



**COUNCIL MEETING OF
THE HUME CITY COUNCIL**

MONDAY, 23 MARCH 2026

7:00 PM

**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, 23 March 2026

at 7:00 pm

at the Council Chamber - Hume Global Learning Centre Broadmeadows

Attendees:	a: Council	Cr Carly Moore	Mayor
		Cr Ally Watson	Deputy Mayor
		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	
	b: Officers	Ms Sheena Frost	Chief Executive Officer
		Ms Rachel Dapiran	Director Planning, Places & Delivery
		Ms Kristen Cherry	Director City Services & Living
		Mr Fadi Srour	Director Organisational Performance
		Ms Ann-Michel Greenwood	Director People, Customer & Communication
		Ms Danielle Prentice	Acting Director Assets, Operations & Sustainability

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 Milan Gyawali from the Hindu community, based and from the Australian Nepalese Multicultural Centre 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 10 March 2026.

RECOMMENDATION:

THAT the Minutes of the Council Meeting held on 10 March 2026, 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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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**8.5 RESPONSE TO NOM25/58 - BEST KEPT COMMUNITY AWARDS**

Attachment 1: Proposal

14. CLOSURE OF MEETING

**SHEENA FROST
CHIEF EXECUTIVE OFFICER**

19/03/2026

REPORT NO:	8.1
REPORT TITLE:	Hume Active Living Plan - Final Adoption
SOURCE:	Luke Maguire, Coordinator Sport and Recreation Kathie Schnur, Senior Sport, Recreation & Leisure Planner
DIVISION:	City Services & Living
FILE NO:	-
POLICY:	-
STRATEGIC OBJECTIVE:	SO3.2 A healthy community with access to opportunities
ATTACHMENT:	1. <i>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 At its meeting on 8 December 2025, Council endorsed public exhibition of the draft Hume Active Living Plan (the Plan) for the period 15 December 2025 to 15 February 2026.
- 1.2 Feedback from residents and stakeholders provided during the public exhibition has now been considered. This report presents the final Hume Active Living Plan (attached) for Council consideration and adoption.

2. RECOMMENDATION:

That Council:

1. **Adopt the Hume Active Living Plan as shown in Attachment 1; and**
2. **Note that the full capital and operational funding required to implement the Plan over its 30+ year lifespan falls outside Council’s current capital budget allocations.**
3. **Acknowledge the input from residents and stakeholders that has informed the development of the Hume Active Living Plan.**

3. LEGISLATIVE POWERS & POLICY CONTEXT:

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

REPORT NO: 8.1 (cont.)

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

This report, and the 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 Plan has a direct and significant impact on the public; and a Gender Impact Assessment (GIA) was completed.

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

6. FINANCIAL & RESOURCE IMPLICATIONS:

- 6.1 It is acknowledged that implementation of the Plan will require significant capital and operational resources. As a long-term plan that spans more than 30 years, it is largely unfunded.
- 6.2 Recommended actions arising from the Plan will be assessed with other Council priorities through the Hume Project Prioritisation Framework, which is currently under development. This framework will guide the sequencing and timing of future capital works and prioritised actions will be progressed through Council’s established annual budget and resource planning processes.
- 6.3 Officers will assess internal budget capacity, pursue external funding opportunities, and work proactively with government, community and industry partners to support delivery.

REPORT NO: 8.1 (cont.)

6.4 A phased implementation approach will ensure priorities align with organisational capability and available resources over the life of the Plan.

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 final 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 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 final Plan to ensure proposed outcomes for the greatest chance of funding and delivery.

8. COMMUNITY ENGAGEMENT:

8.1 Over the period of 15 December 2025 to 15 February 2026, the draft Active Living Plan 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.

8.2 Key insights from the public exhibition period are detailed in section 9 below.

9. DISCUSSION:

9.1 The draft Active Living Plan was made available on Council’s participate webpage. Residents and stakeholders were invited to respond to two key questions.

9.1.1 *What do you like?*

9.1.2 *What would you change?*

9.2 A total of 142 community submissions were received during the public exhibition period.

9.3 Overall, the engagement shows strong support for the Plan’s direction, with clear expectations for facility upgrades, fairness in access, and alignment with strategic planning.

9.4 Table 1 below provides a summary of the key themes arising from the public exhibition feedback.

Table 1

Theme	What We Heard	Officer Analysis/Recommended Response
Strong Endorsement of Strategic Direction	<ul style="list-style-type: none"> • Broad support for long-term, evidence-based planning • Support for equity, inclusion and safety • Recognition of participation growth pressures 	<ul style="list-style-type: none"> • Strategic direction remains appropriate • No change to overall intent required

REPORT NO: 8.1 (cont.)

	<ul style="list-style-type: none"> 64% of responses included positive commentary expressing strong support for Councils planning approach. 	
Growth Pressure is Real and Immediate	<ul style="list-style-type: none"> Capacity constraints already evident Growth corridors require earlier sequencing Rapid growth in female participation 	<ul style="list-style-type: none"> Reaffirm growth-based prioritisation Earlier staging considered where evidence and resourcing supports Strengthen growth-corridor focus
Delivery and Implementation	<ul style="list-style-type: none"> Confidence in delivery is critical Strong support to progress Master Planning Need to protect high-performance venues and assets in addition to community facilities. 	<ul style="list-style-type: none"> Clarify community vs high-performance venue roles Confirm staging transparently Ensure compliance, female-friendly and amenity upgrades Key site actions included in updated plan
Expand Trails and Active Transport	<ul style="list-style-type: none"> Strong support for expanded trails and active transport. Requests for improved lighting and connectivity 	<ul style="list-style-type: none"> Alignment with Open Space and Transport strategies Prioritise connectivity in growth areas Strengthen safety and lighting improvements
Public Access to Specific Facilities	<ul style="list-style-type: none"> Support for outdoor gyms and fitness Support for free, publicly accessible sports courts in parts of Hume (e.g. Dallas). Recognition of growing interest in pickleball and padel. Minor support for specialised facilities e.g. Velodrome 	<ul style="list-style-type: none"> Undertake feasibility testing before committing to specialist facilities. Protect provision of accessible public courts. Maintain focus on multi-use infrastructure.
Community Programs & Participation	<p>Activation and programming matter as much as infrastructure This reinforces that the Plan must be more than facilities.</p>	<ul style="list-style-type: none"> Continue activation open spaces through events and programming support.

REPORT NO: 8.1 (cont.)

	<p>Beyond capital works, there is interest in:</p> <ul style="list-style-type: none"> • Community pride in events • Walking football, tai chi, older adult programming • Cultural activation • Gentle exercise and mental wellbeing 	<ul style="list-style-type: none"> • Embed participation equity lens across programming (including female friendly). • Expand activation programs targeting older adults and culturally diverse communities.
Equity, Affordability and Inclusion	<ul style="list-style-type: none"> • Concern about cost-of-living impacts • Support for free or low-cost access e.g. Hume Participation Vouchers • Greater access for people living with disabilities, carers, and culturally diverse communities • There is strong support for, female-friendly facilities, CALD inclusion, disability inclusion, affordability, earlier focus in high-need suburbs and health partnerships. 	<ul style="list-style-type: none"> • Reinforces equity and affordability as a core principle. • Opportunity to strengthen pricing transparency and hardship support mechanisms in implementation. • Strengthen visibility and embed intersectionality and Fair Access policy in implementation.
Operational and Maintenance Improvements	<p>While fewer in number, operational comments are pointed:</p> <ul style="list-style-type: none"> • Maintenance responsiveness • Cleanliness, clean showers and change rooms • Maintenance issues (lockers, spas, gym equipment, lighting) • Overcrowding and parking 	<ul style="list-style-type: none"> • Improve operational oversight and customer experience in implementation. • Communicate maintenance schedules transparently.

10. CONCLUSION

10.1 The Plan has been shaped by research, stakeholder input and community feedback, ensuring its priorities reflect the needs and aspirations of Hume’s diverse population.

10.2 It is recommended that Council adopt the Active Living Plan to provide clear direction and a coordinated approach to support active living outcomes for Hume’s residents across the next 30 years.

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 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 (the 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 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.

Planning for active living facilities will address the increasing spatial constraints in open space by applying the 'Protect-Optimise-Grow' framework adopted in the Hume Open Space Strategy.

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
- Dog walking and off leash areas

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 .

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

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

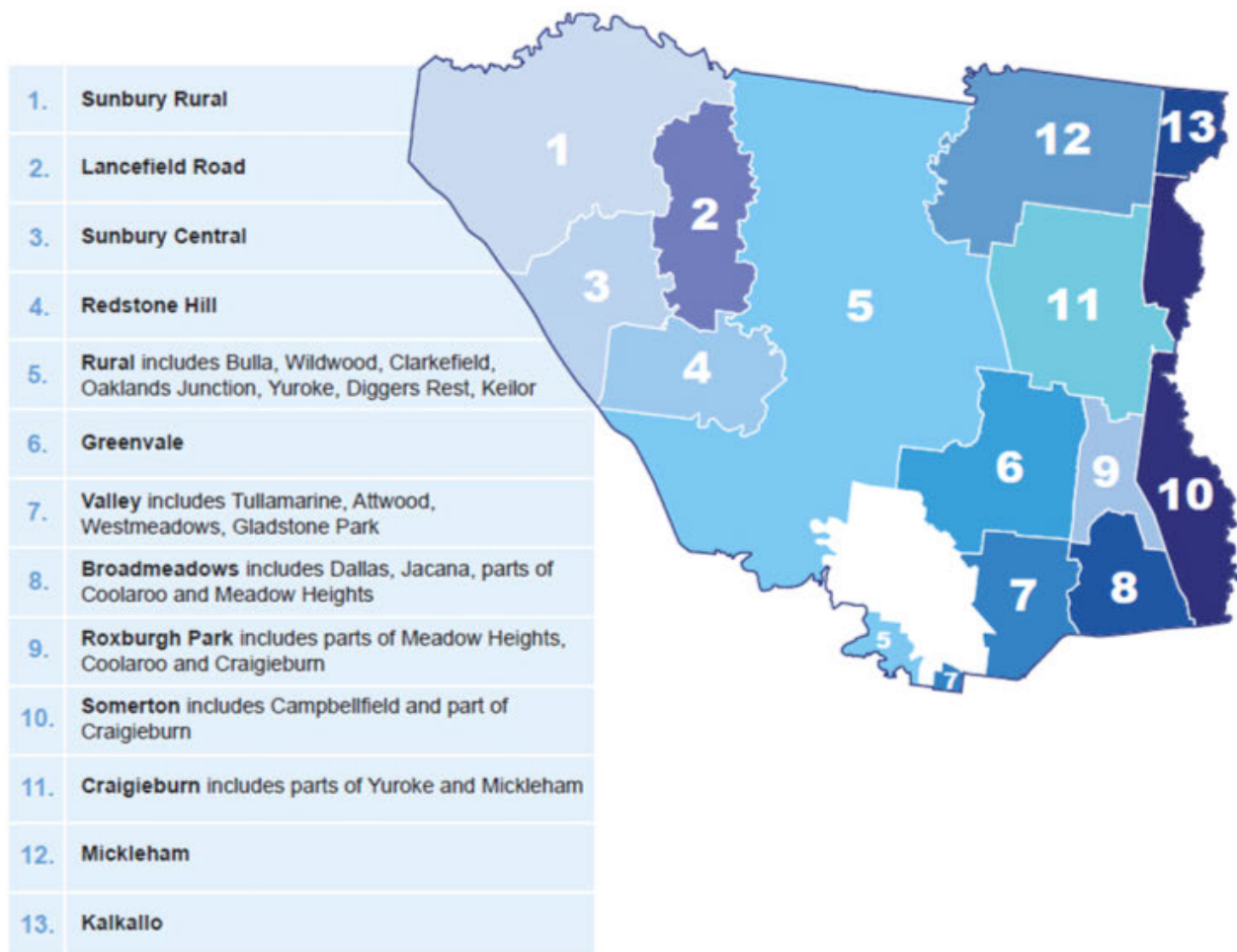


Diagram 1 - Hume Planning Precincts



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.
- New and infill subdivision and housing trends are creating smaller lots and larger house footprints. Private open space (the backyard) is often no longer available or functional for physical activity. Parks and open spaces are increasingly important and facing usage pressures: higher populations are within a walkable catchment and there is higher reliance on these spaces for exercise, recreation and social gatherings.

These characteristics drive strong demand for 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 club 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.

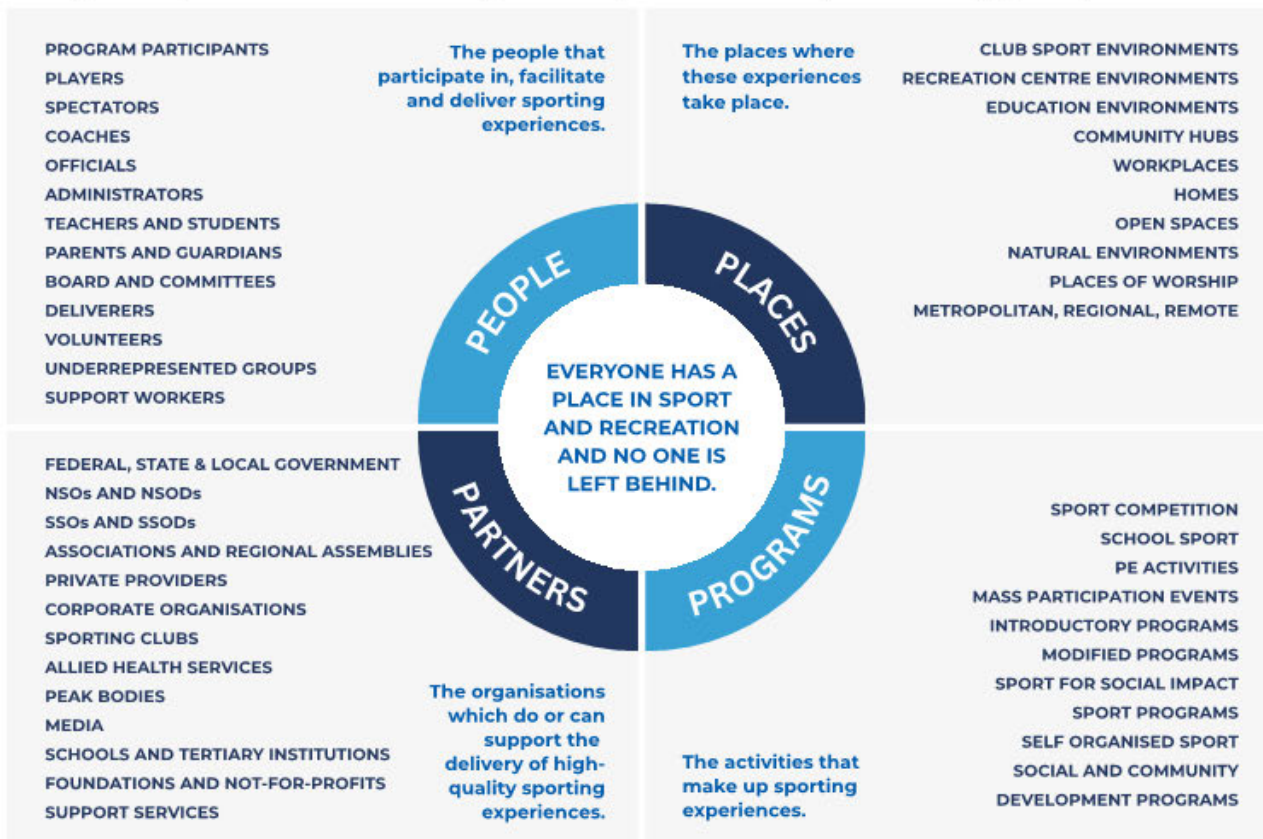
PROGRAMS

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.
- Limited space in open space reserves requires quality design to provide for different active and passive activity options.

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.
- Repurposing of underutilised or surplus space.

Key Considerations for the Active Living Plan

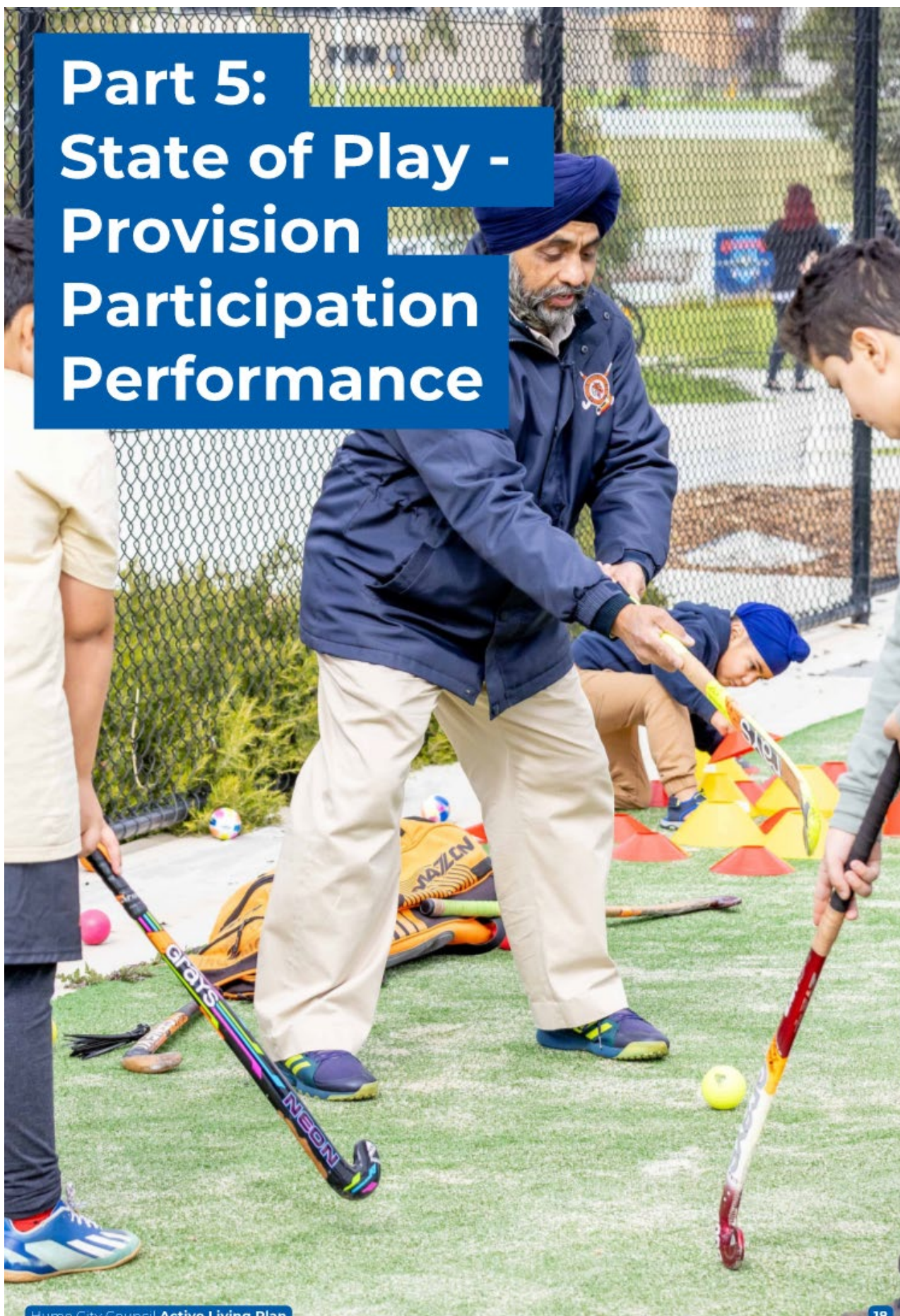
- Plan for the long term (30+ years) to keep pace with population growth, changing participation patterns and rising service expectations.
- Balance investment in structured sport and informal recreation, ensuring facilities and programs reflect modern preferences and support active living at all life 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

Part 5: State of Play - Provision Participation Performance



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

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.

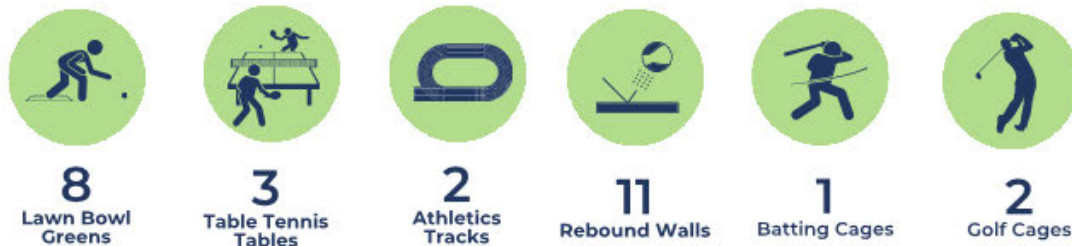
Together, this ecosystem ensures a well-rounded and responsive network that enables the community to be active, connected and healthy.



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.

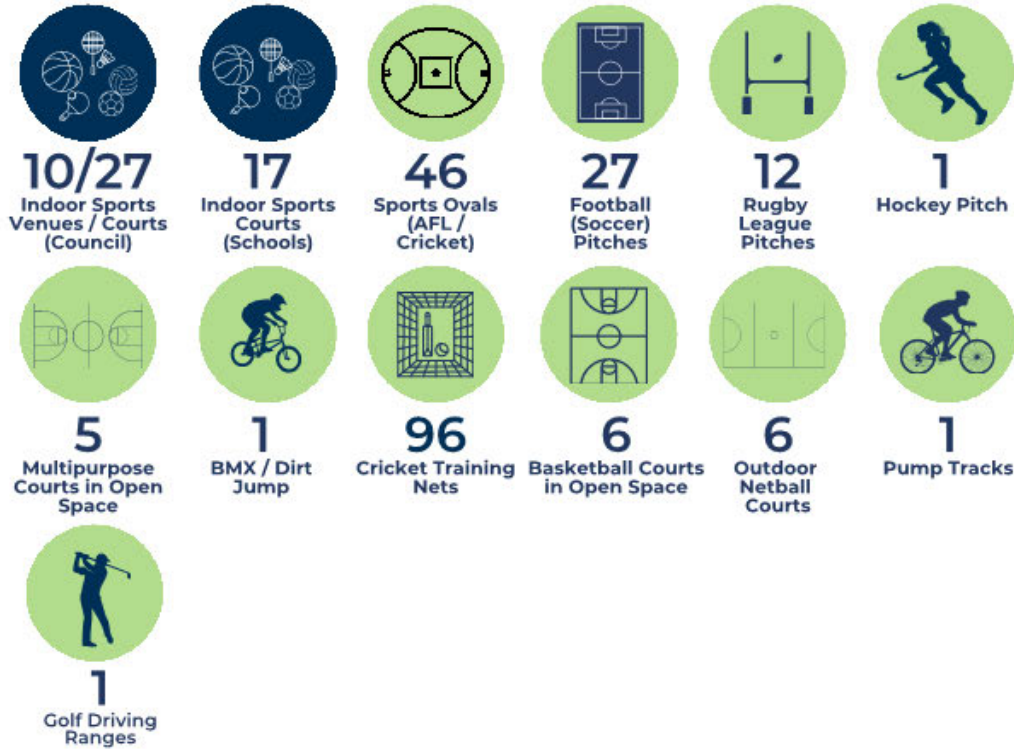
Current facilities within Hume - GOOD: Good provision now and good provision into the future.



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.

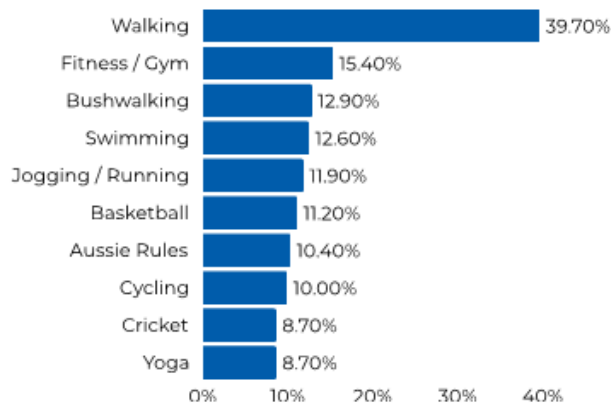
Addressing key barriers such as cost, transport, cultural safety and program visibility will be crucial to strengthening participation and ensuring equitable access to sport and recreation for all Hume residents.

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.

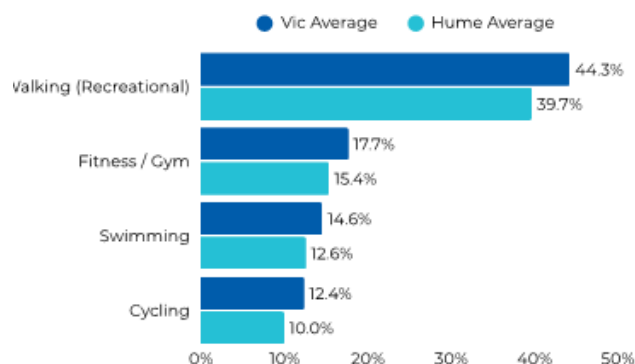


Top 10 Participation Activities (Adults) - last 12 months

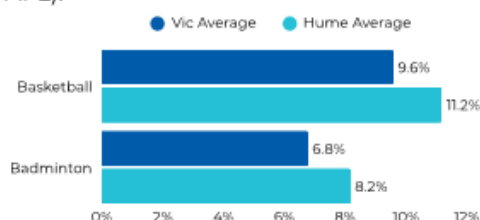
The top activities by participation across Hume for Adults over the past 12 months were:



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.



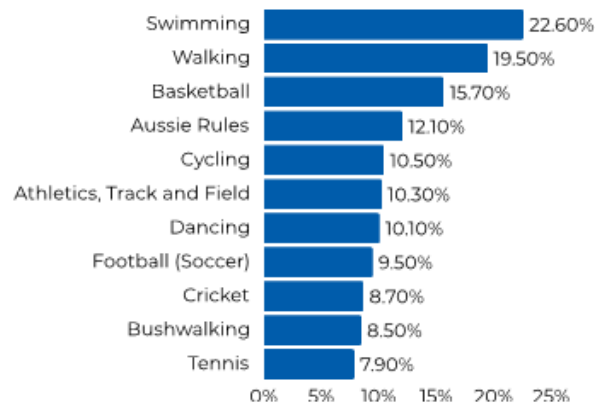
The average activity participation levels in Hume are consistently below state benchmarks in several traditional club-based or high-commitment sports (e.g. Tennis, Netball, Golf, AFL).



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

Top 10 Participation Activities (Children) - last 12 months

Childrens 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

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 reducing rates of volunteerism, 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.

Key Considerations for the Active 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 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.



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.



Directions	What does this look like in practice:
Plan with Purpose	
<p>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>	<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	
<p>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>	<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	
<p>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>	<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	
<p>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>	<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



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

- CURRENT/VERY HIGH ●
- HIGH ●
- MEDIUM ●
- LOW ●
- BEYOND ●

The following table provides a summary of priorities for sport and recreation for the first horizon, current projects in progress.

Hard Infrastructure		
New + Develop	Revitalise + Reimagine	Maintain + Manage
<p>Sports in Growth Area Reserves</p> <ul style="list-style-type: none"> Planning funding advocacy, construction and activation of growth area reserves. Undertake the following sports facility planning while optimising multiple reserve outcomes as set out in the Hume Open Space Strategy Infrastructure Levels of Service. <p>Dwyer Street Recreation Reserve, Kalkallo (in construction) Reserve is to include:</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. <p>Ellscott Boulevard Recreation Reserve, Mickleham Reserve is to include:</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. <p>Highlands West Recreation Reserve, Mickleham Reserve is to include:</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 Recreation Reserve, Mickleham Reserve is to include:</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. 	<p>Sports in Existing Reserves</p> <p>Undertake the following upgrades in existing sports reserves while optimising multiple park outcomes as set out in the Hume Open Space Strategy and associated infrastructure levels of service.</p> <p>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. <p>Gladstone Park Bowls Club Reserve is to include:</p> <ul style="list-style-type: none"> Additional bowling green (synthetic) within Carrick-Elmhurst Reserve with a design that supports improved visitor experiences for the remaining area of the reserve. <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 <p>John Ilhan Memorial Reserve, Meadow Heights</p> <ul style="list-style-type: none"> Renewal of the synthetic soccer pitch <p>John McMahon Recreation Reserve, Sunbury</p> <ul style="list-style-type: none"> Installation of sports lighting on oval 2. 	<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

- CURRENT/VERY HIGH ●
- HIGH ●
- MEDIUM ●
- LOW ●
- BEYOND ●

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.

Hard Infrastructure		
New + Develop	Revitalise + Reimagine	Maintain + Manage
<p>Sports in Growth Area Reserves cont.</p> <p>Grisa Street Recreation Reserve, (Jacksons Creek) Sunbury Reserve is to include:</p> <ul style="list-style-type: none"> One cricket oval with overlay of two rugby league pitches and one standalone rugby league pitch (three pitches in total) with lighting Eight tennis courts Sports pavilion with shared community social space. 	<p>Sports Reserve Upgrades cont.</p> <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>(These works are funded through Federal Government)</p> <p>Greenvale Tennis Club Upgrades</p> <ul style="list-style-type: none"> Upgrades to pavilion. Two new courts and lighting Upgrade of existing courts and lighting <p>Sunbury Recreation Reserve Outdoor Netball Courts</p> <ul style="list-style-type: none"> Reline outdoor netball courts courts for shared use for Pickleball <p>Investigate and assess open space provision to cater for future sports and recreation needs.</p>	

Priority Projects - Horizon One: Current Projects

- CURRENT/VERY HIGH ●
- HIGH ●
- MEDIUM ●
- LOW ●
- BEYOND ●

The following table provides a summary of priorities for sport and recreation for the first horizon, current projects in progress.

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 • Connection 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.</p> <p>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

- CURRENT/VERY HIGH ●
- HIGH ●
- MEDIUM ●
- LOW ●
- BEYOND ●

The following table provides a summary of priorities for sport and recreation for the first horizon, current projects in progress.

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Future Master Planning for Sports Planning, funding advocacy, construction and activation of growth area reserves. Undertake the following sports facility planning while optimising multiple reserve outcomes as set out in the Hume Open Space Strategy Infrastructure Levels of Service.</p> <p>Tullamarine Reserve (Melrose Drive), Tullamarine Future masterplan is to investigate, and if feasible, implement the following sports enhancements:</p> <ul style="list-style-type: none"> pavilion renewal with shared community social space upgrade of sportsground and lighting <p>Gibb Reserve, Dallas Future masterplan is to investigate, and if feasible, implement the following sports enhancements</p> <ul style="list-style-type: none"> Sports pavilion upgrade with shared community social space. Small senior synthetic pitch and lighting Reconstruction of northern oval and lighting to accommodate dual soccer pitches on cricket oval Car park extension and playspace upgrade Enhance cricket nets for multi-purpose use. Explore interface with Lynda Blundell Community Centre <p>Laura Douglas Reserve, Dallas Develop concept plan to refine and deliver central concepts of the Merlynston Creek Parklands Masterplan including:</p> <ul style="list-style-type: none"> Relocation of pitch 3 to southern end of reserve with synthetic surface and lighting. 		

Priority Projects - Horizon One: Current Projects

- CURRENT/VERY HIGH ●
- HIGH ●
- MEDIUM ●
- LOW ●
- BEYOND ●

The following table provides a summary of priorities for sport and recreation for the first horizon, current projects in progress.

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Laura Douglas Reserve, Dallas cont.</p> <ul style="list-style-type: none"> <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> <p>Bulla Recreation Reserve Current masterplanning for Bulla Parklands is to incorporate:</p> <ul style="list-style-type: none"> <i>Upgrade of oval playing surface, irrigation and drainage</i> <i>Sports Lighting</i> <i>Changeroom and officials amenity.</i> <i>Investigate alternative usage opportunities to re-purpose and activate the asphalt court space,</i> <p>Seth Raistrick Reserve Master Plan - Open Space Strategy Action Plan. Future masterplan is to investigate, and if feasible, integrate:</p> <ul style="list-style-type: none"> <i>Passive and Active Recreation Opportunities</i> <i>Heritage character alignment with surrounding features including Cemetery and Church</i> <p>Roxburgh Park Recreation Reserve Master Plan - Open Space Strategy Action Plan. Future masterplan is to investigate, and if feasible, implement the following sports enhancements:</p> <ul style="list-style-type: none"> <i>Upgrade of oval 2 pavilion to female friendly compliance.</i> <p>Greenvale Recreation Reserve Future masterplan is to investigate, and if feasible, integrate the following sports enhancements:</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> 		

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.

CURRENT/VERY HIGH	
HIGH	
MEDIUM	
LOW	
BEYOND	

Hard Infrastructure		
New + Develop	Revitalise + Reimagine	Maintain + Manage
<p>Aston Recreation Reserve (Vantage Boulevard), Craigieburn- Future masterplan is to investigate, and if feasible, implement the following sports enhancements:</p> <ul style="list-style-type: none"> Pavilion expansion to increase the provision of accessible gender friendly changerooms, officials rooms and storage space undercover spectating area Additional pitch space Sports ground works to improve playing field durability <p>Sports in Growth Area Reserves Planning, funding, advocacy, construction and activation of growth area reserves. Undertake the following sports facility planning while optimising multiple reserve outcomes as set out in the Hume Open Space Strategy Infrastructure Levels of Service.</p> <p>Redstone Hill Recreation Reserve, Sunbury (Sunbury South PSP)</p> <ul style="list-style-type: none"> Investigate, and if feasible, new indoor stadium, in alignment with Precinct Structure Plan, collocated with soccer and cricket sportsgrounds. <p>Merrifield City Recreation Reserve, Mickleham (Merrifield West PSP) - (Delivery Horizon 2 & 3) Reserve is to include:</p> <ul style="list-style-type: none"> Two ovals overlaid with four rectangular pitches. Sports pavilion with shared community social space. <p>John Laffan Reserve, Kalkallo (English St PSP) Reserve is to include:</p> <ul style="list-style-type: none"> Reconfiguration of one cricket oval, soccer fields and other recreational features to account for Donnybrook Road duplication and Merri Creek marram baba Parklands along Kalkallo Creek including new footbridge entrance over Kalkallo Creek 	<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 space

- CURRENT/VERY HIGH 
- HIGH 
- MEDIUM 
- LOW 
- BEYOND 

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.

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Sports in Existing Reserves Planning, design and funding advocacy of growth area reserves. Undertake the following sports facility planning while optimising multiple reserve outcomes as set out in the Hume Open Space Strategy Infrastructure Levels of Service.</p> <p>Craigieburn Golf Course Future masterplan is to investigate, and if feasible, implement the following sports enhancements:</p> <ul style="list-style-type: none"> • <i>Renewal of clubhouse for broader community use.</i> • <i>Golf driving range and mini-golf</i> • <i>Course infrastructure improvements</i> <p>Anderson Reserve, Broadmeadows Future masterplan is to investigate, and if feasible, implement the following sports enhancements:</p> <ul style="list-style-type: none"> • <i>multiple rectangular pitches overlaid on cricket oval</i> • <i>sports pavilion with shared community social space</i> <p>Seabrook Reserve, Broadmeadows Future masterplan is to investigate, and if feasible, implement the following sports enhancements: Explore partnership opportunity for:</p> <ul style="list-style-type: none"> • <i>pitch and car parking expansion in surrounding land parcels</i> • <i>Additional changerooms and official's amenity</i> • <i>Expansion of gymnasium space and activation for community use</i> <p>Jacana Recreation Reserve, Broadmeadows Future masterplan is to investigate, and if feasible, implement the following sports enhancements:</p> <ul style="list-style-type: none"> • <i>Redevelopment of pavilion and changerooms</i> • <i>Sports lighting on oval 2</i> • <i>Cricket net upgrade</i> <p>Langama Park, Sunbury Future masterplan is to investigate, and if feasible, implement the following sports enhancements:</p> <ul style="list-style-type: none"> • <i>Additional set of female friendly changeroom facilities</i> • <i>Small sided synthetic pitch</i> 	<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>State Sporting Association Liaison- Continue to liaise with relevant State Sporting Associations periodically to remain flexible and adaptable with emerging sporting needs and trends.</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.



Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>Sport Reserve Master Plans cont. Hume Tennis and Community Centre, Craigieburn Future masterplan is to investigate, and if feasible, implement the following sports enhancements:</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>Westmeadows Reserve - Future masterplan is to investigate, and if feasible, implement the following sports enhancements:</p> <ul style="list-style-type: none"> Westmeadows Reserve Pavilion upgrade for sport and community use. Oval Sports Lighting Retention of heritage character. Improving overall site accessibility and amenities. <p>Highgate Recreation Reserve, Craigieburn Future masterplan is to investigate, and if feasible, implement the following sports enhancements:</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 while supporting talent pathway programming at the facility. <p>Gladstone Park Reserve Future masterplan is to investigate, and if feasible, implement the following sports enhancements:</p> <ul style="list-style-type: none"> Refurbishment of pavilion 1 Exploring partnership with Gladstone Park Secondary College for additional soccer pitch development. <p>John Ilhan Memorial Reserve, Meadow Heights Future masterplan is to investigate, and if feasible, implement the following sports enhancements:</p> <ul style="list-style-type: none"> Sports Lighting upgrade continued page 50. 	<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>

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.

- CURRENT/VERY HIGH ●
- HIGH ●
- MEDIUM ●
- LOW ●
- BEYOND ●

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<p>John Ilhan Memorial Reserve cont.</p> <ul style="list-style-type: none"> Reconfiguration of athletics track and dog off lead area to accommodate 3 additional soccer pitches. Feasibility of multi-purpose indoor sports courts accommodating futsal and additional changeroom amenity Outdoor small-sided soccer pitches <p>Sports Facility Master Plans - Develop/Renew Master Plans and undertake detailed design and funding advocacy for the following location:</p> <ul style="list-style-type: none"> Broadmeadows Aquatic and Leisure Centre <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>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>Northern Growth Corridor Aquatic and Leisure Service Provision - Continue investigation, planning and feasibility of a new Health & Wellbeing Facility (including aquatics) within Cloverton Metropolitan Activity Centre as identified in the Cloverton Metropolitan Activity Centre - Regional Community and Recreation</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> <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>	

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.

- CURRENT/VERY HIGH ●
- HIGH ●
- MEDIUM ●
- LOW ●
- BEYOND ●

Soft Infrastructure		
Planning + Policy	Services + People	Activate + Enable
<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 and Leisure Centre - 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>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>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>Enhancing Reserve Walking Circuits - Enhance and develop safe walking circuits at reserves including lighting and safety initiatives.</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>		

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.

- CURRENT/VERY HIGH 
- HIGH 
- MEDIUM 
- LOW 
- BEYOND 

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 (est. 10-12 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.

- CURRENT/VERY HIGH ●
- HIGH ●
- MEDIUM ●
- LOW ●
- BEYOND ●

Hard Infrastructure		
New + Develop	Revitalise + Reimagine	Maintain + Manage
<p>Sports in Growth Area Reserves Planning funding advocacy, construction and activation of growth area reserves. Undertake the following sports facility planning while optimising multiple reserve outcomes as set out in the Hume Open Space Strategy Infrastructure Levels of Service.</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, Meadow Heights Anderson Reserve, Broadmeadows Greenvale Recreation Reserve Langama Park, Sunbury Goonawarra Golf Course, Sunbury 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>

- CURRENT/VERY HIGH ●
- HIGH ●
- MEDIUM ●
- LOW ●
- BEYOND ●

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.

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"> Splash Aqua Park and Leisure Centre <p>Sports in Existing Reserves Undertake the following sports facility planning at the following reserves while optimising multiple reserve outcomes as set out in the Hume Open Space Strategy Infrastructure Levels of Service.</p> <ul style="list-style-type: none"> McEwen Drive Reserve, Sunbury Tulsa Drive Reserve, Sunbury Leo Dineen Reserve, Tullamarine Patullus Lane Reserve, Roxburgh Park John McMahon Reserve, Sunbury Boardman Reserve, Sunbury Sunbury Recreation Reserve Rhyolite Drive Reserve, Craigieburn 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, Craigieburn Arena Recreation Reserve, Roxburgh Park <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>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"> Buckland's 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> <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>

- CURRENT/VERY HIGH ●
- HIGH ●
- MEDIUM ●
- LOW ●
- BEYOND ●

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.

Hard Infrastructure		
New + Develop	Revitalise + Reimagine	Maintain + Manage
<p>Growth Area Sports Reserves - Construction and activation of growth area reserves 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>Delivery of Sports Reserve Master Plan Priorities (Delivery across Horizons 4 & 5) - Plan for delivery of identified Master Plan priorities at:</p> <ul style="list-style-type: none"> • McEwen Drive Reserve, Sunbury • Tulsa Drive Reserve, Sunbury • Leo Dineen Reserve, Tullamarine • Patullos Lane Reserve, Roxburgh Park • John McMahon Reserve, Sunbury • Boardman Reserve, Sunbury • Sunbury Recreation Reserve • Rhyolite Drive Reserve, Craigieburn • 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, Craigieburn • Arena Recreation Reserve, Roxburgh Park <p>Delivery of Sports Reserve Master Plan priorities (Delivery across Horizons 4 & 5) - Plan for delivery of identified Master Plan priorities at:</p> <ul style="list-style-type: none"> • Broadmeadows Aquatic and Leisure Centre • Splash Aqua Park and Aquatic Centre 	<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>Tennis Courts Audits - Renew the audit of Council tennis court base and surface assets to inform Councils tennis court replacement program.</p>

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.

- CURRENT/VERY HIGH 
- HIGH 
- MEDIUM 
- LOW 
- BEYOND 

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>

- CURRENT/VERY HIGH ●
- HIGH ●
- MEDIUM ●
- LOW ●
- BEYOND ●

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.

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>

- CURRENT/VERY HIGH 
- HIGH 
- MEDIUM 
- LOW 
- BEYOND 

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.

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 identified actions.</p>

- CURRENT/VERY HIGH ●
- HIGH ●
- MEDIUM ●
- LOW ●
- BEYOND ●

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.

Hard Infrastructure		
New + Develop	Revitalise + Reimagine	Maintain + Manage
<p>No identified actions.</p>	<p>Sports Facility and Reserve Master Plans - Implement Master Plan priority actions for:</p> <p>Eric Boardman Stadium, Sunbury Broadmeadows Basketball Stadium</p>	<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>

- CURRENT/VERY HIGH ●
- HIGH ●
- MEDIUM ●
- LOW ●
- BEYOND ●

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.

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 Grisa Street (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:	8.2
REPORT TITLE:	Gambling Harm Policy - Final Adoption
SOURCE:	Jamad Ahmed, Social Policy & Planning Officer Ismail Elrifae, Community Health & Wellbeing Officer
DIVISION:	City Services & Living
FILE NO:	HCC04/13
POLICY:	POL/279
STRATEGIC OBJECTIVE:	SO3.3 An inclusive and socially connected community that celebrates diversity and culture
ATTACHMENT:	1. <i>Gambling Harm Policy 2026-2030</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 24 November 2025, Council endorsed public exhibition of the draft Gambling Harm Policy 2026-2030 from late November until Sunday, 15 February 2026.
- 1.2 This report presents the final Gambling Harm Policy 2026-2030 (Attachment 1) for Council consideration and adoption.

2. RECOMMENDATION:

That Council:

- 2.1 **Note the feedback received and the subsequent minor changes to the draft Gambling Harm Policy 2026-2030.**
- 2.2 **Revoke the Gambling Harm Minimisation Policy 2019-2025 (POL/170) that was adopted on 9 September 2019.**
- 2.3 **Adopt the final Gambling Harm Policy 2026-2030 as shown in Attachment 1.**
- 2.4 **Note that a communications piece and Frequently Asked Questions (FAQs) will be developed and published on Council's website to support community and stakeholder understanding of the revised Policy.**

3. LEGISLATIVE POWERS & POLICY CONTEXT:

- 3.1 Council’s role in gambling harm minimisation is aligned to:
 - 3.1.1 The Local Government Act 2020, through Council’s commitment to promoting the social and economic wellbeing of the community.
 - 3.1.2 The Planning and Environment Act (1987) as the responsible authority to assess planning permits related to EGMs and gaming venues; and,
 - 3.1.3 The Gambling Regulation Act 2003 (sections 3.3.6 and 3.4.19) as the responsible authority to undertake social and economic impact assessments.

REPORT NO: 8.2 (cont.)

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.

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

5.1.1 The human rights relevant to this Report are:

- (a) Section 15: Right to freedom of expression

5.1.2 The above rights are being limited by the recommended action in this Report but are justified and proportionate because:

- (a) The Policy aims to prevent and reduce exposure to gambling through provisions that limit advertisements of gambling-related activities or activities that inadvertently promote gambling.

5.2 GENDER EQUALITY ACT 2020

5.2.1 A Gender Impact Assessment (GIA) was completed for this Policy in accordance with the requirements of the Gender Equality Act 2020. The GIA findings indicate that while research shows that EGMs appeal to all genders, some studies suggest that they are especially attractive to women experiencing family violence, who may view gambling venues as safe spaces.

5.2.2 To address these findings, the Gambling Harm Policy aims to identify and support opportunities to promote non-gambling facilities, programs, and activities that consider the diverse needs of our community.

6. FINANCIAL & RESOURCE IMPLICATIONS:

6.1 The implementation of the Gambling Harm Policy 2026-2030 will be delivered within existing operational budget and resources.

7. OPPORTUNITIES & RISKS:

The development of this Policy has considered the opportunities and risks associated with its implementation as outlined below:

7.1 Identified Risks

7.1.1 Without an adopted Policy, Council would not have a clear and consistent position on gambling-related activities and decisions within the municipality.

7.1.2 The continued presence of EGMs on Council-owned and managed land is a risk, as it contributes to ongoing EGM-related losses and associated harms on publicly owned/managed land.

7.2 Identified Opportunities

7.2.1 The Policy establishes a clear framework to guide Council’s decision-making and advocacy concerning gambling harm minimisation, particularly regarding EGMs.

REPORT NO: 8.2 (cont.)

- 7.2.2 The Policy promotes a greater emphasis on investment in non-gambling recreational, social, and cultural activities and events, aimed at creating safe and inclusive environments free from harm, especially for those most at risk.
- 7.2.3 The adoption of the Policy presents an opportunity to develop a community communications piece and associated Frequently Asked Questions (FAQs), supporting residents and stakeholders to clearly understand and interpret Council's position on gambling harm minimisation.

8. COMMUNITY ENGAGEMENT:

- 8.1 The development of the Gambling Harm Policy was informed by extensive community and stakeholder engagement that included:
 - 8.1.1 The Community Gambling Attitudinal Survey conducted in May 2023 aimed at understanding Hume City residents' gambling behaviours and attitudes towards gambling, and in particular, EGMs.
 - 8.1.2 In-depth discussions with various Councils, interviews with local sporting clubs, a workshop with community service providers, and discussions with peak bodies, including the Alliance for Gambling Reform and the Victorian Local Governance Association.
- 8.2 The Draft Gambling Policy was placed on public exhibition from Wednesday, 26 November 2025, until Sunday, 15 February 2026, to ensure that community members and stakeholders had the opportunity to have their say on the Policy.
- 8.3 A summary of the feedback received from the public exhibition period is outlined in section 9 of this report below.

9. DISCUSSION:

Public Exhibition Process:

- 9.1 The Draft Gambling Harm Policy 2026-2030 was made available via the following mechanisms:
 - 9.1.1 Council’s Participate Hume webpage
 - 9.1.2 Council social media channels, digital screens, and the Hume eNews newsletter.
 - 9.1.3 Direct emails to community service providers, local sporting clubs, respondents to the 2023 Community Gambling Attitudinal Survey, and the five EGM venues located on Council-owned and managed land.
- 9.2 Residents and stakeholders were invited to provide feedback by filling out an online form on the Participate Hume webpage, emailing the Social Planning & Healthy Communities team directly, or requesting meetings with officers to discuss feedback.
- 9.3 A total of 49 written responses were received during the public exhibition period. Responses were submitted by residents, community service providers, local sporting clubs, another Council (Monash), peak bodies, and all five EGM venues on Council-owned and managed land.
- 9.4 In addition to written submissions, consultation sessions were held with the five EGM venues on Council-owned or managed land, and four online/telephone discussions were conducted during the public exhibition period.
- 9.5 The table below provides a high-level summary of the feedback received, and where applicable, in relation to the sections within the Draft Gambling Harm Policy.

Policy Section	What We Heard
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REPORT NO: 8.2 (cont.)

<p>Policy Statement</p>	<ul style="list-style-type: none"> • Feedback highlighted a desire for more balanced language across the Policy, particularly regarding EGM funding, calling for acknowledgement of its benefits and its positive impact on the Hume City community. • Some respondents criticised the lack of acknowledgment that gambling is a legal activity. • Others highlighted that the Policy itself is clear and actioned based, and addresses gambling harm through a public health approach.
<p>Leadership and Representation</p>	<ul style="list-style-type: none"> • Feedback received highlighted a range of perspectives regarding the proposed clauses in this section of the policy. • Some respondents objected to what they viewed as blanket restrictions on activities within venues that host EGMs, noting that the policy does not distinguish between not-for-profit community clubs and commercial hotel operators. Conversely, many others applauded and supported the stronger provisions within this section. • Some respondents felt the proposed policy did not go far enough and advocated for a complete ban on gambling advertising at all Council facilities, while one club noted it already complies with strict regulatory requirements. • Concerns regarding clause 5.2.9, included the limited recognition of the community support provided by clubs with EGMs, the perceived impact on sponsorship arrangements, and the need for clearer guidance on how Council could support local sports clubs seeking to transition away from EGM venue-based sponsorship.
<p>Council’s regulatory and statutory response to electronic gaming machines</p>	<ul style="list-style-type: none"> • Discussions with stakeholders highlighted the need to clarify Council’s intentions regarding divestment, including recognition that any divestment process would occur only with <i>interested</i> gaming venues on Council-owned or managed land and where a feasible pathway exists. • Local sporting clubs expressed significant concern regarding the consequence of any divestment, namely the unintended financial impacts on the level of support provided by clubs that operate EGMs. • Other respondents called on Council to remove EGMs from Council-owned/managed land. • Impacted stakeholders expressed collective concerns about the financial implications of requiring gaming venues on Council owned/managed land to pay full market rent under new or renewed lease agreements. While some respondents supported this new clause.

REPORT NO: 8.2 (cont.)

	<ul style="list-style-type: none"> • There was strong support for increasing transparency through the introduction of Community Value Statements. • Additionally, Council’s intention to maintain independence from the gambling industry was positively received.
General Feedback	<ul style="list-style-type: none"> • General feedback reflected a wide range of perspectives, with many respondents highlighting the harms and impact from gambling and expressing strong support for Council’s efforts to reduce gambling harm within Hume City. • Many respondents strongly endorsed the Policy direction, expressing the view that gambling should be more tightly regulated. • Several respondents advocated for even stronger measures, including stricter advertising restrictions, and broader inclusion of gambling-related advertising within the policy’s scope. • Respondents highlighted the growing issues related to online gambling, harmful advertising, and the need for more comprehensive regulatory approaches at state and federal levels. • Others highlighted the importance of the support received from club venues with EGMs • Despite differing views on specific elements within the Policy, there was consistent appreciation for Council’s work in developing the Policy and recognition of the importance of addressing gambling harm across the board.

9.6 The feedback received during the public exhibition period provided valuable insights. All submissions were carefully considered and reviewed, and the Policy has largely been maintained in its current form, with minor amendments incorporated, including:

9.6.1 Slight amendments to the policy statement section, maintaining the Policy’s intent to reduce gambling-related harm.

9.6.2 Clarification of the divestment clause (5.3.4) to highlight that divestment will only be explored with *interested* gaming venues located on Council-owned or managed land.

9.6.3 Updates to terms within the definition/abbreviation section of the Policy.

REPORT NO: 8.2 (cont.)

- 9.7 It is noted that significant concerns were raised by clubs operating on Council-owned or managed land regarding the requirement to pay full market rent, as outlined above. This feedback has been considered; however, no changes have been made to the Policy, as this position aligns with Council’s broader fair and equitable approach to leasing arrangements.
- 9.8 All other feedback will be used to inform the implementation of the Policy and guide future advocacy to state and federal governments on gambling harm minimisation and prevention measures, in particular relating to online gambling and advertising.

10. CONCLUSION

- 10.1 The Gambling Harm Policy 2026–2030 strengthens Council’s position in responding to gambling-related matters, supports a more coordinated approach to minimising gambling harm across Hume City, and reinforces Council’s ongoing commitment to raising community awareness of gambling harms.

HUME CITY COUNCIL
**GAMBLING
HARM POLICY**

Policy reference No:	POL279
File No:	HCC18/445
Strategic objective:	3.2: A healthy community with access to opportunities
Adopted by Council:	23 March 2026
Re-Adopted:	
Date for review:	November 2030
Responsible officer:	Manager Community Health & Wellbeing
Department:	Community Health & Wellbeing

hume.vic.gov.au



GAMBLING HARM POLICY

1 Policy Statement

- 1.1 Gambling can be a harmful product that can undermine the health, wellbeing, and economic security of the Hume community. As a local government, and with gambling activities on Council owned or managed land, Hume City Council has both a responsibility and a role in preventing and reducing harm.
- 1.2 Gambling harm is shaped by social and economic factors and can lead to financial stress, poor mental health outcomes, family violence, and homelessness, impacting not only individuals but families and the broader community. Electronic Gaming Machines (EGMs) remain a major source of harm, especially in areas experiencing disadvantage. Growing online gambling and sports betting also pose new risks, particularly for younger residents.
- 1.3 This policy provides a clear framework for Council’s decisions, land use, partnerships, and advocacy. It reflects Council’s commitment to minimising gambling harm in line with legislation and community expectations.

2 Purpose

The purpose of this policy is to:

- 2.1 Articulate Council’s public health approach to gambling, and outline Council’s commitment to reducing the impacts of gambling harm on the Hume City community.
- 2.2 Establish a clear and consistent Council response to decision making on gambling related matters within Hume City, and, where appropriate, in other neighbouring municipalities.
- 2.3 Inform Council’s advocacy priorities on gambling reforms to achieve the best outcomes for local communities, particularly those most at risk of gambling related harms.
- 2.4 Strengthen partnerships and collaborations to effectively advocate for gambling reforms.
- 2.5 Align with Council’s Memorandum of Understandings (MOUs), partnership agreements, funding agreements and policies, including but not limited to, local planning policy on gaming (Hume Planning

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Scheme clause 52.28 Gaming), Lease and License Policy, Social Justice Charter 2021 and Council Plan 2025 – 2029.

- 2.6 Emphasise our role and duty of care as a local government in prioritising the safety and wellbeing of our residents and creating safe and inclusive environments free of harm.

3 Scope

- 3.1 EGMs remain the product which causes local communities the most gambling related harm. It is also the area where local government authorities have a regulatory and statutory mandate to consider applications for new, additional or amended EGM licenses.
- 3.2 Whilst EGMs remain the main focus, this policy also encompasses:
- a) Community education and engagement on the harms caused by gambling
 - b) Monitoring of gambling trends, specifically the increased prevalence of online gambling and sports betting
 - c) Advocacy for gambling reform
 - d) Work to provide safer and inclusive environments free from gambling harm

4 Objective

The policy seeks to:

- 4.1 Reduce gambling-related harm across the Hume City community: To minimise the negative health, social, and economic impacts of gambling on individuals, families, and the broader community through evidence-based prevention, education, and harm minimisation strategies.

5 Policy Implementation

Protecting Public Health:

Council will:

- 5.1.1 Identify opportunities to promote non-gambling social, leisure and entertainment venues and activities within Hume City as alternatives to gambling, with particular consideration for groups at risk of social isolation and those who may seek safe, welcoming spaces. Activities should reflect the diverse needs of different genders, age cohorts, and cultural backgrounds.

- 5.1.2 Promote partnerships with organisations, service providers and other

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agencies that improve community access to services, information and activities that address the impacts of gambling and improve community awareness of the harms associated with gambling.

- 5.1.3** Elevate the need for increased services to support communities affected by gambling harms, particularly in Hume City’s Growth Areas.
- 5.1.4** Continue to monitor evidence-based research on gambling and its effects on communities to support and strengthen its knowledge of effective practices to minimise gambling related harms.

5.2 Leadership and representation:

Council will:

- 5.2.1** Continue to recognise its role in reducing gambling harm by taking a proactive and longer-term policy approach to current and future gambling matters, especially matters that impact on Hume City’s communities most at risk of gambling harms.
- 5.2.2** Work closely with peak bodies and other community organisations in recognition of Council’s important role in the collective voice on the minimisation of gambling harms in Hume City and across Victoria.
- 5.2.3** Make submissions to State and Federal Government in response to calls for public comment on relevant gambling related matters.
- 5.2.4** Adequately resource Council responses to applications relating to all EGM matters, including representations at VGCC and VCAT Hearings, if, and when, required.
- 5.2.5** Avoid hosting any community activity, event, program or social outing in venues that have EGMs or gambling activities, unless there is no viable alternative.
- 5.2.6** Ensure the Hume Annual Community Grants program does not fund activities, programs or events that occur in venues that have EGMs or gambling activities.
- 5.2.7** Not support new or additional gambling-related advertising at Council owned or managed facilities.
- 5.2.8** Block and filter internet accounts across Council provided equipment and internet (WIFI) to ensure Council-owned devices are not being accessed for gambling activity at any Council facilities.
- 5.2.9** Support interested community groups/organisations/sports clubs to divest themselves of sponsorship, grants or in-kind support from EGM venues by providing advice and investigating alternative opportunities.

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5.3 Council’s regulatory and statutory response to electronic gaming machines:

Council will:

- 5.3.1** Undertake a Social and Economic Impact Assessment for each application that is referred by the VGCCC for new or amended EGM licenses in Hume City and assess each application on a case-by-case basis in accordance with this policy and its Local Planning Policy (Hume Planning Scheme clause 52.28 Gaming).
- 5.3.2** Review the provisions of the Schedule to Clause 52.28 as part of Council’s next Planning Scheme Review required under section 12B (l) of the Planning and Environment Act 1987, to make recommendations on the alignment between any gambling related policy and Council’s Planning Scheme.
- 5.3.3** Formulate an appropriate response to each formally notified gaming licence application in neighbouring Councils, when the assessed impacts (both positive and negative) of the application demonstrate that there will be a net detrimental impact on Hume residents.
- 5.3.4** In its capacity as landlord/licensor, pursue opportunities for divestment from EGMs with interested gaming venues located on Council owned or managed land. This will also be linked to Council’s advocacy for a sinking cap, to ensure that divested EGMs do not re-enter Hume City via a gaming application by another venue.
- 5.3.5** Ensure venues with EGMs located on Council-owned or managed land will be required to pay full market rent under all new or renewed lease agreements.
- 5.3.6** Require venues with EGMs located on Council owned or managed land to submit Council defined annual Community Value Statements under all new or renewed lease agreements.
- 5.3.7** Not support any gaming license application if Council’s Social and Economic Impact Assessment demonstrates that there will be a net detrimental impact on the local, surrounding or Hume City-wide communities.
- 5.3.8** Not support any referrals from the VGCCC which propose new gaming venues on Council owned or managed land, or any increase in EGMs at venues currently located on Council or Crown owned land.
- 5.3.9** Maintain independence from the gambling industry. Except where required by its role as landlord or licensor, Council will not offer or accept financial contributions, in-kind support, or grants from owners or operators of EGMs or other gambling-related entities. Additionally, Council will not promote community grants or initiatives sponsored by

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local EGM venues.

- 5.3.10** In its capacity as landlord/licensor, not consent to an increase in EGMs at venues on Council owned or managed land. Council will also include a prohibition of location and operation of EGMs in all future licenses/leases on Council owned or managed land, where a gaming venue does not currently exist.
- 5.3.11** Not support applications to change gaming venue operations (including, but not limited to, venue design, operating hours, machine configurations) if Social and Economic Impact Assessments or other assessments demonstrate that the proposed changes will have a net detrimental impact on the local, surrounding or Hume City-wide communities.
- 5.3.12** Formally notify the VGCCC of unrealised community benefits in Hume from gaming applications for their investigation and enforcement for compliance as contained in gaming applications and VGCCC Decisions, such as building works; donations/gifts/sponsorships; contributions towards activities, infrastructure, projects or programs and other listed community benefits as proposed by the applicant or decided upon by the VGCCC.
- 5.3.13** Notify the VGCCC if negative impacts from gaming applications are demonstrated to be notably greater than conveyed, such as the EGM losses in the first 12 months.
- 5.3.14** Actively monitor and manage all EGM venue signage to ensure compliance with the Planning and Environment Act and Gambling Regulations 2015.

5.4 Strengthening partnerships and advocacy:

Council will:

- 5.4.1** Continue to partner with community organisations, peak bodies and venue operators to support joint advocacy efforts to minimise risks and harms from gambling within the Hume City municipality and across Victoria.
- 5.4.2** Advocate for a reduction to Hume's current regional cap of 851 EGMs and will oppose any increase to that number or inappropriate relocation of existing machines to areas that are considered vulnerable, considering the Socio-Economic Indexes for Areas (SEIFA) index of disadvantage, and future population projections.
- 5.4.3** Continue to advocate and support the co-operative call on the Federal and State Governments for the regulatory and legislative reforms required to reduce gambling harm and provide greater protection by:
 - a) permanently reducing gaming room operating hours, with all gaming rooms to be closed between midnight and 10.00am

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- b) introduction of mandatory pre-commitment
- c) the redesign of gaming machines to reduce harm and addiction, including \$1 maximum per spin
- d) providing incentives to gaming venues to remove their machines
- e) eliminating sports betting advertising, particularly during the live viewing of sport
- f) addressing ease of access to online gambling apps and gambling advertising, especially the reduction and prevention of children’s exposure to gambling products, platforms and advertising.
- g) the reduction in the annual EGM losses and number of EGMs across Victoria, whilst retaining 50:50 split between hotels and clubs

5.4.4 Closely monitor Community Benefit Statements and Community Value Statements submitted by gaming venues to ensure accurate data is collected and used to advocate for greater direct benefits to local communities.

5.5 Building local responses to local issues:

Council will:

- 5.5.1** Promote, provide and partner on opportunities and initiatives for community and staff to learn about gambling losses, harms, prevention and help seeking, thereby building capacity to respond and advocate on local gambling matters in Hume City.
- 5.5.2** Partner, participate in, and/or support research efforts into the harms caused by gambling to inform local knowledge of its impacts, trends, and effective harm minimisation strategies and practices.
- 5.5.3** Provide public notice to the community when there is an application for new EGM licenses, an increase in or transfer of EGMs, consult where applicable and publish copies of all gambling related submissions it makes on Council’s website.
- 5.5.4** In partnership with local service providers, resource, promote and seek external funding for a range of non-gambling social, cultural and recreational programs and events as an alternative to gambling in Hume City, including targeted strategies for those most at risk.

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GAMBLING HARM POLCY

6 Definitions and Abbreviations

Term	Definition
EGMs:	Electronic Gaming Machines (EGMs), also referred to as gaming machines, pokies or poker machines.
Council	Council means Hume City Council, being a body constituted as a municipal Council under the Local Government Act 1989.
Gambling Harms:	Gambling harm describes any negative consequence or side effect that comes from gambling. It can range in severity from momentary feelings of guilt or regret right through to bankruptcy, broken relationships, mental ill-health or thoughts of suicide. The most obvious type of gambling harm is financial, but there are many others. These include relationship difficulties, health problems, emotional or psychological distress, issues with work or study, cultural stresses and criminal activity (Department of Health).
Gaming:	Gaming usually refers to a gambling activity that takes place on an EGM.
Gambling:	Gambling is defined in the <i>Gambling Regulation Act 2003</i> , (the Act) as an activity which includes: <ul style="list-style-type: none"> • a prize of money (or something of value) offered or won • a person paying (or staking) money or valuables to participate • an outcome involving chance, even if influenced by skill Gambling presents itself in a range of forms, such as Betting, Wagering, EGMs, Lotto, Scratchies, Dog and Horse Racing and TAB. Some of these forms of gambling such as commercial bingo (run for profit) have grown significantly due to their accessible platforms and online presence.
Gambling Losses	Refers to the total amount of money spent on gambling that is not returned to the participant in the form of winnings.

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Regional Caps:	Regional Caps have been created through Ministerial Orders by State Government to limit the number of EGMs within a municipality. Hume City has a Regional (Hume-wide) Cap of 851 EGMs, therefore Hume City cannot have more than 851 EGMs operating within the municipality until such time as the State Government changes it through a gazetted Ministerial Order.
Sinking Cap	Relates to the advocacy work for the automatic lowering of the Regional Cap in Hume City, if and when, EGMs are divested from Clubs.
VCAT:	Victorian Civil and Administrative Tribunal
VGCCC	Victorian Gambling and Casino Control Commission. Independent regulator of Victoria's gambling industry
Community Value Statements	Community Value Statements are annual reports, defined by Council and required under all new or renewed lease agreements for EGM venues located on Council-owned or managed land. They must demonstrate the real benefits and social impact delivered to the local community, including financial contributions, support for community groups, and activities that promote wellbeing. These statements aim to improve transparency and help Council assess how gaming venues contribute to or impact the community.

7 Related Documents

- 7.1 Hume City Council – Community Vision
- 7.2 Hume City Council – Council Plan (incorporating the Municipal Public Health and Wellbeing Plan)
- 7.3 Hume City Council – Hume Planning Scheme
- 7.4 Hume City Council – Social Justice Charter

Date Adopted	23 March 2026
Date Re-Adopted	
Review Date	November 2030

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Review Date:	November 2030		

REPORT NO:	8.3
REPORT TITLE:	Graffiti Management Policy
SOURCE:	Jeni Jackson, Acting Manager Sustainability, Climate and Waste
DIVISION:	Assets, Operations & Sustainability
FILE NO:	-
POLICY:	-
STRATEGIC OBJECTIVE:	SO1.3 Safe and well-maintained places
ATTACHMENT:	1. <i>Graffiti Management Policy</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 current Graffiti Management Policy was adopted by Council in April 2022.
- 1.2 At its meeting held on 24 November 2025, Council endorsed the Draft Graffiti Management Policy for community consultation.
- 1.3 Feedback from residents and stakeholders provided during the consultation process has been considered, with minor changes made to the Graffiti Management Policy.
- 1.4 This report presents the final Graffiti Management Policy (Attachment 1) for Council consideration and adoption.

2. RECOMMENDATION:

2.1 That Council

- 2.1.1 **Notes that the actions Council can take to remove or obliterate Graffiti are limited by the requirements of the Graffiti Prevention Act 2007.**
- 2.1.2 **Notes the level of concern regarding graffiti within the community.**
- 2.1.3 **Adopts the Graffiti Management Policy (Attachment 1) to take effect from 1 July 2026.**
- 2.1.4 **Refers the inclusion of additional resources to undertake a proactive graffiti management program (Option 2) to the 2026/27 budget development process for consideration. Noting that the annual operational cost for 2026/27 is an additional \$660,000 (ex. GST), with a further \$200,000 (ex. GST) of additional capital for the purchase of the required vehicles.**
- 2.1.5 **Notes this proactive approach would be trialed for an initial two-year period.**

REPORT NO: 8.3 (cont.)

3. LEGISLATIVE POWERS & POLICY CONTEXT:

3.1 Graffiti Prevention Act 2007

- 3.1.1 The *Graffiti Prevention Act 2007* provides the legislative framework within which Council and other key stakeholders can operate in relation to graffiti.
- 3.1.2 The *Graffiti Prevention Act 2007* does not impose a duty on Council to remove graffiti from private property; rather, graffiti removal is set out by Council’s own set of guidelines and policies.
- 3.1.3 The *Graffiti Prevention Act 2007*, provides a detailed process Council must follow to remove or obliterate graffiti on private property, including the process and required timelines for issuing a notice to receive consent for removal.

3.2 Fences Act 1968

- 3.2.1 The *Fences Act 1968* sets out the rights of landowners with respect to dividing fences. In most cases, a fence will be owned by the registered proprietor of the land.
 - (a) However, the meaning of ‘owner’ given by s 4(2)(c) of *the Fences Act 1968* specifically excludes a council in respect of land owned by the council for the purposes of a public park or reserve.
- 3.2.2 Accordingly, a fence bordering Council land is solely owned by the private landowner who owns the relevant ‘bordering’ land.

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;

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 The human rights relevant to this report are:
 - (a) Everyone is entitled to equal and effective protection against discrimination, and to enjoy their human rights without discrimination.
 - (b) Everyone has the right to freedom and safety.
 - (c) Right to freedom of expression
- 5.1.3 The above rights are not being limited by the recommended action in this Report, however it is noted the Right to freedom of expression may be limited in accordance with the Graffiti Prevention Act 2007.

REPORT NO: 8.3 (cont.)

5.2 GENDER EQUALITY ACT 2020

5.2.1 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:

- (a) Council undertakes the removal of private property graffiti that can be safely accessed from Council land on behalf of residents (with their consent) to address physical barriers.
- (b) Council offers two types of removal kits to remove graffiti from private property that cannot be accessed from Council land to address physical barriers. Noting this removal would not be undertaken by Council.
- (c) Council proactively patrols neighbourhoods for graffiti to reduce the time burden on the community to report it and/or the time burden to remove graffiti from their private property.

5.2.2 The updated Graffiti Management Policy includes these changes to ensure that it promotes gender equality and better and fairer outcomes for the public.

6. FINANCIAL & RESOURCE IMPLICATIONS:

6.1 Current State

6.1.1 At its meeting on 27 February 2023, Council awarded Contract 30 22 3397 for the Provision of Graffiti Vandalism Management Services to KleenIt Pty Ltd.

6.1.2 This contract includes weekly programmed attendance across locations in Hume, including skate parks, reserves, playgrounds, underpasses and public toilets, with the contractor removing any Graffiti from Council property. In addition, this contractor responds to reactive Graffiti removal requests.

6.1.3 The current annual cost of this service is approximately \$230,000 (incl. GST) per annum.

6.2 Future State

6.2.1 Increasing the graffiti removal service provided to include the removal of graffiti from private property that is visible from a public place, in particular fences bordering private property and Council land, will require additional resources.

6.2.2 Officers have assessed the resource impacts of the proposed policy changes, including increases in service provision and identified two options for Council consideration.

6.2.3 The table below summarises these options, alongside indicative resourcing and cost implications:

Item	Option 1	Option 2
Service Model	Reactive with expanded capacity to manage private property graffiti removals.	Proactive patrols with capacity to also manage community reports of graffiti on private property.
Additional FTE	2x Band 3 1x Band 5	4x Band 3 1x Band 5
Vehicles	+ 2	+ 4
Contractor costs	\$60,000 (excl. GST)	\$100,000 (excl. GST)

REPORT NO: 8.3 (cont.)

Total Operational Annual Cost	Estimate: Additional \$400,000 (excl. GST)	Estimate: Additional \$660,000 (excl. GST)
Capital (Fleet)	\$100,000 (excl. GST)	\$200,000 (excl. GST)
Benefits	Increased private property removals.	Faster removals, reduced reporting burden on community and blitz capabilities.
Limitations	No capacity for proactive patrols or blitzing areas.	Significantly higher cost.

6.2.4 Community consultation results show that 63% of respondents were very concerned about graffiti in Hume. Based on this feedback, officers consider Option 2 the preferred approach as it provides a proactive response to this community concern.

7. OPPORTUNITIES & RISKS:

7.1 Opportunities

- 7.1.1 Increasing Council’s level of service to, including through increased removal of graffiti on fences which adjoin Council reserves could enhance the amenity of Hume.
- 7.1.2 Officers’ recommendation to take a proactive approach to graffiti in Hume will improve presentation within areas heavily impacted by graffiti, enhancing community’s sense of safety.
- 7.1.3 Taking a proactive approach to identifying graffiti on public and private land will reduce the burden on community to report all instances of graffiti they observe.

7.2 Risks

- 7.2.1 Increasing the service level to undertake additional graffiti removal will increase the costs of delivering this service.
- 7.2.2 Maintaining a reactive service places the reporting burden on the community, who indicated through the survey that the volume of graffiti is too great for them to report individually.

8. COMMUNITY ENGAGEMENT:

- 8.1 The Draft Graffiti Management Policy was placed on public exhibition between 10 December 2025 and 5 February 2026 providing community members with an opportunity to review the draft and submit feedback for Council’s consideration.
 - 8.1.1 No feedback was received via Council’s Participate Hume page.
- 8.2 A community survey was sent out on 10 February 2026 to those who have reported graffiti to Council in the last 12 months.
 - 8.2.1 94 of 346 people completed the survey which officers consider to be a high response rate (27.2%). This was expected given the survey went to a group who we already know are interested in this topic.

REPORT NO: 8.3 (cont.)

- 8.3 The key themes emerging from the feedback included a high level of concern about graffiti (63% ‘very concerned’ and 25% being ‘concerned’), the view that Council should take responsibility for removing graffiti from private property, and the negative impact graffiti has on the city’s presentation.
- 8.3.1 33% of respondents had experienced graffiti on their private property.
- 8.3.2 Of those 33%:
- (i) 6% of respondents used Hume’s free graffiti removal kit to remove the graffiti on their property.
 - (ii) 48% of respondents prefer a paint voucher for cover up while 42% prefer a chemical-based graffiti removal kit.
 - (iii) 85% of respondents were happy to collect kits from a location in Sunbury, Coolaroo, Broadmeadows or Craigieburn.
- 8.3.3 95% of respondents confirmed that they would be likely or very likely to provide Council consent to remove graffiti from their private property if it can be accessed from Council land.
- 8.3.4 55% of respondents believe that businesses should contribute to the cost for Council to remove graffiti from their property either in part or in full. 39% of respondents believe that businesses should not have to cover the cost of Council removing graffiti from their property. While 7% believe businesses should be responsible for the removal itself.
- 8.3.5 The results of the community survey indicate that the community sentiment is that Council could be doing more about graffiti removal and there is a strong indication that the community would like to see Council remove graffiti from private property.
- 8.3.6 The currently low uptake of the free kits and the majority being willing to provide consent to Council to remove graffiti from their private property, indicates that the offering of free paint vouchers or chemical kits is not worthwhile.
- 8.4 Based on community responses, the following changes were made to the draft Policy:
- 8.4.1 Section 5.3.3.4 was amended to exclude the removal of graffiti from private property where entry onto private land is required. In such cases, free graffiti removal kits will be provided instead.
- 8.4.2 Section 5.3.3.5 was deleted. The offering of free graffiti removal kits and paint vouchers will now be limited to the scenario described in Section 5.3.3.4.

9. DISCUSSION:

9.1 Current Graffiti Management Policy (POL/172)

- 9.1.1 Council’s current Graffiti Management Policy (POL/172) was adopted by Council at its meeting on 26 April 2022.
- 9.1.2 Under the current Graffiti Management Policy, Council removes offensive graffiti from private property with owner consent. Consent is a requirement of the *Graffiti Prevention Act 2007*. Property owners/occupants have 28 days to respond to Council’s consent request.

REPORT NO: 8.3 (cont.)

9.2 Review of Current Graffiti Management Policy (POL/172)

9.2.1 At its meeting held on 24 November 2025, Council endorsed the Draft Graffiti Management Policy for community consultation.

9.3 Summary of final proposed Graffiti Management Policy

9.3.1 Amended timeframes for removing offensive graffiti (2 business days) and non-offensive graffiti (5 business days) from Council assets.

9.3.2 Detailed processes for private property removal, including consent requirements, notice periods, when Council cannot take action, and requirement for authorised officers.

9.3.3 Clarification on private fences adjoining Council land under the Fences Act 1968.

9.3.4 Subject to consent requirements, Council will remove graffiti from private property that is visible from public spaces. Noting Council can only remove graffiti from private property with owner consent, following strict processes under the Graffiti Prevention Act 2007. Two notice periods apply:

(i) 10 days when removal can occur from Council land;

(ii) 28 days when access to private land is required.

9.3.5 Council will only provide removal kits and/or paint vouchers to support residents in cases where Council does not receive consent to remove graffiti from private property.

9.3.6 Council will continue report graffiti on State/Federal/Utility-owned property to the relevant authority.

9.4 Resourcing – Option 1

9.4.1 Officers have considered Option 1 as a lower-cost alternative that would provide the resources needed to manage the expanded scope of graffiti removal from private property.

9.4.2 However, this option does not provide sufficient resources to support proactive patrols for graffiti on private or public property, though it would still result in a greater volume of graffiti being removed overall.

9.5 Resourcing – Option 2

9.5.1 Officers recommend proceeding with Option 2 based on strong community feedback that more action is needed, and that the volume of graffiti is too great for the community to reasonably report individually.

9.5.2 A review of graffiti reports from September 2022 to February 2026 was undertaken to identify the suburbs with the highest incidence of graffiti, comparing reporting rates alongside population data.

(a) Sunbury (887) and Craigieburn (848) had the highest numbers of graffiti reports, with Westmeadows (177), Attwood (83) and Broadmeadows (187) having high reporting rates as a percentage of population.

9.5.3 Officers would use this information and reporting statistics to provide focus areas for proactive inspection under Option 2.

REPORT NO: 8.3 (cont.)

10. CONCLUSION

- 10.1 The Graffiti Management Policy has been updated to reflect best practice, legislative requirements, the findings of the Gender Impact Assessment, and feedback received through community consultation.
- 10.2 Given strong community concern about graffiti and the limitations of the current reactive model, officers recommend adopting a proactive approach to graffiti management, supported by an additional five FTE, four operational vehicles and associated consumables.
- 10.3 This proactive model will improve visual amenity, strengthen community pride, and enhance perceptions of safety across Hume, while reducing the reporting burden on residents.
- 10.4 As immediate implementation would exceed current resource capacity, officers recommend the updated Policy take effect from 1 July 2026, allowing sufficient time to secure the required resources through the 2026/27 budget process.

Council Approved Policy

HUME CITY COUNCIL
**Graffiti
Management
Policy**

Policy reference No:	POL/172
File No:	HCC04/395
Strategic objective:	1.3 Safe and well-maintained places
Adopted by Council:	November 2011
Re-Adopted:	[TBC]
Date for review:	April 2029
Responsible officer:	Manager Sustainability, Climate and Waste
Department:	Sustainability, Climate and Waste

hume.vic.gov.au



GRAFFITI MANAGEMENT POLICY

1 Policy Statement

- 1.1 The Graffiti Management Policy has been developed to guide Council's response to graffiti in accordance with the requirements of the Graffiti Prevention Act 2007.

2 Purpose

- 2.1 The purpose of the Graffiti Management Policy is to:
- 2.1.1 Outline Council's role in managing Graffiti, including removal.
 - 2.1.2 Distinguish between offensive and non-offensive forms of Graffiti.

3 Scope

- 3.1 **In Scope**
- 3.1.1 This Policy relates to illegal Graffiti only.
- 3.2 **Out of Scope**
- 3.2.1 Public Art, including murals and street art, commissioned or authorised by Council is not covered under this policy and will be supported under the Art in Public Places Policy (POL/148).
 - 3.2.2 Graffiti on Private Property that is not visible from a Public Place.

4 Objective

- 4.1 Council recognises that Graffiti can contribute to poor visual amenity and negative perceptions of safety.
- 4.2 The objective of this policy is to minimise the negative impacts of illegal Graffiti and provide clarity on Council's approach to graffiti management, including removal.
- 4.3 The objective of the Graffiti Management Policy aligns to Council's Strategic Objective to be a liveable city of well designed and connected places (Council Plan 2025-2029).

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GRAFFITI MANAGEMENT POLICY

5 Policy Implementation

5.1 Community Education

- 5.1.1 Council will encourage the community to report graffiti to Council and other appropriate agencies by providing contact information and education programs.
- 5.1.2 Council will promote community pride messages and encourage the community to assist in the removal of graffiti.
- 5.1.3 Council will seek to undertake education programs within the community and schools to highlight the financial and emotional damage that results from Graffiti vandalism.
- 5.1.4 Council will provide education and information to residents, businesses, and property owners, on what to do if their property has Graffiti, including the most effective ways to remove Graffiti from their property.

5.2 Graffiti Prevention

- 5.2.1 Public Art
 - 5.2.1.1 Council recognises and values the contribution that residents and young people can make to the appearance of the municipality through community artworks in public spaces.
 - 5.2.1.2 Well delivered Public Art, including murals, can provide a sustainable approach to prevent Graffiti, improve amenity, strengthen community pride and improve local relationships (Community Crime Prevention Victoria).
 - 5.2.1.3 In accordance with Council's Art in Public Places Policy (POL/148), locations linked to public safety outcomes, including those subject to anti-social behaviour, repeated acts of Graffiti vandalism, and litter hot spots, are considered priority locations for Public Art.
- 5.2.2 Closed Circuit Television (CCTV) Camera Surveillance
 - 5.2.2.1 Council's CCTV Camera Policy (POL/256) identifies protecting Council assets from vandalism, Graffiti, and damage, and enhancing community safety and preventing crime as policy objectives.

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GRAFFITI MANAGEMENT POLICY

5.2.2.2 In accordance with the CCTV Camera Policy, the CCTV Steering Committee will base the decision to implement CCTV systems on the purpose and objectives of the Policy, taking into account all relevant material.

5.2.3 Public Lighting

5.2.3.1 Community Crime Prevention Victoria provides information on design principles which can help make public environments safer.

5.2.3.2 Community Crime Prevention Victoria states that potential offenders can be deterred through visibility and natural surveillance, provide spaces where activities can be easily seen.

5.2.3.3 Council's Public Lighting Policy (POL/276) provides a policy for the consistent approach in the provision of public lighting in streets and public places.

5.2.3.4 In accordance with the Public Lighting Policy, public lighting is only provided in certain locations and situations, and where possible is subject to approval through the Capital Works budget process or Council's Manager Assets.

5.2.4 Restricting access to large surfaces

5.2.4.1 Victoria Police provide tips to prevent Graffiti, including reducing access to large surfaces.

5.2.4.2 Victoria Police recommend:

- painting large surfaces, like walls, fences and garage doors, with an easy clean coating, including anti-Graffiti coatings.
- Install fences or planting of vegetation to make large surfaces difficult to access.
- Cover walls with textured or rough surface coatings.
- Painting of murals as this can deter tagging.

5.3 Graffiti Removal

5.3.1 Council-owned or managed property and assets

5.3.1.1 Council is responsible for the removal of Graffiti from

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its property and assets.

5.3.1.2 When notified of Offensive Graffiti on Council-owned or managed property and assets, Council will take action to have the Offensive Graffiti removed, obliterated, covered or otherwise obstructed from view within 2 business days of it being reported to Council.

5.3.1.3 When notified of non-offensive Graffiti on Council-owned or managed property and assets, Council will take action to have the Graffiti removed, obliterated, covered or otherwise obstructed from view within 5 business days of it being reported to Council.

5.3.2 State and/or Federal Government and/or Utilities property and assets, including public transportation assets and infrastructure

5.3.2.1 The managing authority is responsible for the removal of Graffiti from its property and assets.

5.3.2.2 When notified of Graffiti, including Offensive Graffiti, on property and assets not owned by Council, Council will report the Graffiti to the correct managing authority, requesting prompt removal.

5.3.3 Graffiti on private property

5.3.3.1 The removal of Graffiti, including Offensive Graffiti, from Private Property is primarily the responsibility of the property owner/occupier. If Graffiti on Private Property is reported to Council, it will seek to obtain approval from the property owner or occupier to remove the Graffiti. Such approval is subject to receipt of the required consent, in accordance with the Graffiti Prevention Act 2007.

5.3.3.2 In addition to 5.3.3.1, in accordance with the Graffiti Prevention Act 2007, Council cannot take any action to remove Graffiti, including Offensive Graffiti, from Private Property without first serving a Notice to the owner or occupier of the property, receiving permission or not receiving an objection within the required period.

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5.3.3.3 For clarity, the Fences Act 1968 sets out the rights of land owners with respect to dividing fences. The meaning of ‘owner’ given by s 4(2)(c) of the Fences Act specifically excludes a Council in respect of land owned by the council for the purposes of a public park or reserve. Accordingly, a fence bordering Council land is solely owned by the private land owner who owns the relevant ‘bordering’ land.

5.3.3.4 For removal or obliteration of Graffiti on Private Property, where the removal can be undertaken from Council owned or managed land:

- The Council must serve a Notice to the property owner or occupier at least ten (10) days before the action to remove or obliterate the Graffiti is proposed to be taken; and
- Council may take the action if the owner or occupier of the property - gives written consent, or does not object, in accordance with the notice, to the action being taken.
- There may be circumstances where the removal of Graffiti is not possible due to physical limitations to access the Graffiti, previous unsuccessful attempts to remove the Graffiti or other special circumstances.

5.3.3.5 For removal or obliteration of Graffiti on Private Property that is visible from a Public Place, including offensive graffiti, where the removal requires access to Private Property to undertake the removal:

- Council will issue a letter to the property owner / occupier within five (5) business days of becoming aware of the graffiti, requesting consent to enter the property to remove the graffiti.
- Council will authorise our graffiti removal contractor under the Graffiti Prevention Act 2007 to enter private property to remove graffiti that is visible from a Public Space.

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- Council will offer a free low toxicity removal kit, or paint kit, to aid the property owner/occupier with the removal of graffiti should they not consent to Council removing graffiti on their behalf. Kits will be made available for collection upon request.
- Council may provide guidance on how to remove or cover the graffiti.

6 Definitions and Abbreviations

- 6.1 Authorised Person(s)** means a person authorised under Section 19, of the Graffiti Prevention Act 2007.
- 6.2 Council** means Hume City Council.
- 6.3 Graffiti** is any writing, painting, poster or other defacement applied to any surface that is not readily removable by wiping with a dry cloth, without the prior consent of the owner.
- 6.4 Notice** means written correspondence as described in Section 18 of the Graffiti Prevention Act 2007.
- 6.5 Offensive Graffiti** is Graffiti that could be offensive to particular members of the general public or discriminates against any person or group. This may include any obscene, racist, political or religious words, symbols or illustrations.
- 6.6 Private Property** means property that is owned by an entity other than Council, or where Council is not the Committee of Management. For clarity, this includes fences adjoining Council owned or managed land, including where Council has contributed to the cost through Council's Half Cost Fencing Policy (POL/173) as per Fences Act 1968.
- 6.7 Public Art** means any deliberately commissioned, locally resonant artwork, in any medium and of any scale, situated in the public realm as described in Hume City Council's Art in Public Places Policy (POL/148).
- 6.8 Public Place** carries the same meaning as provided by the Summary Offences Act 1966.
- 6.9 Special Circumstances** carries the same meaning as provided by the Infringements Act 2006.

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GRAFFITI MANAGEMENT POLICY

7 Related Documents

7.1 Legislative

- 7.1.1 Graffiti Prevention Act 2007
- 7.1.2 Infringements Act 2006
- 7.1.3 Local Government Act 2020
- 7.1.4 Fences Act 1968
- 7.1.5 Summary Offences Act 1966

7.2 Policies

- 7.2.1 Art in Public Places Policy (POL/148)
- 7.2.2 CCTV Camera Policy (POL/256)
- 7.2.3 Half Cost Fencing Policy (POL/173)
- 7.2.4 Public Lighting Policy (POL/276)

7.3 Other supporting information

- 7.3.1 Corrections Victoria – Community Correctional Services
- 7.3.2 Victoria Police – Home and Property Safety: Prevent and remove graffiti
- 7.3.3 Community Crime Prevention Victoria – Fact Sheet: Delivering a public art or mural project to prevent graffiti vandalism

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REPORT NO:	8.4
REPORT TITLE:	Response to NOM 25/46 - Old Sydney Road - Road Upgrade
SOURCE:	Nick Varvaris, Assistant Manager Engineering
DIVISION:	Assets, Operations & Sustainability
FILE NO:	HCC25/688
POLICY:	-
STRATEGIC OBJECTIVE:	SO1.3 Safe and well-maintained places
ATTACHMENT:	1. <i>Old Sydney Road Locality 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 This report provides a response to Notice of Motion 25/46 raised by Cr Haddad on 25 August 2025 requesting *that Council:*
 - 1.1.1 *Note the funding received by Mitchell Shire Council to upgrade Old Sydney Road to the Hume City Council boundary*
 - 1.1.2 *Requests a report on the costs, timeframes and potential funding opportunities for Council to upgrade Old Sydney Road from the Hume City Council boundary to Donnybrook Road.*
- 1.2 This section of road, originally designed for low-volume rural traffic, is experiencing increased usage due to residential development and population growth. Its deteriorating condition poses safety risks and limits its functionality.
- 1.3 The proposed upgrade, estimated at \$12.6 million, would widen and strengthen the road pavement to accommodate current and future traffic volumes, and improve safety.
- 1.4 There is an opportunity for Council to seek up to \$5 million in external funding through the Safer Local Roads and Infrastructure Program and advocate for additional contributions from State and Federal Governments.

2. RECOMMENDATION:

That Council:

- 2.1 **Notes that no Council funding be allocated towards the Old Sydney Road – Road Upgrade project.**
- 2.2 **Writes to the State Minister for Roads and Road Safety and the State Member for Kalkallo requesting that the Victorian Government fund half of this project in recognition of the planning processes approved by the Victorian Government that has led to additional demand being placed on our local infrastructure – particularly when the residents of Hume City will not predominately benefit from these works.**
- 2.3 **Writes to the Federal Minister for Infrastructure, Transport, Regional Development and Local Government and Federal Member for Calwell to request funding for the other half of the project in line with the Federal Government’s commitment to Old Sydney Road north of the Hume City Council boundary.**

REPORT NO: 8.4 (cont.)

3. LEGISLATIVE POWERS & POLICY CONTEXT:

- 3.1 Council has the power under the Local Government Act 2020 to upgrade roads under its management and authority. Under the Road Management Act 2004, Council is the coordinating road authority and responsible road authority for this section of Old Sydney Road.

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 the municipal community is to be engaged in strategic planning and strategic decision making;
 - 4.1.5 innovation and continuous improvement is to be pursued;
 - 4.1.6 collaboration with other Councils and Governments and statutory bodies is to be sought;
 - 4.1.7 the ongoing financial viability of the Council is to be ensured;
 - 4.1.8 regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
 - 4.1.9 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 human rights relevant to this Report are:
- (a) Every person lawfully within Victoria has the right to move freely within Victoria and to enter and leave it and has the freedom to choose where to live.
 - (b) Every person has the right to life and has the right not to be arbitrarily deprived of life.
- 5.1.2 The above rights are not being limited by the recommended actions in this report.

5.2 GENDER EQUALITY ACT 2020

- 5.2.1 This report does not relate to development or review of a policy, program or service. Therefore, a Gender Impact Assessment was not required.

REPORT NO: 8.4 (cont.)

6. FINANCIAL & RESOURCE IMPLICATIONS:

- 6.1 Mitchell Shire Council has received a Federal Government funding commitment of \$45 million to upgrade 5.6 kilometres of their section of Old Sydney Road from the Hume City Council boundary to Camerons Lane in Beveridge with the following delivery schedule.
- 6.1.1 design and approvals 2025/26 and 2026/27
- 6.1.2 construction delivery 2027/28 and 2028/29
- 6.2 The road upgrade of Old Sydney Road to cater for low traffic volumes is currently listed in Council’s Capital Works Program with the following delivery schedule.
- 6.2.1 design and approvals 2027/28 \$121,665
- 6.2.2 construction delivery 2028/29 \$1,927,630
- 6.3 Traffic volumes have increased since the project was first listed in Council’s Capital Works Program. Additionally, there are projected significant increased traffic volumes generated from residential development within the Mitchell Shire Council. This has necessitated an increase in the road pavement that will be required to accommodate the traffic volumes. A stronger pavement to accommodate the additional traffic load will require increased thickness and different materials.
- 6.4 The estimated cost for upgrading Old Sydney Road to accommodate current and projected traffic volumes is \$12.6 million. The earliest possible delivery schedule, considering Council’s capacity, the SLRIP grant funding time frames and the timelines of Mitchell Shire Council section of Old Sydney Road, is proposed as follows:
- 6.4.1 Design and approvals 2026/27 \$200,000
- 6.4.2 Construction delivery 2027/28 \$3.4 million and 28/29 \$9 million.
- 6.5 Council could advocate directly with the State and Federal Government bodies to seek commitments for funding to fully cover the cost of the project.

7. OPPORTUNITIES & RISKS:

7.1 Risks

- 7.1.1 Council may not receive any external funding for the project.
- 7.1.2 Flora and fauna assessment, although unlikely, may lead to delays and additional unforeseen costs.
- 7.1.3 Cultural heritage assessment, although unlikely, may lead to delays and additional unforeseen costs.
- 7.1.4 If the road was not upgraded to the required standard the increased traffic volumes generated from residential developments within Mitchell Shire Council would lead to safety concerns raised by the community and regular on-going road maintenance.

7.2 Opportunities

- 7.2.1 Improve safety by widening the road to two lanes of traffic with sealed shoulders.
- 7.2.2 Improve safety by providing a smooth road surface.
- 7.2.3 Reduced maintenance costs.

REPORT NO: 8.4 (cont.)

8. COMMUNITY ENGAGEMENT:

- 8.1 Community engagement regarding the scope and delivery of the upgrade of Old Sydney Road will be undertaken through Council’s communication channels.
- 8.2 Engagement will occur during both the design and construction phases to ensure community concerns are addressed.

9. DISCUSSION:

9.1 Background

- 9.1.1 Council, at its meeting on 25 August 2025 resolved (NOM 25/46), *‘That Council:*
 - (a) *Note the funding received by Mitchell Shire Council to upgrade Old Sydney Road to the Hume City Council boundary*
 - (b) *Requests a report on the cost, timeframe and potential funding opportunities for Council to upgrade Old Sydney Road from the Hume City Council boundary to Donnybrook Road.*

9.2 Existing Road Conditions

- 9.2.1 Old Sydney Road runs within the municipalities of Hume City Council and Mitchell Shire Council through the Mickleham area (Hume), and through the Beverage and Wallan areas (Mitchell). Council’s section of Old Sydney Road from Donnybrook Road to the Gunns Gully Road border with Mitchell Shire Council extends for approximately 3 kilometres. Refer to Attachment 1 – Old Sydney Road Locality Plan.
- 9.2.2 As a low traffic rural road, the section of Old Sydney Road within Hume was only constructed wide enough for a single vehicle, with motorists needing to move two wheels onto the gravel shoulder when a vehicle comes the other way. To the north of the municipal boundary, the first approximately 4.5 kilometres in Mitchell Shire is currently gravel.
- 9.2.3 To improve safety and reduce ongoing maintenance costs, approximately \$2 million was allocated in Council’s 2028/29 Capital Works Program to undertake rehabilitation works. This consists of resurfacing the existing pavement with a spray seal and upgrading of the gravel road shoulders. This treatment was proposed before officers were aware of the extent of upgrade to the section of the road north of Hume’s boundary. Given the increase in traffic that is now anticipated, this treatment would not be appropriate. It would likely have a very short lifespan and would therefore not be cost effective.

9.3 Traffic Volumes

- 9.3.1 Recent traffic surveys undertaken in August 2025 reveal that the current daily traffic volume on Old Sydney Road, north of Donnybrook Road, is 1,100 vehicles with 30% being classified as heavy vehicles.
- 9.3.2 Growth from residential development over the next 10 years, particularly within Mitchell Shire Council, is projected to progressively increase the daily traffic on Old Sydney Road to 10,000 vehicles per day.
- 9.3.3 Additionally, Old Sydney Road functions as a key diversion route during incidents on the Hume Freeway, and from time to time experiences a sharp increase in traffic volumes, as well as providing a route for emergency vehicles.

REPORT NO: 8.4 (cont.)

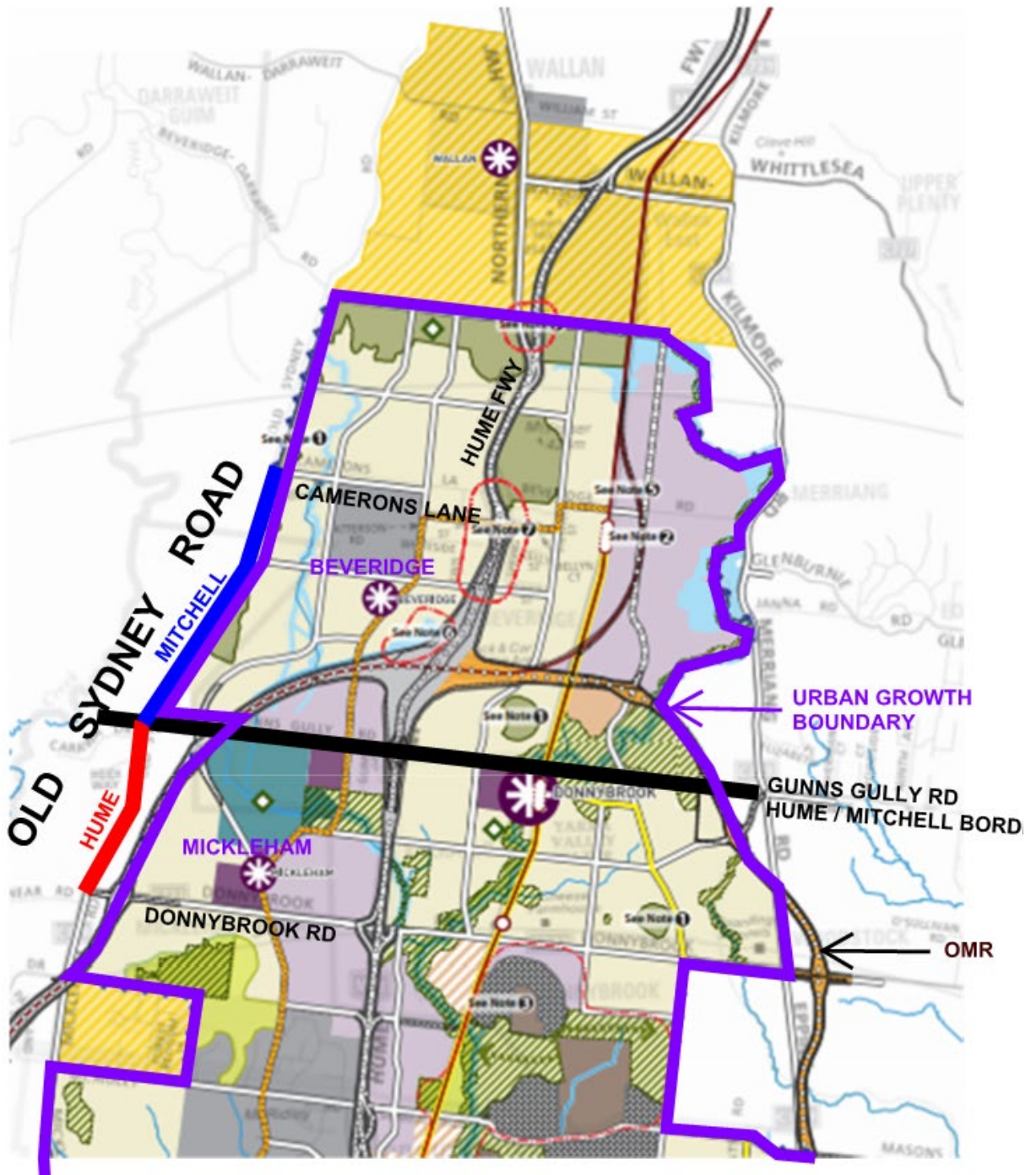
9.4 Analysis

- 9.4.1 In early 2025, the Federal Government committed \$45 million to seal and upgrade a 5.6 kilometre stretch of Old Sydney Road within the Mitchell Shire Council from the Mitchell/Hume border to Camerons Lane in Beveridge. While this improvement is welcomed, it will make Old Sydney Road a much more attractive route for traffic from Beveridge and Wallan seeking to avoid congestion on other routes such as the Hume Freeway. This will highlight the need for more substantial work on the Hume section of the road.
- 9.4.2 The Federal Government funding for the project was sought on the back of the Victorian Government’s approval of multiple Precinct Structure Plans for Mitchell Shire Council.
- 9.4.3 The overwhelming majority of the beneficiaries of the upgrade to our section of Old Sydney Road will be the residents of Mitchell Shire Council who will use the road and Mickleham Road as an alternative north-south connection from their communities.
- 9.4.4 Australian rural road guidelines indicate that traffic volumes over 150 vehicle per day require two traffic lanes. Council’s current Capital Works Project proposes to rehabilitate the existing pavement. However, the current and projected traffic volumes require the road to be widened and the pavement to be strengthened.
- 9.4.5 The proposal for Council’s 3 kilometre length of Old Sydney Road is as follows.
- (a) Widen the road from a 4-5 metre sealed pavement with 1 metre crush rock shoulders, to a 7 metre wide sealed pavement to accommodate two traffic lanes with 2 metre sealed shoulders.
 - (b) Upgrade the existing spray sealed pavement to a heavy-duty pavement with sealed shoulders to accommodate the current and proposed traffic volumes.
- 9.4.6 Upgrading the road to a higher standard and aligning with Mitchell Shire Council works offers the best outcome for safety, efficiency, maintenance costs and long-term sustainability.

10. CONCLUSION

- 10.1 Upgrading Old Sydney Road is required to address current safety risks, accommodate future traffic growth, and support regional development. The road’s poor condition and increased usage require road widening and pavement strengthening to ensure safe and reliable traffic movement.
- 10.2 The proposed works align with Council’s strategic objectives and offer long-term benefits, including safety, reduced maintenance costs and improved connectivity. Coordinating with Mitchell Shire Council will maximise efficiency and benefit the community.
- 10.3 Funding for the delivery of Council’s section of the road should be sought from both Federal and State governments.

ATTACHMENT 1 – OLD SYDNEY ROAD LOCALITY PLAN



REPORT NO:	8.5
REPORT TITLE:	Response to NOM25/58 - Best Kept Community Awards
SOURCE:	Jeni Jackson, Acting Manager Sustainability, Climate and Waste
DIVISION:	Assets, Operations & Sustainability
FILE NO:	-
POLICY:	-
STRATEGIC OBJECTIVE:	SO1.3 Safe and well-maintained places
ATTACHMENT:	1. <i>Proposal - 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 At its meeting held on 27 October 2025 Council carried Notice of Motion 25/58 from Councillor Kurt, recommending:

That Council:

1. Investigate the establishment of a Best Kept Street and/or Best Kept Neighbourhood Program to recognise and reward residents, community groups, traders, and businesses who contribute to maintaining clean, attractive, and vibrant local streets and neighbourhoods.

2. Explore opportunities to partner with national and state organisations, such as Keep Australia Beautiful, and relevant professional bodies including landscape, heritage, and housing design associations, to assist with the development, judging, and promotion of the program.

3. Develop a framework that includes:

3.1 An annual awards structure celebrating excellence in neighbourhood presentation and community pride;

3.2 The installation of citation signposts or plaques (e.g. “Best Kept Street 2026” or “Beautiful Neighbourhood Award Winner”) in winning locations;

3.3 An independent Judging Panel comprised of external experts and Council representatives;

3.4 A high-profile community event to showcase and celebrate the winners, featuring ambassadors and media promotion.

4. Provide presentation and report for Council outlining the proposed program design, judging criteria, partnership opportunities, award categories, implementation plan, estimated costs, and potential sponsorship options.

5. Requests officers to provide details on external funding opportunities that could support the delivery of this initiative.

- 1.2 This report is provided in response to Notice of Motion 25/58.

REPORT NO: 8.5 (cont.)

2. RECOMMENDATION:

That Council:

- 2.1 Notes the information contained within this report.
- 2.2 Refers the establishment of this awards program to the 2026/27 budget planning process for consideration, noting the funding required in 2026/27 is estimated to be \$82,000.
- 2.3 Notes this funding requirement could be reduced by varying the proposed judging panel.
- 2.4 Endorses this award program be named the Keep Hume Clean Awards.

3. LEGISLATIVE POWERS & POLICY CONTEXT:

- 3.1 Local Government Act 2020 (section 9), requires Council to give effect to the overarching governance principles, including the promotion of the economic, social and environmental sustainability of the municipal district.

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;
- 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 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 The Human Rights relevant to this Report are:
 - (a) Right to privacy and reputation (section 13)
 - (b) Right to the freedom of expression (section 15)
 - (c) Right to take part in public life (section 18)
 - (d) Property Rights (section 20)
- 5.1.3 The above rights are not being limited by the recommended action in this Report.

REPORT NO: 8.5 (cont.)

5.2 GENDER EQUALITY ACT 2020

5.2.1 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. Offer a short and simple nomination process (e.g. phone-in nominations, assisted nominations at libraries).
2. Encourage diverse participation options (e.g. youth, sports clubs, religious groups, business) and categories so work is not defaulted to women undertaking unpaid domestic work and there are participation options that allow for competitive outcomes with no advantage.
3. Feature men, women, and gender-diverse people equally in promotional materials and ensure communications avoid assumptions that household presentation is “women’s work.” Also consider translating communications.

5.2.2 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 Officers were unable to identify any external funding opportunities that could support the delivery of the Best Kept Community Awards program.

6.2 Based on the estimated requirements of this program, there is insufficient capacity to deliver this within the existing allocated resources. Officers have sought partnership with Keep Australia Beautiful Victoria who would assist to administer the program. Their partnership proposal is included in Confidential Attachment 1.

6.3 Approximate costs of a standalone Best Kept Awards program, allowing for up to eleven award categories:

Development, administration and delivery of awards program	
Design, set-up, judging process, administration	\$35,000
Marketing/promotion	\$ 2,500
Judging panel	
Celebrity judge A	\$15,000
Celebrity judge B	\$10,000
Industry expert	\$ 5,000
Internal staff	No cost
Awards ceremony (up to 200 people)	
Venue hire	\$ 2,000
Catering package (\$40 per head)	\$ 8,000
Prizes	
Certificates for all nominees	\$ 500
Printing and installation of signs	\$ 1,000
Gift packages for finalists (\$100 each)	\$ 1,000
Prizes	\$ 2,000
Estimated total cost	\$82,000

REPORT NO: 8.5 (cont.)

- 6.4 Should Council wish to proceed with the implementation of the Best Kept Community Awards program, Officers would approach businesses with a local presence, to explore sponsorships, donations, or in-kind support to contribute towards the delivery of this program. As the quantum of this is unknown, it has been excluded from all calculations into the cost of delivering this program.

7. OPPORTUNITIES & RISKS:

7.1 OPPORTUNITIES

- 7.1.1 Creating positive social norms of enhanced neighbourhood amenity by recognising and rewarding positive behaviours.
- (a) Social norms are shared expectations that guide how people behave within a society or group. They form an often-unnoticed framework for what is considered acceptable behaviour. Even though people may not consciously think about them, social norms strongly influence daily decisions and interactions. Promotion of positive behaviours is aligned to Council’s existing Keep Hume Clean campaign.
- 7.1.2 Opportunity to showcase the best of Hume.
- (a) Hume City Council has high levels of socio-economic disadvantage. As a result, a number of suburbs across Hume have negative reputations. Having an awards program that showcases some of the well-maintained gardens, properties, and premises across Hume will help to positively promote our community.

7.2 RISKS

- 7.2.1 Lack of participation
- (a) The success of the awards program will depend on community interest and nominations. Having adequate promotion and prizes will be important to attract sufficient participation.
- 7.2.2 No measurable improvement on amenity
- (a) These awards are intended to promote and reward positive amenity behaviours. There is a risk that only residents who are already undertaking these behaviours will participate, with no additional residents modifying their behaviours.
- 7.2.3 High costs
- (a) At an estimated cost of \$82,000 in year one and an unknown level of participation, this program could have a high cost-per-participant. At this cost, alternative programs, such as grants to support the intended outcomes of the awards program may increase the broader community benefit.

8. COMMUNITY ENGAGEMENT:

- 8.1 No community consultation was undertaken to inform the information or recommendations contained within this report.

REPORT NO: 8.5 (cont.)

- 8.2 Should Council wish to proceed with the Best Kept Street Awards program, Officers recommend undertaking a survey at the conclusion of the first year to understand any improvements or changes required, should the program continue.

9. DISCUSSION:

BACKGROUND

9.1 Notice of Motion 25/58

9.1.1 As detailed in section 1,1, at its meeting held on 27 October 2025 Council carried Notice of Motion 25/58 from Councillor Kurt.

9.1.2 In speaking to this Notice of Motion, Councillor Naim Kurt noted that waste and amenity are major issues across Hume, and the subject of many complaints. Cr Kurt acknowledged Council spends over \$5M annually on illegally dumped waste. Cr Kurt stated that enforcement alone is not sufficient, and that it is time to reward and recognise residents that are going “above and beyond” to keep their streets “clean, green and welcoming”.

9.2 Existing Hume Community Awards program

9.2.1 The Hume Community Awards are an annual recognition program designed to celebrate and honour individuals within the community who have made outstanding contributions. These awards aim to highlight and appreciate a diverse range of achievements that positively impact the social, cultural, environmental, and many more aspects of Hume City.

9.2.2 The Hume Community Awards are well established, with approximately 150 nominations across the 8 award categories last year.

9.2.3 Officers consider there to be a potential opportunity to add an amenity aligned category to the existing Hume Community Awards program. However, it is Officers understanding that this Notice of Motion is specifically seeking to establish a standalone awards program, targeting amenity, outside of this existing awards program.

9.3 Other similar award and competition programs

9.3.1 Officers identified a number of other local governments across Australia, and internationally, who have award programs similar to those described within this Notice of Motion. Noting, these competitions, or awards, are often focused on gardening.

9.3.2 The frequencies of these competitions vary by location, with some operating on an annual basis, with other biennially and triennially.

9.3.3 Award categories, prizes and sponsorships vary by locality.

PARTNERSHIP OPPORTUNITIES

9.4 Establishing an awards program takes considerable time and resources as the processes, procedures, governance, communications and promotions all require development.

9.4.1 Officers have considered their ability to deliver the proposed Best Kept Community Awards and consider there are insufficient resources and the required expertise to deliver a successful program, particularly in the establishment year.

REPORT NO: 8.5 (cont.)

9.5 For over 40 years, Keep Australia Beautiful Victoria (KABV) has been developing and delivering the Tidy Towns and Cities Sustainability Awards. KABV have the existing expertise to assist Council to establish and administer a successful program.

9.5.1 Officers contacted KABV regarding a partnership approach for the Best Kept Community Awards. This partnership proposal is provided in Confidential Attachment 1.

PROPOSED AWARD STRUCTURE

9.6 Potential Award Categories

9.6.1 Should Council decide to proceed with the Best Kept Awards program, the award categories, names and criteria would be finalised in conjunction with any proposed partners or sponsors.

9.6.2 Officers believe there could be up to five award categories, to recognise different types of contributions, such as separate categories for businesses/commercial entities and/or schools.

9.6.3 These categories would focus on contributions made by individuals or groups across the municipality to enhance amenity, and for having the ‘best kept street/neighbourhood’.

9.7 Judging panel and method

9.7.1 In accordance with the Notice of Motion, Officers have investigated opportunities to have celebrity and/or expert judges on the panel.

9.7.2 Generally, celebrity judges will need to be arranged by the relevant celebrity agent / management company. The costs are generally based on time commitment; however, the popularity of the celebrity is also a factor in the cost.

9.7.3 Expert judges will often need to be compensated for their time, and any travel or related expenses. Officers understand, some expert judges may also seek donations to particular causes to support their participation.

9.7.4 Officers would seek to leverage any existing contacts to secure celebrity judges and/or experts, which will also assist with the promotion of the awards program.

9.7.5 The proposed budget includes \$30,000 towards the costs of securing these resources.

9.8 Award ceremony

9.8.1 Officers propose the award ceremony would be held at Town Hall Broadmeadows, with a formal event including all finalists, guests and judges.

9.8.2 Subject to capacity and interest, invites could be extended to all award nominees.

9.9 Award Prizes

9.9.1 Provision of prizes will be important for the promotion of these awards and to attract nominations.

9.9.2 The proposed prizes budget (\$4,500) allows for printing of certificates for all award nominees, gifts for all finalists and prizes for all winners, including signs.

REPORT NO: 8.5 (cont.)

- 9.9.3 Should this award program proceed, Officers will seek sponsorship from businesses with a local presence, and businesses with aligned products and services, to increase the prize pool available.

10. CONCLUSION

- 10.1 The establishment of an annual awards program which showcases positive community contributions to neighbourhood amenity could have benefits in creating positive social norms.
- 10.2 Whilst the anticipated investment is high, Council spends considerable funds annually on addressing illegally dumped rubbish. Creating positive social norms around neighbourhood amenity, could reduce illegally dumped rubbish, making this a worthwhile investment.
- 10.3 Officers believe these awards should be titled, Keep Hume Clean awards, to align to existing branding and messaging within the community.

REPORT NO:	8.6
REPORT TITLE:	Correspondence received from or sent to Government Ministers or Members of Parliament - February 2026
SOURCE:	Joel Kimber, Head of Government Relations & Advocacy
DIVISION:	Office Of The CEO
FILE NO:	HCC04/13
POLICY:	-
STRATEGIC OBJECTIVE:	SO4.2 An organisation that demonstrates leadership and strong advocacy.
ATTACHMENTS:	<ol style="list-style-type: none">1. <i>Request for meeting</i>2. <i>Request for meeting</i>3. <i>Wildlife Corridors</i>4. <i>Pick My Park</i>5. <i>Housing Targets</i>6. <i>Thanks for visit to Tullamarine</i>7. <i>Access to school facilities for community use</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 a summary of correspondence relating to Council resolutions or correspondence that is considered to be of interest to Councilors received from or sent to State and Federal Government Ministers and Members of Parliament in February 2026.

2. RECOMMENDATION:

2.1 That Council:

2.1.1 **Notes this report on correspondence received from or sent to Government Ministers or Members of Parliament in February 2026.**

3. LEGISLATIVE POWERS & POLICY CONTEXT:

Local Government Act 2020.

4. OVERARCHING GOVERNANCE PRINCIPLES:

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

- Council decisions are to be made and actions taken in accordance with the relevant law;
- priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- collaboration with other Councils and Governments and statutory bodies is to be sought;

REPORT NO: 8.6 (cont.)

- the ongoing financial viability of the Council is to be ensured;
- regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- 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 human rights relevant to this Report are:

- (a) Every person has the right to freedom of thought, conscience, religion and belief,
- (b) Every person has the right to freedom of expression which includes the freedom to seek, receive and impart information and ideas of all kinds, whether within or outside Victoria
- (c) Every person has the right of peaceful assembly.
- (d) Every person in Victoria has the right, and is to have the opportunity, without discrimination, to participate in the conduct of public affairs, directly or through freely chosen representatives.

5.1.2 The above rights are not 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 Required resources in implementing the recommendations of this report will be allocated from within Council’s operational budget.

7. OPPORTUNITIES & RISKS:

7.1 Written correspondence to and from Council to Members of Parliament and Ministers provides avenues for advocating on behalf of our residents, celebrating acknowledgement or seeking additional information.

7.2 It is important to note that the efficacy of written correspondence is subjective. Large amounts of correspondence to Ministers or Local Members of Parliament whilst Council is engaging with these Government representatives on other matters, has the potential to distort Council’s messaging on the issues or projects that are most important to our community.

8. COMMUNITY ENGAGEMENT:

8.1 This report does not propose any future community engagement. Some of the issues/projects outlined in this report have been part of previous community engagement.

9. DISCUSSION:

REPORT NO: 8.6 (cont.)

- 9.1 Council actively engages with State and Federal Government Ministers and Members of Parliament through a variety of means. This includes regularly scheduled meetings, hosting Ministerial events and sending written correspondence.
- 9.2 This report contains evidence of that written correspondence registered in Council’s record keeping system in February 2026.
- 9.3 This correspondence is themed under the following:
 - 9.3.1 Council Advocacy Priorities (Table 1)
 - 9.3.2 Council Decisions (Table 2)
 - 9.3.3 Grant Opportunities (Table 3)
 - 9.3.4 Other (Table 4)

TABLE 1 – Council Advocacy Priorities

Subject	Council Meeting Reference	Minister or Member of Parliament	ATTACHMENT #
Request for meeting		Minister for Infrastructure, Transport, Regional Development and Local Government	1
Request for meeting		Minister for the Environment and Water	2

TABLE 2 – Council Decisions

Subject	Council Meeting Reference	Minister or Member of Parliament	ATTACHMENT #
Wildlife Corridors	NOM25/65	Minister for Planning	3

TABLE 3 – Grant Opportunities

Subject	Council Meeting Reference	Minister or Member of Parliament	ATTACHMENT #
Pick My Park		Minister for Development Victoria and Precincts	4

TABLE 4 – Other

Subject	Council Meeting Reference	Minister or Member of Parliament	ATTACHMENT #
Housing target implementation and Planning Scheme Review		State Minister for Planning	5
Thanks for visit to Tullamarine		Deputy Premier	6
Access to school facilities for community use		Minister for Education	7

10. CONCLUSION

REPORT NO: 8.6 (cont.)

- 10.1 Written correspondence is an example of how we engage with State and Federal Government Ministers and our Local Members of Parliament.
- 10.2 It forms part of a holistic approach to advocacy and needs to be considered to ensure that Council utilise written correspondence in the most strategic and effective way

– OFFICE OF THE MAYOR –



Our File: HCC21/850
Enquiries: Joel Kimber
Telephone: 9205 2200

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

Wednesday 11 February 2026

The Hon Catherine King MP
Minister for Infrastructure, Transport, Regional Development and Local Government
PO Box 6022
House of Representatives
Parliament House
Canberra ACT 2600

Via Email: Minister.King@mo.infrastructure.gov.au

Dear Minister,

RE: REQUEST FOR A MEETING WITH HUME CITY COUNCIL

On behalf of Hume City Council, I am writing to seek a meeting to discuss a number of key projects that are being delivered in our municipality to enhance livability, safety and economic productivity in Melbourne’s northern growth corridor.

Council would value an opportunity to speak with you about the status of the Donnybrook Road Upgrade, Mickleham Road Upgrade, Northern Rail Plan and Council’s Urban Precinct and Partnership Program projects in Broadmeadows and Cloverton.

These projects have all been funded between the Commonwealth and the Victorian Government or Council as evidence of the importance of partnerships in delivering the vital infrastructure growing communities like Hume City needs.

Council representatives will be in Canberra from 23-25 June 2026. To convene a mutually convenient time to meet and discuss these matters please contact Lisa Blaney, EA to Council on [REDACTED] or [REDACTED]

If you have any questions with respect to this information, please contact Joel Kimber, Head of Government Relations and Advocacy on [REDACTED] or [REDACTED]

We look forward to the opportunity to discuss these important projects with you.

Yours sincerely,

A handwritten signature in black ink that reads 'Carly Moore'.

**CR CARLY MOORE
MAYOR**

[CC: Rob Mitchell MP, Federal Member for McEwen
Basem Abdo MP, Federal Member for Calwell]

– OFFICE OF THE MAYOR –

Our File: HCC21/850
Enquiries: Joel Kimber
Telephone: 9205 2200



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

Wednesday 11 February 2026

The Hon Murray Watt MP
Minister for the Environment and Water
PO Box 6100
The Senate
Parliament House
Canberra ACT 2600

Via Email: minister.watt@dcceew.gov.au

Dear Minister,

RE: REQUEST FOR A MEETING WITH HUME CITY COUNCIL

On behalf of Hume City Council, I am writing to seek a meeting to discuss the Commonwealth's instigation of Environment Protection Australia – a key milestone in the Government's role protecting and restoring our nations environmental assets.

Council's interest in this agency stems from what has become a blight in local communities right across the country – illegal rubbish dumping.

Illegal dumping remains a persistent problem in our community, costing Council and ratepayers up to \$5 million annually in clean-up costs. Our local Members of Parliament see the impact this has on our communities daily.

Council believes that the Commonwealth can play a role in supporting state agencies in helping stamp out this scourge in towns and cities right across Australia so we would value an opportunity to provide our thoughts on this matter.

Council representatives will be in Canberra from 23-25 June 2026. To convene a mutually convenient time to meet and discuss these matters please contact Lisa Blaney, EA to Council on [REDACTED] or [REDACTED]

If you have any questions with respect to this information, please contact Joel Kimber, Head of Government Relations and Advocacy on [REDACTED] or [REDACTED]

We look forward to the opportunity to discuss this important matter with you.

Yours sincerely,

A handwritten signature in cursive script that reads 'Moore'.

**CR CARLY MOORE
MAYOR**

CC: Basem Abdo MP, Federal Member for Calwell, Jo Briskey MP, Federal Member for Maribyrnong, Rob Mitchell, MP, Federal Member for McEwan, The Hon Andrew Giles MP, Federal Member for Scullin, The Hon Sam Rae MP, Federal Member for Hawke



The Hon Sonya Kilkeny MP

Minister for Planning

GPO Box 4356
Melbourne, Victoria 3001 Australia

Ref: CMIN-1-26-66

Cr Carly Moore
Mayor
Hume City Council
PO Box 119
DALLAS VIC 3047
carlym@hume.vic.gov.au

Dear Mayor

Thank you for your letter of 29 December 2025 about wildlife corridors for yet to be developed areas. I acknowledge council’s concerns about the potential impact of urban development on wildlife.

State planning policies and strategies provide for the consideration and protection of biodiversity and natural habitat, including wildlife corridors, in planning decisions. Clause 11.03-2S of all Victorian planning schemes encourages the development of plans for growth areas that identifies the location of open space to be retained for biodiversity protection purposes. Additionally, Clause 12.01-1S promotes the identification, protection and management of important areas of biodiversity and re-establishment of links between important areas of biodiversity.

The *Precinct Structure Planning Guidelines: New Communities in Victoria* (Victorian Planning Authority, October 2021) provides the framework for preparing Precinct Structure Plans (PSPs). Part 3 of the guidelines requires planning authorities to consider the preservation and enhancement of biodiversity features during the preparation of PSPs. This provides councils with an opportunity to consider wildlife corridors in the planning of new communities.

Whilst there are no plans to implement a Wildlife Corridor Overlay, existing planning tools such as the Environmental Significance Overlay can be used to identify areas where native fauna and habitat support biodiversity and should be protected. I encourage Hume City Council to review its current overlays, and to initiate a planning scheme amendment should council identify gaps or opportunities to enhance the protection of native fauna.



I trust this information is of use. Thank you again for raising this matter.

Yours sincerely



The Hon Sonya Kilkenny MP
Minister for Planning

Date: 19-2-2026



Hon Harriet Shing MP

Minister for the Suburban Rail Loop
 Minister for Housing and Building
 Minister for Development Victoria and Precincts

PO Box 2392
 Melbourne, Victoria 3001 Australia

Ref: BMIN-1-25-5588

Sheena Frost
 Chief Executive Officer
 Hume City Council
 1079 Pascoe Vale Rd
 BROADMEADOWS VICTORIA 3047

Via email: sheenaf@hume.vic.gov.au

Re: Grants totalling \$1,120,488 to Hume City Council for five Pick My Park projects

Dear Sheena

Thank you for Hume City Council’s recent applications to the Pick My Park program. Pick My Park delivers funding for much needed new and updated community open space infrastructure for areas facing increased housing growth.

We received many quality submissions that met the program criteria and which we were able to accommodate within the available funding. Therefore, there was no need to run a voting process in this instance, and I have decided to immediately approve these grants.

On the advice of the Department of Transport and Planning (DTP), and subject to the terms of this letter, I am pleased to advise that I have approved the allocation of \$1,120,488 (exclusive of GST) to Hume City Council for the following five projects:

	Project Name	Funding allocation (up to)
1	Carrick-Elmhurst Reserve New Park	\$250,000
2	Gladstone Park Reserve Upgrade	\$250,000
3	Hillcrest Drive Reserve Upgrade	\$120,488
4	Johnstone Park Reserve Upgrade	\$250,000
5	Laura Douglas Reserve Upgrade	\$250,000
	Total	\$1,120,488

Congratulations on your successful applications to Pick My Park Round 1. Agreements will be prepared by DTP outlining the conditions under which the funding is able to be granted.

As outlined in the Program Guidelines, Pick My Park projects must be completed within 24 months of the execution of the grant agreement.



Please note that, unless and until a formal agreement is signed by the parties, there is no binding agreement between the State and Hume City Council for the grant, the offer to allocate the grant may be revoked for any reason by the State, and Hume City Council may not be notified of the reason.

The Department requires Hume City Council to keep the contents of this letter confidential until an agreement has been executed and the funding formally announced by the Victorian Government.

Further funding will be available for a second round of the Pick My Park program, which is planned to include public voting. In response to stakeholder feedback, I have also expanded eligibility to include all of Melbourne’s 32 municipalities, as well as the existing eligible areas of Bendigo, Ballarat and Geelong. For further details, please refer to the updated Pick My Park Program Guidelines – Round 2 available at www.planning.vic.gov.au/pickmypark.


Applications for Pick My Park Round 2 will open on Thursday 19 February 2026 and close at 4pm on Thursday 2 April 2026.

I encourage you to submit further project proposals that align with the themes elicited from the Pick My Park community survey conducted in mid-2025, or feedback gained through other forms of community engagement.

If you need any assistance, please contact the Pick My Park program team at pickmypark@transport.vic.gov.au.

On behalf of the Victorian Government, I look forward to following the progress of your projects and the broader benefits it will deliver to local communities.

Yours sincerely



Hon Harriet Shing MP
Minister for the Suburban Rail Loop
Minister for Housing and Building
Minister for Development Victoria and Precincts

Date: 10/2/26

CC: pickmypark@transport.vic.gov.au



The Hon Sonya Kilkenny MP

Attorney-General
Minister for Planning

GPO Box 4356
Melbourne, Victoria 3001 Australia

Ref: BMIN-1-25-4351

Cr Carly Moore
Mayor
Hume City Council
1079 Pascoe Vale Road
BROADMEADOWS VIC 3047
CarlyM@hume.vic.gov.au

Dear Mayor

HOUSING TARGET IMPLEMENTATION AND PLANNING SCHEME REVIEW

I am writing to provide an update on how the Victorian Government is supporting councils to measure and reach your housing targets and deliver on your obligations under the *Planning and Environment Act 1987*.

Housing targets for a liveable Victoria

Housing targets are crucial for housing affordability and choice. They ensure we can build enough homes in the right places to meet the needs of Victorians. We recently implemented *Plan for Victoria’s* housing targets into the Planning Policy Framework (VC283). Updates to Clause 11 (Settlement) and Clause 16 (Housing) give effect to Action 1 of *Plan for Victoria* setting a housing target for each local government area as part of its contribution to deliver 2.24 million homes over the next 30 years.

An easier way to measure your housing capacity

The Department of Transport and Planning (DTP) has developed a new tool to make it easier for councils to assess whether you are meeting your housing targets and help you achieve them. The Housing Capacity Assessment Platform (HCAP) will allow councils to measure their existing capacity, compare housing capacity with accessibility to jobs, services, and facilities, and measure the uplift in capacity from any proposed planning scheme changes. HCAP will also provide a single method for assessing housing capacity, so all councils have access to the same tools and modelling.

Reviewing your planning scheme

You will be aware that your council is obliged under the *Planning and Environment Act 1987* to review its planning scheme to enhance its effectiveness and efficiency in achieving the objectives of planning in Victoria. To assist councils with their next review, DTP has assessed



the capacity of all metropolitan planning schemes to meet their housing target using the HCAP. This review has considered expected uplift from state-led planning initiatives including the Train and Tram Zone Activity Centres Program, the 10-year plan for Melbourne’s greenfields, Suburban Rail Loop Precincts and Priority Precincts.

Based on the HCAP assessment, DTP considers that your council’s planning scheme has sufficient capacity to meet its housing target. However, council should still review policy, zones and overlays to ensure increased housing is enabled in appropriate locations, particularly where access to opportunities and services is highest. Outcomes of your planning scheme review are due to be reported to me by the end of October 2026. Associated statutory implementation of the outcomes of planning scheme reviews will commence after October 2026.

Access to HCAP and updated planning guidance

DTP will be providing metropolitan councils with digital access to HCAP from January 2026. DTP has also updated planning practice notes to provide guidance to planning authorities to ensure housing targets are met. The updated *Planning Practice Note 90: Planning for Housing* and *Planning Practice Note 91: Using the Residential Zones* now account for recent reforms, new policy and release of HCAP. DTP will provide further engagement and training on the platform and planning guidance in early 2026.

DTP will shortly provide a fact sheet providing information on the HCAP tool and DTP’s assessment of your planning scheme’s capacity.

I look forward to working with you through this process.

If you would like more information about these matters, please email Stuart Menzies, Executive Director, State Planning Policy, DTP, at stuart.menzies@transport.vic.gov.au

Yours sincerely



The Hon Sonya Kilkenny MP
Minister for Planning

Date: 27/01/2026

Our File: HCC24/458
Enquiries: Joel Kimber
Telephone: 03 9205 2200



OFFICE OF THE MAYOR

Friday 27 February 2026

The Hon. Ben Carroll
Deputy Premier
Minister for Education
Member for Niddrie
Level 3, 1 Treasury Place
East Melbourne VIC 3002

1079 PASCOE VALE ROAD
BROADMEADOWS
VICTORIA 3047

Postal Address:
PO BOX 119
DALLAS 3047

Telephone: 03 9205 220
Facsimile: 03 9309 010
www.hume.vic.gov.au

Via Email: reception.carroll@minstaff.vic.gov.au

Dear Minister

RE: THANK YOU FOR VISIT TO TULLAMARINE COMMUNITY HOUSE AND MEN'S SHED

On behalf of Hume City Council, I would like to thank you for your visit to the Tullamarine Community House and Men's Shed today. We greatly appreciated the time you spent speaking with the dedicated volunteers who provide such valuable service to our community.

The Tullamarine Community House and the Men's Shed make an invaluable contribution to the wellbeing of residents in southern Hume – offering connection, support, skill-building and a genuine sense of belonging. The Men's Shed plays a vital role for local men who benefit from shared purpose and community, while the Community House delivers a wide range of programs that strengthen families, build capability and support lifelong learning.

On behalf of Council, I would like to express our support for the advocacy efforts of both groups. You will have noted from discussions with Alan, Deputy President of the Men's Shed of their need for a new bandsaw to support the work that they do in providing equipment for the community.

Additionally, the Community House highlighted the need for funding for equipment and funding to deliver programs that support people with disabilities into employment, which were both crucial to support those in the community that need help more than most. Council provides funding support to both entities so would value an opportunity for the Victorian Government to partner with both organisations also to support their efforts.

Funding for this equipment and their training initiatives would make a dramatic difference to the work that both organisations do. We look forward to your consideration of this request.

Thank you once again for your visit today. We are proud of the work of the Community House and Men's Shed and are grateful that you were able to see them in action.

Yours sincerely

A handwritten signature in cursive script that reads 'Carly Moore'.

**CR CARLY MOORE
MAYOR**

Our File: HCC24/458
Enquiries: Joel Kimber
Telephone: 9205 2200



OFFICE OF THE MAYOR

1079 PASCOE VALE ROAD
BROADMEADOWS
VICTORIA 3047

Postal Address:
PO BOX 119
DALLAS 3047

Telephone: 03 9205 220
Facsimile: 03 9309 010
www.hume.vic.gov.au

Friday 27 February, 2026

The Hon. Ben Carroll
Deputy Premier
Minister for Education
Level 3, 1 Treasury Place
East Melbourne VIC 3002

Via Email: reception.carroll@minstaff.vic.gov.au

Dear Minister,

RE: ACCESS TO SCHOOLS FOR COMMUNITY USE

Thank you for your visit to the Tullamarine Community House and Men's Shed today. We really appreciated the opportunity to briefly speak with you about the opportunities that exist in opening schools up for community use outside of school hours.

As I indicated to you today, we have several sporting clubs that are having to travel right across our municipality to access sporting fields as Council does not have the available facilities to meet the demands of over 140 individual clubs. As an example, the Upfield Soccer Club travel from Dallas to Craigieburn just to get access to a sports field to train. All the while, we know that there are many schools throughout our municipality that remain dormant out of school hours.

Community access to school sites is dependent on support from the relevant Principal and School Council. Council has been working with the Meadow Heights Primary School in facilitating greater community use as evidence of the potential that exists (see enclosed), but we know that some intervention from the Government is required to make this a reality across the entire community.

We are aware of the success of your pilot program in the west of Melbourne so would like to work with you and the Department for this to be rolled out in Melbourne's north.

We would value an opportunity to meet with you to discuss this matter further as we know there are great outcomes that can be achieved working together. To convene a mutually convenient time please contact Joel Kimber, Head of Government Relations and Advocacy, on [REDACTED] or [REDACTED]

Thank you once again for your visit today. We look forward to many more fruitful discussions with the Government into the future.

Yours sincerely

A handwritten signature in cursive script that reads 'Moore'.

**CR. CARLY MOORE
MAYOR**

MEADOW HEIGHTS PRIMARY SCHOOL

FACILITIES FOR HIRE

Meadow Heights Primary School is a vibrant, inclusive and values-driven learning community where every child is known, celebrated, and supported to thrive.

Meadow Heights Primary School is interested in exploring opportunities for community use of their facilities out of school hours

- The indoor court facilities which could be utilised for structured training for indoor sports or informal games
- The large multipurpose space which could be utilised for meetings, parties and other activities

Indoor Court:

- 2/3 size basketball court with two backboards and rings
- Suitable for basketball training or indoor soccer (Futsal), gymnastics, dance/calisthenics etc
- Access to change facilities and toilets



Multipurpose meeting space

- Two large rooms with operable walls to create two smaller spaces
- Tables and chairs
- Projector and other multimedia equipment
- Whiteboard
- Access to change facilities and toilets



MEADOW HEIGHTS PRIMARY SCHOOL

FACILITY HIRE FEES AND INFORMATION



HIRE FEES

Basketball court

Commercial use: \$50 per hour

General Community use: \$25 per hour

Media centre

Room Only (no equipment)

Commercial use: \$50 per hour

General Community use: \$25 per hour



Bond

\$150 key bond applies to all bookings

Use of equipment

Additional \$20 per hour

Additional \$200 equipment bond

CONTACT TO ENQUIRE



9305 2033



meadow.heights.ps@education.vic.gov.au

REPORT NO:	8.7
REPORT TITLE:	Audit and Risk Committee - Biannual Audit and Risk Report (1 July to 31 December 2025)
SOURCE:	Holly De Kretser, Manager Governance & Property Peter Faull, Coordinator Governance
DIVISION:	Organisational Performance
FILE NO:	HCC14/401
POLICY:	-
STRATEGIC OBJECTIVE:	SO4.1 A high performing organisation that prioritises continuous improvement, safety and accountability.
ATTACHMENT:	1. <i>Biannual Audit and Risk Report - 1 July to 31 December 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 This report provides Council with a copy of the Audit and Risk Committee’s Biannual Audit and Risk Report for the period 1 July to 31 December 2025 (Attachment 1) for noting. It is a legislative requirement that this report is tabled at a Council meeting.
- 1.2 This report was endorsed by the Audit and Risk Committee at its meeting held on 13 March 2026.

2. RECOMMENDATION:

That Council notes the Audit and Risk Committee’s Biannual Audit and Risk Report for the period 1 July to 31 December 2025.

3. LEGISLATIVE POWERS & POLICY CONTEXT:

The Audit and Risk Committee’s Biannual Audit and Risk Report is prepared and tabled at a Council meeting as per the requirements of section 54(5) of the *Local Government Act 2020*.

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 the transparency of Council decisions, actions and information is to be ensured.

REPORT NO: 8.7 (cont.)

5. IMPACT ASSESSMENTS:

5.1 CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

5.1.1 The rights protected in the *Charter of Human Rights and Responsibilities Act 2006* were considered and it was determined that no rights are engaged in the matters raised in this report.

5.2 GENDER EQUALITY ACT 2020

5.2.1 A gender impact assessment is not required for this report.

6. FINANCIAL & RESOURCE IMPLICATIONS:

There are no financial implications associated with this report.

7. OPPORTUNITIES & RISKS:

The tabling of the Audit and Risk Committee’s Biannual Audit and Risk Report satisfies legislative requirements.

8. COMMUNITY ENGAGEMENT:

Community engagement was not required for this report.

9. DISCUSSION:

9.1 In accordance with section 54(5) of the *Local Government Act 2020*, Council’s Audit and Risk Committee is required to:

9.1.1 prepare a Biannual Audit and Risk Report which describes the activities of the Committee, and include its findings and recommendations; *and*

9.1.2 provide a copy of this report to the Chief Executive Officer for tabling at the next Council Meeting.

9.2 The Audit and Risk Committee’s Biannual Audit and Risk report for the period 1 July to 31 December 2025 is provided as Attachment 1 of this report.

10. CONCLUSION

This report presents the Audit and Risk Committee’s Biannual Audit and Risk Report for the period 1 July to 31 December 2025 to Council for noting.

**Hume City Council
Audit & Risk Committee
Biannual Audit and Risk Report
March 2026**

1. Period of this Report

This report covers Audit & Risk Committee (the Committee) activity from 1 July to 31 December 2025. In this period the Committee met on 22 August, 10 September and 28 November. This report has been reviewed and endorsed by the Committee.

2. Purpose of this Report

This report meets the reporting requirements to Hume City Council (Council) as required by section 54(5) of the *Local Government Act 2020* (the Act). This report provides Council with a summary of the matters that the Committee has addressed in the reporting period in discharging its responsibilities under its Charter.

3. Role of the Audit and Risk Committee

The Committee is an independent committee of Council, and its purpose is to support and advise Council in fulfilling its responsibilities related to:

- Financial reporting
- Risk management
- Maintenance of sound systems of internal control
- Assurance activities including internal and external audit
- Council’s performance regarding legislative and regulatory compliance

The Committee acts in this capacity by monitoring, reviewing, and advising on issues within its scope of responsibility. The Committee reports to Council on the outcomes of its work program and provides advice and recommendations on matters relevant to its Charter. The Committee may also endorse key reports for consideration by Council.

An independent Audit and Risk Committee is a fundamental component of a strong corporate governance culture. The Committee is independent of management and is not involved in any operational decisions. Committee members do not have any executive powers, management functions or delegated financial responsibilities.

4. Committee Charter

The Committee’s Charter has been developed in accordance with section 54 of the Act: “a Council must prepare and approve an Audit and Risk Committee Charter”. It is designed to assist Officers and Committee members to fulfil and understand their duties, and it is set by Council.

As advised in the previous bi-annual report, the Charter was most recently reviewed by the Committee at its meeting held in May 2025, and no amendments were identified to recommend to Council. A requirement of the Charter is that it is reviewed by the Committee within 12 months of a Council election, and the review in May 2025 was undertaken to meet this requirement.

5. Committee Membership

The Committee has three independent members and two Councillor members.

The independent members collectively have skill sets and experience as mandated in section 53 of the Act, including skills in financial management and reporting, risk management, public sector management, audit and assurance programs, compliance management and internal control frameworks, supplemented by the skill sets and experience provided by the Councillor members.

The Chair of the Committee is an independent member. The mix of independent and Councillor members enables open discussion based on best practice and gives Councillors insights into Council’s governance practices.

At the Council meeting held on 10 February 2025, the Committee’s Chairperson, Ms Jenny Johanson, was reappointed as independent member and Chairperson for a three-year term concluding in February 2028.

The Committee’s two other independent members are Mr Bruce Potgieter and Mr Peter Smith.

Mr Potgieter was appointed to the Committee in May 2023, and his initial term concludes in May 2027, and Mr Smith was appointed to the Committee in August 2024 and his initial term ends in August 2027.

The two current Councillor members on the Committee, who were appointed at Council’s annual Statutory Meeting which was held on 12 November 2025, are Cr Jarrod Bell and Cr Sam Misho, with the Mayor Cr Carly Moore and the Deputy Mayor Cr Ally Watson being appointed as substitute members.

The two previous Councillor members on the Committee were Cr Jarrod Bell and Cr Ally Watson, and the two previous substitute members were Cr Karen Sherry and Cr Sam Misho.

6. Committee Business and Annual Work Program

The Committee operates under a structured Annual Work Program (AWP), designed to ensure that all statutory and better-practice responsibilities are addressed in a systematic and timely manner across the financial year.

The AWP is aligned to the Committee’s core responsibilities and is reviewed at every meeting to reflect changes in Council priorities, risk profile, regulatory requirements, and the external environment.

The Committee will continue to refine its AWP to ensure it remains risk-focused, forward-looking, and aligned to Council’s strategic objectives and community expectations.

The agendas for our meetings are driven by the Committee’s AWP and provide a diverse range of matters for consideration. At the meetings held in this reporting period, the key (but not all) matters considered are summarised in the table below.

6.1 Key Matters Considered at Recent Meetings:

	Topic	Meeting		
		August 2025	September 2025	November 2025
1	Audit and Risk Committee Business Undertaken - Biannual Report (1 January to 30 June 2025)	X		
2	Quarterly Risk Report	X		X
3	Council Expenses Quarterly Reporting	X		X
4	Cyber Security Updates	X		X
5	Information Communication Technology Strategy Update	X		
6	Hume Central Program Update	X		
7	2024/25 End of Year Financial Statements		X	
8	2024/25 Assets Revaluation Report		X	
9	Draft 2024/25 Performance Statement and 2024/25 Local Government Performance Reporting Framework (LGPRF) Draft Performance Reports		X	
10	2024/25 Closing Report and Final Management Letter			X
11	Long Term Financial Plan - AEC Report and Recommendations			X
12	Quarterly Reporting – Council Plan Strategic Objectives and Actions, Capital Works Program and Budget			X
13	Audit and Risk Committee Annual Assessment of its Performance Against the Charter			X
14	Integrity Report			X
15	Legislative Compliance Project			X
16	Gifts, Benefits & Hospitality Controls Update			
17	Internal Audit Report - Review of Payroll (including Data Analytics) and EBA Interpretation			X
18	Digital Transformation Program			X
19	Safety Report			X

6.2 The Committee’s Annual Work Program (AWP)

The AWP was reviewed and adopted at the meeting held on 30 May 2025 for the 12-month period commencing on 1 July 2025, to ensure that the Committee’s schedule aligns with Council’s financial year.

A copy of this AWP is provided as Attachment 1 of this report. All matters listed in the AWP for the reporting period 1 July to 31 December 2025 have been addressed.

The attached AWP includes adjustments made following its initial adoption.

The AWP is cross-referenced to the Charter; this process and the questions in the annual Committee survey act as an additional control to ensure the Committee is discharging its responsibilities and that all aspects of the Charter are addressed throughout the year.

An AWP for the 2026/27 financial year will be adopted at the May 2026 meeting.

7. Meetings

The Committee has met three times in the period covered by this report, as indicated above. The meeting held on 10 September 2025 specifically considered end of year financial and performance reports.

Independent Member and Councillor representative attendance at the meetings has been excellent.

The Committee enjoys a strong working relationship with Council officers and the Committee would like to express its thanks for the support provided throughout the period of this report.

The meeting agendas are comprehensive and good quality, and officers engage strongly and positively both during and outside meetings. Officer support for the work of the Committee is excellent.

8. Key Activities for the Reporting Period

8.1 Financial and Performance Reporting

The Committee monitored the quality, content, and commentary of the financial and performance reports provided to Council, which were tracked against the approved budget and Council Plan.

The Committee meeting held on 10 September 2025 specifically considered end of year Financial and Performance statements.

The Committee also received updates on the Local Government Performance Reporting Framework and Council’s performance against its LGPRF targets and discussed any outliers.

The Committee was satisfied with the quality of the financial and performance reporting.

8.2 Risk Management

The Committee monitored Council’s risk management program and received risk reporting which provided oversight of the operational and strategic risks, Council’s progressing maturity and key performance indicators.

The Committee also received updates on other risk matters including business continuity and insurance renewals for the 2025/26 financial year.

The Committee noted that Council’s risk management program is continuing to improve.

Whilst there is still work to do, the improved risk reporting now provides informative oversight of the operational and strategic risks, Council’s progressing maturity in risk management, and business continuity.

8.3 External Audit

The External Audit for the 2024/25 financial year has concluded and was undertaken by VAGO.

The Committee maintains oversight of Council's external audit arrangements to support the integrity of financial and performance reporting, and to provide independent assurance to Council and the community. In this context, the Committee considered the external auditor's closing report for the audit of the annual financial report and annual performance statement for the year ending 30 June 2025.

8.4 Internal Audit

The Committee monitored the Strategic internal Audit Plan (SIAP) developed by our internal auditors in consultation with the Committee, the Executive Leadership Team, and the Integrity Support team.

The Committee monitored the progress of the delivery of an audit on Review of Payroll (including Data Analytics) and EBA Interpretation.

The Committee also monitors management's performance in closing out recommendations for improvement and is particularly alert to high rated actions that are not closed by the target dates.

The Committee is satisfied there is appropriate management focus on the actions, considering that some recommendations require system changes or enhancements with long lead times.

8.5 Internal Control Environment

The Committee considered internal controls by monitoring the matters raised in the Integrity Report, in particular external referrals from Victorian Government agencies, and by monitoring the management of legislative compliance across the organisation.

These areas require ongoing focus with plans for system introduction to support efficient management in this space.

The Committee monitored internal controls related to major programs of work such as Hume Central and the Digital Transformation Program.

9. Meeting Schedule for 2026

The Committee's meeting schedule for 2026 is as follows:

- 13 March
- 29 May
- 28 August
- 9 September (2025/26 End-of-Year Financial and Performance Statements)
- 27 November

The Committee's 2027 meeting schedule will be adopted at its August 2026 meeting.

10. Frequency and Timing of Reports

As indicated earlier in this report, these bi-annual reports are required to be provided to Council at least twice per annum, enabling timely oversight of the Committee's work program, key findings and assurance outcomes, and supporting transparency of the Committee's activities and deliberations, timely escalation of significant matters requiring Council consideration, and effective oversight of audit, risk management and internal control.

The Committee is of the view that activity-based reports need to be informative about the business of the Committee and should be provided on a timely basis to assist Council in discharging its responsibilities in the areas for which the Committee is responsible.

11. Conclusion

As mentioned above, the Committee is satisfied that it has fully discharged its responsibilities for the reporting period as set out in its Charter. The Committee has noted continuing improvement in risk management performance over the reporting period.

The Committee is satisfied that appropriate governance, risk management and internal control arrangements are in place and operating effectively. The Committee will continue to provide independent oversight and report to Council on any significant matters as they arise.

On behalf of all Committee members, I wish to acknowledge the support of Council's senior officers in the preparation of agendas, minutes, reports, and presentations, all of which ensure that the Committee remains well-briefed and effective.

The Committee welcomes feedback as to whether this report meets Council's expectations, or any suggested areas for improvement.

If Council wishes to be briefed by the Committee on any matters raised in this report, I would be delighted to attend as required.

Yours sincerely

Jen Johanson
Chair
On behalf of the Audit & Risk Committee
March 2026

ATTACHMENT 1

HUME CITY COUNCIL
 AUDIT AND RISK COMMITTEE ANNUAL WORK PROGRAM
 July 2025 - June 2026

Report Title	Aug-25	Sep-25	Nov-25	Mar-26	May-26	Charter Reference
Monitor Council Financial and Performance Reporting						
Quarterly Report 2025/26 - Council Plan Strategic Objectives and Actions, Capital Works Program and Budget			X	X	X	5.1
Monitor Changes to the Local Government Performance Reporting Framework and the Impact of Changes on Council's Performance Indicators		X		X		6.5
Year End Financial Reporting		X				5.1.2
Shell Accounts for Preparation of the 2025/26 Financial Statements and Valuation Methodology					X	5.1.1
10 Year Financial Plan Assumptions					X	5.1.1
Report on Significant Accounting and External Reporting Issues (as required)						5.1.7
Monitor and Provide Advice on Internal Controls						
Management Status Report	X		X	X	X	5.2.2
Integrity Report			X		X	5.2.4
Legislative Compliance			X			5.3.11
Reviewing Controls Around Gifts, Benefits and Hospitality			X			5.2.4
Monitor and Provide Advice on Risk Management and Fraud Prevention Systems and Controls						
Quarterly Risk Update	X		X	X	X	5.3.4 5.3.8
Self-Assessment Against External Agency Reports (as required)						5.3.2
Director Presentation	Chief Financial Officer		Chief People Officer	City Planning and Places	City Services and Living	5.3.7
Oversee Internal and External Audit Functions						
Internal Audit Report Strategic Plan Status Update	X		X	X	X	5.4.4
Receive and Review Internal Audit Reports	X		X	X	X	5.4.8
Internal Audit Plan for 2026/27					X	5.4.5
Annual Update and Internal Auditor Annual Assessment				X		5.4.3
Discuss Matters Arising from Internal Audits with the Internal Auditor or their Agent in the Absence of Management at Least Once Per Year			X			5.4.7
External Audit - Audit Strategy				X		5.4.9

Report Title	Aug-25	Sep-25	Nov-25	Mar-26	May-26	Charter Reference
External Audit - Interim Management Letter to the Audit and Risk Committee					X	5.4.9
External Audit - Management Letter and Closing Report to the Audit and Risk Committee			X			5.4.9
VAGO Update				X		5.4.9
Information Technology Updates						
Cyber Security Update	X		X	X	X	5.3.6
Information Communication Strategy Update	X			X		5.3.6
Digital Transformation Program Update			X		X	5.3.6
Meeting Procedures						
Matters Arising from the Previous Minutes	X		X	X	X	4.5.1
Confirm Minutes from Previous Meeting (confirmed minutes will then be provided to Council in an agenda for a public meeting)	X	X	X	X	X	4.5.2
Proposed Audit and Risk Committee Meeting Dates 2026	X					4.1.1
Confirm Annual Work Program for Next Financial Year					X	4.4.1
Other Responsibilities						
Quarterly Report Councillor Out-of-Pocket Expenses	X		X	X	X	6.1
Audit and Risk Committee Business Undertaken – Biannual Report (1 July- 31 December/1 January-30 June)	X			X		6.4
Audit and Risk Committee Annual Assessment of its Performance against the Charter (to be tabled at a Council meeting for noting)			X			6.3
Review the Audit and Risk Committee Charter - Every Two Years or Within 12 Months Following a Council Election, and Recommend any Changes to Council	X					6.5
Major Project Update						
Hume Central Update	X			X		5.3.4
Policies and Procedures						
Monitor the Compliance of Key Council Policies and Procedures with the Overarching Governance Principles				X		5.6
Purpose and Objective						
Safety Update			X		X	1.2
OH&S Act 2004 - Quarterly WorkSafe Improvement Notice Report (as required)						1.2
Emerging Issues						
Report Title	Aug-25	Sep-25	Nov-25	Mar-26	May-26	Charter Reference
CEO Update and Emerging Issues	X		X	X	X	5.6
AD HOC REPORTS ADDED TO THE WORKPLAN						
Report Title	Aug-25	Sep-25	Nov-25	Mar-26	May-26	Charter Reference
Question on Notice (12) from meeting held on 30 May 2025: Report 7.6 Long Term Financial Plan - Financial Sustainability Assessment AEC Report and Recommendations. Important strategic initiative. I note under the risk mgmt. report (p476) that Finance will conduct deeper analysis. Welcome a briefing to ARC on conclusions and planned course of action.			X			5.1.1
Question on Notice (19) from meeting held on 22 August 2025: Report Number 7.1 Cyber Security Quarterly Update P86 AI strategy. When final can this please be included in a future update or briefing to the ARC.				X		5.3.6
Action from meeting held on 28 November 2025: A progress update report is to be provided at the May 2026 meeting, including an update on the development of a payroll policy.					X	5.3.4
Action from meeting held on 28 November 2025: A report is to be provided at either the March or May 2026 meeting on the risk profiles involved in providing Aged Care services.				March or May	March or May	5.3.4
Action from meeting held on 28 November 2025: Prepare a report for the Committee’s March or May 2026 meeting on Council’s AI policy (either a draft or approved policy).				March or May	March or May	5.3.6
Action from meeting held on 28 November 2025: The Committee is to be provided with a report with a high-level overview of legislative changes, areas of concern, the policy framework and any identified training gaps.				March or May	March or May	1.2

REPORT NO:	8.8
REPORT TITLE:	Audit and Risk Committee Meeting Minutes - 28 November 2025
SOURCE:	Peter Faull, Coordinator Governance
DIVISION:	Organisational Performance
FILE NO:	HCC14/403
POLICY:	-
STRATEGIC OBJECTIVE:	SO4.1 A high performing organisation that prioritises continuous improvement, safety and accountability.
ATTACHMENT:	1. <i>Confirmed Minutes of Audit & Risk Committee Meeting - 28 November 2025</i>

1. RECOMMENDATION:

THAT Council notes the confirmed minutes of Hume City Council’s Audit and Risk Committee meeting which was held on 28 November 2025.



**AUDIT AND RISK COMMITTEE MEETING OF
THE HUME CITY COUNCIL**

FRIDAY, 28 NOVEMBER 2025

9:32AM

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

CONFIRMED - 13 March 2026

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HUME CITY COUNCIL

Minutes of an

AUDIT AND RISK COMMITTEE MEETING OF THE HUME CITY COUNCIL

held on Friday, 28 November 2025

at 9:32AM

at the Council Chamber, Hume Global Learning Centre Broadmeadows (1093 Pascoe Vale Road, Broadmeadows 3047)

To:	a: Committee Members	Mr Bruce Potgieter Mr Peter Smith Cr Jarrod Bell	Meeting Chairperson
	b: Officers	Ms Sheena Frost Mr Fadi Srouf Ms Holly de Kretser Mr Peter Faull Mr Robert Costa Ms Andrea Taylor Mr Rodney Cann Ms Ann-Michel Greenwood Ms Ashlee Milich Mr Brendan Clifford Mr Chris How Ms Sasha Lord Mr Louis Webb Ms Anne Weaven	Chief Executive Officer Chief Financial Officer Manager Governance Coordinator Governance Manager Finance Manager Organisational Performance & Strategy Manager Project Management Officer Chief People Officer Risk Management Lead Chief Information Officer Head of Cyber & Information Security Program Director Digital Transformation Coordinator OHS Governance Officer
	d. External Auditors	Mr Chris Wong	Victorian Auditor General’s Office

ORDER OF BUSINESS

1. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

The meeting Chairperson, Mr Bruce Potgieter, read the following:

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. APOLOGIES

Apologies were received from Ms Jenny Johanson, Committee Chairperson; Cr Sam Misho; Mr Chris Bradbury, Coordinator Integrity Support; Mr Tom Fazio, Sententia; and Mr Travis Derricott, Victorian Auditor General’s Office.

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3. DISCLOSURE OF INTEREST

3.1 The Chairperson drew the attention of the Committee Members to the provisions of the *Local Government Act 2020* and Council's Governance Rules in relation to the disclosure of conflicts of interest. Committee Members' are to disclose any conflict of interest immediately before consideration or discussion of the relevant item. Committee Members are then required to leave the meeting during discussion and not vote on the relevant item.

3.2 All people present at the meeting were required to advise the committee of any matter that the committee should be aware of.

No person present declared a conflict of interest, nor advised that there was any matter that should be brought to the attention of the Committee.

4. CONFIRMATION OF COMMITTEE MINUTES

Unconfirmed Minutes of the Audit and Risk Committee Meeting held on 10 September 2025.

Moved Mr Peter Smith, **Seconded** Cr Jarrod Bell

THAT the Minutes of the Audit and Risk Committee Meeting held on 10 September 2025, be confirmed.

CARRIED

5. AUDIT AND RISK COMMITTEE WORK PROGRAM

The Audit and Risk Committee annual work program can be viewed in the Resources Tab in Diligent. No changes were made to the work program.

6. REPORTS TAKEN AS READ

The following reports were taken as read:

- **7.1: Matters Arising from the Minutes of Audit and Risk Committee – 22 August 2025**
- **7.6: Integrity Report - November 2025**
- **7.7: Legislative Compliance Project**
- **7.12: Gifts, Benefits & Hospitality**
- **7.14: Council Expenses - Q1 2025**

7. OFFICERS’ REPORTS

Report No.	Report	Page in Agenda
7.1	Matters Arising from the Minutes of Audit and Risk Committee - 22 August 2025	3
	REPORT TAKEN AS READ	
	2.1 That the Audit and Risk Committee:	
	2.1.1 notes this report;	
	2.1.2 provides feedback on any actions already taken or which are scheduled to be taken at a future date.	

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Report No.	Report	Page in Agenda
7.2	Audit and Risk Committee Annual Assessment of its Performance Against the Charter Mr Peter Faull, Coordinator Governance, provided the Committee with an overview of the report, and answered questions from the Committee. Action: Consider including management as participants in the 2026 survey. Moved Cr Jarrod Bell, Seconded Mr Peter Smith 2.1 That the Audit & Risk Committee notes: 2.1.1 the results of the survey assessing the Audit and Risk Committee’s performance against its Charter (Attachments 1 and 2 of this report); 2.1.2 that these results will be tabled at a Council meeting in February 2026, as per the requirements of section 54(4)(b) of the Local Government Act 2020.	5

CARRIED

Report No.	Report	Page in Agenda
7.3	2025/26 Quarter One Progress Report - Council Plan, Capital Works Program and Budget Ms Andrea Taylor, Manager Organisational Performance & Strategy and Mr Robert Costa, Manager Finance, each provided the Committee with an overview of the report associated with their areas of responsibility. Action: Future Capital Works Program reporting should include summary tables, and it does not need to provide the current level of detail on individual projects. Moved Mr Peter Smith, Seconded Cr Jarrod Bell 2.1 That the Audit and Risk Committee notes this report.	50

CARRIED

Report No.	Report	Page in Agenda
7.4	2024/25 Closing Report and Final Management Letter Mr Chris Wong, Senior Manager Financial Audit, Victorian Auditor General’s Office (VAGO), provided the Committee with an overview of VAGO’s 2024/25 Closing Report and Final Management Letter, and of the report. Moved Cr Jarrod Bell, Seconded Mr Peter Smith It is recommended that the Audit and Risk Committee: <ul style="list-style-type: none">• Note the contents of the VAGO Closing Report and Final Management Letter.• Monitor progress towards resolution of the outstanding payroll control issue, with implementation targeted for 31 March 2026.	88

CARRIED

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Report No.	Report	Page in Agenda
7.5	<p>Long Term Financial Plan - AEC Report and Recommendations</p> <p>Mr Robert Costa provided an overview of the Long-Term Financial Plan - AEC Report and Recommendations report and answered questions from the Committee.</p> <p>Moved Mr Peter Smith, Seconded Cr Jarrod Bell</p> <p>That the Audit and Risk Committee note this report and the planned course of action to address Council’s long-term financial sustainability risks.</p>	127
CARRIED		
Report No.	Report	Page in Agenda
7.6	<p>Integrity Report - November 2025</p> <p>REPORT TAKEN AS READ</p> <p>That the Audit and Risk Committee note the report.</p>	140
Report No.	Report	Page in Agenda
7.7	<p>Legislative Compliance Project</p> <p>REPORT TAKEN AS READ</p> <p>That the Audit and Risk Committee note the Report and provide any guidance considered necessary.</p>	144
Report No.	Report	Page in Agenda
7.8	<p>Internal Audit Strategic Plan Status Report - November 2025</p> <p>Ms Holly de Kretser, Manager Governance provided an overview of the report, and answered questions from the Committee.</p> <p><u>Actions:</u></p> <ol style="list-style-type: none"> 1. Contact Yarriambiack Shire Council to discuss their experience with using RelianSys to create an assurance map. 2. Hume City Council to consider creating an assurance map in 2027 following implementation of the Digital Transformation Project, with a ‘light touch’ review in 2026. <p>Moved Cr Jarrod Bell, Seconded Mr Peter Smith</p> <p>2.1 That the Audit and Risk Committee review the Internal Audit Plan to 30 June 2026 and the Strategic Internal Audit Plan for the period 1 October 2025 – 30 June 2028 and provide feedback.</p>	146
CARRIED		

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Report No.	Report	Page in Agenda
7.9	<p>Management Status Report November 2025 - Audits</p> <p>Ms Holly de Kretser provided the Committee with a summary of the report.</p> <p>Moved Mr Peter Smith, Seconded Cr Jarrod Bell</p> <p>2.1 That the Audit and Risk Committee notes the management actions to date.</p> <p>2.2 That the Audit and Risk Committee note the extensions of audit actions and provide feedback where applicable.</p>	
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Report No.	Report	Page in Agenda
7.10	<p>Internal Audit Report - Review of Payroll (including Data Analytics) and EBA Interpretation</p> <p>Ms Holly de Kretser provided a summary of the report.</p> <p>Ms Ann-Michel Greenwood, Chief People Officer, provided an overview of the Payroll Internal Audit and answered the Committee’s questions.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. A progress update report is to be provided at the May 2026 meeting, including an update on the development of a payroll policy. 2. A report is to be provided at either the March or May 2026 meeting on the risk profiles involved in providing Aged Care services. <p>Moved Cr Jarrod Bell, Seconded Mr Peter Smith</p> <p>2.1 That the Audit and Risk Committee provides feedback on the findings and recommendations contained in the attached Report.</p> <p>2.2 The outstanding recommendations be included in the Management Status Report until completed.</p>	151
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Report No.	Report	Page in Agenda
7.11	<p>Recent Reports and Publications - November 2025</p> <p>Ms Holly de Kretser responded to the Committee’s enquiry on whether this report is still required by Hume City Council, which is provided by the internal auditor. The Committee advised that they will support Council if it decides to discontinue the report.</p> <p>Moved Mr Peter Smith, Seconded Cr Jarrod Bell</p> <p>2.1 That the Audit and Risk Committee review the content of the Report and provide feedback.</p> <p>2.2 The Audit and Risk Committee will support Council if it decides to discontinue this report.</p>	186
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Report No.	Report	Page in Agenda
7.12	Gifts, Benefits & Hospitality REPORT TAKEN AS READ That the Committee note the report and that the controls will be again reviewed in early 2026.	210

Report No.	Report	Page in Agenda
7.13	Quarterly Risk Report Ms Ashlee Milich, Risk Management Lead, provided an overview report and answered questions from the Committee. Ms Holy de Kretser also provided responses to the Committee's questions. Ms Ann-Michel Greenwood provided the Committee with a response to the Question on Notice. Moved Cr Jarrod Bell, Seconded Mr Peter Smith That the Audit and Risk Committee notes the report and progress against risk actions.	212

CARRIED

Report No.	Report	Page in Agenda
7.14	Council Expenses - Q1 2025 REPORT TAKEN AS READ That the Audit and Risk Committee note the report tabling Council expenses and reimbursements paid to Councillors from 1 July – 30 September 2025.	261

Report No.	Report	Page in Agenda
7.15	Cyber Security Quarterly Update Mr Chris How, Head of Cyber & Information Security provided the Committee with an overview of the report. Mr Brendan Clifford, Chief Information Officer provided additional information to the Committee. The Committee thanked Mr How and Mr Clifford for their very detailed and comprehensive report.	265

Actions:

1. Prepare a report for the Committee's March or May 2026 meeting on Council's AI policy (either a draft or approved policy).
2. Include cyber risk training in the 2026 annual Councillor training program.

Moved Mr Peter Smith, **Seconded** Cr Jarrod Bell

That the Audit and Risk Committee note the report.

CARRIED

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Report No.	Report	Page in Agenda
7.16	Digital Transformation Program Update Ms Sasha Lord provided the Committee with an overview of the Digital Transformation Program report. The Committee thanked Ms Lord for the report and the responses to the Questions on Notice. Moved Cr Jarrod Bell, Seconded Mr Peter Smith 2.1 That the Audit and Risk Committee: 2.1.1 Notes this report and the progress toward the December 2025 Release 2 Go-Live; 2.1.2 Provides feedback to support risk reduction and readiness for Release.	273

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Report No.	Report	Page in Agenda
7.17	Safety Report Ms Ann-Michel Greenwood introduced Mr Louis Webb, Coordinator OHS to the Committee. Mr Webb provided an overview of the Safety report. Ms Greenwood provided additional details in relation to the report. The Committee thanked Mr Webb and Ms Greenwood for the detailed overview of the report, and to the response to the Question on Notice. Action: The Committee is to be provided with a report with a high-level overview of legislative changes, areas of concern, the policy framework and any identified training gaps. Moved Mr Peter Smith, Seconded Cr Jarrod Bell That the report be received and noted.	281

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Report No.	Report	Page in Agenda
7.18	Self-Assessment Against External Agency Reports - VAGO Performance Report-Financial Management of Local Councils Ms Holly de Kretser provided the Committee with an overview of the report and answered questions from the Committee. Mr Fadi Srour, Chief Financial Officer, also provided the Committee with an answer to a question. Action: Mr Srour took the following two questions on notice from the Committee: 1. Service Planning Reviews – what information should be brought back to the Committee and how often? 2. What is the project approval process?	286

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Moved Cr Jarrod Bell, **Seconded** Mr Peter Smith

That the Audit and Risk Committee review the attached summary and provides any feedback considered relevant.

CARRIED

8. PRESENTATIONS – Chief People Officer

Ms Ann-Michel Greenwood, Chief People Officer, People and Culture, presented the Committee with an overview of the People and Culture directorate and its risks, and answered questions from Committee members regarding the directorate’s operations and the risk controls that it has in place.

The Chair thanked Ms Greenwood for her detailed presentation and for answering the Committees questions.

OTHER BUSINESS

The meeting Chairperson asked Council officers if they were aware of any issues related to building and planning permits being outstanding due to legacy systems. Mr Srour advised that he was not aware of any issues, but that he would take the question on notice.

9. PULSE CHECK

Meeting attendees acknowledged the great job that Mr Bruce Potgieter did as meeting Chairperson.

10. CHIEF EXECUTIVE OFFICER’S UPDATE/EMERGING ISSUES (No Report)

Earlier in the meeting the Chief Executive Officer, Ms Sheena Frost, advised the Committee there weren’t any items to be discussed in-camera, and the only item of business that was brought to the Committee’s attention was that work associated with multi-employer bargaining was ongoing.

11. CLOSURE OF MEETING

The meeting closed at 11:46am.

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BRUCE POTGIETER
MEETING CHAIRPERSON

REPORT NO:	9.1
REPORT TITLE:	NOM26/06 - Cr Jarrod Bell - Neighbourhood Houses
SOURCE:	Brooke Watson, Manager Community Health and Wellbeing Narda Shanley, Team Leader Community Development
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.

1. BACKGROUND

Neighbourhood houses are a vital part of Hume's community infrastructure. They provide safe, welcoming and trusted places where residents can access social connection, community programs, food relief, lifelong learning, volunteer opportunities, multicultural programs, support for families, young people and older residents, and referral pathways into other services. As outlined in a report provided to councillors by a number of our local houses entitled "Hume neighbourhood houses report A Funding Crossroads", they help reduce pressure on other services and fill important gaps in local community support.

Neighbourhood Houses Victoria's Keep Our Doors Open campaign is calling on the Victorian Government to increase annual sector funding by \$11.7 million, warning that without urgent action many neighbourhood houses across the state may be forced to reduce services or face closure. The campaign also seeks funding for currently unfunded houses and investment in new neighbourhood houses in growth areas.

The local report prepared by Hume neighbourhood houses demonstrates that these pressures are very real in Hume. It states that Council funding to Hume neighbourhood houses increased from an average of \$29,241.76 per house in 2019 to \$35,450.61 in 2024, an increase of 17.5%, while CPI rose by 21% over the same period, wages increased by 17%, and electricity costs also rose significantly. The report notes that many houses are under increasing financial strain and are being forced to consider reducing hours, staffing, programs and services.

The report further notes that neighbourhood houses are not fully government funded, with government support accounting for only around 50 to 60 per cent of total revenue, the balance needing to be found through grants, donations, programs and room hire. It also highlights that post-COVID recovery in participation and program revenue has been slow, with many residents now only able to access very low-cost or subsidised activities due to cost-of-living pressures. Importantly, Hume is identified as one of the lowest-funded comparable councils in the north-west metropolitan region. The report compares Hume's six-year average annual funding per house of \$34,308 against other municipalities including Merri-bek at \$71,748, Greater Dandenong at \$95,877, and Wyndham at \$106,761.

It also notes that neighbourhood houses generate an estimated \$3.88 in community benefit for every \$1 of funding, demonstrating a strong social return on investment. Hume is one of the fastest growing municipalities in Australia and that growth is placing increasing pressure on local community services and infrastructure. At a time when more residents are turning to neighbourhood houses for support, connection and affordable local programs, it is appropriate for Council to both advocate strongly to the State Government and recognise the vital contribution of Hume's neighbourhood houses to the social fabric of our city.

REPORT NO: 9.1 (cont.)

This Notice of Motion seeks to align Council with the statewide Keep Our Doors Open campaign, acknowledge the vital contribution of Hume’s neighbourhood houses, support advocacy for more sustainable State Government funding, and note that Council is currently considering options to support neighbourhood houses through its budget development process in light of the pressures facing the sector locally.

2. RECOMMENDATION:

That Council

- 2.1 Express its support for Neighbourhood Houses Victoria’s “Keep Our Doors Open” campaign, which calls on the Victorian Government to provide increased and sustainable funding for neighbourhood houses across Victoria.**
- 2.2 Write to the Hon. Ros Spence MP, Minister for Carers and Volunteers, advocating for:**
 - (a) an increase in annual State Government funding for neighbourhood houses through the Neighbourhood House Coordination Program, in recognition of rising wages, superannuation, utilities, insurance and other operating costs;**
 - (b) ongoing funding support for currently unfunded neighbourhood houses across Victoria; and**
 - (c) investment in the establishment of new neighbourhood houses in outer metropolitan and growth areas, including rapidly growing municipalities such as Hume.**
- 2.3 Write to Hume’s local State Members of Parliament seeking their support for increased investment in neighbourhood houses and community centres, including recognition of the pressures facing neighbourhood houses in growth municipalities.**
- 2.4 Acknowledge the critical role of Hume’s nine neighbourhood houses in supporting community wellbeing, inclusion, lifelong learning, emergency relief, social connection and local resilience, and thank the staff, volunteers and committees of management for their service to the Hume community.**
- 2.5 Note that Council is currently working through options to support neighbourhood houses as part of its budget development process, recognising the service pressures facing the sector and the important role neighbourhood houses play in the Hume community.**

3. OFFICER COMMENTS

Hume City Council has a long and proud partnership with our nine neighbourhood houses and recognises the important contribution they make to the Hume community. Their work is community-led, aligned with Council values, and provide a wide range of programs and supports that are tailored to local needs.

If Council endorses this Notice of Motion, Officers will prepare the advocacy letters as requested. Should any funding options (identified in Recommendation 5) be endorsed through the budget process, they would be incorporated into Council’s four-year funding agreements (2025–2029) with each neighbourhood house.

REPORT NO:	9.2
REPORT TITLE:	NOM26/07 - Cr Steve Gagen - Community Path Connections
SOURCE:	Megan Taylor, Manager City Strategy
DIVISION:	Planning, Places & Delivery
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.

1. BACKGROUND

Council has recently been reviewing Community Ideas submitted by residents and community organisations, to be considered for the 2026/7 Budget. One that piqued Councillors' interest was "B11 – Attwood Creek Path Connection to Greenvale, Broad Street Drain and up to Mickleham Road". Sadly, the original community idea did not provide enough information for it to be progressed, and the submitter could not be contacted to seek further information.

I have lived in the City of Hume for some 23 years, and I sing its praises to everyone I meet. It is a beautiful city, with many lovely open spaces and some delightful walking trails and cycling paths. But there is a problem: many of these paths and trails are discontinuous. They don't actually go anywhere. Even when they seem continuous, sometimes they aren't comfortable - for examples, stressful on-road cycle lanes - and people avoid them, Or they start full of promise, then peter out when they come to a creek, a railway line or some other obstruction. The submitter of Community Idea B11 has put his or her finger squarely on the problem.

I have had many residents of Woodlands Ward complain to me about the lack of connectivity in our paths and trails. They want to walk to their local shopping centre, to the bus-stop, to the community centre or the library, but there are no paths. Not even beside the road, in many cases! The problem isn't confined to Woodlands Ward, as the author of Idea B11 confirms.

There being no paths, most people drive. Children are driven to school rather than walk, since roads too unsafe for walking or cycling. School-run time is therefore notoriously congested. Almost everybody drives to their local shopping centre. Car ownership is high, and fitness is seen as something that needs to be worked on at the gymnasium.

B11 was submitted under Council Priority 2: A Climate-Resilient City with a Healthy Natural Environment. But it could just as easily fit under Priority 1: A Liveable City of Well-Designed and Connected Places. Or Priority 3: A Healthy Community that is Inclusive and Proud. The point is, walking and other forms of active transport are not only good for our natural environment but also for our local community and for our health.

As a former scientist, I am calling for a staged and rational response to this issue. The first step is to define and document the problem. I am therefore proposing that Council draw up maps of Hume detailing our foot paths our cycling trails and our crossing points, showing where the discontinuities are located, and where current infrastructure is too stressful to be useful. The second step is to look at ways of removing these obstacles. This may involve liaising proactively with Melbourne Water and other land-holders to facilitate future crossings, rather than deal with them on an ad-hoc basis.

It would also be helpful poll our local communities to discover exactly where any new paths should be built – we should look to see where people actually choose to walk. Urban planners call these sorts of paths Social Trails, Desire Paths or sometimes Elephant Paths.

REPORT NO: 9.2 (cont.)

We should not dictate where paths should run – let the people quite literally vote with their feet!

2. RECOMMENDATION:

That Officers

- 2.1 Bring a series of reports back to future Council briefings with maps showing the location of walking and cycling paths in each ward, detailing discontinuities and high stress paths.**
- 2.2 Investigate the use of Desire Path methodology in identifying discontinuities and plan for removing them.**
- 2.3 Propose solutions to remove discontinuities that will be safe, comfortable, desirable, and encourage people to choose walking and cycling.**
- 2.4 Keep a register of future solutions, and identify opportunities where they can be fixed over time.**
- 2.5 Report on the cost and likely benefits of removing discontinuities.**
- 2.6 Liaise within Council, and with external stakeholders like Melbourne Water, the State Government, and other property holders to find ways of dealing with present and future discontinuities.**
- 2.7 Investigate proactive removing of discontinuities through incorporation in ongoing Council projects for efficient use of capital dollars and timely delivery.**

3. OFFICER COMMENTS

Officers agree that this is important information to collect and plan for and have started doing so through the preparation of Transport Plans. In line with Council Annual Action Plan (CAAP) actions 9 and 10 officers will be bringing drafts of these reports to Council around the end of 2026. These draft reports will include the mapping of discontinuities and potential projects to start removing them.

CAAP 9 - Finalise the Sunbury Transport Plan (as pilot) as part of implementing the Transport Strategy

CAAP 10 - Commence the preparation of the other precinct plans to support the implementation of the Transport Strategy

REPORT NO:	9.3
REPORT TITLE:	NOM26/08 - Cr Ally Watson - School Crossings
SOURCE:	Mark Doyle, Manager City Parks & Open Spaces Samuel Ferrier, Manager City Safety
DIVISION:	Assets, Operations & Sustainability
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.

1. BACKGROUND

School crossings play a critical role in keeping children and families safe, particularly in growing communities and around newly established schools. When new schools open, traffic patterns are often still evolving. This results in increased vehicle volumes, unfamiliar drivers, and young pedestrians who are still developing road awareness.

Supervised school crossings provide a visible and controlled point for children to cross safely. They significantly reduce risk, help embed safe travel behaviours early, and give parents confidence that their children can travel to and from school safely.

The School Crossing Supervisor Program was established in recognition that road safety is a shared responsibility between State and Local Government, as articulated in the Road Management Act 2004 and the Transport Integration Act 2010. Under this model, local governments are responsible for delivering and managing the program within their municipalities, while the Victorian Government provides funding support and retains overarching responsibility for program oversight.

However, the reality for councils across Victoria is that State Government funding has not kept pace with rising operational costs. As wage expenses and program demands increase, the State subsidy is failing to meet its intended share of the program's cost. As a result, councils are being forced to absorb a growing proportion of the financial burden. In Hume, Council now funds approximately 70 per cent of the total cost of delivering the School Crossing Supervisor Program—well beyond the 50/50 cost-sharing model on which the program was originally based. This escalating funding gap places increasing pressure on councils and local ratepayers and is not sustainable in the long term.

2. RECOMMENDATION:

That Council:

2.1 Write to both the Minister of Roads and Road Safety, Melissa Horne MP and the Minister of Education, Ben Carroll MP, advocating for:

2.1.1 A review and targeted changes to the current School Crossing Supervisor Program to better support new and rapidly growing school communities - noting that the existing threshold-based eligibility model requires councils to undertake repeated pedestrian and traffic assessments and delays State funding until defined 'trigger' volumes are met. This places early-stage costs on councils and discourages families from choosing active travel where a supervised crossing is not yet available.

REPORT NO: 9.3 (cont.)

- 2.1.2 Greater State Government accountability, transparency, and partnership in the administration of the program, recognising that councils are often left managing expectations from schools and communities regarding supervisor placement, despite decisions being determined by State-set formulas, thresholds, and policy settings.**
- 2.1.3 An immediate review and increase of the State’s financial contribution, with the aim of restoring an equitable 50:50 funding partnership that reflects the genuine cost of operating supervised school crossings.**

3. OFFICER COMMENTS

Officers acknowledge the merit of the Notice of Motion and the issues identified with the current School Crossing Supervisor Program, particularly in relation to growing school communities, program funding arrangements, and council cost pressures.

Subject to Council’s resolution, officers will prepare and distribute letters to the Minister of Roads and Road Safety and the Minister of Education as requested.

REPORT NO:	9.4
REPORT TITLE:	NOM26/09 - Cr Naim Kurt - Establishment of a University Campus in Hume
SOURCE:	Joel Kimber, Head of Government Relations & Advocacy
DIVISION:	Office Of The CEO
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.

1. BACKGROUND

Victoria has long been as branded the “Education State” and is home to world-class universities including:

- Australian Catholic University
- Deakin University
- Federation University Australia
- La Trobe University
- Monash University
- RMIT University
- Swinburne University of Technology
- The University of Melbourne
- University of Divinity
- Victoria University

Many of these universities were established through University Acts of Parliament, including the University of Melbourne Act (1853), Monash University Act (1958), La Trobe University Act (1964), and Deakin University Act (1974). Despite this legislative framework, no Parliamentary Act has ever provided for a university campus to be built for our community in Hume.

Hume’s population is currently 285,000 and expected to reach 411,000 by 2046 with only 4.2% of residents having attended university, well below the Greater Melbourne average of 5.8% (2021 Census).

Local access to tertiary education is limited: the nearest major campuses being Victoria University (Sunshine), RMIT (Bundoora), and La Trobe University (Bundoora) which are at least 13km away, with minimal direct public transport for our residents, further compounding access barriers to tertiary attainment.

Infrastructure Victoria’s 30-year strategy (2025) recommends expanding post-secondary education in Melbourne’s growth areas. In response, La Trobe University and Melbourne Polytechnic are exploring a northern growth corridor facility near Cloverton Metropolitan Activity Centre, building on the partnerships already established through Hume’s University Study Hub.

Recent tertiary investment decisions highlight the need for strategic advocacy. The University of Melbourne late last year has paused its \$2 billion Fishermans Bend campus project, partly due to stalled public transport infrastructure, showing that coordinated planning and early advocacy are critical to securing major university projects.

REPORT NO: 9.4 (cont.)

Hume City Council has laid a foundation for Lifelong Learning through initiatives like the Multiversity and Study Hub and long-standing actions to improve tertiary access. However, the current Council Plan lacks any actions to continue advocacy or plans for a university in Hume.

A review of Council's support for tertiary education and inclusion of specific actions in our Annual Action Plan would help to embed a more strategic focus on current initiatives and direction and position Hume with the next concrete steps that are required to attract a university presence.

With existing partnerships in place and three rail corridors serving the north and west of Hume, Hume is well-positioned through letters to lead and redirect stalled campus plans to our municipality.

2. RECOMMENDATION:

That Council:

- 2.1 Write to La Trobe University and Melbourne Polytechnic to request a briefing on their current and future planning for a tertiary education facility in Melbourne's northern growth corridor.**
- 2.2 Write to The University of Melbourne to request a briefing on its future campus planning and express Council's interest in attracting a university presence in Hume.**
- 2.3 Include in the development of the 2026/27 Council Annual Action Plan for the consideration the development of discussion paper to guide advocacy, partnerships, and planning for the establishment of a university campus in Hume, and review of Council's current approach to providing tertiary support to Hume residents.**

3. OFFICER COMMENTS

There is a gap in the physical provision of tertiary education in Melbourne's north. The initiative shown by La Trobe University and Melbourne Polytechnic provides a positive outlook for local residents on what might be achieved in the future.

Council has just endorsed its advocacy priorities and reviews these annually – and a university campus is not currently included.

Should Council adopt this NoM letters will be sent under the Mayor's signature and this will be an action item referred to the development of the 26/27 Annual Action plan. Council will then determine whether to adopt it in its final action plan.

REPORT NO: 9.4 (cont.)

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