



COUNCIL PLAN 2021/25

Incorporating Municipal Public Health
and Wellbeing Plan



Acknowledgement of Country

Council is proud to represent a municipality with such an important Indigenous history and active community. Council acknowledges the traditional owners of this land, the Kulin nation, and appreciates the rich culture and contributions Indigenous Australians have made and continue to make to this City.

ENGLISH

This is Maribyrnong City Council's Council Plan. If you would like to know more about the information in this report, please call the Telephone Interpreter Service on 131 450 and ask them to call 9688 0200.

ARABIC

هذا مخطط المجلس البلدي التابع لمجلس بلدية ماريبيرنونغ. إذا كنت ترغب بمعرفة المزيد عن المعلومات المذكورة في هذا التقرير، الرجاء الإتصال بخدمة الترجمة الشفهية عبر الهاتف على الرقم 131 450 واطلب منهم الإتصال بالرقم 9688 0200.

BURMESE

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SIMPLIFIED CHINESE

这是 Maribyrnong 市政府的《市政府规划》。如要详细了解该报告中的信息，请拨打 131 450 联系电话口译服务，请他们致电 9688 0200。

TRADITIONAL CHINESE

這份是Maribyrnong市政府的市政府計劃。如果您想了解更多關於這份報告中的內容，請致電131 450 使用電話口譯服務，要求他們撥打9688 0200來聯絡我們。

GREEK

Αυτό είναι το Σχέδιο του Δήμου Maribyrnong. Εάν θέλετε να μάθετε περισσότερα για τις πληροφορίες σ' αυτό το έγγραφο, παρακαλείστε να καλέσετε την Τηλεφωνική Υπηρεσία Διερμηνέων στο 131 450 και ζητήστε τους να καλέσουν το 9688 0200.

ITALIAN

Questo è il piano comunale del Comune di Maribyrnong. Se desideri saperne di più sulle informazioni contenute in questo rapporto, chiama il servizio di interpretariato telefonico al numero 131 450 e chiedi di chiamare il numero 9688 0200.

MACEDONIAN

Ова е планот на советот на општината Мерибрнон. Ако сакате да дознаете повеќе за информациите во овој извештај, повикајте ја Службата за телефонски толкувач на 131 450 и побарајте им да се јават на 9688 0200.

SPANISH

Este es el Plan Municipal de la Municipalidad de Maribyrnong. Si desea más información sobre el contenido de este informe, llame al Servicio de Interpretación Telefónica al 131 450 y pida que le comuniquen con el número 9688 0200.

VIETNAMESE

Đây là Kế hoạch Hội đồng Thành phố của Hội đồng Thành phố Maribyrnong. Nếu muốn biết thêm thông tin trong báo cáo này, xin quý vị gọi cho Dịch vụ Thông ngôn qua Điện thoại số 131 450 và yêu cầu họ gọi số 9688 0200.

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VISION

An inclusive, flourishing, progressive city that cares for both its residents and its environment.

VALUES

RESPECT

Inclusiveness, empathy, communication and goodwill.

COURAGE

Innovation, considered risk, creativity, problem solving, initiative, accountability and responsibility.

INTEGRITY

Honesty, loyalty, ethical behaviour and trustworthiness.

STRATEGIC OBJECTIVES

SAFE CLIMATE AND HEALTHY ENVIRONMENT

Council will proactively identify opportunities to support a return to a safe climate and healthy environment and work with our community to respond to climate emergency challenges.

LIVEABLE NEIGHBOURHOODS

Council will partner with its community to provide and advocate for integrated built and natural environments with access to open spaces that are well maintained, accessible and respectful of the community and neighbourhoods.

A PLACE FOR ALL

Council will provide well-planned neighbourhoods and a strong local economy, delivering services that are inclusive and accessible to the whole community, and that support wellbeing, healthy and safe living, connection to the community, and cultural interaction.

FUTURE FOCUSED

Council will plan and advocate for new infrastructure and safe, sustainable and effective transport networks and a smart innovative city that encourages and supports new generations to thrive.

ETHICAL LEADERSHIP

Council will proactively lead our changing City using strategic foresight, innovation, transparent decision-making and well-planned and effective collaboration and community engagement to support community and economic growth during the ongoing challenges of the pandemic and beyond.

Mayor's welcome

We have been conscious as we have developed this Council Plan that 2020 was a tough year for our community. We also know from your comments during engagement that you will be continuing to look to us for support as the impacts of the pandemic continue to be felt.

Economic and community recovery is certainly high on our agenda, as is delivering on the services and facilities you have told us are important to you in the more than six thousand comments received through feedback postcards, surveys, and focus groups and workshops during the development of this key strategic document.

For you to take pride in your City we understand we need to play our part in keeping roads, footpaths and nature strips well maintained. You have reminded us how important trees and open spaces are to you. You want more and better waste management and cycling infrastructure, more amenities (including pop-up parks and toilets at reserves), better services for our young people and older residents, and more focus on playing our part in supporting a safer climate.

We want you to know that we have heard you loud and clear. There is, unfortunately, no money tree. So the challenge for us has been how we deliver more and better facilities and services you are asking for on a finite income. At the same time we also recognise some in our community are also calling for reduced spending to lower rates.

Ethical leadership, which is a key strategic objective in this document, means operating in a way that ensures long term financial sustainability of the organisation while still delivering the essential services our community needs.

We understand we will not have been able to please everyone but we have worked diligently to capture the aspirations you have shared with us as much as practicable while keeping rates at a reasonable level to deliver our vision for 'an inclusive, flourishing, progressive city that cares for both its residents and its environment'.

As we look to the next four years we know there will continue to be rocky times. That said, it has been particularly heartening to see our community demonstrate its own 'social conscience' with a plea to us to not forget the disadvantaged and vulnerable in our community. We have taken this sentiment on board proudly.

What has also resonated strongly is a call from community leaders and many of the agencies and businesses in our community 'to get out of the way' – to enable, empower and support them to also be a part of our City's growth and recovery. This is a message we also welcome and willingly embrace.

Your input, advice and guidance has been critical in informing this document, which above all else, celebrates the overarching message you have sent during engagement that whatever the future throws at us – 'we are all in this together'.

With your requests of us front of mind this Council Plan cements this newly elected Council's commitment to: enhancing liveability, being clean and green, responding to the climate emergency, providing open spaces, and building a well maintained city that will meet the needs of our diverse community – and particularly of our young people, who are after all our number one generational project – for the next four years and beyond.

Cr Michael Clarke



The City of Maribyrnong

Maribyrnong is undergoing significant change. Population growth, redevelopment, gentrification, and a transitioning economy is bringing an influx of new residents, businesses and opportunities. The population is expected to close to double in the next 30 years.

Home to residents from a wide range of cultural and linguistic backgrounds, cultural diversity contributes to the richness and vibrancy of the City. Around 40 percent of residents were born overseas and speak a language other than English. The City continues to welcome new arrivals including from India, Vietnam, Burma and China.

Understanding and valuing our diversity helps ensure equitable access to services, opportunities supporting everyone to participate equally and meaningfully in community life. Individuals with lower English proficiency can experience barriers to access, participation and health.

High population growth provides great opportunities for retail, services, land use and economy on a larger scale and quality. Conversely, it also provides great challenges in identifying service needs and managing congestion, urban growth, liveability and promoting health equity.

Although levels of income, education and employment have risen over the past decade for example, not everyone receives the same social and economic benefit.

As was the case for many in Australia, residents also experienced economic hardship and ongoing health and wellbeing consequences as a result of the COVID-19 pandemic, the impacts of which are still being felt.

Along with an increase in the number of family violence incidents; both in number and severity, there has been a population-wide increase in experiences of poor mental health, increase in alcohol and other drug use, food insecurity and negative education and employment outcomes. We also know isolated incidents will compound existing social, health and wellbeing issues.

Because we recognise the importance of health and wellbeing, the Municipal Public Health and Wellbeing Plan is integrated into the Council Plan to help inform decisions to support our community's social as well as economic wellbeing.

Council's role

Maribyrnong City Council provides leadership and governance for the City. As the closest level of government to the community, Council is best placed to respond to and advocate for community challenges and needs.

Council represents its community through considering its diverse needs in decision-making, advocacy and support and ensuring resources are well managed and governed responsibly and accountably.

In making Maribyrnong a great place to live, work and visit, Council provides local leadership in the following areas:

- planning for and providing services and facilities to the local community
- regularly consulting with the community about service and program delivery
- building and maintaining assets ensuring resources are managed efficiently and responsibly
- advocating for important issues on behalf of the community.



From left to right: Cr Sarah Carter, Cr Simon Crawford, Mayor Michael Clarke, Cr Jorge Jorquera, Cr Bernadette Thomas, Cr Anthony Tran, Cr Cuc Lam.

Council is responsible for roads, parks, waste collection, land use, local laws, urban planning, personal and home care, family support, early years and youth services, recreation, events, community development, health protection, health promotion and emergency management.

Working in partnership with First Nations people

Maribyrnong City Council is committed to working towards reconciliation between First Nations People and the broader community. This is about building positive, respectful relationships with a focus on working together to close the gaps and to achieve a shared sense of fairness and justice.

A tangible example of this commitment will be the endorsement of Council's Reconciliation Action Plan (RAP) in 2021 following a three-year engagement with Aboriginal and Torres Strait Islander partners.

Over the following two years we will be rolling out the RAP to deliver on the commitments outlined in the document. This includes continuous engagement through cultural learnings, employment opportunities and procurement, and implementing strategies to ensure all staff are engaged in reconciliation.

Councillors

The City of Maribyrnong is divided into the River, Stony Creek and Yarraville wards. Councillors elected in the last Council elections held in October 2020 are as follows:

River Ward Cr Sarah Carter, Cr Anthony Tran

Stony Creek Ward Cr Cuc Lam, Cr Bernadette Thomas

Yarraville Ward Cr Simon Crawford, Cr Michael Clarke, Cr Jorge Jorquera

Statistics

The City of Maribyrnong is made up of nine suburbs – Braybrook, Footscray, Kingsville, Maidstone, Maribyrnong, Seddon, Tottenham, West Footscray and Yarraville – with a total land area of 3,121 ha (31km²). The suburbs vary in demographics and social and economic status.

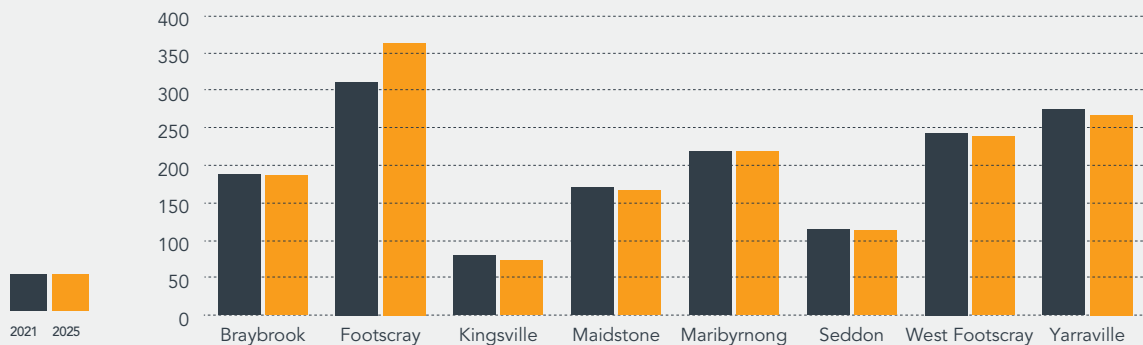
Population

The population is 93,448 and is forecast to grow to approximately 164,637 by 2051, a 76 percent increase on the current population.¹

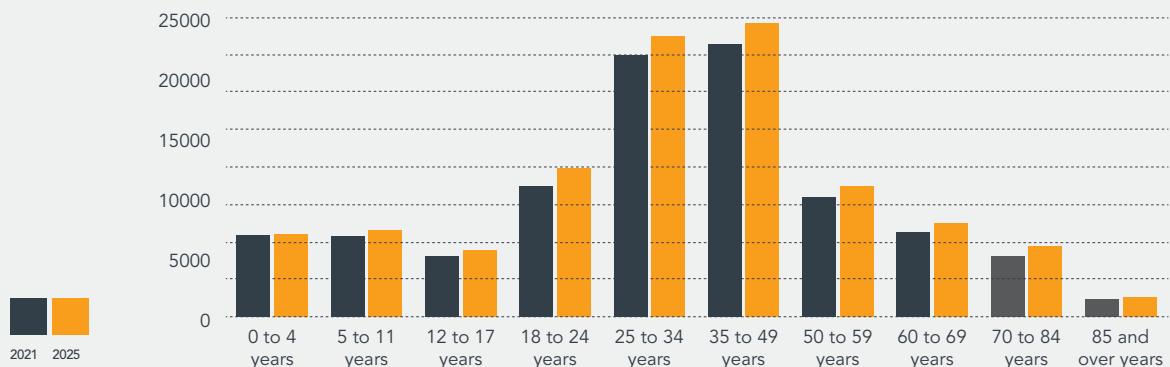
What attracts people to our City

Maribyrnong's proximity to the Melbourne CBD and its thriving hub of arts, culture, retail, education and innovation has people flocking to the City. People are attracted by the period homes, 'foodie' culture, the natural environment of the Maribyrnong River and open spaces, access to public transport, job opportunities and the close proximity to Melbourne's city centre and airports. Footscray Railway Station will also become a key gateway between Melbourne's west and the CBD through projects like the Metro Tunnel due to be delivered by 2025 and Melbourne Airport Rail in 2029.

Forecast births per year by suburb, 2021 and 2025



Forecast population by age group, 2021 and 2025



¹ABS Estimated Residential Population 2051

Multiculturalism

The City is culturally and linguistically diverse with 40 percent of the population born overseas. The main countries of birth of residents, apart from Australia include Vietnam, India, China, the United Kingdom and New Zealand.

Housing

20 percent of Maribyrnong residents own their home, 29 percent have a mortgage, 36 percent are renting privately, five percent live in social housing, and 10 percent are unspecified.

Education

66 percent of residents have completed Year 12, 34 percent of residents have a Bachelors' degree university qualification and 11 percent of the City's residents are attending a tertiary education institution.

Business community

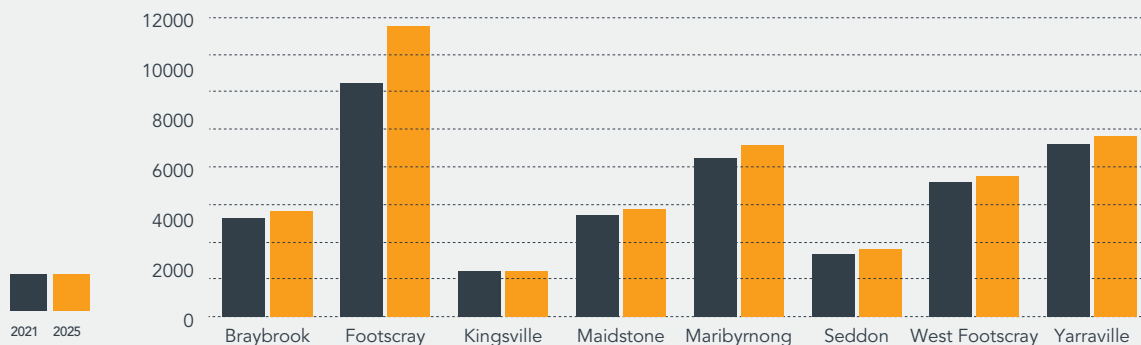
Maribyrnong is a net exporter of workers with 45,911 local jobs and 52,802 employed residents (2020). 8,224 businesses were registered in the City in 2020. The three most popular occupation groups of local workers are professionals, managers, and clerical and administrative workers.

Increasing housing prices and the restructuring of manufacturing industries has contributed to a number of large redevelopment projects with more than \$1.2 billion of investment and development in Footscray. Business consolidation has occurred along with significant investment to protect industrial and employment land and to establish new organisations.

Open space and recreation

The City has 153 open spaces, covering 313.5 hectares of land or 10 percent of the total land area of the municipality which is much lower than the surrounding municipalities.

Forecast total dwellings by suburb, 2021 and 2025



Forecast household type, 2021 and 2025



Council Plan 2021-25

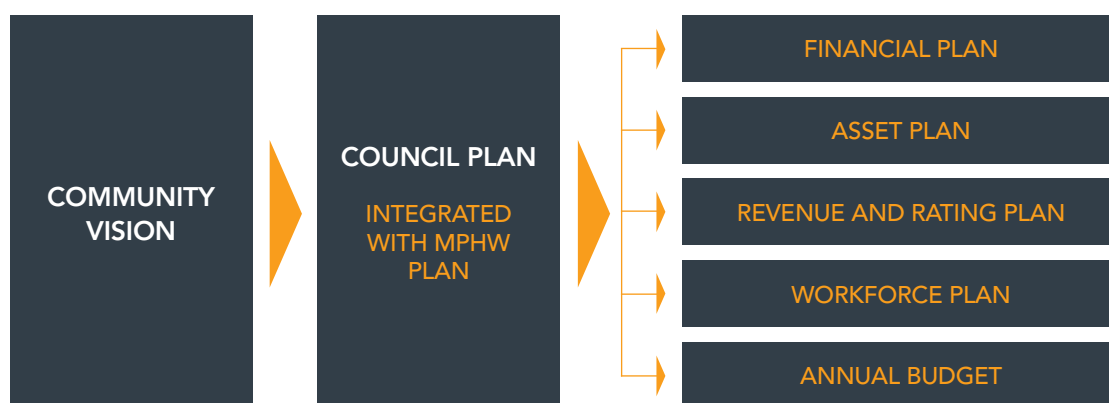
The Council Plan 2021-2025 guides the planning, development, resourcing and provision of services to the community over a four year period. Reviewed annually, to consider emerging community needs, this Council Plan aims to ensure the organisation is progressive, dynamic and committed to the City of Maribyrnong.

Integrated planning and the community

Integrated planning places the Council Plan 2021-2025 at the centre of all Council's planning. Integration aligns community and stakeholder priorities to Council's vision to inform direction and activity through all plans be they long, medium or short-term.

The benefits of this approach are clarity of direction and streamlining of effort, planning, cost and administration. It assists Council in 'matching' staff, resources and expenditure to the provision of services, programs, facilities and infrastructure while remaining financially viable. Reporting on the results of integrated planning is Council's transparency and accountability to the community.

Council has chosen for the fourth time to integrate the Municipal Public Health and Wellbeing Plan with the Council Plan, acknowledging that promoting health and wellbeing is a core responsibility of Council and an important part of everything we do.



How this plan was developed

The Council Plan 2021-25 is the result of months of planning and deliberation inclusive of:

- community engagement and feedback
- councillor and staff planning workshops to identify directions and outcomes
- research and consideration of the City's long term challenges and opportunities

Six months of community conversations guided the development of the Council Plan 2021-2025 with engagement open to all who live, work, or play in Maribyrnong. Engagement involved online surveying, reply paid postcards and facilitated focus groups and workshops.

What we heard

The community identified a number of key priorities including:

- plant more trees and create more open spaces
- improve the standard of roads, footpaths, nature strips
- improve waste management and recycling
- manage trucks on our roads and clean up air quality
- introduce minimum height and parking requirements for new builds



- encourage active transport through the provision of safe, well-connected wider and greener walking and cycling paths
- deliver more amenities and facilities – including pop-up parks and toilets in reserves
- play our role as global citizens in the climate emergency
- keep rates where they are – and reduce where possible

What we've done

Council has developed five strategic objectives that capture the essence of the things you have told us are important to you. As the breadth and depth of Council's work is extensive, each strategic objective also contains Council's health and wellbeing aspirations, other plans, strategies and yearly activities.

Health and wellbeing priorities were also identified through workshops with internal and external stakeholders which involved 46 attendees including representatives from Women's Health West, CoHealth, Victoria Police, Victoria University, North Western Melbourne Primary Health Network, HealthWest

Partnership and the Brotherhood of St. Laurence. The community was also involved in a number of ways to specifically understand experiences of health, explore key health and wellbeing issues and to find out how community want to work with Council in addressing this, with a particular focus on understanding the immediate and ongoing impacts of COVID-19. There will continue to be opportunities for community and partners to be involved in the planning, delivery and evaluation of health and wellbeing actions.

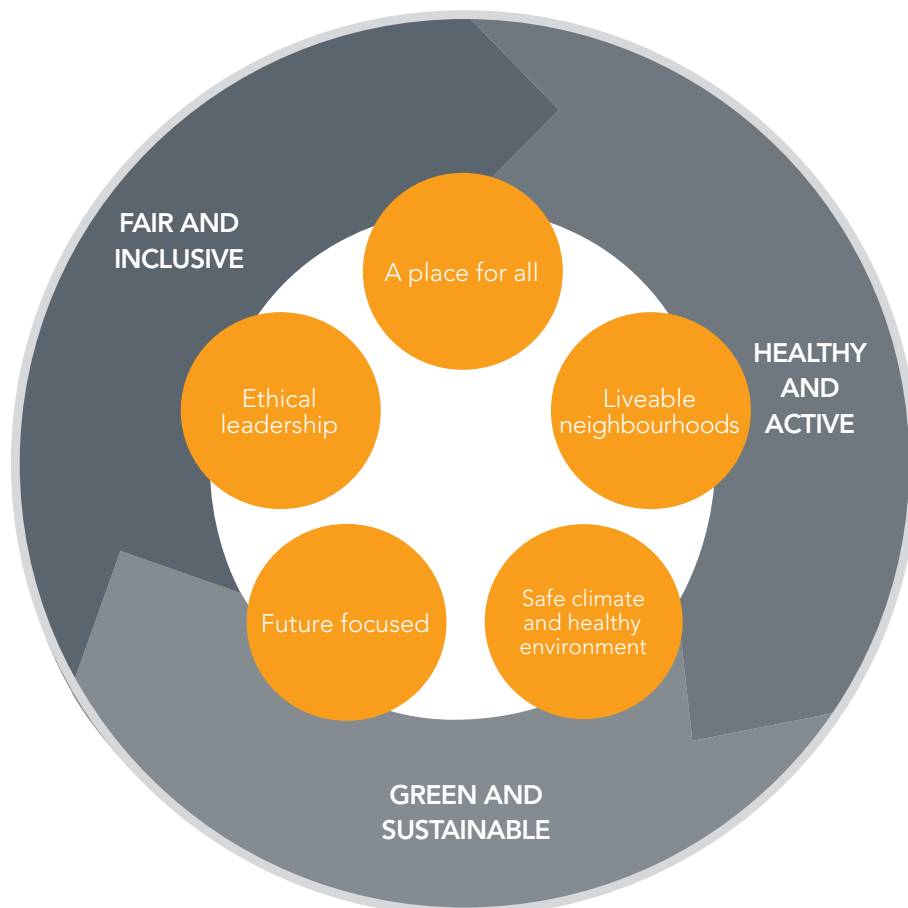
Strategies determine how Council will address your priorities, health and wellbeing responsibilities, and effective and accountable service now and into the future. The strategic indicators are aligned to the strategies, which will address the measurements of success in achieving the objectives Community priorities are summarised under each objective followed by Council's response. Council operationalises the plan annually through an annual priority action plan, detailing key actions for Council to deliver on its strategies, objectives and ultimately, its vision.

Performance is monitored and reported quarterly to the community.

Municipal Public Health and Wellbeing Plan

Commitment

Maribyrnong City Council is committed to promoting and protecting the wellbeing of our community across all life stages. We will achieve this through working to create and improve the physical, social, natural, cultural and economic environments that promote health and wellbeing. Council is committed to social justice and equity for all and has a vital role to play as a leader, partner, advocate and planner in developing and implementing strategies to protect and promote health, now and into the future.





Council's approach to health and wellbeing

For the fourth time, Council will meet its requirements under the Public Health and Wellbeing Act 2008 by considering health and wellbeing matters in this Council Plan.

This has many benefits including reducing duplication of planning processes, elevating health and wellbeing across Council and strengthening public accountability.

To inform health and wellbeing planning, Council has:

- considered the 2019-2023 Victorian Health and Wellbeing Plan priorities
- developed the Municipal Health and Wellbeing Data Book (the Data Book), an examination of data about health status and health determinants in the City
- considered the Climate Change Act 2017 and the Gender Equality Act 2020, as well as the requirement for Council's to: 'report on the measures they propose to take to reduce family violence and respond to the needs of victims'
- reviewed the actions and achievements of the 2017-21 health and wellbeing Council Plan and actions
- engaged staff across Council and members from partner organisations implementing health and wellbeing actions to identify emerging priorities and community need
- understood the impacts of COVID-19 on health and wellbeing to inform recovery
- analysed community consultation data

COVID-19 has highlighted and exacerbated the known and varied health and wellbeing issues in our City. Responding to these needs and supporting community recovery has informed our health and wellbeing planning, as has a continued focus on the social determinants of health and health equity.

To promote and protect health and wellbeing at a population level, actions in this Council Plan look to help improve daily living conditions and support equal access and opportunity to live healthy lives.

In addition to the links with the Council Plan strategic objectives, Council's health and wellbeing action is guided by three broad wellbeing outcome areas. In light of the pandemic, effective social recovery and building community resilience are seen to be crucial components of our health and wellbeing responses over the next four years.

This approach is summarised in the diagram on page 10, acknowledging the many influences on the health and wellbeing of the community.



Health and wellbeing outcomes



HEALTHY AND ACTIVE

A healthy and active Maribyrnong fosters opportunities for all who live, work, play and learn in the City to achieve positive physical, mental and social wellbeing. It is connected, vibrant and safe, and enables active transport and formal and informal accessible opportunities for creativity, recreation and physical activity. We will provide opportunities for everyone to achieve positive physical, mental and social wellbeing.

You told us

We heard about how where people live impacts on health and wellbeing. You spoke about how you want to travel to work, to school and across the municipality. Spaces and places for recreation and connection were identified as highly valued, along with accessibility to places, spaces and opportunities to be active.

You also spoke of the negative impact of the pandemic on mental health, activity levels, healthy eating and alcohol consumption specifically.

What the data tells us

Achieving a healthy and active Maribyrnong is a priority given less adults met physical activity guidelines compared with the state average, with more women having insufficient levels of physical activity.

Chronic disease rates, particularly Type 2 diabetes, heart disease and cancer, are comparatively high regionally. We also have more adults experiencing high or very high levels of psychological distress, drinking more than two alcohol drinks a day at least five days per week, and consuming sugar-sweetened soft drinks daily. Only 3.1 percent of adults consume sufficient amounts of fruit and vegetables. More information on the data and its sources is available in the Municipal Public Health and Wellbeing Data Book.



FAIR AND INCLUSIVE

A fair and inclusive Maribyrnong is welcoming and celebrates culture and diversity, and recognises the disparity in health and social wellbeing outcomes and our role in addressing the root causes of inequity. We recognise health as a human right, and our role in protecting and promoting this. It also builds on the strengths and assets of our community through collaboration, respect and partnership.

You told us

The need for connection came through strongly, as did the importance of celebrating culture, diversity and multiculturalism, and acknowledging our First Nations history and a desire for reconciliation. There were a number of ideas around how places, spaces and programs could create opportunities for celebration, connection and learning across the city.

You advocated for family, child, youth and age friendly facilities and amenities, programs and

services, and asked Council to look out for those experiencing vulnerability and disadvantage in our community. This included supporting affordable, public and social housing.

You also recognised the increased mental stress, economic and financial hardship, relationship strain, and food insecurity as a result of COVID-19.

What the data tells us

The 2016 census data shows us that 20.8 percent of residents living in Braybrook spoke a language other than English and did not speak English well at all. There are significant differences in employment rates (71.3 percent in Seddon compared with 55.2 percent Braybrook), with the unemployment rate in Braybrook more than double that of the state.

More women in our City are in part-time work and are earning below minimum weekly wage compared with men (with women also more likely to have lost or reduced employment during the pandemic).

Our City has lower internet connection, lower rates of volunteering and lower kinder and maternal and child health participation rates than the state average. Rent-related poverty impacts 29 percent of households (mostly families with children).

Family violence has a particularly significant impact on the health and wellbeing of women, children, the LGBTIQ+ community, women with disabilities and from migrant and refugee backgrounds, because they experience higher rates of discrimination and inequality in their daily life.



GREEN AND SUSTAINABLE

A green and sustainable Maribyrnong is actively tackling the health impacts of the climate emergency, through greening spaces, improving air quality and working with communities to adapt to climate issues, partnering and advocating to reduce future and existing greenhouse gas emissions. It is also clean and protects and preserves the natural environment for now and future generations.

You told us

Tackling the climate emergency and its impact on health was identified as one of the significant issues for the community.

There were multiple requests for more open and green space, and trees and tree planting to increase tree canopy and access to shade while reducing the urban heating effect.

Less trucks and traffic on our roads was a major priority for the community, with the resulting improved air quality outcomes.

Improving access to recycling, recycling practices and systems was identified, with a particular focus on reducing waste to landfill.

Increasing the uptake and use of renewable and green energy was also identified, specifically in relation to Council facilities and infrastructure.

The protection and preservation of the environment, in particular wildlife, vegetation and waterways, also remains important to the community.

What the data says

Public health, safety, infrastructure, food systems and our environment are already being impacted by the climate emergency. The devastating bushfires that ripped through Victoria in 2019-2020 are a recent example – and harsher fire weather and longer fire seasons are predicted to follow, with an increasing trend in Victoria of hotter and drier weather.

Within the City of Maribyrnong, climate impacts expected to increase include the frequency and severity of heatwaves, flooding, and storms.

Maribyrnong has a historically low tree canopy coverage (8.3 percent, below that of other inner city municipalities) and 10 percent of open space across our municipality. This contributes to the urban heat island effect, in turn impacting on the health our community.

High levels of air pollution, including dust and odour, create more health problems for people who live and work in the inner west, potentially leading to higher rates of hospitalisation. Asthma rates are comparatively high in Maribyrnong, which can be exacerbated by poor air quality.



IMPLEMENTATION AND EVALUATION

In addition to the wellbeing outcomes, strategies with a health and wellbeing focus are marked throughout the Council Plan with ^{HW}.

A summary of the key action areas mapped against the wellbeing outcomes and Victorian Public Health and Wellbeing Plan priorities is included below.

As required under the Public Health and Wellbeing Act, Council will review our health and wellbeing strategies on an annual basis and report against our progress. A Health and Wellbeing Evaluation Plan will be developed and made publically available to complement the Council Plan, with our approach underpinned by the Theory of Change for each wellbeing outcome area.

We acknowledge that these outcomes cannot be achieved by Council alone and any actions we take, particularly in regard to addressing climate change, require collaborative local and global efforts. Council has established the Maribyrnong Public Health and Wellbeing Reference Group, including stakeholders from community health, women's health, state government and local community organisations to promote collaboration and joint action. Council is also an active participant in regional health partnerships including Preventing Violence Together, the Better Health Plan for the West, Greening the West and the Prevention Taskforce.

KEY STRATEGIC OBJECTIVE	WELLBEING OUTCOME	STATE HEALTH AND WELLBEING PRIORITY AREA	FOCUS AREAS
Liveable neighbourhoods	Healthy and active	<ul style="list-style-type: none"> • increasing active living and healthy eating • improving mental wellbeing • reducing harmful alcohol and drug use • preventing all forms of violence 	<ul style="list-style-type: none"> • facilitate opportunities for formal and informal physical activity participation • enable increased use of safe, active transport • partner to promote healthy eating and access to healthy food • promote a harm minimisation approach to alcohol and other drug use in the City • advocate and partner to prevent violence against women • advocate to improve breastfeeding rates • partner to support the public health response to COVID-19 locally
A place for all	Fair and inclusive	<ul style="list-style-type: none"> • improving mental wellbeing • preventing all forms of violence 	<ul style="list-style-type: none"> • deliver initiatives, both internally and externally, to promote gender equality • promote social and economic inclusion and recovery • facilitate opportunities for civic participation and volunteering • advocate for improved social and affordable housing • consider the needs of our diverse community in infrastructure, service and program planning
Safe climate and healthy environment	Green and sustainable	<ul style="list-style-type: none"> • tackling climate change and its impacts on health • increasing active living and healthy eating • improving mental wellbeing 	<ul style="list-style-type: none"> • lead action to respond to the climate emergency locally • facilitate urban greening and consider urban agriculture opportunities • enable and promote active transport • support Council's community garden sites • partner to mitigate the health impacts of climate change and build community resilience • advocate for improved air quality



Council's objectives

To achieve the vision, Council has focused on five strategic objectives over the span of the Council Plan 2021-25.

As the breadth and depth of Council's work is extensive, each strategic objective also contains Council's health and wellbeing aspirations, other plans, strategies and yearly activities.

OBJECTIVE 1:

Safe climate and healthy environment

Council will proactively identify opportunities to create a safe climate and healthy environment and work with our community to respond to climate emergency challenges.

Summary of the community's key priorities

- greener streets – enhanced canopy cover
- reduce greenhouse emissions
- increase carbon draw-down
- net zero by 2030
- enhanced waste management and recycling
- cleaner air quality
- sustainable energy initiatives
- Council to lead by example with its buildings, facilities and transport

Council's response and measures over the next four years

	STRATEGIES ACHIEVING THE OBJECTIVE	STRATEGIC INDICATORS
1.1	Deliver the climate emergency strategy outcomes ^{HW}	Deliver climate emergency actions as indicated in the Climate Emergency Action Plan.
1.2	Reduce waste production, increase diversion from landfill and improve recycling services ^{HW}	Reduce landfill rates annually.
1.3	Enhance the natural and urban environment, by planting more trees and protecting water ways ^{HW}	Net number of established trees and best practice principals adopted for urban forest diversity levels.
1.4	Creating additional and accessible open space ^{HW}	Annually increase the area of public open space for community use and improvements to existing open space network.

^{HW} indicates a health and wellbeing strategy



Other strategies, plans and services supporting the objective

Strategies and plans

- Climate Emergency Strategy 2021-25 and Action Plan
- Biodiversity Strategy
- Zero Waste Strategy 2030
- Maribyrnong Open Space Strategy
- Hansen Reserve Masterplan
- Urban Forest Strategy
- Integrated Water Management Plan
- Stony Creek Future Directions Plan

Service areas

- Environmental Services
- Parks and Open Space
- Waste Management
- Asset Management
- Environmental Health
- Compliance
- Local Laws
- Economic Development
- Community Development
- Community Centres
- City Design
- City Planning
- Open Space Planning
- Strategic Planning
- Strategic Procurement and Risk Management
- Property Management
- Building Services
- Arboriculture
- City Amenity
- Facilities Management and Maintenance
- Civil Design and Drainage

OBJECTIVE 2:

Liveable neighbourhoods

Council will partner with its community to provide and advocate for integrated built and natural environments with access to open public spaces that are well maintained, accessible and respectful of the community and neighbourhoods.

Summary of the community's key priorities

- better roads, footpaths and nature strips
- maximum height and minimal parking requirements for new builds
- quality mix of apartments that fit with existing housing
- direct traffic away from residential streets, remove trucks
- more and safer cycling infrastructure
- transport connections – better bus routes, more frequent trams
- more amenities – from arts, community events and facilities to toilets at reserves and activities for all ages
- support local businesses, more outdoor dining opportunities
- increase community safety – focus on crime, lighting, more police, address drugs and violence
- economic wellbeing – recovery from pandemic

Council's response and measures over the next four years

STRATEGIES ACHIEVING THE OBJECTIVE		STRATEGIC INDICATORS
2.1	Promote and design low carbon, green, safe, aesthetic and connected 'smart' neighbourhoods ^{HW}	Community satisfaction with neighbourhoods. Smart City Framework measurement indicators.
2.2	Provide accessible opportunities for all our community to achieve physical, mental and social wellbeing ^{HW}	Include accessibility in surveys on draft masterplans and projects to gather benchmarking data for ongoing research. Feedback on implementation of Community Infrastructure Plan.
2.3	Promote and partner with community to build resilient tourism, circular and local economies ^{HW}	Supporting sustainable businesses through economic development activities.
2.4	Reduce traffic and trucks on our local roads, to improve safety, air quality and health outcomes ^{HW}	Air quality monitoring and traffic management assessments at key locations. Health data and research.
2.5	Improve active and green transport across the municipality ^{HW}	Delivery of new and improved bike paths across the city and increase usage of cycling in the next four years.

^{HW} indicates a health and wellbeing strategy



Other strategies, plans and services supporting the objective

Strategies and plans

- Public Art Strategy 2019-2029
- Plan Melbourne – urban planning and projects
- Medium Density Guidelines
- Planning Amendments and zoning
- Healthy and Active Framework 2021-25
- Community Infrastructure plan
- 0-25 Strategy for children, young people and their families 2030
- Reconciliation Action Plan
- Diversity and Inclusion Plan
- Intercultural cities/inclusive cities framework
- Maribyrnong Libraries Plan 2023-2027
- Single Customer View experience enabling digital delivery of services to our customers
- Maribyrnong Tourism and Visitation Strategy
- Parklets program
- City Festival Program
- Local Area Traffic Management (LATM) Study
- Safer Local Roads Project
- Inner West Air Quality action plan
- Road Safety Strategy and Action Plan 2021-2030
- Maribyrnong Bicycle Strategy
- Advocate for low emission public transport solutions

Service areas

- Arts and Culture
- Library Services
- Community Support
- Community Development
- Diversity and Inclusion
- Positive Ageing
- Early Years
- MCH and Immunisation
- Social Policy and Social Infrastructure Planning
- Strategic Project Management
- Youth Services
- Active Transport Planning
- Transport Planning
- Leisure Health and Wellbeing
- City Design
- City Planning
- Open Space Planning
- Local Laws
- Information Technology Services
- Funding Management
- Strategic Procurement and Risk Management
- Asset Protection
- Capital Projects Delivery
- Facilities Management
- Economic Development

OBJECTIVE 3:

A place for all

Council will provide well-planned neighbourhoods and a strong local economy, delivering services that are inclusive and accessible to the whole community, and that support wellbeing, healthy and safe living, connection to the community, and cultural interaction.

Summary of the community's key priorities

- affordable and social housing
- support the vulnerable in our community
- more youth, aged, mental health and maternity services
- provide additional platforms to encourage active youth and older persons
- citywide expansion of economic, cultural and liveability opportunities
- more emphasis on local ethnic communities and their cultures

Council's response and measures over the next four years

	STRATEGIES ACHIEVING THE OBJECTIVE	STRATEGIC INDICATORS
3.1	Build upon our community strengths and assets, to enable community led activities ^{HW}	Evaluation of implementation of community grant funded initiatives.
3.2	Strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life ^{HW}	Percentage of Council facilities audited to identify upgrading requirements in line with the Disability Discrimination Act. Evaluation process developed and implemented to verify inclusive and accessible features of Council programs.
3.3	Advocate for improved social and affordable housing outcomes ^{HW}	Council advocates to the State Government for a set percentage increase of affordable housing associated with all significant residential developments.
3.4	Build capacity for our diverse communities to thrive economically and culturally ^{HW}	Evaluation of Council activities and programs, to measure participation diversity.
3.5	Provide opportunities for lifelong learning ^{HW}	Community satisfaction with libraries. Community satisfaction with library content.
3.6	Take action to reduce family violence, respond to the needs of victims and promote gender equality ^{HW}	Partnerships formed with community groups and agencies to educate and support women specifically to escape violence and evaluation of program outcomes.

^{HW} indicates a health and wellbeing strategy



Other strategies, plans and services supporting the objective

Strategies and plans

- Council's Advocacy Plan
- LGBTIQ+ Strategy and action plan
- Disability Action Plan
- Intercultural Maribyrnong Strategy
- People and participation Strategy 2021 and beyond
- Maribyrnong Libraries Plan 2023-27
- Footscray University Town Plan 2020-25
- Smart Cities
- Council's alcohol and other drugs policy
- Arts and Culture Strategy 2018-23
- Social Infrastructure Plan
- Towards Gender Equity Strategy 2030

Service areas

- Arts and Culture
- Library Services
- City Futures
- Economic Development
- Diversity and Inclusion
- Community Support
- Community Centres
- Finance
- Asset Management
- Social Policy and Social Infrastructure Planning
- Economic Development
- Major Projects
- Youth Services
- Customer Engagement
- Leisure Health and Wellbeing

OBJECTIVE 4:

Future focussed

Council will plan and advocate for new infrastructure and safe, sustainable and effective transport networks and a smart innovative city that encourages and supports new generations to thrive.

Summary of the community's key priorities

- collaborative community that initiates projects (not solely reliant on Council)
- infrastructure/service provision to meet growth in population and density – open space, sports and recreation
- increased focus on youth – the number one generational project
- multi-purpose facilities with links to public transport
- advocating for community outcomes for State Government projects
- funding and delivering on key Council controlled projects

Council's response and measures over the next four years

STRATEGIES ACHIEVING THE OBJECTIVE		STRATEGIC INDICATORS
4.1	Foster pride and identity by acknowledging our rich cultural heritage, and our First Nations people's history ^{HW}	First Nations people and communities are engaged in Council activities through Council's Maribyrnong Reconciliation Action Plan Advisory Committee.
4.2	Advocate and deliver projects that support our growing community now and into the future ^{HW}	Percentage of projects delivered. Percentage of projects with completed feasibility. Third party investment/commitment in projects that support advocacy priorities and strategic objectives.

^{HW} indicates a health and wellbeing strategy

Other strategies, plans and services supporting the objective

Strategies and plans

- Council's Advocacy Plan
- Reconciliation Action Plan
- Heritage Plan

Service areas

- Arts and Culture
- Finance
- Asset Management
- Customer Engagement
- Community Development
- Diversity and Inclusion
- Economic Development
- Major Projects and Strategic Relationships



OBJECTIVE 5:

Ethical leadership

Council will proactively lead our changing City using strategic foresight, innovation, transparent decision-making and well-planned and effective collaboration to support economic growth during the ongoing challenges of the pandemic and beyond.

Summary of the community's key priorities

- Council operating financially sustainable
- ethical and sensitive leadership is demonstrated across Council
- ensure broad participation in decision making, including youth, CALD and First Nations people
- Council decisions are sound and address economic, health, climate and sustainability outcomes

Council's response and activity over the next four years

STRATEGIES ACHIEVING THE OBJECTIVE		STRATEGIC INDICATORS
5.1	Uphold our obligations to promote and protect human rights by demonstrating strong social responsibility across Council's operations ^{HW}	Implement the Reconciliation Action Plan (RAP). Social procurement reflected in updated procurement policy. Adherence to relevant legislation: i.e. Equal Opportunity Employment Policy Gender Equality Act.
5.2	Ensure breadth and depth of community engagement and active civic participation ^{HW}	Increased participation and community involvement in decision-making. Increased satisfaction demonstrated in the Annual Community Satisfaction Survey in relation to engagement and involvement in decision-making.
5.3	Build and model a safer, healthier, diverse and more equitable organisation ^{HW}	Workforce plan. Reduce number of days lost to physical and psychological injury. Participation in Wellbeing Program. Increased Staff Engagement score (mean). Gender Equity 2030 – key metrics.
5.4	Ensure Council sustainability, transparency and accountability	VAGO LGPRF Financial Sustainability measures Long term financial Strategy.

^{HW} indicates a health and wellbeing strategy



Other strategies, plans and services supporting the objective

Strategies and plans

- Human Rights Charter
- Towards Gender Equity Strategy 2030
- Budget – annual and four year
- Long Term Financial Strategy
- Asset Management Plan
- Workforce plan

Service areas

- Arts and Culture
- Capability and Innovation
- Finance
- Asset Management
- Corporate Planning and Performance
- Human Resources
- Governance and Commercial Services
- Whole of Council

Implementation and resourcing

Implementation and resourcing of the Council Plan actions is largely set out in the four year implementation plan – Appendix A.

In addition, the below aligned plans also support the implementation of the Council Plan:

- Council Action Plan: sets out the key activities to be implemented in each year to achieve the objectives outlined in the Council Plan. Guided by the four year implementation plan, the actions will be reviewed annually to capture appropriate changes or additions.
- Budget: aligned to the Council Plan, it covers the same four-year period. The budget will provide an annual itemised summary of the intended expenditures strategically aligned to the services, strategies and Council Plan actions.
- Capital Works Program: documents and tracks progress for the delivery of major initiatives supported by the Council Plan. The program contains an annual program of building works and other projects that create assets, as well as the construction, renewal or installation of facilities and fixtures. It is prioritised on community need and Council's Asset Management Plan.
- Workforce Plan: to be developed and adopted by 31 December 2021. This plan will specify the projected staffing requirements for at least the next four years and will inform capacity and requirements to deliver the Council Plan.



APPENDIX A:

Four year implementation plan

1. SAFE CLIMATE AND HEALTHY ENVIRONMENT

COUNCIL PLAN ACTIONS					
STRATEGY	DEPARTMENT	ACTION	MEASURE	DUE BY	WHICH YEAR
1.1 Deliver the climate emergency strategy outcomes ^{HW}	Assets and Capital	Develop and implement Climate Emergency Action Plan (Years 1 – 4), noting zero emissions by 2030	<ul style="list-style-type: none"> Climate Emergency Action Plan adopted by Council Annual progress report to Council 	December 2021 June annually	2021/22 2022/23 2023/24 2024/25
1.1 Deliver the climate emergency strategy outcomes ^{HW}	Assets and Capital	Develop and implement a Climate Emergency Adaptation Framework	<ul style="list-style-type: none"> Adaptation Framework adopted by Council Annual progress report to Council 	December 2021 June annually	2021/22 2022/23 2023/24 2024/25
1.1 Deliver the climate emergency strategy outcomes ^{HW}	Assets and Capital	Support our community to understand and take action on climate emergency with a goal of zero community emissions by 2030	<ul style="list-style-type: none"> Annual progress report to Council 	March annually	2021/22 2022/23 2023/24 2024/25
1.1 Deliver the climate emergency strategy outcomes ^{HW}	Assets and Capital	Investigate renewable energy options and projects for Council and the community	<ul style="list-style-type: none"> Annual progress report to Council 	June annually	2021/22 2022/23 2023/24 2024/25
1.2 Reduce waste production, increase diversion from landfill and improve recycling services ^{HW}	Assets and Capital	Deliver actions under the Towards Zero Waste Strategy 2019-2030, including diverting 45% of waste from landfill by 2025, and 60% by 2030	<ul style="list-style-type: none"> Annual progress report to Council 	June annually	2021/22 2022/23 2023/24 2024/25
1.2 Reduce waste production, increase diversion from landfill and improve recycling services ^{HW}	Assets and Capital	Deliver Food and Garden Waste Service to single unit dwellings	<ul style="list-style-type: none"> Implement service Report presented to Council 	December 2021 December 2021	2021/22
1.2 Reduce waste production, increase diversion from landfill and improve recycling services ^{HW}	Assets and Capital	Investigate options for glass recycling service provision	<ul style="list-style-type: none"> Report presented to Council 	June 2023	2022/23
1.2 Reduce waste production, increase diversion from landfill and improve recycling services ^{HW}	Assets and Capital	Use recycled and low carbon materials in construction, infrastructure, renovation and maintenance projects.	<ul style="list-style-type: none"> Annual report to Council including quantity of recycled materials used in Council projects Annual Project and Capital review 	April annually April annually	2021/22 2022/23 2023/24 2024/25
1.2 Reduce waste production, increase diversion from landfill and improve recycling services ^{HW}	Assets and Capital	Develop and implement single use plastics Policy and Action Plan to support current programme	<ul style="list-style-type: none"> Policy and Action Plan adopted by Council Annual progress report to Council 	December 2021 December annually	2021/22 2022/23 2023/24 2024/25

^{HW} indicates a health and wellbeing strategy

1.3 Enhance the natural and urban environment, by planting more trees and protecting water ways ^{HW}	Assets and Capital	Develop and implement the Integrated Water Management Strategy and Action Plan	<ul style="list-style-type: none"> • Strategy and Action Plan adopted by Council • Annual progress report to Council 	June 2022 June annually	2021/22 2022/23 2023/24 2024/25
1.3 Enhance the natural and urban environment, by planting more trees and protecting water ways	Assets and Capital	Develop and implement the Biodiversity Plan and Action Plan	<ul style="list-style-type: none"> • Plan and Action plan adopted by Council • Annual progress report to Council 	June 2022 June annually	2021/22 2022/23 2023/24 2024/25
1.3 Enhance the natural and urban environment, by planting more trees and protecting water ways ^{HW}	Operations and Maintenance	Update the Urban Forest Strategy and Action Plan	<ul style="list-style-type: none"> • Updated Urban Forest Strategy Action Plan adopted by Council • Annual progress report to Council 	April 2022 April annually	2021/22 2022/23 2023/24 2024/25
1.3 Enhance the natural and urban environment, by planting more trees and protecting water ways ^{HW}	City Places	Implement Stony Creek Future Directions Plan 2020	<ul style="list-style-type: none"> • Annual progress report to Council 	May annually	2021/22 2022/23 2023/24 2024/25
1.3 Enhance the natural and urban environment, by planting more trees and protecting water ways ^{HW}	City Places	Include the "Stony Creek stormwater treatment and harvesting – Design Flow Report – May 2019" with the implementation of the Stony Creek Future Directions Plan	<ul style="list-style-type: none"> • Incorporation into the Stony Creek Future Directions Plan • Annual progress report to Council 	May 2022 May annually	2021/22 2022/23 2023/24 2024/25
1.4 Creating additional and accessible open space ^{HW}	City Places	Implement the Open Space Strategy 2014-2032	<ul style="list-style-type: none"> • Make annual improvements to Reserves as outlined in the Open Space Strategy • Purchase property in identified gaps area to create new open space • Undertake open space needs assessment for each suburb • Undertake a 10 year review of the strategy, as part of ongoing planning • Annual progress report to Council 	February annually December 2021 June 2024 June 2024 June annually	2021/22 2022/23 2023/24 2024/25
1.4 Creating additional and accessible open space ^{HW}	City Places	Implement the Hansen Reserve Masterplan	<ul style="list-style-type: none"> • Annual progress report to Council 	June annually	2021/22 2022/23 2023/24 2024/25
1.4 Creating additional and accessible open space ^{HW}	People and Capability	Provide additional and accessible open space as part of Town Hall renewal precinct	<ul style="list-style-type: none"> • Detailed Design of Town Hall precinct endorsed by Council 	March 2022	2021/22

2. LIVEABLE NEIGHBOURHOODS

COUNCIL PLAN ACTIONS					
STRATEGY	DEPARTMENT	ACTION	MEASURE	DUE BY	WHICH YEAR
2.1 Promote and design, low carbon, green, safe, aesthetic and connected neighbourhoods ^{HW}	Arts, Community Learning and Libraries	Implement the Public Art Strategy 2019-2029	• Annual progress report to Council	May annually	2021/22 2022/23 2023/24 2024/25
2.1 Promote and design, low carbon, green, safe, aesthetic and connected neighbourhoods ^{HW}	City Futures	Implement Plan Melbourne principles in urban planning and projects	• Report to Council on how the Plan Melbourne principles inform Council planning	March 2022	2021/22
2.1 Promote and design, low carbon, green, safe, aesthetic and connected neighbourhoods ^{HW}	Assets and Capital	Develop Environmentally Sustainable Design (ESD) guidelines	• Report delivered to Council	March 2022	2021/22
2.1 Promote and design, low carbon, green, safe, aesthetic and connected neighbourhoods	City Places	Develop medium density guidelines, which will include vegetation protection principles, to guide development for built form across the City	• Draft guidelines endorsed for community consultation	December 2021	2021/22 2022/23 2023/24
			• Guidelines adopted by Council	June 2022	2024/25
			• Annual progress report to Council	May annually	
2.2 Provide accessible opportunities for all our community to achieve physical, mental and social wellbeing ^{HW}	Community Services and Social Infrastructure Planning	Implement 0-25 Strategy for children, young people and their families 2030	• Annual progress report to Council	December annually	2021/22 2022/23 2023/24 2024/25
2.2 Provide accessible opportunities for all our community to achieve physical, mental and social wellbeing ^{HW}	Leisure Health and Wellbeing	Implement the Healthy and Active Framework 2021-2025	• Healthy and Active Framework 2021-2025 adopted by Council	December 2021	2021/22 2022/23 2023/24
			• Annual progress report to Council	December annually	2024/25
2.2 Provide accessible opportunities for all our community to achieve physical, mental and social wellbeing ^{HW}	Leisure Health and Wellbeing	Develop and implement the Aquatic Strategy 2021-2025	• Aquatic Strategy 2021-2025 adopted by Council • Annual progress report to Council	December 2021 December annually	2021/22 2022/23 2023/24 2024/25
2.2 Provide accessible opportunities for all our community to achieve physical, mental and social wellbeing ^{HW}	Leisure Health and Wellbeing	Implement the Indoor Stadium Strategy 2019	• Complete potential site investigations	June 2022	2021/22 2022/23
			• Annual progress report to Council	June annually	2023/24 2024/25
2.2 Provide accessible opportunities for all our community to achieve physical, mental and social wellbeing ^{HW}	Leisure Health and Wellbeing	Implement the Outdoor Sport and Recreation Facilities Future Directions Plan 2021-2025	• Outdoor Sport and Recreation Facilities Future Directions Plan 2021-2025 adopted by Council • Annual progress report to Council	December 2021 December annually	2021/22 2022/23 2023/24 2024/25

^{HW} indicates a health and wellbeing strategy

2.2 Provide accessible opportunities for all our community to achieve physical, mental and social wellbeing ^{HW}	Leisure Health and Wellbeing	Prepare a discussion paper on fresh food access and healthy eating in Maribyrnong communities	<ul style="list-style-type: none"> • Discussion paper considered by Council 	April 2022	2021/22
2.2 Provide accessible opportunities for all our community to achieve physical, mental and social wellbeing ^{HW}	City Places	Develop and consult on a Walking Strategy (within the Active Transport Framework)	<ul style="list-style-type: none"> • Draft Strategy shared with community for feedback • Strategy adopted by Council • Annual progress report to Council 	April 2022 October 2022 October annually	2021/22 2022/23 2023/24 2024/25
2.3 Promote and partner with community to build resilient tourism, circular and local economies ^{HW}	City Futures	Continue to deliver objectives of the Maribyrnong Tourism and Visitation Strategy and Action Plan	<ul style="list-style-type: none"> • Review Strategy and Action Plan Maribyrnong Tourism and Visitation Strategy and Action Plan • Updated Maribyrnong Tourism and Visitation Strategy and Action Plan adopted by Council • Implement Action Plan • Annual progress report to Council 	December 2021 June 2022 June 2023 June annually	2021/22 2022/23 2023/24 2024/25
2.3 Promote and partner with community to build resilient tourism, circular and local economies ^{HW}	City Futures	Investigate options to enhance and support night time tourism opportunities in local activity centres	<ul style="list-style-type: none"> • Annual progress report to Council 	May annually	2021/22 2022/23 2023/24 2024/25
2.3 Promote and partner with community to build resilient tourism, circular and local economies ^{HW}	City Futures	Support the business community and actively promote the City for business	<ul style="list-style-type: none"> • Implement the economic development grants programme • Annual progress report to Council 	June 2022 June annually	2021/22 2022/23 2023/24 2024/25
2.3 Promote and partner with community to build resilient tourism, circular and local economies ^{HW}	City Futures	Review and update Festivals City Program and implement new, emerging and accessible festivals	<ul style="list-style-type: none"> • Review and update the Festivals City Program • Implement updated Festivals City Program • Annual progress report to Council 	April 2022 April 2023 April annually	2021/22 2022/23 2023/24 2024/25
2.3 Promote and partner with community to build resilient tourism, circular and local economies ^{HW}	City Futures	Protect and enhance land set aside for employment opportunities	<ul style="list-style-type: none"> • Annual progress report to Council on performance of key employment precincts 	August annually	2021/22 2022/23 2023/24 2024/25

2. LIVEABLE NEIGHBOURHOODS (CONTINUED)

COUNCIL PLAN ACTIONS					
STRATEGY	DEPARTMENT	ACTION	MEASURE	DUE BY	WHICH YEAR
2.4 Reduce traffic and trucks on our local roads, to improve safety, air quality and health outcomes ^{HW}	Assets and Capital	Develop and implement the Air Quality Improvement Plan and Action Plan	<ul style="list-style-type: none"> • Air Quality Improvement Plan and Action Plan adopted by Council • Annual progress report to Council 	August 2021 August annually	2021/22 2022/23 2023/24 2024/25
2.5 Improve active and green transport across the municipality ^{HW}	City Places	Implement Maribyrnong Bicycle Strategy	<ul style="list-style-type: none"> • Annual progress report to Council 	August annually	2021/22 2022/23 2023/24 2024/25
2.5 Improve active and green transport across the municipality ^{HW}	Assets and Capital	Advocate for improved low emission public transport solutions	<ul style="list-style-type: none"> • Progress report in the bi-annual Advocacy Report 	June and December annually	2021/22 2022/23 2023/24 2024/25

^{HW} indicates a health and wellbeing strategy



3. A PLACE FOR ALL

COUNCIL PLAN ACTIONS					
STRATEGY	DEPARTMENT	ACTION	MEASURE	DUE BY	WHICH YEAR
3.1 Build upon our community strengths and assets, to enable community led activities ^{HW}	Community Development and Positive Ageing	Implement the community grants program and extend training and support to all applicants, including First Nations and diverse Cultural Group applicants	<ul style="list-style-type: none"> Annual progress report to Council which includes a demographic breakdown of all applicants and successful applications 	June annually	2021/22 2022/23 2023/24 2024/25
3.2 Strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life ^{HW}	Community Development and Positive Ageing	Develop and implement the LGBTIQ+ Strategy and Action Plan	<ul style="list-style-type: none"> LGBTIQ+ Strategy and Action Plan adopted by Council Annual progress report to Council 	October 2022 October annually	2021/22 2022/23 2023/24 2024/25
3.2 Strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life ^{HW}	Community Development and Positive Ageing	Develop and implement the Disability Action Plan (DAP)	<ul style="list-style-type: none"> Disability Action Plan (DAP) adopted by Council Annual progress report to Council 	June 2022 June annually	2021/22 2022/23 2023/24 2024/25
3.2 Strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life ^{HW}	Community Development and Positive Ageing	Implement the Intercultural Maribyrnong Strategy and Action Plan	<ul style="list-style-type: none"> Intercultural Maribyrnong Strategy and Action Plan adopted by Council Annual progress report to Council 	September 2022 September annually	2021/22 2022/23 2023/24 2024/25
3.2 Strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life ^{HW}	Community Development and Positive Ageing	Implement People and Participation Strategy 2021 and beyond, and Action Plan	<ul style="list-style-type: none"> People and Participation Strategy 2021 and beyond, and Action Plan adopted by Council Annual progress report to Council 	September 2022 September annually	2021/22 2022/23 2023/24 2024/25
3.2 Strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life ^{HW}	Arts, Community Learning and Libraries	Develop and implement Maribyrnong Libraries Plan 2023-2027 and Action Plan	<ul style="list-style-type: none"> Maribyrnong Libraries Plan 2023-2027 and Action Plan adopted by Council Annual progress report to Council 	June 2023 June annually	2022/23 2023/24 2024/25
3.2 Strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life ^{HW}	Community Services and Social Infrastructure Planning	Review Gambling Policy 2016-2020	<ul style="list-style-type: none"> Reviewed Policy presented to Council for consideration and adoption 	December 2021	2021/22
3.2 Strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life ^{HW}	City Futures	Implement the Footscray University Town (FUT) Plan 2020-25	<ul style="list-style-type: none"> Annual progress report to Council 	June annually	2021/22 2022/23 2023/24 2024/25

^{HW} indicates a health and wellbeing strategy

3.2 Strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life ^{HW}	Leisure Health and Wellbeing	Review the Alcohol and Other Drugs Policy	<ul style="list-style-type: none"> Reviewed Policy presented to Council for consideration and adoption 	June 2022	2021/22
3.3 Advocate for improved social and affordable housing outcomes ^{HW}	Community Services and Social Infrastructure Planning	Promote and facilitate partnerships to improve the quality, options and volume of social and housing affordability	<ul style="list-style-type: none"> Progress report submitted to Council as part of the bi-annual Advocacy Plan 	June and December annually	2021/22 2022/23 2023/24 2024/25
3.3 Advocate for improved social and affordable housing outcomes ^{HW}	City Futures / Community Services and Social Infrastructure Planning	Explore partnership options to promote social and housing affordability	<ul style="list-style-type: none"> Annual report to Council on social and affordable housing sector trends 	August annually	2021/22 2022/23 2023/24 2024/25
3.4 Build capacity for our diverse communities to thrive economically and culturally ^{HW}	Arts, Community Learning and Libraries	Implement the Arts and Culture Strategy 2018-2023	<ul style="list-style-type: none"> Annual progress report to Council Evaluate Strategy 	March annually March 2023	2021/22 2022/23 2023/24 2024/25
3.4 Build capacity for our diverse communities to thrive economically and culturally ^{HW}	Arts, Community Learning and Libraries	Develop and implement new Arts and Culture Strategy 2024-2029	<ul style="list-style-type: none"> Arts and Culture Strategy 2024-2029 and Action Plan adopted by Council Annual progress report to Council 	March 2024 March annually	2023/24 2024/25
3.4 Build capacity for our diverse communities to thrive economically and culturally ^{HW}	Community Development and Positive Ageing	Develop and implement the 'Leading and Participation' program and framework	<ul style="list-style-type: none"> Framework adopted by Council Annual progress report to Council 	May 2022 May annually	2021/22 2022/23 2023/24 2024/25
3.5 Provide opportunities for lifelong learning ^{HW}	Arts, Community Learning and Libraries	Deliver quality programming at Libraries and Community Centres	<ul style="list-style-type: none"> Undertake a needs analysis to identify gaps and opportunities Develop and implement future ways of working framework to be embedded across all facilities Annual progress report to Council Framework reviewed 	December 2021 May 2022 May annually May 2025	2021/22 2022/23 2023/24 2024/25



3. A PLACE FOR ALL (CONTINUED)

COUNCIL PLAN ACTIONS					
STRATEGY	DEPARTMENT	ACTION	MEASURE	DUE BY	WHICH YEAR
3.5 Provide opportunities for lifelong learning ^{HW}	Community Services and Social Infrastructure Planning	Advocate for social and community infrastructure investments	<ul style="list-style-type: none"> Annual progress and advocacy report to Council 	May annually	2021/22 2022/23 2023/24 2024/25
3.6 Take action to reduce family violence, respond to the needs of victims and promote gender equality ^{HW}	Leisure Health and Wellbeing	Implement strategies to respond to family violence and promote gender equality through the Towards Gender Equity Strategy 2030	<ul style="list-style-type: none"> Annual progress report against indicators in the Gender Equity by 2030 Strategy delivered to Council All policies, programs and strategies developed or reviewed to include a gender impact assessment with an annual progress report to Council 	October annually October annually	2021/22 2022/23 2023/24 2024/25

^{HW} indicates a health and wellbeing strategy

4. FUTURE FOCUSED

COUNCIL PLAN ACTIONS					
STRATEGY	DEPARTMENT	ACTION	MEASURE	DUE BY	WHICH YEAR
4.1 Foster pride and identity by acknowledging our rich cultural heritage, and our First Nations People's history ^{HW}	City Futures	Protect, retain and enhance items of heritage significance in our community through statutory planning controls	<ul style="list-style-type: none"> Undertake a Heritage review and report to Council Annual progress report to Council 	June 2022 June annually	2021/22 2022/23 2023/24 2024/25
4.1 Foster pride and identity by acknowledging our rich cultural heritage, and our First Nations People's history ^{HW}	Corporate Services	Provide direction on a response to 26 January through engagement with the First Nations people, and wider established and newly arrived people to the City of Maribyrnong	<ul style="list-style-type: none"> Adoption report to Council 	December 2021	2021/22
4.2 Advocate and deliver projects that support a growing community now and into the future ^{HW}	City Futures	Develop and implement a Smart Cities Framework to make the best use of technologies for our community	<ul style="list-style-type: none"> Smart Cities Framework adopted by Council Annual progress report to Council 	June 2022 June annually	2021/22 2022/23 2023/24 2024/25
4.2 Advocate and deliver projects, that support a growing community now and into the future ^{HW}	Community Services and Social Infrastructure Planning	Secure funding for NeXT project and commence design and build	<ul style="list-style-type: none"> Funds secured for detailed design and construction Detailed design adopted by Council Annual progress report to Council 	August 2022 August 2023 August annually	2021/22 2022/23 2023/24 2024/25
4.2 Advocate and deliver projects, that support a growing community now and into the future ^{HW}	Community Services and Social Infrastructure Planning	Implement Early Years Infrastructure Plan 2041	<ul style="list-style-type: none"> Construction of the Footscray Integrated Early Learning Centre (IELC) complete Annual progress report to Council 	March 2022 March annually	2021/22 2022/23 2023/24 2024/25
4.2 Advocate and deliver projects, that support a growing community now and into the future ^{HW}	Community Services and Social Infrastructure Planning	Deliver Maribyrnong Reserve Project	<ul style="list-style-type: none"> Feasibility Report delivered to Council Detailed design adopted by Council Build Report delivered to Council Annual progress report to Council 	May 2022 May 2023 May 2024 May 2025	2021/22 2022/23 2023/24 2024/25
4.2 Advocate and deliver projects, that support a growing community now and into the future ^{HW}	Customer Engagement	Develop and implement Advocacy Plan 2021 and engage third party funders to encourage their support of advocacy priorities	<ul style="list-style-type: none"> Advocacy Plan 2021 adopted by Council Bi-annual Advocacy Plan delivered to Council Review and update Plan biannually Biannual progress report to Council, including successful grant applications, delivery of projects identified as advocacy priorities, and outcomes of third party meetings 	September 2021 September and March June and December annually June and December annually	2021/22 2022/23 2023/24 2024/25

^{HW} indicates a health and wellbeing strategy

4.2 Advocate and deliver projects, that support a growing community now and into the future ^{HW}	Information Technology Services	Single Customer View experience enabling digital delivery of services to our customers	<ul style="list-style-type: none"> Annual progress report to Council 	August annually	2021/22 2022/23 2023/24 2024/25
4.2 Advocate and deliver projects, that support a growing community now and into the future ^{HW}	Assets and Capital	Undertake and complete the detailed design phase of the Town Hall renewal precinct	<ul style="list-style-type: none"> Detailed design adopted by Council Annual progress report to Council as per project milestones 	June 2022 June annually	2021/22 2022/23 2023/24 2024/25
4.2 Advocate and deliver projects, that support a growing community now and into the future ^{HW}	Major Projects and Strategic Relationships	Advocate for redevelopment of old Footscray Hospital and Maribyrnong Defence site	<ul style="list-style-type: none"> Update included in the bi-annual Advocacy Plan and delivered to Council 	June and December annually	2021/22 2022/23 2023/24 2024/25
4.2 Advocate and deliver projects, that support a growing community now and into the future ^{HW}	Assets and Capital	Develop and deliver 4-Year Capital Works Program	<ul style="list-style-type: none"> Annual progress report to Council as per projects and project milestones 	June annually	2021/22 2022/23 2023/24 2024/25

5. ETHICAL LEADERSHIP

COUNCIL PLAN ACTIONS					
STRATEGY	DEPARTMENT	ACTION	MEASURE	DUE BY	WHICH YEAR
5.1 Uphold our obligations to promote and protect Human Rights by demonstrating strong social responsibility across Council's operations ^{HW}	Community Development and Positive Ageing	Implement the Reconciliation Action Plan (RAP)	<ul style="list-style-type: none"> Annual progress report to Council Review and evaluate Council's Reconciliation Action Plan 	August annually August 2025	2021/22 2022/23 2023/24 2024/25
5.1 Uphold our obligations to promote and protect Human Rights by demonstrating strong social responsibility across Council's operations ^{HW}	Community Services and Social Infrastructure Planning	Report to Council on meeting statutory objectives and achievements for the community	<ul style="list-style-type: none"> Annually report to Council on the range of social policy and practice across Council 	June annually	2021/22 2022/23 2023/24 2024/25
5.2 Enhance breadth and depth of community engagement and encourage active civic participation ^{HW}	Customer Engagement	Implement the Engagement Policy 2021, including the use of tools and methods to support enhanced engagement with hard to reach communities	<ul style="list-style-type: none"> Review of Engagement Policy 2021 Annual progress report to Council 	August 2021 August annually	2021/22 2022/23 2023/24 2024/25
5.3 Build and model a safer, healthier, diverse and more equitable organisation ^{HW}	Leisure Health and Wellbeing	Develop and implement Gender Equality Action Plan to support implementation of the Gender Equity 2030 Strategy	<ul style="list-style-type: none"> Gender Equality Action Plan adopted by Council Annual progress report to Council Reporting to commission on progress, every two years 	October 2021 October annually October 2023 and 2025	2021/22 2022/23 2023/24 2024/25
5.4 Ensure Council sustainability, transparency and accountability	Finance	Budget, Financial Plan, Revenue and Rating Plan, and the Asset Plan adopted in line with statutory obligations	<ul style="list-style-type: none"> Annual Budget adopted by Council Annual Financial Plan adopted by Council Annual Asset Plan adopted by Council Audit report 	June October 2021 June 22/23/24/25 October 2021 June 22/23/24/25 October	2021/22 2022/23 2023/24 2024/25
5.4 Ensure Council sustainability, transparency and accountability	People and Capability	Implement Workforce Plan in line with statutory obligations	<ul style="list-style-type: none"> Workforce Plan adopted by Council Annual progress report to Council 	December 2021 December annually	2021/22 2022/23 2023/24 2024/25

^{HW} indicates a health and wellbeing strategy

5.4 Ensure Council sustainability, transparency and accountability	Assets and Capital	Review Council's Asset Management Plan and Fleet Policy to ensure actions from Climate Emergency Plan and Strategy are addressed	<ul style="list-style-type: none"> • Review Asset Management Plans and present to Council for consideration 	June 2022	2021/22
5.4 Ensure Council sustainability, transparency and accountability	Finance	Manage performance and finances in line with income and regulation	<ul style="list-style-type: none"> • Quarterly reporting to Council on performance and financial report and to the Audit and Risk Committee 	Quarterly	2021/22 2022/23 2023/24 2024/25



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