



Together we are Brimbank – Year One Action Plan – 2021/2022

Please note - This document was created a point in time and any substantive changes to the approved Council Plan Year One Annual Action Plan due to the COVID-19 pandemic will be presented to Council for consideration

Strategic Direction - People and Community

A welcoming, safe and supported community – an inclusive place for all

Strategic Objective : Wellbeing and Belonging					
	Action	Output	Timeframe	Council Role	Responsibility
1.1.1 Support Improved Mental Wellbeing (H&W P1)	Prepare a report detailing analysis of the mental health service provision and needs for Brimbank residents and local strategies to improve community mental health and wellbeing.	Report outlining research findings and potential actions to address	Quarter 3 - Mar 22	Partner and Advocate	Community Planning and Advocacy
	Facilitate the delivery of Mental Health First Aid programs to increase the capacity of people to recognise and support peers who may be developing a mental health problem.	Mental Health First Aid programs delivered	Quarter 4 - June 22	Provide Services	Community Care
	Map and analyse gaps in Council's responses to loneliness and isolation as an escalating mental health challenge.	Report outlining gaps and opportunities completed	Quarter 2 - Dec 21	Fund and Resource	Community Projects
	Implement Year Four Actions from Brimbank Settlement Action Plan, including partnering to advocate for policies, services and programs that respond to a range of needs in the areas of education and training, employment, language services, housing and transport.	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Partner and Advocate	Community Planning and Advocacy
1.1.2 Increase Healthy Eating, Active Living and Physical Activity (H&W P2)	Facilitate the Growing Brimbank Collaboration to improve community outcomes through service enhancements in the areas of early years, nutrition and physical activity	Service enhancements delivered and evaluated	Quarter 4 - June 22	Provide Services	Community Projects
	Create opportunities to support newly engaged communities to engage in physical activity via the In2Sport program	In2Sport funding distributed to applicants	Quarter 4 - June 22	Provide Services	Leisure and Community Facilities

	Implement the Brimbank Physical Activity Strategy Year Four actions including the development and implementation of 'Be Active Brimbank' physical activity programs and events.	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Provide Services	Leisure and Community Facilities
1.1.3 Support Increased gender equality and reduce gender based violence (H&W)	Complete Female Sports Facilities Upgrades that aim to increase equity, access and opportunities for existing and emerging female participants and officials in sport and active recreation: <ul style="list-style-type: none"> • Design of Keilor Park Oval 2 sports change rooms • Upgrade of Keilor Park Synthetic Change rooms 	Design of change rooms completed and construction of new change rooms (Keilor Park synthetic) completed	Quarter 4 - June 22	Build and Maintain	Leisure and Community Facilities
	Continue to work in partnership to deliver the Women's Participation in Sport and Recreation in Melbourne's West Project Action Plan	Partnerships maintained with stakeholders resulting in implementation of regional plan.	Quarter 4 - June 22	Provide Services	Leisure and Community Facilities
	Implement Year Three actions in the Brimbank Fairness, Equality and Respect Strategy: Brimbank's Strategy for Gender Equality, Respectful Relationships and the Prevention of Family Violence 2019-2023 which aims to promote gender equality and respectful relationships, and prevent family violence and violence against women through: <ul style="list-style-type: none"> • The Sons and Daughters of the West program • Respectful relationships programs for young people • International Women's Day and 16 Days of Activism Challenge • Representing Council in relevant strategic alliances and partnerships aimed to promote gender equality 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Partner and Advocate	Community Planning and Advocacy
	Implement 'Action for Equity: a sexual and reproductive health strategy for Melbourne's west 2018-2022' to improve sexual and reproductive health in Melbourne's west.	Partnerships maintained with stakeholders resulting in implementation of regional plan.	Quarter 4 - June 22	Partner and Advocate	Community Planning and Advocacy
1.1.4 Provide Community Health and Wellbeing Services across the lifespan (H&W P1, P3, P4)	Implement Year Two Actions of the Brimbank Children's Strategy (2020 – 2024) including:- <ul style="list-style-type: none"> • Creating opportunities and options for children (and their families) to be neighbourhood, park and conservation reserve ambassadors • Developing an on-line parent portal to provide parents with a centralised point for information and resources • Monitoring information from the State and Federal Governments to effectively plan for the roll out of three-year-old kindergarten • Undertaking a Children's Mural Project • Shaping Brimbank City Council as a child safe and friendly organisation. 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Partner and Advocate	Community Care
	Commence Implementation of Year Two Actions in the Brimbank Youth Strategy 2020 – 2024 (subject to Council endorsement) including: <ul style="list-style-type: none"> • Developing a toolkit and framework for the employment, training and remuneration of young people within Council • Scoping options for a technology innovation space that harnesses and supports young people's digital, communications and technological capability. 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Partner and Advocate	Community Care

	<p>Implement Year Four actions from the Brimbank Age Friendly City Plan 2018 - 2022 including:-</p> <ul style="list-style-type: none"> Investigating options for peer-to-peer support for isolated older people Promoting to local businesses the advantages of employing older people Delivering the Brimbank Disability and Ageing Expo Supporting older people to participate in seniors' events and programs including online programs. 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Partner and Advocate	Community Care
1.1.5 Support safe and inclusive communities	Continue the review of feature lighting and public amenity in activity centres and implementation plan to achieve recommended levels for safety and amenity.	Feature lighting review actions implemented	Quarter 4 - June 22	Build and Maintain	Urban Design
	Deliver a series of events and activities in consultation with the Safety Roundtable which educate and engage the community about safety, in partnership with relevant government and community agencies.	Number of roundtable meetings and activities supported	Quarter 4 - June 22	Partner and Advocate	Community Planning and Advocacy
	<p>Implement Year One actions of the Safe and Inclusive Brimbank Strategy 2020-2024, which aims for Brimbank to be a welcoming and diverse community where people feel safe, included and able to contribute and participate including:</p> <ul style="list-style-type: none"> Work closely with key organisations to promote community safety in Brimbank, through formal structures, such as the Safety Roundtable, and partnerships with Victoria Police and other stakeholders. Establish public space improvements through CCTV installation, design and maintenance of public places; in order to enhance perceptions of safety and reduce opportunistic crime. Support community-led initiatives to prevent crime and promote inclusion 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Partner and Advocate	Community Planning and Advocacy
	Commence embedding LGBTIQ inclusive practices into identified priority Council services and programs	Priority programs identified and consultation with peak bodies occurs	Quarter 2 - Dec 21	Provide Services	Community Planning and Advocacy
1.1.6 Support and advocate to reduce risk factors impacting vulnerable communities (H&W All)	Develop the Brimbank Disability Action Plan (2021 – 2025) which improves outcomes for people with disability and their carers in Brimbank by ensuring co-creation of projects/programs and initiatives with people with lived experience of disability.	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Partner and Advocate	Community Care
	Continue to facilitate the Brimbank Collective Action Committee to lead Impact Brimbank aiming to close health and social outcomes gaps for the Brimbank community over a ten year period.	Impact Brimbank pilot initiatives implemented and evaluated	Quarter 4 - June 22	Fund and Resource	Community Projects
	Implement recommendations arising from the local homelessness research project which takes account of the various roles Council can play to support a more integrated, flexible and coordinated approach to preventing and responding to homelessness in Brimbank.	Actions implemented with progress presented to Council via portfolio briefings	Quarter 4 - June 22	Partner and Advocate	Community Planning and Advocacy
	Deliver library services and programs in collaboration with internal and external partners to reduce gambling harm.	Partnership programs delivered and evaluated	Quarter 4 - June 22	Provide Services	Community Learning and Participation

	<p>Develop and Implement Year Three actions of the Brimbank Electronic Gambling Policy (Action Plan), which aims to reduce the economic, social and health harm associated with Electronic Gaming Machines and other forms of electronic gambling in Brimbank:</p> <ul style="list-style-type: none"> • Continue to advocate for regulatory reform • Partner with support services to provide community information and education • Partner with Deakin University to conduct and utilise research into local gambling impacts • Partner with libraries and neighbourhood houses to provide alternative spaces and activities 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Partner and Advocate	Community Planning and Advocacy
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Strategic Objective : Pride and Participation	Action	Output	Timeframe	Council Role	Responsibility
1.2.1 Enable social, cultural and artistic expression (H&W P1)	<p>Implement Year Four Actions from the Brimbank Cultural Strategy 2018-2022:</p> <ul style="list-style-type: none"> • Review the Terms of Reference for the Brimbank Arts Advisory Committee • Encourage art activations across the City (in lieu of buildings) within broader festival and market programs and utilise natural environment and parks • Continue to promote Brimbank's cultural landmarks and public art in Brimbank visitor and promotional material • Partner with organisations and businesses to deliver arts and cultural projects. • Continue to present diverse programming at St Albans Community Centre & Bowery Theatre 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Provide Services	Community Learning and Participation
	Evaluate the Brimbank Cultural Strategy 2018-2022 to inform the development of the future Strategy (2023 – 2027)	Evaluation completed to inform updated strategy	Quarter 4 - June 22	Lead and Represent	Community Learning and Participation
	<p>Implement Year Four Actions from the Public Art Policy and Strategy 2018 – 2023 including:</p> <ul style="list-style-type: none"> • Deliver a major annual commission (as per the current policy) • Make the public art collection available online. • Continue to support a street art program involving a youth engagement process 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Lead and Represent	Community Learning and Participation
1.2.2. Continue our commitment to respecting and recognising Aboriginal and Torres Strait Islander peoples and culture	Co-ordinate implementation of the Year Three actions in the Cultural Heritage Strategy including an assessment of planning options for protection of Aboriginal Cultural Heritage.	Strategy actions implemented and planning applications assessed	Quarter 4 - June 22	Plan and Regulate	City Strategy
	Continue to provide support for Reconciliation Week and NAIDOC Week to celebrate our Aboriginal heritage and inform our broader community of our Aboriginal history and the contributions made by our Aboriginal and Torres Strait Islander residents.	Reconciliation week and NAIDOC week events and activities supported	Quarter 4 - June 22	Partner and Advocate	Community Planning and Advocacy
	<p>Implement Year Two Actions within the Reconciliation Action Plan including:-</p> <ul style="list-style-type: none"> • Enabling Aboriginal residents to provide advice to Council on matters impacting on their community • Support the Aboriginal community to scope options for an Aboriginal run community hub. • Supporting improved access to all Council programs for Aboriginal people 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Partner and Advocate	Community Planning and Advocacy

1.2.3 Celebrate diversity and intercultural sharing through programs, events and activities (H&W 1 & 3)	Implement Year Four Brimbank Volunteer Strategy actions including: <ul style="list-style-type: none"> Developing a corporate volunteering model Evaluating the effectiveness of the Better Impact Volunteer Management Database Supporting and recognising the importance of volunteering in the community 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Partner and Advocate	Community Care
	Encourage interfaith dialogue and promote respect and tolerance through the Brimbank Maribyrnong Interfaith Network	Partnerships continue between Interfaith Network stakeholders and events and activities supported	Quarter 4 - June 22	Partner and Advocate	Community Planning and Advocacy
1.2.4 Encourage Vibrant Community Events and Activities (H&W 1)	Complete the evaluation of the Festivals and Events Policy and Strategy 2018-2021 and the Cultural Policy 2018-2021 to inform the development and implementation of the future Strategy 2022-2025.	Evaluation completed with final year report cards presented to Council	Quarter 2 - Dec 21	Lead and Represent	Community Learning and Participation
	Deliver the We are Brimbank Awards and use Council Communication channels to celebrate and recognise the people and places in Brimbank that enhance community pride.	Ceremonies held	Quarter 4 - June 22	Provide Services	Media and Communications

Strategic Direction – Places and Spaces

Liveable and connected neighbourhoods that support healthy and sustainable futures – a green place for all

Strategic Objective : Liveable and Connected	Action				
		Output	Timeframe	Council Role	Responsibility
2.1.1 Contribute to the transformation of the transport network to be active, sustainable, connected and equitable (H&W P3)	Review and refresh the Brimbank Transport Priorities Paper to reflect current Council, State and Federal commitments, and outline Council's key transport priorities.	Draft Brimbank Transport Priorities Paper consulted on and presented to Council.	Quarter 3 - Mar 22	Fund and Resource	Engineering
	Continue strategic network improvements via the implementation of actions in the Brimbank Cycling and Walking Strategy including : <ul style="list-style-type: none"> New pedestrian bridge and associated paths over Taylors Creek near Rowell Place, Taylors Lakes. Sunshine Transport Precinct Activation Program Complete missing sections of Kororoit Creek Shared User Path in Cairnlea 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Build and Maintain	Urban Design

	Implement actions in the Brimbank Car Parking Strategy including:- <ul style="list-style-type: none"> Advocating for improved active and public transport connections to railway stations Progressing a Car Parking Overlay for the Sunshine and St Albans Town Centres, subject to Council's approval. 	Strategy actions implemented and proposed parking overlay presented to Council for consideration	Quarter 4 - June 22	Partner and Advocate	Engineering/ City Strategy
	Implement Council's Road Rehabilitation and Surfacing Programs as part of Council's 2021/2022 Capital Works Budget.	Capital works projects delivered as per program.	Quarter 4 - June 22	Build and Maintain	Engineering
	Advocate for cross city connections including expansion of the existing bus network as identified in the Brimbank Transport Priorities Paper and Brimbank Response Strategy to the Western Rail Plan.	Written communication with Department of Transport and relevant Ministers, where necessary	Quarter 4 - June 22	Partner and Advocate	Engineering
	Deliver road safety improvements as part of Council's 2021/22 Capital works Program.	Capital works projects delivered as per program	Quarter 4 - June 22	Build and Maintain	Engineering
	Review, revise and update Brimbank Transport Disadvantage Policy (2017–2021)	Policy updated and presented to Council	Quarter 3 - Mar 22	Partner and Advocate	Community Care
2.1.2 Showcase and provide quality public spaces and streetscapes where people can connect and recreate (H&W P1)	Create an attractive, integrated, accessible open space network via the implementation of the Creating Better Parks Policy and Plan, including upgrades at the following parks:- Suburban Park upgrade at:- <ul style="list-style-type: none"> Keilor Park Recreation Reserve Neighbourhood Park upgrades at: <ul style="list-style-type: none"> Shirley Street Reserve, St Albans Elford Green Reserve, Cairnlea Caprice Court Reserve, Keilor Downs Pocket Parks at: <ul style="list-style-type: none"> Glengala Road, Sunshine West Pocket Park Cary Street, Sunshine North Pocket Park Leslie Street, St Albans Pocket Park Other Projects: <ul style="list-style-type: none"> Errington Reserve Youth and Skate Space, St Albans 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Build and Maintain	Urban Design
	Continue developing the master plan for Alfrieda Street, St Albans as a key destination for gathering, shopping and socialising in a vibrant space.	Draft master plan completed for consideration by Council	Quarter 4 - June 22	Fund and Resource	Urban Design
	Continue implementation of the Sydenham Park Master Plan 2020, including presenting to Council the outcomes of feasibility studies and preliminary investigations undertaken in 2020/2021 and an updated SPMP for Council's consideration.	Report tabled to Council for consideration	Quarter 2 - Dec 21	Fund and Resource	Urban Design

2.1.3 Provide community facilities that are responsive and adaptable to community needs	Scope options for improved lighting at H.V. McKay Memorial Gardens	Scoping complete and lighting options considered	Quarter 3 - Mar 22	Fund and Resource	Urban Design
	Finalise the development of the Creating Better Streets Strategy that aims to achieve more liveable, resilient and sustainable streets by: <ul style="list-style-type: none"> Increasing canopy cover Using stormwater to create greener, cooler streets Supporting walking and cycling Creating a positive sense of place for the community 	Complete draft Creating Better Streets Strategy for consideration by Council.	Quarter 4 - June 22	Fund and Resource	Urban Design
	Finalise building works and commission the new Brimbank Aquatic and Wellness Centre	Centre commissioned and building works progressed as per capital works schedule	Quarter 4 - June 22	Build and Maintain	Facilities and Major Projects
	Implement the performance requirements of the Brimbank Environmentally Sustainable Design Framework on new Council facilities and refurbishments.	ESD framework is applied on facilities and refurbishments when required	Quarter 4 - June 21	Build and Maintain	Environment
	Support the development of youth friendly spaces that support an increase in the delivery of services for young people.	Youth friendly spaces developed and increased participation by young people monitored	Quarter 4 - June 22	Partner and Advocate	Community Care
	Initiate a zero per cent increase for senior's fee across all community facilities that have a senior's fee rate	Zero % increase implemented and increased participation by seniors monitored	Quarter 1 - Sept 21	Fund and Resource	Leisure and Community Facilities
	Implement facility improvement projects identified in the Sports Facility Development Plan (2018) including: <ul style="list-style-type: none"> Pavilion upgrades at Delahey Reserve, Bon Thomas Reserve and Lloyd Reserve. Pavilion, sports ground and flood lighting upgrades at More Park. Design for Lionheart Reserve Tennis Pavilion. Design for Sportsground Redevelopment of Keilor Lodge Pitch 3. Finalising design and start construction of Green Gully Reserve front car park. Detailed Design New Sports Ground Development- Green Gully Reserve Sports Ground Lighting upgrades Keilor Park Oval 2 and 3. Completion of various kitchen, storage, coaches' boxes, goal posts and irrigation upgrades. 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Build and Maintain	Leisure and Community Facilities
	Implement priorities identified in the Indoor Stadium Feasibility Study that aim to address the current and future indoor court needs of the Brimbank community, including: <ul style="list-style-type: none"> Implement Keilor Basketball Netball Stadium Business Plan Year 1 Actions Meet with Brimbank schools and explore opportunities for community use of school facilities. Continue planning for the provision of future indoor courts in the South of Brimbank. 	Strategy actions implemented	Quarter 4 - June 22	Provide Services	Leisure and Community Facilities

	Implement priorities identified in the Community Services and Infrastructure Plan to ensure community facilities are fit for purpose and meet community needs, including <ul style="list-style-type: none"> • Delivery of modular room at Deer Park West Kindergarten • Kitchen upgrades at Lowe Crescent Scout Hall, St Albans Scout Hall and Fairbairn Road Kindergarten. • Heating/ cooling upgrade at St Albans Scout Hall • Flooring upgrade at Sunshine Heights Kindergarten and Lowe Crescent Reserve Scout Hall • Playground upgrades at Aycliffe Drive, Epalock Crescent and Deer Park West Kindergartens • Facility access upgrades at : Barclay Reserve Scout Hall, Remus Way Long Day Care, Sunshine Meeting Place, Deer Park West Kindergarten*, Westvale Community Centre • Toilet upgrades at Lowe Crescent Reserve Scout Hall, St Albans Scout Hall, Kings Park Kindergarten 	Plan actions implemented	Quarter 4 - June 21	Build and Maintain	Leisure and Community Facilities
2.1.4 Maximise urban greening through increased tree canopy cover and integrated water management	Commence the Water Sensitive Urban Design Asset Rectification Plan.	Rectification Plan completed	Quarter 2 - Dec 21	Build and Maintain	Environment
	Continue to conduct street tree planting programs to increase Brimbank’s tree canopy coverage as per the Urban Forest Strategy (2016 – 2046).	Strategy actions implemented including annual tree planting target reached	Quarter 4 - June 22	Fund and Resource	Urban Design
	Finalise the Brimbank Tree Policy and Significant Tree Policy to guide tree management across Brimbank	Final Draft Brimbank Tree Policy and Final Draft Significant Tree Policy presented to Council for consideration for adoption	Quarter 2 - Dec 21	Lead and Represent	Urban Design
	Implement actions in the Revised Sustainable Water Management Strategy including expansion of the Green Gully Stormwater Harvesting System and delivery of the warm season grass conversion program.	Strategy actions implemented	Quarter 4 - June 22	Build and Maintain	Environment

<div> <div>Strategic Objective : Sustainable and Green</div> </div>					
	Action	Output	Timeframe	Council Role	Responsibility

2.2.1 Take action on Climate Emergency by working towards a carbon neutral Brimbank	Implement Year Two actions in the Brimbank Climate Emergency Plan including: <ul style="list-style-type: none"> - Delivery of a youth in climate leadership roles initiative - Investigate opportunities for community renewable energy projects such as ‘solar gardens’ on Council owned sites such as former landfills, and collaborate with the Victorian Government to promote community energy - Through the Creating Better Streets Program, investigate opportunities to redesign key streets to be walking and cycling friendly corridors that include high levels of shade trees, vegetation and water sensitive design infrastructure such as raingardens. - Continue to support home composting and other measures that reduce waste to landfill 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Lead and Represent	Environment
	Implement actions in the Revised Greenhouse Reduction Strategy 2013-2023 including: <ul style="list-style-type: none"> - Implement year 2 of the main road streetlighting upgrade from high pressure sodium lights to LED lighting - Finalise Council’s Zero-Emission Fleet Plan, which will guide the development of Council’s charging station network and vehicle procurement program - Deliver residential energy efficiency and solar programs 	Strategy actions implemented	Quarter 4 - June 22	Provide Services	Environment
2.2.2 Collaborate with community in addressing Climate Change and its impacts on health (H&W P2)	Review Municipal Heatwave Plan to support members of the community who are most at risk during extreme heat and heatwaves	Plan reviewed and tabled to Council for consideration	Quarter 2 - Dec 21	Lead and Represent	Community Care
	Partner with the health and community sector to champion action to address the health impacts of climate changes such as heatwaves, and promote co-benefits such as reduced energy bills	Cross sectorial partnerships established to respond to health impacts of climate change	Quarter 4 - June 22	Partner and Advocate	Community Planning and Advocacy
	Facilitate community capacity building initiatives that support the community to protect, enhance and connect with the natural environment, including: <ul style="list-style-type: none"> • The development and implementation of the Environmental Events Calendar • Support for ‘friends of’ groups • Partnerships with schools to deliver education programs. 	Annual Environmental Events Calendar implemented and outcomes reported to Council via portfolio briefings	Quarter 4 - June 22	Partner and Advocate	Environment
	Undertake an investigation into the energy needs at the Kororoit Creek Neighbourhood House through an energy assessment	Energy assessment completed	Quarter 4 - June 22	Fund and Resource	Environment
2.2.3 Increase the extent and condition of natural habitats through restoration and prevention of threats	Develop a Conservation Asset Management Framework to identify high priority conservation zones and grasslands to guide management actions and resource allocation.	Framework finalised and implementation commenced	Quarter 3 - Mar 22	Build and Maintain	Environment
	Continue to implement actions identified through the revised Brimbank Biodiversity Strategy (2012 – 2022) including the active management of conservation assets through revegetation, pest plant/animal control and ecological burns.	Strategy actions implemented	Quarter 4 - June 22	Build and Maintain	Environment

	Implement actions in the Brimbank Habitat Connectivity Plan 2018 – 2023 including: <ul style="list-style-type: none"> - Assisting local schools to provide habitat patches of vegetation and structures through a targeted program - Retaining and improving a safe passage for Growling Grass Frogs at Sydenham Park from the Maribyrnong River and Jacksons Creek 	Strategy actions implemented	Quarter 4 - June 22	Provide Services	Environment
	Continue to administer the Sustainable Land Management Grant Scheme.	Grants disbursed and outcomes monitored	Quarter 2 - Dec 21	Partner and Advocate	Environment
	Implement initiatives that protect and enhance the environment from the impact of feral cats including community awareness campaigns and a subsidised cat de-sexing program	Cat de-sexing events held and community awareness campaigns delivered	Quarter 4 - June 22	Fund and Resource	City Compliance
2.2.4 Invest in circular economy and improve waste management systems to increase recycling and reduce waste to landfill	Work in partnership to research and design options that use plastic and glass waste for construction of roads.	Continue to partner to pilot reconstruction throughout 2021.	Quarter 4 - June 22	Provide Services	Asset and Property Services
	Develop and implement compliance initiatives to respond to reported illegal waste dumping.	Install litter enforcement cameras at illegal dumping hot spots	Quarter 4 - June 22	Fund and Resource	City Compliance
	Implement Actions identified in the Waste, Recycling and Litter Strategy (2018-2028), including:- <ul style="list-style-type: none"> • Continue education and awareness on Council’s kerbside recycling collection services and the Brimbank Resource Recovery Centre; • Council will join with other councils in stressing to the State Government and industry, a move away from landfilling of waste to Advanced Waste & Resource Recovery Technologies. 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Provide Services	Operations
	Continue to review and update Council on State Government advice on the implementation of Recycling Victoria - A New Economy Policy and in particular the Household Recycling Program (4-Bin System).	Update provided to Council	Quarter 4 - June 22	Partner and Advocate	Operations

Strategic Direction – Opportunity and Prosperity

A future focused, transforming city where all have opportunities to learn and earn – a prosperous place for all

Strategic Objective : Growing and Transforming					
	Action	Output	Timeframe	Council Role	Responsibility
3.1.1 Grow and diversify industry, and support existing and new businesses	Implement Year Five Actions identified in the Brimbank Economic Development Strategy Implementation Plan, including:- <ul style="list-style-type: none"> Business Networking and Communication Program Business Development Program Facilitate Industry Development and Investment Attraction in line with the Brimbank Industry Analysis and Clusters Plan. 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Fund and Resource	City Strategy
	Review and revise the Brimbank Economic Development Strategy	Strategy revised and presented to Council for consideration	Quarter 4 - June 22	Fund and Resource	City Strategy
	Support and promote localised products and services via Brimbank Localised, a business-to-business platform	Program implemented resulting in increased promotion of Brimbank businesses	Quarter 4 - June 22	Fund and Resource	City Strategy
	Implement business support activities identified in the Brimbank COVID-19 Response and Recovery Strategy including delivery of the Business Grants Program and Business Activation Program	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Fund and Resource	City Strategy
	Continue to support and promote the operation of iHarvest Co-working Sunshine to provide a vibrant and affordable co-working location for start-ups, entrepreneurs, freelancers and business.	Program implemented resulting in increased provision of c-working spaces	Quarter 4 - June 22	Fund and Resource	City Strategy
3.1.2 Enhance community opportunities as a result of major developments and infrastructure development	Promote, partner and advocate for outcomes described in the Sunshine Priority Precinct 2050 Vision	Advocacy work continues with outcomes reported to Council	Quarter 4 - June 22	Partner and Advocate	Transforming Brimbank
	Work with State Government to develop a precinct framework plan and to inform future planning policies to facilitate appropriate development in line with Sunshine Priority Precinct 2050 Vision, and Brimbank Response Strategy to the Western Rail Plan including Melbourne Airport Rail and Sunshine Super Hub.	Advocacy and partnership work between levels of government occur to inform future planning of infrastructure projects	Quarter 4 - June 22	Partner and Advocate	Transforming Brimbank
	Continue to work in partnership with a range of stakeholders to implement the following aspects of Brimbank Response Strategy to the Western Rail Plan: <ul style="list-style-type: none"> Urban design principles for rail projects Community and stakeholder engagement Priority precinct planning. 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Lead and Represent	Transforming Brimbank

	<p>Respond to the proposed third runway development at Melbourne Airport, including:</p> <ul style="list-style-type: none"> • Undertake a peer review of the health impact assessment of the Major Development Plan (MDP) • Preparing submissions to the MDP and revised Melbourne Airport Masterplan. 	Peer review of MDP completed and submissions prepared and presented to Council	Quarter 4 - June 22	Fund and Resource	City Strategy
3.1.3 Promote Brimbank as a destination to build the visitor economy and tourism	Co-ordinate implementation of Year Four initiatives within the Experience Brimbank Visitor Strategy, including working alongside major open space destinations to increase their profile including the ongoing development of visitor itineraries, developing Brimbank’s culinary offering, working to develop open spaces as visitor destinations, and improving digital marketing.	Strategy actions implemented	Quarter 4 - June 22	Fund and Resource	City Strategy
	Co-ordinate the implementation of Year Three actions of the Brimbank Activity Centre Strategy including delivery of the Local Centre Activation Program.	Strategy actions implemented	Quarter 4 - June 22	Fund and Resource	City Strategy
	<p>Co-ordinate the implementation the GO St Albans Action Plan including:</p> <ul style="list-style-type: none"> • communications and engagement • marketing and business development • streetscape and safety improvements • space activation program. 	Strategy actions implemented to guide future management and enhancement of the Centre.	Quarter 4 - June 22	Fund and Resource	City Strategy
	<p>Co-ordinate the implementation the Sunshine Rising Action Plan including:</p> <ul style="list-style-type: none"> • communications and engagement • marketing and business development • streetscape and safety improvements • space activation program. 	Strategy actions implemented to guide future management and enhancement of the Centre.	Quarter 4 - June 22	Plan and Regulate	City Strategy
3.1.4 Facilitate housing diversity, population growth and development through planning and assessment processes (H&W P5)	Develop position statement to inform Council roles around social and affordable housing.	Position statement adopted and presented to Council for consideration	Quarter 4 - June 22	Partner and Advocate	Community Planning and Advocacy
	Progress the review of Housing Strategy including preparation of the Neighbourhood Character Study and Residential Development Framework.	Draft documents prepared	Quarter 4 - June 22	Fund and Resource	City Strategy
	<p>Co-ordinate implementation of Year Three Actions in the Brimbank Heritage Strategy including:</p> <ul style="list-style-type: none"> • Revising the Heritage Advisory Committee Terms of Reference • Progressing amendments to the Brimbank Planning Scheme to protect identified heritage, subject to Council approval. 	Strategy actions implemented including ToR established and amendments presented to Council for consideration	Quarter 4 - June 22	Fund and Resource	City Strategy
	Coordinate Implementation of the Year Three actions in the Brimbank Industrial Land Strategy including commencing a process to incorporate the Industrial Design Guidelines into the Brimbank Planning Scheme, subject to Council’s approval.	Industrial Design Guidelines presented to Council for consideration	Quarter 4 - June 22	Plan and Regulate	City Strategy

**Strategic Objective :
Earning and Learning**

	Action	Output	Timeframe	Council Role	Responsibility
3.2.1 Support economic and social inclusion	Implement education and employment advocacy initiatives identified and prioritised within the Brimbank Advocacy Plan and Framework, including the Transforming Brimbank 2020 Jobs and Education Agendas.	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Partner and Advocate	Strategic Advocacy and Engagement
	Evaluate the Community Strengthening Policy 2014 with stakeholders to inform the development of the new Policy.	Policy revised and tabled to Council for consideration	Quarter 4 - June 22	Partner and Advocate	Community Learning and Participation
3.2.2 Support community access to education and jobs	Implement Year Four actions of the Youth Jobs Strategy 2018-2023 including: <ul style="list-style-type: none"> providing meaningful work experiences that increase employment opportunities for young people experiencing barriers to employment placing young people at the centre of design, implementation and evaluation of supports building enterprise learning and entrepreneurship 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Lead and Represent	Community Learning and Participation
	In collaboration with partners deliver programs and services at Brimbank Learning Futures that support re-engagement with education, training and employment.	Program implemented with updates provided to Council via Portfolio Briefings	Quarter 4 - June 22	Provide Services	Community Learning and Participation
	Implement and evaluate the Victorian Job Advocates program to support young people and others facing barriers to gain access to training and employment opportunities.	Program implemented with updates provided to Council via Portfolio Briefings	Quarter 4 - June 22	Provide Services	Community Learning and Participation
	Develop and commence implementation of the Local Jobs for Local People Program.	Program implemented with updates provided to Council via Portfolio Briefings	Quarter 4 - June 22	Fund and Resource	City Strategy
	Partner with Western Chances to support Brimbank students from disadvantaged backgrounds to continue their education and increase their opportunities for employment	Partnership established and funding agreement executed with set targets	Quarter 4 - June 22	Fund and Resource	Community Learning and Participation

3.2.3 Promote the importance of education and encourage life-long learning across generations	<p>Implement Year Two of the Brimbank Library Strategy 2020-2025 and Strategic Framework for Library Collections (2020-2025) collections, programs, community engagement and online services.</p> <ul style="list-style-type: none"> • Increase volunteer opportunities with the Home Library Service that builds cohesion in our community. • Deliver library services in collaboration with internal and external partners to improve literacy, learning, business and employment outcomes for the community. • Investigate options for a Libraries app • Investigate initiatives to improve access to digital collections and information. • Increase the number of publications by Aboriginal and Torres Strait authors in the library collection • Provide collections to support local students, business people and small business enterprises • Enhance customer experience of library collections (digital and physical) through new curation technologies • Review the library collection layout, signage, furniture and spaces to improve discoverability and usage 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Provide Services	Community Learning and Participation
	<p>Support the transformation of Council Managed Neighbourhood Houses and Community Centres into sites of belonging and learning through the Implementation of Year Two Actions of the Neighbourhood House Strategy (2019 – 2024) by:</p> <ul style="list-style-type: none"> • Partner with other children and family services to develop integrated service models that are innovative and have collective impact. • Build critical literacies and life skills through community projects, mentoring, conversation, forums and events. • Support and enable self-determined youth led and run initiatives and projects • Co-design projects with community members that support intergenerational sharing of skills • Support young people to find pathways into volunteering and employment in neighbourhood Houses and Community Centres. • Develop a contemporary evaluation framework that is culturally safe and co-designed by community members 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Provide Services	Community Learning and Participation
	Develop the new Brimbank Neighbourhood Houses Strategic Partnership Agreement and Action Plan (BNHSPA) 2022-2025	Partnership agreement and action plan developed and presented to Council	Quarter 4 - June 22	Partner and Advocate	Community Learning and Participation

	<p>Implement Year Four life stage priority actions identified in the Brimbank Lifelong Learning Strategy (2018-2023) that focus on cross sector collaboration aiming to improve learning outcomes for all life stages.</p> <ul style="list-style-type: none"> • Seek partnerships and collaborative opportunities to develop and deliver programs that support job seekers, including skills development for micro-enterprises / entrepreneurship and opportunities for people to share expertise, knowledge and skills in business. • Maintain and expand on the early years’ literacy programming • Support school-aged children by providing enriched out-of-school learning and skills development opportunities that empowers them to later become engaged and active adults • Seek partnerships and collaborative opportunities to develop and implement relevant and trending activities and events targeted at people aged 25 to 60 to encourage increased lifelong learning. • Seek partnerships and collaborative opportunities to improve school readiness and transition • Maintain an awareness of the community’s diverse needs by sustaining and contributing to community networks and collaborative partnerships 	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Partner and Advocate	Community Learning and Participation
3.2.4 Work towards improving digital access and inclusion	<p>Prioritise digital inclusion strategies for vulnerable groups through targeted engagement and training programs to improve skills and enhance wellbeing.</p> <ul style="list-style-type: none"> • Provide digital literacy opportunities that help make new and emerging technologies more accessible for all ages. • Seek partnerships and collaborative opportunities to deliver digital literacy skill development programs that support healthy lifestyles and improve the community’s wellbeing and social capacity. • Explore innovative approaches to reaching out to the community, to help those most vulnerable to build foundation and digital literacy skills to access services, programs and resources that support their needs. 	Strategies implemented and increased programs delivered	Quarter 4 - June 22	Partner and Advocate	Community Learning and Participation

Strategic Direction – Leadership and Governance

A high performing organisation that enacts the vision and decisions of Council through the delivery of quality and innovative services – A fairer place for all

**Strategic Objective :
Engaged and Responsive**

	Action	Output	Timeframe	Council Role	Responsibility
4.1.1 Value community input through models of deliberative engagement and co-design	Continue to implement actions from the Brimbank Community Engagement Policy and Toolkit to establish a shared approach across the organisation to community engagement practice	Engagement activities implemented as per statutory requirements within the Local Government Act	Quarter 4 - June 22	Lead and Represent	Community Planning and Advocacy
	Facilitate the Brimbank Youth Council providing opportunities for youth to represent their peers on topics of importance allowing Council to better understand the lived experience of young people.	Regular Youth Council meetings held and key themes presented to Council via portfolio briefings	Quarter 4 - June 22	Partner and Advocate	Community Care
	Regularly report back to the community about how their input and feedback has helped inform Council decision making	Quarterly newsletter developed and circulated	Quarter 4 - June 22	Partner and Advocate	Media and Communications
	Implement the Communication Strategy to promote Council's services and community through determining the best methods to increase accessibility and reach, including easy English and targeted communications for CALD groups.	Strategy actions implemented and updates provided via Portfolio Briefings	Quarter 4 - June 22	Provide Services	Media and Communications
4.1.2 Support community resilience and continue emergency management planning to be prepared for any future incidents or shocks (H&W P1)	Implement Emergency Management Planning Reform at Municipal level.	Initiatives implemented as per State Govt requirements	Quarter 4 - June 22	Lead and Represent	Operations
	Continue Emergency Management Resilience Planning	Planning activities continue and EM responses implemented when required	Quarter 4 - June 22	Lead and Represent	Community Care
	Implement Brimbank's Coronavirus (COVID-19) Response and Recovery Strategy – Stage 2	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Lead and Represent	Community Projects
	Continue to advocate for resources to assist in COVID recovery via the Brimbank 19 Point Action Plan for COVID Response and Recovery (2020)	Advocacy actions implemented and updates provided to Council	Quarter 4 - June 22	Lead and Represent	Strategic Advocacy and Engagement
	Deliver the Stage 2 Community Recovery Grants program 2021-22 incorporating a youth specific grants category	Grants program implemented with increased program reach of local young people	Quarter 4 - June 22	Provide Services	Community Planning and Advocacy
4.1.3 Partner across multiple sectors to advocate for equal access towards social & environmental justice (H&W P2)	Implement a range of advocacy initiatives identified and priorities within the Brimbank Advocacy Plan and Framework that help improve community outcomes with respect to Brimbank's People, Places, and Prosperity	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Partner and Advocate	Strategic Advocacy and Engagement
	Implement the Brimbank Social Justice Charter to guide and support the organisation in its efforts to create a more just society where difference does not lead to disadvantage	Initiatives supported through the Social Justice Coalition's Strategic Implementation Group	Quarter 4 - June 22	Lead and Represent	Community Planning and Advocacy

4.1.4 Support the Brimbank Community to engage in transparent democratic processes	Continue to execute the Implementation Plan for Local Government Act 2020 amendments	Initiatives implemented as per legislative requirements	Quarter 4 - June 22	Plan and Regulate	Governance
	Establish systems and procedures to enable Councillors to participate in Council meetings by electronic means of communication (as permitted by the COVID-19 Omnibus (Emergency Measures) Act 2020) during the COVID-19 pandemic, including by providing all requisite training and technological resources and support.	Council meetings conducted and attended via online means	Quarter 4 - June 22	Lead and Represent	Governance

Strategic Objective : High Performing and Accountable					
	Action	Output	Timeframe	Council Role	Responsibility
4.2.1 Reward a culture of high performance that demonstrates commitment to community.	Implement Year Two Actions as directed by the Brimbank People Strategy that aim to attract, recruit and retain highly skilled and experienced people to work for Council, reward and recognition programs.	Strategy actions implemented and reward and recognition programs delivered	Quarter 4 - June 22	Lead and Represent	People and Performance
4.2.2 Continue to model a safe, healthy, diverse and equitable organisation (H&W P4)	Develop a strategic & integrated approach to workplace diversity & inclusion. Implement Year 1 activities from Brimbank’s Gender Equality Action Plan 2021-2025.	Strategy actions implemented and annual report card presented to Council	Quarter 4 - June 22	Fund and Resource	People and Performance
4.2.3 Enhance organisational performance management and reporting	Design and expand ways in which Council communicates performance to the community	Review completed and new reporting models commence	Quarter 4 - June 22	Lead and Represent	Customer Support
	Develop a Capital Works dashboard to report on progress of construction projects	Dashboard developed highlighting progress of Capital Works projects	Quarter 4 - June 22	Provide Services	Asset and Property Services
	Report on outcomes of annual Local Government Community Satisfaction Survey to provide a point of reference in gauging the importance of, and Council’s performance, across a range of service areas over time	Council’s performance reported on to Council	Quarter 4 - June 22	Lead and Represent	Community Planning and Advocacy
4.2.4 Continue to manage our assets and finances sustainably and responsibly	Commence review of the Asset Plan in accordance with legislative requirements.	Asset plan reviewed and presented to Council	Quarter 4 - June 22	Provide Services	Asset and Property Services
	Review and implement the Annual Budget in accordance with legislative requirements.	Budget prepared and presented to Council for adoption	Quarter 4 - June 22	Fund and Resource	Business Support

4.2.5 Embrace technology and innovation to deliver continuous improvement opportunities	Implement Year Three actions from the Brimbank Innovation Framework Action Plan, to deliver on the needs of the Community now and into the future.	Strategy actions implemented with updates provided to Council cva portfolio briefings	Quarter 4 - June 22	Provide Services	Projects and Innovation
	Complete a pilot smart cities project focusing on technology and street litter bins	Pilot Study completed and outcomes reported on via Portfolio Briefings	Quarter 4 - June 22	Provide Services	Asset and Property Services
	Identify opportunities to increase participation in Council initiatives, services and events through the development and implementation of a digital strategy.	Strategy developed and implementation commenced	Quarter 4 - June 22	Provide Services	Media and Communications
	Implement various service channels that enable residents to seek service information, register and track requests, update information, and make payments at a time that suits them.	Performance of contact channels monitored and Virtual Assistant project implemented	Quarter 4 - June 22	Provide Services	Customer Support