

Draft



We Are Brimbank

Integrated Community Vision 2050, Council Plan and Health and Wellbeing Plan 2025-2029





Acknowledgement of Country

Brimbank City Council respectfully acknowledges and recognises the Wurundjeri and Bunurong People as the Traditional Custodians of the land and waterways on which the municipality sits, and pays respect to their Elders past, present and future. For the Traditional Custodians, the lands and waterways in the City of Brimbank have always been a significant trading and meeting place.

Council acknowledges that Aboriginal and Torres Strait Islander self-determination is a human right enshrined in the United Nations Declaration on the Rights of Indigenous People, and we are committed to working towards social, economic and cultural equity for Brimbank Aboriginal and Torres Strait Islander people.

The rich history and continuous culture of Traditional Custodians are woven throughout Brimbank, in its people, in significant sites and in murals recognising this history. Brimbank has about 440 registered sites of significance. Artefacts found are more than 30,000 years old. Some of these sites are in Brimbank Park, yaluk barrang Park and Organ Pipes National Park.



Department of Premier and Cabinet, Victorian Government: Registered Aboriginal Parties
Appointed Boundaries: <https://discover.data.vic.gov.au/dataset/registered-aboriginal-parties-rap-appointed-boundaries>



Inclusivity statement

Brimbank’s community comprises many diverse cultures, beliefs, abilities, bodies, sexualities, ages and genders. Each person has a unique lived experience that is shaped by how these different traits connect and overlap.

We seek to understand and support diverse identities and experiences in all we do. This is a fundamental requirement for creating a healthy, safe, and inclusive community.

Council is committed to **social justice** through access, equity, participation and rights for everyone, as well as principles that empower, foster harmony and support the wellbeing of an inclusive community.

Social justice is a guiding principle that underpins all our work.

Aligned with the *Victorian Charter of Human Rights and Responsibilities Act 2006*, councils must make decisions and provide services in ways that protect and promote human rights for all members of the community to contribute to an equitable and inclusive society. This covers all aspects; from the programs we deliver, to the physical infrastructure we build, and the opportunities for community to prosper and participate in our municipality.

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Shaping Brimbank's future

A message from our Mayor

My fellow Councillors and I are thrilled to present **We Are Brimbank 2025-2029**, our roadmap for shaping a brighter future for our community and our city.

Brimbank is positioned to become a vibrant gateway to the west - connecting people, culture, and opportunity.

We Are Brimbank lays out our commitment to build a Brimbank that is united, healthy, and full of opportunity. The Council Plan defines the practical steps we'll take to unlock Brimbank's full potential and shows us how we can build a future that supports our growing community's needs and makes Brimbank an even better place to live, work and play.

The We Are Brimbank theme reflects our shared aspirations and is the result of the powerful and insightful conversations with you - our community. Through meaningful discussions, we've heard diverse voices from all areas of the community and learned about what matters most.

We are proud to have worked together with you to build a plan that speaks to our collective hopes for Brimbank- a place where everyone can live, learn, work and connect with confidence, pride and a sense of belonging.

Our focus for 2025-2029 is on building a stronger local economy, creating a city with more jobs, greater business opportunities and more housing - all supported by the State and Federal Government's delivery of critical infrastructure projects, like Melbourne Airport Rail and the Sunshine Station Precinct.

Together, these and other major infrastructure projects present a pivotal opportunity for Melbourne's west and the regions, strengthening our economy, and supporting our community's rapid growth. Brimbank is poised to make the most of this once-in-a-generation investment.

Council will continue to deliver and advocate for essential services for people of all ages, promote community health and wellbeing, drive climate change action, and create vibrant and liveable places and spaces.

Through ongoing community engagement, innovation, and sustainable growth, we are shaping a city where everyone can thrive, today and for generations to come.

The Council Plan will be supported by our Annual Action Plan and Budget, which outlines the steps we'll take each year to achieve our long-term strategic objectives for the municipality and deliver lasting impact for our community.

I look forward to working in close partnership with you, our community, to bring this Council Plan to life and build a more inclusive, innovative, vibrant and resilient Brimbank.

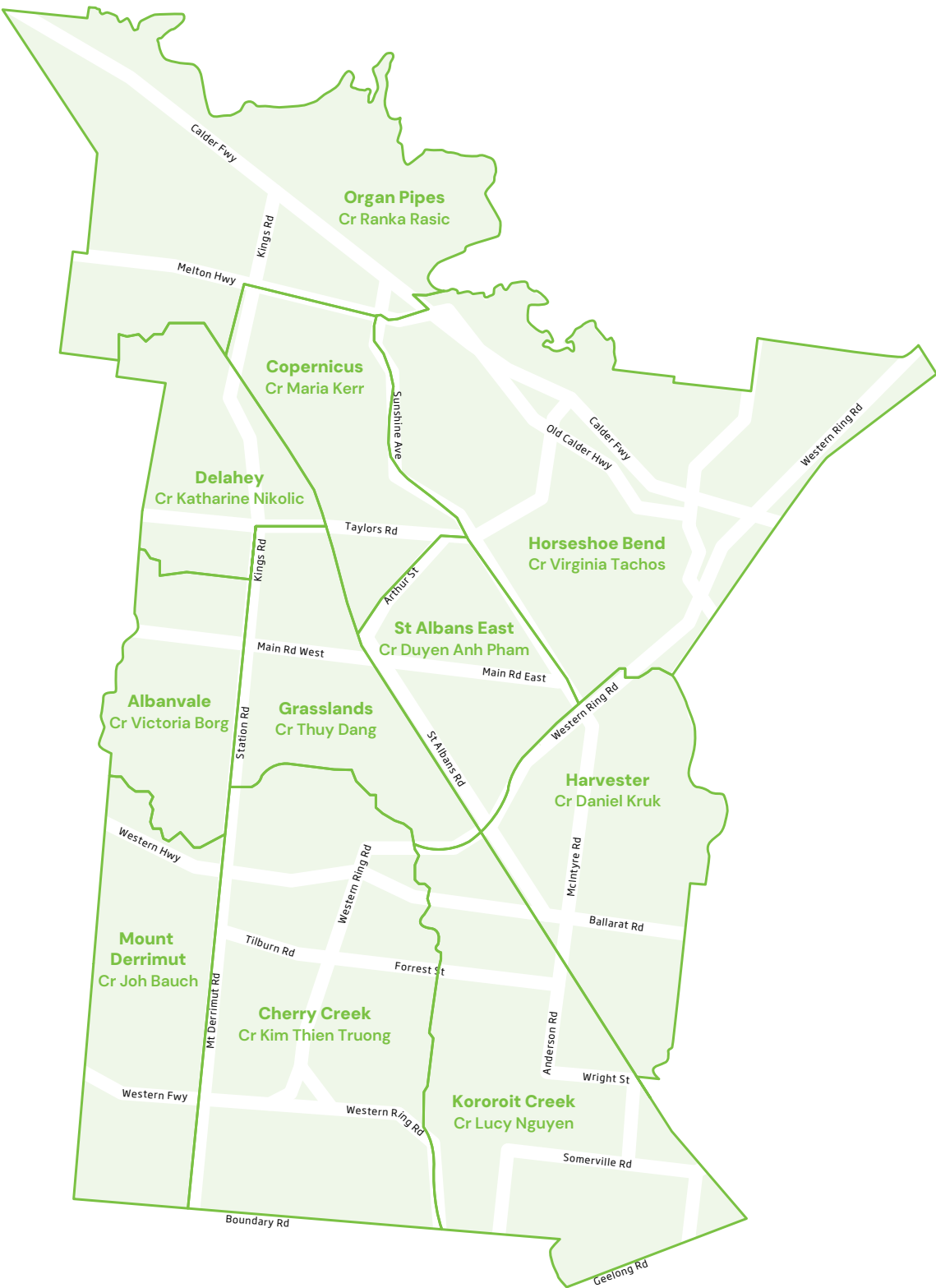


Cr Thuy Dang
Mayor, Brimbank City Council

Our Councillors

Following the transition to a single-Councillor ward structure across Brimbank, 11 councillors were elected in October 2024, each representing one ward.

The 11 Councillors are the elected representatives of all residents and ratepayers across Brimbank. They will work conscientiously with Council staff and community to implement and track We Are Brimbank over the next four years.



Councillor commitment

As your Councillors, we are here to serve and work alongside you to build a stronger, more connected community.

We will engage with you respectfully, listen with empathy and ensure your views help shape the decisions we make. We are committed to open and honest communication, being accessible

and transparent in the way we work, and always considering the diverse needs, values and aspirations of our community.

We recognise the importance of acting with fairness, compassion, and accountability. That means being well-informed, taking responsibility for our decisions and being open-minded in

how we respond to challenges. We will create opportunities for you to contribute, share ideas and be part of shaping our city's future—because we believe strong communities are built through collaboration and trust.

By working with you and for you, we are committed to creating a local government that reflects the best of Brimbank. Together, we will keep striving

to improve our neighbourhoods, support local health and wellbeing, and plan for a future where everyone feels safe, included, supported and proud to call Brimbank home.

This is how we will deliver on our Council Vision of:

'A proud and vibrant Brimbank that is beautiful, thriving, healthy and connected'

Albanvale Ward



Cr Victoria Borg

Deputy Mayor
☎ 0429 365 527 ✉ crborg@brimbank.vic.gov.au

Delahey Ward



Cr Katharine Nikolic

☎ 0438 018 111 ✉ crnikolic@brimbank.vic.gov.au

Horseshoe Bend Ward



Cr Virginia Tachos

☎ 0428 915 671 ✉ crtachos@brimbank.vic.gov.au

Mount Derrimut Ward



Cr Joh Bauch

☎ 0488 797 553 ✉ crbauch@brimbank.vic.gov.au

Cherry Creek Ward



Cr Kim Thien Truong

☎ 0438 280 358 ✉ crtruong@brimbank.vic.gov.au

Grasslands Ward



Cr Thuy Dang

Mayor
☎ 0437 744 803 ✉ crdang@brimbank.vic.gov.au

“
*A proud and vibrant
Brimbank that is
beautiful, thriving,
healthy and connected*
”

Organ Pipes Ward



Cr Ranka Rasic

☎ 0437 861 296 ✉ crrasic@brimbank.vic.gov.au

Copernicus Ward



Cr Maria Kerr

☎ 0437 796 630 ✉ crkerr@brimbank.vic.gov.au

Harvester Ward



Cr Daniel Kruk

☎ 0438 208 359 ✉ crkruk@brimbank.vic.gov.au

Kororoit Creek Ward



Cr Lucy Nguyen

☎ 0408 850 416 ✉ crlnguyen@brimbank.vic.gov.au

St Albans East Ward



Cr Duyen Anh Pham

☎ 0428 348 559 ✉ crpham@brimbank.vic.gov.au



A Future City

These are exciting times for Brimbank, with committed future State and Federal funding of more than \$4 billion and approximately \$2 billion of major infrastructure investment into Brimbank over the past decade.

These significant investments span transport, education, hospitals, sporting facilities, private accommodation and residential developments.

Brimbank's importance to Melbourne is set to grow and with the arrival of the Metro tunnel and the Suburban Rail Loop, Brimbank will become integrally connected to Melbourne – and the rest of the world, via Melbourne Airport.

A Future City is how we plan for sustainable growth and development so that Brimbank is a

liveable, diverse and inclusive place to live, work and visit, with neighbourhoods that are attractive and connected and with places for businesses to thrive and prosper.

Council helps guide the growth of Brimbank through future-focused planning, policies and strategies that inform private and public investment and the delivery of infrastructure and services.

Through long-term planning for Brimbank, Council aims to ensure that future generations enjoy access to housing, local jobs, shops and services, community facilities and parks and gardens, which are supported by great walking and cycling infrastructure and public transport.

Transforming Brimbank is about leveraging the unprecedented level of investment that has been committed to Brimbank, to build a stronger, fairer and more liveable city for everyone.

It is Council's plan to make sure the big changes happening in and around Brimbank deliver real benefits for our community. It's about making sure projects like the Melbourne Airport Rail and Sunshine Precinct planning lead to long-term improvements – not just new infrastructure.

Through Transforming Brimbank, we're working to shape Sunshine into the CBD of Melbourne's west – a place that is vibrant, inclusive and connected.

We're also unlocking major projects like the new 74-hectare Sunshine Energy Park, which will include a sustainability hub, a new stadium, and community sport and recreation facilities. The transformation of Sunshine and surrounds will help create a sense of belonging and pride in Brimbank and Melbourne's west.



As growth and development occur, Council will continue to ensure the protection and enhancement of those elements that make Brimbank unique – including its natural landscapes, native flora and fauna, and valued heritage buildings and places.

These physical features, alongside our vibrant activity centres and culturally diverse community events and festivals, contribute to a strong sense of place and identity. They also support inclusive and healthy communities by encouraging connection, belonging and participation. Through fostering local pride, supporting wellbeing, and enabling economic opportunity, we will ensure Brimbank continues to be a prosperous, welcoming, and liveable city for all.

At the same time, we are working to mitigate the impacts of the **Climate Emergency**. Brimbank is already experiencing the harsh impacts of climate change – more frequent and intense heatwaves, heavier storms and flash flooding, and greater pressure on local infrastructure, public health and our natural environment.

As one of Melbourne’s hottest and most disadvantaged areas, the effects are felt here sooner and more severely than in other parts of the city. In fact, Brimbank was ranked number one in Greater Melbourne for experiencing the Urban Heat Island effect, with average summer

temperatures 10.75 degrees higher than surrounding areas. This significantly increases residents’ vulnerability to heatwaves, which can lead to serious health impacts such as heat exhaustion, worsening of existing health conditions, and, in extreme cases, death.

This is a challenge our community knows well. For decades, Brimbank residents have lived with extreme heat, pollution and limited green spaces – and have consistently called for stronger environmental protections, climate action and investment in solutions. Council is responding to this call by making the Climate Emergency a central focus of this Plan and a key health and wellbeing priority.

We are committed to minimising the impact of climate change through integrated planning that includes more green spaces and tree canopies, sustainable building and infrastructure design, water-sensitive urban development and community-led climate resilience initiatives.

Additionally, we are focused on reducing greenhouse gas emissions and are committed to reaching net zero emissions by 2030 in our own operations while supporting the community in reaching net zero emissions as well. By embedding climate resilience into the way we grow, build and connect, we are shaping a future that is not only more liveable but also fairer, greener and better prepared for the challenges ahead.



We Are Brimbank

Our history



1990–2000s

The City of Brimbank was established in 1994, merging Keilor and Sunshine Councils, named after Brimbank Park.



1840–1920s

European settlements began in Keilor in the late 1840s, followed by Sunshine and St Albans in the 1880s. The area has a rich industrial history, highlighted by the Sunshine Harvester Works, the largest industrial site in the Southern Hemisphere during the 1920s. Post-World War II, Brimbank saw an influx of Southern European migrants, along with new arrivals from Asian and African communities.



2010 to now

Today, over half of Brimbank’s residents speak a language other than English at home, with over 90 languages represented. Our diversity reflects our commitment to inclusivity, peace, and fairness.



1950–1980s

Suburban growth in Melbourne led to new housing estates in Brimbank. The Westgate Freeway, built in the 1970s, connected Brimbank to Melbourne, while the 1980s brought economic growth with new industries like IT and financial services.



Origin

The land that Brimbank now occupies has a human history that began with the Wurundjeri and Bunurong People who have been the Traditional Custodians of the Port Phillip Bay region, including parts of Brimbank, for over 65,000 years, serving as a significant trading and meeting place. The way Aboriginal people lived before European settlement is very different to the way they lived after colonisation. Aboriginal groups chose campsites close to rivers and creeks, traditionally used as travelling routes and sources of food. The land provided all they needed food, water, medicine and shelter and they treated it with the respect of such a provider.

And now...

Brimbank is a growing, diverse and dynamic city, with a community that is proud of its heritage and culture. Our suburbs are home to a mix of long-time residents and newcomers, creating a vibrant and evolving mosaic.

Brimbank’s accessibility to Melbourne’s city centre, cultural diversity, natural attractions and leisure facilities make it an attractive place to live, work and visit. We boast strong local businesses, multi-cultural restaurants, active community groups, connected neighbourhoods, accessible public open spaces and a growing reputation for arts and culture.

However, Brimbank is not without its challenges. Rapid population growth has placed strain on infrastructure, while increasing traffic congestion and pressure on public transport systems. Housing affordability continues to be a major issue for many residents, alongside economic disadvantage that impacts access to services and opportunities. As we face these issues, maintaining the sense of community and connection that makes Brimbank unique is more important than ever.



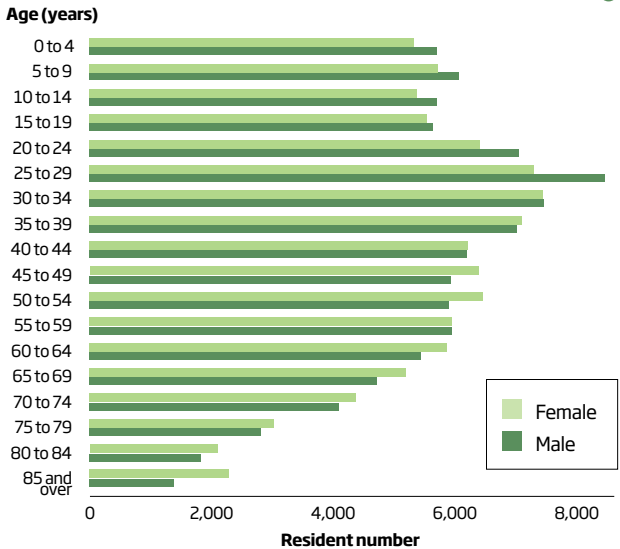
A snapshot of our community

This Snapshot of Brimbank's Community provides demographic analysis of the City and its suburbs, based on first-release data (June 2022) from the 2021 Census of Population and Housing.*

Brimbank's Estimated Resident Population

196,712 - a decrease of **7,478** from 2016.

Age Breakdown by resident numbers (usual residence)



The largest changes in Brimbank's age structure between 2016 and 2021 were

- Seniors (70 to 84) (+3,881 people)
- Empty nesters and retirees (60 to 69) (+1,484 people)
- Tertiary education and independence (18 to 24) (-2,413 people)
- Babies and pre-schoolers (0 to 4) (-1,958 people)

Country of Birth

Percentage of Residents in Brimbank born Overseas



Top Ten Overseas Countries of Birth

	Number	% of total population	Change 2016 - 2021 (persons)
Vietnam	25,391	13.0	▲ 3,686
India	8,209	4.2	▼ 1,075
Philippines	5,759	3.0	▲ 13
Malta	4,086	2.1	▼ 438
North Macedonia	3,033	1.6	▼ 42
Italy	2,819	1.4	▼ 372
New Zealand	2,601	1.3	▼ 672
China	2,202	1.1	▼ 193
Croatia	2,035	1.0	▼ 250
Greece	2,031	1.0	▼ 191

Other countries of birth that have increased since 2016: Iraq (+781 people), Nepal (+498 people) and Burma (Myanmar) (+405 people).

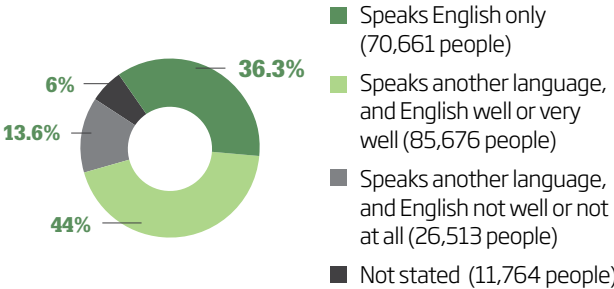
Language

Top Ten Languages Spoken (excluding English)

	Number	% of total population	Change 2016 - 2021 (persons)
Vietnamese	36,020	18.5	▲ 4,567
Filipino/Tagalog	4,939	2.5	▼ 377
Greek	4,613	2.4	▼ 675
Punjabi	4,370	2.2	▼ 1,264
Arabic	4,285	2.2	▼ 1
Macedonian	4,237	2.2	▼ 396
Maltese	4,061	2.1	▼ 995
Cantonese	4,025	2.1	▼ 145
Italian	3,868	2.0	▼ 1,038
Croatian	2,868	1.5	▼ 573

Newer languages that are increasing in number include: Telugu, Assyrian/Aramaic, Nepali and Urdu.

Proficiency in English % of Total Population



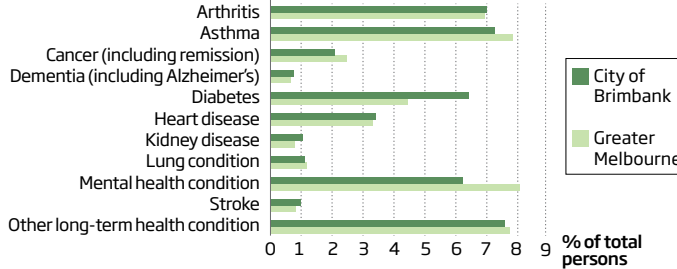
Religion



Aboriginal and Torres Strait Islander Population

	Number	% of total population	Change 2016 - 2021 (persons)
Aboriginal and Torres Strait Islander population	855	0.4	▲ 39

Long-term Health Conditions

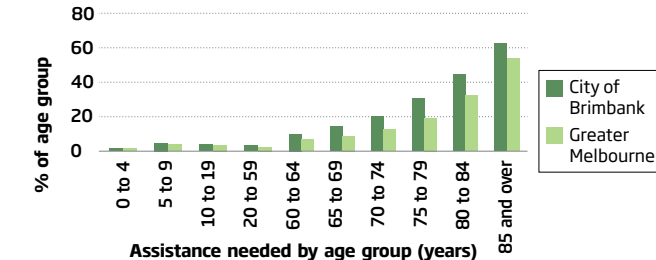


28.3% of residents in Brimbank reported having at least one long-term health condition

compared with **29.5%** in Greater Melbourne

Number of Residents Needing Assistance with Core [day-to-day] Activities

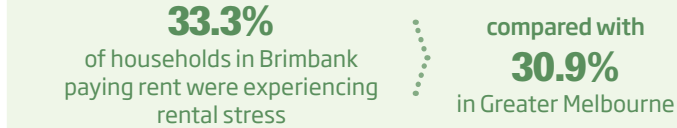
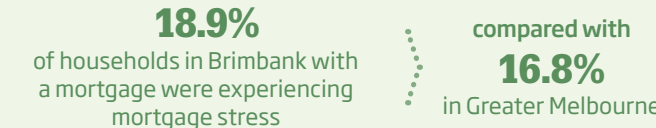
Need for Assistance with Core Activities by Age Group



7.7% of residents in Brimbank reported needing assistance with core activities

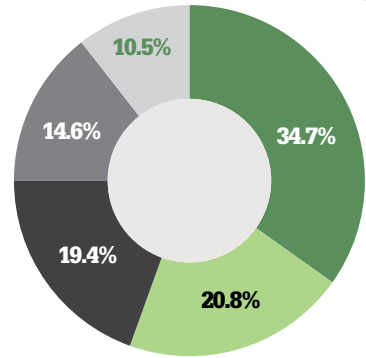
compared with **5.5%** in Greater Melbourne

Housing Stress Type



Suburbs with Highest Levels of Mortgage Stress	% of Households in Suburb	Suburbs with Highest Levels of Rental Stress	% of Households in Suburb
Kings Park	24.5	Delahey	41.3
Sunshine North	24.1	Kings Park	36.3
St Albans South	23.7	St Albans North	36.3
St Albans North	23.4	Albanvale	35.2
Albanvale	22.6	St Albans South	34.8

Household Type



34.7% of households in Brimbank comprised Couples with Children

compared to **33.1%** in Greater Melbourne

Health and wellbeing

The environments in which we live, learn, work, create and play impact our health outcomes and those of the community. Health and wellbeing are shaped by social, economic, cultural, and built and natural conditions. These conditions are also known as the social determinants of health. Council takes a primary prevention approach to improving health and wellbeing. This means focusing on preventing health and social issues before they start, by creating environments that promote health and wellbeing. Council is well positioned to influence, making us a leading partner in supporting the health and wellbeing outcomes of our community.

All Victorian councils are required to develop a Municipal Public Health and Wellbeing Plan (MPHWP) every four years. We've integrated our MPHWP into **We Are Brimbank** to support a coordinated approach to planning and delivering initiatives to support the health and wellbeing of our community.

As well as considering the social determinants of health, we use a suite of frameworks as referenced within the Health and Wellbeing Profile 2025 to identify where we can make the most meaningful impact. We make sure our projects deliver benefits in more than one area - like improving the environment while also supporting health and wellbeing - so we get the most value and positive impact from the resources we have.

Our health and wellbeing priorities

Planning for our community's health and wellbeing was informed by:

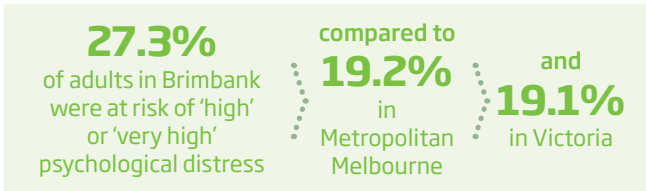
- Analysing public data and research to understand the challenges and diverse needs of our community. The Health and Wellbeing Profile 2025 describes Brimbank's health and wellbeing status and provides evidence to identify health and wellbeing priorities.
- Considering the ten priorities in the Victorian Public Health and Wellbeing Plan as well as the three priority areas set by the Western Public Health Unit.
- Community and partner organisation engagement (See page 21 for further information about partnerships.)

Six health and wellbeing priorities have been identified for Brimbank for the next four years, and are reflected in the strategic priorities, objectives, and key initiatives of the We Are Brimbank Council Plan.

1. Improving mental wellbeing

Mental wellbeing remains a key concern, with residents reporting lower subjective wellbeing than the state average. Women are especially affected, experiencing higher rates of psychological distress, anxiety, and depression.

Alcohol, tobacco, and other drugs continues to impact community health. While more adults abstain from alcohol, young men remain at risk of short-term harm. Drug use also remains high and can worsen mental health conditions.



Source: Victorian Population Health Survey 2023

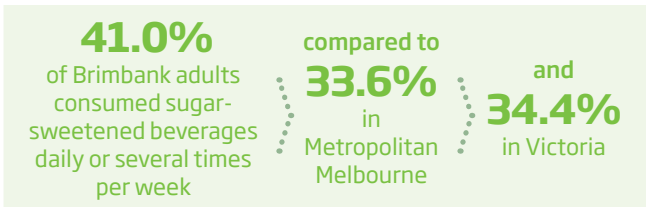
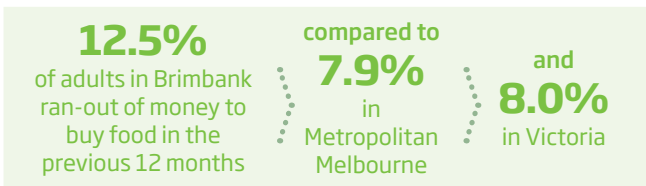
In 2023-2024, Brimbank had the second highest rate in the Western Region (per 100,000 residents) of ambulance attendances for the use of: illicit drugs, heroin and crystal methamphetamines.

Source: Turning Point Ambulance Attendances Data 2024

2. Addressing food insecurity and healthy eating

Food insecurity is a growing issue, with many residents running out of food or worrying about running out of money to buy more.

Many are not eating enough nutritious food, contributing to higher rates of obesity, diabetes, stroke, and heart disease. These conditions are more common in Brimbank than across Victoria.



Source: Victorian Population Health Survey 2023

3. Improving gender equality and preventing gender-based violence

Gender equality is linked to better health and social and economic outcomes, yet women continue to face ongoing disadvantages and carry the burden of unpaid care.

Gender inequality can drive family violence. This is a major issue in Brimbank, where women are significantly more affected than men.

Council condemns all forms of violence and is committed to gender equality, preventing family violence, improving health outcomes, and ensuring gender equity in how we allocate facilities and run programs, in line with the *Gender Equality Act 2020*.



Source: Australian Bureau of Statistics, Census of Population and Housing 2021

In Brimbank, the rate of family violence against women, has not varied substantially in the past few years. Women in Brimbank are more likely to experience family violence, than women in the Metro West Region.

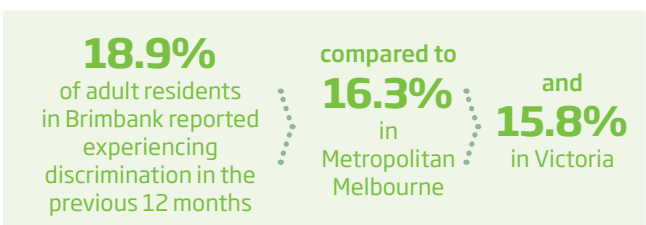
Source: Turning Point Ambulance Attendances Data 2024

4. Supporting social and economic inclusion

Social and economic inclusion means everyone has fair access to education, jobs, housing, safety and a life free from discrimination and harm.

Many in Brimbank experience low income, housing stress, or homelessness. Employment with a liveable income improves access to healthy food, education, childcare and mental wellbeing. All of these affect health and wellbeing.

Gambling continues to cause significant harm in our community, with Brimbank recording the highest losses on pokies in Victoria for over a decade - more than \$171 million in 2023-24.



Source: Victorian Population Health Survey 2023

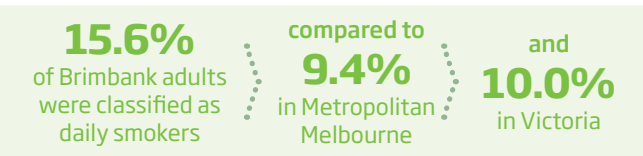
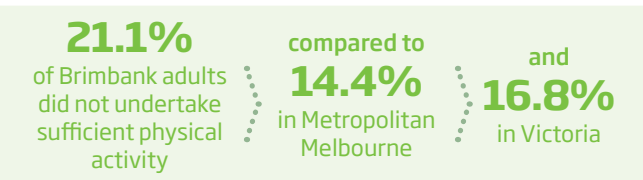


Source: Jobs and Skills Australia - Small Area Labour Markets

5. Supporting active and healthy living

Many Brimbank residents are not doing enough physical activity in their daily lives. The benefits of regular physical activity include the prevention and management of health conditions, such as heart disease, stroke, type 2 diabetes and high blood pressure. Physical activity is also important to the achievement and maintenance of a healthy lifestyle.

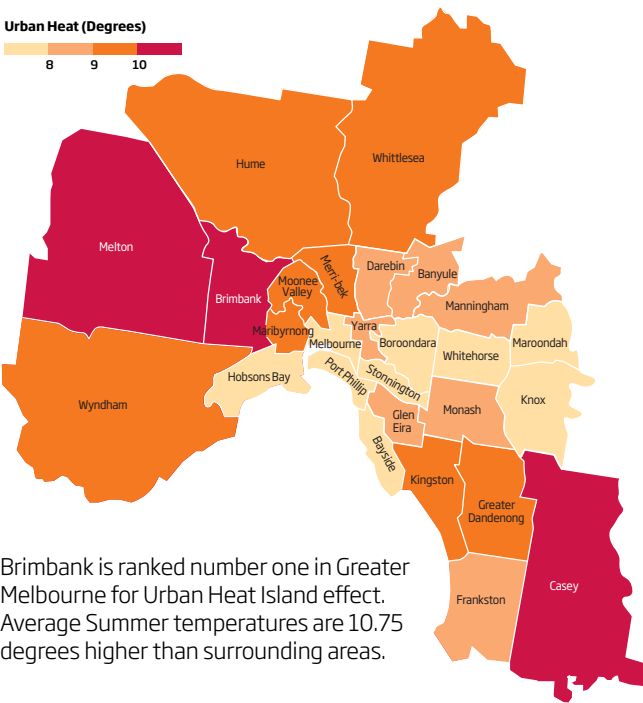
Tobacco use is the leading risk factor contributing to the burden of disease in Australia. Brimbank has a significantly higher percentage of adults who smoke or vaped daily, compared to all Metropolitan regions and Victoria.



Source: Victorian Population Health Survey 2023

6. Addressing the health impacts of climate change

Climate change has been described as the greatest threat to public health in the 21st century. Under the *Climate Change Act*, Council must consider climate change when preparing the Municipal Public Health and Wellbeing Plan.



Source: Victorian Council of Social Service (VCOSS) 2024

Engaging our community

Council places great importance on hearing from our community. Listening to your ideas and perspectives helps shape the decisions we make in the development of plans such as these and ensures we're planning for what matters most to you – now and into the future.

Community consultation took place across two phases. **Phase one** took place between June 2024 and February 2025 and consisted of:

104 children drawing pictures representing the things they liked and thought were most important for Brimbank.

Community members participating in a Your Say consultation which gathered **107 responses** about the Community Vision for Brimbank

Council staff attending the Brimbank **Seniors and Carers Expo** to gather the perspectives of older people and people with disability on living in Brimbank and community needs and priorities.

Council conducting a deliberative engagement process with **39 diverse members** of the Brimbank Community Panel.

Phase two occurred in April and May 2025. The following consultations took place:

A Your Say consultation process from April 17 and May 15 which garnered **25 submissions** on the Annual Action Plan and Budget for 2025-2026.

Throughout May, Council held several community **pop-up** sessions in five different locations across Brimbank. A total of **179 conversations** were held with community members about key priorities and areas of focus.

9 members of the Brimbank Youth Council took part in a focus group where they provided a youth perspective on the pillars and proposed priorities of the Council Plan.

Council staff also spoke with Elders from the **Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation**.

Health and community sector organisations

Through online workshops and targeted discussions, we shared priorities and insights to align our approach and assist working together.



Community advisory committees

Council seeks input from a range of advisory committees on a range of topics, including business support, disability access, reconciliation and community safety. Discussions were held with the following Committees and groups in the development of We Are Brimbank. Attendees were encouraged to provide their thoughts and ideas, through the YourSay platform, as part of the second community consultation process, in July and August 2025.

- Brimbank Economic and Employment Advisory Group
- Safety and Wellbeing Partnership
- Brimbank Active Seniors
- Disability Advisory Committee
- Brimbank Aboriginal and Torres Strait Islander Consultative Committee
- Neighbourhood House Cluster
- Arts Advisory Committee

Our Community Panel

From December 2024 through to February 2025, Council conducted a deliberative engagement process with the Brimbank Community Panel. This Panel, consisting of 39 diverse members aged 18-75+, was designed to reflect the profile of the Brimbank municipality.

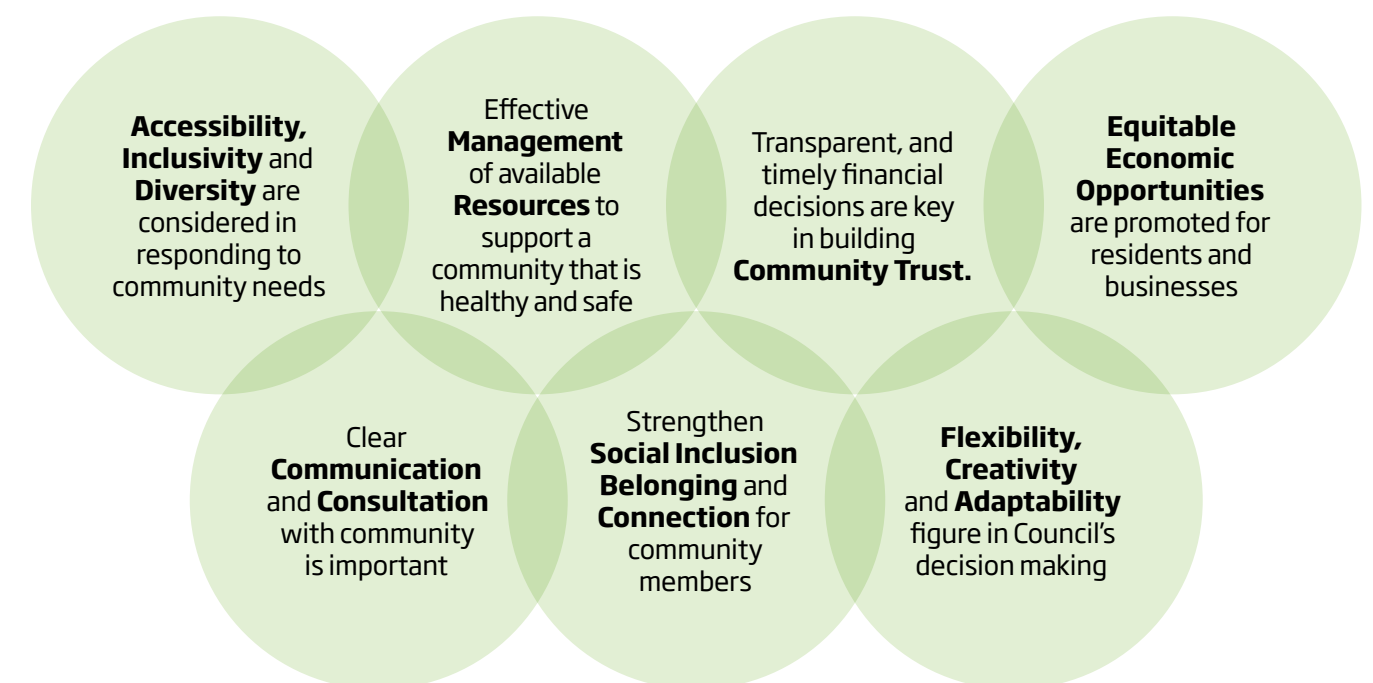
The Panel worked collaboratively to reaffirm the Community Vision, understand, and work on key challenges, and develop principles to guide Council in making decisions that reflect the needs and aspirations of residents. By incorporating the principles into the Council Plan 2025-2029, Council confirms its commitment to a **'proud and vibrant Brimbank that is beautiful, thriving, healthy and connected.'**

Community Vision 2050

Originally developed in 2021, the Community Vision articulated the community's aspirations for Brimbank in 2040.

'By 2050, 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.'

Community panel principles



Council will track how the Community Principles have shaped decisions and actions throughout the term of the Council Plan. Progress will be reported each year through the Annual Report and shared with the Community Panel, ensuring transparency and continued connection between community needs and priorities and Council's work.

Navigating our changing future

Brimbank and our community face challenges and influences, such as climate change, shifts in the economy, growing population and changing expectations. These factors create both opportunities and pressures, which means we need to be flexible, strategic and responsive in our planning.

By understanding these challenges, we can make better decisions to meet our current needs, while also preparing for the future. This mindset aligns with our vision for a proud and vibrant Brimbank that is beautiful, thriving, healthy and connected.

The following table describes key challenges considered during the development of the Council Plan, together with our responses.

Challenge area	What's happening and why	Council response
 Rate capping	Council's rates revenue is restricted by the State Government's annual rate cap, which limits how much rates can increase each year. However, the cost of delivering services and maintaining infrastructure continues to rise at a faster rate, creating a gap between income and expenses.	Advocate to State Government for more flexibility in rate-setting. Review Council's asset portfolio to identify value creation opportunities. Review opportunities to streamline council operations via digital transformation.
 Cost shifting	Other levels of government have transferred responsibilities to local councils without providing enough funding to do the job. For example, the State Government asks Council to collect the Emergency Services and Volunteers Fund (ESVF) on its behalf	Advocate for recognition of the financial burden and funding to bridge the gap. Continue to apply for grants and explore alternative funding sources.
 Declining grants	Grant funding for local government is decreasing, despite rising costs to deliver services and assets and rising community expectations.	Advocate for increased funding at both levels of government. Pursue new/different funding streams and partnerships to support service delivery.
 Changes to legislation (Governance - Compliance)	Council must comply with new legislation without additional funding support (e.g. road safety training, building cladding audits).	Monitor and prepare for changes to regulations. Collaborate with other councils to share these additional costs.

Challenge area	What's happening and why	Council response
 Digital expectations	Residents expect digital access to services, but upgrading systems and ensuring cybersecurity is expensive.	Invest in a staged approach to implementing cost-effective digital infrastructure. Enhance cybersecurity and promote confidence through transparency and a focus on the needs of customers.
 Environmental legacy	Council faces increasing long-term costs from climate change, increasing extreme weather events and addressing contamination issues from old landfill sites.	Seek environmental and climate resilience grants. Partner with environmental agencies and communities on restoration and adaptation projects.
 Waste management	Waste collection and disposal costs are increasing, and illegal dumping is escalating.	Expand community education on waste disposal. Invest in efficient waste technologies. Advocate for stronger penalties and enforcement at the state level.
 Social pressures	There is an increasing demand for mental health services, food assistance, and housing support throughout the municipality.	Strengthen cross-sector partnerships. Advocate for state and federal funding to support community needs.
 Population growth	Increasing population and more housing developments are placing pressure on infrastructure and service delivery.	Maintain long-term infrastructure and asset planning. Seek external funding to support growth and prioritise sustainable urban development.

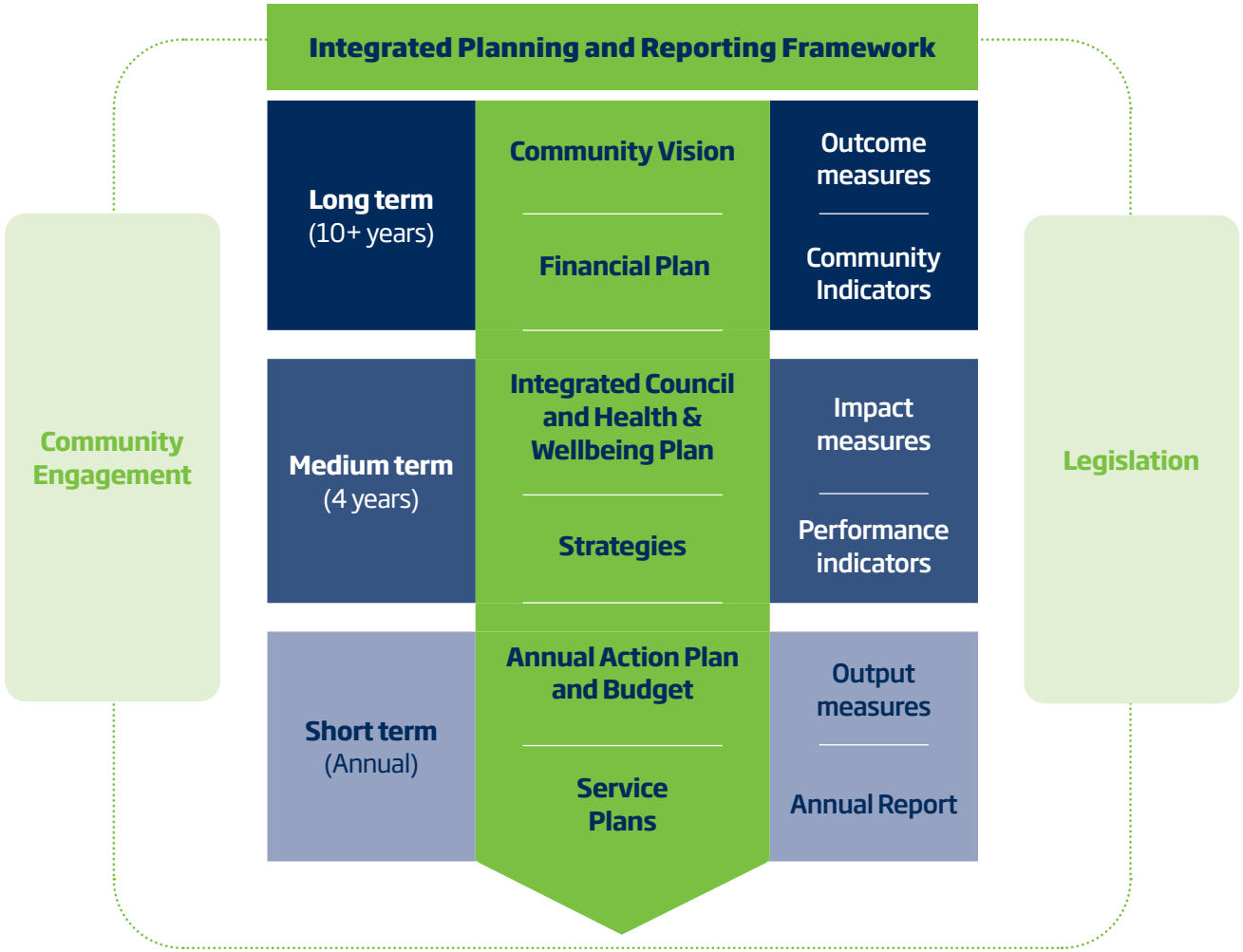


About We Are Brimbank

An integrated approach

The Integrated Planning and Reporting Framework is how Council sets its strategic direction and brings the community's vision for Brimbank to life. It ensures everything we do is connected – from long-term planning to day-to-day decisions – and that we stay focused on delivering what matters most.

Over the next four years, this approach will guide Council as we respond to challenges, make the best use of resources, and work towards the future our community wants. At the heart of it all is our integrated council plan - **We Are Brimbank** – the foundation for our strategies and services – and a commitment to putting public health, wellbeing and the voices of our community first.



Council's key roles

Advocate

The Plan guides how Council will **advocate** by developing well-informed positions and influencing those responsible for making key decisions and taking action. Through these roles, the Council Plan can ensure a strategic and coordinated approach to meeting community priorities.

Deliver

This Plan sets out how and what Council will **deliver** by taking a leadership role in providing services, managing resources, and ensuring progress is communicated and commitments are met.

Partner

Council **partners** with a wide range of organisations to create stronger, more connected and coordinated responses to community needs. This includes providing information and at times direct referrals to residents about local services.

By working together, we can tackle complex challenges faced by our community that are not the sole responsibility of a single organisation.

Council works with health and community sector partners—who play a lead role in delivering local health and wellbeing initiatives—to jointly deliver programs, coordinate events, share data and insights, and advocate at the state and federal levels.

Health and wellbeing partners

- cohealth
- GenWest
- IPC Health
- Municipal Association of Victoria
- North Western Melbourne Primary Health Network
- Prevention United
- State government departments including the Department of Families, Fairness and Housing, and the Department of Health
- Western Health

Brimbank is also a member of the Population and Preventive Health Network and works closely with the Western Public Health Unit to tackle key health issues in Melbourne's west, including climate change, healthy eating, and reducing harm from vaping and tobacco.

Council partners with other levels of government, businesses, and community and business organisations to maximise outcomes for the Brimbank community.

Other key partners

- Australian Government Departments and agencies
- Bunurong Land Council Aboriginal Corporation
- Business Associations
- Community organisations and clubs
- Family violence services
- Greater Western Water
- Melbourne Water
- Parks Victoria
- Peak bodies and industry associations
- Primary and secondary schools
- Victoria University
- Victorian government departments and agencies
- Victorian State Emergency Service
- VicTrack
- Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation

An inclusive, life stage approach

People need different support at different times in their lives. A life stage approach provides structure for considering the changing needs of residents throughout their lives, across policies, services and environments. This approach isn't separate from our strategic planning – it is embedded across the following four Pillars of the Council Plan: People, Places, Prosperity, and Leadership and Governance.

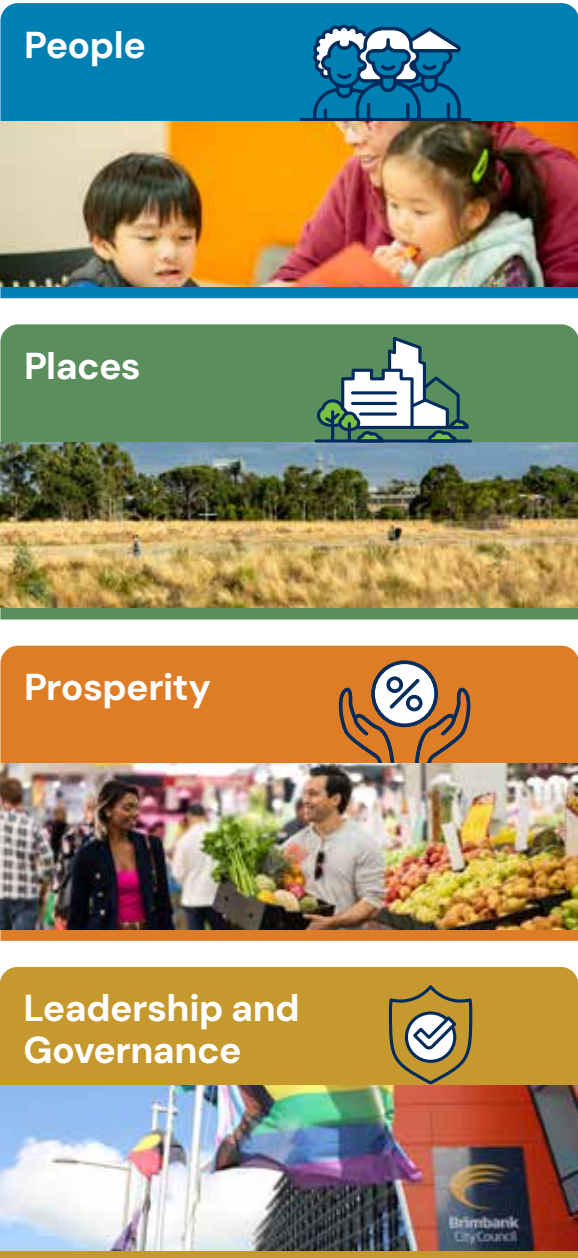
It shapes how we prioritise actions, design services, invest in infrastructure and advocate for our community. From birth to later life, across every department and service – from libraries and neighbourhood houses to climate response and economic development. It provides a consistent lens for understanding what matters to our community – from birth through to older age – and helps ensure we meet those needs in ways that are inclusive, coordinated, and equitable.

This approach recognises that key stages – such as early childhood, adolescence, and older adulthood – come with important milestones and health and wellbeing needs. It also highlights the importance of life transitions, such as moving from school to work, becoming a parent, or retiring from the workforce, where targeted support can make a meaningful difference.

Importantly, a life stage lens also helps us respond to the experiences of people who may face structural barriers to safety, inclusion or opportunity. This includes First Nations people, people with disability, carers, people experiencing homelessness, LGBTIQ+ communities and others whose needs may not always be met by standard service models. By considering these intersecting factors, Council is better placed to deliver inclusive, accessible and equitable outcomes for all residents.

By coordinating our work around life stages, we ensure that Council's efforts are not only efficient but meaningful – tailored to the needs of a growing, diverse community and guided by what matters most to people at different points in their lives.

The Key Pillars



*We Are Brimbank is built around four key Pillars– **People, Places, Prosperity, and Leadership and Governance**, shaped by the priorities and needs of our community, aligned with the Community Vision 2050.*

Turning the Pillars into action

With our four Pillars clearly defined, the next step is turning them into meaningful action and measurable progress. This is how we will do it:



People

The ‘People’ Pillar reflects the diverse needs of all residents and enhances social connection and inclusion, wellbeing, supporting marginalised groups, mental health, healthy lifestyles across the life stages, gender equity, cultural cohesion, and mobilising community champions.

Community feedback highlights access to health services, youth programs and mental health support as key priorities, alongside the importance of cultural events, public art and inclusive recreational opportunities.



People

Strategic Priorities

1. Social connection and mental wellbeing

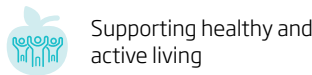
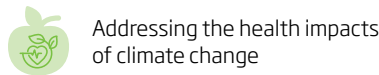
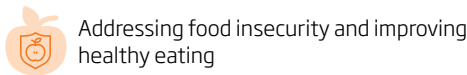
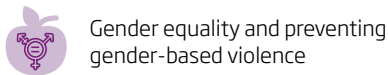
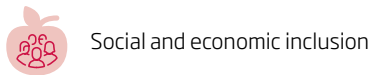
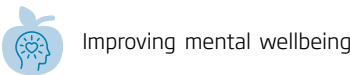
Everyone belongs, and feels safe, supported, and valued in a connected community that fosters positive mental wellbeing through inclusive services, strong social networks and accessible support.

Four Year Initiatives	Benefits for Community	Measuring our progress (indicators)	
1.1  Support and promote community-led initiatives, inclusive environments and activities that foster social connection, reduce isolation, and enhance health and mental wellbeing.	Inclusive, locally led initiatives and welcoming spaces bring people together, strengthen social ties, and support mental wellbeing. They help break down barriers to participation, encourage healthy lifestyles, and create a sense of belonging for all.	- Percentage of adults who reported experiencing loneliness (Australian Bureau of Statistics [ABS] data) - Participation in Council-led programs and services supporting people to improve mental wellbeing and access services (Annual Action Plan and Budget) - Participation in Council-led social connection initiatives (Annual Action Plan and Budget)	
1.2  Enable the community to navigate and access mental health services.	This initiative works to inform and empower people to seek support, navigate services and gain better access to timely mental health care.		

2. Healthy and Active Lifestyles

Community is empowered to lead healthy, active lives—where environments, programs, and partnerships promote physical activity, healthy choices and lifelong wellbeing.

Four Year Initiatives	Benefits for Community	Measuring our progress (indicators)	
2.1  Embed a life stage approach to support wellbeing across all key life stages and abilities.	Embedding a life stage approach ensures people of all ages and abilities are considered in planning and decisions. It leads to fit-for-purpose infrastructure, accessible built and natural environments—such as parks, community centres and public spaces—and inclusive programs and services to strengthen social connections and support wellbeing throughout life.	- Satisfaction with Council’s performance in providing important infrastructure that meets the needs of the whole community (Community Satisfaction Survey [CSS]) - Community satisfaction with Council’s performance in providing recreation facilities [CSS] - Opportunities for the community to be physically active in formal and informal sport and recreation (Annual Action Plan and Budget) - Participation in connection and wellbeing programs in our neighbourhood houses and community gardens (Annual Action Plan and Budget) - Maintain a contemporary Municipal Emergency Management Plan with input from emergency services and community	
2.2  Promote a healthier and more equitable, sustainable food system in Brimbank, with a focus on priority populations.	Improving access to affordable, nutritious food will help reduce health inequities and support better long-term wellbeing. A staged approach will be designed to address food insecurity, with a focus on strengthening the local food system and encouraging healthier eating.		
2.3  Strengthen community health and connections by engaging community and priority groups in leisure, sporting and community facilities.	All community members and priority groups, including people with disability, will benefit from enhanced access to opportunities to promote their health and wellbeing in Council’s leisure, sporting and community facilities and programs.		
2.4  Support community resilience and maintain emergency management systems, partnerships and build capacity to effectively respond to emergency situations.	Council plays a central role in emergency management because we understand local risks, resources and community needs. Maintenance of emergency management systems ensures timely planning, coordination and response to climate and other emergency events.		



Strategic Priorities

3. Gender equity and preventing gender-based violence

Fairness, inclusivity, and gender equity are embedded in all we do, and every person is safe, respected, and free from violence and discrimination.

Four Year Initiatives	Benefits for Community	Measuring our progress (indicators)	
3.1  Provide targeted support for women who are experiencing or at risk of family violence through early intervention strategies.	By providing early intervention and support, women at risk of family violence can build skills, gain job readiness, and lead safer, more independent lives.	• Number of family violence consults and family violence prevention education sessions delivered (Annual Action Plan and Budget) • Participation rates in targeted neighbourhood house programs (Annual Action Plan and Budget)	
3.2  Foster advocacy and implement a strategic framework to combat gender-based violence through the 'Preventing Violence Together' regional partnership.	Collaborating in Melbourne's west to prevent family violence enhances community benefits through shared planning and advocacy.		
3.3  Continue to model a safe, healthy, diverse and equitable organisation.	Demonstrating a strong commitment to safety, equity, diversity, and inclusion builds trust in local leadership and reflects the values we present to the broader community.		

4. Creativity, cultural cohesion, inclusion & pride

Cultural cohesion, inclusion and community pride are stronger through supporting creative expression, celebrating diversity, grant programs and ensuring all Brimbank community members feel valued, heard, and connected.

Four Year Initiatives	Benefits for Community	Measuring our progress (indicators)	
4.1  Foster inclusive artistic and cultural experiences and programs that celebrate creativity, strengthen community inclusion and pride, and enhance engagement and belonging.	Artistic and cultural experiences create welcoming and inclusive environments where people can connect, express themselves, celebrate diverse cultures and take pride in their local identity—strengthening community connection and mutual understanding.	• Community satisfaction with Council's performance in the delivery of community and cultural activities [CSS] • Cultural awareness capability building for community leaders and local organisations (Annual Action Plan and Budget) • Reconciliation Action Plan (RAP) Impact Survey Results (other Council data) • Recognition activities and events held annually (Annual Action Plan and Budget)	
4.2  Respect and celebrate Aboriginal and Torres Strait Islander peoples and culture.	Embedding cultural respect, strengthening relationships with Traditional Custodians and Aboriginal communities, and supporting reconciliation and cultural heritage initiatives across Council and the community demonstrates our continuing commitment and values.		
4.3  Foster community pride by recognising and celebrating the contributions of volunteers and local leaders.	Recognising volunteers and local leaders builds community pride and inspires other community members and potential community leaders to get involved and make a difference.		

Our Services	
Early Years Services	Early Years supports families in their early childhood journey to access early years programs through service delivery, sector coordination and community partnerships. We provide a range of community-based early education and support programs for children aged 0 to school age and their primary carers.
Maternal and Child Health	Maternal and Child Health offers consultations, flexible services, group sessions and support for families with significant risk factors affecting children's wellbeing.
Youth Services	Youth Services enhance the wellbeing of young people by providing a range of services that support positive participation in the community. They also advocate, in partnership with young people, to ensure that their ideas and voices are heard around areas of need and concern.
Ageing, Inclusion and Carers (formerly Service Access and Community Care)	Ageing, Inclusion and Carers create opportunities for greater participation, engagement, and awareness for people with disability, unpaid carers and older residents through community capacity building, strategic partnerships, advocacy, sector stewardship, community transport and coordinated program delivery.
Arts and Culture	Arts and Culture, operating as Creative Brimbank, aims to build a vibrant and connected community by providing creative opportunities, supporting artists' development and managing various creative spaces.
Leisure Centres	Leisure Centres provide a range of health and fitness programs and services to improve the health and wellbeing of community members across Brimbank. Programs and services include gymnasiums and group fitness classes for exercise, learn-to-swim classes, recreational swimming, and aquatic exercise.
Sport and Recreation	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	Leisure and Community Facilities includes managing hall bookings and supporting community groups, while the strategic unit develops policies for community infrastructure.



Our Services	
Keilor Basketball/Netball Stadium	Keilor Basketball/Netball Stadium offers a range of recreational and competitive sporting options that allow all members of the Brimbank community to participate in physical activity and a safe place for social interaction.
Keilor Golf Course	Keilor Golf Course includes an 18-hole golf course, a 20-bay driving range, a pro shop, club and cart hire, and a kiosk. Golf course management, operations, pro shop, driving range, bookings, coaching, and programs are managed by Leisure and Community Facilities Department while maintenance of the course is managed by Council's Parks Team.
First Nations Unit	The First Nations service advances reconciliation, equity, cultural safety, and self-determination across Brimbank. This includes leading Council's Reconciliation Action Plan and working with Traditional Custodians, BATSICC, Cooina and other First Nations stakeholders.
Connected Communities and Strengthening Communities	Connected Communities and Strengthening Communities work with residents, community groups and partners to foster equity, inclusion, participation, and wellbeing across Brimbank. These services build community capacity, support leadership and civic engagement, and strengthen social connection through grants, events, and inclusion initiatives. They also lead Council's work on access and inclusion, volunteering, child safety and community resilience – ensuring everyone can participate fully in community life.
Social Policy and Research	Social Planning and Research provides the information that supports Council needs to make strategic decisions and undertake interventions that will achieve social and health equity for our community.
Building Compliance	Building Compliance provides administration and enforcement of key parts of the <i>Building Act</i> and Building Regulations within its municipal district and externally, when appointed commercially for ratepayers and customers.
Environmental Health	Environmental Health implements legislated immunisations and food safety programs through education, advice, service provision and enforcement to maintain a safe and high public health standard across Brimbank.
Neighbourhood Houses and Community Centres	Council's six Neighbourhood Houses provide community-strengthening activities and programs that meet the needs and aspirations of local communities with a focus on learning and belonging. They bring people together to connect, learn, create and contribute to their local community.



Places

As Brimbank grows and evolves, our community wants services and infrastructure to keep pace with change, while ensuring we take action on the climate emergency to achieve a sustainable and well-connected future.

The ‘Places’ Pillar will work to protect natural environments and heritage and maintain clean, accessible, and well-designed public spaces. Roads, footpaths and transport networks will support easy movement for all, while parks, trees and green spaces will enhance neighbourhoods and promote environmental sustainability and healthy living.



Places

Strategic Priorities

5. Roads, footpaths and ‘getting around’ Brimbank

Safety and accessibility of our transport network are strengthened by prioritising renewal, road and footpath upgrades, embedding inclusive design standards, and enhancing lighting, shade, seating and wayfinding.

Four Year Initiatives	Benefits for Community	Measuring our progress (indicators)	
5.1  Deliver well-maintained roads, shared user paths and footpaths and road improvement projects.	The community will benefit from safer, more accessible roads and footpaths that support everyday travel, reduce hazards, and keep pace with growth. Regular audits and continuous improvements will ensure well-maintained infrastructure that enhances mobility for all.	- Community satisfaction with Council's performance in maintenance and repairs of sealed local roads [CSS] - Sealed local roads maintained to condition standards (Local Government Performance Reporting Framework [LGPRF]) - Delivery of cycling and pedestrian infrastructure projects (Annual Action Plan and Budget)	
5.2  Contribute to the development of a transport network that is active, sustainable, connected, and equitable.	Improving the transport network makes it easier, safer, and fairer for everyone to get where they need to go—whether driving, walking, cycling, or taking public transport.		

6. Public Spaces, Neighbourhoods and Amenity

Attractive, well-maintained and welcoming public spaces and amenities that cultivate neighbourhood identity, encourage local participation and build a sense of pride and belonging.

Four Year Initiatives	Benefits for Community	Measuring our progress (indicators)	
6.1  Provide adaptable community facilities, public spaces and parks that respond to local needs and foster connection through public art, cultural expression and wellbeing activities.	Adaptable community facilities, welcoming public spaces, and vibrant parks make it easier for people to come together, stay active, and enjoy where they live—while enriched cultural opportunities foster creativity, community identity, and inclusive connection.	- Community satisfaction with Council's performance in providing recreation facilities [CSS] - Satisfaction with Council's performance in providing important infrastructure that meets the needs of the whole community [CSS] - Community satisfaction with Council's performance in the maintenance and cleaning of public areas [CSS] - Number of dumped rubbish service requests (Annual Action Plan and Budget) - Number and type of community engagement and education activities (Annual Action Plan and Budget) - Number of illegal dumping infringements issued. (Annual Action Plan and Budget) - Number of joint actions with partners to promote safety and connect people to supports (Annual Action Plan and Budget)	
6.2  Encourage activity centres to function as vibrant places where people can shop, access services and public transport, work and connect with family and friends, as well as live.	Activating and revitalising activity centres improves community connection and a sense of community safety, leading to increased visitation, business growth and other developments.		
6.3  Ensure major developments and infrastructure minimise negative impacts on the liveability and amenity of the community.	The amenity of our places and precincts is maintained and the health and wellbeing of our community is not unreasonably impacted by major development and infrastructure like Melbourne Airport's Third Runway.		
6.4  Elevate and accelerate Council's response to illegally dumped rubbish	Through stronger education, engagement, communication, investigation, enforcement, and improved waste collection and disposal, Council is stepping up efforts to tackle illegal dumping and keep our streets and open spaces clean.		
6.5  Work with our partners to develop and implement targeted actions that promote community safety, health and wellbeing in public spaces, and support coordinated responses to homelessness in Brimbank.	Actions are targeted to respond to community concerns—such as antisocial behaviour, littering, animal management, and safety around schools. A supportive approach to homelessness assists people to access housing and services. Collaborating with local organisations builds trust and ensures a more rounded response to community needs.		



Improving mental wellbeing



Social and economic inclusion



Gender equality and preventing gender-based violence



Addressing food insecurity and improving healthy eating



Addressing the health impacts of climate change



Supporting healthy and active living

Strategic Priorities

7. Climate emergency, conservation and environmental sustainability

Environmental stewardship is strengthened through climate action, sustainability, protection of natural assets and biodiversity, expanded green spaces that support healthy, climate-resilient lifestyles, and community empowerment to act on climate change

Four Year Initiatives	Benefits for Community	Measuring our progress (indicators)	
7.1 Expand and protect urban tree canopy through coordinated action with public and private landowners, integrated water management to enhance urban greening, and protect existing and significant trees.  	Expanding urban greening and integrated water management creates cooler, greener neighbourhoods while improving stormwater use, reducing flood risk, and enhancing resilience to climate challenges. Protecting and growing the tree canopy—especially significant trees—safeguards local character, supports biodiversity and helps maintain healthier, more sustainable communities for the future.	• Number of trees planted (Annual Action Plan and Budget) • Community satisfaction with Council's performance in meeting environmental responsibilities [CSS] • Community satisfaction with Council's performance in delivering climate action leadership/initiatives [CSS] • Council greenhouse gas reduction rate (Annual Action Plan and Budget) • Kerbside collection waste diverted from landfill [LGPRF]	
7.2 Increase the extent and condition of natural habitats through restoration and prevention of threats.  	Restoring and protecting natural habitats strengthens local ecosystems. Council has active partnerships with community and 'Friends of' groups who help drive on-the-ground action and long-term stewardship.		
7.3 Act on the climate emergency and address the health impacts of climate change.  	The Climate Emergency Plan will provide a clear roadmap for reducing emissions and addressing climate impacts, creating a more sustainable and resilient community. This proactive approach helps safeguard public health, protect local ecosystems and prepare for future environmental challenges.		
7.4 Invest in circular economy and improve waste management systems to increase recycling and reduce waste to landfill.  	Reducing waste to landfills and increasing recycling through smarter waste systems supports a cleaner environment and a more sustainable local economy.		



Our Services	
Sustainability	Sustainability develops and coordinates Council's policies, strategies, programs, and projects with a key focus on climate change mitigation and adaptation, integrated water management, water-sensitive urban design, the circular economy and sustainability education.
Conservation	Conservation aims to protect and enhance biodiversity across the municipality, through managing conservation assets, providing advice and running community education programs.
 More Trees for a Cooler, Greener West	
Western Alliance for Greenhouse Action (WAGA)	WAGA collaborates with member councils to respond to climate change across the region and encourage their communities - residents and businesses - to transition to a low-carbon society. WAGA's plans and projects focus on both mitigation of greenhouse gas emissions and adaptation to the impacts of climate change.
Contaminated Land	Contaminated Land coordinates consultants, contractors and resources to deliver works programs and projects to manage contaminated and potentially contaminated land (PCL) to meet Council's statutory responsibilities.
Statutory Planning	Statutory Planning undertakes Council's statutory role of processing planning and subdivision applications under the <i>Planning and Environment Act 1987</i> and the <i>Subdivision Act 1988</i> and providing advice and guidance on these matters. This involves a wide range of applications, including multi-unit developments, heritage, liquor licenses, native vegetation removal, industrial and commercial land use and development, reduction of car parking requirements, signage, flood-prone land, contaminated land and subdivision.
Planning Compliance	Planning Compliance enforces compliance with the Brimbank Planning Scheme and permits, both proactively and reactively. They issue planning infringement notices, provide advice on permit conditions and oversee the implementation of environmental plans for development sites.

Our Services	
Animal Management	Animal Management provides education, enforcement, and animal welfare services under state and local government legislation.
Local Laws	Local Laws provides enforcement and compliance activities across Brimbank, under state and local government legislation in the areas of local laws.
City Compliance	City Compliance undertakes the provision of parking and littering responses, permits for public events and other activities subject to event guidelines under the relevant codes of practice and legislation, including permits to film within the municipality.
School Crossings	School Crossing Services provide supervision during morning and afternoon school crossing times to ensure student and pedestrian safety and optimise traffic movement.
Capital Works and Building Program	The Capital Works and Building Program department is responsible for delivering Council's building facilities, including community and sporting facilities.
Engineering and Infrastructure	Engineering and Infrastructure Services is responsible for the planning, design, construction, maintenance and renewal/disposal of local roads, drainage systems and other vital infrastructure.
Spatial Information Services	Spatial Information Services provides data, analytics, and mapping services in the areas of social, economic, spatial, demographic, geographic and environment.
Asset Management and Information Services	Asset Management and Information Services provides enterprise infrastructure asset management services as they relate to local government.
Property Services	Property Services provides enterprise support and management of property-related matters, including management of leases, licenses, tenant partners/tenants, asset sales, property acquisitions, boundary disputes, illegal encroachments and public lighting.



Our Services	
Urban Design	Urban Design delivers quality public realm outcomes within streets and activity centres that support community togetherness, active transport, greening and a resilient urban environment.
Public Space	Public Space delivers quality public realm outcomes within parks and reserves that support community togetherness and foster an active community while creating a green, resilient urban environment that supports the health and wellbeing of the community.
Building Maintenance	Building Maintenance is responsible for the maintenance and essential service of Council-owned buildings, including public toilets, barbecues, security services, fire services and graffiti removal.
Road Maintenance	Road Maintenance is responsible for the maintenance of Council's road and drainage network and associated infrastructure as per Council's Road Management Plan.
Cleansing Services	Cleansing Services works to improve the amenity and liveability of Brimbank by maintaining the overall cleanliness of the municipality.

Our Services	
Parks Services	Park Services is responsible for maintaining the amenities and appearance of parks, open spaces, reserves, sporting fields, golf courses, streetscapes, and roadside assets. This assists in creating an urban environment that supports the health and wellbeing of the community.
Tree Services	Tree Services provides maintenance and ongoing care for Council's street trees and open space tree assets.
Waste Services	Waste Services is responsible for developing effective waste and resource management strategies and waste disposal and recycling services across Brimbank.
Pedestrian Facilities	Pedestrian Facilities is responsible for the maintenance, upkeep and safety of the entire footpath network in Brimbank
Operations Group Management	Operations Group Management is responsible for the overall coordination, administration, planning and monitoring of all services within the Operations department.
Fleet Services	Fleet Services undertakes purchasing and provides safe, reliable, economical and environmentally - sound fleet and equipment.



Prosperity

Brimbank is an evolving hub for employment, innovation, and investment, where everyone can learn, work and succeed.

The ‘Prosperity’ Pillar will endeavour to create a strong local economy, promote access to education and training and inclusive employment pathways, and work with partners to encourage the delivery of increased housing, including more opportunities for diverse, social and affordable housing. Supporting businesses and attracting investment will drive innovation and shared prosperity. At the same time, addressing challenges such as employment barriers will open up pathways for upskilling and increased workforce participation, ensuring economic opportunities for all.



Strategic Priorities

8. Economic development and business support

A strong, resilient, and diverse local economy attracting investment, and fostering local business and employment opportunities, positioning Brimbank as a vibrant hub for innovation, commerce, industry, and tourism.

Four Year Initiatives	Benefits for Community	Measuring our progress (indicators)	
8.1  Promote Brimbank as a business investment location and encourage the growth, diversification and expansion of existing business.	Attracting investment and supporting local business growth helps create more jobs, services, and economic opportunities for the Brimbank community.	- Community satisfaction with Council's performance in promoting local economic development and tourism [CSS] - Number of Business Development programs and initiatives (Annual Action Plan and Budget)	
8.2 Position Brimbank to attract greater visitation, support local businesses and highlight unique attractions and cultural assets.	A strong visitor economy offers social, cultural and economic benefits to the community. By implementing a range of initiatives, Brimbank can attract more visitors, support local businesses, and highlight its unique attractions and cultural assets.		
8.3  Encourage networking and capacity building across local industries through business development programs and other initiatives.	Supporting local businesses, entrepreneurs and start-ups fosters innovation, employment opportunities through job creation, and a more vibrant and resilient local economy.		

9. A future city (Transforming Brimbank)

Brimbank is a well-planned, sustainable, inclusive and connected city where social and economic opportunities are maximised, and everyone has local access to the housing, goods and services, education, transport and jobs they need.

Four Year Initiatives	Benefits for Community	Measuring our progress (indicators)	
9.1  Drive bold, city-shaping investment and integrated, future-focused planning to transform Brimbank into a thriving, well-designed and liveable city.	Visionary planning and bold investment will help shape Brimbank into a thriving destination—creating new job opportunities, boosting local business activity, attracting visitors, and enhancing liveability for the whole community.	- Community satisfaction with Council's performance in town planning policies [CSS] - Planning applications decided within the relevant required time frames [LGPRF] - Community satisfaction with Council's performance in planning for population growth [CSS] - Level of external investment in Brimbank (Annual Action Plan and Budget/TB data) - Projects facilitated and/or influenced from within Transforming Brimbank (Annual Action Plan and Budget)	
9.2  Prioritise Transforming Brimbank (TB) to capitalise on infrastructure investment and major developments in Sunshine and surrounding areas.	Transforming Brimbank (TB) harnesses infrastructure investment and major developments to create vibrant spaces, drive local economic growth and enhance the quality of life for residents across Sunshine and surrounding areas.		
9.3  Continue planning and advocating for housing that is diverse, affordable and well-served by public transport, shops, services and amenities.	This will work to support sustainable and coordinated growth by aligning future housing with access to public transport, shops, services and local infrastructure—helping to deliver more affordable and diverse housing options in well-served locations.		



Improving mental wellbeing



Social and economic inclusion



Gender equality and preventing gender-based violence



Addressing food insecurity and improving healthy eating



Addressing the health impacts of climate change



Supporting healthy and active living

Strategic Priorities

10. Economic development and business support

A strong, resilient, and diverse local economy attracting investment, and fostering local business and employment opportunities, positioning Brimbank as a vibrant hub for innovation, commerce, industry, and tourism.

Four Year Initiatives	Benefits for Community	Measuring our progress (indicators)	
10.1  Foster local employment through business support, local procurement, and stronger connection with industry and employers.	Supporting local employment and procurement creates jobs, supports local business growth, and contributes to long-term economic benefits for the community.	- Community satisfaction with Council's performance in promoting local economic development and tourism [CSS] - Community satisfaction with Council's performance in the delivery of community and cultural activities [CSS] - Delivery of programs and infrastructure to support people in developing skills in creative industries (Annual Action Plan and Budget)	
10.2  Connect people to lifelong learning opportunities, build employment and entrepreneurial skills and promote digital access and inclusion for all community members.	Greater access to learning and skill-building opportunities supports active community participation, boosts confidence, and opens pathways to employment and entrepreneurship. Enhanced digital access enables priority groups—including older adults, people with disabilities and those on low incomes—to stay connected, access essential services and engage more fully in education, work and community life.		
10.3  Manage programs and infrastructure to support people to develop skills in creative industries.	Building skills in creative industries—such as design, media, music, and digital content—can open up diverse career opportunities, especially for young people, while also enriching local culture and encouraging innovation.		



Improving mental wellbeing



Social and economic inclusion



Gender equality and preventing gender-based violence



Addressing food insecurity and improving healthy eating



Addressing the health impacts of climate change



Supporting healthy and active living



Our Services	
Libraries	Libraries provide collections, services and programs across five branches, as well as an online library and a home library service for those unable to visit. They also manage the Discover Learning website, support local historical societies and offer extensive resources, facilities and programs to promote lifelong learning.
Learning and Employment Pathways	Learning and Employment Pathways as well as Libraries and Neighbourhood Houses work with individuals and groups in the community to codesign initiatives that contribute towards better education, employment and social outcomes while encouraging lifelong learning.
Economic Development	Economic Development promotes sustainable economic development and employment outcomes that benefit Brimbank through building business capacity, establishing relationships and partnerships, and attracting and facilitating investment.

Our Services	
Place Management	Place Management delivers a program to coordinate the revitalisation and place management of the St Albans and Sunshine Town Centres.
Strategic and Transport Planning	Strategic and Transport Planning undertakes planning and prepares strategies to guide and integrate sustainable land use, development and transport that accommodates current and future community needs, while appropriately protecting the environment, heritage and a range of other assets and promotes modal shift to sustainable and active transport.
Rail Projects	Rail Projects coordinates between Council and state government departments and agencies to ensure that major transport projects being delivered in Brimbank leave a lasting legacy for our community.
Transforming Brimbank	Transforming Brimbank leverages new investment in Brimbank to deliver meaningful and generational change for the community.



Leadership and Governance

Effective Leadership and Governance promotes transparency in decision-making and budget allocation and ensures the community is well-informed about Council actions and resource distribution.

Our work is customer driven and clear communication is key to building confidence and ensuring desired outcomes are achieved. Councillors and staff are supported and equipped to deliver best-practice governance and accessible and inclusive services, fostering a culture of continuous improvement to meet evolving community needs.



Strategic Priorities

11. Advocacy and representation

A strong, resilient, and diverse local economy attracting investment, and fostering local business and employment opportunities, positioning Brimbank as a vibrant hub for innovation, commerce, industry, and tourism.

Four Year Initiatives	Benefits for Community	Measuring our progress (indicators)	
11.1  Champion the interests and needs of our community through strategic, collaborative advocacy and partnerships that influence decisions, drive positive change and improve community life.	Decisions shaped by advocacy reflect the concerns and needs voiced by the community, leading to policies and actions that better address local priorities (for example, gambling harm and homelessness), improve services and create opportunities for residents, ultimately fostering a stronger, more connected community.	- Community satisfaction with Council's representation, lobbying, and advocacy on behalf of the community [CSS] - Representative community advisory groups and attendance at community governance and leadership initiatives (Annual Action Plan and Budget)	
11.2  Ensure diverse community voices are heard, valued and reflected in decision-making and service design through partnerships and opportunities for meaningful engagement.	By actively hearing diverse voices from under-represented groups and young people through advisory committees and meaningful engagement, Council decisions become better aligned with community needs, representation is strengthened and connections between Council and community are deepened.		

12. Community engagement and information

Brimbank is a well-planned, sustainable, inclusive and connected city where social and economic opportunities are maximised, and everyone has local access to the housing, goods and services, education, transport and jobs they need.

Four Year Initiatives	Benefits for Community	Measuring our progress (indicators)	
12.1 Improve communication with the community by testing, measuring, and evaluating the effectiveness of information and engagement channels	More effective communication helps ensure priority groups can access timely, clear information about services, programs, and decisions—supporting greater awareness, informed choices and a stronger connection to what's happening in their community.	- Community satisfaction with the responsiveness of Council to local community needs [CSS] - Community satisfaction with Council's community consultation and engagement [CSS]	
12.2  Support transparent and inclusive, community involvement in local decisions by strengthening engagement practices and growing the Brimbank Community Voice Panel to ensure diverse voices are heard and inform Council decisions.	Transparent and inclusive engagement gives more people a voice in local decisions, helping ensure Council actions reflect the community's needs and priorities. Strengthening participation through the Brimbank Community Voice Panel supports more representative decision-making and builds trust between Council and the community.		



Improving mental wellbeing



Social and economic inclusion



Gender equality and preventing gender-based violence



Addressing food insecurity and improving healthy eating



Addressing the health impacts of climate change



Supporting healthy and active living

Strategic Priorities

13. High performance and accountability

A strong, resilient, and diverse local economy attracting investment, and fostering local business and employment opportunities, positioning Brimbank as a vibrant hub for innovation, commerce, industry, and tourism.

Four Year Initiatives	Benefits for Community	Measuring our progress (indicators)
13.1 Strengthen long-term financial accountability and sustainability through responsible financial management practices, sustainable asset management, and cost-effective services that reflect the needs of the community.	Stronger long-term financial accountability and transparency ensures resources and assets are managed fairly and responsibly, building trust, and supporting continued investment in services and infrastructure that meet the needs of priority groups and the broader community.	- Community satisfaction with performance providing “value for rates” [CSS] - Number and type of professional development activities undertaken by Councillors and attendance - Community satisfaction with Council’s performance in maintaining the trust/confidence of local community [CSS] - Community satisfaction with Council’s performance in making decisions in the interest of the community [CSS] - Evidence of Council decisions and actions aligned with Community Principles, reported annually, and shared with the Community Panel
13.2 Embed a culture of continuous learning and professional development to support all Councillors.	Well-informed and highly skilled Councillors are better equipped to make fair and effective decisions that respond to the needs of priority groups, strengthen community trust, and foster positive connections through inclusive and ethical leadership.	
13.3 Enhance service delivery and improve customer experience through the ongoing implementation of Connected Brimbank, a systems and technology improvement program.	Investment in technology and systems will enhance the delivery of services to the community. This program is aimed at improving community access to services and information, as well as optimising how the organisation manages data, processes, and reporting to ensure it meets community and legislative requirements.	
13.4 Build trust and transparency by regularly reporting back to the community on what Council is doing and how we’re tracking.	Regularly reporting back to the community fosters trust and accountability, ensuring residents feel informed and confident in Council’s decisions.	



Our Services	
Occupational Health and Safety (OHS)	OHS provides systems and technical expertise for health, safety and wellbeing matters that impact the operation of the organisation. OHS works collaboratively with all areas in Council to achieve shared goals via the implementation of the OHS Strategic Plan 2022-2026 to comply with the <i>Occupational Health and Safety Act 2004</i> (OHS Act) and other relevant legislation and codes.
Employee Services	Employee Services supports the organisation and staff by providing end-to-end employment and industrial relations services, business partnering (human resources advice), human resources administration, and payroll and workers compensation management.
Organisational Development	Organisational Development facilitates programs and activities that develop both the workforce and workplace capacity to meet Council's current and future service delivery requirements. Its primary purpose is ensuring Council has the right people in the right place at the right time.
Information Communications and Technology (ICT)	ICT provides support and services to all Council departments for efficient service delivery. This includes solution designing, planning, implementing specialist systems/applications and managing hardware, infrastructure, and cybersecurity.
Information Management	Information Management ensures the secure registration, storage, retrieval, and disposal of Council records in line with legislative requirements. The service supports staff with managing documents and promotes best practices, ensuring information is available for decision making while meeting compliance obligations
Financial Accounting	Financial Accounting provides accounting support to the organisation through the accurate reporting of financial transactions and the day-to-day management of Council's banking relationships, investment funds and asset accountability. The team also provides compliance with various external financial reporting and taxation requirements of both the State and Federal Governments.
Revenue and Rates	Revenue and Rates manages rates and charges in accordance with legislative requirements, Council's Revenue and Rating Plan and Council's Annual Budget. They are also responsible for accounts receivable, daily banking and receipts.
Management Accounting	Management Accounting provides finance partnering and performance Reporting for the organisation. It is responsible for the preparation of the Annual Budget, long-term financial plan and quarterly financial reporting to Council.
Systems Accounting	Systems Accounting is responsible for the management and maintenance of Council's financial and reporting systems.
Procurement and Contracts	Procurement and Contracts manage and coordinate the delivery of Council's procurement activities in accordance with the Procurement Policy to support Council's strategic goals.
Advocacy and Stakeholder Engagement	Advocacy and Stakeholder Engagement leads the development and implementation of Council's advocacy and engagement strategies, providing strategic advice, leading work on campaigns and supporting Council in identifying, influencing, and securing outcomes for the community. The unit also coordinates the LeadWest advocacy alliance.



Our Services	
Contact and Service Centres	Contact and Service Centres provide professional services over the phone, through live chat, face-to-face and through written communications. The team aims to resolve enquiries at first contact wherever possible and to accurately record and respond to enquiries in the most efficient way possible.
Enterprise Performance and Service Innovation (EPSI)	EPSI is responsible for the development, implementation and monitoring of the Council Plan and Annual Action Plans and for legislated reporting requirements including the Local Government Performance Reporting Framework [LGPRF], the Community Satisfaction Survey [CSS] and the Annual Report. The team also provides internal executive headline reports and delivers the Organisational Strategy and the organisation-wide annual planning process.
Customer and Digital Experience	Customer and Digital Experience partners across the organisation to improve customer experience, with a strong focus on analysing customer feedback and service performance to drive improvements
Enterprise Project Management Office	The Enterprise Project Management Office provides oversight and reporting on the management and delivery of projects, through the implementation of consistent governance structure, processes, systems, guidance and capability uplift for project planning, development and delivery.
Legal Governance and Integrity	Legal Governance and Integrity supports Council to provide good governance for the municipal district, by facilitating good decision making and municipal elections. The service also tracks and measures compliance with Council's legal and regulatory obligations, coordinates regulatory activity and provides internal legal advice.
Risk and Compliance	Risk and Compliance manages all risk management (strategic and operational) and insurance items for Council and the Audit and Risk Committee and Internal Audit functions.
Council Business	Council Business supports Councillors in the performance of their roles by providing a high level of administrative support and engagement activities and operating as a liaison point for Council Officers who require Councillor attendance or input at community or external events and meetings.
Communications and Community Engagement	This team leads Council's communication with the community through variety of methods and channels including mainstream and local media, community newsletters and print and electronic publications, design and promotion, website and social media, advertising, strategic advice, consultation, and speeches. The team supports genuine and best practice community engagement to enable meaningful and inclusive opportunities for community to be involved and inform decision-making processes.
Civic Events	Civic Events delivers key ceremonies and community events, including citizenship ceremonies, Mayoral events and annual celebrations like NAIDOC Week. The team fosters civic participation and community pride by planning inclusive and engaging events.



Reporting our progress

Tracking the impact of our work across the life of the Council Plan is vital for staying accountable to our community and ensuring we improve the services and initiatives we deliver. To do this, we measure our progress using a range of indicators - these are specific measurements and pieces of information that help show whether our work is having an impact. These are aligned with the Council Plan's four priority areas: People, Place, Prosperity, and Leadership & Governance, and are noted in the 'measuring our progress' column against each Four-Year Initiative.

Indicators come from a range of sources: those external, like the annual Community Satisfaction Survey, which is completed by Councils across Victoria, and those internal to Council, like the number and type of programs delivered through our Annual Action Plan and Budget each year.

The following table describes our most common indicator sources.

What is it?	
Annual Community Satisfaction Survey [CSS]	An independent statewide survey that captures how the community feels about Council services, helping identify areas for improvement and compare performance with other councils
Council's website Community Satisfaction Survey Brimbank 🌐 https://www.brimbank.vic.gov.au/about-council/how-we-work/our-performance/community-satisfaction-survey	
Local Government Performance Reporting Framework [LGPRF]	LGPRF is a statewide system that measures council performance across key areas like service quality and efficiency, promoting transparency and comparison between councils.
'Know your Council' website (new results each November) Know Your Council vic.gov.au https://www.vic.gov.au/know-your-council	
Annual Health and Wellbeing Progress Report	This report is submitted to the Victorian Department of Health and outlines Council's progress on the health and wellbeing priorities and outcomes of our initiatives.
Council's website Council Plan Brimbank 🌐 https://www.brimbank.vic.gov.au/about-council/how-we-work/council-plan-together-we-are-brimbank	
Australian Bureau of Statistics [ABS]	ABS data provides reliable population and demographic data that helps Council plan and deliver services that meet the needs of our community.
ABS website Australian Bureau of Statistics 🌐 https://www.abs.gov.au/	
Annual Action Plan and Budget	Reports on the implementation of the Council Plan through actions sitting in the Annual Action Plan and Budget. This monitors the delivery and impacts of the Council Plan strategic priorities and four-year initiatives.
Council's website Council Plan Brimbank 🌐 https://www.brimbank.vic.gov.au/about-council/how-we-work/council-plan-together-we-are-brimbank	
Annual Report	Provides a clear summary of Council's achievements, financial performance, and progress against the Council Plan and Community Principles, demonstrating transparency and accountability to the community.
Council's website Annual Reports Brimbank 🌐 https://www.brimbank.vic.gov.au/about-council/how-we-work/annual-reports	

Legislative role

The *Local Government Act (LGA) 2020* outlines our purpose, objectives, and functions and provides principles by which we effectively and transparently make decisions and policies and deliver services to benefit the community.

In addition to addressing community priorities and needs, our diverse range of services is also designed to fulfil the requirements of the LGA 2020 and a range of other legislative drivers.

In relation to Health and Wellbeing, We Are Brimbank works to protect, promote, and improve the public health and wellbeing of our community by assisting us in meeting our legislative requirements under the *Public Health and Wellbeing Act 2008*. It also references measures to prevent family violence and respond to the needs of victims of family violence in the local community.

Other health and wellbeing planning requirements, as outlined in the *Gender Equality Act 2020* and the *Climate Change Act 2017*, are also addressed in this plan.



Brimbank City Council

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- Speak & Listen 1300 555 727
- www.relayservice.gov.au, then enter 03 9249 4000



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