



***Ordinary Meeting of Council***

***Olympia, Ibbott & Hawdon Rooms; Level 4, 1 Flintoff Street, Greensborough***

***27 July 2020***

**ATTACHMENTS UNDER SEPARATE COVER**

**7.4 Adoption of Banyule City Council's Budget 2020/2021**

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**7.5 Adoption of Banyule's Council Plan 2017-2021 (Year 4)**

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**Banyule**  
CITY COUNCIL

# **Proposed Budget 2020/2021**

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## **Mayor and Chief Executive Officer Introduction**

The preparation of this Budget started long before the arrival of COVID-19, yet we have seen how quickly this pandemic is having a devastating financial implication on many organisations and individuals. Banyule Council is adjusting its operations to address the situation. We are proposing a budget that looks to ensure the long-term financial sustainability of Council while providing substantial support to ratepayers, residents and businesses through this unprecedented health and economic crisis. Now, more than ever, our top priority is the health and safety of the community and staff as we continue to provide crucial community services. While certain aspects of our life have been put on hold, Council continues to work hard to deliver infrastructure projects and community-building programs so we can emerge a better place.

### **Banyule Economic Support Package**

Council has started to roll out a comprehensive \$10.5 million Economic Support Package to provide immediate support to ratepayers, residents, community groups and businesses that are most impacted by the COVID-19 crisis. We will be waiving rates and deferring rates payments for those experiencing financial hardship. To reduce the financial stress on local businesses, we will be waiving certain fees and charges and providing a range of assistance, including grants and funding schemes, rent relief, and training and support programs. Fees, charges and rent will also be waived for community groups and financial assistance provided to help them through this difficult time. The non-statutory fees and charges scheduled to increase in 2020/2021 will become effective from 1 January 2021.

### **Keeping fees and charges down**

Council recognises the financial stress many residents are facing, and we are doing all we can to keep community services affordable. For the second consecutive year, we will maintain many of our community services at the same prices. Animal registrations, family swim passes, and community hall hire are just some of the 250 fees and charges that will not increase.

### **Rate capping and rising costs**

As many ratepayers suffer the impacts of the current health and economic situation, we will extend rate relief and fast-track the approval to those experiencing financial hardship. Council has capped the overall rate increase at 2% in line with what the Minister for Local Government has set for 2020/2021 and these funds will be directed to partially fund Banyule's Economic Support Package. The rate cap increase still falls short of covering many of the rising costs councils face. To manage this, Council continues to look to minimise costs to ratepayers through organisational savings and efficiencies to manage the budget and maintain more than 100 essential services for the community at the high standard they have come to expect.

### **Proposed Budget highlights**

For 2020/2021, we will be rolling out a substantial \$63.55 million capital works and property program to improve community facilities and infrastructure.

- \$14.32 million for the completion of the new Ivanhoe Library and Cultural Hub that will deliver a state-of-the-art hub for learning, arts and culture.
- \$1.80 million for the redevelopment of Olympic Park pavilion as part of the Olympic Park Masterplan.

- \$1.65 million for irrigation and drainage works across Banyule which helps improve our extensive 490 km network of stormwater drains.
- \$1.63 million for park and sports field lighting to improve lighting performance and reduce energy consumption and maintenance costs.
- \$1.31 million to improve Banyule's growing network of shared paths, including \$0.80 million to upgrade the popular Darebin Creek Trail.
- \$1.20 million to resurface and improve drainage at De Winton Park oval improve the ground's recovery and minimise water use.
- \$0.55 million for upgrades to public toilets as part of our ten-year Public Toilet Plan to improve provision across the municipality.
- \$0.50 million for female-friendly changerooms at Greensborough War Memorial Park to address the rise of female sports participation.
- \$0.50 million for female-friendly changerooms at Yulong Reserve Park to address the rise of female sports participation.
- \$0.30 million for design of stage 2 redevelopment of Ivanhoe Aquatic Banyule to keep expanding and enhancing this popular facility.

Funding these projects during the current crisis has never been more important to help keep the local economy afloat. Revenue acquired through managing strategic property, such as the upcoming sale of the former school site at Bellfield, is paying off for the community as we reinvest this in all the things that make Banyule so liveable. Adding to the host of major projects, there will be significant works underway across the municipality. Local parks will see \$7.28 million of investment to make these even better. Playgrounds will continue to be upgraded with \$0.65 million of improvements, while vital public infrastructure, such as roads, footpaths, bridges, will benefit from \$8.09 million being allocated.

### **Community building initiatives**

Council will support the community during the COVID-19 emergency, working to a five-point plan, to address the significant social and economic challenges. The plan is underpinned by the \$10.5 million Economic Support Package and positions Council to: protect staff health and wellbeing; minimise Council service disruption; maintain financial sustainability; support the local community; and support the local economy.

Creating local jobs for those who experience disadvantage remains a key focus. Since its inception last year, Banyule's award-winning Inclusive Employment Program has seen 27 people employed within the organisation and has now been successfully embedded as an exceptional program at Banyule, inspiring other councils to follow. Partnerships with social enterprises are also creating new training and employment opportunities in the municipality.

The Bellfield redevelopment project continues to progress to revitalise the former Banksia La Trobe Secondary College site. The project will deliver a range of high-quality, environmentally sustainable design residential and social housing, plus a new multi-purpose Bellfield Community Hub, community garden. Adjacent to an urban farm, the site will offer great liveability for residents and become a real focal point for the community. It will also deliver a strong financial return to Council to help fund existing services and future capital projects for the community.

Council continues to engender positive outcomes in the community with a range of initiatives, waste education, dumped rubbish and litter reduction, graffiti management, and supporting outreach services. Programs also help promote and foster inclusion, access and equity for our diverse

communities, including the Aboriginal and Torres Strait Islander communities and people from the lesbian, gay, bi-sexual, transgender and intersex (LGBTI) communities. We will, as soon as possible, continue to stage an array of festivals, events and activities that educate, engage and bring vibrancy to the community.

### **Addressing other global challenges**

Council is keenly aware of the need to tackle other global problems at a local level. This proposed Budget continues our commitment to fund our \$5 million Climate Action Package introduced last financial year, with \$2.35 million of initiatives to help us achieve our goal of zero net carbon emissions for the organisation by 2028. More electric vehicles for our fleet, solar panels on Council buildings, power purchasing agreements and energy efficient leisure centres are just some of the actions putting us on track that seek to address climate change. We are also doing all we can to help the community reduce its carbon footprint by funding a range of initiatives, such as solar panel subsidies, home energy audits, 'green collar' internships and increased environmental grants.

Recycling is also another big issue affecting the world. Council remains committed to supporting the community towards zero waste and creating a circular economy where we get the most out of our resources through reuse and recycling.

Population density is increasing in major cities everywhere and this brings challenges and puts demands on Council-managed assets. Council is making the most of the opportunities that come with urban renewal and will collect an estimated \$1.55 million over the next four years from new developments as part of the Developer Contributions Plan. This ensures developers contribute to the increased costs of infrastructure to Council as a result of new developments.

### **North East Link advocacy**

With the North East Link project set to bring massive impacts to Banyule, we will continue to resource advocacy efforts to try and lessen impacts and achieve better outcomes for the community. We have worked hard to secure funding commitments from the Victorian Government to relocate affected sporting clubs and upgrade facilities. Improving transport across all modes also remains a major focus of Council, and we continue to fund sustainable transport initiatives and strongly advocate to the Victorian Government for better infrastructure to connect rail and bus services, and shared paths for the community.

### **Customer focus**

Customer service is a key priority of Council and we will allocate \$1.98 million to continue to improve customer experiences and the way we do business. This substantial investment will enable us to shift more services online, upgrade business information systems and utilise more digital solutions which will make the business more efficient, and transactions easier and more convenient for our customers.

Finally, we acknowledge that this is a difficult time for most people and would like to thank all the members of the community who let us know what was important to them which helped us prepare this proposed Budget. We look forward to your feedback and will consider this as we finalise our 2020/2021 Budget.

**Cr Alison Champion**  
**Mayor**

**Allison Beckwith**  
**Chief Executive Officer**

## Executive Budget Summary

### Financial Principles

The proposed Budget 2020/2021 outlines our financial strategies that support our service obligations; capital works aspirations and asset renewal objectives. Specifically, to:

- Establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome.
- Establish a financial measurement framework against Council's plans and policies.
- Ensure that Council complies with sound financial management principles, as required by the Local Government Act 1989 and plan for the long-term financial sustainability of Council.

Council has complied with the following principles of sound financial management to:

- Generate enough cash to fund capital works and meet the asset renewal requirements as outlined by the VAGO financial sustainability ratios.
- Encourage more operational innovation to enhance operating activities and control expenditure at levels that are able to consistently support the funding requirements of the capital works program and provision of quality services.
- Support the growth of non-rate revenue to achieve greater diversification of the current revenue base and provide flexibility within which to better manage rate revenue increases to within the rate cap.
- Balance meeting the ongoing core service needs of our community, expectations and quality of delivery with the ongoing achievement of long-term financial sustainability.
- Delivery of a rating strategy based on stability, equity, efficiency and transparency.
- Delivery of a debt management strategic plan to ensure decisions and opportunities can be accommodated within a context of responsible, sustainable financial management.

### COVID-19

COVID-19 will have a profound effect on Australia's economy over the short-term, with the medium to long-term economic effects still unknown. The Banyule community is suffering economic hardship as a direct result of the Coronavirus pandemic. Businesses have been shut down or severely restricted through government regulation and the impact to ratepayers in Banyule has been significant.

Council recognises that the operational and financial impacts of the COVID-19 emergency are significant and introduced the Banyule City Council five-point plan in response to COVID-19 and the Proposed budget for 2020/2021 includes the estimated cost of the service interruptions and Banyule's Economic Support Package initiatives.

The package is based on the following principles:

- Putting the needs of our community first;
- Providing strong, targeted and immediate support to those ratepayers, residents and businesses that are most impacted;
- Maintaining our key services and infrastructure delivery to the community;
- Ensuring we are well positioned to support State and Federal Governments through the recovery phase of this crisis; and
- Maintaining the long-term financial sustainability of the Council.



The Economic Support Package currently commits \$10.50 million within the budget. The amount of \$10.50 million, budgeted in the 2020/2021 financial year, is primarily to support those in need and complement the measures put in place by the Australian and Victorian governments.

These initiatives include:

- to aid ratepayers via a deferral of payments until 30 June 2021. This deferral is providing some temporary relief to ratepayers in that they are not being penalised for not being able to make payments at present;
- to offer ratepayers a partial waiver of general rates, upon application, and under certain categories;
- To waive street trading permit fees, Health Act registration fees and provide rent relief;
- To provide additional funding for the special rates and charges scheme;
- Additional resourcing, funding and support for business and community to:
  - provide additional grants and funds
  - increase Council's business support and advice capacity
  - increase subsidised training
  - fast track major development permit applications
  - establish a Business Investment Fund
- During the development of this Proposed Budget 2020/2021 Council has also reassessed both income and expenditure. Services income has significantly reduced in areas such as the transfer station, transport engineering, recreation and leisure centres, childhood services, development planning and building services, with total income decreasing by 3.37% on forecast. Operational expenditure has been directly offset across all council service to accommodate for the impacts of COVID-19 and to reduce all non-essential spending. The total expenditure increasing by 2.64% after accommodating for the \$10.5 million Economic Support Package.
- Council has also resolved to continue with the capital works and initiatives programs during the pandemic. Council has made applications for grant funding from the Federal and State Governments for further projects to be undertaken across the municipality and stimulate the economy.
  - Council has been recently awarded funds for the Local Roads and Community Infrastructure Program which is a federal Government Program.
  - Council has submitted an application under the State Government's 'Local Parks Program - New Pocket Parks' and is awaiting to hear if successful.
  - Council continues to advocate to the State and Federal Governments for further stimulus funding to support the local economy and to deliver much needed local infrastructure for the local community.
- Through these unprecedented times council will continue to undertake prudent financial management to generate enough funds to maintain financial sustainability into the future. To accommodate for the Economic Support Package Banyule within the proposed Budget 2020/2021 a deficit position will be generated for the financial year of \$1.35 million (underlying deficit \$8.48 million).



## Summary of financial position

Key Statistics	Forecast	Proposed
	Actual 2019/20 \$'000	Budget 2020/21 \$'000
Total Expenditure	149,082	<b>153,019</b>
Total Income	156,962	<b>151,668</b>
Surplus/(Deficit) for the year	7,880	<b>(1,351)</b>
-Non-recurrent capital grants	2,490	<b>3,758</b>
-Capital contributions	5,024	<b>3,375</b>
Underlying Operating Surplus/(Deficit)	366	<b>(8,484)</b>
Total Capital Works Expenditure	65,069	<b>63,550</b>

## Municipal Demographics

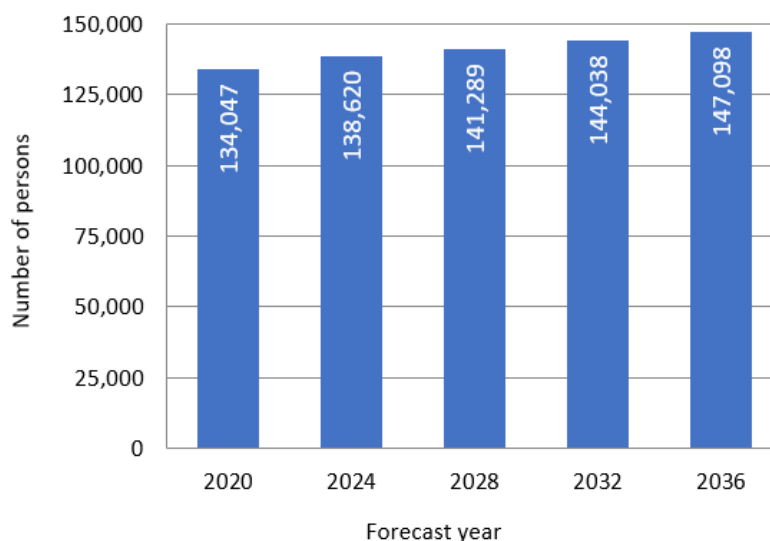
Banyule's estimated resident population for 2019 is 131,631. The municipality has an older age profile compared to Greater Melbourne. Older adults aged 50+ years make up 36% of Banyule's population compared to 31% of the population in Greater Melbourne.

From 2011 to 2016, the largest increase in the number of Banyule residents occurred in the following age groups:

- 5-9 years (+916 persons)
- 65-69 years (+1,140 persons)
- 70-74 years (+897 persons).

Banyule's population is forecast to grow to 147,098 by 2036 at an average annual growth rate of 0.61%. The population aged 75+ years is forecast to have the largest growth across the municipality.

Banyule population forecast, 2020 - 2036



Banyule is a culturally and linguistically diverse municipality. Residents come from over 140 countries and around 120 different languages are spoken at home. Skilled migrants comprise the

bulk of recent migration in Banyule, followed by those who settled through family reunion. Humanitarian arrivals represent the smallest proportion of migrant intake.

In the year ending June 2019, there were over 49,000 jobs in Banyule. The largest employer in the municipality is the Health Care and Social Assistance industry, making up 31% of all employment, followed by Education and Training (11%), Retail Trade (10%) and Construction (7%). A considerable proportion of the people who work in Banyule also live in the area (36%).

The Reserve Bank of Australia's May 2020 economic outlook highlights an expected decline in GDP (Gross Domestic Product) of around 10 per cent from peak to trough. The unemployment rate in Banyule was 3.1% in December 2019 and subsequent official unemployment rates are unlikely to capture the full extent of the decline in labour demand. In Victoria it is expected to rise to about 11% and job losses could peak at around 270,000 in the September 2020 quarter.

Lockdowns, school closures and other restrictions on activity have meant that many workers who have been laid off will not be actively searching for another job for a time. Many firms have cut the hours of their employees rather than laying them off entirely. The Coronavirus Economic Outlook may have been much larger were it not the JobKeeper wage subsidy program.

Inflation estimates are expected to remain below 2 per cent for 2020. Long term inflation expectations are still around 2-2 1/2 per cent, consistent with medium term inflation targets. Property prices could decline by up to 9 per cent from March to December 2020.

### **Budget Influences**

Council will continue to implement strategies and actions that address concerns of our community, organisation and management. Appropriate governance will be managed, effective control of Contract and Project management and continuous improvements in business processes.

Council will continue to measure its success through utilising key financial sustainable ratios. These ratios assist to monitor and highlight issues for appropriate discussion and decision making throughout the planning process.

#### **• Changing Demographics**

As a result of the City's demographic profile there are a number of budget implications in the short and long term:

- Banyule's population cohort in the "baby boomer" 60+ years category is increasing overall and associated services will need to increase to provide for increases in social support.
- Banyule experienced a mini baby boom (from 2006 to 2011) which may continue to put pressure on early years and recreational services.

A State based and Council supported initiative around neighbourhood renewal continues within Heidelberg West. Council continues to see a shift in the population make-up of this area to emerging migrant groups and growing established ethnic communities. Cultural and linguistic diversity means that Council needs to use a variety of media in languages other than English for mass communication with residents and use interpreting services for interpersonal communication with residents.

The City is substantially developed and while it is experiencing a small increase in property numbers, these mainly arise from higher density developments. Council continues to support appropriate increases in development density around its activity centres which will have ongoing implications for many service areas and infrastructure provision. Council's structure planning processes for these precincts is well established. Council has implemented an open space contribution scheme and is in the early development stage of introducing an infrastructure development contribution plan.

Fifteen per cent of ratepayers are receiving the pensioner rebate. As pensioners are often asset rich but income poor, rate increases have a real impact on the disposable income of a significant proportion of our community. Council has hardship provisions in place but these can impact on cash balances when large volumes of ratepayers are involved.

Note: Data sources:

- *Population and industry data - Australian Bureau of Statistics (ABS), Census of Population and Housing, 2006, 2011 and 2016, compiled and presented by .id*
- *Forecast data – prepared by .id, September 2019*
- *Number of jobs - National Institute of Economic and Industry Research (NIEIR), 2019*
- *Unemployment rate – Small Area Labour Markets December 2019 quarter.*
- *Reserve Bank of Australia website: publications – statement on monetary policy 2020*
- *Coronavirus Economic Outlook Fact Sheet – Department of Treasury and Finance, 2020*
- *Sullivan, Kath. “Unemployment rate predicted to reach 10 per cent amid coronavirus pandemic, pushing Australia into recession” ABC News, 13 April 2020.*

## • Operations

Each year the Minister for Local Government will set the rate cap that will specify the maximum increase in Councils' rates for the forthcoming financial year. The cap for 2020/2021 has been set at 2.00% and is consistent with the Melbourne Consumer Price Index (CPI) forecast for the 2020/2021 year (as forecast by the Victorian Treasury - Victorian State Government Budget Papers 2019/2020).

In applying the rate cap Council will raise \$104.89 million in general rates in 2020/2021 (\$1,884.88 capped average rate). The income that will be generated by increasing rates by the rate cap will be allocated to partially fund the economic support package to support ratepayers, local business and local economy directly impacted during the current health and economic crisis.

Council also generates income from other sources such as grants, statutory and user fees and charges to help support the essential services provided by Council and maintain the \$1.64 billion of Council infrastructure. Council has had to rapidly adjust its operations to ensure that critical community services and assets can be maintained throughout the crisis due to the COVID-19. The financial impact has been immense and revenue from fees and charges has been significantly reduced.

As a result, Council will generate a \$1.35 million deficit in the Proposed Budget 2020/2021 with both income and expenditure significantly impacted. In addition, \$10.5 million has been allocated as a major Council initiative to deliver Council's Economic Support Package.

Council is committed to deliver on its 2020/2021 budget and has invested in skilled and dedicated resources to enable Council to deliver on its strategic objectives and key directions and the capital program as outlined in the proposed 2020/2021 budget.

The Enterprise Agreement negotiations are underway and are planned to take effect from 1 July 2020. Human resources represent \$68.71 million (including capitalised labour cost of \$1.77 million) in the proposed 2020/2021 budget (692.96 equivalent full time (EFT) staff numbers). An allocation of \$0.74 million net saving in employee costs has been factored into the Proposed Budget 2020/2021 to represent those vacant positions that occur during the year which are not immediately filled.

Council continues to provide levels of service to meet community expectations and to deliver continuous improvement from within the operational budget, further aided with the investment in the maintenance and renewal of existing systems and new systems. To date operational efficiencies have been as a result of process change, automation, service review, supplier contracts, new business generation and workforce restructures. These savings have been directed towards supporting other programs such as Inclusive Employment and absorbing the impact of other costs arising greater than the rate cap such as recycling and waste removal. In addition, these efficiencies in operation have supported Council to maintain community fees and charges at affordable prices.

- **Fees and Charges**

Council in its determination of user fee increases has taken into consideration the needs and accessibility of the community; demand for the service, pricing and cost to sustain a viable service Council has, through the development of the proposed Budget 2020/2021, and were feasible:

- kept 73% of its community fees at 2019/2020 pricing. By keeping these fees low Council aim to encourage greater participation across the municipality and maintain sustainable community affordability.
- maintained Commercial fees increases to 2% to reflect the rate cap maximum increase. The increase is necessary to balance cost recovery, competitive pressures and council's financial sustainability objectives.
- After assessment of the current economic conditions all non-statutory fees and charges will remain frozen at 2019/2020 prices until 1 January 2021.
- The main services where the revenue from fees and charges has significantly reduced due to COVID-19, are Banyule Leisure services, Transport Engineering, Transfer Station, Function Centres, Early Childhood Services, Development Planning, and Building Permits & Inspections.

- **Capital Works & Initiatives**

In 2020/2021 Council will continue to draw down on its cash reserves (generated from prior year operational surpluses and strategic property sales) to fund the capital works budget in 2020/2021.

Under the rate capping environment Council has continued to invest generously in its capital works and initiatives program with \$63.55 million and \$5.60 million allocated respectively in 2020/2021 (includes carried over projects from 2019/2020).

Within the operating budget \$10.50 million 'Banyule Economic Support Package' has been allocated. The package is based on the following principles:

- Putting the needs of our community first;
- Providing strong, targeted and immediate support to those ratepayers, residents and businesses that are most impacted;
- Maintaining our key services and infrastructure delivery to the community;
- Ensuring we are well positioned to support State and Federal Governments through the recovery phase of this crisis; and
- Maintaining the long-term financial sustainability of the Council.

Council is committed to completing the Ivanhoe Library & Cultural Hub in 2020. Council has plans to commence the Bellfield Community Hub development and undertake various pavilion upgrades across the municipality. In support of the Council's climate action package, several new capital projects will commence, whilst continuing to maintain a major focus on asset renewal and upgrade of Council facilities to support service delivery and demand.

To support Council's commitment to carbon neutrality by 2028, In 2020/21 \$2.35 million and additional resources will be invested to implement the 2020-2023 plan for a carbon neutral Banyule Council by 2028. Some of these projects include:

- *Zero Net Emission Buildings*: \$0.460 million to be invested to low carbon lighting to allow the installation of heat pump hot water and air conditioning, energy efficient appliances and LED lighting upgrades.
- *Green fleet*: Ongoing replacement of light and heavy fleet with electric vehicles, \$0.315 million.

- *Maximise Renewable Energy*: Invest \$1.57 million to continuously roll out solar on Council buildings, and car parks.
- *Green Suppliers*: allocate additional resource to embed sustainable procurement in Council processes and support our suppliers to reduce emissions from procured goods and services.
- Invest \$0.070 million to *Electric Leisure Centers* to support investigations into electrifying our aquatic centres and *Maximise Renewable Energy* for investigations into alternative energy procurement options.

In additional, further \$0.26 million is allocated to support other climate change projects in 2020/2021.

To continue to support sustainable development on major capital and initiative projects, Council will also seek to maximise external funding opportunities, such as applying for government grants and draw on cash reserves accumulated over the years.

- **Cash Reserves and Cash Balance**

Council in 2020/2021 will explore investment and development opportunities to ensure the best possible return on investments for our community, matched with investment policy limits and the debt management strategic plan principles in place. After incorporated the \$10.50 million of Economic Support Package, the planned cash from operating activities is \$24.33 million. Council will ensure outgoings are actively assessed alongside rates and own source revenue to effectively support Councils financing obligations and capital investment.

The Economic Support Package includes the waiver and deferral of rates under hardship application. This will have an impact on the amount of rates and when rates are received during 2020/2021. It is anticipated that approximately 10% of rates collected during the year will be deferred until after 30 June 2022. This assumption has impacted upon the cash balances.

- **Debt Management**

Council debt redemption strategy outlines the intention of Council to continue to pay down debt. In the past, Banyule City Council has accessed debt funding as an effective mechanism in financing a range of major infrastructure assets that provide significant benefits to residents of this council.

For 2020/2021 Council will repay \$1.67 million of borrowings. At 30 June 2021 Council projects to have an outstanding loan balance of \$31.07 million and repay \$9.09 million off this balance in October 2021.

The below table provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends.

**Expenditure Allocation****Council allocation of each \$100 worth of expenditure**

Capital Works & Initiatives	38.31
Waste Collection & Recycling	9.21
Corporate, Customer Service & Risk Management	8.17
Parks, Reserves & Street Trees	6.04
Health, Aged & Disability Services	5.66
Family & Children Services	5.54
Recreation, Leisure & Aquatic Facilities	4.48
Library Services, Arts & Culture	3.01
Building Control & Planning	2.95
Roads, Footpaths, Drains & Related Utilities	2.76
Transport & Parking	2.46
Property Management	2.44
Governance & Executive	2.38
Urban Planning & Conservation	2.11
Depot, Plant & Fleet Maintenance	2.04
Debt Servicing	1.17
Local Laws & Animal Management	0.77
Social Enterprise	0.50
	<b>\$100.00</b>

The above chart provides an indication of how Council allocates its direct expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends. It does not take into account the source of funding for each area of expenditure. Expenses of a non-cash nature, such as depreciation, have been excluded from the above table.



## Budget Reports

### I. Linkage to the Council Plan

The Annual Budget is developed within Council's overall strategic planning framework. This framework guides the Council with information that aids in identifying community needs and aspirations for the long-term, in the Medium term (Council Plan) and short-term (Annual Budget).

**Strategic Resource Plan** - The Council Plan includes a Strategic Resource Plan which details the financial and non-financial resources, including human resources, required to achieve Council's strategic objectives.

**Annual Budget** – The Annual Budget represents the first year of the Strategic Resource Plan. It works to deliver the strategic directions of the Council Plan, to provide a range of high-quality services, programs and initiatives that meet community needs, and to achieve Council's Vision. The Budget is developed within and forms part of Council's overall strategic planning framework. It is developed based on information gathered from an ongoing community engagement process and industry best practice accounting standards. Objectives, key directions, initiatives and activities are used to allocate resources in a considered manner.

**Service Delivery** – We use community information along with key demographic data, due reference to our legislative context, and industry benchmarks, to assess the appropriate level of service for our community. A full listing of the services resourced through the Budget 2020/2021 is contained in Section 2 of the Budget. We provide our services in line with best practice standards of quality, efficiency and effectiveness.

**Partnerships** - We also rely on a wide range of partnerships and shared resources to provide services to the community. Key partnerships with the Community, other levels of government and agencies are very important to enable Council to deliver on the key directions. We work closely with our partners to advocate for improved services, infrastructure and social outcomes. Council also seeks opportunities for equitable funding and service arrangements.

**Indicators** - A range of key performance indicators are included in the Council Plan and Budget to measure our performance against the Council Plan objectives. This is reported to our community in our statutory Annual Report (which includes Audited Financial and Performance Statements).

### Engagement and Research

Planning for the future relies on many sources of information including extensive community engagement, research, data, legislation and policy and the ongoing review and improvement of our services.

A summary of our engagement approach to developing the Council Plan 2017-2021 is documented below. A comprehensive copy of all information sources and findings that were drawn upon to inform the Council Plan 2017-2021 can be found on Council's website and is titled Council Plan 2017 'What you said' Report.

Much of the information utilised for the development of the Council Plan 2017-2021 remains current for the development of Year 4 of the Council Plan. In planning for the last year of our current Council Plan, we were keen to hear from the community about how they think we have gone with

delivering against our Year 3 commitments and what they would like to see us focus on for the next twelve months. Over an 8-week period the community put forward their thoughts and ideas.

Further to this, we provided an additional consultation opportunity regarding the development of the annual budget. This focused on our Fees and Charges Schedule and Rating Strategy, two key components of the annual budget.

Together all this information has helped shaped our Council Plan key initiatives for 2020/2021 and the Budget 2020/2021. A copy of the 'What You Said 2020 - Our Consultation Program for the Council Plan 2017-2021 (Year 4)' report, containing full details of this years' consultation and engagement, is also available on Council's website.

### **Summary of our approach**

#### *Council Plan 2017-2021*

Starting in October 2016, Councillors and Council staff worked together to understand and plan for the challenges and opportunities for Banyule over the next four years.

From November 2016 through to March 2017, we communicated with residents, businesses and community groups about what they love about Banyule and what they would like to see in the future, as well as other topics. We used a range of ways to engage people, including:

- Launching a new online engagement website "Shaping Banyule"
- Speaking with people at events and activities, meeting with community groups and services and attending schools to get the thoughts of younger people.
- Presenting an initial Draft Plan and refining ideas at four community forums held during March.

#### *Council Plan 2017-2021 (Year 4)*

The Engagement Program undertaken to inform the development of Year 4 of the Council Plan 2017-2021 occurred over an 8-week period from 17 November 2019 to 17 January 2020.

The Program consisted of place-based consultations, an online survey on Shaping Banyule, intercept surveys, voting pods, 'dotmocracy' boards, chat boards and idea drawings.

A total of 1,649 written ideas and views were gathered throughout the community engagement program:

- 825 votes were cast to select the areas Council had performed well in over the last 12 months
- 117 people told us their favourite thing in Banyule from the past 12 months
- 460 votes were cast to select the areas Council should focus on in Year 4 of the Council Plan
- 209 written ideas and priorities for Year 4 of the Council Plan were received and
- 38 children and young people provided their feedback by drawing their ideas.

This input is in addition to and builds upon the input provided by the 1,191 individuals who participated in Year 1 consultations, the 320 individuals in Year 2, and 1,179 individuals participating in Year 3 consultations. This totals over 4,300 respondents helping to shape the Banyule Council Plan over a 4- year period.

Internal consultation was also undertaken with Councillors and Council staff to inform the development of both the annual Budget and Council Plan. This included consideration of key

emerging issues, priorities and resource requirements to enable continued implementation of the Council Plan.

### **Shared Priorities for Our Future**

The following priorities identified for the life of the 4-year plan continue to resonate with our community through the feedback we have received:

- Deliver quality and inclusive services that offer value for money and respond to community needs
- Demonstrate responsible financial management, transparency, good governance and exceptional customer service
- Plan for our growing city addressing development, transport, parking issues, open space and diversity
- Maintain our public and open spaces and preserve neighbourhood character
- Lead on environmental sustainability in partnership with the community
- Invest in infrastructure and community facilities that service our community today and for future generations
- Engage with our community to ensure they are well informed, represented and contribute to decision making
- Encourage community participation and inclusion to provide opportunities for all
- Advocate for our community to improve services, infrastructure and social outcomes.

In addition, we received supportive feedback about delivery of Year 3 outcomes across our five strategic objectives, with the majority of respondents indicating that they were satisfied with Council's performance over the past 12 months. We also received feedback about how we can keep Banyule a great place to live, work and play into the future.

Overall, participants told us what they would like to see, and made the following suggestions for the upcoming 12 months across the five strategic objectives:

- Planet - improved recycling opportunities, more public recycling bins and food waste collection, support for residents to be more sustainable, and better protection and increased planting of trees.
- Place - more upgrades to parks and playgrounds, protection of green open spaces, better planning controls and managed development, and improved transport options including active travel modes.
- People - more local community events and activities and more support for community diversity, health and wellbeing and local services.
- Participation - more festivals, events and programs, and greater participation in decision making and having a say.
- Performance - more transparency and efficiency gains and improved request response times.

## The Strategic Resource Plan

The Strategic Resource Plan outlines how Council will manage our financial and non-financial resources over the next four years to achieve our strategic objectives.

The Strategic Resource Plan consists of the following:

- The 'Performance – Efficiency and good governance' objective. This includes key directions for achieving the objective, and focus areas for the next four years
- The 'Management of our Human Resources' section, which includes statements describing the human resources required for the next four years
- The Financial Resources section, which includes information on financial position, financial statements and commentary on these.

The plan also considers services and initiatives contained in plans adopted by Council, as well as other information prescribed by the regulations.

The Strategic Resource Plan is prepared in accordance with the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*. This sits well with Banyule's objective of 'Performance – Efficiency and good governance'.

**'Performance'** is about managing our resources wisely, providing organisational support services, strategic planning and risk management. We are charged with the stewardship of the resources of the municipality. Council is committed to managing its resources in a responsible, sustainable and accountable way in keeping with community expectations.

Our operations are based on responsible management, risk mitigation, strong customer service, and continuous improvement. We value our staff and recognise the integral role they play in the provision of Best Value services to our community.

We will effectively manage our resources in a changing environment, while continuing to deliver quality and value for money services. Banyule's commitment to a culture and practice of continuous improvement is based on our organisational best value planning and reporting program, service development review program, and continuous improvement framework.

Best value ensures that all services:

- offer the best possible quality and value for money
- are responsive to community needs
- are accessible to the people they are intended for
- show continuous improvement
- are subject to regular community consultation.

We recognise that it is critical for us to protect and develop our non-financial resources to meet the needs of our community. These non-financial resources include: human resource management and organisational development; knowledge management and information services; and asset management stewardship.

We ensure the most effective management of Council's commercial assets, leases and major contracts, and we plan for the effective use of our finite resources.

We also undertake several internal planning roles to ensure we maintain the appropriate strategic direction of our services.

In addition, our 'Performance' objective is underpinned by an extensive policy context and strategic framework based on the following:

- The *Local Government Act 1989* - The LG Act includes requirements around the Council Plan, the Strategic Resource Plan, the Budget, statutory reporting requirements and Best Value.

- Our legal responsibilities as a business entity and employer - to adhere to all employer related legislation.
- Our Banyule Management System is in line with best practice standards and continuous improvement and enables the organisation to continue to provide quality services in a safe manner that protects people and the environment.
- A number of key supporting plans and internal policies that provide direction in important support function areas, such as customer service, information management, communications, human resources, records management, financial management, procurement and asset management.

### **Our Rating Context**

Our commitment to managing our resources wisely will be achieved by the following key directions:

- 5.1 Provide exceptional customer service
- 5.2 Deliver best value services and facilities
- 5.3 Provide responsible financial management and business planning
- 5.4 Provide good governance and be accountable
- 5.5 Promote an engaged and productive organisation
- 5.6 Manage the systems and assets that support service delivery

Our Rating Strategy is used to ensure that the Local Government Act's rating objectives of 'equity and efficiency' are achieved. It is important that Banyule City Council has a Rating Strategy in place that is transparent to the community and reviewed annually as part of the budget process.

The rating parameters set for the strategic outlook period through to 2024 are indicated currently based on a 2.00% rate increase for 2020/2021; 2.25% for both 2021/2022 and 2022/2023; and 2.50% for 2023/2024.

The indicative rates are predicated on a rate capping environment and not indicative of maintaining all Council's services at their current level. Each year the Minister for local Government will set the rate cap and will specify the maximum increase in Council's rates for the forthcoming financial year. The rate cap is consistent with the latest forecasted CPI figures.

Due to the current COVID-19 pandemic the Rating Strategy has been updated to allow for rate waivers and council rate deferrals. The rate waivers will be partially funded from the 2% general rate increase and specifically target those ratepayers that need it most.

Banyule will continue to revisit the principles outlined in the Rating Strategy each year when further information is received from the State Government on the rate cap and the economy. This will be then matched with the community's desire to maintain current service levels and capital investment.

Land is a finite resource in Banyule. Our Council is committed to ensuring that the effective use of land resources benefits the whole community, as each land holding contributes to the shared infrastructure and services of Council. As such, Council differentially rates its vacant commercial, industrial and residential land to ensure an inequity in the shared contribution to infrastructure is not created through the underdevelopment of vacant land.

We also strive to encourage the best use development of land. Banyule values appropriate commercial and industrial development. However, we also acknowledge an increased impact on our shared infrastructure by these developments. We choose to differentially rate these properties to ensure an equitable outcome to infrastructure costs across our community.

We understand the shared value to our community of cultural and recreational lands. Council supports and encourages the development of this shared benefit by rating these properties at a lower level.

We update the Strategic Resource Plan annually.

## 1.1 Planning and accountability framework

### 1.1.1 Legislative Context

Council has developed its strategic planning process to deliver service outcomes for the Community and to meet requirements of the *Local Government Act 1989* (the Act). These requirements will continue with the introduction of the new *Local Government Act 2020*, which will apply to Council's next four-year Council Plan 2021-2025 and Budget 2021/2022.

#### Statutory requirements

The *Planning and Accountability Framework* is found in part 6 of the Act and in the *Local Government (Planning and Reporting) Regulations 2014* (the regulations). The legislation requires councils to prepare the following documents:

- a council plan within the period of six months after each general election or by 30 June, whichever is later
- a strategic resource plan for a period of at least four years and include this in the council plan
- a budget for each financial year
- an annual report for each financial year.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle. This is important to ensure accountability to residents and ratepayers.

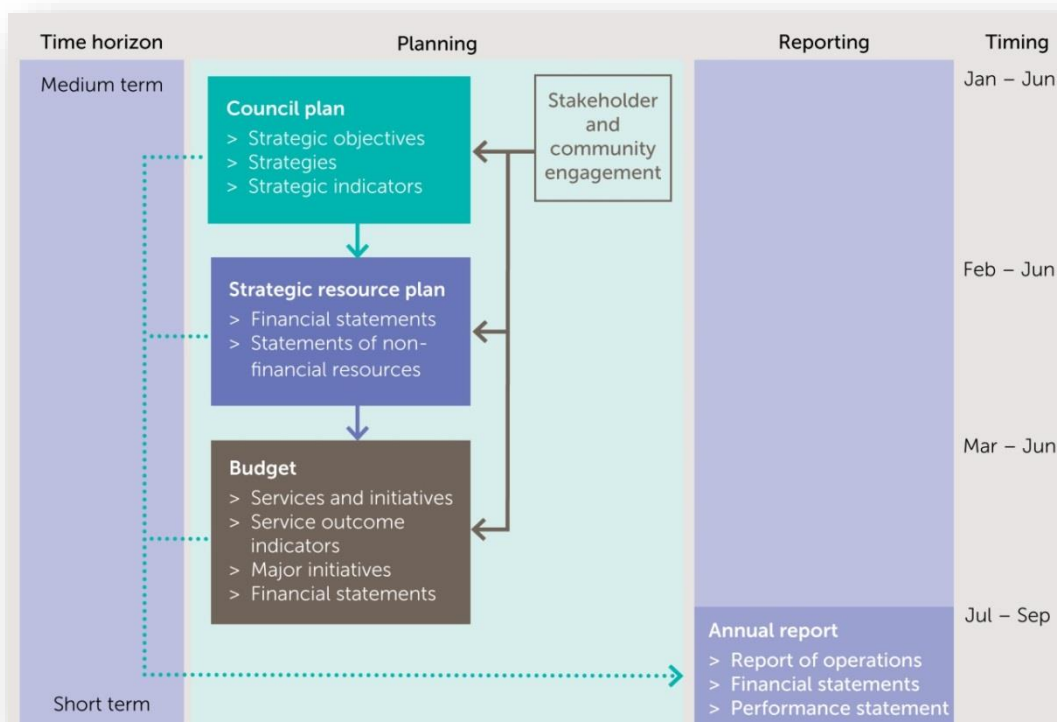


Figure 1 – Planning and Accountability Framework

Note: The information above is sourced from the 'Local Government Better Practice Guide Planning and Reporting 2018-19, and 'Local Government Better Practice Guide Model Budget 2020-21', Department of Environment, Land, Water and Planning, Local Government Victoria





### **1.1.2 Key planning considerations**

Although councils have a legal obligation to provide some services - such as animal management, local roads, food safety and statutory planning - most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities as part of determining how to prioritise resources and balance service provision, asset maintenance responsibilities and capital works.

#### **Service Planning and Review**

Service Planning includes considerations of budget, community needs and expectations, alignment with Council Plan and Key Strategies, future needs assessment etc.

Each year Council's business units undertake service planning in relation to delivery of the Council Plan (which includes community engagement input) and develop the Annual Business Plan across the Council.

A robust service development review program has been established to assess value, provision, and sustainability. This provides strategic business planning in the forward provision of service delivery across Council areas.

Ongoing strengthening of service planning is being undertaken through:

- Articulation of objectives, scope, and standards across services, and alignment with the Council Plan
- Planning processes, approaches, and support materials
- Development of longer-term strategic planning, operational provision, and asset management for longer term financial planning outcomes, and seeking alignment with community needs in these priorities and directions

## 1.2 Our Purpose

### Vision (What we strive for)

**Banyule, a green, sustainable and vibrant place for a healthy, connected and inclusive community.**

### Values

The core values that help us achieve our vision are:

- Respect
- Integrity
- Responsibility
- Initiative
- Inclusion
- Leadership

## 1.3 Strategic Objectives

Council delivers its services and initiatives in line with the Best Value Principles. These contribute to the achievement of our Strategic Objectives.

The following table lists the Strategic Objectives as described in the Banyule Council Plan 2017-2021 (Year 4).

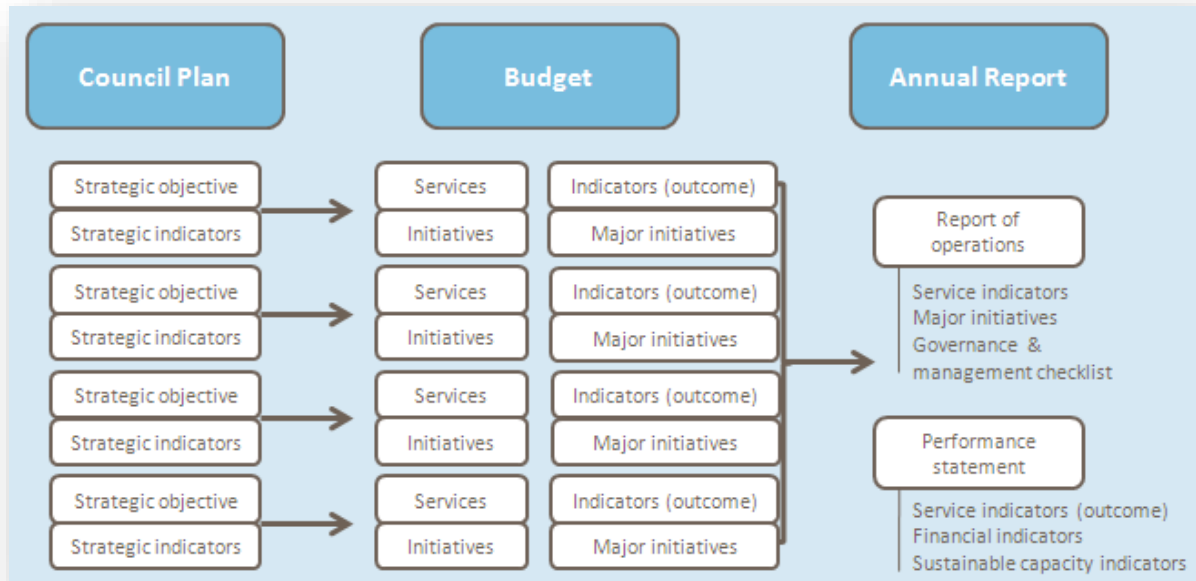
Strategic Objective	Description
<b>1. People: Strong, healthy and inclusive communities</b>	Support and strengthen the health and wellbeing of the Banyule community.
<b>2. Planet: Environmental sustainability</b>	Protect and care for the natural environment.
<b>3. Place: Great places and spaces</b>	Maintain and enhance our public spaces, buildings and infrastructure
<b>4. Participation: Engagement and advocacy</b>	Engage meaningfully and advocate for the broader interest of the community
<b>5. Performance: Efficiency and good governance</b>	Manage our resources wisely to achieve Council's strategic objectives.
<i>(Note: The Strategic Resource Plan consists of the 'Performance – Efficiency and good governance' objective, the 'Management of our Human Resources' section, and the 'Financial Resources' section in the Council Plan.)</i>	

### **Our Council Plan's Relationship with the Municipal Public Health and Wellbeing Plan**

The Council Plan and the Banyule People: Health and Wellbeing Framework meet Banyule's obligation for the provision of a Municipal Public Health and Wellbeing Plan under the Victorian *Public Health and Wellbeing Act 2008*.

## 2. Services, Initiatives and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2020/2021 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section I. It also includes a number of initiatives, major initiatives and service performance indicators. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan. The relationship between these components of the Budget and the Council Plan, along with the link to reporting in the Annual Report, is shown below:



Source: Department of Environment, Land, Water and Planning

The following diagram gives an overview of Council's objectives and key directions:



The framework outlined above is supported by a set of key policies, strategies, and plans. We use strategic indicators to measure our achievements.

The following section (outlining the Council Plan Objectives and Key Directions) is based on the same numbering as per the Council Plan.



## 2.1 Strategic Objective 1

### **1. PEOPLE: STRONG, HEALTHY AND INCLUSIVE COMMUNITIES – Support and strengthen the health and wellbeing of the Banyule community.**

**‘People’** is about our desire for optimal health, better living conditions and improved quality of life. Good health is the state of complete physical, mental and social wellbeing and not merely the absence of disease. Health and wellbeing can be supported at any age through individual and public policy measures. Wellbeing is fundamental to quality of life, quality of human relationships and the capacity to participate in education, work, recreation and the community.

We are committed to improving the health of our community and identifying and minimising threats to public health. This is a shared responsibility for which we have delegated legislative responsibility, and we undertake this in conjunction with other agencies and partners, such as the Department of Health & Human Services and Banyule Community Health, with whom we work closely.

We will support and strengthen the health and wellbeing of the Banyule community through the following key directions:

- 1.1 Support and promote health and wellbeing
- 1.2 Provide a range of services for people at important life stages
- 1.3 Support a connected, inclusive and involved community
- 1.4 Develop and promote safety and resilience in our community
- 1.5 Enhance quality of life and connection through arts and culture
- 1.6 Stimulate business, employment and investment opportunities

To achieve our objective of People – Strong, Healthy and Inclusive Communities, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services and initiatives for our People objective are described below. For further information on key capital works projects and initiatives associated with this objective please refer to Section 5 of this Budget document.

### Services:

Business area & description of services provided	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000
<b>Business area: Health, Aged and Community Planning</b>	11,563	11,218
	<u>(7,693)</u>	<u>(7,042)</u>
<b>Provision of the following to support, protect and enhance the community's health and wellbeing:</b>	<b>3,870</b>	<b>4,176</b>
<p><b>Aged and Disability Services: Services for Older People and People with a Disability - service assessment, social support group, domestic assistance, delivered meals, flexible respite and carer support, personal care, home maintenance and modifications, individual social support, support for Seniors Clubs, and Age-friendly City activities and planning</b></p> <p><b>Public Health Protection: Environmental Health - food safety enforcement &amp; education and immunisation. Public Health - neighbourhood complaints (nuisance), Health Protection - tobacco, infection control, heatwave planning, prescribed accommodation, domestic wastewater management and public health emergency management.</b></p> <p><b>Community &amp; Social Planning: Supporting Council's community consultation and engagement, demographic data analysis and Council's direct service delivery areas.</b></p> <p><b>Supporting Council's commitment to:</b></p> <ul style="list-style-type: none"> <li>• inclusion, access and equity</li> <li>• public health &amp; wellbeing priorities</li> <li>• advocacy and</li> <li>• planning on key social issues.</li> </ul>		
<b>Business area: Leisure, Recreation and Cultural Services</b>	15,094	15,914
	<u>(6,765)</u>	<u>(6,818)</u>
<b>Provision of the following to the municipal community/population as a whole:</b>	<b>8,329</b>	<b>9,096</b>
<p><b>Leisure &amp; Cultural Services: Art collection management, culture and heritage development, festivals and cultural events, leisure programs for older adults, leisure programs for people with disabilities, sports pavilions and ground allocations, support for Neighbourhood Houses, community halls for hire.</b></p> <p><b>Facility &amp; Contract Management: The Centre Ivanhoe function centre, library services, leisure facilities including: Ivanhoe Golf Course, WaterMarc, Macleod Recreation Centre and Watsonia Pool</b></p> <p><b>Banyule Leisure Facility Management: Ivanhoe Aquatic</b></p>		

**Banyule, Olympic Leisure Banyule and Macleod Netball Stadium.**

## Services (cont.)

Business area & description of services provided	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000
<b>Business area: Youth and Family Services</b>	11,127	11,191
	<u>(5,047)</u>	<u>(5,258)</u>
<b>Provision of the following to families, children and youth:</b>	<b>6,080</b>	<b>5,933</b>
<b>Youth &amp; Family Strategic Management: Municipal Recovery Management, Banyule Child, Youth and Family Plan.</b>		
<b>Early Years: Child Care Centres, Early Childhood facilities management and capital works program, Early Years Networks facilitation, Kindergartens, Kindergarten Central Registration, Maternal and Child Health Services, Supported Playgroups and Early Years Community Support.</b>		
<b>Youth &amp; Community Partnerships: Youth Services - including individual, LGBTIQ+ &amp; CALD support; Youth Communications, Participation, wellbeing, schools workshops and delivery; Jets Creative Arts Youth Facility &amp; Banyule After Hours Youth Outreach &amp; Program Support team; Community Partnerships including Community Safety, Graffiti Management and preventing Violence Against Women; Community Liaison - Community Development Grants and Volunteer Recognition Awards; Shop 48, Facility management; Project 3081 community capacity building.</b>		
<b>Business Area: Social Enterprise &amp; Local Jobs</b>	919	992
	<u>(20)</u>	<u>-</u>
<b>Provision of the following for the municipality:</b>	<b>899</b>	<b>992</b>
<b>Social Enterprise Development: Social Enterprise Partnerships Program, Social Procurement Opportunities, Community Social Enterprise Capacity Building and Development.</b>		
<b>Labour Market Programs: Banyule Inclusive Employment Program, Volunteer Program, Work Experience Program.</b>		
<b>Business area: Operations – Emergency Management</b>	296	295
	<u>(160)</u>	<u>(80)</u>
<b>Provision of the following for the municipality:</b>	<b>136</b>	<b>215</b>
<b>Emergency Management: Municipal emergency risk assessment, Local community resilience planning and education, Emergency services support, Community information and warnings, Vulnerable Persons Register (VPR) coordination, Business continuity planning support, Single Incident coordination, Regional collaboration, Municipal emergency relief and recovery planning and</b>		



**coordination, Secondary impact assessment coordination, Volunteer recruitment and training, Relief and recovery centre management and local and regional exercises.**

**Initiatives:****People: Strong, Healthy and Inclusive Communities****Key Direction: 1.1 Support and promote health and wellbeing**

- Continue to work in partnership with the state government and local sporting clubs to leverage opportunities for investment and development projects which create opportunities for girls and women in Banyule, including:
  - Develop female friendly change rooms at Willinda Park, Warringal Park, De Winton Park, Yulong Reserve and Greensborough War Memorial
- Implement the Public Open Space Plan to provide appropriate spaces for our community, including:
  - Deliver improvement works to refresh our local park facilities across the municipality, including:
    - Refresh of five parks and reserves
    - Improvement to the Malahang Reserve dog park
    - Renovation of De Winton oval
- Continue the playground replacement program, redeveloping playgrounds to provide a variety of experiences in local parks across Banyule
- Provide affordable recreation opportunities through our libraries, community halls, parks, community hubs and leisure centres, including continuation of:
  - The Ivanhoe Library and Cultural Hub construction
  - Our investment in developing, improving and maintaining Council's Aquatic and Leisure Centres
  - Delivering Movies in the Park.
- Deliver public health services to protect the community (e.g. food safety, potential nuisances, and water quality in public pools).
- Implement the Recreation Plan for 2017-2021, to achieve the following goals:
  - Facilities - Our community has equitable access to multipurpose, inclusive, accessible and sustainable facilities
  - Communication and Education - Our community knows and is aware of opportunities and feels supported in the delivery of recreation
  - Informal Opportunities - Our community can access and participate in diverse activities that enhance their wellbeing
  - Participation and Partnerships - Our community is actively involved and has a strong and connected sense of belonging.
- Continue to implement the Domestic Animal Management Plan 2017-2021, including:
  - Promote and encourage responsible pet ownership
  - Encourage registration and identification of dogs and cats
  - Reduce potential for dogs and cats to create a nuisance.

**Key Direction: 1.2 Provide a range of services for people at important life stages**

- Continue strategic planning work to outline Council's priorities and direction in relation to making Banyule an Age-friendly place to live.
- Deliver and implement Banyule's Youth Plan 2018-2021.
- Plan and deliver sustainable aged and disability programs in line with State and Commonwealth objectives and funding, to support people to live independently at home.
- Provide evidence based and responsive maternal and child health (MCH) and early childhood services (ECS) that reflect current standards of best practice, as well as providing improved software for families to be able to register and pay online for ECS.

**Key Direction: 1.3 Support a connected, inclusive and involved community**

- Review Banyule Leisure's community and active engagement programs, policies and activities to encourage greater participation and use of leisure centres by under-represented groups such as people from culturally diverse backgrounds, people with disabilities, the LGBTIQ+ (Lesbian, Gay, Bi-sexual, Transgender, Intersex and Queer+) community, and those from Aboriginal and Torres Strait Islander background.
- Continue to engage with the North East Link Project to manage the impact on local sporting clubs being displaced and advocate for new facilities to be constructed that meet needs and expectations
- Support Barrbunin Support Barrbunin Beek, our local Aboriginal and Torres Strait Islander gathering space.
- Maintain Council's 'Rainbow Tick' accreditation for Banyule's Aged Services to support people who identify with the LGBTIQ+ community to feel welcome, confident and safe to access aged and disability services.
- Address community aspirations through the review and implementation of Council's Inclusion, Access and Equity Framework (IAEF) and associated plans for:
  - Aboriginal and Torres Strait Islander Plan (& Reconciliation Action Plan)
  - Disability and Inclusion Plan
  - LGBTIQ+ (Lesbian, Gay, Bi-sexual, Transgender, Intersex and Queer+) Plan
  - Multicultural Plan.

**Key Direction: 1.4 Develop and promote safety and resilience in our community**

- Implement the new Emergency Management legislation to be introduced mid-2020 including the expected changes from recent major events which will have a major impact on how Local Government will be expected to deliver preparedness and resilience building activities.
- Continue to work with other levels of government and relevant authorities to respond to and recover from emergency events, such as the Coronavirus (COVID19) pandemic and bushfires.
- Implement year 4 of the Safer Banyule Plan 2017–2021.
- Continue to monitor traffic speed and volume via scheduled traffic counts to improve road safety and our local road network.

- Implement traffic and road safety improvements, including:
  - Commence design and construction of improved pedestrian crossings at Stradbroke Avenue, Heidelberg, Elder Street, Watsonia, Plenty River Drive, Greensborough and McCrae Road north of Banyule Road, Rosanna
  - Traffic speed and volume control measures at selected locations including; Berkeley Avenue, Heidelberg and Maltravers Road, Ivanhoe East
  - Localised traffic infrastructure treatments including improvements at Somers Avenue, Macleod, Banyule Road, Rosanna (between Beverley Road and River Gum Walk), and parking and traffic management improvements at Montmorency South Primary School and Gleeson Drive, Bundoora, and parking conditions in Adeline Street, Greensborough.
- Enhance capability and capacity to respond to and recover from emergencies by continuing to focus on the recruitment, retention, training, equipping and maintenance of personnel in all aspects of emergency management.
- Implement the Banyule Gambling Policy: Gambling Reduction and Harm Minimisation, and action plan.
- Implement Council's strategic approach for building community resilience, including:
  - The development and delivery of a community education project that involves educating community groups about emergency risk and mitigation information with an all hazards approach
  - Community awareness and preparedness activities to promote resilience across the social, economic, built and natural environments
  - The review and promotion of Council's public health emergency planning.

**Key Direction: 1.5 Enhance quality of life and connection through arts and culture**

- Deliver an integrated program for the Ivanhoe Library and Cultural Hub where arts and culture is embedded and can be celebrated, show-cased and explored in partnership with community and industry.
- Continue to support the delivery of Major Festivals and associated programming.
- Implement the Arts and Culture Strategic Plan 2017-2021, evaluate cultural outcomes, and commence development of a new plan for 2021-2025.
- Continue to develop an extensive program of exhibitions and events to promote local arts and culture and provide valuable opportunities for the Banyule Arts community.
- Support the development of Banyule's local creative sector through participation in Pinpoint Artists Network and professional development program.
- Work with the Banyule Arts and Cultural Advisory Committee to research, document and acquire new works for the Banyule Art Collection.

**Key Direction: 1.6 Stimulate business, employment and investment opportunities**

- Deliver Banyule's Economic Support Package to provide support to ratepayers, residents, community groups and businesses that are most impacted by the COVID-19 crisis.
- Deliver small business support, including:

- Provide networking and training opportunities that respond to local business needs
  - Work in partnership to provide one-to-one advice and planning and mentoring sessions
  - Provide specialist small business support targeted towards particular groups, such as women in business and home-based business
  - Provide specialist advice and support to support new businesses.
- Continue to strengthen partnerships with current and emerging social enterprise organisations to further develop opportunities within Banyule.
- Maintain strong links through Council's membership with the regional economic development agency NorthLink, including:
  - Support regional activities including the Food and Beverage project and Northern Horizons opportunities within the Northern Region of Melbourne
  - Progress opportunities identified through the regional investment attraction project coordinated through NorthLink, with a focus on the Heidelberg Activity Centre.
- Deliver Council's Inclusive Employment Program to proactively lead employment opportunities for vulnerable community groups, with a focus on:
  - Aboriginal and Torres Strait Islanders
  - Culturally and linguistically diverse, including refugees and asylum seekers
  - People living with a disability, and
  - Young people (16-25 years).
- Develop and maintain strong links with local employers and employment service providers to create inclusive employment opportunities within Banyule



## 2.2 Strategic Objective 2

### 2. PLANET: ENVIRONMENTAL SUSTAINABILITY – Protect and care for the natural environment.

'Planet' is about the natural and formed environment and the ecosystems that sustain the community. Our community is an integral part of the environment and together we are the custodians of our shared home.

We will protect and care for the natural environment through the following key directions:

- 2.1 Protect and enhance our natural environment
- 2.2 Conserve water and improve stormwater management
- 2.3 Lead in planning for, and responding to, climate change
- 2.4 Avoid waste generation
- 2.5 Be environmental stewards

To achieve our objective of Planet - Environmental Sustainability, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services and initiatives for our Planet objective are described below. For further information on key capital works projects and initiatives associated with this objective please refer to Section 5 of this Budget document.

#### Services:

Business area & description of services provided	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000
<b>Business area: Environment &amp; Place – Environmental Sustainability</b>	904	893
	-	-
	<b>904</b>	<b>893</b>
<b>Provision of the following to support council's direct service delivery areas, and municipal community as a whole:</b>		
<b>Environmental Planning: Planet: Environmental Sustainability policy and strategy and supporting plans, energy and water efficiency, environmental stewardship education and publications, Wildlife Corridor Program, State of the Environment reporting, maintaining organisational wide environmental sustainability program, Significant Tree Register, Banyule Environment Advisory Committee (BEAC).</b>		

Business area & description of services provided	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000
<b>Business area: Parks and Open Space</b>	12,261	12,070
	<u>(202)</u>	<u>(108)</u>
<b>The provision of the following to the municipal community as a whole:</b>	<b>12,059</b>	<b>11,962</b>
<p><b>Strategic: Parks and Open Space strategic management - strategy development for public open space, including preparation and delivery of the Public Open Space Plan, master planning of reserves and regional playgrounds, and planning and development of Banyule's shared trail network.</b></p>		
<p><b>Sportsfields &amp; Open Space Assets: Carry out maintenance on Banyule's park assets including playgrounds, sports fields, irrigation systems, garden beds, paths, fences, park furniture and BBQ's. Implement Council's Park asset renewal programs, and delivery of open space capital works projects. Provide service to repair minor damage to nature strips.</b></p>		
<p><b>Tree Care: Street and park tree maintenance, pest and disease control, tree replacement and planting, tree removal, tree root control, assessment for Council trees, nursery operations for plant propagation.</b></p>		
<p><b>Bushland: Environmental education, environmental management, flora and fauna recording and habitat restoration, noxious weed control, development of wildlife corridors, maintenance, construction, restoration and protection of bush reserves and rivers, community planting days, Friends Group working bees.</b></p>		
<p><b>Open Space Presentation: Maintenance of garden beds, mowing of active and passive parks and reserves, passive reserve maintenance, active reserve maintenance, half cost fence replacement, litter control in parks, maintenance of dog tidy bins, fire hazard control, maintenance and mowing of Right of Ways.</b></p>		

Business area & description of services provided	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000
<b>Business area: Operations - Environmental Services and Sustainable Infrastructure</b>	17,529	18,744
	(7,503)	(7,967)
	<b>10,026</b>	<b>10,777</b>
<b>Provision of the following to the municipality:</b>		
<p><b>Waste Management: Strategic Waste Management, Metropolitan Waste Management Group member, Banyule-Visy Material Recovery Facility, Rethink Centre Education Programs, Outreach Education Programs, waste service support, Waste Recovery Centre (Transfer station), garbage collection, recycling collection, green waste collection, Hard rubbish collection, Bundled branch collection, Commercial waste collection, parks and reserves waste collection.</b></p>		
<p><b>Cleansing: Mechanical footpath sweeping of shopping centres, Mechanical sweeping of sealed roads, Cleaning of public toilets and BBQ's, Inspection and clearance of drainage pits, Maintenance of litter trap program, Litter clearance from shopping centres, Litter collection, Removal of dumped rubbish, Removal of dead animals from roads, Syringe removal, drain cleaning.</b></p>		
<p><b>Infrastructure Maintenance: Maintenance of footpaths, kerb and channel, patching of roads, guardrails and unsealed roads, repair and replacement of signs and street furniture, drainage repair and Road Management Plan implementation.</b></p>		
<p><b>Environmental Operations: Management and delivery of Council's Water Sustainability Plan including the various elements of water sensitive urban design, water harvesting, integrated water management, stormwater quality and environmental improvements.</b></p>		

### Initiatives:

#### ***Planet: Environmental Sustainability***

#### ***Key Direction: 2.1 Protect and enhance our natural environment***

- Implement the Biodiversity Plan for 2018-2021, including:
  - Conduct environmental management planning, including:
    - Continue the environmental watering of Banyule Billabong in partnership with Parks Victoria, Melbourne Water and the Victorian Environmental Water holder
    - Develop the bushland reserve site management plans for Alma Browns Reserve, Greensborough, and Dalvida Bush Reserve, Eltham North
    - Implement the Ryans Road Conservation Reserve management plan
  - Implement Biodiversity initiatives for priority bushland reserve management plans, including:



- Monitor the fox control program at Banyule Flats and Warringal Park and in other priority biodiversity sites within bushland parks and reserves.
  - Provide revegetation and bush regeneration activities as part of Friends Group working Bee calendars and school group participation days for the 2020 season
- Educate, encourage and work with key stakeholders including public authorities, schools and the community to improve biodiversity outcomes.
- Continue to advocate for improved habitat protection within major developments.
- Work with our La Trobe Employment Cluster partners and stakeholders to improve biodiversity and water outcomes along the Darebin Creek.
- Protect our important tree assets through a continued tree management and maintenance program, including:
  - Comply with Electricity Safety (Electric Line Clearance) Regulations 2015 requiring additional tree removal and pruning, and conduct routine street tree pruning on over 60,000 street trees
  - Implement the Urban Forest Strategic Plan including tree planting and the replacement of trees, in order to enhance Banyule's urban forest population on nature strips, road reserves, parks and reserves
  - Monitor the condition of significant trees on public land as listed on the Significant Tree Register.
- Plan for a resilient future for our community and collaborate with other metropolitan councils to deliver and implement the relevant aspects of the 'Resilient Melbourne' and 'Living Melbourne: our metropolitan urban forest' strategies as they apply to Banyule City Council.
- Continue to implement enforcement strategies for litter and illegal dumping and promote the benefits of the program, including the use of demountable cameras for surveillance at problem sites where rubbish dumping occurs.

**Key Direction: 2.2 Conserve water and improve stormwater management**

- Provide ongoing development and maintenance of warm season grassed playing surfaces and irrigation systems, including:
  - Upgrade irrigation controllers across the municipality.
  - Implement sports-field ground reconstruction works for the De Winton Reserve Oval surface.
- Implement Council's Water Plan, including:
  - Continue to operate, monitor and optimise the capabilities of existing stormwater harvesting sites
  - Build our capability for integrating water sensitive urban design (WSUD) and treatments into the delivery and renewal of our infrastructure.
  - Review Banyule's catchment modelling based on Australian Rainfall and Runoff (2019) methodology
  - Environmental watering of Banyule Billabong.



**Key Direction: 2.3 Lead in planning for, and responding to, climate change**

- Implement and monitor Banyule's environmental grants program, responding to community need and identified barriers to sustainability and climate action,
- Continue to roll out a program of solar and energy efficiency across Council owned buildings
- Investigate opportunities to increase Council's use of renewable energy through Power Purchasing Agreements (PPA)
- Investigate new technologies that will support a move away from fossil fuels, such as an industrial heat pumps at Ivanhoe Aquatic
- Continue to transition to LED lighting for Council asset upgrades, including street lighting, sportsfield lighting and Council owned buildings.
- Contribute funds to the Northern Alliance for Greenhouse Action (NAGA).
- Increase fuel efficiency in Council's fleet, including substituting fossil-fuelled vehicles with alternative fuel and electric powered vehicles.
- Finalise and implement Banyule's Community Emissions Reduction Plan to support the community to work towards carbon neutrality.

**Key Direction: 2.4 Avoid waste generation**

- Implement the new Towards Zero Waste Management Plan with the aim of motivating the Community to achieve zero waste to landfill by 2030.
- Continue to develop business cases for:
  - The introduction of a food organics/ green organics service
  - The introduction of public place recycling
  - Improvements at the Waste Transfer Station to increase the recycling offer.
- Implement improvement plans for waste related services, including:
  - Introduction of technology to continue to improve service efficiency
  - Kerbside collection services
  - Waste Recovery Centre
  - Dumped Rubbish and Litter Strategic Plan.

**Key Direction: 2.5 Be environmental stewards**

- Implement the Stewardship Plan for 2019 – 2021, enabling and supporting the community to protect, enhance and experience the environment, including:
  - Provide community members with the skills and understanding to live more sustainably
  - Increase appreciation of environmental spaces through awareness raising activities
  - Provide training for residents to become leaders in sustainability within their community
  - Bring together different groups so they understand and support each other's stewardship roles
  - Facilitate sustainability actions that reduce Council's own operational impact.
- Develop and implement Green Collar positions within Banyule's Inclusive Employment Program to assist with Council's action towards Climate Change.
- Implement the Biodiversity, Water, Corporate Emissions Reduction, Waste Management and Environmental Stewardship plans.



### 2.3 Strategic Objective 3

#### **3. PLACE: GREAT PLACES AND SPACES – Maintain and enhance our public spaces, buildings and infrastructure.**

**‘Place’** describes the buildings, structures and spaces in which we live, work, shop and play. It is about our surroundings, how we interact with and move about within them. ‘Place’ also shapes our interactions with others and influences the quality and frequency of our social and economic activities. ‘Place’ is dynamic and influenced by many factors, most notably the aspirations of landowners and statutory approval systems that are governed through State and sometimes Federal decision making.

We will maintain and enhance our public spaces, buildings and infrastructure through the following key directions:

- 3.1 Preserve and improve Banyule as a great place to live, work and play
- 3.2 Renew and maintain Banyule’s public assets and infrastructure
- 3.3 Invest in and support activity centres and employment precincts
- 3.4 Provide great public and open spaces
- 3.5 Support sustainable transport

To achieve our objective of Place – Great Places and Spaces, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services and initiatives for our Place objective are described below. For further information on key capital works projects and initiatives associated with this objective please refer to Section 5 of this Budget document.

## Services

Business area & description of services provided	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000
<b>Business area: Delivery and Assets</b>	8,248	8,163
<b>Provision of the following to the municipal population as a whole:</b>	<u>(581)</u>	<u>(488)</u>
	<b>7,667</b>	<b>7,675</b>
<b>Asset Management: Strategic Asset Management, programming for road and footpath (pavement) maintenance, Capital Works planning, Asset Management policy, strategy and plans for all asset classes, asset inspection and protection, pedestrian bridge inspection and maintenance.</b>		
<b>Asset Protection: Road Management Plan implementation, road and footpath infrastructure asset protection, line marking, supervision of new sub-divisions and supervision of unit developments, (MOC) Memorandum of Consents.</b>		
<b>Capital Projects: Capital Works management and reporting, project management and contract supervision for building works projects and all major/minor civil works, road resurfacing, pedestrian trail, bike/shared path construction and maintenance, roads construction and reconstruction projects.</b>		
<b>Building Maintenance: Scheduled/Unscheduled building maintenance on all Council owned buildings, air conditioning maintenance, vandalism repairs and graffiti removal from council property and infrastructure.</b>		
<b>Developments and Drainage: Legal Points of Discharge, Building Over Easement approvals, Stormwater drainage approvals for new developments, Planning referrals, investigation of flooding issues, scoping for new drainage works or upgrades and work closely with Council's Cleansing team.</b>		
<b>Business area: Planning and Building</b>	5,515	5,697
<b>Provision of the following to landowners, builders and developers:</b>	<u>(3,611)</u>	<u>(2,874)</u>
	<b>1,904</b>	<b>2,823</b>
<b>Development Planning: Statutory planning (land use and development including tree removal), subdivisions, planning investigations and enforcement.</b>		
<b>Building Services (Bpi): Municipal Building Surveyor, building permits and inspections, building investigations and enforcement.</b>		

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000
<b>Business area &amp; description of services provided</b>		
<b>Business area: Transport</b>	4,582	4,895
<b>Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:</b>	<u>(4,636)</u>	<u>(5,227)</u>
	<b>(54)</b>	<b>(332)</b>
<b>Transport Engineering: Provides traffic engineering, road safety, school crossing supervision and parking management and enforcement.</b>		
<b>Transport Planning &amp; Advocacy: Undertakes planning and advocacy for integrated transport solutions, improved public transport operation and infrastructure that will benefit the Banyule community.</b>		
	3,943	5,368
<b>Business area: Environment &amp; Place - Economic Development, Municipal Laws and City Futures</b>	<u>(2,138)</u>	<u>(1,834)</u>
	<b>1,805</b>	<b>3,534</b>
<b>Provision of the following to businesses and industry:</b>		
<b>Economic Development: Business attraction and retention, investment facilitation, special rate and charge scheme facilitation, labour market development, business support services, activity centre streetscape master planning and business planning, economic development policy and strategy.</b>		
<b>Provision of the following to road users, pet owners, parents and municipal community as a whole:</b>		
<b>Municipal Laws: Animal management, fire prevention, Local Laws compliance and enforcement, building sites compliance and enforcement, footpath trading.</b>		
<b>Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:</b>		
<b>City Futures (Strategic Planning): Creating and reviewing place-based policies, strategies and plans. This includes structure plans for activity centres and design frameworks for renewal areas; facilitating Council's role as the Planning Authority for planning scheme amendments; participating in Government strategic planning projects associated with the Victorian Planning Provisions, and periodically reviewing and updating the Banyule Planning Scheme.</b>		

Business area & description of services provided	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000
<b>Business Area: Strategic Property</b>	1,336	1,310
<b>Provision of the following to provide a co-ordinated approach for management of Council's property and assets and support council's direct service delivery areas, and to the municipal community as a whole:</b>	<u>(1,541)</u>	<u>(1,630)</u>
<b>Property Services: Property portfolio management including the management of commercial and residential leases, discontinuances and associated sale of land, provision of Council related valuation services.</b>	<b>(205)</b>	<b>(320)</b>
<b>Property Developments: Strategic property developments, acquisitions and disposals involving Council land.</b>		
<b>Spatial &amp; Property Systems: Spatial and property systems co-ordination and maintenance and provision of spatial approaches to managing Council's operations.</b>		



**Initiatives:****Place: Great Places and Spaces****Key Direction: 3.1 Preserve and improve Banyule as a great place to live, work and play**

- Uphold the principles as set out in Banyule's Neighbourhood Character Strategy and work with and advise new applicants on the best way in which to sensitively develop property in Banyule, including:
  - Improve communication to residents and developers in relation to neighbourhood character and development outcomes.
  - Prepare guidelines to improve development outcomes in relation to the location and presentation of site services in unit developments.
  - Improve the quality of landscape outcomes on development sites.
  - Increase the number of street tree plantings where there are opportunities through development outcomes.
- Continue to apply Council's Liveable Housing Guidelines to improve the accessibility of new housing.
- Monitor and respond to the Victorian State Government progress for the La Trobe National Employment and Innovation Cluster for:
  - Land use and transport planning framework for the Cluster
  - Economic development for the Heidelberg West Business Park
  - Housing renewal and diversity for Heidelberg West, including co-housing
  - Reimagined Heidelberg Railway Station Precinct and a reviewed Heidelberg Structure Plan.

**Key Direction: 3.2 Renew and maintain Banyule's public assets and infrastructure**

- Deliver a program of facility improvements, including:
  - Glenauburn Reserve, Lower Plenty
  - Warringal Park, Heidelberg
  - Yulong Reserve, Bundoora
  - Greensborough War Memorial
  - Olympic Park
  - Sports field lighting at Warringal Park, Yulong Reserve, Whatmough Park, and De Winton Park.
- Develop and deliver Infrastructure Assets Renewal Programs and reduce our renewal gap.
- Look to maintain and improve our local road network infrastructure, including:
  - Deliver our Local Roads Resurfacing program to improve 38 roads
  - Deliver Infrastructure Maintenance Works such as: infrastructure repairs within the road reserve, major patching across the network, kerb and channel replacement, and laneway rehabilitation program
  - Continue the Roads to Recovery program

- Deliver improvement initiatives for localised traffic infrastructure, cyclists, pedestrian and school crossings
- Seek Federal Government support in local roads initiatives through the Roads to Recovery - Federal Government Funding for Road Renewal program.

**Key Direction: 3.3 Invest in and support activity centres and employment precincts**

- Work with the State Government and other key partners to maximise the outcomes and opportunities associated with the emerging La Trobe National Employment Cluster.
- Implement actions of the Banyule Economic Development Plan.
- Continue shopping centre maintenance and beautification, including:
  - Finalise Rosanna Village and Eaglemont streetscape improvements
  - Progress designs for the beautification of Montmorency Village
  - Carry out minor improvements in Main Shopping Centres.
  - Shopping Centre and Toilet Cleaning.

**Key Direction: 3.4 Provide great public and open spaces**

- Manage Council's open spaces, including:
  - Maintain parklands, sporting ovals, and fire breaks
  - Implement the Pedestrian Bridge Replacement program, including:
    - Install lighting at the Olympic Park bridge
    - Construct improvement works for the bridge located across Darebin Creek at the rear of Willowbank Grove, Heidelberg (in partnership with neighbouring council)
    - Assess options for deck replacement on the Yallambie Road North and South bridges.
- Maintain and improve equipment for sporting facilities, including:
  - Deliver the all seasons cricket pitch replacement program (synthetic sports pitches)
  - Install disc golf infrastructure at Warringal Parklands
  - Improve the tennis facilities at Bundoora, Rosanna and Eaglemont tennis clubs
- Deliver Stage 2 of the Olympic Park Masterplan.
- Commence delivery of the Stage 1 of the Ford Park Masterplan in partnership with the North East Link Authority.
- Review the Rosanna Parklands masterplan through localised community consultation, including the consideration of amenities such as a BBQ, picnic table, and shelter.

**Key Direction: 3.5 Support sustainable transport**

- Implement the appropriate actions identified in the Banyule Integrated Transport Plan which:
  - Identifies key actions and projects that other key stakeholders, particularly the State Government, will need to progress to help deliver this vision, including:
    - Improving the level of service and access to public transport for all users
    - Addressing safety and amenity on Rosanna Road
    - Duplication of the Hurstbridge railway line to improve service frequency and reliability
    - Providing input to the Victorian Planning Authority's work on transport planning for the La Trobe National Employment Cluster
    - Pursue the best local transport outcomes from the North East Link Project.
  - Advocate for increased investment in sustainable transport and for improvements to public transport operation and infrastructure that will benefit local residents.
- Consider access to transport, informed by principles according to the World Health Organisation (WHO) Age Friendly Guidelines, and taking into account the needs of people of all abilities
- Continue the off-road path renewal and development of the Banyule Shared Trail Network (for walking and cycling) through the implementation of the Northern Regional Trails Strategy (NRTS) and the shared trail asset management plan, including:
  - Implement an advocacy plan for the priority projects in the NRTS in conjunction with regional partner councils
  - Continue upgrade of the Darebin Creek Trail from Southern Road to Dougharty Road
  - Complete the installation of wayfinding signage along the Darebin Creek Trail
  - Develop detailed designs for future shared trail projects
  - Renew shared trail feeder paths.
- Implement the actions of the Banyule Walking Strategy
- Implement travel behaviour change programs to improve walking, cycling and public transport use in priority areas, including:
  - Continue to implement the Green Travel Plan for Council's operations
  - Co-ordinate promotional events about Sustainable Transport to raise awareness and increase uptake, including Ride to Work, Ride to School, Walk to School
  - Identify suitable locations for bicycle parking facilities to promote and improve bicycle travel opportunities
  - Installation of seats and shelters at bus stops.
- Implement recommendations from key activity area parking plans.



## 2.4 Strategic Objective 4

### **4. PARTICIPATION: ENGAGEMENT AND ADVOCACY – Engage meaningfully and advocate for the broader interest of the community.**

**'Participation'** is about how people get involved in the community and community activities, how they have a say on issues important to them, and how Council listens to and involves people in decision making and planning. Participation also involves Council advocating with and on behalf of the community on issues out of Council's direct control. Supporting 'Participation' is central to good governance.

We will engage meaningfully and advocate for the broader interest of the community through the following key directions:

- 4.1 Engage meaningfully with our community and encourage participation
- 4.2 Advocate for our community
- 4.3 Communicate effectively with our community

To achieve our objective of Participation – Engagement and Advocacy, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services and initiatives for our Participation objective are described below. For further information on key capital works projects and initiatives associated with this objective please refer to Section 5 of this Budget document.

## Services

Business area & description of services provided	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000
<b>Business area: Governance and Communication</b>	1,288	1,385
<b>Provision of the following to support Council's direct service delivery areas:</b>	-	-
<b>Communications: The team manages all aspects of Council's communications with the community including the Council website and social media accounts. The team is responsible for producing material that informs the community of the services and activities provided by the Council and other issues affecting people that live, work or play in Banyule.</b>	1,288	1,385
<b>Business area: Executive</b>	2,114	2,213
<b>Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:</b>	-	-
<b>The Executive comprises the CEO and 4 Directors and their support staff. They are responsible for:</b>	2,114	2,213
<ul style="list-style-type: none"> <li>• <b>Implementation of policies</b></li> <li>• <b>Day-to-day management of operations</b></li> <li>• <b>Management of the organisational structure</b></li> <li>• <b>Developing and implementing a Code of Conduct for Council employees</b></li> <li>• <b>Providing strategic advice to Council</b></li> </ul>		

*Note: Much of the work related to the Participation objective is included within other P objectives. Participation is an integral part of service delivery across Council's business areas and as such has been attributed accordingly.*

**Initiatives:****Participation: Engagement and Advocacy****Key Direction: 4.1 Engage meaningfully with our community and encourage participation**

- Co-ordinate and deliver Council's Community Grants Program and undertake a review of the RSL grants partnership.
- Lead, support and improve Council's community engagement and consultation processes to ensure that the views and needs of the community are reflected in Council's prioritisation and service delivery (including technology opportunities).
- Support Council's Advisory Committees to enable broader participation in Council's planning processes.
- Implement the community engagement requirements of the new Local Government Act 2020, including:
  - Finalise and implement the Community Engagement Policy (Framework)
  - Commence the process for developing a Community Vision

**Key Direction: 4.2 Advocate for our community**

- Work with the State Government's co-design forums to implement the Local Government Act 2020
- Engage with the community to identify and progress key advocacy priorities that represent community needs, including:
  - North East Link – securing best design outcomes and complementary projects
  - Olympic Park Master Plan – further funding to deliver improvements at Olympic Park
  - Northern Regional Trails Strategy – Partnership approach with 5 other councils seeking funding for trail improvements.
  - Recycling – seeking increased state and federal government investment and regulation to support recycling
  - MacLeod Recreation and Fitness Centre – seeking funding to improve and refurbish the centre.
- Advocate and negotiate for the best outcomes for our community in response to the State Government's proposed North-East Link project, including:
  - Consideration of a longer tunnel to protect local communities, reduce surface works by about 10 hectares, and save thousands of trees
  - Protecting nationally significant vegetation at Simpson Army Barracks
  - Improved transport connections to Watsonia station and shops, and urban design improvements
  - Excluding tunnel boring machine launching from Borlase Reserve
  - A new design for the Lower Plenty Road interchange

- Pursue required complementary infrastructure projects such as:
  - Local and arterial road improvements
  - Cycling corridors and increased shared trail opportunities
  - Improved bus services and pedestrian access to public transport
  - A transport interchange at Greensborough
  - Place making initiatives and public art opportunities.

**Key Direction: 4.3 Communicate effectively with our community**

- Implement year 2 actions from the Communications Strategy, including:
  - More audience centric use communications channel and messaging
  - Delivering specific communications campaigns that enhance the reputation of Council and raise awareness of Council services
  - Review and consolidate Council's corporate branding material.
- Maintain and improve Council's corporate website, including:
  - Maximise social media as a communications tool through strategic use of Facebook and Twitter and launch of Instagram account for Council
  - Provide opportunities for digital community engagement through the 'Shaping Banyule' website
  - Expand digital communications offering including exploring online versions of the Banner and a review of our electronic newsletters.
  - Develop a road map for website and social media improvement (across organisation).
- Continue to explore and utilise existing and emerging technologies to maximise the reach, impact and responsiveness of our communications.



## 2.5 Strategic Resource Plan:

### Strategic Objective 5

#### **5. PERFORMANCE: EFFICIENCY AND GOOD GOVERNANCE —Manage our resources wisely to achieve Council's strategic objectives.**

The framework and context for the Strategic Resource Plan and Performance Objective are described in detail in Section 1 of this budget document.

We update the Strategic Resource Plan annually.

We will manage our resources wisely to achieve Council's strategic objectives through the following key directions:

- 5.1 Provide exceptional customer service
- 5.2 Deliver best value services and facilities
- 5.3 Provide responsible financial management and business planning
- 5.4 Provide good governance and be accountable
- 5.5 Promote an engaged and productive organisation
- 5.6 Manage the systems and assets that support service delivery

To achieve our Strategic Resource Plan and Council Plan objective of Performance – Efficiency and Good Governance, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services and initiatives for our Performance objective are described below. For further information on key capital works projects and initiatives associated with this objective please refer to Section 5 of this Budget document.

### Services

Business area & description of services provided	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000
<b>Business area: Operations – Plant &amp; Fleet Management</b>	3,537	3,590
<b>Provision of the following to support council's direct service delivery areas:</b>	<u>(402)</u>	<u>(354)</u>
<b>Plant and Fleet Management: Council's Workshop conducts repairs and servicing of all fleet vehicles, provides welding and fabrication services, coordination of accident repairs, administration of contracts and specification/ purchasing of new and replacement vehicles, trucks and heavy mobile plant, and sale of retired fleet.</b>	<b>3,135</b>	<b>3,236</b>



Business area & description of services provided	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000
<b>Business area: Customer Experience and Business Improvement</b>	2,582	2,630
	(28)	-
	<b>2,554</b>	<b>2,630</b>
<p><b>Provision of the following to support council's direct service delivery areas:</b></p> <p><b>Customer Experience Operations (Customer Service):</b> The customer service team is a key interface between Council and the community we serve. The team assists customers via phone, online and face to face at our three customer service centres located in Greensborough, Ivanhoe and Rosanna. The team aims to resolve the majority of queries at first point of contact and redirect other queries, as needed, to relevant departments.</p> <p><b>Continuous Improvement:</b> The Continuous Improvement team manages a framework to support a culture of learning and problem solving which adds value for our staff, customers and Community. The team are responsible for leading, supporting and facilitating improvement projects and initiatives, and building the CI capability across Council.</p> <p><b>Customer Experience Strategy:</b> The CX Strategy team supports the wider organisation to improve CX (customer experience). The team is responsible for leading key initiatives from Banyule's updated Customer Experience strategy – including ongoing training, the implementation of a voice of customer program and the continued embedding of the Banyule Service Promise.</p>		

Business area & description of services provided	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000
<b>Business area: Governance and Communication</b>	2,968	3,869
<b>Provision of the following to support council's direct service delivery areas:</b>	(8)	(1)
<b>2,960</b>	<b>2,960</b>	<b>3,868</b>
<p><b>Governance: Corporate Governance and compliance including Council Meetings, CEO &amp; Councillor administration, Freedom of Information and Public Interest Disclosures, Conflicts of Interest; Council Elections, Councillors support and training, Audit &amp; Risk Advisory Committee, Cemetery management for Warringal &amp; Greensborough Cemeteries.</b></p> <p><b>Records and Information Management: Management of incoming and outgoing correspondence, capture and action incoming records into Council's EDRMS, delivery of the records archiving and disposal program, mail and courier deliveries across sites, records and information advice and EDRMS training program, and privacy advice.</b></p> <p><b>Corporate Planning: Organisational business planning and reporting services, including: support for: Council Plan development, corporate planning and reporting, business plan development, best value implementation, and development of key corporate policies and plans.</b></p>		
<b>Business area: People &amp; Culture</b>	3,764	3,691
<b>Provision of the following to support Council's direct service delivery areas:</b>	(5)	-
<b>3,759</b>	<b>3,759</b>	<b>3,691</b>
<p><b>Recruitment and selection, induction, industrial relations, employee relations, human resources information system (HRIS), occupational health &amp; safety, Work Cover and return to work, health &amp; wellbeing, learning &amp; development, corporate training programs, leadership development, organisational cultural improvement initiatives, risk management, claims processing/management, insurances and broker relations, business continuity plan.</b></p>		

Business area & description of services provided	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000
<b>Business area: Finance &amp; Procurement</b>	3,732	4,018
<b>Provision of the following to support council's direct service delivery areas:</b>	<u>(265)</u>	<u>(222)</u>
	<b>3,467</b>	<b>3,796</b>
<b>The team maintains the integrity of the financial system and partners with the organisation to ensure it always provides relevant financial and strategic procurement support to all business units. The team leads the service review program and organisational planning activity to support strategic and sustainable service delivery to the community. The team is accountable for the efficient and compliant strategic procuring of goods and services, collection of monies, timely payment to suppliers and staff. It ensures that investments are appropriately managed and administered and that future and current financial sustainability, performance and position is appropriately monitored and reported.</b>		
<b>Business area: IT &amp; Digital Transformation</b>	4,837	4,713
<b>Provision of the following to support Council's direct service delivery areas:</b>	<u>(52)</u>	<u>-</u>
	<b>4,785</b>	<b>4,713</b>
<b>IT Applications &amp; Digital Services: Providing an important role for the organisation in the management of applications and systems to ensure reliable and efficient business services. We manage applications throughout their lifecycle, supporting and offering leading business, data, web and digital solutions. We design, build and deploy application solutions, providing improvements through innovative technologies.</b>		
<b>IT Infrastructure and Operations: Providing reliable and secure infrastructure services and IT service desk support for our organisation and Councillors. We manage infrastructure throughout their life cycle, supporting and offering leading data, hardware, network, audio and visual, telephony and mobile solutions. We design, configure and deploy infrastructure solutions, providing improvements through innovative technologies.</b>		

**Initiatives:****Strategic Resource Plan****Performance – Efficiency and Good Governance****Key Direction: 5.1 Provide exceptional customer service**

- Implement key initiatives identified in the organisation's Customer Focus Strategy 2017-2021, including:
  - Develop an updated and responsive service model including clearly defined service levels and timeframes
  - Review organisational customer service performance measures to assist in continual improvement of Council service
  - Develop and resource a framework to ensure increased frequency of customer service refresher training for all staff
  - Continue reviewing customer contact points and processes to ensure an efficient, responsible and timely service.
- Continue implementation of the Banyule Service Promise developed in consultation with our community.
- Implement the new Banyule Complaints Handling Policy.

**Key Direction: 5.2 Deliver best value services and facilities**

- Commence a review of the Development Contributions Plan (DCP) to support Council's long-term plans for capital works
- Continue Council's Service Development Review Program, a targeted review program to strengthen and assess service sustainability, including:
  - Review of service provision, key needs and objectives, and delivery inputs such as consultation, benchmarking, and financial analysis and forward strategic business planning
  - Continue to progress activity as part of assessing longer term Service Planning and Community Infrastructure Planning for Asset Management and longer-term financial planning.
- Co-ordinate data sources and performance reporting measures, to ensure evidence-based decision making, including:
  - Report, monitor, and review organisational KPI data to enhance performance opportunities
  - Report on the State Government's Local Government Performance Reporting Framework (LGPRF)
  - Produce, co-ordinate and promote use of, and access to, meaningful data to inform and enhance Council's planning and service delivery e.g. Resident profile and performance assessment, community surveys, organisational benchmarking.

**Key Direction: 5.3 Provide responsible financial management and business planning**

- Review and update Council's capital works infrastructure plan to ensure the ongoing strategic and sustainable management of Council's assets.
- Establish and implement a Sustainable Procurement model to capture the core Social, Economic and Environmental principles, including:
  - Update Procurement Guidelines, Templates and Contracts to factor sustainable policy requirements
  - Educate, monitor and report against best practice.
- Manage the service delivery contracts for Council's Major outsourced Leisure and Functions facilities, including: WaterMarc Banyule, The Centre Ivanhoe, Ivanhoe Golf Course, Chelsworth Park, Community halls, and Macleod Recreation and Fitness Centre.

**Key Direction: 5.4 Provide good governance and be accountable**

- Implement legislative requirements from the new Local Government Act that fall due in 2020/2021, including:
  - Audit & Risk Committee Charter
  - Council Expenses Policy
  - Governance Rules
  - Councillor Code of Conduct
  - Councillors Gift Policy.
- Effectively manage Council's reputation within the media with clear, consistent and open communication.

**Key Direction: 5.5 Promote an engaged and productive organisation**

- Build on the implementation of the Working Together Working Better Values by promoting positive behaviours through appropriate feedback, reward and recognition and development opportunities.
- Finalise negotiations and implement Enterprise Agreement No. 8 with a focus on achieving a fair outcome that supports a sustainable organisation so that employment is sustainable, including terms and conditions that are contemporary and relevant to a modern workforce.
- Continue to promote Banyule's Child Safe Policy and ensure the Child Safe Standards are embedded in our conduct, operations and culture.

**Key Direction: 5.6 Manage the systems and assets that support service delivery**

- Deliver our Digital Transformation Strategy to enable Council to continue to respond in a rapidly changing ICT (information and communications technology) environment, including:
  - Target improvement of organisational systems as prioritised by the organisation's ICT Steering Committee
  - Develop innovative technologies to improve the customer experience when interacting with Council
  - Embrace a 'cloud first' approach to improve efficiency and effectiveness of resource allocation with a focus on continuous improvement
  - Maintain and provide a reliable and stable ICT environment to the organisation (e.g. network access, and system and information security)
  - Continue to provide reliable and dependable ICT support to enable the organisation to deliver services to the community.
- Maintain and enhance Council's Project Management Framework to improve consistency in project delivery across the organisation.
- Conduct a major review of Business Continuity Plan documents and implement required changes.
- Review and communicate mechanisms and processes to apply clear and sound risk management practices that meet local government and industry standards.

## 2.6 Performance Statement

The LGPRF service performance outcome indicators detailed at section 2.8 will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the Annual Report 2019/2020. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 6) and sustainable capacity.

The full set of prescribed performance indicators contained in the Performance Statement is audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

## 1.7 Reconciliation with Budgeted Operating Result

	Net Cost \$'000	Expenditure \$'000	Revenue \$'000
1. People: Strong, healthy and inclusive communities	20,412	39,610	19,198
2. Planet: Environmental sustainability	23,632	31,707	8,075
3. Place: Great places and spaces	13,380	25,433	12,053
4. Participation: Engagement and advocacy	3,598	3,598	-
5. Performance: Efficiency and good governance	21,934	22,511	577
<b>Total services</b>	<b>82,956</b>	<b>122,859</b>	<b>39,903</b>
Depreciation and amortisation	23,029		
Finance cost	2,339		
Initiatives cost	5,598		
Deficit before funding sources	113,922		
<b>Funding sources added in</b>			
Rates revenue	99,005		
Capital grant	5,339		
Capital contribution	3,375		
Interest income	1,000		
Others	3,852		
<b>Operating surplus for the year</b>	<b>(1,351)</b>		

## 2.8 Indicators – Measuring Our Performance

Annually in our Budget we will measure our performance against the Council Plan objectives. This is shown in the following table which complements Banyule's Strategic Indicators Framework. This is reported to our community in our Annual Report.

Note: Council Plan objectives:



People



Planet







Place





Participation



Performance

Service	Indicator	Performance Measure	2018/19 Actual	2019/20 Target (Forecast)	2020/21 Target (Budget)	Council Plan/ Budget
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	60	Equal to or greater than the Metro Council Group average	Equal to or greater than the Metro Council Group average	
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	40.91%	55%	55%	
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	69	Equal to or greater than the Metro Council Group average.	Equal to or greater than the Metro Council Group average.	
Libraries	Participation	Active library borrowers in municipality (The percentage of the municipal population that are active library borrowers.)	Indicator revised by LGV for 2019/20	To be determined based on new indicator definition	To be determined based on new indicator definition	



Service	Indicator	Performance Measure	2018/19 Actual	2019/20 Target (Forecast)	2020/21 Target (Budget)	Council Plan/ Budget
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	50.23%	49%	49%	
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	9.47	8	8	
Animal Management	Health and safety	Animal management prosecutions (The percentage of successful animal management prosecutions.)	Indicator revised by LGV for 2019/20	To be determined based on new indicator definition	To be determined based on new indicator definition	 
Food safety	Health and safety	Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	100%	100%	100%	
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	80.07%	80%	80%	
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	81.68%	80%	80%	

**General Notes and Glossary of Terms for the Indicators**

1. *Metro Council Group*: - Melbourne Metropolitan Group of councils.
2. *CSI* – Community satisfaction index scores measured by Victorian Local Government Community Satisfaction Survey (CSS), co-ordinated by the Department of Environment, Land, Water and Planning (DELWP). Banyule's CSI indicators and targets are based on 'performance' measures. Community Satisfaction Index (CSI) scores are commonly used in the market research industry to represent the extent of customer satisfaction. Banyule's survey results are available on Council's website.
3. The Local Government (Planning and Reporting) Regulations 2014 support the operation of the planning and reporting framework for Councils. This includes the requirement for Councils to report against the Local Government Performance Reporting Framework (LGPRF).
4. Banyule follows the Local Government Better Practice Guide - Performance Reporting Framework Indicator Workbook 2019-20, Department of Environment, Land, Water and Planning, Local Government Victoria (LGV Guide - LGPRF Indicator Workbook) in the implementation of the LGPRF indicators process.
5. Changes to LGPRF indicators in line with the LGV Guide - LGPRF Indicator Workbook 2019-20, include:
  - *Animal Management: Health and safety* - Animal management prosecutions – the measure has changed from 'Number of successful animal management prosecutions' to 'The percentage of successful animal management prosecutions'
  - *Libraries: Participation* - the measure has changed from 'Active library members (Percentage of the municipal population that are active library members)' to 'Active library borrowers in municipality (The percentage of the municipal population that are active library borrowers.)'
6. The results for the list of indicators included in the State Government's LGPRF and in Council's Budget document are reported in the BCC Annual Report, in line with the legislative requirements. Council will continue to review these and adjust targets and indicators as appropriate on an annual basis.
7. Council will continue to work with the State Government and Local Government industry sector in the further development and implementation of the LGPRF.
8. The indicators are reviewed on an ongoing basis to ensure continued alignment with Council's objectives and priorities and are subject to change.

### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2020/2021 has been supplemented with projections to 2022/2023 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

#### **Pending Accounting Standards**

The proposed 2020/2021 budget has been prepared based on the accounting standards applicable at the date of preparation. It has been updated to include the impact of AASB 16 Leases, AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities.

Pending accounting standards that will be in effect from the 2020/2021 financial year have not been considered in the development of the budget. Standards that are likely to impact on the 2020/2021 financial statements, not considered in the preparation of the budget include AASB 1059 Service Concession Arrangements: Grantors.

**Comprehensive Income Statement**

For the four years ending 30 June 2024

	Notes	Forecast	Proposed	Strategic Resource Plan		
		Actual 2019/20 \$'000	Budget 2020/21 \$'000	Projections 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Income</b>						
Rates and charges	4.1.1	103,463	<b>99,005</b>	109,359	112,281	115,563
Grants - Operating	4.1.2(a)	11,534	<b>13,185</b>	13,509	13,666	13,711
Grants - Capital	4.1.2(b)	3,659	<b>5,339</b>	1,581	1,581	4,581
Statutory fees and fines	4.1.3	8,530	<b>7,634</b>	11,323	11,463	11,570
User fees and charges	4.1.4	18,566	<b>18,670</b>	23,738	25,000	25,717
Contributions income	4.1.5	5,397	<b>3,625</b>	5,386	5,418	5,431
Interest income	4.1.6	2,034	<b>1,000</b>	1,097	1,437	1,819
Rental income	4.1.7	2,242	<b>2,461</b>	2,584	2,655	2,811
Net gain on disposal of property, infrastructure, plant and equipment	4.1.8	258	<b>162</b>	229	153	388
Other income	4.1.9	1,279	<b>587</b>	601	606	620
<b>Total income</b>		<b>156,962</b>	<b>151,668</b>	<b>169,407</b>	<b>174,260</b>	<b>182,211</b>
<b>Expenses</b>						
Employee costs	4.1.10	65,992	<b>68,705</b>	71,413	73,263	75,368
Materials and services	4.1.11	43,182	<b>44,476</b>	46,178	47,787	48,920
Utility charges	4.1.12	4,269	<b>4,314</b>	4,857	5,020	5,232
Depreciation	4.1.13	21,173	<b>22,201</b>	23,222	24,285	25,114
Amortisation – intangible asset	4.1.14(a)	312	<b>288</b>	488	638	728
Amortisation – right of use assets	4.1.14(b)	504	<b>540</b>	540	518	454
Borrowing costs	4.1.15	2,457	<b>2,339</b>	1,905	1,665	1,590
Finance cost - leases	4.1.16	38	<b>72</b>	71	70	65
Donations expenditure	4.1.17	763	<b>1,371</b>	712	686	723
Contribution expense	4.1.18	9,037	<b>6,818</b>	6,829	6,942	7,076
Other expenses	4.1.19	1,355	<b>1,895</b>	1,583	1,608	1,633
<b>Total expenses</b>		<b>149,082</b>	<b>153,019</b>	<b>157,798</b>	<b>162,482</b>	<b>166,903</b>
<b>Surplus for the year</b>		<b>7,880</b>	<b>(1,351)</b>	<b>11,609</b>	<b>11,778</b>	<b>15,308</b>
<b>Total comprehensive result</b>		<b>7,880</b>	<b>(1,351)</b>	<b>11,609</b>	<b>11,778</b>	<b>15,308</b>

Note: The 2020/20201 underlying result is budgeted to be a deficit of \$8.48 million. This underlying result is determined after adjusting for non-recurrent capital grants and capital contributions of \$7.13 million.

**Balance Sheet**

For the four years ending 30 June 2024

	Notes	Forecast	Proposed	Strategic Resource Plan		
		Actual 2019/20 \$'000	Budget 2020/21 \$'000	Projections		
				2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		18,387	12,880	13,407	17,835	19,948
Trade and other receivables		12,482	12,741	13,499	14,349	15,229
Other financial assets		72,587	51,518	53,620	71,332	79,786
Inventories		39	39	39	39	39
Other assets		1,300	1,300	1,300	1,300	1,300
<b>Total current assets</b>	4.2.1	<b>104,795</b>	<b>78,478</b>	<b>81,865</b>	<b>104,855</b>	<b>116,302</b>
<b>Non-current assets</b>						
Trade and other receivables		175	175	175	175	175
Investments in associates, joint arrangement and subsidiaries		3,183	3,183	3,183	3,183	3,183
Property, infrastructure, plant & equipment		1,616,384	1,638,862	1,634,496	1,621,910	1,625,290
Right-of-use assets	4.2.6	1,462	1,089	671	1,012	1,156
Investment property		32,030	32,030	32,030	32,030	32,030
Intangible assets		2,533	4,015	7,157	8,619	8,991
<b>Total non-current assets</b>	4.2.2	<b>1,655,767</b>	<b>1,679,354</b>	<b>1,677,712</b>	<b>1,666,929</b>	<b>1,670,825</b>
<b>Total assets</b>		<b>1,760,562</b>	<b>1,757,832</b>	<b>1,759,577</b>	<b>1,771,784</b>	<b>1,787,127</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		12,194	12,369	12,683	13,230	13,684
Trust funds and deposits		3,805	3,805	3,805	3,805	3,805
Provisions		14,895	15,380	15,880	16,387	16,908
Interest-bearing liabilities	4.2.5	1,672	10,257	939	1,014	1,096
Lease Liabilities	4.2.6	480	489	490	471	392
<b>Total current liabilities</b>	4.2.3	<b>33,046</b>	<b>42,300</b>	<b>33,797</b>	<b>34,907</b>	<b>35,885</b>
<b>Non-current liabilities</b>						
Provisions		1,320	1,320	1,320	1,320	1,320
Trust funds and deposits		867	867	867	867	867
Interest-bearing liabilities	4.2.5	31,067	20,810	19,871	18,857	17,761
Lease Liabilities	4.2.6	961	585	163	496	649
<b>Total non-current liabilities</b>	4.2.4	<b>34,215</b>	<b>23,582</b>	<b>22,221</b>	<b>21,540</b>	<b>20,597</b>
<b>Total liabilities</b>		<b>67,261</b>	<b>65,882</b>	<b>56,018</b>	<b>56,447</b>	<b>56,482</b>
<b>Net assets</b>		<b>1,693,301</b>	<b>1,691,950</b>	<b>1,703,559</b>	<b>1,715,337</b>	<b>1,730,645</b>
<b>Equity</b>						
Accumulated surplus		509,763	521,381	532,686	523,455	530,419
Reserves		1,183,538	1,170,569	1,170,873	1,191,882	1,200,226
<b>Total equity</b>		<b>1,693,301</b>	<b>1,691,950</b>	<b>1,703,559</b>	<b>1,715,337</b>	<b>1,730,645</b>

**Statement of Changes in Equity**

For the four years ending 30 June 2024

	Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2019/20 Forecast Actual</b>					
Balance at beginning of the financial year		1,685,421	474,094	1,145,104	66,223
Impact of adoption of new accounting standards					
Surplus for the year		7,880	-	-	
Transfers to other reserves		-	(14,313)	-	14,313
Transfers from other reserves		-	42,102	-	(42,102)
<b>Balance at end of the financial year</b>		<b>1,693,301</b>	<b>509,763</b>	<b>1,145,104</b>	<b>38,434</b>
<b>Proposed 2020/21 Budget</b>					
Balance at beginning of the financial year		1,693,301	1,693,301	509,763	1,145,104
Surplus for the year		(1,351)	(1,351)	-	
Transfers to other reserves	4.3.1	-	(29,927)	-	29,927
Transfers from other reserves	4.3.1	-	42,786	-	(42,786)
<b>Balance at end of the financial year</b>	4.3.2	<b>1,691,950</b>	<b>521,271</b>	<b>1,145,104</b>	<b>25,575</b>
<b>2021/22</b>					
Balance at beginning of the financial year		1,691,950	521,271	1,145,104	25,575
Surplus for the year		10,609	10,609	-	-
Transfers to other reserves		-	(41,728)	-	41,728
Transfers from other reserves		-	40,929	-	(40,929)
<b>Balance at end of the financial year</b>		<b>1,703,559</b>	<b>532,081</b>	<b>1,145,104</b>	<b>26,374</b>
<b>2022/23</b>					
Balance at beginning of the financial year		1,703,559	532,081	1,145,104	26,374
Surplus for the year		11,778	11,778	-	
Transfers to other reserves		-	(35,371)	-	35,371
Transfers from other reserves		-	14,312	-	(14,312)
<b>Balance at end of the financial year</b>		<b>1,715,337</b>	<b>522,800</b>	<b>1,145,104</b>	<b>47,433</b>
<b>2023/24</b>					
Balance at beginning of the financial year		1,715,337	522,800	1,145,104	47,433
Surplus for the year		15,308	15,308	-	-
Transfers to other reserves		-	(19,855)	-	19,855
Transfers from other reserves		-	11,221	-	(11,221)
<b>Balance at end of the financial year</b>		<b>1,730,645</b>	<b>529,474</b>	<b>1,145,104</b>	<b>56,067</b>

**Statement of Cash Flows**

For the four years ending 30 June 2024

Notes	Forecast	Proposed	Strategic Resource Plan Projections		
	Actual 2019/20 \$'000	Budget 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
<b>Receipts:</b>					
Rates and charges	103,151	<b>98,708</b>	109,031	111,944	115,216
Grants - operating	11,702	<b>13,185</b>	13,509	13,666	13,711
Grants - capital	3,899	<b>5,099</b>	1,581	1,581	4,581
Statutory fees and fines	8,316	<b>7,443</b>	11,040	11,177	11,281
User fees and charges	18,473	<b>18,589</b>	23,619	24,875	25,588
Contributions - monetary	5,397	<b>3,625</b>	5,386	5,418	5,431
Interest received	2,683	<b>1,310</b>	1,068	1,335	1,704
Rental income	2,242	<b>2,461</b>	2,584	2,655	2,811
Other receipts	1,279	<b>587</b>	601	606	620
<b>Payments:</b>					
Employee costs	(66,299)	<b>(68,028)</b>	(70,830)	(72,448)	(74,638)
Materials and services	(44,467)	<b>(44,253)</b>	(45,947)	(47,548)	(48,675)
Other payments	(15,423)	<b>(14,398)</b>	(13,980)	(14,256)	(14,664)
<b>Net cash provided by operating activities</b> 4.4.1	<b>30,953</b>	<b>24,328</b>	<b>37,662</b>	<b>39,005</b>	<b>42,966</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(63,299)	<b>(61,780)</b>	(44,030)	(28,366)	(29,159)
Payments for leasehold improvements and intangible assets	(1,770)	<b>(1,770)</b>	(3,630)	(2,100)	(1,100)
Proceeds from sale of property, infrastructure, plant and equipment	1,033	<b>17,209</b>	25,348	16,765	1,000
Net (purchases)/redemption of financial assets	46,413	<b>21,069</b>	(2,101)	(17,712)	(8,454)
<b>Net cash used in investing activities</b> 4.4.2	<b>(17,623)</b>	<b>(25,272)</b>	<b>(24,413)</b>	<b>(31,413)</b>	<b>(37,713)</b>
<b>Cash flows from financing activities</b>					
Borrowing costs - interest	(2,468)	<b>(2,339)</b>	(1,905)	(1,665)	(1,590)
Repayment of borrowings	(1,544)	<b>(1,672)</b>	(10,257)	(939)	(1,014)
Interest paid – lease liability	(38)	<b>(72)</b>	(71)	(70)	(65)
Repayment of lease liabilities	(471)	<b>(480)</b>	(489)	(490)	(471)
<b>Net cash used in financing activities</b> 4.4.3	<b>(4,521)</b>	<b>(4,563)</b>	<b>(12,722)</b>	<b>(3,164)</b>	<b>(3,140)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>8,809</b>	<b>(5,507)</b>	<b>527</b>	<b>4,428</b>	<b>2,113</b>
Cash and cash equivalents at the beginning of the financial year	9,578	<b>18,387</b>	12,880	13,407	17,835
<b>Cash and cash equivalents at the end of the financial year</b>	<b>18,387</b>	<b>12,880</b>	<b>13,407</b>	<b>17,835</b>	<b>19,948</b>

**Statement of Capital Works**

For the four years ending 30 June 2024

	Notes	Strategic Resource Plan				
		Forecast	Proposed	Projections		
		Actual 2019/20 \$'000	Budget 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Infrastructure</b>						
Roads, street and bridges		10,111	8,088	8,238	7,690	6,726
Drainage		1,722	1,649	1,210	2,130	2,110
Parks and gardens		12,055	7,177	6,526	5,528	3,213
Playground		856	650	630	635	465
<b>Total infrastructure</b>		<b>24,744</b>	<b>17,564</b>	<b>16,604</b>	<b>15,983</b>	<b>12,514</b>
<b>Property</b>						
Freehold land		720	-	-	-	-
Freehold buildings		28,181	40,140	19,240	7,498	12,212
<b>Total property</b>		<b>28,901</b>	<b>40,140</b>	<b>19,240</b>	<b>7,498</b>	<b>12,212</b>
<b>Plant and equipment</b>						
Motor vehicles		8,021	2,971	5,421	3,525	3,383
Plant and equipment		1,188	740	2,480	965	765
Furniture and fittings		395	235	235	235	235
<b>Total plant and equipment</b>		<b>9,604</b>	<b>3,946</b>	<b>8,136</b>	<b>4,725</b>	<b>4,383</b>
<b>Other assets</b>						
Art collection		50	130	50	160	50
<b>Total other assets</b>		<b>50</b>	<b>130</b>	<b>50</b>	<b>160</b>	<b>50</b>
<b>Intangible assets</b>						
Software		1,770	1,770	3,630	2,100	1,100
<b>Total intangible assets</b>		<b>1,770</b>	<b>1,770</b>	<b>3,630</b>	<b>2,100</b>	<b>1,100</b>
<b>Total capital works expenditure</b>	5.1	<b>65,069</b>	<b>63,550</b>	<b>47,660</b>	<b>30,466</b>	<b>30,259</b>
<b>Represented by:</b>						
Asset renewal expenditure		43,228	27,528	28,969	22,862	19,032
Asset upgrade expenditure		16,553	22,240	9,137	4,957	6,128
Asset expansion expenditure		2,103	305	280	610	3,165
Asset new expenditure		3,185	13,477	9,274	2,037	1,934
<b>Total capital works expenditure</b>	5.1	<b>65,069</b>	<b>63,550</b>	<b>47,660</b>	<b>30,466</b>	<b>30,259</b>
<b>Funding sources represented by:</b>						
Government grant		2,606	4,376	618	618	3,618
Contribution		9,361	6,882	3,600	5,386	3,878
Council cash		53,102	52,292	43,442	24,462	22,763
<b>Total capital works expenditure</b>	5.1	<b>65,069</b>	<b>63,550</b>	<b>47,660</b>	<b>30,466</b>	<b>30,259</b>



**Statement of Human Resources**

For the four years ending 30 June 2024

	Forecast	Proposed Budget 2020/21 \$'000	Strategic Resource Plan		
	Actual (*)		Projections		
	2019/20 \$'000		2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Staff expenditure</b>					
Employee costs - operating	65,992	<b>68,705</b>	71,413	73,263	75,368
Employee costs - capital	1,286	<b>1,769</b>	1,731	1,455	1,451
<b>Total staff expenditure</b>	<b>67,278</b>	<b>70,474</b>	<b>73,144</b>	<b>74,718</b>	<b>76,819</b>
	EFT	<b>EFT</b>	EFT	EFT	EFT
<b>Staff numbers</b>					
Employees - expensed	672.00	<b>678.31</b>	675.80	670.50	668.70
Employees – capitalised (estimated)	11.00	<b>14.65</b>	14.25	12.40	12.40
<b>Total staff numbers</b>	<b>683.00</b>	<b>692.96</b>	<b>690.05</b>	<b>682.90</b>	<b>681.10</b>

(\*) Forecast Actual 2019/2020 equivalent full time (EFT) reflects filled position and forecast to be filled.

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Comprises Permanent			
	Proposed Budget	Full Time	Part Time	Casual
	2020/21 \$'000	\$'000	\$'000	\$'000
Assets & City Services	<b>19,900</b>	19,301	589	10
City Development	<b>11,586</b>	8,769	2,599	218
Community Programs	<b>25,504</b>	10,710	13,396	1,398
Core Corporate	<b>1,857</b>	1,615	242	-
Corporate Services	<b>11,627</b>	8,750	2,738	139
<b>Total staff expenditure</b>	<b>70,474</b>	<b>49,145</b>	<b>19,564</b>	<b>1,765</b>
Capitalised labour costs	<b>(1,769)</b>			
<b>Total expenditure - operating</b>	<b>68,705</b>			

A summary of the number of equivalent full time (EFT) Council staff in relation to the above expenditure is included below:

Department	Comprises Permanent			
	Proposed Budget	Full Time	Part Time	Casual
	2020/21			
Assets & City Services	<b>205.80</b>	200.00	5.72	0.08
City Development	<b>110.95</b>	76.00	32.36	2.59
Community Programs	<b>270.28</b>	103.00	151.27	16.01
Core Corporate	<b>7.22</b>	5.00	2.22	-
Corporate Services	<b>98.71</b>	74.00	23.01	1.70
<b>Total staff</b>	<b>692.96</b>	<b>458.00</b>	<b>214.58</b>	<b>20.38</b>
Capitalised labour	<b>14.65</b>			

## 4. Notes to the Financial Statements Comparison

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

### 4.1 Comprehensive Income Statement Comparison

#### 4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2021/2022 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 2.00% in line with the rate cap. This will raise general rates for the proposed Budget 2020/2021 to \$104.89 million. The net total rates and charges will decrease from 2019/2020 by 4.31% (refer note 4.1.1(a)) to \$99.01 million which includes special and supplementary rates, interest and revenue in lieu of rates, offset by COVID-19 hardship rate waiver provision of \$7.34 million.

#### 2020/2021 COVID-19 Rate Relief

The COVID-19 pandemic has had a significant impact on ratepayers and businesses within Banyule. Council has responded by adopting a revised Rating Strategy and a revised Hardship Assistance Policy. Through these policies, Council has resolved to assist the community by allowing deferrals and partial waivers of rates to ratepayers impacted by the pandemic and the associated economic downturn.

#### **General Rate Waivers**

Council has put in place three eligibility categories that result in different types of waivers. These are:

- a) ratepayers holding a Commonwealth Health Care Card or Pensioner Concession Card– JobSeeker category for Residential Improved properties where the ratepayer is an owner-occupier
- b) ratepayers receiving JobKeeper for Commercial Improved and Industrial Improved properties
- c) ratepayers who don't fit in to either criteria a) or criteria b) who are suffering hardship demonstrated through a significant loss in income directly due to the coronavirus pandemic.

The general rate waivers are budgeted at \$7.34 million (excluding the costs to administer).

#### **Deferral Assessment of Hardship**

Each ratepayer will be experiencing the impacts of the current economic and health situation, as well as the uncertainty that accompanies the current situation. As a result of the unknown nature and timeframes of the current situation, ratepayers will be assessed as being in hardship if they indicate that any of the below criteria apply:

- Unemployment or significant reduction in earnings
- Business closure or significant restrictions on trade
- Loss of rental income
- Financially supporting a friend or family member who may be experiencing hardship Payment

Ratepayers who have been assessed as suffering hardship will not be expected to make payments until 30 June 2021. However, they will be encouraged to make smaller payments if they are able to. Council will not charge interest on rates debt accumulated during the pandemic for those assessed as suffering from financial hardship. The interest hold will begin from 11 March 2020 and continue to 30 June 2021 to allow ample time for the debt to be paid without interest.

**4.1.1(a)** The reconciliation of the total rates and charges to the comprehensive income statement is as follows:

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
General rates*	102,090	104,886	2,796	2.74
(COVID hardship rate waiver)	-	(7,343)	(7,343)	(100)
Special rates and charges	481	652	171	35.55
Supplementary rates and rate adjustments	567	500	(67)	(11.82)
Interest on rates and charges	306	300	(6)	(1.96)
Revenue in lieu of rates (Cultural & Recreational)	19	10	(9)	(47.37)
<b>Total rates and charges</b>	<b>103,463</b>	<b>99,005</b>	<b>(4,458)</b>	<b>(4.31)</b>

\* These items are subject to the rate cap established under the Fair Go Rates System (FGRS).

**4.1.1(b)** The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year.

Type or class of land	Budget 2019/20 cents/\$CIV	Proposed Budget 2020/21 cents/\$CIV	Change
General rate for rateable residential properties	0.00211213	0.00211370	0.07%
General rate for rateable residential vacant properties	0.00316820	0.00317055	0.07%
General rate for rateable commercial properties	0.00264017	0.00264212	0.07%
General rate for rateable commercial vacant properties	0.00422427	0.00422739	0.07%
General rate for rateable industrial properties	0.00264017	0.00264212	0.07%
General rate for rateable industrial vacant properties	0.00422427	0.00422739	0.07%

**4.1.1(c)** The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year.

Type or class of land	Budget	Proposed	Change	
	2019/20	Budget		
	\$'000	2020/21	\$'000	%
Residential Improved	91,495	94,682	3,187	3.48
Residential Vacant	1,411	1,036	(375)	(26.58)
Commercial Improved	6,608	6,542	(66)	(1.00)
Commercial Vacant	235	160	(75)	(31.91)
Industrial Improved	2,300	2,433	133	5.78
Industrial Vacant	41	33	(8)	(19.51)
<b>Total general rate income</b>	<b>102,090</b>	<b>104,886</b>	<b>2,796</b>	<b>2.74</b>

**4.1.1(d)** The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year. The number of assessments listed for the 2020/2021 budget has been forecast as at 30 June 2020

Type or class of land	Budget	Proposed	Change	
	2019/20	Budget		
	Number	2020/21	Number	%
Residential Improved	51,579	52,311	732	1.42
Residential Vacant	450	272	(178)	(39.56)
Commercial Improved	2,053	2,061	8	0.39
Commercial Vacant	23	21	(2)	(8.70)
Industrial Improved	963	974	11	1.14
Industrial Vacant	12	11	(1)	(8.33)
<b>Total number of assessments</b>	<b>55,080</b>	<b>55,650</b>	<b>570</b>	<b>1.03</b>

**4.1.1(e)** The basis of valuation to be used is the Capital Improved Value (CIV).

**4.1.1(f)** The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year. The values are subject to certification by Valuer-General and are subject to change up to the point of certification.

Type or class of land	Budget	Proposed	Change	
	2019/20	Budget		
	\$'000	2020/21	\$'000	%
Residential Improved	43,318,771	44,794,634	1,475,863	3.41
Residential Vacant	445,358	326,635	-118,723	(26.66)
Commercial Improved	2,502,916	2,476,028	-26,888	(1.07)
Commercial Vacant	55,546	37,807	-17,739	(31.94)
Industrial Improved	871,178	920,955	49,777	5.71
Industrial Vacant	9,795	7,750	-2,045	(20.88)
<b>Total value of land</b>	<b>47,203,564</b>	<b>48,563,809</b>	<b>1,360,245</b>	<b>2.88</b>

**4.1.1(g)** The municipal charge under Section 159 of the Act is \$Nil per rateable property (2020/21: \$Nil).

**4.1.1(h)** The estimated total amount to be raised by municipal charges is \$Nil (2019/20: \$Nil).

**4.1.1(i)** The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act is \$Nil per rateable property (2019/20: \$Nil).

**4.1.1(j)** The estimated total amount to be raised by each type of service rate or charge is \$Nil (2019/20: \$Nil).

**4.1.1(k)** The estimated total amount to be raised by all rates and charges is \$99.01 million and was (2019/20 forecast: \$103.46 million). This includes special rates and charges income as well as penalty interest on rates.

#### **4.1.1(l)** Fair Go Rates System Compliance

Banyule City Council is required to comply with the State Government's Fair Go Rates System (FGRS).

The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System. The number of rateable properties is current at the time of budget preparation and is forecast to change in conjunction with the processing of supplementary valuations, to be in line with the table at 4.1.1(d)

	Budget 2019/20 \$	Proposed Budget 2020/21 \$
Total Rates	99,609,932	102,836,638
Number of Rateable Properties	55,080	55,650
Base Average Rate	1,808.46	1847.92
Maximum Rate Increase (set by the State Gov't)	2.50%	2.00%
Capped Average Rate	1,853.67	1884.88
Maximum General Rates and Municipal Charges Revenue	102,100,180	104,893,371
Budgeted General Rates and Municipal Charges Revenue	102,090,060	104,885,854
Budgeted Supplementary Rates	300,000	500,000
Budgeted Total Rates and Municipal Charges Revenue	<b>102,390,060</b>	<b>105,385,854</b>

**4.1.1(m)** Any significant changes that may affect the estimated amounts to be raised by rates and charges

The timing around compulsory acquisitions of rateable land in relation to the construction of North-East Link is uncertain within the Municipality. Rateable lands that are acquired by the state government as a result of the North-East Link initiative are likely to become non-rateable. When this occurs, this will directly impact on Council's actual rate revenue raised. It is not known at this stage if these compulsory acquisitions will have a significant impact on the estimated amounts to be raised by rates and charges.

In addition, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2020/2021: estimated \$0.50 million and forecast 2019/2020: \$0.57 million)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa

#### **4.1.1(n) Differential rates**

Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions.

The following differential rates are levied:

- Residential Improved
- Commercial / Industrial Improved (set at 1.25 times the residential improved rate)
- Residential Vacant Land (set at 1.5 times the residential improved rate)
- Commercial / Industrial Vacant Land (set at 2 times the residential improved rate)

#### **Residential/Commercial/Industrial Vacant Land**

- *Objective:*

To encourage the development of land and to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- 1) Implementation of good governance and sound financial stewardship; and
- 2) Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
- 3) Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
- 4) Provision of strategic and economic management, town planning and general support services; and
- 5) Promotion of cultural, heritage and tourism aspects of Council's municipal district

- *Types and Classes*

Any rateable land on which no dwelling is erected.

- *Use and Level of Differential Rate:*

The differential rate will be used to fund some of those items of expenditure and Capital Works described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

- *Geographic Location:*

Wherever located within the municipal district.

- *Use of Land:*

Any use permitted under the Banyule Planning Scheme.

- *Planning Scheme Zoning:*

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Banyule Planning Scheme.

### **Commercial/Industrial Improved Land**

- *Objective:*

To ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council having regard to the capacity of such land to be used to yield income and the demands such land makes on Council's infrastructure.

Those functions include the:

- 1) Implementation of good governance and sound financial stewardship; and
- 2) Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
- 3) Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
- 4) Provision of strategic and economic management, town planning and general support services; and
- 5) Promotion of cultural, heritage and tourism aspects of Council's municipal district

- *Types and Classes:*

Any rateable land which is used, or designed or adapted to be used, primarily for commercial or industrial purposes.

- *Use and Level of Differential Rate:*

The differential rate will be used to fund some of those items of expenditure and Capital Works described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

- *Geographic Location:*

Wherever located within the municipal district.

- *Use of Land:*

Any use permitted under the Banyule Planning Scheme.

- *Planning Scheme Zoning:*

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Banyule Planning Scheme.

- *Types of Buildings:*

The types of buildings on the land within a differential rate are all buildings that are now constructed on the land.

### **Residential Improved Land**

- *Objective:*

To ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, having regard to the relative benefits derived from the carrying out of such functions.

Those functions include the:

- 1) Implementation of good governance and sound financial stewardship; and
- 2) Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
- 3) Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and

- 4) Provision of strategic and economic management, town planning and general support services; and
- 5) Promotion of cultural, heritage and tourism aspects of Council's municipal district

- *Types and Classes:*

Any rateable land which is not Vacant Land, Commercial / Industrial Vacant Land or Commercial / Industrial Improved Land.

- *Use and Level of Differential Rate:*

The differential rate will be used to fund some of those items of expenditure and Capital Works described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

- *Geographic Location:*

Wherever located within the municipal district.

- *Use of Land:*

Any use permitted under the Banyule Planning Scheme.

- *Planning Scheme Zoning:*

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Banyule Planning Scheme.

- *Types of Buildings:*

The types of buildings on the land within a differential rate are all buildings that are now constructed on the land.

## **Cultural and Recreational Lands**

- *Objective:*

To ensure that the promotion of cultural, heritage and recreational activity occurs within Council's municipal district and that this is supported in a way that encourages appropriate activity and development.

Council has considered the service utilised by the lands and the benefit these lands provide to the community by consideration of their cultural or recreational land use, as required under The Act.

- *Types and Classes:*

Under the provisions of the Cultural and Recreational Land Act 1963, the Council levies an amount in lieu of rates payable in respect of recreational lands that have the following characteristics:

Any land which is not Residential Vacant Land, Commercial / Industrial Vacant Land or Commercial / Industrial Improved Land, which is specifically set aside for the use of cultural and recreational pursuits whereby the members do not derive a financial benefit or profit from the activities.

The Act effectively provides for properties used for outdoor activities to be differentially rated unless it involves land that is being leased from a private landowner. The discretion of whether to provide a cultural and recreational lands rate rests with Council

The amount in lieu of rates payable in respect of each rateable land to which the Cultural and Recreations Land rate applies is determined by the following methodology:



In Use Value X (Residential Improved rate X Questionnaire Weighting) X 36% (Cost of Council Services available to the entity).

In Use Value has been determined as being 70% of the Capital Improved Value.

The Questionnaire weighting determines the level of benefit these lands provide to the community.

Currently Council has five properties that are currently defined as Cultural and Recreational properties in accordance with the Cultural and Recreational Lands Act. They are listed below:

- 1 Vasey Street Ivanhoe
- 54 Cleveland Avenue Lower Plenty
- 8 Main Road Lower Plenty
- 540 The Boulevard Ivanhoe East
- 4 Stradbroke Avenue Heidelberg

#### 4.1.2 Grants

Grants are required by the Act and the regulations to be disclosed in Council's annual budget.

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
<b>Grants received in respect of the following:</b>				
<b>Summary of grants</b>				
Commonwealth funded grants	8,786	10,569	1,783	20.29
State funded grants	6,407	7,955	1,548	24.16
<b>Total grants received</b>	<b>15,193</b>	<b>18,524</b>	<b>3,331</b>	<b>21.92</b>
<b>a) Operating grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Home & Community care	4,283	4,420	137	3.20
Child care centres	1,607	1,744	137	8.53
Victoria Grants Commission – general purpose	1,433	2,725	1,292	90.16
Immunisation	16	26	10	62.50
<b>Recurrent - State Government</b>				
Home & Community care	1,201	1,093	(108)	(8.99)
Youth & Community services	217	153	(64)	(29.49)
Child care centres & Pre-school	593	664	71	11.97
Maternal & Child health	1,222	1,389	167	13.67
Immunisation	116	118	2	1.72
School crossing supervisors	432	456	24	5.56
Others	123	100	(23)	(18.70)
<b>Total recurrent operating grants</b>	<b>11,243</b>	<b>12,888</b>	<b>1,645</b>	<b>14.63</b>
<b>Non-recurrent - Commonwealth Government</b>				
Community care programs	85	45	(40)	(47.06)
Early childhood services	27	29	2	7.41
<b>Non-recurrent - State Government</b>				
Community care programs	48	48	-	-
Transport Planning	10	15	5	50.00
Initiative projects	121	160	39	32.23
<b>Total non-recurrent operating grants</b>	<b>291</b>	<b>297</b>	<b>6</b>	<b>2.06</b>
<b>Total operating grants</b>	<b>11,534</b>	<b>13,185</b>	<b>1,651</b>	<b>14.31</b>

Operating grants are projected to increase by \$1.65 million or 14.31% from forecast 2019/2020 to proposed Budget 2020/2021 due to the following factors:

- Victorian Grants Commission – general purpose grants for 2019/2020 were paid 50% in advance in June 2019.

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
<b>b) Capital grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Roads to recovery	690	618	(72)	(10.43)
Victoria Grants Commission – local roads	479	963	484	101.04
<b>Total recurrent capital grants</b>	<b>1,169</b>	<b>1,581</b>	<b>412</b>	<b>35.24</b>
<b>Non-recurrent - Commonwealth Government</b>				
Sports fields	127	-	(127)	(100.00)
Other	38	-	(38)	(100.00)
Local Roads and Community Infrastructure	-	618	618	100.00
<b>Non-recurrent - State Government</b>				
Buildings	1,729	2,690	961	55.58
Roads & drainage	480	-	(480)	(100.00)
Parks & gardens	12	250	238	1,983.33
Other	104	200	96	92.31
<b>Total non-recurrent capital grants</b>	<b>2,490</b>	<b>3,758</b>	<b>1,268</b>	<b>50.92</b>
<b>Total capital grants</b>	<b>3,659</b>	<b>5,339</b>	<b>1,680</b>	<b>45.91</b>
<b>Total Grants</b>	<b>15,193</b>	<b>18,524</b>	<b>3,331</b>	<b>21.92</b>

Capital grants are projected to increase by \$3.33 million or 21.92% from forecast 2019/2020 to proposed budget 2020/2021. Capital Grants are often ad-hoc in nature and fluctuate from year to year depending on the nature of capital projects being undertaken and the funding made available by the State and Federal Governments. Some of the significant movements are:

- Victorian Grants Commission – local roads grants for 2019/2020 were paid 50% in advance in June 2019. 2020/2021 represents a full year of expected funding.
- Local Roads and Community Infrastructure which is a federal Government Program, \$0.62 million. This program will support local councils to deliver priority local road and community infrastructure projects across Australia, supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic.
- Grants for capital works at Council pre-schools have increased by \$0.96 million in 2020/2021. This is offset by a reduction of \$0.48 million in budgeted grants to help fund road & drainage works.

#### 4.1.3 Statutory fees and fines

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
Building and planning permits and fines	3,498	2,774	(724)	(20.70)
Food Act and health registrations	593	-	(593)	(100.00)
Local laws infringements and fines	4,078	4,630	552	13.54
Road and footpath inspection and permit fees and reinstatement	207	108	(99)	(47.83)
Other fees and fines	154	122	(32)	(20.78)
<b>Total statutory fees and fines</b>	<b>8,530</b>	<b>7,634</b>	<b>(896)</b>	<b>(10.50)</b>

Increases in statutory fees are made in accordance with legislative requirements.

The COVID-19 is expected to have a significant impact on the building and planning sectors. Whilst the end of 2019/2020 has distancing restrictions in place and economic impacts across the board, it is likely to have a flow on impact in reductions in new applications and construction work throughout 2020/2021. A reduction in applications in the vicinity of 20% from forecast 2019/2020 is expected.

As part of the Economic Support Package for local businesses, Food Act and Health registration fees have been waived for 2020/2021, no budget has been allowed for registration fees that would normally be required in December 2020.

Local law fines (includes parking infringements) are expected to see an increase from forecast 2019/2020 however still less than the prior year budget of \$4.87 million due to less activity in the municipality.

#### 4.1.4 User fees and charges

	Forecast Actual 2019/20	Proposed Budget 2020/21	Change	
	\$'000	\$'000	\$'000	%
Aquatic and Leisure Centre fees and charges	6,012	<b>6,084</b>	72	1.20
Building and Planning permits and fees	92	<b>77</b>	(15)	(16.30)
Child Day Care charges	1,054	<b>961</b>	(93)	(8.82)
Community halls and events	223	<b>235</b>	12	5.38
Delivered meals charges	344	<b>463</b>	119	34.59
Engineering services' fees	260	<b>301</b>	41	15.77
Functions Centre charges	92	<b>91</b>	(1)	(1.09)
Home care charges	410	<b>276</b>	(134)	(32.68)
Immunisation fees	261	<b>268</b>	7	2.68
Local laws fees	2,170	<b>1,897</b>	(273)	(12.58)
Planned Activity Group fees and charges	155	<b>99</b>	(56)	(36.13)
Sports ground rentals income	196	<b>173</b>	(23)	(11.73)
Transfer station tipping fees	6,511	<b>7,043</b>	532	8.17
Other fees and charges	786	<b>702</b>	(84)	(10.69)
<b>Total user fees and Charges</b>	<b>18,566</b>	<b>18,670</b>	<b>104</b>	<b>0.56</b>

Council aims to keep its services accessible for all by remaining affordable. With this aim, Council has maintained the unit price of 73% of individual fees and charges from prior year. In addition, all increases in non-statutory fees and charges (as noted per the Schedule of Fees and Charges) will become effective from 1 January 2021.

The COVID-19 has increase the demand for delivered meals and home care services, a large majority of our clients are in high risk categories where government restrictions have severely impacted on their day to day lives. Delivered meals are expected to see a 35% increase in demand whereas in home services (home, personal, respite and planned activity group) are collectively expected to see a 33% reduction.

Local laws fees are expected to decrease primarily due to reduced utilisation of paid parking within the municipality at the start of 2020/2021 while the COVID-19 restrictions are in place.

Transfer station tipping fees are budgeted to increase \$0.53 million due to fee increases. These increases are as a result of cost recovery of the Environment Protection Authority (EPA) increases in the municipal waste landfill levy by \$20.00 to \$85.90 per tonne in 2020/2021 (the effective date of the levy increase is not yet confirmed by the Government but is likely to be deferred until 1 January 2021).

Both the budget 2020/2021 and forecast 2019/2020 revenue for the Aquatic and Leisure Centre has been significantly impacted during the COVID-19 restrictions.

#### 4.1.5 Contributions income

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
Public Open Space contributions	4,300	2,900	(1,400)	(32.56)
Development Contribution Plan contributions	210	190	(20)	(9.52)
Contributions for capital works projects	514	285	(229)	(44.55)
Contributions for initiative projects	93	128	35	37.63
Other contributions	280	122	(158)	(56.43)
<b>Total contributions income</b>	<b>5,397</b>	<b>3,625</b>	<b>(1,772)</b>	<b>(32.83)</b>

Contributions relate to 1) monies paid by property developers towards public open space and developer contribution plans 2) monies paid by local sporting clubs/organisations to contribute towards capital works projects and 3) contributions to other operational programs. In October 2019 Banyule commenced its Developer Contribution Plan.

Contributions are projected to decrease by \$1.77 million or 32.83% compared to the 2019/2020 forecast which is primarily due to a budgeted \$1.40 million reduction in public open space contributions. Due the current COVID-19 situation the property development industry is projecting a delay in completing the projects currently in the pipeline and starting any new property development projects.

Contributions for capital works projects (sporting clubs, etc.) are ad-hoc in nature and budgeted to decrease in 2020/2021 to \$0.29 million compared to \$0.51 million in 2019/2020. The contributions projected for 2020/2021 relate to all seasons cricket pitches replacement, and Material Recovery Facility (MRF) fire suppression.

#### 4.1.6 Interest income

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
Interest from sporting clubs	4	-	(4)	(100.00)
Interest on investments	2,030	1,000	(1,030)	(50.74)
<b>Total interest income</b>	<b>2,034</b>	<b>1,000</b>	<b>(1,034)</b>	<b>(50.84)</b>

Interest income is predominantly made up of the interest received on Council's cash holdings in bank accounts and term deposits. Interest income is projected to decrease by \$1.034 million as Council spends a significant portion of its cash reserves on capital works as well as the decrease in term deposit interest rates.

#### 4.1.7 Rental income

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
Recycling centre rental	748	770	22	2.94
Residential/commercial rental	1,494	1,691	197	13.19
<b>Total rental income</b>	<b>2,242</b>	<b>2,461</b>	<b>219</b>	<b>9.77</b>

Rental income for all properties is expected to increase at contracted rates or CPI, in 2020/2021 it is also expected that some previously unrented property will be made available for rent.

As part of the Economic Support package, some properties will be subject to rent relief in both the 2019/2020 forecast and 2020/2021 budget. The increase of rental income represents new rental income generated from ad-hoc activity and investment properties.

#### 4.1.8 Net gain on disposal of property, infrastructure, plant and equipment

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
<b>Property, infrastructure, plant and equipment</b>				
Proceeds from sale of assets	1,032	17,209	16,177	1,567.54
Less: Written down value of assets disposed	(774)	(17,047)	(16,273)	(2,102.45)
<b>Total net gain on disposal of property, infrastructure, plant and equipment</b>	<b>258</b>	<b>162</b>	<b>(96)</b>	<b>(37.21)</b>

Proceeds from the sale of Council's assets (individual property sales) are often ad-hoc in nature and fluctuate from year to year. In 2020/2021 Council has budgeted \$17.21 million to reflect the proceeds expected from strategic land sales in the city. It also includes proceeds from the planned cyclical replacement of Council's heavy plant & vehicle fleet. The written down value of assets sold is estimated to be \$17.05 million, which relates to both land and heavy plant & vehicle fleet.

#### 4.1.9 Other income

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
Sale of rights-of-way	75	100	25	33.33
Sale of surplus parcels of land	81	20	(61)	(75.31)
Sponsorship	27	25	(2)	(7.41)
Vehicle contributions	393	344	(49)	(12.47)
Workcover reimbursements	248	-	(248)	(100.00)
Other revenue	455	98	(357)	(78.46)
<b>Total other income</b>	<b>1,279</b>	<b>587</b>	<b>(692)</b>	<b>(54.10)</b>

Right of ways and small surplus parcels of land (includes drainage reserves and council reserves) are sold as opportunities present with adjoining owners, and these vary from year to year.

Workcover reimbursements and the corresponding expenditure are not budgeted for, as these items are unforeseeable.

Other revenues that have been received in 2019/2020 that are once-off in nature are:

- Insurance claim of \$0.13 million for property damages.
- Cost recovery of \$0.15 million for work on the North East Link transport advocacy.

#### 4.1.10 Employee costs

	Forecast Actual 2019/20	Proposed Budget 2020/21	Change	
	\$'000	\$'000	\$'000	%
Wages and salaries	52,715	55,993	3,278	6.22
Annual leave and loading	4,967	5,058	91	1.83
Long service leave	1,883	1,947	64	3.40
Superannuation	5,305	5,646	341	6.43
WorkCover	1,757	1,227	(530)	(30.17)
Other on costs	623	603	(20)	(3.21)
Less: Capitalised labour (on costs included)	(1,258)	(1,769)	(511)	(40.62)
<b>Total employee costs</b>	<b>65,992</b>	<b>68,705</b>	<b>2,713</b>	<b>4.11%</b>

To appropriately respond to the COVID-19 crisis, Banyule's community services such as customer service centres, libraries, leisure centres, sporting club facilities, playgrounds and other community facilities, have been significantly disrupted resulting in reductions in employee costs within the forecast. This budget assumes that commercial and community services will continue to be disrupted during the financial year.

An increase of 9.96 equivalent full-time (EFT) positions have been allocated to meet services and initiatives across Banyule's operations as outlined below:

Services & Initiatives	EFT Growth	Proposed Budget Impact \$'000
<b>Environmental and place</b> – assist in implementing Banyule's Climate Action plan and driving a true place-based strategic program	1.80	108
<b>Health and wellbeing</b> – allocate sufficient resources to respond to emerging health and wellbeing needs.	0.80	85
<b>Customer experience</b> – work towards meeting agreed KPI's outlined in the Banyule Service Promise.	2.00	130
<b>Social enterprise and local jobs</b> – assist in pursuing Banyule's aspiration of creating 100 new jobs for its vulnerable community over a three-year period.	1.00	103
<b>Cultural and economic life of the city</b> – generate high level of visitation, utilisation and participation at the new Ivanhoe Library and Cultural Hub.	0.80	66
<b>Economic development</b> – provide one-on-one support and advice for small and medium size Banyule businesses under COVID-19 economic environment.	1.5	150
Business operational requirements	2.06	69
<b>Total EFT growth</b>	<b>9.96</b>	<b>711</b>

**4.1.11 Materials and services**

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
Advertising	285	215	(70)	(24.56)
Auditing services	168	174	6	3.57
Bank and payment collection services	376	419	43	11.44
Building and planning charges and government fees	72	72	-	-
Child care expenses	129	103	(26)	(20.16)
Contractor costs				
- Agency staffing	2,908	2,078	(830)	(28.54)
- Aquatic and leisure costs	1,270	1,255	(15)	(1.18)
- Consultants costs	2,070	2,566	496	23.96
- Information Technology services and licenses	2,339	2,063	(276)	(11.80)
- Legal expenses	1,228	424	(804)	(65.47)
- Parking and traffic enforcement	1,178	1,380	202	17.15
- Parks maintenance	1,899	1,983	84	4.42
- Waste collection costs	842	911	69	8.19
- Other contractor costs	7,506	8,976	1,470	19.58
General materials and supplies	4,318	3,962	(356)	(8.24)
Infringement collection lodgement fees	279	242	(37)	(13.26)
Insurances	1,133	1,170	37	3.27
Plant and motor vehicle operating	2,461	2,445	(16)	(0.65)
Postage costs	340	324	(16)	(4.71)
Printing, stationary and external communications	698	782	84	12.03
Program costs	1,307	1,547	240	18.36
Staff training and equipment	1,119	1,089	(30)	(2.68)
Sundry expenses	270	304	34	12.59
Waste disposal general	7,712	8,862	1,150	14.91
Other	1,275	1,130	(145)	(11.37)
<b>Total materials and services</b>	<b>43,182</b>	<b>44,476</b>	<b>1,294</b>	<b>3.00</b>

Total materials and services have increased by \$1.29 million (3.00%). A number of projects, administration and discretionary costs have been deferred and/or removed and reflect a significant decrease in both 2019/2020 and 2020/2021 compared to originally planned budgets. These savings have been redirected to partially support the funding impact from COVID-19 on general operations. An additional \$0.75 million specific to the Banyule's Economic Support package is reflected within these expense categories.

The contractor budget across all categories has increased by \$0.40 million (1.86%):

- Agency staffing is budgeted to decrease \$0.83 million, agency has been used to temporarily fill positions that have become vacant during the year (the higher forecast is offset by the forecast reduction in employee costs in 4.1.10).
- Consultants costs increases are related to new initiatives for 2020/2021 including \$0.25 million planning scheme amendments and \$0.45 million for investigations and progressing strategic property work.
- Legal expenses are expected to decrease in 2020/2021 by \$0.80 million, this is primarily due to the North East Link transport advocacy work undertaken in 2019/2020 not expected to be incurred in 2020/2021.
- Other contractor costs, general materials and supplies and information technology services and licences offset due to expense reclassifications from the Road Maintenance and Information Technology budgets.



Waste disposal general is significantly increasing due to the Environment Protection Authority (EPA) Landfill Levy increasing from \$65.90 to \$85.90 per tonne (note: the Victorian Government may defer the effective date until January 2021 from the proposed date of 1 July 2020).

#### 4.1.12 Utility charges

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
Gas and electricity	2,337	2,436	99	4.24
Public street lighting	657	751	94	14.31
Telecommunications	333	222	(111)	(33.33)
Water	942	905	(37)	(3.93)
<b>Total utility charges</b>	<b>4,269</b>	<b>4,314</b>	<b>45</b>	<b>1.05</b>

Gas and electricity for large Council facilities and public lighting are budgeted to be maintained at contracted price increases into 2020/2021. Council will continue to investigate and implement more renewable energies as part of its climate change priorities to reduce associated expenditure over time.

Telecommunications expenses are expected to decrease in 2020/2021 as Council moves to VoIP technologies to replace traditional phone lines, this is in line with a key priority of improving organisational processes and systems.

#### 4.1.13 Depreciation

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
Infrastructure	12,254	12,561	307	2.5
Property	3,551	4,258	707	19.91
Plant & equipment	5,368	5,382	14	0.26
<b>Total depreciation</b>	<b>21,173</b>	<b>22,201</b>	<b>1,028</b>	<b>4.86</b>

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life. This includes Council's property, plant and equipment and infrastructure assets such as roads and drains. The increase of \$1.03 million for the proposed budget 2020/2021 financial year is due mainly to the completion of the proposed budget 2020/2021 capital works program and the full year effect of depreciation on the 2019/2020 capital works programs.

#### 4.1.14 (a) Amortisation – Intangible assets

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
Intangible assets	312	288	(24)	(7.69)
<b>Total amortisation – intangible assets</b>	<b>312</b>	<b>288</b>	<b>(24)</b>	<b>(7.69)</b>

Intangible assets relating to Council's Electronic Document and Records Management System (EDRMs) software purchase and in-house development costs are amortised over the estimated life of the software.

**4.1.14 (b) Amortisation – Right of use assets**

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
Right of use assets	450	486	36	8.00
Right of use assets – leasehold improvements	54	54	-	-
<b>Total amortisation – right of use assets</b>	<b>504</b>	<b>540</b>	<b>36</b>	<b>7.14</b>

Right of use assets relating to leased infrastructure, property, plant and equipment are amortised over the life of the leases.

**4.1.15 Borrowing costs**

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
Interest on borrowings	2,457	2,339	(118)	(4.79)
<b>Total borrowing costs</b>	<b>2,457</b>	<b>2,339</b>	<b>(118)</b>	<b>(4.79)</b>

Borrowing costs relate to interest charged by financial institutions on borrowed funds. The planned reduction in borrowing costs relates to the repayment of principal balance on our existing loans.

**4.1.16 Finance costs - leases**

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
Finance cost - leases	38	72	34	89.47
<b>Total finance costs – leases</b>	<b>38</b>	<b>72</b>	<b>34</b>	<b>89.47</b>

Finance costs relate to the interest charged by lessors on leased infrastructure property, plant and equipment. This is expected to increase in 2020/2021 as two new leases for equipment were entered into during 2019/2020.

**4.1.17 Donation expenditure**

	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change	
			\$'000	%
Community Services grants	277	210	(67)	(24.19)
Merri Outreach Support Services	105	120	15	14.29
Diamond Valley Community Support	89	90	1	1.12
Banyule Support & Information	71	72	1	1.41
Environmental sustainability	84	75	(9)	(10.71)
Other donations	137	804	667	486.86
<b>Total donation expenditure</b>	<b>763</b>	<b>1,371</b>	<b>608</b>	<b>79.69</b>

Donation expenditure is projected to increase by \$0.608 million to reflect the business support grants funded from Council's COVID-19 Economic Support Package.

**4.1.18 Contribution expense**

	Forecast Actual 2019/20	Proposed Budget 2020/21	Change	
	\$'000	\$'000	\$'000	%
Shopping Centres	1,150	1,167	17	1.48
YMCA	100	100	-	-
Yarra Plenty Regional Library	4,729	4,986	257	5.43
Other	3,069	565	(2,493)	(81.52)
<b>Total contribution expense</b>	<b>9,014</b>	<b>6,818</b>	<b>(2,219)</b>	<b>(24.55)</b>

Contribution expense is projected to decrease by \$2.20 million compared to forecast 2019/2020. This is mainly due to the final instalment of \$2.50 million for the construction of the Sport Precinct at La Trobe University in 2019/2020.

**4.1.19 Other expenses**

	Forecast Actual 2019/20	Proposed Budget 2020/21	Change	
	\$'000	\$'000	\$'000	%
Bad and doubtful debts	179	323	144	80.45
Councillor allowances	327	388	61	18.65
Fire services property levy on Council properties	152	150	(3)	(1.32)
Rental expenses	164	108	(56)	(34.15)
Other	533	926	393	73.73
<b>Total other expenses</b>	<b>1,355</b>	<b>1,895</b>	<b>540</b>	<b>39.85</b>

Bad and doubtful debts is budgeted to increase by \$0.14 million in line with an increase in fines revenue. An expected credit loss model is used to determine doubtful debt provisions and considers both historic and forward-looking information in determining level of impairment. The increase on Other reflects the cost to Council to fund the business contribution for 6 months of the special rates and charges scheme for 2020/2021 and the Business Investment Fund, to allow Council to financially assist individual enterprises through the application process, such as 50% contribution to planning fees for not-for-profits wishing to redevelop or relocate to Banyule (as a part of the COVID-19 Economic Support Package).

## 4.2 Balance Sheet comparison

For the two years ending 30 June 2020

	Notes	Forecast Actual 2019/20 \$'000	Proposed Budget 2020/21 \$'000	Change \$'000	%
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents		17,935	12,880	(5,507)	(29.95)
Trade and other receivables		13,782	12,741	259	2.07
Other financial assets		71,739	51,518	(21,069)	(29.03)
Inventories		39	39	-	-
Other assets		1,300	1,300	-	-
<b>Total current assets</b>	4.2.1	<b>104,795</b>	<b>78,478</b>	<b>(26,317)</b>	<b>(25.11)</b>
<b>Non-current assets</b>					
Trade and other receivables		175	175	-	-
Investments		3,183	3,183	-	-
Property, infrastructure, plant & equipment		1,616,384	1,638,862	22,478	1.39
Right-of-use assets	4.2.6	1,462	1,089	(373)	(25.51)
Investment property		32,030	32,030	-	-
Intangible assets	4.2.6	2,533	4,015	1,482	58.51
<b>Total non-current assets</b>	4.2.2	<b>1,655,767</b>	<b>1,679,354</b>	<b>23,587</b>	<b>1.42</b>
<b>Total assets</b>		<b>1,760,562</b>	<b>1,757,832</b>	<b>(2,730)</b>	<b>(0.16)</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables		12,194	12,369	175	1.44
Trust funds and deposits		3,805	3,805	-	-
Provisions		14,895	15,380	485	3.26
Interest bearing loans and borrowings	4.2.5	1,672	10,257	8,585	513.46
Lease liabilities	4.2.6	480	489	9	1.88
<b>Total current liabilities</b>	4.2.3	<b>33,046</b>	<b>42,300</b>	<b>9,254</b>	<b>28.00</b>
<b>Non-current liabilities</b>					
Provisions		1,320	1,320	-	-
Trust funds and deposits		867	867	-	-
Interest bearing loans and borrowings	4.2.5	31,067	20,810	(10,257)	(33.02)
Lease liabilities	4.2.6	961	585	(376)	(39.13)
<b>Total non-current liabilities</b>	4.2.4	<b>34,215</b>	<b>23,582</b>	<b>(10,633)</b>	<b>(31.08)</b>
<b>Total liabilities</b>		<b>67,261</b>	<b>65,882</b>	<b>(1,379)</b>	<b>(2.05)</b>
<b>Net assets</b>		<b>1,693,301</b>	<b>1,691,950</b>	<b>(1,351)</b>	<b>(0.08)</b>
<b>Equity</b>					
Accumulated surplus		509,400	521,381	11,508	2.26
Reserves	4.3.1	1,183,901	1,170,569	(12,859)	(1.09)
<b>Total equity</b>	4.3.2	<b>1,693,301</b>	<b>1,691,950</b>	<b>(1,351)</b>	<b>(0.08)</b>

#### **4.2.1 Total current assets**

Current assets include all assets that can reasonably expect to be converted into cash within one year, including cash and cash equivalents, trade receivables, investments, and other assets. Council plans to invest \$63.55 million in capital works projects, and a large portion of the funding (\$52.29 million) is from Council Cash including cash reserves. The significant projects being funded from cash reserves are the major facility development of Ivanhoe Library and Cultural Hub and the Bellfield Community Centre.

In addition to the heavy investment of Capital Works in 2020/20201, with the introduction by Council of its Economic Support Package to support ratepayers, local businesses and community groups, Council's total cash and other financial assets (investments longer than three months) is forecast to decrease by \$25.28 million to \$64.40 million.

#### **4.2.2 Total non-current assets**

Non-current assets include trade and other receivables, investment in associates and joint ventures, property, infrastructure, plant and equipment, and intangible assets. The \$23.59 million increase in this balance is mainly attribute to the net result of the capital works programs (\$63.55 million of total capital works less the depreciation and amortisation of assets \$23.02 million and \$17.05 million of the written down value of motor vehicles and properties sold that were held as a non-current asset).

#### **4.2.3 Total current liabilities**

Council plans to repay \$9.09 million of interest-bearing loans and borrowings in 2021/2022 as per its debt management plan.

Provisions include accrued long service leave, annual leave and annual leave loading owed to employees. These employee entitlements are expected to increase by \$0.49 million due to a combination of increased pay rates and an expected increase in leave entitlements.

#### **4.2.4 Total non-current liabilities**

Non-current provisions and trust funds and deposits are not expected to vary during the year. The planned repayment of one of the loans earlier in 2021/2022 is reflected through the reduction from \$31.07 million in forecast to \$20.81 million in the proposed Budget 2020/2021 (through the reallocation to current liabilities of \$10.26 million).

Lease Liabilities relate to the lease of infrastructure property, plant and equipment. The reduction of non-current liabilities represents the repayment of leases for the year in according to lease agreements and adjusted by the new liabilities generated from renewing leases.

#### 4.2.5 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast Actual 2019/20 \$000	Proposed Budget 2020/21 \$000
Amount borrowed as at 30 June of the prior year	34,283	32,739
Amount projected to be redeemed	(1,544)	(1,672)
Amount of borrowings as at 30 June	<b>32,739</b>	<b>31,067</b>

Council has not budgeted any new borrowings for the next four years. It is projected that \$1.67 million will be redeemed during 2020/2021 as per repayment schedules.

#### 4.2.6 Lease by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual 2019/20 \$000	Proposed Budget 2020/21 \$000
<b>Right-of-use assets</b>		
Plant and equipment	1,130	850
Property and infrastructure	332	239
<b>Total right-of-use assets</b>	<b>1,462</b>	<b>1,089</b>
<b>Lease liabilities</b>		
<b>Current lease Liabilities</b>		
Plant and equipment	389	397
Property and infrastructure	91	92
<b>Total current lease liabilities</b>	<b>480</b>	<b>489</b>
<b>Non-current lease Liabilities</b>		
Plant and equipment	716	432
Property and infrastructure	245	153
<b>Total non-current lease liabilities</b>	<b>961</b>	<b>585</b>
<b>Total lease liabilities</b>	<b>1,441</b>	<b>1,074</b>

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 2.05% (quoted by CBA).

### **4.3 Statement of changes in Equity**

#### **4.3.1 Reserves**

Council maintains reserves of separately identified funds to meet specific purposes in the future and for which there is no existing liability. These amounts are transferred to and from the accumulated surplus. Two of these reserves are statutory reserves, meaning that the funds must remain available for a specific purpose (public open space and Off-Street car parking). The remaining reserves are discretionary and while not restricted, Council has made decisions regarding the future use of these funds and unless there is a Council resolution, these funds should be used for those earmarked purposes

During 2020/2021 \$29.93 million is budgeted to be transferred to reserve for future purposes including expenditure on plant and equipment, public open space and asset renewal reserves.

It is also anticipated to transfer \$42.79 million from the reserves to fund parts of the capital works program and financing activities.

#### **4.3.2 Equity**

Total equity always equals net assets and is made up of the following components:

- Accumulated surplus which is the value of all net assets less reserves that have accumulated over time.
- Asset revaluation reserves which represents the difference between the previously recorded value of the assets and their current valuations.
- Other reserves are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future. These reserves are transferred to and from the accumulated surplus.

Total equity is projected to decrease by \$1.35 million as a result of Council's total comprehensive result.

#### 4.4 Statement of Cash Flows comparison

For the two years ending 30 June 2021

	Notes	Forecast	Proposed	Change	
		Actual 2019/20 \$'000	Budget 2020/21 \$'000	\$'000	%
		Inflows (Outflows)	Inflows (Outflows)		
<b>Cash flows from operating activities</b>					
<b>Receipts:</b>					
Rates and charges		101,851	<b>98,708</b>	(4,443)	(4.31)
Grants - operating		11,702	<b>13,185</b>	1,483	12.67
Grants - capital		3,899	<b>5,099</b>	1,200	30.78
Statutory fees and fines		8,316	<b>7,443</b>	(873)	(10.50)
User fees and charges		18,473	<b>18,589</b>	116	0.63
Contributions - monetary		5,397	<b>3,625</b>	(1,772)	(32.83)
Interest received		2,683	<b>1,310</b>	(1,373)	(51.17)
Rental income		2,242	<b>2,461</b>	219	9.77
Other receipts		1,279	<b>587</b>	(692)	(54.10)
<b>Payments:</b>					
Employee costs		(66,299)	<b>(68,028)</b>	(1,729)	(2.61)
Materials and services		(44,467)	<b>(44,253)</b>	214	0.48
Other payments		(15,423)	<b>(14,398)</b>	1,025	6.65
<b>Net cash provided by operating activities</b>	4.4.1	<b>29,653</b>	<b>24,328</b>	<b>(6,625)</b>	<b>(21.40)</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment		(63,299)	<b>(61,780)</b>	1,519	2.40
Payments for intangible assets		(1,770)	<b>(1,770)</b>	-	-
Proceeds from sale of property, infrastructure, plant and equipment		1,033	<b>17,209</b>	16,176	1565.92
Net redemption of financial assets		47,261	<b>21,069</b>	(25,344)	(54.61)
<b>Net cash (used in) investing activities</b>	4.4.2	<b>(16,775)</b>	<b>(25,272)</b>	<b>(7,649)</b>	<b>(43.40)</b>
<b>Cash flows from financing activities</b>					
Borrowing costs - interest		(2,468)	<b>(2,339)</b>	129	5.23
Repayment of borrowings		(1,544)	<b>(1,672)</b>	(128)	(8.29)
Interest paid – lease liability		(38)	<b>(72)</b>	(34)	(89.47)
Repayment of lease liabilities		(471)	<b>(480)</b>	(9)	(1.91)
<b>Net cash (used in) financing activities</b>	4.4.3	<b>(4,521)</b>	<b>(4,563)</b>	<b>(42)</b>	<b>(0.93)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>		<b>8,357</b>	<b>(5,507)</b>	<b>(14,316)</b>	<b>(162.52)</b>
Cash and cash equivalents at the beginning of the financial year		9,578	<b>18,387</b>	8,809	91.97
<b>Cash and cash equivalents at the end of the financial year</b>		<b>17,935</b>	<b>12,880</b>	<b>(5,507)</b>	<b>(29.95)</b>



## **4. Notes to the financial statements**

### **4.4.1 Net cash flows provided by operating activities**

The net cash flow provided by operating activities has decreased by \$6.63 million when compared to 2019/2020 forecast. This variation is mainly explained by Council COVID-19 Economic Support Package in the proposed Budget 2020/2021. Impacting on both the forecast and the proposed Budget cash balances.

### **4.4.2 Net cash flows used in investing activities**

The net cash flow used in investing activities is representative of the net funding requirement from Council to support the long-term investment in property, infrastructure, plant and equipment. More funding will be allocated from property sales and less from term deposit investments compared to prior year. In 2020/2021, \$7.65m of Council's cash will be used to fund investment activities.

### **4.4.3 Net cash flows used in financing activities**

According with Council's debt management strategic plan, Council continue to review opportunities for debt redemption whilst retaining liquidity goals. For proposed budget 2020/2021 the total principal repayment is \$1.67 million and borrowing costs (interest) is \$2.34 million.

As a result of the introduction of AASB 16 Leases, cash flows from lease liabilities have been disclosed within financing activities. Previously, these expenditures were reported within operating cash flows.

## 5. Capital works program and initiatives program

### 5.1 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the proposed budget 2020/2021 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

#### 5.1.1 Capital works program comparison

	Forecast	Proposed	Change	
	Actual	Budget		
	2019/20	2020/21	\$'000	%
	\$'000	\$'000		
Infrastructure	24,744	17,564	(7,180)	(29.02)
Property	28,901	40,140	11,239	38.89
Plant and equipment	9,604	3,946	(5,658)	(58.91)
Other assets	50	130	80	160.00
Intangible assets	1,770	1,770	-	-
<b>Total</b>	<b>65,069</b>	<b>63,550</b>	<b>(1,519)</b>	<b>(2.33)</b>

In the 2020/2021 financial year, Council plans to invest \$63.55 million to capital works projects which include \$48.71 million of new capital projects and \$14.84 million of projects carried forward from the forecast 2019/2020 financial year. The funding is decreased by 2.33% from the 2019/2020's forecast to deliver capital projects to take shape across the City.

Additional capital project costs have been included in the 2020/21 budget after consideration of public submissions; project clarifications and to accelerate final design and stimulus funding to support the local economy. To support the additional costs in 2020/2021 the program has been amended to account for these additions through known project savings, funding clarifications and changes to project timelines.

#### Infrastructure assets (\$17.56 million)

Infrastructure includes road, bridges, footpaths, kerb and channel, drainage, parks and gardens, open space and streetscapes, off street car parks and other structures. Council will manage \$16.16 million to renew and upgrade the infrastructure assets across the City, and \$1.41 million on new and expansion infrastructure projects.

For the 2020/2021 year, \$8.09 million will be expended on road projects. The more significant projects include footpath reactive and new program \$2.55 million, roads and other rehabilitation works \$1.88 million, roads to recovery – Old Eltham Road Stage 3 \$0.62 million, streetscape renewal projects \$0.34 million, area wide treatments \$0.92 million (including \$0.40 for Montmorency south primary school parking and traffic management) and \$0.45 million will be expended on car parks. \$1.65 million will be expended on drainage projects.

\$7.18 million will be expended on parks and gardens. \$2.13 million is planned to be invested on park pathways and pedestrian bridges including \$0.80 million to renew and upgrade Darebin creek trail, \$1.31 million on park lighting mainly at Yulong reserve, Whatmough Park, Warringal park and Olympic Park Bridge. Council planned to invest \$1.60 million on irrigation and drainage system in parks including the \$1.20 million of full renovation for De Winton Reserve Oval surface, and \$0.69 million on practice nets / cages and synthetic sports pitches including \$0.33 million to upgrade courts at Rosanna, and Bundoora Tennis Club. In addition, Council will also spend \$0.65 million on replacing and upgrade of five playgrounds.

**Property (\$40.14 million)**

The property class comprises land, buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions. In the 2020/2021, Council will invest \$28.21 million to renew and upgrade the properties across the City, \$11.93 million on new and expansion property projects.

The most significant projects include major facility development, \$24.92 million (including \$9.82 million carry forwards from 2019/2020) for Ivanhoe Library & Cultural Hub and the development of Bellfield Community Hub. Council's major pavilion redevelopment, \$3.84 million, including Olympic Park Pavilion \$1.80 million, Montmorency South Pavilion \$0.65 million, the change rooms for both Greensborough War Memorial Park and Yulong Reserve, \$0.50 million each, Warringal Park Pavilion female friendly rooms \$0.29 million. Also \$1.21 million will be carried forward from 2019/2020 for both Glenauburn Reserve and De Winton Park Pavilion to renew and upgrade female friendly change rooms and the pavilion. Climate action program investment is \$2.03 million (including \$0.38 carried forward from 2019/2020), including solar panels and energy efficiency enhancements. The associated in-house labour cost on property section is estimated to be \$1.07 million.

**Plant and equipment (\$3.95 million)**

Plant and equipment include plant, machinery and equipment, motor vehicles, computers and telecommunications. The \$2.97 million funding is allocated to purchasing motor vehicles and heavy plant to reflect the ongoing cyclical replacement of light and heavy vehicle fleet. The renewal and upgrade Council's plant & equipment and furniture & fitting are \$0.74 million and \$0.24 million respectively.

**Intangible assets (\$1.77 million)**

In 2020/2021, Council will continuously roll out the digital transformation project, and invest \$1.77 million in IT improvements.

### 5.1.2 Summary of capital works program

	Proposed Budget 2020/21 \$'000	Asset expenditure types				Summary of Funding Sources		
		Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council cash \$'000	Government grant \$'000	Contribution \$'000
Infrastructure	17,564	11,897	4,259	175	1,233	10,202	1,686	5,676
Property	40,140	10,335	17,876	-	11,929	36,244	2,690	1,206
Plant and equipment	3,946	3,526	105	-	315	3,946	-	-
Other assets	130	-	-	130	-	\$130	-	-
Intangible assets	1,770	1,770	-	-	-	1,770	-	-
<b>Total</b>	<b>63,550</b>	<b>27,528</b>	<b>22,240</b>	<b>305</b>	<b>13,477</b>	<b>52,292</b>	<b>4,376</b>	<b>6,882</b>

#### Asset renewal (\$27.53 million), upgrade (\$22.24 million), expansion (\$0.31 million), and new assets (\$13.48 million)

A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

#### Council cash (\$52.29 million)

Council cash includes the funds generated from its operating activities (revenue), proceeds from sale of assets, and cash reserves, which is used as the major funding source for the capital works program (\$52.29 million in 2020/2021). The significant projects funded by Council cash include:

- Ivanhoe library and cultural hub \$14.82 million (including \$9.72 million carried forward from 2019/2020)
- Bellfield Community Centre development \$10.00 million
- Most roads projects including local roads resurfacing, footpath replacement and streetscape renewal projects. a total of \$6.57 million
- Drainage and Parks improvement projects \$3.63 million
- Council fleet replacement program \$2.97 million; and
- Digital transformation \$1.77 million

**Government Grants - Capital (\$4.38 million)**

Capital grants include all monies received from State and Commonwealth sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for roads to recovery projects (\$0.61 million), Local Roads and Community Infrastructure Program (\$0.62 million), \$1.50 million to assist Council to expansion of Greensborough Preschool, \$1.090 million to support Council's pavilion upgrades and \$0.45 million towards park lighting and oval surface renovation.

Under the Local Roads and Community Infrastructure Program (which is a new federal Government Program) the following projects will be delivered:

- Montmorency South Primary School Parking and Traffic Management Improvements – Stage 3
- Cape Street, Heidelberg – Brown Street intersection reconfiguration
- Karingal Drive, Montmorency – New Footpath construction from Sherbourne Road to No. 23
- Footpath Defect Rectification Works – Bell Street from Liberty Parade, Heidelberg West to Upper Heidelberg Road, Heidelberg Heights
- Footpath Defect Rectification Works – Grimshaw Street from Plenty Road, Bundoora to Para Rd, Greensborough

**Contribution (\$6.88 million)**

The contributions from community is expected to be \$0.44 million in the 2020/2021 financial year. Council has cash set aside from prior years' capital contribution for the purpose of improving public open space. In 2020/2021, \$6.44 million will be invested in Council's parks and gardens, playground, and building projects. The significant projects are De Winton Reserve oval surface renovation and car park \$1.10 million and \$0.80 million to renew and upgrade Darebin creek trail.

## 5.1.3 Capital works program proposed budget 2020/2021 detail categories with funding source

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
<b>ARTS COLLECTION</b>									
Public Art Strategy - Implementation	100	-	-	100	-	100	-	-	People
Arts Collection	30	-	-	30	-	30	-	-	People
<b>TOTAL ARTS COLLECTION</b>	<b>130</b>	<b>-</b>	<b>-</b>	<b>130</b>	<b>-</b>	<b>130</b>	<b>-</b>	<b>-</b>	
<b>PLANT AND EQUIPMENT</b>									
Ivanhoe Aquatic Pool Plant Replacement Program	20	20	-	-	-	20	-	-	Place
Olympic Leisure Centre Pool Plant Replacement Program	5	5	-	-	-	5	-	-	Place
WaterMarc Pool Plant Replacement Program	155	155	-	-	-	155	-	-	Place
Replacement of Mechanical Plant and Equipment of Buildings	200	200	-	-	-	200	-	-	Place
Replacement of Mechanical Plant and Equipment, WaterMarc	150	150	-	-	-	150	-	-	Place
Information Technology Infrastructure Renewal & Innovation	210	105	105	-	-	210	-	-	Performance
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>740</b>	<b>635</b>	<b>105</b>	<b>-</b>	<b>-</b>	<b>740</b>	<b>-</b>	<b>-</b>	
<b>FREEHOLD BUILDING</b>									
<b>Air Conditioner</b>									
Air Conditioner Program	205	205	-	-	-	205	-	-	Place
<b>Total Building Air Conditioner</b>	<b>205</b>	<b>205</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>205</b>	<b>-</b>	<b>-</b>	
<b>Aquatic and Leisure Centres</b>									

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
Watsonia Pool - Change Room - Upgrade	270	270	-	-	-	270	-	-	Place
Ivanhoe Aquatic & Leisure Centre - Stage Two Design	750	525	225	-	-	750	-	-	Place
<b>Total Building Aquatic and Leisure Centres</b>	<b>1,020</b>	<b>795</b>	<b>225</b>	<b>-</b>	<b>-</b>	<b>1,020</b>	<b>-</b>	<b>-</b>	
<b>Pavilions</b>									
Olympic Park Pavilion - construction - Olympic Park Program of Projects	1,800	1,000	800	-	-	1,800	-	-	Place
Greensborough War Memorial Park Pavilion Change Rooms - SRV	500	200	300	-	-	400	100	-	Place
Yulong Reserve West Change Rooms - SRV	500	150	350	-	-	400	100	-	Place
Warringal Park Pavilion - female friendly change rooms	290	129	161	-	-	290	-	-	Place
Montmorency South Pavilion, Lower Plenty Upgrade Construction	650	195	455	-	-	0	650	-	People
Macleod Park Change Rooms - Design	50	25	25	-	-	50	-	-	People
Partington Flat Change Rooms - Design	50	25	25	-	-	50	-	-	People
<b>Total Pavilions</b>	<b>3,840</b>	<b>1,724</b>	<b>2,116</b>	<b>-</b>	<b>-</b>	<b>2,990</b>	<b>850</b>	<b>-</b>	
<b>Flooring</b>									
Flooring Program	90	90	-	-	-	90	-	-	Place
Streeton Room Flooring	200	200	-	-	-	200	-	-	Place
<b>Total Flooring</b>	<b>290</b>	<b>290</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>290</b>	<b>-</b>	<b>-</b>	
<b>Climate Action Program - Existing</b>									
Solar Program for Community Buildings	100	-	-	-	100	100	-	-	Planet

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
Council Buildings energy efficiency (internal)	60	30	30	-	-	60	-	-	Planet
<b>Total Climate Action Program - Existing</b>	<b>160</b>	<b>30</b>	<b>30</b>	-	<b>100</b>	<b>160</b>	-	-	
<b>Climate Action Program - Accelerated</b>									
Climate Action Program - Solar Program for Council owned and Community occupied buildings	650	-	-	-	650	650	-	-	Planet
Climate Action Program - Solar Panels over existing Car Parks	340	-	-	-	340	340	-	-	Planet
Climate Action Program - Solar Batteries	90	-	-	-	90	90	-	-	Planet
Telfer Reserve Solar Panels	10	-	-	-	10	10	-	-	Planet
Climate Action Program - Energy Efficiency enhancements across Council buildings	400	200	200	-	-	400	-	-	Planet
<b>Total Climate Action Program - Accelerated</b>	<b>1,490</b>	<b>200</b>	<b>200</b>	-	<b>1,090</b>	<b>1,490</b>	-	-	
<b>Roof</b>									
Roofing Program	190	190	-	-	-	190	-	-	Place
<b>Total Roof</b>	<b>190</b>	<b>190</b>	-	-	-	<b>190</b>	-	-	
<b>Electrical Works</b>									
Electrical Works Program	150	150	-	-	-	150	-	-	Place
<b>Total Electrical Works</b>	<b>150</b>	<b>150</b>	-	-	-	<b>150</b>	-	-	
<b>Fit Out and Refurbishments</b>									
Fit Out and Refurbishment Program	110	110	-	-	-	110	-	-	Place



Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
Asbestos Removal Program	40	40	-	-	-	40	-	-	Place
Upgrade Streeton Room Kitchen	150	150	-	-	-	150	-	-	Place
Bundoora Scouts Hall Upgrade	50	50	-	-	-	50	-	-	Place
Heidelberg Theatre Storage Upgrade - Design	20	20	-	-	-	20	-	-	Place
Bundoora Community Hall Upgrade	75	75	-	-	-	75	-	-	Place
Security Works at 7 Flintoff Street, Greensborough	100	100	-	-	-	100	-	-	Place
Security Improvements at Delivered Meals Building	37	37	-	-	-	37	-	-	Place
Olympic Village Preschool Yard Upgrade	100	100	-	-	-	100	-	-	Place
Material Recovery Facility Fire Suppression	469	139	330	-	-	235	-	234	Place
<b>Total Fit Out and Refurbishments</b>	<b>1,151</b>	<b>819</b>	<b>330</b>	<b>-</b>	<b>-</b>	<b>917</b>	<b>-</b>	<b>234</b>	
<b>Access</b>									
Community Facilities Accessibility Improvements	120	60	60	-	-	120	-	-	People
<b>Total Access</b>	<b>120</b>	<b>60</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>120</b>	<b>-</b>	<b>-</b>	
<b>Furniture and Furnishings</b>									
Centre Ivanhoe Refurbishment	100	100	-	-	-	100	-	-	Place
Property Maintenance Equipment Purchases	11	-	-	-	11	11	-	-	Place
Swipe Card access Sporting Pavilions	30	-	-	-	30	30	-	-	Place
<b>Total Furniture and Furnishings</b>	<b>141</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>41</b>	<b>141</b>	<b>-</b>	<b>-</b>	

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
<b>Painting</b>									
Painting Program	40	40	-	-	-	40	-	-	Place
I Flintoff St, Greensborough - Internal & External Painting Program	40	40	-	-	-	40	-	-	Place
226 Upper Heidelberg Rd, Ivanhoe	17	17	-	-	-	17	-	-	Place
<b>Total Painting</b>	<b>97</b>	<b>97</b>	-	-	-	<b>97</b>	-	-	
<b>Public Toilet</b>									
Refurbish public toilets - in accordance with toilet strategy	550	275	275	-	-	100	-	450	Place
<b>Total Public Toilet</b>	<b>550</b>	<b>275</b>	<b>275</b>	-	-	<b>100</b>	-	<b>450</b>	
<b>Major Facilities</b>									
Community Learning Hub, Ivanhoe Library	4,600	1,610	2,990	-	-	4,600	-	-	Place
Macleod Health and Fitness Centre Redevelopment - Design	800	400	400	-	-	800	-	-	Place
Landscaping around The Centre Ivanhoe	685	360	325	-	-	200	-	485	Place
<b>Total Major Facilities</b>	<b>6,085</b>	<b>2,370</b>	<b>3,715</b>	-	-	<b>5,600</b>	-	<b>485</b>	
<b>Plumbing</b>									
Plumbing Program	80	80	-	-	-	80	-	-	Place
<b>Total Plumbing</b>	<b>80</b>	<b>80</b>	-	-	-	<b>80</b>	-	-	
<b>Property</b>									
Strategic Property	10,000	-	-	-	10,000	10,000	-	-	Place

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
<b>Total Property</b>	<b>10,000</b>	-	-	-	<b>10,000</b>	<b>10,000</b>	-	-	
<b>Labour Capitalisation</b>									
Labour cost associated to building capital works projects	315	315	-	-	-	315	-	-	-
Labour Capitalisation - Construction Management of capital works	649	649	-	-	-	649	-	-	-
Labour Capitalisation - Additional resourcing to deliver the Climate Action Program	106	106	-	-	-	106	-	-	-
<b>Total Building Labour Capitalisation</b>	<b>1,070</b>	<b>1,070</b>	-	-	-	<b>1,070</b>	-	-	
<b>TOTAL FREEHOLD BUILDING</b>	<b>26,640</b>	<b>8,458</b>	<b>6,950</b>	-	<b>11,231</b>	<b>24,619</b>	<b>850</b>	<b>1,169</b>	-
<b>FURNITURE AND FITTINGS</b>									
Leisure Centres Equipment, Fixtures and fittings renewal	205	205	-	-	-	205	-	-	Place
Community Halls - Replacement of Furniture	30	30	-	-	-	30	-	-	People
<b>TOTAL FURNITURE AND FITTINGS</b>	<b>235</b>	<b>235</b>	-	-	-	<b>235</b>	-	-	
<b>DRAINAGE Improvement Design and Construction</b>									
Drainage Acceleration Program	150	45	105	-	-	150	-	-	Planet
Stormwater Management Catchment Program	235	59	176	-	-	235	-	-	Planet
Installation of GPT/WSUD Solution for Heidelberg West Industrial drain (Lillimur drain) to Darebin Creek - Design	30	7	23	-	-	30	-	-	Planet
Installation of new GPT - Arthur Streeton Reserve	130	33	97	-	-	130	-	-	Planet
<b>Total Drainage Improvement Design and Construction</b>	<b>545</b>	<b>144</b>	<b>401</b>	-	-	<b>545</b>	-	-	

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
<b>Minor Works and Hot Spots</b>									
Minor Drainage Works. Minor pipe augmentations and associated pit improvements to address localised drainage issues	100	50	50	-	-	100	-	-	Planet
Drainage Hot Spots. Pit replacements and modifications to improve stormwater capture	50	50	-	-	-	50	-	-	Planet
Drainage Rehabilitation Design	50	50	-	-	-	50	-	-	Planet
Drainage Rehabilitation Construction	150	150	-	-	-	150	-	-	Planet
<b>Total Drainage Minor Works and Hot Spots</b>	<b>350</b>	<b>300</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>350</b>	<b>-</b>	<b>-</b>	
<b>TOTAL DRAINAGE</b>	<b>895</b>	<b>444</b>	<b>451</b>	<b>-</b>	<b>-</b>	<b>895</b>	<b>-</b>	<b>-</b>	
<b>PARKS AND GARDENS</b>									
<b>Bridge</b>									
Yallambie Road North and South bridge – Replacement of Deck - Design	20	20	-	-	-	-	-	20	Place
<b>Total Parks Bridge</b>	<b>20</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20</b>	
<b>Irrigation and Drainage</b>									
Technology Renewals - Controller Upgrades	28	8	20	-	-	-	-	28	Planet
Glenauburn Baseball Ground & Irrigation System - Design	20	14	6	-	-	-	-	20	Planet
De Winton Reserve Oval Surface - Full Renovation	1,200	840	360	-	-	-	250	950	Planet
Beverley Road Oval Surface Full Renovation - Design	25	25	-	-	-	-	-	25	Planet
Greensborough War Memorial - Irrigation	150	150	-	-	-	-	-	150	Planet

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
Renewal Program									
Redmond Court Wetland - Upgrade and Boardwalk Design	150	75	75	-	-	-	-	150	Planet
Banyule Billabong Watering	30	15	15	-	-	-	-	30	Planet
<b>Total Irrigation and Drainage</b>	<b>1,603</b>	<b>1,127</b>	<b>476</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>1,353</b>	
<b>Synthetic Sports Pitches</b>									
All Seasons Cricket Pitch Replacement - 50% matching contribution from Clubs	100	100	-	-	-	-	-	100	Place
Yarra Valley Hockey Club Additional Hockey Pitch at Cyril Cummings Reserve - Design	100	-	-	-	100	100	-	-	Place
Rosanna Tennis Club Resurface Court & Fencing Works	330	165	165	-	-	190	-	140	Place
Bundoora Tennis Club Upgrade Stage I - Design	100	100	-	-	-	50	-	50	Place
<b>Total Synthetic Sports Pitches</b>	<b>630</b>	<b>365</b>	<b>165</b>	<b>-</b>	<b>100</b>	<b>340</b>	<b>-</b>	<b>290</b>	
<b>Practice Nets/Cage</b>									
Banyule Flats Reserve North - Cricket Nets Renewal	60	60	-	-	-	-	-	60	Place
<b>Total Practice Nets/Cage</b>	<b>60</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60</b>	
<b>Park Furniture</b>									
Parks furniture replacement	50	50	-	-	-	-	-	50	Place
Drinking Fountains	30	30	-	-	-	-	-	30	Planet
Active Recreation Facilities in Open Space	30	-	-	-	30	-	-	30	Planet

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
Corporate Signage for Parks	30	30	-	-	-	-	-	30	People
<b>Total Park Furniture</b>	<b>140</b>	<b>110</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>140</b>	
<b>Park Fencing</b>									
Park Fencing Replacement Program	50	50	-	-	-	-	-	50	People
<b>Total Park Fencing</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>	
<b>Park Pathways</b>									
Shared Path Program - Darebin Creek Trail	800	400	400	-	-	-	-	800	Planet
Renewal of pedestrian pathways in open space	50	50	-	-	-	-	-	50	Place
Upgrade of Donaldson Trail near Alisa Grove and Green St	30	30	-	-	-	-	-	30	Place
Construction of pedestrian pathway between Gleeson Drive and Clements Avenue	50	50	-	-	-	-	-	50	Place
Renewal of Feeder Paths	50	50	-	-	-	-	-	50	Place
New Reserve Path program in order to complete missing links - Tathra Place, St Helena	50	-	25	25	-	-	-	50	Place
Montmorency Path - Between Napier Crescent and Kirwana Grove - Construct	280	-	140	140	-	-	-	280	Place
<b>Total Park Pathways</b>	<b>1,310</b>	<b>580</b>	<b>565</b>	<b>165</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,310</b>	
<b>Park Lighting</b>									
Public lighting pole replacement and change to new technology and/or solar powered lighting in Council sports fields identified by	50	50	-	-	-	-	-	50	Performance

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
condition reports									
Olympic Park Bridge Lighting	150	75	75	-	-	-	-	150	Performance
Montmorency South, Lower Plenty Lighting Construction	177	177	-	-	-	177	-	-	Performance
Yulong Reserve Lighting - Construction – SRV	300	150	150	-	-	100	100	100	Performance
Whatmough Park Lighting - Construction	300	150	150	-	-	200	-	100	Performance
De Winton Reserve Lighting Construction	300	150	150	-	-	300	-	-	Performance
Warrigal Park Lighting - Construction - SRV	300	150	150	-	-	105	100	95	Performance
James Street Reserve Lighting - Design	25	13	12	-	-	25	-	-	Planet
De Winton Reserve Lighting - Design	25	12	13	-	-	25	-	-	Performance
<b>Total Park Lighting</b>	<b>1,627</b>	<b>927</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>932</b>	<b>200</b>	<b>495</b>	
<b>Parks Other</b>									
Malahang reserve Improvement Plan - Pathway & Lighting Upgrade	350	350	-	-	-	-	-	350	People
Dog Park Improvements (including lighting) - Malahang Reserve	75	-	-	-	75	-	-	75	Place
Park Refresh project 5 sites	100	100	-	-	-	-	-	100	Place
War Memorial Park Homefront - Lighting and Pathway Infrastructure	70	-	-	-	70	-	-	70	Place
Ivanhoe Park Sporting Precinct Plan - Design	100	50	50	-	-	-	-	100	Place
Shelley Reserve Improvement Works	30	-	30	-	-	-	-	30	Place
Burgundy and Powlett Reserve Masterplan - Design	50	25	25	-	-	-	-	50	Place

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
<b>Total Parks Other</b>	<b>775</b>	<b>525</b>	<b>105</b>	<b>0</b>	<b>145</b>	<b>0</b>	<b>0</b>	<b>775</b>	
<b>Labour Capitalisation</b>									
Labour cost associated to parks capital works projects	135	135	-	-	-	135	-	-	-
Labour Capitalisation - Construction Management of capital works	277	277	-	-	-	277	-	-	-
<b>Total Parks Labour Capitalisation</b>	<b>412</b>	<b>412</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>412</b>	<b>-</b>	<b>-</b>	
<b>TOTAL PARKS AND GARDENS</b>	<b>6,627</b>	<b>4,176</b>	<b>2,011</b>	<b>165</b>	<b>275</b>	<b>1,684</b>	<b>450</b>	<b>4,493</b>	
<b>PLAYGROUNDS</b>									
Ivanhoe Park - Playground Stage 2	180	180	-	-	-	-	-	180	People
Macleod Village Green	180	180	-	-	-	-	-	180	People
Delta Reserve	120	120	-	-	-	-	-	120	People
Hakea Street Reserve	80	80	-	-	-	-	-	80	People
Woodlands Reserve	90	90	-	-	-	-	-	90	People
<b>TOTAL PLAYGROUNDS</b>	<b>650</b>	<b>650</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>650</b>	
<b>ROADS, STREETS, BRIDGES</b>									
<b>Bicycle</b>									
Local Bicycle Network - Wayfinding signage - Design and installation	15	4	11	-	-	15	-	-	Place
Banksia Park – Construction of bike path to the traffic lights on the corner of Banksia Street and The Boulevard including sealing of gravel parking area	50	-	-	-	50	50	-	-	Place



Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
Ivanhoe Railway Station - Parkiteer	40	10	30	-	-	40	-	-	Place
Heidelberg Activity Centre - Bicycle facilities - Identification and provision	25	6	19	-	-	25	-	-	Place
<b>Total Roads Bicycle</b>	<b>130</b>	<b>20</b>	<b>60</b>	<b>-</b>	<b>50</b>	<b>130</b>	<b>-</b>	<b>-</b>	
<b>Footpath</b>									
Footpath Reactive Program	2,000	2,000	-	-	-	2,000	-	-	People
Footpath Defect Rectification Works – Bell Street from Liberty Parade, Heidelberg West to Upper Heidelberg Road, Heidelberg Heights	78	78	-	-	-	-	78	-	People
Footpath Defect Rectification Works – Grimshaw Street from Plenty Road, Bundoora to Para Rd, Greensborough	105	105	-	-	-	-	105	-	People
New footpath program - Stradbroke Av, Heidelberg (zebra crossing, speed mgmt.)	90	-	-	-	90	90	-	-	People
Footpath - Remembrance Park to no. 15 - Warringal Pl, Eaglemont	30	-	-	-	30	30	-	-	People
Footpath on South Side - Park Lane, Heidelberg	30	-	-	-	30	30	-	-	People
Karingal Dr, MON – Footpath Sherbourne Rd to no. 23	75	-	-	-	75	-	75	-	People
Footpath Replacement - Lower Plenty Shopping Centre	140	140	-	-	-	140	-	-	People
<b>Total Footpath</b>	<b>2,548</b>	<b>2,323</b>	<b>-</b>	<b>-</b>	<b>225</b>	<b>2,290</b>	<b>258</b>	<b>-</b>	
<b>Infrastructure for Pedestrians</b>									
Ratray Rd, Montmorency – Raised children's crossing (with flashing lights) - Design and construction	130	32	-	-	98	130	-	-	People

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
Plenty River Dr, Greensborough – Refuge island west of Pamburra Crt	50	13	-	-	37	50	-	-	People
Pedestrian facility in McRae Rd north of Banyule Rd	40	10	-	-	30	40	-	-	People
Aberdeen Rd, Macleod - Installation of raised pedestrian crossing - Design	10	2	-	-	8	10	-	-	People
<b>Total Infrastructure for Pedestrians</b>	<b>230</b>	<b>57</b>	<b>-</b>	<b>-</b>	<b>173</b>	<b>230</b>	<b>-</b>	<b>-</b>	
<b>Localised Traffic Infrastructure</b>									
Somers Ave, Macleod – modify intersection at Powley and Lindsay	50	13	37	-	-	50	-	-	People
Banyule Rd, Rosanna – Beverley and River Gum traffic treatments	70	17	53	-	-	70	-	-	People
Gleeson Drive indented parking construction adjacent to the Concord School.	70	17	53	-	-	70	-	-	People
Cape St, Heidelberg – Brown street intersection redesign	90	30	60	-	-	-	90	-	People
Road Reserve Safety Fence Renewal	60	60	-	-	-	60	-	-	People
<b>Total Localised Traffic Infrastructure</b>	<b>340</b>	<b>137</b>	<b>203</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>90</b>	<b>-</b>	
<b>Area Wide Treatments</b>									
Elder St, Watsonia – Speed and volume control	50	13	-	-	37	50	-	-	People
Berkeley Ave, Heidelberg – Speed and volume control	80	20	-	-	60	80	-	-	People
Improvements to Chelsworth Park Gateway at Irvine Road - Design/Investigation	8	8	-	-	-	8	-	-	People
Maltravers Rd, Ivanhoe East - Installation of Speed Reduction Measures Stage 2	115	-	-	-	115	115	-	-	People
Montmorency south primary school Parking and Traffic Management improvements -	270	27	135	-	108	-	270	-	People

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
Stage 3									
Montmorency South primary school Parking and Traffic Management improvements - Stage 2	400	40	200	-	160	400	-	-	People
<b>Total Area Wide Treatments</b>	<b>923</b>	<b>108</b>	<b>335</b>	<b>-</b>	<b>480</b>	<b>653</b>	<b>270</b>	<b>-</b>	
<b>Parking Demand Management</b>									
Parking Management Program	200	200	-	-	-	200		-	Place
<b>Total Parking Demand Management</b>	<b>200</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>-</b>	
<b>Roads to Recovery</b>									
Roads to Recovery - Old Eltham Rd Stage 3	618	618	-	-	-	-	618	-	Place
<b>Total Roads to Recovery</b>	<b>618</b>	<b>618</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>618</b>	<b>-</b>	
<b>Retaining Wall</b>									
Renewal of Retaining Walls - Road Reserve	75	75	-	-	-	75	-	-	People
<b>Total Roads Retaining Wall</b>	<b>75</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>-</b>	<b>-</b>	
<b>Sustainable Transport</b>									
Public Transport infrastructure	110	110	-	-	-	110	-	-	Place
Refurbishment of Bus shelter area at 15-23 Main Street, Greensborough	25	25	-	-	-	25	-	-	Place
Macleod - Audits for access for mobility scooters, cyclists and pedestrians - Scope works	10	10	-	-	-	10	-	-	Place
Diamond Village - Audits for access for mobility scooters, cyclists and pedestrians - Scope works	10	10	-	-	-	10	-	-	Place

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
East Ivanhoe - Audits for access for mobility scooters, cyclists and pedestrians - Scope works	10	10	-	-	-	10	-	-	Place
Olympic Village - Audits for access for mobility scooters, cyclists and pedestrians - Scope works	10	10	-	-	-	10	-	-	Place
<b>Total Sustainable Transport</b>	<b>175</b>	<b>175</b>	-	-	-	<b>175</b>	-	-	
<b>Rehabilitation Works</b>									
Infrastructure Failures within the road reserve	100	100	-	-	-	100	-	-	Place
Infrastructure Maintenance Works - Major Patching across the network	203	203	-	-	-	203	-	-	Place
Infrastructure Maintenance Works - Kerb and Channel Replacement	122	122	-	-	-	122	-	-	Place
Laneway Rehabilitation Program	25	25	-	-	-	25	-	-	Place
Kerb and channel repairs along Waterdale Rd in the industrial zone	10	10	-	-	-	10	-	-	Place
Fairway St - Ford St to Stanley St, Ivanhoe	13	13	-	-	-	13	-	-	Place
Gleeson Drive - Bungay Street to Dead End, Greensborough	20	20	-	-	-	20	-	-	Place
Stanley Street - Probus St To Rosedale Grove, Ivanhoe	97	97	-	-	-	97	-	-	Place
The Eyrie - Dead End (E) to Outlook Dr, Eaglemont	24	24	-	-	-	24	-	-	Place
Nottingham Crt - Somerset Dr to Cul-De-Sac (E), Viewbank	18	18	-	-	-	18	-	-	Place
Rand St - Cul-De-Sac (W) to Bannerman Ave, Greensborough	32	32	-	-	-	32	-	-	Place
Linn St - The Boulevard to Streeton Crt, Ivanhoe East	18	18	-	-	-	18	-	-	Place

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
McCarthy Gv - Loop to McCarthy Gv, Montmorency	18	18	-	-	-	18	-	-	Place
Thomas Crt - Odenwald Rd to Dead End (S), Eaglemont	15	15	-	-	-	15	-	-	Place
Greville Rd - Kathleen St to Rhonda St, Rosanna	65	65	-	-	-	65	-	-	Place
Calola St - Oak Crt to Blackwood Pde, Heidelberg West	14	14	-	-	-	14	-	-	Place
Lillimur Ave - Kylta Rd to Kolora Rd, Heidelberg West	18	18	-	-	-	18	-	-	Place
Joules Crt - Yallambie Rd to Cul-De-Sac (N), Macleod	11	11	-	-	-	11	-	-	Place
Morotai Pde - Coomalie Crt to Altona St, Heidelberg West	14	14	-	-	-	14	-	-	Place
Hinkler Avenue - Stewart Tce to Somers Av, Macleod	23	23	-	-	-	23	-	-	Place
Frances Ave - Hickling Ave to Elder St, Greensborough	37	37	-	-	-	37	-	-	Place
Marshall St - #113 Median Sth to #141 Median Nth, Ivanhoe	61	61	-	-	-	61	-	-	Place
Stortford Ave - Bond St to Valentine St, Ivanhoe	15	15	-	-	-	15	-	-	Place
Ramu Pde - Alamein Rd to Buna St, Heidelberg West	43	43	-	-	-	43	-	-	Place
Buna St - Boyd Crt to Dead End (W), Heidelberg West	28	28	-	-	-	28	-	-	Place
Boyd Cres - Buna St to Buna St, Heidelberg West	31	31	-	-	-	31	-	-	Place
Banksia Street - Melcombe Rd To Magnolia Rd, Ivanhoe	31	31	-	-	-	31	-	-	Place
Banksia St - Oriel Rd to Merther Rd, Bellfield	27	27	-	-	-	27	-	-	Place
Pellet St - Amiet St to Louis St,	23	23	-	-	-	23	-	-	Place

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
Greensborough									
Ambrose St - Ford St to Bond St, Ivanhoe	29	29	-	-	-	29	-	-	Place
Wau St - Lae St to Gona St, Heidelberg West	29	29	-	-	-	29	-	-	Place
St James Rd - Manton St to Cape St, Rosanna	18	18	-	-	-	18	-	-	Place
Belmont Rd - Della Torre Crt to Edward Crt, Ivanhoe	31	31	-	-	-	31	-	-	Place
Della Torre Cres - Belmont Rd to Abercorn Ave, Ivanhoe	9	9	-	-	-	9	-	-	Place
Lindsay St - Lindsay St to Tuckfield Crt, Macleod	10	10	-	-	-	10	-	-	Place
Satelberg Crt - Mulberry Pde to Mulberry Pde, Heidelberg West	16	16	-	-	-	16	-	-	Place
Highview Crt - Thornton St to Glenmore St, Macleod	10	10	-	-	-	10	-	-	Place
Karee Crt - Kanowindra Crt to Cul-De-Sac (N), Greensborough	13	13	-	-	-	13	-	-	Place
Maltravers Rd - Lower Heidelberg Rd to Ormond Rd, Ivanhoe East	123	123	-	-	-	123	-	-	Place
Stewart Tce - Hinkler Ave to Lindsay St, Macleod	34	34	-	-	-	34	-	-	Place
Willowbank Gve - Heidelberg Rd to Cul-De-Sac (W), Ivanhoe	19	19	-	-	-	19	-	-	Place
Heidelberg Car Park Resurfacing	135	135	-	-	-	135	-	-	Place
Green St - Langs Rd to Oriol Rd, Ivanhoe	17	17	-	-	-	17	-	-	Place
ROW287 - Para Rd to #67 Main Rd, Lower Plenty (Lower Plenty Main Road Shopping Centre)	226	226	-	-	-	226	-	-	Place
<b>Total Rehabilitation Works</b>	<b>1,875</b>	<b>1,875</b>	-	-	-	<b>1,875</b>	-	-	

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
<b>Streetscape</b>									
Streetscape concept designs for major shopping centres	100	100	-	-	-	100	-	-	Place
Main Shopping Centre Minor Improvements - outcomes of audit process	50	50	-	-	-	50	-	-	Place
Street Lighting Improvement Program	50	50	-	-	-	50	-	-	Planet
History signage of streets in Macleod	10	6	4	-	-	10	-	-	Place
Lighting of Serpent art sculpture at Lower Plenty Shopping Centre	20	-	-	-	20	20	-	-	Place
St George's Anglican Church Precinct - Upgrade	55	33	22	-	-	-	-	55	Place
Community Gateway Renewals - Beautification	50	10	40	-	-	50	-	-	Place
<b>Total Streetscape</b>	<b>335</b>	<b>249</b>	<b>66</b>	<b>-</b>	<b>20</b>	<b>280</b>	<b>-</b>	<b>55</b>	
<b>Car Park</b>									
Briar Hill Community Hall - Resurfacing	40	40	-	-	-	40	-	-	Place
Ivanhoe Golf Course – unsealed car park - Construction	40	20	20	-	-	-	-	40	Place
Car Park at Anthony Beale Reserve - Provision of additional parking capacity for peak times/seasons at the reserve - Design	20	-	-	10	10	-	-	20	Place
Montmorency North Oval (Montmorency Sporting Club) - Unsealed Car Park - Design	15	7	8	-	-	-	-	15	Place
Heidelberg Park Car Park Lighting - Design/Investigation	10	5	5	-	-	10	-	-	Place
AK Line Scout Hall – Car Park Works	40	20	20	-	-	40	-	-	Place
De Winton Car Park - Upgrade	283	142	141	-	-	130	-	153	Place

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
<b>Total Car Park</b>	<b>448</b>	<b>234</b>	<b>194</b>	<b>10</b>	<b>10</b>	<b>220</b>	<b>-</b>	<b>228</b>	
<b>Labour Capitalisation</b>									
Community Gateway Renewals - Beautification	50	50	-	-	-	50	-	-	-
Labour Capitalisation - Construction Management of capital works	104	104	-	-	-	104	-	-	-
<b>Total Roads Labour Capitalisation</b>	<b>154</b>	<b>154</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>154</b>	<b>-</b>	<b>-</b>	
<b>TOTAL ROADS, STREETS, BRIDGES</b>	<b>8,051</b>	<b>6,225</b>	<b>858</b>	<b>10</b>	<b>958</b>	<b>6,532</b>	<b>1,236</b>	<b>283</b>	
<b>MOTOR VEHICLES</b>									
Operations Plant- Vehicles (Cars) and Trucks and Plant Purchases	2,656	2,656	-	-	-	2,656	-	-	Performance
Climate Action Program - Fleet Efficiency including electric vehicles	315	-	-	-	315	315	-	-	Performance
<b>TOTAL MOTOR VEHICLES</b>	<b>2,971</b>	<b>2,656</b>	<b>-</b>	<b>-</b>	<b>315</b>	<b>2,971</b>	<b>-</b>	<b>-</b>	
<b>INTANGIBLE ASSETS</b>									
Information Technology Applications Digital Transformation	1,770	1,770	-	-	-	1,770	-	-	Performance
<b>TOTAL INTAGIBLE ASSETS</b>	<b>1,770</b>	<b>1,770</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,770</b>	<b>-</b>	<b>-</b>	
<b>TOTAL CAPITAL WORKS</b>	<b>48,708</b>	<b>25,249</b>	<b>10,375</b>	<b>305</b>	<b>12,779</b>	<b>39,577</b>	<b>2,536</b>	<b>6,595</b>	
<b>CARRIED FORWARD PROJECTS</b>									
<b>Freehold Building Pavilions</b>									
Binnak Park Pavilion Upgrade - Design	100	50	50	-	-	100	-	-	Place



Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
De Winton Park Pavilion - female friendly change rooms and pavilion upgrade	680	305	375	-	-	440	240	-	Place
Glenauburn Reserve - female friendly change rooms & social room expansion - SRV	525	-	525	-	-	525	-	-	Place
Eaglemont Tennis Club Pavilion Accessibility Works - Stage 1 & 2	119	-	119	-	-	119	-	-	Place
Montmorency Bowling Club Feasibility	109	-	109	-	-	72	-	37	Place
<b>Total Pavilions</b>	<b>1,533</b>	<b>355</b>	<b>1,178</b>	<b>-</b>	<b>-</b>	<b>1,256</b>	<b>240</b>	<b>37</b>	
<b>Freehold Building</b>									
<b>Climate Action Program - Accelerated</b>									
Climate Action Program - Solar Panels over existing Car Parks	80	-	-	-	80	80	-	-	Place
Solar Program for Community Buildings	300	-	-	-	300	300	-	-	
<b>Total Climate Action Program – Accelerated</b>	<b>380</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>380</b>	<b>380</b>	<b>-</b>	<b>-</b>	
<b>Freehold Building</b>									
<b>Fit Out and Refurbishments</b>									
Kalparrin Rotary Addition Facility Early Years Centre	218	-	-	-	218	218	-	-	People
Greensborough Pre School Expansion & Improvements	1,500	1,500	-	-	-	-100	1,600	-	People
Operational Depot admin and staff facility improvements	25	-	25	-	-	25	-	-	People
<b>Total Fit Out and Refurbishments</b>	<b>1,743</b>	<b>1,500</b>	<b>25</b>	<b>-</b>	<b>218</b>	<b>143</b>	<b>1,600</b>	<b>-</b>	
<b>Freehold Building Painting</b>									
92 Albion Crescent, Greensborough	22	22	-	-	-	22	-	-	Place
<b>Total Painting</b>	<b>22</b>	<b>22</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22</b>	<b>-</b>	<b>-</b>	

Project Description	Proposed Budget 2020/21 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
<b>Freehold Building Major Facilities</b>									
Community Learning Hub, Ivanhoe Library	9,723	-	9,723	-	-	9,723	-	-	People
Community Centre - Development	100	-	-	-	100	100	-	-	People
<b>Total Major Facilities</b>	<b>9,823</b>	<b>-</b>	<b>9,723</b>	<b>-</b>	<b>100</b>	<b>9,823</b>	<b>-</b>	<b>-</b>	
<b>TOTAL FREEHOLD BUILDING</b>	<b>13,501</b>	<b>1,877</b>	<b>10,926</b>	<b>-</b>	<b>698</b>	<b>11,624</b>	<b>1,840</b>	<b>37</b>	
<b>Drainage Improvement Design and Construction</b>									
Lower Plenty drain catchment - Main Road Construction Stage 2	754	240	514	-	-	754	-	-	Planet
<b>Total Improvement Design and Construction</b>	<b>754</b>	<b>240</b>	<b>514</b>	<b>-</b>	<b>-</b>	<b>754</b>	<b>-</b>	<b>-</b>	
<b>TOTAL DRAINAGE</b>	<b>754</b>	<b>240</b>	<b>514</b>	<b>-</b>	<b>-</b>	<b>754</b>	<b>-</b>	<b>-</b>	
<b>Parks and Gardens Practice Nets/Cage</b>									
De Winton Reserve - Cricket Nets Renewal – Construction	250	125	125	-	-	-	-	250	Planet
<b>Total Irrigation and Drainage</b>	<b>250</b>	<b>125</b>	<b>125</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>	
<b>Parks and Gardens Park Other</b>									
Olympic Park Masterplan	300	-	300	-	-	300	-	-	Place
<b>Total Parks Other</b>	<b>300</b>	<b>-</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>300</b>	<b>-</b>	<b>-</b>	
<b>TOTAL PARKS AND GARDENS</b>	<b>550</b>	<b>125</b>	<b>425</b>	<b>-</b>	<b>-</b>	<b>300</b>	<b>-</b>	<b>250</b>	
<b>Roads, Streets, Bridges Streetscapes</b>									

<b>Project Description</b>	<b>Proposed Budget 2020/21 \$'000</b>	<b>Renewal \$'000</b>	<b>Upgrade \$'000</b>	<b>Expansion \$'000</b>	<b>New \$'000</b>	<b>Council Cash \$'000</b>	<b>Government Grant \$'000</b>	<b>Contribution \$'000</b>	<b>P</b>
Small Shopping Strip Renewal - Development of Plan	37	37	-	-	-	37	-	-	People
<b>Total Streetscapes</b>	<b>37</b>	<b>37</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>37</b>	<b>-</b>	<b>-</b>	
<b>TOTAL ROAD, STREETS, BRIDGES</b>	<b>37</b>	<b>37</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>37</b>	<b>-</b>	<b>-</b>	
<b>TOTAL CAPITAL WORKS CARRY FORWARD</b>	<b>14,842</b>	<b>2,279</b>	<b>11,865</b>	<b>-</b>	<b>698</b>	<b>12,715</b>	<b>1,840</b>	<b>287</b>	
<b>TOTAL CAPITAL WORKS AND CARRY FORWARD</b>	<b>63,550</b>	<b>27,528</b>	<b>22,240</b>	<b>305</b>	<b>13,477</b>	<b>52,292</b>	<b>4,376</b>	<b>6,882</b>	

## 5.2 Initiatives program

This section presents a listing of the initiative projects that will be undertaken for the 2020/2021 year, classified by expenditure type and funding source. Works are also disclosed as proposed budget 2020/2021 or carried forward from prior year 2019/2020.

### 5.2.1 Initiatives Summary

	Proposed Budget 2020/21 \$'000	Council cash \$'000	Government Grant \$'000	Reserves \$'000
Initiatives	5,598	4,973	160	465
<b>Total initiatives</b>	<b>5,598</b>	<b>4,973</b>	<b>160</b>	<b>465</b>

## 5.2.2 Initiatives program proposed budget 2020/2021 detail categories with funding source

Project Description	Proposed Budget 2020/21 \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
<b>INITIATIVES</b>					
<b>Community</b>					
Partingtons Flat Extra Pitch - Feasibility and Design	20	20	-	-	People
Merri Outreach Support Services (MOSS)	120	120	-	-	People
Work and Development Permit Scheme - Pilot Program, Heidelberg West	18	18	-	-	People
Youth Foundation Victoria 3081	10	10	-	-	People
Initiatives to recognise our aboriginal heritage, veterans, Olympic history multicultural and LGBTI communities	40	40	-	-	People
Bakhtiyari Community of Melbourne - Persian New Year festival	5	5	-	-	People
Partnership with Alliance for Gambling Reform Funding	25	25	-	-	People
Scout Infrastructure - Grant Program	50	50	-	-	Participation
Advance Street Tree Planting	100	100	-	-	People
Seniors festival	9	9	-	-	Participation
Qwere Street MidSumma Event	40	40	-	-	Participation
Aboriginal Plan implementation & Aboriginal community development role	163	163	-	-	Participation
Watsonia Shopping Centre - Support for North East Link	40	40	-	-	Participation
Nature Day/Play Events	18	18	-	-	Participation
Community Climate Action Plan - Implementation	106	106	-	-	People
LGBTI Silver Rainbow Project	18	18	-	-	Participation

<b>Project Description</b>	<b>Proposed Budget 2020/21 \$'000</b>	<b>Council Cash \$'000</b>	<b>Government Grant \$'000</b>	<b>Contribution \$'000</b>	<b>P</b>
<b>Total Initiatives Community</b>	<b>782</b>	<b>782</b>	<b>-</b>	<b>-</b>	
<b>Climate Action program</b>					
Carbon offsets	11	11	-	-	Planet
Green Collar Internship Program	200	200	-	-	Planet
Increased Environmental Grants	50	50	-	-	Planet
General Climate Investigations	70	70	-	-	Planet
<b>Total Climate Action program</b>	<b>331</b>	<b>331</b>	<b>-</b>	<b>-</b>	
<b>Economic Development</b>					
Business Attraction and Investment - Facilitation of "Buy Local" Campaign	28	28	-	-	Planet
<b>Total Initiatives Economic Development</b>	<b>28</b>	<b>28</b>	<b>-</b>	<b>-</b>	
<b>Management</b>					
Construction Management of capital works projects	1,435	1,435	-	-	Performance
Construction Management of capital works projects (transferred to Capital)	-1,030	-1,030	-	-	Performance
Additional resourcing to deliver the Climate Action Initiatives	383	383	-	-	Performance
Additional resourcing to deliver the Climate Action Program (transferred to Capital)	-106	-106	-	-	Planet
Implementation of Surveillance Policy	20	20	-	-	Planet
Support of the Heidelberg West Business Park Association	65	65	-	-	Planet

Project Description	Proposed Budget 2020/21 \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
Indian Myna Bird Eradication	10	10	-	-	Performance
Strategic Property	450	-	-	450	Performance
Right of Way Review - Outcome of ROW Strategy	15	-	-	15	Performance
CCTV Management Program	35	35	-	-	Performance
Condition Audit Surveys	105	105	-	-	Performance
Drainage CCTV Inspections	50	50	-	-	Performance
Consultation on installing park furniture and BBQs at Rosanna Parklands	20	20	-	-	Performance
Waste Education Centre Program Expansion	100	100	-	-	Performance
Feasibility to Explore Offering Recycling Bins to Banyule Businesses/Sporting Clubs	35	35	-	-	Performance
Graffiti Management Program Expansion	160	160	-	-	Performance
Graffiti Mural Program	30	30	-	-	Performance
Victorian Local Governance Association (VLGA) Membership	32	32	-	-	Performance
Ivanhoe Library and Cultural Hub - Resource	120	120	-	-	Performance
Development and Launch of new Banyule Economic Development Plan 2021 - 2025	90	90	-	-	Performance
Weed Management Strategy Update	50	50	-	-	Performance
Banyule Business Website	30	30	-	-	Performance
Project Manager to manage NELP projects	160	-	160	-	Performance
<b>Total Initiatives Management</b>	<b>2,259</b>	<b>1,634</b>	<b>160</b>	<b>465</b>	

Project Description	Proposed Budget 2020/21 \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
<b>Maintenance</b>					
Dumped Rubbish and Litter	100	100	-	-	Planet
Future maintenance Cost for New Projects	36	36	-	-	Planet
Future maintenance Cost for New Projects (2) - Below	0	0	-	-	Place
Ivanhoe Library	75	75	-	-	Planet
Other	25	25	-	-	Planet
Garden Beds Renewal	20	20	-	-	Place
Skate Park and BMX jumps maintenance	30	30	-	-	Planet
WSUD Assets Maintenance Audit Renewal Gap	130	130	-	-	Planet
<b>Total Initiatives Maintenance</b>	<b>416</b>	<b>416</b>	<b>-</b>	<b>-</b>	
<b>Transport</b>					
Bicycle Policy - Review	25	25	-	-	People
Banyule Parking Policy - Prepare	25	25	-	-	People
Feasibility Study to Explore Rail Corridor Transport Options	50	50	-	-	People
Banyule Walking Strategy Actions	50	50	-	-	People
Transport Advocacy	300	300	-	-	People
Rights of Way Policy Actions	15	15	-	-	People
Safe Access Audits	45	45	-	-	People



<b>Project Description</b>	<b>Proposed Budget 2020/21 \$'000</b>	<b>Council Cash \$'000</b>	<b>Government Grant \$'000</b>	<b>Contribution \$'000</b>	<b>P</b>
<b>Total Initiatives Transport</b>	<b>510</b>	<b>510</b>	-	-	
<b>Strategic Land Use Planning</b>					
DCP Implementation and Operating	100	100	-	-	People
DCP 4 Year Review & PSA	50	50	-	-	Performance
Heritage Precinct Review & PSA	60	60	-	-	Planet
La Trobe Cluster & Other Authorities Strategies	70	70	-	-	People
Significant Trees ESO4 PSA	30	30	-	-	Planet
<b>Total Initiatives Strategic Land Use Planning</b>	<b>310</b>	<b>310</b>	-	-	
<b>TOTAL INITIATIVES</b>	<b>4,636</b>	<b>4,011</b>	<b>160</b>	<b>465</b>	
<b>CARRIED FORWARD INITIATIVE PROJECTS</b>					
<b>Community</b>					
Aboriginal Community Development Role	25	25	-	-	Performance
Aboriginal and Torres Strait Islanders Spiritual Walk – Feasibility/Scope	90	90	-	-	People
<b>Total Initiatives Community</b>	<b>115</b>	<b>115</b>	-	-	
<b>Environment - Energy Plan</b>					
Business Case for onsite renewable energy generation	100	100	-	-	Performance

Project Description	Proposed Budget 2020/21 \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	P
<b>Total Initiatives Environment – Energy Plan</b>	<b>100</b>	<b>100</b>	-	-	
<b>Management</b>					
Develop a public open space plan for the Greensborough activity centre	40	40	-	-	Performance
Rosanna Library - Feasibility Study	50	50	-	-	Performance
Card Access Feasibility Study - Council Buildings	30	30	-	-	Performance
232 Banksia St Bellfield Master Plan	220	220	-	-	Performance
7 Flintoff St Greensborough Carpark Development	100	100	-	-	Performance
Macleod YMCA (H&FC) Master Plan Concept	26	26	-	-	Performance
<b>Total Initiatives Management</b>	<b>466</b>	<b>466</b>	-	-	
<b>Transport</b>					
Feasibility Study New LXRA Shared Path	26	26	-	-	Performance
<b>Total Initiatives Transport</b>	<b>26</b>	<b>26</b>	-	-	
<b>Strategic Land Use Planning</b>					
La Trobe Cluster - Strategic Land Use	115	115	-	-	People
Neighbourhood Residential Zone Review & PSA	20	20	-	-	People
Greensborough Parking Overlay PSA	20	20	-	-	People
Planning Scheme Review & PSA	20	20	-	-	People

<b>Project Description</b>	<b>Proposed Budget 2020/21 \$'000</b>	<b>Council Cash \$'000</b>	<b>Government Grant \$'000</b>	<b>Contribution \$'000</b>	<b>P</b>
Heidelberg Structure Plan Review & PSA	40	40	-	-	People
Strategic Land Use - Activity Centres	40	40	-	-	People
<b>Total Initiatives Strategic Land Use Planning</b>	<b>255</b>	<b>255</b>	<b>-</b>	<b>-</b>	
<b>Total Carried Forward Initiative Projects</b>	<b>962</b>	<b>962</b>	<b>-</b>	<b>-</b>	
<b>TOTAL INITIATIVES AND CARRY FORWARD</b>	<b>5,598</b>	<b>4,973</b>	<b>160</b>	<b>465</b>	

## 6. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

Indicator	Measure	Notes	Actual 2018/19	Forecast 2019/20	Budget 2020/21	Strategic Resource Plan Projections			Trend +/-
						2021/22	2022/23	2023/24	
<b>Operating position</b>									
Adjusted underlying result	Adjusted underlying surplus / adjusted underlying revenue	1	5.71%	0.24%	-5.87%	3.98%	3.95%	4.14%	o
<b>Liquidity</b>									
Working capital	Current assets / current liabilities	2	438.42%	317.12%	185.53%	242.23%	300.38%	324.10%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	366.59%	261.16%	141.20%	184.50%	242.06%	264.91%	o
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	34.31%	31.79%	31.59%	19.14%	17.80%	16.41%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	4	4.01%	3.90%	4.08%	11.19%	2.33%	2.27%	+
Indebtedness	Non-current liabilities / own source revenue	5	25.21%	25.09%	18.21%	14.92%	14.02%	13.00%	+
Asset renewal	Asset renewal expenses / asset depreciation	6	115.36%	204.17%	123.99%	124.75%	94.14%	75.78%	-
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	7	65.29%	68.91%	68.05%	66.15%	65.99%	65.99%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	8	0.20%	0.22%	0.20%	0.22%	0.23%	0.24%	o
<b>Efficiency</b>									
Expenditure level	Total expenses/ no. of property assessments	9	\$2,744	\$2,712	\$2,750	\$2,802	\$2,852	\$2,896	-
Revenue level	Residential rate revenue / no. of residential property assessments	10	\$1,765	\$1,786	\$1,820	\$1,849	\$1,875	\$1,907	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent	11	13.72%	8.35%	8.23%	8.27%	8.35%	8.38%	o

### Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

### Notes to indicators

#### 1. Adjusted underlying result

This is an indicator of the sustainable operating result that is required for Council to continue to provide its core services and meet its objectives. COVID-19 pandemic has continued from Q4 2019/2020 into 2020/2021 and is expected to have a negative financial impact on Banyule until 30 June 2021 when a full recovery from the impacts of COVID-19 are likely to be made. A budgeted underlying loss in 2020/2021 is projected as Council services adjust to assist ratepayers, businesses and the community and the Banyule Economic Support Package of \$10.5 million comes into effect.



**2. Working Capital**

Working Capital is an indicator of how easily Council can cover its liabilities that are to fall due over the next 12 months. Council is expected to remain in a strong working capital position over the next 4 years. The reduction in 2020/2021 is due to a loan liability moving from non-current to current as it falls due for repayment in 2021/2022.

There is a reduction in current assets (i.e. cash) budgeted in 2020/2021 due to the large capital works program. Results in following years, which include significant value of property sales expected in 2022/2023 will return current assets and working capital to previous levels.

**3. Unrestricted Cash**

This is an indicator of the broad objective that sufficient cash is free of restrictions and available to pay bills as and when they fall due. Council's liquidity position will continue at a high level, reflecting our continued sustainable financial operations.

**4. Loans and borrowings**

The trend of this indicator reflects Council's reducing reliance on debt. Over the next four years Council will continue to pay down existing debt while rate revenue will continue to rise in line with the rate cap. The trend has accelerated in recent years as a result of Council's debt reduction strategy. This accelerated repayment includes a large payment to complete one of our loans in Oct 2021.

**5. Indebtedness**

This is an indicator of the broad objective that the level of long-term liabilities should be appropriate to the size and nature of a Council's activities. Low or decreasing level of long-term liabilities suggest an improvement in the capacity to meet long term obligations.

**6. Asset renewal**

This indicator shows the extent of Council's asset renewal expenditure against its depreciation charge. A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 indicates that assets may be deteriorating faster than they are being renewed. Council's average 'asset renewal' over the four years of the budget is 104.20%.

**7. Rates concentration**

This indicates the extent of reliance on rate revenue to fund all of Council's ongoing services. This trend indicates Council's reliance on rates is holding relatively steady.

**8. Rates effort**

This is an indicator of the broad objective that the rating level should be based on the community's capacity to pay. Low or decreasing level of rates suggest an improvement in the rating burden for ratepayers.

*Note: Council policy is not to estimate future movements in property values and assume that they will hold steady from the most recent CIV figures.*

**9. Expenditure Level**

This is an indicator of the broad objective that resources should be used efficiently in the delivery of services. Low or decreasing level of expenditure suggests an improvement in organisational efficiency.

**10. Revenue level**

This is an indicator of the broad objective that resources should be used efficiently in the delivery of services. Low or decreasing level of rates suggests an improvement in organisational efficiency.

**11. Workforce Turnover**

Indicator of the broad objective that resources should be used efficiently in the delivery of services. Low or decreasing level of workforce turnover suggests an improvement in organisational efficiency.

## 7. Fees and charges schedule (Income)

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to goods and services provided during the 2020/2021 year.

The Proposed Budget 2020/2021 non-statutory fees & charges as noted in the schedule below will become effective from 1 January 2021. Pursuant to the last announcement released from the Victorian Government, landfill fees will become effective on 1 January 2021.

*Notes: Statutory fees are set under the relevant legislation and regulations. Statutory fees will be indexed and/or increased in accordance with applicable legislation and regulations.*

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Assets &amp; City Services</b>							
<b>Operations</b>							
<b>Weighbridge (public)</b>							
Up to 5 tonne	Taxable	C	tonne	18.00	<b>20.00</b>	2.00	11.11
5 tonne - 10 tonne	Taxable	C	tonne	19.00	<b>21.00</b>	2.00	10.53
10 tonne - 20 tonne	Taxable	C	tonne	31.00	<b>33.00</b>	2.00	6.45
Over 20 tonne	Taxable	C	tonne	41.00	<b>43.00</b>	2.00	4.88
<b>Recycling/Waste Station</b>							
Account customers (industrial) - Putrescible	Taxable	C	per tonne	191.75	<b>217.75</b>	26.00	13.56
Rubble - Banyule residents	Taxable	C	per tonne	195.00	<b>235.00</b>	40.00	20.51
Rubble - Other residents	Taxable	C	per tonne	200.00	<b>240.00</b>	40.00	20.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Green cone	Taxable	C	each	192.00	<b>192.00</b>	0.00	0.00
Graffiti cleaning	Taxable	C	each	Quote	<b>Quote</b>	N/A	N/A
Drainage cleaning systems	Taxable	C	each	Quote	<b>Quote</b>	N/A	N/A
Mattresses	Taxable	C	each	25.00	<b>25.00</b>	0.00	0.00
Gas Cylinders up to 9kg	Taxable	C	each	10.00	<b>10.00</b>	0.00	0.00
Gas Cylinders over 9kg	Taxable	C	each	15.00	<b>15.00</b>	0.00	0.00
Fire Extinguishers	Taxable	C	each	15.00	<b>15.00</b>	0.00	0.00
Solar panels (if available)	Taxable	C	per kg	N/A	<b>11.00</b>	N/A	N/A
E-waste - Non NTCRS (residents)	Taxable	C	per m3	N/A	<b>110.00</b>	N/A	N/A
E-waste - Non NTCRS (non residents)	Taxable	C	per m3	N/A	<b>115.00</b>	N/A	N/A
Scrap metal (residents)	Taxable	C	per m3	N/A	<b>100.00</b>	N/A	N/A
Scrap metal (non residents)	Taxable	C	per m3	N/A	<b>105.00</b>	N/A	N/A
General waste (Banyule residents)	Taxable	C	per m3	95.00	<b>110.00</b>	15.00	15.79
General waste (Other residents)	Taxable	C	per m3	100.00	<b>115.00</b>	15.00	15.00
Green waste (Banyule residents)	Taxable	C	per m3	75.00	<b>80.00</b>	5.00	6.67
Green waste (Other residents)	Taxable	C	per m3	80.00	<b>85.00</b>	5.00	6.25
Account customers (municipal)	Taxable	C	per tonne	191.75	<b>217.75</b>	26.00	13.56
Motor cycle tyres	Taxable	C	each	N/A	<b>10.00</b>	N/A	N/A



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Tractor tyres - Small	Taxable	C	each	N/A	<b>70.00</b>	N/A	N/A
Tractor tyres - Large	Taxable	C	each	N/A	<b>85.00</b>	N/A	N/A
Small car tyres - with rim	Taxable	C	each	N/A	<b>15.00</b>	N/A	N/A
Small car tyres -without rim	Taxable	C	each	N/A	<b>10.00</b>	N/A	N/A
Large car/4WD tyres – with rim	Taxable	C	each	N/A	<b>20.00</b>	N/A	N/A
Large car/4WD tyres without rim	Taxable	C	each	N/A	<b>15.00</b>	N/A	N/A
Small track tyres	Taxable	C	each	N/A	<b>25.00</b>	N/A	N/A
Median track tyres	Taxable	C	each	N/A	<b>35.00</b>	N/A	N/A
Large track tyres	Taxable	C	each	N/A	<b>55.00</b>	N/A	N/A
Fridge	Taxable	C	each	N/A	<b>30.00</b>	N/A	N/A
Hot Water Service	Taxable	C	each	N/A	<b>15.00</b>	N/A	N/A
Additional hard waste collection (if available)	Taxable	C	per m3	N/A	<b>130.00</b>	N/A	N/A
Additional hard waste - mattresses (if available)	Taxable	C	per item	N/A	<b>60.00</b>	N/A	N/A
<b>Kerbside Waste Services</b>							
Commercial waste service	Taxable	C	240 litre	484.85	<b>499.35</b>	14.50	2.99
Commercial waste service with residence	Taxable	C	80 litre	231.65	<b>238.60</b>	6.95	3.00
Commercial waste service with residence	Taxable	C	120 litre	346.45	<b>356.85</b>	10.40	3.00
Downsizing kerbside bin	Exempt	C	per item	N/A	<b>60.00</b>	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Charge for larger residential bin	Exempt	C	120 litre	102.50	<b>113.25</b>	10.75	10.49
Charge for larger residential bin	Exempt	C	240 litre	461.25	<b>509.70</b>	48.75	10.50
Charge for larger green waste bin	Exempt	C	240 litre	90.65	<b>90.65</b>	0.00	0.00
Non rateable charge for residential bin	Exempt	C	80 litre	197.75	<b>202.90</b>	5.15	2.60
Non rateable charge for residential bin	Exempt	C	120 litre	319.95	<b>328.25</b>	8.30	2.60
Non rateable charge for residential bin	Exempt	C	240 litre	666.50	<b>683.85</b>	17.35	2.60
Non rateable charge for larger green waste bin	Exempt	C	240 litre	90.70	<b>90.70</b>	0.00	0.00
Non rateable waste only bin	Exempt	C	240 litre	383.90	<b>401.25</b>	17.35	4.52
Contaminated kerbside bin	Exempt	C		N/A	<b>150.00</b>	N/A	N/A
<b>Kerbside Waste Services (with special consideration)</b>							
Commercial green waste service	Taxable	C	240 litre	202.95	<b>202.95</b>	0.00	0.00
Commercial recycle service	Taxable	C	240 litre	192.00	<b>192.00</b>	0.00	0.00
Additional service for residential bin	Exempt	C	80 litre	234.75	<b>234.75</b>	0.00	0.00
Additional service for residential bin	Exempt	C	120 litre	330.60	<b>339.20</b>	8.60	2.60
Additional service for residential bin	Exempt	C	240 litre	655.90	<b>672.95</b>	17.05	2.60
Additional service for green waste bin	Exempt	C	240 litre	181.30	<b>181.30</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Additional service for recycle bin	Exempt	C	240 litre	192.00	<b>192.00</b>	0.00	0.00
Non rateable additional service for green waste bin	Exempt	C	240 litre	181.30	<b>181.30</b>	0.00	0.00
Non rateable charge for additional recycle bin	Exempt	C	240 litre	192.00	<b>192.00</b>	0.00	0.00
<b>Parks &amp; Gardens</b>							
<b>Fencing</b>							
Half cost fencing	Taxable	C	each	Quote	<b>Quote</b>	N/A	N/A
<b>Assets &amp; Infrastructure (construction)</b>							
<b>Reinstatement</b>							
Asphalt reinstatement - local roads	Exempt	C	per m2	255.00	<b>260.00plus traffic management charges (if needed)</b>	5.00	1.96
Asphalt reinstatement - main roads	Exempt	C	per m2	450.00	<b>459.00plus traffic management charges</b>	9.00	2.00
NOTE: The above fees are Inclusive of 3 inspections. A \$120 fee will be charged per extra inspection.							
Footpath reinstatement	Exempt	C	per m2	240.00	<b>244.80</b>	4.80	2.00
Crossing reinstatement - Private	Exempt	C	per m2	305.00	<b>311.10</b>	6.10	2.00
Crossing reinstatement - Commercial	Exempt	C	per m2	350.00	<b>357.00</b>	7.00	2.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Kerb & channel reinstatement - concrete	Exempt	C	per lin/mtre	235.00	<b>239.00</b>	4.00	1.70
Kerb & channel reinstatement - dressed bluestone new materials	Exempt	C	per lin/mtre	505.00	<b>515.00</b>	10	1.98
Kerb & channel reinstatement - dressed bluestone reuse materials	Exempt	C	per lin/mtre	380.00	<b>387.00</b>	7.00	1.84
Spoon drain - concrete	Exempt	C	per lin/mtre	250.00	<b>255.00</b>	5.00	2.00
Spoon drain - bluestone	Exempt	C	per lin/mtre	380.00	<b>387.60</b>	7.60	2.00
Nature strip reinstatement	Exempt	C	per m2	305.00	<b>311.10</b>	6.10	2.00
Traffic Control - TBA (local roads only)	Exempt	C	per day	N/A	<b>400.00</b>	N/A	N/A
Traffic Control - TBA (VIC ROADS)	Exempt	C	per day	N/A	<b>315.00</b>	N/A	N/A
NOTE: The above fees are Inclusive of 2 inspections. A \$120 fee will be charged per extra inspection.							
<b>Permits</b>							
Application Fee (For Road Opening Permits)	Exempt	C	each	108.00	<b>110.00</b>	2.00	1.85
Private works	Taxable	C	each	Quote	<b>Quote</b>	N/A	N/A
Occupation road pavement/protruding materials/cranes - per week	Exempt	C	per m2	12.50	<b>12.50</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Asset Protection Inspection Permit- (Frontage - One Block only)</b> consists of 3 Inspections included (Prior commencement, Mid works and End of works Inspection)	Exempt	C	each	N/A	<b>315.00</b>	N/A	N/A
<b>Asset Protection Inspection Permit (For 2 block Dwellings)</b> consists of 3 Inspections included (Prior commencement, Mid works and End of works Inspection)	Exempt	C	each	N/A	<b>480.00</b>	N/A	N/A
<b>Additional Services (per call out plus phone calls) - STANDARD FEE</b> (applies to 1 and 2 Blocks)	Exempt	C	each	N/A	<b>120.00</b>	N/A	N/A
2-5 unit development (Range 415-480)	Exempt	C	each	N/A	<b>415-480</b>	N/A	N/A
Between \$1,000,001 and \$2,500,000	Exempt	C	each	N/A	<b>600-750</b>	N/A	N/A
Between \$2,500,001 and \$5,000,000	Exempt	C	each	N/A	<b>1,000-1,200</b>	N/A	N/A
Between \$5,000,001 and \$7,500,000	Exempt	C	each	N/A	<b>QUOTE DEPENDENT ON PLANS</b>	N/A	N/A
Between \$7,500,001 and \$10,000,000	Exempt	C	each	N/A	<b>QUOTE DEPENDENT</b>	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
					<b>ON PLANS</b>		
Between \$10,000,001 and \$15,000,000	Exempt	C	each	N/A	<b>QUOTE DEPENDENT ON PLANS</b>	N/A	N/A
Between \$15,000,001 and \$20,000,000	Exempt	C	each	N/A	<b>QUOTE DEPENDENT ON PLANS</b>	N/A	N/A
Between \$20,000,001 and \$25,000,000	Exempt	C	each	N/A	<b>QUOTE DEPENDENT ON PLANS</b>	N/A	N/A
Between \$25,000,001 and \$30,000,000	Exempt	C	each	N/A	<b>QUOTE DEPENDENT ON PLANS</b>	N/A	N/A
Between \$30,000,001 and \$35,000,000	Exempt	C	each	N/A	<b>QUOTE DEPENDENT ON PLANS</b>	N/A	N/A
Between \$35,000,001 and \$40,000,000	Exempt	C	each	N/A	<b>QUOTE DEPENDENT ON PLANS</b>	N/A	N/A
Between \$40,000,001 and \$45,000,000	Exempt	C	each	N/A	<b>QUOTE DEPENDENT ON PLANS</b>	N/A	N/A
Between \$45,000,001 and \$50,000,000	Exempt	C	each	N/A	<b>QUOTE DEPENDENT ON PLANS</b>	N/A	N/A
\$50,000,001 plus	Exempt	C	each	N/A	<b>QUOTE DEPENDENT</b>	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
					<b>ON PLANS</b>		
NOTE: The above fees are Inclusive of 2 inspections. A \$120 fee will be charged per extra inspection. Weekend Inspection \$400.00.							
NOTE: The value of a fee unit as issued by Vic Roads for 2020/2021 is \$14.81							
<b>Works other than minor works (more than 8 sqm)</b>							
<b>Works NOT conducted on, or on any part of, the roadway, shoulder or pathway</b>							
Arterial road	Exempt	S	each	447.25	<b>447.25</b>	0.00	0.00
Municipal road on which speed limit is 50km or more	Exempt	S	each	348.05	<b>348.05</b>	0.00	0.00
Municipal road on which speed limit is less than 50km	Exempt	S	each	88.90	<b>88.90</b>	0.00	0.00
<b>Works conducted on, or on any part of, the roadway, shoulder or pathway</b>							
Arterial road	Exempt	S	each	639.80	<b>639.80</b>	0.00	0.00
Municipal road on which speed limit is 50km or more	Exempt	S	each	638.30	<b>638.30</b>	0.00	0.00
Municipal road on which speed limit is less than 50km	Exempt	S	each	348.05	<b>348.05</b>	0.00	0.00
<b>Minor works (less than 8 sqm)</b>							
<b>Works conducted on, or on any part of, the roadway, shoulder or pathway</b>							
Arterial road	Exempt	S	each	236.95	<b>236.95</b>	0.00	0.00
Municipal road on which speed limit is 50km or more	Exempt	S	each	236.95	<b>236.95</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Municipal road on which speed limit is less than 50km	Exempt	S	each	236.95	<b>236.95</b>	0.00	0.00
<b>Works NOT conducted on, or on any part of, the roadway, shoulder or pathway</b>							
Arterial road	Exempt	S	each	140.70	<b>140.70</b>	0.00	0.00
Municipal road on which speed limit is 50km or more	Exempt	S	each	88.90	<b>88.90</b>	0.00	0.00
Municipal road on which speed limit is less than 50km	Exempt	S	each	88.90	<b>88.90</b>	0.00	0.00
Drainage tapping pipe/pit inspection (each) - Inclusive of 3 inspections + \$120 per extra inspection	Exempt	C	each	305.00	<b>311.00</b>	6.00	1.97
Application to construct over a drainage	Taxable	C	per application	270.00	<b>275.40</b>	5.40	2.00
Assessment of Engineering Plans as part of Planning Permits - Up to 2 units	Taxable	C	per application	185.00	<b>188.70</b>	3.70	2.00
Assessment of Engineering Plans as part of Planning Permits - 3 to 5 units	Taxable	C	per application	489.25	<b>499.05</b>	9.80	2.00
Assessment of Engineering Plans as part of Planning Permits - 6 to 10 units	Taxable	C	per application	680.00	<b>693.60</b>	13.60	2.00
Assessment of Engineering Plans as part of Planning Permits - 11 to 20 units	Taxable	C	per application	875.00	<b>892.50</b>	17.50	2.00



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Assessment of Engineering Plans as part of Planning Permits - Over 20 units	Taxable	C	per application	1,065.00	<b>1,086.30</b>	21.30	2.00
Assessment of Engineering Plans as part of Planning Permits - All Industrial / Mixed Use & Commercial Developments	Taxable	C	per application	680.00	<b>693.60</b>	13.60	2.00
Assessment of Engineering Plans as part of Planning Permits - Subdivisions	Exempt	C	per application	0.75% of works	<b>0.75% of works</b>	0.00	0.00
Plan check (engineering component of planning application)	Exempt	C	per application	Quote	<b>Quote</b>	N/A	N/A
Asset Plan Search	Exempt	C	per request	105.00	<b>107.10</b>	2.10	2.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Community Programs</b>							
<b>Leisure, Recreation &amp; Culture Services</b>							
<b>Ivanhoe Golf Course</b>							
<b>Concession Fee</b>							
School and Community Groups - Up to 8hr hire - theatre style seating	Taxable	C	per day	2,770.00	<b>2,770.00</b>	0.00	0.00
Corporate - Exhibition - Room Hire only (up to 8 hours hire)	Taxable	C	per day	3,490.00	<b>3,559.00</b>	69.00	1.98
Corporate - Up to 8hr hire - theatre style seating	Taxable	C	per day	3,490.00	<b>3,559.00</b>	69.00	1.98
Streeton Room - Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	1,680.00	<b>1,680.00</b>	0.00	0.00
McCubbin Room - Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	1,085.00	<b>1,085.00</b>	0.00	0.00
Conder Room - Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	860.00	<b>860.00</b>	0.00	0.00
Withers Room - Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	810.00	<b>810.00</b>	0.00	0.00
Junior 9 holes	Taxable	C	9 holes	13.50	<b>14.00</b>	0.50	3.70
Junior 18 holes	Taxable	C	18 holes	16.00	<b>17.00</b>	1.00	6.25
Pensioners 9 holes	Taxable	C	9 holes	20.50	<b>20.50</b>	0.00	0.00
Pensioner 18 holes	Taxable	C	18 holes	24.50	<b>25.00</b>	0.50	2.04
12 month pensioner 5 day membership	Taxable	C	18 holes	649.00	<b>669.00</b>	20.00	3.08

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Senior 9 holes	Taxable	C	9 holes	22.00	<b>22.50</b>	0.50	2.27
Senior 18 holes	Taxable	C	18 holes	27.00	<b>28.00</b>	1.00	3.70
12 month senior 5 day membership	Taxable	C	18 holes	742.00	<b>769.00</b>	27.00	3.64
Students (under 21) weekdays	Taxable	C	18 holes	26.00	<b>26.00</b>	0.00	0.00
12 month afternoon off peak 5 day membership	Taxable	C	18 holes	514.00	<b>549.00</b>	35.00	6.81
Twilight 4 month membership (available between Oct-Feb)	Taxable	C	18 holes	410.00	<b>399.00</b>	(-11.00)	(-2.68)
<b>Full Fee</b>							
Adult 9 holes	Taxable	C	9 holes	26.00	<b>25.00</b>	(-1.00)	(-3.85)
Adult 9 holes weekends	Taxable	C	9 holes	27.00	<b>26.00</b>	(-1.00)	(-3.70)
Adult 18 holes	Taxable	C	18 holes	33.00	<b>34.00</b>	1.00	3.03
Adult 18 holes weekends	Taxable	C	18 holes	34.00	<b>35.00</b>	1.00	2.94
12 month 7 day membership	Taxable	C	18 holes	1,320.00	<b>1,339.00</b>	19.00	1.44
12 month 5 day membership	Taxable	C	18 holes	963.00	<b>979.00</b>	16.00	1.66
12 month 7 day membership - Direct debit (per week)	Taxable	C	18 holes	28.35	<b>29.20</b>	3.00	0.85

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Seasonal Sporting Clubs Usage</b>							
<b>Ground Hire Charges</b>							
A Grade Summer (per team)	Taxable	C	per term	618.00	<b>618.00</b>	0.00	0.00
A Grade Winter (per team)	Taxable	C	per term	1,215.00	<b>1,215.00</b>	0.00	0.00
B Grade Summer (per team)	Taxable	C	per term	518.00	<b>518.00</b>	0.00	0.00
B Grade Winter (per team)	Taxable	C	per term	1,095.00	<b>1,095.00</b>	0.00	0.00
C Grade Summer (per team)	Taxable	C	per term	425.00	<b>425.00</b>	0.00	0.00
C Grade Winter (per team)	Taxable	C	per term	1020.00	<b>1,020.00</b>	0.00	0.00
D Grade Summer (per team)	Taxable	C	per term	335.00	<b>335.00</b>	0.00	0.00
D Grade Winter (per team)	Taxable	C	per term	925.00	<b>925.00</b>	0.00	0.00
A Grade Summer (per team) - Women and Veteran A Grade Summer (per team) - Junior	Taxable	C	per term	309.00	<b>309.00</b>	0.00	0.00
A Grade Winter (per team) - Women and veteran	Taxable	C	per term	607.50	<b>607.50</b>	0.00	0.00
B Grade Summer (per team) - Women and veteran	Taxable	C	per term	259.00	<b>259.00</b>	0.00	0.00
B Grade Winter (per team) - Women and veteran	Taxable	C	per term	547.50	<b>547.50</b>	0.00	0.00
C Grade Summer (per team) - Women and veteran	Taxable	C	per term	212.50	<b>212.50</b>	0.00	0.00
C Grade Winter (per team) -	Taxable	C	per term	510.00	<b>510.00</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Women and veteran							
D Grade Summer (per team) - Women and veteran	Taxable	C	per term	167.50	<b>167.50</b>	0.00	0.00
D Grade Winter (per team) - Women and veteran	Taxable	C	per term	462.50	<b>462.50</b>	0.00	0.00
A Grade Summer (per team) - Junior	Taxable	C	per term	61.80	<b>61.80</b>	0.00	0.00
A Grade Winter (per team) - Junior	Taxable	C	per term	121.50	<b>121.50</b>	0.00	0.00
B Grade Summer (per team) - Junior	Taxable	C	per term	51.80	<b>51.80</b>	0.00	0.00
B Grade Winter (per team) - Junior	Taxable	C	per term	109.50	<b>109.50</b>	0.00	0.00
C Grade Summer (per team) - Junior	Taxable	C	per term	42.50	<b>42.50</b>	0.00	0.00
C Grade Winter (per team) - Junior	Taxable	C	per term	102.00	<b>102.00</b>	0.00	0.00
D Grade Summer (per team) - Junior	Taxable	C	per term	33.50	<b>33.50</b>	0.00	0.00
D Grade Winter (per team) - Junior	Taxable	C	per term	92.50	<b>92.50</b>	0.00	0.00
Note: The above charges have been reduced by 50% for women and veteran teams and 90% for junior teams.							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Pavilion Hire Charges</b>							
A Grade Winter Full Use	Taxable	C	per pavilion	1,310.15	<b>1,310.15</b>	0.00	0.00
B Grade Winter Full Use	Taxable	C	per pavilion	1,015.00	<b>1,015.00</b>	0.00	0.00
C Grade Winter Full Use	Taxable	C	per pavilion	730.00	<b>730.00</b>	0.00	0.00
D Grade Winter Full Use	Taxable	C	per pavilion	467.00	<b>467.00</b>	0.00	0.00
A Grade Summer Full Use	Taxable	C	per pavilion	1,310.00	<b>1,310.00</b>	0.00	0.00
B Grade Summer Full Use	Taxable	C	per pavilion	1,015.00	<b>1,015.00</b>	0.00	0.00
C Grade Summer Full Use	Taxable	C	per pavilion	730.00	<b>730.00</b>	0.00	0.00
D Grade Summer Full Use	Taxable	C	per pavilion	465.00	<b>465.00</b>	0.00	0.00
A Grade Winter Shared Use	Taxable	C	per pavilion	658.00	<b>658.00</b>	0.00	0.00
B Grade Winter Shared Use	Taxable	C	per pavilion	507.00	<b>507.00</b>	0.00	0.00
C Grade Winter Shared Use	Taxable	C	per pavilion	367.00	<b>367.00</b>	0.00	0.00
D Grade Winter Shared Use	Taxable	C	per pavilion	237.00	<b>237.00</b>	0.00	0.00
A Grade Summer Shared Use	Taxable	C	per pavilion	657.00	<b>657.00</b>	0.00	0.00
B Grade Summer Shared Use	Taxable	C	per pavilion	507.00	<b>507.00</b>	0.00	0.00
C Grade Summer Shared Use	Taxable	C	per pavilion	368.00	<b>368.00</b>	0.00	0.00
D Grade Summer Shared Use	Taxable	C	per pavilion	237.00	<b>237.00</b>	0.00	0.00
<b>Other</b>							
Turf wicket	Taxable	C	per ground	3,345.00	<b>3,345.00</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Commercial - 12 Month Fee	Taxable	C	per ground	4,040.00	<b>4,040.00</b>	0.00	0.00
Casual hire charges – ovals	Taxable	C	per booking	245.00	<b>245.00</b>	0.00	0.00
<b>Ivanhoe Aquatic Banyule</b>							
<b>Administration</b>							
Joining fee	Taxable	C	one off	79.00	<b>79.00</b>	0.00	0.00
Suspension - 7 days	Taxable	C	per week	5.00	<b>5.00</b>	0.00	0.00
<b>Aquatic Package</b>							
12 months	Taxable	C	per annum	646.50	<b>659.40</b>	12.90	2.00
12 months - concession	Taxable	C	per annum	452.50	<b>461.55</b>	9.05	2.00
Direct debit	Taxable	C	per fortnight	24.95	<b>25.45</b>	0.50	2.00
Debit debit - concession	Taxable	C	per fortnight	17.45	<b>17.75</b>	0.30	1.72
<b>Casual</b>							
Swim/Spa/Sauna - family	Taxable	C	per visit	17.70	<b>17.70</b>	0.00	0.00
Swim/Spa/Sauna	Taxable	C	per visit	6.90	<b>6.90</b>	0.00	0.00
Swim/Spa/Sauna - concession	Taxable	C	per visit	4.90	<b>4.90</b>	0.00	0.00
Child swim	Taxable	C	per visit	4.10	<b>4.10</b>	0.00	0.00
Group fitness - Boomers	Taxable	C	per visit	7.30	<b>7.45</b>	0.15	2.05
Group fitness/Gym pass	Taxable	C	per visit	18.00	<b>18.35</b>	0.35	1.94

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Group fitness/Gym pass - concession	Taxable	C	per visit	12.70	<b>12.95</b>	0.25	1.97
<b>Personal Training</b>							
Introduction - 3 pack	Taxable	C	per 3 visits	99.00	<b>99.00</b>	0.00	0.00
Casual 1:1 30 minutes	Taxable	C	per session	50.95	<b>51.95</b>	1.00	1.96
Casual 1:1 60 minutes	Taxable	C	per session	81.50	<b>83.10</b>	1.00	1.96
Results pack 1:1 30 minutes (10 sessions)	Taxable	C	per multi pass	458.30	<b>467.40</b>	9.10	1.99
Results pack 1:1 30 minutes (10 sessions) - non member	Taxable	C	per multi pass	509.25	<b>519.40</b>	10.15	1.99
Results pack 1:1 60 minutes (10 sessions)	Taxable	C	per multi pass	733.30	<b>747.95</b>	14.65	2.00
Results pack 1:1 60 minutes (10 sessions) - non member	Taxable	C	per multi pass	814.80	<b>831.10</b>	16.30	2.00
Casual 2:1 30 minutes	Taxable	C	per person	38.20	<b>38.95</b>	0.75	1.96
Casual 2:1 60 minutes	Taxable	C	per person	61.10	<b>62.30</b>	1.20	1.96
<b>Complete Package</b>							
Travel pass - 7 days	Taxable	C	per week	29.10	<b>29.65</b>	0.55	1.89
12 months	Taxable	C	per annum	1,173.40	<b>1,196.85</b>	23.45	2.00
12 months - concession	Taxable	C	per annum	821.40	<b>837.80</b>	16.40	2.00
1 month - Boomers	Taxable	C	1 month	68.00	<b>69.35</b>	1.35	1.99
3 month - Boomers	Taxable	C	3 months	194.00	<b>197.85</b>	3.85	1.98



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
6 month - Boomers	Taxable	C	6 months	369.60	<b>376.95</b>	7.35	1.99
12 months - PHIT/Boomers	Taxable	C	per annum	704.00	<b>718.05</b>	14.05	2.00
Direct debit	Taxable	C	per fortnight	45.10	<b>46.00</b>	0.90	2.00
Direct debit - concession	Taxable	C	per fortnight	31.60	<b>32.20</b>	0.60	1.90
Direct debit - PHIT/Boomers	Taxable	C	per fortnight	27.10	<b>27.60</b>	0.50	1.85
Banyule City Council staff - 12 months	Taxable	C	per year	586.70	<b>598.40</b>	11.70	1.99
Banyule City Council staff - payroll	Taxable	C	per fortnight	22.60	<b>23.05</b>	0.45	1.99
New beginnings 30	Taxable	C	per week	62.85	<b>64.10</b>	1.25	1.99
New beginnings 60	Taxable	C	per week	90.20	<b>92.00</b>	1.80	2.00
<b>Programs</b>							
School groups instructor (45 mins session)	GST free	C	per lesson	41.00	<b>41.80</b>	0.80	1.95
Learn to swim standard - direct debit	GST free	C	per fortnight	29.70	<b>30.25</b>	0.55	1.85
Learn to swim standard - direct debit - concession	GST free	C	per fortnight	26.75	<b>27.25</b>	0.50	1.87
Learn to swim pre-school - direct debit	GST free	C	per fortnight	36.90	<b>37.60</b>	0.70	1.90
Learn to swim pre-school - direct debit - concession	GST free	C	per fortnight	N/A	<b>35.20</b>	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Learn to swim standard	GST free	C	per lesson	17.10	<b>17.40</b>	0.30	1.75
Learn to swim standard - concession	GST free	C	per lesson	15.40	<b>15.70</b>	0.30	1.95
Learn to swim pre-school	GST free	C	per lesson	21.20	<b>21.60</b>	0.40	1.89
Learn to swim pre-school - concession	GST free	C	per lesson	19.10	<b>19.45</b>	0.35	1.83
Learn to swim adult - casual	GST free	C	per lesson	25.00	<b>25.50</b>	0.50	2.00
Learn to swim adult - casual - concession	GST free	C	per lesson	22.50	<b>22.95</b>	0.45	2.00
Specialised swimming	GST free	C	per lesson	22.10	<b>22.50</b>	0.40	1.81
Private swim lessons (1-4 people)	GST free	C	per lesson	45.85	<b>46.75</b>	0.90	1.96
Stroke correction - member	GST free	C	per lesson	10.00	<b>10.20</b>	0.20	2.00
Stroke correction - non member	GST free	C	per lesson	17.10	<b>17.40</b>	0.30	1.75
Swim carnival entry	GST free	C	per visit	13.00	<b>13.25</b>	0.25	1.92
Swim carnival - extra event	GST free	C	per visit	3.30	<b>3.35</b>	0.05	1.52
Holiday program (Activity)	Taxable	C	per person	19.60	<b>19.95</b>	0.35	1.79

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Multi Pass</b>							
Swim/Spa/Sauna 20 pass	Taxable	C	per multi pass	124.20	<b>124.20</b>	0.00	0.00
Swim/Spa/Sauna 20 pass - concession	Taxable	C	per multi pass	88.20	<b>88.20</b>	0.00	0.00
Child swim 10 pass	Taxable	C	per multi pass	36.90	<b>36.90</b>	0.00	0.00
Complete package 20 pass	Taxable	C	per multi pass	324.00	<b>330.00</b>	6.00	1.85
Complete package 20 pass - concession	Taxable	C	per multi pass	228.60	<b>233.15</b>	4.55	1.99
<b>Child Minding</b>							
Crèche casual 1 child - 90 min	Taxable	C	per session	10.60	<b>10.80</b>	0.20	1.89
Crèche 10 pass 1 child	Taxable	C	per multi pass	95.50	<b>97.40</b>	1.90	1.99
Crèche 20 pass 1 child	Taxable	C	per multi pass	190.95	<b>194.75</b>	3.80	1.99
Occasional care casual 1 child	Taxable	C	per session	22.60	<b>23.05</b>	0.45	1.99
Occasional care casual 2 children	Taxable	C	per session	28.30	<b>28.85</b>	0.55	1.94
Occasional care 10 pass 1 child	Taxable	C	per multi pass	203.40	<b>207.40</b>	4.00	1.97
Occasional care 20 pass 1 child	Taxable	C	per multi pass	406.75	<b>414.85</b>	8.10	1.99

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Other</b>							
Room hire	Taxable	C	Quote	Quote	<b>Quote</b>	N/A	N/A
Birthday parties (1-19 children)	Taxable	C	per person	16.50	<b>16.80</b>	0.30	1.82
Birthday parties (20+ children)	Taxable	C	per person	13.30	<b>13.55</b>	0.25	1.88
Inflatable	Taxable	C	per booking	139.00	<b>141.75</b>	2.75	1.98
Lane hire regular fee	Taxable	C	per hour	30.00	<b>30.60</b>	0.60	2.00
Lane hire casual fee	Taxable	C	per hour	40.65	<b>41.45</b>	0.80	1.97
Small Studio hire	Taxable	C	per hour	N/A	<b>36.00</b>	N/A	N/A
Large Studio hire	Taxable	C	per hour	N/A	<b>67.00</b>	N/A	N/A
<b>Halls for Hire – Private/Community</b>							
<b>Grace Park, Greensborough Senior Citizens, Ivanhoe Senior Citizens, Macleod Community Hall, Warringal Senior Citizens, Watsonia Community Hall, Briar Hill Community Hall &amp; Old Shire Offices.</b>							
Bond on all above	GST N/A	C	per booking	300.00	<b>300.00</b>	0.00	0.00
Private Groups - regular	Taxable	C	per hour	34.00	<b>34.00</b>	0.00	0.00
Private Groups - casual	Taxable	C	per hour	42.50	<b>42.50</b>	0.00	0.00
Senior citizens utilities charge	Taxable	C	per hour	4.50	<b>4.50</b>	0.00	0.00
Community Groups - regular	Taxable	C	per hour	27.00	<b>27.00</b>	0.00	0.00
Community Groups - casual	Taxable	C	per hour	34.50	<b>34.50</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Bundoora &amp; Petrie Park Community Hall</b>							
Bond on all above	GST N/A	C	per booking	300.00	<b>300.00</b>	0.00	0.00
Private Groups - regular	Taxable	C	per hour	41.90	<b>41.90</b>	0.00	0.00
Private Groups - casual	Taxable	C	per hour	49.00	<b>49.00</b>	0.00	0.00
Senior citizens utilities charge	Taxable	C	per hour	4.50	<b>4.50</b>	0.00	0.00
Community Groups - regular	Taxable	C	per hour	32.00	<b>32.00</b>	0.00	0.00
Community Groups - casual	Taxable	C	per hour	41.90	<b>41.90</b>	0.00	0.00
<b>Hawdon Street – Meeting Room &amp; Macorna Street Community Centre</b>							
Bond on all above	GST N/A	C	per booking	300.00	<b>300.00</b>	0.00	0.00
Private Groups - regular	Taxable	C	per hour	18.00	<b>18.00</b>	0.00	0.00
Private Groups - casual	Taxable	C	per hour	21.00	<b>21.00</b>	0.00	0.00
Community Groups - regular	Taxable	C	per hour	15.00	<b>15.00</b>	0.00	0.00
Community Groups - casual	Taxable	C	per hour	18.00	<b>18.00</b>	0.00	0.00
<b>Halls for Hire - Functions</b>							
<b>Macleod Community Hall, Lower Plenty &amp; Warringal Senior Citizens</b>							
Functions – bond on all above	GST N/A	C	per booking	500.00	<b>500.00</b>	0.00	0.00
Friday, Saturday & Sunday - private functions (7 hours between 5pm and 1am)	Taxable	C	per booking	495.00	<b>495.00</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Friday, Saturday & Sunday - private functions (4 hrs)	Taxable	C	per booking	309.00	<b>309.00</b>	0.00	0.00
Set up fee	Taxable	C	per hour	60.00	<b>60.00</b>	0.00	0.00
<b>Old Shire Office</b>							
Functions – bond on all above	GST N/A	C	per booking	500.00	<b>500.00</b>	0.00	0.00
Friday, Saturday & Sunday - private functions (7 hours between 5pm and 1am)	Taxable	C	per booking	540.00	<b>540.00</b>	0.00	0.00
Friday, Saturday & Sunday - private functions (4 hrs)	Taxable	C	per booking	319.00	<b>319.00</b>	0.00	0.00
Set up fee	Taxable	C	per hour	60.00	<b>60.00</b>	0.00	0.00
<b>Bundoora &amp; Petrie Park Community Hall</b>							
Functions – bond on all above	GST N/A	C	per booking	500.00	<b>500.00</b>	0.00	0.00
Friday, Saturday & Sunday - private functions (7 hours between 5pm and 1am)	Taxable	C	per booking	720.00	<b>720.00</b>	0.00	0.00
Friday, Saturday & Sunday - private functions (4 hrs)	Taxable	C	per booking	420.00	<b>420.00</b>	0.00	0.00
Set up fee	Taxable	C	per hour	60.00	<b>60.00</b>	0.00	0.00
<b>Olympic Leisure Centre</b>							
<b>Administration</b>							
Joining fee	Taxable	C	one off	49.00	<b>49.00</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Suspension - 7 days	Taxable	C	per week	5.00	<b>5.00</b>	0.00	0.00
<b>Complete Package</b>							
Banyule City Council staff - 12 months	Taxable	C	per year	416.00	<b>424.30</b>	8.30	2.00
Banyule City Council staff - payroll	Taxable	C	per fortnight	16.00	<b>16.30</b>	0.30	1.88
3 months	Taxable	C	3 months	236.20	<b>240.90</b>	4.70	1.99
6 months	Taxable	C	6 months	449.80	<b>458.75</b>	8.95	1.99
12 months	Taxable	C	per annum	856.90	<b>874.00</b>	17.10	2.00
3 months - concession	Taxable	C	3 months	157.55	<b>160.70</b>	3.15	2.00
6 months - concession	Taxable	C	6 months	315.00	<b>321.30</b>	6.30	2.00
12 months - concession	Taxable	C	per annum	599.80	<b>611.75</b>	11.95	1.99
1 month - Boomers	Taxable	C	1 month	45.50	<b>46.40</b>	0.90	1.98
3 month - Boomers	Taxable	C	3 months	130.00	<b>132.60</b>	2.60	2.00
6 month - Boomers	Taxable	C	6 months	247.40	<b>252.30</b>	4.90	1.98
12 months - Boomer/PHIT	Taxable	C	per annum	471.30	<b>480.70</b>	9.40	1.99
Direct debit	Taxable	C	per fortnight	33.00	<b>33.65</b>	0.65	1.97
Direct debit - concession	Taxable	C	per fortnight	23.10	<b>23.55</b>	0.45	1.95
Direct debit - Boomers/PHIT	Taxable	C	per fortnight	18.25	<b>18.60</b>	0.35	1.92

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Casual</b>							
Swim/Spa/Sauna	Taxable	C	per visit	4.85	<b>4.85</b>	0.00	0.00
Swim/Spa/Sauna - concession	Taxable	C	per visit	3.40	<b>3.40</b>	0.00	0.00
Swim/Spa/Sauna - family	Taxable	C	per visit	12.55	<b>12.55</b>	0.00	0.00
Child Swim	Taxable	C	per visit	2.90	<b>2.90</b>	0.00	0.00
Group fitness pass	Taxable	C	per visit	10.90	<b>10.90</b>	0.00	0.00
Group fitness pass - concession	Taxable	C	per visit	7.65	<b>7.65</b>	0.00	0.00
Gym pass	Taxable	C	per visit	15.40	<b>15.40</b>	0.00	0.00
Gym pass - concession	Taxable	C	per visit	10.80	<b>5.00</b>	(5.80)	(53.70)
Group fitness pass - Boomers	Taxable	C	per visit	6.80	<b>6.90</b>	0.10	1.47
<b>Personal Training</b>							
Introduction - 3 pack	Taxable	C	per multi pass	99.00	<b>99.00</b>	0.00	0.00
Results pack 1:1 30 minutes (10 sessions)	Taxable	C	per multi pass	458.30	<b>467.45</b>	9.15	2.00
Results pack 1:1 30 minutes (10 sessions) - non member	Taxable	C	per multi pass	509.25	<b>519.50</b>	10.25	2.01
Results pack 1:1 60 minutes (10 sessions)	Taxable	C	per multi pass	733.30	<b>747.95</b>	14.65	2.00
Results pack 1:1 60 minutes (10 sessions) - non member	Taxable	C	per multi pass	814.80	<b>831.10</b>	16.30	2.00
1:1 30 minutes - direct debit	Taxable	C	per session	62.85	<b>64.10</b>	1.25	1.99



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
1:1 60 minutes - direct debit	Taxable	C	per session	90.20	<b>92.00</b>	1.80	2.00
<b>Programs</b>							
Lane hire regular fee	Taxable	C	per hour	18.35	<b>18.70</b>	0.35	1.91
Lane hire casual fee	Taxable	C	per hour	24.50	<b>24.95</b>	0.45	1.84
Learn to swim standard - direct debit	GST free	C	per fortnight	21.30	<b>21.70</b>	0.40	1.88
Learn to swim pre-school - direct debit	GST free	C	per fortnight	26.55	<b>27.05</b>	0.50	1.88
Learn to Swim standard	GST free	C	per lesson	12.25	<b>12.45</b>	0.20	1.63
Learn to Swim standard - concession	GST free	C	per lesson	11.00	<b>11.20</b>	0.20	1.82
Learn to swim pre-school	GST free	C	per lesson	15.25	<b>15.55</b>	0.30	1.97
Learn to swim pre-school - concession	GST free	C	per lesson	11.45	<b>11.65</b>	0.20	1.75
Learn to swim adult - casual	GST free	C	per lesson	11.45	<b>11.65</b>	0.20	1.75
Learn to swim adult - casual - concession	GST free	C	per lesson	17.75	<b>11.90</b>	(5.85)	(32.96)
Specialised swimming	GST free	C	per lesson	22.05	<b>22.45</b>	0.40	1.81
Private swim lessons (1-4 people)	GST free	C	per lesson	44.50	<b>45.35</b>	0.85	1.91
School groups instructor (45 mins session)	GST free	C	per lesson	41.00	<b>41.80</b>	0.80	1.95

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Multi Pass</b>							
Complete package 20 pass	Taxable	C	per multi pass	270.00	<b>275.40</b>	5.40	2.00
Complete package 20 pass - concession	Taxable	C	per multi pass	142.20	<b>137.70</b>	(4.50)	(3.16)
Boomers group fitness 10 pass	Taxable	C	per multi pass	63.00	<b>63.00</b>	0.00	0.00
Swim/Spa/Sauna 20 pass	Taxable	C	per multi pass	90.00	<b>90.00</b>	0.00	0.00
Swim/Spa/Sauna 20 pass - concession	Taxable	C	per multi pass	63.00	<b>63.00</b>	0.00	0.00
<b>Facility Hire</b>							
Single court - indoor peak	Taxable	C	per hour	45.20	<b>46.10</b>	0.90	1.99
Single court - indoor off peak	Taxable	C	per hour	33.90	<b>34.55</b>	0.65	1.92
Badminton court	Taxable	C	per hour	21.20	<b>21.60</b>	0.40	1.89
Multi purpose room hire	Taxable	C	various	Quote	<b>Quote</b>	N/A	N/A
<b>Banyule Netball Stadium</b>							
<b>Facility Hire</b>							
Upper room hire - community program	Taxable	C	per hour	39.55	<b>39.55</b>	0.00	0.00
Upper room hire - regular (10+ weeks)	Taxable	C	per hour	44.35	<b>45.20</b>	0.85	1.92
Upper room hire - casual	Taxable	C	per hour	48.25	<b>49.20</b>	0.95	1.97

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Lower room hire - community program	Taxable	C	per hour	27.80	<b>27.80</b>	0.00	0.00
Lower room hire - regular (10+ weeks)	Taxable	C	per hour	34.00	<b>34.65</b>	0.65	1.91
Lower room hire - casual	Taxable	C	per hour	39.80	<b>40.55</b>	0.75	1.88
Mezzanine room hire - community program	Taxable	C	per hour	32.90	<b>32.90</b>	0.00	0.00
Mezzanine room hire - regular (10+ weeks)	Taxable	C	per hour	39.80	<b>40.55</b>	0.75	1.88
Mezzanine room hire - casual	Taxable	C	per hour	44.80	<b>45.65</b>	0.85	1.90
Single indoor court - casual user	Taxable	C	per hour	60.25	<b>61.45</b>	1.20	1.99
Single indoor court - off peak (10am-3pm Monday-Friday)	Taxable	C	per hour	42.25	<b>43.05</b>	0.80	1.89
Single indoor court - regular user (10+ weeks)	Taxable	C	per hour	51.25	<b>52.25</b>	1.00	1.95
Single outdoor court - casual user	Taxable	C	per hour	25.55	<b>26.05</b>	0.50	1.96
Single outdoor court - regular user (10+ weeks)	Taxable	C	per hour	30.10	<b>30.70</b>	0.60	1.99
Group fitness class	Taxable	C	per hour	11.40	<b>11.60</b>	0.20	1.75
<b>WaterMarc</b>							
<b>Administration</b>							
Joining fee	Taxable	C	once	199.00	<b>199.00</b>	0.00	0.00
<b>Full Access</b>							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
12 month membership paid in full	Taxable	C	per annum	1,350.00	<b>1,390.50</b>	40.50	3.00
12 month membership paid in full - concession	Taxable	C	per annum	1,055.00	<b>1,090.00</b>	35.00	3.32
12 month membership (weekly direct debit)	Taxable	C	per week	28.10	<b>28.10</b>	0.00	0.00
12 month 'no commitment' membership (weekly direct debit)	Taxable	C	per week	31.30	<b>31.30</b>	0.00	0.00
12 month membership (weekly direct debit) - concession	Taxable	C	per week	22.40	<b>22.50</b>	0.10	0.45
12 month 'no commitment' membership (weekly direct debit) - concession	Taxable	C	per week	25.20	<b>25.20</b>	0.00	0.00
Senior - 12 month membership (weekly direct debit)	Taxable	C	per week	14.40	<b>14.90</b>	0.50	3.47
Senior - 12 month 'no commitment' membership (weekly direct debit)	Taxable	C	per week	15.95	<b>16.50</b>	0.55	3.45
Senior - 12 month membership paid in full	Taxable	C	per annum	759.00	<b>782.00</b>	23.00	3.03
Teen - 12 month membership (weekly direct debit)	Taxable	C	per week	14.40	<b>14.90</b>	0.50	3.47
Teen - 12 month 'no commitment' membership (weekly direct debit)	Taxable	C	per week	15.50	<b>15.95</b>	0.45	2.90
Teen - 12 month membership paid in full	Taxable	C	per annum	759.00	<b>782.00</b>	23.00	3.03

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Partner Health (minimum 10 people) - 12 month membership (weekly direct debit)	Taxable	C	per week	23.20	<b>23.90</b>	0.70	3.02
Family (minimum 2 people) - 12 month membership (weekly direct debit)	Taxable	C	per person	25.00	<b>25.30</b>	0.30	1.20
Family (minimum 2 people) - 12 month 'no commitment' membership (weekly direct debit)	Taxable	C	per person	28.10	<b>28.10</b>	0.00	0.00
<b>Aquatic Access</b>							
12 month membership paid in full	Taxable	C	per annum	737.50	<b>759.70</b>	22.20	3.01
12 month membership paid in full - concession	Taxable	C	per annum	590.20	<b>607.90</b>	17.70	3.00
12 month membership (weekly direct debit)	Taxable	C	per week	14.90	<b>15.30</b>	0.40	2.68
12 month 'no commitment' membership (weekly direct debit)	Taxable	C	per week	16.50	<b>16.95</b>	0.45	2.73
12 month membership (weekly direct debit) - concession	Taxable	C	per week	11.95	<b>12.30</b>	0.35	2.93
12 month 'no commitment' membership (weekly direct debit) - concession	Taxable	C	per week	13.20	<b>13.70</b>	0.50	3.79
<b>Casual Aquatic</b>							
Pool - adult	Taxable	C	per visit	8.00	<b>8.30</b>	0.30	3.75
Pool - concession	Taxable	C	per visit	6.30	<b>6.50</b>	0.20	3.17

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Pool - child	Taxable	C	per visit	6.10	<b>6.20</b>	0.10	1.64
Pool - family	Taxable	C	per visit	24.70	<b>25.50</b>	0.80	3.24
Pool 20 pass - adult	Taxable	C	per multi pass	144.20	<b>148.50</b>	4.30	2.98
Pool 20 pass - concession	Taxable	C	per multi pass	115.90	<b>119.30</b>	3.40	2.93
Pool 20 pass - child	Taxable	C	per multi pass	110.60	<b>113.90</b>	3.30	2.98
Pool - supervising adult	Taxable	C	per visit	3.00	<b>3.00</b>	0.00	0.00
Pool & waterslide - adult	Taxable	C	per visit	18.40	<b>18.95</b>	0.55	2.99
Pool & waterslide - concession	Taxable	C	per visit	14.70	<b>15.20</b>	0.50	3.40
Pool & waterslide - child	Taxable	C	per visit	13.70	<b>14.00</b>	0.30	2.19
Pool & waterslide - family	Taxable	C	per visit	54.80	<b>56.50</b>	1.70	3.10
Upgrade to waterslide - adult	Taxable	C	per visit	10.50	<b>10.80</b>	0.30	2.86
Upgrade to waterslide - concession	Taxable	C	per visit	8.50	<b>8.80</b>	0.30	3.53
Upgrade to waterslide - child	Taxable	C	per visit	7.70	<b>7.95</b>	0.25	3.25
Single waterslide	Taxable	C	per visit	5.20	<b>5.30</b>	0.10	1.92
Spa/sauna/steam - adult	Taxable	C	per visit	13.80	<b>14.20</b>	0.40	2.90
Spa/sauna/steam - concession	Taxable	C	per visit	11.10	<b>11.40</b>	0.30	2.70
Spa/sauna/steam 20 pass - adult	Taxable	C	per multi pass	249.30	<b>256.70</b>	7.40	2.97

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Spa/sauna/steam 20 pass - concession	Taxable	C	per multi pass	199.80	<b>205.80</b>	6.00	3.00
<b>Casual Health &amp; Fitness</b>							
Group fitness class	Taxable	C	per session	18.00	<b>18.50</b>	0.50	2.78
Group fitness class - concession	Taxable	C	per session	14.40	<b>14.80</b>	0.40	2.78
Gym visit	Taxable	C	per visit	26.80	<b>27.50</b>	0.70	2.61
Gym visit - concession	Taxable	C	per visit	21.60	<b>22.00</b>	0.40	1.85
Group fitness 20 pass	Taxable	C	per multi pass	329.60	<b>339.50</b>	9.90	3.00
Group fitness 20 pass - concession	Taxable	C	per multi pass	266.80	<b>274.70</b>	7.90	2.96
<b>Personal Training</b>							
1:1 30 minutes - weekly direct debit	Taxable	C	per session	58.70	<b>60.50</b>	1.80	3.07
1:1 60 minutes - weekly direct debit	Taxable	C	per session	70.00	<b>72.10</b>	2.10	3.00
2:1 30 minutes - weekly direct debit	Taxable	C	per session	75.20	<b>77.50</b>	2.30	3.06
2:1 60 minutes - weekly direct debit	Taxable	C	per session	100.90	<b>103.95</b>	3.05	3.02
<b>Programs</b>							
Learn to swim child	Taxable	C	per lesson	18.40	<b>18.95</b>	0.55	2.99
Learn to swim preschool (non parent involvement)	Taxable	C	per lesson	18.40	<b>18.95</b>	0.55	2.99

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Learn to swim adult	Taxable	C	per lesson	20.50	<b>20.95</b>	0.45	2.20
Learn to swim preschool - 3rd child	Taxable	C	per lesson	16.60	<b>17.10</b>	0.50	3.01
School learn to swim - 1:6 ratio	Taxable	C	per child per lesson	11.90	<b>12.30</b>	0.40	3.36
School learn to swim - 1:8 ratio	Taxable	C	per child per lesson	9.70	<b>10.00</b>	0.30	3.09
School learn to swim - 1:10 ratio	Taxable	C	per child per lesson	8.50	<b>8.80</b>	0.30	3.53
School learn to swim - 1:12 ratio	Taxable	C	per child per lesson	7.80	<b>8.00</b>	0.20	2.56
<b>Child Minding</b>							
Childcare casual 1 child - 90 min	Taxable	C	per session	9.80	<b>10.10</b>	0.30	3.06
Childcare casual 2 children - 90 min	Taxable	C	per session	12.20	<b>12.60</b>	0.40	3.28
Occasional care casual 1 child - 90 min	Taxable	C	per session	22.20	<b>22.95</b>	0.75	3.38
Occasional care casual 2 children - 90 min	Taxable	C	per session	28.10	<b>28.95</b>	0.85	3.02
Childcare casual 1 child - per additional 30 mins	Taxable	C	per session	3.30	<b>3.40</b>	0.10	3.03
Childcare casual 2 children - per additional 30 mins	Taxable	C	per session	4.10	<b>4.20</b>	0.10	2.44
Occasional care casual 1 child - per additional 30 mins	Taxable	C	per session	7.40	<b>7.65</b>	0.25	3.38



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Occasional care casual 2 children - per additional 30 mins	Taxable	C	per session	9.40	<b>9.70</b>	0.30	3.19
Childcare credit pass 1 child - 90 min	Taxable	C	per session	8.80	<b>9.10</b>	0.30	3.41
Childcare credit pass 2 children - 90 min	Taxable	C	per session	11.00	<b>11.35</b>	0.35	3.18
Occasional care credit pass 1 child - 90 min	Taxable	C	per session	20.00	<b>20.60</b>	0.60	3.00
Occasional care credit pass 2 children - 90 min	Taxable	C	per session	24.80	<b>25.60</b>	0.80	3.23
Childcare credit pass 1 child - per additional 30 mins	Taxable	C	per session	3.00	<b>3.10</b>	0.10	3.33
Childcare credit pass 2 children - per additional 30 mins	Taxable	C	per session	3.65	<b>3.80</b>	0.15	4.11
Occasional care credit pass 1 child - per additional 30 mins	Taxable	C	per session	6.70	<b>6.90</b>	0.20	2.99
Occasional care credit pass 2 children - per additional 30 mins	Taxable	C	per session	8.30	<b>8.55</b>	0.25	3.01
<b>Facility Hire</b>							
50m lane hire - casual	Taxable	C	per hour	115.40	<b>119.00</b>	3.60	3.12
25m lane hire - casual	Taxable	C	per hour	82.90	<b>85.40</b>	2.50	3.02
1/3 warm water program pool hire - commercial	Taxable	C	per hour	76.40	<b>78.70</b>	2.30	3.01
1/3 warm water program pool hire - community group/s	Taxable	C	per hour	39.10	<b>40.30</b>	1.20	3.07
Full pool hire - 50m -	Taxable	C	per hour	386.25	<b>397.90</b>	11.65	3.02

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
community/schools							
Swim club - 50m - peak - all inclusive	Taxable	C	per hour	56.90	<b>58.60</b>	1.70	2.99
Swim club - 25m - peak - all inclusive	Taxable	C	per hour	49.20	<b>50.70</b>	1.50	3.05
Swim club - 50m - off peak - all inclusive	Taxable	C	per hour	53.80	<b>55.40</b>	1.60	2.97
Swim club - 25m - off peak - all inclusive	Taxable	C	per hour	47.30	<b>48.70</b>	1.40	2.96
Occasional care room	Taxable	C	per hire	85.50	<b>88.00</b>	2.50	2.92
Wellbeing Studio	Taxable	C	per hire	110.20	<b>113.50</b>	3.30	2.99
Party room	Taxable	C	per hire	57.70	<b>59.40</b>	1.70	2.95
Meeting room - 1 room	Taxable	C	per hire	38.00	<b>39.20</b>	1.20	2.63
Meeting rooms - 2 rooms	Taxable	C	per hire	74.00	<b>76.30</b>	2.30	3.11
Meeting rooms - 3 rooms	Taxable	C	per hire	109.00	<b>112.30</b>	3.30	3.03
Group Fitness Studio	Taxable	C	per hire	130.80	<b>134.70</b>	3.90	2.98
<b>Other</b>							
Locker hire	Taxable	C	per hire	4.00	<b>4.00</b>	0.00	0.00
Birthday parties - min 12 children	Taxable	C	per child	30.40	<b>31.30</b>	0.90	2.96
<b>One Flintoff Room Hire</b>							
<b>All Rooms- Ibbott, Hawdon, Olympia, Bakewell, Beale, Griffin, Grimshaw</b>							
Internal user – room set	Taxable	C	per room	50.00	<b>51.00</b>	1.00	2.00

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Internal user - administration fee	Taxable	C	per hire	50.00	<b>51.00</b>	1.00	2.00
Community Group user - Bond	GST N/A	C	per hire	300.00	<b>300.00</b>	0.00	0.00
Community Group user - room hire 1	Taxable	C	per hour	26.00	<b>26.00</b>	0.00	0.00
Community Group user - room hire 2 rooms	Taxable	C	per hour	46.00	<b>46.00</b>	0.00	0.00
Community Group user - room hire 3 rooms	Taxable	C	per hour	67.00	<b>67.00</b>	0.00	0.00
Community Group user – room set	Taxable	C	per hire	50.00	<b>50.00</b>	0.00	0.00
Community Group user - administration fee/Cancellation	Taxable	C	per hire	50.00	<b>50.00</b>	0.00	0.00
Commercial user - Bond	GST N/A	C	per hire	300.00	<b>300.00</b>	0.00	0.00
Commercial user - room hire	Taxable	C	per hour	43.00	<b>43.85</b>	0.85	1.98
Commercial user - room hire 2 rooms	Taxable	C	per hour	77.00	<b>78.50</b>	1.50	1.95
Commercial user - room hire 3 rooms	Taxable	C	per hour	113.00	<b>115.25</b>	2.25	1.99
Commercial user – room set	Taxable	C	per hire	50.00	<b>51.00</b>	1.00	2.00
Commercial user - administration fee	Taxable	C	per hire	50.00	<b>51.00</b>	1.00	2.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Other Leisure Programs</b>							
<b>Hot Air Ballooning</b>							
Annual landing fee	Taxable	C	per year	625.00	<b>637.50</b>	12.50	2.00
<b>Outdoor Trainers</b>							
Seasonal fee - 6 months	Taxable	C	6 months	570.00	<b>581.40</b>	11.40	2.00
Monthly fee	Taxable	C	per month	125.00	<b>127.50</b>	2.50	2.00
Weekly fee	Taxable	C	per week	44.00	<b>44.85</b>	0.85	1.93
<b>Recreation Program for Older Adults</b>							
Movies per month	Taxable	C	per month	24.00	<b>24.00</b>	0.00	0.00
Outings - vary between \$10 and \$25.00 (depending on activity)	Taxable	C	per activity	Various	<b>Various</b>	0.00	0.00
<b>Rotunda Hire</b>							
Heidelberg Park or Greensborough War Memorial - 3 hours	Taxable	C	per booking	195.00	<b>195.00</b>	0.00	0.00
<b>Willinda Park Athletics Track</b>							
Banyule schools	Taxable	C	per booking	162.00	<b>165.20</b>	3.20	1.98
Non Banyule schools	Taxable	C	per booking	312.00	<b>318.20</b>	6.20	1.99
Combined primary school sports	Taxable	C	per booking	312.00	<b>318.20</b>	6.20	1.99
Combined secondary school sports	Taxable	C	per booking	638.00	<b>650.75</b>	12.75	2.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Training sessions	Taxable	C	per hour	84.00	<b>85.65</b>	1.65	1.96
Bond - equivalent to hire fee	GST N/A	C	per booking	equivalent to the highest charge	<b>equivalent to the highest charge</b>	0.00	0.00
<b>Festivals</b>							
<b>Twilight Sounds</b>							
Commercial food stall	Taxable	C	per stall	191.05	<b>194.85</b>	3.80	1.99
Commercial coffee vendor	Taxable	C	per stall	149.35	<b>152.30</b>	2.95	1.98
Community food stall	Taxable	C	per stall	85.50	<b>85.50</b>	0.00	0.00
Community coffee vendor	Taxable	C	per stall	85.50	<b>85.50</b>	0.00	0.00
Community market stall	Taxable	C	per stall	61.30	<b>61.30</b>	0.00	0.00
Power fee for stall holders to be included in permit above	Taxable	C	per stall	92.00	<b>92.00</b>	0.00	0.00
Power fee including overnight to be included in permit above	Taxable	C	per stall	158.00	<b>158.00</b>	0.00	0.00
<b>Kids ArtyFarty Festival</b>							
Commercial food stall	Taxable	C	per stall	335.00	<b>341.70</b>	6.70	2.00
Commercial coffee vendor	Taxable	C	per stall	250.00	<b>255.00</b>	5.00	2.00
Community food stall	Taxable	C	per stall	110.00	<b>110.00</b>	0.00	0.00
Community coffee vendor	Taxable	C	per stall	85.00	<b>85.00</b>	0.00	0.00

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Community market stall	Taxable	C	per stall	65.00	<b>65.00</b>	0.00	0.00
Power fee for stall holders to be included in permit above	Taxable	C	per stall	92.00	<b>92.00</b>	0.00	0.00
<b>Carols by Candlelight</b>							
Commercial food vendor	Taxable	C	per stall	157.00	<b>160.10</b>	3.10	1.97
Commercial coffee vendor	Taxable	C	per stall	110.00	<b>112.20</b>	2.20	2.00
Community food vendor	Taxable	C	per stall	60.00	<b>60.00</b>	0.00	0.00
Community coffee vendor	Taxable	C	per stall	85.00	<b>85.00</b>	0.00	0.00
Community market stall	Taxable	C	per stall	46.00	<b>46.00</b>	0.00	0.00
Power fee for stall holders to be included in permit above	Taxable	C	per stall	92.00	<b>92.00</b>	0.00	0.00
<b>Malahang Festival</b>							
Community food vendor	Taxable	C	per stall	28.00	<b>28.00</b>	0.00	0.00
Community coffee vendor	Taxable	C	per stall	28.00	<b>28.00</b>	0.00	0.00
Community market stall	Taxable	C	per stall	28.00	<b>28.00</b>	0.00	0.00
Commercial food vendor	Taxable	C	per stall	170.00	<b>173.40</b>	3.40	2.00
Commercial coffee vendor	Taxable	C	per stall	125.00	<b>127.50</b>	2.50	2.00
Commercial market stall	Taxable	C	per stall	82.00	<b>83.60</b>	1.60	1.95
Power fee for stall holders to be included in permit above	Taxable	C	per stall	92.00	<b>92.00</b>	0.00	0.00
<b>Events</b>							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Exhibitions</b>							
Entry fee	Taxable	C	per entry	35.00	<b>35.00</b>	0.00	0.00
<b>The Centre Ivanhoe - Great Hall Charges</b>							
<b>Monday - Thursday only. Friday, Saturday &amp; Sunday price on application on 03 9490 4300</b>							
School and Community Groups - Up to 8hr hire - theatre style seating	Taxable	C	per day	2,770.00	<b>2,770.00</b>	0.00	0.00
Corporate - Exhibition - Room Hire only (up to 8 hours hire)	Taxable	C	per day	3,490.00	<b>3,559.00</b>	69.00	1.98
Corporate - Up to 8hr hire - theatre style seating	Taxable	C	per day	3,490.00	<b>3,559.00</b>	69.00	1.98
Note: Hourly fee will be applied per hour after 8 hours for school, community and corporate hire – fee varies, confirm with The Centre Ivanhoe prior to booking venue.							
<b>Other Rooms</b>							
Streeton Room - Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	1,680.00	<b>1,680.00</b>	0.00	0.00
McCubbin Room - Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	1,085.00	<b>1,085.00</b>	0.00	0.00
Conder Room - Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	860.00	<b>860.00</b>	0.00	0.00
Withers Room - Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	810.00	<b>810.00</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Health &amp; Aged Services</b>							
<b>Aged and Disability Services</b>							
<b>Subsidised CHSP Services</b>							
Property Maintenance/Home Maintenance - low fee range	GST Free	C	per hour	17.50	<b>17.90</b>	0.40	2.29
Property Maintenance/Home Maintenance - medium fee range	GST Free	C	per hour	26.25	<b>26.90</b>	0.65	2.48
Property Maintenance/Home Maintenance - high fee range	GST Free	C	per hour	70.00	<b>71.75</b>	1.75	2.50
Home Care/Domestic Assistance - low fee range	GST Free	C	per hour	8.75	<b>9.00</b>	0.25	2.86
Home Care/Domestic Assistance - medium fee range	GST Free	C	per hour	17.50	<b>18.00</b>	0.50	2.86
Home Care/Domestic Assistance - high fee range	GST Free	C	per hour	52.50	<b>53.80</b>	1.30	2.48
Social Support - low fee range	GST Free	C	per session	19.55	<b>20.00</b>	0.45	2.30
Social Support - medium fee range	GST Free	C	per session	26.25	<b>26.90</b>	0.65	2.48
Social Support - high fee range	GST Free	C	per session	69.50	<b>71.20</b>	1.70	2.45
Personal Care - low fee range	GST Free	C	per hour	6.15	<b>6.30</b>	0.15	2.44
Personal Care - medium fee range	GST Free	C	per hour	17.50	<b>18.00</b>	0.50	2.86
Personal Care - high fee range	GST	C	per hour	52.50	<b>53.80</b>	1.30	2.48



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
	Free						
Delivered Meals - low fee range	GST Free	C	per meal	8.75	<b>9.00</b>	0.25	2.86
Delivered Meals - medium fee range	GST Free	C	per meal	17.50	<b>18.00</b>	0.50	2.86
Delivered Meals - high fee range	GST Free	C	per meal	35.00	<b>35.85</b>	0.85	2.43
Respite Care/Flexible Respite - low fee range	GST Free	C	per hour	8.75	<b>9.00</b>	0.25	2.86
Respite Care/Flexible Respite - medium fee range	GST Free	C	per hour	17.50	<b>18.00</b>	0.50	2.86
Respite Care/Flexible Respite - high fee range	GST Free	C	per hour	52.50	<b>53.80</b>	1.30	2.48
Home Care/Domestic Assistance - linkages	GST Free	C	per hour	19.25	<b>19.75</b>	0.50	2.60
<b>Full Cost Recovery</b>							
Personal Care	Taxable	C	per hour	76.20	<b>78.50</b>	2.30	3.02
Respite Care/Flexible Respite	Taxable	C	per hour	76.20	<b>78.50</b>	2.30	3.02
Home Care/Domestic Assistance	Taxable	C	per hour	76.20	<b>78.50</b>	2.30	3.02
Property Maintenance/Home Maintenance	Taxable	C	per hour	126.15	<b>130.00</b>	3.85	3.05
Property maintenance - materials charge	Taxable	C	per year	Quote	<b>Quote</b>	N/A	N/A
Property maintenance - tip fee charge	Taxable	C	per session	Quote	<b>Quote</b>	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Delivered Meals	Taxable	C	per meal	33.75	<b>34.75</b>	1.00	2.96
Social Support (Planned Activity Group)	Taxable	C	per session	105.00	<b>108.00</b>	3.00	2.86
Social Support plus transport	Taxable	C	per session	131.80	<b>135.00</b>	3.20	2.43
Respite Care/Flexible Respite	C	Taxable	per hour	74.00	<b>76.20</b>	2.20	2.97
Respite Care/Flexible Respite	C	Taxable	per hour	74.00	<b>76.20</b>	2.20	2.97
<b>Subsidised HACC PYP Services</b>							
Property Maintenance/Home Maintenance - low fee range	GST free	C	per hour	17.50	<b>18.00</b>	0.50	2.86
Property Maintenance/Home Maintenance - medium fee range	GST free	C	per hour	26.25	<b>26.90</b>	0.65	2.48
Property Maintenance/Home Maintenance - high fee range	GST free	C	per hour	70.00	<b>71.75</b>	1.75	2.50
Home Care/Domestic Assistance - low fee range	GST free	C	per hour	8.75	<b>9.00</b>	0.25	2.86
Home Care/Domestic Assistance - medium fee range	GST free	C	per hour	17.50	<b>18.00</b>	0.50	2.86
Home Care/Domestic Assistance - high fee range	GST free	C	per hour	52.50	<b>53.80</b>	1.30	2.48
Social Support - low fee range	GST free	C	per session	19.55	<b>20.00</b>	0.45	2.30
Social Support - medium fee range	GST free	C	per session	26.25	<b>26.90</b>	0.65	2.48
Social Support - high fee range	GST free	C	per session	69.50	<b>71.20</b>	1.70	2.45

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Personal Care - low fee range	GST free	C	per hour	6.15	<b>6.30</b>	0.15	2.44
Personal Care - medium fee range	GST free	C	per hour	17.50	<b>18.00</b>	0.50	2.86
Personal Care - high fee range	GST free	C	per hour	52.50	<b>53.80</b>	1.30	2.48
Delivered Meals - low fee range	GST free	C	per meal	8.75	<b>9.00</b>	0.25	2.86
Delivered Meals - medium fee range	GST free	C	per meal	17.50	<b>18.00</b>	0.50	2.86
Delivered Meals - high fee range	GST free	C	per meal	35.00	<b>35.85</b>	0.85	2.43
Respite Care/Flexible Respite - low fee range	GST free	C	per hour	8.75	<b>9.00</b>	0.25	2.86
Respite Care/Flexible Respite - medium fee range	GST free	C	per hour	17.50	<b>18.00</b>	0.50	2.86
Respite Care/Flexible Respite - high fee range	GST free	C	per hour	52.50	<b>53.80</b>	1.30	2.43
<b>*Special consideration fees may apply with individual assessment</b>							
<b>Environmental Health</b>							
<b>Domestic Water Management</b>							
Permit to install a septic tank system	Exempt	C	when requested	390.00	<b>390.00</b>	0.00	0.00
Permit to alter an existing septic tank system	Exempt	C	when requested	333.00	<b>333.00</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Food Act Registration</b>							
<b>Other</b>							
Transfer of food act registration (includes transfer inspection)	Exempt	C	when transferred	50% of that premises' annual registration fee (not applied during renewal periods)	<b>50% of that premises' annual registration fee (not applied during renewal periods)</b>	0.00	0.00
Plans submission for assessment & report & inspection of an unregistered premises & report	Exempt	C	when requested	237.00	<b>241.70</b>	4.70	1.98
Additional assessment fee (follow up of non-compliances)	Exempt	C	when required	169.00	<b>172.35</b>	3.35	1.98
Request for pre-purchase inspection & report - within 5 working days	Taxable	C	when requested	282.00	<b>287.60</b>	5.60	1.99
Request for pre-purchase inspection & report - within 10 working days	Taxable	C	when requested	185.00	<b>188.70</b>	3.70	2.00
Inspection of unregistered premises & report	Taxable	C	when requested	207.00	<b>211.10</b>	4.10	1.98

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Food Act Registration - Food Premises (Part 6 Division 3)</b>							
<b>Commercial Operator</b>							
Class 1 premises - 3rd party audited	Exempt	C	per year	560.00	<b>571.20</b>	11.20	2.00
Class 2 premises - 3rd party audited	Exempt	C	per year	560.00	<b>571.20</b>	11.20	2.00
Class 2 premises - template FSP	Exempt	C	per year	790.00	<b>805.80</b>	15.80	2.00
Class 3 premises - limited processes	Exempt	C	per year	531.00	<b>541.60</b>	10.60	2.00
Base fee	Exempt	C	when required	165.00	<b>168.30</b>	3.30	2.00
For each person employed in excess of 5, add for each additional person	Exempt	C	per year	10% of the base fee	<b>10% of the base fee</b>	0.00	0.00
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
For each person employed in excess of 5, add for each additional person	Exempt	C	per year	10% of the base fee	<b>10% of the base fee</b>	0.00	0.00
<b>Community Group Operator</b>							
Class 1 premises - 3rd party audited	Exempt	C	per year	165.00	<b>168.30</b>	3.30	2.00
Class 2 premises - 3rd party audited	Exempt	C	per year	165.00	<b>168.30</b>	3.30	2.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Class 2 premises - template FSP	Exempt	C	per year	243.00	<b>247.85</b>	4.85	2.00
Class 3 premises - limited processes	Exempt	C	per year	211.00	<b>215.20</b>	4.20	1.99
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
Where the community group operated premises only operates for 6 calendar months of the year e.g. cricket/football clubs	Exempt	C	per year	50% of the classification fee	<b>50% of the classification fee</b>	Various	2.00
<b>Additional Fees</b>							
Where a proprietor holds more than 1 registration at the same premises a 50% fee applies to the consecutive registrations additional to the highest risk registration.	Exempt	C	per year	50% of 2nd total fee	<b>50% of 2nd total fee</b>	Various	2.00
Where a proprietor holds a Class 2 or 3 fixed premises registration and operates a portable food premises 50% fee of the risk classification applies to the consecutive registrations.	Exempt	C	per year	50% of the classification fee	<b>50% of the classification fee</b>	Various	2.00
Where a proprietor holds a fixed premises notification and operates a portable food premises the full portable fee for that risk classification applies.	Exempt	C	per year	100% of classification fee (portable)	<b>100% of classification fee (portable)</b>	Various	2.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Where a non-statutory inspection and report has been conducted (unregistered premises) and premises deemed compliant the applicable fee will be deducted from the initial registration fee.	Exempt	C	when required	N/A	N/A	N/A	N/A
<b>Food Act Registration - Portable Food Premises (Part 6 Division 4)</b>							
<b>Mobile Food Premises - Commercial Operator</b>							
Class 1 premises - 3rd party audited	Exempt	C	per year	560.00	571.20	11.20	2.00
Class 2 premises - 3rd party audited	Exempt	C	per year	560.00	571.20	11.20	2.00
Class 2 premises - template fsp	Exempt	C	per year	790.00	805.50	15.50	1.96
Class 3 premises - limited processes.	Exempt	C	per year	531.00	541.60	10.60	2.00
Class 4 premises - notification only	Exempt	C	per year	N/A	N/A	N/A	N/A
<b>Mobile Food Premises - Community Group Operator</b>							
Class 1 premises - 3rd party audited	Exempt	C	per year	165.00	168.30	3.30	2.00
Class 2 premises - 3rd party audited	Exempt	C	per year	165.00	168.30	3.30	2.00
Class 2 premises - template fsp	Exempt	C	per year	243.00	247.85	4.85	2.00
Class 3 premises - limited processes.	Exempt	C	per year	211.00	215.20	4.20	1.99

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
<b>Temporary Food Premises - Commercial Operator</b>							
Class 1 premises	Exempt	C	per year	282.00	<b>287.60</b>	5.60	1.99
Class 2 premises	Exempt	C	per year	408.00	<b>416.15</b>	8.15	2.00
Class 3 premises	Exempt	C	per year	282.00	<b>287.60</b>	5.60	1.99
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
Where the commercial/community group operator requests the registration for a period of less than 1 year to operate on a short-term basis (e.g. only operates for 1 event like a community festival)	Exempt	C	per year	25% of the classification fee (portable)	<b>25% of the classification fee (portable)</b>	Various	2.00
<b>Temporary Food Premises - Community Group Operator</b>							
Class 1 premises	Exempt	C	per year	88.00	<b>89.75</b>	1.75	1.99
Class 2 premises	Exempt	C	per year	125.00	<b>127.50</b>	2.50	2.00
Class 3 premises	Exempt	C	per year	82.00	<b>83.60</b>	1.60	1.95
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
<b>Vending Machines - Commercial Operator</b>							



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Class 2 premises	Exempt	C	per year	115.00	<b>117.30</b>	2.30	2.00
Class 3 premises	Exempt	C	per year	95.00	<b>96.90</b>	1.90	2.00
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
<b>Vending Machines - Community Group Operator</b>							
Class 2 premises	Exempt	C	per year	47.00	<b>47.90</b>	0.90	1.91
Class 3 premises	Exempt	C	per year	36.00	<b>36.70</b>	0.70	1.94
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
Where a proprietor has a number of components (e.g. more than one food vending machine) for each additional component, this applies to both Commercial and Community Group Operators.	Exempt	C	per year	50% of classification fee	<b>50% of classification fee</b>	Various	2.00
<b>Health Services</b>							
<b>Administration</b>							
Record recovery/refund process and associated administrative tasks	Exempt	C	when required	33.00	<b>33.00</b>	0.00	0.00
<b>Immunisation Service</b>							
<b>Sale of Vaccines</b>							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Sale of vaccines - public	Taxable	C	per vaccine	Purch Price + \$21.00 oncost (rounded)	<b>Purch Price + \$21.00 oncost (rounded)</b>	0.00	0.00
Sale of vaccines - commercial	Taxable	C	per vaccine	Purch Price + \$21.00 oncost (rounded)	<b>Purch Price + \$21.00 oncost (rounded)</b>	0.00	0.00
Immunisation administrative process/Immunisation record update	Taxable	C	per record	N/A	<b>33.00</b>	N/A	N/A
<b>Site Fees</b>							
Onsite visit for commercial vaccinations surcharge (where applicable)	Taxable	C	per visit	A surcharge of \$30 per person less than 20 clients total (cost of vaccine plus oncost)	<b>A surcharge of \$30.50 per person less than 20 clients total (cost of vaccine plus oncost)</b>	0.50	1.67

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Public Health and Wellbeing Act Premises</b>							
<b>Other Fees and Additional Services</b>							
Transfer of public health and wellbeing act registration	Exempt	C	when transferred	50% of that premises' annual registration fee (not applied during renewal periods)	<b>50% of that premises' annual registration fee (not applied during renewal periods)</b>	Various	2.00
Plans submission for public health and wellbeing assessment and pre-registration inspections (beauty and other treatment premises)	Exempt	C	when requested	189.00	<b>192.75</b>	3.75	1.98
Mandatory plans submission for public health and wellbeing assessment & pre-registration inspections (prescribed accommodation)	Exempt	C	when required	330.00	<b>336.50</b>	6.50	1.97
Mandatory plans submission for public health and wellbeing assessment & pre-registration inspections (rooming houses only)	Exempt	C	when required	405.00	<b>413.10</b>	8.10	2.00
Request for an inspection of registered premises prior to	Taxable	C	when requested	255.00	<b>260.00</b>	5.00	1.96

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
purchase (e.g. solicitor/pre purchase inspection) within 5 working days							
Request for an inspection of registered premises prior to purchase (e.g. solicitor/pre purchase inspection) within 10 working days	Taxable	C	when requested	167.00	<b>170.00</b>	3.00	1.80
Request/requirement for non-statutory inspection & report (unregistered premises)	Taxable	C	when requested	170.00	<b>173.00</b>	3.00	1.76
<b>Registration</b>							
Hairdressing premises (New premises only)	Exempt	C	per year	216.00	<b>220.00</b>	4.00	1.85
Ear piercing premises	Exempt	C	per year	214.00	<b>218.00</b>	4.00	1.87
Beauty premises	Exempt	C	per year	214.00	<b>218.00</b>	4.00	1.87
Skin penetration (incl Tattooing, Body Piercing, Electrolysis etc (excludes ear piercing))	Exempt	C	per year	309.00	<b>315.00</b>	6.00	1.94
Colonic irrigation premises	Exempt	C	per year	309.00	<b>315.00</b>	6.00	1.94
Prescribed accommodation premises (up to 20 beds) (excluding rooming houses)	Exempt	C	per year	309.00	<b>315.00</b>	6.00	1.94
Every additional bed thereafter	Exempt	C	per year	4.00	<b>4.00</b>	0.00	0.00
Prescribed accommodation premises (rooming house)	Exempt	C	per year	360.00	<b>367.00</b>	7.00	1.94

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Where a proprietor conducts more than one activity at the same premises	Exempt	C	per year	The highest risk classification as base fee plus 50% for each consecutive activity	<b>The highest risk classification as base fee plus 50% for each consecutive activity</b>	Various	2.00
Where a public health and wellbeing act registered premises holds a Food Act registration	Exempt	C	per year	Full Food Act Registration fee will apply	<b>Full Food Act Registration fee will apply</b>	Various	2.00
Where a non-statutory inspection and report has been conducted (unregistered premises) and premises deemed compliant the applicable fee will be deducted from the initial registration fee.	Exempt	C	when required	N/A	<b>N/A</b>	N/A	N/A
<b>Youth &amp; Family Services</b>							
<b>Child Care Centres</b>							
<b>Joyce Avenue &amp; St Hellier Street</b>							
Full time care	GST free	C	per week	517.00	<b>517.00</b>	0.00	0.00
Daily care	GST	C	per day	119.00	<b>119.00</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
	free						
<b>Morobe Street</b>							
Full time care	GST free	C	per week	459.00	<b>459.00</b>	0.00	0.00
Daily care	GST free	C	per day	103.50	<b>103.50</b>	0.00	0.00
<b>Children Services Community Centres</b>							
<b>Montmorency Children's Centre</b>							
Montmorency children's centre - Weekday AM	Taxable	C	per session	45.00	<b>45.00</b>	0.00	0.00
Montmorency children's centre – Weekday PM	Taxable	C	per session	40.00	<b>40.00</b>	0.00	0.00
Montmorency children's centre – Weekday evenings	Taxable	C	per hour	15.00	<b>15.00</b>	0.00	0.00
Montmorency children's centre - Saturday	Taxable	C	per hour	18.00	<b>18.00</b>	0.00	0.00
68 Macorna Street, Watsonia North	Taxable	C	per hour	25.60	<b>25.60</b>	0.00	0.00
56 Gabonia Avenue, Watsonia	Taxable	C	per year	132.00	<b>132.00</b>	0.00	0.00
7 Cameron Parade, Bundoora	Taxable	C	per year	132.00	<b>132.00</b>	0.00	0.00
<b>Jets Studios</b>							
Event equipment and staff (PA hire) - min 3hrs	Taxable	C	per 3 hours	N/A	<b>180.00</b>	N/A	N/A
JCM Tech Trainee - min 3hrs	Taxable	C	per 3 hours	N/A	<b>90.00</b>	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Studio Room Hire Facilitated (3 hrs min)	Taxable	C	per 3 hours	N/A	<b>180.00</b>	N/A	N/A
Facilitated recording (4 hrs min)	Taxable	C	per 4 hours	N/A	<b>220.00</b>	N/A	N/A
<b>Preschools</b>							
<b>Administration</b>							
Enrolment fee	GST free	C	Yearly	35.00	<b>35.00</b>	0.00	0.00
<b>Audrey Brooks</b>							
4 year old kindergarten	GST free	C	per term	495.00	<b>495.00</b>	0.00	0.00
3 year old kindergarten	GST free	C	per term	370.00	<b>370.00</b>	0.00	0.00
<b>Olympic Village</b>							
4 year old kindergarten	GST free	C	per term	495.00	<b>495.00</b>	0.00	0.00
<b>Volunteers Awards</b>							
<b>Tickets</b>							
Ticket to function – subsidised	Taxable	C	per ticket	15.00	<b>15.00</b>	0.00	0.00
<b>Shop 48</b>							
<b>Tenancy Fees</b>							
Per desk - Tier 1	Taxable	C	per annum	3,900.00	<b>3,900.00</b>	0.00	0.00
Per desk - Tier 2	Taxable	C	per annum	4,700.00	<b>4,700.00</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Per desk - Tier 3	Taxable	C	per annum	5,500.00	<b>5,500.00</b>	0.00	0.00
<b>Room Hire</b>							
One off use	GST Free	C	per hour	17.50	<b>17.50</b>	0.00	0.00
Ongoing	GST Free	C	per hour	12.50	<b>12.50</b>	0.00	0.00



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>City Development</b>							
<b>Property Services</b>							
<b>General Fees</b>							
Discontinued road or reserves annual occupancy fees	Taxable	C	per address	\$110 or 10% of market value, whichever is greater.	<b>\$112 or 10% of market value, whichever is greater</b>	2.00	1.82
Right of way (road) discontinuance application fee	Taxable	C	per application	130.50	<b>133.00</b>	2.50	1.92
Rent/Licence fee - Category two^	Taxable	C	per property	320.00	<b>326.00</b>	6.00	1.88
<b>Notes: *minimum fees \$110 or 10 % of market value whichever is the greater</b>							
<b>^discounts may apply based on tier levels (tier 1: 60%, tier 2: 30% and tier 3: 0%)</b>							
<b>Planning &amp; Building</b>							
<b>Development Planning</b>							
<b>Planning Permit Application - Planning and Environment Act 1987 Regulation 9 Section 47</b>							
(Class 1) Use only	Exempt	S	per application	1,318.10	<b>1,318.00</b>	0.00	0.00
(Class 2) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use	Exempt	S	per application	199.90	<b>199.90</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
of land for a single dwelling per lot included in the application (other than a class 7 permit or a permit to subdivide or consolidate land) if the estimated cost of development is \$10,000 or less							
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) – Relating to Class 3-6							
(Class 3) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$10,000 but not more than \$100,000	Exempt	S	per application	629.40	<b>629.40</b>	0.00	0.00
(Class 4) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use	Exempt	S	per application	1,288.50	<b>1,288.50</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 but not more than \$500,000							
(Class 5) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$500,000 but not more than \$1,000,000	Exempt	S	per application	1,392.10	<b>1,392.10</b>	0.00	0.00
(Class 6) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application	Exempt	S	per application	1,495.80	<b>1,495.80</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 but not more than \$2,000,000							
(Class 7) VicSmart application if the estimated cost of development is \$10,000 or less	Exempt	S	per application	199.90	<b>199.90</b>	0.00	0.00
(Class 8) VicSmart application if the estimated cost of development is more than \$10,000	Exempt	S	per application	429.50	<b>429.50</b>	0.00	0.00
(Class 9) VicSmart application to subdivide or consolidate land	Exempt	S	per application	199.90	<b>199.90</b>	0.00	0.00
(Class 10) To develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is less than \$100,000	Exempt	S	per application	1,147.80	<b>1,147.80</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Class 11) To develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 and not more than \$1,000,000	Exempt	S	per application	1,547.60	<b>1,547.60</b>	0.00	0.00
(Class 12) To develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 and not more than \$5,000,000	Exempt	S	per application	3,413.70	<b>3,413.70</b>	0.00	0.00
(Class 13) To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$5,000,000 and not more than \$15,000,000	Exempt	S	per application	8,700.90	<b>8,700.90</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Class 14) To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$15,000,000 and not more than \$50,000,000	Exempt	S	per application	25,658.30	<b>25,658.30</b>	0.00	0.00
(Class 15) To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$50,000,000 (For the first 12 months from commencement of the regulations, the fee for a class 15 permit application (for development over \$50 million) will be charged at 50% of the fee set out in regulations).	Exempt	S	per application	57,670.10	<b>57,670.10</b>	0.00	0.00
(Class 16) To subdivide an existing building (other than a class 9 permit)	Exempt	S	per application	1,318.10	<b>1,318.10</b>	0.00	0.00
(Class 17) To subdivide land into 2 lots (other than a class 9 or class 16 permit)	Exempt	S	per application	1318.10	<b>1318.10</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Class 18) To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	Exempt	S	per application	1,318.10	<b>1,318.10</b>	0.00	0.00
(Class 19) Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	Exempt	S	per 100 lots created	1,318.10	<b>1,318.10</b>	0.00	0.00
(Class 20) To: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	Exempt	S	per application	1,318.10	<b>1,318.10</b>	0.00	0.00
(Class 21) A permit not otherwise provided for in the regulation	Exempt	S	per application	1,318.10	<b>1,318.10</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Planning Permit Application Advertising</b>							
Fixed rate for installation of up to two signs on site and notices to up to 12 adjoining properties	Exempt	C	per application	455.00	<b>464.00</b>	9.00	1.98
Per owner or occupier	Exempt	C	per property notified	16.00	<b>16.30</b>	0.30	1.88
Notification signage	Exempt	C	per first sign per application	190.00	<b>193.00</b>	3.00	1.58
Per additional notification sign	Exempt	C	per additional sign per application	24.20	<b>24.65</b>	0.45	1.86
Notice in local paper	Exempt	C	per application	Cost recovery + 10% administration fee	<b>Cost recovery + 10% administration fee</b>	0.00	0.00
<b>Prescribed Fees - Planning and Environment (Fees) Regulations 2016</b>							
(Regulation 7) For requesting the Minister to prepare an amendment to a planning scheme exempted from the requirements referred to in section 20(4) of the Act.	Exempt	S	per application	3,998.70	<b>3,998.70</b>	0.00	0.00



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Regulation 8) For requesting the Minister to prepare an amendment to a planning scheme exempted from certain requirements prescribed under section 20A of the Act.	Exempt	S	per application	962.70	<b>962.70</b>	0.00	0.00
(Regulation 10) For combined permit applications	Exempt	S	per application	Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	<b>Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made</b>	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Regulation 12) Amend an application for a permit or an application to amend a permit	Exempt	S	per application	a) Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9 ... b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set	<b>a) Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9 ... b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class</b>	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Regulation 12) Amend an application for a permit or an application to amend a permit (continued)				out in the Table at regulation 11 and any additional fee under c) below ... c) If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an	<b>of permit set out in the Table at regulation 11 and any additional fee under c) below ... c) If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant</b>		

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Regulation 12) Amend an application for a permit or an application to amend a permit (continued)				additional fee being the difference the original class of application and the amended class of permit	<b>must pay an additional fee being the difference the original class of application and the amended class of permit</b>		
(Regulation 13) For a combined application to amend permit	Exempt	S	per application	The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	<b>The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made</b>	N/A	N/A
(Regulation 14) For a combined	Exempt	S	per	Under section	<b>Under section</b>	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
permit and planning scheme amendment			application	96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	<b>96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made</b>		
(Regulation 15) For a certificate of compliance	Exempt	S	per application	325.80	<b>325.80</b>	0.00	0.00
(Regulation 16) For an agreement to a proposal to amend or end an agreement under section 173 of the Act	Exempt	S	per application	659.00	<b>659.00</b>	0.00	0.00
(Regulation 17) For a planning certificate for an application not made electronically	Exempt	S	per application	22.20	<b>22.20</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Regulation 17) For a planning certificate for an application made electronically	Exempt	S	per application	7.10	<b>7.10</b>	0.00	0.00
(Regulation 18) Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council	Exempt	S	per application	325.80	<b>325.80</b>	0.00	0.00
<b>Procedural Applications</b>							
Single Dwelling – application to amend endorsed plans for building and works to a single dwelling which has their own title	Exempt	C	per application	200.00	<b>204.00</b>	4.00	2.00
Other Development - Cost of total development (including cost of works of original application and any additional amendments) - \$10,000 or less	Exempt	C	per application	300.00	<b>306.00</b>	6.00	2.00
Other Development - Cost of total development (including cost of works of original application and any additional amendments) - \$10,001 - \$100,000	Exempt	C	per application	620.00	<b>632.00</b>	12.00	1.94
Other Development - Cost of total development (including cost of works of original application	Exempt	C	per application	980.00	<b>999.00</b>	19.00	1.94

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
and any additional amendments) - \$100,001 - \$1,000,000							
Other Development - Cost of total development (including cost of works of original application and any additional amendments) - \$1,000,000 or more	Exempt	C	per application	1,500.00	<b>1,530.00</b>	30.00	2.00
Requests for extension of time on planning permits (first request)	Exempt	C	per application	370.00	<b>377.00</b>	7.00	1.89
Requests for extension of time on planning permits (second and subsequent requests)	Exempt	C	per application	455.00	<b>464.00</b>	9.00	1.98
Request for consent under Section 173 Agreement	Exempt	C	per application	455.00	<b>464.00</b>	9.00	1.98
<b>Subdivision Fees - Subdivision (Fees) Regulations 2016</b>							
(Regulation 6) For certification of a plan of subdivision	Exempt	S	per application	174.80	<b>174.80</b>	0.00	0.00
(Regulation 7) Alteration of plan under section 10(2) of the Act	Exempt	S	per application	111.10	<b>111.10</b>	0.00	0.00
(Regulation 8) Amendment of certified plan under section 11(1) of the Act	Exempt	S	per application	140.70	<b>140.70</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Regulation 9) Checking of engineering plans	Exempt	S	per application	0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)	<b>0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)</b>	0.00	0.00
(Regulation 10) Engineering plans prepared by Council	Exempt	S	per application	3.5% of the cost of works proposed in the engineering plan (maximum fee)	<b>3.5% of the cost of works proposed in the engineering plan (maximum fee)</b>	0.00	0.00



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Regulation 11) Supervision of works	Exempt	S	per application	2.5% of the estimated cost of construction of the works (maximum fee)	<b>2.5% of the estimated cost of construction of the works (maximum fee)</b>	0.00	0.00
<b>Administration</b>							
Copies of planning permits	Exempt	C	per application	130.00	<b>132.00</b>	2.00	1.54
Retrieval of file(s) from offsite storage (2015 and earlier)	Exempt	C	per application	65.00	<b>66.30</b>	1.30	2.00
Inspection fees (second and subsequent)	Exempt	C	per application	165.00	<b>168.00</b>	3.00	1.82
Condition plan approval fee (second and subsequent)	Taxable	C	per application	130.00	<b>132.00</b>	1.54	2.00
Plan folding fee (A3 and per 10 sheets)	Taxable	C	per A1 plan	4.00	<b>4.00</b>	0.00	0.00
Plan folding fee (per sheet and including anything other than A3 and A4)	Taxable	C	every 10 pages of A3 plans	4.00	<b>4.00</b>	0.00	0.00
Digitisation fee (A3 and A4 only)	Taxable	C	per submission	55.00	<b>56.00</b>	1.00	1.82

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Digitisation fee (including anything other than A3 and A4)	Taxable	C	per submission	110.00	<b>112.00</b>	2.00	1.82
Bond or guarantee administration fee	GST N/A	C	per application	540.00	<b>550.00</b>	10.00	1.85
Preparation of a Section 173 Agreement	Taxable	C	per request	1,000.00	<b>1,020.00</b>	20.00	2.00
Peer review of Section 173 Agreements not prepared by Council – Administration fee (in addition to fees charged by Council's solicitor)	Taxable	C	per request	220.00 Outsource to Council solicitor – charge costs as per invoice plus administration fee	<b>224.00</b> <b>Outsource to Council solicitor – charge costs as per invoice plus administration fee</b>	4.00	1.82
<b>Other</b>							
"In-principle" fee reduction for all planning permit and planning	Exempt	S	per application	198.00	<b>198.00</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
permit amendment applications that relate to the removal of vegetation							
"In-principle" fee reduction for all planning permit and planning permit amendment applications that relate to the pruning of vegetation	Exempt	S	per application	99.00	<b>99.00</b>	0.00	0.00
"In-principle" fee reduction for all planning permit and planning permit amendment applications that relate to sponsorship signage on Council land proposed by community clubs	Exempt	S	per application	198.00	<b>198.00</b>	0.00	0.00
<b>Planning Advice</b>							
Property Information Request	Exempt	C	per application	135.00	<b>137.00</b>	2.00	1.48
Pre-application advice for minor applications (by written correspondence)	Taxable	C	per application	135.00	<b>137.00</b>	2.00	1.48
Pre-application advice for major applications (by written correspondence)	Taxable	C	per application	270.00	<b>275.00</b>	5.00	1.85
(Optional) Pre-application meeting (in conjunction with written advice)	Taxable	C	per application	135.00	<b>137.00</b>	2.00	1.48

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Optional) Subsequent pre-application advice (by written correspondence)	Taxable	C	per application	135.00	<b>137.00</b>	2.00	1.48
<b>Planning Permit Amendment - Planning and Environment Act 1987 Regulation 11 Section 72</b>							
(Class 1) Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	Exempt	S	per application	1,318.10	<b>1,318.10</b>	0.00	0.00
(Class 2) Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.	Exempt	S	per application	1,318.10	<b>1,318.10</b>	0.00	0.00
(Class 3) Amendment to a class 2 permit	Exempt	S	per application	199.90	<b>199.90</b>	0.00	0.00
(Class 4) Amendment to a class 3 permit	Exempt	S	per application	629.40	<b>629.40</b>	0.00	0.00
(Class 5) Amendment to a class 4 permit	Exempt	S	per application	1,288.50	<b>1,288.50</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Class 6) Amendment to a class 5 or class 6 permit	Exempt	S	per application	1,392.10	<b>1,392.10</b>	0.00	0.00
(Class 7) Amendment to a class 7 permit	Exempt	S	per application	199.90	<b>199.90</b>	0.00	0.00
(Class 8) Amendment to a class 8 permit	Exempt	S	per application	429.50	<b>429.50</b>	0.00	0.00
(Class 9) Amendment to a class 9 permit	Exempt	S	per application	199.90	<b>199.90</b>	0.00	0.00
(Class 10) Amendment to a class 10 permit	Exempt	S	per application	1,147.80	<b>1,147.80</b>	0.00	0.00
(Class 11) Amendment to a class 11 permit	Exempt	S	per application	1,547.60	<b>1,547.60</b>	0.00	0.00
(Class 12) Amendment to a class 12, 13, 14 or 15 permit	Exempt	S	per application	3,413.70	<b>3,413.70</b>	0.00	0.00
(Class 13) Amendment to a class 16 permit	Exempt	S	per application	1,318.10	<b>1,318.10</b>	0.00	0.00
(Class 14) Amendment to a class 17 permit	Exempt	S	per application	1,318.10	<b>1,318.10</b>	0.00	0.00
(Class 15) Amendment to a class 18 permit	Exempt	S	per application	1,318.10	<b>1,318.10</b>	0.00	0.00
(Class 16) Amendment to a class 19 permit	Exempt	S	per 100 lots created	1,318.10	<b>1,318.10</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Class 17) Amendment to a class 20 permit	Exempt	S	per application	1,318.10	<b>1,318.10</b>	0.00	0.00
(Class 18) Amendment to a class 21 permit	Exempt	S	per application	1,318.10	<b>1,318.10</b>	0.00	0.00
<b>Building Services (BPI)</b>							
<b>Administration</b>							
Copy of plans/documentation (residential)	Taxable	C	per property	113.00	<b>115.25</b>	2.25	1.99
Copy of plans/documents (commercial)	Exempt	C	per property	232.00	<b>236.60</b>	4.60	1.98
Amendment fee	Taxable	C	per permit	330.00	<b>336.60</b>	6.60	2.00
Dispensation advertising fee	Taxable	C	per property	110.00	<b>112.20</b>	2.20	2.00
<b>Building Authority Fees</b>							
Building enquiry/information fees	Exempt	S	per property	47.20	<b>47.20 Statutory fees set by state government in July</b>	0.00	0.00
Report & consent	Exempt	S	per consent	290.50	<b>290.50 Statutory fees set by state government in July</b>	0.00	0.00
Consent & report section 29a	Exempt	S	per	85.20	<b>85.20</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
			property		<b>Statutory fees set by state government in July</b>		
Dispensation of Building Interim Regulations 2017 for siting or miscellaneous buildings e.g. Veranda fence at intersections masts etc.	Exempt	S	per property	290.50	<b>290.50 Statutory fees set by state government in July</b>	0.00	0.00
Lodgement fees	Exempt	S	per permit	121.90	<b>121.90 Statutory fees set by state government in July</b>	0.00	0.00
Property enquiries form 10	Exempt	S	per property	47.20	<b>47.20 Statutory fees set by state government in July</b>	0.00	0.00
Property enquiries - with building inspection dates	Exempt	S	per property	47.20	<b>47.20 Statutory fees set by state government in July</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Domestic Minor Building Works (Up to \$ 10,000 value of work and within Metro area)</b>							
Demolitions (maximum 1 inspection)	Taxable	C	per permit	575.00	<b>586.50</b> <b>Commercial fees increased by 2% across all categories</b>	11.50	2.00
Sheds, verandas, pergolas, carports, timber decks, (maximum 2 inspections)	Taxable	C	per permit	550.00	<b>561.00</b>	11.00	2.00
<b>Dwelling - Additions / Alterations</b>							
Up to 19,999 owner builder	Taxable	C	per permit	800.00	<b>816.00</b>	16.00	2.00
20,000 to 99,999 owner builder	Taxable	C	per permit	1,180.00	<b>1,203.60</b>	23.60	2.00
100,000 to 159,000 owner builder	Taxable	C	per permit	1,630.00	<b>1,662.60</b>	32.60	2.00
160,000 to 199,999 owner builder	Taxable	C	per permit	2,210.00	<b>2,254.20</b>	44.20	2.00
200,000 to 299,999 owner builder	Taxable	C	per permit	2,550.00	<b>2,601.00</b>	51.00	2.00
300,000 to 399,999 owner builder	Taxable	C	per permit	2,880.00	<b>2,937.60</b>	57.60	2.00
400,000 to 499,999 owner builder	Taxable	C	per permit	3,220.00	<b>3,284.40</b>	64.40	2.00
500,000 to 599,999 owner builder	Taxable	C	per permit	3,820.00	<b>3,896.40</b>	76.40	2.00
Up to 19,999 builder	Taxable	C	per permit	670.00	<b>683.40</b>	13.40	2.00



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
20,000 to 99,999 builder	Taxable	C	per permit	990.00	<b>1,009.80</b>	19.80	2.00
100,000 to 159,000 builder	Taxable	C	per permit	1,370.00	<b>1,397.40</b>	27.40	2.00
160,000 to 199,999 builder	Taxable	C	per permit	1,840.00	<b>1,876.80</b>	36.80	2.00
200,000 to 299,999 builder	Taxable	C	per permit	2,120.00	<b>2,162.40</b>	42.40	2.00
300,000 to 399,999 builder	Taxable	C	per permit	2,400.00	<b>2,448.00</b>	48.00	2.00
400,000 to 499,999 builder	Taxable	C	per permit	2,770.00	<b>2,825.40</b>	55.40	2.00
500,000 to 599,999 builder	Taxable	C	per permit	3,180.00	<b>3,243.60</b>	63.60	2.00
<b>Dwelling - New</b>							
Up to 199,999 builder	Taxable	C	per permit	1,600.00	<b>1,632.00</b>	32.00	2.00
Up to 299,999 builder	Taxable	C	per permit	1,730.00	<b>1,764.60</b>	34.60	2.00
Up to 399,999 builder	Taxable	C	per permit	2,050.00	<b>2,091.00</b>	41.00	2.00
Up to 499,999 builder	Taxable	C	per permit	2,245.00	<b>2,289.90</b>	44.90	2.00
Up to 599,999 builder	Taxable	C	per permit	2,430.00	<b>2,478.60</b>	48.60	2.00
Up to 699,999 builder	Taxable	C	per permit	2,750.00	<b>2,805.00</b>	55.00	2.00
Up to 799,999 builder	Taxable	C	per permit	3,310.00	<b>3,376.20</b>	66.20	2.00
Up to 899,999 builder	Taxable	C	per permit	3,940.00	<b>4,018.80</b>	78.80	2.00
Up to 999,999 builder	Taxable	C	per permit	4,500.00	<b>4,590.00</b>	90.00	2.00
Up to 199,999 owner builder	Taxable	C	per permit	1,910.00	<b>1,948.20</b>	38.20	2.00
Up to 299,999 owner builder	Taxable	C	per permit	2,080.00	<b>2,121.60</b>	41.60	2.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Up to 399,999 owner builder	Taxable	C	per permit	2,460.00	<b>2,509.20</b>	49.20	2.00
Up to 499,999 owner builder	Taxable	C	per permit	2,680.00	<b>2,733.60</b>	53.60	2.00
Up to 599,999 owner builder	Taxable	C	per permit	Quote by building surveyor	<b>Quote by building surveyor</b>	N/A	N/A
Up to 699,999 owner builder	Taxable	C	per permit	Quote by building surveyor	<b>Quote by building surveyor</b>	N/A	N/A
Up to 799,999 owner builder	Taxable	C	per permit	Quote by building surveyor	<b>Quote by building surveyor</b>	N/A	N/A
Up to 899,999 owner builder	Taxable	C	per permit	Quote by building surveyor	<b>Quote by building surveyor</b>	N/A	N/A
Up to 999,999 owner builder	Taxable	C	per permit	Quote by building surveyor	<b>Quote by building surveyor</b>	N/A	N/A
Permit/Inspection fees do not include the Government levy charged at 0.00160 X calculated cost on the value of building works over 10,000. Domestic works only.							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Permit/Inspection fees do not include the Government levy charged at 0.00160 X calculated cost on the value of building works over 10,000. Commercial works only.							
<b>Other</b>							
Swimming pools	Taxable	C	per permit	1,050.00	<b>1,071.00</b>	21.00	2.00
Swimming pool fencing advice (to be paid prior to booking inspection.)	Taxable	C	per permit	220.00	<b>224.40</b>	4.40	2.00
Bushfire assessment (to be paid prior to booking inspection.)	Taxable	C	per permit	330.00	<b>336.60</b>	6.60	2.00
Works greater than \$100,000 value	Taxable	C	per permit	550.00	<b>561.00</b>	11.00	2.00
Building permit time extension	Taxable	C	per permit	350.00	<b>357.00</b>	7.00	2.00
A letter must be supplied detailing the amount of works completed and the amount of time required to complete the remaining works.							
Applicant must be aware that no further extensions will be possible.							
*** Please refer clients to the building department for a quote on a building permit fee.							
<b>Other Constructions</b>							
Unit development	Taxable	C	per permit	Quote by building surveyor	<b>Quote by building surveyor</b>	N/A	N/A
Commercial buildings	Taxable	C	per permit	Quote by building surveyor	<b>Quote by building surveyor</b>	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Developments &amp; Drainage</b>							
<b>Applications and Assessments</b>							
Stormwater Legal point of discharge applications	Exempt	S	per application	144.70	<b>144.70</b>	0.00	0.00
Application to construct over a drainage and sewerage easement	Exempt	S	per application	270.00	<b>270.00</b>	0.00	0.00
Determination of applicable flood level	Exempt	S	per application	290.50	<b>290.50</b>	0.00	0.00
Assessment of Engineering Plans as part of Planning Permits - Up to 2 units	Taxable	C	per application	185.00	<b>188.70</b>	3.70	2.00
Assessment of Engineering Plans as part of Planning Permits - 3 to 5 units	Taxable	C	per application	489.25	<b>499.05</b>	9.80	2.00
Assessment of Engineering Plans as part of Planning Permits - 6 to 10 units	Taxable	C	per application	680.00	<b>693.60</b>	13.60	2.00
Assessment of Engineering Plans as part of Planning Permits - 11 to 20 units	Taxable	C	per application	875.00	<b>892.50</b>	17.50	2.00
Assessment of Engineering Plans as part of Planning Permits - Over 20 units	Taxable	C	per application	1,065.00	<b>1,086.30</b>	21.30	2.00
Assessment of Engineering Plans as part of Planning Permits - All Industrial / Mixed Use &	Taxable	C	per application	680.00	<b>693.60</b>	13.60	2.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Commercial Developments							
Assessment of Engineering Plans as part of Planning Permits - Subdivisions	Exempt	C	per application	0.75% of works	<b>0.75% of works</b>	0.00	0.00
Plan check (engineering component of planning application)	Exempt	C	per application	Quote	<b>Quote</b>	N/A	N/A
Asset Plan Search	Exempt	C	per request	105.00	<b>107.10</b>	2.10	2.00
<b>* If a land survey is required the above charge will be higher, based on the hourly rate for survey.</b>							
<b>Works Zone</b>							
Name blade directional signage request	Exempt	C	per sign	130.00	<b>132.60</b>	2.60	2.00
Works zone sign	Taxable	C	per sign	136.00	<b>138.00</b>	2.00	1.47
Works zone request - outside business or within mixed use zone - per space per day	Taxable	C	per space per day	12.50	<b>12.75</b>	0.25	2.00
Works zone request - within a residential zone - per space per day	Taxable	C	per space per day	7.25	<b>7.35</b>	0.10	1.38

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Works zone request - on paid parking areas	Taxable	C	per space per day	(Hours of restriction) * (Hourly fee) By negotiation	<b>(Hours of restriction) * (Hourly fee) By negotiation</b>	N/A	N/A
Assessment and approval of Traffic Management Plans	Taxable	C	per application	42.00	<b>42.80</b>	0.80	1.90
<b>Environment &amp; Place</b>							
<b>Environment</b>							
<b>Publications</b>							
Significant tree study	Taxable	C	per item	46.00	<b>46.00</b>	0.00	0.00
<b>City Futures</b>							
<b>Planning Scheme Amendment Fees</b>							
Regulation 6(1) to consider a request	Exempt	S	per request	2,871.60	<b>2,871.60</b>	0.00	0.00
Regulation 6(2)(i) to consider up to and including 10 submissions	Exempt	S	per defined number of submissions	14,232.70	<b>14,232.70</b>	0.00	0.00
Regulation 6(2)(ii) to consider 11 to (and including) 20 submissions	Exempt	S	per defined number of submissions	28,437.60	<b>28,437.60</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Regulation 6(2)(iii) to consider submissions that exceed 20	Exempt	S	per defined number of submissions	38,014.40	<b>38,014.40</b>	0.00	0.00
Regulation 6(3) to adopt	Exempt	S	per request	453.10	<b>453.10</b>	0.00	0.00
Regulation 6(4) to request approval	Exempt	S	per request	453.10	<b>453.10</b>	0.00	0.00
Regulation 9 for a combined permit application and planning scheme amendment	Exempt	S	per application/request	Various	<b>Various</b>		
<b>Publications</b>							
Local Area Traffic Management Strategy	Exempt	C	per item	31.00	<b>31.00</b>	0.00	0.00
Neighbourhood character strategy (full set of brochures).	Exempt	C	per item	31.00	<b>31.00</b>	0.00	0.00
<b>Municipal Laws</b>							
<b>Animal Management - Local Law and Domestic Animals Act 1994</b>							
Infringement debt collection fees	Exempt	C	per infringement	25.00	<b>25.50</b>	0.50	2.00
Animal business registration application	Exempt	C	per premises	205.00	<b>205.00</b>	0.00	0.00
Registration full fee dogs + state levy below	Exempt	C	per year	117.00	<b>117.00</b>	0.00	0.00
Registration reduced fee category dogs + state levy below	Exempt	C	per year	39.00	<b>39.00</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Registration fee puppy under 6 months microchipped + state levy below	Exempt	C	per year	39.00	<b>39.00</b>	0.00	0.00
Registration fee for dogs registered prior to 11 April 2013, microchipped or desexed + state levy below	Exempt	C	per year	39.00	<b>39.00</b>	0.00	0.00
Registration fee restricted, declared dangerous or menacing dogs + state levy below	Exempt	C	per year	120.00	<b>120.00</b>	0.00	0.00
State government levy dogs	Exempt	S	per year	4.00	<b>5.00</b>	1.00	25.00
Replacement registration tag	Exempt	C	as required	6.00	<b>6.00</b>	0.00	0.00
Transfer of registration from another Municipality	Exempt	C	as required	6.00	<b>6.00</b>	0.00	0.00
Registration full fee cats + state levy below	Exempt	C	per year	99.00	<b>99.00</b>	0.00	0.00
Registration reduced fee category cats + state levy below	Exempt	C	per year	33.00	<b>33.00</b>	0.00	0.00
Registration fee kitten under 6 months microchipped + state levy below	Exempt	C	per year	33.00	<b>33.00</b>	0.00	0.00
Registration fee for cats registered prior to 11 April 2013, microchipped or desexed + state levy below	Exempt	C	per year	33.00	<b>33.00</b>	0.00	0.00
State Government levy cats	Exempt	S	per year	4.00	<b>5.00</b>	1.00	25.00



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Inspection of animal record	Exempt	C	per record	30.00	<b>30.00</b>	0.00	0.00
Keeping of animals (more than prescribed number)	Exempt	C	per year	50.00	<b>50.00</b>	0.00	0.00
Voluntary foster care registration permit	Exempt	C	per year	10.00	<b>10.00</b>	0.00	0.00
Pet registration for a foster animal - Dog	Exempt	C&S	per year	5.00	<b>5.00</b>	0.00	0.00
Pet registration for a foster animal	Exempt	C&S	per year	3.00	<b>3.00</b>	0.00	0.00
State Government Levy Domestic Animal Businesses	Exempt	S	per year	20.00	<b>20.00</b>	0.00	0.00
Pro-rata registration fees apply from 1 October based on whether animal is newly acquired, not applicable where registration should have been renewed. Pro-rata fee reduction does not apply to restricted, declared dangerous or menacing dogs.							
Eligible pensioners are charged 50% of the fee except for restricted, menacing or dangerous dogs.							
**Note: The State Government Levy may increase as of 1 July 2019, this increase will be reflected in the State Levy charged for the 2020/2021 registration period.							
**Note: Refunds are only applicable for annual fees and shall be calculated on a quarterly basis of unused portion, less an administrative charge of \$5. No refund less than \$10 shall be given.							
<b>Filming Fees</b>							
Filming application fee	Exempt	C	per request	160.00	<b>160.00</b>	0.00	0.00
Filming/Commercial Photography - full day (first day)	Exempt	C	per day	750.00	<b>750.00</b>	0.00	0.00
Filming/Commercial Photography - full day (subsequent days)	Exempt	C	per day	375.00	<b>375.00</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Filming/Commercial Photography - half day (first day)	Exempt	C	per half day	375.00	<b>375.00</b>	0.00	0.00
Filming/Commercial Photography - half day (subsequent days)	Exempt	C	per half day	187.50	<b>187.50</b>	0.00	0.00
Students film	Exempt	C	per day	0.00	<b>0.00</b>	0.00	0.00
Essential Vehicles and Crew Parking Permits - first day (Cost per 8 bays)	Exempt	C	per day per 8 bays	150.00	<b>150.00</b>	0.00	0.00
Essential Vehicles and Crew Parking Permits - subsequent days (Cost per 8 bays)	Exempt	C	per day per 8 bays	80.00	<b>80.00</b>	0.00	0.00
Filming inspection (Monday - Friday)	Exempt	C	per inspection	140.00	<b>140.00</b>	0.00	0.00
Filming inspection (Weekend)	Exempt	C	per inspection	370.00	<b>370.00</b>	0.00	0.00
Unit Base Fee - per day (if applicable)	Exempt	C	per day	500.00	<b>500.00</b>	0.00	0.00
<b>Local Law Permits</b>							
Unless otherwise stated local law permits	Exempt	C	per annum	175.00	<b>178.50</b>	3.50	2.00
Chairs and tables	Exempt	C	per annum	220.00	<b>224.40</b>	4.40	2.00
Signs and "A" boards	Exempt	C	per annum	200.00	<b>204.00</b>	4.00	2.00
Goods on footpaths	Exempt	C	per annum	270.00	<b>275.40</b>	5.40	2.00
Real estate advertising portable signs	Exempt	C	per annum	585.00	<b>596.70</b>	11.70	2.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Busking per day	Exempt	C	per day	30.00	<b>30.00</b>	0.00	0.00
Itinerant traders per day	Exempt	C	per day	1,460.00	<b>1,460.00</b>	0.00	0.00
Approved charity bin site	Exempt	C	per annum	185.00	<b>185.00</b>	0.00	0.00
Burning off per event	Exempt	C	per event	155.00	<b>155.00</b>	0.00	0.00
Skips beyond size/time per site	Exempt	C	per week or part thereof	150.00	<b>153.00</b>	3.00	2.00
Shipping containers / pods	Exempt	C	per container	190.00	<b>193.80</b>	3.80	2.00
Occupation permit application fee on Council land (plant and equipment)	Exempt	C	each	80.00	<b>81.60</b>	1.60	2.00
Occupation permit inspection fee during business hours	Exempt	C	per inspection	140.00	<b>142.80</b>	2.80	2.00
Occupation permit inspection fee out of hours	Exempt	C	per inspection	370.00	<b>377.40</b>	7.40	2.00
Occupation permit application fee on Council land (hoarding)	Exempt	C	each	80.00	<b>81.60</b>	1.60	2.00
Occupation rates	Exempt	C	Sq meters per week	6.50	<b>6.60</b>	0.10	1.54
Occupation permit Inspection fee out of hours - weekend rates	Exempt	C	per inspection	550.00	<b>550.00</b>	0.00	0.00
Miscellaneous permits & costs per event	Exempt	C	per event	155.00	<b>158.10</b>	3.10	2.00
Park Access fee	Exempt	C	per Access	150.00	<b>153.00</b>	3.00	2.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Storage of building materials	Exempt	C	per permit	Permit \$255 + Sq.mtrs x no of wks x \$85	<b>Permit \$255 + Sq.mtrs x no of wks x \$85.5</b>	0.50 per wk per Sq.mtr	1.76
Camping/caravan permits per month (over 3 months)	Exempt	C	per month	180.00	<b>180.00</b>	0.00	0.00
Reserved Parking Fees	Exempt	C	per bay	10.00	<b>10.00</b>	0.00	0.00
Works permit during business hours	Exempt	C	per day	80.00	<b>80.00</b>	0.00	0.00
Works permit out of hours	Exempt	C	per day	150.00	<b>150.00</b>	0.00	0.00
Occupation permit fee	Exempt	C	each	155.00	<b>158.00</b>	3.00	1.94
<b>Parking Management</b>							
Parking meter fees	Taxable	C	per day	up to \$16.00	<b>up to \$16.00</b>	0.00	0.00
Parking fees per hour	Taxable	C	per hr	up to \$5.00	<b>up to \$5.00</b>	0.00	0.00
Resident schemes/first permit	Exempt	C	per annum	0.00	<b>0.00</b>	0.00	0.00
Resident schemes/second permit	Exempt	C	per annum	30.00	<b>30.00</b>	0.00	0.00
First visitor permit	Exempt	C	per annum	45.00	<b>45.00</b>	0.00	0.00
First visitor permit (concession)	Exempt	C	per annum	10.00	<b>10.00</b>	0.00	0.00
Second visitor permit	Exempt	C	per annum	65.00	<b>65.00</b>	0.00	0.00
Disabled permits	Exempt	C	per annum	0.00	<b>0.00</b>	0.00	0.00
Replacement disabled motorist permit (subject to discretion)	Exempt	C	as required	10.00	<b>10.00</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Release Fees</b>							
Dog pound rehoming	Exempt	C	maximum (8 days) held	304.00	<b>304.00</b>	0.00	0.00
Derelict vehicles & impoundment costs	Exempt	C	each	540.00	<b>540.00</b>	0.00	0.00
Shopping trolleys	Exempt	C	each	46.00	<b>46.00</b>	0.00	0.00
Trolley fitted with kart saver	Exempt	C	each	36.00	<b>36.00</b>	0.00	0.00
Obstructions/A boards & impoundment costs	Exempt	C	each	195.00	<b>195.00</b>	0.00	0.00
Miscellaneous small items & impoundment costs	Exempt	C	each	175.00	<b>175.00</b>	0.00	0.00
Miscellaneous large items & impoundment costs	Exempt	C	each + Cost	235.00	<b>235.00</b>	0.00	0.00
Where a fee is greater than \$60, the first \$50 of each fee is considered the application fee. Permits may require certain conditions and the normal public liability insurance cover required is \$10 million.							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Traffic Infringements</b>							
(Discretionary fines) up to 0.5 penalty units	Exempt	S	per infringement	\$161.00 until 1st of July and will be increased by State Government	<b>\$161.00 until 1st of July and will be increased by State Government</b>	0.00	0.00
(Road rules Victoria)	Exempt	S	per infringement	\$81.00 and \$161.00 until 1st of July and will be increased by State Government	<b>\$81.00 and \$161.00 until 1st of July and will be increased by State Government</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Corporate Services</b>							
<b>Governance &amp; Communications</b>							
(Provision of prescribed accounts and records as listed in Part 10 Local Government Regulations 1990)							
<b>Freedom of Information Act</b>							
<b>Administration</b>							
Application fee (set by government)	Exempt	S	per application	28.90	<b>29.60</b>	0.70	2.42
Documents access charge	Exempt	S	per hour	21.70	<b>22.40</b>	0.70	3.20
Documents access charge	Exempt	S	per 1/4 hour	5.45	<b>5.60</b>	0.15	2.75
Document search charge	Exempt	S	per hour	21.70	<b>22.20</b>	0.50	2.30
Document search charge	Exempt	S	per 1/4 hour	5.45	<b>5.50</b>	0.05	0.92
Non colour photocopying (A4 or part thereof)	Exempt	S	per page	0.20	<b>0.20</b>	0.00	0.00

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Finance &amp; Procurement</b>							
<b>Administration</b>							
<b>Certificates</b>							
Urgent land information certificate processing fee	Taxable	C	per certificate	40.00 In addition to the certificate fee	<b>40.50</b> <b>In addition to the certificate fee</b>	0.50	1.25
Land information certificate (set by state government)	Exempt	S	per certificate	27.00	<b>27.00</b>	0.00	0.00
<b>Debt Collection</b>							
Accounts Receivable - Legal collection fee (including Complaint)	Exempt	S	per account	As per Magistrates Court scale of costs.	<b>As per Magistrates Court scale of costs.</b>	N/A	N/A
Accounts Receivable - Company Search	Taxable	C	per account	27.50	<b>27.50</b>	0.00	0.00
Accounts Receivable - Letter of Demand	Taxable	C	per account	15.00	<b>15.00</b>	0.00	0.00
Accounts Receivable – Field Call	Taxable	C	per account	110.00	<b>110.00</b>	0.00	0.00
Rates - Legal collection fee (including Complaint)	Exempt	S	per assessment	As per Magistrates Court scale of costs.	<b>As per Magistrates Court scale of costs.</b>	N/A	N/A



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Rates - Field Call	Taxable	C	per assessment	110.00	<b>110.00</b>	0.00	0.00
Rates – Letter of Demand	Taxable	C	per assessment	15.00	<b>15.00</b>	0.00	0.00
Rates – Title Search	Taxable	C	per assessment	27.50	<b>27.50</b>	0.00	0.00
Rates – Company Search	Taxable	C	per assessment	27.50	<b>27.50</b>	0.00	0.00
Special Rates - Legal collection fee (including Complaint)	Exempt	S	per assessment	As per Magistrates Court scale of costs.	As per Magistrates Court scale of costs.	N/A	N/A
Special Rates - Field Call	Taxable	C	per assessment	110.00	<b>110.00</b>	0.00	0.00
Special Rates – Letter of Demand	Taxable	C	per assessment	15.00	<b>15.00</b>	0.00	0.00
Special Rates – Title Search	Taxable	C	per assessment	27.50	<b>27.50</b>	0.00	0.00
Special Rates – Company Search	Taxable	C	per assessment	27.50	<b>27.50</b>	0.00	0.00
Special Rates – Mortgagee Letter	Taxable	C	per assessment	15.00	<b>15.00</b>	0.00	0.00
<b>General Fees</b>							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Proposed Budget 2020/21 Freq	Budget 2019/20 Fees & Charges	Proposed Budget 2020/21 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Rate Notice Reproduction fee	Taxable	C	per issue	15.00	<b>15.00</b>	0.00	0.00
Accounts Receivable - Dishonoured payment administration fee	Exempt	C	per dishonour	15.00	<b>15.00</b>	0.00	0.00
Rates - Dishonoured payment administration fee	Exempt	C	per dishonour	15.00	<b>15.00</b>	0.00	0.00
Special Rates - Dishonoured payment administration fee	Exempt	C	per dishonour	15.00	<b>15.00</b>	0.00	0.00
Accounts Receivable - Dishonoured payment administration Fee - Aged Care	Exempt	C	per dishonour	5.00	<b>15.00</b>	0.00	0.00
*All statutory fees will be updated when it is made available by the appropriate government body.							



**Banyule**  
CITY COUNCIL

**Proposed  
Council Plan 2017-2021 (Year 4)**

**Year 4 of Council's four year Council Plan, incorporating the  
Strategic Resource Plan 2020-2024**

*A Partnership between Council and Community*

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*Note: This is Banyule's Council Plan as required by Section 125 of the Local Government Act 1989.*

*Note: Contact Page to be inserted - back cover*

## Mayor and Chief Executive Officer Overview

We are proud of the way Banyule Council and the community is responding to the COVID-19 crisis, galvanising to support one another through these challenging times. To provide targeted support to those most affected by the pandemic, Council is rolling out a \$10.5 million Economic Support Package to help ratepayers, residents, community groups and businesses. The package aims to protect staff health and wellbeing; minimise Council service disruption; maintain financial sustainability; support the local community; and support the local economy. We will continue to adapt our services to prevent the spread of COVID-19 and do all we can to provide support to the community as the virus impacts our way of life. This situation has highlighted the importance of our Municipal Emergency Management Plan and the need to be prepared to provide emergency support and recovery assistance.

While we have been agile in our response and adapted quickly, we are also planning for the future to put us and the community in the best position to recover. Banyule's Council Plan 2017-2021 (Year 4) provides this direction forward in order to achieve our vision of a green, sustainable and vibrant Banyule for a healthy, connected and inclusive community.

The Council Plan has served us well and we thank everyone who has participated along the way. Over the last few months, we received more than 1600 contributions which helped shape our direction for Year 4 (2020/2021). This valuable feedback, along with a range of other inputs throughout the year, ensures we align our goals with community needs and expectations. We remain keenly aware that these connections are vital to understand people's situations and support everyone through the current crisis.

Central to everything we do is our drive to achieve better outcomes for the community and provide opportunities for all. Our award-winning Inclusive Employment Program, the first of its kind in the local government sector in Australia, continues to create jobs in the organisation for those who experience barriers to employment. Now firmly embedded at Banyule, it has become a best-practice model that other councils are seeking to emulate. We also remain committed to attracting and supporting more social enterprises in Banyule after some great success over the last year. These initiatives are transforming lives with purposeful employment and training opportunities.

We are also responding to other global issues. On 7 October 2019, Banyule Council declared a climate emergency, adopted its Corporate Emissions Reduction Plan, and set an ambitious goal of zero net emissions for Council operations by 2028. We know we are only one part of the solution and have been developing a Community Emissions Reduction Plan which supports the community to reduce its environmental footprint by reducing emissions.

Waste and recycling continue to be major issues and require collaboration from consumers, residents, industry and all levels of governments to change practices and reduce waste. We are committed to tackling these challenges by continuing to implement our Towards Zero Waste Plan and making this a reality.

Our way of life and cities are being transformed at a rate not seen before. Population density, rising life expectancy, urban development, increasing traffic and affordable housing are just some of the challenges we face. Banyule is addressing these by coordinating strategic long-term planning that seeks to maximise the opportunities presented by a rapidly evolving City. Exciting redevelopments taking shape, such as the Ivanhoe Library and Cultural Hub set to open later this year, and the Bellfield redevelopment with its new community hub, urban farm, social housing and residential development, are prime examples of how we are finding innovative solutions by creating hubs that centralise services and encourage community connection and collaboration across all ages.

We understand the need to be an active and vocal spokesperson for the community that pushes for change. In areas beyond our control, we continue to advocate to other levels of government and relevant stakeholders to get the best for the community. Ongoing efforts include pushing hard for major improvements to the North East Link project and local transport, seeking funding partnerships for better community sporting facilities, as well as striving to create a more inclusive and equitable society.

All this cannot happen without significant ongoing capital investment. For 2020/2021, Council will roll out a substantial \$63.55 million capital works program and \$5.60 million worth of community initiatives, including Banyule's \$10.5 million Economic Support Package. We also continue to provide more than 100 high-quality services and tailor them to the specific needs of the community.

There is no doubt the way we live is changing rapidly. Councils feel this more than most organisations because of the ways they provide so much at a local level. Banyule is addressing this challenge by investing in digital technologies, refining services and operations, and evolving as an organisation to embrace these changes.

As the world is in flux, one of the hallmarks of Banyule Council is its stable governance and unified approach. From the councillors who represent the community, to the passionate staff who work at the organisation, we are all striving to support people through these challenging times and make Banyule a better place. We look forward to a bright future as we deliver this Plan and start to develop our next Council Plan for 2021-2025 and new Community Vision in partnership with the community.

***Cr Alison Champion***  
***Mayor***

***Allison Beckwith***  
***CEO***

## About Banyule

### ***Our Localities***

*(Map showing boundaries, suburbs and adjoining municipalities. Graphics to be inserted for demographic information)*

Banyule is located between seven and 21 kilometres north-east of central Melbourne and is made up of 21 suburbs. The City covers an area of approximately 63 square kilometres. The Yarra River runs along the City's south border while the west is defined by Darebin Creek. Banyule is located on the lands of the Wurundjeri Woi-wurrung peoples and Council recognises the Wurundjeri Woi-wurrung as the traditional custodians of the lands and waters upon which Banyule is located.

Banyule is renowned for its open spaces and plentiful parklands, especially along the Yarra and Plenty River valleys. There are 466 hectares of council-owned open space in Banyule, as well as substantial areas of parkland managed by Parks Victoria. These provide a wealth of recreational, environmental and tourism opportunities for the region. There are sites of botanical, zoological, habitat and heritage significance, including aboriginal archaeological sites and scar trees, and points of interest associated with the Heidelberg School of Artists.

Banyule is the active resident's dream place to live, with many excellent community leisure facilities including indoor aquatics and fitness centres at Ivanhoe, West Heidelberg and Watsonia and the facility at Greensborough – WaterMarc. Greensborough also has a synthetic athletics track, while a hockey centre and indoor netball stadium can be found at Bellfield and Macleod respectively. There are other playing fields, tennis and bowling clubs throughout the municipality.

Cycling and walking through Banyule are popular pastimes, made enjoyable by the many kilometres of bicycle and pedestrian trails throughout the City, particularly along the Yarra and Plenty Rivers and the Darebin Creek.

The City is primarily a residential area and retaining the character of individual neighbourhoods is important to the local community. While separate houses dominate, increasing numbers of semi-detached houses, townhouses and units are being built. Over two thirds of homes are privately owned or being purchased, with most of the rest being rented.

Banyule has a number of commercial centres, the largest being the Greensborough Principal Activity Centre, with Heidelberg and Ivanhoe designated as Major Activity Centres. There are significant industrial areas in Heidelberg West, Greensborough, Briar Hill and Bundoora. The City is home to a number of large institutions such as the Austin Hospital including the Olivia Newton John Cancer Centre, the Mercy Hospital for Women, the Heidelberg Repatriation Hospital and the Simpson Army Barracks.

### ***Our Community***

Council recognises the habitation of this land by the traditional custodians, the Wurundjeri Woi-wurrung. Melbourne's north-east was the homeland of the Wurundjeri Woi-wurrung people who belonged to the Woi-wurrung language group and greater Kulin Nation. The confederacy was made up of allied clans from south-central Victoria.

Today, the Wurundjeri Woi-wurrung and Cultural Heritage Aboriginal Corporation, recognised as the Aboriginal custodians of Banyule and Kulin Nations, take care of this powerful cultural heritage. Council is committed to protecting Aboriginal heritage sites. Over fifty Aboriginal heritage sites have been identified in Banyule. Most are beside major waterways like Darebin Creek and the Yarra and Plenty Rivers.

The City also has a significant European cultural heritage associated with painters of the Australian Impressionists (previously referred to as the Heidelberg School) such as Arthur Streeton, Tom Roberts, Charles Conder, Frederick McCubbin, Walter Withers, Jane Sutherland, Clara Southern and Jane Price, and architects and urban landscapers including Walter Burley Griffin, Ellis Stones and Edna Walling. Banyule has close links with the birth of the Australian Art Movement and influential artists such as Napier Waller, Albert Tucker, Sidney Nolan, Joy Hester and Norman MacGeorge, who bequeathed his estate in Fairy Hills to the University of Melbourne to encourage development of the arts. Sidney Nolan's first art exhibition was held in Burgundy Street, Heidelberg.

Heidelberg West is an area rich in history and diversity, and harbouring strong community spirit. The Olympic Village in Heidelberg West was the home of the Olympic athletes during the 1956 Melbourne Games. The village housed 4,200 athletes representing 67 countries. Shortly after the Olympic Games had finished, some of the Village housing was made available for sale, however the Village was largely converted to public housing and tenanted by the then Housing Commission of Victoria. The Olympic Village today is similar to the original village. Minor variations exist in the road network and in the types of housing provided, but the area remains largely in its original form. In 2000, the Village hosted the Olympic Torch Relay for the Sydney Olympics.

Banyule has a diverse community of more than 131,600 residents from over 140 countries. A significant number of residents have European ancestry, and there is an increasing population of people from Asia. This diverse population brings a cultural richness to our community.

Although the number of people living in Banyule is expected to increase in the next decade, our population is expected to age, with the greatest growth occurring in the 75 years and over age group.

Banyule's main industries are health care, education, retail and construction. A large number of the jobs available in Banyule are filled locally.



## The Council

Council has seven democratically elected ward Councillors who have overall responsibility for providing services and facilities for the community, improving and developing the municipality and governing the local area.

*(Note: This will include ward map and group photo of Councillors.)*

### **Cr Alison Champion**

#### **Mayor**

**Hawdon Ward** Elected 2016 Current Term Expires October 2020

Mayor 2019/2020

Deputy Mayor 2018/2019

### **Cr Rick Garotti**

#### **Deputy Mayor**

**Grimshaw Ward** Elected 2012 Current Term Expires October 2020

Deputy Mayor 2019/2020

### **Cr Peter Castaldo**

**Griffin Ward** Elected 2016 Current Term Expires October 2020

### **Cr Mark Di Pasquale**

**Bakewell Ward** Elected 2012 Current Term Expires October 2020

Mayor 2017/2018

Deputy Mayor 2016/2017

### **Cr Craig Langdon**

**Olympia Ward** Elected 2011 Current Term Expires October 2020

Mayor 2015/2016, 2014/2015, 2013/2014

Deputy Mayor 2012/2013

### **Cr Tom Melican**

**Ibbott Ward** Elected 2003 Current Term Expires October 2020

Mayor 2016/2017, 2011/2012, 2008/2009

Deputy Mayor 2007/2008, 2006/2007

### **Cr Wayne Phillips**

**Beale Ward** Elected 2005 Current Term Expires October 2020

Mayor 2018/2019, 2012/2013, 2009/2010, 2007/2008, 2006/2007, 2005/2006

Deputy Mayor 2017/2018, 2011/2012, 2010/2011

## **Council Committees**

Each year Council appoints Councillor Delegates to Banyule Advisory Committees and other external committees.

Advisory committees are made up of Councillors and community members. They have terms of references and meet to discuss issues and advise Council.

In addition to advisory committees, Council is often invited to participate on a range of external committees (in partnership).

Both advisory and external committees provide important linkages between Council, Community, and State agencies and interest groups.

A list of Council Committees is available on Council's website. It includes background information and Councillor representation for each committee.

The following committees are included in the Council Committees 2019/2020 list, as appointed on or after the Mayoral Election held on 11 November 2019:

### **Banyule Advisory Committees**

- Aboriginal & Torres Strait Islander Advisory Committee
- Banyule Arts & Cultural Advisory Committee (BACAC)
- Audit & Risk Advisory Committee
- Banyule Age-friendly City Advisory Committee (BAFCAC)
- Banyule Environment Advisory Committee (BEAC)
- Banyule Multicultural Advisory Committee (BMAC)
- Disability & Inclusion Advisory Committee
- Lesbian, Gay, Bisexual, Transgender & Intersex (LGBTI) Advisory Committee

### **Other Council Committees**

- Chief Executive Officer (CEO) Employment Matters Committee
- Child Youth & Family Committee

### **External Committees**

- Darebin Creek Management Committee
- Metropolitan Transport Forum (MTF)
- Metropolitan Waste & Resource Recovery Group (MWRRG)
- Napier Waller Property Committee of Management
- Northern Alliance for Greenhouse Action (NAGA)
- Northern Council Alliance
- Yarra Plenty Regional Library Board
- Yarra Plenty Regional Library Audit Committee

### **Municipal Association of Victoria (MAV) Committees**

- MAV State Council

### **Banyule Cemeteries Trust**

The Banyule Cemeteries Trust is responsible for the operation and maintenance of Warringal Cemetery and Greensborough Cemetery. Warringal Cemetery is the primary operational cemetery.

The Banyule Cemeteries Trust is managed by Banyule City Council under the *Cemeteries and Crematoria Act 2003* and the *Local Government Act 1989*. All Councillors are Trust Members of the Banyule Cemeteries Trust.

## Legislative Context

Council has developed its strategic planning process to deliver service outcomes for the Community and to meet requirements of the *Local Government Act 1989 (the Act)*. These requirements will continue with the introduction of the new *Local Government Act 2020*, which will apply to Council’s next four year Council Plan 2021-2025 and Budget 2021/2022.

### “Statutory requirements

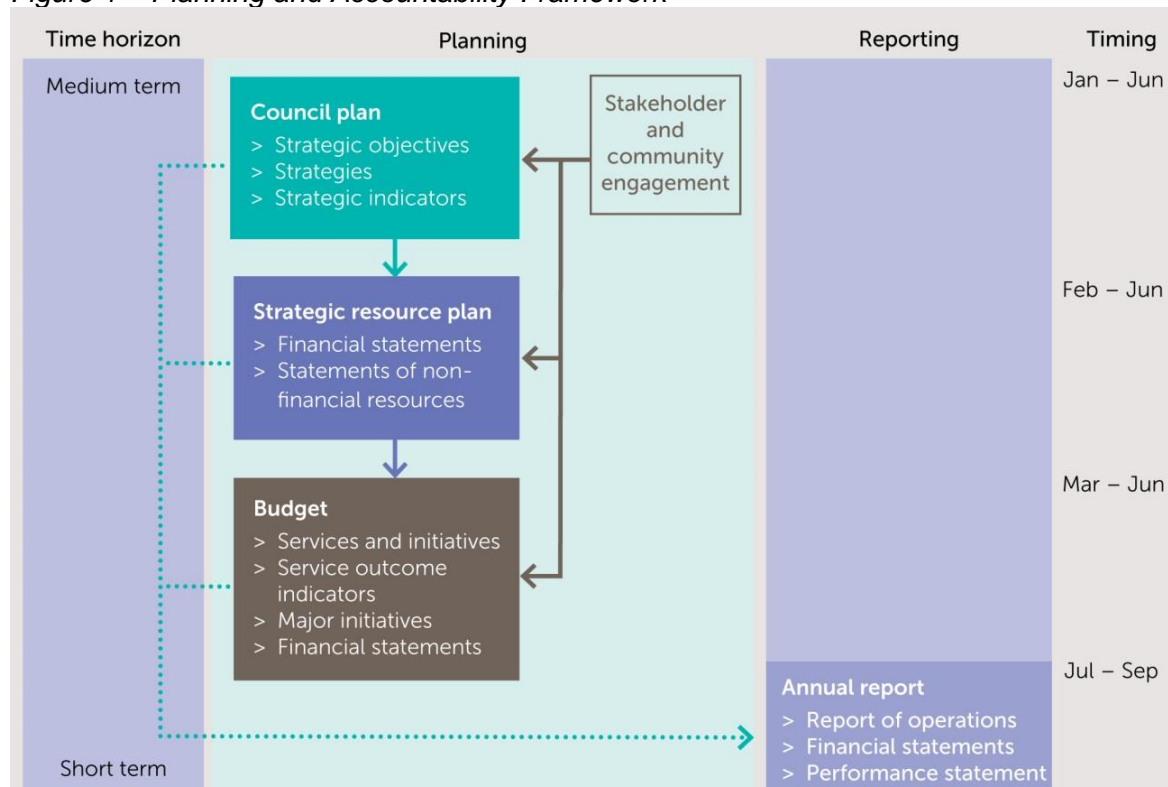
*The Planning and Accountability Framework is found in part 6 of the Act and in the regulations. The legislation requires councils to prepare the following documents:*

- a council plan within the period of six months after each general election or by 30 June, whichever is later
- a strategic resource plan for a period of at least four years and include this in the council plan
- a budget for each financial year
- an annual report for each financial year.

*The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows that there are opportunities for community and stakeholder input at each stage of the planning and reporting cycle.*

### Planning and Accountability Framework

Figure 1 – Planning and Accountability Framework



*Note: The information above is sourced from the ‘Local Government Better Practice Guide: Planning and Reporting 2018-19, Department of Environment, Land, Water and Planning, Local Government Victoria*

## Council Plan Framework

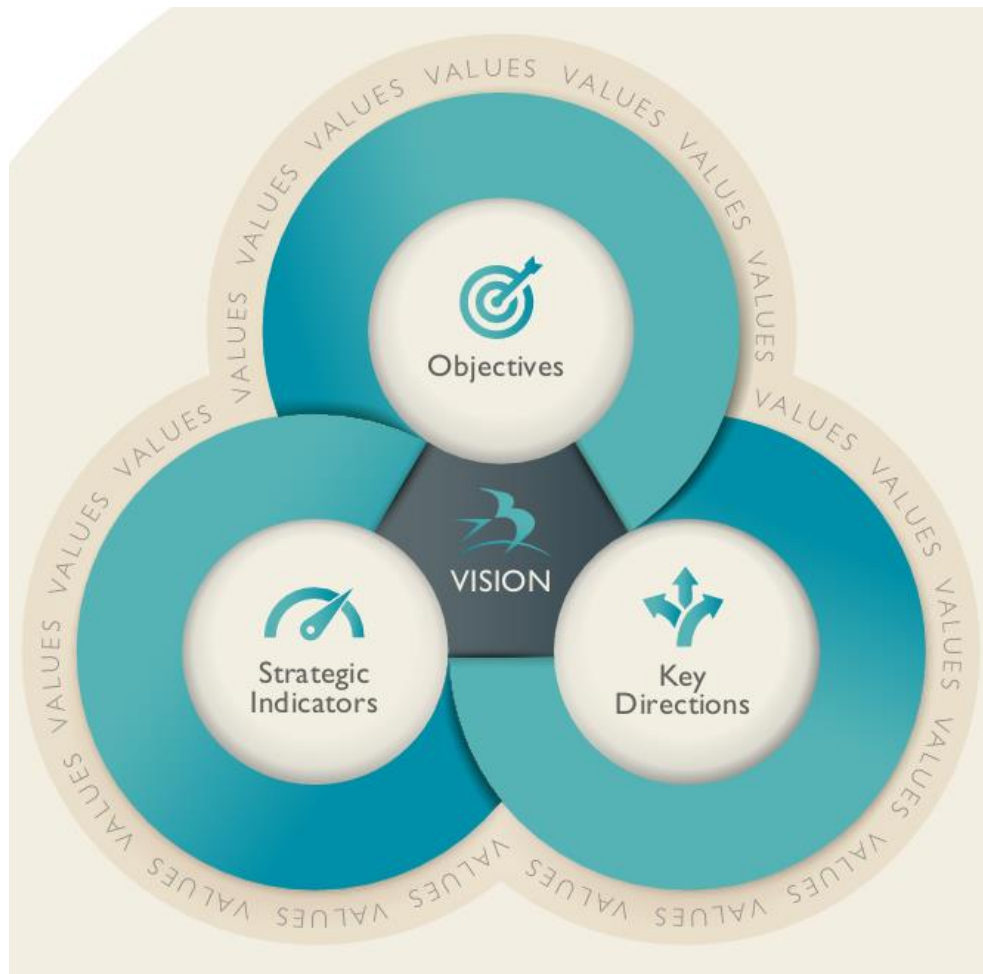
The purpose of Banyule's Council Plan 2017-2021 is to set the strategic direction for Council over the four year period. It outlines priorities and helps guide the services that we provide to the community, and it sets the policy platform for Council. The Council Plan is informed by and used by Councillors, Council staff, community members, relevant stakeholders, agencies, the State Government, and residents. It is reviewed and updated each year.

The Council Plan's focus is on:

- Alignment of Council services with the needs of our community
- Articulating the direction and nature of Council priorities
- Responsive allocation of resources
- Providing a communication link between Council and our community
- Setting the ongoing direction of the Council.

Many sources of information have helped shape the development of this Council Plan. This includes information gathered through an extensive community engagement and planning process, research and data, industry knowledge and expertise, ongoing review and improvement of our services, and relevant legislation and policy context.

Our Council Plan continues to provide a roadmap for us to follow. Underpinned by our vision and values, the plan's objectives give us clear areas of focus for the four-year period. It works together with the Budget to guide us to achieve the best for our community.



### Vision (What we strive for)

***Banyule, a green, sustainable and vibrant place for a healthy, connected and inclusive community.***

### Values

The core values that help us achieve our vision are:

- Respect
- Integrity
- Responsibility
- Initiative
- Inclusion
- Leadership

The following diagram gives an overview of Council's objectives and key directions:



The framework outlined above is supported by a set of key policies, strategies and plans. We use strategic indicators to measure our achievements.

The Council Plan includes a Strategic Resource Plan, which is integrated within our 'Performance – Efficiency and good governance' objective.

## Summary of Strategic Framework Terms

### Strategic Objectives

- **PEOPLE:** **STRONG, HEALTHY AND INCLUSIVE COMMUNITIES**  
Support and strengthen the health and wellbeing of the Banyule community.
- **PLANET:** **ENVIRONMENTAL SUSTAINABILITY**  
Protect and care for the natural environment.
- **PLACE:** **GREAT PLACES AND SPACES**  
Maintain and enhance our public spaces, buildings and infrastructure.
- **PARTICIPATION:** **ENGAGEMENT AND ADVOCACY**  
Engage meaningfully and advocate for the broader interest of the community.
- **PERFORMANCE:** **EFFICIENCY AND GOOD GOVERNANCE**  
Manage our resources wisely to achieve Council's strategic objectives.

Each objective is supported by the following:

- **Key directions:** A range of key strategic directions set to achieve our objectives. These include our priority areas for the four-year period, focus areas and key initiatives:
  - Focus areas:** Each key direction is supported by a more specific series of themes that Council will focus on.
  - Key initiatives:** A summary list of activities, programs and projects resourced by Council. This shows the Community practical examples of the type of work we will be undertaking in 2020/2021, to deliver on our objectives over the term of this plan. The list of initiatives is comprehensive, captures what Council does for its community, and is reviewed on an annual basis.
- **Strategic indicators:** These indicators measure achievements against our objectives over a four-year period. Banyule's set of Strategic Indicators is detailed in Appendix A, together with further information about the Local Government Performance Reporting Framework.
- **Supporting Policies, Strategies and Plans:** Each of our strategic objectives is underpinned by a range of current supporting policies, strategies and plans. Our key documents informing the Council Plan are continuously reviewed to ensure relevance and responsiveness to community needs and industry best practice.

## Strategic Resource Plan

The Strategic Resource Plan details the financial and non-financial resources, including human resources, required for the life of the Council Plan to achieve Council's strategic objectives.

The Strategic Resource Plan is included in this document in Banyule's objective of 'Performance – Efficiency and good governance'.

## Our Linkage between Council Plan and Budget

**Annual Budget** – The Annual Budget represents the first year of the Strategic Resource Plan. It works to deliver the strategic directions of the Council Plan, to provide a range of high quality services, programs and initiatives that meet community needs, and to achieve Council's Vision. The Budget is developed within and forms part of Council's overall strategic planning framework. It is developed based on information gathered from an ongoing community engagement process and industry best practice accounting standards. Objectives, key directions, initiatives and activities are used to allocate resources in a considered manner.

**Service Delivery** – A full listing of the services resourced through the Budget 2020/2021 is contained in 'Appendix B – Our Activities and Services' to this Council Plan. This is the main stay of our work for the community. We provide our services in line with best practice standards of quality, efficiency and effectiveness.

**Partnerships** - We also rely on a wide range of partnerships and shared resources to provide services to the community. Key partnerships with the Community, other levels of government and agencies are very important to enable Council to deliver on the key directions. We work closely with our partners to advocate for improved services, infrastructure and social outcomes. Council also seeks opportunities for equitable funding and service arrangements.

**Indicators** - A range of key performance indicators are included in the Council Plan and Budget to measure our performance against the Council Plan objectives. This is reported to our Community in our statutory Annual Report (which includes audited Financial and Performance Statements).

*"As a councillor I am committed to ensuring Banyule continues to provide a wide range of services at the most affordable price for the community. We must keep enhancing local amenities while protecting our prized natural environment. Our Council continues to support the community as it listens to and addresses its needs. With this, we are investing in everyone's future." Cr Wayne Phillips*



## **Our Council Plan's Relationship with the Municipal Public Health and Wellbeing Plan**

The Council Plan and the Banyule People: Health and Wellbeing Framework meet Banyule's obligation for the provision of a Municipal Public Health and Wellbeing Plan under the *Victorian Public Health and Wellbeing Act 2008*.

This Council Plan documents our commitment to, and strategic plan for, enhancing health and wellbeing outcomes for our community.

The development, approval and implementation of Banyule's Council Plan is governed by the *Local Government Act 1989* (LG Act). It is the elected Council's responsibility to approve the Council Plan in accordance with S125 of the LG Act.

Under Section 94A(1)(a) of the LG Act, the Chief Executive Officer (CEO) is responsible for Council's operations in accordance with the Council Plan. Banyule's CEO works together with four Directors who, as the Executive Management Team, are jointly responsible for the development, implementation and achievement of the Council Plan. The Banyule Executive Management Team is ultimately responsible for achieving the Council Plan objectives and associated health and wellbeing outcomes.

Banyule Council also works in partnership with community organisations, service providers, neighbouring Councils and other levels of government to achieve improvements in the health and wellbeing of the Banyule Community.

The Council Plan is reviewed on an annual basis with a further lens relating to the health and wellbeing outcomes of our community. This is done to ensure compliance under the *Victorian Public Health and Wellbeing Act 2008* and to help improve health outcomes.

Planning for health and wellbeing relies on many sources of information, including legislation, health and wellbeing data, demographic information, community engagement, research, and the work of our partner agencies.

Council has produced a range of profiles to assist understanding of current and future needs of the Banyule community. These include: a health and wellbeing profile; a series of demographic and precinct profiles; as well as data relating to preventable health issues.

### ***Victorian Public Health and Wellbeing Plan 2019-2023 and Victorian Public Health and Wellbeing Outcomes Framework***

To ensure a co-ordinated approach to and alignment of objectives and key directions for enhancing health and wellbeing, the Victorian Public Health and Wellbeing Plan 2015-2019 was used to inform the development of Banyule's Council Plan. During 2019 a new State Plan was developed, the Victorian Public Health and Wellbeing Plan 2019-2023. Within this Plan, there are a new set of priorities shaped by state-wide population health and wellbeing outcomes, and availability of best practice evidence to effectively tackle these issues. There is still very strong alignment between the work occurring in the local Banyule community and State level health and wellbeing priorities, continuing the line of sight between action and outcomes.

Our approach to measuring performance is detailed in Appendix A - Strategic Indicators. Banyule Council has also developed a Municipal Public Health and Wellbeing Evaluation Framework, which incorporates Domains from the Victorian Public Health and Wellbeing Outcomes Framework. This allows for a line of sight from action to health and wellbeing outcome. The purpose of the Banyule Municipal Public Health and Wellbeing (MPHW) Evaluation Framework is to demonstrate Banyule City Council's commitment to monitoring and evaluating work that has been planned and implemented to improve health and wellbeing outcomes for the Banyule community. The Evaluation Framework will provide a

greater understanding of Council inputs and their impact on creating a change to health and wellbeing.

***Relationship with the Banyule Planning Scheme (BPS)***

Health and wellbeing in Banyule is influenced by our built environment. The BPS is the primary tool Council uses to make land-use and development decisions. Government policy and other legislation directs public sector investment and infrastructure.

Local strategic direction for future land-use and development is guided by the policies that Council introduces into the BPS. These apply a more specific local context to support decision making. The BPA has a range of themes, including Open Space, Housing, Cultural Heritage, the Economy, Natural Environment, Built Environment as well as Transport and Access. The BPS also contains essential planning tools, including zones and overlays, which implement the strategic direction of the BPS for decisions on property development. The BPS includes objectives to promote land use and development that is sensitive to changing community needs for access to community facilities, public transport and promotes development outcomes, such as housing, close to existing facilities and public spaces, such as public hospitals.

The themes in the BPS are reflected in Banyule's Council Plan, in particular in the 'Place' objective, and are consequently aligned with the Municipal Public Health and Wellbeing Plan. These themes describe the buildings, structures and spaces in which we live, work, shop and play and how we access them – which have a direct influence on the health and wellbeing of the community.

***Banyule City Council's work in Health Promotion and Population Health***

Banyule's work within population health planning and health promotion aims to improve the health and wellbeing of our whole community, to reduce inequities between specific population groups and address the needs of the most disadvantaged. It takes into account the environmental, economic, political, social, cultural and behavioural factors that contribute to health and wellbeing.

These factors are integrated into the decisions Council makes. We ensure that action is taken on the key areas that make a difference in the long (and short term) to people's health and wellbeing, and in particular the chronic health conditions and injuries that are preventable and identified within state and federal government priorities.

Banyule has mapped current Council activity in each of the following issues:

- Physical Activity
- Nutrition
- Sunsmart
- Alcohol
- Tobacco
- Other drugs
- Mental health – including social connection and social support activities.

Separate summaries and action plans have been developed for each of these issues. In addition, Council is working to address a number of other important priorities, in particular: preventing family violence, promoting gender equity and reducing harms associated with gambling.

Council reports on its health and wellbeing outcomes to the Victorian Department of Health and Human Services.

## Engagement and Research

Planning for the future relies on many sources of information including extensive community engagement, research, data, legislation and policy and the ongoing review and improvement of our services.

A summary of our engagement approach to developing the Council Plan 2017-2021 is documented below. A comprehensive copy of all information sources and findings that were drawn upon to inform the Council Plan 2017-2021 can be found on Council's website, and is titled *Council Plan 2017 'What you said' Report*.

Much of the information utilised for the development of the Council Plan 2017-2021 remains current for the development of Year 4 of the Council Plan. In planning for the last year of our current Council Plan, we were keen to hear from the community about how they think we have gone with delivering against our Year 3 commitments and what they would like to see us focus on for the next twelve months. Over an 8 week period the community put forward their thoughts and ideas.

Further to this, we provided an additional consultation opportunity regarding the development of the annual budget. This focused on our Fees and Charges Schedule and Rating Strategy, two key components of the annual budget.

Together all of this information has helped shaped our Council Plan key initiatives for 2020/2021 and the Budget 2020/2021. A copy of the *'What You Said 2020 - Our Consultation Program for the Council Plan 2017-2021 (Year 4)'* report, containing full details of this years' consultation and engagement, is also available on Council's website.

### Summary of our approach:

#### ***Council Plan 2017-2021***

Starting in October 2016, Councillors and Council staff worked together to understand and plan for the challenges and opportunities for Banyule over the next four years.

From November 2016 through to March 2017, we communicated with residents, businesses and community groups about what they love about Banyule and what they would like to see in the future, as well as other topics. We used a range of ways to engage people, including:

- Launching a new online engagement website "Shaping Banyule"
- Speaking with people at events and activities, meeting with community groups and services and attending schools to get the thoughts of younger people.
- Presenting an initial Draft Plan and refining ideas at four community forums held during March.

The community was then provided an opportunity for formal submissions on the proposed four year plan (and the Budget) during a statutory public exhibition period in April-May 2017.

The Shaping Banyule online engagement website has increased opportunities for the community to engage with Council, provide comment and help shape a range of initiatives and plans.

**Council Plan 2017-2021 (Year 4)**

The Engagement Program undertaken to inform the development of Year 4 of the Council Plan 2017-2021 occurred over an 8 week period from 17 November 2019 to 17 January 2020.

The Program consisted of place based consultations, an online survey on Shaping Banyule, intercept surveys, voting pods, 'dotmocracy' boards, chat boards and idea drawings.

A total of 1,649 written ideas and views were gathered throughout the community engagement program:

- 825 votes were cast to select the areas Council had performed well in over the last 12 months
- 117 people told us their favourite thing in Banyule from the past 12 months
- 460 votes were cast to select the areas Council should focus on in Year 4 of the Council Plan
- 209 written ideas and priorities for Year 4 of the Council Plan were received and
- 38 children and young people provided their feedback by drawing their ideas

This input is in addition to and builds upon the input provided by the 1,191 individuals who participated in Year 1 consultations, the 320 individuals in Year 2, and 1,179 individuals participating in Year 3 consultations. This totals over 4,300 respondents helping to shape the Banyule Council Plan over a 4 year period.

Internal consultation was also undertaken with Councillors and Council staff to inform the development of both the annual Budget and Council Plan. This included consideration of key emerging issues, priorities and resource requirements to enable continued implementation of the Council Plan.

**Shared Priorities for our Future**

The following priorities identified for the life of the 4 year plan continue to resonate with our community through the feedback we have received:

- Deliver quality and inclusive services that offer value for money and respond to community needs
- Demonstrate responsible financial management, transparency, good governance and exceptional customer service
- Plan for our growing City addressing development, transport, parking issues, open space and diversity
- Maintain our public and open spaces and preserve neighbourhood character
- Lead on environmental sustainability in partnership with the community
- Invest in infrastructure and community facilities that service our community today and for future generations
- Engage with our community to ensure they are well informed, represented and contribute to decision making
- Encourage community participation and inclusion to provide opportunities for all
- Advocate for our community to improve services, infrastructure and social outcomes.

In addition, we received supportive feedback about delivery of Year 3 outcomes across our five strategic objectives, with the majority of respondents indicating that they were satisfied with Council's performance over the past 12 months. We also received feedback about how we can keep Banyule a great place to live, work and play into the future.

Overall, participants told us what they would like to see, and made the following suggestions for the upcoming 12 months across the five strategic objectives:

- Planet - improved recycling opportunities, more public recycling bins and food waste collection, support for residents to be more sustainable, and better protection and increased planting of trees.
- Place - more upgrades to parks and playgrounds, protection of green open spaces, better planning controls and managed development, and improved transport options including active travel modes.
- People - more local community events and activities and more support for community diversity, health and wellbeing and local services.
- Participation - more festivals, events and programs, and greater participation in decision making and having a say.
- Performance - more transparency and efficiency gains and improved request response times.

*"Our Council Plan is fundamental to planning for the community's best interests. We continue to consult with a broad cross section of the community to make sure that we are on track and meeting people's needs today while striving for a better tomorrow for us all." Cr Alison Champion*

***What you said:***

*"Supportive and integrative Council"*

*Feedback from community member*

### **Further consultation**

Council also undertakes a statutory public exhibition period in which we seek feedback from the community on the Proposed Council Plan. Submissions made to this process are formally considered by Council prior to the Proposed Council Plan being presented to Council for adoption.

## People

### OBJECTIVE:

- 1. PEOPLE: STRONG, HEALTHY AND INCLUSIVE COMMUNITIES – Support and strengthen the health and wellbeing of the Banyule community.**

### Policy Context

'People' is about our desire for optimal health, better living conditions and improved quality of life. Good health is the state of complete physical, mental and social wellbeing and not merely the absence of disease. Health and wellbeing can be supported at any age through individual and public policy measures. Wellbeing is fundamental to quality of life, quality of human relationships and the capacity to participate in education, work, recreation and the community.

We are committed to improving the health of our community and identifying and minimising threats to public health. This is a shared responsibility for which we have delegated legislative responsibility, and we undertake this in conjunction with other agencies and partners, such as the Department of Health & Human Services and Banyule Community Health, with whom we work closely.

We will support and strengthen the health and wellbeing of the Banyule community through the following key directions:

- 1.1 Support and promote health and wellbeing
- 1.2 Provide a range of services for people at important life stages
- 1.3 Support a connected, inclusive and involved community
- 1.4 Develop and promote safety and resilience in our community
- 1.5 Enhance quality of life and connection through arts and culture
- 1.6 Stimulate business, employment and investment opportunities

*"We have developed our Council Plan with the community to strive for our vision of a green, sustainable and vibrant place for a healthy, connected and inclusive community. Councils face many global challenges, such as climate change, coronavirus and population growth, that affect communities at a local level. Banyule is addressing these as best as it can by adapting quickly and being resourceful to take care of the community today while creating a brighter future."*  
*Cr Mark Di Pasquale*

**KEY DIRECTIONS FOR ACHIEVING OUR PEOPLE OBJECTIVE:****1.1 Support and promote health and wellbeing****Our focus areas**

We will:

- 1.1.1 Develop and deliver recreation and leisure programs that provide opportunities for community connectedness.
- 1.1.2 Protect the community against preventable diseases and hazards associated with food, water and the environment.
- 1.1.3 Build community capacity to support and create opportunities for people to access and participate in activities that enhance their wellbeing.
- 1.1.4 Work with community groups and other organisations to reduce the incidence of preventable health issues related to: physical activity, nutrition, mental health, sunsmart, alcohol, tobacco and other drugs.

***What you said:***

*“Good initiatives like the Carols and other social activities”*

*Feedback from community member*

**Key Initiatives**

- Continue to work in partnership with the state government and local sporting clubs to leverage opportunities for investment and development projects which create opportunities for girls and women in Banyule, including:
  - Develop female friendly change rooms at Willinda Park, Warringal Park, De Winton Park, Yulong Reserve and Greensborough War Memorial.
- Implement the Public Open Space Plan to provide appropriate spaces for our community, including:
  - Deliver improvement works to refresh our local park facilities across the municipality, including:
    - Refresh of five parks and reserves
    - Improvement to the Malahang Reserve dog park
    - Renovation of De Winton oval
  - Continue the playground replacement program, redeveloping playgrounds to provide a variety of experiences in local parks across Banyule, including:
    - Ivanhoe Park, Ivanhoe East, Stage 2
    - Macleod Village Green, Macleod, Stage 2
    - Delta Reserve, Greensborough, Stage 2
    - Hakea Street Reserve, Watsonia North
    - Woodlands Reserve, Briar Hill.

- Provide affordable recreation opportunities through our libraries, community halls, parks, community hubs and leisure centres, including continuation of:
  - The Ivanhoe Library and Cultural Hub construction
  - Our investment in developing, improving and maintaining Council's Aquatic and Leisure Centres
  - Delivering Movies in the Park.
- Continue to focus on identified health priority areas and associated measurable outcomes.
- Deliver public health services to protect the community (eg. food safety, potential nuisances, and water quality in public pools).
- Co-ordinate and deliver immunisation services to protect children from vaccine preventable diseases.
- Undertake educational and enforcement activities to reduce the health impact of tobacco on the community.
- Support North East Healthy Communities (previously known as North East Primary Care Partnership), in particular on their two priority initiatives: healthy ageing and reducing the consumption of sugary drinks.
- Work in partnership with the National Disability Insurance Scheme (NDIS) Local Area Coordination service and neighbouring Councils on initiatives that increase the inclusion of people with a disability in community life.
- Review Banyule's Municipal Public Health and Wellbeing Plan and develop and embed the new plan within the Council Plan.
- Support Neighbourhood Houses to provide community and education programs.
- Implement the Recreation Plan for 2017-2021, to achieve the following goals:
  - Facilities - Our community has equitable access to multipurpose, inclusive, accessible and sustainable facilities
  - Communication and Education - Our community knows and is aware of opportunities and feels supported in the delivery of recreation
  - Informal Opportunities - Our community can access and participate in diverse activities that enhance their wellbeing
  - Participation and Partnerships - Our community is actively involved and has a strong and connected sense of belonging.
- Participate on the La Trobe Sports Park Indoor Stadium Advisory Group and the User Group meetings to ensure ongoing access to the facility for the Banyule Community.
- Support community groups with community grants and access to buildings.
- Continue to implement the Domestic Animal Management Plan 2017-2021, including:
  - Promote and encourage responsible pet ownership
  - Encourage registration and identification of dogs and cats
  - Reduce potential for dogs and cats to create a nuisance.



## 1.2 Provide a range of services for people at important life stages

### Our focus areas

We will:

- 1.2.1 Deliver services and support the positive development of children, young people, their families and carers
- 1.2.2 Support older people to live independently.
- 1.2.3 Work with agencies and service providers to make available a range of quality and accessible community services.

#### *What you said (wish list):*

*“For my neighbours to talk to me more often”*

*Feedback from community member*

### Key Initiatives

- Continue strategic planning work to outline Council’s priorities and direction in relation to making Banyule an Age-friendly place to live.
- Maintain Council’s membership to the World Health Organisation’s Global Network of Age-friendly Cities and support the Victorian Age-friendly Declaration.
- Increase opportunities for older adults to participate in services and programs in Banyule.
- Prepare, implement and reorientate Council’s aged services in response to the National Aged Care Reforms to ensure services are sustainable and best meeting the needs of the community.
- Deliver innovative activities, programs and support that assist in the development and emerging needs of young people and the community.
- Deliver and implement Banyule’s Youth Plan 2018-2021.
- Plan and deliver sustainable aged and disability programs in line with State and Commonwealth objectives and funding, to support people to live independently at home.
- Provide evidence based and responsive maternal and child health (MCH) and early childhood services (ECS) that reflect current standards of best practice, as well as providing improved software for families to be able to register and pay online for ECS.
- Promote positive wellbeing and social connectedness for young people, including:
  - Delivering a range of accessible, inclusive, unstructured recreational opportunities
  - Maintaining and delivering supported referral to vulnerable young people, their families and carers.

### 1.3 Support a connected, inclusive and involved community

*What you said:*

*"I really like the community events that provide opportunity to engage"*

*"I'm impressed that Banyule is so vocal about equality and LGBTIQ rights"*

*Feedback from community members*

#### Our focus areas

We will:

- 1.3.1 Work in partnership to increase connection and inclusion, and support opportunities for all people to be involved in community life.
- 1.3.2 Assist people to participate in volunteering activities
- 1.3.3 Ensure Council facilities, activities and services are accessible, inclusive and provide equity.
- 1.3.4 Work with our diverse community to reduce prejudice and disadvantage and value diversity through education, celebration and awareness raising.
- 1.3.5 Advocate on behalf of our community to reduce disadvantage and discrimination.

#### Key Initiatives

- Review Banyule Leisure's community and active engagement programs, policies and activities to encourage greater participation and use of leisure centres by under-represented groups such as people from culturally diverse backgrounds, people with disabilities, the LGBTIQ+ (Lesbian, Gay, Bi-sexual, Transgender, Intersex and Queer+) community, and those from Aboriginal and Torres Strait Islander background.
- Continue to engage with the North East Link Project to manage the impact on local sporting clubs being displaced and advocate for new facilities to be constructed that meet needs and expectations
- Improve accessibility at Eaglemont Tennis Club Pavilion and Watsonia Neighbourhood House.
- Deliver, host and participate in a range of community events that celebrate and showcase diversity, including:
  - International Day of People with Disability in December 2020
  - Council participation in 2021 Midsumma events including the Gay and Lesbian Pride March
  - Cultural Diversity Week in March 2021
  - International Day Against Homophobia and Transphobia in May 2021
  - A smoking ceremony and flag raising to mark Sorry Day in May 2021
  - Aboriginal and Torres Strait Islander culture during National Reconciliation Week 2021.
- Co-ordinate and deliver the annual volunteer awards and celebration function.

- Co-ordinate and strengthen our approach to volunteer management within Banyule to meet the National Volunteer Standards and Framework, and create enhanced opportunities for volunteer participation.
- Support Barrbunin Beek, our local Aboriginal and Torres Strait Islander gathering space.
- Maintain Council's 'Rainbow Tick' accreditation for Banyule's Aged Services to support people who identify with the LGBTIQ+ community to feel welcome, confident and safe to access aged and disability services.
- Provide safe and supportive social opportunities for LGBTIQ+ young people and promote positive gender and sexual diversity through advocacy, information provision and celebration.
- Address community aspirations through the review and implementation of Council's Inclusion, Access and Equity Framework (IAEF) and associated plans for:
  - Aboriginal and Torres Strait Islander Plan (& Reconciliation Action Plan)
  - Disability and Inclusion Plan
  - LGBTIQ+ (Lesbian, Gay, Bi-sexual, Transgender, Intersex and Queer+) Plan
  - Multicultural Plan.

***What you said (wish list):***

*“More multicultural events and Indigenous events, tune into all culture needs”  
Feedback from community member*

## 1.4 Develop and promote safety and resilience in our community

### Our focus areas

We will:

- 1.4.1 Strengthen community resilience by supporting, addressing and advocating for community safety and key social issues.
- 1.4.2 Provide and advocate for important infrastructure improvements that add to a safer environment.
- 1.4.3 Support, address and advocate for graffiti prevention and education.
- 1.4.4 Support and respond to known and emerging areas of disadvantage.
- 1.4.5 Strengthen community preparedness and resilience for emergency events.

***What you said (wish list):***

*“More work on family violence and how we can help people struggling with this sort of situation”*

*Feedback from community member*

## Key Initiatives

- Investigate Council's options in responding to the Victorian Government's new legislation (Gender Equity Bill) as it relates to the development of a Banyule Gender Equity Plan.
- Implement year 4 of the Safer Banyule Plan 2017–2021.
- Continue to monitor traffic speed and volume via scheduled traffic counts to improve road safety and our local road network.
- Implement traffic and road safety improvements, including:
  - Commence design and construction of improved pedestrian crossings at Stradbroke Avenue, Heidelberg, Elder Street, Watsonia, Plenty River Drive, Greensborough and McCrae Road north of Banyule Road, Rosanna
  - Traffic speed and volume control measures at selected locations including; Berkeley Avenue, Heidelberg and Maltravers Road, Ivanhoe East
  - Localised traffic infrastructure treatments including improvements at Somers Avenue, Macleod, Banyule Road, Rosanna (between Beverley Road and River Gum Walk), and parking and traffic management improvements at Montmorency South Primary School and Gleeson Drive, Bundoora, and parking conditions in Adeline Street, Greensborough.
- Implement key infrastructure initiatives to improve community safety, including:
  - Continue to implement the footpath replacement program
  - Renew and replace retaining walls in our road reserves and open spaces
  - Improve and maintain fences abutting public spaces in line with the fence asset replacement program.
- Implement Year 1 of the Banyule Graffiti Strategy 2020-2024
- Work in partnership to support the regeneration of postcode 3081 through key Council and community initiatives, including:
  - Continue the focussed efforts of the Postcode 3081 team in supporting the growth and development of 3081 community
  - Manage Shop 48, The Harmony Centre, encompassing communication, tenancy and property management, infrastructure and service delivery.
- Implement the new Emergency Management legislation to be introduced mid-2020 including the expected changes from recent major events which will have a major impact on how Local Government will be expected to deliver preparedness and resilience building activities.
- Continue to work with other levels of government and relevant authorities to respond to and recover from emergency events, such as the Coronavirus (COVID19) pandemic and bushfires.
- Implement Council's strategic approach for building community resilience, including:
  - The development and delivery of a community education project that involves educating community groups about emergency risk and mitigation information with an all hazards approach
  - Community awareness and preparedness activities to promote resilience across the social, economic, built and natural environments
  - The review and promotion of Council's public health emergency planning.



- Continue to prepare for emergency events through raising community awareness on issues, including:
  - Code Red preparedness – support clients about service changes in bush fire zoned areas on Code Red Days
  - Prevention – Promote and encourage good personal hygiene and vaccination to help prevent the spread of diseases (eg. outbreaks/ pandemic)
  - Preparedness – increase awareness of risks of extreme heat.
- Enhance capability and capacity to respond to and recover from emergencies by continuing to focus on the recruitment, retention, training, equipping and maintenance of personnel in all aspects of emergency management.
- Continue to actively participate and contribute to the partnership activities such as the North West Metro Region Emergency Management Collaboration and the Municipal Emergency Management Enhancement Group.
- Undertake the scheduled reviews of the Municipal Emergency Management Plan to ensure arrangements are current, sound, understood and well-rehearsed.
- Continue to undertake emergency preparedness, response, relief and recovery activities in line with emergency management plans.
- Implement the Banyule Gambling Policy: Gambling Reduction and Harm Minimisation, and action plan.
- Continue to deliver Council services in line with Banyule's Child Safe Policy and the Child Safe Standards to ensure the safety of children in our community, including:
  - Provide a child safe environment where children feel safe, are empowered, valued and protected.
  - Actively listen to children, ensuring their voices are heard and considered in decisions that will affect their lives.
  - Create places and spaces that promote children's engagement in community life.
- Implement the new swimming pool regulations through an education and enforcement program for residents who have not registered their pools by 1 June 2020.

## 1.5 Enhance quality of life and connection through arts and culture

### *What you said:*

*“The Arts have been proven time and again to promote cultural understanding, facilitate good mental health and community cohesion. It is worth your investment in infrastructure, grants, programs and staffing.”*

*Feedback from community member*

### **Our focus areas**

We will:

- 1.5.1 Provide opportunities for participation in creative activities.
- 1.5.2 Present and support a range of high quality arts experiences.
- 1.5.3 Create opportunities for lifelong learning; sharing knowledge and exploring new ideas.
- 1.5.4 Generate a sense of belonging by celebrating and preserving our shared heritage.

### **Key Initiatives**

- Develop and implement opportunities to celebrate and preserve Council's cultural and heritage assets – indigenous, cultural and environmental.
- Deliver an integrated program for the Ivanhoe Library and Cultural Hub where arts and culture is embedded and can be celebrated, show-cased and explored in partnership with community and industry.
- Continue to support the delivery of Major Festivals and associated programming.
- Encourage diverse community groups to engage in the development of the annual Arts and Cultural Program.
- Deliver the Pinpoint Artists Showcase for 2020.
- Support the development of Banyule's local creative sector through participation in Pinpoint Artists Network and professional development program.
- Continue to develop an extensive program of exhibitions and events to promote local arts and culture and provide valuable opportunities for the Banyule Arts community.
- Implement the Arts and Culture Strategic Plan 2017-2021, evaluate cultural outcomes, and commence development of a new plan for 2021-2025.
- Work with the Banyule Arts and Cultural Advisory Committee to research, document and acquire new works for the Banyule Art Collection.

## 1.6 Stimulate business, employment and investment opportunities

### Our focus areas

We will:

- 1.6.1 Encourage and assist the development of small business and social enterprise.
- 1.6.2 Collaborate with agencies and local employers to support training and employment opportunities.
- 1.6.3 Proactively lead inclusive employment opportunities for local people facing barriers to employment.
- 1.6.4 Work in partnership with agencies that strengthen investment opportunities.

### Key Initiatives

- Deliver Banyule's Economic Support Package to provide support to ratepayers, residents, community groups and businesses that are most impacted by the COVID-19 crisis.
- Deliver small business support, including:
  - Provide networking and training opportunities that respond to local business needs
  - Work in partnership to provide one-to-one advice and planning and mentoring sessions
  - Provide specialist small business support targeted towards particular groups, such as women in business and home-based business
  - Provide specialist advice and support to support new businesses.
- Evaluate the 2019 inaugural Banyule Business Grants Program.
- Deliver the Banyule BestBiz Awards Program.
- Strengthen Council's business focussed social media presence and review the Banyule Business website to achieve elevated engagement
- Maintain strong links with the Banyule Nillumbik Local Learning and Employment Network (BNLLEN).
- Develop and maintain strong links with local employers and employment service providers to create inclusive employment opportunities within Banyule
- Maintain strong links through Council's membership with the regional economic development agency NorthLink, including:
  - Support regional activities including the Food and Beverage project and Northern Horizons opportunities within the Northern Region of Melbourne
  - Progress opportunities identified through the regional investment attraction project coordinated through NorthLink, with a focus on the Heidelberg Activity Centre.



- Deliver Council's Inclusive Employment Program to proactively lead employment opportunities for vulnerable community groups, with a focus on:
  - Aboriginal and Torres Strait Islanders
  - Culturally and linguistically diverse, including refugees and asylum seekers
  - People living with a disability, and
  - Young people (16-25 years).
- Identify and support procurement opportunities that increase the number of employment and training outcomes.
- Continue to strengthen partnerships with current and emerging social enterprise organisations to further develop opportunities within Banyule.

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## STRATEGIC INDICATORS

How we will measure our performance against this objective is detailed in **Appendix A - Strategic Indicators**.

## SUPPORTING PLANS

This objective is also supported by a range of current plans.

- Banyule People: Health and Wellbeing Framework
- Banyule Arts and Culture Strategic Plan
- Banyule Recreation Plan
- Municipal Emergency Management Plan
- Safer Banyule Plan
- Banyule Child Safe Policy
- Banyule Older Adults Strategic Plan
- Banyule Child, Youth and Family Plan
- Banyule Art Collection Policy
- Banyule Library Redevelopment Study
- Banyule Public Art Strategy
- Banyule Youth Plan
- Banyule Gambling Policy: Gambling Reduction and Harm Minimisation
- Banyule Graffiti Management Strategy
- Banyule Economic Development Plan
- Banyule Inclusion, Access and Equity Framework: (IAEF)
  - Banyule Aboriginal and Torres Strait Islander Plan (& Reconciliation Action Plan *(in development)*)
  - Banyule Disability Action Plan
  - Banyule Lesbian, Gay, Bisexual, Transgender, Intersex and Queer+ (LGBTIQ+) Plan
  - Banyule Multicultural Plan
- Banyule Grants Program Policy
- Domestic Animal Management Plan.

## Planet

### OBJECTIVE:

#### 2. PLANET: ENVIRONMENTAL SUSTAINABILITY – Protect and care for the natural environment.

### Policy Context

'Planet' is about the natural and formed environment and the ecosystems that sustain the community. Our community is an integral part of the environment and together we are the custodians of our shared home.

We will protect and care for the natural environment through the following key directions:

- 2.1 Protect and enhance our natural environment
- 2.2 Conserve water and improve stormwater management
- 2.3 Lead in planning for, and responding to, climate change
- 2.4 Avoid waste generation
- 2.5 Be environmental stewards

*"The Council Plan we have produced is the result of extensive consultation across the community and is the foundation of our work. The plan will assist in delivering improvements to our daily lives and environment for generations into the future. There are rapid changes underway in Melbourne and the steps we are taking will assist in linking those changes to better and exciting new opportunities for our community." Cr Peter Castaldo*

### KEY DIRECTIONS FOR ACHIEVING OUR PLANET OBJECTIVE:

#### 2.1 Protect and enhance our natural environment

##### *What you said (wish list):*

*"Involve people in keeping waterways and parks clean and tidy"*

*Feedback from community member*

### Our focus areas

We will:

- 2.1.1 Protect and enhance wildlife corridors, waterways and wetlands
- 2.1.2 Protect and plant trees and appropriate vegetation
- 2.1.3 Prevent and reduce litter and waste dumping
- 2.1.4 Improve biodiversity outcomes, in particular for threatened flora and fauna species and vegetation communities in Banyule.

## Key Initiatives

- Implement the Biodiversity Plan for 2018-2021, including:
  - Conduct environmental management planning, including:
    - Continue the environmental watering of Banyule Billabong in partnership with Parks Victoria , Melbourne Water and the Victorian Environmental Water holder
    - Develop the bushland reserve site management plans for Alma Browns Reserve, Greensborough, and Dalvida Bush Reserve, Eltham North
    - Implement the Ryans Road Conservation Reserve management plan
  - Implement Biodiversity initiatives for priority bushland reserve management plans, including:
    - Monitor the fox control program at Banyule Flats and Warringal Park and in other priority biodiversity sites within bushland parks and reserves.
    - Provide revegetation and bush regeneration activities as part of Friends Group working Bee calendars and school group participation days for the 2020 season
  - Educate, encourage and work with key stakeholders including public authorities, schools and the community to improve biodiversity outcomes.
  - Continue to advocate for improved habitat protection within major developments.
- Work with our La Trobe Employment Cluster partners and stakeholders to improve biodiversity and water outcomes along the Darebin Creek.
- Undertake operational environmental management works in bushland reserves, including priority weed control, vermin control and fire management.
- Guide development decisions that protect and enhance our treed environment through Council's Statutory planning service area.
- Continue the work of our arborists and Council's planning enforcement area to protect our treed environment in private places.
- Introduce an online tool for the community to identify planning permit requirements for tree removal on their property or occurring in their area.
- Develop, review and implement major vegetation strategies.
- Plan for a resilient future for our community and collaborate with other metropolitan councils to deliver and implement the relevant aspects of the 'Resilient Melbourne' and 'Living Melbourne: our metropolitan urban forest' strategies as they apply to Banyule City Council.
- Protect the more environmentally sensitive areas by managing the flow of park users through the appropriate location of facilities in our parks, gardens, reserves and bushland, including:
  - Renew trails and pathways in our reserves and bushland
  - Continue the park asset renewal program in parks, including: park furniture, barbeques, drinking fountains, and corporate signage.

- Protect our important tree assets through a continued tree management and maintenance program, including:
  - Comply with Electricity Safety (Electric Line Clearance) Regulations 2015 requiring additional tree removal and pruning, and conduct routine street tree pruning on over 60,000 street trees
  - Implement the Urban Forest Strategic Plan including tree planting and the replacement of trees, in order to enhance Banyule's urban forest population on nature strips, road reserves, parks and reserves
  - Monitor the condition of significant trees on public land as listed on the Significant Tree Register.
- Continue to implement enforcement strategies for litter and illegal dumping and promote the benefits of the program, including the use of demountable cameras for surveillance at problem sites where rubbish dumping occurs.
- Ensure a continued focus on enforcement for our Building Sites in line with Local Law No. 1, specifically targeting spoil on roads, dust and noise control, illegal building works and out-of-hours activities.
- Continue to raise community awareness of our hard rubbish and green waste collection programs to minimise illegal dumping.

## 2.2 Conserve water and improve stormwater management

### Our focus areas

We will:

#### 2.2.1 Minimise Council's water use

#### 2.2.2 Maintain and improve our urban stormwater drainage network, taking into account future climate impacts, including weather extremes.

### Key Initiatives

- Provide ongoing development and maintenance of warm season grassed playing surfaces and irrigation systems, including:
  - Upgrade irrigation controllers across the municipality.
  - Implement sports-field ground reconstruction works for the De Winton Reserve Oval surface.
- Implement Council's Water Plan, including:
  - Continue to operate, monitor and optimise the capabilities of existing stormwater harvesting sites
  - Build our capability for integrating water sensitive urban design (WSUD) and treatments into the delivery and renewal of our infrastructure.
  - Review Banyule's catchment modelling based on Australian Rainfall and Runoff (2019) methodology
  - Environmental watering of Banyule Billabong.

- Continue to operate, monitor and optimise capabilities of the existing Stormwater Harvesting sites and seek opportunities for the inclusion of Water Sensitive Urban Designs within Council's capital works program.
- Continue the investigation and implementation of the Capital Works Program at priority locations identified by the Municipal Wide Drainage Network Capacity Study (stormwater management catchment analysis), including:
  - Stormwater Management Catchment Program Mitigation Works: Improve the capacity of the drainage network around Brixton Avenue, Eltham North, and the Lower Plenty drain catchment
  - Minor drainage works including minor pipe augmentations and associated pit improvements to address localised drainage issues
  - Drainage hot spots including pit replacements and modifications to improve stormwater capture.

## 2.3 Lead in planning for, and responding to, climate change

### *What you said (wish list):*

*"I am very happy they declared a climate emergency and are making sustainable changes."*

*Feedback from community member*

### **Our focus areas**

We will:

- 2.3.1 Take urgent action to achieve zero net emissions for Council Operations by 2028
- 2.3.2 Develop a climate change mitigation strategy to assist the community to minimise energy use and lower greenhouse gas emissions.
- 2.3.3 Build climate adaptation and resilience into relevant Council plans and policies.

### **Key Initiatives**

- Implement and monitor Banyule's environmental grants program, responding to community need and identified barriers to sustainability and climate action,
- Continue to roll out a program of solar and energy efficiency across Council owned buildings
- Investigate opportunities to increase Council's use of renewable energy through Power Purchasing Agreements (PPA)
- Investigate new technologies that will support a move away from fossil fuels, such as an industrial heat pumps at Ivanhoe Aquatic
- Continue to transition to LED lighting for Council asset upgrades, including street lighting, sportsfield lighting and Council owned buildings.
- Contribute funds to the Northern Alliance for Greenhouse Action (NAGA).
- Increase fuel efficiency in Council's fleet, including substituting fossil-fuelled vehicles with alternative fuel and electric powered vehicles.
- Finalise and implement Banyule's Community Emissions Reduction Plan to support the community to work towards carbon neutrality.

- Review processes and capacity for services to respond to extreme climate events, the Urban Heat Island effect, and weather patterns (eg storm events, drought, and heat) to minimise the impact on the environment.

***What you said:***

*“Very important to look after our planet”*

*Feedback from community member*

## **2.4 Avoid waste generation**

### **Our focus areas**

We will:

- 2.4.1 Discourage waste to landfill, including leading by example in reducing Council’s own waste generation
- 2.4.2 Identify, promote and implement viable recycling opportunities
- 2.4.3 Advocate for increased use of environmentally beneficial technologies and services in the community and government.

***What you said (wish list):***

*“I would love for Banyule to be one of the leading councils in greater Melbourne for recycling and ecological considerations!”*

*Feedback from community member*

### **Key Initiatives**

- Implement the new Towards Zero Waste Management Plan with the aim of motivating the Community to achieve zero waste to landfill by 2030.
- Continue to develop business cases for:
  - The introduction of a food organics/ green organics service
  - The introduction of public place recycling
  - Improvements at the Waste Transfer Station to increase the recycling offer.
- Continue to deliver Council’s current best practice waste management services.
- Implement improvement plans for waste related services, including:
  - Introduction of technology to continue to improve service efficiency
  - Kerbside collection services
  - Waste Recovery Centre
  - Dumped Rubbish and Litter Strategic Plan.
- Continue to manage Council’s significant recycling services, seeking further opportunities for diversion from the waste stream.

- Embed environmental (waste) circular economy requirements into Council's contracts and services to encourage the re-use of recycled materials within Australia.
- Continue to implement waste avoidance and resource recovery programs to residents, schools and community groups.
- Increase Waste Education Service participation at major Banyule festivals and events.
- Promote 'onsite at-source' green and food waste avoidance solutions to the community, including: worm farms, compost bins, and emerging waste reduction technologies.

## 2.5 Be environmental stewards

### *What you said:*

*"I would like environmental sustainability forums and brochures which can let us know all available options - efficient solar power, accessing storage batteries, solar powered products, etc."*

*Feedback from community member*

### **Our focus areas**

We will:

- 2.5.1 Support and educate the community to protect, enhance and experience the environment, working together with local Friends groups and environmental organisations.
- 2.5.2 Manage recreation and open spaces in an environmentally sustainable way

### **Key Initiatives**

- Implement the Stewardship Plan for 2019 – 2021, enabling and supporting the community to protect, enhance and experience the environment, including:
  - Provide community members with the skills and understanding to live more sustainably
  - Increase appreciation of environmental spaces through awareness raising activities
  - Provide training for residents to become leaders in sustainability within their community
  - Bring together different groups so they understand and support each other's stewardship roles
  - Facilitate sustainability actions that reduce Council's own operational impact.
- Develop and implement Green Collar positions within Banyule's Inclusive Employment Program to assist with Council's action towards Climate Change.
- Continue to provide improved biodiversity values to all bushland and waterway reserves through bush regeneration, priority weed and pest control involving friends groups, schools and community groups.

- Implement the Biodiversity, Water, Corporate Emissions Reduction, Waste Management and Environmental Stewardship plans.
- Deliver on the Public Open Space Plan and reserve master plan priorities.
- Manage sporting users to ensure the ongoing viability of sports playing surfaces.

***What you said:***

*“More community gardens with integrated social enterprise cafes.....”*

*Feedback from community member*

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## **STRATEGIC INDICATORS**

How we will measure our performance against this objective is detailed in **Appendix A - Strategic Indicators**.

## **SUPPORTING PLANS**

This objective is also supported by a range of current plans.

- Biodiversity Plan
- Weed Management Strategy
- Public Open Space Plan
- Water Plan
- Corporate Emissions Reduction Plan
- Environmental Stewardship Plan
- Banyule City Council Electrical Line Clearance Management Plan
- Urban Forest Strategic Plan
- Towards Zero Waste Management Plan
- Dumped Rubbish and Litter Plan.



## Place

### OBJECTIVE:

- 3. PLACE: GREAT PLACES AND SPACES –  
Maintain and enhance our public spaces, buildings and infrastructure.**

### Policy Context

'Place' describes the buildings, structures and spaces in which we live, work, shop and play. It is about our surroundings, how we interact with and move about within them. 'Place' also shapes our interactions with others and influences the quality and frequency of our social and economic activities. 'Place' is dynamic and influenced by many factors, most notably the aspirations of landowners and statutory approval systems that are governed through State and sometimes Federal decision making.

We will maintain and enhance our public spaces, buildings and infrastructure through the following key directions:

- 3.1 Preserve and improve Banyule as a great place to live, work and play
- 3.2 Renew and maintain Banyule's public assets and infrastructure
- 3.3 Invest in and support activity centres and employment precincts
- 3.4 Provide great public and open spaces
- 3.5 Support sustainable transport

*"The Council Plan sets a strategic blueprint for the future and works toward a shared vision with the community. We continue to preserve Banyule's treasured environment with its native bushlands, and celebrate our heritage, including our place in Olympic history, while balancing the need to absorb a growing population and changing demographic in our area. With all these pressures and challenges, we look to ensure our services, infrastructure and open spaces are adapting to the changing needs of our City and making the most of the opportunities." Cr Craig Langdon*

### KEY DIRECTIONS FOR ACHIEVING OUR PLACE OBJECTIVE:

#### 3.1 Preserve and improve Banyule as a great place to live, work and play

***What you said (wish list):***

*"Ensure housing density is kept at a fair and sustainable level given parking, traffic, open space etc."*

*Feedback from community member*

#### Our focus areas

We will:

- 3.1.1 Facilitate high quality design and planning outcomes that support the preferred character of residential neighbourhoods and emerging identity of activity centres, employment precincts and renewal areas.

3.1.2 Facilitate diverse housing and sustainable development outcomes in activity centres, neighbourhood centres and employment precincts as the best places for more people to live, work and play.

3.1.3 Encourage the community to contribute to the greening of Banyule.

3.1.4 Create Age-friendly places and spaces that encourage people of all ages to stay connected to their community.

### Key Initiatives

- Uphold the principles as set out in Banyule's Neighbourhood Character Strategy and work with and advise new applicants on the best way in which to sensitively develop property in Banyule, including:
  - Improve communication to residents and developers in relation to neighbourhood character and development outcomes.
  - Prepare guidelines to improve development outcomes in relation to the location and presentation of site services in unit developments.
  - Improve the quality of landscape outcomes on development sites.
  - Increase the number of street tree plantings where there are opportunities through development outcomes.
- Pursue Planning Scheme Amendments as required to keep the scheme up to date with Council Policies.
- Progress a review of the Vegetation Protection Overlays to ensure consistency and maintain Banyule's green character.
- Progress the Banyule Heritage Study to identify places of local heritage significance and provide recommendations for their inclusion on the Heritage Overlay.
- Apply Council's environmental sustainable development (ESD) policy that is in the Banyule Planning Scheme and advocate with other councils for further improvements to the Victorian planning system.
- Continue to apply Council's Liveable Housing Guidelines to improve the accessibility of new housing.
- Monitor and respond to the Victorian State Government progress for the La Trobe National Employment and Innovation Cluster for:
  - Land use and transport planning framework for the Cluster
  - Economic development for the Heidelberg West Business Park
  - Housing renewal and diversity for Heidelberg West, including co-housing
  - Reimagined Heidelberg Railway Station Precinct and a reviewed Heidelberg Structure Plan.
- Commence the review of the Banyule Planning scheme in line with the State Government Smart Planning reforms and to ensure the Planning Scheme maintains and enhances Banyule's neighbourhood character.
- Support and respond to the State Government projects for the Yarra River corridor, including finalisation of the Yarra Strategic Plan.
- Continue to apply universal design (access for all) principles to Council's infrastructure and facilities, including: council buildings, furniture and furnishings, and public toilets.

- Facilitate development of land at Bellfield, including:
  - Influence residential development ESD (environmental sustainable development) outcomes using the Community Emissions Reduction Plan to guide the assessment process for sale of land.
  - Ensure the delivery of a high-quality, integrated development that caters for a range of lot densities and housing choices, including deliberative housing, with development guided by the Development Plan Overlay.

***What you said:***

*“The management of modern development of flats, apartments and dual occupancy is vital to maintain Banyule liveability”*

*Feedback from community member*

## 3.2 Renew and maintain Banyule’s public assets and infrastructure

### Our focus areas

We will:

- 3.2.1 Renew and maintain Council owned buildings so they continue to be at appropriate standards, ensuring their long term sustainability and efficiency.
- 3.2.2 Renew and maintain roads, drains and other infrastructure to a standard which ensures public safety and protects the natural environment.

### Key Initiatives

- Maintain and further enhance the city’s streetscapes and parkland trees for future generations.
- Deliver a program of facility improvements, including:
  - Glenauburn Reserve, Lower Plenty
  - Warringal Park, Heidelberg
  - Yulong Reserve, Bundoora
  - Greensborough War Memorial
  - Olympic Park
  - Sports field lighting at Warringal Park, Yulong Reserve, Whatmough Park, and De Winton Park.
- Develop and deliver Infrastructure Assets Renewal Programs and reduce our renewal gap.
- Look to maintain and improve our local road network infrastructure, including:
  - Deliver our Local Roads Resurfacing program to improve 38 roads
  - Deliver Infrastructure Maintenance Works such as: infrastructure repairs within the road reserve, major patching across the network, kerb and channel replacement, and laneway rehabilitation program

- Continue the Roads to Recovery program
- Deliver improvement initiatives for localised traffic infrastructure, cyclists, pedestrian and school crossings
- Seek Federal Government support in local roads initiatives through the Roads to Recovery - Federal Government Funding for Road Renewal program.
- Deliver the Footpath Construction Program with an increased focus on footpath renewal, and to improve footpath connectivity in line with the Walking Strategy.
- Ensure important high pedestrian traffic areas such as activity centres are maintained and developed for the benefit of local businesses and the safety of our local community.
- Maintain and improve our existing Water Sensitive Urban Design (WSUD) assets through the implementation of a targeted maintenance program, including our wetlands, rain gardens, tree pits and swales.
- Continue to implement the Public Toilet Plan, including designs for future years and refurbishing toilets.
- Implement a revised delivery service to improve drainage maintenance based on outcomes of recent service reviews.
- Improve monitoring and reporting processes of cleansing services, including:
  - The street sweeping program
  - Shopping centre cleaning
  - Toilet and barbeque cleaning.
- Progress designs and implementation for the Macleod Health and Fitness Centre Master Plan.
- Refurbish Council buildings and facilities, including:
  - Renewal and refurbishment at Bundoora Community Hall and Annexe
  - Improvement works at Olympic Village Preschool yard.

### 3.3 Invest in and support activity centres and employment precincts

#### Our focus areas

We will:

- 3.3.1 Support and maximise opportunities provided through the La Trobe Employment Cluster project to deliver enhanced liveability and economic activation
- 3.3.2 Monitor and respond to the vitality of our retail, entertainment and commercial precincts
- 3.3.3 Work in partnership with trader associations and business to build their capacity, independence and success
- 3.3.4 Support activity centres to enhance their identity and ability to respond to challenges and opportunities

## Key Initiatives

- Work with the State Government and other key partners to maximise the outcomes and opportunities associated with the emerging La Trobe National Employment Cluster.
- Further develop and strengthen the capacity of our traders associations to manage their associations and engage meaningfully with businesses and Council.
- Use the Banyule Economic Information Base and the Heidelberg Structure Plan Economic Analysis to implement business investment, retention and attraction initiatives.
- Commence the development of an updated Heidelberg Activity Centre Structure Plan.
- Explore further opportunities for Community Hubs which are inclusive of Aged Services, and which reflect the principles of Age-Friendly Banyule.
- Implement actions of the Banyule Economic Development Plan.
- Continue to support local shopping centres through the Special Rates and Charge schemes.
- Continue shopping centre maintenance and beautification, including:
  - Finalise Rosanna Village and Eaglemont streetscape improvements
  - Progress designs for the beautification of Montmorency Village
  - Carry out minor improvements in main shopping centres.
  - Shopping Centre and Toilet Cleaning.
- Implement investment attraction initiatives that position Banyule's business precincts as vibrant and competitive commercial centres.

### 3.4 Provide great public and open spaces

#### ***What you said:***

*"Love the parks in the area, keep them like this"*

*"Great to keep parklands clean and free from infrastructure."*

*"We need to have good open space as yard sizes decrease."*

*Feedback from community members*

#### **Our focus areas**

We will:

- 3.4.1 Provide and maintain beautiful open space across Banyule for a range of uses and activities
- 3.4.2 Provide and maintain public spaces that have quality and accessible public amenities
- 3.4.3 Provide suitable spaces for the community to gather and look for opportunities for new and shared spaces and facilities.

***What you said:***

*"We have really good green spaces in Banyule – keep up the good work."  
Feedback from community member*

**Key Initiatives**

- Implement the renewed Open Space Plan, including:
  - Continue to upgrade and extend the shared trail network in Banyule
  - Ongoing development and implementation of reserve masterplans.
- Manage Council's open spaces, including:
  - Maintain parklands, sporting ovals, and fire breaks
  - Implement the Pedestrian Bridge Replacement program, including:
    - Install lighting at the Olympic Park bridge
    - Construct improvement works for the bridge located across Darebin Creek at the rear of Willowbank Grove, Heidelberg (in partnership with neighbouring council)
    - Assess options for deck replacement on the Yallambie Road North and South bridges.
- Renew Council's open space assets including playgrounds, BBQ, and furniture in accordance with Council's adopted Assets Plans.
- Continue to deliver a co-ordinated across Council approach to dealing with the increasing problem of rubbish dumping in parks and other public places.
- Maintain and improve equipment for sporting facilities, including:
  - Deliver the all seasons cricket pitch replacement program (synthetic sports pitches)
  - Install disc golf infrastructure at Warringal Parklands
  - Improve the tennis facilities at Bundoora, Rosanna and Eaglemont tennis clubs.
- Review the footpath trading policy to support smoke free areas.
- Assess new opportunities for improving access to existing spaces and facilities.
- Ensure that planning and development of Banyule's public and open spaces is informed by the principles of Age-Friendly Banyule.
- Increase, enhance and improve public open space where appropriate to cater for Banyule's projected increases in population growth and density.
- Deliver Stage 2 of the Olympic Park Masterplan.
- Commence delivery of the Stage 1 of the Ford Park Masterplan in partnership with the North East Link Authority.
- Review the Rosanna Parklands masterplan through localised community consultation, including the consideration of amenities such as a BBQ, picnic table, and shelter.

### 3.5 Support sustainable transport

***What you said (wish list):***

*“Walking/ cycling tracks that link up the suburbs for functional use, not just recreational, will help people to move away from a reliance on cars”*

*Feedback from community member*

#### **Our focus areas**

We will:

- 3.5.1 Deliver integrated transport solutions
- 3.5.2 Provide shared trails that help to link key public open spaces and community facilities
- 3.5.3 Encourage walking, cycling and public transport use
- 3.5.4 Improve parking management in and around activity areas.

#### **Key Initiatives**

- Implement the appropriate actions identified in the Banyule Integrated Transport Plan which:
  - Identifies key actions and projects that other key stakeholders, particularly the State Government, will need to progress to help deliver this vision, including:
    - Improving the level of service and access to public transport for all users
    - Addressing safety and amenity on Rosanna Road
    - Duplication of the Hurstbridge railway line to improve service frequency and reliability
    - Providing input to the Victorian Planning Authority’s work on transport planning for the La Trobe National Employment Cluster
    - Pursue the best local transport outcomes from the North East Link Project.
  - Advocate for increased investment in sustainable transport and for improvements to public transport operation and infrastructure that will benefit local residents.
- Consider access to transport, informed by principles according to the World Health Organisation (WHO) Age Friendly Guidelines, and taking into account the needs of people of all abilities.

- Continue the off-road path renewal and development of the Banyule Shared Trail Network (for walking and cycling) through the implementation of the Northern Regional Trails Strategy (NRTS) and the shared trail asset management plan, including:
  - Implement an advocacy plan for the priority projects in the NRTS in conjunction with regional partner councils
  - Continue upgrade of the Darebin Creek Trail from Southern Road to Dougharty Road
  - Complete the installation of wayfinding signage along the Darebin Creek Trail
  - Develop detailed designs for future shared trail projects
  - Renew shared trail feeder paths.
- Renew pathways in reserves and bushland.
- Implement the actions of the Banyule Walking Strategy
- Implement travel behaviour change programs to improve walking, cycling and public transport use in priority areas, including:
  - Continue to implement the Green Travel Plan for Council's operations
  - Co-ordinate promotional events about Sustainable Transport to raise awareness and increase uptake, including Ride to Work, Ride to School, Walk to School
  - Identify suitable locations for bicycle parking facilities to promote and improve bicycle travel opportunities
  - Installation of seats and shelters at bus stops.
- Introduce parking management techniques to encourage appropriate availability of spaces in areas of high demand, recognising parking as a finite resource.
- Implement recommendations from key activity area parking plans.



## STRATEGIC INDICATORS

How we will measure our performance against this objective is detailed in **Appendix A - Strategic Indicators**.

## SUPPORTING PLANS

This objective is also supported by a range of current plans.

- Banyule Planning Scheme
- Municipal Strategic Statement
- Housing Strategy
- Neighbourhood Character Strategy
- Heritage Strategy
- Drainage Policy
- Safe Travel Plan
- Asset Management Strategy
- Banyule Bicycle Strategy
- Activity Centre Parking Plans
- Banyule Residential Parking Permit Policy
- Banyule Walking Strategy
- Banyule Integrated Transport Plan
- Urban Design Guidelines, frameworks and concept plans
- Substantial and Significant Tree Strategies
- Activity Centre Structure Plans
- Road Management Plan
- Streetscape plans
- Public Open Space Plan
- Urban Forest Strategic Plan
- Banyule Public Toilet Plan
- Banyule Economic Development Plan.
- La Trobe National Employment and Innovation Cluster Framework Plan

## Participation

### OBJECTIVE:

**4. PARTICIPATION: ENGAGEMENT AND ADVOCACY –  
Engage meaningfully and advocate for the broader interest  
of the community.**

### Policy Context

'Participation' is about how people get involved in the community and community activities, how they have a say on issues important to them, and how Council listens to and involves people in decision making and planning. Participation also involves Council advocating with and on behalf of the community on issues out of Council's direct control. Supporting 'Participation' is central to good governance.

We will engage meaningfully and advocate for the broader interest of the community through the following key directions:

- 4.1 Engage meaningfully with our community and encourage participation
- 4.2 Advocate for our community
- 4.3 Communicate effectively with our community

*"We are lucky to live in Banyule as it is a magnificent place to live and raise children. Council is working hard to protect our treasured lifestyle as Melbourne's increasing population puts enormous pressure on our public spaces, parks, schools and sports facilities. We are dealing with higher density developments, transport, congestion and parking problems, and recycling and environmental issues, which all greatly impact the quality of life. The North East Link project also brings its challenges. However, by developing a holistic strategic plan with the community and working with all levels of government we can find real solutions and protect our planet, for ourselves and future generations." Cr Tom Melican*

### KEY DIRECTIONS FOR ACHIEVING OUR PARTICIPATION OBJECTIVE:

#### 4.1 Engage meaningfully with our community and encourage participation

##### Our focus areas

We will:

- 4.1.1 Increase engagement with our community and draw on their strength, skills and knowledge to address local challenges and opportunities
- 4.1.2 Provide a range of inclusive opportunities for people to participate in engagement
- 4.1.3 Enhance our relationship and work in respectful partnership with the traditional custodians of Banyule, the Wurundjeri people, identified elders and other Aboriginal and Torres Strait Islanders

#### 4.1.4 Show how community input has helped shape our decisions and direction.

***What you said:***

*“Plenty of events and opportunities to contribute ideas.”*

*Feedback from community member*

#### **Key Initiatives**

- Co-ordinate and deliver Council’s Community Grants Program and undertake a review of the RSL grants partnership.
- Strengthen the delivery of early years, youth and family services through community partnerships.
- Work with young people in order to build their capacity to participate and meaningfully engage in decision making in the local community, celebrate and highlight positive youth culture.
- Work collaboratively with local service providers and the community to facilitate better outcomes for older people in Banyule (eg. Age-friendly Advisory Committee and the Banyule Aged Service Network).
- Support older residents through the Age-friendly Champion Program to be active participants in the process of planning and implementing actions which will enable people to stay connected to their community as they age.
- Lead, support and improve Council's community engagement and consultation processes to ensure that the views and needs of the community are reflected in Council's prioritisation and service delivery (including technology opportunities).
- Provide and promote services and opportunities that are available for Aboriginal and Torres Strait Islanders across the municipality.
- Continue to plan and deliver Banyule’s Youth Services consultation and partnership initiatives, including:
  - Youth Summit
  - YouthFest.
- Support Council's Advisory Committees to enable broader participation in Council’s planning processes.
- Implement the community engagement requirements of the new Local Government Act 2020, including:
  - Finalise and implement the Community Engagement Policy (Framework)
  - Commence the process for developing a Community Vision

***What you said:***

*“Banyule has a good system of community grants, which brings a number of benefits - important community initiatives obtain support..... and people are engaged in governance of their local area.....”*

*Feedback from community member*

## 4.2 Advocate for our community

### Our focus areas

We will:

- 4.2.1 Work in partnership with community, groups, local agencies and different levels of government to advocate for improved services, infrastructure, environmental and social outcomes
- 4.2.2 Work with the community to identify and plan for key advocacy issues
- 4.2.3 Pursue appropriate and sustainable funding and service arrangements with state and federal government to minimise cost shifting.

### Key Initiatives

- Work with the State Government's co-design forums to implement the Local Government Act 2020
- Develop partnerships with State and Federal Government, key commercial and community organisations, to seek funding for the development of programs, services and facilities.
- Engage with the community to identify and progress key advocacy priorities that represent community needs, including:
  - North East Link – securing best design outcomes and complementary projects
  - Olympic Park Master Plan – further funding to deliver improvements at Olympic Park
  - Northern Regional Trails Strategy – Partnership approach with 5 other councils seeking funding for trail improvements.
  - Recycling – seeking increased state and federal government investment and regulation to support recycling
  - MacLeod Recreation and Fitness Centre – seeking funding to improve and refurbish the centre.
- Advocate and negotiate for the best outcomes for our community in response to the State Government's proposed North-East Link project, including:
  - Consideration of a longer tunnel to protect local communities, reduce surface works by about 10 hectares, and save thousands of trees
  - Protecting nationally significant vegetation at Simpson Army Barracks
  - Improved transport connections to Watsonia station and shops, and urban design improvements
  - Excluding tunnel boring machine launching from Borlase Reserve
  - A new design for the Lower Plenty Road interchange
  - Pursue required complementary infrastructure projects such as:
    - Local and arterial road improvements
    - Cycling corridors and increased shared trail opportunities
    - Improved bus services and pedestrian access to public transport
    - A transport interchange at Greensborough
    - Place making initiatives and public art opportunities.

- Continue to advocate and work with the State Government to deliver the duplication of the Hurstbridge Railway Line.
- Consider key issues raised by Council's Advisory Committees to inform prioritised advocacy efforts.
- Advocate to other levels of government for funding towards the growing demand for playgroups in Banyule.
- Work with our community and other levels of government to pursue opportunities for women to participate in sport.
- Continue advocacy efforts to address problem gambling.
- Support the work of the Banyule Nillumbik Youth Services Network (BNYSN) and other key strategic collaborative networks to improve services for young people.
- Continue to advocate to Government and key organisations for improved outcomes for people in Banyule who are aged or have a disability.
- Continue to advocate to government agencies for the appropriate upkeep of non-council owned open space including: Parks Victoria land, Vic Roads reserves, and Melbourne Water reserves.

### 4.3 Communicate effectively with our community

#### *What you said:*

*"I receive consistent updates on issues and opportunities particularly with regards to environment and sustainability"*

*Feedback from community member*

#### **Our focus areas**

We will:

4.3.1 Improve the reach, impact and responsiveness of our communications

4.3.2 Provide transparent and timely information about Council.

#### **Key Initiatives**

- Implement year 2 actions from the Communications Strategy, including:
  - More audience centric use communications channel and messaging
  - Delivering specific communications campaigns that enhance the reputation of Council and raise awareness of Council services
  - Review and consolidate Council's corporate branding material.
- Maintain and improve Council's corporate website, including:
  - Maximise social media as a communications tool through strategic use of Facebook and Twitter and launch of Instagram account for Council
  - Provide opportunities for digital community engagement through the 'Shaping Banyule' website
  - Expand digital communications offering including exploring online versions of the Banner and a review of our electronic newsletters.
  - Develop a road map for website and social media improvement (across organisation).



- Further develop communication and promotion strategies for specific services and projects, including:
  - Improve marketing and promotion of programs and services that support Banyule in being an Age-friendly city
  - Improve communication of major projects, services and events to inform the community about what we are doing and how we are doing it.
- Communicate environmental achievements through internal and external publications and presentations.
- Continue to explore and utilise existing and emerging technologies to maximise the reach, impact and responsiveness of our communications.
- Continue to record and communicate consultation findings back to the community.

***What you said:***

*“Publicly broadcasted council meetings .....*”

*Feedback from community member*

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## **STRATEGIC INDICATORS**

How we will measure our performance against this objective is detailed in **Appendix A - Strategic Indicators**.

## **SUPPORTING PLANS**

This objective is also supported by a range of current plans.

- Banyule Service Promise
- Banyule Communications Strategy
- Youth & Family Services Citizenship Framework (*inc Youth Charter*)
- Banyule Community Engagement Framework
- The majority of Council’s strategic plans include priorities and specific actions related to advocacy.
-

## Performance

### Strategic Resource Plan 2020-2024

#### OBJECTIVE:

**5. PERFORMANCE: EFFICIENCY AND GOOD GOVERNANCE –  
Manage our resources wisely to achieve Council’s  
strategic objectives.**

#### Policy Context

‘**Performance**’ is about managing our resources wisely, providing organisational support services, strategic planning and risk management. We are charged with the stewardship of the resources of the municipality. Council is committed to managing its resources in a responsible, sustainable and accountable way in keeping with community expectations.

Our operations are based on responsible management, risk mitigation, strong customer service, and continuous improvement. We value our staff and recognise the integral role they play in the provision of Best Value services to our community.

We will effectively manage our resources in a changing environment, while continuing to deliver quality and value for money services. Banyule’s commitment to a culture and practice of continuous improvement is based on our organisational best value planning and reporting program, service development review program, and continuous improvement framework.

Best Value ensures that all services:

- offer the best possible quality and value for money
- are responsive to community needs
- are accessible to the people they are intended for
- show continuous improvement
- are subject to regular community consultation.

We recognise that it is critical for us to protect and develop our non-financial resources to meet the needs of our community. These non-financial resources include: human resource management and organisational development; knowledge management and information services; and asset management stewardship.

We ensure the most effective management of Council’s commercial assets, leases and major contracts, and we plan for the effective use of our finite resources.

We also undertake a number of internal planning roles to ensure we maintain the appropriate strategic direction of our services.



In addition, our 'Performance' objective is underpinned by an extensive policy context and a strategic framework based on the following:

- The *Local Government Act 1989* - The LG Act includes requirements around the Council Plan, the Strategic Resource Plan, the Budget, statutory reporting requirements and Best Value
- Our legal responsibilities as a business entity and employer - to adhere to all employer related legislation
- Our Banyule Management System is in line with best practice standards and continuous improvement, and enables the organisation to continue to provide quality services in a safe manner that protects people and the environment
- A number of key supporting plans and internal policies that provide direction in important support function areas, such as customer service, information management, communications, human resources, records management, financial management, procurement and asset management.

### **The Strategic Resource Plan**

The Strategic Resource Plan outlines how Council will manage our financial and non-financial resources over the next four years to achieve our strategic objectives.

The Strategic Resource Plan consists of the following:

- The 'Performance – Efficiency and good governance' objective. This includes key directions for achieving the objective, and focus areas for the next four years
- The 'Management of our Human Resources' section, which includes statements describing the human resources required for the next four years
- The Financial Resources section, which includes information on financial position, financial statements and commentary on these.

The plan also takes into account services and initiatives contained in plans adopted by Council, as well as other information prescribed by the regulations.

The Strategic Resource Plan is prepared in accordance with the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*. This sits well with Banyule's objective of 'Performance – Efficiency and good governance'.

### **Our Rating Context**

Our Rating Strategy is used to ensure that the Local Government Act's rating objectives of 'equity and efficiency' are achieved. It is important that Banyule City Council has a Rating Strategy in place that is transparent to the community and reviewed annually as part of the budget process.

The rating parameters set for the strategic outlook period through to 2024 are indicated currently on the basis of a 2.00% rate increase for 2020/2021; 2.25% for both 2022 and 2023; and 2.50% for 2023/2024.

The indicative rates are predicated on a rate capping environment and not indicative of maintaining all Council's services at their current level. Each year the Minister for local Government will set the rate cap the will specify the maximum increase in Council's rates for the forthcoming financial year. The rate cap is consistent with the latest forecasted CPI figures.

Due to the current COVID-19 pandemic the Rating Strategy has been updated to allow for rate waivers and council rate deferrals. The rate waivers will be partially funded from the 2% general rate increase and specifically target those ratepayers that need it most.

Banyule will continue to revisit the principles outlined in the Rating Strategy each year when further information is received from the State Government on the rate cap and the economy. This will be then matched with the community's desire to maintain current service levels and capital investment.

Land is a finite resource in Banyule. Our Council is committed to ensuring that the effective use of land resources benefits the whole community, as each land holding contributes to the shared infrastructure and services of Council.

As such, Council differentially rates its vacant commercial, industrial and residential land to ensure an inequity in the shared contribution to infrastructure is not created through the underdevelopment of vacant land. We also strive to encourage the best use development of land.

Banyule values appropriate commercial and industrial development. However, we also acknowledge an increased impact on our shared infrastructure by these developments. We choose to differentially rate these properties to ensure an equitable outcome to infrastructure costs across our community.

We understand the shared value to our community of cultural and recreational lands. Council supports and encourages the development of this shared benefit by rating these properties at a lower level.

We update the Strategic Resource Plan annually.

We will manage our resources wisely to achieve Council's strategic objectives through the following key directions:

- 5.1 Provide exceptional customer service
- 5.2 Deliver best value services and facilities
- 5.3 Provide responsible financial management and business planning
- 5.4 Provide good governance and be accountable
- 5.5 Promote an engaged and productive organisation
- 5.6 Manage the systems and assets that support service delivery

*"Underpinning everything Council does is our drive to make the future better and increase opportunities for all those who work, live and do business in Banyule. The Council Plan ensures we follow this trajectory thanks to sound financial management and strategic planning so we can deliver the key initiatives and provide the vital services and facilities for the community today while looking after future generations to come." Cr Rick Garotti*



**KEY DIRECTIONS FOR ACHIEVING OUR PERFORMANCE OBJECTIVE:****5.1 Provide exceptional customer service*****What you said:***

*"I thought the customer service was fantastic, wanted to give it a 5 star!"*

*Feedback from community member*

**Our focus areas**

We will:

- 5.1.1 Use contemporary technologies to enable customers to interact with council when, where and how they choose
- 5.1.2 Continue to improve the experience that the community has when dealing with Council.
- 5.1.3 Ensure that services are provided efficiently and effectively whether the community contacts Council via telephone, in person, electronically or via letter
- 5.1.4 Ensure that we are reporting to the community on how we are performing and where we are delivering efficiencies.

**Key Initiatives**

- Implement key initiatives identified in the organisation's Customer Focus Strategy 2017-2021, including:
  - Develop an updated and responsive service model including clearly defined service levels and timeframes
  - Review organisational customer service performance measures to assist in continual improvement of Council service
  - Develop and resource a framework to ensure increased frequency of customer service refresher training for all staff
  - Continue reviewing customer contact points and processes to ensure an efficient, responsible and timely service.
- Continue implementation of the Banyule Service Promise developed in consultation with our community.
- Implement the new Banyule Complaints Handling Policy.
- Continue to explore and utilise existing and emerging technologies to:
  - Improve our customer contact experience
  - Address increasing community expectations for improved responsiveness
  - Deliver a range of self-serve options.
-

## 5.2 Deliver best value services and facilities

### *What you said:*

*“Keep doing what you are doing”*

*Feedback from community member*

### **Our focus areas**

We will:

- 5.2.1 Continually review our services to ensure good value for money
- 5.2.2 Look for greater ways to increase our income and reduce costs
- 5.2.3 Actively seek non-Council sources of financial support for projects, programs and services
- 5.2.4 Seek investment and business opportunities that reduce reliance on traditional revenue sources, such as rates and government grants, to sustainably deliver high quality services and infrastructure to our community.

### *What you said (wish list):*

*“Great work on the re-development of social housing in Heidelberg West.”*

*Feedback from community member*

### **Key Initiatives**

- Continue to investigate options to manage or transact landholdings to maximise revenue and asset reallocation.
- Commence a review of the Development Contributions Plan (DCP) to support Council’s long-term plans for capital works
- Continue to ready the Bellfield land for sale and put it on the market in 2020 for development of market housing, progress delivery of the Community Hub and secure a Housing Association for delivery of social housing on Council-owned land.
- Manage and deliver effective and efficient sales of other Council sites that have been deemed surplus to requirement.
- Develop a Workforce Plan for the Council in line with Local Government Act 2020 requirements.
- Continue to review asset management plans, renewal priorities, intervention levels and development of asset work programs, to ensure levels of service are met for the following asset categories:
  - Road Network
  - Pathways
  - Bridges
  - Stormwater Drainage System
  - Open Space Assets
  - Open Space Pathways
  - Building Facilities.

- Continue Council’s Service Development Review Program, a targeted review program to strengthen and assess service sustainability, including:
  - Review of service provision, key needs and objectives, and delivery inputs such as consultation, benchmarking, and financial analysis and forward strategic business planning
  - Continue to progress activity as part of assessing longer term Service Planning and Community Infrastructure Planning for Asset Management and longer-term financial planning.
- Co-ordinate data sources and performance reporting measures, to ensure evidence based decision making, including:
  - Report, monitor, and review organisational KPI data to enhance performance opportunities
  - Report on the State Government’s Local Government Performance Reporting Framework (LGPRF)
  - Produce, co-ordinate and promote use of, and access to, meaningful data to inform and enhance Council's planning and service delivery e.g. Resident profile and performance assessment, community surveys, organisational benchmarking.
- Undertake innovative projects to inform and improve the delivery of efficient, effective and accessible services for older people (eg Community Based Meals & Respite, and Support for carers programs).
- Work together with other Northern Region Councils to actively pursue opportunities for aggregated collaborative procurement activities to minimise cost shifting, obtain efficiencies, lead on environmental and social outcomes, and create greater value for money opportunities.

### 5.3 Provide responsible financial management and business planning

***What you said:***

*“You need to create specific targets and service level commitments which are measurable and use these to demonstrate how the Council is delivering value for money.”*

*“Always room for improvement, but it’s a two way street.”*

*Feedback from community members*

#### **Our focus areas**

We will:

- 5.3.1 Achieve a responsible budget within a rate capping environment
- 5.3.2 Effectively manage Council's commercial assets, leases and contracts
- 5.3.3 Review and plan for the provision of our assets to ensure they are fit for purpose and meets the service and infrastructure needs of our community now and in the future
- 5.3.4 Develop sound long-term plans for capital works, asset maintenance and financial management
- 5.3.5 Ensure transparent and accountable organisational planning and reporting

### 5.3.6 Ensure evidence based decision making seeking knowledge from practice, experience and research.

#### Key Initiatives

- Review and update Council's capital works infrastructure plan to ensure the ongoing strategic and sustainable management of Council's assets.
- Establish and implement a Sustainable Procurement model to capture the core Social, Economic and Environmental principles, including:
  - Update Procurement Guidelines, Templates and Contracts to factor sustainable policy requirements
  - Educate, monitor and report against best practice.
- Review opportunities for continuous improvement and automation of our core financial processes to enhance the customer experience and cross functional support.
- Embed contract management principles throughout the organisation to provide a smooth transition between contract acceptance and management of contracts.
- Consult with the community on the opportunities and challenges of the current rating strategy principles and outcomes from the 2019/2020 rating review undertaken by Local Government Victoria.
- Develop and implement service level agreements and license agreements with community groups funded by Council and continue to provide support in the delivery of those services
- Promote the guidelines for sporting and community groups in relation to facility planning and capital works.
- Review Council's Sporting Allocation Policy and User guide to ensure that it continues to support the needs of clubs and provides equitable access to our sports facilities and reserves.
- Implement opportunities for continuous improvement and automation of lease and licence administration which provides automation of rental invoicing, report generation and proactive notification of lease options and expiries.
- Maintain performance reporting to provide transparency and simplification of information for our community.
- Continue to improve our corporate planning and reporting through better utilisation and development of systems and processes.
- Implement the Continuous Improvement Framework to strengthen the culture of learning and problem solving that provides value to our staff, customers and community.
- Manage the service delivery contracts for Council's Major outsourced Leisure and Functions facilities, including: WaterMarc Banyule, The Centre Ivanhoe, Ivanhoe Golf Course, Chelsworth Park, Community halls, and Macleod Recreation and Fitness Centre.
- Deliver the Nillumbik Immunisation Service in an efficient and effective manner within the budget.

- Continue to Implement the 10 year asset renewal plan for open space water management, including Irrigation renewal for the Greensborough War Memorial and new irrigation systems
- Develop Banyule’s new Council Plan for 2021-2025.

#### 5.4 Provide good governance and be accountable

***What you said:***

*“More transparent reporting and updates on how Council are using rate payer funds. More public consultation on how and what is important to invest for Banyule residents...”*

*Feedback from community member*

#### **Our focus areas**

We will:

- 5.4.1 Implement the requirements of the new Local Government Act 2020
- 5.4.2 Participate in legislative reviews and maintain a best practice and contemporary approach to good governance and accountability
- 5.4.3 Support Councillors to meet transparency and accountability aspects of their role
- 5.4.4 Ensure the right governance structures and practices are in place for good decision making
- 5.4.5 Develop and implement policies and local laws to support community wellbeing
- 5.4.6 Make informed decisions based on sound evidence and community input.
- 5.4.7 Keep our community informed of key decisions

#### **Key Initiatives**

- Continue implementation, education and enforcement of our Local Law No.1.
- Effectively manage Council’s reputation within the media with clear, consistent and open communication.
- Implement legislative requirements from the new Local Government Act that fall due in 2020/2021, including:
  - Audit & Risk Committee Charter
  - Council Expenses Policy
  - Governance Rules
  - Councillor Code of Conduct
  - Councillors Gift Policy.

***What you said:***

*“Council ..... being more open about decision making”*

*“Avoid fraud and waste and focus on delivery”*

*Feedback from community members*



-

## 5.5 Promote an engaged and productive organisation

### Our focus areas

We will:

- 5.5.1 Ensure the senior leaders are equipped to manage and develop their staff.
- 5.5.2 Listen to staff feedback and promote activities that foster a positive culture.
- 5.5.3 Ensure the organisational values are communicated, understood and modelled.
- 5.5.4 Ensure we have the right people, at the right time, in the right place to deliver quality services across the organisation
- 5.5.5 Develop and support our people to be productive, skilled and engaged
- 5.5.6 Ensure our people and workplaces remain safe

### Key Initiatives

- Develop a Leadership Capability Framework to inform Banyule's Leadership Development Framework.
- Support the organisation to create and implement plans to achieve improved Alignment and Engagement staff survey results to increase productivity, retention of high performing staff and efficiency that results from high employee satisfaction.
- Identify and deliver relevant learning and development offerings to support Council goals, objectives and directions.
- Provide leadership in supporting, addressing and advocating for prevention of violence against women through:
  - Increasing organisational awareness of gender equity, and how it may impact the workforce, and
  - Continuing procedures, processes, and educative programs that advocate on behalf of, and support employees experiencing family violence.
- Build on the implementation of the Working Together Working Better Values by promoting positive behaviours through appropriate feedback, reward and recognition and development opportunities.
- Finalise negotiations and implement Enterprise Agreement No. 8 with a focus on achieving a fair outcome that supports a sustainable organisation so that employment is sustainable, including terms and conditions that are contemporary and relevant to a modern workforce.
- Continue to promote Banyule's Child Safe Policy and ensure the Child Safe Standards are embedded in our conduct, operations and culture.

## 5.6 Manage the systems and assets that support service delivery

### Our focus areas

We will:

- 5.6.1 Upgrade and maintain our core IT systems and infrastructure
- 5.6.2 Invest in new technology and innovative solutions to deliver operational efficiencies and improve the customer experience
- 5.6.3 Manage and strengthen the systems and processes which securely maintain our corporate records and information
- 5.6.4 Apply sound risk management practices that meet defined local government industry standards
- 5.6.5 Continue to provide a sustainable, cost effective and safe fleet.

### Key Initiatives

- Deliver our Digital Transformation Strategy to enable Council to continue to respond in a rapidly changing ICT (information and communications technology) environment, including:
  - Target improvement of organisational systems as prioritised by the organisation's ICT Steering Committee
  - Develop innovative technologies to improve the customer experience when interacting with Council
  - Embrace a 'cloud first' approach to improve efficiency and effectiveness of resource allocation with a focus on continuous improvement
  - Maintain and provide a reliable and stable ICT environment to the organisation (eg. network access, and system and information security)
  - Continue to provide reliable and dependable ICT support to enable the organisation to deliver services to the community.
- Implement enhancements to the Electronic Document Records Management System (EDRMS) to provide resource efficiencies and improvements in information management practices.
- Continue to provide records and information management services that support the increase in electronic communication methods and the shift to a digital workforce.
- Maintain and enhance Council's Project Management Framework to improve consistency in project delivery across the organisation.
- Continue to provide a cost effective and environmental fleet, supported by an efficient and responsive fleet management team and workshop.
- Continue to explore opportunities for reducing the size of Council's fleet whilst meeting the organisation's requirement to maintain service delivery.
- Develop and implement fleet environmental improvement initiatives that contribute to meeting Council's target of climate neutrality by 2028.

- Maintain our assets including waste infrastructure facilities: the Rethink Centre, Waste Recovery Centre, and Material Recycling Centre.
- Conduct a major review of Business Continuity Plan documents and implement required changes.
- Continue to refine, monitor and implement a disaster recovery solution (technology platform) to meet Council's business continuity requirements.
- Review and communicate mechanisms and processes to apply clear and sound risk management practices that meet local government and industry standards.
- Continue to manage Council's corporate spatial and property systems data to facilitate improved service provision and innovative approaches to managing Council operations, including:
  - Develop and implement a spatial services strategy to provide guidance and future direction for the next 5 years
  - Develop a policy for the use of spatial management systems in Council operations.
- Maintain the organisation wide Banyule Management System in line with best practice standards and continuous improvement.

## STRATEGIC INDICATORS

How we will measure our performance against this objective is detailed in **Appendix A - Strategic Indicators**.

## SUPPORTING PLANS

This objective is also supported by a range of current plans and documents.

- Banyule Customer Focus Strategy
- Banyule Service Promise
- Banyule Continuous Improvement Framework
- Annual Service Unit Plans
- Strategic Resource Plan: Operating, Major Initiatives and Capital Works annual budgets
- Banyule Financial Sustainability Strategy.
- Rating Strategy
- Debt Management Strategic Plan
- Banyule City Council Procurement Policy
- Local Government Act 1989
- Banyule Communications Strategy
- Councillor Code of Conduct
- Victorian Charter of Human Rights and Responsibilities  
(*Human Rights Charter Guidelines 2010*)
- People & Culture Strategic Plan
- Banyule City Council Enterprise Agreement
- Banyule Working Together Working Better Values and Staff Code of Conduct
- Banyule Child Safe Policy
- Digital Transformation Strategy.

## Statement of the Management of our Human Resources

Council expects to maintain a stable workforce but anticipates there will be requirements to respond to project demands that may drive temporary increases in staff numbers.

A knowledgeable, engaged and dedicated workforce is integral to achieving the practical outcomes of our Council Plan. Our people are our most valuable asset, and the People and Culture Strategic Plan has been developed to support the Council organisation in achieving the goals of servicing the needs of our community through our people.

The People and Culture Strategic Plan commits to strategic, high value and contemporary human resource systems and programs that enable customer focused, productive and high-quality services to the community now and into the future.

We will:

- Ensure the 'best fit' candidates are appointed to roles via a rigorous and targeted recruitment process
- Develop system enhancements to ensure people administration is compliant, contemporary and accurate
- Continue to develop a relevant and accessible leadership and development framework for all staff to invest in their careers with Council
- Promote a supportive workforce culture that embraces shared organisational values
- Foster a culture of workplace safety in all our operations.

### Banyule City Council Employee Staffing Numbers

A summary of the percentage of Equivalent Full Time (EFT) council staff by directorate, employment type and gender as at 30 June 2019 is set out below:

Employment Type (gender)	Executive EFT as %	Assets & City Services EFT as %	City Development EFT as %	Community Programs EFT as %	Corporate Services EFT as %	Total EFT as %
Full Time (Female)	20.00	12.12	28.60	33.14	46.32	27.86
Full Time (Male)	80.00	85.37	41.42	6.94	27.93	39.06
Part Time (Female)	-	2.05	20.33	44.66	20.89	24.62
Part Time (Male)	-	0.32	7.22	7.53	1.66	4.49
Casual (Female)	-	0.14	1.27	4.26	2.11	2.24
Casual (Male)	-	-	1.16	3.48	1.09	1.73
<b>TOTAL</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>

*Note: \*Report based on data as at 30 June 2019, as reported in Banyule's Annual Report 2018/2019.*

The following table provides a projection for 2020/2021 of the percentage of Equivalent Full Time (EFT) council staff by organisational department structure, employment type and gender.

**Banyule City Council Employee Staffing Numbers (continued)**

Organisation	Work Status			Gender	
	Full time Employees 2020/21 %	Part time Employees 2020/21 %	Casual Employees 2020/21 %	Male Employees 2020/21 %	Female Employees 2020/21 %
<b>Grand Total</b>	<b>66.09</b>	<b>30.97</b>	<b>2.94</b>	<b>44.13</b>	<b>55.87</b>
<b>Core Corporate</b>					
Executive and Planning	69.25	30.75	-	41.55	58.45
<b>Total Core Corporate</b>	<b>69.25</b>	<b>30.75</b>	<b>-</b>	<b>41.55</b>	<b>58.45</b>
<b>Corporate Services</b>					
Finance and Procurement	87.41	12.59	-	24.48	75.52
People and Culture	54.20	45.80	-	14.72	85.28
IT & Digital Transformation	100.00	-	-	64.29	35.71
Customer Experience and Business Improvement	58.43	34.07	7.50	17.75	82.25
Governance & Communication	70.21	29.66	0.13	23.65	76.35
<b>Total Corporate Services</b>	<b>74.97</b>	<b>23.31</b>	<b>1.72</b>	<b>27.32</b>	<b>72.68</b>
<b>Assets and City Services</b>					
Operations	98.26	1.64	0.10	89.55	10.45
Delivery & Assets	98.90	1.10	-	89.01	10.99
Parks and Open Space	95.51	4.49	-	80.90	19.10
<b>Total Assets and City Services</b>	<b>97.18</b>	<b>2.78</b>	<b>0.04</b>	<b>85.71</b>	<b>14.29</b>
<b>Community Programs</b>					
Health and Aged Services	31.76	67.42	0.82	13.62	86.38
Leisure Recreation and Cultural Services	38.66	43.18	18.16	38.62	61.38
Youth and Family Services	44.37	51.19	4.44	4.19	95.81
Social Enterprise and Local Jobs	35.71	64.29	-	35.71	64.29
<b>Total Community Programs</b>	<b>38.11</b>	<b>55.97</b>	<b>5.92</b>	<b>16.81</b>	<b>83.19</b>
<b>City Development</b>					
Strategic Property	82.64	17.36	-	41.32	58.68
Planning and Building	77.89	19.73	2.38	62.06	37.94
Transport	42.07	53.28	4.65	43.09	56.91
Environment and Place	82.21	17.79	-	35.87	64.13
<b>Total City Development</b>	<b>68.50</b>	<b>29.17</b>	<b>2.33</b>	<b>48.70</b>	<b>51.30</b>

*Note: For further information on Council's stable workforce over the period of the Strategic Resource Plan, please refer to the Financial Statements section: 'Statement of Human Resources', and 'Other Information – Summary of Planned Human Resources'.*

## Financial Resources

### *Financial position*

Banyule City Council has a Financial Plan covering the four-year period from 1 July 2020 to 30 June 2024. This plan is a key component of the Strategic Resource Plan (SRP) and provides the demonstrated financial stability, accountability and strategy to support our operations. This four-year projection outlines our financial strategies that support our service obligations; capital works aspirations and asset renewal objectives. Specifically, to:

- Establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome.
- Establish a financial measurement framework against Council's plans and policies.
- Ensure that Council complies with sound financial management principles, as required by *the Local Government Act (1989)* and plan for the long-term financial sustainability of Council.

In preparing the Financial Plan, the Council has complied with the following principles of sound financial management to:

- Generate sufficient cash to fund Capital Works and meet the asset renewal requirements as outlined by the VAGO financial sustainability ratios.
- Encourage more operational innovation to enhance operating activities and control expenditure at levels that can consistently support the funding requirements of the Capital Works program and provision of quality services.
- Support the growth of non-rate revenue to achieve greater diversification of the current revenue base and provide flexibility within which to better manage rate revenue increases to within the rate cap.
- Balance meeting the ongoing core service needs of our community, expectations and quality of delivery with the ongoing achievement of long-term financial sustainability.
- Delivery of a rating strategy based on stability, equity, efficiency and transparency.
- Delivery of a debt management strategic plan to ensure decisions and opportunities can be accommodated within a context of responsible, sustainable financial management.

The Key Sector Influences continue to guide the organisation in planning for a sustainable future and include:

- Major projects and project management
- Environment
- Advocacy / engagement
- Urban development and transport
- Governance and reform
- Employment pathways and social enterprise.

**Financial position (continued)**

The economic outlook has changed significantly for Year 1 of the Financial Plan due the current COVID-19 pandemic. With negative GDP (gross domestic product) not seen since 2008, economic stimulus from the Federal and State Governments will help to support a sustainable recovery from year 2. In addition, Council's Economic Support Package of \$10.5 million for 2020/2021 will help to directly support ratepayers, businesses and community (this is possible due to the Council's very strong cash position).

Further details of the key principles and assumptions that underpin the development of the Financial Plan are listed below.

**Rate Cap**

Each year the Minister for Local Government will set the rate cap that will specify the maximum increase in Councils' rates for the forthcoming financial year. This plan assumes a rate cap consistent with the latest forecasted CPI figures and RBA's longer-term strategy to maintain CPI at between 2.00% and 3.00%.

The rate cap is set at 2.00% for the 2020/21 financial year and then Council has projected 2.25%; 2.25% and 2.50% respectively for the following 3 years of this Financial Plan. Rating levels have been set to balance the increasing operational costs and asset renewal pressures faced by Council and the State Government rate capping legislation.

This financial plan focuses on aiming to increase, from alternate funding sources other than rates, to fund major capital projects and to manage costs growing greater than CPI. Council is exposed to the significant changes in legislation surrounding waste management and will each year monitor and assess the costs and Council's ability to manage waste costs within the rate cap.

Grant funding is based on confirmed funding levels, with the Victoria Grants Commission (VGC) payable to Council projected to reduce over the next few years to the minimum entitlement payable by the VGC.

Rental income has been projected to increase in line with rental agreements (mainly CPI contracted increases) and Interest rates are at historical low levels with interest income derived from investments expected to decrease.

**User Fees and Charges**

Fees and Charges are the second major source of revenue for Council. These fall into two categories - statutory fees and user fees. Council has identified the importance of keeping fees and charges, where practical, at affordable levels.

Statutory fees and charges are fixed by statute and can only be increased in line with the annual increases announced by State Government. The balance of fees and charges are discretionary in that Council can levy the amount it believes is equitable for each service/item (user fees).

Council in its determination of user fee increases has taken into consideration the needs and accessibility of the community; demand for the service, pricing and cost to sustain a viable service.



**Financial position (continued)**

Community fees are fees where no competition for the service exists. The services provided aim to strengthen capacity and connections to build healthy and strong communities. Council aim to encourage greater participation across the municipality and maintain sustainable community affordability by keeping these fees low.

Commercial fees represent 66% of Council's user fees. The fees for these services are predominately provided to commercial clients, or for the services operating under a commercial environment and have been maintained where possible to reflect CPI increases, to balance cost recovery, competitive pressures and council's financial sustainability objectives.

Council will continue to annually review fees and charges considering the affordability of the services, costs to provide the services and market conditions as appropriate.

After assessment of the current economic conditions all non-statutory fees and charges will remain frozen at 2019/2020 prices until 1 January 2021.

**Expenditure**

Council will continue to attract appropriate skills and be considered an employer of choice.

The assumption for Council's employee benefit expenditure is based on 1% (plus banding increases) for 2020/2021 and then forecasted CPI whilst the enterprise agreement is being negotiated. The quantum agreement in salaries is currently unknown.

The super guarantee rate remains at 9.50% until 30 June 2021, increasing to 10.00% from 1 July 2021, and then increasing by 0.50% increments each year until it reaches 12.00% by 1 July 2025.

A superannuation call has not been factored into this plan.

This plan includes operational savings derived from filling vacant positions.

Other expenses are assumed at CPI increases or linked to contractual arrangements.

**Operational Efficiency**

In this financial plan number of strategies have been applied to meet the service needs of the community and to remain financially sustainable. During the current pandemic Councils are working hard to develop and deliver alternative ways for the community to still access the benefits these facilities provide. Council are embracing new ways of working to ensure that communities are informed, supported and connected.

These include:

- Service reviews – Council continues to conduct service reviews to ensure operations meet quality, cost and service standards in line with community expectations.
- Continuous improvement – Council develops and implements a Continuous Improvement program to deliver operational efficiency.
- Digital Transformation – Council maintains its capital works investment in the maintenance and renewal of existing systems and infrastructure, and provides additional funding for new systems to build customer capability and operational efficiency.
- Collaborative procurement – Council continues to actively participate in collaborative opportunities with the Northern Region councils in an effort to maximise procurement and purchasing power.

**Financial position (continued)**

Council continues to pursue operational savings to help support initiatives and innovation. Council has made inroads into alignment and responsive service delivery and continuous improvement practices across and within each Business unit. These activities include the reductions of the fleet; procurement savings across multiple tenders (including collaborations with other Council - e.g. Security services) and realignment to ensure resources and skills match future demands in community services and expectations.

**Debt management**

In the past years, Banyule City Council has used debt funding as an effective mechanism in financing a range of major infrastructure assets, such as our aquatic centres which continue to provide significant benefits to residents of this council.

The projects against which Council have borrowed have all been successfully delivered, providing both financial and non-financial return and benefits to Council and its community.

Under this financial plan Council is to continue to repay current borrowings including identifying opportunities to pay down significant proportions of debt to further reduce its indebtedness.

Council will seek to maximise external funding opportunities, such as applying for government grants and rely on high financial return projects as the main funding resources to support sustainable development on major capital projects.

**Cash reserves and Cash balance**

One of Council's financial sustainability strategies is to evaluate its property portfolio and explore investment and development opportunities (i.e. to identify investment opportunities through strategic property acquisition, development & disposal, including surplus property to councils need). Funding these activities from the Strategic Property Reserve is a viable alternate source of revenue for Council's Capital Works Programs.

The cash generated from the strategic property sales is recorded against the Strategic Property Reserve and will increase the total balance of cash reserves. This is partially offset by the Council's Economic Support Package. Cash will significantly reduce in 2020/2021 due to the provisioning of general rate waivers and deferral of rates (anticipated due to COVID-19 hardship applications). A number of other specific support measures will be funded in 2020/2021.

Council will undertake critical appraisal of Council assets to ensure the best possible return on investment is being achieved for our community, matched with investment policy limits and the debt management strategic plan principles in place.

**Capital Works & Initiatives**

Capital Works and Major Initiative programs are an essential component of the Financial Plan as it provides an indicator of the necessary financial commitment which would adequately sustain Council's asset base in future years. Securing a reliable funding resource for the program of works is a key step for Council under the environment of rate capping. In this Financial Plan Council will be in a better position to be able to expand upon its operational budget contribution to Capital Works and Initiative programs under its planned debt reduction strategy and continuous improvement principle and the position of Councils cash reserve.

**Financial position (continued)**

Key capital projects included in this financial plan include;

- New masterplan at Bellfield (including a community facility) funding partially from income from sales of the former Banksia La Trobe Secondary College and Oriel Road parcels.
- Ivanhoe Library and cultural hub.
- NETS stadium redevelopment.
- Macleod Health and Fitness Centre redevelopment.
- Ivanhoe Aquatic & Leisure Centre upgrade.

The funding commitments made by Council include:

- Banyule's Economic Support Package to provide support to ratepayers, residents, community groups and businesses that are most impacted by the COVID-19 crisis;
- Council's Climate Action Package with specific actions to plan for a carbon neutral Banyule Council by 2028;
- The Inclusive Employment Program which has been successful in creating more local jobs for those who experience disadvantage and building partnerships with social enterprises;
- Improvements to transport infrastructure and advocacy (including North East Link); and
- Digital transformation to enhance significantly our customer service initiatives.

**Challenges**

The information provided within this financial plan is current at the time of its preparation. Council are required to meet all legislative requirements and aims to best reflect the most likely financial performance and position of Council in the years ahead, based on information known.

COVID-19 is having negative impacts on many businesses, with some businesses experiencing severe impacts. The financial challenges that arise will be closely monitored and amended as necessary in future budgets and forecasts. This plan factors in the perceived economic impact of the coronavirus pandemic on our business in 2020/2021 with the expectation that the organisation will return to a new normal from 2021/2022.

In preparing the Financial Plan, the Council has identified the following challenges:

- Rate Capping - Council is confident that it can continue to manage the rate increase within the rate cap over the next four years based on its financial scenario analysis. The rate cap for 2020/21 is 2.00%.
- Capital Expenditure – Under the rate capping environment capital expenditure is a continuous challenge for Council to meet its stewardship of the assets. The 2020-2024 Capital Works program has been prepared and will require funding of \$171.94m over the next four years.

***Financial position (continued)***

- Waste Disposal and recycling costs– the costs associated with the disposal of waste into landfill and kerbside collection of household recyclable waste are impacted by the State Government land fill levy charges and the changes to China’s recycling policy. Waste management plans will assist to better manage waste and educate within the municipality.
- Fees and Charges income is expected to be significantly reduced by business closures. In accordance with the advice and directions from State authorities, councils have had to temporarily close many much-loved community facilities. Like many, if not all, Victorian businesses and service providers, councils have had to rapidly adjust their operations to ensure that critical community services and assets can be maintained throughout the COVID-19 pandemic.
- Environment - Council has committed to respond to carbon neutrality (with no offsets) by 2028 and declared a ‘Climate Emergency’. These actions bring with it risks and innovation required to meet this target and trial new (and expensive) technologies.
- Costing shifting - Local Government provides a service to the community on behalf of the State and Commonwealth Government. Over time the funds received by local governments have not increased in line with real cost increases. Examples of services that are subject to cost shifting include school crossing supervisors, library services and home and community care for aged residents.
- Landfill levy – this levy is payable to the State Government upon disposal of waste into landfill. The levy increased over time from \$9.00 per tonne in 2008/09 to \$85.90 per tonne in 2020/21 (effective from 1 January 2021) and is the single largest individual cost component of depositing a tonne of material to landfill. Increases in the landfill levy has a direct impact on Council’s costs to collect kerbside general waste bins and the fee charged by the Waste Recovery Centre.
- Investment Income – Domestic interest rates are now at a record low. The ability to generate enhanced returns is limited with the current investment portfolio. Alternate investment types will be considered to generate competitive returns.
- Utility costs – Council has undertaken strategies, such as solar panels and efficient street lighting projects to continuously reduce usage of electricity and tender for the best contract deal. In addition, Councils (including Banyule) have partnered with Organisations for large scale renewable generation electricity power purchases over the past year.
- Enterprise Agreement - The agreement is currently in negotiations. Remaining competitive within the labour market to recruit the skilled specialists has been challenging and to accommodate Council has relied heavily on contractor and agency in delivering operational, capital works and major initiative projects.
- Financial sustainability – The balance between asset renewal and service delivery to meet demand is challenging. Utilising key financial sustainable ratios to assist in monitoring and highlighting issues for appropriate discussion and decision making has assisted in maintaining a financial sustainable position over the years.

The following pages present the Financial Plan for the four years from 1 July 2020 to 30 June 2024. The Financial Plan takes into account the strategic objectives and key directions (strategies) as specified in the Council Plan and expresses them in financial terms as briefly summarised in the individual financial statements and statement of People and Culture Resources.

***Financial position (continued)***Commentary on the Financial Statements and Statement of Human Resources for the Strategic Resource Plan

The Strategic Resource Plan (SRP) is Council's longer-term report to our community which outlines the resources required to achieve the objectives detailed in the Council Plan over the next four years.

The following five Financial Statements and Statement of Human Resources for the Strategic Resource Plan form a special purpose financial report prepared specifically to meet the requirements of the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

These Financial Statements together with their explanatory notes each provide information in relation to an aspect of Council's financial management. They should all be read in conjunction with each other, to obtain an overall understanding of Council's financial position and management.

The Financial Statements for the SRP: Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works, are all prepared on bases consistent with the Budget and the Financial Statements.

Commentary on the Comprehensive Income Statement for the Strategic Resource Plan

The Comprehensive Income Statement for the SRP shows what is expected to happen during the next four years in terms of income and expenses from all activities. The 'bottom line' shows the net result (surplus or deficit) for the reporting periods.

The Comprehensive Income Statement requires expenses and income to be separately disclosed where the item is of such a size, nature or incidence that its disclosure is relevant in explaining the performance of the Council.

Commentary on the Balance Sheet for the Strategic Resource Plan

The Balance Sheet for the SRP shows a snapshot of the expected financial position at the end of each of the next four years. It shows the total of what is owned (assets) less what is owed (liabilities). The line in the balance sheet shown as net assets is the net worth of Council.

The change in net assets from one year to another year shows how the financial position has changed over that period. The assets and liabilities are separated into current and non-current.

Current means those assets or liabilities that will fall due in the next 12 months.

***Financial position (continued)***Commentary on the Statement of Changes in Equity for the Strategic Resource Plan

The Statement of Changes in Equity for the SRP sets out the movements in Council's equity for each of the budgeted four years. The statement shows the movement in the:

- Surplus or deficit for the year
- Transfer to and from asset replacement reserves
- Transfer to and from the asset revaluation reserve.

These movements account for the difference in the opening and closing balances of equity.

Commentary on the Statement of Cash Flows for the Strategic Resource Plan

The Statement of Cash Flows for the SRP shows what is expected to happen during the next four years in terms of cash. It explains the cash movements during the year, which is represented by the difference in the cash balance at the beginning and the end of the year.

The net cash flow from operating activities shows how much cash is expected to remain after the cost of providing services to the community is covered. This remaining cash may be invested in things such as capital works.

The information in the Statement of Cash Flows helps us assess our ability to generate cash flows, meet financial commitments as they fall due (including the servicing of borrowings), fund changes in the scope or nature of activities and obtain external finance.

Commentary on the Statement of Capital Works for the Strategic Resource Plan

The Statement of Capital Works for the SRP sets out all expected capital expenditure in relation to non-current assets for each of the next four years. It also shows the amount of capital works expenditure that is expected to be made renewing, upgrading, expanding or creating new assets. This is important because each of these categories has a different impact on Council's future costs:

- New Capital expenditure does not have any element of renewal, expansion or upgrade of existing assets. It may or may not result in additional revenue for Council and will result in an additional burden for future operation, maintenance and capital renewal.
- Capital Renewal expenditure reinstates existing assets and returns them to their original service life. It has no impact on revenue but may reduce future operating and maintenance expenditure if completed at the optimum time.
- Capital Expansion expenditure extends an existing asset to a new group of users. It is discretionary expenditure that increases future operating and maintenance costs, because it increases Council's asset base, but may be associated with additional revenue from the new user group.
- Capital Upgrade expenditure enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the Council's asset base.

***Financial position (continued)*****Commentary on the Statement of Human Resources for the Strategic Resource Plan**

The Statement of Human Resources for the SRP sets out the anticipated dollar cost of employing Council's staff for the next four years. The statement also shows the number of Equivalent Full Time (EFT) staff employed in the 2020/2021 year and the anticipated staff numbers over the following three years.

***Financial Statements***

The Financial Statements include the following:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources.

In accordance with the Local Government Strategic Resource Plan Better Practice Guide 2020 (provided by Local Government Victoria, Department of Environment, Land, Water and Planning), the following is also included:

Other Information:

- Summary of Planned Capital Works Expenditure
- Summary of Planned Human Resources:
  - Expenditure
  - Staff Numbers.

**Comprehensive Income Statement**

For the four years ending 30 June 2024

	Forecast		Strategic Resource Plan		
	Actual	Budget	Projections		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Income</b>					
Rates and charges	103,463	<b>99,005</b>	109,359	112,281	115,563
Grants - Operating	11,534	<b>13,185</b>	13,509	13,666	13,711
Grants - Capital	3,659	<b>5,339</b>	1,581	1,581	4,581
Statutory fees and fines	8,530	<b>7,634</b>	11,323	11,463	11,570
User fees and charges	18,566	<b>18,670</b>	23,738	25,000	25,717
Contributions income	5,397	<b>3,625</b>	5,386	5,418	5,431
Interest income	2,034	<b>1,000</b>	1,097	1,437	1,819
Rental income	2,242	<b>2,461</b>	2,584	2,655	2,811
Net gain on disposal of property, infrastructure, plant and equipment	258	<b>162</b>	229	153	388
Other income	1,279	<b>587</b>	601	606	620
<b>Total income</b>	<b>156,962</b>	<b>151,668</b>	<b>169,407</b>	<b>174,260</b>	<b>182,211</b>
<b>Expenses</b>					
Employee costs	65,992	<b>68,705</b>	71,413	73,263	75,368
Materials and services	43,182	<b>44,476</b>	46,178	47,787	48,920
Utility charges	4,269	<b>4,314</b>	4,857	5,020	5,232
Depreciation	21,173	<b>22,201</b>	23,222	24,285	25,114
Amortisation – intangible asset	312	<b>288</b>	488	638	728
Amortisation – right of use assets	504	<b>540</b>	540	518	454
Borrowing costs	2,457	<b>2,339</b>	1,905	1,665	1,590
Finance cost - leases	38	<b>72</b>	71	70	65
Donations expenditure	763	<b>1,371</b>	712	686	723
Contribution expense	9,037	<b>6,818</b>	6,829	6,942	7,076
Other expenses	1,355	<b>1,895</b>	1,583	1,608	1,633
<b>Total expenses</b>	<b>149,082</b>	<b>153,019</b>	<b>157,798</b>	<b>162,482</b>	<b>166,903</b>
<b>Surplus for the year</b>	<b>7,880</b>	<b>(1,351)</b>	<b>11,609</b>	<b>11,778</b>	<b>15,308</b>
<b>Total comprehensive result</b>	<b>7,880</b>	<b>(1,351)</b>	<b>11,609</b>	<b>11,778</b>	<b>15,308</b>



**Balance Sheet**

For the four years ending 30 June 2024

	Forecast	Budget 2020/21 \$'000	Strategic Resource Plan		
	Actual		Projections		
	2019/20 \$'000		2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	18,387	12,880	13,407	17,835	19,948
Trade and other receivables	12,482	12,741	13,499	14,349	15,229
Other financial assets	72,587	51,518	53,620	71,332	79,786
Inventories	39	39	39	39	39
Other assets	1,300	1,300	1,300	1,300	1,300
<b>Total current assets</b>	<b>104,795</b>	<b>78,478</b>	<b>81,865</b>	<b>104,855</b>	<b>116,302</b>
<b>Non-current assets</b>					
Trade and other receivables	175	175	175	175	175
Investments in associates, joint arrangement and subsidiaries	3,183	3,183	3,183	3,183	3,183
Property, infrastructure, plant & equipment	1,616,384	1,638,862	1,634,496	1,621,910	1,625,290
Right-of-use assets	1,462	1,089	671	1,012	1,156
Investment property	32,030	32,030	32,030	32,030	32,030
Intangible assets	2,533	4,015	7,157	8,619	8,991
<b>Total non-current assets</b>	<b>1,655,767</b>	<b>1,679,354</b>	<b>1,677,712</b>	<b>1,666,929</b>	<b>1,670,825</b>
<b>Total assets</b>	<b>1,760,562</b>	<b>1,757,832</b>	<b>1,759,577</b>	<b>1,771,784</b>	<b>1,787,127</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	12,194	12,369	12,683	13,230	13,684
Trust funds and deposits	3,805	3,805	3,805	3,805	3,805
Provisions	14,895	15,380	15,880	16,387	16,908
Interest-bearing liabilities	1,672	10,257	939	1,014	1,096
Lease Liabilities	480	489	490	471	392
<b>Total current liabilities</b>	<b>33,046</b>	<b>42,300</b>	<b>33,797</b>	<b>34,907</b>	<b>35,885</b>
<b>Non-current liabilities</b>					
Provisions	1,320	1,320	1,320	1,320	1,320
Trust funds and deposits	867	867	867	867	867
Interest-bearing liabilities	31,067	20,810	19,871	18,857	17,761
Lease Liabilities	961	585	163	496	649
<b>Total non-current liabilities</b>	<b>34,215</b>	<b>23,582</b>	<b>22,221</b>	<b>21,540</b>	<b>20,597</b>
<b>Total liabilities</b>	<b>67,261</b>	<b>65,882</b>	<b>56,018</b>	<b>56,447</b>	<b>56,482</b>
<b>Net assets</b>	<b>1,693,301</b>	<b>1,691,950</b>	<b>1,703,559</b>	<b>1,715,337</b>	<b>1,730,645</b>
<b>Equity</b>					
Accumulated surplus	509,763	521,271	532,081	522,800	529,474
Reserves	1,183,538	1,170,679	1,171,478	1,192,537	1,201,171
<b>Total equity</b>	<b>1,693,301</b>	<b>1,691,950</b>	<b>1,703,559</b>	<b>1,715,337</b>	<b>1,730,645</b>

**Statement of Changes in Equity**

For the four years ending 30 June 2024

	<b>Total</b>	<b>Accumulated</b>	<b>Revaluation</b>	<b>Other</b>
	<b>\$'000</b>	<b>Surplus</b>	<b>Reserve</b>	<b>Reserves</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>2019/20 Forecast Actual</b>				
Balance at beginning of the financial year	1,685,421	474,094	1,145,104	66,223
Impact of adoption of new accounting standards				
Surplus for the year	7,880	7,880		
Transfers to other reserves		(14,313)		14,313
Transfers from other reserves		42,102		(42,102)
<b>Balance at end of the financial year</b>	<b>1,693,301</b>	<b>509,763</b>	<b>1,145,104</b>	<b>38,434</b>
<b>2020/21 Budget</b>				
Balance at beginning of the financial year	1,693,301	509,763	1,145,104	38,434
Surplus for the year	(1,351)	(1,351)		
Transfers to other reserves		(29,927)		29,927
Transfers from other reserves		42,786		(42,786)
<b>Balance at end of the financial year</b>	<b>1,691,950</b>	<b>521,271</b>	<b>1,145,104</b>	<b>25,575</b>
<b>2021/22</b>				
Balance at beginning of the financial year	1,691,950	521,271	1,145,104	25,575
Surplus for the year	11,609	11,609		
Transfers to other reserves		(41,728)		41,728
Transfers from other reserves		40,929		(40,929)
<b>Balance at end of the financial year</b>	<b>1,703,559</b>	<b>532,081</b>	<b>1,145,104</b>	<b>26,374</b>
<b>2022/23</b>				
Balance at beginning of the financial year	1,703,559	532,081	1,145,104	26,374
Surplus for the year	11,778	11,778		
Transfers to other reserves		(35,371)		35,371
Transfers from other reserves		14,312		(14,312)
<b>Balance at end of the financial year</b>	<b>1,715,337</b>	<b>522,800</b>	<b>1,145,104</b>	<b>47,433</b>
<b>2023/24</b>				
Balance at beginning of the financial year	1,715,337	522,800	1,145,104	47,433
Surplus for the year	15,308	15,308		
Transfers to other reserves		(19,855)		19,855
Transfers from other reserves		11,221		(11,221)
<b>Balance at end of the financial year</b>	<b>1,730,645</b>	<b>529,474</b>	<b>1,145,104</b>	<b>56,067</b>

**Statement of Cash Flows**

For the four years ending 30 June 2024

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Strategic Resource Plan Projections		
			2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
<b>Receipts:</b>					
Rates and charges	103,151	<b>98,708</b>	109,031	111,944	115,216
Grants - operating	11,702	<b>13,185</b>	13,509	13,666	13,711
Grants - capital	3,899	<b>5,099</b>	1,581	1,581	4,581
Statutory fees and fines	8,316	<b>7,443</b>	11,040	11,177	11,281
User fees and charges	18,473	<b>18,589</b>	23,619	24,875	25,588
Contributions - monetary	5,397	<b>3,625</b>	5,386	5,418	5,431
Interest received	2,683	<b>1,310</b>	1,068	1,335	1,704
Rental income	2,242	<b>2,461</b>	2,584	2,655	2,811
Other receipts	1,279	<b>587</b>	601	606	620
<b>Payments:</b>					
Employee costs	(66,299)	<b>(68,028)</b>	(70,830)	(72,448)	(74,638)
Materials and services	(44,467)	<b>(44,253)</b>	(45,947)	(47,548)	(48,675)
Other payments	(15,423)	<b>(14,398)</b>	(13,980)	(14,256)	(14,664)
<b>Net cash provided by operating activities</b>	<b>30,953</b>	<b>24,328</b>	<b>37,662</b>	<b>39,005</b>	<b>42,966</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(63,299)	<b>(61,780)</b>	(44,030)	(28,366)	(29,159)
Payments for leasehold improvements and intangible assets	(1,770)	<b>(1,770)</b>	(3,630)	(2,100)	(1,100)
Proceeds from sale of property, infrastructure, plant and equipment	1,033	<b>17,209</b>	25,348	16,765	1,000
Net (purchases)/redemption of financial assets	46,413	<b>21,069</b>	(2,101)	(17,712)	(8,454)
<b>Net cash used in investing activities</b>	<b>(17,623)</b>	<b>(25,272)</b>	<b>(24,413)</b>	<b>(31,413)</b>	<b>(37,713)</b>
<b>Cash flows from financing activities</b>					
Borrowing costs - interest	(2,468)	<b>(2,339)</b>	(1,905)	(1,665)	(1,590)
Repayment of borrowings	(1,544)	<b>(1,672)</b>	(10,257)	(939)	(1,014)
Interest paid – lease liability	(38)	<b>(72)</b>	(71)	(70)	(65)
Repayment of lease liabilities	(471)	<b>(480)</b>	(489)	(490)	(471)
<b>Net cash used in financing activities</b>	<b>(4,521)</b>	<b>(4,563)</b>	<b>(12,722)</b>	<b>(3,164)</b>	<b>(3,140)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>8,809</b>	<b>(5,507)</b>	<b>527</b>	<b>4,428</b>	<b>2,113</b>
Cash and cash equivalents at the beginning of the financial year	9,578	<b>18,387</b>	12,880	13,407	17,835
<b>Cash and cash equivalents at the end of the financial year</b>	<b>18,387</b>	<b>12,880</b>	<b>13,407</b>	<b>17,835</b>	<b>19,948</b>

**Statement of Capital Works**

For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019/20		2021/22	2019/20	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Infrastructure</b>					
Roads, street and bridges	10,111	8,088	8,238	7,690	6,726
Drainage	1,722	1,649	1,210	2,130	2,110
Parks and gardens	12,055	7,177	6,526	5,528	3,213
Playground	856	650	630	635	465
<b>Total infrastructure</b>	<b>24,744</b>	<b>17,564</b>	<b>16,604</b>	<b>15,983</b>	<b>12,514</b>
<b>Property</b>					
Freehold land	720	-	-	-	-
Freehold buildings	28,181	40,140	19,240	7,498	12,212
<b>Total property</b>	<b>28,901</b>	<b>40,140</b>	<b>19,240</b>	<b>7,498</b>	<b>12,212</b>
<b>Plant and equipment</b>					
Motor vehicles	8,021	2,971	5,421	3,525	3,383
Plant and equipment	1,188	740	2,480	965	765
Furniture and fittings	395	235	235	235	235
<b>Total plant and equipment</b>	<b>9,604</b>	<b>3,946</b>	<b>8,136</b>	<b>4,725</b>	<b>4,383</b>
<b>Other assets</b>					
Art collection	50	130	50	160	50
<b>Total other assets</b>	<b>50</b>	<b>130</b>	<b>50</b>	<b>160</b>	<b>50</b>
<b>Intangible assets</b>					
Software	1,770	1,770	3,630	2,100	1,100
<b>Total intangible assets</b>	<b>1,770</b>	<b>1,770</b>	<b>3,630</b>	<b>2,100</b>	<b>1,100</b>
<b>Total capital works expenditure</b>	<b>65,069</b>	<b>63,550</b>	<b>47,660</b>	<b>30,466</b>	<b>30,259</b>
<b>Represented by:</b>					
Asset renewal expenditure	43,228	27,528	28,969	22,862	19,032
Asset upgrade expenditure	16,553	22,240	9,137	4,957	6,128
Asset expansion expenditure	2,103	305	280	610	3,165
Asset new expenditure	3,185	13,477	9,274	2,037	1,934
<b>Total capital works expenditure</b>	<b>65,069</b>	<b>63,550</b>	<b>47,660</b>	<b>30,466</b>	<b>30,259</b>
<b>Funding sources represented by:</b>					
Government grant	2,606	4,376	618	618	3,618
Contribution	9,361	6,882	3,600	5,386	3,878
Council cash	53,102	52,292	43,442	24,462	22,763
<b>Total capital works expenditure</b>	<b>65,069</b>	<b>63,550</b>	<b>47,660</b>	<b>30,466</b>	<b>30,259</b>

**Statement of Human Resources**

For the four years ending 30 June 2024

	Strategic Resource Plan				
	Forecast	Budget	Projections		
	Actual (*) 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Staff expenditure</b>					
Employee costs - operating	65,992	<b>68,705</b>	71,413	73,263	75,368
Employee costs - capital	1,286	<b>1,769</b>	1,731	1,455	1,451
<b>Total staff expenditure</b>	<b>67,278</b>	<b>70,474</b>	<b>73,144</b>	<b>74,718</b>	<b>76,819</b>
	EFT	EFT	EFT	EFT	EFT
<b>Staff numbers</b>					
Employees - expensed	672.00	<b>678.31</b>	675.80	670.50	668.70
Employees – capitalised (estimated)	11.00	<b>14.65</b>	14.25	12.40	12.40
<b>Total staff numbers</b>	<b>683.00</b>	<b>692.96</b>	<b>690.05</b>	<b>682.90</b>	<b>681.10</b>

(\*) Forecast Actual 2019/2020 equivalent full time (EFT) reflects filled position and forecast to be filled.

*Note: EFT means number of 'Equivalent Full Time' staff.*

**Other Information**

For the four years ending 30 June 2024

**Summary of Planned Capital Works Expenditure**

	Asset Expenditure Types					Funding Sources			
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Total \$'000	Council Cash \$'000	Government Grants \$'000	Contributions \$'000
<b>Year 1 (2020/21)</b>									
<b>Infrastructure</b>									
Roads, Streets, Bridges	8,088	6,262	858	10	958	8,088	6,569	1,236	283
Drainage	1,649	684	965	0	0	1,649	1,649	0	0
Parks and Gardens	7,177	4,301	2,436	165	275	7,177	1,984	450	4,743
Playgrounds	650	650	0	0	0	650	0	0	650
<b>Total Infrastructure</b>	<b>17,564</b>	<b>11,897</b>	<b>4,259</b>	<b>175</b>	<b>1,233</b>	<b>17,564</b>	<b>10,202</b>	<b>1,686</b>	<b>5,676</b>
<b>Property</b>									
Freehold Land	0	0	0	0	0	0	0	0	0
Freehold Buildings	40,140	10,335	17,876	0	11,929	40,140	36,244	2,690	1,206
<b>Total Property</b>	<b>40,140</b>	<b>10,335</b>	<b>17,876</b>	<b>0</b>	<b>11,929</b>	<b>40,140</b>	<b>36,244</b>	<b>2,690</b>	<b>1,206</b>
<b>Plant and Equipment</b>									
Motor Vehicles	2,971	2,656	0	0	315	2,971	2,971	0	0
Plant and Equipment	740	635	105	0	0	740	740	0	0
Furniture and Fittings	235	235	0	0	0	235	235	0	0
<b>Total Plant and Equipment</b>	<b>3,946</b>	<b>3,526</b>	<b>105</b>	<b>0</b>	<b>315</b>	<b>3,946</b>	<b>3,946</b>	<b>0</b>	<b>0</b>
<b>Other Assets</b>									
Art Collection	130	0	0	130	0	130	130	0	0
<b>Total Other Assets</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>130</b>	<b>0</b>	<b>130</b>	<b>130</b>	<b>0</b>	<b>0</b>
<b>Intangible Assets</b>									
Intangible Assets	1,770	1,770	0	0	0	1,770	1,770	0	0
<b>Total Intangible Assets</b>	<b>1,770</b>	<b>1,770</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,770</b>	<b>1,770</b>	<b>0</b>	<b>0</b>
<b>Total 2020/2021 Capital Works Expenditure</b>	<b>63,550</b>	<b>27,528</b>	<b>22,240</b>	<b>305</b>	<b>13,477</b>	<b>63,550</b>	<b>52,292</b>	<b>4,376</b>	<b>6,882</b>

**Other Information (continued)**

For the four years ending 30 June 2024

**Summary of Planned Capital Works Expenditure**

	Asset Expenditure Types					Total \$'000	Funding Sources		
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000		Council Cash \$'000	Government Grants \$'000	Contributions \$'000
<b>Year 2 (2021/22)</b>									
<b>Infrastructure</b>									
Roads, Streets, Bridges	8,238	6,696	1,053	30	459	8,238	7,485	618	135
Drainage	1,210	615	595	0	0	1,210	1,210	0	0
Parks and Gardens	6,526	4,921	1,445	50	110	6,526	3,691	0	2,835
Playgrounds	630	630	0	0	0	630	0	0	630
<b>Total Infrastructure</b>	<b>16,604</b>	<b>12,862</b>	<b>3,093</b>	<b>80</b>	<b>569</b>	<b>16,604</b>	<b>12,386</b>	<b>618</b>	<b>3,600</b>
<b>Property</b>									
Freehold Land	0	0	0	0	0	0	0	0	0
Freehold Buildings	19,240	5,746	5,064	150	8,280	19,240	19,240	0	0
<b>Total Property</b>	<b>19,240</b>	<b>5,746</b>	<b>5,064</b>	<b>150</b>	<b>8,280</b>	<b>19,240</b>	<b>19,240</b>	<b>0</b>	<b>0</b>
<b>Plant and Equipment</b>									
Motor Vehicles	5,421	4,996	0	0	425	5,421	5,421	0	0
Plant and Equipment	2,480	1,500	980	0	0	2,480	2,480	0	0
Furniture and Fittings	235	235	0	0	0	235	235	0	0
<b>Total Plant and Equipment</b>	<b>8,136</b>	<b>6,731</b>	<b>980</b>	<b>0</b>	<b>425</b>	<b>8,136</b>	<b>8,136</b>	<b>0</b>	<b>0</b>
<b>Other Assets</b>									
Art Collection	50	0	0	50	0	50	50	0	0
<b>Total Other Assets</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>
<b>Intangible Assets</b>									
Intangible Assets	3,630	3,630	0	0	0	3,630	3,630	0	0
<b>Total Intangible Assets</b>	<b>3,630</b>	<b>3,630</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,630</b>	<b>3,630</b>	<b>0</b>	<b>0</b>
<b>Total 2021/2022 Capital Works Expenditure</b>	<b>47,660</b>	<b>28,969</b>	<b>9,137</b>	<b>280</b>	<b>9,274</b>	<b>47,660</b>	<b>43,442</b>	<b>618</b>	<b>3,600</b>

**Other Information (continued)**

For the four years ending 30 June 2024

**Summary of Planned Capital Works Expenditure**

	Asset Expenditure Types					Total \$'000	Funding Sources		
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000		Council Cash \$'000	Government Grants \$'000	Contributions \$'000
<b>Year 3 (2022/23)</b>									
<b>Infrastructure</b>									
Roads, Streets, Bridges	7,690	6,494	831	0	365	7,690	6,972	618	100
Drainage	2,130	1,058	962	0	110	2,130	2,130	0	0
Parks and Gardens	5,528	3,504	1,814	50	160	5,528	932	0	4,596
Playgrounds	635	635	0	0	0	635	0	0	635
<b>Total Infrastructure</b>	<b>15,983</b>	<b>11,691</b>	<b>3,607</b>	<b>50</b>	<b>635</b>	<b>15,983</b>	<b>10,034</b>	<b>618</b>	<b>5,331</b>
<b>Property</b>									
Freehold Land	0	0	0	0	0	0	0	0	0
Freehold Buildings	7,498	4,576	1,120	400	1,402	7,498	7,463	0	35
<b>Total Property</b>	<b>7,498</b>	<b>4,576</b>	<b>1,120</b>	<b>400</b>	<b>1,402</b>	<b>7,498</b>	<b>7,463</b>	<b>0</b>	<b>35</b>
<b>Plant and Equipment</b>									
Motor Vehicles	3,525	3,525	0	0	0	3,525	3,525	0	0
Plant and Equipment	965	735	230	0	0	965	945	0	20
Furniture and Fittings	235	235	0	0	0	235	235	0	0
<b>Total Plant and Equipment</b>	<b>4,725</b>	<b>4,495</b>	<b>230</b>	<b>0</b>	<b>0</b>	<b>4,725</b>	<b>4,705</b>	<b>0</b>	<b>20</b>
<b>Other Assets</b>									
Art Collection	160	0	0	160	0	160	160	0	0
<b>Total Other Assets</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>160</b>	<b>160</b>	<b>0</b>	<b>0</b>
<b>Intangible Assets</b>									
Intangible Assets	2,100	2,100	0	0	0	2,100	2,100	0	0
<b>Total Intangible Assets</b>	<b>2,100</b>	<b>2,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100</b>	<b>2,100</b>	<b>0</b>	<b>0</b>
<b>Total 2022/2023 Capital Works Expenditure</b>	<b>30,466</b>	<b>22,862</b>	<b>4,957</b>	<b>610</b>	<b>2,037</b>	<b>30,466</b>	<b>24,462</b>	<b>618</b>	<b>5,386</b>



**Other Information (continued)**

For the four years ending 30 June 2024

**Summary of Planned Capital Works Expenditure**

	Asset Expenditure Types					Total \$'000	Funding Sources		
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000		Council Cash \$'000	Government Grants \$'000	Contributions \$'000
<b>Year 4 (2023/24)</b>									
<b>Infrastructure</b>									
Roads, Streets, Bridges	6,726	6,091	208	0	427	6,726	6,108	618	0
Drainage	2,110	1,053	947	0	110	2,110	2,110	0	0
Parks and Gardens	3,213	2,025	1,018	15	155	3,213	370	0	2,843
Playgrounds	465	465	0	0	0	465	0	0	465
<b>Total Infrastructure</b>	<b>12,514</b>	<b>9,634</b>	<b>2,173</b>	<b>15</b>	<b>692</b>	<b>12,514</b>	<b>8,588</b>	<b>618</b>	<b>3,308</b>
<b>Property</b>									
Freehold Land	0	0	0	0	0	0	0	0	0
Freehold Buildings	12,212	4,020	3,850	3,100	1,242	12,212	8,662	3,000	550
<b>Total Property</b>	<b>12,212</b>	<b>4,020</b>	<b>3,850</b>	<b>3,100</b>	<b>1,242</b>	<b>12,212</b>	<b>8,662</b>	<b>3,000</b>	<b>550</b>
<b>Plant and Equipment</b>									
Motor Vehicles	3,383	3,383	0	0	0	3,383	3,383	0	0
Plant and Equipment	765	660	105	0	0	765	745	0	20
Furniture and Fittings	235	235	0	0	0	235	235	0	0
<b>Total Plant and Equipment</b>	<b>4,383</b>	<b>4,278</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>4,383</b>	<b>4,363</b>	<b>0</b>	<b>20</b>
<b>Other Assets</b>									
Art Collection	50	0	0	50	0	50	50	0	0
<b>Total Other Assets</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>
<b>Intangible Assets</b>									
Intangible Assets	1,100	1,100	0	0	0	1,100	1,100	0	0
<b>Total Intangible Assets</b>	<b>1,100</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,100</b>	<b>1,100</b>	<b>0</b>	<b>0</b>
<b>Total 2023/2024 Capital Works Expenditure</b>	<b>30,259</b>	<b>19,032</b>	<b>6,128</b>	<b>3,165</b>	<b>1,934</b>	<b>30,259</b>	<b>22,763</b>	<b>3,618</b>	<b>3,878</b>

**Other Information (continued)**

For the four years ending 30 June 2024

**Summary of Planned Human Resources**

Expenditure	Budget	Strategic Resource Plan		
	2020/21	Projections		
	\$'000	2021/22	2022/23	2023/24
		\$'000	\$'000	\$'000
<b>Core Corporate</b>				
- Permanent Full Time	1,615	1,666	1,719	1,778
- Permanent Part Time	242	250	257	266
<b>Total Core Corporate</b>	<b>1,857</b>	<b>1,916</b>	<b>1,976</b>	<b>2,044</b>
<b>Community Programs</b>				
- Permanent Full Time	10,710	11,400	11,209	11,598
- Permanent Part Time	13,396	14,192	14,588	15,095
<b>Total Community Programs</b>	<b>24,106</b>	<b>25,592</b>	<b>25,797</b>	<b>26,693</b>
<b>Corporate Services</b>				
- Permanent Full Time	8,106	8,376	8,622	8,782
- Permanent Part Time	2,738	2,830	2,953	3,007
<b>Total Corporate Services</b>	<b>10,844</b>	<b>11,206</b>	<b>11,575</b>	<b>11,789</b>
<b>City Development</b>				
- Permanent Full Time	8,663	8,783	9,199	9,436
- Permanent Part Time	2,599	2,670	2,728	2,798
<b>Total City Development</b>	<b>11,262</b>	<b>11,453</b>	<b>11,927</b>	<b>12,234</b>
<b>Assets and City Services</b>				
- Permanent Full Time	18,282	18,816	19,472	20,010
- Permanent Part Time	589	564	584	603
<b>Total Assets and City Services</b>	<b>18,871</b>	<b>19,380</b>	<b>20,056</b>	<b>20,613</b>
<b>Total Casuals and Other</b>	<b>1,765</b>	<b>1,866</b>	<b>1,932</b>	<b>1,995</b>
<b>Total Staff Expenditure</b>	<b>68,705</b>	<b>71,413</b>	<b>73,263</b>	<b>75,368</b>

*Note: The above figures include all staff costs, whether they are expensed or capitalised.*

**Other Information (continued)**

For the four years ending 30 June 2024

**Summary of Planned Human Resources**

Staff Numbers	Budget	Strategic Resource Plan		
	2020/21	Projections		
	EFT	2021/22	2022/23	2023/24
	EFT	EFT	EFT	EFT
<b>Core Corporate</b>				
- Permanent Full Time	5.00	5.00	5.00	5.00
- Permanent Part Time	2.22	2.22	2.22	2.22
<b>Total Core Corporate</b>	<b>7.22</b>	<b>7.22</b>	<b>7.22</b>	<b>7.22</b>
<b>Community Programs</b>				
- Permanent Full Time	103.00	103.00	98.00	98.00
- Permanent Part Time	151.27	150.12	148.52	148.52
<b>Total Community Programs</b>	<b>254.27</b>	<b>253.12</b>	<b>246.52</b>	<b>246.52</b>
<b>Corporate Services</b>				
- Permanent Full Time	74.00	74.00	73.00	73.00
- Permanent Part Time	23.01	23.60	23.60	23.60
<b>Total Corporate Services</b>	<b>97.01</b>	<b>97.60</b>	<b>96.60</b>	<b>96.60</b>
<b>City Development</b>				
- Permanent Full Time	76.00	75.00	75.00	75.00
- Permanent Part Time	32.36	31.86	31.86	31.06
<b>Total City Development</b>	<b>108.36</b>	<b>106.86</b>	<b>106.86</b>	<b>106.06</b>
<b>Assets and City Services</b>				
- Permanent Full Time	200.00	200.00	200.00	199.00
- Permanent Part Time	5.72	5.32	5.32	5.32
<b>Total Assets and City Services</b>	<b>205.72</b>	<b>205.32</b>	<b>205.32</b>	<b>204.32</b>
<b>Total Casuals and Other</b>	<b>20.38</b>	<b>20.38</b>	<b>20.38</b>	<b>20.38</b>
<b>Total Staff Numbers</b>	<b>692.96</b>	<b>690.50</b>	<b>682.90</b>	<b>681.10</b>

**Notes:**

- *EFT means number of 'Equivalent Full Time' staff.*
- *The above figures represent all Council staff, whether the hours are expensed or capitalised.*

## APPENDICES:

### Appendix A Strategic indicators

#### Overview of Banyule's Strategic Indicators Framework

The strategic indicators measure achievements against our objectives over a four-year period. They include a mix of:

- Key data gathered by Council and other agencies to assist in evaluating community wellbeing.
- Key measures as part of the Local Government Performance Reporting Framework – these include indicators and measures of service performance and service performance outcome indicators. This includes a number of Community Satisfaction Indices (CSI) measured by the State Government in its annual survey of Local Governments in Victoria.

Together these indicators provide a comprehensive measure of the achievement of the long-term objectives of Council and the community.

The indicators chosen represent broad measures of success in areas that are within our control or of significant interest to Council. They help us to assess our efficiency and indicate effectiveness and the quality of the services we provide. They aim to monitor progress against Council's priority areas within each objective.

The set of strategic indicators has been reviewed as part of Banyule's annual review process with a focus on:

- Streamlining the number of strategic indicators
- Measuring outcomes in relation to the achievement of strategic objectives
- Maintaining the Council Plan's relationship with the requirements of Banyule's Municipal Public Health and Wellbeing Plan
- Alignment with the legislative requirements for the Budget and Annual Report
- Maintaining Banyule's overall indicator framework that drives continuous improvement and enables a variety of reporting methods and opportunities to meet a wide range of reporting requirements.

#### **Legislative context**

Council prepares an annual report for each financial year, in accordance with the *Local Government Act 1989*. This is a key report to our community, capturing information about operations of the Council and performance for the financial year. It includes reporting on achievements in line with the Council Plan and reporting on results for key indicators.

The *Local Government (Planning and Reporting) Regulations 2014* support the operation of the planning and reporting framework for Councils. This includes the requirement for Councils to report against the Local Government Performance Reporting Framework (LGPRF).

Banyule applies the 'Local Government Better Practice Guide: Performance Reporting Framework Indicator Workbook 2019-2020', Department of Environment, Land, Water and Planning, Local Government Victoria (LGV Guide - LGPRF Indicator Workbook) in the implementation of the LGPRF indicators process.

**Appendix A - Strategic Indicators (continued)****STRATEGIC INDICATORS**

How we will measure our performance against our Council Plan objectives.



People



Planet



Place

















Participation



Performance

No.	Indicators	Council Plan
1.	Attendance at Council provided leisure centres	
2.	Percentage of people who feel they 'belong' in Banyule	
	*LGPRF - Aquatic facilities:	
3.	<ul style="list-style-type: none"> <li>Utilisation (aquatic facilities are safe, accessible and well utilised)</li> </ul> <i>(* Refer to the supporting notes for the indicators)</i>	
	LGPRF - Food safety:	
4.	<ul style="list-style-type: none"> <li>Health and safety (food safety service protects public health by preventing the sale of unsafe food)</li> </ul>	
	LGPRF - Maternal and Child Health:	
5.	<ul style="list-style-type: none"> <li>Participation (Councils promote healthy outcomes for children and their families)</li> </ul>	
6.	<ul style="list-style-type: none"> <li>Satisfaction ('The percentage of infants enrolled in the MCH service who participated in 4-week Key Age and Stage visit'.)</li> </ul>	
7.	Percentage of people who feel safe in Banyule	
	LGPRF - Libraries:	
8.	<ul style="list-style-type: none"> <li>Participation (The percentage of the municipal population that are active library borrowers)</li> </ul>	
9.	Participation level (attendance) at Council operated/ hosted economic development events	
10.	Completion of scheduled emergency management exercises as part of Council's Municipal Emergency Management Plan	
11.	Number of tree plantings (Council tree plantings in streets and parks)	
12.	Council's water use	
13.	Council's greenhouse gas emissions	
	LGPRF - Waste Collection:	
14.	<ul style="list-style-type: none"> <li>Waste diversion (amount of waste diverted from landfill is maximised)</li> </ul>	

No.	Indicators	Council Plan
15.	LGPRF - Statutory Planning: <ul style="list-style-type: none"> <li>Decision making (planning application processing and decisions are consistent with the local planning scheme)</li> </ul>	
16.	LGPRF - Roads: <ul style="list-style-type: none"> <li>Condition (sealed local roads are maintained at the adopted condition standard)</li> </ul>	
17.	Number of businesses that are participating in special rates schemes	
18.	LGPRF – Animal management: <ul style="list-style-type: none"> <li>Health and safety (The percentage of successful animal management prosecutions)</li> </ul>	 
19.	Linear metres of shared paths/ trails renewed, upgraded and new.	
20.	LGPRF - Governance: <ul style="list-style-type: none"> <li>Consultation and engagement (Council decisions made and implemented with community input)</li> </ul>	 
21.	<ul style="list-style-type: none"> <li>Satisfaction (Councils make and implement decisions in the best interests of the community)</li> </ul>	
22.	Average time taken to answer telephone call enquiries	
23.	Percentage of customer requests actioned within specified timeframes	
24.	Percentage of projects in annual Capital Works program completed on time.	
25.	LGPRF (Financial) – Obligations: <ul style="list-style-type: none"> <li>Asset renewal (Asset renewal and upgrade expense compared to depreciation)</li> </ul>	
26.	LGPRF – Sustainable Capacity: <ul style="list-style-type: none"> <li>Own-source revenue (revenue is generated from a range of sources in order to fund the delivery of Council services to the community)</li> </ul>	
27.	<ul style="list-style-type: none"> <li>Percentage of staff turnover (the number of permanent staff resignations and terminations as a percentage of the average number of permanent staff)</li> </ul>	
28.	Staff engagement (measured via Council's regular Alignment and Engagement Staff Survey)	

**Notes:**

- LGPRF – Local Government Performance Reporting Framework indicators
- The list of service performance outcome indicators and financial indicators included in the State Government's LGPRF are included in Council's Budget 2020/2021. The results will be reported in Council's Annual Report, in line with legislative requirements. Council will review these and adjust targets and indicators as appropriate on an annual basis.

- *The indicators are reviewed on an ongoing basis to ensure continued alignment with Council's objectives and priorities, and are subject to change.*

## Appendix B

### Our Activities and Services

#### Description of services provided

#### Strategic Objective 1: People - Strong, healthy and inclusive communities

##### Business area: Health, Aged and Community Planning

Provision of the following to support, protect and enhance the community's health and wellbeing:

**Aged and Disability Services:** Services for Older People and People with a Disability - service assessment, social support group, domestic assistance, delivered meals, flexible respite and carer support, personal care, home maintenance and modifications, individual social support, support for Seniors Clubs, and Age-friendly City activities and planning.

**Public Health Protection:** Environmental Health - food safety enforcement & education and immunisation. Public Health - neighbourhood complaints (nuisance), Health Protection - tobacco, infection control, heatwave planning, prescribed accommodation, domestic wastewater management and public health emergency management.

**Community & Social Planning:** Supporting Council's community consultation and engagement, demographic data analysis and Council's direct service delivery areas.

Supporting Council's commitment to:

- Inclusion, access and equity
- Public health & wellbeing priorities
- Advocacy and
- Planning on key social issues.

##### Business area: Leisure, Recreation and Cultural Services

Provision of the following to the municipal community/population as a whole:

**Leisure & Cultural Services:** Art collection management, culture and heritage development, festivals and cultural events, leisure programs for older adults, leisure programs for people with disabilities, sports pavilions and ground allocations, support for Neighbourhood Houses, community halls for hire.

**Facility & Contract Management:** The Centre Ivanhoe function centre, library services, leisure facilities including: Ivanhoe Golf Course, WaterMarc, Macleod Recreation Centre and Watsonia Pool.

**Banyule Leisure Facility Management:** Ivanhoe Aquatic Banyule, Olympic Leisure Banyule and Macleod Netball Stadium.



**Appendix B - Our Activities and Services (continued)****Strategic Objective 1: People - Strong, healthy and inclusive communities****Business area: Youth and Family Services**

Provision of the following to families, children and youth:

**Youth & Family Strategic Management:** Municipal Recovery Management, Banyule Child, Youth and Family Plan.

**Early Years:** Child Care Centres, Early Childhood facilities management and capital works program, Early Years Networks facilitation, Kindergartens, Kindergarten Central Registration, Maternal and Child Health Services, Supported Playgroups and Early Years Community Support.

**Youth & Community Partnerships:** Youth Services - including individual, LGBTIQ+ & CALD support; Youth Communications, Participation, wellbeing, schools workshops and delivery; Jets Creative Arts Youth Facility & Banyule After Hours Youth Outreach & Program Support team; Community Partnerships including Community Safety, Graffiti Management and preventing Violence Against Women; Community Liaison - Community Development Grants and Volunteer Recognition Awards; Shop 48, Facility management; Project 3081 community capacity building.

**Business Area: Social Enterprise & Local Jobs**

Provision of the following for the municipality:

**Social Enterprise Development:** Social Enterprise Partnerships Program, Social Procurement Opportunities, Community Social Enterprise Capacity Building and Development.

**Labour Market Programs:** Banyule Inclusive Employment Program, Volunteer Program, Work Experience Program.

**Business area: Operations – Emergency Management**

Provision of the following for the municipality:

**Emergency Management:** Municipal emergency risk assessment, Local community resilience planning and education, Emergency services support, Community information and warnings, Vulnerable Persons Register (VPR) coordination, Business continuity planning support, Single Incident coordination, Regional collaboration, Municipal emergency relief and recovery planning and coordination, Secondary impact assessment coordination, Volunteer recruitment and training, Relief and recovery centre management and local and regional exercises.

**Appendix B - Our Activities and Services (continued)****Strategic Objective 2: Planet - Environmental sustainability****Business area: Environment & Place – Environmental Sustainability**

Provision of the following to support council's direct service delivery areas, and municipal community as a whole:

**Environmental Planning:** Planet: Environmental Sustainability policy and strategy and supporting plans, energy and water efficiency, environmental stewardship education and publications, Wildlife Corridor Program, State of the Environment reporting, maintaining organisational wide environmental sustainability program, Significant Tree Register, Banyule Environment Advisory Committee (BEAC).

**Business area: Parks and Open Space**

The provision of the following to the municipal community as a whole:

**Strategic:** Parks and Open Space strategic management - strategy development for public open space, including preparation and delivery of the Public Open Space Plan, master planning of reserves and regional playgrounds, and planning and development of Banyule's shared trail network.

**Sportsfields & Open Space Assets:** Carry out maintenance on Banyule's park assets including playgrounds, sports fields, irrigation systems, garden beds, paths, fences, park furniture and BBQ's. Implement Council's Park asset renewal programs, and delivery of open space capital works projects. Provide service to repair minor damage to nature strips.

**Tree Care:** Street and park tree maintenance, pest and disease control, tree replacement and planting, tree removal, tree root control, assessment for Council trees, nursery operations for plant propagation.

**Bushland:** Environmental education, environmental management, flora and fauna recording and habitat restoration, noxious weed control, development of wildlife corridors, maintenance, construction, restoration and protection of bush reserves and rivers, community planting days, Friends Group working bees.

**Open Space Presentation:** Maintenance of garden beds, mowing of active and passive parks and reserves, passive reserve maintenance, active reserve maintenance, half cost fence replacement, litter control in parks, maintenance of dog tidy bins, fire hazard control, maintenance and mowing of Right of Ways.

**Business area: Operations – Environmental Services and Sustainable Infrastructure**

Provision of the following to the municipality:

**Waste Management:** Strategic Waste Management, Metropolitan Waste Management Group member, Banyule-Visy Material Recovery Facility, Rethink Centre Education Programs, Outreach Education Programs, waste service support, Waste Recovery Centre (Transfer station), garbage collection, recycling collection, green waste collection, Hard rubbish collection, Bundled branch collection, Commercial waste collection, parks and reserves waste collection.

**Cleansing:** Mechanical footpath sweeping of shopping centres, Mechanical sweeping of sealed roads, Cleaning of public toilets and BBQ's, Inspection and clearance of drainage pits, Maintenance of litter trap program, Litter clearance from shopping centres, Litter collection, Removal of dumped rubbish, Removal of dead animals from roads, Syringe removal, drain cleaning.

**Infrastructure Maintenance:** Maintenance of footpaths, kerb and channel, patching of roads, guardrails and unsealed roads, repair and replacement of signs and street furniture, drainage repair and Road Management Plan implementation.

**Environmental Operations:** Management and delivery of Council's Water Sustainability Plan including the various elements of water sensitive urban design, water harvesting, integrated water management, stormwater quality and environmental improvements.

**Appendix B - Our Activities and Services (continued)****Strategic Objective 3: Place - Great places and spaces****Business area: Delivery and Assets**

Provision of the following to the municipal population as a whole:

**Asset Management:** Strategic Asset Management, programming for road and footpath (pavement) maintenance, Capital Works planning, Asset Management policy, strategy and plans for all asset classes, asset inspection and protection, pedestrian bridge inspection and maintenance.

**Asset Protection:** Road Management Plan implementation, road and footpath infrastructure asset protection, line marking, supervision of new sub-divisions and supervision of unit developments, (MOC) Memorandum of Consents.

**Capital Projects:** Capital Works management and reporting, project management and contract supervision for building works projects and all major/minor civil works, road resurfacing, pedestrian trail, bike/shared path construction and maintenance, roads construction and reconstruction projects.

**Building Maintenance:** Scheduled/Unscheduled building maintenance on all Council owned buildings, air conditioning maintenance, vandalism repairs and graffiti removal from council property and infrastructure.

**Developments and Drainage:** Legal Points of Discharge, Building Over Easement approvals, Stormwater drainage approvals for new developments, Planning referrals, investigation of flooding issues, scoping for new drainage works or upgrades and work closely with Council's Cleansing team.

**Business area: Planning and Building**

Provision of the following to landowners, builders and developers:

**Development Planning:** Statutory planning (land use and development including tree removal), subdivisions, planning investigations and enforcement.

**Building Services (Bpi):** Municipal Building Surveyor, building permits and inspections, building investigations and enforcement.

**Business area: Transport**

Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:

**Transport Engineering:** Provides traffic engineering, road safety, school crossing supervision and parking management and enforcement.

**Transport Planning & Advocacy:** Undertakes planning and advocacy for integrated transport solutions, improved public transport operation and infrastructure that will benefit the Banyule community.

**Appendix B - Our Activities and Services (continued)****Strategic Objective 3: Place - Great places and spaces****Business area: Environment & Place - Economic Development, Municipal Laws and City Futures**

Provision of the following to businesses and industry:

**Economic Development:** Business attraction and retention, investment facilitation, special rate and charge scheme facilitation, labour market development, business support services, activity centre streetscape master planning and business planning, economic development policy and strategy.

Provision of the following to road users, pet owners, parents and municipal community as a whole:

**Municipal Laws:** Animal management, fire prevention, Local Laws compliance and enforcement, building sites compliance and enforcement, footpath trading.

Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:

**City Futures (Strategic Planning):** Creating and reviewing place-based policies, strategies and plans. This includes structure plans for activity centres and design frameworks for renewal areas; facilitating Council's role as the Planning Authority for planning scheme amendments; participating in Government strategic planning projects associated with the Victorian Planning Provisions, and periodically reviewing and updating the Banyule Planning Scheme.

**Business Area: Strategic Property**

Provision of the following to provide a co-ordinated approach for management of Council's property and assets and support council's direct service delivery areas, and to the municipal community as a whole:

**Property Services:** Property portfolio management including the management of commercial and residential leases, discontinuances and associated sale of land, provision of Council related valuation services.

**Property Developments:** Strategic Property developments, acquisitions and disposals involving Council Land.

**Spatial & Property Systems:** Spatial and property systems co-ordination and maintenance and provision of spatial approaches to managing Council's operations.

**Appendix B - Our Activities and Services (continued)****Strategic Objective 4: Participation - Engagement and advocacy****Business area: Governance and Communication**

Provision of the following to support council's direct service delivery areas:

**Communications:** The team manages all aspects of Council's communications with the community including the Council website and social media accounts. The team is responsible for producing material that informs the community of the services and activities provided by the Council and other issues affecting people that live, work or play in Banyule.

**Business area: Executive**

Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:

The Executive comprises the CEO and 4 Directors and their support staff. They are responsible for:

- Implementation of policies
- Day-to-day management of operations
- Management of the organisational structure
- Developing and implementing a Code of Conduct for Council employees
- Providing strategic advice to Council

*Note: Much of the work related to the Participation objective is included within other P objectives. Participation is an integral part of service delivery across Council's business areas and as such has been attributed accordingly.*

**Appendix B - Our Activities and Services (continued)****Strategic Objective 5: Performance – Efficiency and good governance****Business area: Operations – Plant & Fleet Management**

Provision of the following to support council's direct service delivery areas:

**Plant and Fleet Management:** Council's Workshop conducts repairs and servicing of all fleet vehicles, provides welding and fabrication services, coordination of accident repairs, administration of contracts and specification/ purchasing of new and replacement vehicles, trucks and heavy mobile plant, and sale of retired fleet.

**Business area: Customer Experience and Business Improvement**

Provision of the following to support council's direct service delivery areas:

**Customer Experience Operations (Customer Service):** The customer service team is a key interface between Council and the community we serve. The team assists customers via phone, online and face to face at our three customer service centres located in Greensborough, Ivanhoe and Rosanna. The team aims to resolve the majority of queries at first point of contact and redirect other queries, as needed, to relevant departments.

**Continuous Improvement:** The Continuous Improvement team manages a framework to support a culture of learning and problem solving which adds value for our staff, customers and Community. The team are responsible for leading, supporting and facilitating improvement projects and initiatives, and building the CI capability across Council.

**Customer Experience Strategy:** The CX Strategy team supports the wider organisation to improve CX (customer experience). The team is responsible for leading key initiatives from Banyule's updated Customer Experience strategy – including ongoing training, the implementation of a voice of customer program and the continued embedding of the Banyule Service Promise.

**Business area: Governance and Communication**

Provision of the following to support council's direct service delivery areas:

**Governance:** Corporate Governance and compliance including Council Meetings, CEO & Councillor administration, Freedom of Information and Public Interest Disclosures, Conflicts of Interest; Council Elections, Councillors support and training, Audit & Risk Advisory Committee, Cemetery management for Warringal & Greensborough Cemeteries.

**Records and Information Management:** Management of incoming and outgoing correspondence, capture and action incoming records into Council's EDRMS, delivery of the records archiving and disposal program, mail and courier deliveries across sites, records and information advice and EDRMS training program, and privacy advice.

**Corporate Planning:** Organisational business planning and reporting services, including: support for: Council Plan development, corporate planning and reporting, business plan development, best value implementation, and development of key corporate policies and plans.

**Business area: People & Culture**

Provision of the following to support council's direct service delivery areas:

Recruitment and selection, induction, industrial relations, employee relations, human resources information system (HRIS), occupational health & safety, Work Cover and return to work, health & wellbeing, learning & development, corporate training programs, leadership development, organisational cultural improvement initiatives, risk management, claims processing/management, insurances and broker relations, business continuity plan.

**Appendix B - Our Activities and Services (continued)****Strategic Objective 5: Performance – Efficiency and good governance****Business area: Finance & Procurement**

Provision of the following to support council's direct service delivery areas:

The team maintains the integrity of the financial system and partners with the organisation to ensure it always provides relevant financial and strategic procurement support to all business units. The team leads the service review program and organisational planning activity to support strategic and sustainable service delivery to the community. The team is accountable for the efficient and compliant strategic procuring of goods and services, collection of monies, timely payment to suppliers and staff. It ensures that investments are appropriately managed and administered and that future and current financial sustainability, performance and position is appropriately monitored and reported.

**Business area: IT & Digital Transformation**

Provision of the following to support council's direct service delivery areas:

**IT Applications & Digital Services:** Providing an important role for the organisation in the management of applications and systems to ensure reliable and efficient business services. We manage applications throughout their lifecycle, supporting and offering leading business, data, web and digital solutions. We design, build and deploy application solutions, providing improvements through innovative technologies.

**IT Infrastructure and Operations:** Providing reliable and secure infrastructure services and IT service desk support for our organisation and Councillors. We manage infrastructure throughout their life cycle, supporting and offering leading data, hardware, network, audio and visual, telephony and mobile solutions. We design, configure and deploy infrastructure solutions, providing improvements through innovative technologies.