

COUNCIL PLAN

2025-29



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English	
This is Maribyrnong City Council’s Annual Report. 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	
إليكم التقرير السنوي لمجلس بلدية ماريبيرنونغ. إذا كنتم ترغبون في معرفة المزيد عن المعلومات الواردة في هذا التقرير، من فضلكم اتصلوا بخدمة الترجمة الشفهية عبر الهاتف على الرقم 131 450 واطلبوا منهم الاتصال بالرقم 9688 0200 .	
Greek	
Αυτή είναι η Ετήσια Έκθεση 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 .	
Spanish	
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Italian	
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Macedonian	
Ова е годишниот извештај на Општинскиот совет на Марибинонг. 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.	
Vietnamese	
Đây là Báo cáo Hàng Năm của Hội đồng Thành phố Maribyrnong. Nếu quý vị muốn biết thêm thông tin về báo cáo này, vui lòng gọi Dịch vụ Thông dịch qua Điện thoại theo số 131 450 và nhờ họ gọi số 9688 0200.	
Simplified Chinese	
这是Maribyrnong市政府的年度报告如果您想了解报告详情, 请拨电话翻译服务的 电话 131 450 并请他们转接 9688 0200 。	
Traditional Chinese	
這份是 Maribyrnong 市政府年度報告。如果您想進一步了解這份報告中的資訊，請撥打 131 450 聯絡電話口譯服務，然後要求他們撥打 9688 0200 。	
Burmese	
ဤအစီရင်ခံစာမှာ Maribyrnong City Council ၏ နှစ်ပတ်လည် အစီရင်ခံစာ ဖြစ်ပါသည်။ ဤအစီရင်ခံစာပါ အချက်အလက်များကို သင် ပို့မို့ သိရှိလိုပါက ကျေးဇူးပြု၍ တယ်လီဖုန်းစကားပြန်ဝန်ဆောင်မှုဌာန 131 450 သို့ ဖုန်းခေါ်ဆိုပြီး 9688 0200 သို့ ခေါ်ဆိုပေးပါရန် တောင်းဆိုပါ။	
Acknowledgement of Country	
Council is proud to represent a municipality filled with important and significant Aboriginal history. It acknowledges the Traditional Custodians of this land, the Kulin Nation, and acknowledges the rich culture and considerable contributions Aboriginal and Torres Strait Islander Peoples have made and continue to make to this City.	
We recognise and celebrate the enduring connection of First Nations peoples to the lands, waters, and skies. We are committed to working in partnership with First Nations communities to foster a future grounded in equity, respect, and shared prosperity.	
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Cover image

Photo by Gracie Fiafia

COMMUNITY VISION

A sustainable, vibrant city where history is acknowledged, differences are respected, and diverse communities are supported to connect and thrive.

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

Ethical Governance

Council will govern ethically, with consultation, integrity and transparency.

Wellbeing and Safety

Council will create actively engaged, socially connected, and healthy communities.

Environmental Sustainability

Council will create and shape healthy built and natural environments.

Thriving Community

Council will drive innovation and future-focused change to shape a resilient and adaptable city.

Connected Community

Council will build a connected, vibrant city where neighbourhoods thrive.

A MESSAGE FROM THE MAYOR

As we embark on this new chapter for our City, we look forward to working with our community to make Maribyrnong the best it can be. Our new Council Plan is our collective vision for a sustainable, vibrant and inclusive community. Together, we are committed to honouring our rich history, celebrating our diversity and building connections that allow every resident to thrive. Our Plan is not just a roadmap: it is a promise to work hand-in-hand with you to create a City where everyone feels valued and empowered.

As we welcome new residents to our City and with our population set to double in the next 30 years, we need to be able to sustainably rise to the challenges ahead and to provide all of the physical and social infrastructure that supports our community needs now and into the future. We also need to achieve these aspirations in a financially responsible way. To help us navigate the way forward we asked our community to help us with this during extensive engagement over a six month period to inform this document.

Your insights and feedback have been instrumental in the development of this Council Plan. Furthermore, this Plan is our response to that community vision which seeks “a sustainable, vibrant city where history is acknowledged, differences are respected, and diverse communities are supported to connect and thrive”.

You have told us connection is important to community wellbeing and you want us to involve residents more in matters that affect them leveraging their knowledge and expertise to support decision-making, that we need to be more agile in our approach to helping residents navigate around our City, and above all ensure we look after our social, environmental and financial health.

We value the time you have taken to talk with us around your priorities, and we have listened, reflecting your aspirations in five key strategic objectives that underpin our collective vision.

The best council plans are roadmaps for the next four years that signal to our community what Council is working towards. When done well, they drive real outcomes – whether it’s housing, infrastructure, or services – ensuring Council is not just responding but leading with purpose.

The strategic objectives you see here have been adopted as the five key areas we want to deliver on for you. I want to acknowledge the more than 2,500 residents who engaged with us to help shape our municipality’s strategic direction for the next four years. We believe this Council Plan strongly reflects the hopes and aspirations and priorities our community shared with us. Its success will be measured in what we are able to achieve together to deliver on your vision.

Cr Pradeep Tiwari, Mayor



THE CITY OF MARIBYRNONG

The City of Maribyrnong is experiencing an exciting period of transformation. With strong population growth, dynamic redevelopment, and a transitioning economy, the area is attracting an influx of new residents, businesses and investment. By 2051, the population is projected to grow by over 56 per cent, presenting significant opportunities for innovation and community development.

We are proudly home to a vibrant and diverse population, with residents from a wide range of cultural and linguistic backgrounds. Around 38 per cent of residents were born overseas and speak a language other than English, contributing to the City's cultural richness. The City continues to welcome new arrivals including from India, Vietnam, Burma, China and the African continent.

Our residents are also diverse in terms of religion, age, gender, education, and income. By recognising and celebrating our diversity, we can create a more inclusive and equitable community – one where everyone has access to services and opportunities that support meaningful participation in all aspects of life.

The strong population growth we are experiencing enables significant opportunities to expand and improve retail, services, land use and the local economy. At the same time, it calls for thoughtful planning to manage congestion, urban development, transport, liveability and equitable access to health and social services.

While there has been positive trends in levels of income, education and employment over the past decade, we acknowledge not all residents experience the same social and economic benefit, and we remain committed to providing support to our entire community.

Like many growing communities, the City of Maribyrnong faces complex social challenges. 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. These issues highlight the importance of a coordinated and compassionate response to build resilience and improve wellbeing across our community.

We recognise that individual experiences can have compounding effects, and by working together as a community – and with partner organisations, stakeholders and other levels of government – Council can support positive outcomes for everyone, now and into the future.

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 by 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 community assets
- ensuring resources are managed efficiently and responsibly
- advocating for important issues on behalf of the community

Council provides many services and facilities in areas like roads, parks, waste collection, land use, local laws, urban planning, family support, early years and youth services, recreation, events, community development, health promotion and emergency management.

Working in partnership with First Nations people

Council remains committed to recognising and acknowledging the importance of its partnership with First Nations peoples as a key foundation in our commitment to reconciliation.

Building on the City of Maribyrnong's recognition as an 'Intercultural City', this Council Plan strengthens our approach and support of cultural diversity and cultural conflict, and promotes meaningful reconciliation through ongoing collaboration.

Council is committed to building positive and respectful relationships, with a focus on working together to close the gaps and promote a shared sense of equity and justice.

Working in a climate emergency

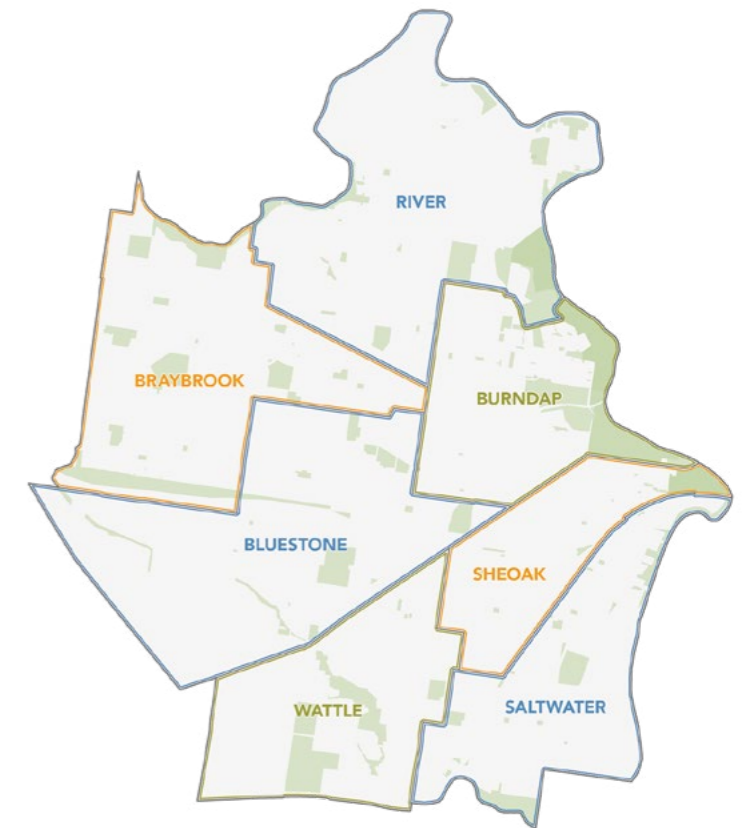
Council has acknowledged that we are in a state of climate emergency that requires urgent action by all levels of government. This acknowledgement recognises that, as a Council and as a community, we must take action to restore a safe climate at emergency speed. This Council Plan has been developed in the context of Council's ongoing response to the climate emergency, recognising the urgent need for both mitigation and adaptation.

Councillors

The City of Maribyrnong is divided into seven wards – Bluestone, Braybrook, Burndap, River, Saltwater, Sheoak, and Wattle.

Councillors elected in the last Council elections held in October 2024 are as follows:

Bluestone Ward	Cr Pradeep Tiwari
Braybrook Ward	Cr Cuc Lam
Burdap Ward	Cr Mohamed Semra
River Ward	Cr Susan Yengi
Saltwater Ward	Cr Samantha Meredith
Sheoak Ward	Cr Bernadette Thomas
Wattle Ward	Cr Elena Pereyra



From left to right: Cr Mohamed Semra, Cr Susan Yengi, Cr Bernadette Thomas, Mayor Cr Pradeep Tiwari, Cr Cuc Lam, Cr Elena Pereyra, and Cr Samantha Meredith



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.

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, the '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, which is due to open in 2025.

Population

The population is 94,250 and is forecast to grow to approximately 155,000 by 2051, a 65 per cent increase on the current population.

Multiculturalism

The City is culturally and linguistically diverse with 38 per cent of the population born overseas. The top five countries of birth of residents, apart from Australia include Vietnam, India, China, the United Kingdom and New Zealand.

Housing

20 per cent of Maribyrnong residents own their home, 31 per cent have a mortgage, 35 per cent are renting privately, five per cent live in social housing, and six per cent are unspecified.

Education

70 per cent of residents have completed Year 12, 40 per cent of residents have a Bachelors' degree university qualification, and nine per cent of the City's residents are attending a tertiary education institution.

Business community

Maribyrnong is a net exporter of workers with 55,900 local jobs and 57,000 employed residents (2023/24), which is an increase of 25 per cent and just over 16 per cent on the 2021 figures respectively. There has also been growth in the number of local businesses registered in the City of Maribyrnong, with an eight per cent increase since 2021, resulting in 9,150 businesses registered in 2024. The three most popular occupation groups of local workers are professionals, managers, and clerical and administrative workers.

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.

Photo by Kit Edwards



COUNCIL PLAN 2025–29

The Council Plan 2025–29 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 2025–29 at the centre of all Council’s planning. Integration aligns community and stakeholder priorities to a collective vision to inform direction and activity through all plans.

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.

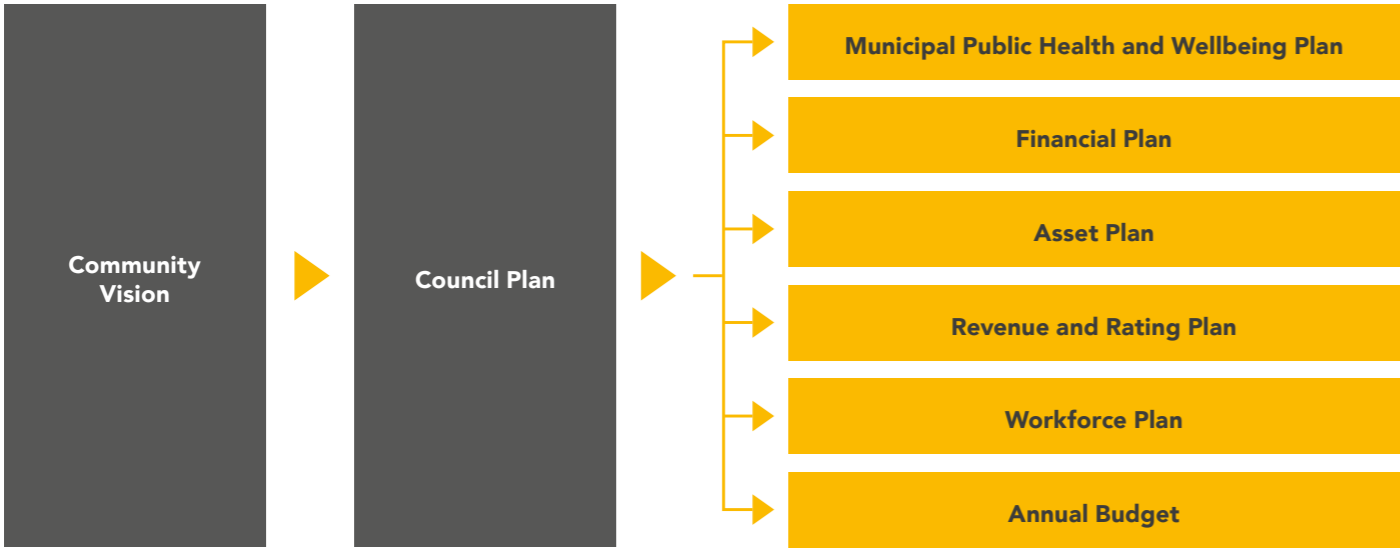
How this plan was developed

The Council Plan 2025–29 is the result of months of planning and deliberation, including:

- 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

Since July 2024, six months of community conversations have guided the development of this Plan, with engagement open to all who live, work, or play in Maribyrnong.

Engagement involved online surveying, reply paid feedback postcards, community pop-ups across the municipality, and a deliberative process. The deliberative engagement process included three ‘Foundations for Tomorrow’ workshops with a community panel to deliberate on some of the most pressing and complex issues impacting Council for their planning now and into the future. We also held kitchen table conversations, and a deliberative survey was made online to replicate to support the conversations of the Panel in a digital format.



What we heard

More than 2,500 residents engaged, providing 700 comments online or at in-person opportunities to help inform this document.

There was recognition among respondents that Council is required to provide many services, and therefore there are limitations to what can be considered 'discretionary'. They discovered that Council also finds itself in a challenging financial situation and has limited 'levers' to pull to improve this.

They told us they supported infrastructure (both physical and social) that keeps pace with our growing population, maintaining or improving the service offering currently delivered. There was also a willingness from the community to accept higher up-front costs if it led to more sustainable outcomes and cost savings in the future.

We also heard their love of libraries and community centres as places that build community connection, a desire for more open green space and trees, and improved amenity – from repairing footpaths and roads, through to more public toilets.

The community also asked us to explore opportunities for communications and engagement opportunities that share the programs and services on offer throughout the City, and to take care of the vulnerable people in the community by considering things like affordable housing, foodbanks, and free or low cost opportunities for life-long learning or events.

Below is a summary of the community's key priorities for each strategic objective.

Strategic objective 1: Ethical Governance

- Prioritise impactful, action-oriented initiatives over producing excessive reports or plans. Learn from best practices in other councils and countries.
- Strengthen local services and community cohesion by avoiding outsourcing and supporting local groups.
- Engage the community through meaningful consultation to build trust and support.
- Use skilled community engagement to communicate council actions accessibly and inclusively, ensuring everyone feels part of the transition to a more sustainable and connected community.

Strategic objective 2: Wellbeing and Safety

- Advocate for cost-of-living solutions and enhance quality of life by addressing both fundamental and intangible community needs.

Strategic objective 3: Environmental Sustainability

- Focus on climate mitigation, preparedness for emergencies, and greening the community.
- Promote energy transition, social connection, and community resilience through strong advocacy, education, and accessible communication.
- Focus on implementing measurable strategies and incentives, such as deterrents, rewards, and policy changes, to achieve tangible environmental outcomes.
- Avoid unsustainable projects while increasing green spaces and preserving mature tree cover.

Strategic objective 4: Thriving Community

- Increase economic benefits – making the community a place where people want to work and invest in (reducing barriers to this) to ensure community vitality.
- Ensure high-quality community infrastructure, such as centres and parks, while maintaining the amenity and entitlement of ratepayers to enjoy their public spaces.

Strategic objective 5: Connected Community

- Reduce car dependency by promoting open spaces, safer streets, and health benefits.
- Develop a safe, connected bike network to lower congestion, improve access, and reduce maintenance costs.

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 reflects other plans, strategies and yearly activities.

These objectives determine how Council will address your priorities, and deliver effective and accountable services now and into the future. Each objective is underscored by strategic indicators, which will enable us to measure success. Community priorities are summarised under each objective followed by Council's response. Council operationalises this Plan annually through an annual priority action plan, detailing key actions for Council to deliver on its strategies, objectives and ultimately, our collective vision.

Performance is monitored and reported quarterly to the community.



COMMUNITY VISION 2040

In 2018, the community shared its vision for our municipality, which was encapsulated in *Maribyrnong 2040*, the first Community Plan for the City of Maribyrnong. *Maribyrnong 2040* was developed as a long-term strategic document to guide Council’s planning until 2040. The Council Plan 2025–29 outlines how Council will make this Vision a reality.

During engagement on the Council Plan 2025–29, community members were provided with the opportunity to strengthen the Vision Statement. The ‘Foundations for Tomorrow’ Community Panel refined the Community Vision to be:

A sustainable, vibrant city where history is acknowledged, differences are respected, and diverse communities are supported to connect and thrive.

This renewed Community Vision continues to guide the long-term vision of the municipality until 2040.

More information about *Maribyrnong 2040* can be found on Council’s website.

COUNCIL’S OBJECTIVES

To achieve the community’s vision, Council has focused on five strategic objectives over the span of the Council Plan 2025–29.

As the breadth and depth of Council’s work is extensive, each strategic objective also reflects other plans, strategies and yearly activities.

STRATEGIC OBJECTIVE 1: ETHICAL GOVERNANCE

Council will govern ethically, with consultation, integrity and transparency

Council’s response and measures over the next four years

	Strategies achieving the objective	Signature actions – 2025/26
1.1	Strengthen community engagement and encourage greater civic participation	<div>Review the Community Engagement Policy to continue to support open, transparent, meaningful and accountable engagement which is representative of the diversity of our community</div> <div>Understand the impact and contribution of Community Advisory Committees and panels to acknowledge their informed advice to Council</div>
1.2	Ensure compliance with regulations and statutory obligations	<div>Budget adopted in line with statutory obligations</div> <div>Implement the Domestic Animal Management Plan to ensure responsible pet ownership and enhance animal welfare</div>
1.3	Ensure Council financial sustainability, transparency and accountability	<div>Provide regular monitoring and reporting of Council’s performance in the delivery of the Council Plan and Budget</div> <div>Provide regular and up to date progress reports to the community about Council projects, services and initiatives</div> <div>Enhance Council’s Governance Framework</div>
1.4	Provide customer-focused and effective service delivery and value in all we do	<div>Review the Putting Customers First Strategy to continue to transform and enhance the experience for our customers</div>

Other strategies, plans and services supporting the objective

Strategies and plans

- Council Budget
- Domestic Animal Management Plan
- Governance Framework
- Putting Customers First Strategy
- General Purposes Local Law
- Climate Emergency Strategy

Service areas

- Finance
- Emergency Management and Regulatory Services
- Customer Engagement
- Governance and Commercial Services

STRATEGIC OBJECTIVE 2:

WELLBEING AND SAFETY

Council will create engaged, socially and physically healthy communities

Council’s response and measures over the next four years

	Strategies achieving the objective	Signature actions – 2025/26
2.1	Strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life	Build access and inclusion for the community through the implementation of key strategies
		Remove barriers for civic participation by building capacity, social equity and social impact across community
		Strengthen Council’s approach to gambling harm prevention through a review of the Reducing Harm from Gambling Policy and Action Plan
		Undertake a review of the Disability Action Plan to advance access, inclusion, and equity for people with disability
		Undertake a review of the LGBTIQ+ Strategy to promote equity, safety, and inclusion for LGBTIQ+ communities
2.2	Build upon our community’s connections and strengths	Activate Community Centres and Neighbourhood Houses to build resilience and strengthen community connection
		Implement the Maribyrnong Libraries Plan to support the community through the provision of welcoming, progressive libraries which inspire connection, learning and creativity
		Implement the Municipal Public Health and Wellbeing Plan to improve the health, wellbeing and quality of life for all community members
		Deliver and implement a strategy for babies, children, young people and their families to support their wellbeing, development and opportunities
2.3	Protect and promote community safety	Conduct a review of the General Purposes Local Law
		Develop and implement a place-making strategy for safe, inclusive and welcoming neighbourhoods and activity centres
		Develop and implement the Footscray CBD Place Plan to revitalise and enhance the central business district
		Develop the Footscray Public Realm Plan to improve public spaces, safety and amenity

Other strategies, plans and services supporting the objective

Strategies and plans

- Housing Strategy
- Disability Action Plan
- LGBTIQ+ Action Plan
- Intercultural Maribyrnong Action Plan
- People and Participation Strategy
- Homelessness Protocol and Action Plan
- Community Strengthening Action Plan
- Library Plan
- Municipal Public Health and Wellbeing Plan
- Child, Youth and their Families Strategy
- Reducing Harm from Gambling Policy

Service areas

- City Development
- Inclusive Communities
- Creative Communities
- Community Outcomes
- Emergency Management and Regulatory Services



STRATEGIC OBJECTIVE 3:

ENVIRONMENTAL
SUSTAINABILITY

Council will create and shape healthy built and natural environments

Council’s response and measures over the next four years

	Strategies achieving the objective	Signature actions – 2025/26
3.1	Improve environmental sustainability across the municipality	Implement the Towards Zero Waste Strategy to reduce waste production, enhance recycling efforts and promote sustainable waste management practices
3.2	Protect and enhance the urban and natural environments	Develop and implement the Maribyrnong Nature Plan to conserve and enhance local biodiversity, green spaces and natural habitats
		Implement the Urban Forest Strategy
		Implement the Heritage Strategy to preserve, promote and celebrate the cultural and historical heritage
		Implement the Air Quality Improvement Plan to enhance air quality and reduce pollution levels

Other strategies, plans and services supporting the objective

Strategies and plans

- Towards Zero Waste Strategy
- Maribyrnong Nature Plan
- Urban Forest Strategy
- Heritage Strategy
- Air Quality Improvement Plan
- Maribyrnong Integrated Transport Strategy
- Housing Strategy
- Integrated Water Management Plan

Service areas

- City Sustainability
- Recreation and Open Space
- City Development

STRATEGIC OBJECTIVE 4:

THRIVING COMMUNITY

Council will drive innovation and future-focused growth to shape a resilient and adaptable city

Council’s response and measures over the next four years

	Strategies achieving the objective	Signature actions – 2025/26
4.1	Strengthen the community’s resilience and preparedness for emergency events	<div>Implement the Climate Emergency Strategy to mitigate climate change impacts and accelerate the transition to a sustainable, resilient future</div> <div>Strengthen preparedness for climate emergencies</div>
4.2	Places and spaces are sustainable, accessible and fit-for-purpose, now and for the future	<div>Deliver the adopted Capital Works Program</div> <div>Implement the Seddon Neighbourhood Plan to guide development within the Seddon area</div> <div>Review and implement the Footscray Structure Plan to guide sustainable urban development, improve infrastructure and enhance the liveability of the Footscray area</div> <div>Deliver the Maribyrnong Aquatic Centre waterslide and splash park development</div> <div>Commence the redevelopment of RecWest Footscray and Shorten Reserve</div> <div>Develop the Housing Strategy to advocate for the availability, affordability, diversity, environmentally sustainable and innovative quality of housing</div> <div>Develop the Creative West Precinct Plan to revitalise and strengthen the sustainability of our local creative industries</div> <div>Ensure Council-owned community infrastructure planning is data-driven, sustainable and future-focused</div>

	Strategies achieving the objective	Signature actions – 2025/26
4.3	Promote and partner with community and industry to build resilient tourism and local economies	<div>Implement the Business Friendly Council Memorandum of Understanding</div> <div>Develop and implement an Investment Attraction Plan</div> <div>Develop and implement the Innovative Economic Development Plan</div>
4.4	Uphold our obligations to promote and protect human rights by demonstrating strong social responsibility across Council operations	<div>Celebrate, respect and embrace First Nations peoples and their heritage, and reflect this in our decision-making, services and activities</div> <div>Implement Towards Gender Equity 2030 to promote gender equality, empower individuals of all genders and eliminate gender-based inequality</div> <div>Adopt a new Gender Equality Plan 2026–30 that includes support for the community to address family violence</div>

Other strategies, plans and services supporting the objective

Strategies and plans

- Climate Emergency Strategy
- Indoor Stadium Strategy
- Seddon Neighbourhood Plan
- Yarraville Neighbourhood Plan
- West Footscray Neighbourhood Plan
- Footscray Structure Plan
- Footscray CBD Place Plan
- Business Friendly Memorandum of Understanding
- Towards Gender Equity 2030

Service areas

- City Sustainability
- Emergency Management and Regulatory Services
- Assets and Capital
- Recreation and Open Space
- City Development
- City Futures
- Inclusive Communities
- Community Outcomes

STRATEGIC OBJECTIVE 5:

CONNECTED COMMUNITY

Council will build a connected, vibrant city where neighbourhoods thrive

Council’s response and measures over the next four years

	Strategies achieving the objective	Signature actions – 2025/26
5.1	Collaborate with all levels of government to plan for and deliver liveable neighbourhoods	Create safe, welcoming, inclusive and enjoyable sporting environments
		Implement the Smart Cities Strategic Framework
		Develop and implement a Council Advocacy Strategy
		Address the identified gap in the provision of indoor sports
5.2	Prioritise active transport and a pedestrian-friendly urban environment to support mode shift	Develop the Maribyrnong Integrated Transport Strategy to improve connectivity, accessibility and sustainability
5.3	Provide and promote arts and cultural experiences to enhance community connectedness	Implement the Public Art Strategy to enliven and enrich public places, foster creative communities and stage inclusive and progressive public conversations
		Implement the Creativity Strategy to ensure Maribyrnong is a thriving arts hub, where creativity flourishes and culture enriches the lives of all
5.4	Provide accessible opportunities for all our community to achieve physical, mental and social wellbeing	Create an active and healthy community through physical activity initiatives
		Improve and grow the open space network
		Commence construction of the multi-purpose pavilion at Hansen Reserve

Other strategies, plans and services supporting the objective

Strategies and plans

- Smart Cities Strategic Framework
- Maribyrnong Integrated Transport Strategy
- Footscray Public Realm
- Public Art Strategy
- Creativity Strategy
- Open Space Strategy
- Air Quality Improvement Plan
- Road Safety Strategy and Action Plan
- Parking Management Policy
- Walking Strategy
- Bicycle Strategy

Service areas

- Recreation and Open Space
- City Futures
- Office of the CEO
- Engineering and Transport
- City Development
- Creative Communities



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 aligned plans listed below 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 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:** It specifies the projected staffing requirements for at least the next four years and will inform capacity and requirements to deliver the Council Plan.

HEALTH AND WELLBEING

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

Council has considered health and wellbeing matters as part of a stand-alone Municipal Public Health and Wellbeing Plan. This Plan has been developed through engagement with the community and key stakeholders.

In addition to the links with the Council Plan strategic objectives, specific health and wellbeing actions identified in the Health and Wellbeing Plan are guided by four strategic priorities for the next four years:

- **A healthy and Active Community:** A city that supports active living, access to nutritious food, and equitable healthcare services for all.
- **A Resilient and Thriving Community:** A city that strengthens mental wellbeing, social connections, and access to support services for all.
- **A Sustainable and Liveable City:** A city that prioritises climate resilience, green spaces, and a clean, safe environment for all.
- **An Inclusive and Connected Community:** A city that values diversity and culture, encourages participation, and supports a sense of belonging for all.

Through the alignment of objectives with the Council Plan 2025–29, the Health and Wellbeing Plan embeds health considerations into Council operations, aiming to build the internal capacity of Council to address health and wellbeing priorities in a coordinated manner. This approach maximises the effectiveness of Council's public health initiatives, ensuring a structured and coordinated response to local challenges and priorities.

You will find the Municipal Public Health and Wellbeing Plan on Council's website.

APPENDIX A
FOUR YEAR IMPLEMENTATION PLAN –
2025/26 ACTION PLAN

1. Strategic objective: Ethical Governance

Council will govern ethically, with consultation, integrity and transparency

Strategy	Initiative	Indicator	Due by
1.1 Strengthen community engagement and encourage greater civic participation	1.1.1 Review the Community Engagement Policy to continue to support open, transparent, meaningful and accountable engagement which is representative of the diversity of our community	Community Engagement Policy adopted by Council	June 2026
		Participation by the community in engagement opportunities	Annual
	1.1.2 Understand the impact and contribution of Community Advisory Committees and panels to acknowledge their informed advice to Council	Community Advisory Committees feel they have gained knowledge or skills, developed confidence or feel more connected to their community as a result of their involvement.	Annual
		Review completion of the Disability Advisory Committee, Older People Committee, LGBTIQA+ Committee and Maribyrnong Arts Advisory Committee	June 2026
1.2 Ensure compliance with regulations and statutory obligations	1.2.1 Budget adopted in line with statutory obligations	Annual Budget adopted by Council	June 2026
	1.2.2 Implement the Domestic Animal Management Plan to ensure responsible pet ownership and enhance animal welfare	Endorsement of the Plan by Council	June 2026
		Implementation of community education programs on core animal related issues	Annual
		Compliance with pet regulations	Annual
		Community satisfaction with animal management	Annual
	1.3.1 Provide regular monitoring and reporting of Council's performance in the delivery of the Council Plan and Budget	Quarterly performance and financial reporting to Council and the Audit and Risk Committee	Quarterly
	1.3.2 Provide regular and up to date progress reports to the community about Council projects, services and initiatives	Annual Report endorsed by Council	Annual
		Projects, strategies or plans reported through Council's website	Annual

Strategy	Initiative	Indicator	Due by
	1.3.3 Enhance Council's Governance Framework	Review of the Procurement Policy	June 2026
		Review of the Public Transparency Policy	June 2026
		Develop a new Councillor Social Media Policy	June 2026
		Review of the Governance Rules, inclusive of the Model Governance Rules	June 2026
		Develop a new Councillor Confidentiality Policy	June 2026
1.4 Provide customer-focused and effective service delivery and value in all we do	1.4.1 Review the Putting Customers First Strategy to continue to transform and enhance the experience for our customers	Strategy and Action Plan adopted by Council	June 2026
		Community satisfaction with Customer Service	Annual

2.Strategic objective: Wellbeing and Safety

Council will create engaged, socially and physically healthy communities

Strategy	Initiative	Indicator	Due by
2.1 Strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life	2.1.1 Build access and inclusion for the community through the implementation of key strategies	Delivery of the annual Disability Action Plan	Annual
		Delivery of the annual LGBTIQ+ Action Plan	Annual
		Delivery of the annual Intercultural Maribyrnong Action Plan	Annual
	2.1.2 Remove barriers for civic participation by building capacity, social equity and social impact across community	Delivery of Council’s Community Grants program	Annual
		Delivery of the Maribyrnong People and Participation Strategy Action Plan	Annual
		Development of a Food Inequality Action Plan	June 2026
		Review of the Homelessness Protocol and Action Plan	Annual
	2.1.3 Strengthen Council’s approach to gambling harm prevention through a review of the Reducing Harm from Gambling Policy and Action Plan	Review of the Reducing Harm from Gambling Policy and Action Plan	June 2026
	2.1.4 Undertake a review of the Disability Action Plan to advance access, inclusion, and equity for people with disability	Review of the Disability Action Plan	June 2026
	2.1.5 Undertake a review of the LGBTIQ+ Strategy to promote equity, safety, and inclusion for LGBTIQ+ communities	Review of the LGBTIQ+ Strategy	June 2026

Strategy	Initiative	Indicator	Due by
2.2 Build upon our community’s connections and strengths	2.2.1 Activate Community Centres and Neighbourhood Houses to build resilience and strengthen community connection	Delivery of the annual Community Strengthening Action Plan	Annual
		Adoption of the Library Plan 2030 and annual Action Plan	June 2026
	2.2.2 Implement the Maribyrnong Libraries Plan to support the community through the provision of welcoming, progressive libraries which inspire connection, learning and creativity	Community satisfaction with Council’s Library services	Annual
		Membership numbers	Annual
		Program participants feel that they have gained knowledge or skills, developed confidence or feel more connected to their community	Annual
		Community use of the collection	Annual
		Adoption of the Municipal Public Health and Wellbeing Plan 2025–2029	June 2026
	2.2.3 Implement the Municipal Public Health and Wellbeing Plan to improve the health, wellbeing and quality of life for all community members	Development and delivery of an annual Action Plan	Annual
		Review of the Child, Youth and their Families Strategy 2030	June 2026
		Development and implementation of a Child and Family Strategy	June 2026
2.3 Protect and promote community safety	2.2.4 Deliver and implement a strategy for babies, children, young people and their families to support their wellbeing, development and opportunities	Development and implementation of a Youth Strategy	June 2026
		Negotiations with Developers and existing providers	June 2026
		Completion of the review	Dec 2025
		Development of a place-making strategy	June 2026
	2.2.5 Explore opportunities to increase the availability of child care and early years places across the municipality	Outcome of the Annual Community Satisfaction Survey for the Footscray CBD	Annual
		Delivery of an Action Plan	Dec 2026
	2.3.1 Conduct a review of the General Purposes Local Law		
	2.3.2 Develop and implement a place-making strategy for safe, inclusive and welcoming neighbourhoods and activity centres		
	2.3.3 Develop and implement the Footscray CBD Place Plan to revitalise and enhance the central business district		
	2.3.4 Develop the Footscray Public Realm Plan to improve public spaces, safety and amenity		

3. Strategic objective: Environmental Sustainability

Council will create and shape healthy built and natural environments

Strategy	Initiative	Indicator	Due by
3.1 Improve environmental sustainability across the municipality	3.1.1 Implement the Towards Zero Waste Strategy to reduce waste production, enhance recycling efforts and promote sustainable waste management practices	Delivery of an Action Plan	Annual
		Completion of kerbside transition for food and garden organics and glass services	June 2027
		Diversion of waste from landfill	Annual
		Use of recycled content or sustainable materials in Council building, infrastructure and public realm projects	Annual
		Community satisfaction with kerbside waste collection	Annual
		Review and update of the Towards Zero Waste Strategy	June 2027
		Investigate and develop solution to reduce rubbish pollution	June 2026

Strategy	Initiative	Indicator	Due by
3.2 Protect and enhance the urban and natural environments	3.2.1 Develop and implement the Maribyrnong Nature Plan to conserve and enhance local biodiversity, green spaces and natural habitats	Adoption of the Nature Plan by Council	June 2026
		Delivery of an annual Action Plan	Annual
	3.2.2 Implement the Urban Forest Strategy	Total trees on public land	Annual
		Development of tree policy framework	June 2026
		Support and enhancement of local biodiversity with target biodiversity plantings	Annual
	3.2.3 Implement the Heritage Strategy to preserve, promote and celebrate the cultural and historical heritage	Delivery of an annual Action Plan	Annual
		Establishment of the Heritage Advisory Committee	Sept 2025
	3.2.4 Implement the Air Quality Improvement Plan to enhance air quality and reduce pollution levels	Delivery of an Action Plan	Annual
		Investigate the trial and evaluation of a low-emission zone in partnership with the Victorian Government	June 2027

4.Strategic objective: Thriving Community

Council will drive innovation and future-focused growth to shape a resilient and adaptable city

Strategy	Initiative	Indicator	Due by
4.1 Strengthen the community's resilience and preparedness for emergency events	4.1.1 Implement the Climate Emergency Strategy to mitigate climate change impacts and accelerate the transition to a sustainable, resilient future	Delivery of an annual Action Plan	Annual
		Carbon emissions from Council operations	Annual
		Develop an environmentally sustainable vehicle transition plan for Council's fleet vehicles	June 2026
		Removal of natural gas from Council buildings and replacement with 100 per cent renewable energy	Annual
		Review of the Climate Emergency Strategy	June 2026
	4.1.2 Strengthen preparedness for climate emergencies	Completion of flood-specific and climate-related workshops, along with one preparedness campaign annually	June 2026
		Up to date resources, processes and information available to community	June 2026
4.2 Places and spaces are sustainable, accessible and fit-for-purpose, now and for the future	4.2.1 Deliver the adopted Capital Works Program	Delivery of the Capital Works Program	June 2026
	4.2.2 Implement the Seddon Neighbourhood Plan to guide development within the Seddon area	Delivery of an Action Plan	June 2026
	4.2.3 Review and implement the Footscray Structure Plan to guide sustainable urban development, improve infrastructure and enhance the liveability of the Footscray area	Delivery of the Structure Plan	Dec 2026
	4.2.4 Deliver the Maribyrnong Aquatic Centre waterslide and splash park development	Construction of new water elements	June 2026
	4.2.5 Commence the redevelopment of RecWest Footscray and Shorten Reserve	Planning of new cricket nets	June 2026
		Commence reconstruction of Shorten Oval	June 2026
		Commence construction of new RecWest facility	June 2026

Strategy	Initiative	Indicator	Due by
	4.2.6 Ensure Council-owned community infrastructure planning is data-driven, sustainable and future-focused	Review of the Community Infrastructure Strategy	June 2026
	4.2.7 Develop the Housing Strategy to advocate for the availability, affordability, diversity, environmentally sustainable and innovative quality of housing	Endorsement of the Housing Strategy by Council	June 2026
	4.2.9 Develop the Creative West Precinct Plan to revitalise and strengthen the sustainability of our local creative industries	Progress delivery of schematic and detailed designs for the proposed Creative West	June 2026
4.3 Promote and partner with community and industry to build resilient tourism and local economies	4.3.1 Implement the Business Friendly Council Memorandum of Understanding	Delivery of an annual implementation Plan	Annual
		Local business satisfaction	Annual
	4.3.2 Develop and implement an Investment Attraction Plan	Adoption of Plan	June 2026
	4.3.3 Develop and implement the Economic Development Strategy	Delivery of an annual Action Plan	Annual
4.4 Uphold our obligations to promote and protect human rights by demonstrating strong social responsibility across Council operations	4.4.1 Celebrate, respect and embrace First Nations peoples and their heritage, and reflect this in our decision-making, services and activities	Work with First Nations People to consider a process to progress self-determination and reconciliation	Annual
	4.4.2 Implement Towards Gender Equity 2030 to promote gender equality, empower individuals of all genders and eliminate gender-based inequality	Development and delivery of an annual Action Plan	Annual
		Council Policy, Program and Projects that include a Gender Impact Assessment to improve gender outcomes	Annual

5. Strategic objective: Connected Community

Council will build a connected, vibrant city where neighbourhoods thrive

Strategy	Initiative	Indicator	Due by
5.1 Collaborate with all levels of government to plan for and deliver liveable neighbourhoods	5.1.1 Create safe, welcoming, inclusive and enjoyable sporting environments	Partnership with the Australian Sports Commission to implement its Play Well Programs	June 2026
		Delivery of relevant policies and plans	Annual
		Utilisation of sporting assets	Annual
	5.1.2 Address the identified gap in the provision of indoor sports	Progress delivery of Mclvor Reserve	June 2026
	5.1.3 Implement the Smart Cities Strategic Framework	Delivery of the Framework	June 2026
		Delivery of an open data platform to facilitate data sharing with the community	June 2026
		Number of smart sensors across the transport network	June 2026
		Improvement in Council’s Smart City Maturity ranking (as per third party audit)	June 2026
	5.1.4 Develop and implement a Council Advocacy Strategy	Development of Strategy	June 2026
		Delivery of the Strategy	Ongoing
		Advocacy to the State and Federal Governments for alternative funding resources	Ongoing
5.2 Prioritise an active transport and a pedestrian-friendly urban environment to support mode shift	5.2.1 Develop the Maribyrnong Integrated Transport Strategy to improve connectivity, accessibility and sustainability	Endorsement of the Strategy by Council	Sept 2025

Strategy	Initiative	Indicator	Due by
5.3 Provide and promote arts and cultural experiences to enhance community connectedness	5.3.1 Implement the Public Art Strategy to enliven and enrich public places, foster creative communities and stage inclusive and progressive public conversations	Delivery of public art projects	June 2026
		Community satisfaction with the provision of public art	Annual
	5.3.2 Implement the Creativity Strategy to ensure Maribyrnong is a thriving arts hub, where creativity flourishes and culture enriches the lives of all	Development and delivery of an annual Action Plan	June 2026
		Community engagement with arts, culture and creativity	Annual
		Number of creative works produced in Maribyrnong	Dec 2025
		Annual spending across cultural and creative industries, retail and hospitality	Annual
5.4 Provide accessible opportunities for all our community to achieve physical, mental and social wellbeing	5.4.1 Create an active and healthy community through physical activity initiatives	Delivery of Active Maribyrnong programs	Annual
		Commence process review of open space	Annual
	5.4.2 Improve and grow the open space network	Implement and review the Open Space Strategy	June 2026
	5.4.3 Commence construction of the multi-purpose pavilion at Hansen Reserve	Construction of the new multi-purpose Pavilion	June 2026