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| Together We are Brimbank<br>Year Three Annual Action<br>Plan | <b>Strategic Direction - People and Community</b><br><i>A welcoming, safe and supported community – an inclusive place for all</i> | ^ Denotes Municipal Health & Wellbeing Plan |
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**Council Services supporting People and Community**

- Families & Early Years
- Youth
- Ageing & Inclusion
- Arts & Culture
- Community Projects
- Strengthening Communities
- Connected Communities
- Social Planning & Research
- Sport & Recreation
- Leisure & Community Facilities
- Building Services & Environmental Health
- City Compliance

| Strategic Objective: Wellbeing & Belonging   | YEAR THREE ACTIONS   | Responsibility                              |
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| <b>1.1.1</b><br>Support improved mental wellbeing ^                                  | Continue to collaborate with cohealth and IPC Health in: <ul style="list-style-type: none"> <li>Establishing new local mental health services</li> <li>Developing social prescribing programs to support people presenting to their services with poor mental health.</li> </ul> | Community Strengthening and Social Planning |
|  | Work with partners to implement actions from the Mental Wellbeing Plan, with a focus on primary prevention.  | Community Strengthening and Social Planning |
|  | Deliver Youth Mental Health First Aid Training to: <ul style="list-style-type: none"> <li>Adults to support young people aged between 12 and 18 years.</li> <li>Students in years 10-12 and years 7-9 on how to provide mental health first aid to their friends.</li> </ul>     | Community Care                              |
|  | Develop the Our Place Program at the Hunt Club Arts and Community Centre and West Sunshine Community Centre, as multi-use, outdoor spaces for social connection and community-led group activities.  | Community Learning and Participation        |
|  | Work with Westvale Men's shed users to identify additional programming options for other men using currently underutilised outdoor spaces. Create partnerships and intergenerational skill-share and mentoring models.   | Community Learning and Participation        |
| <b>1.1.2</b><br>Increase healthy eating, active living and physical activity ^       | Scope and deliver 'Better Together @ BAWC' which will support residents with chronic health needs from low socio-economic backgrounds to access the Brimbank Aquatic and Wellness Centre (BAWC).   | Community Strengthening and Social Planning |
|  | Create opportunities to support new communities to engage in physical activity via the In2Sport program  | Leisure and Community Facilities            |
|  | Further develop and deliver the "Be Active Brimbank" physical activity programs and events.  | Leisure and Community Facilities            |
|  | Continue to deliver a range of programs and services from Brimbank Leisure Centres that meet the needs of the Brimbank community   | Leisure and Community Facilities            |
|  | Finalise planning and commence upgrade and renewal works to the Sunshine Leisure Centre (SLC) outdoor pool liner and outdoor change rooms.   | Leisure and Community Facilities            |
|  | Adopt and implement the updated Sports Facility Development Plan (SFDP).   | Leisure and Community Facilities            |
|  | Finalise the Sports Feasibility Study for Sydenham Park.   | Leisure and Community Facilities            |
| <b>1.1.3</b><br>Support increased gender equality and reduce gender based violence ^ | Complete Female Sports Facilities Upgrades at Robert Bruce Pavilion sports change rooms to increase equity, access and opportunities for existing and emerging female participants and officials in sport and active recreation.   | Leisure and Community Facilities            |
|  | Deliver Brimbank's Gender Equality Action Plan   | People, Culture and Wellbeing               |

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| Strategic Objective: Wellbeing & Belonging   | YEAR THREE ACTIONS  | Responsibility                              |
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|  | Co-design a project targeting employment outcomes for women aged 45+. The project will include access to a specialist family violence support worker for support, advice and referrals.   | Community Learning and Participation        |
| <b>1.1.4</b><br>Provide community health and wellbeing services across the lifespan          | Based on the Child Safe Standards, build knowledge, understanding and cultural competency among Brimbank staff and service providers to ensure Council and community services meet the needs of all families.   | Community Strengthening and Social Planning |
|  | Support young people to engage with school and access health and wellbeing supports.  | Community Care                              |
| <b>1.1.5</b><br>Support safe and inclusive communities                                       | Finalise the Brimbank LGBTQIA+ Action Plan 2023-2027, and commence implementation of year one actions.  | Community Strengthening and Social Planning |
|  | As part of the final year of the Safe and Inclusive Brimbank Strategy 2020-2024, adopt a service coordination approach to improve wellbeing outcomes and perceptions of safety across the community.  | Community Strengthening and Social Planning |
|  | Continue to install standard and feature lighting as part of public amenity in activity centres to improve perceptions of safety and add to urban amenity.  | Urban Design                                |
| <b>1.1.6</b><br>Support and advocate to reduce risk factors impacting vulnerable communities | Reduce social exclusion and isolation and improve wellbeing through innovative Neighbourhood Houses programming that engages and works alongside local community members.   | Community Learning and Participation        |
|  | As part of the Brimbank Disability Action Plan 2022-2026: <ul style="list-style-type: none"> <li>Promote opportunities for local businesses to engage in disability awareness education</li> <li>Support the participation of people with disability in Council's employment and work experience programs.</li> </ul> | Community Strengthening and Social Planning |
|  | Finalise and complete the co-design process for the Carer space at the Keilor Downs Community Centre.   | Community Care                              |
|  | Embed Brimbank's Homelessness Protocol, providing training and collaborating across council, service providers and local businesses.  | Community Strengthening and Social Planning |
|  | Engage with registered housing associations (community housing providers) to identify opportunities to increase supply of social and affordable housing.  | Community Strengthening and Social Planning |
|  | Undertake a review of Library Services to maximise the service and program reach to the Brimbank community.   | Community Learning and Participation        |

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| Strategic Objective:<br>Pride & Participation   | YEAR THREE ACTIONS  | Responsibility                              |
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| <b>1.2.1</b><br>Enable social, cultural and artistic expression   | Provide and promote a broad range of opportunities for the community to engage with diverse art forms.  | Community Learning and Participation        |
|   | Improve processes for Street Art delivery including extending online self-guided public art trails across the municipality  | Community Learning and Participation        |
| <b>1.2.2</b><br>Continue our commitment to respecting and recognising Aboriginal and Torres Strait Islander peoples and culture | Finalise and commence implementation of the 2023-2025 Innovate Reconciliation Action Plan (including arts and cultural programming)   | Community Strengthening and Social Planning |
|   | Continue to support the pilot of an Aboriginal and Torres Strait Islander run Community Hub.  | Community Strengthening and Social Planning |
|   | Implement Year Five actions of the Brimbank Cultural Heritage Strategy 2018-2023 including: <ul style="list-style-type: none"> <li>Facilitating staff training about Cultural Heritage and Mapping.</li> <li>Ensuring Cultural Heritage Guidelines are maintained on Council's website</li> <li>An audit of the implementation program to inform a status review.</li> </ul>  | City Strategy                               |
| <b>1.2.3</b><br>Deliver a range of initiatives that celebrate diversity and intercultural sharing                               | Consult with key community partners and internal stakeholders to evaluate Council's cultural diversity program delivery and develop a plan for future work that reflects local situation and need.  | Community Strengthening and Social Planning |
| <b>1.2.4</b><br>Encourage vibrant community events and activities   | Implement Year Two of the Brimbank Festivals and Events Strategy 2022-2025. This includes: <ul style="list-style-type: none"> <li>Supporting the community to deliver Festivals and Events funded through the Community Grants.</li> <li>Developing a program of skills based training and information to support festivals and event organisers.</li> <li>Exploring the possibility of Arts and Culture and Disability categories to run alongside Festivals and Events category as part of the Community Grants program.</li> </ul> | Community Learning and Participation        |

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| Together We are Brimbank<br>Year Three Annual Action Plan | Strategic Direction – Places and Spaces<br><i>Liveable and connected neighbourhoods that support health and sustainable futures for all</i> | ^ Denotes Municipal Health & Wellbeing Plan |
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**Council Services supporting Places and Spaces**

- Environment
- Urban Design
- Assets and Property Services
- Operations
- Major Projects and Facilities
- Engineering
- City Planning
- Planning Compliance

| Strategic Objective: Liveable & Connected  | YEAR THREE ACTIONS   | Responsibility                   |
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| <b>2.1.1</b><br>Contribute to the transformation of the transport network to be active, sustainable, connected and equitable | Implement the Road Rehabilitation and Surfacing Program as part of Council's 2023/2024 Capital Works Program.  | Engineering Services             |
|  | Undertake traffic surveys in Albion area to determine traffic volumes and speeds   | Engineering Services             |
|  | Continue implementation of the Brimbank Cycling and Walking Strategy to provide a network that supports active transport.  | Urban Design                     |
| <b>2.1.2</b><br>Showcase and provide quality public spaces and streetscapes where people can connect and recreate            | Commence delivery of: <ul style="list-style-type: none"> <li>Streetscape and public realm construction and improvements as part of the West Sunshine 20 Minute neighbourhood in Glengala Road Village.</li> <li>Renewal design and construction of St Albans East Esplanade footpaths</li> <li>A review of Council's Naturestrip Guidelines, to assist residents in the appropriate development of their naturestrips.</li> </ul>  | Urban Design                     |
|  | Continue implementation of the Brimbank Creating Better Parks Policy and Plan 2016, including: <ul style="list-style-type: none"> <li>Renewing Kevin Flint Memorial Reserve Flagship Park</li> <li>Delivering physical activity facilities across Brimbank in several parks</li> <li>Delivering path upgrades, new playgrounds, new BBQ &amp; park furniture and extensive tree planting in Station Waters Reserve, Cairnlea</li> <li>Upgrading three existing playgrounds in Shearwater Meadow, Cairnlea, Simmie Street, Sunshine West and Bellara Crescent Reserve, Kealba Larissa Reserve, St Albans</li> <li>Constructing a new circuit Path at Keilor Downs Recreational Reserve</li> <li>Constructing a dog off leash reserve in Delahey.</li> </ul> | Urban Design                     |
|  | Investigate opportunities to fully enclose playgrounds in the following suburbs/ precincts: Taylors Lakes, Sydenham, Albanvale, Kings Park/Albanvale precinct, Cairnlea, Derrimut, Deer Park, Albion/Ardeer precinct, St Albans and Sunshine North.<br><br>This action will also be rolled out, where opportunity arises, through the park upgrade program.  | Urban Design                     |
|  | Deliver on the Sydenham Park Master Plan 2020: <ul style="list-style-type: none"> <li>Complete staged works to create visitor amenity through wayfinding signage, walking trails, shared paths and park information</li> <li>Commence restoration works to Robinson's Homestead</li> <li>Undertake a feasibility study to inform restoration of the Sydenham Park shearing shed.</li> </ul>  | Urban Design                     |
| <b>2.1.3</b><br>Provide community facilities that are responsive and adaptable to community needs                            | As part of the Public Toilet Strategy 2018-2030, design new toilet at Sunshine Reserve Sunshine West   | Urban Design                     |
|  | Continue activating informal Youth 'Pop up' spaces that meet the informal health and wellbeing needs of young people   | Community Care                   |
|  | Address the current and future indoor court needs of the Brimbank community through the implementation of the Keilor Basketball Netball Stadium Business Plan.   | Leisure and Community Facilities |
|  | Implement the Brimbank Sports Facility Development Plan (2018) facility improvements, including: <ul style="list-style-type: none"> <li>Lionheart Reserve New Tennis Pavilion</li> <li>Lloyd Reserve New Sports Pavilion</li> </ul>  | Leisure and Community Facilities |

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| Strategic Objective:<br>Liveable & Connected  | YEAR THREE ACTIONS   | Responsibility                    |
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|   | <ul style="list-style-type: none"> <li>Sportsground Reconstruction at Ardeer Reserve</li> <li>Design J.R. Parsons Reserve Multisport Pavilion</li> <li>Design J.R. Parsons Reserve Tennis Pavilion</li> <li>Sports ground lighting upgrades at Sassella Tennis courts 5&amp;6 and Selwyn tennis courts 1-6</li> <li>Upgrade cricket nets at Selwyn Reserve.</li> </ul>   |                                   |
|   | Complete building modifications and upgrades identified in the Brimbank Community Services and Infrastructure Plan 2018, including: <ul style="list-style-type: none"> <li>Kitchen upgrades at Keilor Park Playgroup, STACC, Keilor Village Kinder and Killeen St Childcare</li> <li>Heating/ cooling upgrade at Glengala Community Centre</li> <li>Flooring upgrade at Delahey Community Centre</li> <li>Playground upgrades at Orama Street &amp; Remus Way child care centres</li> <li>Facility access upgrades at Overnewton Gatehouse Hall</li> <li>Toilet upgrades at Sydenham Children's Hub, Delahey Community Centre, Keilor Village Kinder, Deer Park Hall, Orama Street Child Care Centre.</li> </ul> | Leisure and Community Facilities  |
|   | Commence the update of the Brimbank Community Services and Infrastructure Plan (CSIP).   | Leisure and Community Facilities  |
|   | Continue to meet the performance requirements of the Brimbank Environmentally Sustainable Design Framework in development and implementation of new Council facilities and refurbishments.   | Climate Emergency and Environment |
| <b>2.1.4</b><br>Maximise urban greening through increased tree canopy cover and integrated water management | Update Brimbank's Sustainable Water Management Strategy, and continue: <ul style="list-style-type: none"> <li>Working with key partners and authorities on integrated water management</li> <li>Supporting the community to maximise urban greening in their backyards through My Smart Garden program</li> <li>Providing opportunities for community to participate in revegetation projects on public land.</li> </ul>   | Climate Emergency and Environment |
|   | Upgrade the stormwater harvesting system at Green Gully Reserve, Keilor Downs.   | Climate Emergency and Environment |

| Strategic Objective:<br>Sustainable & Green  | YEAR THREE ACTIONS  | Responsibility                    |
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| <b>2.2.1</b><br>Take action on Climate Emergency by working towards a carbon neutral Brimbank                  | Further implement the Brimbank Climate Emergency Plan 2020-2025: <ul style="list-style-type: none"> <li>Electrify Keilor Community Hub and West Sunshine Community Centre</li> <li>Deliver the Solar PV (panels) on Sports Pavilions Program.</li> <li>Work with Western Alliance for Greenhouse Action (WAGA) Councils on the Victorian Climate Resilient Councils program.</li> <li>Explore options for renewable energy for local business.</li> </ul> | Climate Emergency and Environment |
|  | Develop a background paper on opportunities and options for providing electric vehicle charging to the community.   | Climate Emergency and Environment |
|  | Further implement the Revised Brimbank Greenhouse Reduction Strategy 2013-2023: <ul style="list-style-type: none"> <li>Develop a business case for a solar farm at Sunshine Energy Park</li> <li>Develop a degasification plan for Council facilities.</li> <li>Roll out of the 100% Renewable Brimbank online workshop series.</li> </ul>  | Climate Emergency and Environment |
| <b>2.2.2</b><br>Collaborate with community in addressing Climate Change and its impacts on health <sup>^</sup> | Facilitate community capacity building initiatives including: <ul style="list-style-type: none"> <li>The annual Environmental Events Calendar</li> <li>Supporting 'Friends of' and other environment groups that are helping to address climate change and its impacts on health</li> <li>Delivering the climate emergency stream of the Brimbank Community Grants Program to help the community to respond to climate change.</li> </ul>                 | Climate Emergency and Environment |

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| Strategic Objective: Sustainable & Green  | YEAR THREE ACTIONS   | Responsibility                              |
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|   | Explore establishing a network of 'cooler spaces' across the municipality using existing Council and community facilities.   | Community Strengthening and Social Planning |
| <p><b>2.2.3</b></p> <p>Increase the extent and condition of natural habitats through restoration and prevention of threats</p>                | Continue conservation land management actions of weed control, biomass reduction, pest animal control and planting/direct seeding on conservation assets.  | Climate Emergency and Environment           |
|   | Review and update the Brimbank Biodiversity Strategy.  | Climate Emergency and Environment           |
|   | Support environment groups and 'Friends of' groups to deliver revegetation or restoration projects within the municipality.  | Climate Emergency and Environment           |
|   | <p>Finalise implementation of the Brimbank Habitat Connectivity Plan 2018 – 2023:</p> <ul style="list-style-type: none"> <li>• Support landholder participation in sustainable land management through active management for habitat on private land, prioritising reducing pest plants and animals</li> <li>• Commence rectification and restoration works at Paramount Grassland.</li> </ul>   | Climate Emergency and Environment           |
|   | <p>Further implement the Brimbank Urban Forest Strategy 2016-2046:</p> <ul style="list-style-type: none"> <li>• Plant street trees in Kings Park, Deer Park and St Albans and approximately 20,000 tube stock plants.</li> <li>• Continue the Nature Places program to highlight importance of remnant grasslands at Bon Thomas Reserve.</li> </ul>  | Urban Design                                |
|   | <p>Implement actions from the Conservation Asset Management Framework:</p> <ul style="list-style-type: none"> <li>• Conduct fauna surveys in areas identified as requiring investigation</li> <li>• Install protective fencing at a minimum of three key grassland reserves to prevent illegal access and inappropriate use</li> <li>• Update or develop Management Plans for five high value grassland reserves.</li> </ul>   | Climate Emergency and Environment           |
|   | Continue to deliver initiatives that protect and enhance the environment from the impact of feral cats. This includes community awareness campaigns and a subsidised cat de-sexing program.  | City Regulatory Services                    |
| <p><b>2.2.4</b></p> <p>Invest in circular economy and improve waste management systems to increase recycling and reduce waste to landfill</p> | Monitor the performance and benefits on the use of crushed recycled glass on road pavements in collaboration with the Australian Road Research Board (ARRB), Department of Transport (DoT) and Sustainability Victoria (SV).   | Asset and Property Services                 |
|   | Work with the Environmental Protection Authority (EPA) and Police to develop and implement compliance initiatives that respond to illegal waste dumping. This includes increased and improved surveillance mechanisms.   | City Regulatory Services                    |
|   | Continue to monitor the implementation of Recycling Victoria - A New Economy Policy and in particular the Household Recycling Program (4-Bin System).  | Operations                                  |
|   | <p>Implement actions from the Brimbank Waste, Recycling and Litter Strategy (2018-2028):</p> <ul style="list-style-type: none"> <li>• Increase promotion of Food Organics and Garden Organics collection service to increase voluntary uptake to greater than current 59%.</li> <li>• Undertake a mid-term review of the Waste, Recycling and Litter Strategy</li> <li>• Continue to work with the hard waste collection service contractor to maximum reuse of goods by residents and achieve minimum 20% recycling diversion of recyclable metals, plastics and mattresses.</li> </ul> | Operations                                  |



**Council Services supporting Opportunity and Prosperity**

- Strategic Planning
- Economic Development
- Sunshine Rising and Go St Albans Place Management
- Libraries
- Neighbourhood Houses and Community Centres

| Strategic Objective: Growing & Transforming   | YEAR THREE ACTIONS   | Responsibility |
|---|--|----------------|
| <p><b>3.1.1</b></p> <p>Grow and diversify industry, and support existing and new businesses</p> | <p>Implement Year Two actions of the Brimbank Economic Development Strategy 2022-2027, including:</p> <ul style="list-style-type: none"> <li>• Business communication and networking activities</li> <li>• Industry and Business Development</li> <li>• Establishment of an Economic and Employment Committee.</li> </ul>  | City Strategy  |
|   | <p>Continue to promote Brimbank as a business location and facilitate development to deliver investment and economic uplift, including:</p> <ul style="list-style-type: none"> <li>• A suite of investment information on Council's website</li> <li>• Implementing Council's Investment Facilitation Guidelines</li> <li>• Working with State Government and other key organisations to facilitate investment attraction and investment.</li> </ul>   | City Strategy  |
|   | <p>Implement Year Five actions from the Sunshine Rising Action Plan 2019 - 2024, including:</p> <ul style="list-style-type: none"> <li>• Delivery of centre management, communications and marketing initiatives</li> <li>• Commencing a review of the Action Plan</li> <li>• Supporting the Sunshine Business Association to prepare a five-year Sunshine Town Centre Marketing and Business Development Plan</li> <li>• Continuing to administer the Sunshine Marketing and Business Development Special Rate and ensuring the appropriate distribution of activities across the Sunshine Town Centre (Town Centre)</li> <li>• Continuing to deliver Enjoy Local across the Sunshine Town Centre, including the southern side of the Town Centre.</li> </ul> | City Strategy  |
|   | <p>Implement Year Five actions of the Go St Albans Action Plan 2019 – 2024, including:</p> <ul style="list-style-type: none"> <li>• Delivery of centre management, communications, marketing and activation initiatives, including Enjoy Local</li> <li>• Commencing a review of the Action Plan</li> <li>• Continuing to administer the St Albans Marketing and Business Development Special Rate (Special Rate) and commencing the reintroduction of a new Special Rate, subject to Council approval.</li> </ul>   | City Strategy  |
|   | <p>Progress the update of the Brimbank Activity Centre Strategy and continue to deliver programs to facilitate ongoing development of Local Activity Centres (LAC) across Brimbank including the delivery of the:</p> <ul style="list-style-type: none"> <li>• Local Activation Centre Program</li> <li>• Enjoy Local Program.</li> </ul>  | City Strategy  |
|   | <p>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.</p>   | City Strategy  |
|   | <p>Co-ordinate implementation of the Brimbank Industrial Land Strategy (BILS), including:</p> <ul style="list-style-type: none"> <li>• Progressing an amendment for the inclusion of the Industrial Design Guidelines into the Brimbank Planning Scheme, subject to Council support</li> <li>• An audit of the implementation program to inform a status review.</li> </ul>  | City Strategy  |

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| <b>Strategic Objective: Growing &amp; Transforming</b>  | <b>YEAR THREE ACTIONS</b>   | <b>Responsibility</b> |
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| <b>3.1.2</b><br>Enhance community opportunities as a result of major development and infrastructure investment            | Continue to monitor and respond to the proposed growth and development of Melbourne Airport, including the proposed third runway development.   | City Strategy         |
|   | Continue to work with the Department of Transport and Planning to finalise the design and further develop the Sunshine Station Masterplan.  | Transforming Brimbank |
|   | Continue to promote, partner and advocate for outcomes described in the Sunshine Priority Precinct 2050 Vision.   | Transforming Brimbank |
|   | Continue to work with the Department of Transport and Planning to develop the Albion Quarter Structure Plan.  | Transforming Brimbank |
|   | Finalise the Sunshine Energy Park Vision Plan and begin developing business cases for the first stages.   | Transforming Brimbank |
| <b>3.1.3</b><br>Promote Brimbank as a destination to build the visitor economy and tourism                                | Update Council's Experience Brimbank Visitor Strategy to identify priorities, actions and resources for the next five years to promote Brimbank as a destination and promote growth of the visitor economy and tourism.   | City Strategy         |
| <b>3.1.4</b><br>Facilitate housing diversity, population growth and development through planning and assessment processes | Finalise the preparation of the Neighbourhood Character Study, Residential Development Framework and Housing Strategy for Brimbank to inform future potential changes to the Brimbank Planning Scheme, subject to Council approval.   | City Strategy         |
|   | Implement Year Five actions of the Brimbank Heritage Strategy 2018-2023, including: <ul style="list-style-type: none"> <li>Strategic work to strengthen heritage provisions in the Brimbank Planning Scheme</li> <li>An audit of the implementation program to inform a status review.</li> </ul> | City Strategy         |

| <b>Strategic Objective: Earning &amp; Learning</b>             | <b>YEAR THREE ACTIONS</b>   | <b>Responsibility</b>                |
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| <b>3.2.1</b><br>Support economic and social inclusion ^        | Offer practical workplace experience to young people through a structured Placement Program, including opportunities for entry level employment in Neighbourhood Houses and introductions to local business and employer networks.  | Community Learning and Participation |
|  | As part of the Makers Market project, build the capacity and competence of young people in planning, developing, testing and promoting their entrepreneurial skills and business ideas.   | Community Learning and Participation |
| <b>3.2.2</b><br>Support community access to education and jobs | In collaboration with partners, deliver programs and services at Brimbank Learning Futures that support re-engagement with education, training and employment. This includes: <ul style="list-style-type: none"> <li>Co-designing responses to improve training, learning and vocational outcomes</li> <li>Increased connections with local schools</li> <li>Outreach and pop up programs.</li> </ul> | Community Learning and Participation |
|  | Implement Year Three actions in the Local Jobs for Local People Program, including work to: <ul style="list-style-type: none"> <li>Strengthen employment networks</li> <li>Support education and training networks with industry</li> <li>Promote local procurement.</li> </ul>   | City Strategy                        |



| Strategic Objective: Earning & Learning   | YEAR THREE ACTIONS  | Responsibility                          |
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| <b>3.2.3</b><br>Promote the importance of education and encourage life-long learning across generations | Support the development of new Kindergartens and Early Learning Centres in Brimbank by: <ul style="list-style-type: none"> <li>Working with the State Government and local services to deliver on the Building Blocks Partnership Agreement, Kindergarten on School sites program and the Best Start, Best Life Reforms.</li> <li>Improving kindergarten registration to support families and parents to make informed choices about early education.</li> </ul>  | Community Care                          |
|   | Support and strengthen families and improve life chances (health and education), through access to affordable, inclusive learning opportunities including: <ul style="list-style-type: none"> <li>Early years access to local programs and services</li> <li>Family learning programs that are creative and engaging</li> <li>Active engagement of young people to increase participation and positive interactions</li> <li>Making space for older people to learn and engage with their community.</li> </ul>   | Community Learning and Participation    |
|   | Update Council's Lifelong Learning Baseline Measures to monitor outcomes and support advocacy.  | Community Learning and Participation    |
|   | Further implement the Brimbank Library Strategy 2020-2025 and Strategic Framework for Library Collections 2020-2025: <ul style="list-style-type: none"> <li>Increase library customer self-service options</li> <li>Continue to build and promote culturally safe collections and services in consultation with local Aboriginal and Torres Strait Islanders</li> <li>Support opportunities for the community to learn and connect with new, emerging and creative technologies to improve employment, skill development and social connection outcomes.</li> </ul> | Community Learning and Participation    |
| <b>3.2.4</b><br>Work towards improving digital access and inclusion                                     | Plan and deliver digital literacy programs and services to support digital inclusion for vulnerable groups and individuals, targeting: <ul style="list-style-type: none"> <li>older people</li> <li>women aged 45+</li> <li>people with a disability</li> <li>asylum seekers</li> <li>people with low English proficiency.</li> </ul>   | Community Learning and Participation    |
|   | Investigate and deliver a training program for community volunteers to improve digital skills and enhance wellbeing for older adults.   | Community Learning and Participation    |
|   | Work towards developing a technology innovation space at Deer Park library.   | Community Learning and Participation    |
|   | Continue to facilitate opportunities to increase the accessibility of Council's digital communications and services to a wider audience.  | Communications and Community Engagement |

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| Together We are Brimbank<br>Year Three Annual Action Plan | Strategic Direction –Leadership & Governance<br><i>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</i> | ^ Denotes Municipal Health & Wellbeing Plan |
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**Council Services providing Leadership & Governance**

- Strategic Advocacy
- Governance
- Customer Service
- Community Engagement
- People and Performance
- Corporate Planning and Reporting
- Communications
- Projects and Innovation
- Information Communication Technology (ICT)
- Financial Services

| Strategic Objective:<br>Engaged & Responsive  | YEAR THREE ACTIONS   | Responsibility                              |
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| <b>4.1.1</b><br>Value community input through models of deliberative engagement and co-design   | Undertake a process of deliberative engagement to inform a full review and update of Brimbank's Community Engagement Policy.   | Communications and Community Engagement     |
|   | Utilise the newly established Community Panel to help inform community consultation on Council plans, strategies and projects.   | Communications and Community Engagement     |
|   | Continue to administer the H.V. McKay Memorial Gardens Strategic Management Group meetings to provide direction for the management and development of the Gardens.                   | Operations                                  |
| <b>4.1.2</b><br>Support community resilience and continue emergency management planning to be prepared for any future incidents or shocks | Maintain Emergency Management Planning Reform at the Municipal level.  | Operations                                  |
|   | Continue to implement recommendations from a review of emergency management and resilience planning completed in 2022.   | Community Care                              |
| <b>4.1.3</b><br>Partner across multiple sectors to advocate for equal access towards social & environmental justice                       | Design and deliver a refreshed Advocacy Plan 2023-2025 to guide advocacy initiatives and actions.  | Advocacy and Stakeholder Relationships      |
|   | Review the Social Justice Charter to ensure the principles and framework are still relevant and provide a platform for social equity and inclusion across Council.                   | Community Strengthening and Social Planning |
| <b>4.1.4</b><br>Support the Brimbank community to engage in transparent democratic processes  | Partner with the VEC in respect to the transition to single member wards for the 2024 Local Government elections in compliance with the <i>Local Government Act 2020 (the Act)</i> . | Governance and Risk                         |

|   |   |   |
|---|---|---|
| Together We are Brimbank<br>Year Three Annual Action Plan | <b>Strategic Direction –Leadership &amp; Governance</b><br><i>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</i> | ^ Denotes Municipal Health & Wellbeing Plan |
|---|---|---|

| Strategic Objective: High Performing & Accountable  | YEAR THREE ACTIONS   | Responsibility                             |
|---|--|--|
| <b>4.2.1</b><br>Reward a culture of high performance that demonstrates commitment to community    | Develop and implement an Organisational Development Framework to attract, develop and retain highly skilled, capable and engaged people and, develop leadership capability,  | People, Culture and Wellbeing              |
|   | Develop an annual workforce action plan to support the implementation of the Strategic Workforce Plan  | People, Culture and Wellbeing              |
| <b>4.2.2</b><br>Continue to model a safe, healthy, diverse and equitable organisation             | Deliver on actions of the Diversity, Equity and Inclusion Strategic Plan and develop an Action Plan based on a staff survey of inclusivity.  | People, Culture and Wellbeing              |
|   | Implement current year actions of Council's Occupational Health and Safety (OHS) Strategic Plan.   | People, Culture and Wellbeing              |
| <b>4.2.3</b><br>Enhance organisational performance management and reporting                       | Report on the outcomes of the annual Local Government Community Satisfaction Survey (CSS) and the Local Government Performance reporting Framework (LGPRF)   | Customer Experience and Service Innovation |
|   | Develop and Implement a Compliance Management Framework, including compliance management system designed to allow the monitoring and reporting of key legal and regulatory obligations and controls to the executive team and to Council's Audit and Risk Committee.   | Governance and Risk                        |
| <b>4.2.4</b><br>Continue to manage our assets and finances sustainably and responsibly            | Work towards achieving an Asset Sustainability Ratio between 0.95 and 1.05, on average, over time. Achieving this target will ensure that public infrastructure is kept safe, clean, and well maintained for our community to use and enjoy for the long term.         | Asset and Property Services                |
| <b>4.2.5</b><br>Embrace technology and innovation to deliver continuous improvement opportunities | Continue investigations into the use of Smart Sensor devices as a way to improve the serviceability and performance of public infrastructure assets. This includes smart litter bins, outdoor air quality monitoring, and Parking Overstay Detection System (PODS).    | Asset and Property Services                |
|   | Continue to deliver ICT Strategy work packages including: <ul style="list-style-type: none"> <li>Implementing collaboration tools as part of M365 rollout</li> <li>Commencing the 'corporate systems uplift' in response to the system optimisation review.</li> </ul> | Chief Information Officer                  |