



**Brimbank**  
City Council

# *Together* **We are Brimbank**



**Community Vision 2040, Council Plan 2021 - 2025  
*and* Municipal Public Health and Wellbeing Plan**

**DRAFT**



**Acknowledgement Of Country**

Brimbank City Council acknowledges the Traditional Custodians of this land, the Wurundjeri People, and pays our respects to Elders past and present.

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# Mayor's Message



I am proud to introduce *Together We are Brimbank*, which integrates our community's key aspirations and outlines how Council will work to achieve a vision of a transformed Brimbank.

*Together We are Brimbank*, is an integrated plan that paves the way to achieving our long term Community Vision 2040 through our four-year Council vision and Plan and the Municipal Public Health and Wellbeing Plan.

It is a way of clearly defining our community's hopes, priorities and aspirations, whilst outlining the practical strategies that Council will take to achieve them.

*Together We are Brimbank* will be our road map for making Brimbank an even better place to live, work and play.



As a newly elected Councillor and Mayor, I am deeply committed to working to make Brimbank a better place for all, and this commitment is shared by my fellow Councillors.

Over our term of office, we will be working hard to achieve our shared community vision.

The last 12 months have been especially difficult for Brimbank due to the prolonged nature and uneven fluctuating effect of the COVID-19 pandemic on our community.

Unfortunately, COVID-19 has had a significant impact on our community, which was already grappling with complex long-term social, health and economic challenges.

Although it will be some time before we fully understand the repercussions of this health emergency, I do know that our community is resilient. I have witnessed first-hand the strength of our community.

Brimbank's strength comes from our social connections, our inclusivity and pride. Already we see opportunities that have emerged from this health emergency that we can use to bolster our recovery.

Matters that are of utmost importance to Brimbank residents have been used as the foundation of *Together We are Brimbank*.

Centred at the very heart of the rapidly expanding population of Melbourne's Western Metropolitan Region, our population is evolving. This requires careful consideration as we plan for services and infrastructure to meet future needs.

We remain committed to Social Justice and continue to work towards addressing areas of disadvantage through our services and multi-agency partnerships. This includes working hard to use transformative infrastructure investments into Brimbank as a catalyst to help address key social challenges, by delivering fair outcomes for locals.

Transformative infrastructure commitments include the development of the Sunshine Priority Precinct, the Sunshine Super Hub, and major transport projects associated with the Melbourne Airport Rail Project, Western Rail Plan and Suburban Rail Loop. These infrastructure developments have the potential to transform jobs, education and health. Council's Sunshine Priority Precinct 2050 Vision, aspires to unlock infrastructure benefits to maximise community outcomes.

Upgrading the Calder Freeway is an essential step to delivering safer road connections and providing better transport access for commuters and residents in Brimbank and neighbouring areas. State and Federal commitments towards upgrading the freeway have the potential to reduce congestion and improve safety, responding to local concerns.

Councillors are incredibly excited about the new Brimbank Aquatic and Wellness Centre being built in Keilor Downs. This will be an active health hub that aims to tackle complex health and wellbeing issues within our community. It will be an Australian first as it integrates aquatic and leisure services with social and health support services using an outcomes approach. The environmental credentials of this centre also contribute to our ongoing commitment to sustainability and addressing the impacts of climate change.

Climate change is an immediate and real threat to our community. This is why Council has declared a climate emergency and developed a plan that provides steps to climate action. During our term of office, I expect to see change in the way that we deliver services and prepare for the future, as we consider health, equity, energy infrastructure, the natural environment, and the material economy - core areas that will be affected by climate change.

It is essential that we look globally as we consider our vision and plans for Brimbank. The United Nations Sustainable Development Goals provide a world stage setting with their visionary goals that present a call to action for a better and more sustainable world. Such goals paint a much larger contextual picture, many that can be aligned with our local Brimbank work.

The Brimbank community have set an ambitious Community Vision that they hope to achieve by 2040. The Community Vision 2040 captures the priorities and aspirations for our community and is:

***By 2040, the Brimbank community will be healthy and safe and we will be united through a sense of belonging and pride.***

***Our City will be inclusive, resilient, innovative and vibrant and our people will share equally in the City's prosperity and opportunity.***

***The environment and heritage will be protected and enhanced and Brimbank's diverse neighbourhoods and housing will offer something for everyone.***

Our Council has developed a vision which captures our aspirations for the Brimbank community over the next four years. It is:

***A transformed Brimbank that is beautiful, thriving, healthy and connected***

This vision is bolstered by four key Strategic Directions:

- People and Community
- Places and Spaces
- Opportunity and Prosperity
- Leadership and Governance.

These Strategic Directions will guide our work over the next four years.

**People and Community** are the heart of Brimbank. Council will continue to support the mental and physical wellbeing of our community, and help people to come together by sharing their rich diversity. Artistic and social opportunities will also be ways to bring our community together.

**Places and Spaces** are important for our wellbeing and a sustainable future. Our community strongly values neighbourhoods that are green, where they can connect with others, and access facilities and services. *Together We are Brimbank* looks for opportunities to enhance our places and spaces for current and future generations.

**Opportunity and Prosperity** are at the forefront of our thinking when we consider the transformation of Brimbank. Major infrastructure development has potential to bring lasting positive change to our community. Council recognises the need to leverage this development to achieve a vision that will deliver increased jobs, housing and liveability for our community. As we look to the future, we will focus on everyone having opportunities to learn and earn.

**Leadership and Governance** are integral to a high performing organisation. Decisions and the vision of Council will be delivered through quality and innovative services that respond to the diverse needs of our community. This strategic direction focuses on creating a fairer place for all.

The Municipal Health and Wellbeing Plan is integrated within the *Together We are Brimbank* document, and outlines what we will do to support our residents to achieve optimal health and wellbeing. We will do this by:

- Supporting improved mental wellbeing
- Collaborating with the community in addressing Climate Change and its impacts on health
- Increasing health eating, active living and physical activity
- Supporting increased gender equality and reducing gender based violence
- Supporting economic and social inclusion

*Together We are Brimbank* was developed with input from our community through the Shaping Brimbank consultations, together with a number of other recent engagement activities.

I sincerely thank everyone in our community who has provided their ideas and feedback to Council. Your local knowledge, experience and perspectives are greatly valued. I look forward to connecting with you, and many others in the future. Be assured that Council is always keen to hear from you.

Finally, I'd like to recognise how remarkable our Brimbank community is. We are a melting pot of cultures, we are inclusive, welcoming and vibrant. Our community strength lies in our connections with each other, our harmonious neighbourhoods and dynamic cultures.

Together, let's set out on the journey to transform our city into a beautiful, thriving, healthy and connected place for all.

*Together We are Brimbank* is a strong plan to get our City and our community there.

With that in mind, I encourage you to share in the journey of *Together We are Brimbank*, a plan that paves the way to achieving our long term Community Vision 2040 through our four-year Council Vision and Plan.

You will find more details in the following pages. Thank you.

Signature to come

**Cr Ranka Rasic**

**Mayor, Brimbank City Council**



# Our Council

## Our Councillors

The Council consists of 11 Councillors, each elected for a four-year term. Brimbank is divided into four wards to ensure residents are represented fairly and equitably.

### Grasslands Ward



Cr Victoria Borg



Cr Sarah Branton



Cr Thuy Dang

### Harvester Ward



Cr Sam David JP



Cr Trung Luu



Cr Jasmine Nguyen

### Horseshoe Bend Ward



Cr Jae Papalia



Cr Virginia Tachos

### Taylors Ward



Cr Maria Kerr



Cr Bruce Lancashire



Cr Ranka Rasic



# Our Story So Far

Brimbank is a vibrant and welcoming community in the heart of Melbourne's west. Diversity is central to our identity - we are proudly multicultural, embracing people from around the world and weaving their stories into our own. Brimbank's estimated resident population of 208,247 in 2020 makes it the fifth most populous municipality in Greater Melbourne.

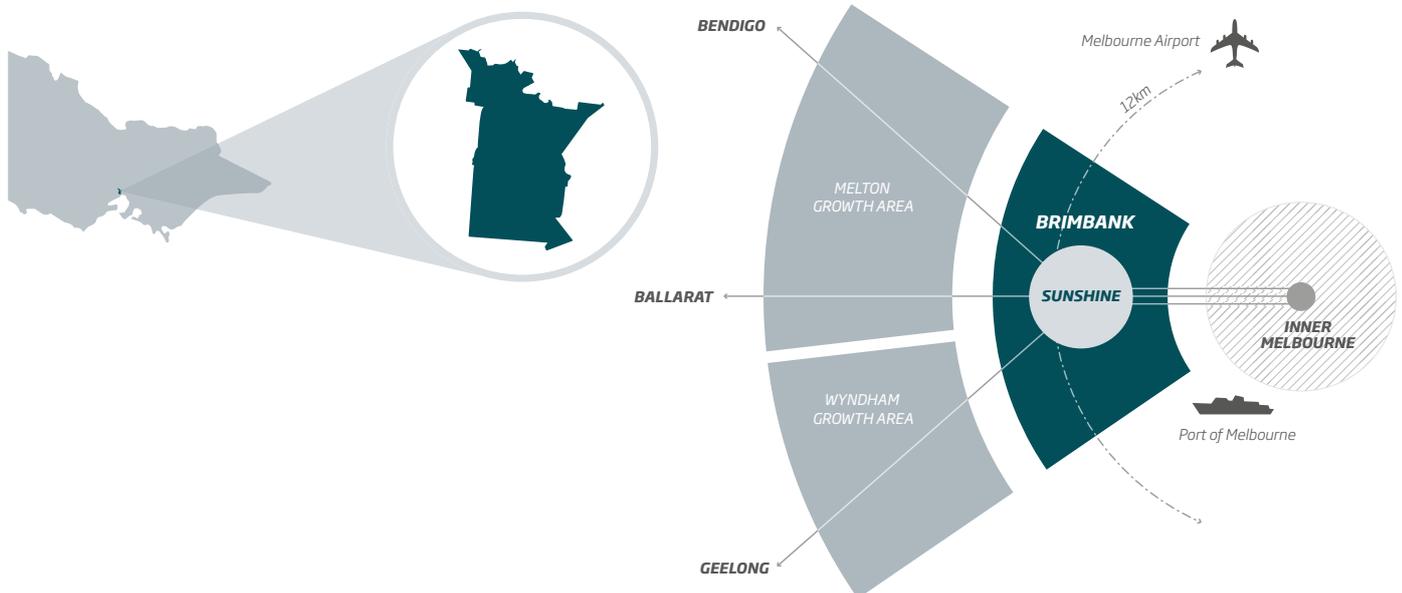
## Our People, Our Place

The land that Brimbank now occupies has a human history that began with Aboriginal traditional custodians, the Kulin Nation, including the Wurundjeri, Bunurong and Boon Wurrung peoples, more than 40,000 years before European settlement. For the Traditional Owners, the lands in the City of Brimbank have always been a significant trading and meeting place. We recognise the Aboriginal and Torres Strait Islander community's continuing spiritual connection to the land and renew our commitment to respect Indigenous beliefs, values and customs, as we learn to share our lives and build a future together.

The first European settlements were established at Keilor in the late 1840s, Sunshine (then known as Braybrook Junction) in the mid-1880s, and St Albans in the late 1880s. Many suburbs grew around the original settlements after World War II, when migrants from southern Europe flowed to the area. More recently, newly arrived Asian and African communities have developed alongside the more established European communities and areas that were once industrial hubs have been transformed into residential suburbs.

Brimbank is one of the most culturally diverse municipalities in Australia, with almost half of our residents born outside Australia. More than half of our residents speak a language other than English at home, with more than 160 languages represented. The top 10 languages other than English are Vietnamese, Punjabi, Filipino/Tagalog, Greek, Maltese, Italian, Macedonian, Arabic, Cantonese, and Croatian. We are proud of our diversity - it speaks of our acceptance, our desire for peace and harmony, and our willingness to give everyone a fair go.

The Brimbank that we know today spans an area between 11 and 23 kilometres west and north-west of Melbourne's central business district (CBD). It is bound by the City of Hume in the north, the Cities of Maribyrnong and Moonee Valley in the east, the Cities of Hobsons Bay and Wyndham in the south, and the City of Melton in the west.





## Our Future

Brimbank's strategic position as the heart of Melbourne's west has been cemented with major infrastructure commitments that continue to transform the region.

The Victorian and Commonwealth Governments have each committed up to \$5 billion to deliver Melbourne Airport Rail, which will run from the CBD to Melbourne Airport via Sunshine. An ambitious 2050 vision for Sunshine Priority Precinct aims to leverage the Melbourne Airport Rail and other infrastructure investment to build a city of opportunity and prosperity. The construction of the Sunshine Super Hub, development of the Sunshine Priority Precinct, and major transport projects and will support the development of the Sunshine Employment and Innovation Cluster, building upon the area's well-established facilities and services.

Sunshine is one of six metropolitan National Employment and Innovation Clusters in Melbourne and has the potential to attract thousands of additional jobs. Reflecting the shifting economic drivers, these new jobs will be created in education, health and technology.

When compared to the 2016 Estimated Resident Population for Brimbank, the population of Brimbank is forecast to increase by over 39,000 people (to 243,386), by the year 2041. Residents aged 60 years and over, are expected to account for almost half of that population increase, whilst those aged 25 to 49 years, are expected to account for almost one-quarter of that increase. These anticipated population changes require careful planning in response to the potential demands they may place on the social, environmental, transport and economic systems over time.

As we look to the future we will continue to work together to build a resilient community, where our people are supported to thrive. The result will be a community that is proud, welcoming and diverse. This integrated plan describes our vision and plan for a shared future.



# Planning For a Shared Future

## Developing *Together We are Brimbank*

### Bringing Together Council and Community Planning

Council and community planning is about envisioning and making choices that will shape the future. The role of local government is not only one of leadership, but also planning, advocacy and facilitating community participation.

*Together We are Brimbank* describes the Brimbank Community Vision 2040, Brimbank Council Plan 2021 - 2025 and the Municipal Public Health and Wellbeing Plan.

**A structured process of information gathering occurred to ensure that the plan was based on evidence and community needs. This involved:**

Engaging with community, councillors, staff and other stakeholders

Reviewing the strategic and policy context that Local Government operates

Taking guidance from relevant legislation

Analysing demographic data

Exhibiting the proposed plan and seeking public comment



## Legislative Requirements

Requirements for Council's to have both a Community Vision and Council Plan are determined by the *Local Government Act 2020*. This plan addresses the legislative requirements of the *Local Government Act 2020* and the *Public Health and Wellbeing Act 2008*.

### Community Vision

A Community Vision must describe the municipal community's aspirations for the future of the municipality, for a period of at least 10 years. This sees Council develop or review the Community Vision in accordance with its deliberative engagement practices and adopt the Community Vision by 31 October in the year following a general election.

### Council Plan

The Council Plan is a medium-term strategic plan that sets out our strategic direction and priorities for the four-year Council term. Under the *Local Government Act*, a Council Plan must be prepared every four years after a general election, guided by deliberative engagement and adopted by the 31 October in the year following the election. The Council Plan shapes the strategic direction and associated program of work the elected Council will lead throughout their four year term.

### Municipal Health and Wellbeing Plan

The *Public Health and Wellbeing Act 2008* requires councils to produce a municipal public health and wellbeing plan. The Municipal Health and Wellbeing Plan is integrated within this document and outlines strategies to reduce risk factors and increase protective factors to enable residents to achieve optimal health and wellbeing. This plan is the primary mechanism for planning, coordinating and delivering services and initiatives to improve local public health and wellbeing by councils and partner organisations.



# Our Community Snapshot

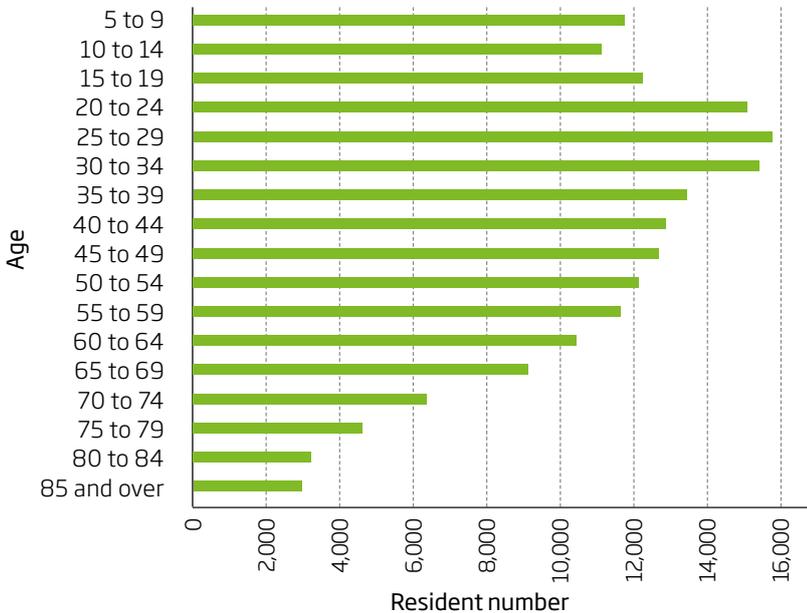
## Brimbank's Estimated Resident Population



The City of Brimbank's Estimated Resident Population for 2020 was **208,247**



## Age breakdown by resident numbers



## Top 10 languages spoken, other than English

Vietnamese

Punjabi

Filipino/Tagalog

Greek

Maltese

Italian

Macedonian

Arabic

Cantonese

Croatian

Newer languages that are increasing in number include Hakka, Harari, Persian and Tegulu.

**48%**  
of Brimbank residents were born overseas

**58%**  
of Brimbank residents speak a language other than English at home

**816**  
residents identify as Indigenous

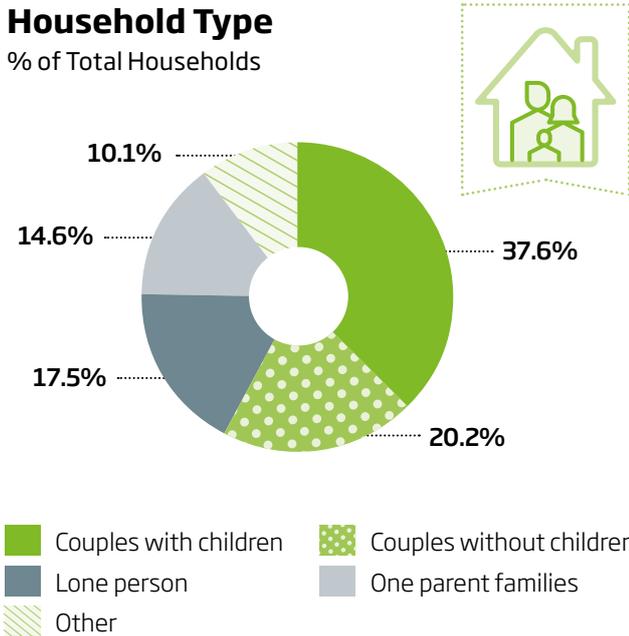
**75%**  
of residents identify with a faith or religion

over **160** different languages are spoken in Brimbank

**2nd** most disadvantaged municipality in Greater Melbourne

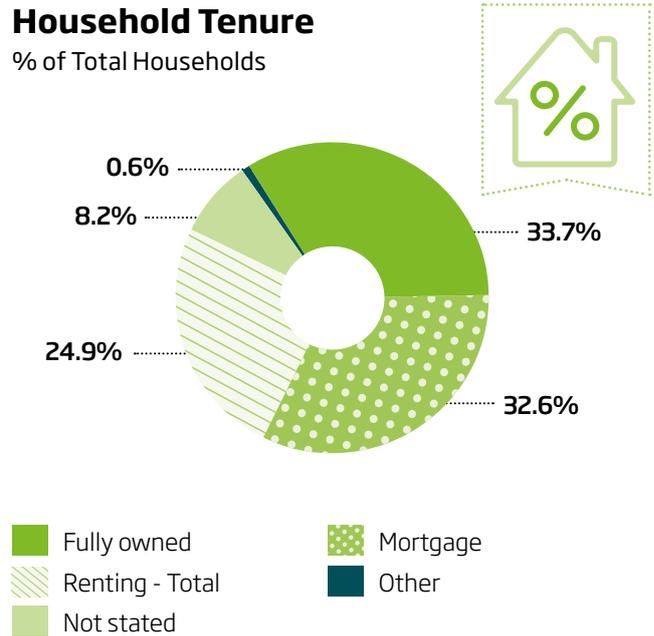
## Household Type

% of Total Households



## Household Tenure

% of Total Households



## Housing Stress



Mortgage Stress

**17.5%**

of Households with a mortgage



Rental Stress

**31.6%**

of Households paying rent



Median House Price for 2020

**\$606,000**

## Labour Force



Employed **Full-Time** **54.3%**

Employed **Part-Time** **32.6%**



Unemployed **9.4%**

## Internet



**16.6%** of homes in Brimbank are not connected to the internet, compared to

**11.3%** of homes across metropolitan Melbourne

Source: 2016 census data; Estimated Resident Population 2018; Economic I.D. 2019

# What Matters to Brimbank



## Our Population is Evolving

The population of Melbourne's Western Metropolitan Region is rapidly growing, with Brimbank positioned to be at the very heart of its future expansion. While the Western Metropolitan Region currently has a population of approximately 964,000, by 2051 this is projected to rise to 1.75 million, much of which will occur in the growth areas directly to the west and north of Brimbank.

The challenges of shifting demographics, government policy and service model reforms and ensuring social equity and access in a constrained fiscal environment, are transforming the way in which services and infrastructure are funded and delivered.

### Social Justice

Brimbank's social, economic and cultural diversity means we need to understand the needs of different cultures and lifestyles. Council will continue to work towards addressing complex issues that arise from systemic disadvantage. We have formed many multi-agency partnerships to support our work.

### Cultural Diversity

Brimbank prides itself on its cultural diversity, embracing more than 160 nationalities from around the globe. Brimbank has a rich Indigenous history, going back to when the Wurundjeri people first inhabited the region, thriving in the Maribyrnong Valley. As one of Melbourne's most culturally diverse communities, Brimbank has a wide range of cultural traditions and arts practice including dance, music and visual art. Diversity is central to our identity - we are proudly multicultural, embracing people from around the world and weaving their stories into our own.

## Our Spaces are Transforming

The \$10 billion commitment towards constructing the Melbourne Airport Rail Project via Sunshine provides a transformative opportunity to unlock the limitless potential of Melbourne's West. Brimbank City Council is excited about the new job, education, health and fairness opportunities associated with the development of the Sunshine Priority Precinct, the Sunshine Super Hub, and major transport projects associated with the Melbourne Airport Rail Project, Western Rail Plan and Suburban Rail Loop. This once-in-a-generation investment provides the opportunity to address key social challenges, by delivering fair outcomes for locals.

### Brimbank Aquatic and Wellness Centre

The Brimbank Aquatic and Wellness Centre will be a vibrant, welcoming multi-generational facility, designed to become the active health hub for not only Brimbank, but the entire western metropolitan region. The Centre demonstrates an innovative approach, aimed at tackling the complex issues of improving the health and wellbeing of the Brimbank community. An Australian first, the Centre will integrate aquatic/ leisure services with social/ health support services with an outcomes focus.



## Our Community Remains Resilient

### Climate Change

Climate change is an immediate, real, all-encompassing threat, and an appropriate science based, coordinated, public policy response is the only responsible course of action. Council's declaration of a climate emergency is a bold but necessary action that sees 'socially just' climate action as a necessity, to be undertaken at scale and speed.

In Brimbank, health, equity, energy, infrastructure, the natural environment, and the material economy are the core areas that will be affected by climate change.

### Coronavirus (COVID-19) Pandemic

The COVID-19 pandemic has had a major impact on the Brimbank community, compounding existing issues of high levels of disadvantage and vulnerability. Some people, who managed in the

short term, now confront a much longer period without work, with reduced income, reliance on income support, or no income at all. For many, changing restrictions and uncertain timelines have added to the pressures of running a business, working from home, home schooling and/or caring for vulnerable family members and small children.

While restrictions protect health, the sustained closure of business, services and networks reinforced social isolation and, for some, reduced access to basic material needs, including care, support and connection to the community. The safety, health, wellbeing and economic welfare of our residents and staff remains Council's top priority. Brimbank's COVID-19 Response and Recovery Strategy - Stage 2 outlines the important role Council plays to assist our local businesses and residents during the pandemic and as we recover and rebuild.



# Planning For a Shared Future

## Our Engagement Activity

### **Brimbank Community Vision 2040**

Over **1,000** people and **20** organisations consulted

### **Building Brimbank Community Engagement 2019**

Council received more than **1,400** different items of input from different sources including 'pop up' information sessions at Sunshine Marketplace, community surveys and comments on social media posts.

### **Brimbank Cultural Strategy (2018 - 2022)**

**350** people had direct input to the Strategy through surveys, workshops and interviews.

### **Brimbank Children's Strategy 2020-2024**

Council consulted with more than **350** different children in kindergarten and school settings in small groups and workshops; 82 parents and carers also provided input.

### **Brimbank Youth Strategy 2020-2024**

Engaged and consulted with more than **300** young people in a variety of places and ways.

### **Brimbank Age Friendly City Plan 2017-2021**

**735** people and organisations were consulted in the development of this Plan.

### **Brimbank City Council Industry Analysis and Clusters Development Action Plan 2019**

A series of surveys and interviews with business

### **Safe and Inclusive Brimbank 2020-2024**

A survey of residents and visitors to Brimbank and engagement with community during a Community Safety 'pop-up' event held at Sunshine railway station.

### **Community Satisfaction Survey**

**400** residents participated in Council's Community Satisfaction Survey in 2019/2020.

### **Brimbank Neighbourhood Houses and Community Centres Strategy (2019-2024)**

**269** people were consulted in the development of the Strategy.

### **Brimbank Economic Development Unit Business Survey 2020**

A survey of **249** businesses representing manufacturing, health, retail, accommodation and food services.

### **Brimbank Community Survey - Health and Wellbeing Impacts of COVID-19 - October 2020**

Telephone surveys with **135** Brimbank residents

### **Brimbank Community Impact Analysis (February 2021)**

Surveys of **81** Brimbank community support organisations and interviews with **20** BCC teams

### **Staying Connected - Brimbank Service User Experience - October 2020**

Direct input was received from **310** of our service users across Early Years, Youth, Ageing and Inclusion, Arts and Culture and Leisure services.

### **Shaping Brimbank**

**308** community members shared their hopes and priorities for Brimbank through the Community Vision 2040, Council Plan 2021-2025 and Municipal Public Health and Wellbeing Plan engagement process.

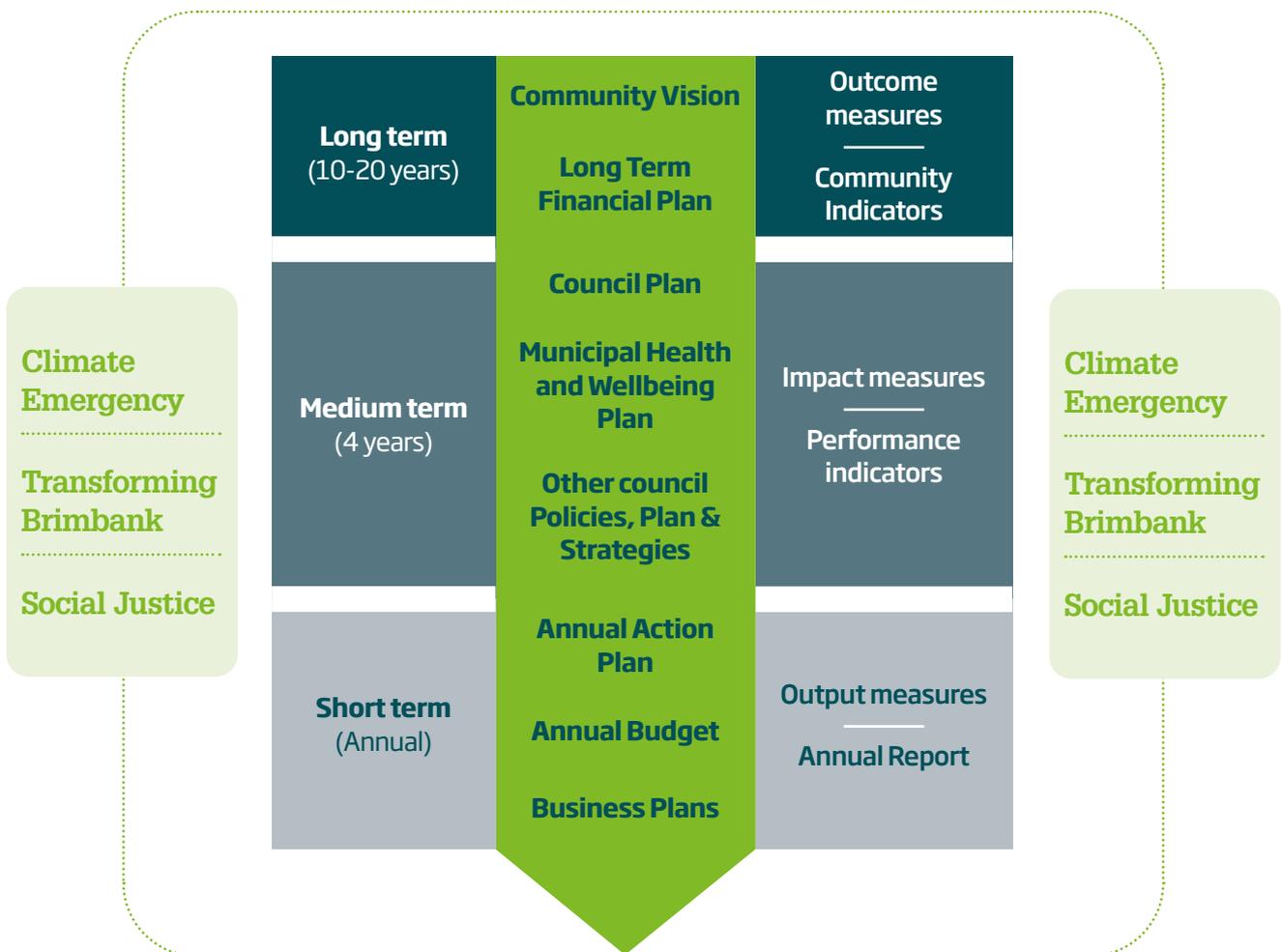
# Shaping Brimbank

Our community were invited to share their hopes and priorities for Brimbank through the Shaping Brimbank Community Vision 2040, Council Plan 2021-2025 and Municipal Public Health and Wellbeing Plan engagement process.

Through Shaping Brimbank we heard from 308 community members. We were able to test whether the Community Vision 2040 continued to reflect their long term aspirations for Brimbank. There was broad support for the Community Vision 2040, with one suggested change, inclusion of the word 'heritage' which has now been added.

We also heard valuable information about priorities and areas of focus. This information has been woven together, with information from our many other recent engagement activities, to provide a clear and comprehensive outline of what is important to our community.

# Our Integrated Approach



# Our

# Health and Wellbeing Priorities

**Health and wellbeing is not just the absence of disease or illness. It reflects a complex combination of an individual's physical, mental and emotional state; and broader social, cultural, economic and environmental factors. Brimbank City Council is committed to a health equity approach as mandated through the Brimbank Social Justice Charter. The Charter affirms Council's commitment to the principles of access, equity, participation and human rights, with the aim to create a more just society where difference does not lead to disadvantage.**

## Developing the Health and Wellbeing Priorities

Brimbank's health and wellbeing priorities have been developed through three key inputs.

- **Policy** - Victorian Public Health and Wellbeing Plan 2019-2023 priorities, *Climate Change Act 2017*, the requirement of the *Public Health and Wellbeing Act 2008* to report on measures to reduce family violence and respond to the needs of victims, Council's COVID-19 Response and Recovery Strategy - Stage 2, the Brimbank Municipal Strategic Statement and a range of Council policies, plans and strategies that relate to health and wellbeing.
- **Brimbank Health and Wellbeing Municipal Scan 2020** - an in-depth examination of the data about health status and health determinants in Brimbank. The Municipal Scan analysed the health and wellbeing status of Brimbank through 16 health and wellbeing indicators and applied a gender and COVID-19 lens.
- **Community and partner organisation consultations** - that has occurred over the past 18 months. This includes Community Impact Analyses<sup>1</sup> and a Health and Wellbeing Survey examining the impact of COVID-19 on our communities, as well as a series of community consultation workshops and surveys to help determine the communities' priorities for, *Together We are Brimbank*.

Based on the evidence, Council has identified five key health and wellbeing priorities for the Brimbank community. Each priority includes a number of focus areas.

<sup>1</sup> Brimbank's Community Impact Analysis has been undertaken to better understand the economic effects and impacts of COVID-19 on Brimbank businesses and the community.

## **Brimbank's Health and Wellbeing Priorities**

### **Priority 1:**

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#### **Support improved mental wellbeing**

Mental wellbeing is a significant issue in Brimbank with residents reporting lower levels of subjective wellbeing than Victoria, and women in particular experiencing more psychological distress, anxiety and depression than men. COVID-19 has greatly impacted on resident's mental wellbeing, particularly impacting young people, newly-arrived migrants, unemployed people and women.

Harm from alcohol and other drugs can also affect a person's physical and mental health and some drugs can trigger the onset of a pre-existing mental illness. Brimbank has high rates of drug use and while Brimbank has a higher percentage of adults abstaining from drinking alcohol, a significant number of young men are at risk of short-term harm from alcohol use.

Loneliness has also been highlighted as a significant health and wellbeing issue in Brimbank which can lead to a reduction in physical activity, anxiety and depression.

Council will focus on improving mental wellbeing particularly for young people, newly-arrived migrants and women, decreasing harm from alcohol and other drugs and decreasing loneliness across our communities.

### **Priority 2:**

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#### **Collaborate with community in addressing Climate Change and its impacts on health**

In Brimbank, the biggest risk to health from climate change is through heatwaves which can result in heat exhaustion, premature death and exacerbating existing health conditions. Heatwaves are expected to become more frequent with an average annual temperature increase of up to 2.4 degrees and double the number of very hot days.

Brimbank's vulnerability to the negative health impacts of heatwaves is due to a combination of the area being highly susceptible to the Urban Heat Island effect, due to high levels of impervious surfaces, low levels of tree canopy cover, a strong car based culture and existing socio-economic inequalities.

Council will focus on improving community resilience to the impacts of heatwaves and building everyone's capacity for climate change adaptation and mitigation.

### **Priority 3:**

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#### **Increase healthy eating, active living and physical activity**

Indicators show that Brimbank residents do not consume enough healthy food or undertake enough physical activity, both of which can lead to chronic health conditions like obesity, Type 2 diabetes, strokes and heart disease, all which are significantly higher in Brimbank than in Victoria as a whole. While all Brimbank residents don't engage in sufficient physical activity, women in particular reported significantly high levels of sedentary behaviours.

Council will be focused on increasing healthy eating and physical activity with a particular focus on increasing women's participation in physical activity.

## Priority 4:

### **Support increased gender equality and reduce gender based violence**

Gender equality is a critical determinant of health and wellbeing and is linked with positive outcomes in areas such as self-reported health, lower levels of alcohol consumption, and levels of depression among women and men. Gender inequality is also the key driver of gender-based violence which has been increasing in Brimbank over the last three years and is higher than the Metro West average.

Brimbank also has higher than average rates of sexually-transmitted infections and a high teenage birth rate. Sexual and reproductive health outcomes directly linked to gender inequality. Equitable relationships give women and men greater autonomy to manage risks related to infections and seeking treatment.

Council will be focused on improving gender equity, decreasing gender-based violence and improving sexual and reproductive health outcomes through its Fairness, Equality and Respect 2019-2023 strategy, partnering in the 'Action for Equity: a sexual and reproductive health strategy for Melbourne's west 2018-2022' and meeting the requirements of the *Gender Equality Act 2020*.

## Priority 5:

### **Support economic and social inclusion**

Income and employment are key determinants of health and wellbeing, impacting housing, education, diet, mental wellbeing and social inclusion and connectedness. Brimbank has over half of households in the two lowest income groups and a higher unemployment rate than Greater Melbourne. Economic exclusion is generally higher among refugee and migrant communities and recent consultations highlighted the need to address race-based systemic discrimination with regards to employment.

Access to social and affordable housing is a significant issue in Brimbank. Brimbank has a greater number of lower income households experiencing in housing stress compared to those in the Western and Greater Melbourne regions. Brimbank also has the highest incidence of homelessness in Melbourne's west.

Gambling harm is also a serious health and wellbeing issue in Brimbank, impacting people's relationships, mental wellbeing and overall health. Brimbank has recorded the state's highest losses on electronic gaming machines every year for the past decade with gambling related harm not limited to high-risk gamblers but occurring in low and moderate risk gamblers as well.

Council will be focused on decreasing systemic barriers to employment and education opportunities, increasing access to social and affordable housing and decreasing harm from gambling.

## **Implementing the health and wellbeing priorities**

The Brimbank health and wellbeing priorities will be addressed through adopting an Environments for Health approach. The approach recognises that the environmental or living conditions in which a person is born, grows, lives, works, plays and ages has a significant impact on their health and wellbeing. It encompasses four domains; social environment, economic environment, physical environment and natural environments in which people live.

The health and wellbeing priorities are integrated into the strategic objectives and strategies of this

integrated Plan. Each year Council will develop an Annual Action Plan to achieve the objectives of *Together we are Brimbank* and actions that address the health and wellbeing priorities will be highlighted.

Council cannot improve health and wellbeing outcomes across the municipality alone and will work in partnership with our community, business, service providers and other levels of government to protect, improve and promote health and wellbeing.

# Working Towards Achieving *Our Community* Vision

The Brimbank Community Vision 2040 describes the community's vision and priorities for the next 19 years. It establishes a shared framework for the community and partner organisations to work towards, under three themes:

- People
- Place
- Prosperity

**By 2040, the Brimbank community will be healthy and safe and we will be united through a sense of belonging and pride.**

**Our city will be inclusive, resilient, innovative and vibrant and our people will share equally in the City's prosperity and opportunity.**

**The environment and heritage will be protected and enhanced and Brimbank's diverse neighbourhoods and housing will offer something for everyone.**



Artist impression

## United Nations - Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth - all while tackling climate change and working to preserve our oceans and forests.

The SDG framework strongly aligns with the Brimbank community aspirations for the future and demonstrates the importance of "Act Local, Think Global". Our shared priorities in Brimbank contribute to these global goals and aim not just to improve the lives of people living in Brimbank but to a better world.

	Strategic Directions	Community aspirations in 2040	United Nations - Sustainable Development Goals
<b>People</b> 	<b>Healthy Lifestyles</b>	The community is healthy and active	<ul style="list-style-type: none"> <li>• Good health and well-being</li> <li>• Gender equality</li> <li>• Reduced inequalities</li> </ul>
	<b>Services and Facilities</b>	Services and facilities are responsive to community need	
	<b>Culture and Diversity</b>	Brimbank is a vibrant and recognised cultural capital	
	<b>Safety</b>	The community feels safe and free from harm	
<b>Place</b> 	<b>Getting Around</b>	All modes of transport are well connected and accessible	<ul style="list-style-type: none"> <li>• Affordable and clean energy</li> <li>• Climate action</li> <li>• Industry, innovation and infrastructure</li> <li>• Sustainable cities and communities</li> <li>• Life on Land</li> <li>• Responsible consumption and production</li> </ul>
	<b>Public Spaces</b>	Public spaces and streetscapes showcase quality urban design, are accessible to all and are clean and well maintained	
	<b>Environment</b>	The community will live sustainably and engage with a healthy and protected natural environment	
<b>Prosperity</b> 	<b>Education and Employment</b>	Everyone has access to education, training and life-long learning to support their learning and employment aspirations	<ul style="list-style-type: none"> <li>• Quality education</li> <li>• Decent work and economic growth</li> <li>• Peace, justice and strong institutions</li> </ul>
	<b>Local Economy</b>	Brimbank is a major hub for employment, innovation and investment	
	<b>Housing</b>	Housing meets the needs of different people in the Brimbank community	



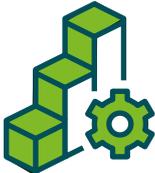
# Council Plan *Vision* for 2021-2025

Our Vision for Brimbank captures what we are working towards over the next four years:

*A transformed Brimbank that is beautiful, thriving, healthy and connected*

**Council's Roles and Functions**

Council undertakes a range of roles and functions to support the needs and aspirations of the Brimbank community.

 <p><b>Lead and Represent</b></p>	 <p><b>Partner and Advocate</b></p>
 <p><b>Provide Services</b></p>	 <p><b>Build and Maintain</b></p>
 <p><b>Plan and Regulate</b></p>	 <p><b>Fund and Resource</b></p>

**Council's Key Strategic Directions and Objectives for 2021 – 2025**

*Together We are Brimbank* identifies a series of strategic directions and objectives that describe what Council is aiming for in order to achieve the vision for Brimbank. Each strategic objective contains a number of strategies that describe what Council will do over the next four years. Relevant Council policies and services are identified in support of the strategic direction, together with indicators or measures of progress.

# Strategic Direction: People and Community



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

## Strategic Objective

### Wellbeing and Belonging

Responsive services that support mental and physical wellbeing

#### *Our Community said ...*

- Increase mental wellbeing
- Build social connections
- Support families, children and youth
- Support disability access and inclusion
- Improve gender equality
- Increase physical activity and healthy eating
- Address crime prevention
- Build safer and inclusive communities
- Support vulnerable communities and those most 'at risk'

#### Our Strategies

Support improved mental wellbeing

Increase healthy eating, active living and physical activity

Support increased gender equality and reduce gender based violence

Provide community health and wellbeing services across the lifespan

Support safe and inclusive communities

Support and advocate to reduce risk factors impacting vulnerable communities

## Strategic Objective

### Pride and Participation

Community and cultural connections built through social and artistic expression

#### *Our Community said ...*

- Celebrate and enable arts and culture
- Recognise Aboriginal and Torres Strait Islander peoples culture and history
- Promote diversity and intercultural sharing
- Support community events and activities

#### Our Strategies

Enable social, cultural and artistic expression

Continue our commitment to respecting and recognising Aboriginal and Torres Strait Islander peoples and culture

Deliver a range of initiatives that celebrate diversity and intercultural sharing

Encourage vibrant community events and activities

## Monitoring and Evaluation

Strategy	Associated Indicators	Source
<b>Responsive services that support mental and physical wellbeing</b>		
Support improved mental well-being	Percentage of adults with high or very psychological distress	Victorian Population Health Survey
Increase healthy eating, active living and physical activity	Utilisation of aquatic facilities	LGPRF
	Percentage of adults rating their health as 'Excellent' or 'Very Good'	Victorian Population Health Survey
	Resident perception of performance in providing recreational facilities	Community Satisfaction Survey
Support increased gender equality and reduce gender based violence	Number of family violence incidents per 100,000 residents	Crime Statistics Agency
Provide community health and wellbeing services across the lifespan	Resident perception of Council's performance in delivering family support services	Community Satisfaction Survey
	Resident perception of Council's performance in delivering elderly support services	Community Satisfaction Survey
	Participation in first Maternal Child Health home visit	LGPRF
	Infant enrolments in the Maternal Child Health service	LGPRF
	Participation in the Maternal Child Health service by Aboriginal children	LGPRF
Support safe and inclusive communities	Percentage of adults who feel safe walking alone down their street after dark	Victorian Population Health Survey
	Resident perception of Council's performance in enforcement of local laws	Community Satisfaction Survey
Support and advocate to reduce risk factors impacting vulnerable communities	Resident perception of Council's performance in delivering disadvantaged support services	Community Satisfaction Survey
	Number of community grants distributed	Council Data
<b>Community and cultural connections built through social and artistic expression</b>		
Enable social, cultural and artistic expression	Resident perception of Council's performance in providing art centres and libraries	Community Satisfaction Survey
	Number of attendees at arts and cultural activities	Council Data
Continue our commitment to respecting and recognising Aboriginal and Torres Strait Islander peoples and culture	Number of heritage places and objects of State heritage significance	Victorian Heritage Register
	Number of known sites of Aboriginal Cultural Heritage	Victorian Aboriginal Heritage Register
Deliver a range of initiatives that celebrate diversity and intercultural sharing	Resident satisfaction with community and cultural activities offered	Community Satisfaction Survey
Encourage vibrant community events and activities	Resident perception of Council's performance in delivering community and cultural activities	Community Satisfaction Survey

## People and Community – Our Ongoing Work

### Our Services

**Ageing and Inclusion** services support older people and people with a disability, for example delivered meals and community transport.

**Families and Early Years** services include maternal and child health in eight locations, information and supported access, playgroups and preschool services.

**Youth** services provide counselling, support young parents and other groups, and support the participation of young people in Council life.

**Arts and Culture** operate the St Albans Community Centre (including the Bowery Theatre) and manage public art and spaces, Council's visual art collection and exhibitions and the festival and arts grant program.

**Strengthening Communities** coordinates specific strategies and implementation plans relating to children, disability, volunteers, seniors, carers and emergency management.

**Connected Communities** coordinates community engagement (e.g. Have your Say page), community leadership and governance training, and community grants. They promote social inclusion of our Aboriginal and Torres Strait Islander, culturally and linguistically diverse, refugee and asylum seeker communities through language services and a range of other cultural awareness programs and activities.

**Policy Advocacy and Research** works to address key issues such as social justice, safety, gambling harm and housing stress, men's violence against women and gender equity.

**Sport and Recreation** delivers a range of projects, programs and events and supports sporting and recreation clubs in capacity building, business planning and funding applications.

**Leisure and Community Facilities** manages bookings at Council's halls and meeting rooms, supports and develops community groups, and oversees four major leisure facilities in Brimbank – the Keilor Basketball and Netball Stadium, the St Albans Leisure Centre, the Sunshine Leisure Centre and the Keilor Public Golf Course.

**Building Services and Environmental Health** implements legislation through education, advice and enforcement to ensure a safe and high standard of public health is maintained across the City.

**City Compliance** enforces local laws, which are important for residents and businesses to enjoy a safe, clean, well-functioning living and working environment.



## **Our Policies, Plans and Strategies**

- Brimbank Social Justice Charter - 2018
- Safe and Inclusive Brimbank (2020-2024)
- Fairness, Equality and Respect: Brimbank Strategy for Gender Equality, Respectful Relationships and the Prevention of Family Violence (2019-2023)
- Brimbank Children's Strategy (2020-2024)
- Brimbank Youth Strategy (2020-2024)
- Brimbank Age Friendly City Plan (2018-2022)
- Brimbank Cultural Strategy (2018-2022)
- Brimbank Public Art Policy and Plan (2018-2023)
- Brimbank Festival and Events Strategy (2018-2021)
- Brimbank Disability Action Plan (2017- 2020)
- Brimbank Electronic Gambling Policy & Action Plan (2019)
- Brimbank Reconciliation Action Plan (2019-2021)
- Brimbank Settlement Action Plan (2019-2023)
- Brimbank Physical Activity Strategy (2018)
- Brimbank Sports Facility Development Plan (2018-2028)
- Brimbank Community Services and Infrastructure Plan (2018-2038)
- Women's Participation in Sport and Recreation in Melbourne's West Project Action Plan (2020-2025)
- Brimbank Volunteer Strategy (2018-2022)
- Brimbank Domestic Animal Management Plan (2017)

## **Legislative Drivers**

- *Public Health and Wellbeing Act 2008*
- *Food Act 1984*
- *Tobacco Act 1984*
- *Domestic Animal Act 1994*
- *Aged Care Act 1997*
- *Emergency Management Act 2013*
- *Education and Training Reform Act 2006*
- *Sport and Recreation Act 1972*
- *Child, Wellbeing and Safety Act 2005*
- *Disability Discrimination Act 1992*
- *Health Records Act 2001*
- *Libraries Act 1988*
- *Impounding of Livestock Act 1994*
- *Summary Offences Act 1966*
- *Part 14 of the Residential Tenancies Act 1997*
- *Sex Work Act 1994*



# 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

Inviting and liveable spaces and facilities, connected so people can get around

#### *Our Community said ...*

- Provide a variety of accessible open space, parks and playgrounds
- Improve transport connections (footpaths, cycle paths, roads)
- Provide community facilities where people can connect
- Improve public realm, lighting and public toilets
- Address traffic congestion and improve transport connectivity
- Beautify streets and neighbourhoods
- Increase trees and canopy

## Our Strategies

Contribute to the transformation of the transport network to be active, sustainable, connected and equitable

Showcase and provide quality public spaces and streetscapes where people can connect and recreate

Provide community facilities that are responsive and adaptable to community needs

Maximise urban greening through increased tree canopy cover and integrated water management

## Strategic Objective

### Sustainable and Green

Protect natural environments for current and future generations

#### *Our Community said ...*

- Take action on climate change
- Increase the number of trees and canopy cover
- Optimise resources via circular economy
- Invest in solar energy
- Increase sustainable businesses
- Support nature and biodiversity
- Care for grasslands, creek corridors and green space
- Reduce carbon emissions
- Improve waste management and compliance

## Our Strategies

Take action on Climate Emergency by working towards a carbon neutral Brimbank

Collaborate with community in addressing Climate Change and its impacts on health

Increase the extent and condition of natural habitats through restoration and prevention of threats

Invest in circular economy and improve waste management systems to increase recycling and reduce waste to landfill

## Monitoring and Evaluation

Strategy	Associated Indicators	Source
<b>Inviting and liveable spaces and facilities, connected so people can get around</b>		
<b>Contribute to the transformation of the transport network to be active, sustainable, connected and equitable</b>	Kilometres of walking and cycling trails	Council Data
	Resident perception of Council's performance in managing the condition of local streets and footpaths	Victorian Population Health Survey
	Percentage of households living within 400m of a bus stop or 800m of a train station	Council data
	Resident perception of importance and Council's performance in traffic management	Community Satisfaction Survey
	Number of sealed local road requests	LGPRF
	Sealed local roads maintained to condition standards	LGPRF
	Resident perception of Council's performance in managing the condition of sealed local roads	Community Satisfaction Survey
<b>Showcase and provide quality public spaces and streetscapes where people can connect and recreate</b>	Resident perception of Council's performance in managing the appearance of public areas	Community Satisfaction Survey
	Percentage of people living within 500m of open space	Council Data
<b>Provide community facilities that are responsive and adaptable to community needs</b>	Community satisfaction with the performance of Council in maintaining local infrastructure.	Community Satisfaction Survey
<b>Maximise urban greening through increased tree canopy cover and integrated water management</b>	Percentage of tree canopy cover (public and private trees) in Brimbank	Urban Vegetation Cover Analysis, Melbourne Western Region, DELWP (2018)
<b>Protect natural environments for current and future generations</b>		
<b>Take action on Climate Emergency by working towards a carbon neutral Brimbank</b>	Resident perception of Council's performance in environmental sustainability	Community Satisfaction Survey
	Reduction in greenhouse gas emissions from Council operations - Tonnes of CO <sub>2</sub> (Carbon Dioxide) emitted	Council Data
<b>Collaborate with community in addressing Climate Change and its impacts on health</b>	Number of participants in Council led conservation activities	Council Data
<b>Increase the extent and condition of natural habitats through restoration and prevention of threats</b>	Re-introduction of grassland species into Council grassland reserves	Council Data
	Re-introduce structural elements to increase habitat values along Kororoit Creek and within conservation reserves.	Council Data
<b>Invest in circular economy and improve waste management systems to increase recycling and reduce waste to landfill</b>	Resident perception of Council's performance in waste management	Community Satisfaction Survey
	Kerbside bin collection requests	LGPRF
	Kerbside collection bins missed	LGPRF
	Kerbside collection waste diverted from landfill	Community Satisfaction Survey

## Places and Spaces – Our Ongoing Work

### Our Services

**Environment** leads programs such as integrated water management, climate change mitigation and waste minimisation. Environment also engages the community in the conservation, management and restoration of Brimbank's natural areas.

**Urban Design** provides landscape, architectural and urban design services to support community wellbeing, social connectedness and foster civic pride. Projects include park and streetscape upgrades, tree planting and shared user paths.

**City Planning** is responsible for administering the Brimbank Planning Scheme and providing planning services to Council, the community and the development industry.

**Planning Compliance** administers planning regulations and permit conditions and responds to customer requests regarding planning matters.

**Engineering** manages Council's Capital Works Program and is responsible for planning, design, construction, maintenance and renewal/disposal of local roads, drainage systems and other vital infrastructure in addition to transport planning.

**Assets and Property Services** are responsible for developing, implementing and coordinating policies, strategies, plans, tools, information, analytics, procedures and operational practices to ensure all infrastructure assets are maintained, controlled, and monitored.

**Facilities and Major Projects** are responsible for the delivery of Council's Facilities Asset Management Plan and major projects including ongoing maintenance of Council's facilities and buildings.

**Operations** consists of fleet, parks, roads and cleansing, waste, pedestrian facilities and emergency management. The team also manages Council's Resource Recovery Centre.



## **Our Policies, Plans and Strategies**

- Brimbank Climate Emergency Plan (2020–2025)
- Brimbank Climate Change Adaptation Framework (2017–2022)
- Brimbank Habitat Connectivity Plan (2018–2023)
- Brimbank Biodiversity Strategy (2012–2022)
- Brimbank Sustainable Water Management Strategy (2013–2023)
- Brimbank Urban Forest Strategy (2016–2046)
- Brimbank Greenhouse Reduction Strategy (2013–2023)
- Brimbank Waste, Recycling and Litter Strategy (2018–2028)
- Brimbank Transport Priorities Paper 2018
- Brimbank Parking Strategy (2019–2029)
- Brimbank Cycling and Walking Strategy (2016)
- Brimbank Creating Better Parks – Open Space and Playground Policy and Plan (2016)
- Brimbank Public Toilet Strategy (2018–2030)
- Brimbank Road Management Plan (adopted 2019)
- Brimbank Environmentally Sustainable Design Framework (2018)
- Brimbank Transport Disadvantage Policy (2017–2021)
- Brimbank Integrated Asset Management Strategy (2014–2024)

## **Legislative Drivers**

- *Climate Change Act 2017*
- *Environmental Protection Act 1970*
- *Environmental Protection Act 2017*
- *Infringements Act 2006*
- *Planning and Environment Act 1987*
- *Road Safety Act 1986*
- *Graffiti Prevention Act 2007*
- *Fire Services Property Levy Act 2012*



# 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

Optimise community opportunities through infrastructure innovation and investment

#### *Our Community said ...*

- Make Brimbank a destination
- Support COVID business recover
- Promote local businesses
- Attract and promote a variety businesses
- Grow the night economy
- Encourage social enterprises
- Improve opportunities for the community as a result of the Airport Rail Link and Transforming Brimbank
- Increase affordable and diverse housing options
- Create liveable neighbourhoods with services close by

## Our Strategies

Grow and diversify industry, and support existing and new businesses

Enhance community opportunities as a result of major developments and infrastructure investment

Promote Brimbank as a destination to build the visitor economy and tourism

Facilitate housing diversity, population growth and development through planning and assessment processes

## Strategic Objective

### Earning and Learning

Everyone has access to education, training and lifelong learning to support their aspirations

#### *Our Community said ...*

- Improve youth employment
- Provide jobs for those most at risk (Culturally and linguistically diverse, women, those with disability, older people)
- Improve digital access
- Strengthen education and employment supports
- Encourage volunteering
- Provide opportunities for skill development
- Support financial literacy

## Our Strategies

Support economic and social inclusion

Support community access to education and jobs

Promote the importance of education and encourage life-long learning across generations

Work towards improving digital access and inclusion

## Monitoring and Evaluation

Strategy	Associated Indicators	Source
<b>Optimise community opportunities through infrastructure innovation and investment</b>		
Grow and diversify industry, and support existing and new businesses	Number of GST registered businesses in Brimbank	ABS, Census
Enhance community opportunities as a result of major developments and infrastructure investment	Percentage of jobs located in Brimbank	National Institute of Economic and Industry Research
Promote Brimbank as a destination to build the visitor economy and tourism	Increase in the number of visitors coming to Brimbank	ABS
Facilitate housing diversity, population growth and development through planning and assessment processes	Percentage of separate housing, medium density and high density dwelling types	ABS, Census
	Tenure of occupied private dwellings	ABS, Census
	Housing costs that represent 30 per cent or more of household gross income	ABS, Census
<b>Everyone has access to education, training and lifelong learning to support their aspirations</b>		
Support economic and social inclusion	Percentage of residents aged 15 years and over who are employed	ABS, Census
Support community access to education and jobs	Percentage of adult population attending University or TAFE	ABS, Census
Promote the importance of education and encourage life-long learning across generations	Number of attendees participating in learning and skills programs offered by Community Learning and Participation	Council Data
	Resident perception of Council's performance in providing art centres and libraries	LGPRF
	Library collection usage	LGPRF
	Active library members	LGPRF
	Percentage of children enrolled in kindergarten	ABS, Census
	Percentage of people who hold a qualification (bachelor degree or higher, diploma, vocational)	ABS, Census
Work towards improving digital access and inclusion	Percentage of dwellings with internet connection	ABS, Census

## Opportunity and Prosperity – Our Ongoing Work

### Our Services

**Brimbank libraries** provide places for study, reading, socialising and access to a wide range of reading and other lifelong learning materials. They also deliver the home library service, Libraries to Your Door (during COVID-19) and online programs.

Our seven **Neighbourhood Houses and Community Centres** offer programs and activities that bring people together to connect learn, create and contribute to their local community. They also coordinate Brimbank Learning Futures which facilitates pathways for young people and others to training or employment.

**Strategic Planning** is responsible for land use planning and development including Housing, Heritage, Activity Centres and Industrial Precincts and maintenance of the Brimbank Planning Scheme.

**Economic Development** supports Brimbank businesses to promote growth and development, delivers Council's Business Development and Networking Program, manages iHarvest Co-working Sunshine and coordinates delivery of the Brimbank Economic Development Strategy and Experience Brimbank Visitor Strategy.

The **Sunshine Rising and Go St Albans Place Management programs** include administration of the Sunshine and St Albans Marketing and Business Development Special Rate Programs, Sunshine and St Albans Partnership Groups and coordinating the delivery of the action plans associated with both centres to promote their growth and development.



## Our Policies, Plans and Strategies

- Brimbank Lifelong Learning Strategy (2018-2023)
- Brimbank Library Strategy (2020-2025)
- Brimbank Strategic Framework for Library Collections (2020-2025)
- Brimbank Neighbourhood House Strategy (2019-2024)
- Brimbank Youth Jobs Strategy (2018-2023)
- Brimbank Neighbourhood House Strategic Partnership Agreement and Action Plan (2018-2021)
- Brimbank Economic Development Strategy (2016-2020)
- Brimbank Visitor Strategy (2018-2023)
- Brimbank Activity Centre Strategy (2018-2023)
- Brimbank Housing Strategy 'Home and Housed' (2014)
- Brimbank Industrial Land Strategy (2018-2030)
- Municipal Development Contributions Plan (2018)
- Brooklyn Industrial Precinct Strategy (2016)
- Sunshine Rising Action Plan (2019-2024)
- Go St Albans Action Plan (2019-2024)
- Brimbank Aboriginal Cultural Heritage Strategy (2018-2023)
- Brimbank Municipal Industry Analysis and Clusters Development Action Plan (2019)

## Legislative Drivers

- *Building Act 1993*
- *Subdivision Act 1988*
- *Housing Act 1983*
- *Land Act 1958*
- *Fire Rescue Act 1958* formerly known as the *Metropolitan Fire Brigades Act 1958*
- *Libraries Act 1988*



# 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

Community insights are valued to enhance connection and engagement with Council

#### *Our Community said...*

- Listen, engage and inform the community
- Make responsible decisions
- Create links with diverse communities
- Support the community through recovery
- Partner with a range of organisations

## Our Strategies

Value community input through deliberative engagement and co-design

Support community resilience and continue emergency management planning to be prepared for any future incidents or shocks

Partner across multiple sectors for equal access and social & environmental justice

Support the Brimbank Community to engage in transparent democratic processes

## Strategic Objective

### High Performing and Accountable

Our workforce strive to enhance services and liveability for the Brimbank community

#### *Our Community said...*

- Be financially sustainable
- Support innovation and continuous improvement
- Enable digital access
- Consider future needs
- Demonstrate transparency
- Employ a highly skilled and diverse workforce
- Report on Performance

## Our Strategies

Reward a culture of high performance that demonstrates commitment to community

Continue to model a safe, healthy, diverse and equitable organisation

Enhance organisational performance management and reporting

Continue to manage our assets and finances sustainably and responsibly

Embrace technology and innovation to deliver continuous improvement opportunities

## Monitoring and Evaluation

Strategy	Associated Indicators	Source
<b>Community insights are valued to enhance connection and engagement with Council</b>		
<b>Value community input through deliberative engagement and co-design</b>	Resident perception of Council's performance in community consultation and engagement	Community Satisfaction Survey
	Resident perception of Council's performance in informing the community	Community Satisfaction Survey
	Council website engagement analytics	Council Data
<b>Support community resilience and continue emergency management planning to be prepared for any future incidents or shocks</b>	Resident perception of Council's performance on 'Emergency and disaster management'	Community Satisfaction Survey
<b>Partner across multiple sectors for equal access and social &amp; environmental justice</b>	Resident perception of Council's performance in lobbying on behalf of the community	Community Satisfaction Survey
<b>Support the Brimbank Community to engage in transparent democratic processes</b>	Resident perception of Council's overall performance and direction	Community Satisfaction Survey
	Resident perception of Council's performance regarding decisions made in the interest of the community	Community Satisfaction Survey
	Council decisions made at meetings closed to the public	LGPRF
	Councillor attendance at council meetings	LGPRF
	Cost of elected representation	LGPRF
<b>Our workforce strive to enhance services and liveability for the Brimbank community</b>		
<b>Reward a culture of high performance that demonstrates commitment to community</b>	Resignations and terminations compared to average staff	LGPRF
<b>Continue to model a safe, healthy, diverse and equitable organisation</b>	Level of workforce diversity	Council Data
	Number of women within the Brimbank leadership team	Council Data
<b>Enhance organisational performance management and reporting</b>	Resident perception of Council's performance in customer service	Community Satisfaction Survey
<b>Continue to manage our assets and finances sustainably and responsibly</b>	Average residential rate per residential property assessment	LGPRF
	Expenses per property assessment	LGPRF
	Current assets compared to current liabilities	LGPRF
	Unrestricted cash compared to current liabilities	LGPRF
	Non-current liabilities compared to own source revenue	LGPRF
	Adjusted underlying surplus (or deficit)	LGPRF
<b>Embrace technology and innovation to deliver continuous improvement opportunities</b>	Increase in the number of community members who report satisfaction with accessing Council's online services	Community Satisfaction Survey

## Leadership and Governance – Our Ongoing Work

### Our Services

**Customer Support** is our front-line point of contact with the community providing professional services over the phone, live chat, face-to-face and through written communications. The team also monitors and analyses customer feedback to better understand the customer experience and to drive service delivery improvement programs.

**Governance** supports the Councillors with administrative and procedural support, calendar and event management services and advice and support regarding the Councillor Code of Conduct and Councillor Portfolio responsibilities. Governance also ensures Council's compliance with legislative governance obligations and provides in-house legal advice.

**People and Performance** provides support services to the organisation including: payroll, human resources, learning and development, employee relations, occupational health and safety, and return to work.

**Information Communication Technology (ICT)** provides support ICT systems and applications and manages ICT hardware and infrastructure including security to ensure continuity and efficiency.

**Projects and Innovation** aim to improve customer experience by delivering end to end business improvement initiatives and optimising people, processes and technology.

**Media and Communications** leads communication with the community through a variety of methods and channels including mainstream and local media, corporate publications and posters, advice and consultation, website and social media, advertising, speeches and events.

**Financial Services** provide a fully integrated financial service and support function across Council through two core units - Finance and Business Support. Finance is responsible for annual rates and charges, property valuations, annual financial statements and monitoring Council's cash and investments. Business Support coordinates the Annual Budget and Long Term Financial Plan, maintains Council's financial systems and provides training to staff.

**Community and Council Planning** ensures Council is delivering on its commitment to the community by developing, reporting and monitoring, *Together We are Brimbank* and additional corporate reporting activities.



## Our Policies, Plans and Strategies

- Brimbank Stage 2 Coronavirus (COVID-19) Response and Recovery Strategy (2021)
- Brimbank COVID-19 Fees and Charges Review (2020)
- Brimbank 19 Point Action Plan for COVID Response and Recovery (2020)
- Leading with Vision Future Priorities 2050 (2021)
- Brimbank 2019 Advocacy Plan - Transforming Brimbank (2019)
- Brimbank Response Strategy - Western Rail Plan, including Melbourne Airport Rail Link and Sunshine Super Hub (2019)
- Brimbank People Strategy (2019-2024)
- Brimbank Community Engagement Policy (2021)
- Brimbank Long Term Financial Plan (2020-2030)
- Brimbank Rating Strategy (2020-2021)
- Brimbank Innovation Framework (2019)

## Legislative Drivers

- *Local Government Act 2020*
- *Public Interest Disclosures Act 2012*
- *Fringe Benefit Tax Assessment Act 1986*
- *Valuation Land Act 1960*
- *Privacy and Data Collection Act 2014*
- *A New Tax System (Goods and Services Tax) Act 1999*
- *Ombudsman Act 1973*
- *Freedom of Information Act 1982*



# Reporting Back to the Community

## Performance Framework

The performance framework for *Together We are Brimbank* describes the connection between our long term community vision, our medium term outcomes and our annual actions. We directly control our annual actions which contribute towards delivery of medium and long term outcomes. Each year we will develop an annual action plan for *Together We are Brimbank*.

### Together We are Brimbank Performance Framework



- Community Vision and Council Plan Vision** → Describes the desired 'future state' for the community and municipality
- Strategic Direction. Strategic Objective** → Statement of outcomes that are to be achieved over the life of the Council Plan.
- Strategies** → A plan of action designed to contribute to the achievement of the Strategic Objective and have a duration that extends for the life of the Council Plan.
- Actions** → The activities to be undertaken in each annual action plan to deliver the Strategies
- Outputs** → Products and services to be delivered to achieve the short-term impacts
- Inputs** → Resources needed to deliver the actions such as budget, resources, staffing.

## Annual Report

The Annual Report reviews in detail our progress on the implementation of *Together We are Brimbank*. It includes a statement of progress regarding the initiatives in the Budget, and a report of the results we achieved against an extensive suite of performance indicators. Municipal Public Health and Wellbeing components of this plan are evaluated in accordance with the *Public Health and Wellbeing Act 2008*.

## Annual Action Plan and Budget

Each year Council will develop a *Together We are Brimbank*, Annual Action Plan that identifies actions to achieve the strategies and strategic objectives in support of the Council Plan 2021-2025. In addition to this, Council will develop an Annual Budget that identifies the resources necessary to implement the yearly strategic directions and actions.

## Reporting on Progress and Performance

Council will report quarterly on progress of actions listed in the Annual Action Plan. These will be framed according to how the actions contribute to achieving the strategies, strategic objectives and strategic directions in *Together We are Brimbank*. Council will report annually on a range of service performance indicators, financial performance indicators and sustainable capacity indicators that are identified in *Together We are Brimbank*.

## Annual Community Satisfaction Survey

Council will participate in Local Government Victoria's Annual Community Satisfaction Survey to provide opportunities for the community to provide direct feedback on the importance of, and Council's performance across a number of service areas. These will be compared with results of previous years to determine priorities and areas for improvement.

## Community Indicators

Community indicators relating to the health and wellbeing of the Brimbank population, such as the ABS Census, Victorian Population Health Survey and VicHealth Indicators Survey, will be used to determine how our community is faring over the life of *Together We are Brimbank* and inform current and future actions.



## Brimbank City Council

Telephone 9249 4000

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Post PO Box 70, Sunshine, VIC 3020

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### Hearing or speech impaired?

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