



HUME CITY COUNCIL
**Draft Community
Infrastructure Plan**



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Acknowledgement of Country

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, present and future.

The Plan

The Community Infrastructure Plan (CIP) outlines the prioritised recommendations for community infrastructure provision in the next 10 plus years to address/respond to community needs informed by a range of population, demographic and service planning drivers, and influences.

The CIP is intended to guide Council's actions for community infrastructure and associated service delivery, including specific infrastructure responses within different parts of Hume. It will be closely monitored and updated when Council Service Plans are updated or in response to major changes in the forecast population within an area.

The information contained in the CIP has been developed through an assessment of the current service approach and provision of infrastructure, rigorous analysis of the available demographic evidence, and service provider and community engagement over the past 2.5 years.

Acronyms

ABS	Australian Bureau of Statistics
AEDI	Australian Early Development Index
CaLD	Culturally and Linguistically Diverse
CBD	Central Business District
CDIS	Child Development Index Score
CIP	Community Infrastructure Plan
DET	Department of Education and Training
DHHS	Department of Health and Human Services
HRI	Humanitarian Refugee Intake
Hume	Hume City Council
IRSAD	Index of Relative Social Advantage - Disadvantaged
LGA	Local Government Authority
MCH	Maternal and child health
Mitchell	Mitchell Shire
MAC	Major Activity Centre
MTC	Merrifield Town Centre
OMRR	Outer Metropolitan Ring Road
PSP	Precinct Structure Plan
PDDSA	Project Due Diligence & Strategic Assessment
SA1	Statistical Area (smallest statistical area)
SEIFA	Socio-Economic Indexes for Areas
VCAL	Victorian Certificate of Applied Learning
VET	Vocational Education and Training
VPHS 2017	Victorian Population Health Survey 2017
Whittlesea	City of Whittlesea

Glossary of Terms

Accessible Use	Is the analysis of an individual's and community group's ability to access services and facilities from a physical, women and gender diversity perspective, safe, welcoming, cultural, religious lens and financial capacity to pay for using those facilities, spaces and places
Business case:	A document that brings together the results of all the assessments of a service or infrastructure proposal. It is the formal means of presenting information about a proposal to aid decision-making. It includes all information needed to support a decision to proceed, or not, with the proposal and to secure necessary approvals. Unless otherwise defined, we are referring to a detailed business case, that examines and analyses the most effective operation, management and design of the service and required infrastructure response including, defining user group needs and expectations, the whole of life costings, refined timing and benefits to the community
Community Infrastructure	The facilities, spaces and places that facilitate/house service delivery/provision (i.e., building where multiple social, cultural and support services operate)
Council's Strategic Context	Include municipal-wide strategic direction, such as the Community Plan, Social Justice Charter, Multicultural Framework, Health & Wellbeing Plan and service area strategies, frameworks and plans
Culture	Is the sharing of beliefs, arts, culture, customs and places that define individual and community identity, through vibrant and socially inclusive community meeting places, tourism, recreational, arts and cultural facilities
Desired Service Standards (DSS)	Guide the design and deployment of the community infrastructure network across a variety of service areas throughout Hume, in a way that varies over time. The DSS for each network is described in terms of planning and design criteria based on quantitative and qualitative characteristics
Economic and social participation	Appropriate access to desired goods and services, including where access is facilitated digitally
Equitable	Refers to the application of applying a gender lens to recommendations and taking into consideration people's lived experiences, we can ensure women and people of diverse gender identities benefit from the intervention, and have equal access to decision-making processes, resources, and economic and social opportunities
Extent and breadth	The size of the demand derived from the driver or opportunity and any complex considerations to be factored into the option
Gender Impact Assessment (GIA)	Is a statutory requirement to think about how a policy, strategy or plan will meet the different needs of women, men and gender diverse people, to create better and fairer outcomes and ensure all people have equal access to opportunities and resources
Health and wellbeing	Describes the health of the whole community, its access to health services, recreation choices, and environmental factors (e.g., connectivity for virtual health, active transportation, and safe water, and air quality), increased safety of the community by reducing risks and enhancing the availability of justice services
Higher-Order facilities	Social and community services and facilities that cater for municipal wide and regional populations. These facilities include can include aquatic leisure

	centres, libraries, performing arts; civic centre universities/TAFE, hospitals and human services.
Influencing factors	Understanding the underlying drivers and factors that impact identified intervention/response priority
Intervention/Response Priority Framework	<p>Refer to the overarching criteria used to prioritise actions required to meet the needs and expectations of the community:</p> <p>Grow: where <u>new</u> community facilities, spaces and places are required to address drivers and opportunities, provide new or expanded services, and meet desired service/legislation standards.</p> <p>Enhance: where expansions and/or physical improvements to community facilities, spaces and places are recommended to meet desired service/legislated standards, provide appropriate access to services and/or meet community needs and expectations.</p> <p>Optimise: community infrastructure in locations where improvements to the operation and management of community facilities, spaces and places are recommended to meet desired service standards and/or to meet community needs and expectations.</p>
Option	Refer to a possible solution to address identified drivers and opportunities. A range of options should be considered and analysed to determine the preferred option, which will be recommended in the PDDSA/business case.
Likely timing	When drivers and opportunities are anticipated to occur, how they are likely to change over time and how this influences the timeframe for investment
Reasonable	An expected distance a person/s is to travel to access community services and facilities based on
Safety	Refers to an individual or community's prospection of feeling safe or unsafe, this includes public spaces (such as streetscapes and parks) and within a facility (including if they feel welcomed - does the space explicitly acknowledge gender diversity, ability to practice their culture or believes freely)
Service Planning	Refers to the detailed analysis of the provision, use, capacity, and future delivery models of service that the Council provides. This includes but is not limited to early years, youth services, seniors / aged care, library services, creative art, sport and leisure, providing meeting/gathering spaces and open spaces to facilitate community activities and programs
Social Drivers	Services and infrastructure that are designed to meet the needs of all users and improve community resilience. These services may include addressing equity issues (such as home affordability, issues with family complexity, or entrenched disadvantage), improving liveability and access (whether to social and affordable housing, essential services, or employment opportunities), and accommodating all users regardless of their identity, gender, status, or abilities.

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1. Introduction

The world is constantly changing, and the pace of change is getting faster. Hume will look very different in the next ten years and beyond. This means we cannot keep providing community infrastructure as we have previously. As our community grows and changes, we need to respond to community needs in new and different ways to deliver the best outcome in the future.

It is expected that Hume's population will grow to 397,453 by 2041 from its current estimated 250,001 (source: id profile™). Over the next five to twenty years, urban growth, densification of established areas, and related changes in population and household structures will drive an increase in service delivery and infrastructure requirements.

Consequently, planning for community infrastructure in Hume involves consideration of established urban areas where existing community services and infrastructure are present, but community needs are changing, and growth areas where new services and infrastructure are required to sustain new communities. As part of this approach, we must also consider our diverse geography, our communities, and the resulting differences in needs and demands.

It will be necessary to improve and optimise existing community services and infrastructure in combination with growing our existing services and infrastructure to meet these growing and changing demands and expectations.

A particular and important consideration is ensuring community facilities, spaces and places support the many cultural groups which meet and participate in activities in our community.

Our approach to community infrastructure planning recognises the importance of understanding and responding to community and service provider needs and expectations, and how these differ across Hume.

In the context of our community, we recognise that good infrastructure is not an end in itself, but a means of providing services and facilitating social interaction and community activities that ultimately result in positive social, economic, and environmental outcomes.

A network of services/facilities is planned to meet diverse community needs within a given area. Using the network approach ensures that a minimum level of access is ensured, particularly to universal services and activities; it also ensures that community facilities can offer a variety of different but complementary services and opportunities appropriate for a particular area.

Furthermore, our approach acknowledges that high-quality community services and infrastructure play an important role in providing focal points for community activity and can contribute to local pride and identity.

2. Purpose of the document

The purpose of this plan is to guide the planning and development of community infrastructure in Hume. This plan examines the potential community service and infrastructure demands resulting from the forecast population growth and demographic change for the next twenty years.

Additionally, the plan addresses current and potential future needs for community services and infrastructure that are impacted by: current gaps in service provision; changes in legislation and regulatory standards; facilities, spaces, and locations that are currently in use; accessibility; and the needs and expectations of both service providers and the community as a whole.

It provides the following information:

- A vision and set of principles that guide the planning of community infrastructure in Hume.
- A framework for prioritising planning and capital investments in community infrastructure by the Council.
- Options are provided for community infrastructure planning, capital investment, and specific facilities, spaces and places.

It is a plan developed at a point in time and should be actively monitored and updated to reflect new information arising from the Council's service planning as well as the rate of population growth in new suburbs.

The CIP has been prepared within the context of global initiatives (such as UN-Habitat Sustainable Development Goals), legislative requirements (such as the Local Government Act and Gender Equity), and the Council's strategic guiding documents. This included the application of population benchmarks where desired service standards were not available, discussions with service providers and considerations of previous community feedback. A review of the available utilisation data and building condition reports has also been carried out; however, data was not always available for all facilities and assets.

This is the first municipality-wide (growth & established areas) multidisciplinary and integrated community infrastructure plan ever developed by Council. It marks the beginning of our transformational journey to ensure that we continue to provide people with improved access to services, facilities (including sporting facilities), spaces and places (such as open spaces and paths for walking and cycling) where and when they need them most.

It promotes municipal-wide solutions, but it does not represent a binary or one-size-fits-all solution. This report provides recommendations for improving equity, accessibility, integration, design, and operation/management of the Council's services and infrastructure.

In addition to providing an overview of current and future infrastructure needs and priorities, the plan also identifies priorities for service delivery, confirming the need for new or enhanced community infrastructure to meet these standards, primarily in Early Years, Youth Services, Seniors / Aged Care, Creative Arts, and Community Meeting / Gathering / Activity Space.

Council is also identifying ways to improve the activation and ease of community use of community facilities for gathering and activities across Hume in a way that is equitable, inclusive, and accessible. In some precincts, the results of this work will be crucial in confirming whether or not existing community facilities, places, and spaces will or can adequately enable residents to gather and participate in social and cultural activities, or whether new and/or enhanced community facilities, places, and spaces are also needed.

3. Community Infrastructure Planning

We recognise that community services make a fundamental contribution to the health and wellbeing of our communities and provide a space for groups and individuals to interact, which promotes social cohesion, community connections, participation and belonging.

The primary purpose of community infrastructure is to facilitate these important services and facilitate these important social outcomes.

The starting point for community infrastructure planning must therefore be the desired services and activities that the community needs.

Too often the new infrastructure is planned first under a “build it and they will come’ approach which means the infrastructure is not always optimal for its purpose and/or underutilised, least initially.

Community infrastructure can also contribute significantly to the built environment by demonstrating and influencing the specific identities and character of the community that lives within the area. Well designed and managed community infrastructure can enhance the liveability of an area, and improve social, cultural, environmental, and economic resilience.

Ensuring the design of new and enhanced community infrastructure responds appropriately to its context is therefore critical.

The CIP defines community infrastructure as:

public physical facilities, spaces and places which help communities to meet social needs, maximise the potential for human development and enhance community wellbeing by accommodating and providing access to community services, programs, and activities

The categories of community infrastructure that the CIP plans for are listed on page 9.

The recommendations for sporting facilities are excluded from the plan as the Indoor & Outdoor Sports Plans guides the provision of sports facilities across Hume. However, the plan did consider Sports Pavilions / Social Room as they offer spaces for the community to use for gathering and activities.

What is Council’s Role in Community Infrastructure Planning and Delivery?

Council is just one provider of the many community services and facilities, spaces and places used by our community.

Its primary role is to plan, fund, deliver and manage (operational and asset) community facilities, spaces, and places that house Council services, and other service providers and enable community activities,

Council also has a key role in advocating for the delivery of Federal and State Government community infrastructure and working with not for profit and other non-Council service providers to find suitable facilities, places, and spaces.

Increasingly, Council is partnering with other tiers of government, non-Council service providers and the private sector to house and support greater service delivery within Council community facilities to facilitate appropriate community access to a full range of services.

Provider	Council provides community services typically housed in Council developed and managed community facilities, spaces and places.
Facilitator	Council facilitates the community to meet, undertake activities and access non-Council services by developing and managing suitable community facilities, spaces and places. Council also facilitates the provision of private community services and private facilities, spaces and places for community use.
Advocate	Council advocates for State and Federal Government services and community infrastructure facilities, spaces and places in Hume.

Relationship to Service Planning

As community infrastructure is primarily developed to provide for community services and to enable community activities, service planning is the single most important input to successful community infrastructure planning.

Service planning entails predicting future demand and the need for services and developing a range of service delivery models that would best meet the changing needs of communities.

It is a critical input to the planning and design of community infrastructure.

Supply analysis and modelling predict the likely service network capacity by considering a range of variables, such as policy objectives, service delivery and network designs, access patterns and the capacity of existing facilities.

Service forecast models and Desired Service Standards (DSS) identify how services are to be delivered (i.e., in a community centre setting versus outreach and the influences of technological advances) and the desired level of accessibility for the community to these services.

These are used to identify the desired location and accessibility of community infrastructure and required form and function.

In developing this CIP, Council's 'DSS' and service models in existing and emerging Council Service Plans (where available) have been used to assess the adequacy of the current capacity and accessibility to community infrastructure. This included the projected capacity of infrastructure and required infrastructure responses to deliver services in line with the needs and expectations of the community and service providers.

This includes the following services:



Library Services



Early Years



Youth services



Seniors / Aged Care



Creative Arts



Community Meeting / Gathering / Activity Space

Where there is currently no adopted Service Plan or DSS for a service, facility 'benchmarks' for the provision of infrastructure per population ratio have been applied to assess the current and future community infrastructure needs for that service.

Community Infrastructure Categories

The CIP includes community facilities, spaces and places that facilitate the delivery of services. We have categorised community facilities according to the service type which operates in them.

Community facilities and spaces	Community centres, hubs, halls and meeting spaces, men's sheds, creative arts spaces, community gardens, and cultural facilities where activities occur and groups meet, which facilitate community building and strengthening.
Lifespan services	Facilities for services and programs the community require at different stages of their lives. These include services such as maternal child health, immunisation, early childhood, family children and youth support services, childcare, seniors, and services that support ageing in place.
Learning spaces and places	Global learning centres, libraries and associated services (such as mobile libraries and program spaces for activities such as story time), co-working spaces, historic and heritage places (i.e., visitor centres and museums), and facilities/spaces that facilitate Hume's Multiversity initiative. Infrastructure not provided by Council include high schools; primary schools; alternative education; TAFE campus; university campuses; and community education, economic and tourism-related spaces and places.
Civic spaces and places	Town plazas, urban spaces, administration, depot, resource, customer service centres and SES Sheds. Infrastructure not provided by Council includes emergency and justice facilities.
Sporting facilities	Indoor and outdoor sports facilities facilitate organised competition, training, and physical activity. Indoor sports facilities include aquatic, courts, health and fitness (gyms), group fitness spaces and sports pavilions. Outdoor facilities include playing fields, pitches, and courts. Aligned to Hume's Indoor & Outdoor Sports and Sports Pavilion Plans.
Open space and recreation	Open and recreation spaces can be accessed by all, to play, walk, cycle socialise, exercise, celebrate or participate in other activities that provide personal satisfaction or intrinsic reward. Recreation spaces include gardens and open parklands, community gardens, corridor links, amenity spaces, community use facilities, civic commons or squares. Aligned to Hume's Open Space Strategy and Walking & Cycle Strategy.
Community health, support & aged care	Council facilities and spaces that contain consulting spaces for community health services, wellness and allied health programs provided by Council or in partnership with external service providers.

4. Vision and Principles

The following vision and principles have been developed to guide Council's planning approach to community infrastructure.

VISION: DELIVER A NETWORK OF COMMUNITY FACILITIES, SPACES AND PLACES TO SUPPORT THE PROVISION OF SERVICES AND COMMUNITY ACTIVITIES.

.....
OUR NETWORK OF COMMUNITY INFRASTRUCTURE WILL BE PLANNED TO BE:



Responsive to community and service provider needs and expectations



Accessible and well located



Delivered in step with population growth and change

We will respond to service provider and community needs and expectations by:

- Engaging with the community, other users and service providers, develop an evidence-based understanding of:
 - the provision, condition, and performance of current community infrastructure to meet contemporary user needs.
 - community services, activities and programs required to meet the specific needs and expectations of different communities across Hume.
 - community need based on social drivers, understanding intersectionality, user experience, mosaic data, service provider and community engagement and benchmarking/desired service standards.
- Being responsive to recent legislative, social, and environmental policy shifts relating to the provision of community services and infrastructure requirements including, future service delivery model changes.
- Continuing to strengthen and build new partnerships with sector organisations and service providers.
- Recognising and responding to the dynamic and changing nature of communities, including understanding users' experience of various cultures/groups to inform service design and delivery.

We will deliver accessible and well-located service and infrastructure by:

- Understanding our community and using our evidence base to ensure our community infrastructure functions as a network and meets many local service needs.
- Delivering and managing services and infrastructure that are affordable, sustainable, and flexible to maximise use.
- Reviewing the capacity and performance of existing community infrastructure across the municipality to address issues associated with access.
- Improving digital capability and accessibility within community infrastructure, to expand and optimise access to service delivery and activities.
- Considering locating our community infrastructure within or adjoining our activity centres and community infrastructure with access to multiple modes of transport.
- Considering service provision hours of operation to better provide access to services where and when they are needed most.
- Delivering intergenerational community services, facilities, spaces, and places to be inclusive for all - for people throughout their lifespan.

We will deliver community services and infrastructure in step with population growth by:

- understanding and addressing the likely challenges and emerging issues impacting the local population services changes to meet the growing Hume demographic in the future.
- identifying optimal locations for the provision of the required new and upgraded community infrastructure in structure plans and/or similar statutory planning documents.
- focusing on access to services where and when they are needed and providing safe, effective and suitable delivery model of Council services.

To achieve these planning principles, and others within Council’s plans, frameworks and strategies we acknowledge that our community infrastructure needs to be designed and managed with a focus on:

OUR COMMUNITY INFRASTRUCTURE WILL BE DESIGNED AND MANAGED TO:



Put the environment and people first



Foster community pride



Be flexible and integrated



Support equitable access

We will put the environment and people first by:

- Tailoring the design and management of our community infrastructure in line with the requirements of our service providers and the expectations of the community they are intending to serve.
- Considering how the environmental impact of our community facilities, spaces and places can be minimised through environmentally sustainable design and operation.
- Embedding human-centred thinking and design in the delivery of our community service, facilities, spaces, and places.
- Applying a gender lens to decision making, including the design of services, facilities, spaces and places, including the management of these spaces, which explicitly welcomes and supports gender diversity.

We will foster community pride by:

- Designing and locating community facilities, spaces and places to be:
 - a source and a reflection of the community and local identity.
 - a focal point and key meeting space for the community that they serve.
 - site responsive with legible and visual connections to its surroundings.
 - safe and welcoming that is culturally responsive and gender inclusive.
 - supports a wide range of programs and services.
 - enhances community resilience to respond to acute and chronic shocks
 - is welcoming and promotes safe and universal access.
 - enhances the activation and use of facilities through partnerships to establish a sense of ownership.

We will deliver flexible and accessible service and infrastructure by:

- Designing our community facilities, spaces, and places to be adaptable to different service, program and activity demands through the day, the week, the year, and over time.
- Considering partnering with other community infrastructure and service providers to develop facilities, spaces and places that can be shared and utilised by other service providers at appropriate times.
- Ensuring that our planning, design, and management processes are regularly evaluated so the community, workers and visitors get the community facilities, spaces, and places they require.

We will strive for equitable access by:

- Identifying the intersectionality of different community cohorts and understanding people's lived experience to seek to address social inequality and design services, facilities, spaces and places that meet the needs of a diverse community.
- Identifying design solutions to integrate new and upgraded community facilities, spaces and places into redevelopment areas.
- Identifying optimal locations for the provision of the required new and upgraded community infrastructure in structure plans and/or similar statutory planning documents.
- Locating community facilities, spaces, and places with access to multiple modes of transport.
- Considering co-locating our community facilities, spaces and places together and with community infrastructure provided by others (e.g., schools).
- Designing and managing our facilities, space, and places to consider and celebrate all cultures, gender, ability, and beliefs.
- Securing contributions from new developments (growth or renewal) to help fund the provision of new and upgraded community infrastructure

Precinct Analysis

To recognise the diverse community and geography of Hume, a Needs Assessment looked in detail at different precincts within Hume and their community infrastructure needs based on key drivers of need and our understanding of community and service provider expectations. Refer to Appendix A for the approach used.

These precincts are shown in Figure 1 and align with the boundaries of smaller areas where the Council has access to statistical data and are generally reflective of the natural community catchments formed by major barriers to movement created by roads and creeks.

We recognise that communities will transcend these precincts and access community services and infrastructure beyond these precincts to meet their specific wants and needs. However, they provide a useful basis for identifying specific drivers, community infrastructure needs and tailored community infrastructure responses.

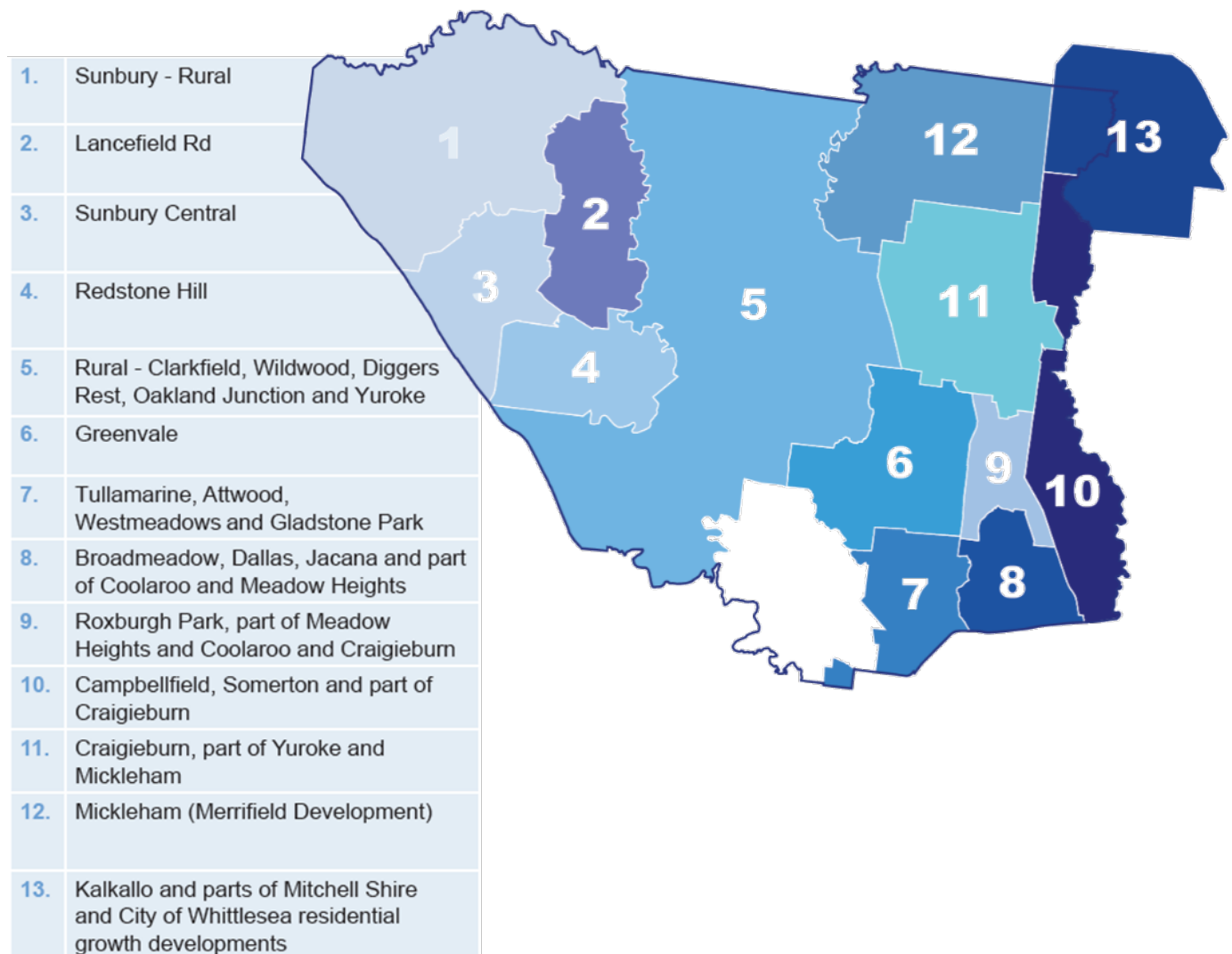


Figure 1: Map of Hume's Planning Precincts

5. Community Infrastructure Plan

This section outlines the recommendations for changes to service and community infrastructure provision across the municipality over the next 20+ years. It includes recommendations for:

- Service and community infrastructure that has a more regional role, serving communities across the whole of the city and beyond into neighbouring municipalities.
- Service and community infrastructure within individual precincts of the city that serve a more local role.

The methodology to identify these options are outlined in Appendix A.

Regional Level Community Infrastructure

Regional level or higher-order community infrastructure plays an important role within the network of community service provision.

These facilities tend to have a dual purpose of meeting higher-order service provision and community activity needs of a catchment up to around 25 kilometres away as well as the local needs of those living immediately around it. These regional facilities, spaces and places are generally larger and often offer a variety of collocated Council and external services sometimes delivered and operate partnerships between Council and external service providers.

Their scale means they require detailed planning over many years and involve significant capital investment that often requiring funding from Federal and State Governments.

Table 1 details the recommended benchmark / indicative triggers for regional community services and infrastructure for Hume identified in the Hume Community Infrastructure Planning Framework. These benchmarks / indicative triggers are not requirements. Simply reaching a population level does not in itself mean a regional scale community facility, space or place is needed. Rather, it is an indication that there may be a community need for regional community service and a need for regional community infrastructure to house this service.

In order to ensure there is a network of facilities available to meet the needs of communities at varying scales of catchment, the Library Service Plan and **Creative Spaces and Places** Infrastructure Plan provides detailed guidelines for the provision of services and infrastructure at a regional level.

Hume's Community Infrastructure Planning Framework recommends that all regional community infrastructure should be investigated thoroughly considering provision and needs in neighbouring municipalities and should be progressed via a full business case process.

Service	Benchmark / Trigger	Current Provision	Adequacy of provision – based on the 2021 population	Recommended provision – based on the 2041 population
Creative Arts	Performing Arts: 1 facility per municipality Arts and culture facilities per 100,000 population.	Nil No purpose-built facility.	There is no fit for purpose performance arts facility. In the absence of adequate facilities, the community must travel outside of Hume for these activities, which is costly and impacts their participation and attendance. 3 facilities that can cater for up to 350 people.	A regional performing arts facility in Kalkallo MAC. ¹ Creative Arts Hubs (with varied regional functionality) in Craigieburn, Broadmeadows, Sunbury and Merrifield precincts.
Meeting / Gathering Space	Capacity of 300+ people: 1 space per 50,000 people.	Town Hall Broadmeadows	Whilst only Broadmeadows has a venue for 300+ people, HGLC Craigieburn, Lyndall Blundell and Sunbury Memorial Hall can cater to up to 250 people.	The Bridges (R2) Community Centre, Community Meeting/Gathering space next to Bluebird Way, and spaces within the Merrifield TC and Kalkallo MAC.
Regional Library Service	1: 200,000> people all ages	Nil	The population are reliant on district scale services within Broadmeadows, Sunbury and Craigieburn.	1 regional library

Table 1: Analysis of adequacy of current provision and recommended facilities according to population benchmarks.

Non-Council regional services are provided by the state government (such as justice services - courts) and educational institutions (such as TAFEs and universities) that the community requires access to. Currently, justice/court services are located in Broadmeadows, which has limited capacity and involves considerable travel for the community. For individuals in Hume to gain employment and support a skilled workforce, access to higher education is essential. Currently, Hume is served by one TAFE facility located in Broadmeadow. To provide adequate education and training to the growing population in Lockerbie, Merrifield, and Sunbury precincts, benchmarks indicate the need for an additional two TAFEs.

Hume requires both State and non-Council services and infrastructure, such as health, education, human services, justice, and emergency, for its northern growth area (Lockerbie and Merrifield Precincts), with local services integrated and or collocated to meet the needs of the community. Currently, these services are provided in the southern parts of Hume, which have limited capacity. Community members must therefore travel long distances with limited means of transportation to access these services, often with long waiting periods.

In the process of developing Hume's Community Vision, this need became evident. Our long-term planning identifies and seeks out land for such purposes in Sunbury, Lockerbie, and Merrifield. In addition, Hume City Council, the City of Whittlesea and Mitchell Shire have formed a Regional Partnership to provide State and non-Council services and infrastructure at Cloverton Metropolitan Activity Centre in the Lockerbie precinct to address gaps and meet the diverse needs of a regional catchment area.

¹ To be confirmed through the finalisation of the Creative Spaces and Places Infrastructure Plan

ACTIONS

The following actions outline the service and detailed planning requirements to inform and guide infrastructure responses specifically for the next 5 to 10 years. Planning for service and infrastructure delivery beyond 10 years will be based on a sound understanding of the communities' needs and expectations.

> 5 years

- Through the Regional Partnership:
 - confirm the need and funding requirements for Council regional level infrastructure outlined in Table 1.
 - advocate for the Federal and State Government to invest in higher-order social infrastructure (such as health, emergency, justice and higher education facilities) in Broadmeadows, Sunbury, Craigieburn, Cloverton and Merrifield precincts.

5 to 10 years

- Continue to plan for the delivery of regional community infrastructure through the Regional Partnership, including the preparation of detailed business cases.
- Continue to advocate for the Federal and State Government to invest in higher-order social infrastructure.

10 years and beyond

- Deliver community and social infrastructure in accordance with the business cases and continue to advocate for state and federal investment for higher order infrastructure and services in Hume as required.

Identified Precinct Options and Actions

This section identifies the recommended service and infrastructure response to meet the needs of the community in the short, medium and long term (5 to 10+ years). It also includes the actions required by Council to deliver these recommendations.

There is a table in each precinct which outlines the projects that have been identified to grow, enhance, and optimise community services, in response to community needs, gaps in service provision, and accessibility issues. Additionally, it includes their priority according to the matrix outlined in Appendix A, and the identified services it could house. The accompanying map identifies the recommended locations, functions, and estimated costs for each facility. The estimated costs include planning, design, and construction, including under \$2 million, between \$3-9 million, and in excess of \$10 million.

The following highlights the common and more city-wide actions required to meet identified community needs, increase the utilisation of services and facilities, adhere to current legislative requirements (such as access for all and gender equity) and realise the guiding principles of the CIP. These include:

- Develop and refine desired service standards for all service areas, including new more agile service delivery models to respond to changing community needs, expectations and ways people want to use services. Explore opportunities to provide services:
 - out of standard operating hours (after five, weekend or 24-hour access).
 - mobile / outreach services instead of static (within a fixed space) delivery.
 - in a variety of settings (natural environment/parks, co-designed intergenerational spaces).
 - trialling or temporary spaces and low-cost fit-out to ascertain the need for more permanent delivery.

- The need to develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits as per the Sports Pavilion Plan and Preschool Asset Condition Assessment (not all preschools were included). What we mean by this is, based on established Asset Management Plans, develop annual maintenance program(s).
- Consideration be given to updating the Indoor and Outdoor Sports Plan to identify how these facilities can facilitate increased non-council service provision n health and wellbeing and how spaces in these facilities can be better managed to enable access for residents to gather and undertake non-sporting activities. This is critical in precincts that have several larger sports facilities and pavilions, in the rural precincts and in the growth precincts where the sports facilities are delivered in advance of community centres.
- Implement Smart City Technology (i.e., swipe cards, smart meters and solar-powered lighting / Wi-Fi enabled) assessing existing service performance, to increase the safety, use and sustainability of facilities, spaces and places. This is critical for precincts with identified new facilities, where upgrades have been identified and within rural precincts to increase accessibility.
- Continue walking and cycling network planning to improve pathways and access to facilities throughout the city and within the open space areas, to enhance mobility as the community ages, especially for the rural precincts where the community have expressed this as a priority to improve accessibility to spaces and places.
- Undertake neighbourhood level planning and master plans to inform detailed planning (design, construction, and management requirements). This practice should be embedded in all growth and enhance recommendations.
- The need to develop a long-term improvement program that directs the placement and design of new toilet facilities and the refurbishment of existing facilities. The plan should articulate the standard provision and levels of service associated with public toilets and amenity facilities.
- Ensure that the network of open space is connected to services and infrastructure, which are designed to be child, youth and older people-friendly, gender-responsive and respond to the needs of vulnerable and disadvantaged communities.
- Continue to work in partnership with external service providers to increase and expand services offered at existing facilities, spaces and places to meet community needs.

The following provides a summary of the priorities for each precinct, facility recommendations and associated actions, and location within the precinct.

PRECINCT 1: SUNBURY RURAL

Precinct 1 is predominantly rural living, with a small residential area along the eastern boundary that access services in neighbouring precincts or local governments. There is no identified grow, enhance and optimise service provision or infrastructure responses required to meet the needs and expectations of the community.

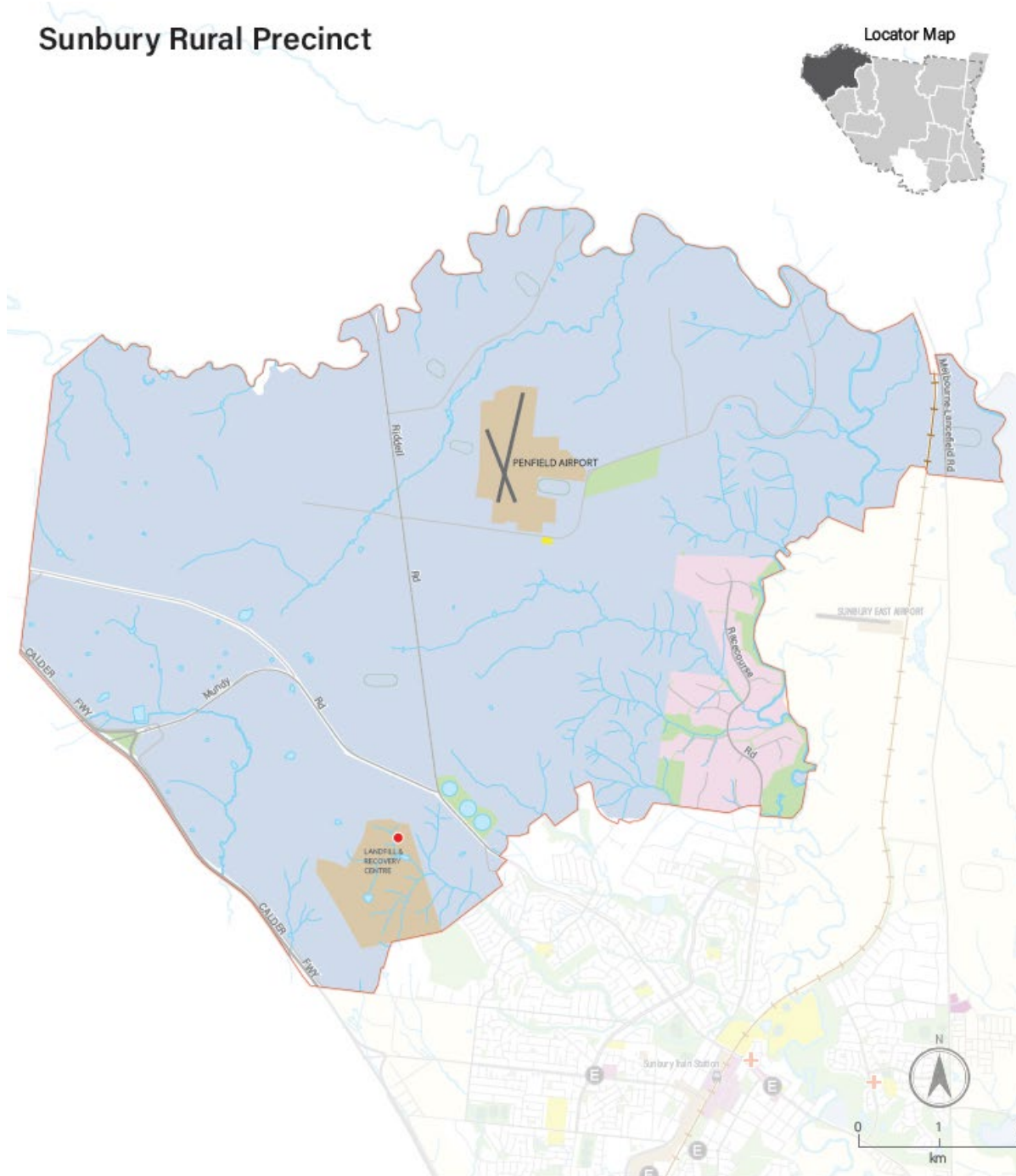


Figure 2: Precinct 1, a summary of identified service and infrastructure projects

ACTIONS

The following actions outline the service and detailed planning requirements to inform and guide infrastructure responses specifically for the next 5 to 10 years. Planning for service and infrastructure delivery beyond 10 years will be based on a sound understanding of the communities' needs and expectations.

> 5 years

- There is no identified service or infrastructure planning required for this Precinct.

5 to 10 years

- Continue to assess the adequacy of service and infrastructure delivered in neighbouring precincts which support the residential population of the Sunbury Rural Precinct.

10 years and beyond

- Engage with the residents of Precinct 1, to ensure they continue to have access to services they need within a reasonable distance for a rural community.

PRECINCT 2: LANCEFIELD RD

Precinct 2 includes the established community of Goonawarra, Rolling Meadows and the planned new communities in the Lancefield Road and Sunbury North PSPs, that will be developed over the next 20+ years. Three new community facilities have been identified as being required in the Lancefield Road PSP, and a further two community centres are anticipated to form part of the Sunbury North PSP. Additionally, there is a planned activity centre, adjacent to the proposed Emu Creek Community Centre in the Kingfisher Estate which will provide several non-Council community services.

The priority in this precinct is to grow the provision of community services and infrastructure in step with the population growth whilst ensuring that the specific service needs of existing communities are still met.

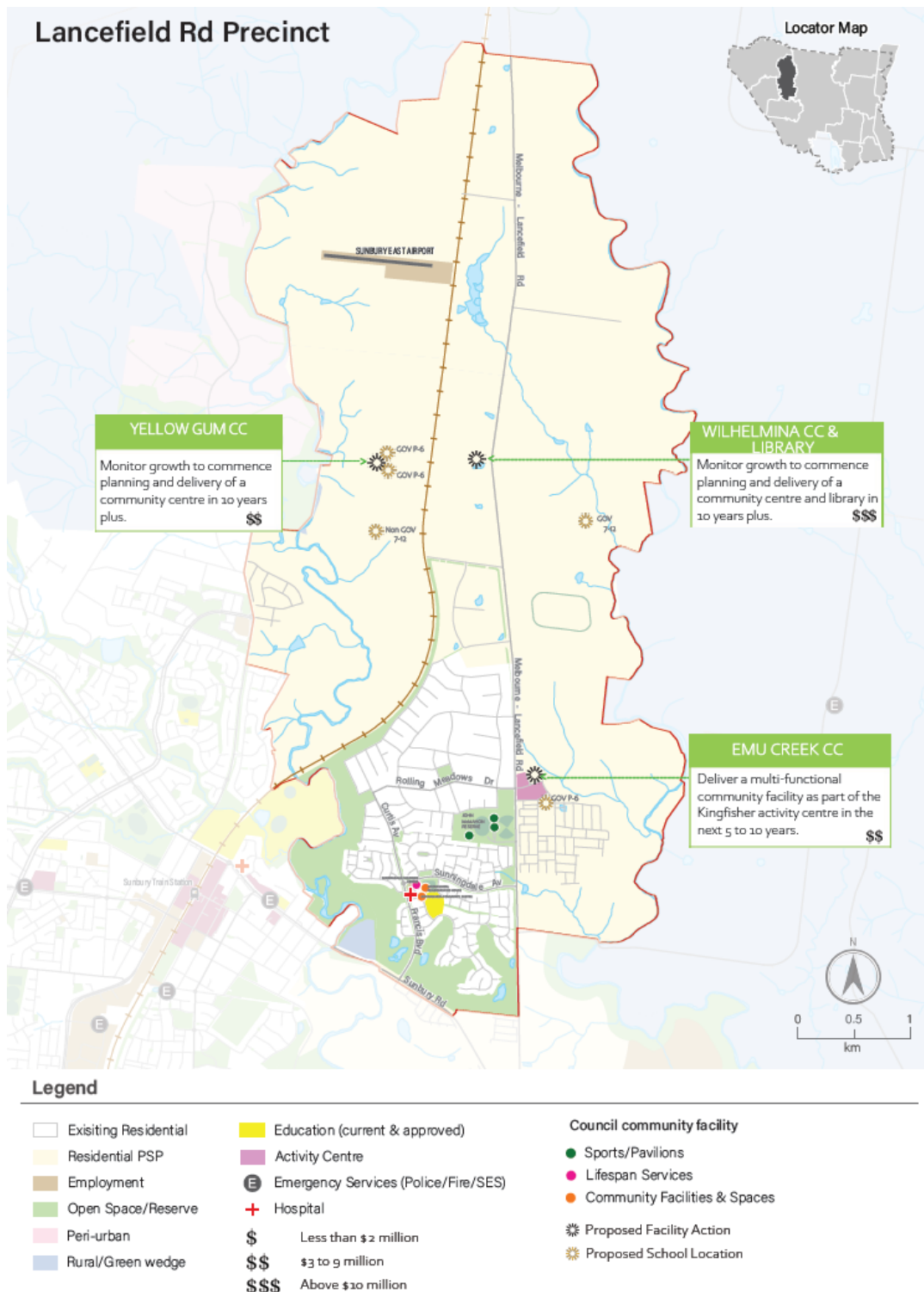


Figure 3: Precinct 2, summary of identified service and infrastructure projects

Table Legend

Existing Service: no change to service within the facility	New Service: within a new facility or introducing a new service to an existing facility	Enhanced Service: expanding or increasing existing service in the facility	Reduced Service: rationalising service provision
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Project No.	Project	Priority as per priority assessment criteria			Identified Service Required The service delivery model (DSS) will be determined through service planning and detailed investigation/business case					
		High	Medium	Low	Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting Spaces
GROW										
1	Deliver the new LR-CI-02 Yellow Gum Community	2								
2	Deliver the new LR-CI-01 Wilhelmina Community Centre & Library	2								
3	Deliver the new LR-CI-03 Emu Creek Community Centre	2								
ENHANCE										
-	-									
OPTIMISE										
-	-									

ACTION

The following actions outline the service, resource and detailed planning requirements to inform and guide infrastructure responses specifically for the next 5 to 10 years. Planning for service and infrastructure delivery beyond 10 years will be based on a sound understanding of the communities' needs and expectations.

< 5 years

- Monitor the capacity of current service provision and work with service providers to expand, and or introduce new services to meet the needs of the existing and emerging community, until such time as the Emu Creek Community Centre is delivered.
- Ensure the planning of the Jacksons Creek Community Centre has the capacity to meet the needs of new households within the Lancefield Rd PSP, until the Emu Creek Community Centre is delivered.
- Undertake detailed service and infrastructure planning to confirm the form and function of the Emu Creek community facility to ensure it meets the needs and expectations of service providers and the growing community.
- Work with the developer of the Kingfisher Estate activity centre to ensure the centre includes provision for a range of private health services and other community support services.

5 to 10 years

- Monitor the rate of development and population growth in the Precinct to inform the required timing for the other proposed community facilities and schools. Including, the consideration of the needs of small residential estates in bordering precincts to the west and the needs of the rural community to the east.
- Deliver the Emu Creek Community Centre and associated services.
- Support State Government to deliver proposed schools and other community facilities.
- Undertake detailed service and infrastructure planning to confirm the form and function of the Wilhelmina and Yellow Gum community facilities to ensure they meet the needs and expectations of service providers and the growing community.

10 years and beyond

- Monitor and assess the adequacy of service provision and infrastructure to meet the needs of a growing population.
- Deliver the Wilhelmina Community Centre and Library.
- Deliver the Yellow Gum Community Centre.
- Undertake detailed service and infrastructure planning to confirm the form and function of the Sunbury North PSP community facilities to ensure they meet the needs and expectations of the growing community and service providers.

PRECINCT 3: SUNBURY CENTRAL

Precinct 3 includes the established communities of central Sunbury where there is a significantly older population ageing in place with most of the housing targeted at families. An additional community centre will be required to support the services required for the population growth in the identified Sunbury West PSP that will begin to be planned over the next 10 years.

There is a range of priorities for this Precinct from, investing in ageing infrastructure which is becoming or is longer fit for purpose, enhancing facilities to expand existing services, to optimising facilities by introducing new services to support the varying needs and expectations of older people ageing in place, lone households, high numbers of disengaged youth, and new more culturally diverse households.

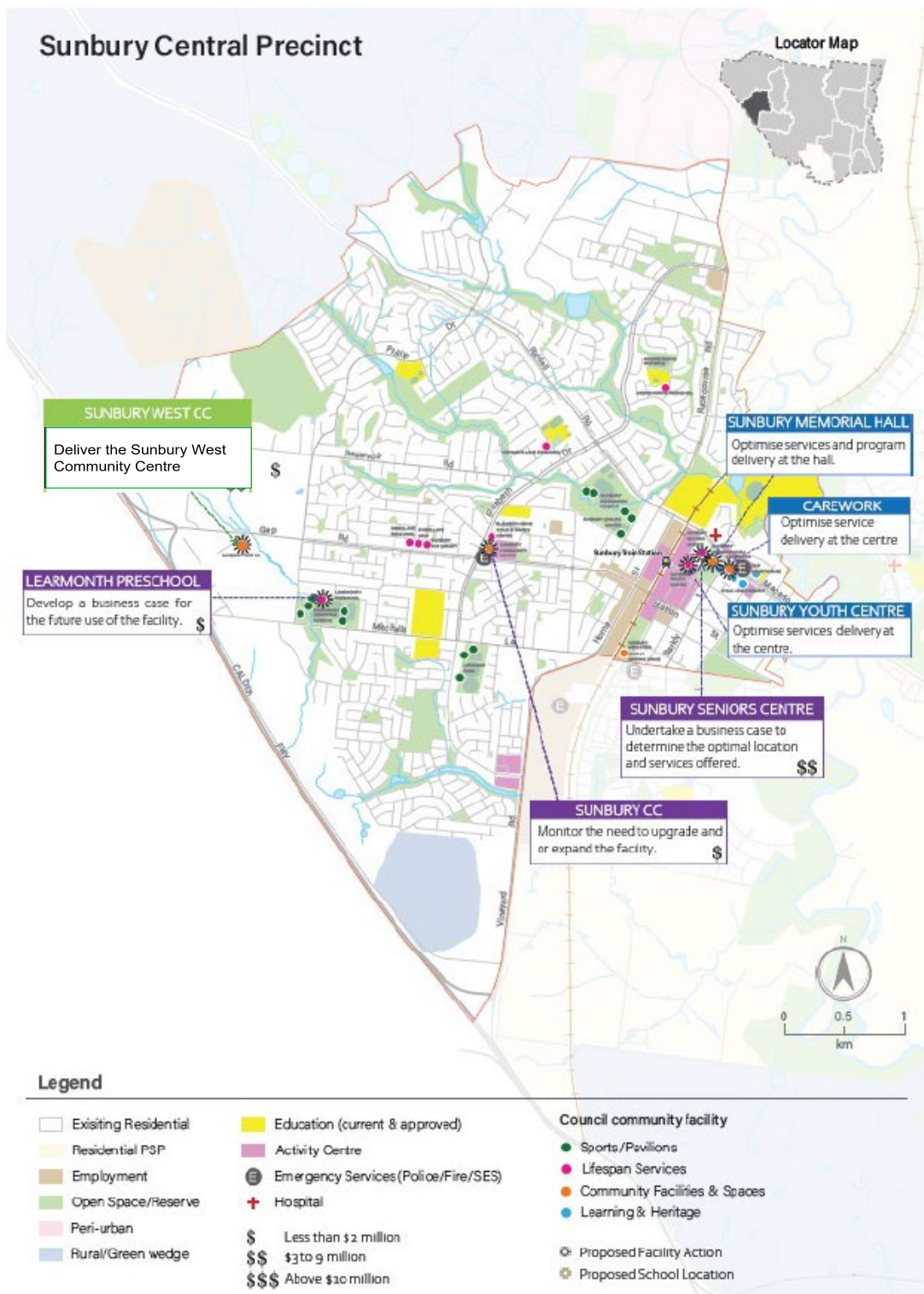


Figure 4: Precinct 3, summary of identified service and infrastructure projects

Existing Service: no change to service within the facility	New Service: within a new facility or introducing a new service to an existing facility	Enhanced Service: expanding or increasing existing service in the facility	Reduced Service: rationalising service provision
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Project No.	Project	Priority as per priority assessment criteria			Identified Service Required The service delivery model (DSS) will be determined through service planning and detailed investigation/business case					
		High	Medium	Low	Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting Spaces
GROW										
1	Deliver the Sunbury West Community Centre	2								
ENHANCE										
2	Investigate the future Learmonth Preschool	4								
3	Monitor the need to upgrade and or expand Sunbury Community Centre	4								
4	Investigate the future of the Sunbury Seniors Centre.	4								
OPTIMISE										
5	Optimise services and program delivery at the Sunbury Youth Centre			6						
6	Optimise services and program delivery at Sunbury Memorial Hall			6						
7	Optimise services and program delivery at CareWorks			5						

ACTIONS

The following actions outline the service, resource and detailed planning requirements to inform and guide infrastructure responses specifically for the next 5 to 10 years. Planning for service and infrastructure delivery beyond 10 years will be based on a sound understanding of the communities’ needs and expectations.

< 5 years

- Continue to investigate the future of the Learmonth Preschool which should consider the best use (reuse) with the highest benefit to the community.
- Monitor the capacity of current service provision and work with service providers to expand, and or introduce new services to meet the needs of the existing and emerging community at the Sunbury Community Centre.
- Undertake the business case for the Sunbury Seniors Centre to ascertain the works required to upgrade or relocate the facility.
- In partnership with external service providers gains a greater understanding of the need to provide additional and or expanded service delivery at CareWorks and Sunbury Youth Centre and enhance the utilisation of Sunbury Memorial Hall.

- Continue to work with the Hume RAP Working Group to further explore opportunities within the Precinct to provide a space and services for Aboriginal and Torres Strait Islander communities to connect & practice their culture.

5 to 10 years

- Monitor the need for and gain a greater understanding of the services needed for the growing community in the Sunbury West PSP area to be delivered in the Sunbury West Community Centre.
- Monitor the rate of development and population growth in the Precinct to inform the required timing for the other proposed community facilities and schools that might be included in the Sunbury West PSP.

10 years and beyond

- Monitor and assess the adequacy of service provision and infrastructure to meet the needs of a growing and contrasting ageing population.

PRECINCT 4: REDSTONE HILL

Precinct 4 includes the established residential area of Jacksons Hill and the planned new communities in the Sunbury South PSP that will be developed over the next 20 years. Three new community facilities have been identified as being required in the Sunbury South PSP, including a community centre located within the Redstone Hill activity centre.

The priority in this precinct is to grow the provision of community services and community infrastructure in step with the population growth whilst ensuring a network of innovative and flexible facilities, spaces and places which are easily adapted to meet desired service standards, when and where they are needed.



Figure 5: Precinct 4, summary of identified service and infrastructure projects

Existing Service: no change to service within the facility	New Service: within a new facility or introducing a new service to an existing facility	Enhanced Service: expanding or increasing existing service in the facility	Reduced Service: rationalising service provision
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Project No.	Project	Priority as per priority assessment criteria			Identified Service Required The service delivery model (DSS) will be determined through service planning and detailed investigation/business case					
		High	Medium	Low	Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting Spaces
GROW										
1	Deliver the new SS-CI-02 Jacksons Creek Community Centre	2				TBC				
2	Deliver the new SS-CI-01 Harpers Creek Community Centre	2				TBC				
3	Deliver the new SS-CI-03 Redstone Hill Community Centre	2				TBC				
ENHANCE										
4	Upgrade and expand the existing uses at Jackson’s Hill to develop a Sunbury Creative Arts Hub		4							
OPTIMISE										
-	-									

ACTIONS

The following actions outline the service, resource and detailed planning requirements to inform and guide infrastructure responses specifically for the next 5 to 10 years. Planning for service and infrastructure delivery beyond 10 years will be based on a sound understanding of the communities’ needs and expectations.

< 5 years

- Undertake detailed service and infrastructure planning to confirm the form and function of the Jacksons Creek Community Centre (CC-IC-02), with the understanding this facility will meet the needs of the growing community in Lancefield Rd until such time as the Emu Creek Community Centre and the Redstone Hill Community Centre (CC-IC-03) are delivered.
- Confirm what is required to upgrade the publicly accessible buildings within the proposed Sunbury Arts and Cultural Precinct - Jacksons Hill (as identified in the VPA Master Plan), to make them safe and compliant with building regulations for the community to continue to access these facilities to become a Creative Arts Hub for Sunbury.
- Deliver the CC-IC-02 Jacksons Creek Community Centre.
- Investigate the option for the early delivery of small meeting spaces and consulting rooms in the Buckland Way area to provide access to services and spaces until the proposed CC-IC-01 Harpers Creek Community Centre is delivered.

- Work with the developer of the Redstone Hill activity centre to ensure the centre includes provision for a range of private health services and other community support services.

5 to 10 years

- Continue to monitor the capacity of services and spaces within Jacksons Creek Community Centre to guide the development of the CC-IC-01 Harpers Creek Community Centre and CC-IC-03 Redstone Hill Community Centre.
- Implement identified works for the development of the Sunbury Arts and Cultural Precinct.
- Support State Government deliver proposed schools and other community facilities.

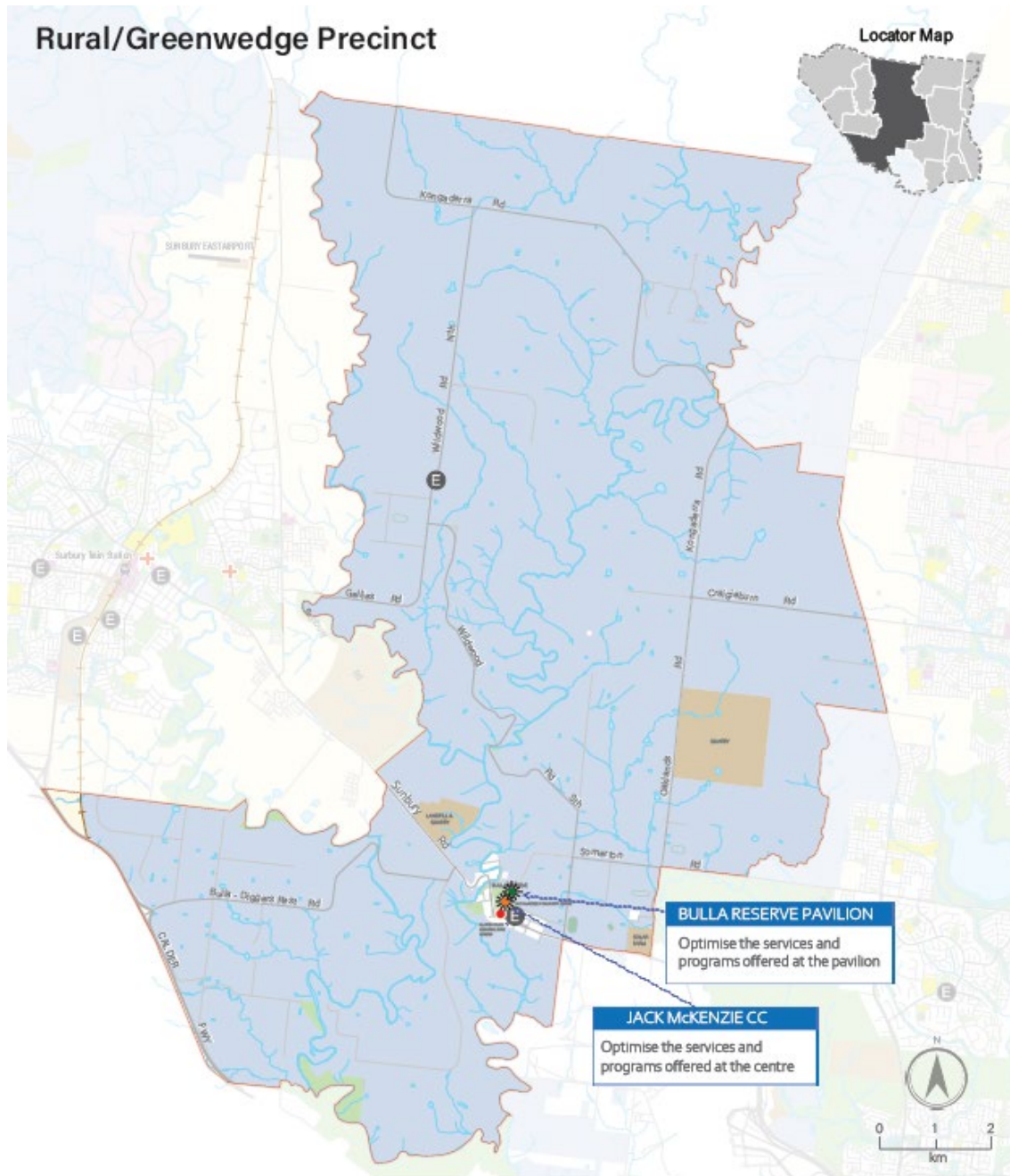
10 years and beyond

- Deliver the CC-IC-01 Harpers Creek Community Centre.
- Deliver the CC-IC-03 Redstone Hill Community Centre.
- Continue to work with State Government and the private sector to enable the proposed Sunbury Arts and Cultural Precinct to reach its full potential.

PRECINCT 5: RURAL

Precinct 5 consists of the rural communities of Oakland Junction, Wildwood and Bulla (including the Bulla Township) and agricultural areas within the Green Wedge.

The priority for this precinct is to maintain good asset management and access to existing services and facilities and where possible provide outreach services within existing facilities to reduce travel time for residents.



Legend

Existing Residential	Education (current & approved)	Council community facility
Residential PSP	Activity Centre	Sports/Pavilions
Employment	Emergency Services (Police/Fire/SES)	Civic Space & Places
Employment PSP	Hospital	Community Facilities & Spaces
Open Space/ Reserve		Proposed Facility Action
Peri-urban		Proposed School Location
Rural/Green wedge		

Figure 6: Precinct 5, summary of identified service and infrastructure projects

Existing Service: no change to service within the facility	New Service: within a new facility or introducing a new service to an existing facility	Enhanced Service: expanding or increasing existing service in the facility	Reduced Service: rationalising service provision
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Project No.	Project	Priority as per priority assessment criteria			Identified Service Required The service delivery model (DSS) will be determined through service planning and detailed investigation/business case					
		High	Medium	Low	Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting Spaces
GROW										
-	-									
ENHANCE										
-	-									
OPTIMISE										
1	Optimise services within the Jack McKenzie Community Centre		4							
2	Optimise services within the Bulla Reserve Pavilion		4							

ACTIONS

The following actions outline the service, resource and detailed planning requirements to inform and guide infrastructure responses specifically for the next 5 to 10 years. Planning for service and infrastructure delivery beyond 10 years will be based on a sound understanding of the communities’ needs and expectations.

> 5 years

- Confirm the service requirements to expand and deliver new services within existing facilities and spaces.
- When planning for new services and infrastructure within neighbouring precincts, consider the needs and accessibility of services for the people living in the rural areas.

5 to 10 years

- Continue to assess the adequacy of service and infrastructure delivered in neighbouring precincts.

10 years and beyond

- Ensure that accessibility is maintained and enhanced to services and spaces for people to connect and celebrate milestone life and community events.

PRECINCT 6: GREENVALE

Precinct 6 benefits from new and recently upgraded community facilities, spaces and places, that serves the residents of Greenvale, one of the most socio-economic advantaged areas in northern metropolitan Melbourne. These facilities will meet the demand for new residential development that will continue for the coming 10 years.

The priority for this precinct is to maintain access and introduce new and or expanded services within existing facilities to meet the needs of a changing community and achieve desired service standards.

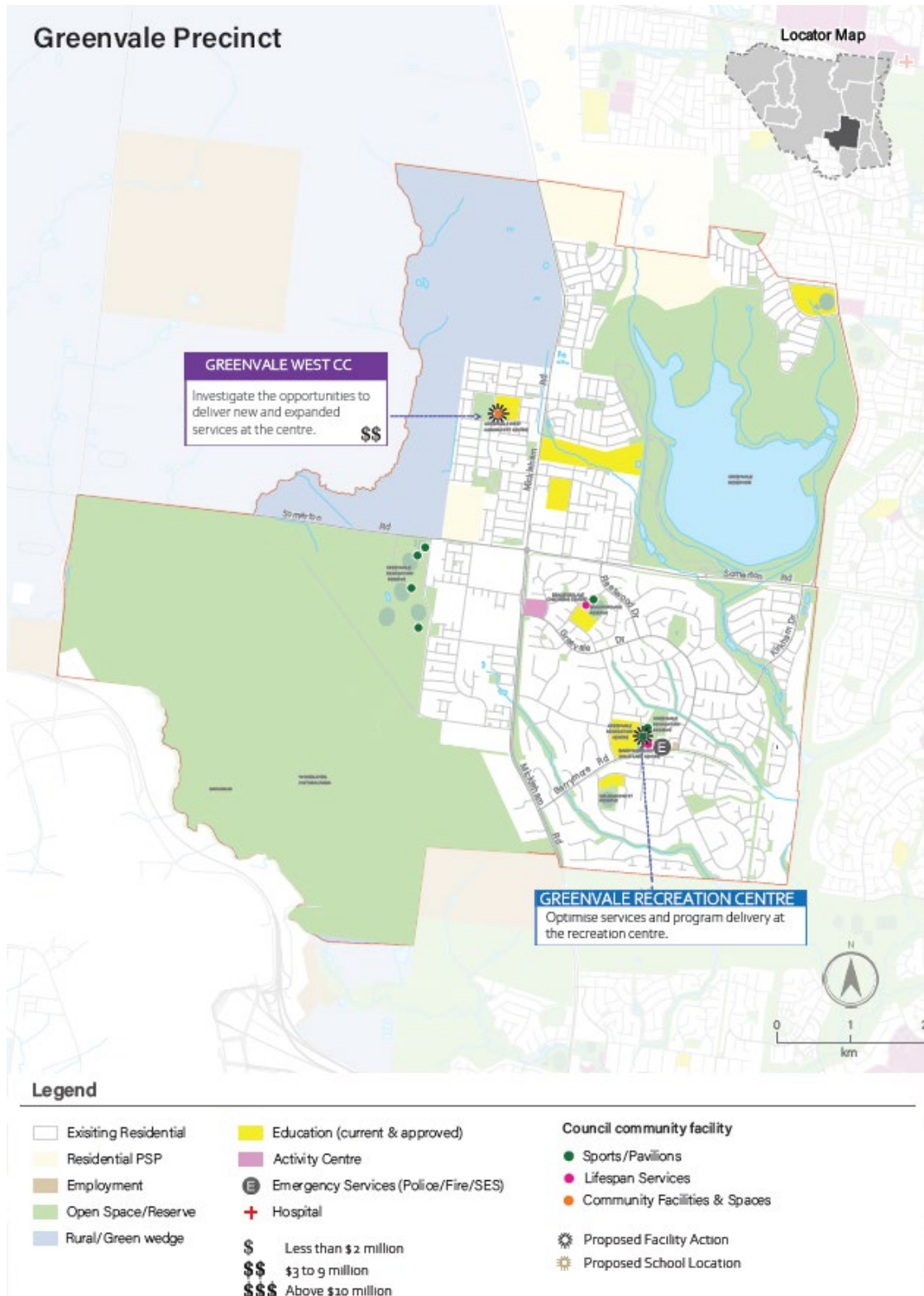


Figure 7: Precinct 6, summary of identified service and infrastructure projects

Existing Service: no change to service within the facility	New Service: within a new facility or introducing a new service to an existing facility	Enhanced Service: expanding or increasing existing service in the facility	Reduced Service: rationalising service provision
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Project No.	Project	Priority as per priority assessment criteria			Identified Service Required The service delivery model (DSS) will be determined through service planning and detailed investigation/business case						
		High	Medium	Low	Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting Spaces	
GROW											
-	-										
ENHANCE											
1	Deliver new and expanded services at the Greenvale West Community Centre.	2			TBC						
OPTIMISE											
2	Optimise services within the Greenvale Recreation Centre.	4									

ACTIONS

The following actions outline the service, resource and detailed planning requirements to inform and guide infrastructure responses specifically for the next 5 to 10 years. Planning for service and infrastructure delivery beyond 10 years will be based on a sound understanding of the communities’ needs and expectations.

< 5 years

- Investigate the most advantageous location for library service at the neighbourhood activity centre or within the expansion zone at the Greenvale West Community Centre.
- Undertake detailed service and infrastructure planning to confirm the form and function of the expansion zone at the Greenvale West Community Centre to ascertain the most effective and innovative way to create additional spaces for the new library, youth and seniors service delivery.
- Confirm how the Greenvale Recreation Centre can optimise spaces to facilitate services and programs for the increased demand in the pre/retiring community (such as healthy ageing and creative arts programs) and meet the expectations of the community.

5 to 10 years

- Deliver the works required at the Greenvale West Community Centre.
- In partnership with external service providers consider how underutilised facilities, spaces and places within the precinct can offer a more targeted service and program offering to respond to community needs more efficiently and effectively.

10 years and beyond

- Continue to assess the adequacy of service and infrastructure to meet the changing needs of the community and to inform any further asset enhancement and optimisation.

PRECINCT 7: VALLEY

Precinct 7 consists of the existing residential areas of Tullamarine, Gladstone Park, Attwood and Westmeadows, with a contrasting population of older pre/retiring people and new households that are culturally diverse living or renting in smaller houses.

The priority for this precinct is the need to upgrade and address issues with ageing assets, that are no longer fit for purpose and do not comply with current legislative and access for all requirements. Ensure the large percentage of pre/retiring and ageing in place, lone households have access to services while maintaining current service provision and capacity for new younger households who are moving into the precinct.

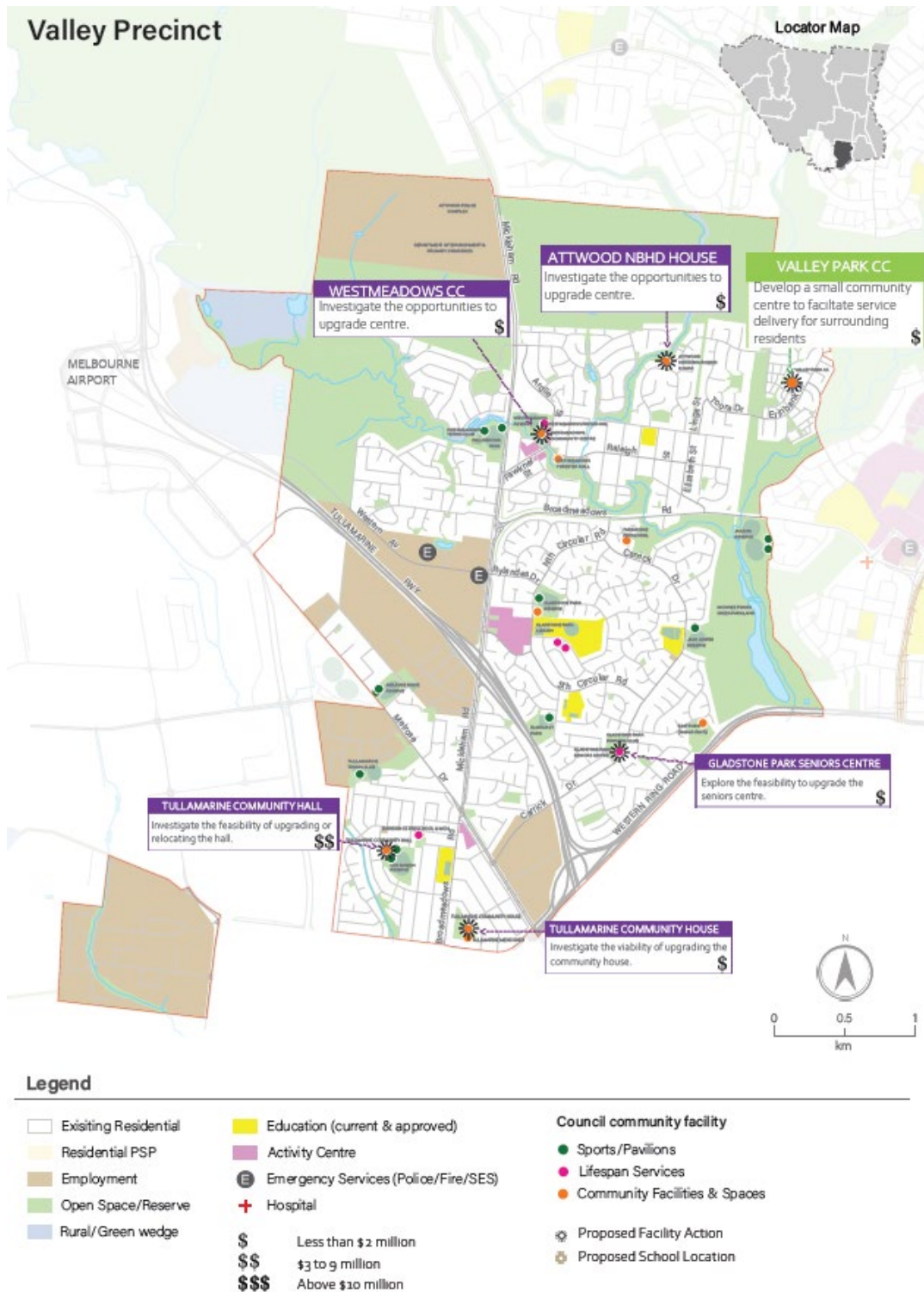


Figure 8: Precinct 7, summary of identified service and infrastructure projects

Existing Service: no change to service within the facility	New Service: within a new facility or introducing a new service to an existing facility	Enhanced Service: expanding or increasing existing service in the facility	Reduced Service: rationalising service provision
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Project No.	Project	Priority as per priority assessment criteria			Identified Service Required The service delivery model (DSS) will be determined through service planning and detailed investigation/businesses case						
		High	Medium	Low	Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting Spaces	
GROW											
1	Deliver the Valley Park Community Centre	4				TBC					
ENHANCE											
2	Investigate the viability of upgrading the Tullamarine Community House	3									
3	Investigate the feasibility and complete a business case of upgrading or relocating the Tullamarine Community Hall .	2				TBC					
4	Explore the feasibility and complete a business case to upgrade Gladstone Park Senior Centre	3									
5	Investigate the opportunities to upgrade Westmeadows Community Centre	5									
6	Investigate the opportunities to upgrade Attwood Neighbourhood House	4									
OPTIMISE											
-	-										

ACTIONS

The following actions outline the service, resource, and detailed planning requirements to inform and guide infrastructure responses specifically for the next 5 to 10 years. Planning for service and infrastructure delivery beyond 10 years will be based on a sound understanding of the communities’ needs and expectations.

< 5 years

- Deliver the Valley Park Community Centre: a small (750m²) facility designed to cater for local community health, intervention, spaces for specialist early years and allied health practitioners and lifespan support services, specifically for new residents living in social housing, local Aboriginal community and multicultural young worker.
- Undertake a business case and detailed service and infrastructure planning to confirm the form, function and location of the Tullamarine Community Hall to expand library services, intergenerational activities and programs, and larger meeting spaces.
- Complete a business case to confirm the service requirements and infrastructure responses to upgrade the Gladstone Park Seniors Centre, to deliver a dementia-friendly environment, where enhanced and expanded services are offered.

- Subject to resource commitments
 - In partnership with external service providers confirm the upgrades to the Tullamarine Community House and Attwood Neighbourhood House to deliver enhanced and expanded services (such as information referral and support services, healthy ageing, and community activity programs) and commence the works required to upgrade those facilities to better meet the needs and expectations of the changing community.
 - Investigate and undertake the works required to upgrade the Westmeadows Community Centre to increase community access and safety perceptions.
 - Confirm the service requirements and infrastructure responses for the delivery of new and expanded services (community group support programs and workshops) at the Attwood Neighbourhood House.
- Undertake asset condition and fit for purpose audits for all facilities, spaces and places within the precinct to enhance access and comply with legislative requirements and confirm if upgrades are needed to deliver desired service standards.

5 to 10 years

- Subject to the business case deliver the upgrades to the Gladstone Park Seniors Centre.
- Subject to the business case Deliver the new and or expanded Tullamarine Community Hall.
- Implement actions identified within the asset condition and fit-for-purpose audits.
- Confirm how underutilised facilities, spaces and places within the precinct can offer a more targeted service and program offering, that responds to community needs more efficiently and effectively.

10 years and beyond

- Continue to assess the adequacy of service and infrastructure to meet the changing needs of the community and to inform any further asset enhancement and optimisation.

PRECINCT 8: BROADMEADOWS

Precinct 8 consists of the established residential areas of Broadmeadows, Jacana, Dallas, Coolaroo and Meadow Heights southern area along Pascoe Vale Rd, with numerous Council facilities, spaces and places which deliver community service, along with numerous external service providers that support the most disparate precinct in Hume.

The priority for this precinct is for the community to have access to services and infrastructure which supports their needs and address challenges associated with generational disadvantage, the concentration of humanitarian refugees, social housing and ageing assets that are no longer fit for purpose or do not comply with access for all requirements.

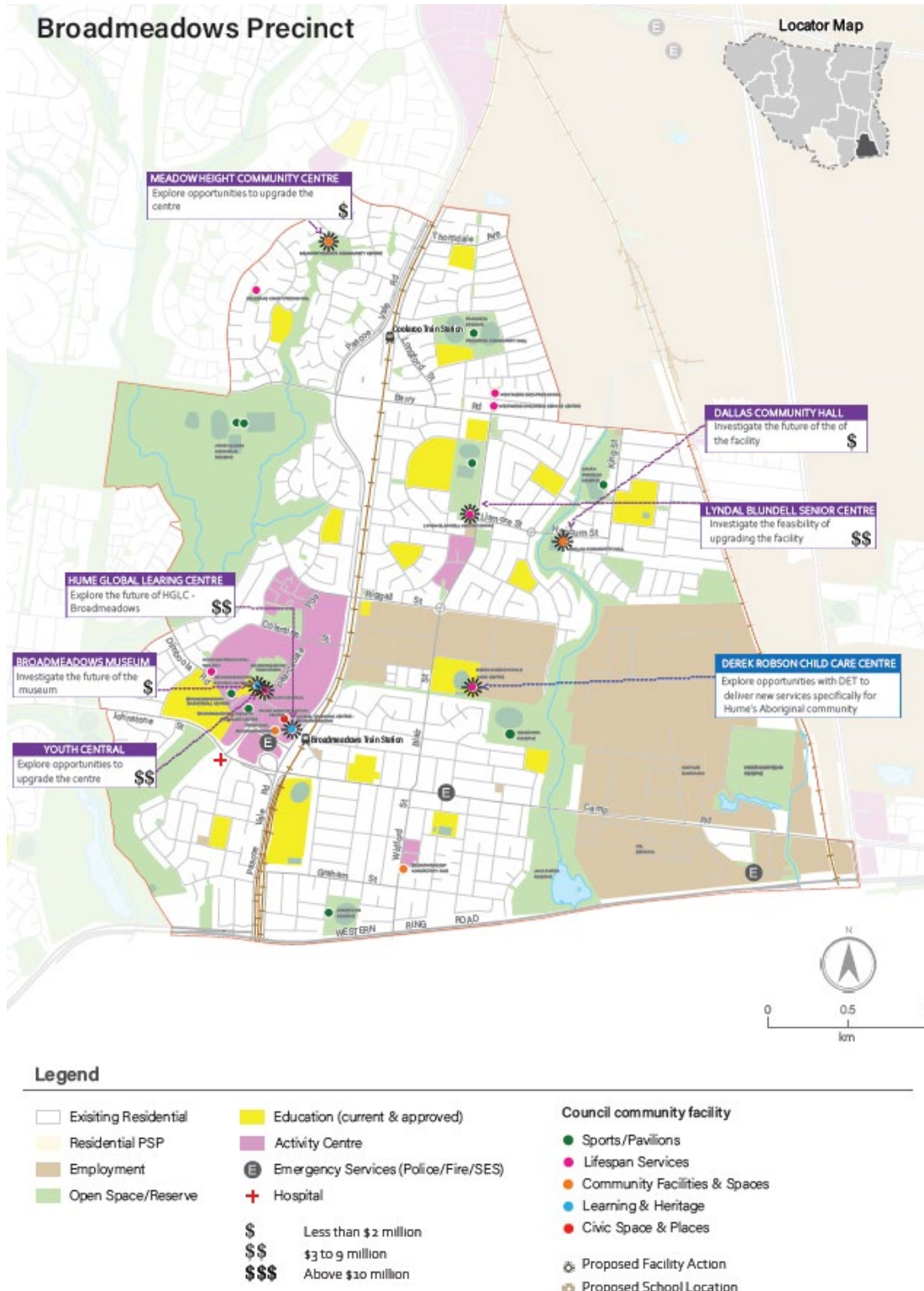


Figure 9: Precinct 8, summary of identified service and infrastructure projects

Existing Service: no change to service within the facility	New Service: within a new facility or introducing a new service to an existing facility	Enhanced Service: expanding or increasing existing service in the facility	Reduced Service: rationalising service provision
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Project No.	Project	Priority as per priority assessment criteria			Identified Service Required The service delivery model (DSS) will be determined through service planning and detailed investigation/business case					
		High	Medium	Low	Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting Spaces
GROW										
ENHANCE										
1	Investigate the future of the Dallas Community Hall			6						
2	Investigate the future of Broadmeadows Historical Museum		5							
3	Investigate the feasibility of upgrading the Lynda Blundell Seniors Centre	1								
4	Explore the future of the Hume Global Learning Centre - Broadmeadows	1								
5	Explore the opportunities for upgrading the Youth Central Broadmeadows	2								
6	Investigate the options of upgrading the Meadow Height Community Centre		4							
OPTIMISE										
7	Optimise services at the Derek Robson Child Care Centre			5						

ACTIONS

The following actions outline the service, resource and detailed planning requirements to inform and guide infrastructure responses specifically for the next 5 to 10 years. Planning for service and infrastructure delivery beyond 10 years will be based on a sound understanding of the communities’ needs and expectations.

< 5 years

- Undertake a master plan for the site which explores the option to enhance the Dallas Community Hall and the repurposing of unused tennis courts to create a reserve that meets the needs of the community and becomes an important reserve within the open space network.
- Undertake a business case, detailed service and infrastructure planning to confirm the form and function of the Hume Global Learning Centre – Broadmeadows including options for creative arts, community meeting spaces and options to expand library services within the Town Centre.
- Undertake a business case to confirm the redevelopment of Youth Central Broadmeadows to better support youth services operations now and into the future.
- Undertake detailed service and infrastructure planning for the future of the Broadmeadows Historical Museum to confirm the works required to upgrade or relocate historic collection and commence associated works.

- Undertake business case to confirm the service and infrastructure requirements for the upgrade to Lynda Blundell Senior Centre to create a dementia-friendly environment with service and programs specifically for older lone person residents at risk or living with dementia.
- Begin the works associated with the Hume Global Learning Centre – Broadmeadows.
- In partnership with DET explore opportunities to deliver new services and operate as an Aboriginal Meeting place at Derek Robinson Child Care Centre.
- Undertake the works required to upgrade the Meadow Heights Community Centre.

5 to 10 years

- Subject to a business case deliver the redeveloped Youth Central Broadmeadows.
- Subject to a business case deliver the works associated with Lynda Blundell Senior Centre.
- In partnership with external service providers consider how underutilised facilities, spaces and places within the Precinct can offer a more targeted service and program offering to respond to community needs more efficiently and effectively.

10 years and beyond

- Continue to assess the adequacy of service and infrastructure to meet the changing needs of the community and to inform any further asset enhancement and optimisation.

PRECINCT 9: ROXBURGH PARK

Precinct 9 consists of the established residential Meadow Heights, the southern area of Roxburgh Park and the industrial area of Coolaroo. It includes a small number of community facilities, spaces and places that support a very high number of people from Iraqi and Turkish background.

The priority for this area is to address and improve access to services and infrastructure, specifically for the large culturally diverse community, provide targeted services to assist the high number of refugees and immigrants, and respond to complex social drivers (such as financial and mortgage stress, high numbers of disengaged youth and language barriers) which significantly impact this community.

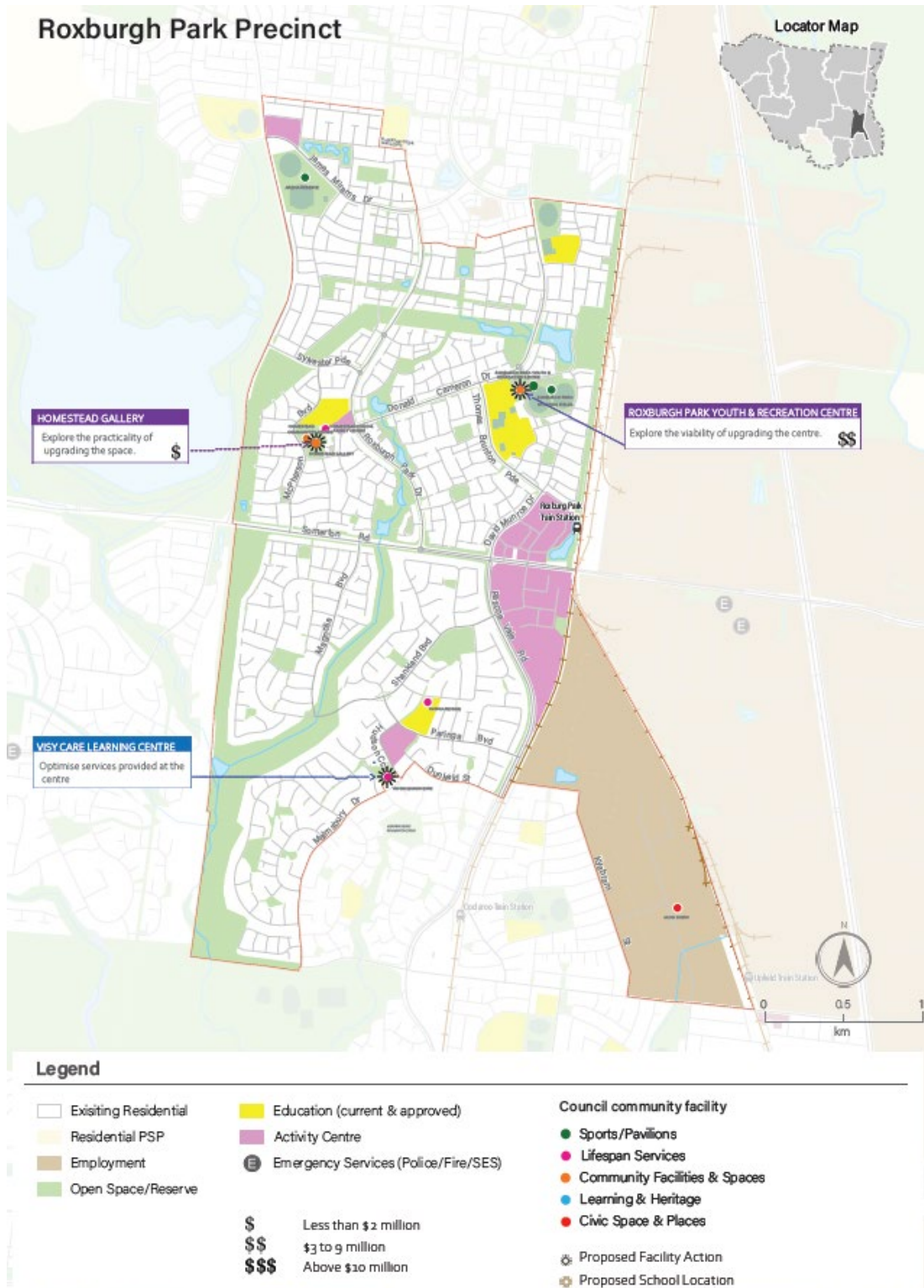


Figure 10: Precinct 9, summary of identified service and infrastructure projects

Existing Service: no change to service within the facility	New Service: within a new facility or introducing a new service to an existing facility	Enhanced Service: expanding or increasing existing service in the facility	Reduced Service: rationalising service provision
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Project No.	Project	Priority as per priority assessment criteria			Identified Service Required The service delivery model (DSS) will be determined through service planning and detailed investigation/business case						
		High	Medium	Low	Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting Spaces	
GROW											
-	-										
ENHANCE											
1	Upgrading the Roxburgh Park Youth and Recreation Centre subject to a business case		3								
2	Explore the practicality of upgrading the Homestead Gallery		4								
OPTIMISE											
3	Optimise services provided at the Visy Care Learning Centre			5							

ACTIONS

The following actions outline the service, resource and detailed planning requirements to inform and guide infrastructure responses specifically for the next 5 to 10 years. Planning for service and infrastructure delivery beyond 10 years will be based on a sound understanding of the communities’ needs and expectations.

< 5 years

- Undertake business case to confirm the form and function of the redeveloped and expansion of the Roxburgh Park Youth & Recreation Centre for large cultural meeting/activity space and possible expanded or new community service hub.
- Commence the investigation and feasibility of expanding and upgrading the heritage-listed Homestead Gallery to meet current and future demand.
- In partnership with service providers investigate how expanded social and community support services and programs (for the culturally diverse community) at Visy Care Learning Centre.
- Continue service planning to inform what facilities will need to cater for changing needs and or be enhanced to cater for a change in service delivery as we refine and develop desired service standards and a greater understanding of community needs and the impact of drivers.

5 to 10 years

- Subject to the business case deliver the required works to redevelop the Roxburgh Park Youth and Recreation Centre.
- In partnership with external service providers consider how underutilised facilities, spaces and places within the precinct can offer more targeted social support services and programs offering to respond to community needs more efficiently and effectively.

10 years and beyond

- Continue to assess the adequacy of service and infrastructure to meet the changing needs of the community and to inform any further asset enhancement and optimisation.

PRECINCT 10: SOMERTON

Precinct 10 consists of a small but diverse residential area of Campbellfield, surrounded by the industrial area of Somerton and the existing farming area north of the Hume Hwy which is the Craigieburn North Employment Area PSP.

The priority for this precinct is to maintain capacity within services and improve service provision to respond to an ageing population, high concentration of single or lone households that are culturally diverse, including the need to increase access to services by improving walkability and reducing the impact of the heat island.

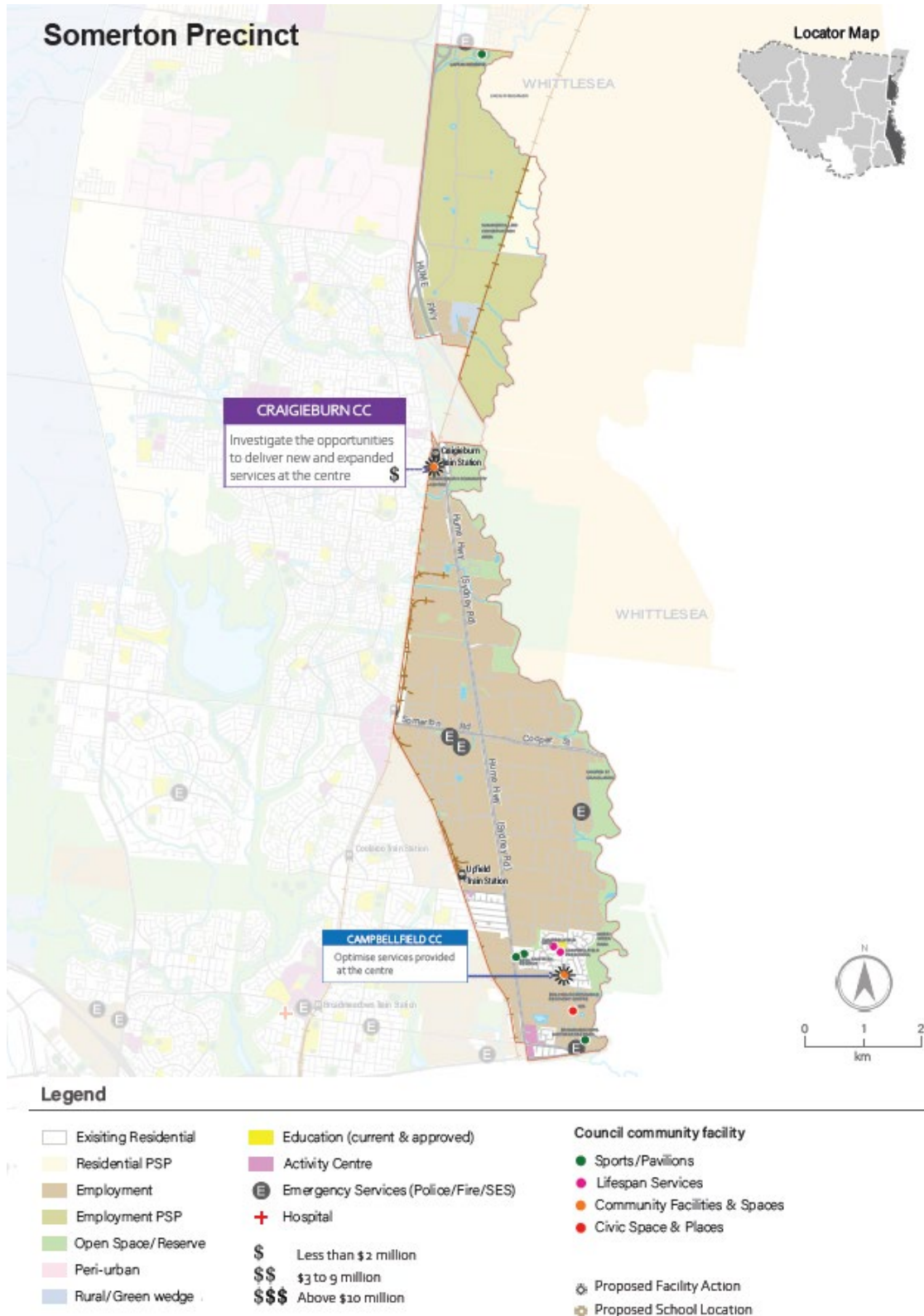


Figure 11: Precinct 10, summary of identified service and infrastructure projects

Existing Service: no change to service within the facility	New Service: within a new facility or introducing a new service to an existing facility	Enhanced Service: expanding or increasing existing service in the facility	Reduced Service: rationalising service provision
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Project No.	Project	Priority as per priority assessment criteria			Identified Service Required The service delivery model (DSS) will be determined through service planning and detailed investigation/business case						
		High	Medium	Low	Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting Spaces	
GROW											
-	-										
ENHANCE											
1	Investigate the option to upgrade the Craigieburn Community Centre to enable greater use.		4								
OPTIMISE											
2	Optimise services at the Campbellfield Community Centre .			5							

ACTIONS

The following actions outline the service, resource and detailed planning requirements to inform and guide infrastructure responses specifically for the next 5 to 10 years. Planning for service and infrastructure delivery beyond 10 years will be based on a sound understanding of the communities’ needs and expectations.

< 5 years

- Work in partnership with external service providers to explore opportunities for expanding community support (for lone persons and single parents) services and healthy ageing programs offered at Campbellfield Community Centre to better serve the residential area of Campbellfield.
- Complete asset condition audits and implements recommendations to increase accessibility and respond to community needs and drivers.
- Investigate the options to upgrade the Craigieburn Community Centre to increase its usage.

5 to 10 years

- In partnership with external service providers consider how underutilised facilities, spaces and places within the precinct can offer a more targeted service and program (for prominent population cohorts) offering to respond to community needs more efficiently and effectively.

10 years and beyond

- Continue to assess the adequacy of service and infrastructure to meet the changing needs of the community and to inform any further asset enhancement and optimisation.

PRECINCT 11: CRAIGIEBURN

Precinct 11 is a contrast of communities, from the older well-established neighbourhoods surrounding and south of Craigieburn Central, to the newer housing estate areas of Highlands and Aitken Hill developed over the past 10 years. Two community facilities have been identified for the new community in the Craigieburn West PSP, that will be developed over the next 10 years.

The priority in this precinct is to grow the provision of community services and community infrastructure in step with the population growth whilst ensuring that the specific service needs of existing communities are still met.

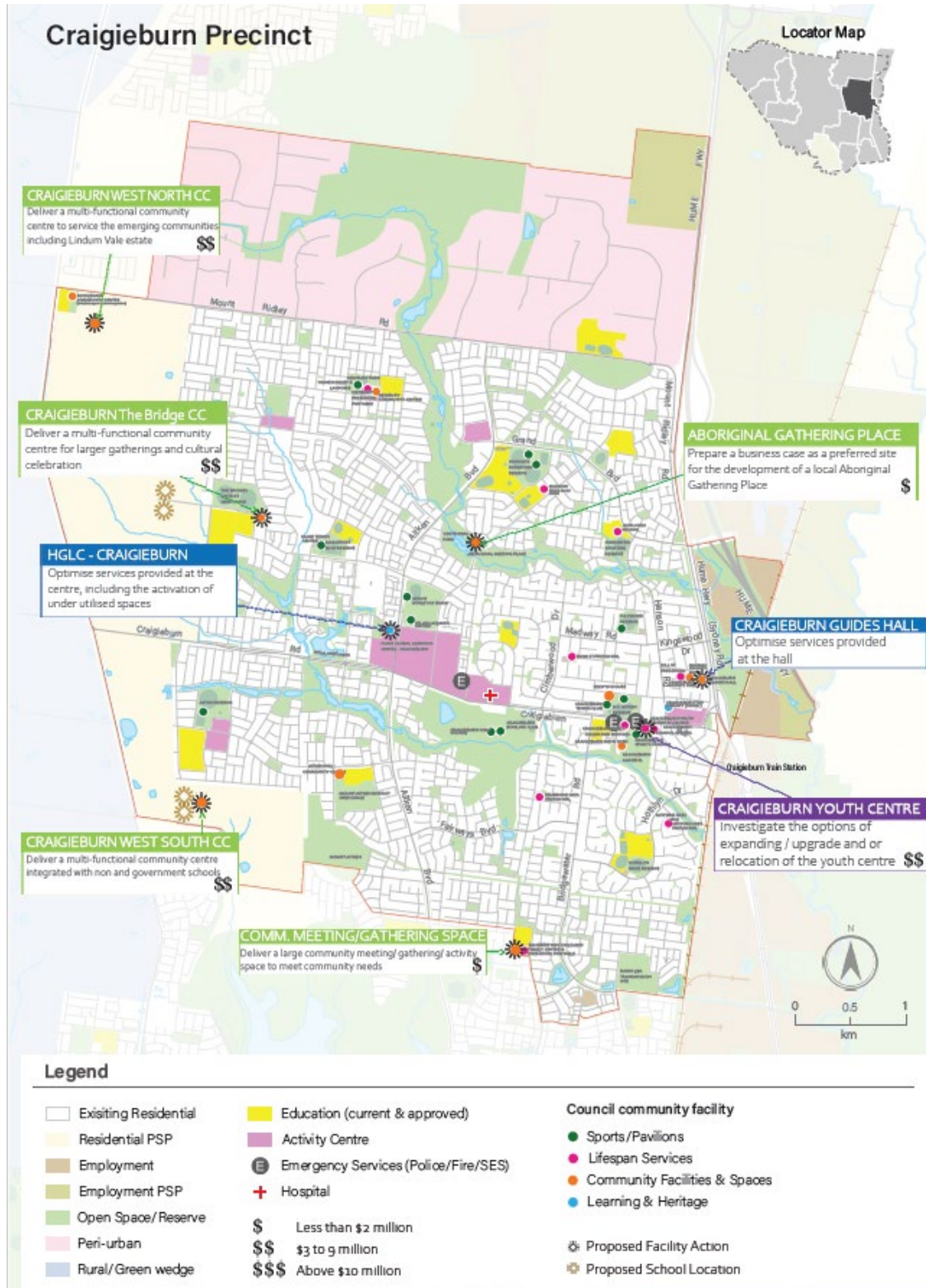


Figure 12: Precinct 11, summary of identified service and infrastructure projects

Existing Service: no change to service within the facility	New Service: within a new facility or introducing a new service to an existing facility	Enhanced Service: expanding or increasing existing service in the facility	Reduced Service: rationalising service provision
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Project No.	Project	Priority as per priority assessment criteria			Identified Service Required The service delivery model (DSS) will be determined through service planning and detailed investigation/business case					
		High	Medium	Low	Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting Spaces
GROW										
1	Deliver the Bridges (R2) Community Centre	2								
2	Deliver the Craigieburn West North Community Centre	2								
3	Deliver the Craigieburn West South Community Centre	2								
4	Deliver the Community Meeting/Gathering/Activity Space on Council owned land at Bluebird Way subject to business case.	3								
5	Investigate the opportunity to deliver a local Aboriginal Gathering Space	3								
ENHANCE										
6	Expand and upgrade Craigieburn Youth Centre	4								
OPTIMISE										
7	Optimise services at Hume Global Learning Centre - Craigieburn	5								
8	Optimise services at Craigieburn Guide Hall	4								

ACTIONS

The following actions outline the service, resource and detailed planning requirements to inform and guide infrastructure responses specifically for the next 5 to 10 years. Planning for service and infrastructure delivery beyond 10 years will be based on a sound understanding of the communities' needs and expectations.

< 5 years

- Undertake a business case to confirm the need, cost, form and function of the Community Meeting/Gathering/Activity Space in the Council's landholding next to Blue Bird Way Child and Family Centre, to address the expressed demand for larger meeting spaces for diverse cultures to connect and celebrate cultural practices and events.
- Undertake detailed service and infrastructure planning to confirm the form and function of the Craigieburn West North & South Community Centres to meet the needs and expectations of a growing community.
- Deliver the Bridges - Craigieburn (R2) Community Centre.
- Investigate how the management and services offered at the HGLC - Craigieburn can be enhanced and expanded to better meet community needs and expectations.

- Prepare a business case for the expansion of the HGLC Craigeiburn to include performing arts spaces.
- Subject to resources
 - Investigate the feasibility of redevelopment/relocation of the Craigeiburn Youth Centre, in line with desired service standards and service planning.
 - Investigate how the services offered (specifically creative arts programs) at the Craigeiburn Guide Hall can be expanded to better meet community needs and expectations.
 - Work in partnership with external service providers to explore opportunities for expanding services (such as creative arts, community support service and meeting/gathering spaces) offered at existing community facilities to better serve the residential area of the Craigeiburn, specifically where spaces are under utilised and or not used to their full potential.
 - Work with the developers of the proposed activity centres in the Craigeiburn West PSP area to ensure the centre includes provision for a range of private health services and other community support services.

5 to 10 years

- Subject to business case deliver the new Community Meeting/Gathering/Activity Space.
- Deliver the Craigeiburn West North & South Community Centres.
- Implement the recommendation for the redevelopment/relocation of the Craigeiburn Youth Centre.

10 years and beyond

- Continue to assess the adequacy of service and infrastructure to meet the changing needs of the community and to inform any further asset enhancement and optimisation.

PRECINCT 12: MERRIFIELD

Precinct 12 includes the rural area of Oakland Junction, the new residents of the planned communities in the Merrifield West PSP, Lindum Vale PSP and the Merrifield Employment Zone, which will be developed over the next 10 years. Two community facilities have been identified as being required in the Merrifield West PSP and further 'regional' facilities will be planned as part of the Merrifield Town Centre (MTC).

The priority in this precinct is to grow the provision of community services and infrastructure in step with the population growth for the local community and the wider region, which considers the predominant Indian and Sri Lankan communities.

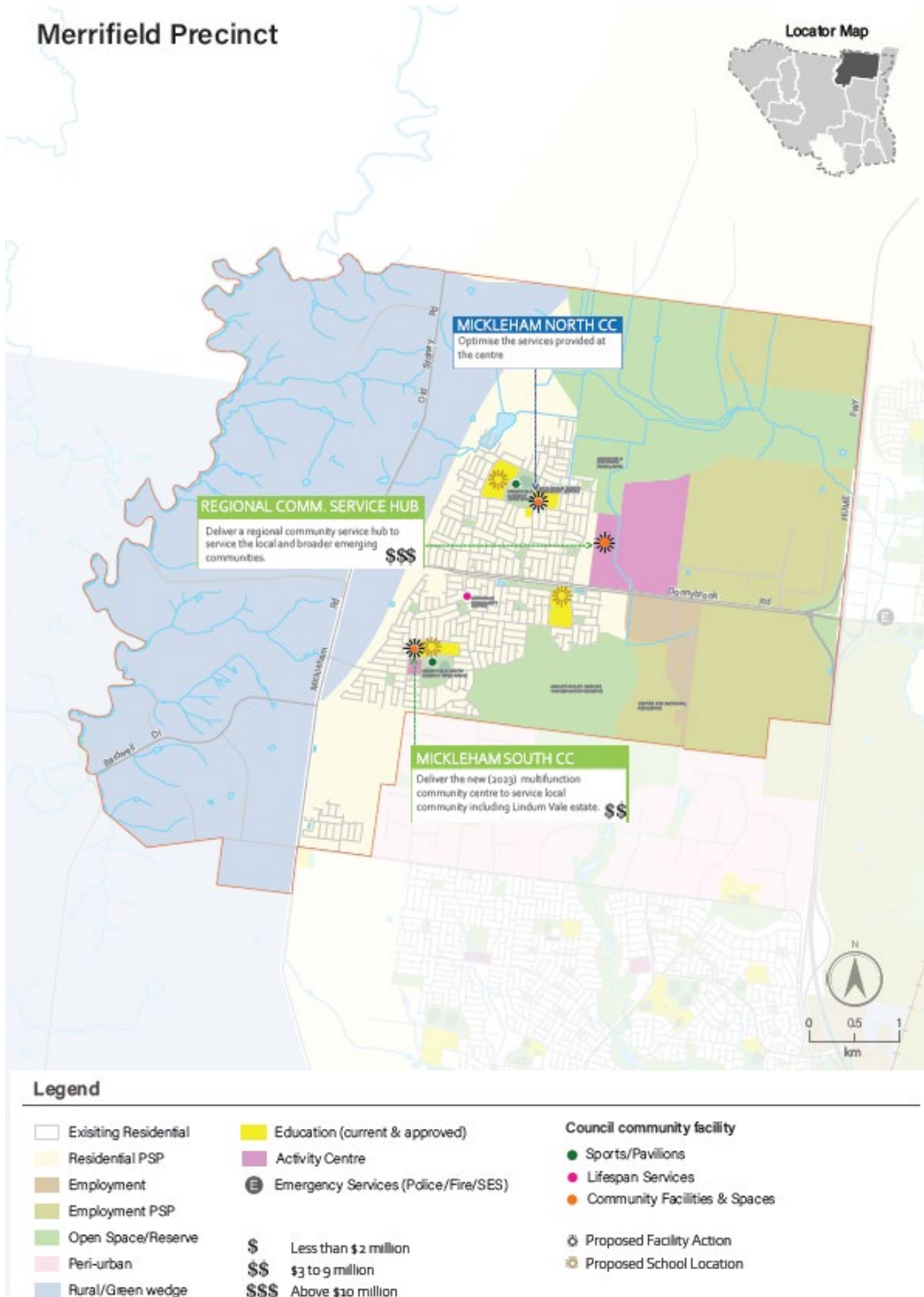


Figure 13: Precinct 12, summary of identified service and infrastructure projects

Existing Service: no change to service within the facility	New Service: within a new facility or introducing a new service to an existing facility	Enhanced Service: expanding or increasing existing service in the facility	Reduced Service: rationalising service provision
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Project No.	Project	Priority as per priority assessment criteria			Identified Service Required The service delivery model (DSS) will be determined through service planning and detailed investigation/business case						
		High	Medium	Low	Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting Spaces	
GROW											
1	Deliver the new Mickleham South Community Centre	2				TBC					
2	Deliver Regional Community Service Hub subject to a business case.	2			Services to be confirmed via detailed investigation and business case development						
ENHANCE											
-	-										
OPTIMISE											
3	Optimise the Mickleham North Community Centres	4									

ACTIONS

The following actions outline the service, resource and detailed planning requirements to inform and guide infrastructure responses specifically for the next 5 to 10 years. Planning for service and infrastructure delivery beyond 10 years will be based on a sound understanding of the communities’ needs and expectations.

< 5 years

- Deliver the Mickleham South Community Centre for early years and youth services, library outreach, creative arts services, and meeting spaces.
- Commence the required planning and business case for the development of a Regional Community Services Hub at the Merrifield Town Centre (MTC). These facilities need to respond to local needs and the need of the wider region (specifically the Beveridge South-East PSP area). The planning should include the delivery of branch library service; learning and training spaces and consider the delivery of: health & wellbeing centre / warm water spaces; creative arts practice & exhibition; large multicultural celebration/activity space (indoor and outdoor); intergenerational activity spaces; and innovation / entrepreneurial co-working.
- Monitor and confirm the need to introduce new services within the Mickleham North Community Centre in line with desired services standards, engagement with external service providers and expressed community needs.
- Work with the developer of the MTC area and the developers of the neighbourhood activity centres to ensure the centre includes provision for a range of private health services and other community support services.

5 to 10 years

- Subject to business case deliver the Regional Community Services Hub, with collocated services listed above or developed in partnership with external service providers who serve a more regional catchment.

10 years and beyond

- Continue to assess the adequacy of service and infrastructure to meet the changing needs of the community and to inform any further asset enhancement and optimisation.

PRECINCT 13: LOCKERBIE

Precinct 13 is unique, as it intersects three local governments and includes rapidly growing population areas. Hume consists of an existing small rural living population of Kalkallo bounded by the Hume Hwy to the west and the new development area of the Lockerbie PSP. To the north of the precinct is the Mitchell Shire portion of the Lockerbie PSP area. To the east are Whittlesea PSP areas of English Street, Shenstone Park, Donnybrook and Woodstock.

The priority for this precinct is to respond to population growth and deliver services and infrastructure that cater for the local community and the wider region in accordance with desired service standards and outcomes of investigations.

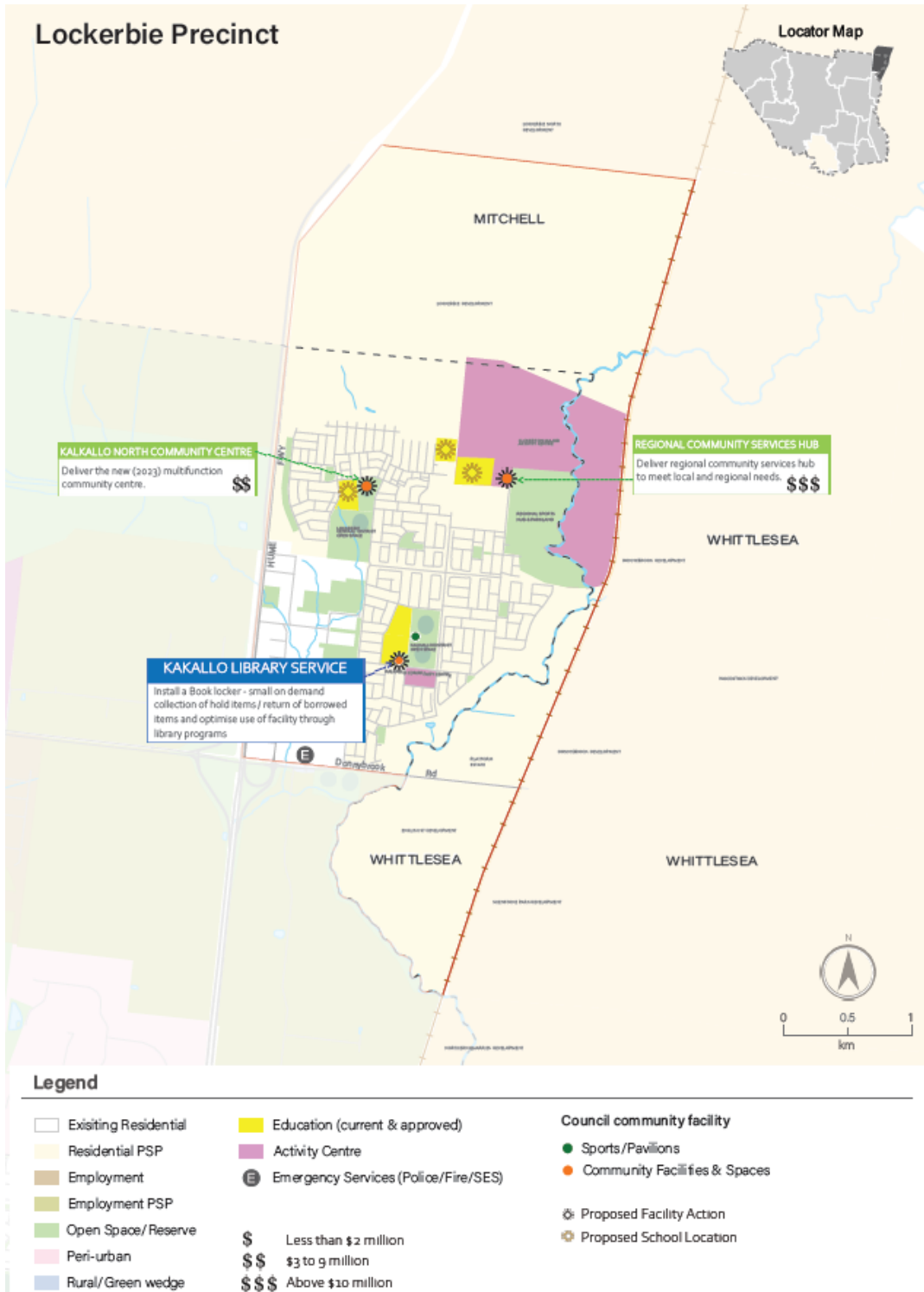


Figure 14: Precinct 13, summary of identified service and infrastructure projects

Existing Service: no change to service within the facility	New Service: within a new facility or introducing a new service to an existing facility	Enhanced Service: expanding or increasing existing service in the facility	Reduced Service: rationalising service provision
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Project No.	Project	Priority as per priority assessment criteria			Identified Service Required service delivery model (DSS) will be determined through service planning and detailed investigation / business case						
		High	Medium	Low	Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting Spaces	
GROW											
1	Deliver the Kalkallo North Community Centre	1				TBC					
2	Deliver the Regional Community Service Hub to meet local needs	1			Services to be confirmed via detailed investigation and business case development						
ENHANCE											
-	-										
OPTIMISE											
3	Deliver a temporary library service in Kalkallo until such time as the regional library is delivered	1									

ACTIONS

The following actions outline the service, resource and detailed planning requirements to inform and guide infrastructure responses specifically for the next 5 to 10 years. Planning for service and infrastructure delivery beyond 10 years will be based on a sound understanding of the communities’ needs and expectations.

< 5 years

- Deliver the Kalkallo North Community Centre 2023>
- Commence the works required to deliver a library service for the emerging Kalkallo community, until the regional library is delivered.
- In partnership with Mitchell and Whittlesea, undertake a detailed assessment of the Council and non-Council regional services provision and infrastructure required for the residents, workers and visitors of the Lockerbie Precinct. These services and infrastructure will be required to service the region and at the same time respond to the needs of the local / Hume community. This assessment should consider need and costs of include, but is not limited to Regional Library; Creative Arts Hub (including a Performing Arts Centre); collocated Indoor Sports, Fitness, Health and Wellbeing Centre (including warm water space); Multicultural community meeting/gathering/activity space (large indoor and outdoor spaces); Intergenerational Community services hub (offering a variety of lifespan services); and Innovation / entrepreneurial / co-working spaces
- Continue to work with Federal, State Governments and the developers of the Cloverton MAC to ensure the delivery of critical services and social infrastructure such as tertiary health and education, transport, justice and emergency service have the ability to meet the needs of a forecasted 300,000 plus residential population by 2041.

5 to 10 years

- Subject to business cases deliver the identified regional community infrastructure ideally in partnership with adjoining municipalities.
- Monitor the utilisation and adequacy of service provision with community centres to meet the needs of the local community and respond to any identified gaps and or accessibility issues by expanding services within the existing facilities and or as outreach services within temporary facilities in the activity centres.

10 years and beyond

- Continue to work in partnership with key stakeholders to minimise any lag in the delivery of required services and infrastructure.

6. Summary of Options

The CIP provides a strategic summary of the Council's community infrastructure investment priorities over the next five to ten years. The plan will be closely monitored and updated each year in line with the realisation of identified actions, and service planning and as our understanding of community needs, expectations, services providers desired service standards and infrastructure responses continues to mature and grow.

Figure 15 and associated table, summarise the new community services and infrastructure identified to be needed in each precinct over the next 20 years.

Figure 16 and the associated table, summarise the need to introduce new or expanded services and where expansion to existing infrastructure is required in each precinct over the next 20 years.

Figure 17 and the associated table, summarise where new or expanded services are required and can be accommodated by optimising existing infrastructure without the need to modify the facility in each precinct over the next 20 years.

The services identified in the table have been identified through the needs assessment. However, this does not identify what specific type of service delivery will be offered in the facility. This will be determined through detailed facility service planning and business case development.

Grow Options

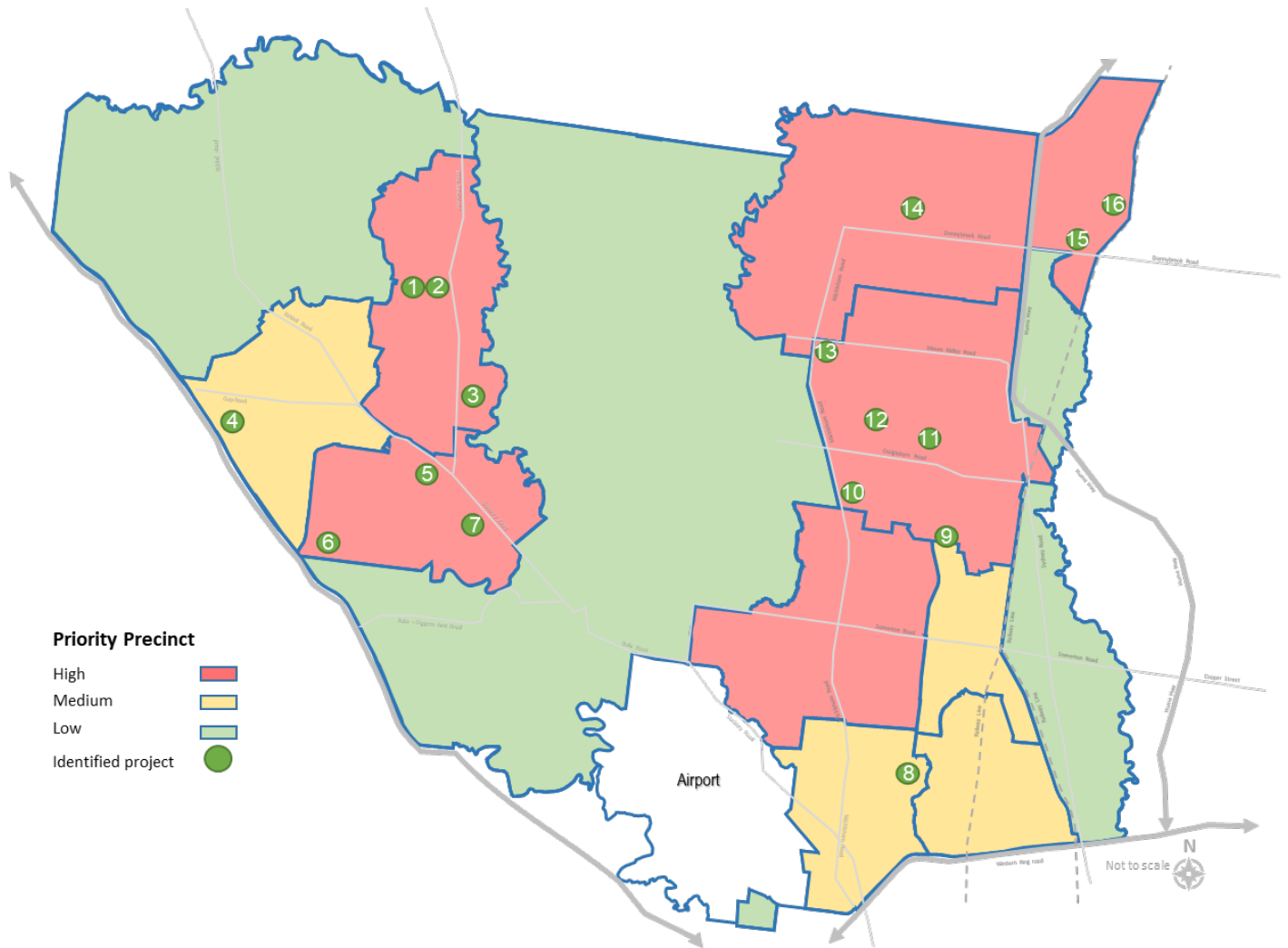


Figure 15: Grow infrastructure projects

No.	Location	No.	Location
1	Yellow Gum Community Centre (LR-CI-02)	9	Community Meeting/Gathering Space - land next to Bluebird Way Child & Family Centre
2	Wilhelmina Rd Community Centre & Library (LR-CI-01)	10	Craigieburn West South Community Centre
3	Emu Creek Community Centre (LR-CI-03)	11	Aboriginal Gathering Place
4	Sunbury West PSP Community Centre	12	The Bridges (R2) Community Centre
5	Jacksons Creek Community Centre (SS-CI-02)	13	Craigieburn West North Community Centre
6	Harpers Creek Community Centre (SS-CI-01)	14	Merrifield TC - Regional Facilities
7	Redstone Hill Community Centre (SS-CI-03)	15	Kalkallo Library Service
8	Valley Park Community Centre	16	Cloverton MAC - Regional Facilities

The table below summaries what service types are recommended to be delivered within the identified facilities.

Project No.	Priority Projects	Identified services Requirement service delivery model (DSS) will be determined through service planning and detailed investigation/business case					
		Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting / Activity Spaces
1	Yellow Gum Community Centre (LR-CI-02)	•	•	•		•	•
2	Wilhemina Road Community Centre and Library (LR-CI-01)	•	•	•	•	•	•
3	Emu Creek Community Centre (LR-CI-03)	•	•	•	•	•	•
4	Sunbury West PSP Community Centre	•	•	•			•
5	Jacksons Creek Community Centre (SS-CI-02)	•	•	•	•		•
6	Harpers Creek Community Centre (SS-CI-01)	•	•	•	•		•
7	Redstone Hill Community Centre (SS-CI-03/3042>)		•	•	•		•
8	Valley Park Community Centre (2022>)		•		•		•
9	Community Meeting/Gathering Space - land next to Bluebird Way Child & Family Centre		•	•		•	•
10	Craigieburn West South Community Centre (2028>)	•		•		•	•
11	Aboriginal Gathering Place	Services will be determined by the local Aboriginal RAP Working Group					
12	The Bridges (R2) Community Centre (2025>)		•	•		•	•
13	Craigieburn West North Community Centre (2026>)	•		•	•		•
14	Merrifield TC - Regional Facilities		•	•	•	•	•
15	Kalkallo Library Service				•		
16	Cloverton MAC - Regional Facilities			•	•	•	•

Enhance Options

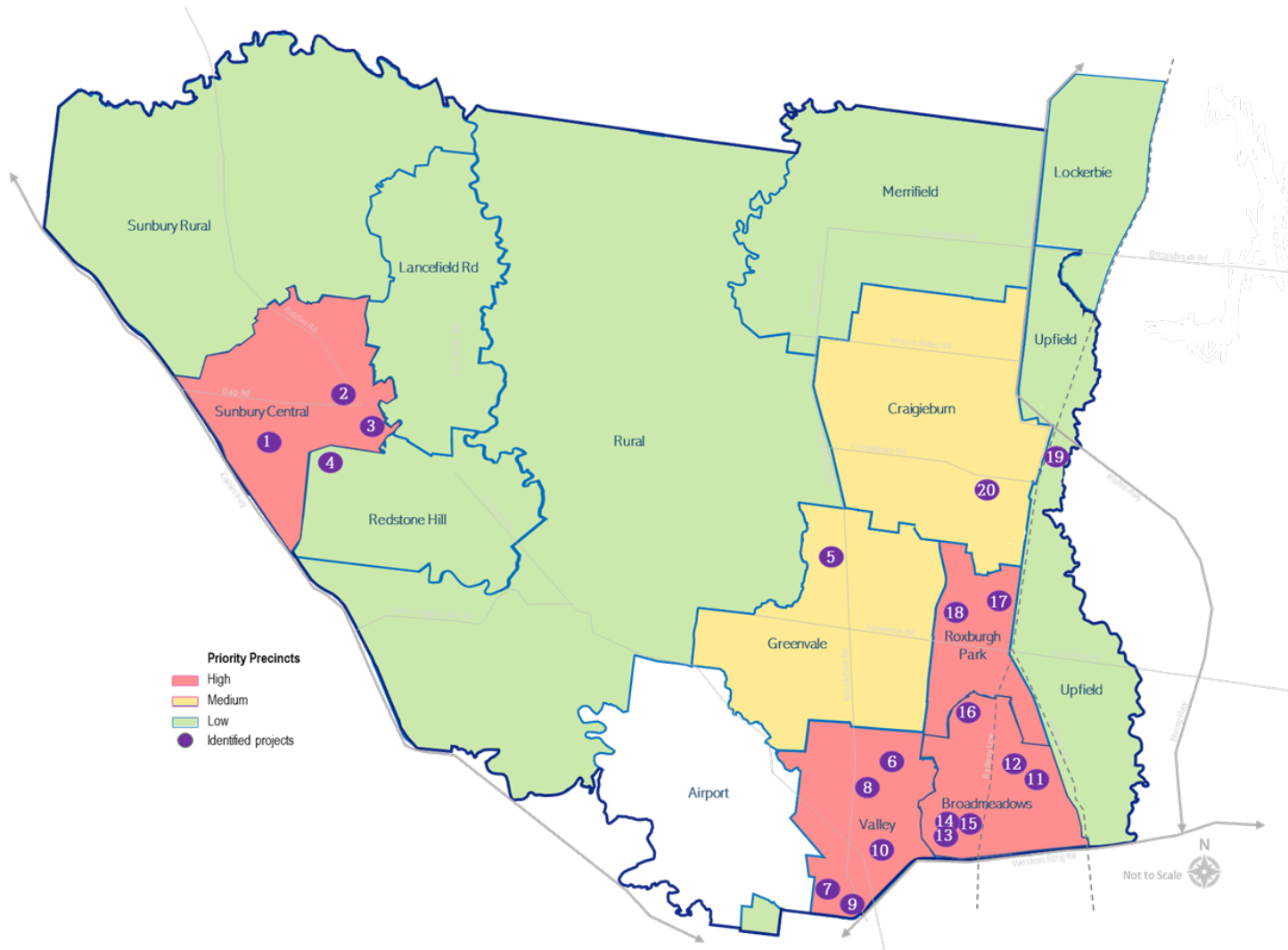


Figure 16: Enhance infrastructure projects

No.	Location	No.	Location
1	Learmonth Preschool	11	Dallas Community Hall
2	Sunbury Community Centre	12	Lynda Blundell Seniors Centre
3	Sunbury Seniors Centre	13	Broadmeadows Historical Museum
4	Sunbury Creative Arts Hub – Jacksons Hill	14	Youth Central Broadmeadows
5	Greenvale West Community Centre	15	Hume Global Learning Centre – Broadmeadows
6	Attwood Neighbourhood House	16	Meadow Height Community Centre
7	Tullamarine Community House	17	Roxburgh Park Youth & Recreation Centre
8	Westmeadows Community Centre	18	Homestead Gallery
9	Tullamarine Community Hall	19	Craigieburn Community Centre - Cathouse
10	Gladstone Park Senior Centre	20	Craigieburn Youth Centre

The table below summarises what service types are recommended to be delivered within the identified facilities.

Project No.	Priority Projects	Identified services Requirement					
		Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting / Activity Spaces
1	Learmonth Preschool	•					•
2	Sunbury Community Centre					•	•
3	Sunbury Seniors Centre			•			•
4	Sunbury Creative Arts Hub – Jacksons Hill					•	•
5	Greenvale West Community Centre	•		•	•		•
6	Attwood Neighbourhood House						•
7	Tullamarine Community House						•
8	Westmeadows Community Centre					•	•
9	Tullamarine Community Hall	•	•	•	•	•	•
10	Gladstone Park Senior Centre			•			•
11	Dallas Community Hall						•
12	Lynda Blundell Seniors Centre			•		•	•
13	Broadmeadows Historical Museum					•	
14	Youth Central Broadmeadows		•			•	•
15	Hume Global Learning Centre – Broadmeadows				•	•	•
16	Meadow Height Community Centre	•				•	•
17	Roxburgh Park Youth & Recreation Centre		•	•		•	•
18	Homestead Gallery					•	•
19	Craigieburn Community Centre - Cathouse						•
20	Craigieburn Youth Centre		•				•

Optimise Recommendations

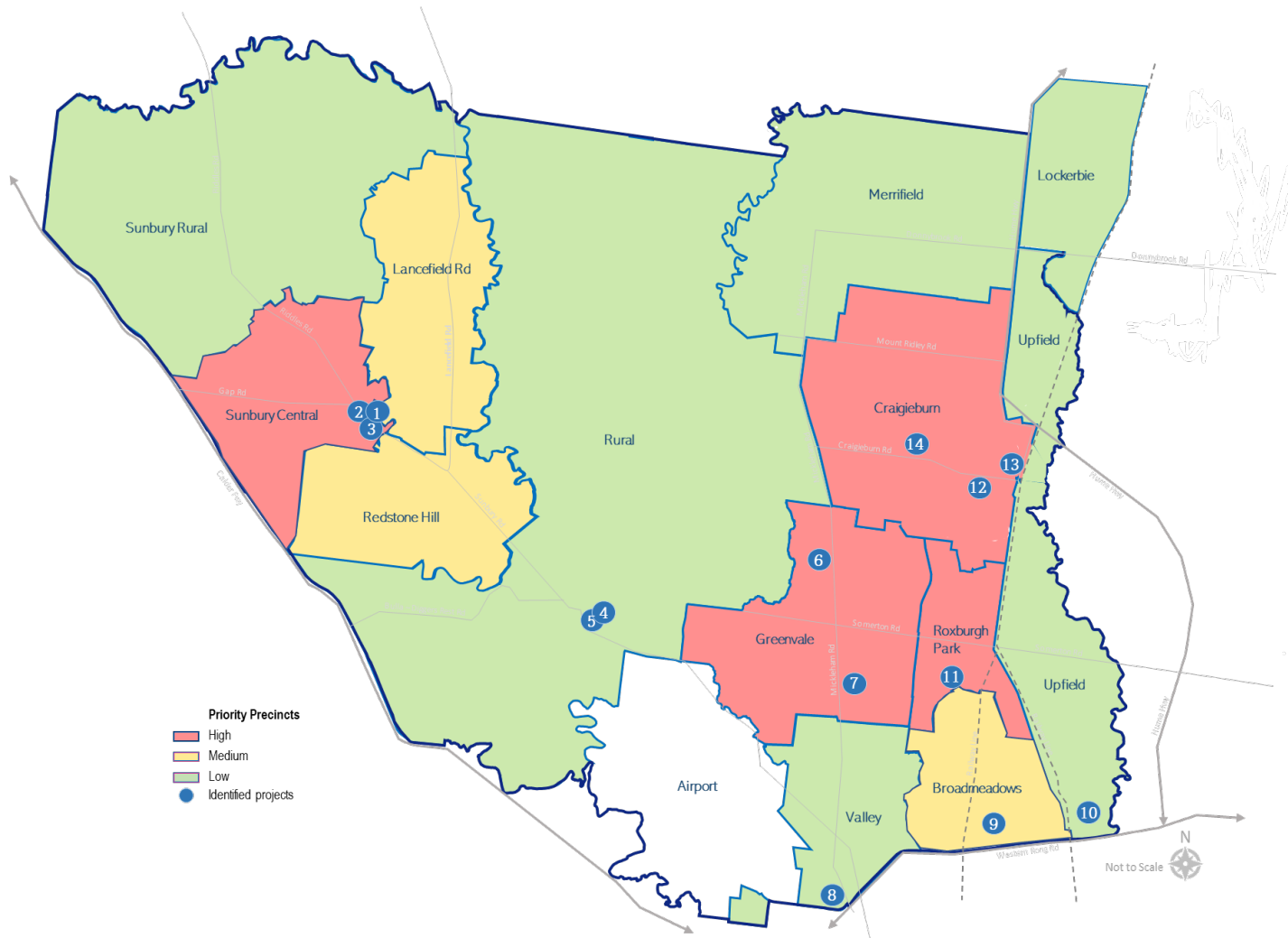


Figure 17: Optimise infrastructure projects

No.	Location	No.	Location
1	Care Works	8	Tullamarine Community House
2	Sunbury Youth Centre	9	Derek Robson Child Care Centre
3	Sunbury Memorial Hall	10	Campbellfield Community Centre
4	Jack McKenzie Community Centre	11	Meadow Height Education Centre – Visy Care
5	Bulla Reserve Pavilion	12	Craigieburn Youth Centre
6	Greenvale West Community Centre	13	Craigieburn Guide Hall
7	Greenvale Recreation Centre	14	Hume Global Learning Centre - Craigieburn

The table below summaries what service types are recommended to be delivered within the identified facilities.

Project No.	Priority Projects	Identified services Requirement The service delivery model (DSS) will be determined through service planning and detailed investigation/business case					
		Early Years	Youth Services	Seniors / Aged Care	Library Services	Creative Arts	Community Meeting / Activity Spaces
1	Care Works					•	•
2	Sunbury Youth Centre		•			•	•
3	Sunbury Memorial Hall					•	•
4	Jack McKenzie Community Centre	•				•	•
5	Bulla Reserve Pavilion						
6	Greenvale West Community Centre				•	•	•
7	Greenvale Recreation Centre		•			•	•
8	Tullamarine Community House			•		•	•
9	Derek Robson Child Care Centre	•				•	•
10	Campbellfield Community Centre				•	•	•
11	Meadow Height Education Centre – Visy Care				•	•	•
12	Craigieburn Youth Centre		•				•
13	Craigieburn Guide Hall					•	•
14	Hume Global Learning Centre - Craigieburn					•	•

APPENDIX A: DEVELOPING THE PLAN

The Needs Assessment

To develop the Plan, we have undertaken a Needs Assessment which considered and identified:

- the social drivers of demand for community services and infrastructure – see Figure 1, including alignment to strategic direction outlined in Council’s strategies, framework, and plans
- the needs and expectations of the community and service providers for community infrastructure.
- the service drivers arising from current and changing desired service.



Growing & Diverse Community



Vulnerable & Disadvantage



Changing Community



Accessibility & Inclusion



Health & Wellbeing

Figure 18: Social drivers of service and infrastructure need

Growing & Diverse Community	<p>Where there are high levels of population growth this will create demand for services. Where this population growth is taking place in new suburbs that are distant from existing services and facilities there is often a need to build new facilities and deliver new services. Where there is a culturally diverse population this can create a range of unique or specific community needs that can drive the need for additional services and infrastructure. This means delivering services such as early years that is in step with birth rates, and for areas with high levels of families with young children.</p>
Vulnerable & Disadvantaged	<p>Where there are high levels of social disadvantage and vulnerability (such as financial hardship, disengagement with employment and education and access to affordable housing), drives the need for services to support the community to reach their full potential. This means Council and non-Council service providers need to deliver tailored and localised service provision in new, enhanced and or optimised infrastructure, close to people’s homes that are designed to maximise capacity and meet the disparity of community needs.</p>
Changing Community	<p>In areas where the community is maturing, housing topology is changing, high numbers of people from different cultures move into an area, go through different stages of life and age in place, and the demand for services to meet needs changes. This means we need to deliver new flexible services and infrastructure, enhance, and optimise services and infrastructure that keep pace with the changing community and ensure the adequacy and quality of existing services and infrastructure is maintained.</p>
Accessibility & Inclusion	<p>There are two types of accessibility, the first is the ability to ‘get to’ services and infrastructure (via transport, walking and cycling), and the other is the ability to ‘physically access’ an asset (including people with reduced mobility). This means in areas where there is ageing infrastructure, we need to enhance the building condition and quality to optimise service delivery and increase access and use. In growing communities, this means, delivering fit for purpose infrastructure that is well located, addresses gaps and is close to transport networks. All services and infrastructure whether in a growing or established community need to be inclusive for all, welcoming, safe, culturally sensitive, and highly accessible.</p>
Health & Wellbeing	<p>Where there are high levels of poor health and wellbeing (both physical and mental) created demand for services and impact the way people engage and participate in community life. This means we need to provide services and infrastructure in growing areas that facilitate and encourages connection, reduce loneliness, and create positive environments for communities to engage and grow. In established areas where the population is generally ageing, services and infrastructure need to be enhanced and optimised to respond to health and wellbeing issues related to chronic disease, socio-economic situations and ageing in place.</p>

The table below summarises the outcomes of the Needs Assessment for each precinct. The importance of key social drivers on the need for service provision and infrastructure responses is identified. It is important to note these priorities are representative of a precinct and may vary in predominance from neighbourhood to neighbourhood.

High (H) importance													
Medium (M) importance													
Low importance	1	2	3	4	5	6	7	8	9	10	11	12	13
Growing & Diverse Community	L	H	M	H	L	M	L	L	L	L	H	H	H
Vulnerable & Disadvantaged	L	M	M	L	L	L	H	H	H	L	M	M	M
Changing Community	L	M	H	L	L	L	H	H	H	H	M	L	L
Accessibility & Inclusion	L	M	H	L	M	M	H	H	H	M	M	M	M
Health & Wellbeing	L	M	H	L	L	L	H	H	H	M	H	M	L

The table below summarises the findings from the Needs Assessment regarding the need to change the current service provision to meet future community needs and meet desired service standards. It is important to note the priorities identified below do not indicate the type of service delivery required and may differ in different neighbourhoods within the precinct.

High (H) importance													
Medium (M) importance													
Low importance	1	2	3	4	5	6	7	8	9	10	11	12	13
Early Years	L	H	M	H	L	M	M	M	M	L	H	H	H
Youth Services	L	M	H	M	L	M	M	H	H	L	H	H	H
Seniors / Aged Care	L	M	H	M	M	H	H	H	M	M	H	M	M
Library Services	L	M	M	M	L	H	H	H	M	L	M	H	H
Creative Arts	L	M	H	M	M	H	H	H	M	M	H	H	H
Community Meeting / Gathering / Activity Spaces	L	M	M	M	L	H	H	H	H	L	H	H	H

While the rural precincts have low importance of social drivers or demand for services, it is important that the planning and delivery of services and infrastructure in surrounding precincts take into consideration access and the needs of rural residents.

Identifying and Prioritising service and infrastructure improvements

We have considered the needs arising from the Needs Assessment and identified three categories of service and community infrastructure responses to meet these needs across Hume and in each precinct. This approach recognises that community infrastructure is not always needed to meet a community need and that new or enhanced community infrastructure should be informed and responds to identified service need.



GROW

1. Deliver a new service to meet desired service standards.
2. Deliver new community facilities, spaces and places where existing facilities are not able to:
 - Meet desired accessibility standards to services.
 - Meet legislated or desired service standards.
 - Meet service provider and service user needs and expectations



ENHANCE

1. Expand existing services where existing services cannot meet the demand and achieve desired service standards.
2. Enhance existing community facilities, spaces and places to:
 - Meet universal access standards.
 - Meet legislated or desired service standards.
 - Meet service provider and service user needs and expectations.



OPTIMISE

1. Optimise the operation and management of existing services to meet desired service standards.
2. Optimise the operation and management of existing community facilities, spaces and places to:
 - Meet legislated or desired service standards.
 - Meet service provider and service user needs and expectations.

The following framework was used to prioritise these identified service and infrastructure improvement responses across Hume and within precincts.

Grow Responses		Priority for Community & Infrastructure Planning	When is this likely to be recommended?
1	Deliver a new service to meet service demand	High	Where a service plan identifies a need to provide a new service to meet demand
2	Deliver new community facilities, spaces and places where multiple services are not currently provided within an appropriate distance of people's homes.	High	In precincts containing growth areas that have an unacceptable level of accessibility to a range of services.
3	Deliver new community facilities, spaces and places where a new/expanded service is not currently provided within an appropriate distance of people's homes.	High	When existing facilities cannot be enhanced or optimised to accommodate the new/expanded service within an appropriate distance of people's homes.
4	Deliver new community facilities, spaces and places where a service is not suitable for legislated or desired service standards.	High	When a legislated or desired service standard cannot be achieved through the enhancement or optimisation of an existing facility.

Enhance Responses		Priority for Community & Infrastructure Planning	When is this likely to be recommended?
1	Expand an existing service to meet service demand or legislated and desired service standards	High	Where a service plan identifies a need to expand the service to meet demand or legislated and desired service standards
2	Expand or upgrade new community facilities, spaces and places where a service is not currently provided within an appropriate distance of people's homes	High	Where the expansion or upgrade of an existing facility, space or place has been identified as being the optimal means to provide appropriate access to services within an appropriate distance of people's homes.
3	Expand or upgrade existing community facilities, spaces and places to meet legislated service standards.	High	Where the expansion or upgrade of an existing facility, space or place has been identified as being the optimal means to meet legislative service standards.
4	Expand or upgrade existing community facilities spaces and places to meet desired service standards.	Medium	Where the expansion or upgrade of an existing facility, space or place has been identified as being the optimal means to meet desired service standards or accessibility.
5	Upgrade existing community facilities spaces and places to meet community and user expectations where this has been identified as a reason for low utilisation	Medium	Where the upgrade of an existing facility, space or place has been identified as being the optimal means to increase utilisation.
6	Upgrade existing community facilities spaces and places to meet community and user expectations but service standards are met and utilisation is high.	Low	Where the community have identified that they would like to see a higher quality of community facilities, spaces and places but services standards are met, and utilisation is high.

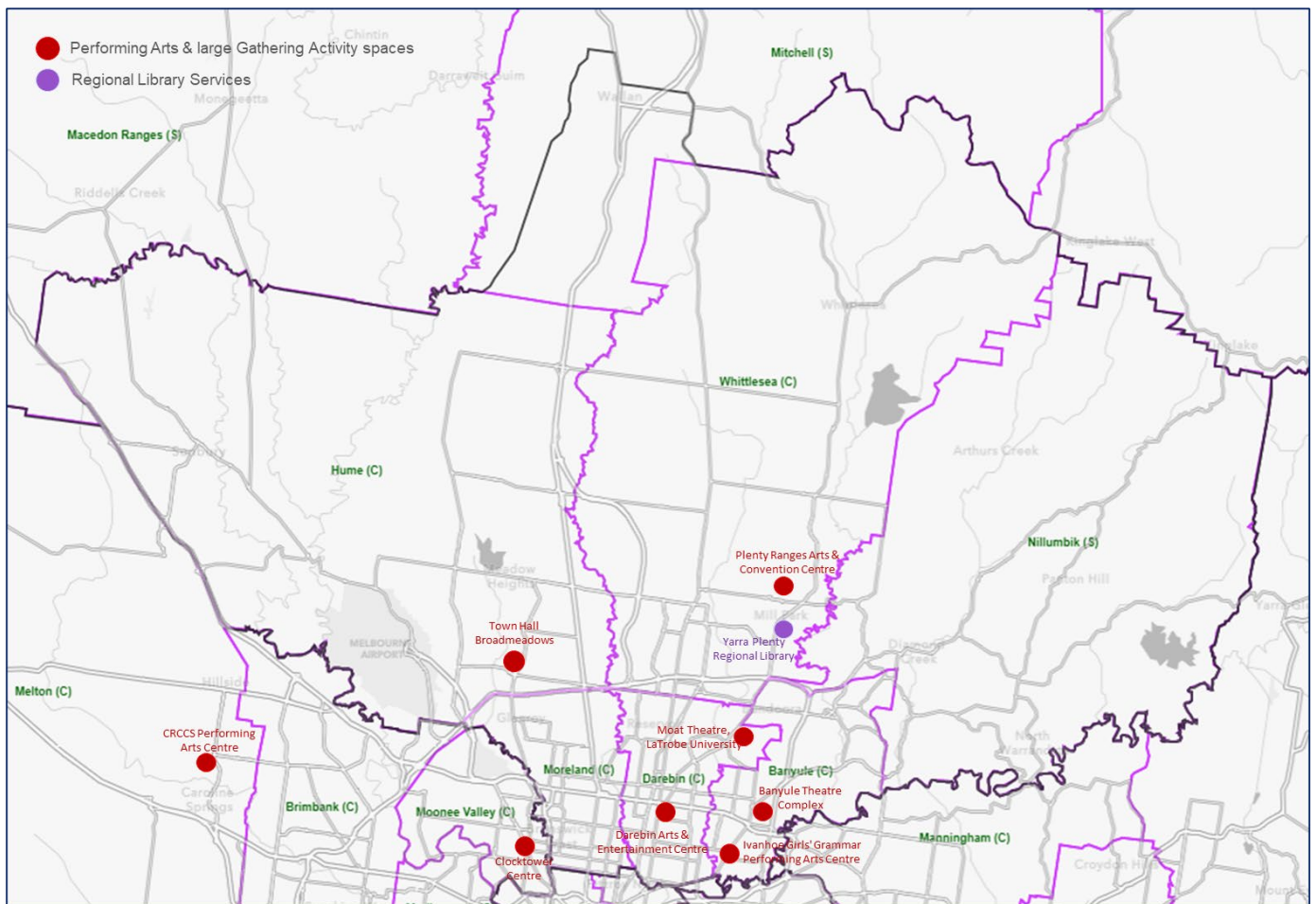
Optimise Responses		Priority for Community & Infrastructure Planning	When is this likely to be recommended?
1	Optimise an existing service to meet service demand or legislated and desired service standards	High	Where a service plan identifies a need to optimise the service to meet demand or desired service standards
2	Optimise the operational systems and management of community facilities where these have been identified to impact legislated service standards	High	Where the optimisation of an existing facility, space or place has been identified as being the optimal means to meet legislated service standards.
3	Optimise the operational systems and management of community facilities where these have been identified to impact desired service standards	Medium	Where the optimisation of an existing facility, space or place has been identified as being the optimal means to meet desired service standards.
4	Optimise the operational systems and management of community facilities where these have been identified as a reason for low utilisation.	Medium	Where the optimisation of an existing facility, space or place has been identified as being the optimal means to increase utilisation.

	Optimise Responses	Priority for Community & Infrastructure Planning	When is this likely to be recommended?
5	Optimise existing community facilities spaces and places to meet community expectations but service standards are met and utilisation is high.	Low	Where the community have identified that they would like to see a higher quality of community facilities, spaces and places and services standards are met and utilisation is high.

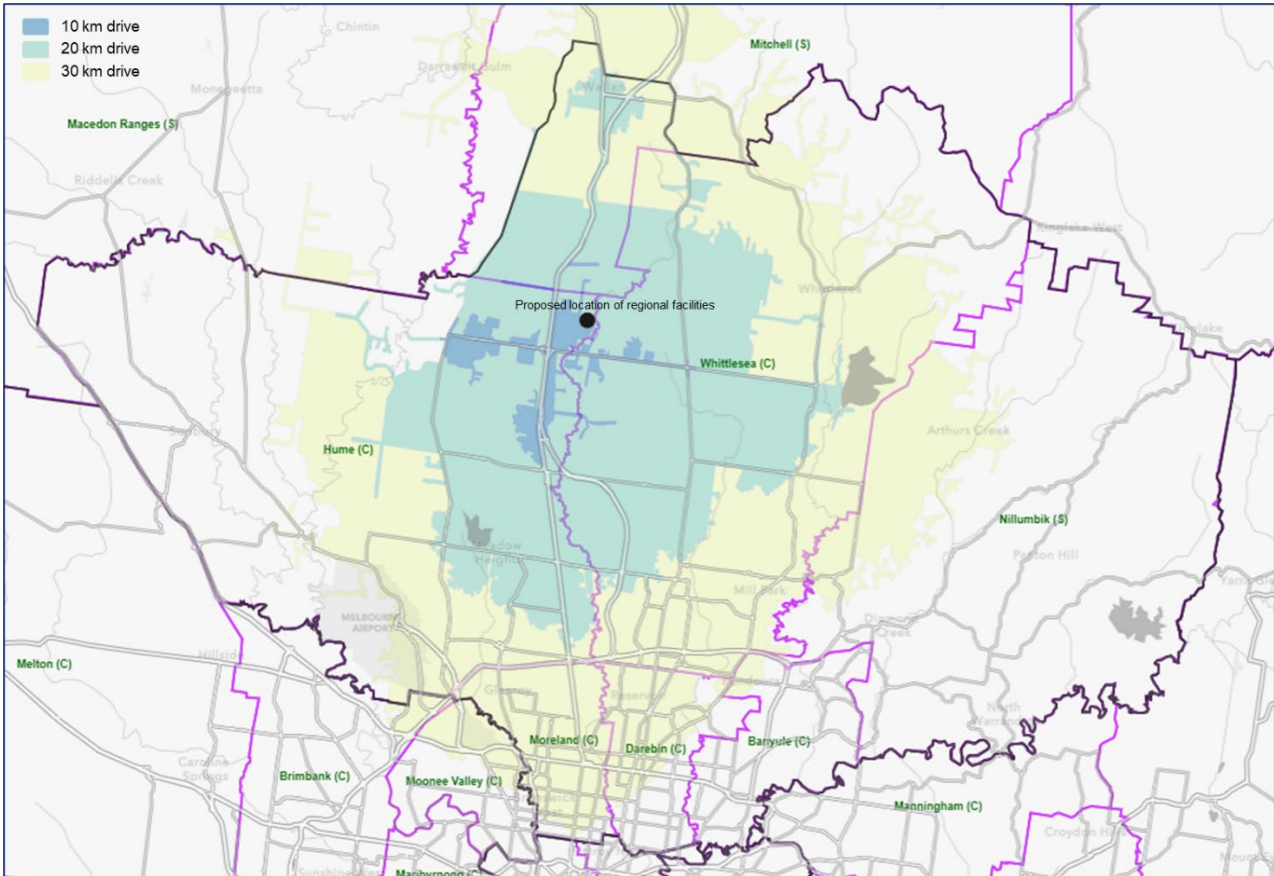
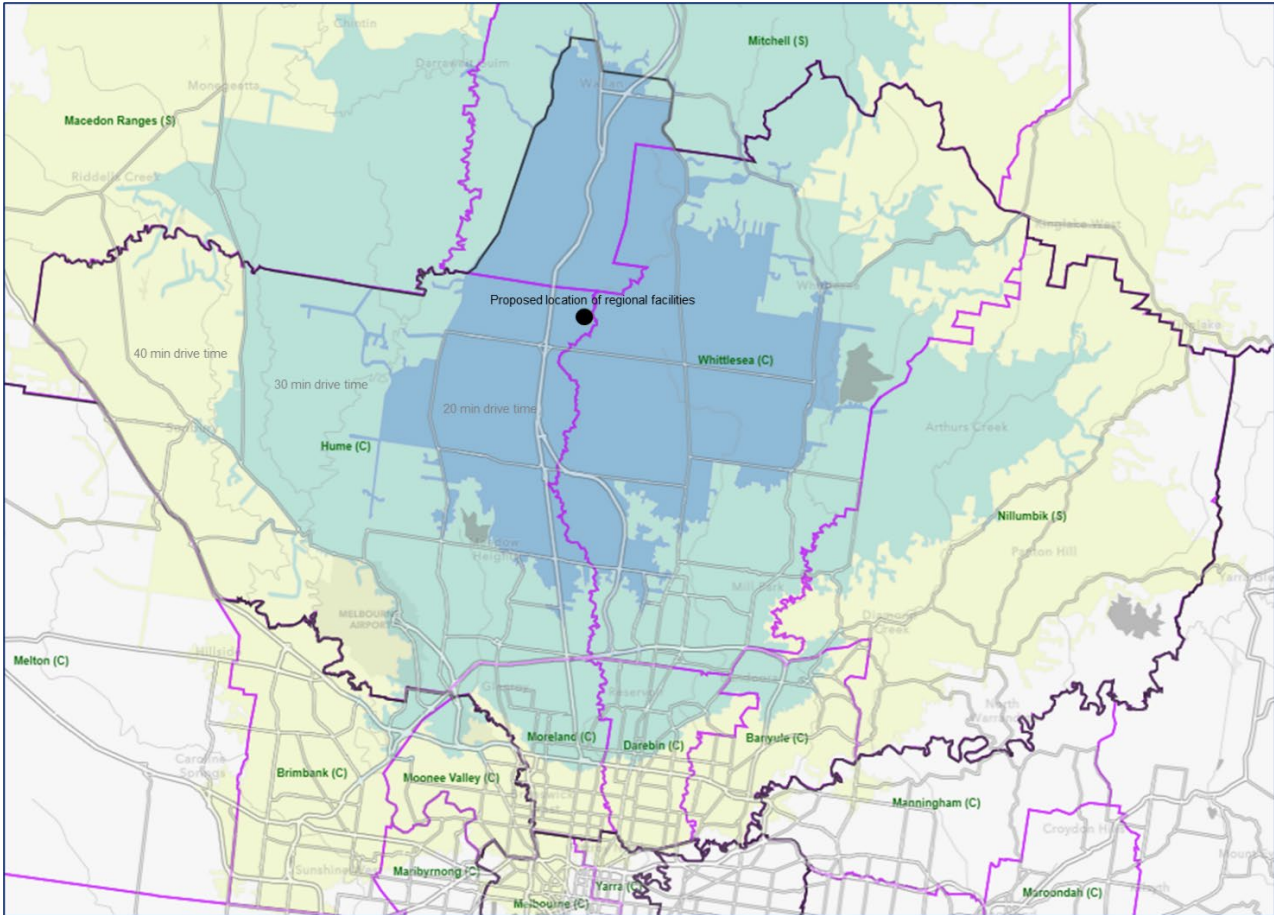
Regional Infrastructure

In order to inform the need for regional-level infrastructure the identification of neighbouring local government provisions within the region, along with its catchments was undertaken.

The figure below identifies the current regional level performing arts and large gathering/activity spaces within the northern region of Melbourne (as per Plan Melbourne), including regional library services.



The figures below depict the drive time (20, 30 and 40 minutes) and drive distance (10, 20 and 30 kilometres) to the proposed location of the regional services (performing arts, regional library, community services hub, regional special school, justice, and emergency services). Locating regional level facilities within the MAC at Kalkallo provides the greatest accessibility and addresses the location gaps identified.



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