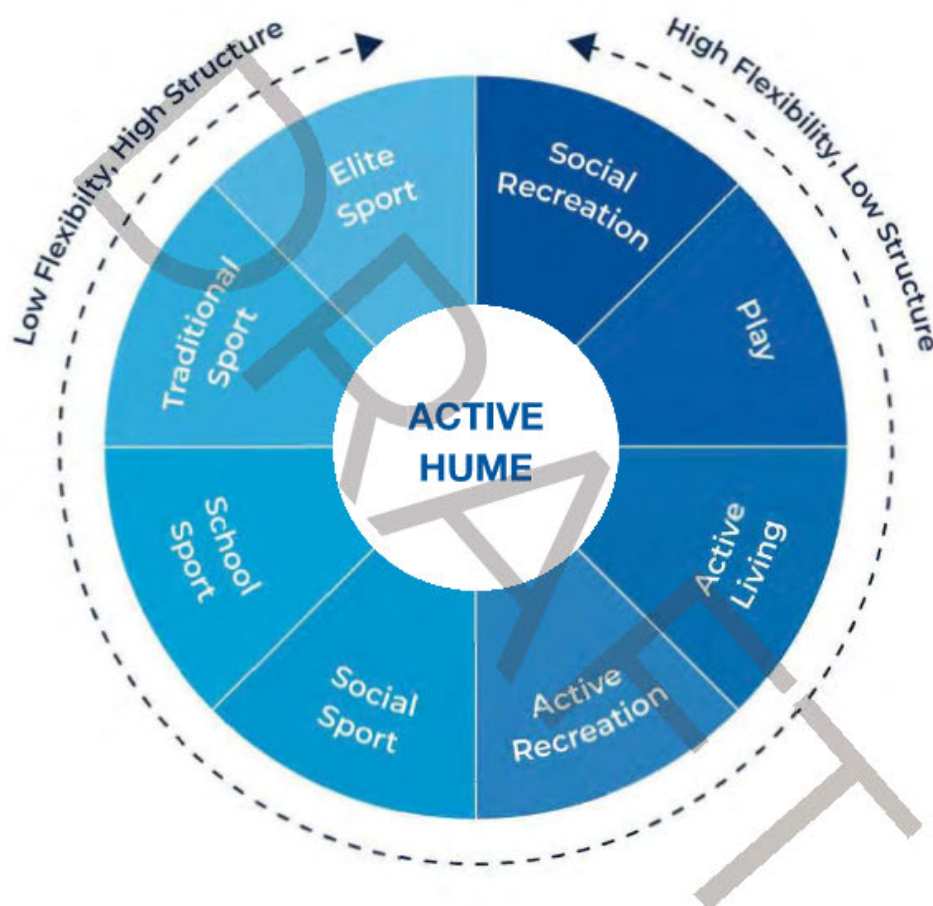


Diagram 2: The Sport and Recreation Structure and Flexibility Spectrum was developed by K. Davies 2025, Emerge Associates. The accompanying definitions are adapted from a range of traditional and emerging sport and recreation frameworks, presenting a collective view of participation across a spectrum of structure and flexibility.

The following page provides further detail on the different types of sport and recreation represented in the Sport and Recreation Structure and Flexibility Spectrum (Diagram 2).

It outlines how each category varies in terms of structure and flexibility, and highlights the diverse settings in which participation can occur.

The descriptions include examples, key areas of focus and typical environments for each type, illustrating the broad and inclusive nature of recreational experiences across the spectrum.

SOCIAL RECREATION

What it is: Leisure activities that emphasise social connection more than physical movement

Examples: Picnics, community games, gardening, chatting at a dog park, attending events.

Focus: Social interaction, community bonding, mental wellbeing.

Settings: Public open space, community centres, social precincts.

PLAY

What it is: Spontaneous, unstructured activity primarily engaged in by children for exploration, fun and creativity.

Examples: Playground use, climbing trees, imaginative games, water play.

Focus: Fun, imagination, development, freedom of expression.

Settings: Playgrounds, backyards, nature areas, streets, early childhood settings.

ACTIVE LIVING

What it is: A whole-of-life approach where physical activity is integrated into daily routines.

Examples: Walking or cycling to work, taking stairs, standing desks, movement breaks at work, incidental exercise.

Focus: Everyday movement, not just structured activity.

Settings: Urban environments, transport systems, workplaces, homes.

ACTIVE RECREATION

What it is: Voluntary, non-competitive physical activity for leisure or fitness

Examples: Jogging, swimming, cycling, yoga in the park, skateboarding.

Focus: Physical movement for enjoyment or health.

Settings: Parks, trails, recreation centres, public spaces.

SOCIAL SPORT

What it is: Informal or semi-organised sport activity focused on enjoyment, socialising and participation, rather than competition or performance.

Examples: Social netball, 3v3 basketball, casual soccer, pickleball.

Focus: Inclusion, fun, connection, low-pressure participation.

Settings: Community sport centres, recreation facilities, parks, schools, workplaces

SCHOOL SPORT

What it is: Organised sport and physical activity programs delivered within or through schools, often structured by curriculum or interschool competition frameworks.

Examples: PE classes, interschool athletics, school swimming carnivals, lunchtime sports.

Focus: Physical education and literacy, skill development, participation, school pride.

Settings: School ovals, gyms, courts, community facilities shared with schools.

TRADITIONAL SPORT

What it is: Structured, rule-based sport typically delivered through clubs, associations and leagues often competitive and involving regular training and matches.

Examples: Club football (soccer), netball, cricket, AFL, tennis, hockey.

Focus: Competition, skill progression, teamwork, community identity.

Settings: Club venues, sport grounds, indoor courts, dedicated sport facilities.

ELITE SPORT

What it is: High-performance sport involving elite athletes competing at the state, national, or international level, often with professional or semi-professional status.

Examples: Olympic athletes, AFLW / AFL players, NBL teams, national and state swim squads.

Focus: Excellence, performance, representation, elite competition.

Settings: National and state training centres, stadiums, high-performance facilities, professional clubs.

Understanding the Sport and Recreation Ecosystem

Sport and active recreation do not happen in isolation, they are made possible by a dynamic ecosystem of people, places, programs and partners that together create the foundation for inclusive, sustainable and thriving participation.

This ecosystem has been created with the vision that everyone has a place in sport and recreation and no one is left behind, adapted from the Australian Sports Commission’s Play Well Strategy (2024), this model highlights the interconnected elements that shape every sporting experience, from grassroots play to high-performance pathways.

PEOPLE

People are at the heart of this ecosystem. Participants, coaches, volunteers, officials, parents, teachers and community members who enable, deliver and enrich sport and recreation every day.

PLACES

Places include the physical environments where activity takes place. Sports Hubs venues, aquatic and leisure centres, schools, open spaces, parks and natural areas. Local Government plays a critical custodial role here, managing and maintaining many of these spaces to ensure they remain accessible, safe and fit for purpose.

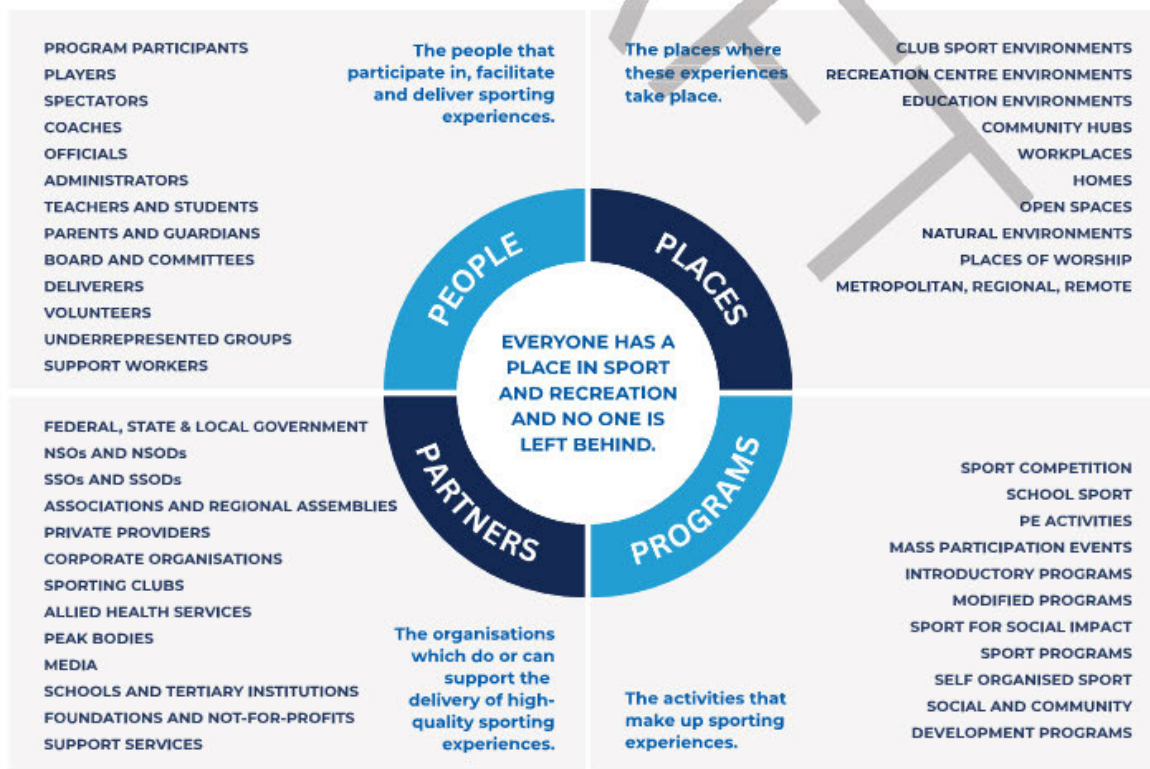
PROGRAMS

Programs represent the activities themselves, whether it’s structured competition, social sport, learn-to-play programs, or informal gatherings. A diverse range of programs supports people across life stages, abilities and motivations.

PARTNERS

Partners include the organisations and institutions that fund, support, govern and advocate for sport and active recreation. This includes clubs, schools, health agencies, state sporting organisations and Local Government, which is a key enabler and connector in this system.

Diagram 3: Sport and Recreation Ecosystem adapted from the Play Well Strategy (2024)



Part 4: Trends, Benefits and Influences



PART 4: Trends, Benefits and Influences

Sport and Recreation in Australia is undergoing a significant transformation, with communities increasingly embracing flexible, inclusive and innovative ways to stay active and connected.

Sport, recreation, Aquatic and active living are undergoing significant transformation in Australia, shaped by changing community expectations, demographic diversity, economic pressures, and evolving social and cultural norms.

For Hume, these shifts are amplified by strong population growth, increasing cultural diversity and rising health and wellbeing needs. Together, these factors underscore the essential role of sport, recreation and active living in strengthening physical and mental health, building social connection, supporting community identity and driving local economic vitality.

This section brings together the key trends, benefits and influences that frame the Active Living Plan. It outlines how people are choosing to be active, the value that active living delivers, and the pressures, gaps and opportunities that Council must respond to over the next 30+ years.

The Benefits and Value of Active Living

Sport and recreation deliver wide-ranging physical, mental, social and economic benefits for individuals and communities.

Structured sport builds skills, confidence, teamwork and leadership, while informal recreation provides flexible, low-cost ways to develop healthy lifelong habits. Together they enhance mental health, reduce chronic disease risk, strengthen social cohesion, and generate significant economic impact, including the national value of \$16.2 billion annually from community sport infrastructure alone.

Aquatic and leisure centres further contribute \$9.1 billion annually to health, social and economic outcomes nationally.

National and Local Trends Reshaping Participation

Participation is shifting toward more flexible, social, low-cost and lifestyle-oriented activity. Walking, fitness, yoga, nature-based recreation and casual team sport formats continue to grow.

Demographic change, including an ageing population, diverse cultural communities and rising living costs, is influencing where, how and when people participate.

Technology is reshaping engagement through wearables, virtual workouts, smart parks and online booking systems.

Growing Demand for Inclusion, Accessibility and Safety

Communities increasingly expect facilities and programs that are welcoming, inclusive and designed for people of all ages, genders, abilities and cultural backgrounds.

Universal design, gender equity reform, age-friendly design and culturally responsive programming are now fundamental expectations.

Safety, visibility and passive surveillance have become core considerations in creating environments where people feel confident and supported.

Financial and Workforce Pressures

Rising operational costs, competition for funding, increasing maintenance needs and pressures on volunteer-led models are affecting the sustainability of clubs and providers.

These pressures reinforce the need for shared-use models, partnerships, mixed-use precincts and cross-subsidised programming.

Key Challenges

- Growing diversity in participation preferences, from structured sport to informal, social, digital and nature-based recreation, requires more adaptable and flexible infrastructure.
- Barriers to participation remain significant for women and girls, older adults, culturally diverse communities, people with disabilities and low-income households, including cost, confidence, safety, distance, and scheduling conflicts.
- Rising operational and maintenance costs challenge the sustainability of facilities and volunteer-led clubs.
- Competition for time and attention, particularly among young people, contributes to declining youth retention in traditional sport.
- Aging and non-inclusive infrastructure limits access and reduces participation for priority groups.
- Increasing expectations for quality facilities and professional service delivery put pressure on older or low-standard venues.

Key Opportunities

- Harnessing lifestyle and informal recreation growth, walking, fitness, casual sport, nature-based recreation, by enhancing trails, parks, open spaces and informal activation.
- Embedding inclusion and universal design across all facilities, programs and public realm planning to improve equity and participation.
- Leveraging technology to enhance user experience through digital bookings, wearables, and data-driven programming.
- Strengthening partnerships with schools, peak bodies, private operators and community organisations to expand access and reduce duplication.
- Applying the Play Well and SPIRIT (Stories, Policies, Interactions, Resources, Incentives, Traditions) frameworks to promote positive culture, belonging, safety and connection across sport and active living.
- Renewal and modernisation of aging physical infrastructure to improve safety, accessibility and multi-use functionality.

Key Considerations for the Active Living Plan

- Plan for the long term (30+ years) to keep pace with population growth, changing participation patterns and rising service expectations.
- Balance investment in structured sport and informal recreation, ensuring facilities and programs reflect modern preferences and support active living at all life stages.
- Embed equity and inclusion as system-wide principles, supported by universal design, culturally responsive programs and targeted investment.
- Respond to financial sustainability pressures through innovative partnerships, shared-use models and cross-subsidisation approaches.
- Support the volunteer and paid workforce through development pathways, tools, consistent governance and clear expectations.
- Activate and redesign spaces to create safe, connected, welcoming environments that encourage everyday participation.

Opportunities for Transformation

The Plan identifies opportunities to turn these challenges into catalysts for change:

- **Activate everyday spaces:** Enhance walking and cycling networks, community courts and informal play areas to support unstructured recreation.
- **Reimagine traditional sport:** Invest in multi-use, female-friendly and inclusive facilities that reflect modern participation, with a focus on women and girls and shared use spaces.
- **Build social connection:** Embed health, wellbeing, and inclusion programs through partnerships with schools, health agencies, and local groups.
- **Embrace sustainability:** Renew before new and integrate water-sensitive design, renewable energy and climate adaptation into every project. Explore financially sustainable ways of providing sport and recreation.
- **Unlock shared governance:** Strengthen leasing, licensing, and partnership frameworks to support community-led delivery and shared responsibility

An aerial photograph of a green tennis court with white court lines. The court is surrounded by a lush green lawn, several trees, and a paved parking lot with blue markings on the right side. A large blue rectangular text box is overlaid on the top left of the image, containing the title in white text. A large, faint, diagonal watermark reading 'DRAFT' is visible across the center of the image.

Part 5: State of Play - Provision Participation Performance

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PART 5: State of Play - Provision, Participation, Performance

Part 5: State of Play

A comprehensive snapshot of Hume’s sport, recreation and active living system, what we have, how our community participates, and how well our network is performing.

This section brings together a summary of key insights from Hume’s provision, participation and performance data to create a clear picture of the current state of sport, recreation and active living across the municipality.

It provides an integrated understanding of what exists today, how residents are engaging with it, and how well our facilities, programs and systems are functioning.

Across Hume, the network of places, programs and partners plays a vital role in supporting health, wellbeing and community connection.

The data reveals strong foundations in traditional sports, growing demand for informal and lifestyle-based activities, and significant pressures on spaces and facilities that are heavily utilised and increasingly stretched.

Participation patterns highlight both strengths and disparities between suburbs, age groups and cultural communities, pointing to the need for targeted, equitable and culturally responsive approaches.

Performance analysis shows a maturing but stressed network, one that is experiencing rising operating costs, ageing assets, capacity constraints and governance challenges, while also demonstrating growing community appetite for new and emerging activities.

Together, these insights form the evidence base that underpins the Active Living Plan and guide future planning, prioritisation and long-term investment.



State of Play - Provision

The provision of sport and recreation infrastructure in Hume reveals a mixed landscape of strength and opportunity.

The provision of sport and recreation infrastructure in Hume reveals a mixed landscape of strength and opportunity.

While the municipality performs strongly in traditional organised sports, such as basketball, soccer, cricket and rugby, gaps remain in informal, unstructured and emerging forms of recreation that are increasingly popular among residents, particularly youth and culturally diverse families.

The data shows that while Hume offers above-average provision in some key field and court sports, access to other sporting opportunities is limited.

Similarly, newer recreation trends such as parkour, outdoor climbing and mountain biking are not currently supported by any dedicated infrastructure.

These gaps are not merely a matter of numbers but instead reflect broader equity and accessibility challenges. Many of Hume’s existing facilities rely heavily on club-based or paid access models, which can present barriers for casual use, especially among lower-income or time-poor residents.

Meanwhile, suburbs with high youth populations,

lack sufficient youth-friendly and flexible spaces such as additional skate parks and multipurpose courts.

Addressing these shortfalls is critical to achieving inclusive and equitable access to sport and recreation across the municipality. Strategic investment in informal, multipurpose and emerging recreational opportunities will ensure Hume’s infrastructure meets the evolving needs of its diverse and growing population.

Hume’s sport, recreation and aquatic system is delivered through a shared network of providers, Council, schools, community clubs, commercial operators and State Government, each playing a distinct but complementary role in offering accessible, diverse and community-focused opportunities.

Council leads planning, facility provision and partnership coordination; schools contribute vital courts and fields for shared use; community clubs drive participation through volunteer-led programs; commercial operators fill gaps and broaden choice; and State Government land supports both informal and structured activity.

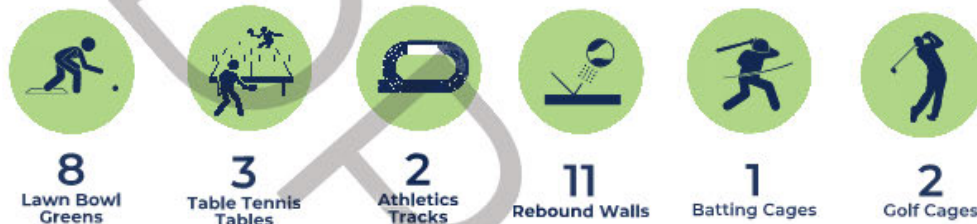
Together, this ecosystem ensures a well-rounded and responsive network that enables the community to be active, connected and healthy.



Provision of Aquatic and Leisure, Indoor Sport, Outdoor Sport and Active Recreation Assets

This section provides a snapshot of Hume’s current aquatics, indoor sport, outdoor sport and active recreation facilities, highlighting where provision is good, over-supplied, facing emerging pressures or has immediate gaps that will worsen by 2041. It also identifies facilities with no additional need and those not currently provided in Hume, offering a clear picture of where future planning and investment should focus.

Current facilities within Hume - GOOD: Good provision now and good provision into the future.



Current facilities within Hume - EMERGING: Good or over provision now, however emerging pressures in the future.



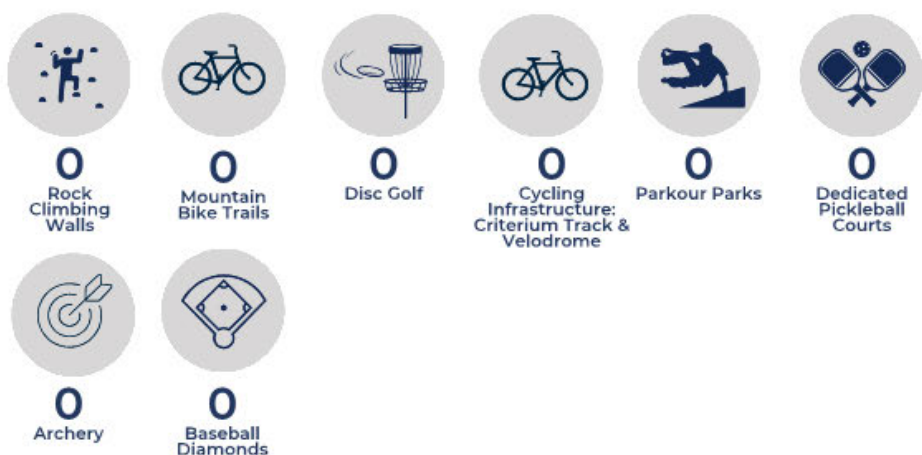
Current facilities within Hume - IMMEDIATE: Identified gap now and exacerbated into the future (by 2041).



Current facilities also provided within Hume: no additional need identified.



Facilities not currently provided in Hume.



State of Play - Participation

Understanding how Hume residents engage with sport, recreation and physical activity is essential to delivering infrastructure and programs that respond to real community needs.

Participation data shows that while over half of adults in Hume meet physical activity guidelines, rates remain slightly below the Victorian average.

Activity levels vary significantly between suburbs, with areas like Sunbury and Greenvale showing strong engagement, while others such as Campbellfield, Meadow Heights and Coolaroo record higher rates of inactivity and limited participation. These disparities point to broader social, economic and structural barriers influencing residents’ ability to be active.

Importantly, Hume’s population shows a strong preference for informal, lifestyle-based activities like walking, gym sessions and swimming, with less interest in traditional club-based sports.

Participation among children tends to outperform state averages in popular sports such as swimming, basketball and soccer; however, dropout rates are also higher, particularly in team sports.

Gender, age, cultural background and ability all shape how, when and where residents get active. Encouragingly, more than half of the population is either considering or actively working to increase their physical activity, suggesting a strong foundation for further engagement.

Addressing key barriers such as cost, transport, cultural safety and program visibility will be crucial to strengthening participation and ensuring equitable access to sport and recreation for all Hume residents.

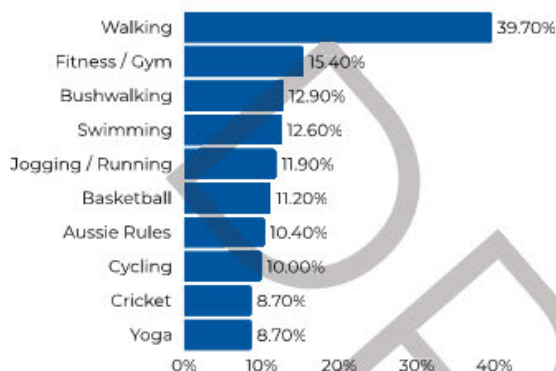
The following section presents an overview and analysis of the top 10 sport and recreation activities undertaken by adults and children in Hume over the past 12 months. It also outlines the activities that adults and children are interested in participating in but are not currently engaged in. Lastly, the section provides detailed data on participation in Aquatic and Leisure, Indoor Sports, Outdoor Sports and Active Recreation within Hume.



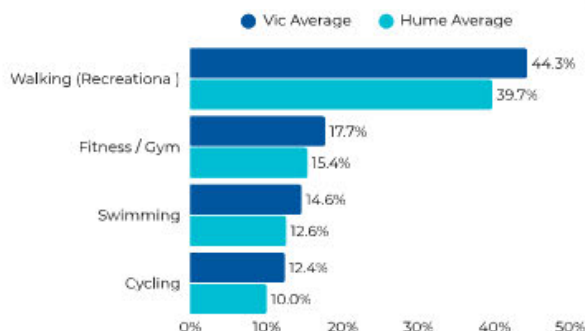
Hume City Council Active Living Plan

Top 10 Participation Activities (Adults) - last 12 months

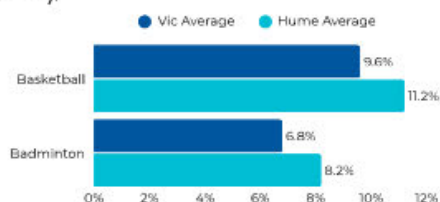
The top activities by participation across Hume for Adults over the past 12 months were:



Notably 50.7% of adults reported no participation in any listed activity, above the Victorian average of 50.2%, highlighting a broader inactivity challenge across the municipality.



The average activity participation levels in Hume are consistently below state benchmarks in several traditional club-based or high-commitment sports (e.g. Tennis, Netball, Golf, AFL).

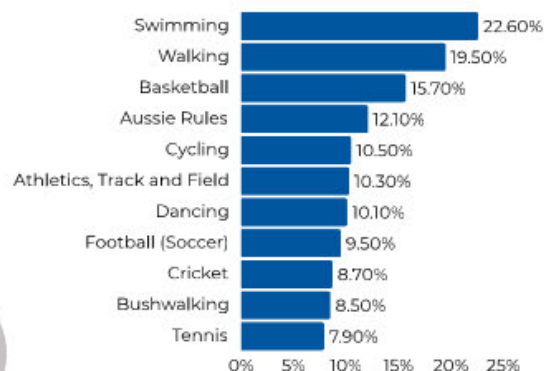


Hume sees above-average participation in Basketball and Badminton, likely reflecting the multicultural profile of the area and younger age demographics in growth suburbs.

Hume City Council Active Living Plan

Top 10 Participation Activities (Children) - last 12 months

Children's participation in the last 12 months is highest in:



Lower engagement was observed in niche sports like Sailing (1.3%), Rowing (0.7%) and Equestrian (1.4%) partly reflecting limited local facilities and geographic constraints impacting participation.

Of concern, around 21% of children in Hume reported no participation in any activity in the past 12 months

Compared to Victoria, Hume outperforms the Victorian average in most key sports:

- Swimming: Hume 22.6% vs VIC 20.3%
- Basketball: 15.7% vs 13.1%
- Cycling: 10.5% vs 9.0%
- Football (Soccer): 9.5% vs 8.7%
- Dancing: 10.1% vs 8.3%

However, lower participation than Victoria was observed in:

- Tennis: Hume 5.8% vs VIC 7.9%

Outlier Areas or Anomalies:

- Sunbury - West shows notably high rates in Swimming (27.5%) and Tennis (9.9%)
- Meadow Heights has the highest non-participation rate (24.2%) and below-average participation across many sports
- Craigieburn - South and Craigieburn - West demonstrate broad engagement across diverse sports, with higher participation in Basketball, Cycling, Football (Soccer) and Netball

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Interest in Participating

Interest in Participating in a Sport (Adults)

Yoga (10.6%), Walking (10.5%), Tennis (10.2%) and Swimming (9.9%) are the most desired activities that Hume residents expressed interest in participating in.

Other notable interests include Bushwalking (8.0%), Dancing (7.7%), Fitness / Gym (7.7%) and Pilates (7.4%). These trends suggest an emphasis on independent, low-barrier and lifestyle-based activities.

Of concern, over one-fifth of respondents (21.4%) expressed no interest in participating in any new activity, higher than the Victorian average of 19.4%.

An analysis of areas reveals:

- Sunbury and Craigieburn show a higher interest in Active team sports like Basketball, Football (Soccer) and Netball.
- Meadow Heights and Roxburgh Park record above-average interest in esports and Martial Arts, which may suggest a demographic influence (e.g. younger or more multicultural profile).
- Tullamarine and Sunbury - West show higher interest across a broader range of activities including Swimming.
- Roxburgh Park - North displays a consistently higher interest across over 20 activities.

Interest in participation across Hume shows a strong leaning toward low-commitment, lifestyle-based activities like yoga, walking and swimming.

Geographic differences suggest tailored local strategies may be needed.

Interest in Participating in a Sport (Children)

Comparative analysis of children's interest in participating in various activities across Hume reveal the top activities with the highest expressed interest among Hume children are:

- Basketball (8.5%)
- Swimming (7.8%)
- Football (Soccer) (7.4%)
- Dancing (6.6%)
- Australian rules football (5.2%)

Compared to Victoria, Hume shows slightly higher interest in most activities, especially:

- Dancing (+1.1%)
- Football (Soccer) (+0.9%)
- Swimming (+0.6%)
- Australian rules football (+0.3%)

Interests are mostly aligned with Victorian benchmarks, suggesting similar engagement patterns but with a modest local boost in some sports.

One outlier is that dancing and soccer stand out as significantly more popular in Hume compared to Victoria.

Children in Hume express strong interest in mainstream sports such as basketball, swimming and soccer, with slightly higher enthusiasm than the Victorian average. This suggests a robust appetite for accessible and team-based activities.

Overview of Participation

Participation in sport and recreation in Hume takes place across a wide range of aquatic and leisure, indoor sports, outdoor sports and active recreation facilities. Participation data varies due to different sources of information, however it provides an overall snapshot which assists in determining future needs and priorities for the community.

Participation across Hume’s **aquatic and leisure centres** continues to grow strongly, with total attendances now exceeding 1.3 million visits per year.

Splash Aqua Park and Leisure Centre remains the highest-use facility with 699,255 visits in 2023-24, while Broadmeadows Aquatic and Leisure Centre recorded the most significant year-on-year growth at 13%.

Participation patterns vary across centres: Splash shows a strong dry-program profile (60%), Sunbury Aquatic and Leisure Centre reflects a more balanced mix, and Broadmeadows remains predominantly aquatics-focused (64% aquatic use).

Participation in learn-to-swim programs ranges from monthly enrolments between 1,400 and 4,100 and occupancy rates of 79-88% across the three centres.

These patterns highlight different facility component provision and community needs across precincts, and underline the importance of diversified programming and facility functionality.

Indoor sports participation is also strong and, in several cases, increasing. Basketball is the largest indoor sport with 8,618 members in 2024, representing six percent growth in two years.

Badminton has experienced steady participation driven by cultural diversity, increasing demand for court access and growth in women and junior programs.

Table tennis participation increased by 24%, while Netball experienced a 20% increase to 2024 (primarily driven by the Craigieburn and Sunbury associations). Gymnastics, despite limited growth, shows high female participation (87%).

Data availability remains inconsistent across futsal, volleyball and martial arts, indicating a need for better reporting systems to understand actual demand.

Outdoor sports club membership data shows substantial growth in several codes, particularly athletics (+104%), softball (+101%), football (soccer) (+61%) and rugby league (+39%).

Australian rules football and cricket continue to be major participation drivers, collectively engaging more than 7,500 players in 2025.

Across outdoor sports, participation is overwhelmingly junior-dominated in many codes (e.g. football (soccer) at 79% juniors and rugby league at 88%), signaling strong demand for junior-friendly spaces, training capacity and seasonal allocation.

A significant gender imbalance persists, with only 21% female participation on average, reinforcing the importance of gender-inclusive facilities, programs and pathways to encourage and promote positive environments that support increased attraction and retention.

Active recreation is widely embraced across the community, with walking (35%), running (20%), football (soccer) (10%), golf (10%) and cycling (10%) rated as the most frequently undertaken informal activities.

Opportunities for tennis, gym / fitness, dog walking and cricket each attract between 5-10% of respondents. This reinforces the need for safe, local, low-cost and accessible informal recreation spaces such as paths, trails, open play areas, outdoor fitness equipment and casual-use courts. It also reflects broader national trends toward flexible, unstructured activity formats that fit around work, family and lifestyle demands.

State of Play - Performance

Performance data for sport and recreation facilities is critical to understand how effectively these spaces are being managed and utilised.

By collecting and analysing data on factors such as attendance, maintenance costs, energy usage and customer satisfaction, Council can identify strengths, address inefficiencies and make informed decisions to improve overall operations.

This data-driven approach helps ensure resources are allocated wisely, supports long-term financial sustainability and enhances the quality of user experiences.

Hume's sport, recreation and active living network is extensive, diverse and heavily utilised, supporting high levels of participation across aquatic centres, indoor courts, outdoor sports facilities and community clubs.

Performance data shows strong community demand, significant operational pressures and the need for more robust systems to ensure sustainability, equity and long-term planning alignment.

Across **Aquatic and leisure**, expenses have increased faster than income, driven by rising shared expenses and unexpected capital works (including \$1.2M in SALC pool repairs) which contributed to a 43% increase in deficit in 2023-24.

Attendance has grown each year, although current counting methods likely under-report actual usage, signalling a need for more accurate measurement systems such as door counters.

Indoor sports performance highlights strong demand and capacity pressures. Of 68 available courts across Hume, only 31 are fully compliant for competition, with many Council courts non-compliant for netball and basketball runoff requirements.

Occupancy rates across Council, school and private facilities consistently exceed 80%, with peak times fully booked and increasing demand for access from both major and emerging sports.

Facility condition varies, with several local venues rated poor or average, and many support spaces outdated or undersized. Benchmarking shows Hume has higher indoor court and aquatic provision than other growth-area councils, yet demand continues to exceed supply.

Outdoor sports performance shows a large and aging asset base, with critical shortfalls across multiple sports using the available ovals, pitches, courts and a range of smaller sporting facilities.

Common shortfalls include lighting (multiple sports), oval / pitch sizing, fencing, run-off areas and supporting infrastructure, which affect safety, playability and competition compliance.

Many pavilion conditions are rated moderate, signalling the need for renewal planning.

State of Play Summary: Key Challenges, Opportunities and Considerations for the Active Living Plan

Key Challenges

- **Uneven and insufficient provision across the network:** Critical gaps exist for indoor courts, multipurpose courts, soccer and rugby league pitches, cricket ovals, outdoor netball, informal recreation spaces, youth-friendly infrastructure and emerging activities such as pickleball, mountain biking and outdoor climbing. Areas with significant youth populations continue to experience gaps in access to active living opportunities.
- **High levels of inactivity and participation disparity:** Over 50.7% of adults reported no activity in the past 12 months, above the Victorian average, and some suburbs (e.g. Meadow Heights, Coolaroo, Campbellfield) show markedly lower participation levels and higher barriers.
- **Facilities operating at or beyond capacity:** Indoor courts consistently exceed 80% occupancy, peak times are fully booked across schools, council and private venues.
- **Rising operating costs and financial pressures:** Rising operational costs, ageing infrastructure and unfunded demands place increasing strain on budgets. At the same time, cost-of-living pressures and affordability issues for residents create barriers to participation, requiring innovative approaches to pricing, partnerships, co-investment and operating models.
- **Governance, equity and user access issues:** Ensuring clear administrative processes for consistent and equitable usage agreements noting that volunteer fatigue and compliance pressures further challenge sustainability.
- **Gender equity and facility compliance:** Many existing facilities lack female-friendly amenities such as appropriate changerooms, lighting and safety features, limiting participation and retention for women and girls.

Key Opportunities

- **Rebalancing the network for informal, flexible and culturally relevant activities:** Strong interest and participation in walking, cycling, fitness, small-sided soccer, swimming, basketball and badminton highlight the need for more unstructured, low-barrier and multicultural-friendly spaces and programs.
- **Strategic investment in capacity-building projects:** With high demand and limited resources, decisions must be guided by evidence and prioritised to deliver the greatest community benefit and long-term impact.
- **Partnership leverage across schools, private providers and State agencies:** Significant existing investment in school facilities and private fitness / indoor sport centres provides an opportunity to expand shared-use agreements and maximise community access.
- **Embedding consistent governance through the Hume Sports Facility Lease & Licence Framework:** Standardised agreements, community benefit criteria and clear maintenance roles will strengthen equity, transparency and performance across the entire sport ecosystem.
- **Improving data quality and performance monitoring:** Adoption of standardised utilisation tracking, financial reporting improvements and clearer KPIs will support evidence-based decision-making and help validate investment needs.
- **Volunteer support and capacity building:** Provide training, resources and recognition programs to reduce volunteer fatigue and strengthen governance in community clubs.
- **Gender Equity Initiatives:** Continue the implementation of the Hume Fair Access Policy Action Plan including embedding female-friendly design standards in all upgrades and new builds, and support programs that encourage participation by women and girls.

Living Plan

- **Equity must anchor future investment:** Disparities in participation, income, cultural background and geography require targeted strategies, ensuring under-resourced communities and emerging populations have fair access to places to be active.
- **Long-term planning is essential:** With a rapidly growing community, multiple and competing demands across formal sport, informal recreation, and emerging activities, a strategic approach is critical. This plan takes a long-term view, providing a roadmap to sequence investment, renew ageing assets, and deliver new infrastructure where it will have the greatest impact.
- **Prioritisation and Partnerships are Critical:** Council cannot do everything at once and it cannot do it alone. Success depends on a shared commitment from all partners, including all levels of government, to co-invest and collaborate. Strategic prioritisation and joint funding partnerships are essential to balance diverse needs and deliver the best outcomes for community participation and wellbeing.
- **Balance between hard and soft infrastructure:** Facility expansion alone will not address barriers; investment in programs, activation, outreach, inclusion initiatives and governance support is equally critical.
- **Shared use of assets is essential:** Provision, participation and performance must be managed collectively, not site by site, to ensure efficient use of assets, avoid duplication and support shared community outcomes.
- **Financial sustainability should guide delivery:** Rising operational costs, ageing infrastructure and unfunded actions require a staged, multi-partner investment approach supported by co-funding, evidence of need and incremental planning and a move toward more efficient operating models.



Part 5: State of Play

Part 6: Strategic Framework



PART 6: Strategic Framework

The Strategic Framework sets out the structure that will guide how Council plans, provides, and invests in the places, programs, and partnerships that enable active living across Hume.

The Strategic Framework provides the foundation for how Hume City Council will plan, prioritise, and deliver an active and connected community.

It brings together the key components that define how Council and its partners can collectively support active living, through people, places, programs, and partnerships.

The framework recognises that enabling active living is not only about building infrastructure, but about shaping an environment that empowers every person in Hume to participate in physical, social, and cultural life.

It connects the vision, principles, pillars, directions, and enablers of the Plan, providing the structure through which priorities are established, investment decisions are made, and outcomes are measured.

At the heart of the Framework is a commitment to working collaboratively across Council and with our partners to ensure the places, programs and systems that support active living are inclusive, sustainable, fit-for-purpose, and aligned with the needs and aspirations of our community.

The Framework provides a consistent, transparent and evidence-based approach to planning and prioritising active living initiatives and investments. It enables coordinated decision-making across departments and ensures that every action, whether infrastructure, policy or program, reflects both strategic direction and community need.

It aligns directly with and supports implementation of:

- The Council Plan and Municipal Health and Wellbeing Plan, advancing health, inclusion and participation outcomes.
- The Hume Community Infrastructure Plan, guiding how we plan and deliver the facilities and spaces that support community wellbeing.
- The Asset Management Plan, ensuring the sustainability and renewal of Council's sport and recreation infrastructure.
- The Long-Term Financial Plan, maintaining fiscal responsibility and long-term investment capacity.

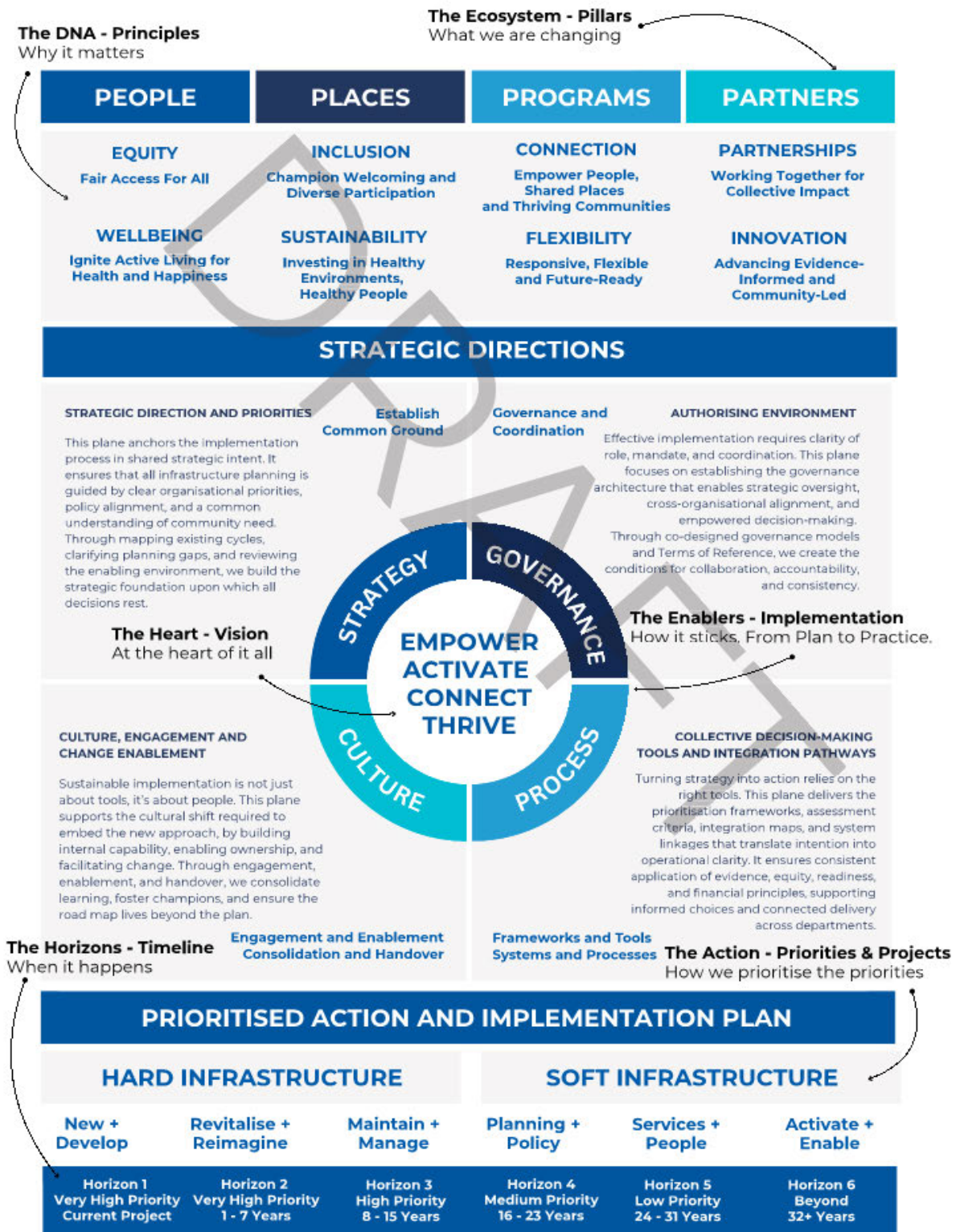
By embedding this framework into our planning and delivery, Council is better positioned to:

- Align active living investment with community need and strategic priorities.
- Make transparent, consistent and coordinated decisions across all service areas.
- Encourage cross-departmental collaboration and strengthen partnerships across sectors.
- Enhance long-term planning, financial sustainability and community outcomes for a healthier, more active Hume.

The following Strategic Framework and Plan on a Page provides a clear structure for implementing the Active Living Plan, aligning people, policy and process to support consistent, collaborative and evidence-based decision-making.

Centred on four planes, governance, strategic direction, decision-making tools and culture, the framework sits within the wider ecosystem of people, places, programs and partners,

The Framework at a Glance: Each component of the framework plays a specific role in shaping Hume’s Active Living Plan.



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The Heart - Vision

At The Heart Of It All



A connected, inclusive and active Hume, where people, places and programs come together to enable lifelong participation, wellbeing, and belonging.

The vision reflects the collective aspiration to make active living a way of life for every resident, regardless of age, ability, culture, or circumstance.

The Ecosystem - Pillars

What We Are Changing



Active living relies on an interconnected ecosystem of People, Places, Programs, and Partnerships.

Each pillar aligns actions, investment, and engagement to create a balanced, accessible, and inclusive network of opportunities across the municipality.

Funding Streams and Investment Pathways

Where Investment Comes From



Council's investment in sport and recreation infrastructure is supported through a blend of strategic, community-led, and opportunistic funding streams.

Strategic-led pathways provide predictable, long-term investment through the Annual Budget, Financial Plan, Asset Management Plan, developer contributions, and internal programs, ensuring alignment with Council's adopted strategies. **Community-led and opportunistic streams**, including external grants, election commitments, partnerships, and community proposals, introduce responsiveness and co-investment but require deliberate oversight to avoid reactive delivery.

This integrated approach ensures all projects are assessed consistently for alignment, impact, and sustainability, enabling Council to match each project to the right funding pathway and balance long-term priorities with emerging opportunities.

The Enablers – Implementation

How It Sticks



As the needs of our community grow more complex, and the infrastructure landscape becomes more diverse, the traditional assumption that Council is the default provider of all sport and recreation infrastructure is no longer sustainable.

This legacy position has created growing pressure on Council to directly deliver, operate, and maintain facilities that could be better supported through partnerships or alternative models.

The Active Living Framework is supported by an enabling environment that ensures strategic intent is carried through to delivery. This includes:

- **Governance and Coordination:** Defining clear roles, accountability, and oversight.
- **Culture and Capability:** Building internal skills, collaboration, and shared responsibility.
- **Tools and Systems:** Applying consistent assessment tools, data, and performance metrics.
- **Partnerships and Advocacy:** Leveraging state, federal, and local partnerships to expand reach and impact.

Council's Role in Sport and Recreation Infrastructure

To support more strategic, sustainable decision-making, this Framework also introduces a categorisation of Council's role into three distinct levels:

- **First Response:** The core areas where Council has a clear mandate and primary responsibility. *Advocacy, Leadership, Partnership and Collaboration, Planning and Service Development, Feasibility and Funding Support, and Community Enablement.*
- **When Required:** Areas where Council may step in due to legislative requirements, market failure, gaps in provision, or clear unmet community need.
- **Not Our Role:** Services or infrastructure that fall outside Council's remit, where other sectors or partners are better placed to lead.

The DNA – Principles

Why It Matters



The Active Living Plan is grounded in a clear set of principles that shape how Hume plans, delivers, and supports sport, recreation, and active living.

These principles reflect Council's commitment to equity, inclusion, sustainability, and community wellbeing.

They ensure that people, places, programs, and partnerships work together to make active living a natural and accessible part of everyday life.

Importantly, they guide practical decisions – from how facilities are designed to how programs are delivered – so that every resident, regardless of age, background, or ability, has the opportunity to be active, healthy, and connected.

The Active Living Plan is underpinned by eight guiding principles that reflect Hume's vision for a city where everyone can be active, connected, and well.

These principles ensure that every decision, from infrastructure to programs, partnerships to policy, contributes to a fairer, healthier, and more sustainable future.

- **Equity – Fair Access for All:** Everyone, regardless of age, gender, ability, culture, or income, should have equitable opportunities to be active. The Plan prioritises fairness in access, investment, and outcomes.
- **Inclusion – Champion Welcoming and Diverse Participation:** Active living opportunities must embrace diversity, remove barriers, and create spaces where everyone feels they belong.
- **Connection – Empower People, Shared Places and Thriving Communities:** Sport, recreation, and leisure strengthen social ties, civic pride, and community resilience.
- **Sustainability – Investing in Healthy Environments, Healthy People:** Sustainable design, management, and behaviour change are essential to safeguard opportunities for future generations.

- **Flexibility – Responsive, Flexible and Future-Ready:** Infrastructure and programs must evolve to meet changing community needs, emerging trends, and shifting demographics.
- **Partnerships – Working Together for Collective Impact:** Collaboration between Council, clubs, schools, health providers, and community organisations builds capability and ensures sustainable success.
- **Wellbeing – Ignite Active Living for Health and Happiness:** Physical activity is a foundation for community health, resilience, and overall wellbeing.
- **Innovation – Advancing Evidence-Informed and Community-Led Practice:** Continuous learning, evaluation, and innovation will drive more inclusive and effective outcomes across the active living ecosystem.

Together, these principles shape the active living ecosystem of People, Places, Programs, and Partners, guiding Council's actions to build a city that is fair, inclusive, adaptable, and inspired.



Decision Making Framework

Where Planning Meets Practice



A clear and consistent decision-making framework is essential to determine which sport and recreation projects progress, when, and why.

The Assessment and Prioritisation Framework provides this structure by helping Council qualify ideas, assess proposals, and direct investment where it will deliver the greatest community value. It aligns with Council's broader Community Infrastructure Planning Framework and ensures decisions balance community need, strategic alignment, service obligations, and financial capacity.

At its core, the framework is guided by a set of key questions:

- Is the project consistent with Council's role, and is Council best placed to lead or support it?
- Does it address an identified need or deliver measurable community benefit?

- Have collective needs and opportunities been considered?
- Is it aligned with Council's objectives, principles, and strategic priorities?
- What are the health, social, environmental, cultural, and economic implications?
- Can we afford to do it, and can we afford not to?

These questions underpin the Criticality Assessment Tool, enabling coordinated, evidence-based, and equitable decisions that move planning into practice.

Directions - Strategic Pathways

How We Achieve It



Directions translate intent into action. The following Strategic Directions guide how Council and its partners will plan, invest, and act to create a more active, connected, and healthy Hume. They translate the vision and principles of the Active Living Plan into practical priorities for coordinated decision-making and investment.



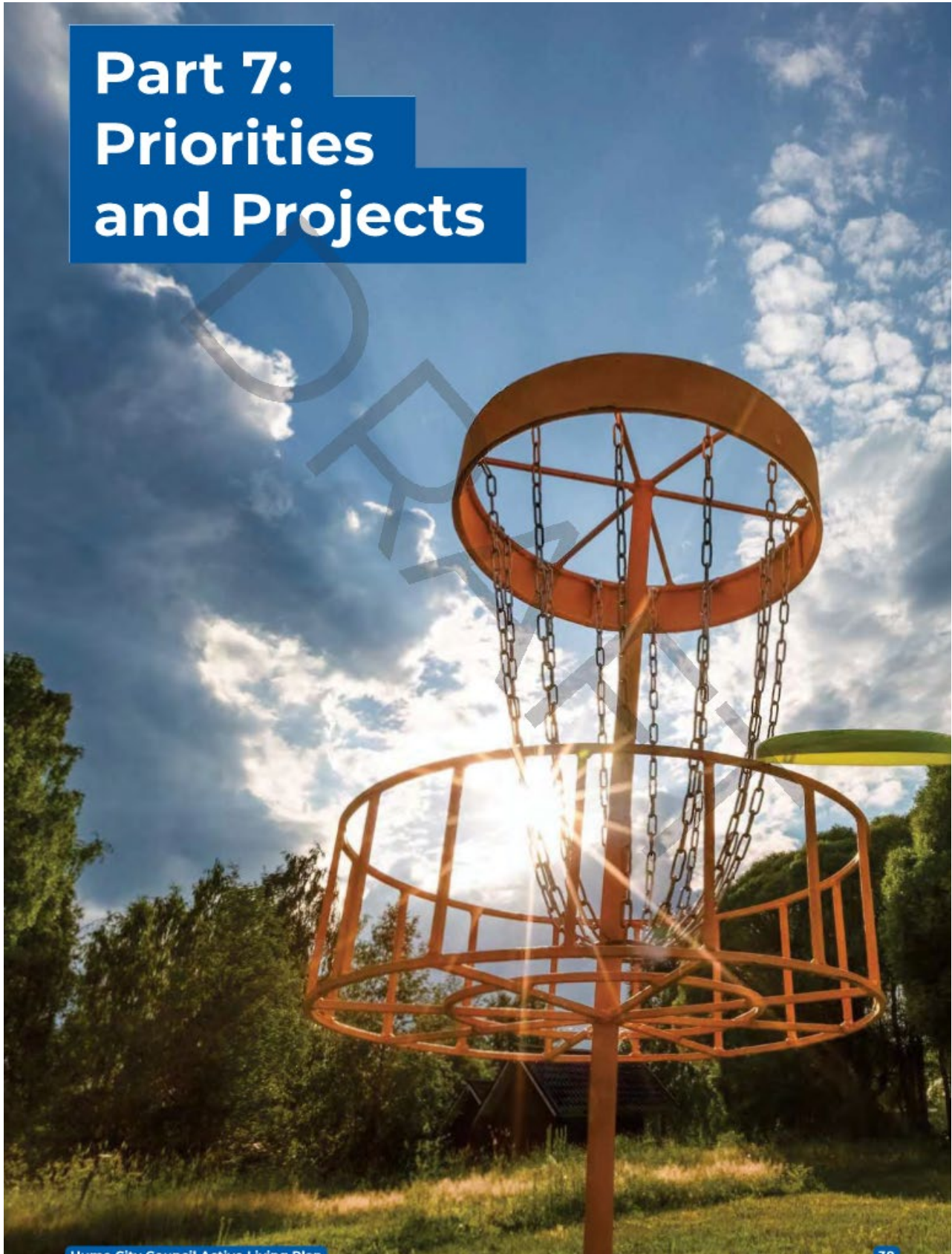
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Directions	What does this look like in practice:
Plan with Purpose	
Design and deliver places, programs, and connections that make active living part of everyday life, ensuring every precinct and facility is inclusive, accessible, safe, and ready for the future.	<p>Integrate active living principles into every level of planning and design, from open space and transport networks to community facilities and growth area precincts.</p> <p>Planning will focus on inclusion, accessibility, safety, and equity, ensuring that every place supports participation and wellbeing across Hume’s diverse communities.</p>
Invest for Impact	
Direct funding and effort where it will make the biggest difference, improving quality, safety, and access to facilities, especially in areas of high need and rapid growth.	<p>Direct resources towards projects that deliver the greatest community, health, and social return. Investment will be guided by evidence, focusing on the renewal and upgrade of ageing or underperforming assets, improved safety and lighting, and targeted support for growth corridors and disadvantaged areas.</p>
Renew, Reimagine and Build for the Future	
Prioritise renewal and modernisation of existing facilities before building new ones, expanding capacity where demand exceeds supply, and designing for flexible, multi-use, and inclusive outcomes.	<p>Prioritise the renewal and revitalisation of existing facilities before developing new ones.</p> <p>Where new facilities are required, they will be designed to be flexible, multi-use, and scalable to meet future population growth and participation demand. All major projects will be supported by feasibility studies, business cases, and partnerships to ensure sustainability and shared funding.</p>
Activate Participation	
Grow opportunities for all people to participate, balancing structured sport with informal, social, and everyday activity, supported by programs that inspire confidence and connection.	<p>Empower people of all ages, abilities, and backgrounds to engage in physical activity, recreation, and social connection.</p> <p>Balance structured sport with casual, social, and family-friendly opportunities, supported by programs, communications, and technology that make participation easy, visible, and welcoming.</p>

Directions	What does this look like in practice:
Partner for Collective Impact	
Work collaboratively across Council, schools, community clubs, private providers, and government to share facilities, resources, and opportunities that make active living more accessible for everyone.	<p>Collaboration will be central to success.</p> <p>Council will strengthen partnerships with schools, community clubs, peak bodies, private providers, and government agencies to share facilities, reduce duplication, and expand access. Joint-use agreements and partnership models will be used to unlock new opportunities and resources.</p>
Champion Inclusion and Safety	
Make inclusion tangible by embedding female-friendly, culturally safe, affordable, and accessible facilities and programs, and improve lighting, safety, and supporting infrastructure to encourage participation at all hours.	<p>Council will prioritise equitable access to active living opportunities by designing spaces and programs that reflects the diversity of Hume’s community and are inclusive, welcoming, and safe for all.</p> <p>This includes improving female-friendly and accessible amenities, providing culturally safe environments, and enhancing lighting, safety, and pathways to encourage participation in all hours and seasons. Inclusion and safety will be embedded as core measures of success across all actions.</p>
Optimise and Innovate	
Make the most of what we have by improving scheduling, data, and communications; use innovation, insight, and partnerships to lift performance, efficiency, and participation across the network.	<p>Optimise use of existing facilities through smarter scheduling, stronger management systems, and better communication with users.</p> <p>Innovation, data, and digital tools will be used to improve customer experience, monitor utilisation, and inform future planning. Continuous improvement will ensure Hume’s active living system is efficient, responsive, and future-ready.</p>
Measure What Matters	
Use evidence and shared indicators, participation, inclusion, utilisation, satisfaction, and asset condition, to guide decisions, improve accountability, and demonstrate the impact of investment.	<p>Implement a shared measurement framework to track participation, equity, wellbeing, satisfaction, and asset performance.</p> <p>Evidence-based monitoring will guide investment, evaluate impact, and ensure accountability to the community and partners over time.</p>

Part 7: Priorities and Projects



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PART 7: Priorities & Projects

The Priorities and Projects translate the strategic directions of the Active Living Plan into coordinated action across Hume, turning plan into practice.

The Priorities and Projects outline how Hume City Council will bring the Active Living Plan to life. They set out the actions required to create a more active, connected, and healthy municipality.

This implementation framework responds directly to the Vision, Principles, and Strategic Directions of the Plan and reflects the key challenges and opportunities identified through community engagement, facility audits, research, trends, and benchmarking.

Each action is shaped by a clear and consistent approach that includes:

- **Response Type:** Distinguishing between hard infrastructure (places and facilities) and soft infrastructure (programs, systems, and people).
- **Priority Level/Timeframe:** Ranking actions to guide sequencing and resource allocation.
- **Project Staging:** Recognising that some major projects will be delivered progressively, from planning and design through to construction and activation.

Hume’s Active Living Plan identifies several municipality-wide outdoor sport projects that address shared needs across the network, supported by a clear staged delivery pathway, from planning and master planning through to concept, feasibility, design, and construction, ensuring all major projects are consistently scoped, well-sequenced, and aligned with community needs from strategy to implementation.

Resourcing Context

This Action Plan has been developed in the context of current Council budget allocations and constraints. The projects listed in this Plan are largely unfunded, aside from existing commitments.

As a long-term plan with a horizon of 30+ years, it provides a structured pathway for staged and sustained investment over time, acknowledging that full delivery will rely on incremental budgeting, renewed priorities, external funding opportunities, advocacy and partnerships.

While Council will lead this work it cannot do it alone. Achieving the vision will require collaboration and shared investment with all levels of government, sporting and community stakeholders, and private industry, to deliver the outcomes our community needs.

Accordingly, actions have been designed to:

- Support and strengthen existing Council-funded programs and services.
- Outline planning and feasibility requirements to inform future budget decisions.
- Encourage partnerships that advance shared priorities and leverage co-investment.
- Highlight projects and initiatives suitable for external funding or future Council investment.

This approach ensures Council can progress priorities responsibly and sustainably, balancing immediate constraints with long-term aspirations to improve participation, health, and wellbeing across the municipality.

The Action - Priorities & Projects

How We Prioritise the Priorities



Each action within the Active Living Plan will be categorised as:

- **New + Develop:** Plan, design, and deliver new assets or programs to address growth and unmet need.
- **Revitalise + Reimagine:** Renew or adapt existing assets and services to meet changing expectations.

- **Maintain + Manage:** Maintain safety, functionality, and service standards.
- **Activate + Enable:** Support participation through programming, events, and innovation.

Together, these priorities connect across both hard infrastructure (places and facilities) and soft infrastructure (people, programs, systems, and policy).

Hard Infrastructure

Physical assets and places that enable participation, active living and community connection.

Category	Description / Explanatory Note
New + Develop	Plan, design and deliver new facilities, assets, open spaces or networks to address growth, gaps or emerging community needs.
Revitalise + Reimagine	Renew or adapt existing assets to extend their life, improve quality, and respond to changing use patterns or community expectations.
Maintain + Manage	Undertake regular maintenance, compliance, and asset management to ensure existing infrastructure remains safe, functional and sustainable.

Soft Infrastructure

The systems, policies, people and programs that enable effective delivery, participation and inclusion.

Category	Description / Explanatory Note
Planning + Policy	Develop master plans, designs, business cases, strategic plans, and mature policies to guide decision-making, investment and alignment across networks.
Services + People	Strengthen organisational and community capacity and capability through training, partnerships, and resourcing of staff, volunteers and community groups.
Activate + Enable	Deliver programs, activations, promotions and digital initiatives that encourage participation, awareness and innovation.

The Way Forward - Timeframe Horizons
When It Happens

The Plan sets out a **30+ year roadmap** of hard and soft infrastructure projects designed to build a more equitable, inclusive, and active Hume, delivered progressively across multiple implementation horizons. Review of project timing and criticality every 4 years is required through the life of the Hume Active Living Plan to ensure projects reflect the constantly evolving needs of Humes growing and diverse community.

Priority	Timeframe
Current	Projects in progress
Very High	1 to 7 Years
High	8 to 15 Years
Medium	16 to 23 Years
Low	24 to 31 Years
Beyond	32+ Years

Priority Projects - Horizon One: Current Projects

The following table provides a summary of priorities for sport and recreation for the first horizon, current projects in progress.

HIGH

MEDIUM

LOW

BEYOND

Part 7: Collective Priorities

Hard Infrastructure		
New + Develop	Revitalise + Reimagine	Maintain + Manage
<p>Growth Area Sports Reserves - Planning, funding advocacy, construction and activation of growth area reserves including:</p> <p>Dwyer Street Reserve, Kalkallo (in construction)</p> <ul style="list-style-type: none"> Two cricket ovals with overlay of soccer pitches (four in total) and lighting Sports pavilion with shared community social space. Dog Park Active and social recreation including multi-use gaming courts and shared pathways. Playspace and car parking <p>Ellscoth Boulevard Reserve, Mickleham</p> <ul style="list-style-type: none"> One cricket oval with a two-pitch soccer overlay and three standalone soccer pitches (minimum one synthetic surface). Sports pavilion with shared community social space. Active and social recreation including multi-use gaming courts and shared pathways. Playspace (existing) Car parking <p>Highlands West Reserve, Mickleham</p> <ul style="list-style-type: none"> Two cricket ovals with overlay of soccer pitches (four in total) and lighting Sports pavilion with shared community social space. Active and social recreation including multi-use gaming courts and shared pathways. Playspace and car parking <p>Alexo Road Reserve, Mickleham -</p> <ul style="list-style-type: none"> One cricket oval with overlay of two rugby league pitches and two standalone rugby league pitch (four in total) with lighting Sports pavilion with shared community social space. Active and social recreation including multi-use gaming courts and shared pathways. Playspace & car parking 	<p>Sports Reserve Upgrades - Bradford Avenue Reserve, (Greenvale)</p> <ul style="list-style-type: none"> Sports oval upgrade including irrigation, drainage, fencing, resurfacing and lighting Oval configuration to accommodate cricket and soccer. Sports pavilion renewal with shared community social space. Playspace upgrade. <p>Gladstone Park Bowls Club</p> <ul style="list-style-type: none"> Construct second green (synthetic) and additional amenity. <p>Hume Hockey & Lacrosse Pitch, Craigieburn</p> <ul style="list-style-type: none"> Second synthetic hockey pitch and sports lighting Sports pavilion with additional change and official's amenity. <p>Progress Reserve, Coolaroo - Design and construction of Progress Reserve Master Plan.</p> <ul style="list-style-type: none"> Multi-use rectangular playing fields (Soccer/Rugby League) Sports pavilion with shared community social spaces and programming Active and social recreation including multi-use gaming courts and shared pathways. Playspace (existing) Car parking <p>John Ilhan Memorial Reserve, Meadow Heights</p> <ul style="list-style-type: none"> Renewal of the synthetic soccer pitch <p>John McMahon Reserve, Sunbury</p> <ul style="list-style-type: none"> Installation of sports lighting on oval 2. <p>Willowbrook Recreation Reserve, Westmeadows</p> <ul style="list-style-type: none"> Sports pavilion with shared community social space. <p>Eric Boardman Stadium</p> <ul style="list-style-type: none"> Improvements to entry and changerooms enhance office and meeting rooms relocate canteen. 	<p>Tennis Courts Audits - Renew the audit of Council tennis court base and surface assets to inform Councils tennis court replacement program.</p> <p>Aquatic and Leisure Centre Plant Auditing - Complete auditing of plant and equipment at Aquatic and Leisure Centres to inform Asset management Planning.</p> <p>Sports Infrastructure Audit - Renew the sports infrastructure audit to inform Asset Management Planning.</p> <p>Sports Facility Upgrade Programs - continued implementation of the sports asset upgrade programs including:</p> <ul style="list-style-type: none"> Sports Reserve Fencing Program Sports Ground Upgrade Program Sports Reserve Car Park Lighting Program Sports Reserve Lighting Plan

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Priority Projects - Horizon One:
Current Projects

The following table provides a summary of priorities for sport and recreation for the first horizon, current projects in progress.

- HIGH

MEDIUM

LOW

BEYOND
-

Part 7: Collective Priorities

Hard Infrastructure		
New + Develop	Revitalise + Reimagine	Maintain + Manage
Growth Area Sports Reserves cont. Jacksons Creek Reserve, Sunbury - <i>One cricket oval with overlay of two rugby league pitches and one standalone rugby league pitch (three pitches in total) with lighting</i> <ul style="list-style-type: none">• Eight tennis courts• Sports pavilion with shared community social space.• Active Recreation Infrastructure including multi-use gaming courts and shared pathways.• Playspace and car parking	Sports Reserve Upgrades cont. Greenvale Tennis Upgrades <ul style="list-style-type: none">• Upgrades to pavilion.• Two new courts and lighting• Upgrade of existing courts and lighting Sunbury Recreation Reserve Outdoor Netball Courts <ul style="list-style-type: none">• Reline courts for shared use for Pickleball	

Priority Projects - Horizon One: Current Projects

The following table provides a summary of priorities for sport and recreation for the first horizon, current projects in progress.

HIGH

MEDIUM

LOW

BEYOND

Part 7: Collective Priorities

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Sports Facility Master Plans - Develop/Renew Master Plans for the following locations: Sunbury Aquatic and Leisure Centre (Key considerations)</p> <ul style="list-style-type: none"> Establish site location options 50 metre indoor pool Multiple Program pools New 24/7 gymnasium and group fitness spaces <p>Craigieburn Sports Stadium and Craigieburn Gardens (Stage 2) (Key considerations)</p> <ul style="list-style-type: none"> Renewal of Indoor Courts 1-3 and potential additional court opportunities Renewal of squash courts and program rooms Car parking provision Active and social recreation upgrades in Craigieburn Gardens Play space upgrade <p>Greenvale Recreation Centre and Barrymore Road Reserve (Key considerations)</p> <ul style="list-style-type: none"> Establishment of 2-3 new indoor multi-purpose courts. Explore partnership opportunity with Department of Education for development of multipurpose indoor courts at Greenvale Secondary College Expansion of pavilion space for community activation. <p>Goonawarra Golf Course (Key considerations)</p> <ul style="list-style-type: none"> Upgrades to clubrooms, pro-shop and maintenance shed Golf driving range and mini-golf (feasibility) Course safety mitigation requirements Course infrastructure improvements 	<p>Establish a Physical Activity Behavioural Change Framework (planning phase)- Partner with the Community Health and Wellbeing Department to co-design a behaviour change framework that identifies key indicators for physical activity and healthy living, establishes baseline data and measurable targets, and uses validated, accessible tools for data collection. Implement regular monitoring and reporting cycles, create transparent dashboards for stakeholders, and incorporate community feedback to continuously refine programs and interventions for improved health outcomes.</p> <p>This framework will provide evidence-based insights that guide strategic investment in wellbeing projects, ensuring resources are directed toward initiatives that deliver measurable impact and long-term community benefits.</p> <p>Sports Club Training and Capacity Building - Continue to facilitate and enhance a range of development, capacity building and education training opportunities for Hume sports club.</p> <p>Sports Aid Grant Program - Continue administration of the Sports Aid Grant Program.</p>	<p>Sports Facility Lease and Licence Framework Action Plan - Implement the Framework, investigate an optimised subsidy model and progressively re-strike usage agreements to improve clarity, consistency and risk management across Council-owned sport and recreation facilities. Embed community benefit outcomes within lease, licence, and usage agreements, including eligibility criteria, social inclusion targets, participation measures and performance reporting, to strengthen accountability and equity of access.</p>

Priority Projects - Horizon One: Current Projects

The following table provides a summary of priorities for sport and recreation for the first horizon, current projects in progress.

HIGH

MEDIUM

LOW

BEYOND

Part 7: Collective Priorities

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Sports Reserve Master Plans - Develop/renew Master Plans for the following locations:</p> <p>Tullamarine Reserve (Melrose Drive) (key considerations)</p> <ul style="list-style-type: none"> • <i>Pavilion renewal with shared community social space</i> • <i>Upgrade of sportsground and lighting</i> • <i>Playspace upgrade</i> • <i>Upgrade carpark</i> • <i>Interface with Derby Street Reserve & Pump Track upgrade.</i> <p>Gibb Reserve, Dallas (key considerations)</p> <ul style="list-style-type: none"> • <i>Sports pavilion upgrade with shared community social space.</i> • <i>Small senior synthetic pitch and lighting</i> • <i>Reconstruction of northern oval and lighting to accommodate dual soccer pitches on cricket oval</i> • <i>Car park extension and playspace upgrade</i> • <i>Enhance cricket nets for multi-purpose use.</i> • <i>Explore interface with Lynda Blundell Community Centre</i> <p>John Ilhan Memorial Reserve, Meadow Heights (key considerations)</p> <ul style="list-style-type: none"> • <i>Sports Lighting upgrade</i> • <i>Reconfiguration of athletics track and dog off lead area to accommodate 3 additional soccer pitches.</i> • <i>Feasibility of multi-purpose indoor sports courts accommodating futsal and additional changeroom amenity</i> • <i>Active and Social Recreation upgrades and shared pathways</i> • <i>Outdoor small-sided soccer pitches</i> <p>Laura Douglas Reserve (part of the Merlynston Creek Master Plan - Open Space Strategy) (Key Considerations)</p> <ul style="list-style-type: none"> • <i>Relocation of pitch 3 to southern end of reserve with synthetic surface and lighting.</i> • <i>Pavilion redevelopment to accommodate activation of 3 x pitches and community use.</i> • <i>Establishment of circuit pathways and connections.</i> • <i>Reconfiguration of northern area of reserve for community events, active and social recreation.</i> 		

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Priority Projects - Horizon One: Current Projects

The following table provides a summary of priorities for sport and recreation for the first horizon, current projects in progress.

HIGH

MEDIUM

LOW

BEYOND

Part 7: Collective Priorities

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Sports Reserve Master Plans cont. Bulla Recreation Reserve (Part of Bulla Parklands Master Plan - Open Space Strategy. (Key Considerations)</p> <ul style="list-style-type: none"> • Upgrade of oval playing surface, irrigation and drainage • Sports Lighting • Changeroom and officials amenity. • Investigate alternative usage opportunities to re-purpose and activate the asphalt court space, <p>Seth Raistrick Reserve Master Plan - Open Space Strategy Action Plan. (Key Considerations)</p> <ul style="list-style-type: none"> • Passive and Active Recreation Opportunities • Heritage character alignment with surrounding features including Cemetery and Church <p>Roxburgh Park Recreation Reserve Master Plan - Open Space Strategy Action Plan. (Key Considerations)</p> <ul style="list-style-type: none"> • <i>Passive and Active Recreation Opportunities</i> • <i>Upgrade of oval 2 pavilion to female friendly compliance.</i> <p>Greenvale Recreation Reserve (key considerations)</p> <ul style="list-style-type: none"> • <i>Oval 1 pavilion - Female friendly upgrade requirements</i> • <i>New Oval 4 pavilion and sports lighting</i> • <i>Reserve car parking requirements</i> • <i>Oval 1 pavilion community programming space</i> • <i>Future participation opportunities at tennis and equestrian centre</i> 		

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Priority Projects - Horizon Two: Very High Priority, 1 - 7 Years

The following table provides a summary of priorities for sport and recreation for the second horizon: 1 - 7 years.

HIGH

MEDIUM

LOW

BEYOND

Part 7: Collective Priorities

Hard Infrastructure		
New + Develop	Revitalise + Reimagine	Maintain + Manage
<p>Aston Recreation Reserve - Plan and construct a third set of accessible gender friendly changerooms, officials rooms and storage.</p> <p>Growth Area Sports Reserves - Planning, construction and activation of growth area reserves including: Redstone Hill Sports Reserve, Sunbury (Sunbury South PSP)</p> <ul style="list-style-type: none"> Conduct feasibility of indoor stadium, in alignment with Precinct Structure Plans, collocated with soccer and cricket sportsgrounds. <p>Merrifield City Centre Reserve, Mickleham (Merrifield West PSP) - (Delivery Horizon 2 & 3)</p> <ul style="list-style-type: none"> Develop Reserve Master Plan with consideration to two ovals overlaid with four rectangular pitches. Sports pavilion with shared community social space. Active and social recreation including multi-use gaming courts and shared pathways. Playspace (existing) Car parking <p>John Laffan Reserve, Kalkallo (English St PSP)</p> <ul style="list-style-type: none"> Develop reserve master plan with consideration to future duplication of Donnybrook Road. Plan should consider retention of one cricket oval, soccer fields and passive and recreation opportunities including creek pathway connections. <p>New Active Recreation Infrastructure Framework - Develop a comprehensive Active Recreation Infrastructure Action Plan in partnership with City Planning and Places, that caters for the future needs of social recreation, play, active living and active recreation. This will include infrastructure such as dog parks, pump tracks, outdoor multi-use courts, outdoor exercise equipment and emerging activities</p>	<p>Facility Activation Plan - Assess and develop an action plan to activate underutilised community venues for active recreation and emerging recreation trends with specific focus on youth and underrepresented groups in partnership with key stakeholders.</p> <p>Enhance Active Recreation Infrastructure - Explore the opportunity to enhance active and social recreation activities at sites identified for future development in the <i>Open Space Strategy</i>.</p> <p>Sprint Athletics Centre - Undertake upgrades to long / triple jump and discus areas, and explore the feasibility of additional storage, shelter, public BBQ space and car parking.</p> <p>Traffic Management Planning and Implementation - Prepare and implement traffic management upgrade plans including car parking upgrades, traffic mitigation responses and safe pedestrian egress opportunities at following locations:</p> <ul style="list-style-type: none"> Sunbury Recreation Reserve Splash Aqua Park and Leisure Centre Boardman Reserve, Sunbury <p>Sport and Community Facility Infrastructure - Support planning with City Planning and Places to seek opportunities to co-locate sport, recreation, and community facilities to encourage lifelong participation and shared community use.</p>	<p>Fair Access Infrastructure - Retrofit existing facilities to support mixed-gender and multi-age participation, universal access, and social connection (e.g. changerooms and amenities).</p> <p>Athletics Lanes - Playing Surface Renewal - Implement a regular program to replenish and maintain long and triple jump sand pits across existing tracks at Sprint Athletics Centre and Sunbury Athletics Track.</p> <p>Cricket Pitches and Training Nets Renewal Program - Implement a renewal program for upgrades to cricket pitches, run-ups, and practice nets across the municipality to ensure facilities are safe, compliant and multi-use.</p> <p>Aquatic and Leisure Centre Plant Audit Renewal - Complete auditing of plant and equipment at Aquatic and Leisure Centres to inform Asset Management Planning.</p> <p>Sports Infrastructure Audit - Renew the sports infrastructure audit to inform Asset Management Planning.</p> <p>Sports Facility Upgrade Programs - continued implementation of the sports asset upgrade programs including:</p> <ul style="list-style-type: none"> Sports Reserve Fencing Program Sports Ground Upgrade Program Sports Reserve Car Park Lighting Program Sports Reserve Lighting Plan <p>Sports Lighting New and Upgraded - Implement priority upgrades to floodlights at:</p> <ul style="list-style-type: none"> John Ilhan Memorial Reserve Westmeadows Reserve Ginifer Reserve Kalkallo Recreation Reserve Oval 2 Merrifield Recreation Reserve Ovals 2 Rhyolite Drive Reserve, Craigieburn Multipurpose

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Priority Projects - Horizon Two: Very High Priority, 1 - 7 Years

The following table provides a summary of priorities for sport and recreation for the second horizon: 1 - 7 years.

HIGH

MEDIUM

LOW

BEYOND

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Sports Reserve Master Plans - Develop/renew Master Plans for the following locations and undertake detailed design and funding advocacy:</p> <p>Craigieburn Golf Course (Key considerations)</p> <ul style="list-style-type: none"> Renewal of clubhouse for broader community use. Golf driving range and mini-golf (feasibility) Course infrastructure improvements <p>Anderson Reserve (Key considerations)</p> <ul style="list-style-type: none"> Reconfiguration of reserve to accommodate multiple rectangular pitches for rugby league and soccer overlaid on cricket oval Sports pavilion with shared community social space. Active and social recreation infrastructure including Multi-use Gaming Courts and shared pathways <p>Seabrook Reserve, Broadmeadows (Key considerations)</p> <p>Explore partnership opportunity for:</p> <ul style="list-style-type: none"> pitch and car parking expansion in surrounding land parcels Additional changerooms and official's amenity Expansion of gymnasium space and activation for community use <p>Jacana Recreation Reserve (Key considerations)</p> <ul style="list-style-type: none"> Development of second set of changerooms to service oval 2 Sports lighting on oval 2 Cricket net upgrade Active and social recreation infrastructure and shared pathways Shelters <p>Langama Park, Sunbury (Key considerations)</p> <ul style="list-style-type: none"> Additional set of female friendly changeroom facilities Car parking expansion Fencing upgrades Shared pathway network Small sided synthetic pitch 	<p>Training - Expand training and development opportunities to build capability and capacity to support delivery of Sport and Recreation participation e.g. SPIRIT (Stories, Policies, Interactions, Resources, Incentives, Traditions), onboarding and behaviour-change training for coaches, volunteers, officials and facility staff.</p> <p>Active Living Platform - Develop and launch a digital platform for Hume Active Living that serves as a central hub for programs, services and opportunities. The platform will connect and empower the community, making it easier for residents to discover activities and resources that support them in achieving recommended physical activity levels</p> <p>Recognition Awards - Establish local recognition awards for positive culture, inclusion, and contribution including coaches, umpires, officials and volunteers. Look for opportunities to partner with State Sporting Organisations and leagues.</p> <p>Hume Fair Access Policy (HFAP)- Continue the implementation of the HFAP Action Plan.</p>	<p>Informal Sport Activation - Develop an approach for promoting, supporting and growing informal sport opportunities - including the shared use of open space and purposeful planning for social and active sport and recreation spaces.</p> <p>Hume Active Living Principles - Embed the Active Living Principles, Play Well Values and SPIRIT Framework (Stories, Policies, Interactions, Resources, Incentives, Traditions) in the following Sport and Recreation eco-system:</p> <ul style="list-style-type: none"> Strategic Policy Planning and Updates Services Usage and funding agreements Capital Works infrastructure planning and development Communications and promotional material <p>Growth Area Reserve Activation - In partnership with relevant State Sporting Organisations, undertake an Expression of Interest (EOI) process for new or existing sports clubs or associations for tenancy and activation of growth area sites including:</p> <ul style="list-style-type: none"> Dwyer Street Reserve, Kalkallo Ellscoth Boulevard Reserve, Mickleham Highlands West Reserve, Mickleham Alexo Road Reserve <p>Assess EOI submissions in alignment with the Hume Sports Facility Lease and Licence Framework, i.e. proposed activation, inclusion and community benefit. Sports associations administering multiple sporting code opportunities and community activation of pavilions to be highly considered.</p>

Priority Projects - Horizon Two: Very High Priority, 1 - 7 Years

The following table provides a summary of priorities for sport and recreation for the second horizon: 1 - 7 years.

HIGH

MEDIUM

LOW

BEYOND

Part 7: Collective Priorities

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Master Plans cont. Hume Tennis and Community Centre (Key considerations)</p> <ul style="list-style-type: none"> Stage 2 development including an additional 6 racquet courts including a mix of tennis, pickleball and padel. <p>Gladstone Park Reserve (Key considerations)</p> <ul style="list-style-type: none"> Active and Passive Recreation provision Car parking provision Refurbishment of pavilion) Exploring partnership with Gladstone Park Secondary College for additional soccer pitch development. <p>Sports Facility Design and Advocacy - Undertake feasibility, detailed design and commence funding advocacy for adopted master plan priorities for:</p> <ul style="list-style-type: none"> Sunbury Aquatic and Leisure Centre Craigieburn Sports Stadium and Craigieburn Gardens - Stage 2 Greenvale Recreation Centre Goonawarra Golf Course <p>Facility Guidelines and Service Provision - Renew facility guidelines and levels of service provision to align with Sport Facility Lease and Licence Framework.</p> <p>Strategic Partnership Framework - Develop a new framework to guide opportunities and agreements with external agencies and private parties i.e. Department of Education, Melbourne Water, DECCA, State and National Sporting Organisations.</p> <p>Splash Park Feasibility - Develop feasibility and business case for the development of future splash parks in Hume including priority locations that integrate with social recreation infrastructure.</p>	<p>Sports Club Framework and User Guide - Develop a Sports Club Framework and User Guide as a tool for clubs and Council to work together to achieve a shared vision for community outcomes through Sport and Recreation. It will support community clubs, groups, and volunteers to navigate the sport and recreation ecosystem, including agreements, funding opportunities, training, and support channels to maximise participation and equity.</p> <p>Implement Behavioural Change Framework (delivery phase) Roll out the Behavioural Change Framework across the community, embedding monitoring and reporting systems to track progress toward physical activity and healthy living goals. Establish baseline data, followed by ongoing data collection and analysis using validated tools. Develop interactive dashboards for transparent reporting to stakeholders and the community. Use insights to refine interventions and prioritise investment in projects that demonstrate measurable impact. Conduct periodic evaluations to assess effectiveness, inform future planning, and secure ongoing funding for wellbeing initiatives.</p> <p>Sports Facility Infrastructure Grant Program - Develop a business case for the implementation of a grants program to facilitate partnerships between Hume sport and recreation clubs and Council for the implementation of minor capital works infrastructure and maintenance e.g. scoreboards, coaches boxes, storage, players shelters, goal cages, high ball netting and pavilion improvements.</p> <p>People - Ensure that suitable resources are available for the full implementation of the Lease and Licence Framework, Sports Club Framework, Fair Access Policy, and the implementation of the Active Living Plan.</p>	<p>AI-Enabled Recreation Innovation Harness emerging AI technologies to enhance recreation opportunities and promote active lifestyles in Hume. Partner with technology providers and community stakeholders to integrate AI-driven solutions such as personalized activity recommendations, smart recreation spaces, and virtual or augmented experiences. These innovations will make physical activity more engaging, accessible, and inclusive, while providing data-driven insights to inform planning and investment in wellbeing projects.</p> <p>Department of Education Partnership Develop a strategic partnership with the Department of Education, State Sporting Organisations and community to explore the development of additional indoor courts, covered outdoor courts and sporting ovals to enhance community access and activation.</p>

Hume City Council Active Living Plan

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Priority Projects - Horizon Two: Very High Priority, 1 - 7 Years

The following table provides a summary of priorities for sport and recreation for the second horizon: 1 - 7 years.

HIGH

MEDIUM

LOW

BEYOND

Part 7: Collective Priorities

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Sports Reserve Master Plans cont.</p> <p>Westmeadows Reserve Master Plan - Open Space Strategy Action Plan. (Key Considerations)</p> <ul style="list-style-type: none"> Westmeadows Reserve Pavilion upgrade for sport and community use. Oval Sports Lighting Retention of heritage character. <p>Highgate Recreation Reserve, Craigieburn Master Plan (Key considerations)</p> <ul style="list-style-type: none"> Pavilion 2 upgrade to include community social space. Pavilion 1 - Upgrade existing changerooms to female friendly compliance Explore opportunity for increased community access to oval 1 and pavilion. <p>Network Recreation Trails - Undertake detailed investigation and feasibility in partnership with City Strategy and Planning to plan for provision of a network of trails and walking/cycling/riding infrastructure that includes mountain bike riding, horse riding, motorcross and hiking.</p> <p>Broadmeadows Basketball Stadium Undertake planning for improvements to stadium accessibility and renew and enhance changeroom amenities to meet contemporary accessible and female friendly compliance.</p> <p>Splash Aqua Park - Develop concept plans for enhancing changeroom space, car expansion and pedestrian movement.</p> <p>Private Learn to Swim Facilities- Investigate opportunities to encourage private investment in Learn to Swim centres in the Merrifield and Cloverton Planning Precincts.</p>	<p>Partnerships Foster community safety and inclusion through sport-based youth engagement and empowerment. Partner with justice, youth and community agencies to use sport and recreation as a vehicle for youth engagement and crime prevention, providing safe, structured and positive alternatives for at-risk young people.</p> <p>Partner with schools, clubs and State and National Sporting Organisations to deliver flexible participation formats (school programs, community clinics, pathway programs, social comps, mixed teams), and leverage elite and state partnerships to assist.</p> <p>Partner with peak bodies, training providers, and community agencies to build capacity and capability across the local sport and recreation networks, delivering targeted programs in governance, child safety, inclusion, leadership, strategic planning, financial management, grant writing, facility operations and volunteer development.</p>	

Hume City Council Active Living Plan

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Priority Projects - Horizon Two:
Very High Priority, 1 - 7 Years

The following table provides a summary of priorities for sport and recreation for the second horizon: 1 - 7 years.

- HIGH

MEDIUM

LOW

BEYOND
-

Part 7: Collective Priorities

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Buchan Street Reserve, Meadow Heights - Review opportunities for increasing social and active recreation.</p> <p>Design Principles - Embed safe, inclusive design principles (lighting, sightlines, social areas, family amenities) in all new sport and recreation infrastructure.</p> <p>Enhancing Reserve Walking Circuits - Enhance and develop safe walking circuits at reserves including lighting and safety initiatives.</p>		

Priority Projects - Horizon Two: Very High Priority, 1 - 7 Years

The following table provides a summary of priorities for sport and recreation for the second horizon: 1 - 7 years.

HIGH

MEDIUM

LOW

BEYOND

Part 7: Collective Priorities

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Indoor Multi-Purpose Courts - Sunbury - Explore partnership with Department of Education for the feasibility of three indoor multi-purpose courts and joint use agreement at Sunbury Secondary College and assess opportunities for development of 3-4 court stadiums at existing or new schools in Roxburgh Park, Craigieburn, Mickleham and Kalkallo.</p> <p>Indoor Multi-Purpose Courts - Cloverton - Continue site planning for new Cloverton Stadium (4-8 courts) within Cloverton Metropolitan Activity Centre, with consideration to colocation with outdoor sports and active recreation facilities.</p> <p>Indoor Multi-Purpose Courts Roxburgh Park Youth and Recreation Centre - Support a review of the draft business case for the establishment of multi-purpose indoor courts, including futsal provision.</p> <p>Indoor Multi-Purpose Courts Merrifield Town Centre - Continue Development of master plan for a new indoor multi-purpose stadium (4-8 courts).</p> <p>Policy Renewals - Renew current Sport and Recreation policies aligning with the Sports Facility Lease & Licence Framework and Fair Access Policy including:</p> <ul style="list-style-type: none"> • Sporting Grounds and Facilities Allocation Policy (POL/258) • Fees and Charges for Sportsground Usage Policy (POL/165) • Club Contribution Policy for Capital Works Projects (POL/152) • Turf Cricket Policy (POL/204) • Outdoor Sports Lighting Policy (POL/275) • Advertising Signs on Council Sports Reserves and Facilities Policy (POL/273) • <p>Renew the Skate, Scooter and BMX Plan to consider recreational bike facilities including pump tracks and</p>		

Priority Projects - Horizon Three: High Priority, 8 - 15 Years

The following table provides a summary of priorities for sport and recreation for the third horizon: 8 - 15 years.

HIGH
MEDIUM
LOW
BEYOND

Part 7: Collective Priorities

Hard Infrastructure		
New + Develop	Revitalise + Reimagine	Maintain + Manage
<p>Growth Area Sports Reserves - Planning, construction and activation of growth area reserves including:</p> <p>Buckland Way Reserve, Sunbury (Sunbury South PSP - 10.75 ha)</p> <ul style="list-style-type: none"> Review sporting code provision at reserve in line with evolving requirements. <p>Craigieburn West Reserve (Craigieburn West PSP - 9.5 ha)</p> <ul style="list-style-type: none"> Review sporting code provision at reserve in line with evolving requirements. 	<p>Sports Reserve Master Plan Priorities (delivery over horizon 3 and 4) - Plan for delivery of identified Master Plan priorities at:</p> <ul style="list-style-type: none"> Gibb Reserve, Dallas Bulla Recreation Reserve Roxburgh Park Recreation Reserve Tullamarine Reserve Laura Douglas Reserve John Ilhan Memorial Reserve Anderson Reserve, Broadmeadows Greenvale Recreation Reserve Langama Park, Sunbury Goonawarra Golf Course Craigieburn Golf Course Jacana Reserve Seabrook Reserve, Broadmeadows <p>Sports Facility Master Plan Priorities (delivery over horizon 3 and 4) - Plan for the delivery of adopted Master Plan priorities at:</p> <ul style="list-style-type: none"> Sunbury Aquatic and Leisure Centre Craigieburn Sports Stadium & Craigieburn Gardens Stage 2 Greenvale Recreation Centre Hume Tennis and Community Centre <p>Tullamarine Tennis Club</p> <ul style="list-style-type: none"> Renewal of clubrooms for sporting and community use. 	<p>Aquatic and Leisure Centre Plant Auditing Renewal - Renew auditing of plant and equipment at Aquatic and Leisure Centres and develop scheduled asset renewal program.</p> <p>Sports Infrastructure Audit - Renew the sports infrastructure audit to inform Asset Management Planning.</p> <p>Sports Lighting Upgrade Plan Renew and commence implementation of the Hume Sports Lighting Upgrade Program including replacement of all metal halide lighting to energy efficient LED lighting or equivalent.</p>

Priority Projects - Horizon Three: High Priority, 8 - 15 Years

The following table provides a summary of priorities for sport and recreation for the third horizon: 8 - 15 years.

HIGH

MEDIUM

LOW

BEYOND

Part 7: Collective Priorities

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Sports Facility Master Plans - Develop/Renew Master Plans and undertake detailed design and funding advocacy for the following locations:</p> <ul style="list-style-type: none"> Broadmeadows Aquatic and Leisure Centre Splash Aqua Park and Leisure Centre <p>Sports Reserve Master Plans - Develop/renew Master Plans for the following locations with a focus on formal sport, open space and active recreation opportunities that respond to future participation needs:</p> <ul style="list-style-type: none"> McEwen Drive Reserve, Sunbury Tulsa Drive Reserve, Sunbury Leo Dineen Reserve, Tullamarine Patullo Lane Reserve, Roxburgh Park Boardman Reserve, Sunbury Sunbury Recreation Reserve D.S Aitken Reserve, Craigieburn Drummond Street Reserve, Greenvale Greenvale Gardens Hanson Road Reserve, Craigieburn Hothlyn Drive Reserve, Craigieburn Craigieburn Bowls Club Gladstone Park Bowls Club Craigieburn Tennis Club Gladstone Park Tennis Club Westmeadows Heights Reserve Sprint Athletics Centre <p>Lancefield Road Precinct Structure Plan (PSP) - Planning of growth area reserves and future sport, active and social recreation requirements including:</p> <ul style="list-style-type: none"> Emu Creek South Reserve, Sunbury (Lancefield Road PSP, 5.25 ha) Emu Creek North Reserve, Sunbury (Lancefield Road PSP, 11 ha) Yellowgum Reserve, Sunbury (Lancefield Road Reserve PSP, 5 ha) Lancefield Road Regional Reserve, Sunbury (Lancefield Road Reserve PSP, 7 ha) <p>Covered Outdoor Recreation Hubs Plan and trial locations for outdoor covered social recreation hubs that include multi-use gaming courts and social gathering spaces.</p>	<p>Programs: Implement place-based, culturally responsive, low-cost and gender inclusive activation programs that use sport and recreation spaces to connect communities and promote belonging.</p> <p>Strengthen youth leadership and mentorship pathways through sport and recreation to build confidence, connection and community ownership, particularly among disengaged or vulnerable youth.</p>	<p>Public Tennis Access: Investigate options for free public access tennis courts with multi-purpose lines in Planning Precinct 2 Lancefield Road.</p> <p>Skate, Scooter and Recreational Bike Plan Renewal: Commence implementation of the plan including locations for pump tracks in growth area active open space sites in Sunbury and Cloverton Planning Precincts.</p> <p>Growth Area Reserve Activation- In partnership with relevant State Sporting Organisations, undertake an Expression of Interest (EOI) process for new or existing sports clubs or associations for tenancy and activation of growth area sites including:</p> <ul style="list-style-type: none"> Bucklands Way Reserve, Sunbury Redstone Hill Reserve, Sunbury Craigieburn West Reserve <p>Assess EOI submissions in alignment with the Hume Sports Facility Lease and Licence Framework, i.e. proposed activation, inclusion and community benefit. Sports associations administering multiple sporting code opportunities and community activation of pavilions to be highly considered.</p>

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Priority Projects - Horizon Four: Medium Priority, 16 to 23 Years

The following table provides a summary of priorities for sport and recreation for the fourth horizon: 16 - 23 years.

HIGH

MEDIUM

LOW

BEYOND

Part 7: Collective Priorities

Hard Infrastructure		
New + Develop	Revitalise + Reimagine	Maintain + Manage
Growth Area Sports Reserves - Construction and activation of growth area reserves including: <ul style="list-style-type: none"> Emu Creek South Reserve, Sunbury (Lancefield Road PSP, 5.25 ha) Emu Creek North Reserve, Sunbury (Lancefield Road PSP, 11 ha) Yellowgum Reserve, Sunbury (Lancefield Road Reserve PSP, 5 ha) Lancefield Road Regional Reserve, Sunbury (Lancefield Road Reserve PSP, 7 ha) 	Delivery of Sports Reserve Master Plan Priorities (Delivery across Horizons 4 & 5) - Plan for delivery of identified Master Plan priorities at: <ul style="list-style-type: none"> McEwen Drive Reserve, Sunbury Tulsa Drive Reserve, Sunbury Leo Dineen Reserve, Tullamarine Patullos Lane Reserve, Roxburgh Park Boardman Reserve, Sunbury Sunbury Recreation Reserve D.S Aitken Reserve, Craigieburn Drummond Street Reserve, Greenvale Greenvale Gardens Hanson Road Reserve, Craigieburn Hothlyn Drive Reserve, Craigieburn Craigieburn Bowls Club Gladstone Park Bowls Club Craigieburn Tennis Club Gladstone Park Tennis Club Westmeadows Heights Reserve Sprint Athletics Centre Delivery of Sports Reserve Master Plan priorities (Delivery across Horizons 4 & 5) - Plan for delivery of identified Master Plan priorities at: <ul style="list-style-type: none"> Broadmeadows Aquatic and Leisure Centre Splash Aqua Park and Aquatic Centre 	Aquatic and Leisure Centre Plant Auditing Renewal - Renew auditing of plant and equipment at Aquatic and Leisure Centres and develop scheduled asset renewal program. Sports Infrastructure Audit - Renew the sports infrastructure audit to inform Asset Management Planning. Tennis Courts Audits - Renew the audit of Council tennis court base and surface assets to inform Councils tennis court replacement program.

Priority Projects - Horizon Four: Medium Priority, 16 to 23 Years

The following table provides a summary of priorities for sport and recreation for the fourth horizon: 16 - 23 years.

HIGH

MEDIUM

LOW

BEYOND

Part 7: Collective Priorities

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Sports Reserve Master Planning, design and advocacy - Renew Master Plans and assets that consider evolving community need in the following locations:</p> <ul style="list-style-type: none"> Boardman Reserve, Sunbury Hume Hockey and Lacrosse Centre <p>Sports Facility Master Plans - Renew Master Plans and assets that consider evolving community need in the following locations:</p> <ul style="list-style-type: none"> Eric Boardman Stadium, Sunbury Broadmeadows Basketball Stadium <p>Precinct Structure Plans (PSP)- Commence planning of active open spaces identified in future PSP's including Sunbury North, Sunbury West and Merrifield North.</p> <p>Splash Park Design and Advocacy - Subject to outcomes of feasibility, commence detailed design and funding advocacy for establishing prioritised Splash Parks</p>	<p>Training - Continue training and development opportunities to build capability and capacity to support delivery of Sport and Recreation participation</p>	<p>Growth Area Reserve Activation- In partnership with relevant State Sporting Associations, undertake an Expression of Interest (EOI) process for new or existing sports clubs or associations for tenancy and activation of growth area sites including:</p> <ul style="list-style-type: none"> Emu Creek South Reserve, Sunbury (Lancefield Road PSP, 5.25 ha) Emu Creek North Reserve, Sunbury (Lancefield Road PSP, 11 ha) Yellowgum Reserve, Sunbury (Lancefield Road Reserve PSP, 5 ha) Lancefield Road Regional Reserve, Sunbury (Lancefield Road Reserve PSP, 7 ha) <p>Assess EOI submission in accordance with Sports Facility Lease and Licence Framework, i.e. proposed activation, and community benefit, and the Hume Fair Access Policy. Sports Associations offering multi-code sporting opportunities and community activation of pavilions to be highly considered.</p>

Priority Projects - Horizon Five: Low Priority, 24 to 31 Years

The following table provides a summary of priorities for sport and recreation for the fifth horizon: 24 to 31 years.

HIGH

MEDIUM

LOW

BEYOND

Part 7: Collective Priorities

Hard Infrastructure		
New + Develop	Revitalise + Reimagine	Maintain + Manage
<p>Precinct Structure Plans (PSP's)- Detailed design, delivery and activation of identified Active Open Spaces in Sunbury North, Sunbury West, and Merrifield North PSP's.</p> <p>Splash Park Delivery - Implement delivery of Splash Park of identified priorities.</p>	<p>Sports Reserve Master Plan Delivery - Deliver identified Master Plan priorities at the following reserves:</p> <ul style="list-style-type: none"> Hume Hockey and Lacrosse Centre <p>Sports Facility Master Plan Delivery - Deliver identified Master Plan priorities at the following facilities:</p> <ul style="list-style-type: none"> Eric Boardman Stadium, Sunbury Broadmeadows Basketball Stadium 	<p>Aquatic and Leisure Centre Plant Auditing Renewal - Renew auditing of plant and equipment at Aquatic and Leisure Centres and develop scheduled asset renewal program.</p> <p>Sports Infrastructure Audit - Renew the sports infrastructure audit to inform Asset Management Planning.</p>

Priority Projects - Horizon Five: Low Priority, 24 to 31 Years

The following table provides a summary of priorities for sport and recreation for the fifth horizon: 24 to 31 years.

HIGH

MEDIUM

LOW

BEYOND

Part 7: Collective Priorities

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Growth Area Master Plan Merrifield Regional Park Master Plan design and funding advocacy</p> <ul style="list-style-type: none"> Investigate opportunity to establish a trail and cycling precinct including competition and recreational infrastructure. <p>Planning for Low Provision Sports Assess the future provision of sporting infrastructure with low or no current facility provision including hockey, baseball, rugby union, archery and shooting.</p>	<p>Regional Development Partnership - Establish a Regional Partnership Framework for the planning and advocacy of major infrastructure servicing the North and North-Western corridor e.g. major stadiums and recreation facilities.</p> <p>Strategic Infrastructure Redevelopment for Active Living Collaborate with transport authorities, community organisations, and private partners to redevelop underutilised or obsolete infrastructure for Active Living purposes and mutual benefit. Transform disused spaces, former industrial sites, schools, and redundant corridors into walking and cycling paths, outdoor fitness areas, and recreation hubs. This approach leverages existing assets to create sustainable, connected environments that promote physical activity and long-term community wellbeing</p>	<p>No actions.</p>

Priority Projects - Horizon Six:
Beyond Priority, 32+ Years

The following table provides a summary of priorities for sport and recreation for the sixth horizon, Long Term 32+ years.

- HIGH
- MEDIUM
- LOW
- BEYOND

Part 7: Collective Priorities

Hard Infrastructure		
New + Develop	Revitalise + Reimagine	Maintain + Manage
No identified actions.	Sports Facility and Reserve Master Plans - Implement Master Plan priority actions for: Eric Boardman Stadium, Sunbury Broadmeadows Basketball Stadium	Aquatic and Leisure Centre Plant Auditing Renewal - Renew auditing of plant and equipment at Aquatic and Leisure Centres and develop scheduled asset renewal program.

Priority Projects - Horizon Six: Beyond Priority, 32+ Years

The following table provides a summary of priorities for sport and recreation for the sixth horizon, Long Term 32+ years.

HIGH

MEDIUM

LOW

BEYOND

Part 7: Collective Priorities

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Sports Facility and Reserve Master Planning and Asset Renewal - Develop/renew Master Plans and Assets that consider evolving community need in the following locations:</p> <ul style="list-style-type: none"> • Kalkallo Recreation Reserve • Merrifield Recreation Reserve, Mickleham • Jacksons Creek Reserve, Sunbury • Bucklands Way Reserve, Sunbury • Redstone Hill Reserve, Sunbury • Highlands West Reserve, Mickleham • Highlander Drive Reserve, Mickleham • Emu Creek South Reserve, Sunbury • Emu Creek North Reserve, Sunbury • Yellowgum Reserve, Sunbury • Lancefield Road Regional Reserve <p>Leverage Major Transport Infrastructure to Promote Active Living – Integrate Active Living principles into planning for major transport projects and the redevelopment of major activity centres. These projects create opportunities to design walkable, bike-friendly precincts around new transport hubs, embed safe and connected active transport networks, and incorporate green spaces and recreational facilities into surrounding developments. By aligning Active Living initiatives with transport planning and investment streams, Hume can ensure these projects drive healthier, more connected communities and support long-term behaviour change toward active lifestyles.</p>	<p>Sports Facility Master Plan - Renew and implement priority actions.</p> <ul style="list-style-type: none"> • Splash Aqua Park and Leisure Centre, Craigieburn 	<p>No identified actions.</p>

REPORT NO:	8.4
REPORT TITLE:	2025/26 Quarter One Council Plan Progress Report
SOURCE:	Andrea Taylor, Manager Organisational Performance & Strategy
DIVISION:	Customer & Strategy
FILE NO:	-
POLICY:	-
STRATEGIC OBJECTIVE:	SO4.1 A high performing organisation that prioritises continuous improvement, safety and accountability.
ATTACHMENT:	1. 2025/26 Quarter One Council Plan Progress Report

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

- 1.1 The 2025/26 Quarter One Council Plan Progress Report (**Attachment 1**) provides an update on the implementation of the Council Plan 2025-2029 (**Council Plan**) for the period 1 July to 30 September 2025.
- 1.2 The report provides an update on progress made towards the achievement of Council Plan strategic objectives (via the strategic indicators) and the delivery of the actions in the 2025/26 Council Annual Action Plan (**CAAP**). As of 30 September 2025, 6 out of 59 2025/26 CAAP actions have been completed and the remaining on track.

2. RECOMMENDATION:

That Council notes the 2025/26 Quarter One Council Plan Progress Report.

3. LEGISLATIVE POWERS & POLICY CONTEXT:

Local Government Act 2020 (the Act).

4. OVERARCHING GOVERNANCE PRINCIPLES:

This Report supports Council is giving effect to the following Overarching Governance Principles:

- b) priority is to be given to achieving the best outcomes for the municipal community, including future generations
- c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted
- e) innovation and continuous improvement is to be pursued
- i) the transparency of Council decisions, actions and information is to be ensured.

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

The Council Plan has been developed within the policy context of Council’s *Social Justice Charter* and the *Charter of Human Rights and Responsibilities Act 2006* and reinforces Council’s longstanding commitment to advancing social justice in Hume City.

REPORT NO: 8.4 (cont.)

5.2 GENDER EQUALITY ACT 2020

A Gender Impact Assessment was not required for this report.

6. **FINANCIAL & RESOURCE IMPLICATIONS:**

There are no financial implications resulting from quarterly reporting processes.

7. **OPPORTUNITIES & RISKS:**

There are no opportunities or risks resulting from quarterly reporting processes.

8. **COMMUNITY ENGAGEMENT:**

The Council Plan 2025-2029 was developed through extensive community consultation.

9. **DISCUSSION:**

9.1 On 23 June 2025, Council adopted the Council Plan 2025-2029 (**Council Plan**) which sets out Council's strategic direction and what it seeks to achieve over the next four years to work towards the Hume Community Vision 2045.

9.2 The Council Plan identifies four priorities which are supported by eleven strategic objectives that describe the outcomes that are sought. Progress made towards the achievement of the strategic objectives is tracked via strategic indicators in the Plan (refer Part A at **Attachment 1**).

9.3 Strategic actions to deliver the strategic objectives are determined on an annual basis, informing the development of the annual budget, and are set out in a separate Council Annual Action Plan (CAAP). The 2025/26 CAAP sets out 59 strategic actions that Council will deliver over the 2025/26 financial year to contribute to the achievement of the strategic objectives. As of 30 September 2025, 6 out of 59 2025/26 CAAP actions have been completed, with the remaining on track (refer Part B at **Attachment 1**).

10. **CONCLUSION**

This report provides an update on the implementation of the Council Plan 2025-2029 for the period 1 July to 30 September 2025.

HUME CITY COUNCIL

2025/26 Quarter One Council Plan Progress Report

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2025/26 Quarter One Council Plan Progress Report

Council Plan 2025–2029

The Council Plan 2025–2029 (**our Plan**) sets out Council’s strategic direction and what we seek to achieve over the next four years under four priorities (below) which are supported by eleven strategic objectives:

Priority 1: A liveable city of well-designed and connected places

Priority 2: A climate resilient city with a healthy natural environment

Priority 3: A healthy community that is inclusive and proud

Priority 3: A well governed Council that is strategic and trusted

Our Plan will be achieved through our work – the service, projects and programs we deliver – our advocacy and the decisions we make.

Council’s day-to-day work (core actions) contribute to the achievement of our strategic objectives and strategic actions, including major initiatives and significant pieces of work, contribute to the achievement of the strategies identified under the strategic objectives.

Strategic actions are determined on an annual basis, informing the development of our annual budget, and are set out in a separate Council Annual Action Plan (**CAAP**).

The strategic objectives and actions that form our *Municipal Public Health and Wellbeing Plan* (MPHWP) are highlighted with a plus icon (+) and those that form our *Disability Action Plan* (DAP) are highlighted with a hat icon (^).

The progressive achievement of our Plan is reported to the community through quarterly reporting and in Council’s Annual Report.

2025/26 Q1 Council Plan Progress Report

This report provides a quarterly progress update on the achievement of our Plan for the 2025/26 Q1 period (1 July to 30 September 2025) under the following parts:

- **PART A: Achievement of Council Plan strategic objectives**
- **PART B: Delivery of 2025/26 CAAP actions**

PART A: Achievement of Council Plan strategic objectives



The achievement of the strategic objectives is tracked via the strategic indicators in our Plan, are shown under following status:






- On Track
- Monitor
- At Risk



These indicators do not definitively measure the achievement of the strategic objectives; they are just one way to indicate progress towards (or away from) the outcome.





Some strategic objectives are harder than others to measure, and in these instances indicators that show action on Council’s behalf to work towards the outcome have been chosen.

Note: Annual or bi-annual metrics with no quarterly update will be marked as N/A with figures to be provided at the end of quarter four.

Priority 1: A liveable city of well-designed and connected places							
Strategic objective	Strategic indicator		Results and commentary				Status
			Q1	Q2	Q3	Q4	
SO1.1 Liveable places that are inclusive and accessible + ^	1.1a	Increase in shared path network (km) + Source: Hume City Council Baseline: 108 kms as at 30 June 2025. Target: Increase	N/A Annual Metric				
	1.1b	Percentage of community within 20 minutes' walk or 10 minutes' drive to a community facility (households) + Source: Hume City Council Baseline: 72.3% walk, 97.1% drive as at 30 June 2025 Target: 75% households	N/A Annual Metric				
	1.1c	Increase in number of park renewal/upgrade projects + Source: Hume City Council Baseline: 5 in 2024/25 year Target: Increase	6				
	1.1d	Percentage of community within 800m of a train station or 400m of a bus stop (households) + Source: Hume City Council Baseline: 4.85% train, 64.13% bus as at 30 June 2025 Target: Increase	N/A Annual Metric				
	1.1e	Increase in number of multi-dwelling planning applications + Source: PPARS (planning.vic.gov.au) Baseline: 95 in 2024/25 year Target: Increase	19				
SO1.2 A strong and diversified local economy + ^	1.2a	Increase in number of local businesses Source: Economy .id using ABS data Baseline: 27,478 in 2024/25 year Target: Increase	N/A Annual Metric				
	1.2b	Increase in number of local jobs + Source: Economy .id using ABS data Baseline: 143,896 in 2024/25 year Target: Increase	N/A Annual Metric				


SO1.3 Safe and well maintained places + ^	1.2c	Reduction in unemployment rate gap to Greater Melbourne + Source: Department of Employment and Workplace Relations, Small Area Labour Markets Report Baseline: 3.4% as at 30 June 2025 Target: Decrease	3.4%					
	1.2d	Number of Council-led activities that support strengthening the local economy Source: Hume City Council Baseline: 567 in 2024/25 year Target: Increase	29					
			Activities delivered attracted a total of 1,270 participants.					
	1.3a	Reduction in illegally dumped rubbish collected by Council (tonnes) Source: Hume City Council Baseline: 3,467t in 2024/25 year Target: Decrease	547.15					
			Result is 53% less than the 2024/25 quarter one result.					
	1.3b	Graffiti removed by Council (m ²) Source: Hume City Council Baseline: 35488m ² in 2024/25 year Target: Decrease	8346					
	1.3c	Number of aquatic centre health inspections Source: Local Government Performance Reporting Framework (LGPRF)- AF2 Baseline: 2 per facility (6 inspections total) in 2024/25 year Target: 2 per facility	N/A Bi-annual metric					
	1.3d	Increase in number of animal registrations Source: Hume City Council Baseline: 22,835 as at 30 June 2025 Target: Increase	23,599					
			764 new animals were registered in quarter one.					
	1.3e	Improvements to shared paths and footpaths (km) Source: Hume City Council Baseline: First year measure (set in 2025/26) Target: N/A Impact not based on result	N/A Annual Metric					





Priority 2: A climate resilient city with a healthy natural environment							
Strategic objective	Strategic indicator		Results and commentary				Status
			Q1	Q2	Q3	Q4	
SO2.1 Protection and enhancement of our natural environment +	2.1a	Increase in conservation land managed by Council (hectares) Source: Hume City Council Baseline: 684.4 hectares as at 30 June 2025 Target: Increase	N/A Annual Metric				
	2.1b	Increase in number of projects that include input from Traditional Owners. Source: Hume City Council Baseline: First year measure (set in 2025/26) Target: N/A Impact not based on result	N/A Annual Metric				
	2.1c	Number of applications to Council's funding programs that support conservation and land management on private land. Source: Hume City Council Baseline: 333 in 2024/25 year Target: Increase	78				
			Result includes 73 successful Rural Land Management Grant applications and 5 successful Primary Producer Rate Rebate applications.				
SO2.2 Reduce carbon emissions and adapt to climate change +	2.2a	Reduction in Council's corporate carbon emissions. Source: Hume City Council Baseline: 48,879 CO2 in 2024/25 year Target: Decrease	N/A Annual Metric				
	2.2b	Increase in carbon emissions saved via Home Energy Upgrades Program + Source: Hume City Council Baseline: 10,867CO2-e tonnes from installations in 2024/25 year Target: Increase	N/A Annual Metric				
	2.2c	Increase in number of trees in established areas + Source: Hume City Council Baseline: 873 nett increase in 2024/25 year Target: Increase	1440				
	2.1d	Increase in volume of stormwater harvested and treated per year Source: Hume City Council Baseline: 22ML in 2024/25 year Target: Increase	N/A Annual Metric				
			Result reflects 1,808 trees being planted and 368 trees removed for various reasons in quarter one.				

Priority 3: A healthy community that is inclusive and proud							
Strategic objective	Strategic indicator		Results and commentary				Status
			Q1	Q2	Q3	Q4	
SO3.1 Advancement of social justice and addressing inequalities +^	3.1a	Increase in number of kinder enrolments for vulnerable families + Source: Hume City Council Baseline: 654 in 2025 calendar year Target: Increase	N/A Annual Metric				
	3.1b	Increase in number of MCH supports for vulnerable families + Source: Hume City Council Baseline: 22930 in 2024/25 year Target: Increase	N/A Annual Metric				
	3.1c	Increase in number of women and girls participating in organised sport using Council facilities + Source: Hume City Council Baseline: 14,751 in 2024/25 year Target: Increase	N/A Annual Metric				
SO3.2 A healthy community with access to opportunities +^	3.2a	Increase in percentage of community accessing leisure facilities + Source: Local Government Performance Reporting Framework (LGPRF) Baseline: 3.3 visits per resident (909,940 total visits 2024/25 year) Target: Increase	N/A Annual Metric				
	3.2b	Increase in percentage of community accessing library facilities + Source: Local Government Performance Reporting Framework (LGPRF) Baseline: 23.7% in 2024/25 year Target: Increase	N/A Annual Metric				
	3.2c	Increase in participation in aged and disability services +^ Source: Hume City Council Baseline: 2348 active clients in 2024/25 year Target: Increase	2840				
	3.2d	Number of student placements provided by Council + Source: Hume City Council Baseline: 114 in 2024/25 year Target: Increase	38				
	3.2e	Number of reported family violence incidents + Source: Crime Statistics Agency Victoria Baseline: 1386.3 per 100,000 in 2024/25 year Target: Decrease	N/A Annual Metric				
	3.2f	Number of Hume Multiversity initiatives + Source: Hume City Council Baseline: 11 in 2024/25 year Target: Increase	8				
	3.2g	Number of resident job placements supported by Council + Source: Hume City Council Baseline: 264 in 2024/25 year Target: Increase	38				
Council partnered with Melbourne Polytechnic, Victoria University, Kangan Tafe and Latrobe University to deliver initiatives.							

Council partnered with Melbourne Polytechnic, Victoria University, Kangan Tafe and Latrobe University to deliver initiatives.

S03.3 An inclusive and socially connected community that celebrates diversity and culture + ^	3.3a	Number of communication activities that celebrate or promote diversity, connection and inclusion + ^ Source: Hume City Council Baseline: 26 in 2024/25 year Target: Increase	13				
			Council marked significant occasions including NAIDOC Week, Wear It Purple Day and Eid-e-Milad.				
	3.3b	Number of Council-led or supported events that celebrate or promote diversity, connection and inclusion + Source: Hume City Council Baseline: 32 in 2024/25 year Target: Increase	5				
			Council’s Event Grant Program provided support the Dashain, Tihar and Chhath Celebration, Assyrian Annual Festival, theatre production Sincerely Yours, Banksia Gardens Community Cinema Event, and the Friday Neighbourhood Gatherings in Goonawarra.				
	3.3c	Number of Council supported community programs that celebrate or promote diversity, connection and inclusion + Source: Hume City Council Baseline: First year measure (Set in 2025/26 year) Target: Increase	43				

Priority 4: A well governed Council that is strategic and trusted							
Strategic objective	Strategic indicator	Strategic indicator				Status	
		Q1	Q2	Q3	Q4		
SO4.1 A high performing organisation that prioritises continuous improvement, safety and accountability	4.1a	Number of continuous improvement activities identified in Council’s annual work programs. Source: Hume City Council Baseline: First year measure (set in 2025/26) Target: N/A Impact not based on result					
	4.1b	Operating within Council’s budget Source: Local Government Performance Reporting Framework (LGPRF) – OP1 Baseline: 2.34% in 2024/25 year Target: Increase					
	4.1c	Improvement of Council’s overall financial sustainability Source: Hume City Council Baseline: 2.34% in 2024/25 year Target: Increase					
	4.1d	Increase in community satisfaction with Council decisions Source: Local Government Performance Reporting Framework (LGPRF) – G5 Baseline: 48 in 2024/25 year Target: Increase					
	4.1e	Number of Council employee lost-time injury days Source: Hume City Council Baseline: 1899 lost days in 2024/25 year Target: Decrease	316				

SO4.2 An organisation that demonstrates leadership and strong advocacy +^	4.2a	Number of advocacy activities that work towards achieving Council's strategic direction +^ Source: Hume City Council Baseline: First year measure (set in 2025/26) Target: N/A Impact not based on result	105					
			Reported activities include MP correspondence, advocacy for the 2026 state election, grant applications and involvement with the Broadmeadows Revitalisation Board.					
	4.2b	Increase in new and renewed strategic partnerships and collaborations Source: Hume City Council Baseline: First year measure (set in 2025/26) Target: N/A Impact not based on result	30					
			Council actively participates in the National Growth Areas Alliance, Outer Melbourne Councils and the Northern Councils Alliance. Council is working with Mitchell Shire and City of Whittlesea on Cloverton. Formal local partnerships are being explored with Melbourne Storm, Essendon Football Club, Sunbury Basketball Association and Cricket Victoria to increase participation in sport in our city.					
SO4.3 A responsive and engaged organisation that works with our community	4.3a	Satisfaction with customer service experience Source: Hume City Council Baseline: 91.43% for 2024/25 year Target: Increase	91.59%					
	4.3b	Increase in use of self-service options on Council's website Source: Hume City Council Baseline: 47,407 in the 2024/25 year Target: Increase	14,036					
	4.3c	Increase in community satisfaction with community consultation and engagement Source: Local Government Performance Reporting Framework (LGPRF) – G2 Baseline: 48 indexed mean result in 2024/25 year Target: Increase	N/A Annual Metric					
	4.3d	Number of Council initiated working groups, taskforces and advisory committees Source: Hume City Council Baseline: 8 (30 June 2025) Target: Increase	N/A Annual Metric					

PART B: Delivery of 2025/26 CAAP actions

Our **2025/26 CAAP** sets out 59 strategic actions that we undertake during the 2025/26 financial year to contribute to the achievement of the strategic objectives in our Plan.

The delivery of these actions is tracked via the following status:

- Complete
- On track
- Monitor
- Deferred








Note: Supporting commentary on the progress of actions is provided at key milestones, upon completion and if identified as needing to be monitored or deferred.

Priority 1: A liveable city of well-designed and connected places					
Strategic objective	Strategy *	CAAP no.	2025/26 action	Status	Supporting commentary
SO1.1 Liveable places that are inclusive and accessible + ^	1.1.1	1	Progress the Cloverton Metropolitan Activity Centre master plan in partnership with the Regional Partnership +	●	
	1.1.1	2	Finalise a progress report for the Broadmeadows Metropolitan Activity Centre precinct road map in partnership with State Government, Wurundjeri Woi Wurrung and the Broadmeadows Suburban Revitalisation Board +	●	
	1.1.1	3	Deliver and activate the Sunbury Community Arts and Cultural Precinct +	●	
	1.1.1	4	Prepare and finalise disability design guidance to inform the Community Infrastructure Design Guidelines and Council's approach to land use planning and design and present to Council for adoption + ^	●	
	1.1.1	5	Prepare and finalise the Public Toilet Framework and present to Council for adoption +	●	
	1.1.2	6	Complete business case for Craigieburn Arts Centre and present to Council for consideration in March 2026 +	●	
	1.1.2	7	Prepare and finalise the Dog Off-Leash Framework and present to Council for adoption +	●	
	1.1.2	8	Prepare and finalise the Progress Reserve master plan and present to Council for adoption +	●	
	1.1.3	9	Finalise the Sunbury Transport Plan (as pilot) as part of implementing the Transport Strategy +	●	
	1.1.3	10	Commence the preparation of the other precinct plans to support the implementation of the Transport Strategy +	●	








	1.1.4	11	Update the Housing Diversity Strategy and prepare amendment to implement into the Hume Planning Scheme (in 2026/27) +	●	
SO1.2 A strong and diversified local economy + ^	1.2.2	12	Deliver place management support to small shopping strips and retail and hospitality businesses +	●	
SO1.3 Safe and well maintained places + ^	1.3.1	13	Expand the deployment of mobile CCTV by 65% to enhance detection and deterrence of littering and illegal dumping +	●	Mobile CCTV now operates across 20 known dumping areas across Hume, which is an increase from 13 sites in 2024/25.
	1.3.1	14	Implement Keep Hume Clean campaign, including the 'Dob in a Dumper' campaign +	●	
	1.3.2	15	Update the Domestic Animal Management Plan and present to Council for adoption by December 2025 +	●	

* Refer to Council Plan 2025-2029 page 55 – 57 for wording of strategies under strategic objective 1.1, 1.2 and 1.3.

Priority 2: A climate resilient city with a healthy natural environment					
Strategic objective	Strategy *	CAAP no.	2025/26 action	Status	Supporting commentary
SO2.1 Protection and enhancement of our natural environment +	2.1.1	16	Prepare amendment to implement the Rural Strategy into the Hume Planning Scheme, including green wedge management requirements +	●	
	2.1.2	17	Work with the Chain of Pond Collaboration, including Traditional Owners, to improve the Moonee Ponds Creek waterway +	●	
	2.1.2	18	Work with the Jacksons Creek biik wurrdha Parklands Partnership Group, including Traditional Owners to implement the Regional Parklands Plan to protect and enhance the cultural and ecological values of the parklands +	●	
	2.1.2	19	Work with the marram baba Merri Creek Regional Parklands Partnership Group, including Traditional Owners to implement the Future Directions Plan to protect and enhance the cultural and ecological values of the parklands +	●	
	2.1.3	20	Deliver community education programs aimed at less engaged cohorts to empower Hume residents to reduce negative waste behaviours +	●	

SO2.2 Reduce carbon emissions and adapt to climate change +	2.2.1	21	Transition the Newbury Community Centre to full electrification +		All gas appliances including gas wall heaters, hot water and cooktops have been replaced with efficient electric appliances powered by solar and GreenPower accredited renewable energy. This results in the centre operating as carbon neutral.
	2.2.1	22	Undertake an electrification feasibility study for the Broadmeadows Aquatic and Leisure Centre and SPLASH +		
	2.2.1	23	Replace gas hot water at Council facilities with electric heat pump systems +		
	2.2.1	24	Transition Council's fleet passenger vehicles and light commercial vehicles to Electric Vehicles (EVs) when due for replacement +		
	2.2.2	25	Design the Kalkallo Recreation Reserve stormwater harvesting project +		
	2.2.2	26	Construct the Jack Roper Reserve stormwater harvesting project +		
	2.2.3	27	Deliver the Hume Home Energy Upgrades Program with Council rebates for concession card holders +		












* Refer to Council Plan 2025-2029 page 59 – 60 for wording of strategies under strategic objective 2.1 and 2.2.

Priority 3: A healthy community that is inclusive and proud					
Strategic objective	Strategy *	CAAP no.	2025/26 action	Status	Supporting commentary
SO3.1 Advancement of social justice and addressing inequalities + ^	3.1.1	28	Update the Social Justice Charter (including investigation for the relaunch of the Hume Citizens Bill of Rights) and present to Council for adoption +		
	3.1.1	29	Prepare a discussion paper that explores opportunities for alternative and sustainable food models in Hume +		
	3.1.2	30	Deliver a cost-of-living support package to improve access to affordable leisure and recreation opportunities for families and young people +		
SO3.2 A healthy community with access to opportunities + ^	3.2.1	31	Finalise the Active Living Plan, including the Football (Soccer) Plan and present to Council for adoption +		
	3.2.1	32	Finalise the Sunbury Aquatic and Leisure Master Plan and present to Council for adoption +		
	3.2.1	33	Prepare the Park It Program (Phase 2) school precinct mapping to inform improved active travel initiatives +		
	3.2.1	34	Deliver pilot program in Broadmeadows aimed at reducing vaping and smoking in public areas +		

	3.2.1	35	Finalise updating the Gambling Harm Minimisation Policy and present to Council for adoption +	●	
	3.2.2	36	Review outcomes of the Free from Violence Program (2021–2025) and prepare a local Family Violence Prevention Action Plan to guide Council’s efforts to end family and gender-based violence +	●	
	3.2.4	37	Support the delivery and integration of the Northern Study Hub at Council offices in Broadmeadows +	●	
SO3.3 An inclusive and socially connected community that celebrates diversity and culture + ^	3.3.1	38	Support the LGBTIQA+ Community Working Group to deliver its final report and recommendations to Council for consideration +	●	
	3.3.1	39	Install public art and murals in community spaces through the dedicated capital works program +	●	
	3.3.2	40	Deliver the Victorian Interfaith Festival in collaboration with Faith Communities Council of Victoria and Hume Interfaith Network (HIN) +	●	
	3.3.3	41	Deliver an annual program of events that acknowledge significant dates for Aboriginal and Torres Islander peoples +	●	
	3.3.4	42	Investigate opportunities for skills based training to build the capacity of community event organisers and improve the sustainability of local events +	●	

* Refer to Council Plan 2025-2029 page 63 – 65 for wording of strategies under strategic objective 3.1, 3.2 and 3.3.

Priority 4: A well governed Council that is strategic and trusted					
Strategic objective	Strategy *	CAAP no.	2025/26 action	Status	Supporting commentary
SO4.1 A high performing organisation that prioritises continuous improvement, safety and accountability	4.1.1	43	Implement a Councillor Professional Development Program to guide annual training requirements for Councillors	●	
	4.1.1	44	Design an organisational approach to service planning +	●	
	4.1.3	45	Update the long-term Financial Plan, including Revenue and Rating Plan and present to Council for adoption by 31 October 2025	●	Plans were adopted by Council on 11 August 2025.
	4.1.3	46	Update the long-term Asset Plan and present to Council for adoption by 31 October 2025	●	
	4.1.3	47	Finalise the Strategic Property Management Framework and present to Council for adoption	●	
	4.1.4	48	Establish a Councillor Working Group to develop an updated approach to quarterly corporate reporting that integrates reporting on the Council Plan, capital works program and annual budget to maximise accessibility to the community	●	

	4.1.5	49	Implement the Leader Induction Program		Program was implemented on 13 August 2025.
	4.1.5	50	Deliver the Customer Experience Performance Training to all customer facing employees		
SO4.2 An organisation that demonstrates leadership and strong advocacy + ^	4.2.1	51	Deliver the 2025 Australian Local Government Women's Association (ALGWA) Victorian Conference to lead promotion of female leadership in the local government sector		Conference was held on 29-30 August 2025. The event attracted 81 delegates and was well received by the sector. The event was delivered at no cost to Hume City Council.
	4.2.2	52	Prepare an Advocacy Strategy and present to Council for adoption +		
SO4.3 A responsive and engaged organisation that works with our community	4.3.1	53	Deliver the customer service live website Webchat +		
	4.3.1	54	Deliver improved accessibility of online self-service customer service options +		
	4.3.1	55	Deliver on-hold customer service phone messages in top languages for Hume City +		
	4.3.1	56	Deliver an interactive community capital works spatial tool +		
	4.3.2	57	Implement an updated approach to capturing community views through annual surveys and engagement practices +		
	4.3.2	58	Expand the Multicultural Communications Advisory Group +		Based on community feedback, the group has expanded to 12 members, representing Arabic, Assyrian, Farsi, Greek, Hindi, Italian, Mandarin, Nepali, Punjabi, Turkish, Urdu, and Vietnamese speaking communities.
	4.3.2	59	Inform the community of the Hume Places Review and how Council plans and prioritises streetscape upgrades in local activity centres +		

* Refer to Council Plan 2025-2029 page 67 – 69 for wording of strategies under strategic objective 4.1, 4.2 and 4.3.

REPORT NO:	8.5
REPORT TITLE:	First Quarter Report 2025/26 - Capital Works Program
SOURCE:	Rodney Cann, Manager Project Management Office
DIVISION:	Infrastructure & Assets
FILE NO:	HCC24/1278
POLICY:	-
STRATEGIC OBJECTIVE:	SO4.3 A responsive and engaged organisation that works with our community.
ATTACHMENT:	1. <i>First Quarter Capital Works Report 2025-26</i>

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

- 1.1 This first quarter report for the 2025/2026 Capital Works Program provides an update on progress against the budgeted capital program.
- 1.2 Highlights across the first quarter have included progress on the Craigieburn Community Centre, Craigieburn Sports Stadium, Boardman Reserve Athletics Track Lighting and Amenities, and Kalkallo Central Community Hub. Additionally, progress has been made on a range of important footpath, road and drainage renewal projects and annual programs including indented parking bays, road reconstructions and playground upgrades.
- 1.3 As of 30 September 2025, the delivery of the capital works program has progressed with 7% of the capital works program expended.

2. RECOMMENDATION:

- 2.1 That Council notes the First Quarter Report 2025/26 – Capital Works Program (Attachment 1).

3. LEGISLATIVE POWERS & POLICY CONTEXT:

NIL

4. OVERARCHING GOVERNANCE PRINCIPLES:

- 4.1 This Report supports Council is giving effect to the following Overarching Governance Principles:
 - 4.1.1 the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
 - 4.1.2 the ongoing financial viability of the Council is to be ensured;
 - 4.1.3 the transparency of Council decisions, actions and information is to be ensured.

REPORT NO: 8.5 (cont.)

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

5.1.1 No human rights are being limited by the recommended action in this Report.

5.2 GENDER EQUALITY ACT 2020

5.2.1 This Report does not relate to a development or review of a policy, program or service; therefore, a Gender Impact Assessment was not required.

6. FINANCIAL & RESOURCE IMPLICATIONS:

6.1 The approved new capital works funding for 2025/26 was \$130.40m. In addition, an amount of \$27.07m was carried forward from 2024/25 to 2025/26 and therefore the total available funds became \$157.467m.

6.2 There has been limited expenditure on the capital works program during the first quarter of 2025/26, due to a mix of both internal and external factors. This includes, but is not limited to; delays in receiving approvals from service authorities, delays due to grant funding requirements, delays in receiving Cultural Heritage Management Plan (CHMP) approvals, and delays arising from engagement with relevant stakeholders.

6.3 A detailed mid-year review on the progress of the capital works program will be undertaken at the end of December 2025 to ascertain any remedial action that may be required due to delays that have occurred on projects which may impact on original proposed completion dates.

7. OPPORTUNITIES & RISKS:

7.1 This report responds to Strategic Risk 6, in that officers consider the ongoing financial sustainability of Council, including through the delivery of the capital program.

7.1.1 A number of funding commitments were made during the 2025 Federal Election. These funding commitments, totaling \$10.15M, are appreciated and support the delivery of five important projects across Hume. However, it is noted that these funding commitments introduce additional timing requirements, which can delay projects.

7.1.2 The rate cap for 2025/26 was set at 3.0%, affecting council's main revenue source for funding services and capital projects. However, expenses such as contractors, construction, and materials, are often rising faster than the rate cap, which is beyond the Council's control.

8. COMMUNITY ENGAGEMENT:

8.1 Community consultation is undertaken on individual capital works projects as appropriate, and project updates are provided on Council's website.

9. DISCUSSION:

9.1 On 23 June 2025, Council adopted the Council Plan 2025-2029 and 2025/26 Budget, which included the recurrent and capital budget (for the capital works program).

REPORT NO: 8.5 (cont.)

- 9.2 The capital works program identifies the renewal and delivery of assets and infrastructure required to achieve Council’s Strategic Objectives.
- 9.3 The *First Quarter Report 2025/26 – Capital Works Program (Attachment 1)* provides an update on the progress made towards the delivery of Council’s capital works program for the period 1 July 2025 to 30 September 2025. Key information on the capital works program is provided below.

9.3.1 Revised available Capital Works Program funding:

- (a) As outlined in the table below, the revised available funds for 2025/26 is \$157.468m (refer Section 1, **Attachment 1** for further detail).

2025/26 Available Capital funding	Amount (\$'000)
2025/26 capital works budget	130,397
Add: Actual carry forward funding from 2024/25	27,070
Capital works available funding – 2025/26	157,467
Adjustments (refer to Attachment 1)	0
Revised capital works funds – 2025/26	157,467

- (b) The first quarter saw an expenditure of \$10.779m in the delivery of the program.

10. CONCLUSION

- 10.1 The First Quarter Capital Works Program Report 2025/26 seeks to update Council and the community on progress in delivering the capital works program.
- 10.2 As of 30 September 2025, 7% of the capital works program has been expended.

Attachment 1

Capital Works Report
For the Period Ended 30th September 2025

Project Information		Suburb	Expenditure			Stage
Number	Project Description		YTD Actual \$	Annual Available Funding \$	Remaining to spend \$	
165330	Broadmeadows Valley Park Management Plan Implementation	Westmeadows	1,279.00	60,000	58,721	Initiate
165450	Jack Roper Reserve Master Plan Implementation	Broadmeadows	5,286.00	160,586	155,300	Procurement
500440	Road Management Plan Rehabilitation Program	Various	133,507.10	793,750	660,243	Complete
600080	Greenvale Recreation Reserve Master Plan	Greenvale	-	127,501	127,501	Initiate
600220	Bolinda Road Resource Recovery Centre Master Plan	Campbellfield	-	287,396	287,396	Construction
600250	Buchan Street Reserve Master Plan Implementation	Meadow Heights	-	15,035	15,035	Plan
600590	Broadmeadows Town Centre - Carpark Construction	Broadmeadows	-	595,193	595,193	Plan
600710	Bulla Parklands Master Plan	Bulla	-	148,325	148,325	Initiate
600890	Bolinda Road Resource Recovery Centre	Campbellfield	-	405,530	405,530	Construction
600900	Gladstone Park Bowling Club - 2nd green construction	Gladstone Park	-	300,000	300,000	Construction
600980	Aitken Boulevard Duplication -between Marathon Blvd & Grand Blvd	Craigieburn	-	812,304	812,304	Complete
600990	Yirrangran Road, Jacksons Hill to Watsons Road - Road Construction	Sunbury	4,900.00	248,170	243,270	Plan
601260	Bradford Avenue Sports Ground Upgrade- Greenvale Central AR05	Greenvale	-	1,219,831	1,219,831	Design
601350	Craigieburn Community Centre - Craigieburn R2 - C102 141Highlander Dr	Craigieburn	68,673.75	1,322,691	1,254,017	Complete
601360	Greenvale Recreation Reserve Playing Field - Greenvale Central AR01	Greenvale	18,199.99	188,244	170,044	Complete
601370	Greenvale Recreation Reserve Tennis Courts - Greenvale Central AR04	Greenvale	183,331.87	937,714	754,382	Construction
601570	Riddell Road Landfill Resource Recovery Centre master plan and implementation	Sunbury	-	416,662	416,662	Construction
601740	Mt Holden Masterplan Implementation	Sunbury	52,478.07	734,595	682,117	Construction
601850	Progress Reserve Master Plan Implementation	Coolaroo	-	1,422,589	1,422,589	Plan
601860	Derby Street Reserve Site Development Plan	Tullamarine	18,253.60	5,000	(13,254)	Complete
601930	Spavin Drive Lake-Stabilize Lake Bank Embankment and Renew Spillway	Sunbury	-	164,805	164,805	Plan
602190	Cloverton Southern Active Open Space Pavilion 1&2 - Lockerbie AR08 & AR09	Kalkallo	-	27,500	27,500	Complete
602230	Progress Reserve Sports and Community Centre Upgrade	Coolaroo	-	305,210	305,210	Initiate
602300	Ellisclott Blvd Recreation Reserve - Construct Pavilion 1&2 on Active Playing Field 2 Merrifield West OS05&06	Mickleham	-	18,790	18,790	Design
602330	Ellisclott Blvd Recreation Reserve - Construction of Playing Field 2 in South-Western Area Merrifield West OS04	Mickleham	5,527.50	139,397	133,870	Design
602360	Victor Ian Foster Reserve Pavilion Upgrade	Craigieburn	348,638.40	3,232,376	2,883,738	Construction
602720	Leo Dineen Reserve Pavilions and social room	Tullamarine	4,645.00	4,645	0	Complete
602750	Greenvale tennis club pavilion	Greenvale	2,975.00	2,706,294	2,703,319	Design
602780	Bradford Avenue Reserve Pavilion (Secondary)	Greenvale	-	28,247	28,247	Design
602830	Roxburgh Park Drive road duplication	Roxburgh Park	136,388.34	137,000	612	Financial Completion
602940	Somerton Rd & Section Rd Greenvale Central IT03 - Intersection construction	Greenvale	14,280.00	586,689	572,409	Plan
603000	Mickleham Rd Greenvale Central RD05 Construct pedestrian signals	Greenvale	18,215.54	810,225	792,009	Design
603120	Antares Pde Recreation Reserve - Construct Pavilion 1&2 Central AOS Lockerbie AR05 & AR06	Kalkallo	-	2,048,538	2,048,538	Design
603760	Bolinda Rd Resource Recovery Facility - Leachate Management Upgrade	Campbellfield	-	982,983	982,983	Construction
603810	Jacksons Hill Arts and Cultural Precinct	Sunbury	1,603,459.14	7,673,394	6,069,935	Construction
604000	Cuthbert St btw Joffre St & Beulah St - Road Rehabilitation	Broadmeadows	-	1,782,246	1,782,246	Procurement
604010	Mason St btw Waratah St & Savior Dr - Road Reconstruction	Campbellfield	-	312,568	312,568	Complete
604300	Waranga Cres btw Blair St & Gosford Cr - Road Rehabilitation	Broadmeadows	-	850,320	850,320	Design

1 of 6

Attachment 1

Capital Works Report
For the Period Ended 30th September 2025

Project Information			Expenditure			Stage
Number	Project Description	Suburb	YTD	Annual	Remaining to	
			Actual	Available Funding	spend	
			\$	\$	\$	
604340	Hanson Rd reconstruction & roundabout at Creekwood Dr & Malcolm Creek Prd	Craigieburn	179.60	1,799,916	1,799,736	Procurement
604450	Riddell Road Landfill Leachate Management Upgrade	Sunbury	7,375.00	358,749	351,374	Design
604460	Riddell Road Landfill Gas Management	Sunbury	18,996.00	204,910	185,914	Design
604470	Riddell Road Landfill Capping	Sunbury	-	2,936,070	2,936,070	Design
604510	Macedon Street Office Upgrade	Sunbury	59,600.60	183,914	124,313	Plan
604612	Hume Tennis & Community Centre - Stage 2 additional courts	Craigieburn	-	20,000	20,000	Plan
604614	Hume Newbury Hockey and Lacrosse Reserve - second pitch construction	Craigieburn	11,928.45	3,330,502	3,318,574	Procurement
604615	Hume Newbury Hockey and Lacrosse Reserve - second pavilion construction	Craigieburn	93,655.49	2,496,535	2,402,880	Procurement
604617	Kalkallo Grassland Restoration Project	Kalkallo	-	40,000	40,000	Plan
604636	Dallas Dr btw Belfast St & Riggall St - Road Reconstruction	Broadmeadows	-	100,000	100,000	Design
604656	Knox Court Blind Creek Parklands - New pedestrian bridge construction	Sunbury	9,519.00	228,129	218,610	Plan
604658	Mitchell St and Malcolm St Bridge over Kalkallo creek - Road Reconstruction	Kalkallo	24,798.49	2,889,059	2,864,261	Design
604674	Jacksons Creek bik wurdna Regional Parklands Implementation	Sunbury	27,514.82	389,740	362,225	Plan
604675	marram baba Merri Creek Future Directions Plan Implementation	Campbellfield	- 5,789.35	536,951	542,740	Plan
604696	John McMahon Reserve - Car Park Upgrade for 2nd Oval	Sunbury	-	429,793	429,793	Procurement
604697	Evans Street, Sunbury - Multi-Deck Carpark	Sunbury	39,685.09	118,245	78,560	Complete
604702	Jacksons Creek Vilana Dr community centre construction - Capitol SS-CI-02	Sunbury	149,284.81	632,460	483,175	Procurement
604709	Jacksons Creek Recreation Reserve - construction of sports fields (Capitol)SS-SR-02-F	Sunbury	-	60,000	60,000	Initiate
604710	Jacksons Creek Recreation Reserve - construction of pavilion SS-SR-02-P	Sunbury	-	52,200	52,200	Plan
604725	Emu Bottom Wetlands - Car park extension	Sunbury	-	18,000	18,000	Design
604730	Craigieburn Sports Stadium	Craigieburn	-	161,156	161,156	Complete
604735	Broadmeadows GLC Redevelopment	Broadmeadows	-	71,305	71,305	Plan
604747	Aitken Creek Master Plan	Craigieburn	-	170,440	170,440	Plan
604748	Malcolm Creek Trail Enhancement Program	Craigieburn	-	66,000	66,000	Initiate
604750	Johnstone Street Reserve Site Redevelopment	Jacana	13,074.00	1,823,188	1,810,114	Plan
604751	Centennial Park Drive Reserve Site Redevelopment	Craigieburn	-	111,946	111,946	Plan
604754	Merlynston Creek Masterplan	Dallas	14,061.47	209,843	195,782	Plan
604760	Craigieburn Golf Course -Drainage System	Craigieburn	-	654,820	654,820	Construction
604762	Sports Reserves - External Open Space Drainage around pavilions	Various	-	162,310	162,310	Plan
604768	Splash - Replacement of Aquaplay Polysoft Flooring	Craigieburn	19,476.00	101,130	81,654	Construction
604779	Mitchells Lane btw Home Street & Wilsons Lane - Road Reconstruction	Sunbury	8,670.00	3,702,610	3,693,940	Design
604792	Vaughan St Pedestrian Bridge over Jacksons Creek & footpath - Construct New Abutments PB001	Sunbury	30,050.11	539,762	509,712	Design
604795	Riggall Rd Bridge - Repair Footpath Retaining Wall HL031	Dallas	- 343.45	206,427	206,770	Procurement
604799	Bolinda Rd Closed Landfill Rehabilitation - EPA requirement	Campbellfield	-	129,375	129,375	Plan
604800	Craigieburn Blvd Closed Landfill Rehabilitation - EPA requirement	Craigieburn	-	667,373	667,373	Plan
604830	Saleyard Lane - Laneways Streetscape	Sunbury	-	813,836	813,836	Plan
604863	Boardman Reserve Athletics Track - lighting and associated amenities	Sunbury	995.00	99,949	98,954	Complete
604866	Sunbury Senior Citizens Centre Redevelopment	Sunbury	979,854.50	2,774,958	1,795,104	Construction
604869	Craigieburn Sports Stadium - car park & access road	Craigieburn	9,482.47	2,847,788	2,838,306	Design
604874	Oliver Ct, Kathryn St, Janice Ct & Riviera Ct - Drainage Network Servicing	Fawkner	-	37,240	37,240	Design
604875	Reservoir Rd, adjacent to Calder Fwy - major repairs	Sunbury	-	266,803	266,803	Design

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Attachment 1

Capital Works Report
For the Period Ended 30th September 2025

Project Information			Expenditure			Stage
Number	Project Description	Suburb	YTD	Annual	Remaining to	
			Actual	Available Funding	spend	
			\$	\$	\$	
604878	Carrick Drive btw Elmburst Rd & Samara Gr and btw South Circular Rd & Pyke Dr - Road Reconstruction	Gladstone Park	-	54,080	54,080	Plan
604879	Oaklands Rd btw No. 365 & No. 395 vehicle crossings - Road Reconstruction	Oaklands Junction	-	1,092,346	1,092,346	Complete
605008	Cues to care - Conservation Reserve Fencing Program-Stage 1	#N/A	1,707.39	64,271	62,564	Construction
605009	Aquila Nature Reserve maintenance track	Sunbury	-	49,996	49,996	Plan
605024	Willowbrook Recreation Reserve Pavilion Expansion	Westmeadows	5,000.00	4,895,963	4,890,963	Design
605027	Sports Reserve Community Safety Action Plan	Greenvale	-	100,667	100,667	Design
605031	SALC - Outdoor Pool Repairs	Sunbury	-	48,099	48,099	Construction
605035	Melrose Dve Reserve Masterplan	Tullamarine	363.00	74,500	74,137	Initiate
605036	Leisure Centre 24 Hour Gym & Access Gates	Sunbury	3,305.00	627,911	624,606	Review
605039	Maffra Street Depot expansion	Coolaroo	21,358.39	0	(21,358)	Complete
605041	Barry Road Shopping Centre streetscape design and upgrade	Campbellfield	-	40,000	40,000	Construction
605046	Westmeadows Public Space Plan	Westmeadows	2,075.00	764,715	762,640	Plan
605048	Aitken Blvd btw Craigieburn Rd and Somerton Rd - Road Duplication	Roxburgh Park	58,636.36	68,976	10,340	Plan
605053	Section Road Greenvale Central RD04 - Road Upgrade	Greenvale	12,590.00	116,955	104,365	Plan
605061	Gibb Reserve Pavilion Upgrade	Dallas	-	225,925	225,925	Plan
605063	65 Carroll Lane - shared path construction	Greenvale	-	11,249	11,249	Initiate
605064	120 Section Road - shared path construction	Greenvale	-	5,742	5,742	Initiate
605068	Somerton Rd & Section Rd -Signalised T-intersection IT03 - Land purchase 0.02ha Property 1 to accommodate intersection	Greenvale	-	113,925	113,925	Plan
605083	Craigieburn Rd, btw Mickleham Rd & Oaklands Rd - Road Reconstruction	Yuroke	18,760.00	26,712	7,952	Design
605084	Gibb Reserve Development	Dallas	-	158,900	158,900	Plan
605085	Merlynston Creek Road Crossing - land purchase & due diligence	Broadmeadows	13,514.50	1,364,180	1,350,666	Plan
605086	Digital Transformation Program	Broadmeadows	1,251,696.54	5,014,929	3,763,232	Construction
605103	Broadmeadows Deviation Rd, north side btw Campbell St & Pascoe St - construct pedestrian path	Gladstone Park	255.44	188,292	188,037	Procurement
605110	Greenvale Recreation Reserve - New Sight Screens on Main Oval	Greenvale	-	156,910	156,910	Plan
605116	John Coultis Reserve Open Space Development	Gladstone Park	569.80	637,168	636,598	Plan
605118	Roxburgh Park Lakeside Drive Recreation Reserve - Changeroom Upgrade - Election Commitment Project	Roxburgh Park	369,730.78	1,568,186	1,198,455	Construction
605119	Eric Boardman Memorial Reserve - Outdoor Netball Court Project -Election Commitment	Sunbury	68,057.99	100,000	31,942	Complete
605125	Kalkallo Central community hub-Lockerbie C104 - 3Y Kinder program expansion	Kalkallo	3,100.79	69,109	66,009	Complete
605126	Mickleham South community Centre - 3Y Kinder program expansion	Mickleham	7,188.28	49,000	41,812	Complete
605128	Electronic timesheet system	Various	-	333,720	333,720	Initiate
605130	HGLC Craigieburn - Arts Centre Upgrade	Craigieburn	-	200,001	200,001	Procurement
605135	Boardman Stadium Works	Sunbury	-	84,800	84,800	Initiate
605139	Group Fitness Area Flooring Upgrades	Various	-	36,400	36,400	Plan
605145	SALC - Outdoor Functional training area	Sunbury	-	102,400	102,400	Review
605158	Craigieburn Sports Stadium - Stage 2	Craigieburn	-	260,000	260,000	Procurement
605160	Gladstone Park Community Centre court facility upgrade - Council contribution portion only	Gladstone Park	57,951.22	135,548	77,597	Plan
605161	Arena Recreation Reserve - Additional seating under shelter	Roxburgh Park	-	10,000	10,000	Plan
605169	Cyber, Information Governance, Risk and Compliance	Various	185,576.74	2,217,675	2,032,098	Construction
605173	Business initiatives - Innovation	Various	5,394.40	293,336	287,942	Construction
605175	Leisure Centres - supply, installation and commissioning of a sodium bi-carbonate & calcium chloride automatic dosing system at each LC	Various	-	70,000	70,000	Design

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Attachment 1

Capital Works Report
For the Period Ended 30th September 2025

Project Information			Expenditure			Stage
Number	Project Description	Suburb	YTD	Annual	Remaining to	
			Actual	Available Funding	spend	
			\$	\$	\$	
605178	Broadmeadows Community Hub bathroom conversion project	Broadmeadows	200.15	20,000	19,800	Plan
605182	Hume Leisure Pool Balance Tank upgrades	Various	-	380,000	380,000	Plan
605184	Bolinda Rd & Mahoneys Rd Closed Landfill Gas Management	Campbellfield	85,144.10	1,366,553	1,281,409	Plan
605185	SPRINT Grandstand Windbreak and Lighting Upgrade assessment	Craigieburn	56,420.00	66,804	10,384	Construction
605186	Leisure Centres Locker Replacements	Various	-	250,000	250,000	Procurement
605187	SALC Masterplan	Sunbury	19,380.00	140,620	121,240	Plan
605188	SALC Outdoor pool plant upgrade investigation	Sunbury	-	80,000	80,000	Plan
605189	SALC outdoor pool tank painting	Sunbury	157,841.40	160,807	2,966	Construction
605190	Arena Ave - Property Access Remediation	Roxburgh Park	-	221,996	221,996	Financial Completion
605191	John McMahon Recreation Reserve Oval 2 - Installation of a new sports oval lighting system	Sunbury	2,820.00	365,000	362,180	Procurement
605192	Blossom Drive Greenvale playground - water fountain	Greenvale	-	15,000	15,000	Construction
605195	Broadmeadows Community Hub - Upgrade for the safety of staff and community	Broadmeadows	-	63,825	63,825	Initiate
605197	Heyesen Dr Park Sunbury - install water connection and construct a new drinking fountain with dog bowl	Sunbury	-	33,182	33,182	Construction
605199	Sunbury Neighbourhood House - Upgrade playground, lighting and security	Sunbury	11,267.61	20,641	9,373	Construction
605200	Craigieburn local parks - investigate and install soccer goal(s)	Craigieburn	-	80,000	80,000	Procurement
605201	John Ilhan Reserve Meadow Heights - Dog park upgrade	Broadmeadows	-	248,544	248,544	Design
605207	Upgrades for lookout at Jackson Hill	Sunbury	2,177.50	36,075	33,898	Construction
605194	John Ilhan Memorial Reserve - Renew synthetic soccer pitch	Broadmeadows	-	1,265,000	1,265,000	Plan
605262	Westmeadows War Memorial	Westmeadows	4,380.00	71,280	66,900	Plan
603420	Alexo Rd Recreation Reserve - Construction Eastern sports ground Merrifield West OS07	Mickleham	-	100,000	100,000	Initiate
604250	Sydney Rd Service Road east side btw Somerset Rd & Bolinda Rd - Road Reconstruction	Campbellfield	-	112,486	112,486	Initiate
604260	Cobden St btw Barry Rd & Russell St - Road Rehabilitation	Campbellfield	-	350,000	350,000	Design
604635	Mahoneys Rd Service Road btw Onslow Ave & End - Road Reconstruction	Campbellfield	-	40,000	40,000	Plan
604639	Blackwood Cr btw Somerset Rd & Sycamore Cr - Road Rehabilitation	Campbellfield	21,185.00	40,000	18,815	Design
604769	Splash - Renewal of Sauna and Steamroom	Craigieburn	-	210,000	210,000	Plan
604848	Dryland Blvd Recreation Reserve - construction of pavilion - Lindum Vale ICP LDV-SR-01c Highlands West AOS DP42	Mickleham	-	150,000	150,000	Initiate
604880	Mount Ridley Rd btw Grand Blvd & Excesior Heights Rd - Road Reconstruction	Craigieburn	-	56,243	56,243	Plan
605104	Elizabeth Dve at Charter Rd East & at school crossing - Upgrade intersection & construct Road Safety	Sunbury	-	450,396	450,396	Plan
605208	605208 BALC Stadium FIP and Security Upgrades	Broadmeadows	-	120,000	120,000	Plan
605210	CCTV Upgrades at Broadmeadows and Sunbury Aquatic and Leisure Centres	Broadmeadows	-	88,000	88,000	Design
605211	Goonawarra Golf Course Hole 8 Safety Netting	Sunbury	-	25,000	25,000	Initiate
605212	Goonawarra Golf Course Master Plan	Sunbury	-	100,000	100,000	Initiate
605214	Leisure Centre and Stadium Asset Management Plan	Various	-	100,000	100,000	Plan
605216	Sunbury Town Centre Key Development Site	Sunbury	-	297,000	297,000	Initiate
605217	Emu Bottom Wetlands Master Plan Implementation	Lancefield	-	110,000	110,000	Initiate
605218	Street tree canopy increase in vulnerable areas	Various	-	1,312,572	1,312,572	Plan
605219	Sunbury Operations Centre Refurbishment	Sunbury	-	120,000	120,000	Plan

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Attachment 1

**Capital Works Report
For the Period Ended 30th September 2025**

Project Information		Suburb	Expenditure			Stage
Number	Project Description		YTD Actual \$	Annual Available Funding \$	Remaining to spend \$	
605221	WSUD Rectifications	Various	-	834,184	834,184	Design
605224	Dwyer St & Mulgrave Bvd, Kalkallo - Intersection Safety Improvements	Kalkallo	-	70,000	70,000	Design
605225	Electric Vehicle (EV) recharging stations for Hume Fleet	Various	-	51,000	51,000	Plan
605226	Forest Red Gum Drive Road Upgrade, bw Mt Ridley Road and Torrance Street, Mickleham	Mickleham	49,181.82	150,000	100,818	Design
605228	Mason St Campbellfield, Salvator Dr to Barry Rd - Road Reconstruction	Campbellfield	-	35,000	35,000	Initiate
605229	Railway Crescent, Broadmeadows - 'Wombat' Crossing	Broadmeadows	-	235,350	235,350	Design
605231	The Nook - Pedestrian Bridge East Reconstruction	Sunbury	1,890.11	100,000	98,110	Plan
605232	Windrock Ave, north of Craigieburn Road at Shopping Centre Car Park Access Road - Roundabout	Craigieburn	-	40,000	40,000	Plan
605239	Broadmeadows Community Hub Safety Review - Construction Phase	Dallas	-	300,500	300,500	Initiate
605240	Greenvale West Community Meeting Room Soundproofing	Greenvale	-	35,000	35,000	Design
605241	HGLC Broadmeadows Safety Upgrades	Broadmeadows	-	50,000	50,000	Plan
605242	HGLC Craigieburn Carpark Upgrade	Craigieburn	-	70,000	70,000	Procurement
605243	Newbury Child and Community Centre Childrens Bathroom Conversion	Craigieburn	-	50,000	50,000	Plan
605244	Town Hall Broadmeadows Facility Review	Broadmeadows	-	70,000	70,000	Plan
605248	Mapbox Implementation	Various	-	102,000	102,000	Construction
605250	SharePoint File Storage Configuration	Various	-	144,000	144,000	Plan
605254	Library rolling furniture replacement	Broadmeadows	830.66	16,000	15,169	Plan
605258	Riddell Road Landfill Aftercare CW Replacement	Sunbury	-	25,875	25,875	Plan
605261	Blair St & Riggall St Roundabout - Cycling & Pedestrian Safety Upgrade	Broadmeadows	-	80,000	80,000	Plan
605263	Goonawarra Neighbourhood House community pantry	Sunbury	-	10,000	10,000	Design
605264	New portable pavilions for Upfield Soccer Club at Gibb Reserve	Dallas	-	250,000	250,000	Plan
605265	Goal cage for Roxburgh Park United Soccer Club at Arena Recreation Reserve	Roxburgh Park	-	35,000	35,000	Plan
605267	Sunbury Aquatic and Leisure Centre - Pool Concourse Renewal	Sunbury Central	-	134,984	134,984	Plan
600110	Hume Central Public Realm Works	Broadmeadows	11,200.00	0	(11,200)	Procurement
605124	Aitken Hill Community Centre - 3Y Kinder program Double modular building additional works	Craigieburn	2,915.33	0	(2,915)	Complete
605123	Bluebird Way Child & Community Centre - 3Y Kinder program Stage 1 of expansion and upgrade	Roxburgh Park	1,870.80	0	(1,871)	Review
170280	Integrated Water Management Plan 2020-2025 adopted 22 Mar 2020 Works Program	Various	695,933	3,525,572	2,829,639	Construction
500010	Local Roads Spray Resealing Program	Various	15,868	1,676,000	1,660,132	Construction
500020	Local Roads Asphalt Resurfacing Program	Various	0	6,825,000	6,825,000	Construction
500030	Carpark Resurfacing Program	Various	0	334,000	334,000	Initiate
500040	Kerb and Channel Rehabilitation Program	Various	43,489	510,000	466,511	Initiate
500050	Kerb & Channel Rehabilitation Associated with Road Asphalt Resurfacing Program	Various	190,156	1,050,000	859,844	Initiate
500060	Traffic Management Facilities Program	Various	139,852	967,295	827,443	Construction
500070	Local Area Traffic Management (LATM) Facilities Program	Various	5,594	462,000	456,406	Construction
500080	Footpath Rehabilitation Program	Various	298,479	5,066,891	4,768,412	Initiate
500090	Walking & Cycling Program	Various	0	285,389	285,389	Construction
500100	Drainage Rehabilitation Works Program	Various	393,771	886,517	492,747	Plan
500110	Drainage Infrastructure Upgrade Program	Various	28,738	622,903	594,165	Construction
500130	Sports Ground Lighting Audit and Upgrade Program 18/19-23/24	Various	30,857	1,390,000	1,359,143	Design
500150	Park Renewal and Upgrade Program	Various	341,200	3,295,485	2,954,285	Review
500210	Public Toilet Program	Various	59,296	528,621	469,325	Construction
500240	Kerbside Bins - New and Maintenance	Various	250,268	1,467,724	1,217,456	Construction
500250	Litter Bin Infrastructure Replacement	Various	35,161	241,765	206,604	Construction
500280	Hume's Places Program -Local Shopping Centre Upgrades & Urban Renewal	Various	13,022	337,459	324,437	Plan
500290	Library Stock Replacement Program	Various	121,439	1,077,000	955,561	Review

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Attachment 1

**Capital Works Report
For the Period Ended 30th September 2025**

Project Information			Expenditure			Stage
Number	Project Description	Suburb	YTD Actual	Annual Available Funding	Remaining to spend	
			\$	\$	\$	
500300	Public Art Program	Various	5,053	94,768	89,715	Plan
500330	Fleet Capital Replacement Program	Various	348,380	10,275,850	9,927,470	Construction
500350	Sportsground surfaces - sub-surface drainage program	Various	328,358	1,115,534	787,176	Procurement
500360	Sports Pavilion Bin Cage program	Various	0	53,576	53,576	Construction
500380	Basketball Stadium Asset Renewal Program	Various	14,781	58,335	43,554	Plan
500390	Premier's Reading Challenge Program	Various	0	30,000	30,000	Review
500400	Indented Parking on Narrow Streets Program	Various	13,081	925,513	912,432	Construction
500410	Children's Services Yard Refurbishment and Redevelopment Program	Various	0	202,544	202,544	Construction
500431	Tennis Facility Surface Replacement Program	Various	3,000	1,559,998	1,556,998	Construction
500433	Sports Ground Lighting Audit and Upgrade Program Outside current program 2020-2024	Various	1,328	117,942	116,614	Design
500434	Climate Action Plan 2023-2028 adopted 25 Sept 2023	Various	7,400	635,548	628,148	Construction
500435	Annual Sportsground Fence Upgrade Program	Various	0	464,678	464,678	Procurement
500436	IS Device Replacement Annual Program	Various	264,977	2,300,000	2,035,023	Construction
500437	Annual Road Humps Replacement Program	Various	0	300,000	300,000	Plan
500438	Annual new footpath construction Program	Various	2,340	500,000	497,660	Construction
600130	Leisure Centre Pool Plant and Capital Projects Upgrade Program	Various	0	762,247	762,247	Construction
604500	Road Design Program for future capital works	Various	66,270	162,486	96,216	Construction
604611	Sports Reserves Car Park Lighting Program	Various	36,271	641,805	605,534	Design
604626	Leisure Centre Fitness Upgrade Program	Various	0	1,111,042	1,111,042	Procurement
604700	Skate, Scooter, BMX Strategy Implementation Program (outside current adopted plan)	Various	0	217,351	217,351	Plan
604797	Parks Landscape Enhancements Program	Various	86,732	259,910	173,178	Construction
604846	Solar array installation on Council buildings where Council pays electricity accounts	Various	0	885,006	885,006	Plan
604864	Art Installations Sculptures & Mural Program	Various	17,740	66,535	48,795	Review
605007	LED streetlighting upgrade for major roads and T5s	Various	0	3,166,095	3,166,095	Design
605017	Community Centre Furniture Renewal Program	Various	0	8,832	8,832	Plan
605136	Stadiums - Basketball Backboard Rolling Replacement Program	Various	66,945	190,663	123,718	Plan
605155	Community Infrastructure Plan Actions - planning & investigations for future CW	Various	128,941	1,109,921	980,980	Initiate
500432	Disability Action Plan Implementation Program - outside current adopted plan	Various	0	647,660	647,660	Design
605213	HVAC Asset Renewal and Upgrades Program	Various	0	110,000	110,000	Initiate
605222	Bridge Renewal Program	Various	72,850	150,000	77,150	Construction
605230	Safe Local Roads and Streets Program	Various	0	1,200,000	1,200,000	Design
605253	Community Facilities Minor Upgrade Program	Various	0	150,000	150,000	Plan
500439	Parks Open Space Drainage	Various	3,815	0	(3,815)	Construction

TOTAL PROJECTS

10,779,029	157,467,737	146,688,708
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REPORT NO:	8.6
REPORT TITLE:	First Quarter Report 2025/26 - Budget
SOURCE:	Robert Costa, Manager Finance
DIVISION:	Finance & Governance
FILE NO:	-
POLICY:	-
STRATEGIC OBJECTIVE:	3.2: Deliver responsible and transparent governance, services and sustainable assets that respond to community needs
ATTACHMENT:	1. <i>First Quarterly Report 2025</i>

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

- 1.1 The First Quarter Report 2025/26 provides information to the community and stakeholders on the financial performance of Council compared to the budget, as required on a quarterly basis under section 97 – Quarterly budget report, of the *Local Government Act 2020* (**Attachment 1**).
- 1.2 The report covers key financial data and related information: supplier payments within Hume, employee numbers and salaries, government grants sought, and contracts awarded by Council or delegated officers and the level of Rate arrears.
- 1.3 As of 30 September 2025, Council is tracking within budget with financial ratios remaining strong.

2. RECOMMENDATION:

That Council notes the First Quarter Report 2025/26 – Quarterly Budget Report (Attachment1).

3. LEGISLATIVE POWERS & POLICY CONTEXT:

- 3.1 Local Government Act 2020 (the Act):
 - 3.1.1 Section 94 – The budget.
 - 3.1.2 Section 97 – Quarterly budget report.

4. OVERARCHING GOVERNANCE PRINCIPLES:

- 4.1 This Report supports Council is giving effect to the following Overarching Governance Principles:
 - 4.1.1 The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.
 - 4.1.2 The ongoing financial viability of the Council is to be ensured.

5. IMPACT ASSESSMENTS:

- 5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

REPORT NO: 8.6 (cont.)

The Council Plan was developed within the policy context of the Hume City Council Social Justice Charter (2021) and the Charter of Human Rights and Responsibilities Act 2006.

5.2 GENDER EQUALITY ACT 2020

This Report does not relate to a development or review of a policy, program or service; therefore, a Gender Impact Assessment was not required.

6. FINANCIAL & RESOURCE IMPLICATIONS:

The financial results against the Budget are provided at **Attachment 1**. No adjustments are required to the Budget.

7. OPPORTUNITIES & RISKS:

7.1 This report responds to Strategic Risk 6 in that officers consider the ongoing financial sustainability of Council.

7.1.1 The rate cap for 2025/26 was set at 3.0%, affecting council's main revenue source for funding services and capital projects. However, expenses such as contractors, construction, materials, Workcover, insurance, and utilities are rising faster than the rate cap, which is beyond the council's control.

7.1.2 The level of Rate arrears remains high, affecting Council's cash flow. However, more rate arrears are now in payment arrangements due to the Rates Financial Hardship Policy, which is a positive outcome.

7.1.3 As at 18 November 2025, a total of 3,733 rate arrears accounts, with an outstanding value of \$24.27million including current years rates overdue, are currently with Council's appointed debt management agency. It is important to note that this referral only includes non-responsive accounts—those ratepayers who have not engaged with Council despite multiple contact attempts. Accounts currently under active payment arrangements and pensioners have been excluded from this process. It is anticipated that this next step will assist in improving recovery outcomes while maintaining a compassionate approach to those experiencing financial hardship.

7.1.4 Grant funding from the State Government has decreased, leading to more competition for Commonwealth Government funding. This reduces the chances of securing grants, increasing reliance on Rates and user fees to fund council services and capital projects.

8. COMMUNITY ENGAGEMENT:

The Budget was developed through extensive community consultation.

9. DISCUSSION:

9.1 On 23 June 2025, Council adopted the Council Plan 2025-2029 and 2025/26 Budget, which included the recurrent and capital budget (for the capital works program).

9.2 The Council Plan sets out Council's 11 Strategic Objectives (under four Priorities) which identifies what it will achieve over the 4-year term in response to the Hume Community Vision. The budget outlines how Council will fund the projects, services and operations required to deliver on the Council Plan.

9.3 Key information regarding the Budget is also noted below.

9.3.1 Income Statement (Section 1):

REPORT NO: 8.6 (cont.)

- (a) This includes explanation of material variances and identifies that Council has generated \$149.74m in revenue and \$ 94.13m in expenses. This has resulted in a surplus of \$55.61m which is \$4.87m above budget for the three months ended 30 September 2025.
- (b) For the three months ended 30 September 2025, rates revenue was \$69.98m which equates to 46.7% of total revenue. Council continues to be reliant on its rates revenue as a major source of income.
- (c) For the three months ended 30 September 2025, the major items of revenue earned by Council include:

Rates and charges	\$ 69.98m
Contributions – non-monetary	\$ 24.67m
Grants – operating	\$ 19.56m

- (d) For the three months ended 30 September 2025, employee costs were \$33.53m which equates to 35.6% of total expenditure.
- (e) For the three months ended 30 September 2025, the major items of expenditure incurred by Council include:

Employee costs	\$ 33.53m
Materials and services	\$ 34.95m
Depreciation and amortisation	\$ 22.49m

9.3.2 Balance Sheet (Section 2)

- (a) For the three months ended 30 September 2025, non-current assets made up 94.0% of Council's total asset base (\$7.30b of total assets of \$7.76b). The major item on the Balance Sheet consists of property, infrastructure, plant and equipment. These non-current assets made up 94.0% of Council's total asset base in 2024/25 (\$7.24b of total assets of \$7.71b).
- (b) Ratepayer equity is \$7.6b, which reflects the strong financial position of Council.
- (c) Liquidity is strong as demonstrated by the favourable cash balance.
- (d) Council's assets are increasing, which is largely due to developer contributed assets and a substantial capital works program. All these factors have led to favourable key ratios as identified in this report.

9.3.3 Statement of Cash Flows (Section 3)

- (a) For the three months ended 30 September 2025, Council's cash position was \$347.40m. Council also has other Financial Assets (Term Deposits) of \$35.47m. Therefore, Council's total cash and investments were \$382.86m which is \$85.45m favorable to budget.
- (b) The difference between the surplus figure reported in the Income Statement and the Cash Flow Statement can be partially attributed to the Depreciation and Amortisation recorded as expense, \$22.49m at 30 September 2025, (in the Income Statement) with no resulting cash payments.

REPORT NO: 8.6 (cont.)

9.3.4 Buying local (Section 4):

- (a) For the three months ended 30 September 2025, Council made payments to local suppliers totaling \$8.97m. Significantly, the level of local expenditure as a proportion of Council’s total expenditure (including capital works) was 16.77% as at 30 September 2025.

9.3.5 Employees Residing within Hume (Section 5):

- (a) For the First quarter, there were 1,301 employees residing within Hume representing 56.47% of total employees.
- (b) For the three months ended 30 September 2025, Council paid salaries to employees residing within Hume totaling \$18.47m, representing 55.09% of total employee benefits.

9.3.6 Contributions – monetary (Section 6):

- (a) For the three months ended 30 September 2025, Contributions monetary was \$16.44m, of which, \$15.83m related to developer contributions. This contribution income gives rise to future infrastructure obligations that Council must deliver.

9.3.7 Financial Ratios (Section 7):

- (a) Refer to Attachment 1.

9.3.8 Outstanding Rates Report (Section 8):

- (a) Prior to 30 September 2025, Council sent rates notices to all ratepayers and follows up with an SMS reminder one week before the due date. As at 30 September 2025, unpaid rates totalled \$57.70m, with \$36.62m from previous years and \$21.08m for 2025/26.
- (b) At that time, 44,126 properties had overdue rates, and 10,412 of these were already on payment plans.
- (c) After 30 September 2025, Council issued installment reminder notices and sent overdue SMS one week later for any unpaid accounts. For debts that have remained unpaid since before the start of this financial year, where no payment plan or hardship support is in place and the property owner is not a pensioner and not already with Midstate (Council’s debt collection agency), Council issued an overdue demand notice.
- (d) By 18 November 2025, the number of overdue properties had dropped by more than 18,500, leaving 25,528 accounts still unpaid. The total outstanding amount also fell to \$43.71m (\$33.37m from previous years and \$10.34m for 2025/26).
- (e) Council works closely with ratepayers who are behind on payments to help set up manageable payment plans and ensure compliance. Support is available under the Rates Financial Hardship Policy, including payment arrangements and deferrals for people living in their principal home.
- (f) Council also takes proactive steps to help ratepayers manage payments by offering interest-free payment plans. We communicate through phone calls, letters, emails, SMS reminders, and social media updates. Clear messages are included on all installment notices and overdue reminders to make payment options easy to understand.

9.3.9 Approved Contracts Report (Section 9):

- (a) Refer to Attachment 1.

REPORT NO: 8.6 (cont.)

9.3.10 Grants Report (Section 10):

(a) Refer to Attachment 1.

9.4 Revised budget statement

9.4.1 As required under Section 97(3) of the Act, the Chief Executive Officer is required to include a statement in the First Quarterly Report of a financial year as to whether a revised budget is, or maybe, required.

9.4.2 As of 30 September 2025, the Chief Executive Officer is of the opinion that no revision to the budget is required.

10. CONCLUSION

10.1 The quarterly budget report has been prepared on an accrual basis and in accordance with accounting practices, including an Income Statement, Balance Sheet and Statement of Cash Flows.

10.2 As of 30 September 2025, Council’s financial performance is tracking within budget with financial ratios remaining strong.

REPORT NO: 8.6 (cont.)

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HUME CITY COUNCIL

2025/26 Quarterly Budget Report

2025/26 Financial Year
hume.vic.gov.au



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Section 1 - Income Statement

The Income Statement measures how well Council has performed from an operating or recurrent nature. It reports revenue and expenditure from the activities and functions undertaken with the net effect being the resulting surplus figure.

The majority of Council’s revenue is derived from rates and charges. During the financial year ended 30 June 2025, rates income was \$261.4m. This equated to 39.5% of Council’s total revenue of \$662.6m. For the three months ended 30 September 2025, rates revenue was \$70m which equates to 65.2% of underlying revenue or 46.7% of total revenue. Therefore, Council continues to be reliant on its rates revenue as a major source of income.

The majority of Council’s expenses relates to employee benefits. During the financial year ended 30 June 2025, employee benefits were \$165m. This equated to 36.7% of Council’s total expenses of \$450m. For the three months ended 30 September 2025, employee benefits were \$33.5m which equates to 35.6% of total expenditure.

INCOME STATEMENT

For the three months ended 30 September 2025

						Twelve months to 30/06/2025
	Ref	ACTUAL \$'000	BUDGET \$'000	VARIANCE \$'000	VARIANCE %	ANNUAL BUDGET \$'000
						ACTUAL \$'000
Income						
Rates and charges	1	69,978	68,955	1,023	1.5%	273,339
Statutory fees and fines	2	4,080	3,969	111	2.8%	19,937
User fees	3	8,405	7,727	678	8.8%	31,641
Grants - operating	4	19,559	20,107	(548)	(2.7%)	85,166
Property rental		970	970	0	0.0%	4,046
Interest and other income	5	4,222	2,221	2,001	90.1%	12,648
Total income		107,214	103,949	3,265	3.1%	426,777
Expenses						
Employee costs	6	33,525	37,115	3,590	9.7%	188,669
Materials and services	7	34,949	32,156	(2,793)	(8.7%)	144,701
Utility costs		1,245	1,240	(5)	(0.4%)	9,650
Bad and doubtful debts	8	366	-	(366)	(100.0%)	-
Depreciation and amortisation		22,490	22,488	(2)	(0.0%)	89,951
Finance costs		178	169	(9)	(5.5%)	1,510
Other expenses		1,375	1,386	(9)	(0.7%)	5,898
Total expenses		94,128	94,534	406	0.4%	440,379
Underlying (deficit)/surplus		13,086	9,415	3,671	39.0%	(13,602)
Less						
Loss on disposal of financial assets		-	-	-	-	-
Capital works expensed		-	-	-	-	8,860
Assets renewed		-	-	0	-	10,733
Reimbursements to developers for WIK/LIK		-	-	-	-	6,567
Payment to ICP developer for land equalization		-	-	-	-	14,558
Impairment loss on assets		-	-	-	-	-
Add						
Net gain on disposal of property, plant, equipment and infrastructure		32	-	32	100.0%	-
Fair value adjustments for investment property		-	-	-	-	685
Contributions - non-monetary		24,673	24,676	(3)	(0.0%)	98,706
Contributions - monetary	9	16,443	15,267	1,176	7.7%	31,404
Grants - capital		1,381	1,383	(2)	(0.1%)	9,513
Surplus for the year		55,615	50,741	4,874	9.6%	85,988
						212,566

Section 1 (cont.)

INCOME STATEMENT

For the three months ended 30 September 2025

Explanation of material variations (YTD Actual versus YTD Budget)

Item	Ref	Explanation
Rates and charges	1	• \$1M favourable: Predominantly attributed to increased service rates and charges resulting from household growth during the financial year.
Statutory fees and fines	2	• \$111K favourable mainly due to higher than expected Council election failure to vote fine payments.
User fees	3	• \$678K favourable: • Leisure centres due to positive growth in the Learn to Swim program enrolments, supported by targeted efforts to transition customers from the extensive waitlist into active participation (\$241K). • Assets related to asset protection application and road management permit (\$206K). • City Parks & Open Space due to unbudgeted tree removal income (\$173K).
Grants - operating	4	• \$548K unfavourable mainly due to: • Victorian Grants Commission (VGC) 50% advance payment of the 2025/26 allocation in 2024/25. • Home Care Packages due to Federal government delayed implementation of the Support at Home program \$188K. This is offset by: • Unbudgeted Broadmeadows Precinct Roadmap Grant of \$2M favourable. • Free Kinder grants received in 2025/26 relating to 2024/25 Financial Year \$449K.
Interest and other income	5	• \$2M favourable variance is primarily due to higher than expected investment interest rates.
Employee costs	6	• \$3.6M favourable, primarily due to staff vacancies. This is partially offset by agency staff costs to backfill sick leave and vacant positions (\$2.6M). • The net impact on labour cost is \$1M favourable.
Materials and services	7	• \$2.8M unfavourable is mainly due to agency staff expenses to cover sick leave and vacancies (partially offset by savings in employee costs).
Bad and doubtful debts	8	• \$366K unfavourable: Reflects no budget allocation for bad debts, assuming all attempts would be made to recover user fees, statutory fees, and fines.
Contributions - monetary	9	• \$1.2M favourable primarily due to the timing of signing the Land-in-Kind (LIK) agreement under the Craigieburn West ICP.

Section 2 - Balance Sheet

The Balance Sheet is a statement at a point in time which shows all the resources controlled by Council and the obligations of Council. The aim of the Balance Sheet is to summarise the information contained in the accounting records relating to assets, liabilities, and equity in a clear and intelligible form.

BALANCE SHEET

As at 30 September 2025

	As at 30/09/2025 ACTUAL \$'000	As at 30/09/2024 ACTUAL \$'000	Twelve months to 30/06/2025 ACTUAL \$'000
Assets			
Current assets			
Cash and cash equivalents	347,399	242,775	307,238
Other financial assets	35,465	105,406	25,465
Trade and other receivables	78,747	57,462	65,543
Prepayments	494		
Accrued income	168	-	
Other assets	-	1,568	5,028
Total current assets	462,274	407,211	403,274
Non-current assets			
Trade and other receivables	158	1,410	159
Other financial assets	-	-	20,000
Property, plant, equipment and infrastructure	7,257,850	6,237,741	7,243,515
Right-of-use assets	3,439	3,756	3,535
Investment property	35,127	34,253	35,127
Total non-current assets	7,296,574	6,277,160	7,302,336
Total assets	7,758,848	6,684,371	7,705,610
Liabilities			
Current liabilities			
Trade and other payables	28,441	11,572	29,076
Trust funds and deposits	16,015	9,340	4,061
Contract and other liabilities	-	-	15,020
Provisions	41,681	39,159	41,862
Lease liabilities	410	373	400
Total current liabilities	86,547	60,444	90,419
Non-current liabilities			
Trust funds and deposits	17,880	19,140	16,238
Provisions	72,122	78,034	72,275
Lease liabilities	3,213	3,477	3,299
Total non-current liabilities	93,215	100,651	91,812
Total liabilities	179,762	161,095	182,231
Net assets	7,579,086	6,523,276	7,523,379
Equity			
Accumulated surplus	2,939,350	2,744,479	2,883,634
Asset revaluation reserve	4,449,380	3,582,969	4,449,388
Other reserves	190,356	195,828	190,357
Total equity	7,579,086	6,523,276	7,523,379

Section 3 - Statement of Cash Flow

The Statement of Cash Flows shows what was actually received and paid by Council, not what was owed or what was recorded. This is largely why it is different to the Income Statement which shows what income was raised and payments incurred during the same period.

STATEMENT OF CASH FLOWS

For the three months ended 30 September 2025

	ACTUAL	BUDGET	Twelve months to 30/06/2025 ACTUAL
	\$'000	\$'000	\$'000
Cash flows from operating activities			
Rates and charges	70,546	73,366	255,977
Statutory fees and fines	3,711	4,624	17,958
User fees	5,142	5,681	36,916
Grants - operating	19,559	22,870	92,333
Grants - capital	1,570	2,069	21,422
Contributions - monetary	17,162	16,427	27,347
Contributions - developer	2	-	-
Interest received	3,447	1,834	17,770
Property rental	992	1,012	4,201
Other receipts	776	387	1,205
Net trust movement	13,594	-	(2,665)
Net GST refund	2,147	-	24,486
Employee costs	(37,374)	(40,955)	(162,150)
Materials and services	(49,886)	(54,637)	(202,169)
Short-term, low value and variable lease payment	(105)	(58)	(990)
Grants, contributions and donations	(961)	(975)	(3,514)
Utilities	(1,245)	(2,254)	(8,550)
Other payments	(309)	(132)	(1,852)
Net cash provided by operating activities	48,770	29,259	117,725
Cash flows from investing activities			
Payments for property, plant, equipment	(18,544)	(31,410)	(97,198)
Payments for investments	-	-	(40,059)
Proceeds from sales of property, plant, equipment and infrastructure	85	0	1,216
Proceeds from investments	10,000	-	110,000
Net cash used in investing activities	(8,459)	(31,410)	(26,041)
Cash flows from financing activities			
Interest paid	(56)	(56)	(249)
Repayment of lease liabilities	(94)	(92)	(377)
Net cash used in financing activities	(150)	(148)	(626)
Net increase/(decrease) in cash and cash equivalents	40,161	(2,299)	91,058
Cash and cash equivalents at the beginning of the financial year	307,238	299,714	216,180
Cash and cash equivalents at the end of the financial year	347,399	297,415	307,238

Section 4

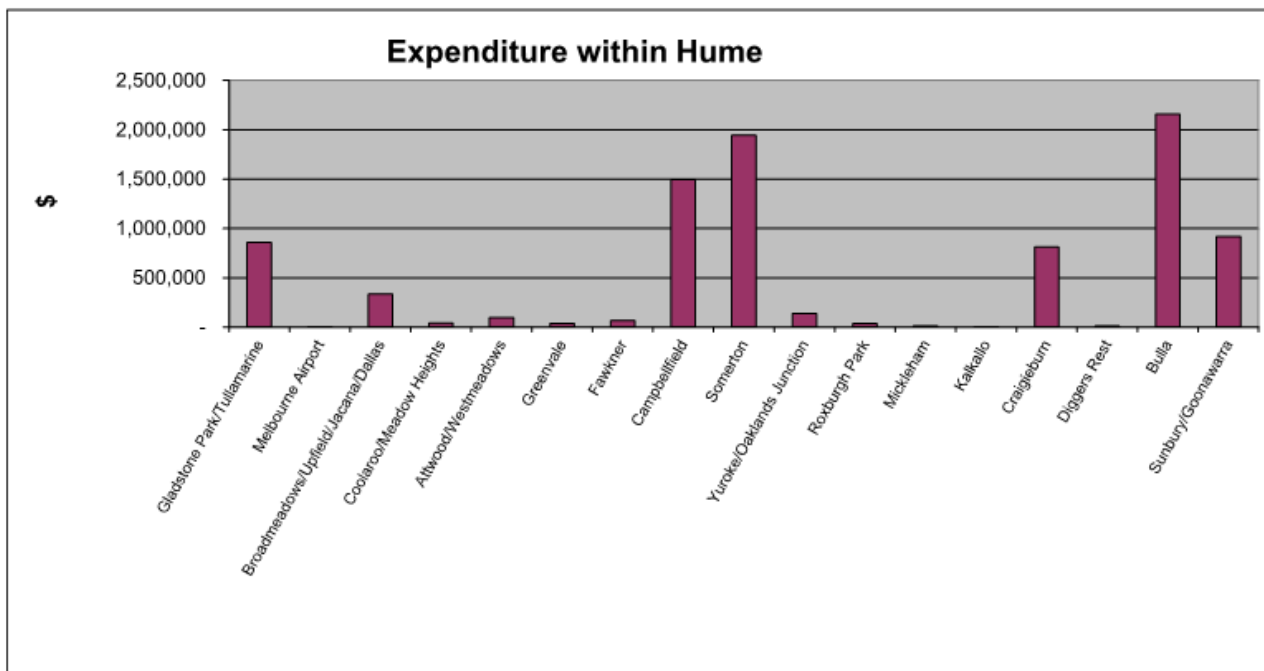
**Buying Local
Expenditure by Locality**

The Buying Local report highlights the level of payments made by Council to businesses, community groups and individuals within the municipality. The report includes payments for grants and contributions, materials, and services, building and utility costs and contractor and other services.

It should be noted that the report only includes payments to suppliers whose mailing address is listed within Hume. Therefore, there is the possibility that the level of payments made to local suppliers is in fact, higher.

As at 30 September 2025

Postcode	Suburb	Amount \$
3043	Gladstone Park/Tullamarine	858,608
3045	Melbourne Airport	1,243
3047	Broadmeadows/Upfield/Jacana/Dallas	334,312
3048	Coolaroo/Meadow Heights	41,642
3049	Attwood/Westmeadows	97,201
3059	Greenvale	38,486
3060	Fawkner	66,118
3061	Campbellfield	1,493,991
3062	Somerton	1,944,359
3063	Yuroke/Oaklands Junction	139,501
3064	Roxburgh Park	37,610
3064	Mickleham	13,761
3064	Kalkallo	514
3064	Craigieburn	812,830
3427	Diggers Rest	12,524
3428	Bulla	2,159,397
3429	Sunbury/Goonawarra	918,254
Total		8,970,351



Section 5 -

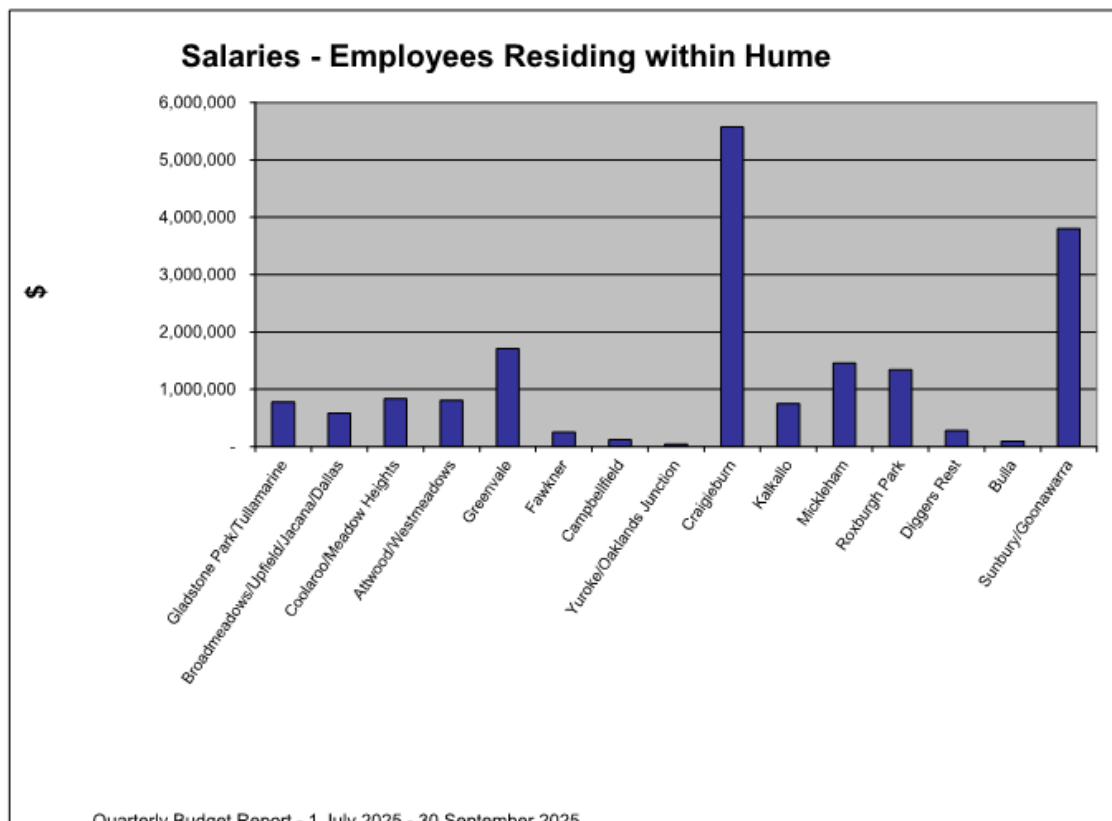
Employees Residing within Hume

The Employees Residing within Hume report highlights the level of salaries paid to employees who reside within Hume as well as the number of employees who reside within Hume.

As at 30 September 2025

Postcode	Suburb	Gross Salaries \$
3043	Gladstone Park/Tullamarine	779,664
3047	Broadmeadows/Upfield/Jacana/Dallas	590,431
3048	Coolaroo/Meadow Heights	839,422
3049	Attwood/Westmeadows	809,805
3059	Greenvale	1,714,750
3060	Fawkner	258,099
3061	Campbellfield	122,247
3063	Yuroke/Oaklands Junction	45,015
3064	Craigieburn	5,571,763
3064	Kalkallo	749,879
3064	Mickleham	1,460,598
3064	Roxburgh Park	1,343,380
3427	Diggers Rest	281,745
3428	Bulla	97,456
3429	Sunbury/Goonawarra	3,804,170
Total		18,468,425

Total number of employees paid that reside within Hume was 1,301.



Section 6

Contributions - Monetary

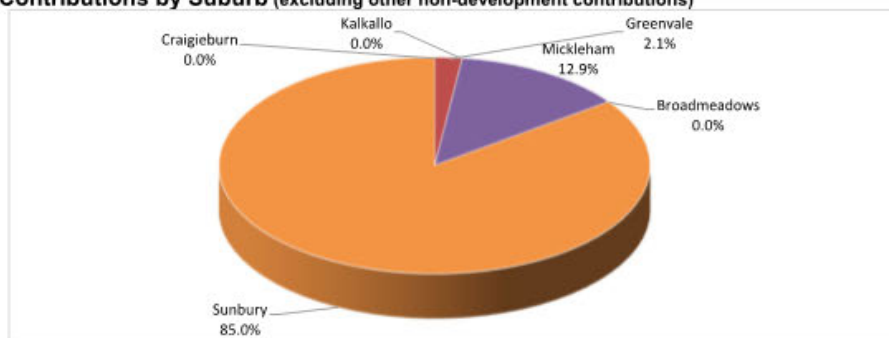
The Contributions – monetary report highlights contributions received from developers and also includes contributions received for capital works and open space levies.

As at 30 September 2025

Location	Ytd Act \$'000	Ytd Bud \$'000	Ytd Var %	Annual Bud \$'000
Craigieburn R2 CIL	-	-		55
Craigieburn R2 DIL	-	-		118
Greenvale Lakes East	(25)	-		-
Merrifield West DIL	-	-		2,143
Lockerbie DIL Levies	-	-		1,403
Greenvale Central South DIL	179	179	0.0%	948
Merrifield West CIL	-	-		202
Craigieburn R2 PSP	-	-		379
Greenvale Central PSP	-	-		1,023
Lockerbie PSP	-	37	(100.0%)	147
Greenvale Central North DIL	159	159	0.0%	1,373
Lockerbie CIL	-	88	(100.0%)	354
Greenvale Central CIL	12	44	(72.2%)	177
Merrifield City Centre 173 contribution	-	54	(100.0%)	217
Lindum Vale ICP Com/Rec	438	505	(13.1%)	2,018
Lindum Vale ICP Land Equalisation	130	465	(72.0%)	1,858
Sunbury ICP Community and Recreation Levy	3,128	2,720	15.0%	3,807
Sunbury ICP Transport Levy	3,596	3,333	7.9%	3,333
Sunbury ICP SuppTransport Levy	2,415	2,605	(7.3%)	2,605
Sunbury ICP Land Equalisation Levy	4,323	3,280	31.8%	4,600
Merrifield South Precinct (S173 contribution)	1,474	1,480	(0.4%)	1,574
Craigieburn West Transport Levy	-	-		943
Craigieburn West Community and Recreation Levy	-	-		2,162
Other - Non Development Contribution*	615	318	93.2%	1,513
Total	16,443	15,267	8%	32,953

*Other - Non Development Contribution includes contributions received for capital works, open space levies and other related projects.

Contributions by Suburb (excluding other non-development contributions)



Section 7

Financial Ratios

The following financial ratios are required to be included in Council's financial report at year-end. Although their value may be limited as key financial indicators, they do provide information on trends.

Ratios	Three months to 30- Sep-25 2025/26	Three months to 30- Sep-24 2024/25	Twelve months to 30-Jun-25 2025/26
Debt Servicing Ratio (Target < 3%) This ratio measures the extent to which long-term debt is impacting on the annual total income of Council and identifies the capacity of Council to service outstanding debt. The ratio expresses the amount of interest paid as a percentage of Council's total revenue. (The lower the ratio the better).	0.00%	0.00%	0.00%
Debt Commitment Ratio (Target < 15%) This ratio identifies Council's debt redemption strategy and expresses the percentage of rate revenue utilised to pay interest and redeem debt principal. (The lower the ratio the better).	0.21%	0.24%	0.24%
Revenue Ratio (Target 65% - 70%) This ratio identifies Council's reliance on rates as a source of income. (The lower the ratio the better).	46.73%	39.25%	39.45%
Debt Exposure Ratio This ratio identifies Council's exposure to debt and expresses the total indebtedness to total realisable assets. (The lower the ratio the better).	4.79%	5.18%	4.88%
Working Capital Ratio (Target 100% - 150%) This ratio identifies Council's ability to meet current liabilities and enables an assessment of Council's liquidity and solvency. The ratio compares the current assets to current liabilities. (The higher the ratio the better).	534.13%	673.70%	446.01%
Hume adjusted underlying result (Target > 0%) This ratio identifies Council's underlying result as a percentage of underlying income. This ratio is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. (The higher the ratio the better).	23.88%	34.82%	9.75%

Section 8 – Outstanding Rates

Chart 1 – Outstanding Rates Comparison

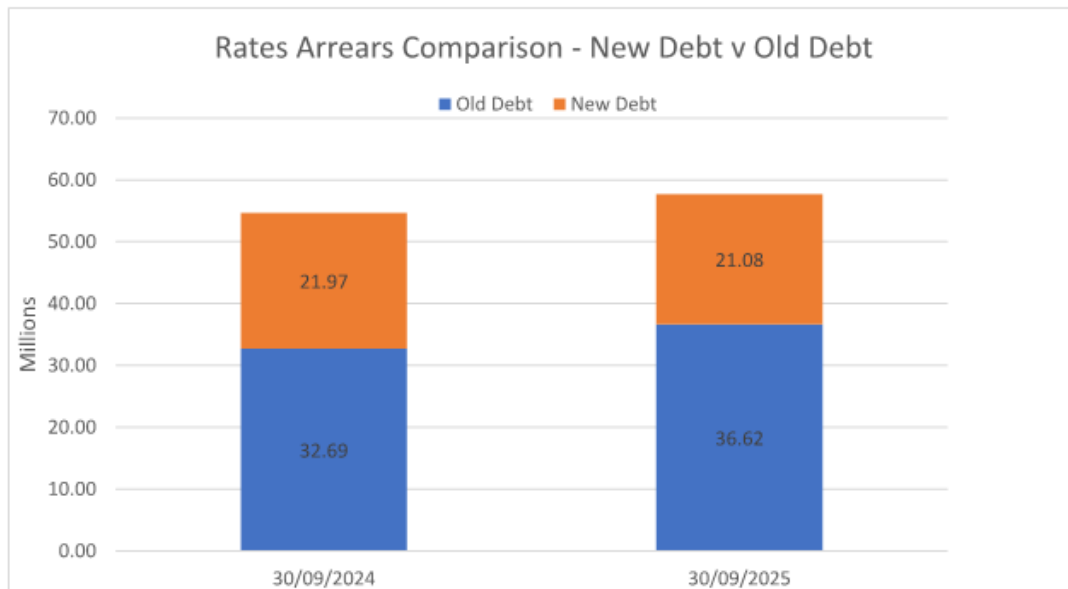
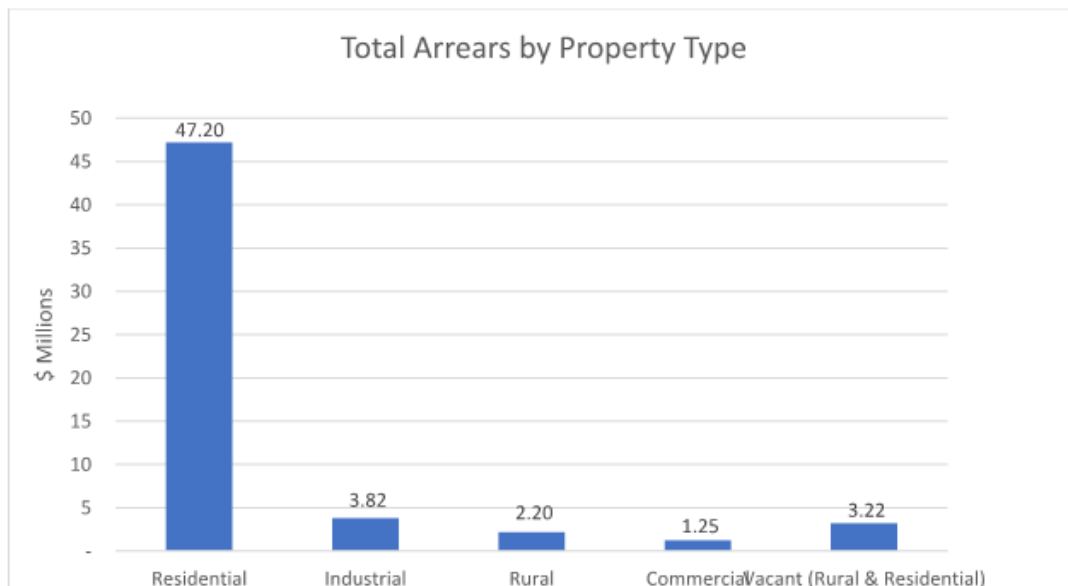


Chart 2

Analysis of the rates arrears (current rates raised and previous year) by property type. This illustrates the value of rates by outstanding property type.



Section 8 – Outstanding Rates (cont.)

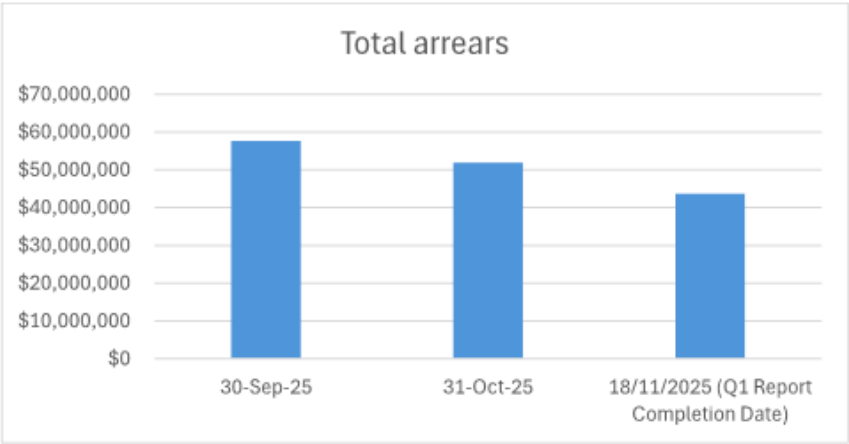
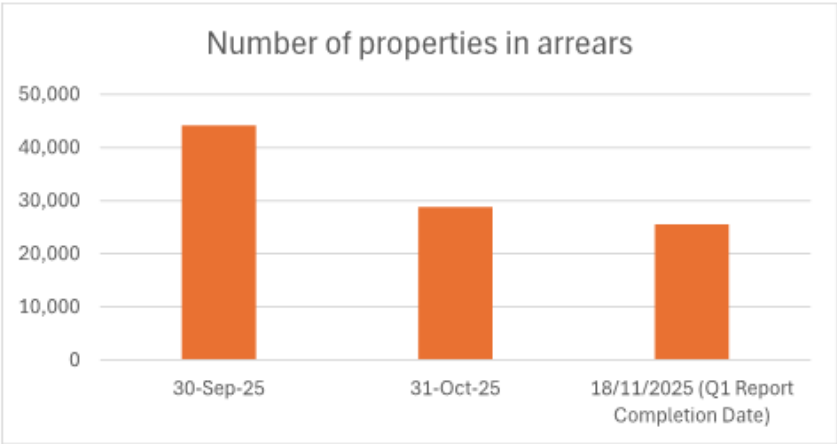
Chart 3 - Total Outstanding Rates compared to Rates Raised

Locality	Number of Rateable Properties	Total Rates Raised 2025/2026 \$	Number of Properties in Arrears	Total Arrears at 30/9/2025 \$	Arrears as a % of Total Raised	Number of Arrears properties on Arrangements	Arrears on Arrangements \$
ATTWOOD	1,133	\$ 2,991,711	415	\$ 595,242	19.90%	148	\$274,488
BROADMEADOWS	5,656	\$ 12,485,267	2,000	\$ 2,625,475	21.03%	331	\$593,046
BULLA	308	\$ 1,191,880	133	\$ 368,602	30.93%	28	\$166,157
CAMPBELLFIELD	4,797	\$ 17,563,738	1,778	\$ 3,255,787	18.54%	237	\$749,953
CLARKEFIELD	16	\$ 60,246	8	\$ 23,915	39.70%	1	\$10,731
COOLAROO	1,522	\$ 3,789,241	534	\$ 843,771	22.27%	110	\$204,226
CRAIGIEBURN	23,657	\$ 50,973,043	9,906	\$ 12,854,954	25.22%	2,637	\$4,962,445
DALLAS	2,373	\$ 4,181,573	916	\$ 1,185,263	28.34%	209	\$427,697
DIGGERS REST	180	\$ 821,338	63	\$ 207,894	25.31%	15	\$107,882
FAWKNER	127	\$ 322,187	33	\$ 46,200	14.34%	7	\$25,146
GLADSTONE PARK	3,433	\$ 7,256,512	1,071	\$ 1,325,154	18.26%	271	\$553,869
GREENVALE	9,322	\$ 24,355,230	4,038	\$ 6,260,992	25.71%	990	\$2,340,147
JACANA	968	\$ 1,715,123	330	\$ 363,488	21.19%	64	\$124,891
KALKALLO	4,813	\$ 8,978,101	2,403	\$ 2,307,347	25.70%	554	\$725,502
KEILOR	33	\$ 120,873	11	\$ 39,779	32.91%	0	\$0
MEADOW HEIGHTS	4,901	\$ 8,906,231	1,851	\$ 2,426,027	27.24%	405	\$900,481
MELBOURNE AIRPORT	3	\$ 12,542	1	\$ 540	4.30%	0	\$0
MICKLEHAM	10,834	\$ 24,891,577	5,146	\$ 6,200,131	24.91%	1,197	\$2,030,559
OAKLANDS JUNCTION	154	\$ 726,110	71	\$ 228,622	31.49%	10	\$46,364
ROXBURGH PARK	7,176	\$ 14,770,752	3,037	\$ 4,547,278	30.79%	822	\$1,991,818
SOMERTON	567	\$ 6,032,276	228	\$ 539,263	8.94%	24	\$78,133
SUNBURY	19,977	\$ 44,097,713	7,723	\$ 8,274,211	18.76%	1,832	\$2,918,070
TULLAMARINE	4,352	\$ 10,990,300	1,310	\$ 1,424,269	12.96%	218	\$452,038
WESTMEADOWS	2,999	\$ 6,896,676	1,037	\$ 1,534,564	22.25%	294	\$699,026
WILDWOOD	107	\$ 479,670	58	\$ 183,383	38.23%	6	\$23,501
YUROKE	66	\$ 333,004	25	\$ 33,369	10.02%	2	\$2,968
Total	109,474	\$ 254,942,913	44,126	\$ 57,695,518	22.63%	10,412	\$20,409,137

This table was produced as at 30 September 2025 the date of the first rates instalment. Due to payment processing times, this quarter there are more properties with overdue rates who may have simply paid a day late.

Chart 4 - Outstanding Rates Comparison after 30 September 2025

As at:	30 September 2025	31 October 2025	18 November 2025 (Q1 Report Completion Date)
Number of properties in arrears	44,126	28,758	25,528
Total arrears	\$57,695,518	\$51,929,762	\$43,714,735



Section 9 – Approved Contracts Report

Table 1 – Contracts approved under delegated authority by the CEO

For the period 1 July 2025 to 30 September 2025, the CEO approved the contracts in the below table.

Contract No.	Description	Awarded Supplier	Date Approved	Project Name	Location
30 25 3621	Provision of Internal Audit Services	Sententia Consulting Pty Ltd	30/07/2025	-	-
30 25 3636	Provision of dewatered Street Sweepings	RepurposelT Pty Ltd	22/08/2025	-	Council Wide

Section 9 – Approved Contracts Report (cont.)
Table 2 – Contracts approved under delegated authority by Directors.

The CEO has via an Instrument of Sub-Delegation by the Chief Executive Officer to Members of Council Staff effective 19 December 2022, delegated to the officers in the Directors position of:

- (a) DIA or CFO, the power to enter into contracts up to the value of \$500,000 (including GST); and
- (b) DCUS, DCSL or DCPD, the power to enter into contracts up to the value of \$300,000 (including GST).
- (c) CPO, the power to enter into contracts up to the value of \$200,000 (including GST).

For the period 1 July 2025 to 30 September 2025, Directors approved the contracts up to the value of \$500,000 detailed in the table below.

Contract No.	Description	Awarded Supplier	Date Approved	Project Name	Location
30 25 3618	Detailed Design of Storm Water Harvesting of Kalkallo Wetland	Design Flow Consulting Pty Ltd	9/07/2025	Integrated Water Management Plan 2020-2025	Kalkallo
30 25 3600	Roads Condition Survey and Renewal Program	Infrastructure Management Group Pty Ltd	22/08/2025	Local Roads Asphalt Resurfacing Program	Council Wide
30 25 3657	Risk Compliance Software	Reliansys Pty Ltd	22/09/2025	-	-
30 25 3655	Design, Supply & Shotcrete existing crib wall at Riggall St, Dallas	Hennelly Construction Services Pty Ltd	7/10/2025	Riggall Rd Bridge – Repair Footpath Retaining Wall	Dallas
30 25 3672	Employee Engagement Survey	Act-XM Pty Ltd	9/09/2025	-	-

DIA – Director Infrastructure and Assets

CFO – Chief Financial Officer

DCUS – Director Customer and Strategy

DCSL – Director City Services and Living

DCPD – Director City Planning and Places

CPO – Chief People Officer

Section 9 – Approved Contracts Report (cont.)

Table 3 – Contracts approved under delegated authority by Managers.

For the period 1 July 2025 to 30 September 2025, there were no contracts approved by Managers under delegated authority.

Section 9 – Approved Contracts Report (cont.)

Table 4 – Contracts extensions approved by Council or under delegated authority by Directors.

For the period 1 July 2025 to 30 September 2025, the following contract extensions were approved by Council or by Directors under delegated authority.

Contract No.	Description	Awarded Supplier	Date Extension Approved
30 21 3221	Provision of Internal Auditing Services	HLB Mann Judd	02/07/2025
30 19 2987	Indigenous Plants Supply	Western Plains Flora	7/07/2025
30 19 2987	Indigenous Plants Supply	La Trobe Wildlife	7/07/2025
30 19 2987	Indigenous Plants Supply	Australian Ecosystems	7/07/2025
30 19 2987	Indigenous Plants Supply	Flora Victoria	7/07/2025
30 22 3330	Pipe Relining Program at Various Locations	Rangedale Rehabilitation and Renewals Pty Ltd	9/07/2025
30 22 3330	Pipe Relining Program at Various Locations	M. Tucker & Sons Pty Ltd	9/07/2025
30 21 3249B	Provision of Asphalt Surfacing – Road Maintenance Works	Asphaltech Pty Ltd	9/07/2025
30 21 3149	Supply & Delivery of Quarry Materials	S&S Tyquin Nominees Pty Ltd	16/07/2025
30 22 3407	Provision of Timber Floor Maintenance Services	Nellakir	5/08/2025
30 20 3083	Provision of Bulk & Dumped Waste	Hume Turf & Machinery	12/08/2025
30 21 3243	Provision of Toilets, BBQ and Bin Surround Cleaning Services	Australian Commercial Maintenance	14/08/2025
30 21 3319	Service and Cleaning of Exeloos	W.C. Convenience Management Pty Ltd	14/08/2025
30 20 3056	Provision of Turf Management Works & Services	Grass Up Pty Ltd	1/09/2025
30 20 3085	Provision of Waste and Litter Collection Services from Open Space and Public Realms	WCIG	1/09/2025
30 20 3118	Sports Field Drainage Installation	McMahons	10/09/2025
30 20 3118	Sports Field Drainage Installation	Global Turf	10/09/2025
30 20 3056	Provision of Turf Management Works & Services	Amgrow	17/09/2025
30 20 3056	Provision of Turf Management Works & Services	Classic Turf	17/09/2025
30 20 3056	Provision of Turf Management Works & Services	Craig Evans Turf Services	17/09/2025
30 20 3056	Provision of Turf Management Works & Services	Evergreen	17/09/2025

Contract No.	Description	Awarded Supplier	Date Extension Approved
30 20 3056	Provision of Turf Management Works & Services	Green Options	17/09/2025
30 20 3056	Provision of Turf Management Works & Services	Green Turf	17/09/2025
30 20 3056	Provision of Turf Management Works & Services	Hume Turf	17/09/2025
30 20 3056	Provision of Turf Management Works & Services	Alfo Investments	17/09/2025
30 20 3056	Provision of Turf Management Works & Services	The Art of Grass	17/09/2025
30 19 2989	Irrigation Maintenance and Repair for Hume City Council	Century Rain	17/09/2025
30 19 2989	Irrigation Maintenance and Repair for Hume City Council	Timmons Heritage Landscapes	17/09/2025
30 19 2989	Irrigation Maintenance and Repair for Hume City Council	Think Water Melbourne	17/09/2025
30 19 2989	Irrigation Maintenance and Repair for Hume City Council	Greeneearth Plumbing & Electrical Solutions	17/09/2025
30 19 2989	Irrigation Maintenance and Repair for Hume City Council	Greenwater Australia	17/09/2025

Section 9 – Approved Contracts Report (cont.)

Table 5 – Contracts approved by Council

For the period 1 July 2025 to 30 September 2025, the following contracts were approved by Council.

Contract No.	Description	Awarded Supplier	Date Approved	Project Name	Location
30 24 3593	Tree Services - Electric Line Clearance	Aspect Tree Management Pty Ltd	14/07/2025	-	Council wide
30 25 3616	Provision of Cartage & Disposal Services - Resource Recovery Centres	Veolia Environmental Services (Australia) Pty Ltd	28/07/2025	-	Council wide
30 25 3601	Provision of Liquid Waste Services	Cleanaway Operations Pty Ltd	28/07/2025	-	Council wide
30 25 3601	Provision of Liquid Waste Services	Remondis Pty Ltd	28/07/2025	-	Council wide
30 25 3601	Provision of Liquid Waste Services	Stows Waste Management Pty Ltd	28/07/2025	-	Council wide
30 25 3607	Provision of Litter Collection Services for Reserves and Public Realms	Opendoor Ltd t/a Cleanable Property Maintenance Services	11/08/2025	-	Council wide
30 25 3641	Provision of Bulk Dumped Waste Collection Services	Jason Agius t/a Recycle Maintenance Solutions	22/09/2025	-	Council wide
30 25 3641	Provision of Bulk Dumped Waste Collection Services	Topgun Workforce Pty Ltd	22/09/2025	-	Council wide
30 25 3641	Provision of Bulk Dumped Waste Collection Services	WM Waste Management Pty Ltd	22/09/2025	-	Council wide

Section 10 - Grants

Snapshot of competitive grants *applied for/received* between 1 July and 30 September 2025

FUNDING APPLIED FOR IN 2024/25 Q3 & Q4 – OUTCOMES ANNOUNCED			
Project	Grant Program	Funding Sought	Funding Received
Hume Hockey - Second Pitch	Local Sports Infrastructure Fund 2024-25	\$300,000	<i>Unsuccessful</i>
John McMahon Second Oval - Lighting	Local Sports Infrastructure Fund 2024-25	\$145,200	<i>Unsuccessful</i>
Vista Park Drive - Playspace Upgrade	Growing Suburbs Fund 2024-25	\$250,000	<i>Unsuccessful</i>
Bradford Ave - Playspace Upgrade	Growing Suburbs Fund 2024-25	\$294,701	<i>Unsuccessful</i>
Mitchell Street Road Upgrade	Housing Support Program - Community Enabling Infrastructure Stream	\$6,000,000	<i>Unsuccessful</i>
Seabrook Reserve Residential Development	Housing Support Program - Community Enabling Infrastructure Stream	\$4,383,295	<i>Unsuccessful</i>
Hume Victorian Collections Online	Local History Grant – Round 23	\$15,000	<i>Unsuccessful</i>
Craigieburn Sports Stadium Masterplan	Growing Suburbs Fund 2024-25	\$130,000	\$130,000
Highgate Recreation Reserve - Cricket Net Upgrade	Australian Cricket Infrastructure Program	\$15,000	\$15,000
TOTAL		\$11,533,196	\$145,000

FUNDING APPLIED FOR IN 2024/25 Q2 – STILL WAITING OUTCOME			
Project	Grant Program	Funding Sought	Funding Received
Elizabeth Road Shared Pathway	Growth Areas Infrastructure Contribution Fund 2025	\$197,440	<i>Awaiting Outcome</i>
Cloverton MAC	Urban Precincts and Partnerships Program - Stream One: Precinct development and planning	\$2,622,500	<i>Awaiting Outcome</i>
TOTAL		\$2,819,940	

FUNDING APPLIED FOR IN 2025/26 Q1			
Project	Grant Program	Funding Sought	Funding Received
2026 Australia Day Grant	2026 Australia Day Program	\$10,000	\$10,000
Future in Tech: 12-Week Career Accelerator	Local Jobs Program - Local Jobs, Local People	\$240,000	<i>Awaiting Outcome</i>
TOTAL		\$250,000	\$10,000

REPORT NO:	8.7
REPORT TITLE:	Strategic Property Management Framework
SOURCE:	Ruth Robles McColl, Manager Strategic Projects & Places Matt Wilson, Development Manager - Council Land
DIVISION:	City Planning & Places
FILE NO:	HCC04/13
POLICY:	-
STRATEGIC OBJECTIVE:	SO4.1 A high performing organisation that prioritises continuous improvement, safety and accountability.
ATTACHMENTS:	1. <i>Strategic Property Management Framework - For Adoption</i> 2. <i>Community and Stakeholder Engagement Summary Report</i>

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

- 1.1 This report presents the Strategic Property Management Framework (the Framework) for Council’s adoption, following completion of community and stakeholder engagement in September and October 2025. The Framework provides a structured and transparent approach for managing Council’s vacant and underutilised land portfolio to ensure decisions align with long-term community needs and strategic objectives. It outlines a clear process for site assessment, decision-making pathways, and implementation planning, supported by the principles adopted by Council in March 2024.
- 1.2 Engagement indicated general support for the draft Framework and its guiding principles. Feedback has informed refinements to the implementation approach, particularly around partnership models and future community engagement on site-specific decisions.
- 1.3 Minor updates have been made to finalise the Framework. Adoption will enable Council to commence implementation, guided by insights gathered through the engagement process.

2. RECOMMENDATION:

That Council:

- 2.1 **Adopt the Strategic Property Management Framework (Attachment 1), following completion of community and stakeholder engagement.**
- 2.2 **Note that engagement outcomes indicate general acceptance of the Strategic Property Management Framework and its principles, with feedback used to inform and strengthen the implementation.**
- 2.3 **Note that the Community and Stakeholder Engagement Summary Report (Attachment 2) provides details of engagement methods, outcomes and their influence on the Framework.**

REPORT NO: 8.7 (cont.)

- 2.4** Note that the Strategic Property Management Framework will guide decisions on Council-owned land, providing a consistent basis for assessing opportunities and bringing forward property projects for Council’s consideration.
- 2.5** Note that the next stage of implementation will include the consideration of strategic property acquisitions.

3. LEGISLATIVE POWERS & POLICY CONTEXT:

- 3.1** The development and proposed implementation of the Strategic Property Management Framework is guided by Council’s obligations under the Local Government Act 2020, particularly:
- Local Government Act 2020 Part 3 Division 1 - Community accountability
 - Local Government Act 2020 Part 5 Division 4 - Powers in relation to land
- 3.2** The Framework also aligns with the following Council policies:
- Investment Policy (POL272) – particularly in considering options for reinvestment and responsible financial management of Council assets.
 - Community Engagement Policy (POL289) – which establishes Council’s commitment to inclusive, transparent, and accessible consultation processes, applied throughout engagement on the draft Framework.
- 3.3** The Framework is informed by Council’s Plan 2025–2029, with direct alignment to:
- Strategic Objective 1.1: Liveable places that are inclusive and accessible
 - Strategic Objective 4.1: A high performing organisation that prioritises continuous improvement, safety and accountability

4. OVERARCHING GOVERNANCE PRINCIPLES:

- 4.1** This Report supports Council is giving effect to the following Overarching Governance Principles:
- a) Council decisions are to be made and actions taken in accordance with the relevant law;
 - b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
 - c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
 - d) the municipal community is to be engaged in strategic planning and strategic decision making;
 - e) innovation and continuous improvement is to be pursued;
 - f) collaboration with other Councils and Governments and statutory bodies is to be sought;
 - g) the ongoing financial viability of the Council is to be ensured;
 - h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
 - i) the transparency of Council decisions, actions and information is to be ensured.

5. IMPACT ASSESSMENTS:

REPORT NO: 8.7 (cont.)

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

The Charter of Human Rights and Responsibilities Act 2006 sets out the basic rights and responsibilities of all people in Victoria. The Charter places obligations on public authorities by requiring them to act compatibly with human rights and give proper consideration to human rights when making decisions.

The human rights relevant to this Report are:

- Section 15 - Right to freedom of expression
- Section 18 - Right to take part in public life

The above rights are not being limited by the recommended action in this Report. The community engagement process has supported these rights by providing the community with an opportunity to participate in shaping Council’s strategic approach to land management.

5.2 GENDER EQUALITY ACT 2020

The policy, program or service in this Report has a direct and significant impact on the public; therefore a Gender Impact Assessment was completed. The key recommendations and findings of this assessment were:

1. Embed a gender and inclusion lens into the property assessment process, ensuring early consideration of how decisions impact different genders and intersectional groups.
2. Enhance community engagement approaches to intentionally include women, gender diverse people, CALD communities, and people with disability when property decisions are made. This will be achieved through targeted outreach such as in-language engagement, accessible formats, and working with community facing services or organisations.
3. Integrate gender equity considerations into strategic investment pathways, particularly regarding social and affordable housing partnerships. This will be achieved by prioritising partnerships that address gendered housing needs and embedding gender-responsive design and allocation expectations into agreements.
4. Deliver clear, accessible, and culturally appropriate communication to address community sensitivities around land disposal, ensuring transparency and reducing stigma.
5. Monitor and review gender impacts over time as the Framework is implemented and property decisions progress.

The policy, program or service include these opportunities to ensure that it promotes gender equality and better and fairer outcomes for the public.

6. FINANCIAL & RESOURCE IMPLICATIONS:

- 6.1 The Framework is designed to support Council’s long-term financial sustainability by ensuring decisions relating to underutilised and vacant land are made with full consideration of community benefit, risk, and financial opportunity.

REPORT NO: 8.7 (cont.)

- 6.2 There are no immediate financial implications arising from the adoption of the Framework. Implementation may result in future revenue generation, cost efficiencies, or investment opportunities, to be considered by Council on a site-by-site basis.
- 6.3 The Framework has been developed within existing operational budgets. Any projects arising from its implementation, including property development or disposal activities, will require detailed financial analysis and Council approval.

7. OPPORTUNITIES & RISKS:

- 7.1 The Framework gives Council a consistent and transparent basis for assessing how vacant and underused land can better meet community needs and long-term goals. It supports decisions to retain, repurpose, invest in or sell land. These decisions can augment rate revenue, reduce ongoing maintenance costs and allow reinvestment in local priorities.
- 7.2 It also enhances Council’s ability to advocate for solutions to housing and community infrastructure challenges by identifying opportunities for collaboration with developers, government and community organisations.
- 7.3 Implementation may generate more community interest or concern, particularly for site specific proposals. Risks will be managed through consistent application of the Framework, clear communication and engagement tailored to each site.

8. COMMUNITY ENGAGEMENT:

- 8.1 Community and stakeholder engagement was undertaken in line with Council’s Community Engagement Policy. Activities included online participation via Participate Hume, a Housing Roundtable with key organisations, and targeted communications across Council’s media channels.
- 8.2 Feedback was generally supportive of the Framework’s purpose and principles. Some concerns were raised about the potential sale or disposal of Council land, highlighting the importance of transparent communication and decision-making.
- 8.3 A detailed summary of methods, feedback and resulting changes is provided in Attachment 2 – Community and Stakeholder Engagement Summary Report.

9. DISCUSSION:

- 9.1 Council owns more than 1,900 properties across Hume, including land used for community facilities, recreation, open space, operations and other services. Some of these properties are vacant or underutilised, providing opportunities for strategic management.
- 9.2 The Framework establishes a process to assess the potential of such land, taking into account place-based needs, financial and social value, legal requirements, and community input. It promotes transparent and evidence based decisions on whether land should be retained, repurposed, invested or sold.
- 9.3 The Framework aligns with Council’s legislative responsibilities, financial objectives and key strategies such as the Community Vision, Council Plan,

REPORT NO: 8.7 (cont.)

and the Community Infrastructure and Open Space strategies. It provides a consistent way to weigh up opportunities and risks to ensure decisions are well-informed and accountable.

- 9.4 Humes’ population growth and the increasing demand for infrastructure and services within a constrained funding environment highlight the need for strategic property management. The Framework enables Council to deliver community value, support advocacy efforts, and strengthen Council’s long-term financial position.
- 9.5 It does not override existing land use strategies or apply to land under external management, routine leasing, or statutory transfers. Strategic property acquisition will be considered in the next implementation stage in early 2026.
- 9.6 Council endorsed the vision and principles in March 2024, including pilot testing of the methodology. Community and stakeholder engagement has confirmed general support and a final Framework has now been prepared (Attachment 1).
- 9.7 The next phase will focus on applying the Framework to individual sites, embedding the process into operations and ensuring that future proposals are supported by clear communication and targeted community engagement.

10. CONCLUSION

- 10.1 It is recommended that Council endorse the final Strategic Property Management Framework to enable a robust, transparent, and consistent approach to managing vacant and underutilised land.
- 10.2 Its development has been shaped by internal collaboration, pilot testing, and targeted engagement, confirming strong stakeholder support. It will support Council in making informed decisions by aligning property outcomes with community needs, strategic priorities, and long-term financial sustainability.
- 10.3 Once adopted, the next phase will focus on implementation and help deliver lasting value for Hume’s residents. Council can begin applying the principles and methodology outlined in the adopted Framework to individual sites, embedding them into decision-making processes, and ensuring future proposals are supported by clear communication and meaningful community engagement.

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HUME CITY COUNCIL

Strategic Property Management Framework



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Strategic Property Management Framework

EXECUTIVE SUMMARY

This Strategic Property Management Framework outlines Hume City Council's approach to managing its portfolio of vacant and underutilised land to deliver the highest possible value to the community. It sets a clear vision and provides a structured, evidence-based methodology for assessing landholdings and making decisions that align with Council's long-term objectives and community needs.

The framework has been developed in response to the increasing complexity of land management in Hume—driven by rapid population growth, financial pressures, and the diverse and evolving needs of our communities. It provides a systematic approach with detailed implementation pathways, assessment criteria, and governance processes to guide effective and transparent decision-making.

Through this strategic lens, Council can unlock greater public value from its land assets by identifying opportunities for investment, development, retention, leasing, or divestment—each considered within a robust decision-making framework that prioritises place-based outcomes, sustainability, and fairness.

This Framework applies to vacant properties owned by Council and eligible for assessment under the defined methodology. It provides clear guidance on how Council will engage with the community, assess land value and potential, and ensure decisions are financially responsible, legally compliant, and aligned with broader Council strategies.

Key features of the Framework include:

- A structured evaluation methodology with defined stages, including property assessment, gateway reviews, engagement, and implementation.
- Clear decision pathways for retention, development, leasing, or disposal of land based on strategic alignment, financial viability, and community benefit.
- Integration with Council's broader goals, including social equity, environmental sustainability, financial resilience, and transparent governance.

- Commitment to community engagement at key decision points, guided by Council’s Community Engagement Policy and Local Government Act 2020.

By embedding these principles and processes into everyday decision-making, the framework supports Council to proactively manage its land portfolio—not only to meet current needs but also to anticipate future opportunities. It strengthens Council’s ability to respond to growth, manage risk, and deliver services and infrastructure where they are most needed.

Ultimately, this framework is a tool for long-term community value creation. It marks a shift to a forward-thinking, place-based strategy that positions Hume City Council to make informed, transparent and sustainable use of its land assets—now and into the future.

INTRODUCTION

Why is this framework needed?

Council has a significant portfolio of properties that may not be currently generating the best possible community outcomes. This framework guides Hume City Council in the proactive and systematic management of its portfolio of undeveloped landholdings, with the view to identifying land use opportunities that maximise place-based outcomes for the community, now and into the future.

A strategic decision-making framework can help Council more effectively use its vacant landholdings to achieve its strategic objectives across Hume.

Application of this framework helps Hume City Council:

- Make informed and considered decisions about its vacant properties
- Build trust in decision-making processes
- Consider and achieve environmental, social, economic, financial outcomes
- Promote unique place-based outcomes across Council’s various precincts
- Balance outcomes across Council over time – short, medium and long term

When does the framework apply?

Council’s property portfolio consists of land which is:

- Owned by Council in freehold – Hume City Council is the registered proprietor of the land on the Certificate of Title. Council manages this land in accordance with its powers under the Local Government Act 2020.
- Owned by the Crown and for which the Council is appointed as the Committee of Management in accordance with the Crown Land (Reserves) Act 1978.
- Owned by the Crown and for which the Council is the Coordinating Road Authority. Councils manage this land in accordance with the Local Government Act 2020 and with reference to the Road Management Act 2004.
- Land which Vests in Council – whilst the Certificate of Title might show a registered proprietor other than Council, the land is deemed to vest in Council and used for public purposes.

The framework will apply only to **vacant and underutilised land owned by Council in freehold** and deemed eligible for assessment within the framework methodology.

VISION AND PRINCIPLES

Council's vision for developing a strategic, systematic approach to decision-making about Council property:

Hume City Council takes a pragmatic, considered and place-based approach to making decisions about its landholding portfolio, considering the diverse and complex needs of both local places and the wider Council area.

Council proposes the following key principles when applying this framework:

- **Place-based** – strive to understand unique place needs across Council's diverse community and prioritise these in decision-making
- **Multi-beneficial and value for money** – prioritise the achievement of multiple objectives (e.g., financial, social, environmental, economic), and balance the assessment of costs and benefits in the context of Council's multiple commitments, including where benefits may not be quantifiable
- **Future-proofing** – decisions should consider how they meet current needs while giving Council more options in the future
- **Evidence-based approach** – decisions should be informed by multiple data and inputs from across Council and the community, where possible, and where information gaps exist, appropriate investigations are undertaken to improve understanding

- **Collaborative and complementary** – decisions should strive to align with parallel efforts and decisions elsewhere across Council, while reserving the right to introduce alternative solutions where there is a reasonable case to do so
- **Financially sustainable** – Council adopts sound financial management practice and decisions will consider short, medium and long-term financial strategy and budget and wider financial implications
- **Legal compliance** – strive for leading practice in all dealings with property, complying fully with statutory requirements and the law



SCOPE FOR THE FRAMEWORK

Council's landholdings are important assets that can help to deliver community services and advance social, environmental, economic and financial objectives. The portfolio comprises properties used for:

- Direct service delivery by Council
- Recreation and sports
- Commercial activity
- Passive open space
- Environmental management
- Car parking

Council owns properties that are not currently assigned for any of the above defined purposes and could be managed to improve community outcomes. The Strategic Property Management Framework (the framework) focuses on identifying vacant or underutilised properties within Council's portfolio and exploring opportunities to improve community outcomes through appropriate management.

Property management options within the framework include:

- **Hold and Maintain**
Maintaining land to ensure it remains safe, secure, and fit for purpose, preserving the asset's value and potential for future use.

- **Strategic Investment**

Identifying and pursuing investment, partnership, and development opportunities that align with Council priorities and offer additional revenue or community benefits. This approach can include repurposing properties and supports innovative uses and leverages the land to contribute to broader strategic outcomes.

- **Property Disposal**

Responsibly disposing of surplus land that is no longer required to deliver Council services is a critical tool for optimising Council’s property portfolio. Proceeds from disposal are reinvested to support community outcomes.

- **Leasing or Licensing**

Enabling community or economic uses through appropriate lease or licence arrangements optimise land use without transferring ownership. These are guided by Council’s Lease and Licencing Policy,

Property Management Pathways

Depending on the outcome of the strategic property assessment, Council may pursue a range of tailored management options. The following table outlines common pathways under disposal and strategic investment categories. These pathways support Council to achieve the best use and community value of underutilised properties.

Table 1

Disposals	Strategic Investment
<p>Open Market Sale: Selling property on the open market to maximise exposure and ensure a competitive sale price.</p> <p>Public Auction: Disposing of property through public auction, providing transparency and securing market-driven value.</p> <p>Expressions of Interest (EOI): Inviting expressions of interest from potential buyers to assess market interest and negotiate favourable terms.</p> <p>Tender Process: Conducting a competitive tender to identify buyers</p>	<p>Direct Council-Led Development: Council manages the entire development process to ensure direct alignment with community objectives and strategic priorities.</p> <p>Community-Driven Initiatives: Working with local organisations or community service providers on projects that address specific local needs, such as community facilities or housing.</p> <p>Public-Private Partnerships (PPPs): Partnering with private sector entities to co-develop properties, combining</p>

Disposals	Strategic Investment
<p>who align with Council objectives and support community benefit.</p> <p>Direct Sale to Adjoining Landowners: Selling property directly to adjoining landowners, typically for minor parcels that enhance usability or accessibility.</p> <p>Land Swaps: Exchanging land with other public or private entities to optimise strategic land use and enhance Council’s property portfolio.</p>	<p>resources for projects that provide mutual community and economic benefits.</p> <p>Joint Ventures: Collaborating with public or private partners to jointly develop assets, sharing responsibilities, risks, and rewards.</p> <p>Development Agreements with External Partners: Negotiating with developers or other entities to establish development goals that align with Council’s strategic objectives.</p>

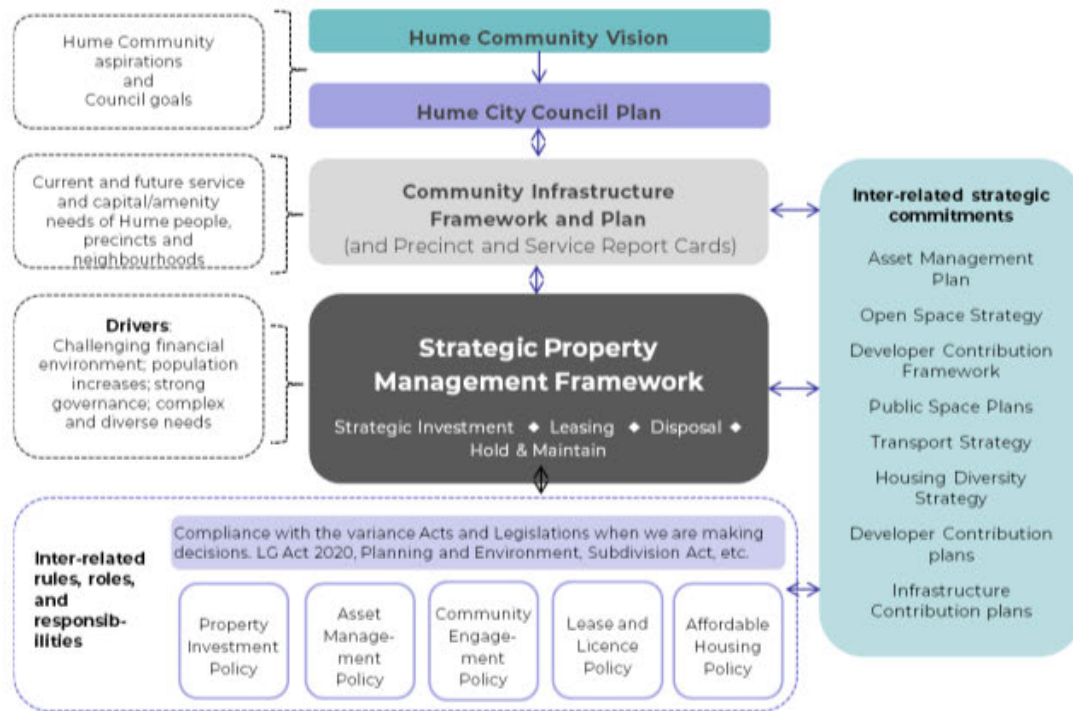
This Framework currently applies to vacant and underutilised land owned by Council in freehold and deemed eligible for assessment within the defined methodology. While strategic property acquisitions are not addressed within the current scope, Council recognises their importance in shaping a balanced and proactive property portfolio. Future stages of the Strategic Property Management Framework implementation will therefore explore the inclusion of strategic acquisitions, ensuring alignment with Council’s long-term objectives, financial strategy, and community priorities.

STRATEGIC AND POLICY ALIGNMENT

HUME CITY COUNCIL PLAN 2025-2029

- Strategic Objective 1.1: Liveable places that are inclusive and accessible.
- Strategic Objective 4.1: A high performing organisation that prioritises continuous improvement, safety and accountability.

The interface between the framework and Council strategies, plans and policies is depicted below and summarised in Appendix 1.



METHODOLOGY OVERVIEW

The framework uses a staged process to assess Council's vacant and underutilised land and determine the best outcomes—whether to retain, invest, or divest—based on clear criteria and governance steps.

The stages include:

1. **Assessment** – Identify and assess sites using strategic, functional, and community benefit criteria.
2. **Gateway Review** – Evaluate strategic fit, risk, and financial implications before progressing.
3. **Community Engagement** – Apply Council's engagement policy and scale activity to the site's value and impact. Further detail is provided in the following section.
4. **Decision Pathways:**
Based on assessment outcomes, Council determines the most appropriate course of action for each property, which may include:
 1. Retention and maintenance for future strategic use
 2. Strategic Investment, development or repurposing to deliver community services or amenities

3. Lease arrangements under commercial principles
4. Disposal or divestment where surplus to Council needs or better outcomes can be achieved.

5. Implementation and Monitoring

Approved decisions are carried out (e.g., disposal, development, leasing) with communication strategies to keep stakeholders and the community informed. Outcomes are integrated into Council systems, and ongoing monitoring informs future reviews and strategy adjustments.

This method ensures property decisions are transparent, accountable, and aligned with long-term community value.

Fig 1 below presents a summary of the framework methodology. This is further detailed in appendix 1.



What Informs Decision-Making?

The Strategic Property Management Framework equips Council with tools to make informed decisions that balance a wide range of factors, ensuring alignment with Council’s vision and community needs. This balanced approach supports identifying opportunities, managing risks, and delivering long-term benefits for the community, environment, and Council’s financial sustainability.

Decisions are guided by the following key considerations:

- Under / Over Utilisation: Assessing whether properties are being used efficiently or have potential to better serve community needs.
- Environmental or Heritage Value: Recognising and protecting sites with ecological significance or heritage status.
- Financial Performance: Evaluating the cost, revenue potential, and economic impacts of property management options.
- Equity and Inclusion: Ensuring decisions promote fair access and benefit diverse community groups.
- Development Potential: Considering opportunities for redevelopment or adaptive reuse to enhance community outcomes.

- Risk and Legal: Identifying and managing legal, regulatory, and operational risks.
- Community Engagement: Integrating community views and expectations into decision-making processes.
- Strategic Alignment: Ensuring decisions align with Council's broader strategies and objectives.
- Community Need / Service Alignment: Prioritising uses that respond directly to current and future community service demands.

By balancing these factors, the framework ensures decisions are consistent, transparent, and tailored to achieving the best outcomes for each property and the municipality as a whole.

Fig. 2 below represents the key considerations that inform the evaluation of properties within the framework. These are further detailed in appendix 1.



Community Engagement

Hume City Council is committed to transparency and inclusivity throughout the property management process. Community engagement is a vital part of decision-making for individual properties and for strategic direction.

- **When Community Engagement Occurs:**

Engagement will take place during key stages of property-specific decision-making, especially when proposals have significant local impact or where community input can shape outcomes.

- **How the Community Will Be Involved:**

Council will employ a range of engagement methods proportionate to the scale and impact of each proposal. These may include online feedback platforms, face to face engagement, public notices, targeted surveys, community workshops and direct consultation with affected stakeholders or interest groups.

- **Community Engagement Principles:**

Engagement activities will adhere to Council's Community Engagement Policy and the Local Government Act 2020 requirements, ensuring that processes are fair, inclusive, accessible, and responsive.

Through meaningful community involvement, Council aims to foster trust, ensure decisions reflect community values, and enhance the social licence to manage Council land assets effectively.

Factors that have informed the framework

Factor	Implication
Community and Stakeholder Feedback:	Community and stakeholder feedback was sought on the Draft Strategic Property Management Framework over September and October 2025. This engagement provided the community with the opportunity to review and contribute to the framework before its formal adoption.
Strategic Need:	As our environment evolves, Hume City Council faces the challenge of meeting a spectrum of emerging needs within the community, including the critical demand for affordable housing among others. This necessitates a strategic approach in our property management to not only identify and utilise Council land for such pressing needs but also to ensure our

Factor	Implication
Community and Stakeholder Feedback:	Community and stakeholder feedback was sought on the Draft Strategic Property Management Framework over September and October 2025. This engagement provided the community with the opportunity to review and contribute to the framework before its formal adoption.
Population increases	Hume’s population is forecast to grow to over 397,000 by 2041, increasing by almost 60% on its current population (source: id profile). Changes in population and household structures will drive an increase in service delivery and infrastructure requirements. Council's decisions will need to adapt to accommodate the significant population growth, ensuring the expanding community's service delivery and infrastructure needs are effectively met.
Governance	Managing Council’s landholdings needs to complement and enhance our service provision and planning across the many areas of Council and be applied under a framework informed by risk management principles. The framework is designed to serve as a navigational tool for managing the complex interactions between various Council departments involved in property management. It aims to streamline communication, decision-making, and coordination across these areas, ensuring that property strategies are aligned with the broader objectives and operations of the Council aligned to risk management principles.
Challenging financial environment:	Rising inflation and interest rates continue to increase living and input costs, impacting residents, businesses, and Council. The rate cap limits on general rates and municipal charges in Victoria also constrains funding streams. The sale of Council properties can be a ‘quick way’ to make money but if done without proper analysis of its potential to meet a variety of other Council objectives, comes at an irreversible cost. Conversely, the innovative use of properties can provide Council with additional funding streams to augment rates.
Complex and diverse needs	Hume community needs are varied and changing – representing the wonderfully diverse populations within, the expansive and diverse geography across Hume and the changing demands and expectations in a post-COVID world,

Factor**Implication**

between complex, unique and competing needs – at a regional and local level. Council needs a structured, evidence-based approach to make and explain these trade-offs, clear and simple communications and appropriate community engagement opportunities.

CONCLUSION

This framework, underpinned by a vision of pragmatic, considered, and place-based decision-making, is designed to navigate the complexities of property management in a way that maximises public value and supports the diverse needs of the Hume community.

By systematically applying the principles of place-based outcomes, multi-beneficial value, future-proofing, evidence-based decision-making, collaboration, financial sustainability, and legal compliance, we are setting a course for a future where Council assets are leveraged in the most impactful way. Through this approach, we aim to not only meet the immediate needs of our community but also to anticipate and prepare for future challenges and opportunities.

Moving forward, we'll continue to refine and adapt our strategies within this framework to meet the evolving needs of our community. It represents our commitment to transparency, accountability, and strategic foresight in property management. Designed to be flexible and responsive, the framework will direct our efforts in utilising our property resources intelligently and efficiently to align with the changing requirements of our community.

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HUME CITY COUNCIL

Community and Stakeholder Engagement Summary Report

Strategic Property Management Framework (SPMF)

November 2025



1.0 Introduction to the Community and Stakeholder Engagement Summary for the SPMF

Hume City Council has developed a Strategic Property Management Framework (the Framework) to guide how we make decisions about vacant and underutilised Council-owned land. The framework will ensure that these decisions are thoughtful, transparent, and in the long-term interests of our community.

Council's landholdings are valuable public assets. Some support essential services, open space, and economic activity; others are vacant or underutilised. The Framework sets out a consistent approach to reviewing these properties and deciding whether to keep, lease, invest in, or sell them, always with community benefit in mind.

This Community and Stakeholder Engagement Summary provides an overview of the engagement activities delivered to support the development of the Framework, and the feedback received from community members and stakeholders.

The engagement program aimed to ensure that community values, expectations and local knowledge informed the development of the Framework, while building broader understanding of how Council makes decisions about the use of public land.

Reflecting Council's commitment to open, inclusive and accessible engagement, the process was designed to reach a wide audience — particularly those who may not usually participate in strategic policy discussions. A key focus was ensuring that the engagement was clear, informative and non-controversial, helping the community understand that the Framework is a high-level guide rather than a plan for specific sites.

Overall, feedback indicated that the engagement approach was effective in avoiding confusion or unnecessary concern. While the majority of feedback was constructive and supportive, some comments indicated community concern around the potential for future property sales, reinforcing that this remains a topic requiring careful communication in future engagement.

Community and stakeholder feedback largely confirmed that the principles and objectives of the Framework are aligned with community expectations. While no major changes to the Framework were required, the insights gained will play an important role in shaping how it is implemented — particularly how Council engages with the community when property management decisions arise in the future.

This summary outlines:

- The engagement methods used and participation outcomes
- Key themes and insights from community and stakeholder feedback
- How Council will apply what was learned to the implementation of the Framework

2.0 Engagement Methods

Engagement was conducted primarily through the Participate Hume platform, supported by a multi-channel communications campaign and a targeted Housing Roundtable involving community housing and social service providers.

Community Engagement

Community feedback was collected through an online form on Participate Hume, open for four weeks from **11 September to 12 October 2025**.

Engagement objectives:

1. Gauge community agreement with the Framework’s principles;
2. Understand what outcomes residents value most when Council makes decisions about land; and
3. Gather ideas for improving communication and transparency around property management.

To support community understanding and informed feedback, the Participate Hume page included interactive fact sheets providing clear explanations of the Framework, key principles, and practical examples of how land could be used. These were designed to guide participants through the content, making it easier to engage meaningfully with the survey and contribute informed responses

Stakeholder Engagement

A Housing Roundtable was held on 10 October 2025, facilitated by Right Lane Consulting, with representation from 13 community housing and social service provider organisations:

- Aboriginal Housing Victoria,
- Housing Choices Australia,
- BlueCHP,
- Melbourne City Mission Housing,
- Common Equity Housing Ltd,
- Merri Outreach Support Services,
- Community Housing Ltd,
- Salvation Army Housing,
- CHIA Victoria,
- Unison Community Housing,
- Haven Safe Home,
- Uniting Vic.Tas, and
- Hope Street Youth and Family Services.

The roundtable explored opportunities for partnership, local housing needs, and ways to use Council land strategically to support social and affordable housing.

3.0 Communications Reach

To promote participation, Council delivered a targeted communications campaign across multiple channels.

Overall, the campaign achieved strong digital visibility, reaching more than 25,000 people and generating over 500 direct engagements.

Channel	Activity	Reach / Engagement
Social media and paid advertising	Posts and targeted promotion encouraging participation	Reach: 25,851 accounts Clicks: 537
YouTube	Informational and in-language videos	207 total views
Council eNews	Articles and project links	Sent: 8,897 Opened: 4,881 (55%) Clicks to Participate Hume: 31
Council website	Dedicated Participate Hume project page	Hosted interactive fact sheets and online survey
Media article	Local press coverage	Extended reach to general community

Participation Summary

There was a total of 583 visits to the Participate Hume page resulting in 14 completed survey responses. The form results are provided as Attachment 1

Responses were primarily from residents aged 35–64 years, representing a spread of suburbs including Sunbury, Broadmeadows, Roxburgh Park, Greenvale, and Mickleham.

4.0 Community Feedback Summary

Principles

Respondents showed strong agreement with the Framework’s principles:

- “Place-based” and “Collaborative and Complementary” principles received the highest levels of support (over 70% strongly agreed).
- “Financially sustainable” and “Future-proofing” principles were also well supported, indicating understanding of the need for balanced, long-term decision-making.

Decision Priorities

When ranking what should matter most in Council’s property decisions:

- Supporting community services and spaces ranked highest.
- Protecting natural spaces and ensuring public land is safe, clean, and well maintained followed closely.
- Affordable housing and economic development were valued, but with more mixed rankings, suggesting the need for clear communication around how different outcomes can coexist.

Understanding of the Framework

Half of respondents felt the Framework explained Council’s property approach well or somewhat well.

Feedback indicated interest in more practical examples and visuals showing how the process works in practice.

Interpretation of Results

While the survey results provide valuable insights into community attitudes, the relatively small number of survey responses means that results should be interpreted as a snapshot of community sentiment rather than a statistically representative sample.

The engagement approach was designed to minimise confusion or misinformation about the Strategic Property Management Framework, and overall this was achieved. While feedback was mainly constructive, a small amount of negative commentary was received reflecting concern about the potential sale of Council land. Given the small sample size, individual responses can have a noticeable impact on overall sentiment, and this should be considered when interpreting the results. The minor instances of concern reinforce that decisions resulting in the sale of Council property can be a sensitive issue for some in the community, and that clear, transparent communication will remain important as the Framework is implemented.

5.0 Housing Roundtable – Key Insights

Participants at the Housing Roundtable were broadly supportive of the Framework and recognised its value as a tool to guide transparent, equitable decision-making about Council land.

Key themes included:

Partnerships: Community housing providers (CHPs) should be engaged early to shape viable housing proposals and leverage sector expertise.

Diversity of housing needs: CHPs are interested in a broad range of housing models — from crisis and transitional to social and affordable housing — tailored to different community cohorts.

Viability and funding: Financial feasibility remains a major barrier, with a need for scalable projects, mixed-tenure models, and coordinated funding from multiple levels of government.

Community expectations: Participants emphasised proactive communication to address community concerns about social and affordable housing, and the value of education campaigns to reduce stigma.

Stakeholders highlighted that the Framework provides an important foundation for consistent decision-making and partnership formation. The comprehensive roundtable summary is provided as Attachment 2.

Council's Role:

Participants identified multiple levers Council can use to facilitate housing outcomes:

Planning: Clarify voluntary contributions; engage CHPs early; support mixed-use developments.

Land identification and provision: Identify suitable Council or private land; consider ground lease or land swap models.

Advocacy: Seek funding alignment between governments.

Education: Lead proactive community education about social housing.

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6.0 Overall Insights

- **Community validation:** The Framework's principles align strongly with community values.
- **Implementation focus:** Feedback will primarily shape how the Framework is applied — particularly how Council communicates land use decisions and partners with the housing sector.
- **Community sensitivity:** While negative commentary was very limited, there were indications of concern about the potential for property sales, suggesting this is a sensitive topic for some residents.
- **Positive sentiment:** The low level of concern and absence of widespread negativity indicate that the engagement approach was clear, balanced, and effective in communicating the intent of the Framework.
- **Future engagement opportunities:** There is strong support for continued collaboration, especially around affordable and social housing initiatives.

Conclusion

Community and stakeholder feedback demonstrated strong overall support for the Strategic Property Management Framework and confirmed that its guiding principles align with community expectations and best practice.

While the Framework itself remains largely unchanged, the engagement process has provided critical direction for its implementation — particularly around how Council partners with the housing sector, engages with the community on specific sites, and communicates the rationale behind property decisions.

This feedback ensures the Framework will be applied in a transparent, inclusive, and community-focused way, strengthening Council's ability to use its property portfolio to achieve positive social, environmental, and financial outcomes for Hume's communities.

Next Steps

While community and stakeholder feedback did not indicate a need for major changes to the Framework itself, it provided valuable insights that will inform and strengthen its implementation.

Key next steps include:

- Embedding feedback into implementation tools – such as assessment guidelines, communication templates, decision flowcharts, and partnership models to ensure the principles are applied consistently in practice.
- Exploring partnership pathways with community housing providers and social service organisations to deliver social and affordable housing outcomes.
- Using the learnings from this process to guide communication and engagement on future property decisions.

Participate Hume

Form Results Summary

Sep 11, 2025 - Oct 12, 2025

Project: Strategic Property Management Framework

Form: Strategic Property Management Framework

Tool Type: Form

Activity ID: 321

Exported: Oct 13, 2025, 08:49 AM

Exported By: KWalsh

Filter By: No filters applied.

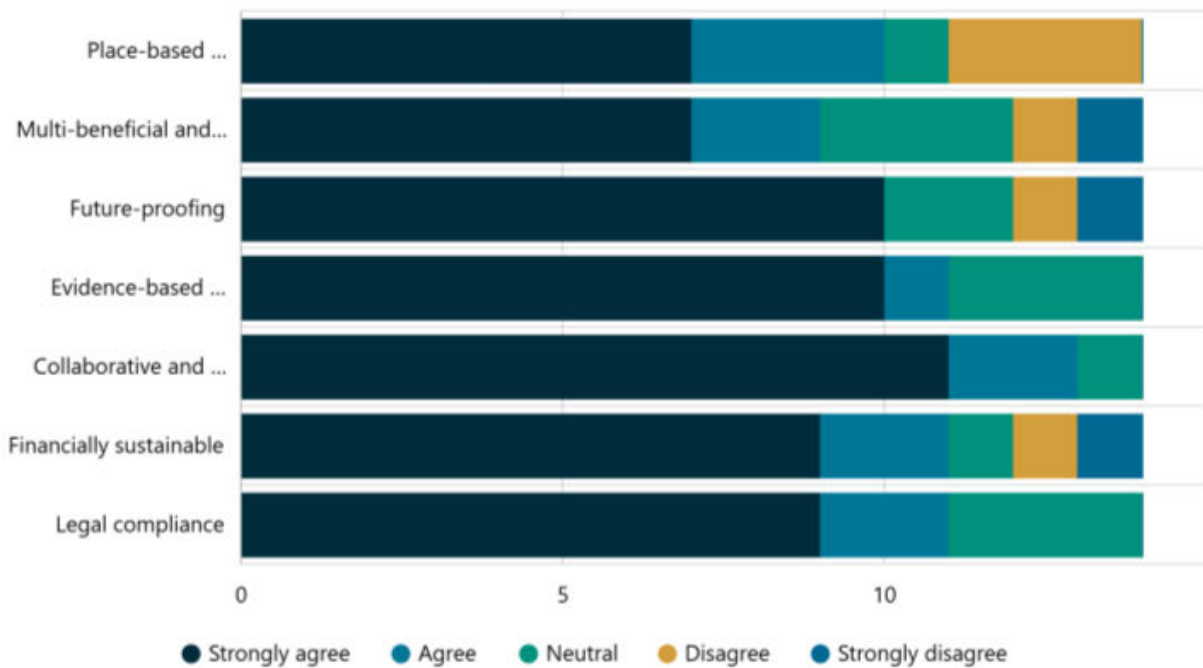
Closed

Strategic Property Management Framework
Strategic Property Management Framework14
Contributors14
Contributions

Contribution Summary

1. To what extent do you agree that the following principles should guide Council's decisions about property management for vacant and underused sites?

Matrix | Skipped: 0 | Answered: 14 (100%)



	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Count	Score
Place-based decision making	50.00% 7	21.43% 3	7.14% 1	21.43% 3	0% 0	14	2.00
Multi-beneficial and value for money	50.00% 7	14.29% 2	21.43% 3	7.14% 1	7.14% 1	14	2.07
Future-proofing	71.43% 10	0% 0	14.29% 2	7.14% 1	7.14% 1	14	1.79
Evidence-based approach	71.43% 10	7.14% 1	21.43% 3	0% 0	0% 0	14	1.50
Collaborative	78.57% 11	14.29% 2	7.14% 1	0% 0	0% 0	14	1.29

and comple mentary	11	2	1	0	0		
Financially sustainable	64.29% 9	14.29% 2	7.14% 1	7.14% 1	7.14% 1	14	1.79
Legal compliance	64.29% 9	14.29% 2	21.43% 3	0% 0	0% 0	14	1.57

2. Do you have any comments or suggestions about these principles or any others that should be considered?

Long Text | Skipped: 11 | Answered: 3 (21.4%)

Sentiment

No sentiment data

Tags

No tag data

Featured Contributions

No featured contributions

Campbellfield community centre renovated and made into a community hub for the community

It is very hard to comment on principles without knowing the land and buildings you intend to sell off to make money. This feels like a false consultation.

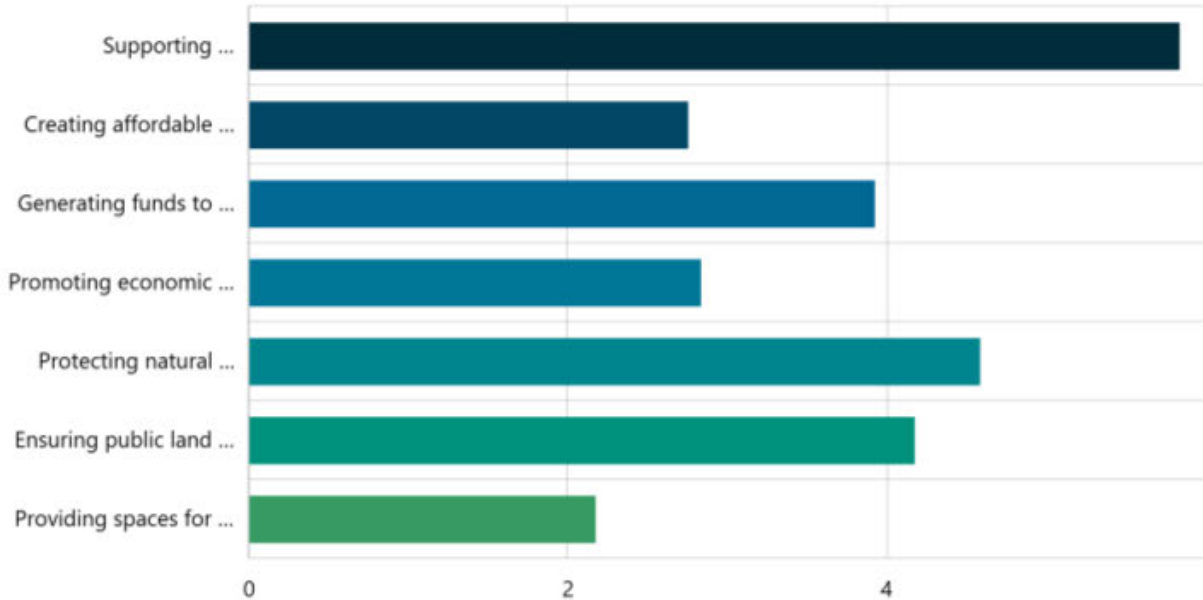
Suggested principles to consider:

Public Transparency: Be open and clear about decisions and actions related to vacant and underused sites.

Efficiency and Sustainability: Aim for efficient use of council assets and consider environmental features and broader

3. Council aims to balance social, environmental, economic, and financial outcomes when making property decisions. What do you think should matter the most, when Council’s makes decisions about vacant or underused land sites?

Ranking | Skipped: 2 | Answered: 12 (85.7%)



	1	2	3	4	5	6	7	Count	Score	Avg Rank
Supporting community services and spaces	50.00% 6	16.67% 2	25.00% 3	0% 0	0% 0	0% 0	8.33% 1	12	5.83	2.17
Creating affordable housing or supporting housing needs	9.09% 1	0% 0	18.18% 2	18.18% 2	0% 0	18.18% 2	36.36% 4	11	2.75	5.00
Generating funds to reinvest in other community projects	0% 0	36.36% 4	18.18% 2	0% 0	36.36% 4	0% 0	9.09% 1	11	3.92	3.73
Promoting economic development	0% 0	0% 0	18.18% 2	18.18% 2	18.18% 2	45.45% 5	0% 0	11	2.83	4.91

and job creation										
Protecting natural spaces and the environment	36.36% 4	9.09% 1	9.09% 1	27.27% 3	9.09% 1	0% 0	9.09% 1	11	4.58	3.00
Ensuring public land is safe, clean, and well maintained	9.09% 1	36.36% 4	0% 0	18.18% 2	27.27% 3	9.09% 1	0% 0	11	4.17	3.45
Providing spaces for businesses or innovation	0% 0	0% 0	9.09% 1	18.18% 2	9.09% 1	27.27% 3	36.36% 4	11	2.17	5.64
<p>Score - Sum of the weight of each ranked position, multiplied by the response count for the position choice, divided by the total contributions. Weights are inverse to ranked positions.</p> <p>Avg Rank - Sum of the ranked position of the choice, multiplied by the response count for the position choice, divided by the total 'Count' of the choice.</p>										

4. How well do you feel the Strategic Property Management Framework explains how Council makes decisions about buying, developing and selling properties?

Multi Choice | Skipped: 0 | Answered: 14 (100%)



Answer choices	Percent	Count
Very well	21.43%	3
Somewhat well	28.57%	4
Neutral	28.57%	4
Not so well	21.43%	3
Not at all	0%	0
Total	100.00%	14

5. Could you tell us why you gave that rating?

Long Text | Skipped: 12 | Answered: 2 (14,3%)

Sentiment

No sentiment data

Tags

No tag data

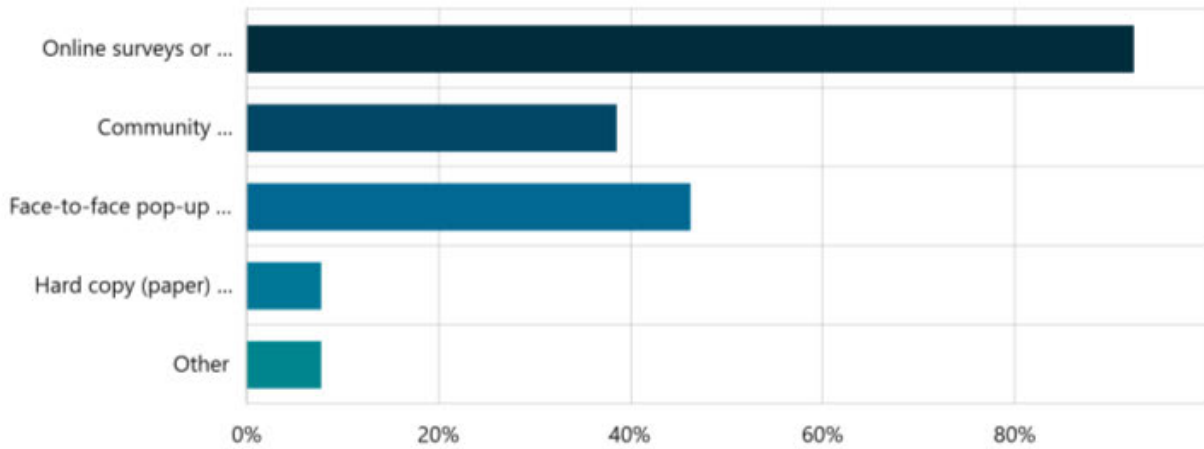
Featured Contributions

No featured contributions

i didn't read the framework
It feels like a glossy whitewash for a mass sell off of land to fund the cash-strapped HCC.

**6. What is your preferred way to engage with Council on decisions related to vacant or underused sites?
(choose up to three)**

Multi Choice | Skipped: 1 | Answered: 13 (92.9%)

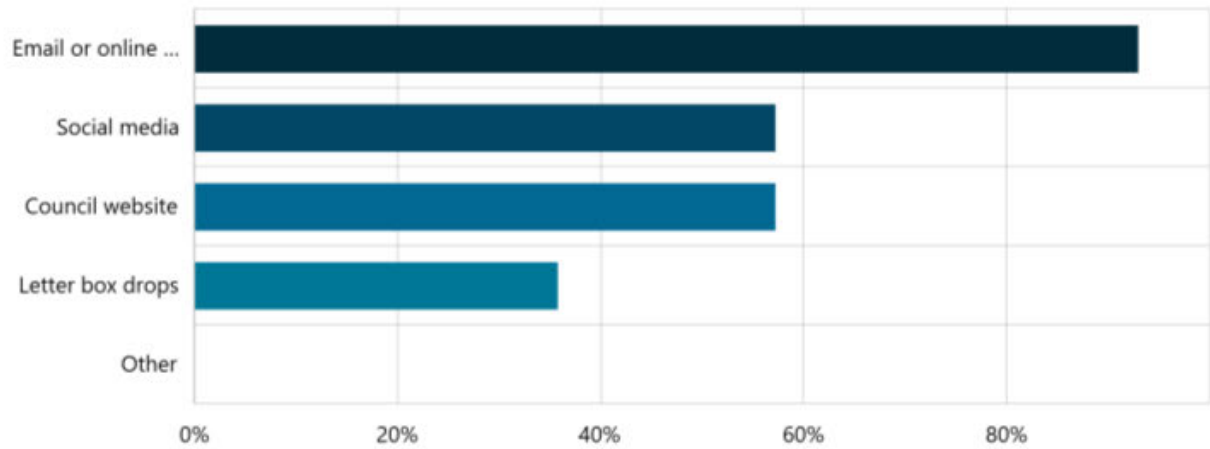


Answer choices	Percent	Count
Online surveys or other feedback methods	92.31%	12
Community workshops (online or in person)	38.46%	5
Face-to-face pop-up events/activities in community spaces (parks, shopping centres, etc)	46.15%	6
Hard copy (paper) surveys	7.69%	1
Other	7.69%	1

Council actively engages with those directly affected and offers multiple ways of gathering feedback (which they will ignore anyway).

7. Where would you prefer to find out about Council decisions related to vacant or underused sites? (Choose up to three)

Multi Choice | Skipped: 0 | Answered: 14 (100%)



Answer choices	Percent	Count
Email or online newsletters	92.86%	13
Social media	57.14%	8
Council website	57.14%	8
Letter box drops	35.71%	5
Other	0%	0

8. Do you have any other comments, ideas, or feedback that should be considered in finalising the Strategic Property Management Framework?

Long Text | Skipped: 11 | Answered: 3 (21.4%)

Sentiment

No sentiment data

Tags

No tag data

Featured Contributions

No featured contributions

Each owner should have a double vote as compared to renters

Environmental Sustainability: Integrate best practice sustainability principles, climate change resilience, and efforts to reduce greenhouse gas emissions into property management.

Yeah - show us your true agenda. Also, stop this gender crap. It's sex, male and female, end of.

9. Suburb

Short Text | Skipped: 2 | Answered: 12 (85.7%)

Sunbury

Contribution 12 of 12 | 12 October 2025

Sunbury - Hume's forgotten suburb!

Contribution 11 of 12 | 6 October 2025

Sunbury

Contribution 10 of 12 | 3 October 2025

Mickleham

Contribution 9 of 12 | 29 September 2025

Roxburgh park

Contribution 8 of 12 | 26 September 2025

Roxburgh Park

Contribution 7 of 12 | 23 September 2025

Greenvale

Contribution 6 of 12 | 22 September 2025

Roxburgh park

Contribution 5 of 12 | 22 September 2025

Sunbury

Contribution 4 of 12 | 18 September 2025

BROADMEADOWS

Contribution 3 of 12 | 17 September 2025

Campbellfield

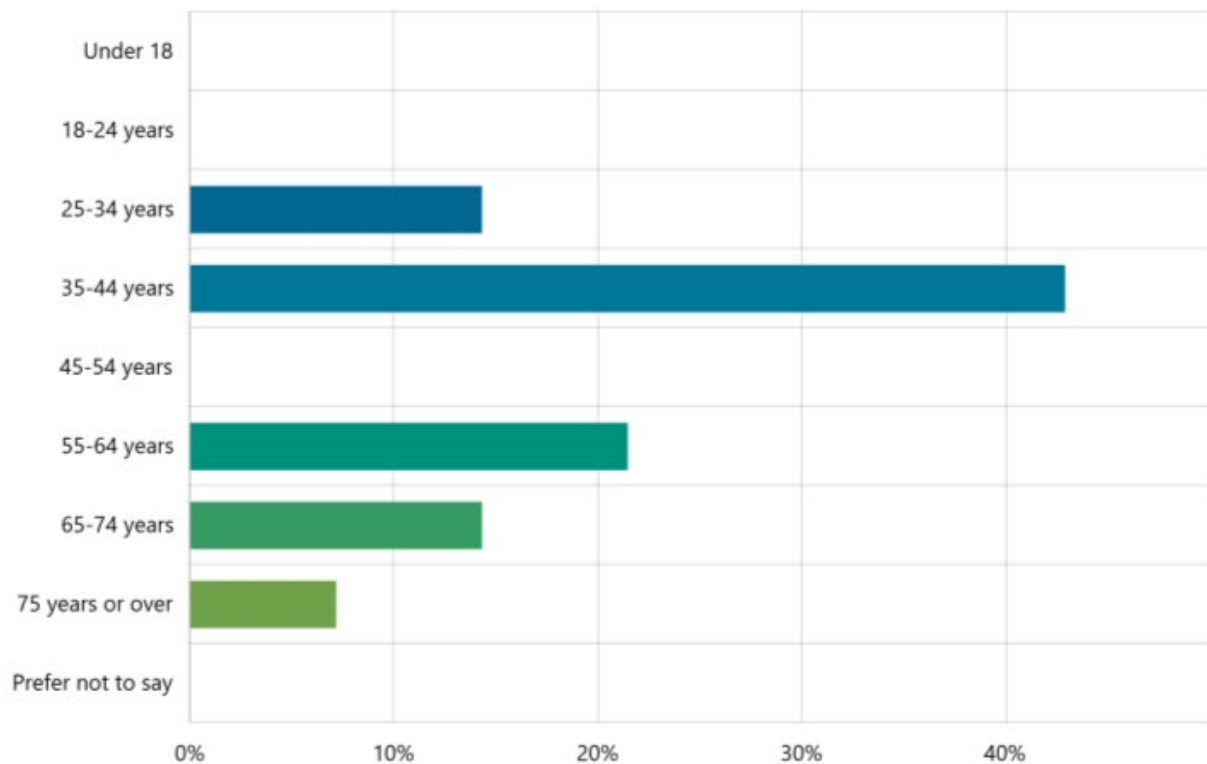
Contribution 2 of 12 | 17 September 2025

Sunbury

Contribution 1 of 12 | 16 September 2025

10. Which of the following age groups do you fall into?

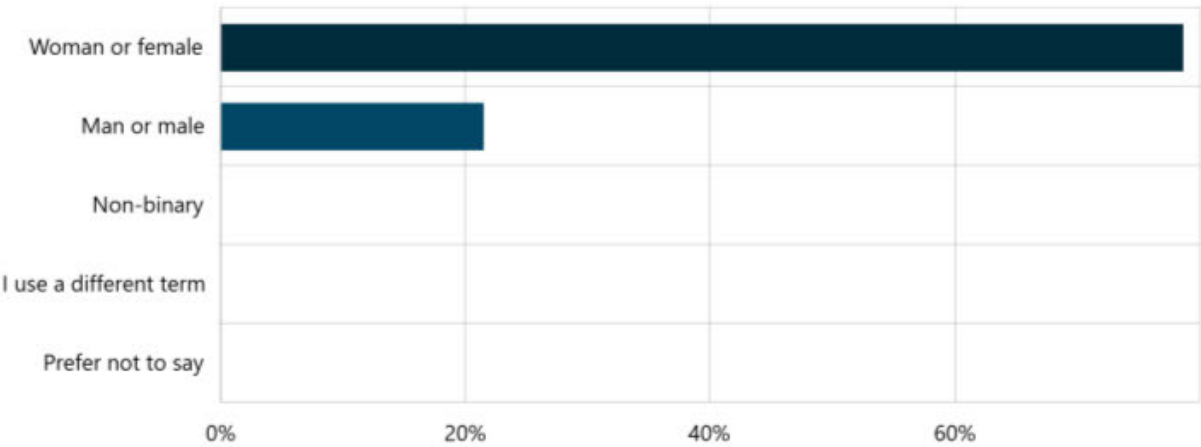
Multi Choice | Skipped: 0 | Answered: 14 (100%)



Answer choices	Percent	Count
Under 18	0%	0
18-24 years	0%	0
25-34 years	14.29%	2
35-44 years	42.86%	6
45-54 years	0%	0
55-64 years	21.43%	3
65-74 years	14.29%	2
75 years or over	7.14%	1
Prefer not to say	0%	0
Total	100.00%	14

11. How do you describe your gender?

Multi Choice | Skipped: 0 | Answered: 14 (100%)



Answer choices	Percent	Count
Woman or female	78.57%	11
Man or male	21.43%	3
Non-binary	0%	0
I use a different term	0%	0
Prefer not to say	0%	0
Total	100.00%	14

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HUME CITY COUNCIL **Housing Roundtable**

Roundtable date: 10 October 2025

Document date: 17 October 2025



Introduction and Contents

	Hume City Council convened a housing roundtable on Friday 10 October 2025. Participants included community housing providers, social service providers, Hume Councillors and Council staff. The roundtable was facilitated by Right Lane Consulting.
	<p>The objective of the roundtable was to support consultation on Hume City Council’s Draft Strategic Property Management Framework by:</p> <ul style="list-style-type: none">• Exploring the local need and opportunity for social and affordable housing• Testing potential partnership models with industry to guide future collaboration and land use
	This document provides a summary of the discussion and the presentation materials presented at the workshop.
	If you have any questions about this document please contact: Matthew Wilson, Development Manager – Council Land at matthewi@hume.vic.gov.au

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The Hume Context	8
The Opportunity in Hume	17



Representatives from 13 Organisations Attended the Roundtable

Community housing participants	
Aboriginal Housing Victoria	Housing Choices Australia
BlueCHP	Melbourne City Mission Housing
Common Equity Housing Limited	Merri Outreach Support Services
Community Housing Limited	Salvation Army Housing
Community Housing Industry Association (CHIA) Victoria	Unison Community Housing
Haven Safe Home	Uniting Vic.Tas
Hope Street Youth and Family Services	

Housing Roundtable – Discussion Outcomes



Participants are supportive of the Strategic Property Management Framework and positive about the opportunities in Hume City Council to deliver housing for cohorts in need

Theme	CHPs must be at the centre of partnerships	CHPs are interested in a diverse range of housing solutions	Housing supply must be matched to demand
Description	<ul style="list-style-type: none"> Participants are supportive of exploring structured partnerships between Hume City Council and community housing providers (CHPs), with Council engaging a potential CHP partner early in the process. Early engagement enables CHPs to bring their strengths to the partnership including funding relationships with Federal and State Government, development expertise, long-term asset management capability, and a focus on delivering positive tenancy outcomes and community value, now and into the future. Participants highlighted the need for any partnership to appropriately and fairly share risk between partners. 	<ul style="list-style-type: none"> Participants highlighted the community housing sector is highly diverse. As a result, the potential development opportunities of interest to CHPs are also highly diverse. Participants are interested a range of: <ul style="list-style-type: none"> Housing types (e.g. crisis, transitional, social, affordable) Housing models (e.g. small cluster model for youth, hub model with a co-located kindergarten, early learning centre or other support services) Housing size (e.g. 1-2 bedrooms apartments, 3-4 bedroom houses) Scale (e.g. small developments, large developments) Locations (e.g. activity centres, growth corridors) Tenant cohorts (e.g. young people, families) Funding models (e.g. ground lease model, asset owner) 	<ul style="list-style-type: none"> Participants emphasised the need to provide more housing for young people, Aboriginal households, and people experiencing or at risk of homelessness. Participants stressed that young people are often excluded from mainstream social housing, requiring tailored approaches and transitional housing. Culturally appropriate housing for Aboriginal people was also seen as a priority in the Hume area, with Aboriginal people disproportionately represented on Victoria's social housing waitlist.

Challenges highlighted by participants include the need to manage project viability, developer contributions and community expectations

Theme	Managing project viability	Managing developer contributions	Managing community expectations
Description	<ul style="list-style-type: none"> The financial feasibility of social and affordable housing remains a core barrier. Participants cited the need for scale to attract financing and the importance of integrating social and affordable units into mixed-tenure developments. Funding applications for capital funding from Federal or State Government are resource-intensive, which also limits CHP interest in small-scale proposals (e.g. 3–4 homes). CHPs prefer projects where they can leverage debt secured against owned assets and noted that leasehold models constrain borrowing capacity. There was consensus that land alone is rarely a sufficient subsidy and funding from other parties is necessary to make both the development and operating phases financially viable. 	<ul style="list-style-type: none"> Participants noted challenges with voluntary affordable housing contributions. While some developments are contributing up to 10% of lots at a discounted rate, developers often claim CHPs are uninterested due to the location or project size. Cash contributions from developers were proposed as an alternative when partnerships with CHPs cannot be secured. 	<ul style="list-style-type: none"> Objections to social and affordable housing from community members was highlighted as a problem as it increases costs through development delays and reduces rental income. Participants acknowledged the need to address stigma and community resistance to social housing. CHPs shared community engagement strategies that have proven effective to reassure residents and address underlying fears or concerns such as door-to-door engagement, town halls and sharing visual renders of the proposed development.

Participants highlighted several ways Hume City Council can facilitate social and affordable housing development

Theme	Council has multiple levers at its disposal to facilitate housing supply
Description	<ul style="list-style-type: none">• Participants highlighted several levers Council can use to facilitate the development of social and affordable housing including:<ul style="list-style-type: none">- Planning: Clarify voluntary contributions from developers; Engage early with CHPs on potential developments; Support mixed-use and mixed-tenure developments.- Land identification: Identify Council or other privately owned land in well located, growth areas that would be suitable for social and affordable housing, and ready suitable sites for development; Consider land swaps.- Land provision: Consider options to provide land such as a ground lease model (e.g. 40-year term with Council retaining ownership of the land, including a covenant to safeguard its use in perpetuity as social and affordable housing, and leasing the land at peppercorn rent).- Advocacy: Advocate to Federal and State Government for funding to support wraparound support services for residents, and alignment between capital and operational funding.- Education: Lead proactive community education about social housing benefits.

REPORT NO:	8.8
REPORT TITLE:	Hume Central - Lot E
SOURCE:	Ruth Robles McColl, Manager Strategic Projects & Places
DIVISION:	City Planning & Places
FILE NO:	HCC23/374
POLICY:	-
STRATEGIC OBJECTIVE:	SO1.2 A strong and diversified local economy
ATTACHMENTS:	Nil

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

- 1.1 This report provides an update on progress made under the Heads of Agreement (HOA) by Wilbow and Deal Corporation since Council resolved on 26 May 2025 not to proceed to a Project Delivery Agreement (PDA). The HOA remained in effect throughout this period, allowing both parties to continue advancing their proposals and maintain momentum on key project components.
- 1.2 While progress on Lot E and related precinct projects were subsequently paused by Council following this decision, Wilbow and Deal Corporation continued to progress commercial discussions. In light of these ongoing negotiations, and the need to sustain engagement, the developers has requested a 12-month extension of the HOA beyond its current expiry date. Council's resolution is therefore sought on the proposed extension of the HOA and associated actions.
- 1.3 In addition to extending the HOA, a resolution is sought to allow the developer to publicly pursue tenants for the Lot E development, reinforcing confidence in the project and attracting market interest. A timely decision is essential to provide clear guidance on the project's direction, support continued engagement with potential tenants, and enable market testing, while demonstrating Council's commitment to the Hume Central Vision.
- 1.4 Approval would also create an opportunity to clarify and strengthen key commercial and delivery terms for a future PDA, reflecting Council's strong advocacy for securing improved financial outcomes and demonstrating leadership in achieving the best result for the community, while reducing uncertainty for all stakeholders.
- 1.5 Specifically, the extension would allow sufficient time to refine and confirm the terms of a future PDA. This approach provides a clear pathway to better financial and community outcomes, aligns expectations between parties, and mitigates risks associated with unresolved issues, while maintaining good faith negotiations under the existing HOA.

REPORT NO: 8.8 (cont.)

2. RECOMMENDATION:

That Council:

- 2.1 Note that the Heads of Agreement between Hume City Council and Wilbow and Deal Corporation is set to expire at the end of December 2025.**
- 2.2 Agree to extend the Heads of Agreement until the end of December 2026 to clarify and strengthen key commercial and delivery terms for a future PDA, reflecting Council’s strong advocacy for securing improved financial outcomes and the best result for the community, while reducing uncertainty for all stakeholders.**
- 2.3 Agree there will be a further report to council to update and clarify key terms that will form part of an updated HOA in 2026.**
- 2.4 Agree that Wilbow and Deal Corporation as the development partner can publicly pursue tenants for the potential sale of Lot E as described in the Heads of Agreement.**

3. BACKGROUND

Hume Central Vision

- 3.1 The Hume Central Vision, adopted in 2014, aims to transform the precinct around Broadmeadows Town Hall, Global Learning Centre, and Council Offices into a vibrant town centre. In April 2023, Council reaffirmed this vision and endorsed principles to guide planning and delivery, followed by further alignment work in November 2023.**

Lot E – Mixed-use Hotel and Office Development

- 3.2 The Lot E has been identified as the first stage of the precinct’s renewal, transforming the existing car park into an activated, community-focused space that supports events, social interaction, and improved amenity. As such, Council resolved in April 2023 to pursue an Expression of Interest (EOI) for Lot E as a catalyst project, leading to an EOI and Request for Proposal process. In May 2024, Council agreed to enter HOA negotiations with Wilbow and Deal Corporation under defined commercial parameters, subject to completion of a business case for office space, car parking assessment, and a sub-leasing strategy.**
- 3.3 Following execution of the HOA in mid-2024, significant work was undertaken by both parties to test the feasibility of the Lot E proposal, including design feasibility, financial modelling, engagement with potential tenants, and resolution of technical matters such as office requirements, car parking needs, and sub-leasing strategy. Technical work also progressed with subdivision and planning approvals secured in October 2024.**
- 3.4 In May 2025, Council considered proposed PDA terms but did not endorse them, resulting in a pause on Lot E and related precinct projects. However, as the HOA remained in place until December 2025, the developer continued negotiations to progress the proposals, alongside continued engagement with Council.**

4. LEGISLATIVE POWERS & POLICY CONTEXT:

- 4.1 Local Government Act 2020 Part 3 Division 1 - Community accountability**
- 4.2 Local Government Act 2020 Part 4 Division 1 - Strategic Planning**
- 4.3 Local Government Act 2020 Part 5 Division 4 - Powers in relation to land**

REPORT NO: 8.8 (cont.)

5. OVERARCHING GOVERNANCE PRINCIPLES:

This Report supports Council is giving effect to the following Overarching Governance Principles:

- a) Council decisions are to be made and actions taken in accordance with the relevant law;
- b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- e) innovation and continuous improvement is to be pursued;
- g) the ongoing financial viability of the Council is to be ensured;
- i) the transparency of Council decisions, actions and information is to be ensured.

6. IMPACT ASSESSMENTS:

6.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

The Charter of Human Rights and Responsibilities Act 2006 sets out the basic rights and responsibilities of all people in Victoria. The Charter places obligations on public authorities by requiring them to act compatibly with human rights and give proper consideration to human rights when making decisions.

The obligation to give proper consideration to, and act compatibly with, human rights does not apply where:

- under another law you could not reasonably have acted differently or made a different decision. For example, where you are giving effect to another statutory provision that is incompatible with a human right;
- the act or decision is of a private nature; or
- the act or decision would impede or prevent a religious body from acting in conformity with religious doctrines, beliefs or principles.

The Charter of Human Rights and Responsibilities Act 2006 and Hume City Council’s Social Justice Charter were considered and there are no issues to be considered in this regard.

The above rights are not being limited by the recommended action in this Report.

6.2 GENDER EQUALITY ACT 2020

Under the Gender Equality Act 2020 a Gender Impact Assessment is required to be completed in relation to the development or review of a policy, program or service, where that policy, program or service has a direct and significant impact on the public.

This Report does not relate to a development or review of a policy, program or service; therefore a Gender Impact Assessment was not required.

7. FINANCIAL & RESOURCE IMPLICATIONS:

- 7.1 If Council supports the recommendation to extend the HOA, costs are expected to be minimal and primarily relate to continued officer time for negotiations and oversight governance. No significant one-off or ongoing financial commitments are expected to arise at this stage and all resource implications for the recommended action are within

REPORT NO: 8.8 (cont.)

existing operational budgets. No additional funding is sought, and there is no external funding associated with this recommendation.

8. OPPORTUNITIES & RISKS:

- 8.1 The Lot E project remains a critical component of the Hume Central Vision and presents significant opportunities for Council and the community. If delivered, it would catalyse private investment in Broadmeadows, a designated Metropolitan Activity Centre, and deliver substantial net community benefit. The proposal addresses market gaps for short-stay accommodation and commercial office space, supports local jobs and services, and activates the night-time economy.
- 8.2 Additional benefits include increasing the value and utilisation of Council assets such as the Town Hall and Leisure Centre, creating training and employment opportunities, and generating new revenue streams through events and partnerships with hotel operators. Engagement with potential office tenants and the preferred hotel operator since May 2025 has further evidenced the strong demand and reinforced the commercial viability of the proposal.
- 8.3 Extending the HOA until the end of 2026 provides a framework for continued engagement and market testing of Lot E, while allowing Council to reset and clarify its position before moving to a PDA. This approach mitigates risks associated with uncertainty and delays.

9. COMMUNITY ENGAGEMENT:

- 9.1 A comprehensive communications and engagement strategy is in place however this has been on hold for an interim period whilst further strategic work was undertaken. Broad and targeted Community engagement will continue in accordance with Council’s Community Engagement Policy, ensuring meaningful opportunities for public involvement as projects progress.

10. DISCUSSION:

- 10.1 Council’s decision on 26 May 2025 not to proceed with the proposed Project Delivery Agreement (PDA) left the HOA in place until December 2025. A formal resolution is now required before the HOA expires to confirm the future direction of Lot E and the broader Hume Central program.
- 10.2 This report seeks Council’s agreement on four key matters: noting the current HOA expiry, approving an extension, requiring a further report on updated terms, and allowing the developer to publicly pursue tenants for the Lot E development.
- 10.3 Since May, Wilbow and Deal Corporation have continued negotiations with a preferred hotel operator and prospective office tenants, demonstrating strong market interest and reinforcing the commercial viability of the proposal. In November 2025, the developers briefed Councillors on progress to date and formally requested a 12-month extension of the HOA. Extending the HOA until the end of 2026 will provide the necessary timeframe to clarify key commercial and delivery terms, and maintain momentum while broader strategic work continues.
- 10.4 Allowing the developer to publicly pursue tenants for Lot E is a critical component of the recommendation. This action will enable active market engagement and signal confidence in the project, which is essential to attract investment and secure commitments from prospective occupiers. Public engagement by the developer will also strengthen the credibility of the proposal and support market testing. However, this approach introduces visibility and therefore some reputational risk if tenant engagement does not result in firm agreements. These risks will be managed through governance oversight and by requiring a further report to Council outlining updated key terms for the revised HOA before any binding commitments are made.
- 10.5 The recommended actions provide a balanced approach to maintaining project momentum, mitigating risks associated with uncertainty, and positioning Lot E to

REPORT NO: 8.8 (cont.)

deliver significant economic and community benefits. Extending the HOA and enabling public pursuit of tenants will allow Council and its development partner to progress negotiations while retaining control over key decisions through future reporting.

11. CONCLUSION

- 11.1 Council must make a decision on the Heads of Agreement before its expiry at the end of 2025 to provide clear guidance on the future direction of Lot E and meet its obligations under the HOA. Approving the extension until the end of 2026 will allow sufficient time to clarify key commercial terms and prepare for a future Project Delivery Agreement.
- 11.2 Furthermore, enabling the developer to publicly pursue tenants for Lot E during this period will support market engagement and demonstrate Council's commitment to progressing the Hume Central Vision, while governance oversight and a further report on updated terms will ensure transparency and manage associated risks.

REPORT NO:	8.9
REPORT TITLE:	Response NOM25/36 - Cr Naim Kurt - Tullamarine Library & Community Hall
SOURCE:	Mieke Mellars, Coordinator Libraries Cecilia Brady, Coordinator Community Centres
DIVISION:	City Services & Living
FILE NO:	HCC25/688 / HCC06/81
POLICY:	-
STRATEGIC OBJECTIVE:	SO1.1 Liveable places that are inclusive and accessible
ATTACHMENT:	Nil

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

- 1.1 This report provides a response to NOM25/36 raised by Cr Naim Kurt on 10 June 2025 requesting:

That Council Officers undertake works below to report back to Council on:

- 1.1.1 The needs and shortfalls of community facilities currently located at Leo Dineen Reserve including;
- a) Progress and next steps in delivering the Community Infrastructure Plan action and the development of a business case for the Tullamarine Community Hall;
 - b) Options and opportunities to expand services at the Tullamarine Library, including the potential for 24/7 access and the provision of larger, integrated spaces in conjunction with the proposed Hall to enhance community access to library services and programs.
- 1.1.2 Initiates a formal process to restore the name “Tullamarine War Memorial Hall” to the facility currently referred to in Council documents as the Tullamarine Community Hall, in recognition of its historical origins and significance to the local community.

- 1.2 This report responds to these queries, and outlines options for the Tullamarine Library and Community Hall.

2. RECOMMENDATION:

That Council:

- 2.1 **Note the findings from the investigation into the Tullamarine Library and Community Hall in response to Notice of Motion NOM25/36.**
- 2.2 **Note that the Tullamarine Library and Community Hall business case will be discussed as part of the Community Infrastructure Plan project priorities, for Councillor consideration as part of the 2026/27 budget planning process.**
- 2.3 **Endorse the renaming of the Tullamarine Community Hall to the Tullamarine War Memorial Hall and refers the budget to implement this change to the 2026/27 budget planning process for consideration.**

REPORT NO: 8.9 (cont.)

3. LEGISLATIVE POWERS & POLICY CONTEXT:

- 3.1 The Community Infrastructure Plan (adopted in November 2022) guides how Council invests in and uses community facilities, in line with the Local Government Act 2020.
- 3.2 The Geographic Place Names Act 1998 sets rules for naming and registering places. However, this Act doesn’t apply to naming community buildings, and Council doesn’t register these names in the official Geographical Names Register.
- 3.2.1 Therefore, Council has the authority to name its community buildings.
- 3.2.2 Note, when choosing names, it’s important that the local community and emergency services can easily identify and locate the facilities.

4. OVERARCHING GOVERNANCE PRINCIPLES:

- 4.1 This Report supports Council in giving effect to the following Overarching Governance Principles:
- b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations;
 - e) Innovation and continuous improvement is to be pursued;
 - i) Transparency of Council decisions, actions and information is to be ensured.

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

The human rights relevant to this Report are:

- Right to take part in public life
- Cultural rights.

The above rights are not being limited by the recommended actions in this Report.

5.2 GENDER EQUALITY ACT 2020

This report does not immediately require the development or review of a policy, program or service.

Should the Council decide to allocate budget resources to any of the initiatives outlined below, a Gender Impact Assessment will be conducted.

6. FINANCIAL & RESOURCE IMPLICATIONS:

- 6.1 The investigation into the Tullamarine Library and Community Hall was undertaken using staff resources and without incurring any additional expenses.
- 6.2 Council is considering the opportunity to undertake a business case for the Tullamarine Library and Community Hall as part of community infrastructure planning for the 2026/27 Capital Works budget planning.
- 6.3 A budget of approximately \$6,000 is needed to rename the Tullamarine Community Hall to the Tullamarine War Memorial Hall, including approximately \$1,500 for sign replacement and \$4,500 for marketing material update and printing. This will be referred to the 2026/27 budget planning process for consideration.

7. OPPORTUNITIES & RISKS:

- 7.1 The Community Infrastructure Plan highlights that both the Tullamarine Community Hall (built in 1970) and the Tullamarine Library (built in 1979) require upgrades / expansion to support a wider range of services and programs.
- 7.2 The current design and size of the facilities are too small and no longer meet the needs of the growing community. If the infrastructure quality declines / is no longer fit for community purposes, it may affect public trust in Council, and its reputation.

REPORT NO: 8.9 (cont.)

- 7.3 Investing in modern, accessible community spaces, such as libraries and halls, helps meet community expectations by promoting digital inclusion, social connection, and lifelong learning.
- 7.4 Historic groups have expressed a strong preference for renaming the Tullamarine Community Hall to the Tullamarine War Memorial Hall, to acknowledge its historical significance to the local community. Given the sensitivity of this issue, not proceeding with the name change may lead to community dissatisfaction and attract criticism from community, heritage and service groups.

8. **COMMUNITY ENGAGEMENT:**

- 8.1 No formal community engagement was conducted in the development of this report; however, heritage archive research was undertaken regarding the facility name.

9. **DISCUSSION:**

- 9.1 The following section responds to item 1.1 in the Notice of Motion.

That Council Officers undertake works below to report back to Council on:

1.1 The needs and shortfalls of community facilities currently located at Leo Dineen Reserve including:

- a) ***Progress and next steps in delivering the Community Infrastructure Plan action and the development of a business case for the Tullamarine Community Hall.***
 - b) ***Options and opportunities to expand services at the Tullamarine Library, including the potential for 24/7 access and the provision of larger, integrated spaces in conjunction with the proposed Hall to enhance community access to library services and programs.***
- 9.2 The Tullamarine Library and Community Hall, located at Leo Dineen Reserve, were established in 1979 and are co-located with a playground and recreation area.
- 9.3 Officer investigations into the needs and shortfalls of these community facilities identified:
 - 9.3.1 The Valley Precinct’s population is expected to grow from 25,000 to 28,000 by 2040, with the largest group being adults aged 35–49 and the fastest-growing group being those aged 70 and over.
 - 9.3.2 Although the facilities are dated and limited in size, they remain important to the local community.
 - 9.3.3 The Tullamarine Library is the smallest in the Hume network. It operates 20 hours per week and attracts around 17,500 annual visitors (2.1% of Hume Libraries’ total). Despite its small size (85m²), its programs are highly popular.
 - 9.3.4 The library’s compact layout restricts program capacity, with demand often exceeding available space.
 - 9.3.5 The Libraries and Learning Service Plan (2021) identified a need for 553m² of library space in Tullamarine. On this basis, there is a current shortfall of 468m². While this cannot be fully addressed on the current site, Leo Dineen Reserve remains the most suitable location.
 - 9.3.6 The Tullamarine Community Hall is an unstaffed, bookable community facility, available for hire Sunday to Friday (7am–midnight) and Saturday (7am–6pm).
 - 9.3.7 The facility had 346 bookings and an estimated 20,000 attendees in 2024/25 and is well booked by local community on weekend and weeknights.
- 9.4 The Tullamarine Library and Community Hall is located in Precinct 7 (Valley) of Council’s Community Infrastructure Plan. The Plan identifies:

REPORT NO: 8.9 (cont.)

- 9.4.1 The priority for this precinct is the need to upgrade and address issues with ageing assets that are no longer fit for purpose and do not comply with legislative / access for all requirements.
- 9.4.2 That there is the opportunity within the first 5 years to “undertake a business case and detailed service and infrastructure planning to confirm the form, function and location of the Tullamarine Community Hall to expand library services, intergenerational activities and programs, and larger meeting spaces” (p34).
- 9.5 On 26 February 2024, Cr Kurt raised Notice of Motion 24/05, seeking Officers to investigate 24/7 library opportunities across Hume, including whether any locations were suitable for a trial, and provide a briefing report to Council on the findings.
 - 9.5.1 Outcomes of this investigation identified that no Hume Library sites were suitable to implement a 24/7 ‘Open Library’ model without substantial capital investment and infrastructure upgrades, nor were there any suitable trial sites.
 - 9.5.2 However, Tullamarine Library was identified as the most suitable future site for implementing an ‘Open Library’ model, pending redevelopment or significant capital improvements.
- 9.6 Noting the information provided above, the Tullamarine Library and Community Hall business case (including consideration of the Open Library model) will be discussed as part of the Community Infrastructure Plan projects that will be presented for Councillor consideration as part of the 2026/27 budget planning process.
- 9.7 Subject to this discussion, this project may be included in the 2026/27 budget, or identified for consideration for future years budgets, to progress.
- 9.8 The following section responds to item 1.1.2 in the Notice of Motion.

That Council Officers undertake works below to report back to Council on:

1.2 Initiates a formal process to restore the name “Tullamarine War Memorial Hall” to the facility currently referred to in Council documents as the Tullamarine Community Hall, in recognition of its historical origins and significance to the local community.

- 9.8.1 Through researching this NOM, it was found that two plaques exist on the wall at the entrance to the Hall space of the facility referencing two different facility names:
 - (a) One references the Tullamarine War Memorial Hall (1960s style timber plaque).
 - (b) The other commemorates the facility’s opening as a Community Centre by the City of Keilor in 1970.
- 9.8.2 Historians believe that in the 1960s, the Tullamarine Progress Association raised funds to honour WWII soldiers, and a timber plaque inside the hall refers to it as the “Tullamarine War Memorial Hall.” However, searches of Council records and Trove archives found no formal evidence that this was the building’s official name.
- 9.8.3 Other informal names were identified, such as Tullamarine Hall, Parish Hall, and Club Rooms.
- 9.8.4 Recognising that as per item 3.2.1 Council has the authority to name its community buildings, no formal process is required beyond an endorsed recommendation and committing to a re-branding exercise.
- 9.8.5 Following Council’s consideration of this report Officers would commence the process of re-branding.

REPORT NO: 8.9 (cont.)

- 9.8.6 It is noted that the current name has been used since the mid-1980s, therefore a communications and awareness approach will be taken alongside re-branding to celebrate the change and reduce any chance of public confusion regarding the change.
- 9.8.7 As identified in the financial implications section of this report, a budget of approximately \$6,000 would be required to complete the re-branding process (signage / marketing materials etc). This will be referred to the 2026/27 budget planning process for consideration.

10. CONCLUSION

- 10.1 This report outlines options for the future of the Tullamarine Library and Community Hall, whilst celebrating its historical origins by renaming it the Tullamarine War Memorial Hall.
- 10.2 Council’s consideration of these matters will ensure services continue to match evolving community needs and aspiration of the Tullamarine community.

REPORT NO:	8.10
REPORT TITLE:	Contract No. 30 25 3632 - Provision of Turf Management Services
SOURCE:	Mark Doyle, Manager City Parks & Open Spaces
DIVISION:	Infrastructure & Assets
FILE NO:	30 25 3632
POLICY:	Procurement Policy
STRATEGIC OBJECTIVE:	SO1.3 Safe and well-maintained places
ATTACHMENTS:	<ol style="list-style-type: none">1. <i>Tender Evaluation Report - Confidential</i>2. <i>Tender Evaluation Matrix - Confidential</i>3. <i>Schedule of Rates of Recommended Suppliers - Confidential</i>4. <i>Probity Advisor Report - Confidential</i>5. <i>List of Directors - Confidential</i>

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

- 1.1 Tenders have been called for Contract No. 30 25 3632 – Provision of Turf Management Services. This report outlines the tendering process undertaken and the recommendations to award a contract.
- 1.2 The services under this contract include six Categories:
 - 1.2.1 Part A – Turf Wicket Tables
 - 1.2.2 Part B - Lawn Tennis Maintenance
 - 1.2.3 Part C - Turf Renovations, Sporting grounds
 - 1.2.4 Part D - Turf Nutrient and Chemical Application
 - 1.2.5 Part E - Synthetic Grass services
 - 1.2.6 Part F - Sportsground Line Marking Services.
- 1.3 Pursuant to the Instrument of Delegation to the Chief Executive Officer, the value of this contract exceeds the financial limit, and a Council motion is now required to accept the recommendation to award the contract.

2. RECOMMENDATION:

That Council:

- 2.1 **Awards Contract No. 30 25 3632 – Provision of Turf Management Services to a panel of Contractors within the following service categories:**
 - 2.1.1 **Part A – Turf Wicket Tables**
 - (a) **Grass Up Pty Ltd ATF The Thorne Family Trust trading as Grass Up Pty Ltd**
 - (b) **Victoria Sports Group Pty Ltd**

REPORT NO: 8.10 (cont.)

- (c) **Green by Nature Specialty Services Pty Ltd**
- 2.1.2 Part B - Lawn Tennis Maintenance**
 - (a) **The Art of Grass Pty Ltd**
- 2.1.3 Part C - Turf Renovations, Sporting grounds**
 - (a) **Green By Nature Specialty Services Pty Ltd**
 - (b) **Grass Up Pty Ltd ATF The Thorne Family Trust Trading As Grass Up Pty Ltd**
 - (c) **Elite Turf Services Pty Ltd**
 - (d) **Green Turf Pty Ltd**
 - (e) **Jerra Nominees Pty Ltd & NB Norrish Pty Ltd t/a State Wide Turf Services**
- 2.1.4 Part D - Turf Nutrient and Chemical Application**
 - (a) **Green Turf Pty Ltd**
 - (b) **Evans Turf Services**
 - (c) **Elite Turf Services Pty Ltd**
- 2.1.5 Part E - Synthetic Grass services**
 - (a) **Maddocks Sports Pty Ltd**
- 2.1.6 Part F - Sportsground Line Marking Services**
 - (a) **Grass Up Pty Ltd ATF The Thorne Family Trust Trading As Grass Up Pty Ltd**
 - (b) **Elite Turf Services Pty Ltd**
- 2.2 Awards the contract as per the attached tendered schedule of rates (incl. GST).**
- 2.3 Notes that the contract term will commence in February 2026 for an initial period of three (3) years, with the option of a further two (2), one-year extensions.**
- 2.4 Authorises CPI adjustments to occur in accordance with the conditions of contract.**
- 2.5 Authorises for variations to be managed in accordance with the confidential attachment.**
- 2.6 Delegates to the Director Infrastructure and Assets to finalise and execute the contract documentation.**
- 2.7 Delegates to the Director Infrastructure and Assets the authority to review, and approve the contract extensions, in accordance with the contract provisions. The use of this authority is to be reported to Council within 3 months.**

3. LEGISLATIVE POWERS & POLICY CONTEXT:

- 3.1** Local Government Act 2020 S108(1) requires that a Council must prepare and adopt a Procurement Policy which specifies the principles, processes and procedures applying in respect of the purchase of goods and services by the Council, including for the carrying out of works.
- 3.2** Local Government Act 2020 S109(1) requires that a Council must comply with its Procurement Policy before entering into a contract for the purchase of goods or services or the carrying out of works.

REPORT NO: 8.10 (cont.)

- 3.3** The Council adopted a Procurement Policy (ref. POL189) on 15 November 2021 which is effective from 1 December 2021. Under this Policy, procurement of goods, services or works valued at \$300,000 or greater shall be undertaken by a tender process.

4. OVERARCHING GOVERNANCE PRINCIPLES:

- 4.1** This Report supports Council is giving effect to the following Overarching Governance Principles:

- 4.1.1 Council decisions are to be made and actions taken in accordance with the relevant law;
- 4.1.2 priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- 4.1.3 the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- 4.1.4 innovation and continuous improvement is to be pursued;
- 4.1.5 the ongoing financial viability of the Council is to be ensured;
- 4.1.6 the transparency of Council decisions, actions and information is to be ensured.

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

- 5.1.1 The Charter of Human Rights and Responsibilities Act 2006 sets out the basic rights and responsibilities of all people in Victoria. The Charter places obligations on public authorities by requiring them to act compatibly with human rights and give proper consideration to human rights when making decisions.
- 5.1.2 None of the Human Rights identified within the Charter are being limited by the recommended action in this Report.

5.2 GENDER EQUALITY ACT 2020

- 5.2.1 Under the Gender Equality Act 2020 a Gender Impact Assessment is required to be completed in relation to the development or review of a policy, program or service, where that policy, program or service has a direct and significant impact on the public.
- 5.2.2 This report does not relate to a development or review of a policy, program or service; therefore, a Gender Impact Assessment was not required.

6. FINANCIAL & RESOURCE IMPLICATIONS:

- 6.1 This is a schedule of rates contract; therefore, Officers generated financial modelling to understand the total costs of each service over the contract term, including extension options. Two of the categories (Part A and Part B) were based on lump sums.
- 6.2 Council has allocated a budget of \$2.453M for sports field maintenance in the 2025/26 budget. This provides sufficient funding for this contract and future costs arising from this contract will be included in the relevant operating budgets.

REPORT NO: 8.10 (cont.)

7. COLLABORATIVE PROCUREMENT

- 7.1** In Accordance with section 108(3c) of the Act, Council will give consideration to collaboration with other Councils and public bodies or utilise Collaborative Procurement Arrangements, when procuring goods, services and works in order to take advantage of economies of scale.
- 7.2** The evaluation panel considered any opportunities for collaborative procurement in relation to this procurement process undertaken by Council.
- 7.2.1** There are currently no collaborative procurement arrangements available for this type of contract.

8. OPPORTUNITIES & RISKS:

- 8.1** As this is an ongoing contract, Council’s objectives in re-establishing this contract are to:
- 8.1.1** service existing and future open space areas that meet community expectations and industry standards
- 8.1.2** contribute to Council’s environmental sustainability performance by regularly reviewing new products and technology that comes to the market to ensure efficient and sustainable turf management practices will be used during the term of this contract.

9. COMMUNITY ENGAGEMENT:

- 9.1** Community consultation or engagement is not required in relation to this Report.

10. DISCUSSION:

10.1 Technical Specification

- 10.1.1** Hume City Council is responsible for maintaining 81 active sports fields spanning over 110 hectares. The council manages sporting grounds used at district, regional, and local community levels.
- 10.1.2** The City Parks and Open Space team have developed proactive maintenance regimes to maintain these sports fields which require specialised turf management knowledge, practices, techniques and experience.
- 10.1.3** The turf management responsibilities include but are not limited to:
- (a)** Lawn Tennis Maintenance
 - (b)** Cricket Wicket Renovation Services
 - (c)** Spraying Services
 - (d)** Fertiliser spreading
 - (e)** Seeding Services
 - (f)** Turf Laying Services
 - (g)** Topdressing
 - (h)** Verti Draining
 - (i)** Coring
 - (j)** Top Making

REPORT NO: 8.10 (cont.)

- (k) Synthetic Maintenance and Repair
- (l) Scarifying
- (m) Linemarking
- (n) Goal Post installation and removal

10.2 Tender Details

- 10.2.1 In accordance with Council’s Procurement Policy, a public tender was undertaken. The tender was published on Council’s eTendering portal and an advertisement was published in The Age newspaper on Saturday 28 June 2025.
- 10.2.2 A Request for Tender was released on 28 June 2025 and closed on 24 July 2025.
- 10.2.3 At the time of the tender closure, fifteen (15) submissions were received.
- 10.2.4 Tender conditions were based on Council’s standard Services Conditions of Contract.

10.3 Tender Evaluation Panel

- 10.3.1 The tender evaluation panel (TEP) consisted of:

Officer Title	Role
Irrigation and Special Projects Officer	Chairperson
Turf Management Coordinator	Scoring Member
Team Leader Sports Fields	Scoring Member
Senior Sport and Recreation Officer	Scoring Member

- 10.3.2 An external Probity Advisor was engaged to oversee the tender process.
- 10.3.3 Procurement support was provided by a Procurement Officer throughout the tender process.
- 10.3.4 All tender evaluation panel members completed the required conflict of interest management plan, to declare and manage the business relationship with the current incumbent panel. All committed to maintaining the confidentiality of tender information.

10.4 Selection Criteria

- 10.4.1 The evaluation involved scoring of conforming tenders according to the following pre-determined criteria:

Selection criteria	Weighting
Price	40%
Capability and Experience	35%
Capacity	15%
Local business and Sustainability	10%

REPORT NO: 8.10 (cont.)

10.5 Tender Evaluation Process

- 10.5.1 Only compliant tenders received full scoring, while those identified as non-compliant were excluded from further evaluation. Any instances of non-compliance are explained in the confidential attachment.

10.6 Recommendation

- 10.6.1 The final weighted score for each tenderer is summarised below by service category.

(a) Part A - Turf Wicket Tables

Tenderer	Conforming	Score
Tenderer A - Grass Up Pty Ltd ATF The Thorne Family Trust trading as Grass Up Pty Ltd	Yes	77.97%
Tenderer B - Victoria Sports Group Pty Ltd	Yes	74.50%
Tenderer C - Green by Nature Specialty Services Pty Ltd	Yes	73.47%
Tenderer D	Yes	67.88%

(b) Part B – Lawn Tennis Renovation

Tenderer	Conforming	Score
Tenderer A – The Art of Grass Pty Ltd	Yes	82.50%
Tenderer B	Yes	46.34%
Tenderer C	No	

(c) Part C – Turf Renovations, Sportsgrounds

Tenderer	Conforming	Score
Tenderer A – Green by Nature Specialty Services Pty Ltd	Yes	78.50%
Tenderer B - Grass Up Pty Ltd ATF The Thorne Family Trust Trading as Grass Up Pty Ltd	Yes	73.40%
Tenderer C - Elite Turf Services Pty Ltd	Yes	68.12%
Tenderer D - Green Turf Pty Ltd	Yes	48.10%
Tenderer E - Jerra Nominees Pty Ltd & NB Norrish Pty Ltd t/a State Wide Turf Services	Yes	46.51%
Tenderer F	Yes	44.96%
Tenderer G	Yes	36.55%
Tenderer H	No	
Tenderer I	No	
Tenderer J	No	

REPORT NO: 8.10 (cont.)

(d) Part D – Turf Nutrient and Chemical Application

Tenderer	Conforming	Score
Tenderer A – Green Turf Pty Ltd	Yes	71.00%
Tenderer B - Evans Turf Services	Yes	65.71%
Tenderer C - Elite Turf Services Pty Ltd	Yes	54.74%
Tenderer D	Yes	53.26%
Tenderer E	Yes	49.94%
Tenderer F	Yes	47.43%
Tenderer G	Yes	39.22%
Tenderer H	Yes	29.38%

(e) Part E – Synthetic Grass services

Tenderer	Conforming	Score
Tenderer A – Maddocks Sports Pty Ltd	Yes	70.50%
Tenderer B	Yes	64.90%

(f) Part F – Sportsground Line Marking Services

Tenderer	Conforming	Score
Tenderer A – Grass Up Pty Ltd ATF The Thorne Family Trust Trading as Grass Up Pty Ltd	Yes	82.00%
Tenderer B - Elite Turf Services Pty Ltd	Yes	69.57%
Tenderer C	Yes	60.00%
Tenderer D	Yes	49.81%
Tenderer E	Yes	39.99%

10.6.2 Refer to the confidential attachment for further details of the evaluation of all tenders.

11. CONCLUSION

11.1 The process described in this report is in accordance with the Council’s Procurement Policy, the relevant provision of the Local Government Act 2020 – section 108 (Procurement Policy) and section 109 (Procurement).

REPORT NO: 8.10 (cont.)

- 11.2 Based on the evaluation process and a detailed review of the tendered prices, the Evaluation Panel recommends forming a panel of contractors to deliver the services as specified within the service categories:

Part A – Turf Wicket Tables

- (a) Grass Up Pty Ltd ATF The Thorne Family Trust trading as Grass Up Pty Ltd
- (b) Victoria Sports Group Pty Ltd
- (c) Green by Nature Specialty Services Pty Ltd

Part B - Lawn Tennis Maintenance

- (a) The Art of Grass Pty Ltd

Part C - Turf Renovations, Sporting grounds

- (a) Green by Nature Specialty Services Pty Ltd
- (b) Grass Up Pty Ltd ATF The Thorne Family Trust Trading as Grass Up Pty Ltd
- (c) Elite Turf Services Pty Ltd
- (d) Green Turf Pty Ltd
- (e) Jerra Nominees Pty Ltd & NB Norrish Pty Ltd t/a State Wide Turf Services

Part D - Turf Nutrient and Chemical Application

- (a) Green Turf Pty Ltd
- (b) Evans Turf Services
- (c) Elite Turf Services Pty Ltd

Part E - Synthetic Grass services

- (a) Maddocks Sports Pty Ltd

Part F - Sportsground Line Marking Services

- (a) Grass Up Pty Ltd ATF The Thorne Family Trust Trading as Grass Up Pty Ltd
- (b) Elite Turf Services Pty Ltd

REPORT NO:	8.11
REPORT TITLE:	Contract No. 30 25 3640 - Turf Management Products
SOURCE:	Mark Doyle, Manager City Parks & Open Spaces Amanda Mizzi, Irrigation and Special Projects Officer
DIVISION:	Infrastructure & Assets
FILE NO:	30 25 3640
POLICY:	POL189
STRATEGIC OBJECTIVE:	SO1.3 Safe and well-maintained places
ATTACHMENTS:	1. <i>Tender Evaluation Report - Confidential</i> 2. <i>Schedule of Rates - Confidential</i> 3. <i>Evaluation Matrix - Nutrients - Confidential</i> 4. <i>Evaluation Matrix - Sand and Soil - Confidential</i> 5. <i>List of Company Directors - Confidential</i>

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

- 1.1 Tenders have been called for Contract No. 30 25 3640 – Turf Management Products. This report outlines the tendering process undertaken and the recommendations to award contracts.
- 1.2 This contract will replace the existing contract 30 20 3144, which expired on 30 November 2025.
- 1.3 Pursuant to the Instrument of Delegation to the Chief Executive Officer, the value of this contract exceeds their financial limit and a Council motion is now required to accept the recommendation to award the contract.

2. RECOMMENDATION:

That Council:

- 2.1 Awards Contract No. 30 25 3640 – Turf Management Products to the following tenderers:

- 2.1.1 Nutrients

- a) Greenway Solutions Pty Ltd
- b) Oasis Pacific Pty Ltd
- c) Australian Agribusiness Holdings Pty Ltd
- d) Living Turf
- e) Ace Ohlsson Pty Ltd

- 2.1.2 Sand and Soil Supply

- a) Daisy’s Garden Supplies Pty Ltd
- b) The Mint Garden Centre Pty Ltd

- 2.2 Awards the contract as per the attached tendered schedule of rates (incl. GST).

REPORT NO: 8.11 (cont.)

- 2.3** Notes the contract term will commence in December 2025, for an initial period of three (3) years, with two (2) x one-year extension options.
- 2.4** Authorises CPI adjustments to occur in accordance with the conditions of contract.
- 2.5** Authorises for variations to be managed in accordance with the confidential attachment
- 2.6** Delegates to the Director Infrastructure and Assets to finalise and execute the contract documentation.
- 2.7** Delegates to the Director Infrastructure and Assets the powers to review and exercise the extension options. The use of this authority is to be reported to Council within 3 months

3. LEGISLATIVE POWERS & POLICY CONTEXT:

- 3.1** Local Government Act 2020 S108(1) requires that a Council must prepare and adopt a Procurement Policy which specifies the principles, processes and procedures applying in respect of the purchase of goods and services by the Council, including for the carrying out of works.
- 3.2** Local Government Act 2020 S109(1) requires that a Council must comply with its Procurement Policy before entering into a contract for the purchase of goods or services or the carrying out of works.
- 3.3** The Council adopted a Procurement Policy (ref. POL189) on 15 November 2021 which is effective from 1 December 2021. Under this Policy, procurement of goods, services or works valued at \$300,000 or greater shall be undertaken by a tender process.

4. OVERARCHING GOVERNANCE PRINCIPLES:

- 4.1** This Report supports Council is giving effect to the following Overarching Governance Principles:
 - 4.1.1** Council decisions are to be made and actions taken in accordance with the relevant law;
 - 4.1.2** priority is to be given to achieving the best outcomes for the municipal community, including future generations;
 - 4.1.3** the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
 - 4.1.4** innovation and continuous improvement is to be pursued;
 - 4.1.5** the ongoing financial viability of the Council is to be ensured;
 - 4.1.6** the transparency of Council decisions, actions and information is to be ensured.

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

- 5.1.1** The Charter of Human Rights and Responsibilities Act 2006 sets out the basic rights and responsibilities of all people in Victoria. The Charter places obligations on public authorities by requiring them to act compatibly with human rights and give proper consideration to human rights when making decisions.

REPORT NO: 8.11 (cont.)

- 5.1.2 None of the Human Rights identified within the Charter are being limited by the recommended action in this Report.

5.2 GENDER EQUALITY ACT 2020

- 5.2.1 This Report does not relate to a development or review of a policy, program or service; therefore, a Gender Impact Assessment was not required.

6. FINANCIAL & RESOURCE IMPLICATIONS:

- 6.1 This is a schedule of rates contract; therefore, Officers generated financial modelling to understand the total costs of each category, over the contract term, including extension options.
- 6.2 Council has allocated a budget of \$2.453M for sports field maintenance in the 2025/26 budget. This provides sufficient funding for this contract and future costs arising from this contract will be included in the relevant years’ operating budgets.

7. COLLABORATIVE PROCUREMENT

- 7.1 In Accordance with section 108(3c) of the Act, Council will give consideration to collaboration with other Councils and public bodies or utilise Collaborative Procurement Arrangements, when procuring goods, services and works in order to take advantage of economies of scale.
- 7.2 The evaluation panel considered any opportunities for collaborative procurement in relation to this procurement process undertaken by Council.
- 7.2.1 There are currently no collaborative procurement arrangements available for this type of contract.

8. OPPORTUNITIES & RISKS:

8.1 Operational Efficiency

- 8.1.1 Council requires access to a stable supply of chemicals, sand, and soil to support maintenance of its sports fields and open spaces. Establishing a panel of qualified suppliers with the necessary skills, resources and experience enables Officers to request quotes as needed, supporting timely delivery that meet desired community outcomes.

8.2 Economic Development and Social Impact

- 8.2.1 Evaluation criteria gave weight to local businesses. In addition, businesses that could demonstrate a local economic contribution through regular purchasing from local traders or the employment of local people were viewed favorably in line with the evaluation criteria.

9. COMMUNITY ENGAGEMENT:

- 9.1 Community consultation or engagement is not required in relation to this Report.

REPORT NO: 8.11 (cont.)

10. DISCUSSION:

10.1 Technical Specification

- 10.1.1 The purpose of this tender is to have access to a supply of turf management products to support the maintenance of turf surface across designated sites. The objective is to ensure consistent quality, timely delivery of products that promote healthy, sustainable, and visually appealing turf with products that meet industry standards and environmental regulations.
- 10.1.2 The supply of turf management products includes a comprehensive range of turf care products including fertilisers, herbicides, pesticides, wetting agents, growth regulators, soil conditioners, soil and sand.

10.2 Tender Details

- 10.2.1 In accordance with Council’s Procurement Policy, a public tender was undertaken. Tenders were advertised on Council’s online portal and The Age Newspaper
- 10.2.2 A Request for tender was released on 12 July 2025 and closed on 7 August 2025.
- 10.2.3 At the time of tender closure, twelve (12) submissions were received.

10.3 Tender Evaluation Panel

- 10.3.1 The tender evaluation panel (TEP) consisted of:

Officer Title	Role
Irrigation and Special Projects Officer	Chairperson
Turf Management Coordinator	Scoring Member
Team Leader Turf Management East	Scoring Member
Senior Sport and Recreation Officer	Scoring Member

- 10.3.2 Procurement support was provided by a Procurement Officer throughout the tender process
- 10.3.3 All TEP members completed a conflict of interest and confidentiality declaration. All committed to maintaining the confidentiality of tender information.

10.4 Tender Evaluation Criteria

- 10.4.1 The evaluation involved scoring of conforming tenders according to the following pre-determined criteria:

Selection criteria	Weighting
Price	40%
Capability and Experience	30%
Capacity	20%
Local business and Sustainability	10%

REPORT NO: 8.11 (cont.)

10.5 Tender Evaluation Process

- 10.5.1 A tender evaluation plan was prepared and was evaluation was undertaken in accordance with that plan.
- 10.5.2 Only compliant tenders underwent full scoring, while those identified as non-compliant were excluded from further evaluation. Any instances of non-compliance are explained in the confidential attachment.

10.6 Recommendation

- 10.6.1 The final weighted score for each tenderer is summarised below by categories:

Nutrients

Tenderer	Conforming	Score (out of 100)
Tenderer A – Greenway Solutions Pty Ltd	Yes	74.72
Tenderer B – Oasis Pacific Pty Ltd	Yes	73.00
Tenderer C – Australia Agribusiness (Holdings) Pty Ltd	Yes	72.91
Tenderer D – Living Turf	Yes	67.40
Tenderer E – Ace Ohlsson Pty Ltd	Yes	63.65
Tenderer F	Yes	55.30
Tenderer G	Yes	50.30
Tenderer H	Yes	39.96
Tenderer I	No	-

Sand and Soil

Tenderer	Conforming	Score (out of 100)
Tenderer A – Daisy’s Garden Supplies Pty Ltd	Yes	82.50
Tenderer B – The Mint Garden Centre Pty Ltd	Yes	70.84
Tenderer C	Yes	70.45
Tenderer D	Yes	58.10
Tenderer E	Yes	53.31
Tenderer F	No	-

- 10.6.2 Refer to the confidential attachment for further details of the evaluation of all tenders.

REPORT NO: 8.11 (cont.)

11. CONCLUSION

11.1 The process described in this report is in accordance with the Council's Procurement Policy, the relevant provision of the Local Government Act 2020 – section 108 (Procurement Policy) and section 109 (Procurement).

11.2 Based on the evaluation process and a view of the tendered prices, the TEP recommends the following suppliers be appointed:

11.2.1 Nutrients

- (a) Greenway Solutions Pty Ltd
- (b) Oasis Pacific Pty Ltd
- (c) Australian Agribusiness Holdings Pty Ltd
- (d) Living Turf
- (e) Ace Ohlsson Pty Ltd

11.2.2 Sand and Soil Supply

- (a) Daisy's Garden Supplies Pty Ltd
- (b) The Mint Garden Centre Pty Ltd

REPORT NO:	8.12
REPORT TITLE:	Contract No. 30 25 3633 - Panel for Irrigation Maintenance Services
SOURCE:	Mark Doyle, Manager City Parks & Open Spaces Amanda Mizzi, Irrigation and Special Projects Officer
DIVISION:	Infrastructure & Assets
FILE NO:	30 25 3633
POLICY:	POL189
STRATEGIC OBJECTIVE:	SO1.3 Safe and well-maintained places
ATTACHMENTS:	<ol style="list-style-type: none">1. <i>Tender Evaluation Report - Confidential</i>2. <i>Evaluation Matix - Level 2 Irrigation Maintenance - Confidential</i>3. <i>Tenderers Schedule of Rates - Confidential</i>4. <i>List of Company Directors - Confidential</i>

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

- 1.1 Tenders have been called for Contract No. 30 25 3633 – Irrigation Maintenance Services Panel
- 1.2 Pursuant to the Instrument of Delegation to the Chief Executive Officer, the value of this contract exceeds their financial limit and a Council motion is now required to accept the recommendation to award the contract.

2. RECOMMENDATION:

That Council

- 2.1 Awards Contract No. 30 25 3633 - Irrigation Maintenance Services Panel to the following tenderers:

2.1.1 Level 2 Irrigation Maintenance

- a) Environmental Field Services Holdings Pty Ltd
- b) Greenearth Plumbing and Electrical Solutions
- c) Timmons Heritage Landscapes
- d) Greenwater Australia Pty Ltd
- e) Green by Nature Specialty Services Pty Ltd

2.1.2 Plumbing Services

- (a) Environmental Field Services Holdings Pty Ltd
- (b) Greenearth Plumbing and Electrical Solutions
- (c) Greenwater Australia Pty Ltd

REPORT NO: 8.12 (cont.)

- 2.2 Awards the contract as per the attached tendered schedule of rates (incl. GST).**
- 2.3 Authorises CPI adjustments to occur in accordance with the conditions of contract.**
- 2.4 Notes the contract term will commence in December 2025, for an initial period of three (3) years, with two (2) x one-year extension options.**
- 2.5 Authorises for Variations to be managed in accordance with the confidential attachment**
- 2.6 Delegates to the Director Infrastructure and Assets to finalise and execute the contract documentation.**
- 2.7 Delegates to the Director Infrastructure and Assets the powers to review and exercise the extension options. The use of this authority is to be reported to Council within 3 months**

3. LEGISLATIVE POWERS & POLICY CONTEXT:

- 3.1** Local Government Act 2020 S108(1) requires that a Council must prepare and adopt a Procurement Policy which specifies the principles, processes and procedures applying in respect of the purchase of goods and services by the Council, including for the carrying out of works.
- 3.2** Local Government Act 2020 S109(1) requires that a Council must comply with its Procurement Policy before entering into a contract for the purchase of goods or services or the carrying out of works.
- 3.3** The Council adopted a Procurement Policy (ref. POL189) on 15 November 2021 which is effective from 1 December 2021. Under this Policy, procurement of goods, services or works valued at \$300,000 or greater shall be undertaken by a tender process.

4. OVERARCHING GOVERNANCE PRINCIPLES:

- 4.1** This Report supports Council is giving effect to the following Overarching Governance Principles:
 - 4.1.1** Council decisions are to be made and actions taken in accordance with the relevant law;
 - 4.1.2** priority is to be given to achieving the best outcomes for the municipal community, including future generations;
 - 4.1.3** the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
 - 4.1.4** innovation and continuous improvement is to be pursued;
 - 4.1.5** the ongoing financial viability of the Council is to be ensured;
 - 4.1.6** the transparency of Council decisions, actions and information is to be ensured.

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

- 5.1.1** The Charter of Human Rights and Responsibilities Act 2006 sets out the basic rights and responsibilities of all people in Victoria. The Charter places obligations on public authorities by requiring them to act compatibly with human rights and give proper consideration to human rights when making decisions.

REPORT NO: 8.12 (cont.)

- 5.1.2** None of the human rights identified within the Charter are being limited by the recommended action in this Report.

5.2 GENDER EQUALITY ACT 2020

- 5.2.1** This Report does not relate to a development or review of a policy, program or service; therefore, a Gender Impact Assessment was not required.

6. FINANCIAL & RESOURCE IMPLICATIONS:

- 6.1** This is a schedule of rates contract; therefore, Officer’s undertook modelling to understand the total costs over contract term, including extension options.
- 6.2** Council has allocated a budget of \$639,000 for irrigation maintenance in the 2025/26 budget. This provides sufficient funding for this contract and future costs arising from this contract will be included in the relevant operating budgets.

7. COLLABORATIVE PROCUREMENT

- 7.1** In Accordance with section 108(3c) of the Act, Council will give consideration to collaboration with other councils and public bodies or utilise Collaborative Procurement Arrangements, when procuring goods, services and works in order to take advantage of economies of scale.
- 7.2** The evaluation panel considered any opportunities for collaborative procurement in relation to this procurement process undertaken by Council.
- 7.2.1** There are currently no collaborative procurement arrangements available for this type of service.

8. OPPORTUNITIES & RISKS:

8.1 Operational Efficiency

- 8.1.1** Council maintains multiple sites that require ongoing irrigation maintenance services. Establishing a panel of qualified suppliers with the necessary skills, resources and experience enables Officers to access services as needed, supporting timely delivery that meet desired community outcomes and industry standards.

8.2 Environmental Sustainability and Performance

- 8.2.1** contribute to Council’s environmental sustainability performance by regularly reviewing new products and technology that comes to the market to ensure efficient and sustainable practices will be used during the term of this contract.

8.3 Economic Development and Social Impact

- 8.3.1** Evaluation criteria gave weight to local businesses. In addition, businesses that could demonstrate a local economic contribution through regular purchasing from local traders or the employment of local people were viewed favorably in line with the evaluation criteria.

9. COMMUNITY ENGAGEMENT:

- 9.1** Community consultation or engagement is not required in relation to this Report.

REPORT NO: 8.12 (cont.)

10. DISCUSSION:

10.1 Technical Specification

- 10.1.1 The purpose of this contract for the supply, maintenance, and repair of various irrigation systems across various Council sites.
- 10.1.2 Contractors will be responsible for ensuring all irrigations systems are always operational and meeting the specified performance standards set by Council.
- 10.1.3 Tasks provided under contract include:
- (a) Annual irrigation testing, maintenance, reporting
 - (b) Condition performance tests
 - (c) Irrigation controller programming
 - (d) Inspect, diagnose and repair components of irrigation systems
 - (e) Perform pressure flow tests on water maters and sprinklers
 - (f) Undertake decoder and wire tracing when required
 - (g) Inspect, diagnose and repair irrigation pumps and tank floats
 - (h) Conduct catch can testing

10.2 Tender Details

- 10.2.1 A public request for tender was undertaken in accordance with Council's Procurement Policy.
- 10.2.2 The tender was released via Council's eTendering portal on 21 June 2025 and closed on 17 July 2025 resulting in nine (9) suppliers submitting a formal response.

10.3 Tender Evaluation Panel

- 10.3.1 The tender evaluation panel (TEP) consisted of:

Officer Title	Role
Irrigation and Special Projects Officer	Chairperson
Coordinator Turf Management	Scoring member
Conservation Programs Officer	Scoring member
Team Leader Mowing Operations South	Scoring member

- 10.3.2 Probity and procurement support was provided by a Procurement Officer throughout the tender process.
- 10.3.3 All tender evaluation panel members completed the required conflict of interest declarations, with no conflicts declared and committing to maintaining the confidentiality of tender information.

REPORT NO: 8.12 (cont.)

10.4 Selection Criteria

- 10.4.1** The evaluation involved scoring of conforming tenders according to the following pre-determined criteria:

Selection criteria	Weighting
Compliance	Pass/Fail
Price	40%
Capability	30%
Capacity	20%
Sustainability	10%

10.5 Tender Evaluation Process

- 10.5.1** Only compliant tenders received full scoring, while those identified as non-compliant were excluded from further evaluation. Any instances of non-compliance are explained in the confidential attachment.

10.6 Recommendation

- 10.6.1** The final weighted score for each tenderer is summarised below:

Level 2 irrigation

Tenderer	Conforming	Score
Tenderer A - Environmental Field Services Holdings Pty Ltd	Yes	78.20
Tenderer B - Greeneearth Plumbing and Electrical solutions	Yes	76.33
Tenderer C - Greenwater Australia Pty Ltd	Yes	74.33
Tenderer D - Timmons Heritage Landscapes	Yes	73.75
Tenderer E - Green by nature specialty services Pty Ltd	Yes	68.69
Tenderer F	Yes	65.79
Tenderer G	Yes	60.50
Tenderer H	Yes	52.14
Tenderer I	No	-

Irrigation Installation/Plumbing Services

Tenderer	Conforming	Score
Tenderer A - Environmental Field Services Holdings Pty Ltd	Yes	91.50
Tenderer B - Greeneearth Plumbing and Electrical solutions	Yes	82.41
Tenderer C - Greenwater Australia Pty Ltd	Yes	80.41
Tenderer D	Yes	74.18
Tenderer E	Yes	72.24

REPORT NO: 8.12 (cont.)

Tenderer	Conforming	Score
Tenderer F	Yes	68.18

- 10.6.2 Refer to the confidential attachment for further details of the evaluation of all tenders.

11. CONCLUSION

11.1 The process described in this report is in accordance with the Council's Procurement Policy, the relevant provision of the Local Government Act 2020 – section 108 (Procurement Policy) and section 109 (Procurement).

11.2 Based on the evaluation process and a detailed review of the tendered prices, the Evaluation Panel recommends the following suppliers to form a Panel for Irrigation Maintenance Services:

11.2.1 Level 2 Irrigation Maintenance

- (a) Environmental Field Services Holdings Pty Ltd
- (b) Greenearth Plumbing and Electrical Solutions
- (c) Timmons Heritage Landscapes
- (d) Greenwater Australia Pty Ltd
- (e) Green by Nature Specialty Services Pty Ltd

11.2.2 Plumbing Services

- (a) Environmental Field Services Holdings Pty Ltd
- (b) Greenearth Plumbing and Electrical Solutions
- (c) Greenwater Australia Pty Ltd

REPORT NO:	8.13
REPORT TITLE:	Contract No. 30 25 3631 - Sports Ground Reconstruction Panel
SOURCE:	Mark Doyle, Manager City Parks & Open Spaces
DIVISION:	Infrastructure & Assets
FILE NO:	30 25 3631
POLICY:	POL189
STRATEGIC OBJECTIVE:	SO1.3 Safe and well-maintained places
ATTACHMENTS:	<ol style="list-style-type: none">1. <i>Attachment 1 - Tender Evaluation Report - Confidential</i>2. <i>Attachment 2 - Evaluation Matrix - Final - Confidential</i>3. <i>Attachment 3 - Schedule of Rates - Confidential</i>4. <i>Attachment 4 - List of Company Directors - Confidential</i>5. <i>Attachment 5 - Probity Report - Confidential</i>

DISCLOSURE OF CONFLICTS OF INTEREST

Two scoring members identified a perceived conflict of interest may be present due to the current contract between tenderers (existing contractors) and the Officer's work at Council as Coordinator Turf Management and Special Projects Liaison Officer. This perception was managed with Council's Conflict of Interest Management Plan. Further, this procurement process was subject to oversight by an external probity advisor.

The Officers provided advice in the preparation of this report as subject matter experts. As the decision on this matter is being made by Council, the provision of advice from the Officers was permitted, despite the perceived conflicts.

1. SUMMARY OF REPORT:

- 1.1 Tenders have been called for Contract No. 30 25 3631 – Sportsground Reconstruction Panel.
- 1.2 This contract will replace the existing contract 30 19 3118, which has been extended until 30 April 2026.
- 1.3 Pursuant to the Instrument of Delegation to the Chief Executive Officer, the value of this contract exceeds their financial limit and a Council motion is now required to accept the recommendation to award the contract.

2. RECOMMENDATION:

That Council:

- 2.1 Awards Contract No. 30 25 3631 – Sportsground Reconstruction Panel to the following tenderers:

- a) Victorian Sports Group Pty Ltd
- b) McMahon's Pty Ltd
- c) Global Turf Projects

- 2.2 Awards the contract as per the attached tendered schedule of rates (incl. GST).

REPORT NO: 8.13 (cont.)

- 2.3 Authorises CPI adjustments to occur in accordance with the conditions of contract.**
- 2.4 Notes the contract term will commence in May 2026, for an initial period of three (3) years, with two (2) x two-year extension options.**
- 2.5 Authorises for Variations to be managed in accordance with the confidential attachment**
- 2.6 Delegates to the Director Infrastructure and Assets to finalise and execute the contract documentation.**
- 2.7 Delegates to the Director Infrastructure and Assets the powers to review and exercise the extension options. The use of this authority is to be reported to Council within 3 months**

3. LEGISLATIVE POWERS & POLICY CONTEXT:

- 3.1 Local Government Act 2020 S108(1) requires that a Council must prepare and adopt a Procurement Policy which specifies the principles, processes and procedures applying in respect of the purchase of goods and services by the Council, including for the carrying out of works.
- 3.2 Local Government Act 2020 S109(1) requires that a Council must comply with its Procurement Policy before entering into a contract for the purchase of goods or services or the carrying out of works.
- 3.3 The Council adopted a Procurement Policy (ref. POL189) on 15 November 2021 which is effective from 1 December 2021. Under this Policy, procurement of goods, services or works valued at \$300,000 or greater shall be undertaken by a tender process.

4. OVERARCHING GOVERNANCE PRINCIPLES:

- 4.1 This Report supports Council is giving effect to the following Overarching Governance Principles:
 - 4.1.1 Council decisions are to be made and actions taken in accordance with the relevant law;
 - 4.1.2 priority is to be given to achieving the best outcomes for the municipal community, including future generations;
 - 4.1.3 the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
 - 4.1.4 innovation and continuous improvement is to be pursued;
 - 4.1.5 the ongoing financial viability of the Council is to be ensured;
 - 4.1.6 the transparency of Council decisions, actions and information is to be ensured.

5. IMPACT ASSESSMENTS:

- 5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006
 - 5.1.1 The Charter of Human Rights and Responsibilities Act 2006 sets out the basic rights and responsibilities of all people in Victoria. The Charter places obligations on public authorities by requiring them to act compatibly with human rights and give proper consideration to human rights when making decisions.

REPORT NO: 8.13 (cont.)

5.1.2 None of the Human Rights identified within the Charter are being limited by the recommended action in this Report.

5.2 GENDER EQUALITY ACT 2020

5.2.1 This Report does not relate to a development or review of a policy, program or service; therefore, a Gender Impact Assessment was not required.

6. FINANCIAL & RESOURCE IMPLICATIONS:

- 6.1 This is a combined lump sum and schedule of rates contract; therefore, Officer’s undertook modelling to understand the total costs over contract term, including extension options. Tenderers were required to provide lump sum pricing for two sample projects which were factored into the assessment.
- 6.2 Quotations from the panel will be sought for individual projects and will be delivered on a combined lump sum basis and schedule of rates.
- 6.3 The primary funding source for the works to be undertaken through this contract arrangement is 500350 – Sportsground Sub-surface Drainage Program. Council has allocated \$1.115m for this program in 2025/26. The funding within this annual capital works program varies year-to-year depending on the work required.

7. COLLABORATIVE PROCUREMENT

- 7.1 In accordance with section 108(3c) of the Act, Council will give consideration to collaboration with other councils and public bodies or utilise Collaborative Procurement Arrangements, when procuring goods, services and works in order to take advantage of economies of scale.
- 7.2 The evaluation panel considered any opportunities for collaborative procurement in relation to this procurement process undertaken by Council.
 - 7.2.1 There are currently no collaborative procurement arrangements available for this type of service.

8. OPPORTUNITIES & RISKS:

- 8.1 Operational Efficiency
 - 8.1.1 Council delivers multiple sportsground projects annually. Establishing a panel of qualified suppliers with the necessary skills, resources and experience enables Officers to request quotes as needed, supporting timely project delivery that meet desired community outcomes.
- 8.2 Economic Development and Social Impact
 - 8.2.1 Evaluation criteria gave weight to local businesses. In addition, businesses that could demonstrate a local economic contribution through regular purchasing from local traders or the employment of local people were viewed favorably in line with the evaluation criteria.

9. COMMUNITY ENGAGEMENT:

- 9.1 Community engagement will be undertaken during the design phase of projects where relevant.

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- 9.2 For all works affecting the public, appropriate signs and temporary fencing will be utilised by contractors.
- 9.3 Promotional onsite signage, posts on social media and email updates by Hume City Council will also be incorporated in line with Council’s policies and procedures where applicable.
- 9.4 If applicable, resident consultation and notification will also be undertaken with any affected residents, businesses and sports clubs prior to works being undertaken.

10. DISCUSSION:

10.1 Technical Specification

10.1.1 The purpose of this contract is to provide the following Sportsground reconstruction services on Council’s sports fields and passive open space reserves:

- Supply and installation of subsurface drainage
- Irrigation construction
- Sand based construction
- Turf supply and lay
- Earthworks

10.2 Background

- 10.2.1 The current contract for these services was awarded in September 2020 and is due to expire in April 2026.
- 10.2.2 Council issued a public request for tender for suitably qualified and experienced contractors for a Sportsground Reconstruction Panel to establish a new contract.
- 10.2.3 This Panel is sought so Officers have access to a panel of suitably qualified contractors to deliver Sportsground Reconstruction projects in a timely manner that meet Council and community outcomes.

10.3 Tender Details

- 10.3.1 A Request for Tender was released on 23 August 2025 and closed on 18 September 2025 resulting in suppliers submitting a formal response to Contract for 30 25 3631 – Sportsground Reconstruction Panel.
- 10.3.2 The tender was published on Councils eTendering portal.
- 10.3.3 At the time of tender close, ten (10) submissions were received.

10.4 Tender Evaluation Panel

10.4.1 The tender evaluation panel (TEP) consisted of the following Council Officers:

Officer Title	Role
Special Irrigation Projects Officer	Chairperson
Coordinator Turf Management	Scoring member
Parks Asset Management Team Leader	Scoring member

REPORT NO: 8.13 (cont.)

- 10.4.2 Procurement support was provided by a Procurement Officer throughout the tender process.
- 10.4.3 Probity support was provided by an external Probity Advisor for the duration of the tender process.
- 10.4.4 All TEP members completed the required conflict of interest declarations. Business as Usual (BAU) perceived conflicts were declared and managed with Council's Conflict of Interest Management Plan. All panel members received a probity briefing from the Probity Advisor and there was probity oversight at all evaluation meetings.

10.5 Tender Evaluation Criteria

- 10.5.1 The evaluation involved scoring of conforming tenders according to the following pre-determined criteria:

Selection criteria	Weighting
Compliance	Pass/Fail
Price	40%
Capability	20%
Capacity	30%
Local & Sustainability	10%

10.6 Tender Evaluation Process

- 10.6.1 Only compliant tenders received full scoring, while those identified as non-compliant were excluded from further evaluation. Any instances of non-compliance are explained in the confidential attachment.

10.7 Recommendation

- 10.7.1 The final weighted score for each tenderer is summarised below:

Tenderer	Conforming	Score (out of 100)
Tenderer A – Victorian Sports Group Pty Ltd	Yes	72.51
Tenderer B – McMahons Pty Ltd	Yes	70.36
Tenderer C – Global Turf Projects	Yes	67.88
Tenderer D	Yes	62.66
Tenderer E	Yes	59.74
Tenderer F	Yes	52.12
Tenderer G	Yes	44.19
Tenderer H	Yes	42.88
Tenderer I	No	-
Tenderer J	No	-

REPORT NO: 8.13 (cont.)

- 10.7.2 Refer to the confidential attachment for further details of the evaluation of all tenders.

11. CONCLUSION

- 11.1 The process described in this report is in accordance with the Council’s Procurement Policy, the relevant provision of the Local Government Act 2020 – section 108 (Procurement Policy) and section 109 (Procurement).
- 11.2 Based on the evaluation process and a detailed review of the tendered prices, the TEP recommends the following suppliers to form a Panel for Sportsground Reconstruction:
- 11.2.1 Victorian Sports Group Pty Ltd
 - 11.2.2 McMahon’s Pty Ltd
 - 11.2.3 Global Turf Projects

REPORT NO:	8.14
REPORT TITLE:	Response to NOM25/32 - Cr Naim Kurt - Gladstone Park Community Facilities Upgrade
SOURCE:	Nina Stephen, Acting Executive Officer
DIVISION:	City Services & Living
FILE NO:	HCC25/688
POLICY:	-
STRATEGIC OBJECTIVE:	SO1.1 Liveable places that are inclusive and accessible
ATTACHMENTS:	Nil

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

1.1 This report responds to Notice of Motion 25/32, raised by Cr Naim Kurt at the 26 May 2025 Council meeting, requesting that:

(1) Officers undertake an investigation and report back to Council on:

- (a) The compliance and condition of the Gladstone Park Senior Citizens Centre
- (b) Any identified opportunities for future building improvement works that would bring the facility up to an improved standard. This would include an estimate of costs to ensure the facility, and its surrounding gardens, remain fit for purpose and continue to meet both the current and future community needs of the Gladstone Park community.

(2) That Council consult with the local community regarding the future of the remainder of vacant land on Carrick Drive/Elmhurst Drive Reserve, including identifying any future community infrastructure needs or requirements to support the growing and changing needs of the Gladstone Park community and wider area.

2. RECOMMENDATION:

That Council notes:

2.1 In response to Notice of Motion recommendation 1a and 1b:

- a) A condition audit was completed in May 2025, identifying that the Gladstone Park Senior Citizens Centre is in fair and compliant condition for its age (35 years).**
- b) That Community Infrastructure Plan (CIP) identifies Gladstone Park Senior Citizens Centre as a site for future investment. This will be discussed as part of the Community Infrastructure Plan project options for Councillor consideration during the 2026/27 budget planning process.**
- c) Small scale facility enhancements were identified through the development of this report. These enhancements can be funded from existing operational budgets.**

2.2 In response to Notice of Motion recommendation 2:

Community consultation will be undertaken through the Playspace Strategy engagement, which is scheduled to occur for the Reserve in the 2026/27

REPORT NO: 8.14 (cont.)

financial year, as well as through any future CIP business case development, following Councillor consideration.

3. LEGISLATIVE POWERS & POLICY CONTEXT:

- 3.1 The provision of open space services and community facilities across Hume City is aligned to the service performance principles (part 5, Division 1, section 106) of the Local Government Act (2020), such as providing equitable and responsive services, focusing on continuous improvement, and seeking to achieve the best outcomes for current and future communities.
- 3.2 Council Policies and Strategies relevant to this report include the Community Infrastructure Plan, Council’s Community Facility Access and Use policy and the Open Space Strategy.

4. OVERARCHING GOVERNANCE PRINCIPLES:

This Report supports Council in giving effect to the following Overarching Governance Principles:

- b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- d) the municipal community is to be engaged in strategic planning and strategic decision making;
- e) innovation and continuous improvement is to be pursued;

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

The human rights relevant to this Report are:

- 5.1.1 Right to take part in public life
- 5.1.2 Cultural rights

The above rights are not being limited by the recommended action in this Report.

5.2 GENDER EQUALITY ACT 2020

This Report does not immediately require the development or review of a policy, program or service. Should Council decide to allocate budget resources to any of the initiatives outlined below, a Gender Impact Assessment will be conducted.

6. FINANCIAL & RESOURCE IMPLICATIONS:

- 6.1 This report has been prepared by Officers within existing resource allocations.
- 6.2 Subject to Councillor consideration, a budget submission could be considered for the 2026/27 financial year to develop a preliminary business case for the Gladstone Park Senior Citizens Centre, as cited in the Community Infrastructure Plan (CIP).
- 6.3 Identified facility enhancements, as identified in recommendation 2.1(c) can be funded through existing operational budgets.

7. OPPORTUNITIES & RISKS:

- 7.1 The opportunity to undertake a business case for the Gladstone Park Senior Citizens Centre will ensure the future needs of the Gladstone Park community are considered. Furthermore, the identified interim works provide an opportunity to ensure that the Gladstone Park Senior Citizens Centre remains fit for purpose.
- 7.2 The risk of over-investment in the 35-year-old building will be mitigated by Council taking an integrated approach to its future development and the surrounding vacant land at Carrick-Elmhurst Reserve. This would be achieved through the future preparation of the CIP business case, as well as possible works identified in the Playspace Strategy for the Reserve, and the design and construction of a new synthetic bowling green at the adjacent Gladstone Park Bowls.

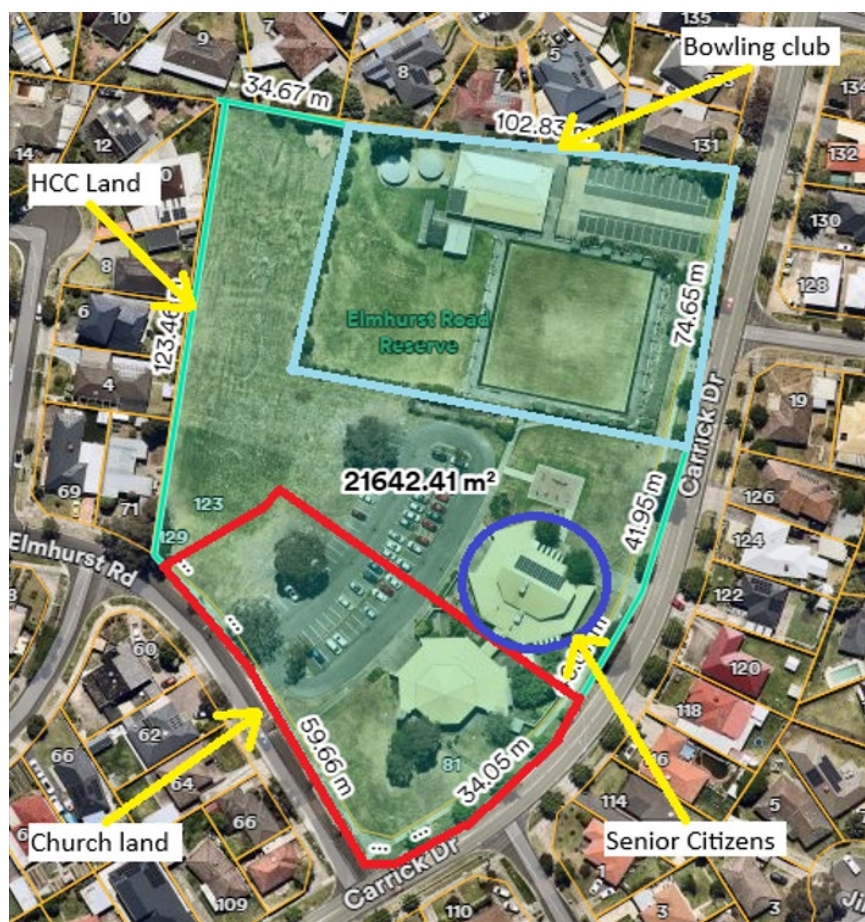
REPORT NO: 8.14 (cont.)

8. COMMUNITY ENGAGEMENT:

- 8.1 No specific community engagement was undertaken in the development of this report.
- 8.2 Community engagement will occur through the Playspace Strategy engagement, which is scheduled to occur for the Reserve in the 2026/27 financial year. the CIP business case development, as well as through any future CIP business case development, following Councillor consideration.

9. DISCUSSION:

- 9.1 The Gladstone Park Senior Citizens Centre sits on 1.36 hectares at Carrick-Elmhurst Reserve, Gladstone Park. The Centre is co-located with the Uniting Church, who own and operate the parcel of land (red-outlined) at the lower section of the image below.



- 9.2 The Gladstone Park Senior Citizens Centre opened in 1990. The facility currently supports 600 to 1,000 older residents weekly, and is home to around 12 local senior groups. These groups provide a wide range of activities for their members, including dancing, card games, community excursions and cultural inclusion programs tailored for multicultural residents.
- 9.3 Council has undertaken a range of minor works in recent years to improve the Centre. These have included;
- (a) Installation of new cabinets and a commercial-grade stove.
 - (b) Installation of new vinyl in the toilet area.
 - (c) Construction of a new access ramp at the front entry.
 - (d) Repairs to flooring (annual flooring recoat inspections, bi-annual reseals).

REPORT NO: 8.14 (cont.)

- (e) Repairs to seating at entry and painting of banister in main hall.
- (f) Installation of a new front window and door set.
- (g) Installation of window coverings.
- (h) Installation of a PA system.

9.4 **Response to motion 1.a. *the compliance and condition of the Gladstone Park Senior Citizens Centre***

9.4.1 In May 2025, Council Officers conducted a comprehensive condition audit of the Gladstone Park Senior Citizens Centre. The facility was assessed to be in fair condition, with projected works identified as painting, blinds and flooring.

9.4.2 The Centre’s roof cladding will be monitored by Council’s Building Maintenance Team, with repairs or replacement to be undertaken as required.

9.5 **Response to motion 1.b. *any identified opportunities for future building improvement works that would bring the facility up to an improved standard. This would include an estimate of costs to ensure the facility, and its surrounding gardens, remain fit for purpose and continue to meet both the current and future community needs of the Gladstone Park community.***

9.5.1 Council’s endorsed Community Infrastructure Plan (CIP) identifies the Gladstone Park Senior Citizens Centre as a site for future investment. Recognising this, the following actions are planned:

- (a) Business cases relating to actions in the CIP, including the Gladstone Park Seniors Centre, will be discussed as part of the Community Infrastructure Plan project options during the 2026/27 budget planning process.
- (b) Subject to Council consideration and inclusion into future budget processes, a preliminary business case would explore options for the centre.
- (c) Following the preparation of the business case, delivery of any identified upgrades will be considered in for inclusion in the capital budget program as part of the relevant budget preparation process.

9.5.2 An inspection of the Centre was conducted in August 2025 in preparation of this report. The following interim works were identified to support the building to remain fit for purpose:

- Internal upgrades to furniture and storage areas to improve access.
- Garden and landscaping maintenance / improvements including replacing paving and ensuring accessibility of ramps.
- Directional signage

9.5.3 Final costs of these improvements would be confirmed through detailed scoping. It is envisaged that these works can be undertaken through existing budgets, however if scoping identifies greater costs, these works would be referred to the capital works budget for delivery.

9.6 **Response to motion 2. *that Council consult with the local community regarding the future of the remainder of vacant land on Carrick-Elmhurst Reserve, including identifying any future community infrastructure needs or requirements to support the growing and changing needs of the Gladstone Park community and wider area.***

9.6.1 Council’s endorsed Open Space Strategy 2025 identifies Carrick-Elmhurst Reserve as a local-level park. Community engagement regarding the Reserve will be undertaken as part of the Playspace Strategy, which is scheduled to commence in FY2026/27. Any identified upgrades at Carrick-Elmhurst Reserve will be considered in future budget processes that would involve local

REPORT NO: 8.14 (cont.)

community engagement on the detail of the proposed development, as part of the capital upgrade project.

- 9.6.2 Pending Council’s consideration, any future CIP business case for the Gladstone Park Senior Citizens Centre would include community consultation on the future infrastructure needs and service requirements required to address community need.

- 9.6.3 Following Council’s endorsement on 27 October 2025, the construction of a new synthetic bowling green at Gladstone Park Bowls Club will proceed. The Active Living and Open Space Planning teams will continue to work collaboratively with Council and community to ensure the development of the new green is strategically aligned with broader community outcomes, including optimising the use of adjacent Carrick-Elmhurst Reserve land.

10. CONCLUSION

- 10.1 The Gladstone Park Senior Citizens Centre, and more broadly, the Carrick-Elmhurst Reserve is a valued, community space for the Gladstone Park community.
- 10.2 The opportunity to undertake future planning will ensure that this space continues to be a well-valued space for the Gladstone Park community into the future.

REPORT NO:	8.15
REPORT TITLE:	Ministerial Guidelines for Councils relating to the payment of rates and charges
SOURCE:	Joel Kimber, Head of Government Relations & Advocacy
DIVISION:	Customer & Strategy
FILE NO:	HCC15/402
POLICY:	Council Budget
STRATEGIC OBJECTIVE:	SO4.2 An organisation that demonstrates leadership and strong advocacy.
ATTACHMENTS:	<ol style="list-style-type: none">1. <i>Draft Ministerial Guidelines for Councils relating to the payment of Rates and Charges</i>2. <i>Submission</i>

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

- 1.1 The Victorian Government is seeking feedback on their draft Ministerial Guidelines relating to the payment of rates and charges.
- 1.2 This provides Council with an opportunity to put forward our recommendations on how we believe the guidelines can support our community.
- 1.3 The attached submission outlines several suggestions to the guidelines for consideration of the Victorian Government.

2. RECOMMENDATION:

- 2.1 **That Council endorses the attached feedback on the draft Ministerial Guidelines relating to the payment of rates and charges to send to the Victorian Government.**

3. LEGISLATIVE POWERS & POLICY CONTEXT:

- 3.1 Local Government Act, 1989; and
- 3.2 Local Government Act, 2020.

4. OVERARCHING GOVERNANCE PRINCIPLES:

- 4.1 This Report supports Council is giving effect to the following Overarching Governance Principles:
 - a) Council decisions are to be made and actions taken in accordance with the relevant law;
 - b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;

REPORT NO: 8.15 (cont.)

- c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- f) collaboration with other Councils and Governments and statutory bodies is to be sought;
- g) the ongoing financial viability of the Council is to be ensured;
- i) the transparency of Council decisions, actions and information is to be ensured.

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

The human rights relevant to this Report are:

- Right to freedom of thought, conscience, religion and belief (section 14)
- Right to freedom of expression (section 15)
- Right to peaceful assembly and freedom of association (section 16)
- Right to take part in public life (section 18)

The above rights are not being limited by the recommended action in this Report.

5.2 GENDER EQUALITY ACT 2020

This Report does not relate to a development or review of a policy, program or service; therefore a Gender Impact Assessment was not required

6. FINANCIAL & RESOURCE IMPLICATIONS:

- 6.1 There were no costs involved in preparing the submission as it was completed using existing staff resources.

7. OPPORTUNITIES & RISKS:

- 7.1 This review provides an opportunity for Council to reinforce its already stated public position on the need for Government to consider the financial sustainability of Local Government.

8. COMMUNITY ENGAGEMENT:

No community engagement was undertaken or is proposed with respect to this submission.

9. DISCUSSION:

- 9.1 Ministerial Guidelines relating to the payment of Rates and Charges.

9.1.1 The Victorian Government is progressing the development of Ministerial Guidelines for Councils relating to the payment of Rates and Charges.

9.1.2 The Government has prepared revised Guidelines for consultation with Councils and other key stakeholders. Input will help the Government assess the appropriateness of the revisions and inform future work in this area with a focus on the current areas:

- (a) Ministerial Guidelines on payment of rates and charges

REPORT NO: 8.15 (cont.)

- (i) What are your views on the draft Guidelines? Do you have any feedback regarding scope, structure and approach?
 - (b) Supporting councils
 - (i) What practical tools or resources would help Council implement these Guidelines? (For example: templates, checklists, training materials, or examples of best practice.)
 - (c) Improving hardship support
 - (d) In your view, what is the biggest opportunity to improve how Councils support people experiencing hardship and financial hardship in your local area?
- 9.1.3 The draft Ministerial Guidelines are open for public consultation on the Engage Victoria website from 10 November 2025 to 11:59pm on 5 December 2025.

9.2 Council’s Feedback

- 9.2.1 Council is generally in support of the draft guidelines. Importantly Council’s feedback (Attachment 2) is cognisant of the current economic challenges being faced by our community – particularly as we have a high amount of rates arrears. Our feedback includes:
 - (a) Concern: Incentives for early payment may disadvantage those unable to pay upfront, often the most financially vulnerable.
 - (b) Privacy Considerations: Guidelines should warn against overly intrusive personal information requests; councils must balance verification with respect for privacy.
 - (c) Administrative Burden: There should be reflection on whether ratepayers should initiate payment arrangements or if councils should manage these proactively.

10. CONCLUSION

- 10.1 The opportunity to provide feedback to the draft *Ministerial Guidelines relating to the payment of Rates and Charges* provides another platform to highlight the need for the Victorian Government to be cognisant of the Local Government sector in their policies and processes.
- 10.2 Council’s feedback ensures that the members of our community that are feeling the effect of the current cost of living crisis are not going to be further disadvantaged.



Government
Services

Ministerial Guidelines for Councils relating to payment of Rates and Charges

November 2025 – **DRAFT**

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10. Transparency and Disclosure

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1. Introduction

Every year, Councils collect rates and charges from ratepayers in accordance with the *Local Government Act 1989* (the LG Act 1989). Rates are an important source of revenue for Councils that contribute significantly to delivering local community infrastructure and services.

Timely payment of rates and charges allow Councils to be more financially sustainable and provide continuity for Councils to effectively plan for the delivery of services throughout the year.

Most ratepayers across the State pay their rates and charges in a timely manner. However, ratepayers may need assistance to manage the payment of rates and charges. This could be due to prolonged hardship or unforeseen circumstances including but not limited to, loss of employment, illness, and change of family circumstances. Most Councils have policies in place around debt management and collection.

Ratepayers experiencing hardship and financial hardship should be treated fairly, compassionately and proportionately.¹

1.1 Objectives of guidelines

These Guidelines provide direction to Councils to review and update (as necessary) their existing hardship and debt management policies in relation to the payment of rates and charges.

The objectives of these Guidelines are to:

- encourage a more consistent approach across local government policies relating to debt management for the payment of rates and charges;
- provide guidance and support to Councils and ratepayers in relation to hardship and financial hardship; and
- empower Councils to recover debt from unpaid rates and charges in a fair and equitable way, consistent with Victorian Government, community and stakeholder expectations.

The Guidelines contain matters that must be considered in a Council’s policy formation, whilst not being prescriptive about models for implementing council policies.

By proactively working with ratepayers who may be in hardship or financial hardship, Councils may ultimately minimise additional organisational costs, in addition to costs to ratepayers, associated with debt management. This may enable Councils to continue to be financially sustainable.

¹ 1 Second Reading Speech for the *Local Government Legislation Amendment (Rating and Other Matters) Bill 2022*, Legislative Assembly, 8 June 2022

1.2 Legal Framework

The Minister for Local Government has issued these Guidelines under section 181AA of the LG Act 1989. Councils are required to comply with these Guidelines under section 181AA(3).

Where the Minister has been advised by particular bodies and is satisfied that a Council’s governance processes and policies require improvement, the Minister may direct a Council to amend or replace its governance processes and policies.²

Subject to the requirements of the LG Act 1989 and the *Local Government Act 2020*, Councils must develop policies, practices and processes associated with the payment of rates and charges in accordance with these Guidelines³.

Councils should attempt to recover rates and charges from ratepayers in an effective and fair way, prior to undertaking any debt collection action, which can be costly to the Council and ratepayer.

1.3 Scope of guidelines

Under section 181AA(1), the Minister may issue guidelines in relation to:

- (a) the meaning of hardship for the purposes of section 170 (*deferred payment*); and
- (b) the meaning of financial hardship for the purposes of sections 171 (*waiver*), 171A (*waiver by application*) and 172A (*maximum rate of interest*); and
- (c) the content of hardship policies and financial hardship policies; and
- (d) the circumstances in which a Council may apply the hardship policies and financial hardship policies; and
- (e) the process for applying for a payment plan; and
- (f) the waiver of interest on unpaid rates or charges under sections 171, 171A and 172 (*interest on unpaid rates*); and
- (g) any other matters covered by sections 170, 171, 171A, 171B (*payment plans*), 172, 180 (*recovery of unpaid rates or charges*) and 181 (*Council may sell land*).

Consistent with section 181AA of the LG Act 1989, these Guidelines outline the meaning of hardship and financial hardship, together with the circumstances, processes and relevant considerations Councils must take into account when developing their policies for ratepayers experiencing hardship or financial hardship.

² Section 175, *Local Government Act 2020*.

³ Section 181AA(3), LG Act 1989.

Many Councils already have multiple payment options and processes in place for payment of rates and charges. As every local community has different needs and requirements, Councils **may implement flexible payment options and processes which align with their local community needs and within Council capability and resources.**

These Guidelines support Councils to proactively work with ratepayers, to explore the arrangement most suitable in a person’s situation. This approach is consistent with the Second Reading Speech for the amendments inserting section 181AA into the LG Act 1989. The Second Reading Speech states that:

The Ministerial Guidelines will require councils to proactively work with ratepayers experiencing financial hardship to explore different arrangements and solutions, and more punitive actions such as legal actions and the application of penalty interest will be only available when ratepayers refuse to engage and all other approaches are exhausted...⁴

It is intended that these Guidelines will discourage Councils from charging interest for those who are under hardship arrangements. These Guidelines reflect that legal action and the application of penalty interest should only be pursued when ratepayers do not engage, and all other approaches are exhausted.

These Guidelines commence on publication and Councils are required to update their policies for ratepayers experiencing hardship or financial hardship within a reasonable timeframe.

⁴ Second Reading Speech for the *Local Government Legislation Amendment (Rating and Other Matters) Bill 2022*, Legislative Assembly, 8 June 2022

2. Mandatory Principles

Councils must review their policies for ratepayers experiencing hardship or financial hardship. In doing so, Councils must reflect the following principles within their own hardship and debt management policies and procedures.

Flexible, place-based approach: Councils must have modern and flexible payment options and methods for payment of rates and charges that align with local community expectations, needs and hardship circumstances.

Clear and accessible communication: Councils must provide easy to understand and multiple methods of communication about payment of rates and charges that align with local community expectations, needs and hardship circumstances.

Fair, equitable, and compassionate treatment: Councils must treat all ratepayers equitably, compassionately and proportionately in relation to payment of rates and charges, including any applications relating to hardship or financial hardship.

Protect privacy and confidentiality: Councils must treat all information provided by applicants in accordance with relevant privacy legislation.

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3. Principles Councils are strongly encouraged to consider

Councils are strongly encouraged to reflect the following principles within their own hardship and debt management policies and procedures.

Reduce costs associated with debt collection: Councils should consider options for proactive management of payment of rates and charges that can minimise costs to Council and ratepayers in relation to debt management.

Continuous improvement: Councils should consider measuring the impact of debt management and hardship policies and should commit to regular review and improvement of policies to continually adapt and align to community needs and expectation.

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4. Proactive management for the payment of rates and charges

4.1 Current rates and charges notices

Section 158(4) of the LG Act 1989, requires that a notice:

- (a) contain the prescribed information; and
- (b) state—
 - (i) in the case of general rates, municipal charges, service rates and service charges, the dates when the instalments of the rates or charges are due, and, if those rates and charges may be paid in a lump sum, the date when that lump sum is due; or
 - (ii) in any other case, when the rates or charges are due; and
- (c) specify any other options for payment determined by the Council; and
- (d) be issued at least 14 days before the date on which the first payment of the rates or charges is due.

In addition, regulation 10 of the *Local Government (General) Regulations 2015* prescribes a range of technical and financial information that must be included on a rates and charges notice, which may be summarised as:

- the name and address of the person who is liable to pay, but if that person is not the owner of the land, the name of the owner
- a description of the land in respect of which the rate or charge is levied
- the amount for which the person is liable:
 - If the rate is based on the value of the land— the system of valuation the Council used, the value of the land and the current level of value date
 - if the rate is raised by the application of a differential rate— the type or class of the person's land, and where information in relation to the differential rate is available, and various details about the class and type of land in the municipal district.
- the method of calculating the rate or charge
- the penalties for failing to pay
- the manner in which the rate or charge may be paid
- a statement that the person may apply to the Council for a payment plan
- the manner, in order of priority, in which the Council intends to allocate money received
- the rights of the person to apply for a review in relation to a differential rating, or a rate or charge, or a special rate or charge.
- the rights of a person to object in relation to a valuation under the *Valuation of Land Act 1960*

- a statement regarding whether Council has made a rate cap application, the outcome of the application and the impact on a person’s property.

Some ratepayers struggle to understand the complex and detailed information required on rates notices. In addition to providing this information, Councils are encouraged to use easy to understand language and accessible communication methods.

Councils are encouraged to include additional information on:

- flexible payment options
- any concessions that are available
- where to go for further information (including Council’s hardship policy); and
- how to contact Council by phone, email or in person.

Councils are also encouraged to consider the demographic and socioeconomic environment of their communities and whether additional aids to assist with understanding notices are required, including translation services and, alternative formatting of notices.

4.2 Flexible payment options

Consistent with the LG Act 1989, Councils determine the schedule of payment for rates and charges in 4 instalments. Some Councils provide the option to pay in a lump sum.

Use of technology has created an environment where ratepayers expect modern and flexible payment options for all types of payments and charges.

Many Councils already offer multiple ways to pay rates and notices and are encouraged to continually review and revise payment methods that keep up with advances in technology.

Flexible ways to pay include, but are not limited to:

- in person at Council offices (cheques, money orders, EFTPOS, credit/debit cards and cash),
- direct debit for periodic payments/bill smoothing (on instalment due dates, monthly or fortnightly)
- Centrepay
- BPAY
- Australia Post (over the counter, over the phone by credit card and on the internet)
- by mail (cheques and money orders only).

4.3 Current discounts and subsidies

In the development of hardship and financial hardship policies, as well as debt management policies, Councils should consider current discounts and subsidies applied to rates and charges notices. Often, those receiving a subsidy or discount may be more vulnerable to hardship and financial hardship. A ratepayer receiving a discount or concession should remain eligible to access Council’s hardship or financial hardship policies.

Pensioner and Veteran Affairs

Holders of an eligible Centrelink or Veteran Affairs Pension Concession Card (PCC) or a Veteran Affairs Gold card which stipulates ‘TPI’ or ‘War Widow’ may claim a rebate on their sole or principal place of residence.

Following an initial application for a PCC, ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. After being granted a PCC, pensioners can then apply for the rebate at any time throughout the rating year.

Retrospective claims up to a maximum of one previous financial year can be approved by Council on verification of eligibility criteria.

Incentives for prompt payment

Under section 168 of the LG Act 1989, the Council may declare that incentives are to be given by it for the payment of those rates and charges before the due date and must include in the declaration details of the circumstances in which an incentive will be given. This information must be included on the rates and charges notice.

4.4 Measuring Council performance

Performance reporting is a key program promoting Council transparency, accountability and performance.

The Local Government Performance Reporting Framework is a mandatory system of performance reporting for all Victorian Councils. It ensures that Councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.

The framework is made up of 59 measures from a range of service areas, including roads, planning, animal management and waste. It is complemented by a Governance and Management checklist of 27 items, which shows the policies, plans and procedures in place at each Council. Together, they build a comprehensive picture of Council performance.

You can find these reports on the local government (www.localgovernment.vic.gov.au) or Know Your Council websites (www.vic.gov.au/know-your-Council).

Currently the State Government does not mandate reporting in relation to outstanding rates and charges. However, Councils are encouraged to record and report this information to demonstrate transparency and improvement.

5. Hardship and financial hardship in the Local Government Act 1989

Hardship and financial hardship are identified as 2 separate terms under the LG Act 1989 (section 170 and sections 171 to 171A respectively). The Guidelines explain these terms and how Councils can apply deferrals, payment plans and waivers to rates and charges when hardship or financial hardship is experienced by a ratepayer.

While situations of hardship may cause financial hardship, the 2 situations are not always present together. Under the legislation, a ratepayer does not need to demonstrate financial hardship to be applicable for support when applying for deferral of rates and charges, or when applying for a payment plan. Rather, the ratepayer must show that payment would cause hardship to them in their circumstances, at the time the rates and charges are payable.

By contrast, when applying for waiver of rates and charges, the ratepayer will need to demonstrate that payment would likely result in financial hardship.

Determination of whether a ratepayer is in ‘hardship’ or ‘financial hardship’, will always be dependent on an individual’s circumstances.

A non-exhaustive definition:

Hardship (including financial hardship) can arise from a variety of causes which may include but are not limited to:

- employment difficulties, loss of employment or unemployment of the ratepayer or family member
- reduced, insufficient or lack of income
- medical issues, injury, illness or mental illness of the ratepayer or family member
- alcohol, drug or substance use
- death of a family member or loved one
- family circumstances
- family violence or economic abuse
- elder abuse
- gambling
- scams or fraud
- incarceration
- natural disaster
- barriers to accessing essential services including event-based circumstances and systemic and market-based factors, which result in economic and/or social exclusion or harm.

5.1 The concept of hardship in the Local Government Act 1989

When is hardship applicable?

The concept of ‘hardship’ is referenced in section 170 of the LG Act 1989. Hardship will depend on a person’s particular circumstances. Hardship may include financial

or economic hardship but also includes a diverse range of other personal circumstances and events which may be detrimental to a person’s quality of life.

What does section 170 require?

Section 170 of the LG Act 1989 empowers a Council to defer, either in full or in part, any rate or charge which is payable, for a specific period and subject to any conditions determined by the Council, if an application by a ratepayer shows that payment would cause hardship to the person.

Deferrals under section 170

Rates and charges can be deferred in full or in part by the Council.

A deferral will enable payment to be made at a future agreed date, giving the ratepayer a grace period where no payments are made. A deferral in this way can assist a rate payer in a wide range of circumstances where hardship may be immediate, unexpected, and/or shorter-term in nature and will ease an immediate obligation or financial pressure.

Charging interest on deferrals

Section 170 makes clear that a deferral can include particular conditions determined by the Council.⁵ When a Council approves an application for deferred payment, it must not charge interest on the unpaid rate or charge. A ratepayer approved for a deferred payment is no longer liable for payment⁶ and therefore cannot be charged interest⁷ until the ratepayer is sent a notice by Council making them liable and requiring payment.⁸

At the time of sending a notice, the Council may elect to calculate any interest on the deferred payment in accordance with the conditions of the deferment, however Councils are discouraged from applying interest in circumstances of hardship or financial hardship.

Deferrals with a payment plan under section 170

Councils may also elect to apply deferred payments under the condition that a payment plan is subsequently put in place.

Where a Council chooses to apply a payment plan following a deferral of payment interest must not be charged on any amount of the unpaid rates and charges. This is because the due date for payment had been deferred and there is no ‘late payment’ as such.

⁵ Section 170(1), LG Act 1989.

⁶ Section 170(2), LG Act 1989.

⁷ Otherwise required to be paid under section 172(1)(a), LG Act 1989.

⁸ Section 170(3)(b), LG Act 1989.

5.2 The concept of financial hardship in the Local Government Act 1989

When is financial hardship applicable?

The concept of ‘financial hardship’ is referenced in sections 171 and 171A of the LG Act 1989, which allow a Council to waive the whole or part of a payment of any rate, charge or interest, where it considers that the person is suffering financial hardship, or payment would cause financial hardship to the person.

As with hardship, financial hardship can arise from a variety of causes, which may include:

- employment difficulties, loss of employment or unemployment of the ratepayer or family member
- reduced, insufficient or lack of income
- medical issues, injury, illness or mental illness of the ratepayer or family member
- alcohol, drug or substance use
- death of a family member or loved one
- family circumstances
- family violence or economic abuse
- elder abuse
- gambling
- scams or fraud
- incarceration
- natural disaster
- barriers to accessing essential services including event-based circumstances and systemic and market-based factors, which result in economic and/or social exclusion or harm.

For the purposes of sections 171 and 171A of the LG Act 1989, if a ratepayer is experiencing any of the circumstances above and the payment of rates and charges means that they would not be able to afford the necessities of life for themselves or their dependants, they will be in financial hardship.

Examples of necessities of life may include (but are not limited to):

- essential medical treatments or supplies
- essential utility services (including water, energy, internet)
- access to basic living needs, including:
 - food
 - accommodation
 - clothing
 - childcare and education
 - transport
 - insurance.

Councils are encouraged to consider innovative approaches to supporting ratepayers in financial hardship. *What does section 171 require?*

Section 171 provides that a Council may waive the whole or part of any rates, charges or interest to:

- an eligible recipient within the meaning of the *State Concessions Act 2004*; or
- any other class of persons determined by the Council for the purpose of waiving rates or charges on the grounds of financial hardship.

What does section 171A require?

Section 171A provides that when a ratepayer applies for a waiver of unpaid rates and charges due to financial hardship.⁹

The Council may grant a waiver application if the Council is satisfied that ratepayer is suffering, or will suffer, financial hardship if that person paid the full amount of the rate or charge for which they are liable.

Where a Council requires an applicant to provide (or verify) further details as a part of their waiver application,¹⁰ the Council must clearly state:

- what further particulars are required; and
- how an applicant can verify these particulars.

Many Councils currently waive interest where a ratepayer is in hardship or financial hardship. Other Councils have reported waiver policies based on a capped amount or up to 50% of rates. Councils should consider a range of options in line with community needs.

For more information on assessing hardship or financial hardship applications, see section 7.

Charging interest on waivers

A ratepayer approved for a waiver is no longer liable for payment and therefore cannot be charged interest.¹¹

Penalties for false or misleading information

Rates are an important part of Council revenue to fund vital local services and facilities. By granting a waiver on the grounds of financial hardship, ratepayers will no longer be legally liable for the full payment, or the amount agreed to by the Council. To ensure appropriate safeguards are in place, section 171A provides penalties for providing false and misleading information and failure to provide notice of any change in circumstances.¹²

⁹ Section 171A, LG Act 1989.

¹⁰ Section 171A(2), LG Act 1989.

¹¹ Otherwise required to be paid under section 172(1)(a), LG Act 1989.

¹² Sections 171(6) & 171A(4), LG Act 1989.

6. Applying for a payment plan in section 171B of the LG Act 1989

Section 171B of the LG Act 1989 allows payment plans to be made in relation to unpaid rates and charges. This applies to rates and charges:

- that are being paid in instalments
- for which payment was deferred under section 170
- that were waived in part under sections 171 or 171A

Payment plans should be available for any ratepayer regardless of whether they are experiencing hardship or financial hardship. Councils should provide easy and efficient processes for payment plans as ratepayers expect Councils to provide flexible options that consider different needs and circumstances.

Early engagement with ratepayers by enabling payment plans will support continuity of contact with that ratepayer over the longer term.

6.1 Application forms

An application form for a payment plan must be available on a Council’s website, as well as a physical copy at customer service points, and provide details of how a customer can contact the Council. The application form should clearly state (but is not limited to):

- what a ratepayer may be required to submit (including information or particulars)
- that Council may request further information or particulars if relevant
- in what timeframe the Council will notify if an application has been accepted or rejected

Where ratepayers who have previously applied for deferral of payment or partial waiver, the ratepayer’s previous information may be used to support a payment plan application, to streamline the application process. The ratepayer in this instance may only be required to provide information in relation to any change in their circumstances, if relevant.

Councils should also offer the ability for ratepayers to apply for a payment plan verbally instead of by a written application. Information requested in a verbal application should be identical to what is requested in a written application, as only information relevant to consideration of an application should be collected by a Council.

6.2 Approval process for payment plans

When approving a payment plan, a Council must determine:

- the duration of the payment plan
- the amount of each payment plan instalment
- any other terms

When a payment plan is being arranged, the Council should work with the applicant to ensure the plan is realistic in terms of the applicant’s capacity to pay. Consistent with financial hardship policies in other sectors, many Councils approve payment plans for nominal amounts as an early, compassionate response which prevents costly escalation later.

Councils may also consider incentives and options including forgiveness of debt where a ratepayer has entered into a payment plan and has met all obligations for a certain period, for example, 12 months or more.

In most cases, payment plans for ratepayers should be approved however, in the rare instance where a ratepayer has failed to pay multiple debts or has previously not been able to comply with a payment plan, Council may reject an application. Councils should clearly communicate the reasons for the decision and how to access the Council’s internal review process or other dispute resolution services.

6.3 Reminder notices and payment schedules

Without limiting section 171B of the LG Act 1989, a payment plan must clearly state the schedule of payments, including amount and length of time. Council should also clearly communicate the process for which a payment plan will be cancelled, and how a ratepayer will be informed of the cancellation.

A payment plan may be cancelled if:

- the ratepayer fails to comply with their plan and reasonable attempts to contact the ratepayer have failed
- the ratepayer no longer owns the land.

If the ratepayer fails to comply with their payment plan, or does not contact Council about failure to pay, Council should send a reminder notice to make payment or contact the Council to discuss alternative arrangements.

Council should provide a timeframe for the ratepayer to respond and inform the ratepayer that their payment plan may be cancelled if they do not respond. If Council determines that the payment plan is cancelled, a cancellation notice should be sent to the ratepayer formally notifying them in writing that the payment plan has been cancelled and the debt will be subject to Council’s regular debt recovery process.

7. Assessing applications of hardship or financial hardship

7.1 How applications should be assessed

Information on how Councils assess hardship applications, how decisions are made, how to contact Council, and resources, such as hardship factsheets and application forms, should be easily accessible on the Council website and in person to allow ratepayers to apply.

Applications should be able to be submitted online, over the phone, or in person, by the ratepayer or by another person on their behalf.

Each application should be assessed on a case-by-case basis, and/or on the information provided by the ratepayer.

Factors to be considered may include, but are not limited to, whether the ratepayer:

- has provided appropriate evidence including but not limited to:
 - circumstances of hardship (whether short term or prolonged) from the list provided in the introduction of this section, and
 - an indication that paying rates and charges means that they would be unable to afford necessities of life for themselves and/or dependants
- receives Centrelink or other benefits
- is on a low or fixed income such as pension or superannuation payment
- has been referred by an accredited financial counsellor, welfare agency or legal assistance service, or
- has a payment history that indicates they have difficulty in meeting payments in the past.

Councils should only request and collect information directly relevant and necessary in order to make a decision on financial hardship. All information should be collected and held in line with privacy legislation and Council's privacy policies.

Examples of what may be considered relevant includes (but is not limited to) the below:

- **Government agency documentation:** Centrelink, ATO, NDIA, Victoria Police, Victorian Courts
- **Certified documentation:** medical certificates, referral from financial counsellors, legal documentation, statutory declarations
- **Personal information:** payslips, evidence of job loss or reduced hours, unpaid bills or repayment notices, bank statements (only where necessary, not mandatory).

7.2 Engaging a third party to assist in assessing hardship and financial hardship

Applicant ratepayers may benefit from a referral by a Council to a financial counsellor, or a community lawyer, a government-funded assistance program or specialist family violence support service. Councils should provide details to applicants that request these services.

Financial counsellors can offer a range of support, depending on someone's eligibility for the service. Ratepayers may be eligible for in-depth financial counselling if they:

- are on a Centrelink benefit
- have no income
- are vulnerable due to personal circumstances
- are exposed to family violence.

If a ratepayer is in financial difficulty, they may receive free, confidential and independent advice from a financial counsellor by:

- calling the National Debt Helpline (Victoria) on 1800 007 007, Monday to Friday, 9:30 am – 5:00 pm
- visiting the [National Debt Helpline's Financial Counselling page](#)
- calling a community agency that provides financial counselling in the area where the ratepayer lives or works. To find the nearest agency, go to [Financial counselling providers](#).

A Council or ratepayer may choose to engage a financial counsellor to assist in providing a professional opinion regarding an application for hardship or financial hardship.

However, Councils must not require an applicant to engage a professional to support the preparation or verification of an application if it will be at cost to the ratepayer who is experiencing hardship and/or financial hardship.

7.3 Hardship application decisions and reviews

The applicant should be informed of the Council's decision in writing within a reasonable timeframe after making the application and should be given reasons for the decision.

Councils must specify the timeframes required to make a decision on hardship applications and state this information on its website, hardship factsheets and application forms.

Councils are encouraged to adopt a best practice approach to providing timeframes for processing a decision. For example, a Council may specify that a hardship application will be processed within 14 days of receipt of a complete application. A Council may also specify timeframes for responding to a query in relation to a hardship application that is on foot and timeframes for reviewing a decision on an application.

A Council must not take recovery or enforcement action for unpaid rates, charges or interest whilst an application is being assessed.

If not satisfied with the outcome, an applicant should be able to request the Council to review the decision. Councils should proactively provide applicants on their internal review processes at the time of the decision outcome. Information on the review process and timeframes for review should also be available online and in person.

Councils should ensure that a review of a decision is undertaken by a person not involved in the original decision and the person has authority to:

- review the decision-making process to ensure it was fair and transparent
- assess whether the decision was based on relevant evidence and considerations
- evaluate the decision's compliance with relevant laws
- determine whether the decision was reasonable and justifiable in the circumstances.

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8. Council Hardship and Financial Hardship policies

Council hardship policies and financial hardship policies regarding the payment of rates and charges must be easily accessible to all ratepayers and be available:

- on a Council’s website;
- as a physical copy at customer service points;
- to be posted as a physical copy to ratepayers on request; and
- to be emailed as an electronic copy to ratepayers on request.

This must include information on how Councils assess hardship applications, how decisions are made, how to contact Council.

Resources, such as hardship factsheets and application forms, should also be easily accessible on the Council website and in person to allow ratepayers to apply.

Council policies must state that ratepayers can request that a Council or their representatives use an interpreter and/or translator to communicate with them and such a request must not be denied.

8.1 Consideration of family violence or economic abuse

In circumstances where a ratepayer has identified circumstances of family violence or economic abuse (including in relation to other joint owners of the property), Councils should implement measures to prevent each owner from accessing confidential information regarding the other’s personal details and detail these measures in their policies.

9. Any other matters covered by sections 172, 180 and 181 of the Local Government Act 1989

9.1 Section 172: Council may charge interest on unpaid rates and charges

A Council may choose to charge interest on any amount of unpaid rates and charges up to the maximum rate fixed by the Minister for Local Government.¹³

However, Councils are encouraged to consider an applicant’s circumstances and whether they are in hardship before imposing interest on unpaid rates and charges.

Councils must specify in relevant policies and plans what interest rates they are setting on unpaid rates and charges, and detail under what situations they will apply either a lesser rate or, apply no interest. Councils must ensure that ratepayers are able to reasonably access this information and are informed of, how and when interest is applied.

Ratepayers that have successfully applied for deferred payments on their unpaid rates and charges cannot not be charged any amount of interest by Councils during the period of deferment.

If a Council had determined that the ratepayer has provided false or misleading information in regard to an application for a waiver of interest,¹⁴ a Council cannot reinstate any interest that was waived but may choose to enforce the relevant penalty units set out in the LG Act 1989.

9.2 Section 180: Unpaid rates or charges

Where a Council has informed a ratepayer of unpaid rates and charges and the payment options available, and a payment option is not agreed, the Council may recover the amount owing in the Magistrates’ Court or by taking action to recover the debt, subject to the requirements of section 180A of the LG Act 1989. Without limiting Part 8 of the LG Act 1989, is it encouraged that Councils exhaust all other options before seeking recovery from the Magistrates’ Court.

A Council’s policies must clearly state under which circumstances recovery of unpaid rates and charges will occur. A Council must not take recovery or enforcement action for unpaid rates, charges or interest whilst an application is being assessed.

If a Council intends to recover an unpaid rate or charge a Council must:

¹³ Section 172, LG Act 1989.

¹⁴ Sections 171A(4) & 171(6), LG Act 1989.

- contact the ratepayer in writing, notifying them of the outstanding debt and the intention to recover the unpaid rates, charges and any interest; and
- make reasonable attempts to contact the ratepayer with details they have provided to Council, regarding the unpaid rates, charges and any interest.

Councils must specify on their websites any costs of debt recovery that may be added to ratepayer’s unpaid rates and charges. These charges must only be added after a Court Order is obtained.¹⁵

9.3 Section 181: Council may sell land or recover unpaid rates or charges

Once a Court Order has been obtained requiring payment of unpaid rates and charges, and any unpaid amount is more than 3 years overdue, a Council may determine to sell or cause the land to be transferred into Council ownership.

A Council must prepare policies which:

- outline what a Council considers to be a “current arrangement”¹⁶ for the payment of an amount due for or in respect of rates or charges (the Act stipulates that a “current arrangement” includes a payment plan); and
- state:
 - the process for which land is evaluated every financial year for sale or transfer by Council;
 - where a sale or transfer is approved, the Council’s process to complete the transaction;
 - how the Council’s decisions regarding the sale or transfer of the land will be recorded and made public.

If the Council intends to use land transferred to itself for public purposes, then relevant policies must clearly explain how this type of land will be utilised for the benefit of the community.

¹⁵ Section 156(6), LG Act 1989.

¹⁶ Section 181(1)(b), LG Act 1989.

10. Transparency and Disclosure

Where Councils make decisions regarding the payment of rates and charges, this process must be transparent except when dealing with information that is confidential by virtue of the LG Act 1989 or any other Act.

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– OFFICE OF THE MAYOR –



Our File: HCC15/402
Enquiries: Joel Kimber
Telephone: 0419 308 547

1079 PASCOE VALE ROAD
BROADMEADOWS
VICTORIA 3047

Postal Address:
PO BOX 119
DALLAS 3047

Telephone: 03 9205 2200
Facsimile: 03 9309 0109
www.hume.vic.gov.au

5 December 2025

The Hon. Nick Staikos
Minister for Local Government
Level 16
121 Exhibition Street
Melbourne VIC 3000

Via email: calg.strategyplanning@dgs.vic.gov.au

Dear Minister,

**RE: HUME CITY COUNCIL FEEDBACK ON DRAFT MINISTERIAL
GUIDELINES RELATING TO PAYMENT OF RATES AND CHARGES**

Hume City Council welcomes the opportunity to provide feedback to the Victorian Government on the draft Ministerial Guidelines relating to the payment of rates and charges.

As one of Victoria's fastest growing municipalities our rate base is increasing year on year. However, the socio-economic makeup of our community means that we have high volumes of rates arrears which is not only impacting on our bottom line but also demonstrates how the current cost of living crisis is impacting on our community.

As of 30 June 2025, Council has total rate arrears of \$45.75 million, representing 18,623 ratepayers in our city. Council's feedback (attached) is cognisant of the financial challenges within our community as we need to ensure that our voice is heard so that we don't further disadvantage our community.

If you need any further information with respect to our feedback, please contact Joel Kimber, Head of Government Relations and Advocacy via email

Yours sincerely,

CR CARLY MOORE
MAYOR

[enc. Hume City Council submission]

HUME CITY COUNCIL FEEDBACK ON DRAFT MINISTERIAL GUIDELINES RELATING TO PAYMENT OF RATES AND CHARGES

1. Ministerial Guidelines on payment of rates and charges

The draft Ministerial Guidelines include a statement indicating that the intention is to discourage Councils from charging interest to ratepayers who are under hardship arrangements.

The Guidelines also emphasise that legal action and the application of penalty interest should only occur when ratepayers fail to engage and all other avenues have been exhausted.

Currently, our Council's practice is to cease charging interest for any ratepayer who enters a payment arrangement with Council, regardless of whether they have been formally assessed as experiencing financial hardship. Determining whether a ratepayer is experiencing hardship can be subjective, and at present, we do not require proof of hardship to grant such arrangements.

The introduction of incentives for early payment may raise issues of vertical equity. Specifically, those who can afford to pay their rates upfront would receive the benefit of such incentives, whereas individuals who are unable to do so—often those who may need support the most—would not be able to take advantage of these offers.

The guidelines should caution against overly invasive requests for personal information. While verification is necessary, councils must balance this with respect for privacy and avoid discouraging ratepayers from seeking assistance.

Finally, consideration should be given to the administrative burden involved in managing these processes. It is worth questioning whether the responsibility should rest with the ratepayer to initiate a payment arrangement or contact Council for a deferral request, rather than Council proactively managing such arrangements.

2. Supporting councils

A checklist can help assess financial hardship when determining eligibility for interest or rate waivers and we support the introduction of a standard template for assessing hardship applications. This will promote fairness and transparency. However, the process should remain flexible enough to accommodate individual circumstances without creating unnecessary barriers.

It is important to note that the successful implementation depends on adequate resourcing. This includes:

- Training for staff to apply guidelines consistently and with empathy and.
- Appropriate recognition and support for staff responsible for hardship assessments to maintain service quality.

HUME CITY COUNCIL FEEDBACK ON DRAFT MINISTERIAL GUIDELINES RELATING TO PAYMENT OF RATES AND CHARGES

3. Improving hardship support

We recommend distinguishing between “hardship” and “financial hardship” to avoid confusion for ratepayers. Clear definitions will help ensure consistent interpretation and application across councils.

Support may include facilitating ratepayers' ability to manage their debt independently by allowing them to establish payment arrangements without the need to demonstrate hardship or financial difficulty, nor requiring direct council approval unless the proposed arrangement is unrealistic and would not enable the ratepayer to recover, even if interest charges are suspended.

We agree that incentives for prompt payment should not disadvantage those experiencing hardship. Clear guidance on structuring payment plans will help ensure equity and consistency.

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REPORT NO:	8.16
REPORT TITLE:	Exploring the Introduction of Differential Rates
SOURCE:	Robert Costa, Manager Finance
DIVISION:	Finance & Governance
FILE NO:	-
POLICY:	-
STRATEGIC OBJECTIVE:	SO4.2 An organisation that demonstrates leadership and strong advocacy.
ATTACHMENTS:	Nil

DISCLOSURE OF CONFLICTS OF INTEREST

No Council officers involved in the preparation of this Report have a general or material interest in relation to the matters for consideration.

1. SUMMARY OF REPORT:

This report addresses Notice of Motion NOM25/02 from Councillor Sam Misho, which requested the Council to investigate the implementation of differential rates.

The purpose of this report is to seek Council’s endorsement to continue exploring the potential introduction of differential rates, effective from the 2027/28 financial year, contingent upon the development of a draft Revenue and Rating Plan and comprehensive community consultation.

Differential rating enables councils to adjust rates for distinct property categories—such as residential, commercial, industrial, and vacant land—thereby promoting fairness and equity in accordance with established taxation principles.

It is important to note that the adoption of differential rates will not result in an increase in the total revenue Council may generate under the Fair Go Rates System (FGRS). Rather, it facilitates a more just allocation of the existing rate base among property types, taking into account variations in land use, amenity, and the demands placed on Council services and infrastructure.

2. RECOMMENDATION:

That Council:

- 2.1 Endorse the exploration of a differential rating structure commencing from the 2027/28 financial year.**
- 2.2 Undertake community consultation from 2026 to seek feedback on the proposed property categories and differential levels before formal consideration by Council.**

3. LEGISLATIVE POWERS & POLICY CONTEXT:

Under Section 161 of the Local Government Act 1989 and relevant provisions of the Local Government Act 2020, Councils may apply differential rates provided they comply with Ministerial Guidelines and demonstrate fairness and equity. This proposal aligns with Council’s Revenue and Rating Plan and supports long-term financial sustainability.

REPORT NO: 8.16 (cont.)

4. OVERARCHING GOVERNANCE PRINCIPLES:

This Report supports Council is giving effect to the following Overarching Governance Principles:

- a) Council decisions are to be made and actions taken in accordance with the relevant law;
- b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- e) innovation and continuous improvement is to be pursued;
- f) collaboration with other Councils and Governments and statutory bodies is to be sought;
- g) the ongoing financial viability of the Council is to be ensured;
- i) the transparency of Council decisions, actions and information is to be ensured.

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

The human rights relevant to this Report are:

- 1. Right to property.
- 2. Right to participate in public life.

The above rights are not being limited by the recommended action in this Report.

5.2 GENDER EQUALITY ACT 2020

This Report does not relate to a development or review of a policy, program or service; therefore a Gender Impact Assessment was not required.

6. FINANCIAL & RESOURCE IMPLICATIONS:

The introduction of differential rates will not increase the total revenue Council is permitted to raise under the rate cap.

However, it will redistribute the rates burden between property types — likely resulting in a reduction for most residential properties and an increase for commercial and industrial properties.

Further financial modelling will determine the precise impacts by property class and ensure compliance with rate cap requirements.

Resource implications are limited to staff time required to undertake modelling, prepare policy documents, and manage community consultation.

7. OPPORTUNITIES & RISKS:

Opportunities:

- Greater equity in the rating structure.

REPORT NO: 8.16 (cont.)

- Enhances transparency and strengthens community understanding of how rates are applied.
- Aligns Hume with other growth councils using differential rating to support balanced economic development.

Risks:

- Potential community misunderstanding or opposition if communication is not clear.
- Administrative complexity in maintaining multiple rate categories.
- Need to ensure compliance with Ministerial Guidelines and ESC expectations to avoid perceptions of revenue raising.

These risks will be mitigated through clear communication, targeted engagement, and thorough modelling of impacts before implementation.

8. COMMUNITY ENGAGEMENT:

A formal engagement process will be undertaken in accordance with the Community Engagement Policy and legislative requirements. This will include public notices, online information, and opportunities for submissions.

Important Note for the Community:

No decisions have been made regarding the specific differential rate categories or the rate in the dollar for each category. At this stage, Council is seeking feedback on the concept of introducing differential rates.

Detailed proposals, including categories and amounts, will be presented in the draft Budget 2027/28 and Revenue & Rating Plan 2027/28–2030/31 for community consultation before any final decision is made.

9. DISCUSSION:

Differential rates provide flexibility to address equity concerns and strategic priorities. Many Victorian councils apply differential rates to reflect varying levels of service usage and capacity to pay. This report recommends exploring the introduction of differential rates for categories such as Residential, Commercial, Industrial, and Rural, with rates determined through detailed modelling and consultation.

This report has been prepared in response to Notice of Motion NOM25/02 submitted by Cr Sam Misho, which requested Council officers to investigate the feasibility and implications of introducing differential rates for various property categories within the municipality. The NOM highlighted the importance of ensuring a fair and equitable distribution of the rates burden, in line with legislative requirements and community expectations. As a result, this report explores options for implementing a differential rating structure, commencing from the 2027/28 financial year, and outlines the proposed process for community consultation and further financial modelling.

10. CONCLUSION

Council will engage the community before deciding whether to introduce differential rates for property types. If approved, details will be included in the 2027/28 Budget and 2027/28–2030/31 Revenue and Rating Plan.

REPORT NO:	9.1
REPORT TITLE:	NOM25/62 - Cr Jim Overend - Road Safety Concerns - Craigieburn Road
SOURCE:	David Fricke, Manager Assets
DIVISION:	Infrastructure & Assets
FILE NO:	HCC25/688

I hereby request that pursuant to Council's Governance Rules and Code of Conduct for Councillors that the following motion be included in the Agenda of the next Council Meeting.

Background Information:

Council is grateful for the recent long overdue upgrade of Craigieburn Road. However, the community have started to observe a lot of poor behaviour from drivers and believe that something needs to be done to improve safety before there are major fatalities with vehicles and pedestrians. The road is relatively long and straight with three lanes in each direction, an 80 km/h speed limit for most of its length and multiple signalised intersections. Unfortunately, this tends to encourage poor behaviour from some motorists, including running red lights, excessive swerving between lanes, speeding and other illegal manoeuvres. This has led to numerous accidents along Craigieburn Rd. Council recognises that Craigieburn Road is a major arterial road with a high volume of traffic, so calming measure such as road humps to force motorists to slow down would not be appropriate. A road such as this requires more enforcement to improve compliance with the road rules. It would benefit from both an increased, visible police presence, as well as fixed safety cameras for detection of red light and speeding offences at key intersections.

1. RECOMMENDATION:

That Council:

- 1.1 Note the community is concerned about safety on the recently upgraded Craigieburn Road.**
- 1.2 Write to the Minister for Police, Minister for Roads and Road Safety and the Office of the Road Safety Camera Commissioner, to request greater enforcement of the road rules on Craigieburn Road, including increased police presence and consideration of road safety cameras.**

2. OFFICER COMMENTS

Draft letters will be prepared by 12 December 2025.

REPORT NO:	9.2
REPORT TITLE:	NOM25/63 - Cr Karen Sherry - Lynda Blundell Seniors Centre
SOURCE:	Brooke Watson, Manager Community Health and Wellbeing
DIVISION:	City Services & Living
FILE NO:	HCC25/688

I hereby request that pursuant to Council's Governance Rules and Code of Conduct for Councillors that the following motion be included in the Agenda of the next Council Meeting.

Background Information:

The Lynda Blundell Seniors Centre is located in the heart of Dallas and officially opened in July 1991. The centre is a valued community asset, which has provided and continues to provide vital support, connection, and services to older residents in Dallas and surrounding areas.

For many years, the centre has served as a welcoming space where older residents can participate in social activities, access programs that promote health and wellbeing, and reduce social isolation. The positive impact of this facility on our older residents cannot be overstated. Currently, the centre is home to 12 local senior groups, with over 600 older residents using the facility weekly. These groups meet weekly and engage in a variety of programs and activities.

Current population forecasts indicate that Dallas has 1,038 residents aged 65 and over, representing 15% of the total population. This number is expected to grow in the coming years, increasing the need for safe, welcoming spaces that support health, wellbeing, and social participation.

Despite the centre's ongoing use and value for the community, it is an ageing facility that no longer fully meets the evolving needs of our older residents. There is a clear need to explore how the building can be reimaged and transformed into a modern, multi-use, and welcoming space that supports the wellbeing and aspirations of older residents in Dallas, now and into the future.

1. RECOMMENDATION:

That Council:

- 1.1 Confirm its commitment to undertake a business case for Lynda Blundell Seniors Centre in 2026/27, as highlighted in the Community Infrastructure Plan**
- 1.2 Consult and engage with user group members to understand their aspirations and needs for the continued and future use of the centre**
- 1.3 Provide a report back to Council outlining the findings from the user group consultation and outcomes of business case**

2. OFFICER COMMENTS

The Community Infrastructure Plan outlines the need to complete a business case for the Lynda Blundell Seniors Centre to confirm service requirements, and determine the appropriate infrastructure upgrades required to create a dementia-friendly environment, where enhanced and expanded services can be offered.

REPORT NO: 9.2 (cont.)

Subject to Council's consideration during the 2026/27 budget process, Officers would undertake the business case for the Lynda Blundell Seniors Centre as outlined in this Notice of Motion. This would include stakeholder consultation to ensure that the aspirations, needs, and requirements of user groups are captured and incorporated.

REPORT NO:	9.3
REPORT TITLE:	NOM25/64 - Cr Naim Kurt - Review of the Hume Charitable Fund
SOURCE:	Holly De Kretser, Manager Governance
DIVISION:	Finance & Governance
FILE NO:	HCC25/688

I hereby request that pursuant to Council's Governance Rules and Code of Conduct for Councillors that the following motion be included in the Agenda of the next Council Meeting.

Background Information:

The City of Hume continues to experience significantly higher levels of social disadvantage compared with many other parts of Melbourne. Each year, Council provides close to \$1.5 million in support to our community through a wide range of programs, including community grants, sponsorships, arts grants, individual support grants, business development grants and education-related assistance. While this represents a substantial investment by Council, there remain limited avenues for private, corporate or philanthropic giving directly into Hume to further support our residents.

For many decades, both the former City of Broadmeadows and later the City of Hume operated charitable funds led by the Mayoress of the day, who was appointed by the Mayor. A committee supported this work and helped distribute funds, including through initiatives such as the large Christmas stocking placed in the Council building where goods were donated to families in need. By 2004, this model came to an end, and Hume instead established a partnership with the City of Melbourne's Lord Mayor's Charitable Foundation, contributing a \$200,000 seed grant to form a Hume sub-fund.

Over the past 20 years, this partnership has enabled charitable disbursements to local organisations. At various times, the sub-fund has been supplemented through gold-coin contributions from staff uniform days and occasional fundraising efforts. However, the processes for determining local beneficiaries, the levels of funds available, and the annual amounts dispersed have not gone through formal Council decision-making and have historically relied on input from the Mayor of the day. Efforts to increase visibility and transparency around the fund's balance, annual inflows and outflows, and the charities supported have not yet been fully realised.

In recent weeks, the Lord Mayor's Charitable Foundation has rebranded to the Greater Melbourne Foundation, with a new vision for "a just and equitable Melbourne." The Foundation has also launched new funding streams, including programs specifically targeting Melbourne's West. With this shift in branding, focus and direction, it is timely for Council to review the current arrangements of the Hume Charitable Fund.

The purpose of this Notice of Motion is to ensure the Fund remains fit for purpose, continues to meet the needs of our community, and is positioned for future growth. A review will help identify opportunities to enhance the Fund through stronger branding, improved promotion, charitable fundraising events and increased community participation. Importantly, it will also strengthen transparency, reporting and the long-term sustainability of the Fund, ensuring it delivers meaningful benefits to the wider Hume community.

REPORT NO: 9.3 (cont.)

1. RECOMMENDATION:

That Council:

- 1.1 Undertakes a comprehensive review of the Hume Charitable Fund, including:
 - 1.1.1 Its current operations, governance arrangements and processes.
 - 1.1.2 The history of the Fund, including the purpose and intent behind its establishment.
 - 1.1.3 The fund's disbursement, acquittal, and reporting processes for past and current grants.
 - 1.1.4 Whether it's operation as a Sub Fund of the Greater Melbourne Foundation is still fit for purpose
- 1.2 Identifies opportunities to strengthen community awareness and engagement with the Hume Charitable Fund, including but not limited to:
 - 1.2.1 Improved branding, design and promotional materials.
 - 1.2.2 Options for annual or periodic charitable fundraising events hosted in Hume.
- 1.3 Provides a report back to Council outlining findings, options and recommendations on the Fund's purpose, governance, community benefit, and long-term sustainability.

2. OFFICER COMMENTS

The Hume Charitable Fund is a sub-fund of the Greater Melbourne Foundation (formerly the *Lord Mayor's Charitable Foundation*). Each year, Council is asked to make recommendations to the Board of the Foundation to distribute available funds and this is done in consultation with the Mayor of the Day.

Each year, the Foundation advises Council of the financial performance of the sub-fund. Funds are able to be distributed to charities eligible for DDR status and are upon confirmation by the Foundation listed on Council's website.

In 2024/25 Council had input to allocation of \$17 000 of funds, with a similar amount available for distribution in the 2025/26 financial year. The history of disbursement from the Hume Charitable Fund is listed on Council's website [Hume Charitable Fund - Hume City Council](#).

If this Notice of Motion is supported by Council, officers will prioritise the work under 1.1 of the recommendation for completion prior to May 2026, to inform the disbursement recommendations due by June 2026. Items listed in 1.2 of the recommendation will be presented for Council consideration noting this would also require budget allocation if supported.