

12.4**Directorate****Director****Manager****Attachment(s)****Annual Report on Implementation of Economic Development Strategies and Plans**

City Futures

Kelvin Walsh

Leanne Deans

1. Brimbank Economic Development Strategy - Implementation Status Report July 2024 [**12.4.1** - 16 pages]
2. Experience Brimbank Visitor Experience and Local Participation Strategy - Implementation Status Report July 2024 [**12.4.2** - 15 pages]
3. Local Jobs Local People Program - Implementation Status Report July 2024 [**12.4.3** - 8 pages]

Purpose

For Council to note the progress to implement the Economic Development Strategy 2022 – 2027, the Experience Brimbank Visitor and Local Participation Strategy 2010 – 2023 and the Local Jobs for Local People Program 2021.

Officer Recommendation

That Council notes the:

- a. **Economic Development Strategy 2022 – 2027 Implementation Status Report, shown at Attachment 1.**
- b. **Experience Brimbank Visitor and Local Participation Strategy 2010 – 2023 Implementation Status Report, shown at Attachment 2.**
- c. **Local Jobs for Local People Program 2021 Implementation Status Report, shown at Attachment 3.**

BackgroundEconomic Development Strategy 2022-2027

The Brimbank Economic Development Strategy 2022-2027 (Economic Development Strategy) was adopted by Council in August 2022 and included 65 actions to unlock opportunities and address limitations to local economic growth under four key themes:

1. Productive, innovative and sustainable business base
2. Vibrant, prosperous, assessable, precincts and places
3. An engaged and job-ready community
4. Leading the way in economic development practice.

Experience Brimbank Visitor and Local Participation Strategy 2018-2023

The Experience Brimbank Visitor and Local Participation Strategy 2018 –2023 (Experience Brimbank) was adopted by Council in August 2018 and included 82 actions to develop Brimbank as a tourism destination under five key goals:

1. Create our brand story
2. Improve our visitor experience

3. Engage and mobilise our local economy
4. Raise awareness of our offer and improve our image with target markets
5. Support and inspire our Business.

Local Jobs for Local People Program 2021

The Local Jobs for Local People Program 2021 was adopted by Council in September 2021 and included 40 actions to grow the capacity of the local workforce under four key pillars:

1. Strengthening employment networks
2. Support education and training networks
3. Enhance the public realm and support activation
4. Promote local procurement.

Matters for Consideration

Options

The following options are available to Council:

- A. That Council notes the Economic Development Strategy, Experience Brimbank and Local Jobs for Local People Implementation Status Reports, shown at **Attachments 1, 2, and 3.**
- B. That Council notes the Economic Development Strategy, Experience Brimbank and Local Jobs for Local People Implementation Status Reports, shown at **Attachments 1, 2, and 3.**, with changes.
- C. That Council does not note the Economic Development Strategy, Experience Brimbank and Local Jobs for Local People Implementation Status Reports, shown at **Attachments 1, 2, and 3.**

Officers recommend Option A and highlight that considerable progress has been made to implement the Economic Development Strategy and Local Jobs for Local People Program. Officers are preparing a new Visitor Economy Strategy, and further opportunities will be provided to Council for input in 2025.

Analysis

Brimbank Economic Development Strategy (2022-2027)

The Economic Development Strategy (2022-2027) Implementation Status Report, shown at **Attachment 1**, contains 65 actions, where:

- 60 actions (92%) are ongoing
- 2 actions (3%) are complete
- 3 actions (5%) have not commenced.

Substantial progress has been made implementing the Economic Development Strategy, with 95% complete or ongoing.

Highlights from 2023/24 include:

- The establishment of the Brimbank Economic and Employment Advisory Group, which is chaired by the Hon. Wade Noonan.

- Delivery of the Brimbank Business Migrants Investment Program Pilot, which is focused on Vietnamese 188 & 132 visa holders and won a National Award for Excellence from Economic Development Australia in 2023. The Pilot now includes a program for Mandarin-speaking investors.
- Delivery of a comprehensive training, mentoring and networking program which included two business breakfasts, one women in business event, five Brimbank bus events, 11 business meet ups, 17 business development workshops and 53 business mentoring opportunities.
- Delivery of programs and initiatives they encourage the start-up ecosystem, including continued operation of iHarvest coworking space, which has signed up 136 new members since its reopening following the COVID pandemic, including 105 members during 2023/2024; as well as delivery of other programs including CUL-TIV-ATE and IGNITE.
- Publishing of Council's investment collateral and business videos in Vietnamese and Chinese.

Three actions are yet to commence, one involving a service review of the Economic Development Unit and can be considered in subsequent years; and the other two relating to structure planning for the Deer Park and Sydenham Activity Centres, which will be further considered in a review of the Activity Centre Strategy, which is underway.

Experience Brimbank Visitor and Local Participation Strategy (2018-2023)

The Experience Brimbank Visitor and Local Participation Strategy (2018-2023) Implementation Status Report, shown at **Attachment 2**, contains 82 actions where:

- 51 actions (62%) are ongoing
- 8 actions (10%) are complete
- 23 actions (28%) have not commenced.

Seventy-two percent of the actions are complete or ongoing.

Highlights from 2023/24 include:

- Council continued to support Brimbank involvement in the Eat, Drink Westside events, which was part of the 2024 Melbourne Food and Wine Festival. Events held in Sunshine and St Albans Activity Centres were sold out.
- Promotion of various stories and updates online, including a collaboration with Metro Trains on the Storytowns audio guide podcasts, which feature Sunshine, St Albans and Watergardens; providing communications to Western Melbourne Tourism for their online channels; and promoting content on Council's social media to promote visitation to Brimbank.
- Continued support and membership with Western Melbourne Tourism and support for the Namaste Westside initiative.
- Near completion of a new hotel, the PuntHill, 99 Derby Road, Sunshine.
- A review of Experience Brimbank in 2023, which recommended that a new Visitor Economy Strategy be prepared. Work has commenced and has involved extensive research, stakeholder and community engagement, including a perception study surveying Brimbank visitors in May 2024.

Council's review of Experience Brimbank indicated that a significant number of actions (23) had not commenced, mainly due to a lack of resources to deliver them. Some have been delayed or constrained by site features, private ownership, and changing strategic priorities, while others are outside the Council's direct control and are advocacy items. In the 2023/24 budget, Council approved a new position with a focus on the visitor economy, which will provide a dedicated resource to help implement the new Visitor Economy Strategy, currently being prepared.

Local Jobs for Local People Report and Program (2021)

The Local Jobs for Local People Implementation Status Report, shown at **Attachment 3**, contains 40 actions where:

- 1 action (2.5%) is complete
- 38 actions (95%) are ongoing
- 1 action (2.5%) has not commenced.

Nearly 98% of actions are complete or ongoing.

Highlights from 2023/24 include:

- One hundred and fourteen meetings between Council officers and representatives from a range of industries across manufacturing, engineering, hospitality, retail, sales, construction, warehousing and health services to understand their employment requirements.
- Fifty-two meetings between Council officers and local employment agencies to understand their needs, and fifty-seven referrals of businesses to agencies.
- Delivery of the *Do Things Differently* employment seminar and networking event to promote recruitment and retention strategies and assistance to employers when employing people who are either Neurodivergent or from culturally and linguistically diverse backgrounds.
- Support for the 2023 Watergardens Jobs Fair week, which enabled local job seekers to obtain free advice, training and assistance with resume writing, interview techniques and to meet potential local employers with current job vacancies.
- Delivery of the Tender Writing Masterclass pilot program, which was merged with the technical, planning and legal aspects of tendering with practical advice from those who assess tenders.

One action remains outstanding, which relates to the preparation of an audit for industrial precincts to inform a potential rolling program of streetscape improvements. This action has not yet been allocated budget, however, doesn't prevent individual streetscape projects from being identified and delivered across Brimbank's industrial precincts.

Next Steps

Officers will continue to implement the Economic Development and Experience Brimbank Strategies and Local Jobs for Local People Program and provide quarterly updates through the Council Plan reporting progress. Further work is programmed for 2025 in relation to reports to Council and community consultation in relation to the preparation of the new Visitor Economy Strategy.

Community Engagement

Council officers engage with a range of stakeholders through the delivery of the Economic Development and Experience Brimbank Strategies and Local Jobs for Local People Program. No external consultation was required in the preparation of this report.

Resource And Risk Implications

Resource requirements can be met within the Annual Budget 2024/2025.

Community: potential impact on community, including public trust and customer service impact.

- Yes – Reporting on the status and progress of the two strategies and program should

enhance public trust in Council's ongoing commitment to improving Brimbank's economy.

Environmental: impacts on environmental sustainability, including water/waste management, climate change, and contaminated land.

- Yes – Implementation of the two strategies and program supports the concept of living, working and recreating locally and support sustainability outcomes.

Financial: significant financial impacts.

- Yes – Delivery of the strategies is linked to Council's operational and capital works budget and resourcing. Council has limited resources, which can impact the prioritisation of actions to implement.

Regulatory: legal, legislative or regulatory implications including the rights/obligations of stakeholders.

- Yes – The delivery of some actions must accord with relevant legislation including the assessing of planning permits in accordance with the Planning and Environment Act 1987 and the Brimbank Planning Scheme, and the introduction and administration of special rate schemes in accordance with the Local Government Act 2020.

Safety: health, safety or duty of care impacts.

- Yes – The delivery of activations, audits, promotions and physical improvements, as well as the added amenity and security from the development of a nighttime economy, should contribute to improved safety and perceptions of safety.

Legislation/Council Plan/Policy Context

This report supports the Council Plan 2021-2025 strategic direction and objective of:

2. Places and Spaces - Liveable and connected neighbourhoods that support healthy and sustainable futures - A green place for all

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

3. Opportunity and Prosperity - A future focused, transforming city where all have opportunities to learn and earn - A prosperous place for all

- Growing and Transforming - Optimise community opportunities through infrastructure innovation and investment
- Earning and Learning - Everyone has access to education, training and lifelong learning to support their aspirations.

Council officers contributing to the preparation and approval of this report, have no conflicts of interests to declare.



BRIMBANK CITY COUNCIL

BRIMBANK ECONOMIC DEVELOPMENT STRATEGY 2022-2027

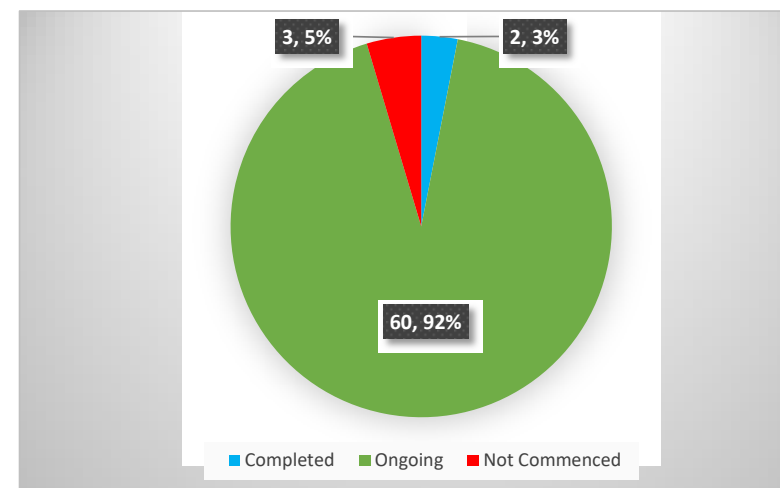
IMPLEMENTATION PLAN STATUS REPORT – 2024



Summary

A review of the implementation of the 65 actions is summarised below:

Theme/Action Group	Completed	Ongoing	Not Commenced	Total
Productive, Innovative and Sustainable Business Base	0	14	0	14
Vibrant, Prosperous and Accessible Precincts and Place	0	25	2	27
An Engaged and Job Ready Community	1	11	0	12
Leading the Way in Economic Development	1	10	1	12
Total	2	60	3	65



Theme One – A productive, innovative & Sustainable Business Base

1. Support growth, resilience, and build up the capacity of the existing businesses				
Ref	Actions	Timeframe	Status	Where are we now?
1.1	Develop a business engagement plan to ensure engagement is regular, meaningful and targeted. Ensure business engagement is contemporary and digitised (where possible) to streamline and track engagement activity. Regularly engage and communicate with businesses to deliver targeted and relevant business information (e.g. Business Link)	Ongoing		Council continues to deliver a program of business engagement across digital and in person network initiatives which in 2023/24 resulted in: • 3126 social media followers with a combined reach of 258,000. • 36 editions of E-bulletin sent to local business subscribers. • Eight business articles in the Brimbank Community News.
1.2	Ensure engagement and communication embeds a consideration of the high prevalence of Culturally and Linguistically Diverse (CALD) persons who own and/or operate a business	Ongoing		Council continues to assist its CALD business community with opportunities to network and communicate in languages other than English including: • Translations of Brimbank Investment Prospectus into Vietnamese and Chinese languages. • Business Migrants Meet-ups in Chinese and Vietnamese languages. (one in Chinese and two in Vietnamese) • Partnered with the State Government Skilled and Business Migration Program. • Developed business mentoring program in Chinese and Vietnamese languages. • Participation in local ethnic-based business networks such as Aussie-Filo networking group, Vietnam-Australia Startups & Innovation Association, Vietnamese Business Support Organisation, Multicultural Consulting services. • Promotion of free translation service to local business. • Council's website translated into 15 different languages • Go St Albans and Sunshine Rising newsletters are produced in English and Vietnamese.
1.3	Facilitate a program of training, mentorship and networking events/programs to encourage upskilling, capacity building and businesses-to-business opportunities.	Ongoing		Council continued to promote opportunities for business to build capacity network including: • Two Business breakfasts • One Women in business event • Five Business Bus events • 11 Brimbank Business Link Meetups • 17 Business Development Workshops • 53 Mentoring Opportunities.

1.4	Promote grants, resources and other incentives available for businesses through government departments such as Business Victoria.	Ongoing		Council continued to provide local businesses with resource opportunities via regular promotion of information about how to access them via our communication channels.
1.5	Review business permit assessment processes and investigate the potential to streamline where possible.	Ongoing		Business permit processes were reviewed as part of the State-Government funded Better Approvals Process pilot project in 2019 and funding was provided for a business concierge to implement the streamlined service. Funding for the business concierge resource was discontinued in 2023 necessitating a further revision of the business permit process prior to the launch of the new corporate website in 2024.
1.6	Maintain an online resource of Brimbank's economic and demographic profile to provide a single source of information to existing and prospective businesses/ investors about key trends. Information should include business, employment, industry and labour force trends.	Ongoing		A comprehensive suite of statistical information regarding the Brimbank community and economy is maintained and updated on the Council website through a range of ID demographic and forecasting information. Information is also provided in Council's investment prospectus and videos, which are also available online.

2. Grow and support specialised, innovative, high-value and emerging industries to strengthen economic drivers and supply-chains, and diversify the economy				
Ref	Actions	Timeframe	Status	Where are we now?
2.1	Facilitate and encourage business investment/reinvestment in industrial-related specialisations and clusters such as manufacturing, transport, logistics and wholesale trade.	Ongoing		Council encouraged business investment in industrial-related specialisations and clusters by: • Site search assistance to investors • Manufacturers meet-up behind the scenes tour of Luus Industries • Recruitment agencies tour of JBL • Engagement with and promoted new entrants (eg Bardee) • Promotion of MAR and WIFT to industry and investors • Membership of Melbourne's North Food Group • Implementation of the Business Migrant Investment program. • Promotion of workforce development in manufacturing, transport, logistics and wholesale trade via expos, job fairs and site tours.

2.2	Facilitate and encourage new business investment in high-value office-based sectors, particularly in the Sunshine Priority Precinct	Medium to Long Term		Council has facilitated and encouraged new business investment in high-value office-based sectors via advocacy and promotion of key Activity Centres in Sydenham, St Albans, Derrimut, Brooklyn and Sunshine in 2023/2024 via Council's Investment Prospectus, Investor Presentations, a suite of Investment Videos and Site Tours.
2.3	Support programs and initiatives that encourage the start-up ecosystem, innovation and entrepreneurialism (e.g. the CUL-TIVATE Initiative and IGNITE Program)	Ongoing		Council facilitates a range of programs to foster the start-up ecosystem, innovation and entrepreneurialism including: • CUL-TIV-ATE (start-up program). • IGNITE (food sector start-up program). • iHarvest mentoring sessions. • iHarvest Lunch & Learn masterclass. • iHarvest free trial days. • Regular promotion of start-up business development opportunities in ebuletin, website and social media.

3. Ensure there is sufficient and adequate critical infrastructure for businesses to thrive

Ref	Actions	Timeframe	Status	Where are we now?
3.1	Advocate for improved telecommunications and digital infrastructure to support business operations (e.g. full coverage, lower latency, high speeds).	Short Term		NBN concluded a three-year upgrade program during 2023/24 to create or extend Business Fibre Zones in St Albans, Sunshine North and Derrimut.
3.2	Encourage new co-working spaces to establish in Brimbank.	Ongoing		Council assisted "the Work Studio" with tenant referrals and hosted the launch of the Vietnam-Australia Starups & Innovation Association at iHarvest.
3.3	Continue to support entrepreneurs, freelancers, micro, small and home-based businesses by encouraging suitable accommodation (e.g. incubators, co-working spaces), and support programs such as hackathons and meet-ups.	Ongoing		During 2023/2024 Council extended the hours of access to iHarvest, updated the iHarvest website and listed iHarvest on more co-working booking sites. Officers continue to explore opportunities to expand the service offering and build the membership.

4. Foster a sustainable and environmentally conscious business community				
Ref	Actions	Timeframe	Status	Where are we now?
4.1	Continue to support initiatives that encourage business and industry to adopt environmentally sustainable business practices. Examples include take up of energy audits, solar energy and buying renewable energy. • Brimbank Community Solar • Environmental Upgrade Agreement • 100% Renewable Brimbank Program.	Ongoing		Council supported initiatives that encouraged business and industry to adopt environmentally sustainable business practices through: • Referrals • Promoting the 100% Renewable Brimbank Program via communication channels and at events. • Promoting and hosting the WAGA business support program industry information event at iHarvest. • Membership of the WAGA Business Resilience Working Group and Melbourne North Food Group.
4.2	Encourage business investment in new, green and innovative technologies in strategic locations to help reduce waste and carbon footprint. Examples include circular economy businesses such as Waste-to-Energy (WTE) facilities	Ongoing		Council assisted investment into the circular economy via: • Assisting Kim Duc to secure a warehouse facility for phase one of their plastic recycling project. • Featuring food-waste recycler Bardee prominently in the investment prospectus videos. • Promoting the use of green technology and energy in ebulletin.

Theme two: Vibrant Prosperous and Accessible Precincts and Places

5. Actively participate in planning and development of Brimbank's major redevelopment areas to encourage economic and employment opportunities for the local economy and community				
Ref	Actions	Timeframe	Status	Where are we now?
5.1	Engage, participate and work with planning authorities, government bodies, landowners, investors, developers, business and the community to support and progress the planning and development of Brimbank's major redevelopment areas and priority precincts, particularly: • Sunshine National Employment and Innovation Cluster • Sunshine Priority Precinct • Sunshine Metropolitan Activity Centre • Sunshine Health Wellbeing and Education Precinct • Major Activity Centres of Sydenham, St Albans, Brimbank Central and Deer Park	Ongoing		Council continued to work with the Department of Transport and Planning, and the Victorian Planning Authority on their planning activities including: • The development of the Albion Quarter Structure Plan Discussion Paper • Ongoing discussions with DTP and Rail Projects Victoria (now Victorian Infrastructure Authority), on the MAR and Sunshine Station Masterplan and other rail infrastructure projects. • Engaging with landowners and developers in assessing planning permit applications.

5.2	Continue to engage with organisations and precincts located in, or adjacent to Brimbank that are of metropolitan, regional, state and national significance to facilitate appropriate growth and development. Examples include Melbourne Airport, Western Health and Victoria University	Ongoing		Council continues to engage with various organisations including Melbourne Airport, through the Planning Coordination Forum, and the Victorian Planning Authority on urban renewal efforts regarding the Braybrook Regeneration Project. Council has also signed an MOU with Victoria University and engages with them through various forums including the Sunshine Partnership Group.
5.3	Encourage high-value industries to establish within the Sunshine NEIC that align with existing specialisations and the state-significant designation. Recommendations include: • Professional and business services • Advanced manufacturing (medical equipment, devices and apparatus, biotechnology, construction technologies, food and fibre) • Information technology (data centres) • Health care and social assistance (hospitals, medical clinics and general practitioners, allied health services, mental health services, aged care) • Education, training and research	Medium to Long Term		Council produced an investment prospectus identifying key industry sectors and provides timely support to investment queries through Economic Development, Strategic, Statutory Planning and Place Management Units, including assistance with identification of potential sites for investors. Council also provides preapplication meetings with potential investors.
5.4	Actively engage and participate in the State Government's delivery of major transport projects to optimise local economic and community benefits. Transport projects include: • Melbourne Airport Rail Link (MAR) • The Sunshine Station Superhub (SSH) • Suburban Rail Loop (SRL) • Western Rail Plan	Ongoing		Council continued to advocate for the need to invest in transport including the MAR and SSH, which has also been included in various submissions including to the Federal Government Infrastructure Review.
5.5	Promote and facilitate local business procurement and employment opportunities for major infrastructure projects (e.g. Victoria's Big Build)	Medium to Long Term		Council regularly promoted procurement and employment opportunities arising from proposed major infrastructure, including: • Participation in the Western Opportunities Network convened to leverage local employment and business opportunities arising from Victoria's Big Build. • Liaison with the Industry Capability Network and Western Melbourne Tourism. • Programming tender writing workshops. • Promoting opportunities via ebulletin and Jobslink website and social media. Several planned information sessions did not eventuate as the State Government cancelled the 2026 Commonwealth Games and postponed construction of the MAR.

5.6	Advocate and work with DoT, RPV and contractors where possible to minimise potential impacts/ disruptions to business associated with infrastructure works by providing support in accordance with the Victorian Small Business Engagement Guidelines (SBEG).	Ongoing		Council advocated for businesses impacted by proposed rail related works as part of level crossing removal project delivery and MAR design phase. This included a submission to State Government in response to the draft Environmental Management Frameworks and proposed Regional Platform Project at Sunshine Station on the impacts on business operations.
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6. Maintain and strengthen the economic role, vibrancy and character of Brimbank's Activity Centres

Ref	Actions	Timeframe	Status	Where are we now?
6.1	Continue to implement Brimbank's Activity Centre Strategy (2018). Consider updating the Strategy to account for new activity centres, and economic shocks and structural shifts caused by the COVID-19 pandemic as part of any future review	Medium to Long Term		The Brimbank Activity Centre Strategy Action Plan continues to be delivered with 85% of actions commenced or completed in 2023/2024.
6.2	Promote a mix of uses which are reflective of the role and purpose of Activity Centres and their place in the hierarchy. Encourage a diversity of activities and services, including retail and retail services, hospitality, health, wellbeing and fitness services, entertainment, community, civic and professional services.	Ongoing		Council's Investment Prospectus promotes a range of industry across activity centres and industrial precincts, and Place Managers and Economic Development staff provide information and support to facilitate investment. Council also continues to work with DTP on a range of planning, led by DTP. Council has also commenced a review of the Activity Centres Strategy including commissioning of an economic analysis that examines the role and hierarchy of activity centres in Brimbank.
6.3	Continue to implement the Sunshine Rising Action Plan (2019 - 2024) and the Go St Albans Action Plan (2019 - 2024), including their review and update when required.	Short to Medium Term		Both Action Plans continue to be implemented with 80% of actions completed or ongoing in the Sunshine Rising Action Plan and 88% of actions completed or ongoing in the GO St Albans Action Plan. Work has commenced on their review.
6.4	Encourage an update to the Watergardens Town Centre Framework Plan & the Sydenham Regional Activity Centre Structure Plan and associated planning controls (in line with current aspirations for the Centre) in order to maximise economic opportunities for vacant and underutilised site	Long Term		The bulk of the land is in one ownership therefore collaboration and support from the landowner is required. Council has an established relationship with owners, and they are currently satisfied with the existing structure plan and planning provisions. Council is undertaking a review of the Activity Centre Strategy which may inform future work.
6.5	Prepare a Structure Plan for the Deer Park Activity Centre and surrounds.	Short Term		The preparation of structure plan for Deer Park has not progressed due to the area being adjacent to a major hazard facility and is not recommended for intensive growth and development. Yet to commence.

6.6	Support a program of activation, place making and urban design initiatives across Activity Centres that encourage and deliver an attractive environment for residents, workers and visitors to visit, dwell and spend, including improvements that relate to access, safety and streetscape amenity and character.	Ongoing		Council's Local Activity Centre (LAC) Capital Works Framework provides the basis for prioritising public realm capital works in Brimbank's local activity centres. Public realms improvements in LACs in 2023/2024 included: • Suffolk Road Shopping Centre. • Leslie Street Local Activity Centre. • Glengala Road Village (concept plan phase) • Billingham Road (concept plan phase) The Alfrieda Street Master Plan was adopted in 23/24 and design work also undertaken for East Esplanade. The Urban Design unit is currently leading a review and update of the capital works framework which is expected to be completed in 2024/25. Other programs that deliver activations and place making that support this action includes delivery of the Enjoy Local Activation Program, Light Up Sunshine and St Albans Programs, and the LAC Activation Program.
6.7	Facilitate the marketing and promotion of Activity Centres sense of place; with a focus on Sunshine and St Albans, which have marketing and promotional special rates.	Medium to Long Term		Council continues to support a Marketing and Business Development Special Rate in Sunshine and St Albans, of which the proceeds are provided to the Business Associations to spend on marketing and promotional initiatives.
6.8	Continue to encourage digital and social media resources that encourage local residents and visitors to explore Brimbank.	Ongoing		Council continues to promote visitation to Brimbank through the Experience Brimbank website, and support, provision, and promotion of digital content across key partners including Business Associations, Western Melbourne Tourism and Council's social media.
6.9	Continue to proactively administer the Marketing and Promotional Special Rate Programs to ensure expenditure accords with the purpose of the schemes. Undertake a review and renewal to support business and traders associations to deliver business development and marketing/promotional initiatives in Sunshine and St Albans.	Ongoing		The payment agreements for both Special Rates sets out the administration and conditions associated with payment of the proceeds to the Business Associations, which involves a quarterly review of all expenditure including provision of all invoices and bank statements. Council also undertakes a review of the scheme involving a survey of businesses prior to any renewal process.
6.10	Consider completing a business audit in Activity Centres with traditional retail/commercial strips to: • Monitor change to tenancy mix over time; • Identify gaps and opportunities that could be promoted; and • Inform any potential review and update to the Activity Centre Strategy (2018). The initial focus should be the Centres of Sunshine, St Albans, Keilor, Deer Park and Glengala.	Medium Term		An economic analysis of activity centres was commissioned in 2023/2024 to inform the update of the Activity Centre Strategy, which included the tenancy mix of selected centres. Council also collects data annually for the Sunshine and St Albans Activity Centres.

7. Protect and enhance industrial precincts in the Western SSIP				
Ref	Actions	Timeframe	Status	Where are we now?
7.1	Retain land identified as industrial in BILS (2018), particularly those areas with good separation from, and contain a limited number of sensitive uses. Encourage improved amenity outcomes in industrial areas, in line with the Brimbank Industrial Design Guidelines, and facilitate access and safety improvements.	Ongoing		All industrial land identified in the BILS (2018), remained industrial zoned during 2023/2024. Council's ability to improve amenity and limit sensitive uses is based on the zone and overlay allowances within the Brimbank Planning Scheme. Council is progressing an amendment to implement the Brimbank Industrial Design Guidelines into the Planning Scheme in 2025. Council also continues to implement a proactive compliance program that focuses on industrial precincts.
7.2	Promote the local, regional and state significance of industrial precincts in Brimbank.	Ongoing		Council promoted the significance of industrial precincts through Brimbank Investment Prospectus, the suite of investment videos, site tours with state government stakeholders and prospective investors, and the Business Migrants Meet-ups.

8. Encourage the evolution of industrial precincts to attract and establish viable and sustainable industries				
Ref	Actions	Timeframe	Status	Where are we now?
8.1	Continue to implement the Brooklyn Evolution Program, including the long-term transition away from high amenity impact uses (e.g. landfills) at the end of their lifecycle to lower amenity impact uses such as light industry, warehousing, smaller factory, commercial and large-format retail uses. The Precinct should also support innovative and emerging industries and technologies and provide opportunities for environmentally sustainable industries that apply best practice technology, and extend beyond exclusively materials recycling.	Ongoing		Council continued to implement the Program and in 2023/2024 significant investment included: • Near completion of a large data centre development • A funding announcement to seal a section road. • Design concepts for a lineal park.
8.2	Where strategic work demonstrates it is appropriate, continue to support the transition of industrial areas identified as 'transitional' and 'employment' in the BILS (2018) to suitable and viable alternative uses.	Ongoing		The DTP Sunshine Priority Precinct team progressed planning in the Albion Quarter that includes some transitional land. Other potential amendments are proponent led and dependent on proponents progressing through provision of further information to Council.
8.3	Promote Government grants and information related to soil remediation and treatment as they arise (e.g. Soil Remediation Grant, DELWP).	Short to Medium term		Council officers are not aware of any grants of this nature during the 2023/2024 financial year, however, have promoted opportunities in previous years.

9. Support the productive use of vacant and underutilised land				
Ref	Actions	Timeframe	Status	Where are we now?
9.1	Consider opportunities to develop commercial and/or community uses on vacant and underutilised land that is appropriately located and is demonstrated to be surplus to Council needs.	Ongoing		Council has commenced a process to sell public land in the Sunshine Metropolitan Activity Centre to the Vietnamese Museum of Australia for the development of a nationally significant museum. .
9.2	Engage with landowners of vacant or underutilised industrial zoned land in order to facilitate investment and development outcomes.	Long Term		Council officers continue to provide information and guidance on a range of sites including Orica and Broadcast Australia as requested.
9.3	Encourage State Government Agencies and other research institutions (e.g. CSIRO) to investigate the feasibility of productive use of Green Wedge Zoned (GWZ) land in the northwest of the municipality.	Medium to Long Term		Council advocated to the State Government to undertake an investigation into the viability of productive uses in the Brimbank Green Wedge in its submission to the Legislative Assembly Inquiry into Securing Victoria's Food Supply in 2023/2024.

10. Grow the visitor economy through product and destination development, and through promotion of precincts, places and spaces				
Ref	Actions	Timeframe	Status	Where are we now?
10.1	Update and refresh Brimbank's Visitor Economy Strategy (2018) to: • Reflect Sunshine's designation as a Priority Precinct • Investigate opportunities from significant transport investment like MAR • Consider the implications of COVID-19. Prioritise projects (or ideas) that invest in identified gaps/opportunities for products and services for visitor markets such as VFR, business/corporate, health and education, leisure/entertainment/recreation (metropolitan catchment).	Short Term		Council undertook a review of the current strategy in 2023 which recommended updating the strategy. In 2024 Council commissioned a consultant to undertake research to inform development of a new Visitor Economy Strategy.
10.2	Continue to promote Brimbank's art and cultural attractions, spaces and festivals/events through various channels, including Creative Brimbank and Experience Brimbank website	Ongoing		Council continued to promote art and culture through a variety of Channels, primarily via: • Creative Brimbank publications and the Creative Brimbank website • Council's website and social media channels • Western Melbourne Tourism • Experience Brimbank Website.

10.3	Promote growth in the night-time economy in locations where existing businesses are well suited to night-time trading/servicing such as Sunshine, St Albans and Sydenham.	Ongoing		Council continued to support the nighttime economy in 2023/2024, primarily via partnerships with the Sunshine and St Albans Business Associations who held the following key evening events: • Lunar New Year / Lantern Festivals. • Westside Crawls as part of the Melbourne Food and Wine Festival. • Light Up Sunshine and St Albans. • Enjoy Local activations, including an outdoor cinema in St Albans.
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Theme three: An Engaged and Job Ready Community

11. Increase local participation in the workforce through preparedness and pathways, upskilling and re-skilling				
Ref	Actions	Timeframe	Status	Where are we now?
11.1	Continue to implement actions in the Local Jobs for Local People Program (2021) relevant to improving employment pathways and encouraging a job ready workforce.	Ongoing		97.5% of actions in the Local Jobs for Local People (LJLP) Program have either commenced or been completed by the end 2023/2024.
11.2	Encourage re-skilling and preparedness in the labour force to combat structural changes that are threatening unskilled and low skilled job types (e.g. increased automation of routine/manual processes).	Ongoing		Council continued to meet with local business, industry associations and key stakeholders involved in the provision of skills development and training during 2023/2024 to identify local workforce skill demand and provision via involvement in: • Jobs Victoria Mentors community of practice forum • Department of Education's Western Region Work Experience Advisory Group • Promotion and sponsorship of White Card for Women program • Promotion of Try a Trade Day.
11.3	Continue to support employment related Council programs and initiatives targeting job readiness, engagement and retention. Focus on reducing the level of disadvantage and inequality in Brimbank	Ongoing		Council's Youth Services, Neighbourhood Houses Libraires, BLF and LJLP program were involved in 60 collaborations to support job readiness in 2023/2024. Key external partners included: • AGA apprenticeships • WCIG • KPR • JBS foods • Women in trades.

11.4	Continue to support programs and initiatives delivered by employment and learning services, including Brimbank Learning Futures, Youth Services and the Future Connect Local Learning Network.	Ongoing		Council's LJLP program continued to support a variety of programs and initiatives delivered by employment and learning service providers, with key support and collaboration in the following activities: • Women's White Card program • Sheforce program. • Settlement Language Pathways to Employment and Training program • Development of the draft Brimbank Youth Jobs Strategy • Promotion of events and services on Joblink website and social media channels.
11.5	Support an update to Brimbank's Youth Jobs Strategy and Lifelong Learning Strategy	Short Term		Council undertook an update of the Brimbank Youth Jobs and the Lifelong Learning Strategies and decided to align them formally with the youth related actions contained in the LJLP program. Future activities will now be reported as part of the LJLP program.
11.6	Seek to improve communication and engagement between local businesses and the CALD community/workforce, with greater emphasis on non-english speakers.	Ongoing		Through the LJLP program, Council partnered with specialist training organisations to communicate and engage with the CALD community/workforce and local business including: • Djerrawarrh – Adult migrant English program • Multicultural consultancy services- site tours and introductions with major employers • CIVIK people – introduced newly arrived migrants and refugees to local employment options. • BLF – Construction Induction Ticket training • CRSE- Think Differently seminar.
11.7	Promote mental health services to businesses, employees and job seekers through the appropriate channels (e.g. E-bulletin, JobLink and Learning Futures)	Ongoing		Council's LJLP program continued to promote mental health services to businesses, employees, and job seeker, primarily via fortnightly business e-bulletins and periodically via the JobLink website and social media channels.
11.8	Promote to industry available government support and services to facilitate the employment of people with a disability	Ongoing		Council continued to promote support services, information, and seminars to industries such as hospitality, retail and manufacturing including: • Commonwealth Disability employment services • Wage and training subsidies • Job Access support • "Think Differently" seminar on how to recruit and support neurodiverse workers and those returning to work after injury.

Ref	Actions	Timeframe	Status	Where are we now?
12.1	Continue to implement actions in the Local Jobs for Local People Strategy (2021) relevant to skills gaps and labour force shortage	Ongoing		Council continued to implement LJP program actions regarding skills gaps and labour force shortages, including: • Connecting training organisations to employers to identify skill gaps and build training programs to match employer's needs. • Partnering with Workforce Australia and the Jobs Victoria Mentor Program to discuss local skill requirements. • Promotion of government training programs and incentives for businesses to recruit and train staff.
12.2	Engage with key sectors affected by labour shortages such as health care, social assistance, manufacturing and hospitality. Investigate activities to address labour shortages across these sectors.	Short Term		Council continued to engage with health care, social assistance, manufacturing, and hospitality sectors, about: • Engaging with the Patient Service Assistant eight-week training program of Western Health Sunshine where participants were interviewed and offered employment on successful completion. • Partnering with café operations and barista training courses across Brimbank and promoted graduates to local hospitality business. • Sponsored a Jobs Fair at Watergardens Shopping Precinct.
12.3	Partner with tertiary education institutions (such as Victoria University) and industry to formulate and implement a targeted approach to local labour force shortages and skills gaps (e.g. VU Skills Hub and Construction Futures Training Facility)	Short Term		Council continued to partner with tertiary education institutions and industry to address labour force shortages and skills gaps, including: • Australian Industry Group's Major Manufacturing Project promoting trades/apprentices into manufacturing (resulting in connections with Luus Industries & General Laser). • The AGA Group's Women into Trades pre-employment program (resulting in connections with local trade employers) • VU Jobs and Skills Hub's presentation VU's local skills and training to the Brooklyn-based employers.
12.4	Support the potential to establish a VU Rise (Centre of Excellence) in the Sunshine NEIC	Long Term		A component of the VU RISE is based in Sunshine. Council continues to support the establishment of a more comprehensive centre of excellence in the NEIC in 2023/2024 via its advocacy and policy support.

Theme Four: Leading the way in Economic Development Practice

13. Embed economic development practice across Council, and adopt a best practice approach				
Ref	Actions	Timeframe	Status	Where are we now?
13.1	Undertake a service review to ensure sufficient capacity and resource allocation to deliver economic development priorities, including ensuring clearly defined roles and responsibilities.	Medium to Long Term		The Economic Development Unit was not scheduled for a formal service review during 2023/2024.
13.2	Encourage the ongoing implementation of smart city technology to deliver efficiencies in economic development practice, and assist decision making	Ongoing		Council continued to look for ways to use smart city technology to assist service improvements and policy development as well as business development, including: • Workshops on use of AI in decision making. • Installing sensors in street litter bins to optimise collection. • Using mobile phone signal data to track visitation patterns and origins to inform preparation of a new Visitor Economy Strategy.
13.3	Attend industry events and forums for knowledge sharing, networking and promoting Brimbank's interests (e.g. Economic Development Australia, Mainstreet Australia, Western Melbourne Tourism, Victorian Tourism Industry Council).	Ongoing		Council officers continued to attend industry events and forums, including: • Economic Development Australia workshops, networking events, training, and annual National Conference • Mainstreet Australia Annual Conference • Western Melbourne Tourism • Victorian Tourism Industry Council • North Melbourne Food Group • Victorian Manufacturing Showcase

14. Support local and regional economic development priorities, programs and initiatives				
Ref	Actions	Timeframe	Status	Where are we now?
14.1	Represent Brimbank's interests in regional economic forums and regional economic strategies. Collaborate with regional bodies such as Lead West, Western Melbourne Tourism and WoMEDA on strategic priorities such as investment attraction, infrastructure delivery, workforce development and precinct development.	Ongoing		Council maintained active membership on LeadWest, Western Melbourne Tourism and WoMEDA, and supported a range of advocacy work for the region, which had a strong focus on transport investment.
14.2	Consider establishing a municipal-wide Economic and Employment Advisory/Reference Group, consisting of business and industry leaders to discuss current issues and opportunities	Short-Term		The Brimbank Economic and Employment Advisory Group (BEEAG) was formed in 2024 as a forum to discuss local issues and opportunities relevant to economic, industry and business development.

	relevant to economic, industry and business development, support and growth.			
14.3	Continue to support Council advisory committees such as the Sunshine and St Albans Partnership Group.	Ongoing		Council continued to support the following business focused Council advisory committees. • Sunshine Partnership Group • St Albans Partnership Group • Brooklyn Industrial Precinct Committee • Brimbank Economic and Employment Advisory Group.

15. Target and facilitate investment in land use, business and infrastructure to deliver economic and community benefits.

Ref	Actions	Timeframe	Status	Where are we now?
15.1	Embed an investment facilitation framework protocol to ensure a consistent and coordinated approach across Council Departments. Continue to refine and implement the Investment Facilitation Framework.	Short-Term		Council has previously developed and applied guidelines to identify internal roles and processes to support investment facilitation. Three pre-application meetings were organised during 2023/2024 using the protocol.
15.2	Publish Council's investment attraction brochure to inform businesses of Council's investment process.	Ongoing		Council have commenced an update to the investment brochure that outlines this process.
15.3	Maintain an up-to-date Brimbank Investment Prospectus that can be used as collateral to target investment.	Ongoing		Council updated the investment prospectus 2023/2024 and has also published it in Vietnamese and Chinese.
15.4	Advocate and promote investment initiatives and opportunities through investment prospectus, advocacy and advisory groups, and strategic partnerships.	Ongoing		Council continues to advocate and promote investment initiatives and opportunities to: • DJSIR Skilled and Business Migrants Program • DJSIR Investment & Business Engagement Team • Invest Victoria • Global Victoria (VGTI offices south-East Asia) • Sunshine and St Albans Partnership Groups • Brimbank Economic and Employment Advisory Group.
15.5	Identify, attract and liaise with landowners, institutional investors and developers to facilitate targeted investment opportunities that relate to the development/occupation of a specific site(s) or precincts.	Ongoing		Council continues to work with key stakeholders on investment opportunities in the Sunshine Priority Precinct and the Sunshine NIEC and undertook targeted engagement as part of the Sunshine Energy Park vision work. Council

				also engaged regularly with key commercial real estate agents to identify landowners and potential investors.
15.6	Investigate infrastructure and service (physical and soft) needs to support new and existing SMEs and the start-up ecosystem in the municipality and Western Melbourne	Short-Term		Council has undertaken work to inform improvements to its service and is also exploring the potential to expand its service offering.

BRIMBANK CITY COUNCIL

EXPERIENCE BRIMBANK VISITOR AND LOCAL PARTICIPATION STRATEGY 2018 - 2023

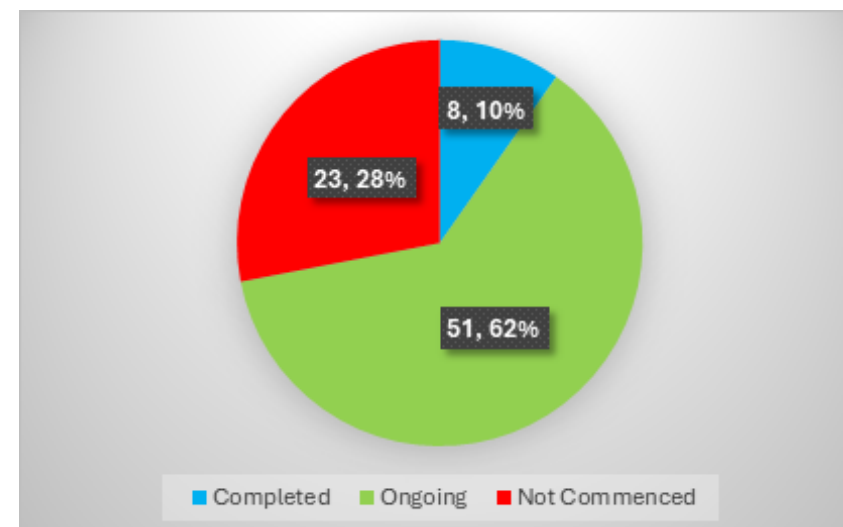
IMPLEMENTATION PLAN STATUS REPORT – JULY 2024



Summary:

A review of the implementation of the 82 actions is summarised below:

Goal	Completed	Ongoing	Not commenced	Total
1. Create our brand Story	3	4	1	8
2. Improve our visitor experience	2	25	9	36
3. Engage and mobilise our community	0	2	6	8
4. Raise awareness of our offer and improve our image with target markets	0	8	6	14
5. Support and inspire our image with target markets	3	12	1	16
Total	8	51	23	82



Goal 1: Create our Brand Story

Ref	Actions	Timeframe	Status	Where are we now?
1.1.1	Develop a visitor value proposition for Brimbank and its key destinations in the context of a brand for Melbourne's West, including the development of core brand pillars for each suburb and key messaging.	2018/2020		Council surveyed residents and visitors in May 2024 to inform preparation of the new Visitor Economy Strategy, which will include a Destination Marketing Framework to enable a visitor value proposition to be developed.
1.1.2	Identify local suburb/destination ambassadors and develop their profiles as key influencers for Brimbank. This may include international students, ethnic associations, local leaders, sports stars, celebrities and celebrity chefs. <i>*This action will be undertaken in collaboration with 'We Are Brimbank' activities</i>	2018/19		Council promoted Brimbank's local influencers and business identities via: • 'We are Brimbank' video series, produced in 2021, showcasing Brimbank's ambassadors, from the fields of fashion, retail, tourism and creative industries. • Positive stories in broadcast and print media. • Digital communications amplifying 'good news' stories • Sharing story ideas with partners such as Western Melbourne Tourism • Sunshine Rising and Go St Albans quarterly newsletters.
1.1.3	Develop a narrative about the city's transformation for use in marketing communications.	2018/19		Council developed the Sunshine Priority Precinct Vision 2050 and its transformation into Melbourne's second CBD, which was promoted via a range of communication channels and to the public via a story on Channel 7's Sunrise program in 2023.
1.2.1	Undertake a tourism content and collateral audit, determine the gaps and develop content and collateral to align with the new visitor value proposition. This would include reviewing the 'Experience Brimbank' brochure to ensure its alignment with the new value proposition and destination approach.	2018/19		Council conducted a product audit in 2019 as part of the development of the Experience Brimbank Visitor Map.
1.2.3	Undertake an audit of all tourism photography and commission a hero and editorial photo shoot and production of video footage (professional and semi-produced) for use across traditional and online marketing channels.	2018/23		Council undertook Tourism photo shoots focusing on key product and experiences in 2020 and 2024. A video series 'Brimbank Delights' was produced in 2021 to highlight Brimbank's key experiences, such as the Bowery Theatre, HV McKay Gardens and Overnewton Castle.

Ref	Actions	Timeframe	Status	Where are we now?
1.2.4	Develop visitor itineraries across Brimbank's core experience offerings, and explore the inclusion of experiences outside of the Brimbank municipal boundary.	2019/20		The Experience Brimbank Visitor Map and website include visitor itineraries.
1.2.5	Explore the development of a high-quality Food Guide that leads visitors through the depth and breadth of cultural food experiences to be had in Brimbank's key food precincts. E.g. St Alban's Alfrieda St. In doing this, make use of the 'Story Bank' which provides stories on the people behind the food and their family heritage.	2019/20		Brimbank's food precincts have been promoted through Council's partnerships with St Albans Business Group Association Inc (SABGAI) AND Sunshine Business Association (SBA). Activities include: • Implementation of the St Albans and Sunshine Marketing and Business Development Plans, which are funded through Special Rate Scheme overseen by Council. • Working with Metro Trains to create and deliver Storytowns audio guide featuring hospitality businesses. • Delivering food tours as part of the Melbourne Food & Wine Festival and the Be Bold Festival. • Promoting hospitality businesses through the SABGAI and SBA social media channels.
1.2.6	Create a 'Business Marketing Kit' for each suburb/destination story that includes an image library, video, and written content.	2019/20		This action was beyond the resources available to implement this strategy.

Goal 2: Improve our visitor experience

Ref	Actions	Timeframe	Status	Where are we now?
2.1.1	Pursue opportunities to work with Parks Victoria in their development and implementation of a 'Visitor Experience Framework Strategy' that identifies opportunities to improve and better utilise Brimbank Park for tourism purposes. E.g. Improved access, presentation on arrival, and amenities; increased activation through wellbeing experiences, events, public art, indigenous experiences, new trails, food trucks, wayfinding signage, interpretation etc.	2018/19		Council has discussed opportunities to improve Brimbank Park with Park Victoria and other stakeholders including initial exploration of the '2000 Steps' concept. Parks Victoria was consulted during stakeholder consultation to develop a new Brimbank Visitor Economy Strategy.
2.1.2	Engage with the Wurundjeri Tribe and land managers including Parks Victoria and City West Water to explore the potential for the development of Aboriginal and Eco-tourism experiences at sites including: Brimbank Park, Organ Pipes National Park and Horseshoe Bend Farm. This may include the investigation of a visitor interpretation centre in Brimbank Park which showcases the Aboriginal and archaeological importance of the area	2019/23		This action was beyond the resources available to implement. Council commenced authentic engagement with the Wurundjeri in 2023 as part of its work at Sydenham Park however the focus is on the protection of cultural heritage and not tourism. Council also engaged with Wurundjeri in 2021 as part of its investigation into the 2000 Steps concept at Brimbank Park.

2.1.3	Work with Melbourne Water to investigate opportunities for the potential creation of a recreation and habitat corridor through the Brimbank Green Wedge that connects Brimbank Park to the Organ Pipes National Park.	2018/23		Shared paths have been identified in the Maribyrnong River Design Guidelines, however much of the land is culturally significant or privately owned which will need to be resolved to progress.
2.1.4	Continue to develop the city's cycling experience through the implementation of council's Cycling and Walking Strategy, and potential development of a 'Cycle Art Trail' throughout the municipality, and working with neighbouring councils on a "Maribyrnong Cycling Experience"	2019/23		Council continues to implement the Cycling and Walking Strategy and the Creative Brimbank Art Trail maps include cycling trails.
2.1.5	Undertake a community perception survey to discover what local's love about Brimbank and seek to improve these visitor experiences.	2018/19		Council conducted a perception study surveying Brimbank visitors and locals in May 2024. The research results are informing preparation of a new Visitor Economy Strategy.
2.1.6	With input from the community perception survey, undertake a precinct audit to identify gaps in the visitor experience and develop a targeted investment program to lure high quality and entrepreneurial businesses to Brimbank's key precincts.	2018/23		This can be considered as part of the preparation of a new Visitor Economy Strategy.
2.1.7	Work with neighbouring councils to explore the development of an Industrial Tourism Strategy for Melbourne's West to showcase the industrial heritage of Sunshine, Newport and Yarraville.	2019/23		Council commissioned a scoping study to explore the viability of Sunshine's Heritage tourism offer, specifically in relation to the Sunshine Harvester Works. The study recommended that more investigation into the visitor appeal and cost analysis be conducted, which has not occurred due to limited resources.
2.1.8	Contribute to the development of a Parks, Gardens & Nature Visitor Strategy for Greater Melbourne.	2019/23		Officers are unaware of the development of a Parks, Gardens & Nature Visitor Strategy for Greater Melbourne.
2.1.9	Support initiatives that encourage collaboration between hospitality, tourism business and local musicians with the view to increasing activation of the nighttime economy.	2019/23		Council supported the Sunshine and St Albans Traders Associations to hold events contributing to the evening economy including: • Lunar Festivals and involvement in the Melbourne Food and Wine Festival • Light Up Sunshine and St Albans • St Albans Outdoor Cinema • Enjoy Local program.

2.1.10	Continue to develop and promote Brimbank's urban culinary offering. This may include attracting a commercial operator to conduct Food Tours in Brimbank's key culinary precincts and encouraging local businesses to develop cooking school experiences.	2018/23		Council continues to support Eat.Drink.Westside - a collaboration between Melbourne Food & Wine Festival, Western Melbourne Tourism, Council and Business Associations. Council works with Western Melbourne Tourism to promote Brimbank's culinary offering through its marketing channels. Council is also exploring the opportunity to develop a self-drive picnic through Melbourne's West.
2.1.11	Identify and implement initiatives that better utilise Brimbank's heritage assets for tourism and education purposes. E.g. linking Brimbank experiences to school curriculum frameworks, making better use of the many industrial buildings e.g. for art spaces, market spaces, galleries, music events, program spaces for young people.	2020/23		Council's Arts & Culture unit commissioned a study to explore the viability of an Arts Hub and the potential use of the former Sunshine Technical College was identified as an option. The scoping study to explore the viability of Sunshine's Heritage tourism offer identified several sites that could be made more accessible for tourism and education purposes and recommended more investigation into the visitor appeal and cost analysis be conducted. This has not occurred due to limited resources.
2.1.12	Work with the owners of the St Alban's market to Investigate the potential for them to develop the market to increase its appeal to visitors.	2019/23		Council has engaged with the Market and understand the focus is currently on other priorities.
2.2.1	Encourage and support a strong ongoing program of events through Council's Community Grants Program to attract visitors and combat negative perceptions. This could include: undertaking an audit of existing events to determine their value to the visitor economy, and working with community groups to ensure that gaps and new event opportunities are identified to direct future events development. This action should be undertaken in context of the Events Strategy for Melbourne's West.	2018/19		Council continues to support community grants through the Community Grants funding program. Council promotes the events through owned and partner channels, including Western Melbourne Tourism's regular feature in the Star Weekly.
2.2.2	Encourage and support events that leverage well-established and internationally recognised festivals and events. E.g. Melbourne Food & Wine Festival, Melbourne International Comedy Festival, Melbourne International Film Festival, Melbourne Fringe Festival.	2018/23		With the support of the Council, both the Sunshine and St Albans Business Associations participate annually in the Melbourne Food and Wine Festival's Eat.Drink.Westside program. Council's Creative Brimbank also partners with major events such as Melbourne Fringe Festival, Melbourne International Jazz Festival and MidSumma Westside.

2.2.3	Encourage and support the development of cultural events of scale to engage residents across Greater Melbourne. E.g. Chinese New Year, Diwali and other cultural, faith and nationality-specific celebrations.	2018/23		Council continues to provide support, through community grants and the Sunshine and St Albans Marketing and Business Development Special Rates, to encourage development of cultural events including Lunar New Year and other cultural, faith and nationality-specific celebrations such as the Pasefika Theatre Festival.
2.2.4	Work with key venues and attractions in the municipality to identify opportunities for the hosting of regionally or nationally significant events. E.g. events in Brimbank Park, Calder Park, Knights Stadium and Green Gully Reserve	2018/23		Council held preliminary discussions with Western Melbourne Tourism and Parks Victoria about opportunities for 2026 Commonwealth Games and potential venues were identified, however the 2026 Games were cancelled by the State Government. In July 2024, Melbourne West Special Olympics will host their Regional Games at the Brimbank Aquatic and Wellness Centre. This event will draw athletes and spectators from across the State. Parks Victoria is in the early stages of developing an Events Strategy for Brimbank Park and Council will be involved in the development of this Strategy.
2.2.5	Provide input into the development of a Music Tourism Strategy for Greater Melbourne, which includes Melbourne's West, with the view to host future music events in our municipality	2019/20		This action was beyond the resources available to implement this strategy.
2.2.6	Maximise business events and conferencing opportunities at the St Albans Community Conference Centre.	2018-23		Council predominantly promotes the STACC through the Creative Brimbank website, quarterly guides and social media. This includes promotion of business events and conferencing capabilities.
2.3.1	Encourage and facilitate development of a full-service international hotel to Sunshine, and more short-term accommodation to the municipality	2018/23		Approval has been given for several hotels in Sunshine including: • 80 Harvester Rd • 32-36 Sun Cres • 112 Anderson Rd PuntHill Sunshine, at 99 Derby Road, is due to open in September 2024.
2.3.2	Advocate for a regional stadium for nationally significant sporting and other events.	2018/23		A regional stadium is identified in the Sunshine Energy Park Vision adopted by Council in May 2024. Council continues to advocate to Government and various organisations, in line with the vision.
2.3.3	Encourage investment in Calder Park as a multi-use venue in addition to motorsports.	2020/23		Council reached out to Calder Park management in 2024 and in previous years regarding venue upgrades, however the venue re-investment focused on motorsports rather than diversification.

2.3.4	Identify and work up a portfolio of investment-ready tourism projects, and undertake a series of targeted investor meetings to facilitate and ultimately secure investment in the projects.	2020/23		This action was beyond the resources available to implement this strategy.
2.3.5	To support the development of an investment prospectus, provide key information about the visitor economy to prospective investors to help facilitate their investment decision.	2018/23		The Visitor Economy was identified in Council's Investment Prospectus, which was revised in 2023.
2.4.1	Continue to promote improved perceptions of safety in Brimbank's key destinations and precincts.	2020/23		Council applied for grants for CCTV in Sunshine and St Albans Town Centres. Council participates in safety roundtables and Council Place Managers work closely with Victoria Police to address safety in Sunshine and St Albans Town Centres.
2.4.2	Continue the program of public realm improvements in Sunshine and St Albans Town Centres, in particular tree planting along key boulevards and Council's 'Proactive Cleaning and Maintenance Program	2018/23		Council completed delivery of the Hampshire Road Masterplan in 2021 and adopted the Alfrieda Street St Albans Masterplan in 2024. The proactive cleaning and maintenance program continues to be delivered.
2.4.3	Pursue a whole of destination approach to the provision of visitor information by determining appropriate information channels, strategic sites and partners for the provision of visitor.	2019/20		The following information channels were developed for promotion: • Experience Brimbank Visitor Map was created in 2019. • Experience Brimbank Landing page was created in 2019. • Experience Brimbank Website was created in 2021.
2.4.4	Continue to improve Council's website to engage better with visitors and the community, with the view to: • Creating a dedicated visitor sub-site/and or pages with unique URL's that can be used as calls to action in marketing communications. E.g. experiencebrimbank.com.au; visitsunshine.com.au. • Maximising and leveraging online opportunities with partner consumer websites including Visit Victoria, Destination Melbourne's DYOB site; Metro Trains, and local industry/attractions websites – including free event listings, page links etc. • Maximising Search Engine Optimisation and website visibility through integration with social media platforms; and • Support 'We are Brimbank' activities	2018/23		A stand-alone Experience Brimbank Website was created in 2021 to better engage with visitors and community. The website was reviewed in 2024. Destination Melbourne and its website closed in 2018.

2.4.5	Undertake an audit of Brimbank's online tourism content and work with businesses to develop and implement an online content distribution strategy that fills content gaps across influential online and social media platforms. The audit should also inform the development of the Brimbank Digital Business Strategy (Digital Strategy) identified in the Brimbank Economic Development Strategy Implementation Plan 2017 – 2022. The Digital Strategy should include a section that specifically addresses the visitor economy.	2019/23		This action was beyond the resources available to implement this strategy.
2.4.6	Work with local businesses, experiences and attractions to encourage listings in the Australia Tourism Data Warehouse (ATDW) to ensure Brimbank visitor experiences are well represented and bookable online.	2018/23		Council promotes the ATDW via the Brimbank Business e-bulletins.
2.4.7	Work with State Government and key partners to improve visitor access and connectivity through upgrades to pathways, road and rail infrastructure and public transport improve visitor access and connectivity through upgrades to pathways, road and rail infrastructure and public transport.	2018/23		Council has worked with State Government and other key partners on key connectivity projects including Sunshine Super Hub, Hampshire Road Civic Green, Stage 9 Federation Trail, Glengala Village, Alfrieda Street the West Gate Tunnel Project and the Suburban Rail Link.
2.4.8	Encourage improvements to visitor interpretation assets at key historic sites to engage visitors in the unique and authentic stories of these sites, and consider updating the heritage trail map.	2019/23		Sunshine's Heritage Tourism scoping study identified potential visitor interpretation opportunities and recommended more investigation into the visitor appeal and cost analysis be conducted. This has not occurred due to limited resources.
2.5.1	Continue to implement Council's streetscape, parks and public realm improvements (including gateway signage), place making and public art activation programs, with a view to strengthening the sense of place, particularly at key gathering points.	2018/23		Council continues to invest in parks, public realms, public art, and place-making programs via the capital works program and its operational budgets for the Go St Albans and Sunshine Rising programs.
2.5.2	Work with Parks Victoria and City West Water to identify supporting infrastructure to activate the Maribyrnong River and associated waterways to enhance visitor appeal.	2019/23		Council continues to liaise with Parks Victoria and water authorities in relation to the Maribyrnong River and key public sites that have an interface including Organ Pipes, Brimbank Park and Horseshow Bend Farm, however no specific action has been undertaken in relation to the identification of supporting infrastructure.

2.5.3	Work in collaboration with Victoria University and Melbourne University to; enhance the international student experience in Brimbank, improve our image, and support the university's student attraction program.	2019/23		Council has worked with Victoria University to deliver an activation around 'O' week in Sunshine Town Centre. Representatives from Victoria's University also participate in the Sunshine and St Albans Town Centre Partnership Groups. Council also engaged with Victoria University through their attendance at a Visitor Economy Strategy workshop in April 2024.
2.5.4	Continue to implement Council's Place Management Program in Sunshine through renewal and delivery of the Sunshine Rising Strategic Business Plan and Implementation Program	2018/23		Council continues to implement the Sunshine Rising Action Plan 2019-2024 and has commenced work to update it.
2.5.5	Continue to implement Council's Place Management Program in St Albans through preparation and delivery of the Go St Albans Strategic Business Plan and Implementation Program	2018/23		Council continues to implement the Go St Albans Town Centre Action Plan 2019 – 2024 and has commenced work to update it.

Goal 3: Engage and Mobilise Our Community

Ref	Actions	Timeframe	Status	Where are we now?
3.1.1	Explore the potential of conducting an 'Un -Earth' or 'Discover Your Own Backyard' or 'Open House' week which encourages the local community to visit local attractions or undertake experiences that increase their awareness of what is on offer in their city. This may include a series of workshops, experiences and events across the entire municipality, or be suburb/precinct based.	2018/23		The Discover Your Own Backyard program ceased in 2019 and there was no replacement program.
3.1.2	Explore the concept of 'Lounging in' – a regular place activation initiative that gets local residents into defined precincts/streets in the warmer evenings to meet others and experience their local offer. This will support the nighttime economy, increase safety and increase the sense of vibrancy. E.g. council provides lounges, seats and tables, music, entertainment, and local business food stalls, or people bring their own.	2019/23		Council delivers Enjoy Local across Brimbank, as well as Light Up Sunshine and St Albans, that support events that bring visitors to Brimbank. An evening outdoor cinema was also held in St Albans.
3.1.3	Work with local real-estate agents to promote the positive lifestyle attributes of the city with a view to encouraging new residents to become local champions for Brimbank. This may include the development and distribution of a new residents' pack	2019/23		This action was beyond the resources available to implement this strategy.

3.1.4	Work across Council and with Councillors to promote a strong, unified, and positive voice for Brimbank	2018/23		Key actions have included: • Council representation on the Western Melbourne Tourism Board • Delivery of the 'We are Brimbrink' campaign. • Advocacy to State Government and other organisations to promote Brimbank • Council's delivery of the 'We are Brimbank' awards.
3.1.5	Develop and implement a Communications Plan for the distribution of visitor and tourism related content, both within Council and to the local community via Council's existing communications platforms – print, online and social media. The Communication Plan should also inform the development of the Brimbank Digital Business Strategy (Digital Strategy) identified in the Brimbank Economic Development Strategy Implementation Plan 2017 – 2022. The Digital Strategy should include a section that specifically addresses the visitor economy.	2019/23		Council ran a campaign promoting tourism content through Council platforms during summer 23/24, however no work has progressed on the development of a Communications Plan, or Digital Business Strategy, which is beyond the resourcing currently available and would be subject to development of a business case for funding.
3.2.1	Engage with and provide information to local schools to educate children about Brimbank and encourage them to become long term advocates for the city. This may include integrating Brimbank experiences and learning outcomes via the school curriculum.	2020/23		This action was beyond the resources available to implement.
3.2.2	Create, build and maintain a local 'fan base' of Brimbank residents and businesses and actively engage with them via social media. E.g. through competitions etc.	2018/23		This action was beyond the resources available to implement.
3.2.3	Work with local businesses and major employers to raise awareness of Brimbank's offer amongst those who work but may not live in our city. E.g. This could include running staff incentive programs or competitions linked with major employers, local businesses and experiences.	2019/23		This action was beyond the resources available to implement.

Goal 4: Raise awareness of our offer and improve our image with target markets

Ref	Actions	Timeframe	Status	Where are we now?
4.1.1	Develop a Social Media Strategy which articulates Council's social media voice in the context of the visitor economy versus its normal local government obligations. The strategy will outline a program of social media initiatives, partners and channels to target key influencers and raise awareness of Brimbank in line with its visitor value proposition and brand.	2019/23		This action was beyond the resources available to implement, and there is no resourcing allocated to the development of a Social Media Strategy. Notwithstanding, Council does develop content to be featured in social media and local media, and in 2013 Council's Communications Unit produced a series of 30 second videos for social media.

	The development of this strategy will feed into the Digital Tourism Marketing Strategy which is being developed to promote Melbourne's West. The Social Media Strategy should also inform the development of the Brimbank Digital Business Strategy (Digital Strategy) identified in the Brimbank Economic Development Strategy Implementation Plan 2017 – 2022. The Digital Strategy should include a section that specifically addresses the visitor economy.			
4.1.2	In line with the Social Media Strategy, provide weekly content to enhance Brimbank's digital footprint and engage with target markets. Content delivered will focus on emotive imagery and stories based around specific themes relevant to Brimbank's key destinations and their differentiated offerings. Activity may include themed competitions, e.g. Visit, Live, Work, Experience Brimbank etc.	2019/23		As per 4.1.1 – no media strategy has been developed, however content is regularly promoted on Council's social media and through Western Melbourne Tourism.
4.1.3	Work collaboratively to deliver a coordinated approach to digital marketing across Melbourne's West and leverage social media opportunities with partners, including; local businesses, Destination Melbourne, Visit Victoria, Metro Trains, Parks Victoria, Victoria University, Melbourne Airport.	2018/23		Council regularly collaborates with and provides content to Western Melbourne Tourism about local events and new product offerings for promotion through their channels and to the travel industry and media. In 2023, Council worked with Metro Trains to include Sunshine and St Albans content in their 'Story Town's podcast. The content was launched by Metro Trains in June 2024.
4.1.4	Work collaboratively with Parks Victoria to improve the quality and accessibility of online content relevant to Brimbank's key natural attractions.	2019/23		This action was beyond the resources available to implement.
4.2.1	Continue to grow participation in Destination Melbourne's Discover Your Own Backyard Campaign, including: content development, community engagement and digital campaigns	2018/23		Destination Melbourne ceased operation in 2019 and has not been replaced.
4.2.2	Use insights from the community perception audit to inform VFR marketing communications	2019/23		Results from the community perception survey in 2024 will inform the development of the new Visitor Economy Strategy and provide insights to inform VFR marketing.
4.2.3	Provide information to Victoria University, Sunshine Hospital, local accommodation providers, experiences and attractions to raise awareness of Brimbank's offer, particularly with international students and their visiting friends and relatives; and those coming to Brimbank for medical purposes.	2018/23		The Experience Brimbank maps are regularly distributed to accommodation providers in Brimbank and to neighbouring information centres each year.

4.3.1	Explore the development and implementation of a consumer facing PR strategy that targets key influencers to proactively address visitor perception issues. This may include running a visiting journalist/bloggers/key influencers familiarisation program aimed at raising awareness of Brimbank and combating negative perceptions.	2019/23		Council has provided story ideas to Western Melbourne Tourism for media pitches. Council has provided advice and contacts to Western Melbourne Tourism on engaging with Visit Victoria's Media team.
4.3.2	Actively promote Brimbank's destinations, precincts and unique attractions in line with core experience pillars, stories and themes to maximise the visitor experience and encourage visitor dispersal and economic benefit throughout the municipality – particularly in the shoulder seasons of Autumn/Winter. E.g. nature, food, art, and industrial heritage.	2019/23		Refer to 4.1.3; 4.2.3; 4.3.1.
4.3.3	Provide information to Melbourne Airport and Airport Hotels to raise awareness of Brimbank's offer. E.g. itineraries and experiences that visitors can do on arrival and or while waiting for their plane to depart.	2019/23		Council continues to liaise with Melbourne Airport about opportunities to promote awareness of Brimbank's offer to transiting passengers and engaged them in stakeholder conversations to inform development of a new Visitor Economy Strategy.
4.3.4	Work with local attractions and businesses to encourage local industry cooperative marketing initiatives. E.g. Bowery Theatre packaging dinner and show; a visitor passport program etc.	2019/23		This action was beyond the resources available to implement this strategy.
4.3.5	Work with local businesses to help them identify and implement marketing initiatives that leverage off well known festivals and events.	2019/23		Council has worked with local businesses to leverage of major events including Keilor Gift, European Festival, the Lunar New Year Festivals and other major events.
4.3.6	Work with Darebin Council to cooperatively market Brimbank's Aboriginal tourism assets alongside Darebin experiences such as; the Spiritual and Healing Trail, Merri Creek, and the Koori Mural.	2020/23		This action was beyond the resources available to implement this strategy.
4.3.7	Work with neighbouring council's to actively promote the West using the cross municipal visitor itineraries that have been developed.	2019/23		In addition to joint work through Western Melbourne Tourism, other work has included: • Distribution of visitor Maps have to Melbourne, Wyndham and Hobsons Bay visitor centres • Regular meetings between Council officers in neighbouring councils to discuss cross-promotion opportunities.

Goal 5: Support and inspire our businesses

Ref	Actions	Timeframe	Status	Where are we now?
5.1.1	Build local tourism 'Champions' by promoting collaboration and nurturing tourism leadership amongst council, businesses and Business Associations through the development of a Local Visitor Economy Industry Network.	2018/23		Council works to build local tourism champions through: • Promotion of the Western Melbourne Tourism Leadership course, which in 2021 included participation by a Keilor business and participated in the Australian Tourism Exchange's Observer Program in 2024. • Business membership on Council's Brimbank Economic and Employment Advisory Group, and the COVID Business Taskforce. • Participation in stakeholder workshops to inform preparation of the new Visitor Economy Strategy.
5.1.2	Champion tourism within council by educating and raising awareness amongst council staff and councillors as to the role and value of the local visitor economy. This may involve the creation of an internal Visitor Economy Working Group.	2019/23		There are a range of forums and channels that facilitate awareness including the attendance at the Western Melbourne Tourism meetings, Council Information Bulletins, attendance at relevant conferences, internal stakeholder workshops.
5.1.3	Promote, and or undertake tourism industry events and forums that promote the value of tourism in our city. E.g. undertake an Brimbank Visitor Economy Forum, tourism breakfasts etc.	2018/23		Tourism industry events are promoted through the Business e-bulletins and business-to-business channels. Other activities have included: • A familiarisation tour with Western Melbourne Tourism • Providing a submission into the Parliament Enquiry into the effect of COVID on the visitor economy. •
5.2.1	Identify and streamline approval processes to encourage targeted businesses and events to establish and flourish more easily.	2018/23		A business concierge service was implemented, however funding for this service finished on 30 June 2023.
5.2.2	Work with local businesses, business associations and trader groups to foster and encourage business investment and investment in the night time economy	2018/23		Council supported the Sunshine and St Albans Traders Associations to hold events contributing to the evening economy including: • Lunar New Year and Lantern Festivals • Westside Crawls • Initiatives associated with delivery of Light Up Sunshine and St Albans, which include the St Albans Outdoor Cinema. • Implementation of the Enjoy Local program.

5.2.3	Work in collaboration with local real estate agents and landlords to attract new businesses and tenants to the city's unused, vacant, and poorly maintained buildings and sites to achieve greater activation.	2018/23		Council engages with local real estate agents, landlords and local businesses to revitalise the city as well as pursue improvements through delivery of shop front improvements, Local Activity Centre Activation and lighting programs.
5.3.1	Increase Council and local business involvement in Western Melbourne Tourism and Destination Melbourne industry development initiatives. E.g. Digital Fest in the West, Melbourne Visitability Program, Melbourne Tourism Industry Leadership Program, Melbourne Tourism Week, Melbourne Live, Check in to China, Tapping into Tourism, and Melbourne Tourism Industry Expo.	2018/23		Council is an active member of Western Melbourne Tourism and officers attend every meeting and contribute to their projects, which has included participating in: - Namaste Westside initiative - Westside Crawls - Provision of information for socials, media, and other initiatives - The Reset Tourism study in 2022 - Participating in the Steering Committee.
5.3.2	Engage with local businesses to encourage an approach to Green Tourism	2018/23		This action was beyond the resources available to implement and not considered appropriate given the lack of development of Brimbank's tourism industry.
5.4.1	Develop a program to monitor and evaluate the success of Council's destination marketing campaigns and event attendance -	2019/23		Council undertakes customer surveys of major events in St Albans and Sunshine and has also undertaken survey work in relation to the Enjoy Local activation work in previous years.
5.4.2	Continue to support the implementation and administration of Marketing and Business Development Special Rate and Charge Schemes to encourage commerce, retail, and professional activity of the Sunshine and St Albans Town Centres, and other Centres, where they are supported by the respective Business Associations.	2018/23		The Sunshine and St Albans Marketing and Business Development Special Rates were renewed for five years in 2022 and 2023 respectively and require ongoing oversight and administration which is directed by Payment agreements.
5.4.3	Investigate the opportunity to commission visitor perception research to benchmark and track perception and awareness improvement, including measuring brand health across core experience pillars with the identified target markets.	2018/23		Council conducted a perception study surveying Brimbank visitors in May 2024. The research results are informing the preparation of a new Visitor Economy Strategy.
5.4.4	Support Destination Melbourne and Western Melbourne Tourism research programs to support ongoing development of the DYOB campaign	2018/23		Council has supported Western Melbourne Tourism's research into the local Indian diaspora as part of the Namaste Westside project aimed at catering to the Indian tourism market. Destination Melbourne is no longer operating. They managed the Discover Your Own Backyard campaign.
5.4.5	Develop a Brimbank Visitor Experience & Local Participation Strategy 2023-2028 to plan for the next phase of visitor growth.	2023		Council officers has engaged a consultant to help develop a new Visitor Economy Strategy and has undertaken stakeholder engagement in 2024.

5.5.1	Work with Melbourne Airport and the Victorian Government to proactively advocate for the airport rail link and develop plans that tap into an airport rail interchange hub at Sunshine. E.g. hotels.	2018/23		Council works closely with the Sunshine Priority Precinct team and Department of Transport and Planning in planning for the Sunshine Precinct, and advocates to the State and Federal Government about the importance of Melbourne Airport Rail. This also included preparation of a submission to the Federal Government's Infrastructure Review in 2023.
5.5.2	Work with Melbourne Airport and the Victorian Government to identify employment and visitor economy opportunities from the expansion of Melbourne Airport and its third runway.	2018/23		Council assisted Melbourne Airport in holding a Job Fair to help them address chronic workforce shortages after COVID restrictions were lifted. The Job Fair included site tours of work areas and interviews with jobseekers. Council also promoted Melbourne Airport's Women in Refuelling Open Day and Aircraft Maintenance Apprenticeship Career 'Speed Interviews' initiatives in 2024.
5.5.3	Work with Melbourne Airport to manage and minimize impacts to Brimbank's sense of place and environment from the expansion of the Melbourne Airport and its third runway.	2018/23		Council made a comprehensive submission objecting to the 2022 Master Plan and Preliminary Draft Major Development Plan for the Third Runway Proposal. This was based primarily on the lack of mitigation of noise impacts on residents. Officers continue to attend the quarterly Melbourne Airport Planning Coordination Forum meetings and Community Aviation Consultation Group meetings.

BRIMBANK CITY COUNCIL

BRIMBANK LOCAL JOBS LOCAL PEOPLE PROGRAM

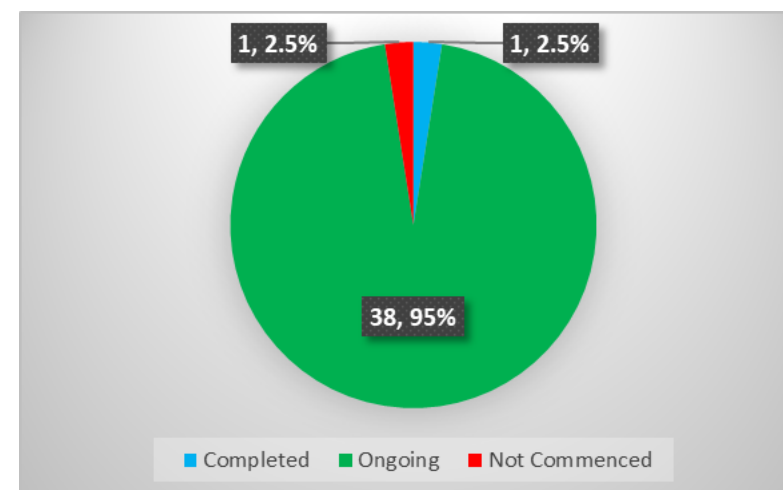
ANNUAL IMPLEMENTATION STATUS REPORT – JUNE 2024



Summary

A review of the implementation of the 40 actions is summarised below:

Action	Completed	Ongoing	Not commenced	Total
Strengthen Employment Networks	1	9	0	10
Support Education & Training Pathways	0	15	0	15
Enhance the Public Realm & support Activation	0	3	1	4
Promote Local procurement	0	11	0	11
Total	1	38	1	40



1. Strengthen Employment Networks

1.1 Connect local businesses with local employment agencies, training organisations and training programs				
Ref	Action	Timeframe	Status	Where are we now?
1.1.1	Meet with individual businesses to understand employment requirements in identified key industries.	Short		114 meetings were held during 2023/2024, with representatives from a range of industries including manufacturing, engineering, hospitality, retail, sales, construction, warehouse and health services.
1.1.2	Meet with local employment agencies to understand their needs.	Short		52 meetings were held with representatives from local employment agencies in 2023/2024.
1.1.3	Make referrals for businesses to agencies and training organisations.	Short		57 referrals for businesses to agencies and training programs were made in 2023/2024.
1.1.4	Reinvigorate the Brimbank Job Link site to provide a platform for local businesses to access local people.	Short		Council has commissioned work to reinvigorate the site, including making it easier to review resumes. This increased functionality will be operational by September 2024. A record 4699 Jobs were posted on the Job Link site in 2023/2024.
1.1.5	Review COVID Business Taskforce to potentially expand its role beyond COVID recovery, with a focus on economic and employment outcomes.	Short		The taskforce concluded in 2022 and eligible members invited to express their interest in being involved in the newly formed Brimbank Economic and Employment Advisory Group in 2024.

1.2 Encourage and promote workforce diversity in local businesses				
Ref	Action	Timeframe	Status	Where are we now?
1.2.1	Promote the value of workforce diversity.	Medium		Three articles were published on workforce diversity via the JobLink website mailing list during 2023/2024.
1.2.2	Conduct workshops to assist businesses to diversify workforce.	Medium		Three workshops were conducted about expanding the workforce by being inclusive and embracing diversity including the Think Differently workshop.
1.2.3	Work with key industry associations to promote their industry to diverse employees.	Medium		Council worked with key industry stakeholders such as Tradeswomen Australia and Onsite Women to promote a more inclusive and diverse workforce, as well as other associations like VECCI and the Industry Capability Network. Programs were promoted on the JobLink website, the business e-bulletin and Council's social media channels.

1.2.4	Support initiatives to proactively create inclusive employment opportunities within Brimbank Council.	Short		The following initiatives occurred 2023/2024: • Participation in Employer Innovation Lab. • Development of pilot program to address recruitment, retention and/or career progression for young people facing disadvantage. • Leisure Centre recruitment of neurodivergent swim teachers. • Gender and Inclusion training delivered to all Council staff. • Council reviewed and updated its recruitment process and practices to remove clauses that created barriers to inclusion and promote the support it had for people with disability.
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1.3 Engage with CALD community groups regarding Employment opportunities

Ref	Action	Timeframe	Status	Where are we now?
1.3.1	Meet with community groups to discuss job opportunities and pathways to employment.	Medium		Eight presentations were made to community group on employment pathways and opportunities in 2023/2024, including: • CALD community groups from CIVIK People • JUSTWORKS • Djerriwarrh Community & Education Services • Multicultural Consultant Services • Vietnamese office for Student Support.

2. Support Education and Training Networks

2.1 Continue to support Employment related Council programs and initiatives

Ref	Action	Timeframe	Status	Where are we now?
2.1.1	Continue to collaborate with BLF in relation to employment outcomes.	Long		Collaboration with BLF is ongoing and in 2023/2024 included: • Local Jobs Career Expo • Brimbank Careers Week • White Card for Women courses (two sessions sponsored). • Presentation of Local Jobs for Local People program to BLF stakeholders. • Introduced WCIG to BLF to be the delivery partner of the Career Quest Program. • Introduced local employers to BLF. • Inclusion of BLF staff on tour of local employer site-tour.

2.1.2	Continue to support Council departments and teams who conduct programs and initiatives targeted at job readiness.	Short		60 collaborations regarding job readiness were conducted during 2023/2024 including: - Promotion of key workforce related programs to Youth Services, Learning Futures, Neighbourhood Houses and Libraries. - Connecting local employers to employment and training organisations and community groups such as AGA apprenticeships, WCIG, KPR, JBS Foods and Women in Trades.
2.1.3	Continue to examine opportunities for funding of BLF over the longer term.	Short		Council continued advocacy to the State and Federal Government in the lead up to elections. The LJLP program has also introduced BLF to prospective partners able to fund and deliver programs aligned with the aims of BLF.

2.2 Engage with local education and training organisations regarding local training needs				
Ref	Action	Timeframe	Status	Where are we now?
2.2.1	Meet with training providers to understand programs.	Short		53 meetings were held with a wide variety of education and training providers during the 2023/2024, primarily to keep up to date with current program support offerings and provider changes.
2.2.2	Meet with government representatives regarding training programs and financial incentives for businesses.	Short		19 meetings were held with government representatives regarding training programs and financial incentives during 2023/2024 which focused on the criteria for financial incentives for businesses to take on new employees.
2.2.3	Hold annual workforce development forum to discuss skills needs.	Medium		A Jobs Victoria mentors' community of practice forum was held during the 2023/2024 and included discussion regarding employer needs and workforce skill shortages.
2.2.4	Facilitate opportunities for employers to connect with education/training organisations to review study pathways.	Short		23 opportunities to connect employers with education/training organisations were facilitated during 2023/2024.

2.3 Advocate for local training outcomes				
Ref	Action	Timeframe	Status	Where are we now?
2.3.1	Support regional workforce development initiatives.	Short		Council supported eight regional workforce development initiatives during 2023/2024.
2.3.2	Partner with major project proponents to identify future jobs and skills requirements.	Short		In 2023/2024 Council met with major project proponents to discuss future jobs and skills requirements including: - Jobs Victoria Mentor Program - Dept. of Education's Western Region Work Experience Advisory Group - Western Opportunities Network Launch.
2.3.3	Continue to support Council advocacy initiatives that aim to increase employment outcomes.	Short/ Ongoing		Council continued to partner with education providers and community groups delivering programs to assist youth, parents, CALD and disadvantaged community members.
2.3.4	Ensure local training organisations are aware of future major projects skills requirements	Short/ Ongoing		Council met twice with local training organisations to make them aware of the skills requirements for future major projects during 2023/2024.
2.3.5	Support apprenticeships and traineeships within Council.	Short/ Ongoing		Council recruited three apprentices/trainees in the Parks Service and facilitated short term internships and work experience in various department during the 2023/2024 financial year.

2.4 Connect with young people, migrants and disadvantaged regarding pathways to employment.				
Ref	Action	Timeframe	Status	Where are we now?
2.4.1	Continue to support the implementation of the Brimbank Youth Jobs Strategy 2018 - 2023	Short/ Ongoing		Support was provided during the preparation of the revised Brimbank Youth Jobs Strategy, which will now be incorporated and reported through the Local Jobs for Local People Program.
2.4.2	Recruit a pool of local leaders from key industry sectors to deliver career talks to local schools.	Medium		Seven local business leaders from key industry sectors such as manufacturing, government administration, construction and retail, presented to local schools during 2023/2024 financial.
2.4.3	Conduct workshops with migrant groups to discuss work ready programs and potential jobs.	Medium		Four workshops were held with migrant groups to discuss work ready programs and potential jobs during 2023/2024. Key work ready programs conducted with Djerriwarrh Community and Education Services and Community Plus included: - Adult Migrant English Program - Settlement Language Pathways to Employment and Training Program

3. Enhance the Public Realm and Support Activation

3.1 Ensure that key business areas are attractive, active and safe for local workers and customers				
Ref	Action	Timeframe	Status	Where are we now?
3.1.1	Continue to coordinate delivery of streetscaping improvements in Activity Centres with delivery of Activation initiatives.	Ongoing		Council's existing Local Activity Centre Capital Works Framework was prepared in 2017 to provide framework for prioritising capital works investments and improve the public realm in the 30 local activity centres within the municipality. The implementation of the framework yielded several public realms improvements to activity centre, which in the last financial year included: - Suffolk Road Shopping Centre Upgrade works in May 2023. - Leslie Street Local Activity Centre, Glengala Road Village Public Realm improvement, and Billingham Road Local Activity Centre Upgrade in 2023/24. The Urban Design unit is currently leading the review and updates of a capital works framework which is expected to be completed in 2024/25.
3.1.2	Audit industrial precincts to inform development of a potential future street scaping improvement program.	Long		An audit to inform a rolling program of streetscape improvements in industrial areas is yet to be developed and has not yet been programmed due to financial constraints. This doesn't prevent individual projects from being considered through the capital works and budget process for site specific improvements.

3.2 Continue to delivery Place Management programs in Sunshine and St Albans				
Ref	Action	Timeframe	Status	Where are we now?
3.2.1	Implement the Sunshine Rising Action Plan 2019 - 2024	Short		The Sunshine Rising Action Plan was adopted in 2019 and is being implemented. Work has commenced on the preparation of a revised plan.
3.2.2	Implement the Go St Albans Action Plan 2019 - 2024	Short		The GO St Albans Action Plan was adopted in 2019 and is being implemented. Work has commenced on the preparation of a revised plan.

4. Promote Local Procurement**4.1 Further Continue to encourage local procurement programs and policy**

Ref	Action	Timeframe	Status	Where are we now?
4.1.1	Continue to support Brimbank Localised website.	Short		The Brimbank Localised website was discontinued by the provider in 2022.
4.1.2	Hold regular Localised networking events.	Short		The Localised networking events have been replaced by Business Link meetups and 11 were held during the 2023/24 financial year.
4.1.3	Together with ICN, run a workshop for local businesses regarding major projects.	Long		One was held in 2022, however since Melbourne Airport Rail and the 2026 Commonwealth Games were both postponed by the State Government, ICN have had few local projects to promote to local businesses.
4.1.4	Run information sessions for local businesses on how to tender for Council work.	Medium		Three workshops were held on Tender Writing for Council work in 2023/2024.
4.1.5	Promote the importance and benefits of local procurement to local businesses.	Medium		Two articles on the importance and benefits of local procurement to local businesses were promoted on the Brimbank JobLink Website during 2023/2024.
4.1.6	Promote Council's upcoming work program and large contracts in its business communications like the Brimbank E-Bulletin	Short/ Ongoing		24 articles regarding Council's upcoming work program and large contracts were promoted on channels such as ebulletin, social media and Brimbank Job link Website during the 2023/2024 financial year.
4.1.7	Increase the amount of local businesses on the Industry Capability Network website	Short		The ICN Gateway website was promoted to local suppliers and tenderers via the JobLink website notices and social media and ebulletin.
4.1.8	Continue to promote the Brimbank Think. Shop. Buy Local campaign, or similar.	Short		The Brimbank Think. Shop. Buy Local campaign is promoted in activity centres and on social media each year.

4.2 Track and report on local procurement

Ref	Action	Timeframe	Status	Where are we now?
4.2.1	Estimate the level of Council expenditure in the local economy (and report annually)	Long		Council expenditure in the local economy is estimated as \$16,340,306.96 for 2023/2024.

4.3 Support and promote social procurement programs

Ref	Action	Timeframe	Status	Where are we now?
4.3.1	Support the implementation of Council's social procurement framework.	Long		The policy is promoted through Council's intranet to all staff to provide guidance on the procurement of goods, services, and works to create social value.
4.3.2	Promote benefits of social procurement internally within Council.	Medium		The policy is promoted through Council's intranet to all staff to provide guidance on the procurement of goods, services, and works to create social value. Ongoing.