



Ordinary Meeting of Council

9 August 2021 7.00pm

ATTACHMENTS

5.1 Local Parks Program - Waterdale Road

Attachment 1. Concept Plan	3
Attachment 2. Summary of Feedback.....	5

5.2 Northern Region Transport Strategy - Final Report

Attachment 1. Northern Region Transport Strategy - Final Report.....	7
--	---

5.3 Planning and Building Activities Report January - June 2021

Attachment 1. Development Planning Activities January to June 2021	23
Attachment 2. Building Activities Jan - Jun 2021.....	31

5.4 COVID-19 response - Business Support Package and Economic Development and Recovery Plan 2022-2025

Attachment 1. Rediscover Local Campaign Review and Results	35
Attachment 2. Business Grants Outcomes Report Round 1-5	45

5.5 Proposed Declaration of a Special Charge - Heidelberg Central Shopping Precinct

Attachment 1. Map of Participating Properties	57
Attachment 2. List of Participating Properties and Annual Charge	59

5.6 Mother of God Church, Ivanhoe East - Interim Heritage Overlay Request

Attachment 1. Heritage Citation - Mother of God Church	65
Attachment 2. Letter from DELWP requesting more information	83

6.2 Banyule 2041 Stage 3 - Public Exhibition of Council Plan 2021-2025 and Financial Plan 2021- 2031

Attachment 2. Draft Financial Plan 2021-31.....	85
---	----

7.2 Banyule Investment Strategy

Attachment 1. Banyule City Council Investment Strategy - Summary	131
--	-----



LEGEND FOR PROPOSED WORKS

- | | |
|---|---|
| <ul style="list-style-type: none"> 1 Timber decking 2 Feature paving 3 Large deciduous feature tree subject to site condition 4 Planting beds 4a Low level grass with Max. height of 500mm 4b Indigenous groundcovers and small grass with Max. height of 300mm 5 Entry/exit to 154 Upper Heidelberg Road 6 New access point to carpark 7 Existing vehicular access retained 8 Rain garden 9 Existing Public Toilets 10 Contrasting paving bands 11 Raised asphalt road with contrasting bands | <ul style="list-style-type: none"> 12 Concrete & timber seating 13 Copse of indigenous canopy trees 14 3-phase power connection (to be designed by others) 15 Drinking fountain and bike repair station 16 New short term parallel parking (15 minutes) 17 Overhead service infrastructure (inclusive of poles) 18 Future improvements / embellishment of rail bridge by others 19 Stairs with handrails 20 Quest Hotel sign (approximate location) 21 Proposed exposed aggregate concrete pavement 22 All timber seating to be inclusive of back and arm rests 23 Future pedestrian link |
|---|---|

NOTES FOR PROPOSED WORKS

- A Due to the existing grade of the site, DDA compliance will not be met across the whole site, however DDA access from Upper Heidelberg Road to the platform seating area in the northern pocket park will be provided. Footpath widths will be DDA compliant
- B The proposed works have been designed to meet relevant CPTED principles
- C The southern pocket park will not hinder vehicular view-lines
- D Bin collection points along the west side of Waterdale Road will be resolved as a function of the detailed design
- E Pedestrian links between the southern pocket park and shared zone will be further resolved as a function of the detailed design inclusive of a Road Safety Assessment
- F Materials and plantings will compliment the existing character of the local area
- G Council officers to investigate the potential to install public art on the eastern wall of 150 Upper Heidelberg Road

Waterdale Road Shared Space and Parks

Waterdale Road, Ivanhoe
Banyule Council

Project Number: 2000918
Designed by: Mark Gebbie
Drawn by: Aoran Li
Checked by: Bronwyn Mulligan

Revision: F
Issued: 16.07.2021



1 Glenferrie Road
(PO Box 61)
Malvern VIC 3144
E: melbourne@bevwill.com.au
P: (03) 9524 8888

Attachment 2 - Waterdale Road Pocket Parks and Shared Zone Project - Summary of Feedback

Whilst many responses were favourable, reoccurring concerns and the corresponding response is summarised in the following table:

Reoccurring Concern	Summary of response and any change to concept plan (if applicable).
The closure of Waterdale Road to the south of Upper Heidelberg Road and issues relating to traffic flow and congestion;	This matter has been considered at the Council meetings dated 7 and 21 September 2020. Transport Team is satisfied that traffic movements are satisfactory. No change to concept plan.
The lack of design of the triangular carpark inclusive of traffic movements between Waterdale Road and Norman Street;	Concept plan updated to include the reconfigured car park at 109 Waterdale Road indicating traffic movements.
The design of the interface between the triangular car park and the Uniting Church;	Concerns raised by the Uniting Church have largely been resolved as a function of the reconfigured car park design. Car park reconfiguration plan is inclusive of the treatment adjacent to the Uniting Church and have been included in the updated Concept Plan.
Impacts associated with on-street parking;	Strategies to support the lost on-street carparking will be mitigated through strategies such as changes to parking times and increases in alternative parking in the activity centre. Concept plan to be updated to include on street parking
Pedestrian and vehicular safety at the intersection between Waterdale Road and Norman Street and the possible need for a pedestrian crossing;	Improvements for pedestrian movements inclusive of DDA will be considered as a function of the detailed design in consultation with traffic engineers.
The need to convert a section of Waterdale Road into a one-way street and how this will impact safety;	The retention of a two-way road along the section of Waterdale Road south of the northern pocket park will limit the effectiveness of the shared zone (i.e. more conflicts between cars and pedestrians) and will reduced the area that can be embellished inclusive of space for trees.
The small size and location of the pocket parks, how these spaces will be used and proximity to traffic;	The pocket park is intended to provide an attractive, green area in proximity to Upper Heidelberg Road where people can socialise and rest. The location is consistent with the vision contained within Ivanhoe Structure Plan and will create open space in proximity to a gap in open space provision as detailed in the Public Open Space Plan. Young children would need to be supervised given the proximity of cars similar to other town centre environments.

The need to ensure the design is accessible and safe;	The design of the shared zone inclusive of safety considerations will be further developed as a function of the detailed design. Shared zones are common in Europe and are being used more frequently in Australia to ensure spaces are multi-use.
Impact of existing overhead service infrastructure on the design and amenity of the space;	Undergrounding overhead service infrastructure is not viable with regard to the project budget. Tree species will need to be carefully considered as a function of the detailed design (i.e. narrow, upright forms to be investigated).
Other works within the municipality should be prioritised over the project and funds should be redirected accordingly;	The project site emanates from the Ivanhoe Structure Plan. The purpose being to develop a green space in an otherwise built up urban area for connection, socialising and relaxation. The scope and location of the project is defined in the Victorian Common Funding Agreement. The money is not transferrable for other projects.
The northern pocket park is being developed to the advantage of the recent development at 154 Upper Heidelberg Road;	The pocket parks and shared zone have been designed for public use and there is no intent to privatise this land. Outdoor dining in some capacity may help to activate the site and increase passive surveillance etc. The application for a liquor license has been considered by Council. A license has been approved but expires at commencement of the pocket park works or when a footpath trading permit is issued (with an opportunity to amend and review).
The installation of <i>Eucalyptus</i> , <i>Angophora</i> and <i>Corymbia</i> species;	Tree species will be determined as a function of the detailed design.
Impacts of wind and the need for shade;	There is no evidence to demonstrate that proposed changes will change the current levels of wind at the site. Shade will be provided via the installation of canopy trees. Built shelter is not anticipated.
Antisocial behaviour occurring within the pocket parks and shared zone;	The space will be designed with due regard to Crime Prevention Through Environmental Design principles.
Issues pertaining to process and consultation.	Refer to report for engagement and advertising undertaken to inform the consultation.



Northern Region Transport Strategy



Prepared by GTA now Stantec on behalf of the NCA 2020. Funded by the Northern Metropolitan Partnership.

The Northern Region Transport Strategy was overseen by the Northern Council's Transport Working Group comprising of representatives from the seven councils in Melbourne's North in collaboration with the Northern Metropolitan Partnership, Department of Transport, Melbourne Airport, La Trobe University and NORTH Link.



Northern Councils Alliance

Locked Bag 1 MDC Bundoora 3083
www.northerncouncils.org.au
E info@northerncouncils.org.au

© GTA Consultants (VIC) Pty Ltd (ABN 34 137 610 381) 2020

The information contained in this document is confidential and intended solely for the use of the client for the purpose for which it has been prepared and no representation is made or is to be implied as being made to any third party. Use or copying of this document in whole or in part without the written permission of GTA Consultants constitutes an infringement of copyright. The intellectual property contained in this document remains the property of GTA Consultants.

NORTHERN REGION TRANSPORT STRATEGY BACKGROUND



The Northern Region requires a strategy to help align people and agree actions.

- The region consists of seven Local Government Areas (Banyule, Darebin, Moreland, Nillumbik, Hume, Whittlesea and Mitchell). It is a large and complex area, about the size of Greater London.
- The region is home to 20% of Melbourne's population (more than one million community members) and 12% of jobs today. Before COVID-19, there were about a bus load of people moving to the area every day¹.
- There are key growth areas in the region, as well as important existing and future centres of activities and industry.
- It is vital that the transport system can support growth, jobs, and the economy, safeguarding and improving livelihood and liveability, and supporting the climate emergency goals of Councils.

Governments and stakeholders are working to support growth and realise potential.

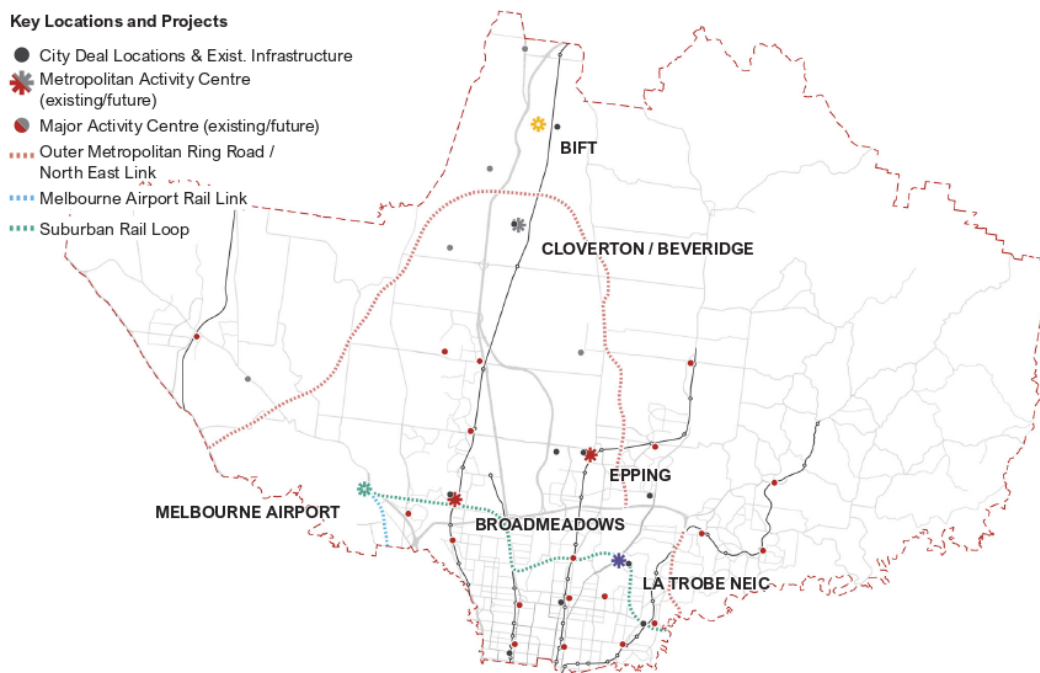
- The Councils have formulated policies, strategies and plans, working with stakeholders.
- The State Government is planning and delivering major investments in the region, including Melbourne Airport Rail Link and the city shaping Suburban Rail Loop.
- There are opportunities in the region such as those associated with the La Trobe National Employment and Innovation Cluster (La Trobe NEIC) and Beveridge Intermodal Freight Terminal (BIFT).
- The North and West Melbourne City Deal Plan outlines a set of priorities for the region, including an emphasis on precinct development, such as La Trobe NEIC, Broadmeadows, Epping and Beveridge².

The region now needs a strategy to bring together governments and key stakeholders to focus actions and coordinate efforts.

The Northern Councils Alliance has engaged GTA Consultants, working in collaboration with the Northern Metropolitan Partnership and funded through the Metropolitan Partnership Development Fund, to analyse the regions transport and land-use situation and identify priorities for Councils to better coordinate investment and work, as well as engage with State and Federal Governments.

Key Locations and Projects

- City Deal Locations & Exist. Infrastructure
- ✳ Metropolitan Activity Centre (existing/future)
- Major Activity Centre (existing/future)
- ⋯ Outer Metropolitan Ring Road / North East Link
- ⋯ Melbourne Airport Rail Link
- ⋯ Suburban Rail Loop



Map references - please refer back page

1

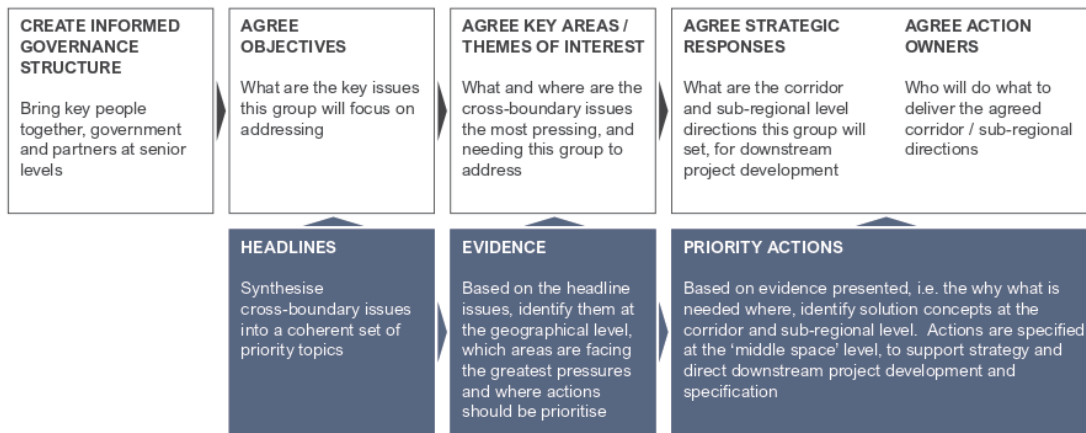
NORTHERN REGION TRANSPORT STRATEGY APPROACH



This strategy has been developed using a consensus-based approach, focusing on what can be delivered tactically and realistically within the short-term, supported by evidence and analysis.

- It has followed a step-by-step process with governments and stakeholders* agreeing on objectives, issues, strategic responses and actions.
- The steps have been supported by workshops and public consultation that highlighted both headlines from policies and strategies, and evidence on challenges and opportunities, leading to concept solutions.
- The principles underpinning this strategy are similar to those for leadership: achieving alignment on direction, a shared belief in a goal and identifying the role of the team in achieving the goal.
- This approach, in term of managerial and analytical approaches, has been successfully deployed at Transport for London as well as in the Western Metropolitan Region of Melbourne.

MANAGERIAL / STUDY PROCESS TO GUIDE PEOPLE THROUGH TO AGREEING PRIORITY ACTIONS



The strategy takes existing strategic and high-level plans as the starting point and translates these long-term goals into short-term practical solutions, which then guide the downstream development of projects



2

*Stakeholders include representatives from the 7 LGAs, State Government (DoT), La Trobe University, Melbourne Airport, NORTH Link and the Northern Metropolitan Partnership



Some of the challenges facing the region were discussed through one-on-one interviews with Councils and confirmed through public consultation³.



PUBLIC TRANSPORT IS UNRELIABLE OR UNAVAILABLE

- Unpredictable services, not running to schedule
- Limited to daytime hours - doesn't suit shift workers
- Infrequent services or no coverage (Wallan, Beveridge)

"I'm representing some La Trobe University students that couldn't make it tonight... the transport quality dips after Reservoir with bus wait times too long"



POOR CONNECTIONS FROM EAST TO WEST

- Unsafe or disconnected cycling infrastructure
- Absence of east-west public transport connections
- Limited realistic alternatives to driving

"We tried to establish a Hume BUG [Bicycle User Group] but it was challenging as all paths are north to south and it is challenging to ride and cross train lines"



POOR CONNECTIONS IN GROWTH AREAS

- Poor connections to public transport and jobs
- Public transport lags behind urban development
- Difficult to access broader areas without a car
- Many drive to station or to work



CONGESTION ON ROADS

- Increasing density in inner suburbs
- Growth in outer suburbs congesting road corridors
- Freight sharing key corridors
- Disconnect between homes and jobs



INADEQUATE CYCLING INFRASTRUCTURE

- Lack of safe and connected cycling infrastructure
- Concern that provision is based on demand, rather than policy aspirations
- Impacts other users (i.e. people with wheelchairs, people with prams, limited mobility)



SAFETY CONCERNS ON PUBLIC TRANSPORT

- Services are overcrowded in inner suburbs
- Concerns for safety of women and young people on public transport, especially at night

The key headline issues were agreed upfront, which then channeled focus for developing targeted evidence that would underpin solutions.

Governments and key stakeholders agreed to support / improve:

- Access to jobs and activity through connectivity – including access to Melbourne CBD but also sub-regional centres, especially along an east-west alignment
- Growth and capacity for travel needs – with a need to support land-use plans but also not wanting to place additional pressures where the network is already congested
- Neighbourhood and places – how to create a network of strategic places that best support people's livelihoods and areas' liveability, while considering the implications from traffic movements
- Freight and associated job impacts – how to support existing industries and future developments as BIFT, while recognising that freight traffic needs to be managed
- Safety and security – how transport networks could improve so that people can safely use public transport, helping people to access a range of economic and social opportunities.

The agreed evidence and resultant priority actions are explained through the next set of figures. They are to:

1. Support growth while managing impacts
2. Create a network of strategic places
3. Enable travel choice to jobs and activity

**NORTHERN REGION TRANSPORT STRATEGY
MACRO CONTEXT – ECONOMIC DEVELOPMENT AND HEALTH**



There is a strong relationship between transport, employment and economic output.

<p>Transport = bring people and services together, getting stuff out there to buyers</p> <p>Employers need access to labour and markets, employees need access to jobs. Transport provides that access</p> <p>The better the transport, the better the access, the lower the 'cost barrier' and the bigger the pool for both employers and employees.</p> <p>Bigger pool = more employees to choose from, more market to sell</p>	<p>to; more employment opportunities to choose from</p> <p>Lower the 'cost barrier' = more likely to come together. So, more opportunities to collaborate and create, more incidental conversation and more 'overhearing'.</p> <p>Bigger pool for everyone + more choices + more coming together to create = more economic output (more revenue for the State)</p> <p>Also, quicker, easier, more reliable transport benefits users...</p>
---	--

Transport drives employment and economic development, through connecting employers to workers and places where they can sell their goods and services, and connecting people to jobs.

Improvements to transport networks provide better access and lower costs for both employers (e.g. more efficient freight networks) and employees (e.g. improved public transport for those without cars).

This improves opportunities for both, with employers having more employees and suppliers to choose from and more people to sell to, and people having more jobs to choose from. It also enables more opportunity to collaborate, create and innovate, thereby increasing economic output. This results in increased efficiency and profits for employers, which will attract more jobs into the region.

There will be a large increase in jobs in the region, with new industrial precincts in the outer areas and major activity centres throughout. Connecting people to jobs and employers to labour and markets is required to unlock these employment and industrial opportunities.

Improving access to health services provides better health outcomes and economic benefits in communities.

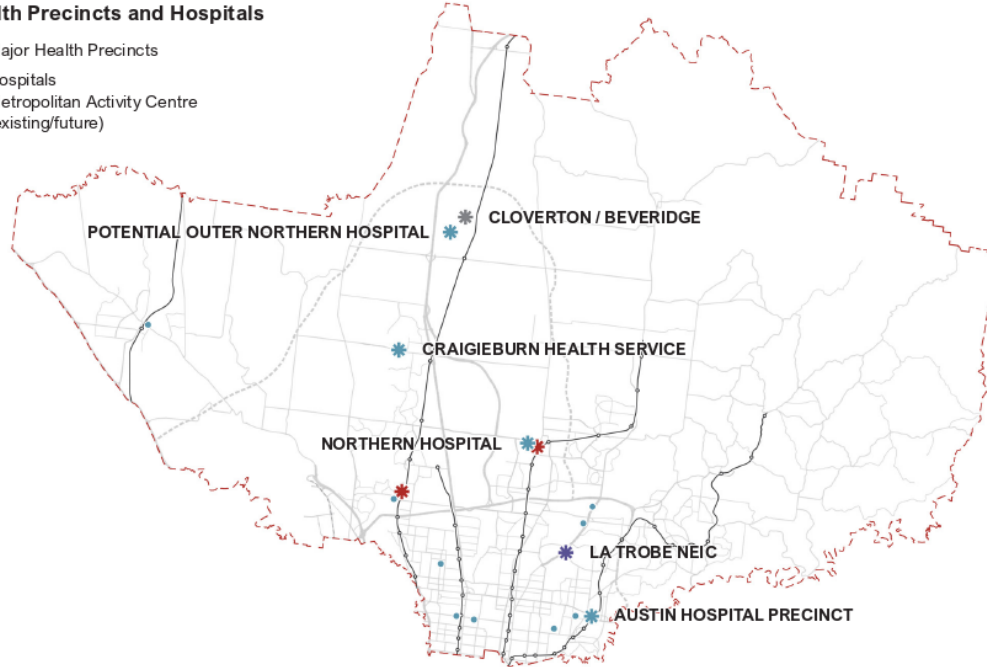
It improves access for patients and visitors, allowing for larger catchments of health facilities to service communities. It also provides opportunities for health services to specialise, rather than needing each site to serve all needs. This provides both transport (travel time) and health benefits to users. Improving access to health precincts also drives economic output, as key employers.

The North West City Deal identified an opportunity for a new Outer Northern Hospital. Other planned projects include a new Health & Wellbeing Hub at La Trobe University and the Northern Hospital expansion. Improving access to existing and planned health / hospital precincts are an opportunity to improve access to both health services and jobs.

<p>Better transport = easier access for patients (and visitors) + bigger catchment of health facilities to service communities (including more opportunities to site specialisation, rather than one site needs to serve all needs) = user benefits (travel and better / more specialist attention) + provider efficiencies</p>

Health Precincts and Hospitals

- Major Health Precincts
- Hospitals
- Metropolitan Activity Centre (existing/future)



NORTHERN REGION TRANSPORT STRATEGY MACRO CONTEXT – SAFETY AND SECURITY



Safety and security are important to the effectiveness of transport networks and the wellbeing of the community.

It is important that everyone can access the transport network safely and that perceived safety or security does not act as a barrier to use.

People make transport decisions on when to travel, how to travel, where to travel, and whether they travel at all. These travel decisions are based on a range of factors such as travel time, fares, weather and security. When people believe that using different parts of the transport network are unsafe, it discourages them from using it and limits their mobility.

The impact of safety and personal security on mobility varies by individual. Employees from different age groups, industries and skill levels may value security differently (e.g. how much they are willing to pay for an Uber to get home safely). There are also real and perceived threats experienced due to characteristics such as sex, gender, age, race, disability, socio-economics and being 'different'.

This reduced mobility restricts access to opportunities (including employment, work, education, social and health) and goods and services which reduces economic output. Therefore, it is important to improve security for all users of all modes, including for women and young people on public transport, car safety and safety of vulnerable road users such as pedestrians and cyclists which were identified through consultation.

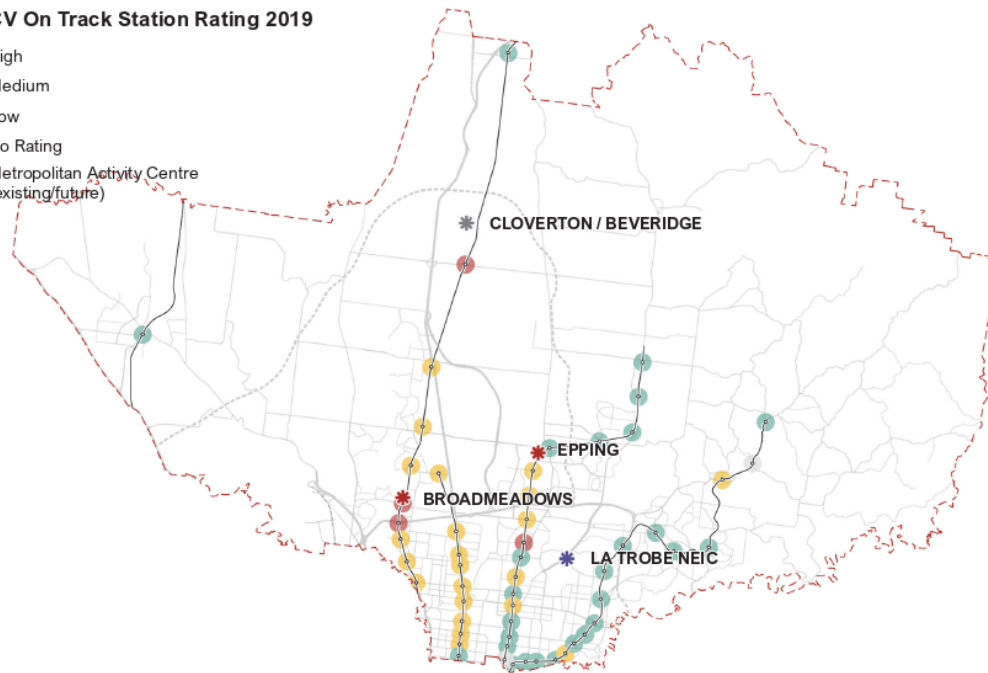
Safety and security can be investigated further by using or building upon existing data sources to identify challenges, opportunities and priorities in the region. For example:

- The Free To Be project crowdsourced the safety-related experiences of young women in Melbourne in 2016. It includes locations of "sad" and "happy" spots, and comments about these experiences. Locations listed as "sad spots" include Sydney Road, some train stations and underpasses.
- The RACV On Track survey collated 24,500 responses on Victoria's train stations and services in 2019. People were asked to rate their train stations on factors including the perception of convenience, safety, comfort and access. Broadmeadows and Jacana Station were in the top 10 stations (metro and regional) perceived to be unsafe. Broadmeadows was ranked 2nd, with 49% of respondents stating that they don't feel safe at certain times of the day and Jacana ranked 5th with 34% of respondents making the same statement.

Based on these studies, we know that the transport response should be to provide frequent services that have staff on the network, or positive reassurance throughout a trip.

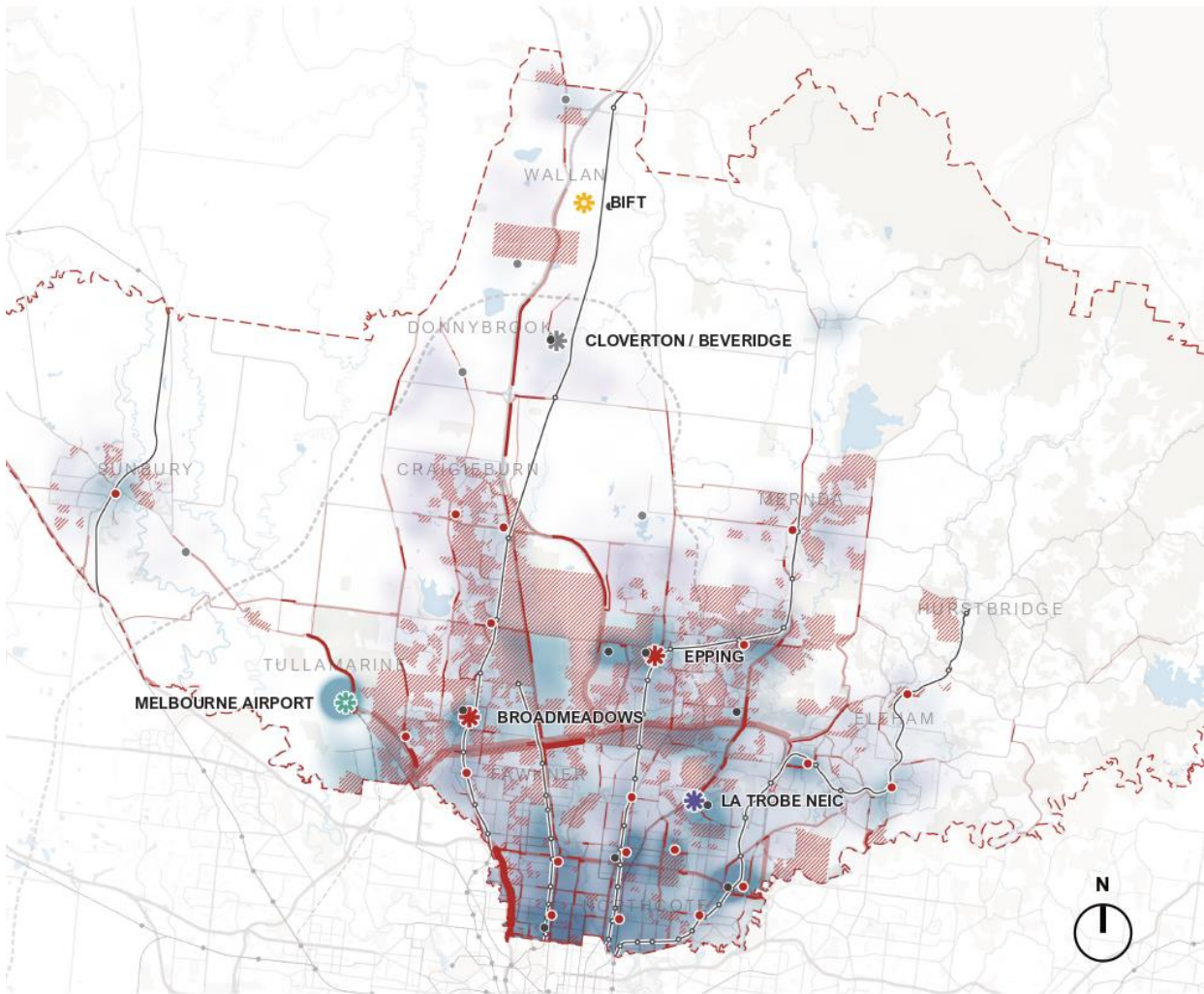
RACV On Track Station Rating 2019

- High
- Medium
- Low
- No Rating
- * Metropolitan Activity Centre (existing/future)



Map references - please refer back page

**EVIDENCE PACKAGE 1
CONGESTION LIMITS ACCESS BETWEEN PEOPLE AND JOBS**



Legend

- High employment density (2031)
- High population density (2031)
- ▨ Above trend car mode share
- ✦ Key Destinations
- City Deal Transformative Projects and Key Existing Infrastructure
- ✦ Metropolitan Activity Centre (existing/future)
- Major Activity Centre (existing/future)
- Congested road corridors (2031)

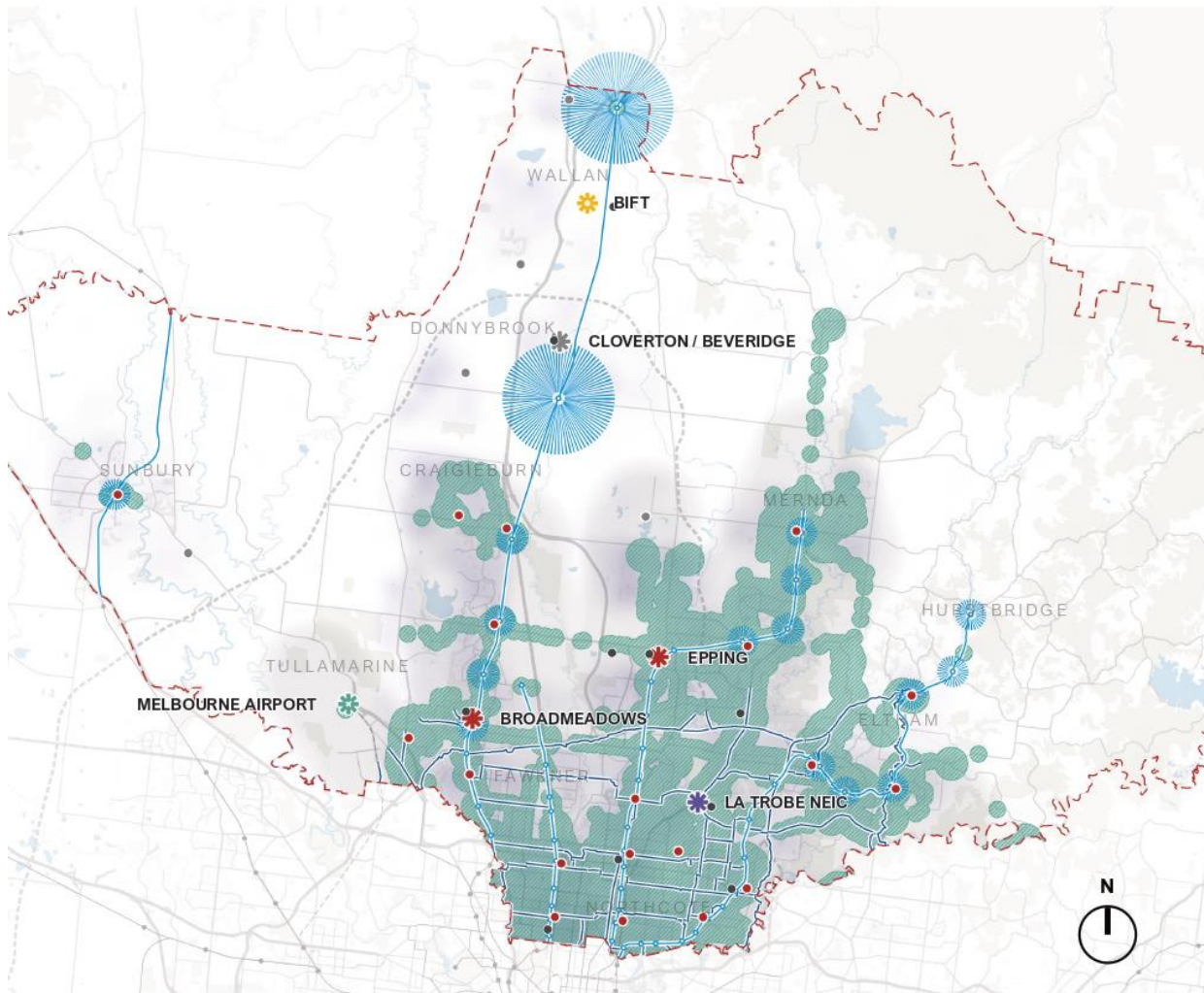
Challenges

- Population growth and need to access jobs (including to clusters in Broadmeadows, Epping and La Trobe NEIC and the CBD) put pressure on the transport network, particularly north-south in outer areas, while inner areas continue to experience congestion
- High car mode share in parts of the region, with developments that generate traffic unnecessarily despite their high density and access to alternative modes of transport
- Conflicts between users and modes, particularly in high-demand and space-constrained urban centres in the inner-north

Opportunities

- State investments in Metro Tunnel and new rail projects will bring additional capacity that supports mass transit based movements, as well as support new communities served by rail lines
- Opportunity to build momentum for changed travel patterns, align planning with eventual delivery and preemptively manage impacts of North East Link and Suburban Rail Loop
- Movement and Place offers a framework for prioritising the different modes of transport (movement) and balancing that against the role of streets as 'places' worth visiting. It considers freight and other traffic movements, as well as prioritisation between motorised and active modes

**PRIORITY ACTIONS PACKAGE 1
SUPPORT GROWTH WHILE MANAGING IMPACTS**



Build on State investment and work together to improve access to railway stations

Connect people to jobs while alleviating growing vehicle congestion on key corridors, freight networks and inner areas. Initiatives may improve safety, enhance connections from walking and cycling networks and unlock stations as transport hubs (i.e. Eltham, Greensborough).

- Areas for station access improvements/upgrades - larger spots are examples of committed State investment (improved shelter and access at Donnybrook and new facilities and bus bays at Wallan).

Reduce impacts of developments on the road network

Encourage transit and active travel oriented developments in areas of high public transport service provision (i.e. through parking controls and supporting density around stations), making the most of transport infrastructure and reducing additional road congestion pressures

- In areas of good public transport*, reduce traffic generated from new developments. Encourage sustainable transport options. Review resilience of road network in outer areas.

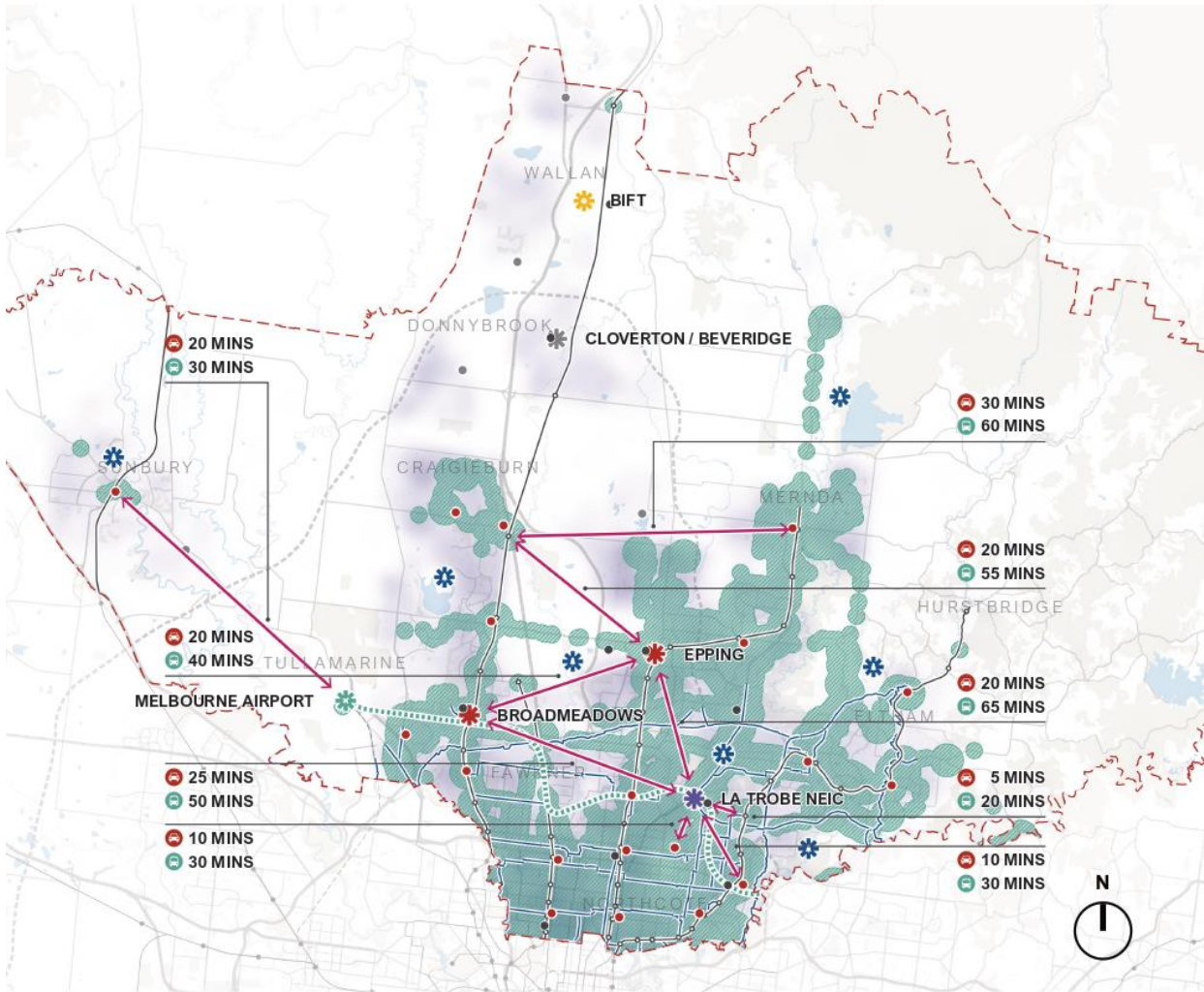
Apply Movement and Place

Work with the State to apply Movement and Place and conduct corridor studies to manage freight movements, identify areas for investment, reduce conflicts between users and support cycling and place in key centres as appropriate.

- Use Movement and Place to manage networks and road space allocation.

Map references - please refer back page. *See attributions for the definition of high public transport service provision.

**EVIDENCE PACKAGE 2
LACK OF CONNECTIVITY BETWEEN KEY PLACES**



Legend

- Population growth (2016 - 2031)
- Higher public transport accessibility
- Key Destinations
- Regional Trails
- City Deal Transformative Projects and Key Existing Infrastructure
- Metropolitan Activity Centre (existing/future)
- Major Activity Centre (existing/future)
- Key movements and travel times
- Suburban Rail Loop (future, indicative)
- Strategic Cycling Corridors
- Typical travel time in the morning peak by mode (car/public transport)

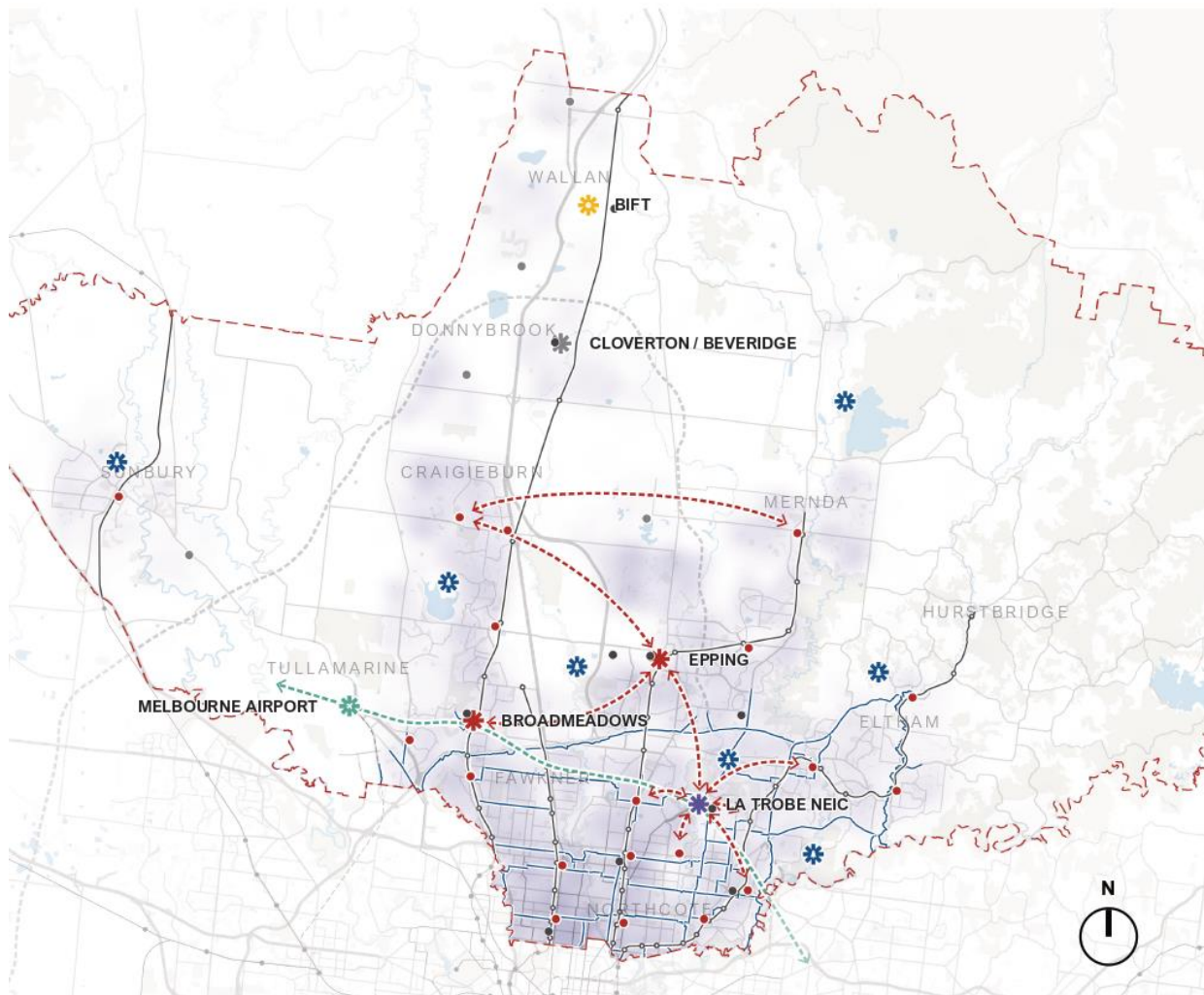
Challenges

- A lack of east-west connectivity between neighbouring municipalities and centres, especially by public transport. Elevated demand for some east-west road links
- Challenges in bringing people in rural and suburban areas to centres and transport hubs
- Uncompetitive public transport travel times compared to car, including poor linkages between services. Public transport can typically take 3 to 5 times longer and up to 10 times longer in some cases between key centres. Travel times have been shown to illustrate the difference in times between key locations.

Opportunities

- Momentum for public transport demand and land-use change can be built in advance of Suburban Rail Loop
- Hubs and activity centres provide a focal point for jobs, services and investment (i.e. City Deal, activity centre/NEIC, health precincts and local living grants)
- The Northern Regional Trails Strategy and Strategic Cycling Corridors offer the basis for a connected cycling network and can build upon long-term active travel behaviour accentuated by COVID-19

**PRIORITY ACTIONS PACKAGE 2
CREATE A NETWORK OF STRATEGIC PLACES**



Create a network of places

Link Metropolitan Activity Centres, City Deal Hubs and the La Trobe NEIC to communities and other hubs for services, jobs and transport hubs. Initiatives are focused on connect major centres that sit on separate train lines.

- Examples of connections that are not connected with a rail line with faster direct public transport services. Reorganisation of bus services to La Trobe University ⁴

Improve east-west public transport connectivity

Enhance connections to jobs and services at the airport, hospitals and between key centres. Link north-south public transport spines to create transport hubs at key centres (i.e. Broadmeadows, Heidelberg, La Trobe), building momentum for Suburban Rail Loop.

- Key east-west public transport connection, building momentum for Suburban Rail Loop

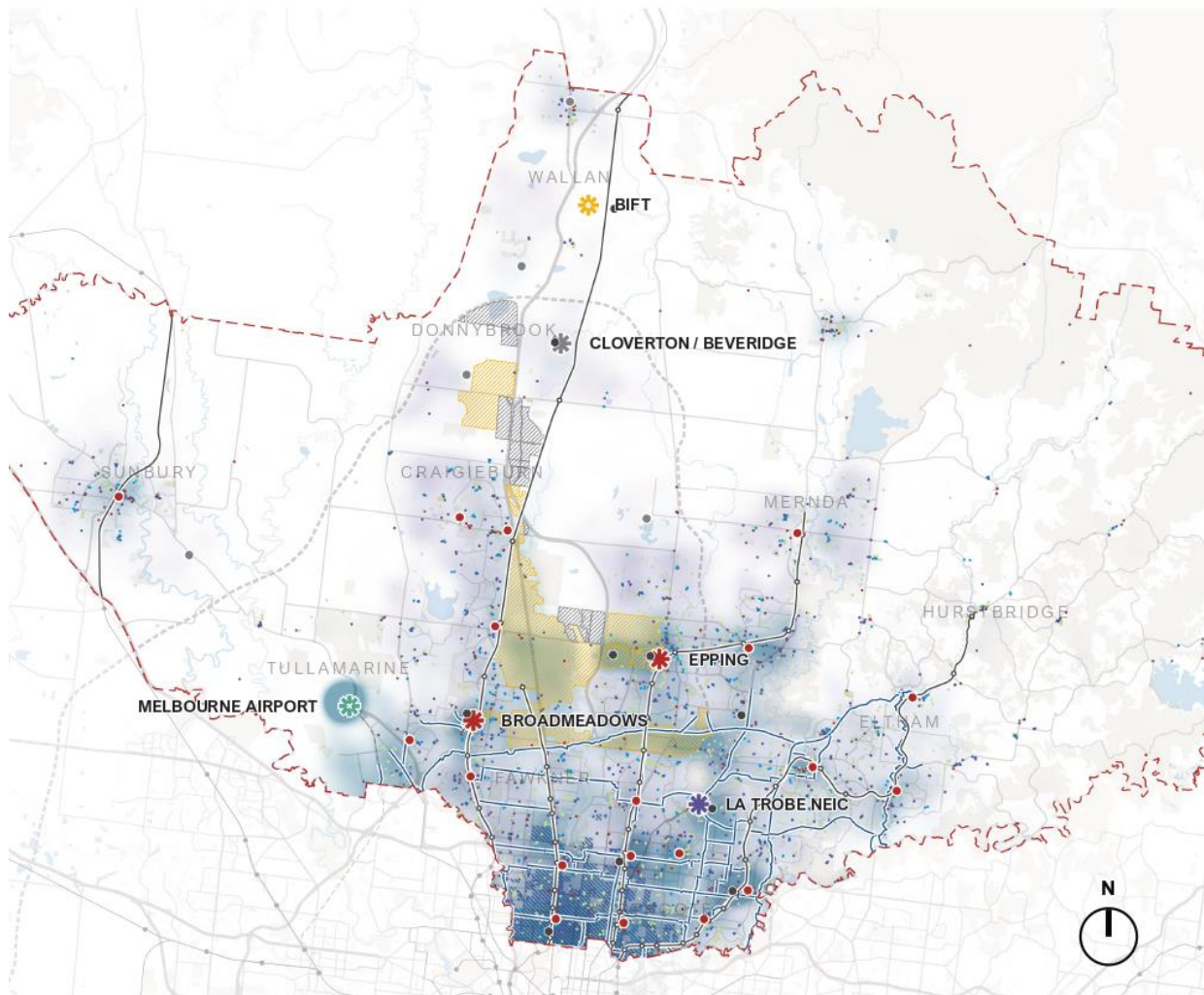
Create a network of cycling connections

Deliver the Northern Regional Trails Strategy, with a focus on the previously-identified 'priority trails' and Strategic Cycling Corridors. Upgrade existing routes, particularly those that link to, or between, key places and centres.

- * Previously-identified 'priority trails' from the Northern Regional Trails Strategy (indicative, see 2016 strategy for routes)
- Strategic Cycling Corridors to delivered with a focus on inner areas with higher density

Map references - please refer back page

**EVIDENCE PACKAGE 3
LACK OF CONNECTIVITY BETWEEN PEOPLE AND JOBS**



Legend

- High employment density (2031)
- High population density (2031)
- State Significant Industrial areas (existing/future)
- Higher cycling uptake
- Key Destinations
- City Deal Transformative Projects and Key Existing Infrastructure
- Metropolitan Activity Centre (existing/future)
- Major Activity Centre (existing/future)
- Points of Activity
- Strategic Cycling Corridors

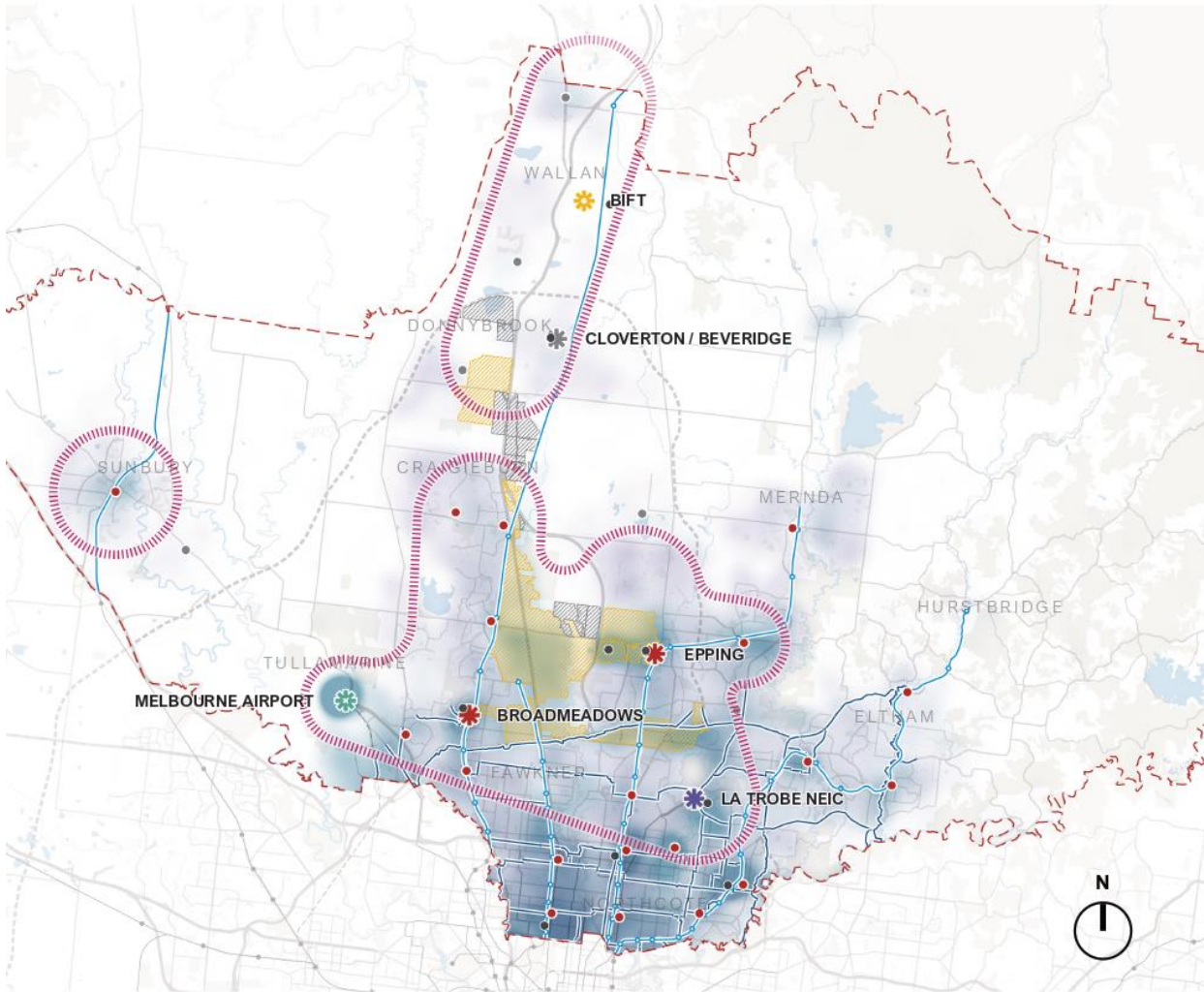
Challenges

- Key centres lack east-west connectivity
- Challenges in bringing people in rural and suburban areas to centres and transport hubs, particularly where infrastructure and services lag development
- Access to industrial areas which have low job density, particularly from lower-density residential areas and growth areas can be difficult using conventional public transport. This also applies to meeting needs for access to diverse points of activity.

Opportunities

- State government investment in Regional Rail station upgrades along the Seymour corridor
- Opportunity to use new technology and develop alternate worker transport models where existing transport networks are not meeting needs, to ensure access to future jobs and encourage job creation (i.e. BIFT)
- Strategic Cycling Corridors support cycling as a viable alternative, particularly for inner areas where there is a density of activity and network of places to support cycling
- New jobs in the area

**PRIORITY ACTIONS PACKAGE 3
ENABLE TRAVEL CHOICE TO JOBS AND ACTIVITY**



Explore solutions to connect low-public transport areas to jobs

Connecting areas of population which are poorly serviced by public transport to jobs and opportunities in key centres, such as the airport, existing industrial areas and future developments (such as BIFT) by exploring innovative means (such as on-demand, shuttles to stations, community transport options, carpooling, e-buses), minimum service levels for public transport (20 min bus frequency, information at stops, direct routes) and expanded bus networks.

- Three opportunities for innovative solutions and minimum service levels for public transport to connect people to destinations

Maximise opportunity from rail corridor and station upgrades

Build on committed state investment for improvements to station access, comfort and safety (such as Donybrook and Wallan) to capitalise on opportunities to link people to jobs, such as complementary enhancements to walking and cycling connections and connecting feeder services.

- Build on committed station upgrades, such as on the Seymour line (Donybrook and Wallan)

Build cycling as a viable travel choice in inner areas

Support cycling as a viable travel choice, focussing on areas where there is a concentration of jobs and population to connect a network of inner-city places and transport corridors aligned with State thinking. These will provide core routes for people to connect into.

- Strategic Cycling Corridors

Map references - please refer back page

NORTHERN REGION TRANSPORT STRATEGY SUMMARY

The Northern Metropolitan Region is home to 20% of Melbourne's population and 12% of jobs. The region is growing and faces a number of challenges and opportunities.

The Northern Councils Alliance has brought together the Councils in the region (Banyule, Darebin, Moreland, Nillumbik, Whittlesea and Mitchell), the State Government and key stakeholders, to establish the Northern Region Transport Strategy.

The strategy has been formulated through a consensus-based process, focusing on the key issues for prioritised collaboration across organisations and geography. Its purpose has been to translate long-term and high-level objectives into short-term and deliverable actions, building a pathway to delivering benefits.

The priority actions contained within this plan have been developed based on:

- shared objectives to support growth, access to jobs and opportunities, neighbourhood and places, industries and freight as well as managing impacts of the transport network, while improving safety and security. Access to jobs and activity
- evidence from existing policies, strategies and plans, as well as through analysis of data on population, jobs, traffic, development and land-use.

Three packages of priority actions have been proposed, namely:

1. Support growth while managing impacts, by

- building on State investment and working together to improve access to railway stations and other transport hubs, focus on getting people to stations and alleviate pressures on the road network
- reducing impacts of developments on the road network, especially in areas of already high public transport accessibility
- applying Movement and Place and conducting corridor studies to manage impacts of freight movement and support cycling and 'place', restricting through-traffic in inner areas.

2. Create a network of strategic places, by

- better connecting Plan Melbourne's key Metropolitan Activity Centres and the La Trobe NEIC and City Deal Hubs to communities and services, with a region-wide review responding to the suggestions from Victorian Transport Action Group
- improving east-west public transport connectivity, building momentum for Suburban Rail Loop
- creating a network of regional trails as per the Northern Regional Trails Strategy.

3. Enable travel choice to jobs and activity, by

- exploring solutions to connect low-public transport areas to jobs e.g. on-demand transport, minimum service levels for public transport, in particular to support access to industrial sites and longer-term development of Beveridge Intermodal Freight Terminal
- maximising opportunity from station upgrades, including complementary works and feeder network integration to better serve existing and new communities
- supporting cycling in inner areas, delivering the Strategic Cycling Corridors.

NORTHERN REGION TRANSPORT STRATEGY NEXT STEPS

The strategy takes existing strategic and high-level plans as the starting point and translates these long-term goals into short-term practical solutions, which then guide the downstream development of projects.

The next steps are to:

- At stations identified in NTRS for improved access, develop masterplans that create multi-modal connections. These access plans should be developed in a timely manner (in response to upgrade) rather than resource.
- Progress with a pilot sub-regional parking amendment to introduce maximum parking rates in areas of high public transport accessibility. Adopt Smart Planning pathway, similar to secondary dwelling code to streamline process and exploit synergies between partnership.
- Conduct area-based studies that test the resilience of the road network and review options to improve resilience in outer areas.
- Prepare a program business case to fund Movement and Place studies that produce standard outputs across the region and identify short terms measures for immediate delivery.
- Secure funding to undertake a rolling program of bus reviews to adjust the network, connect centres and raise the key services to 'Useful Network' frequencies and service standards (see VTAG report).
- Secure funding as above to create a key east-west public transport connection, building momentum for Suburban Rail Loop
- Secure funding to enable DOT to review bus services to La Trobe University, linking across the Yarra.
- Undertake multi-modal corridor reviews that in the short-term align 'movement' outcomes and travel demand management measures of connections, including at the airport, hospitals and other key centres.
- Continue to work together to deliver the Northern Regional Trails Strategy and prioritise resolving the missing links and the priority trails.
- Publish updated SCCs and have the Partnership work to deliver SCCs on-road and off-road, making sure they are safe, legible and direct.
- Prepare feasibility and business case for on-demand transport (and other emerging options) that look to serve the denser areas noting that there is a lack of credible first and last mile options; access to key destinations (there's an advantage for on-demand e.g. limited parking) and higher residential density where there may be challenges for traditional buses.⁴ The area provides three potential types of trials. The Existing townships of Sunbury, the larger NEIC and aeropolis, and the growth area of Beveridge / Cloverton.
- Jointly advocate for public transport minimum service levels and expanded bus networks. Adopt this in all strategy documents across the region as a common theme. Incorporate this requirement into rolling program of bus reviews.
- Investigate challenges and priorities to address safety and security in the Region.

NORTHERN REGION TRANSPORT STRATEGY REFERENCES

1. Northern Metro Region - Five Year Plan for Jobs, Services and Infrastructure 2018-2022, Department of Environment, Land, Water and Planning, https://www.suburbandevelopment.vic.gov.au/__data/assets/pdf_file/0019/36028/4325-DELWP-Five-Year-Plan-2018-Alterations-Northern-Metro-Short_FA_Web.pdf, accessed October 2020
2. North and West Melbourne City Deal, <https://www.nwmcitydeal.org.au/>, accessed October 2020
3. Northern Metropolitan Partnership Signature Event Summary - Transport Workshop, V1, 14 September 2020, prepared by Capire on behalf of the Northern Metropolitan Partnership
4. Networking the North, June 2020, Victorian Transport Action Group

MAP REFERENCES

GTA has used a range of resources and data to produce the map outputs in this summary report, including:

- City Deal Locations - derivative of 'North & West City Deal Precinct Map' by North & West City Deal, which includes locations of transformative projects and key existing infrastructure
- RACV On Track Station Rating - derivative of the 2019 RACV On Track Survey Results by RACV, Custom styling applied, where Low = 3-4, Medium = 4-6 and High = 6-10
- Regional Trails - derivative of 'Priority Trails' by Nillumbik Shire Council, Banyule City Council, Whittlesea City Council, Hume City Council, Darebin City Council, Moreland City Council and Yarra City Council.
- Seymour Line Upgrades - derivative of 'Regional Rail Revival Projects Map' by Rail Projects Victoria
- Priority Connections - derivative of 'Networking the North for bus recommendations' by the Victorian Transport Action Group
- Metropolitan/Major Activity Centres - by the Department of Environment, Land, Water and Planning, used under CC BY 4.0. Custom styling applied.
- Local Government Area Boundaries - by the Department of Environment, Land, Water and Planning, used under CC BY 4.0. Custom styling applied.
- Points of Activity - derivative of Points of Interest (filtered to attractor locations) by the Department of Environment, Land, Water and Planning, used under CC BY 4.0. Custom styling applied.
- National Employment and Innovation Cluster - by the Department of Environment, Land, Water and Planning, used under CC BY 4.0. Custom styling applied.
- Hydrological data - by the Department of Environment, Land, Water and Planning, used under CC BY 4.0. Custom styling applied.
- Geological data - by the Department of Environment, Land, Water and Planning, used under CC BY 4.0. Custom styling applied.
- Road network information - by the Department of Transport (formerly VicRoads), used under CC BY 4.0. Custom styling applied.
- Public transport accessibility information - derivative of 'PTV GTFS Feed' by Public Transport Victoria, used under CC BY 4.0. High accessibility is defined as an 800m radius from public transport stops with frequencies better than 10 minutes or a 400m radius for a frequency of 11-20 minutes in the AM peak. Data from AM peak (8-9am) 13/12/2019.
- Cycling Mode Share - derivative of 'Census 2016 - Journey to Work' by Australian Bureau of Statistics
- Car Mode Share Trend - derivative of 'Census 2016 - Journey to Work' by Australian Bureau of Statistics. GTA analysis of car mode share vs. population density trendline for SA1s in Northern Region and Inner Melbourne. Areas greater than 10% above trendline are highlighted.
- Road congestion data - derivative of 'Victorian Integrated Transport Model' by the Department of Transport. Custom styling applied.
- Future population data - derivative of 'Victoria in the Future' by the Department of Environment, Land, Water and Planning, used under CC BY 4.0. Custom styling applied.
- Future demographic data - derivative of 'SALUP Model Appendix' in 'Melbourne Functional Economic Region Report' by SGS Economics & Planning.
- Suburban Rail Loop Alignment - derivative of 'Suburban Rail Loop Alignment Map' by the Department of Transport, used under CC BY 4.0.
- Airport Rail Link Alignment - derivative of 'Airport Rail Link Alignment Map' by the Department of Transport, used under CC BY 4.0.
- Outer Metropolitan Ring Road - derivative of 'OMR Geotechnical Appendix A - Locality Map' by the Department of Transport (formerly VicRoads), used under CC BY 4.0.
- BIFT location - by the Department of Environment, Land, Water and Planning, (Plan Melbourne) used under CC BY 4.0. Note: location to be determined. Custom styling applied.
- Strategic Cycling Corridors - provided by the Department of Transport, used with permission
- Travel times - based on Google Maps for a 'typical' morning peak hour. Sunbury to Melbourne Airport is based on Apple Maps using the same parameters.

ATTACHMENT 1 – DEVELOPMENT PLANNING ACTIVITIES REPORT

PLANNING PERMIT APPLICATIONS AND RELATED REQUESTS RECEIVED AND DETERMINED

The 2020-21 financial year has seen an increase in the number of planning applications (standard applications and Section 72 amendments to permits) and related requests (secondary consents, subdivision certifications and condition 1 plans for approval) received compared to the previous financial year.

In the 2020-21 financial year, 2543 requests were received compared to a total of 2410 in 2019-20, resulting in an increase of 133 (5.5%) requests. The total number of requests determined over the financial year was 13 less than the number received with a total of 2530 determinations. The number of determinations in the 2020-21 exceeded the number of determinations in 2019-20 by 96 (3.9%).

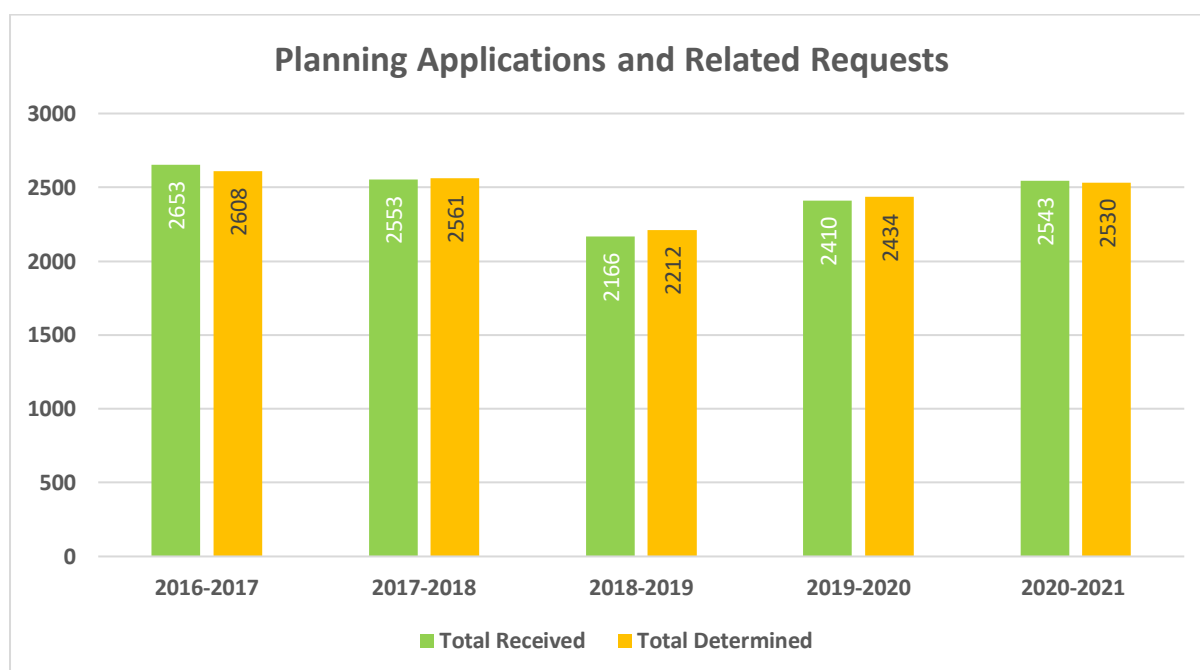


Figure 1 – Total applications and requests received and determined comparison with previous financial years

Figure 2 below shows the number of 'live' (current) applications per month across the financial year. The target for live applications and requests was reduced at the beginning of the review period from 450 to 400.

During the review period the number of live applications and requests has remained reasonably steady around the live target of 400, with a low of 394 applications in January and a high of 412 in April.

The total number of live applications and requests per month in the review period averages 405, this is an increase of 33 live applications per month when compared to the per month average of 372 from the previous review period.

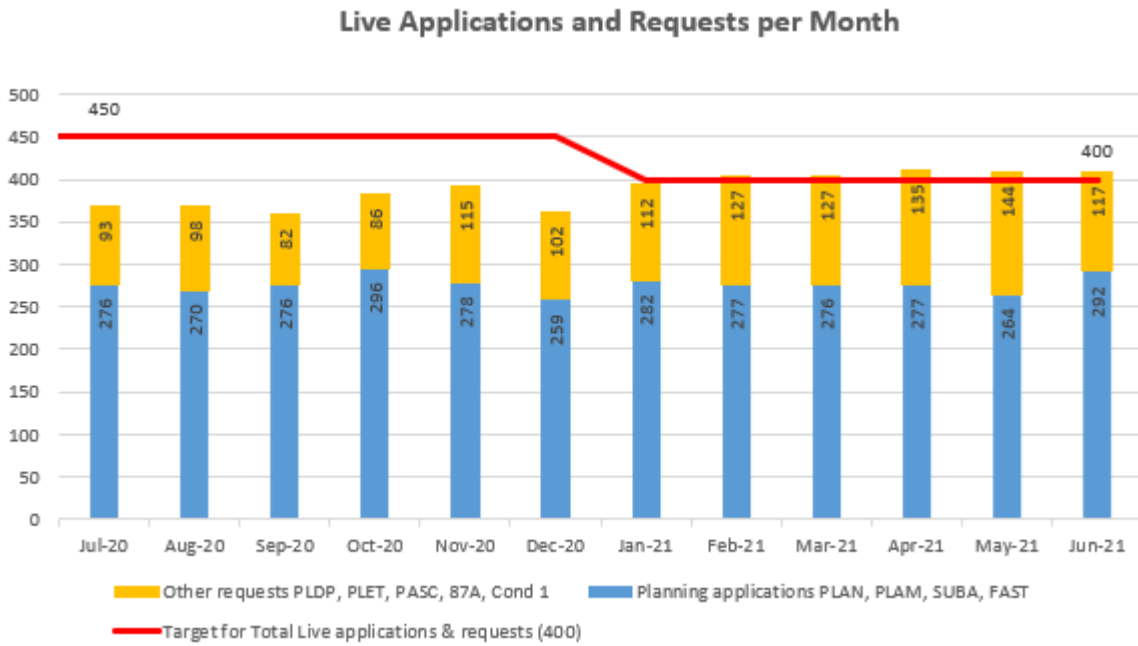


Figure 2 – Live planning applications and related requests by month

As shown in Figure 3 below, on a month to month basis the number of planning applications received and determined has varied throughout the year. The six month review period has seen a small decrease in the number of applications received and determined, which is typically for the second half of the financial year with a low number of applications received in January. In February, March and June 2021 there were 200 or more applications received per month with a financial year high of 245 received in March. The same months saw highs of 200+ applications determined with a peak of 239 determinations in June.

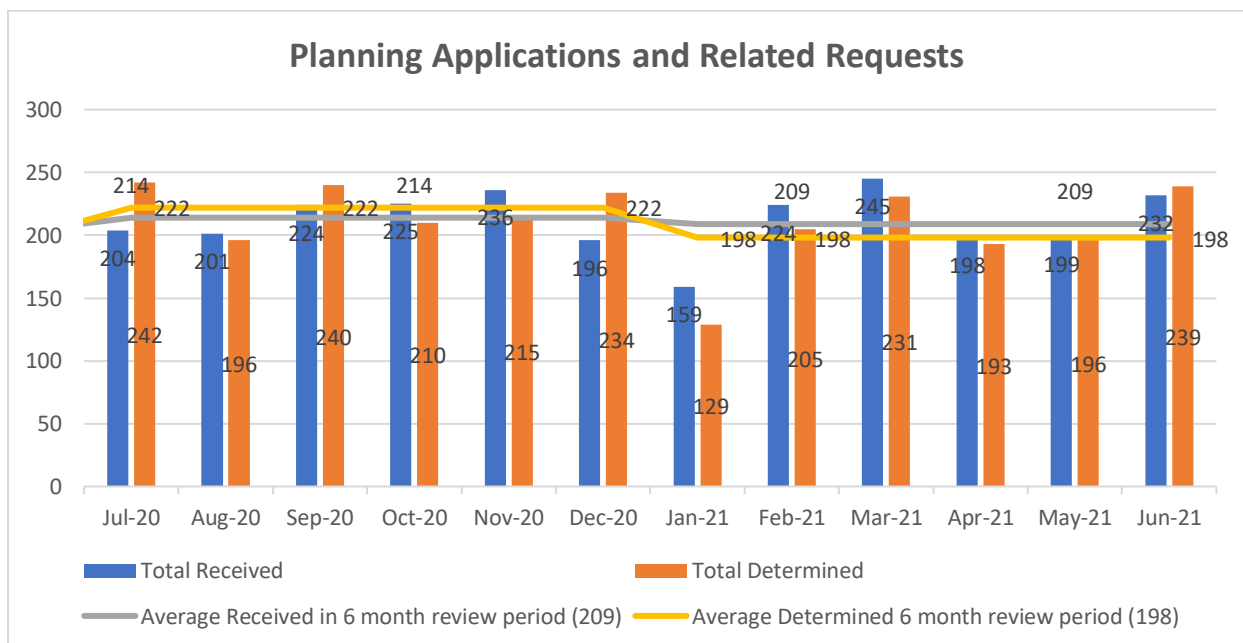


Figure 3 – Applications and requests received and determined by month

PROCESSING TIMEFRAMES

Figure 4 below indicates the average number of days for Council to make a determination for each month and the percentage of applications determined within the statutory timeframe for standard planning applications and VicSmart applications which have a 60 day and 10 business day decision timeframe respectively.

On average from January to June 2021, 74% of planning applications were determined within the 60 statutory days and 89% of VicSmart applications were determined within the 10 business day statutory timeframe. The month of January was notable for VicSmart determinations with 100% determined within the 10 business day timeframe. January and June were notable months for planning applications with 79% and 81% determined in the 60 day timeframe respectively.

The average number of days for a determination varied significantly from 48 days in February to 85 days in April. Overall, for the review period, the average gross days for a determination was less than the previous review period indicating improved processing times.

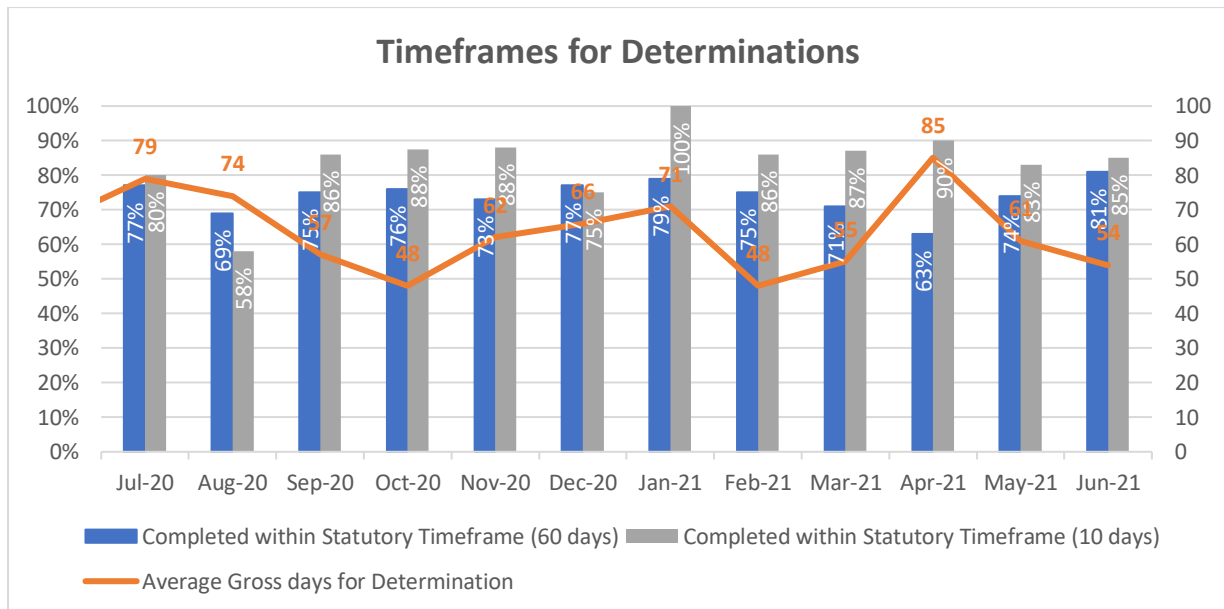


Figure 4 – Timeframes for Determination for 2020/21

APPLICATIONS BY TYPE

Figure 5 details the planning applications received by proposal including applications for tree removal, multi dwelling proposals, subdivision and other permit requirements and indicates:

- The number of applications for tree removal and pruning continues to be high when compared to the six month review periods from 2019 and earlier. The number of tree related applications continues to contribute significantly to the number of live applications during the review period.
- Applications for multi dwelling development increased in the second half of the financial year by 29% from 121 to 156. This is the highest number of multi dwelling applications received in a review period since July to December 2016 and goes against previous trends where typically the January to June review period see less multi dwelling applications received than the July to December review period.

- The number of subdivision applications received remains consistent with previous review periods with 81 received.

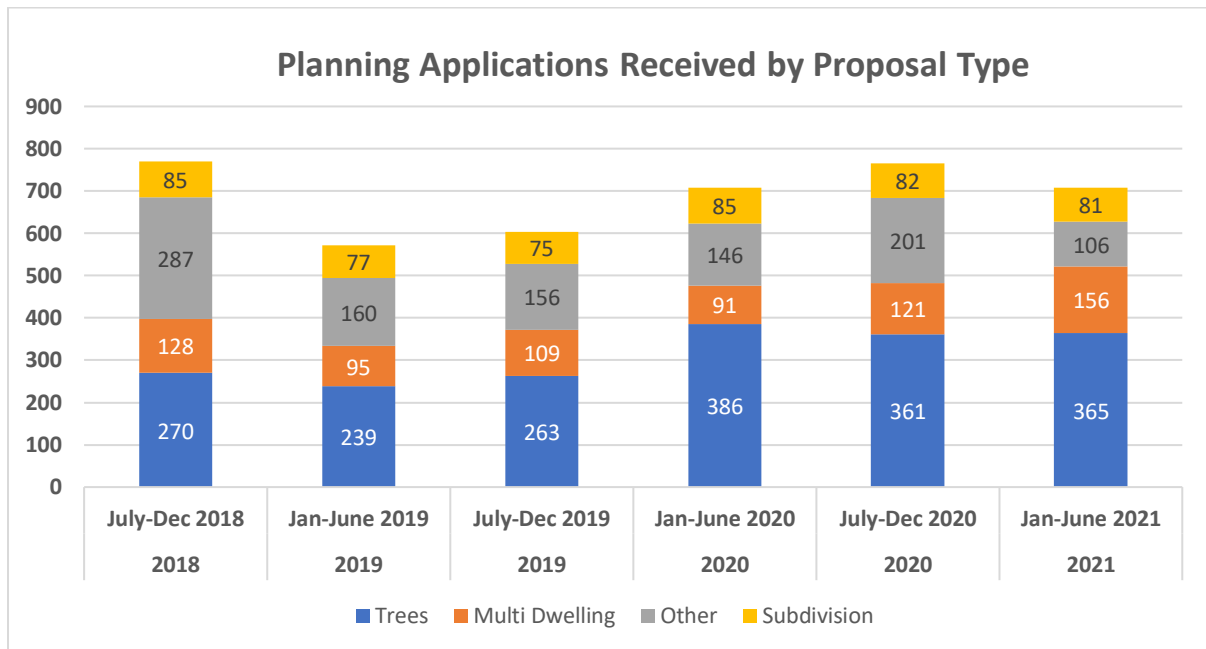


Figure 5 - Planning permit applications received by proposal type

Figures 6 and 7 below outline the number of planning application types (Permit applications, VicSmart, Section 72 Amendments, Certifications and other requests) being received and determined over a six month period.

During the six month review period the number applications received has exceeded those determined in the key areas of permit applications and VicSmart applications (which are reportable application types). When subdivision certifications are included, a total of 1193 applications were determined compared with 1337 in the previous six month period.

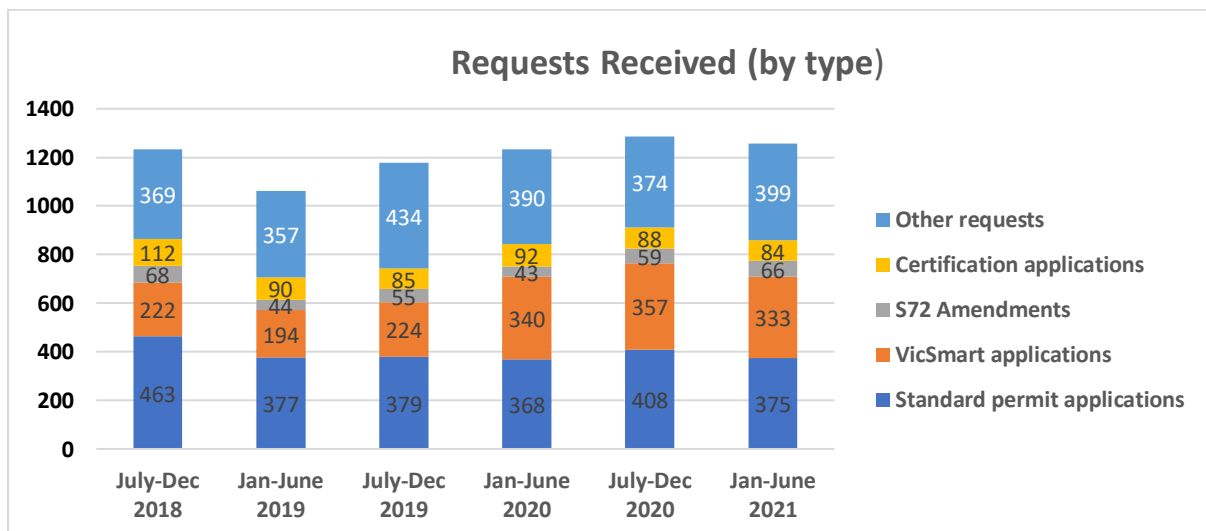


Figure 6 – Requests received by type

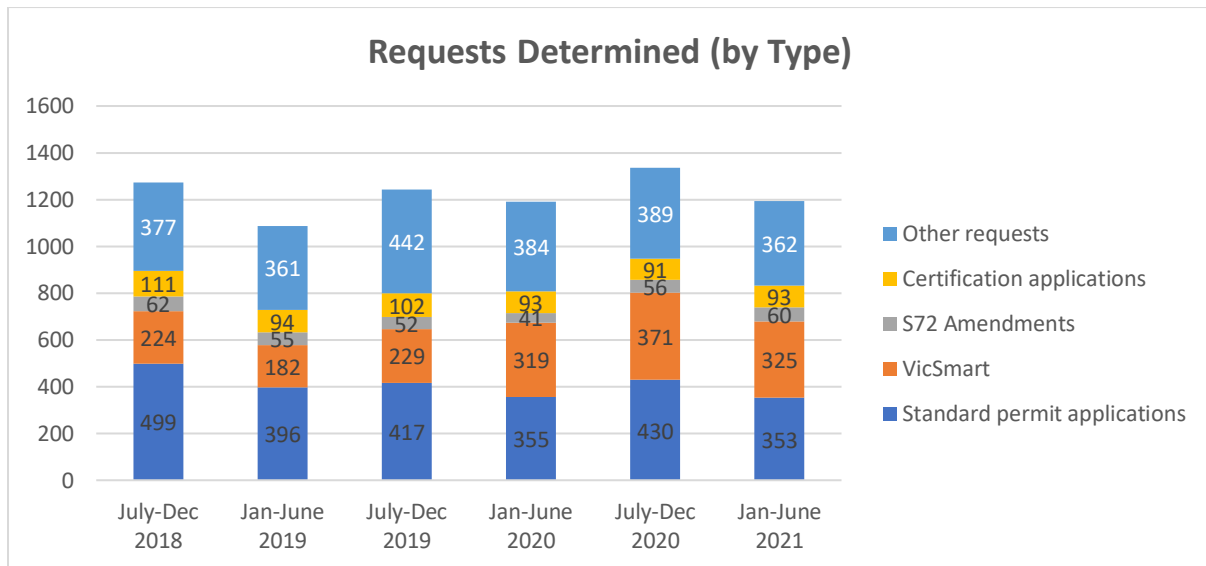


Figure 7 – Requests determined by type

TREE PERMIT APPLICATIONS

The number of applications lodged and determined for tree removal are shown in Figure 8 below against the actual and target outstanding workload.

An average of 61 applications were lodged per month throughout the review period year with the number received per month ranging between 45 and 76. The live number of tree related applications remained below the target of 25 throughout the financial year.

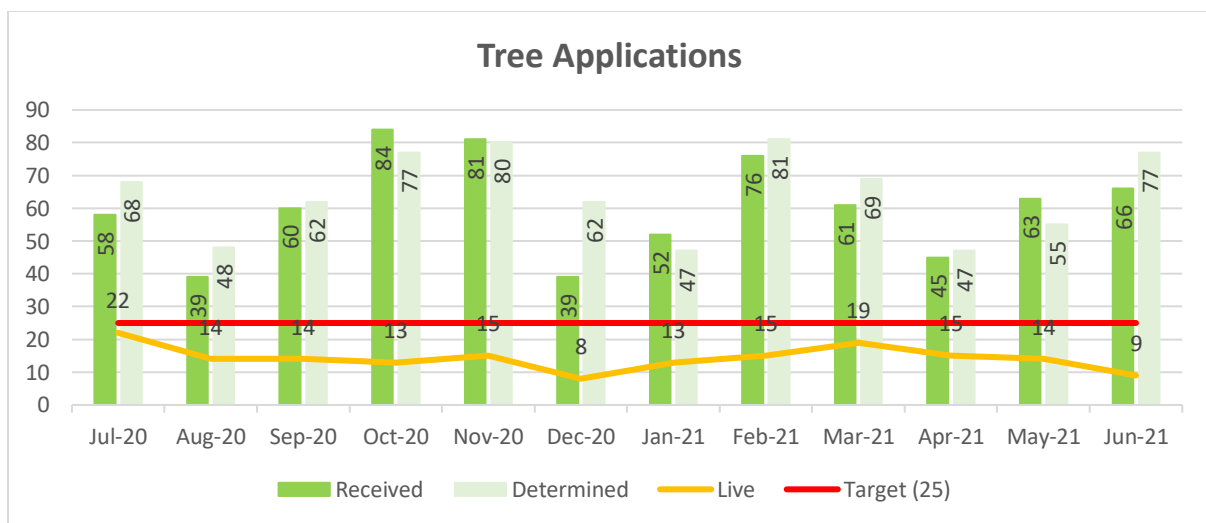


Figure 8: Tree Permit applications received and determined by month

PLANNING INVESTIGATIONS

An average of 18 breaches per month of Planning Permits and the Planning Scheme were brought to the attention of the Development Planning Unit in the review period. These breaches relate to built form (such as development, overlooking and signage), land use and vegetation removal.

As detailed in Figure 9 below, the total number of investigations instigated in the review period increased by 4 from 101 to 105. The number of investigations finalised exceeded those received by 6 with 111 investigations closed.

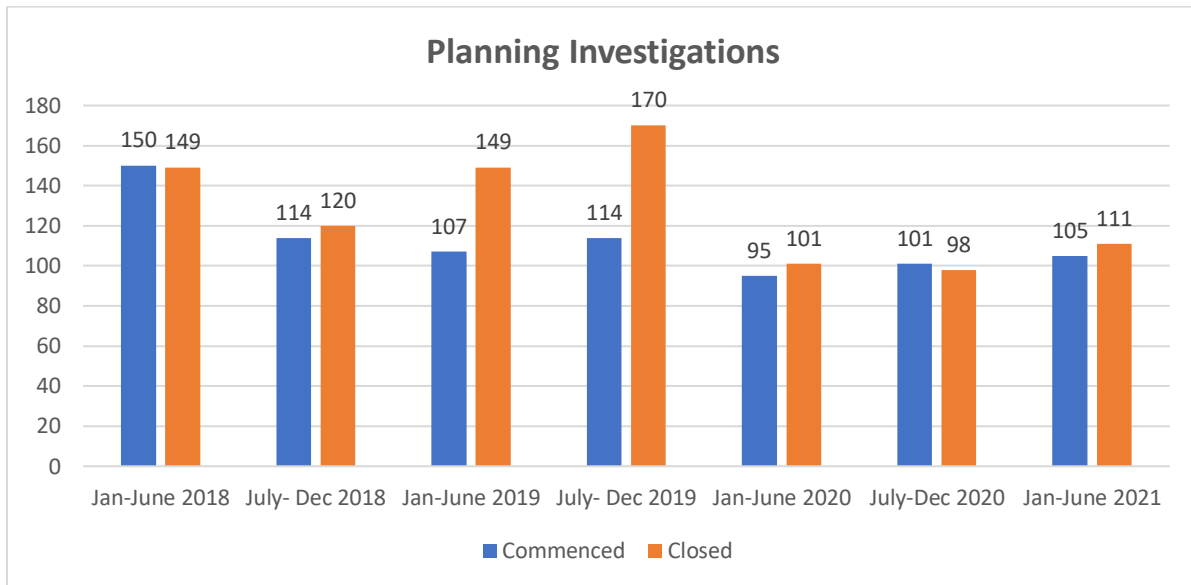


Figure 9 – Planning complaints/investigations initiated and finalised

Over the six month review period nine Planning Infringement Notices have been issued with one outstanding at the end of the review period after a high of six finalised in May.

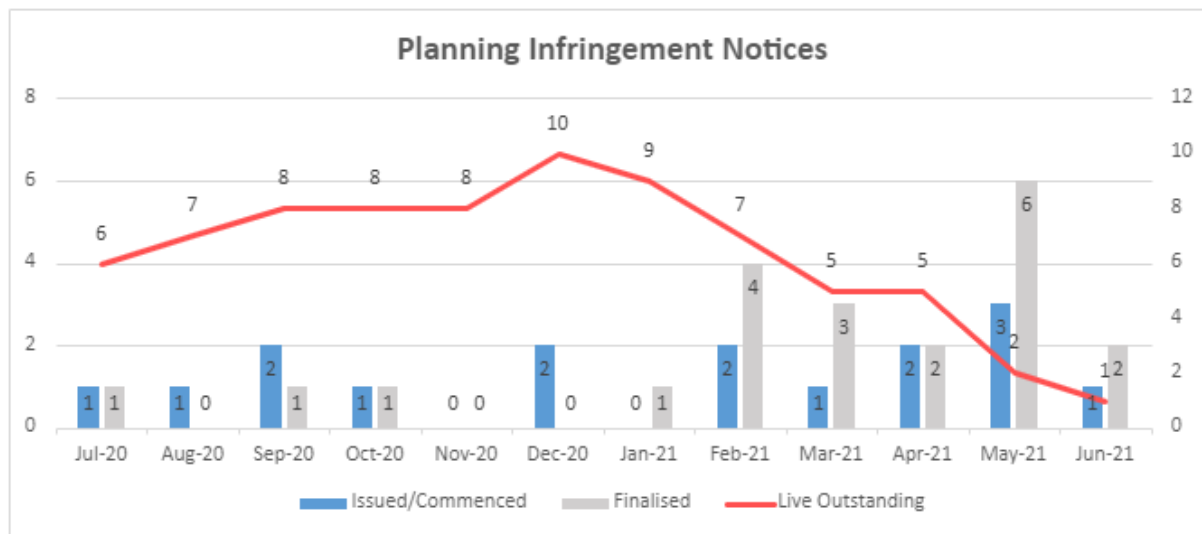


Figure 10 – Planning Infringements initiated and finalised

PLANNING REVIEWS (VCAT)

REVIEWS LODGED AT VCAT

The total number of reviews at the Victorian Civil and Administrative Tribunal (VCAT) received for each six month interval since 2017 is detailed in Figure 11 below. There were 20 reviews lodged in the current review period, which is the lowest number of reviews lodged since 2017 and eight less than the previous review period.

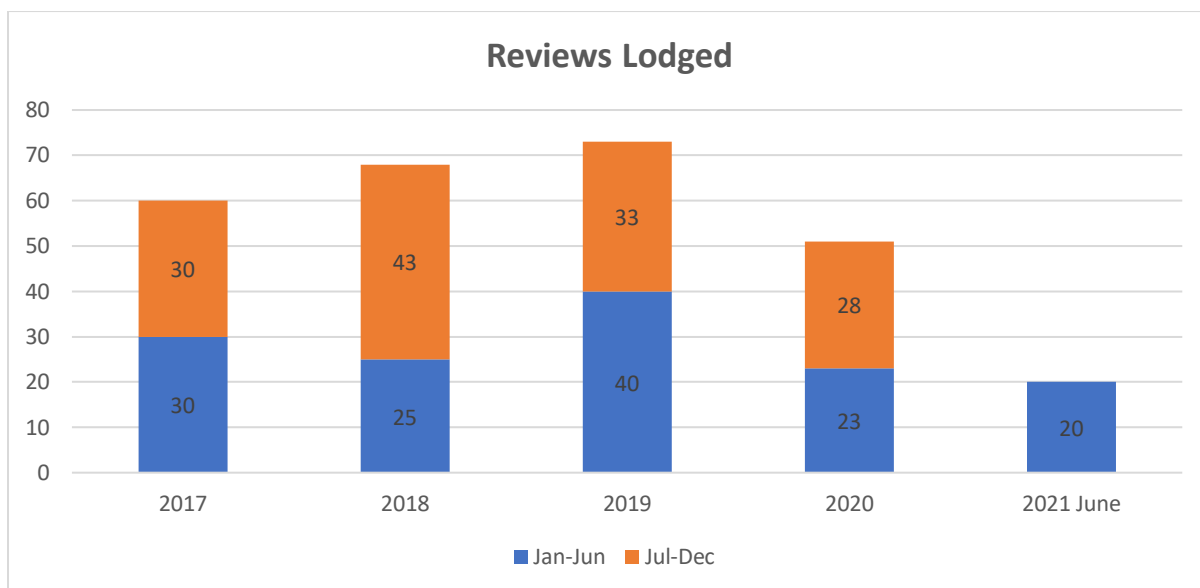


Figure 11 – Total Reviews received by year

As detailed in Figure 12 below, the majority of reviews lodged continue to be by permit applicants.

In the review period, one review was lodged against Council not making a decision within the statutory timeframe (i.e. ‘out of time’). This is the first out of time appeal lodged since the January to June 2019 review period.

The number of reviews lodged against refusals to issue a permit for the review period is 13, this is three less than the previous review period and continues a decline in reviews lodged against refusals since 2018.

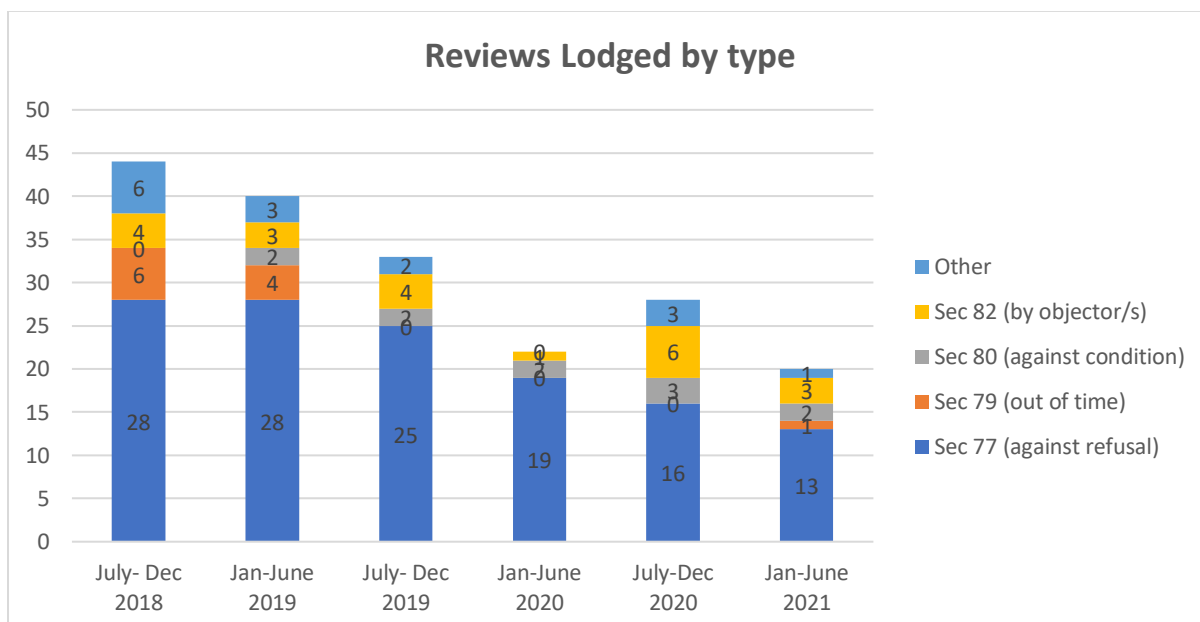


Figure 12 – Reviews lodged by type

VCAT DECISIONS RECEIVED

As detailed in Figure 13 below, there has been a decrease in the number of decisions which have been overturned by the Tribunal in the review period with 35% of applications for

review set aside by the Tribunal compared to 50% in the previous review period. A further 48% of Council’s decisions were upheld and 17% of reviews varied. The percentage of reviews with Council’s decision upheld at 48% is the second highest percentage of decision upheld for the past five review periods and indicating that the Tribunal’s view on what is acceptable is better aligning with Council’s view.

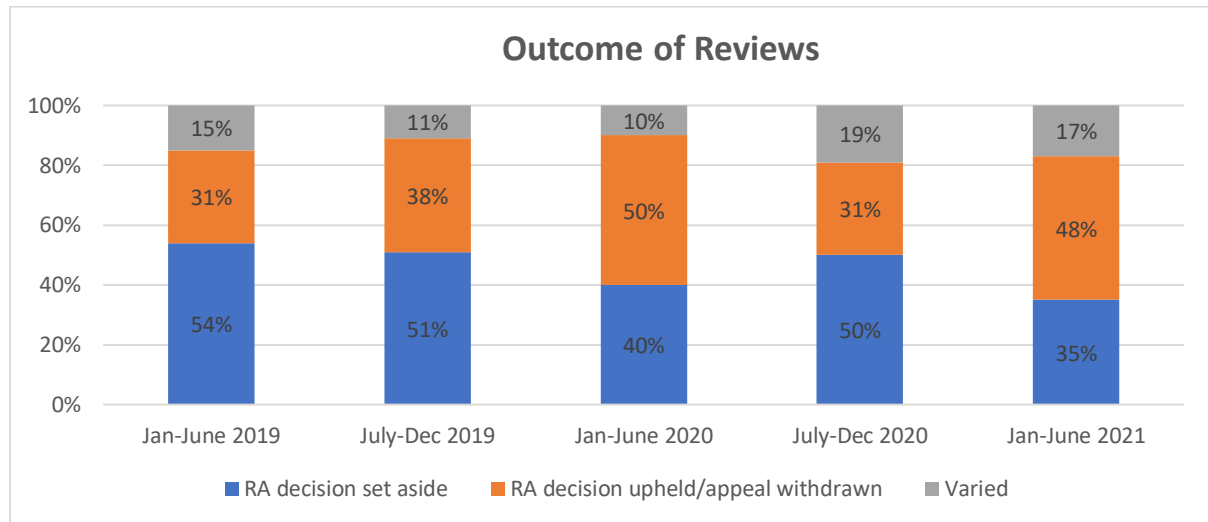


Figure 13 – Outcome of reviews

ATTACHMENT 2 – BUILDING ACTIVITIES REPORT

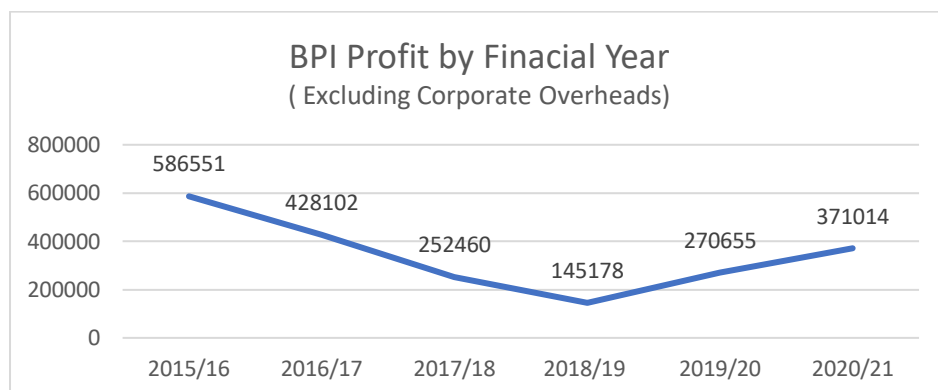


Figure 1. Banyule BPI profit by financial year (note: overhead costs not included)

The financial performance for Banyule BPI for financial year ending 2021 is a net return of \$371,014 (excluding corporate overheads), a 37% increase on the last full financial year result.

The performance during this period can attributed to higher value permits being processed in the year. Whilst the number of permits processed is slightly down on the corresponding period, the value of works has been higher, resulting in higher permit fees being applied.

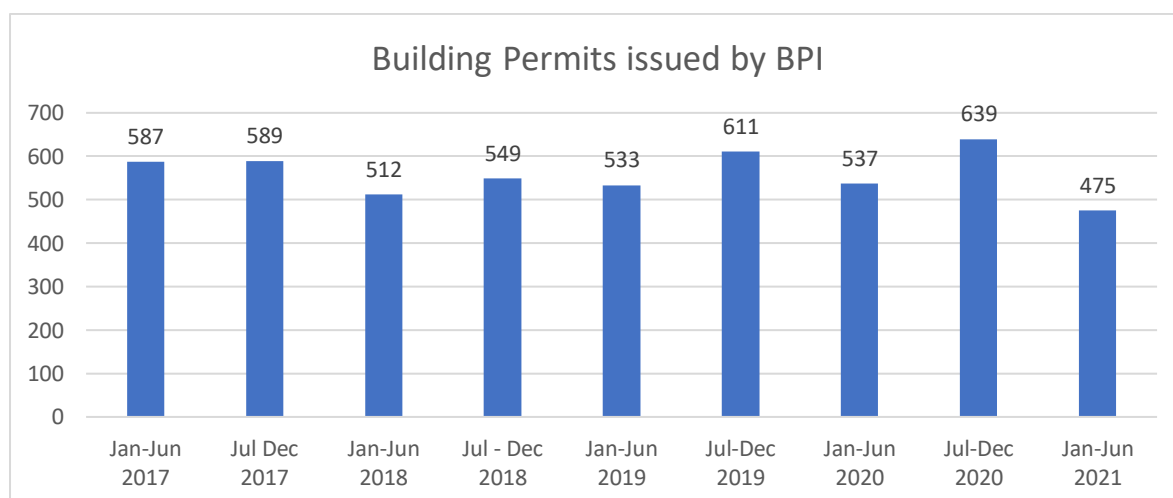


Figure 2: This graph highlights the number of building permits issued over 6 month periods

The graph shows the number of issued building permits over the last 6 month period compared to the same period in 2020. Between January – June 2021 there were 475 permits issued, compared to same time in 2020 where there were 537 issued. The department is also focusing on providing services for a wide range of building permit projects rather than relying on volume builders permits.

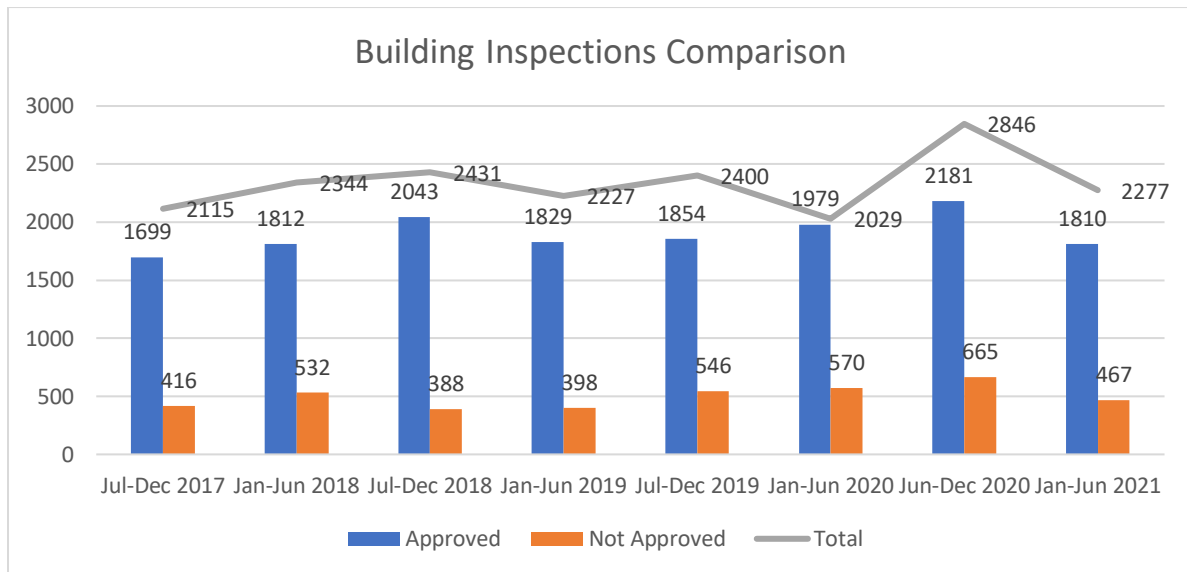


Figure 3. This graph shows all building permit related inspections on a year by year 6 month comparison basis.

The graph indicates an increase in the total number of inspections undertaken compared with the corresponding period in 2020.

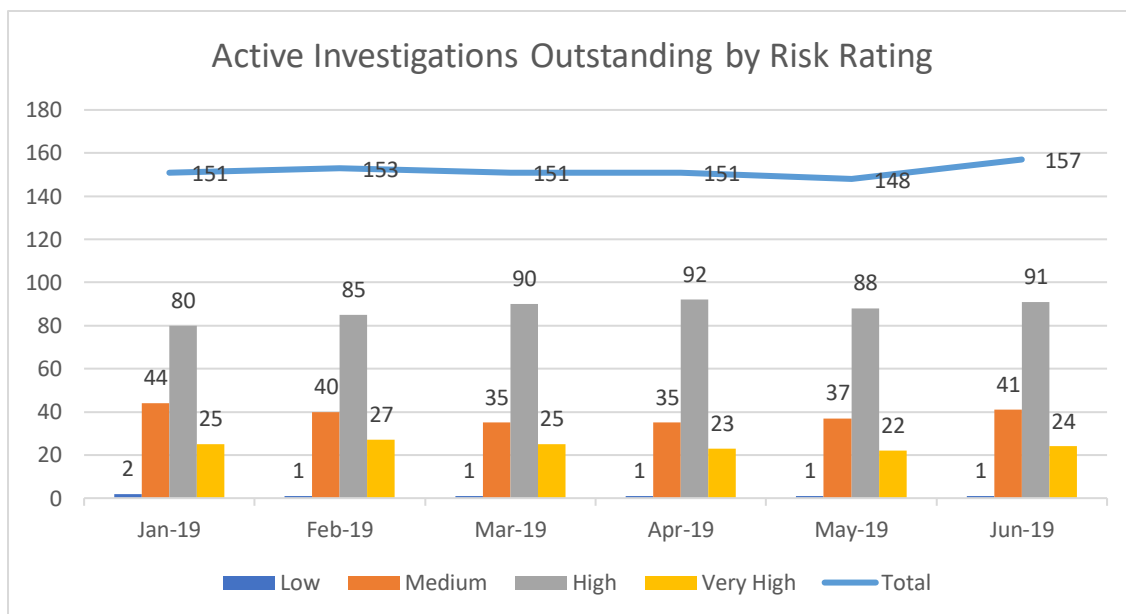


Figure 4. This graph indicates the total active number of investigations and the level of risk associated with the type of investigation as well as the total numbers of investigations per month.

The number of overall investigations being undertaken remain constant and no decline is anticipated moving forward.

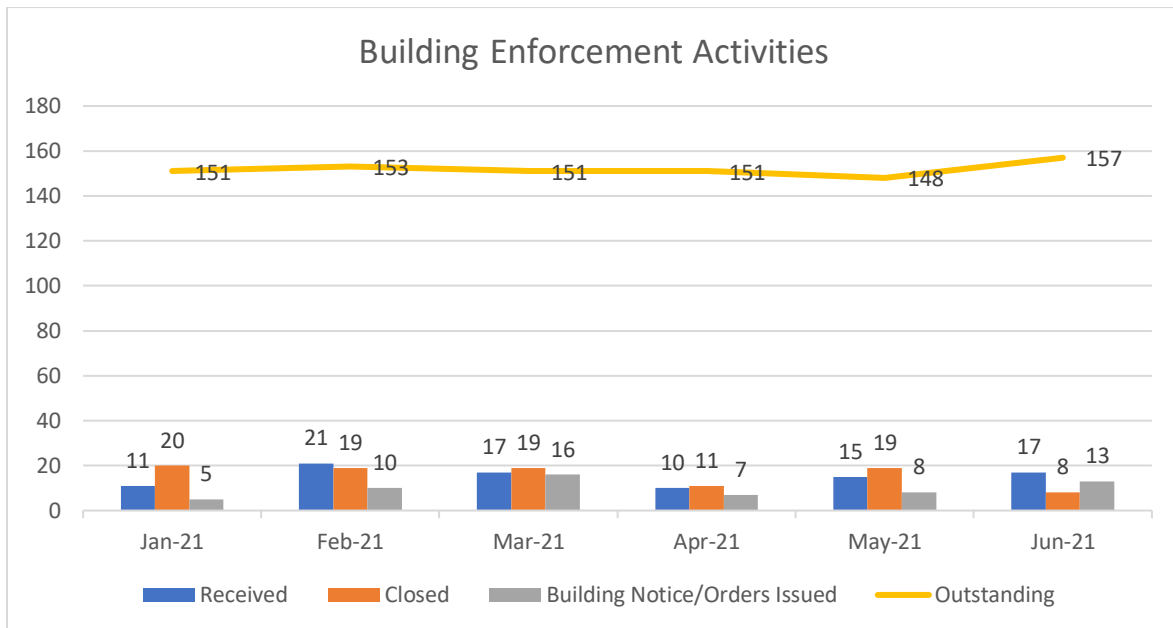


Figure 5. Shows the overall activity of the enforcement area within the building dept

The graph highlights that the investigations received by council is consistent on a month by month basis and the closing off of the investigations is also consistent with no material increase in outstanding complaints over the past six months.



REDISCOVER LOCAL

Campaign Review and Results
August 2020 - July 2021

Research: small business and community engagement



COVID-19 Business Impact and Recovery Survey

May 2020 - 127 Survey respondents

3 Key Findings

- 90% indicated they had been adversely impacted by COVID-19.
- The highest support mechanism nominated to assist with business continuity (24%) was a Council led shop local marketing program.
- A business directory was strongly represented as a service Banyule businesses would like Council to provide.

Banyule Resident Shopping Behaviour Survey

July 2020 - 507 Survey respondents

3 Key Findings

- 46% of respondents shopped once a week or less at local small businesses.
- 78% of residents spent less than 25% of their monthly shopping spend at a local small business.
- The top three ways residents discovered small business was: 1. walking by the shop front, 2. word of mouth, 3. social media.



COVID-19 ECONOMIC SUPPORT PACKAGE

In September 2020, Banyule experienced a 7% decline in GRP compared to September 2019 and local jobs fell by 3.7% or 1,863 during the same period*.

Restrictions requiring residents to stay close to home presented us with a unique opportunity to help them connect with businesses in their neighbourhood – to **REDISCOVER LOCAL**.

CAMPAIGN PURPOSE

Boost the local economy by encouraging residents and businesses to shop locally for their goods and services.

REDISCOVER LOCAL
brand video.



* <https://economy.id.com.au/banyule> – 7 July 2021



CAMPAIGN ASSETS

To deliver this municipality-wide campaign we developed a Rediscover Local brand identity that was consistently applied to multiple touchpoints in the community.

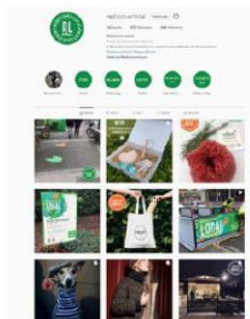
Campaign Website



Close to 10,000
Website visits



Instagram and Facebook



325+
Small businesses promoted



Gift Card Program



Over \$15,000
Spent at small
Banyule businesses

Business Directory



Over 1,000
Small businesses listings





CAMPAIGN ASSETS

We determined that if every adult living in Banyule spent \$5 more a week at locally owned businesses rather than buying online or spending outside Banyule, an additional \$15M could be captured in the local community each year and an additional 316 local jobs created. **

Programmatic and Display ads



1,730,000 impressions
550,180 completed video views
71.58% completion rate

Shoppable Windows



Passers-by scan the QR code to shop



Spotlight on Small Business Videos



38
 Spotlight on Small Business videos



Little Book of Banyule Offers



124
 Offers from small businesses in Banyule

** Figures based on Banyule Food and Beverage Industry and an adult population of 99,867.



CAMPAIGN ASSETS

We chose local where we could when appointing suppliers to help us deliver elements of the campaign. We reinvested over \$100,000 into the local economy by partnering with Banyule businesses and a further \$10,000 was invested in businesses in Melbourne’s north, contributing to sustaining local jobs.

Outdoor Dining



50 outdoor dining extensions
7 parklets installed
250 Café barriers free to businesses

Competitions



WIN 1 OF 3
EASTER PACKS
Over 300 entries in competitions

Pop up Park



Free entertainment to encourage residents to get a take-away and enjoy outdoor spaces - COVIDSafe

Direct Mail



55,000 flyers
 Delivered to business and residential mailboxes



CAMPAIGN ASSETS

Rediscover Local has been a first for Banyule Council in developing a municipality wide campaign that has created a sense of *pride of place* and connects community and businesses.

Instore collateral



Cash register wobblers and postcards hand delivered to businesses in Banyule

Bus shelters



10 bus shelters in Banyule promoting Rediscover Local

The Banyule Banner



6 editorial stories Banyule Council's bi-monthly community publication

Brand videos



3 x videos Played on Council's screens





PULSE SURVEYS – July 2021

COVID-19 Business Impact and Recovery Survey

98 Survey respondents

Key Findings

- 98% indicated that the Rediscover Local as a 'very important' or 'important' program for small business.
- Rediscover Local was in the top 3 Economic Support Package initiatives accessed by Banyule businesses.
- Looking to the future, businesses ranked Rediscover Local in the top 3 most valuable initiatives Council could offer.
- Over 80% indicated they would engage with Rediscover Local in the future to take advantage of the free marketing and promotion offered through the program.

Banyule Resident Shopping Behaviour Survey

342 Survey respondents

Key Findings

- 87% of respondents indicated that the Rediscover Local campaign encouraged them to shop locally more often.
- 71% of respondents visited a Banyule business they had never shopped before as a result of learning about them through Rediscover Local.
- 73% reported they shopped locally more in the last 12 months, with 40% indicating they shopped 25-49% more and 12% indicating they shopped locally more than 50% or more.
- Only 1.5% of respondents indicated 0% of their weekly shop was done locally, a decrease of 27% compared to the same time last year. While 63% indicated that 10% - 49% of their shop is done locally, an increase of 35% on last year.
- 80% of respondents typically spend up to \$300 a month shopping local, a 22% increase on the same time last year.

CAMPAIGN FEEDBACK



Watch the video to see campaign results



Feedback from Banyule businesses

“Thanks so much for the opportunity with the photoshoot at State of Solace yesterday. I am so grateful to have some exposure for our little store it means more than you know, so thanks again.” *Kate Heslop, owner of State of Solace shoe shop, Greensborough.*

“Thanks so much for this boost through Rediscover Local. Things remain quite grim still and this couldn’t come at a better time. Thank you for your support.” *Andy Cullen, owner of Andy’s Antics kids’ pop-up parties, Lower Plenty.*

“We had a great response from the special that you posted for us last week. Is it possible to do another special?” *East Ivanhoe Free Range Butchers, East Ivanhoe.*

“Great Initiative Banyule Council. So important to shop local.” *Grimshaw legal, Greensborough.*

“Thanks Banyule Council for supporting local business.” *Dance Plus, Montmorency.*

Feedback from Banyule Residents

“My whole family can’t wait to delve into the Little Book of Banyule Offers.” *Banyule Resident on Instagram.*

“Love your spotlight video Renew Health and Acupuncture Clinic, I will contact you and make an appointment today.” *Banyule Resident on Facebook.*

“Definitely spend my Rediscover Local gift card at A-Team Kitchen.” *Banyule Resident on Instagram.*

Feedback from Industry

“Now more than ever this is a fantastic concept and we should all promote supporting local – Great work Banyule Council.” *LinkedIn.*



URLs TO VIDEOS AND SITE LINKS

If links in document fail

Page 3 – Rediscover Local brand video: <https://youtu.be/W-OMFdTdXFM>

Page 4 – Rediscover Local campaign website: <https://www.rediscoverlocal.com.au/>

Page 4 – Rediscover Local Instagram page: <https://www.instagram.com/rediscoverlocal/?hl=en>

Page 4 – Rediscover Local Banyule business directory: <https://www.rediscoverlocal.com.au/find/>

Page 4 – Shoppable windows: <https://youtu.be/FKhjW6X4qas>

Page 4 – Spotlight on small business video: https://youtu.be/_8UseE05pM0

Page 6 – Banyule suburbs Rediscover Local brand video: <https://youtu.be/6HnAaqN4DbU>

Page 9 – Rediscover Local campaign wrap up: https://youtu.be/HNwEE_2wRSE

Attachment 1

COVID-19
BANYULE BUSINESS
GRANTS PROGRAM

**ROUND 1 - 5
OUTCOMES
REPORT**

By Daniela Ahimastos,
Economic Development Officer
Banyule City Council



Business Grant Guidelines

COVID-19
Round 5



GRANTS ON OFFER

BUSINESS SUPPORT GRANTS

Up to \$5,000 (R1-5)

BUSINESS CONTINUITY GRANTS




Up to \$1,000 (R1-3)

BUSINESS COACHING AND DEVELOPMENT GRANTS

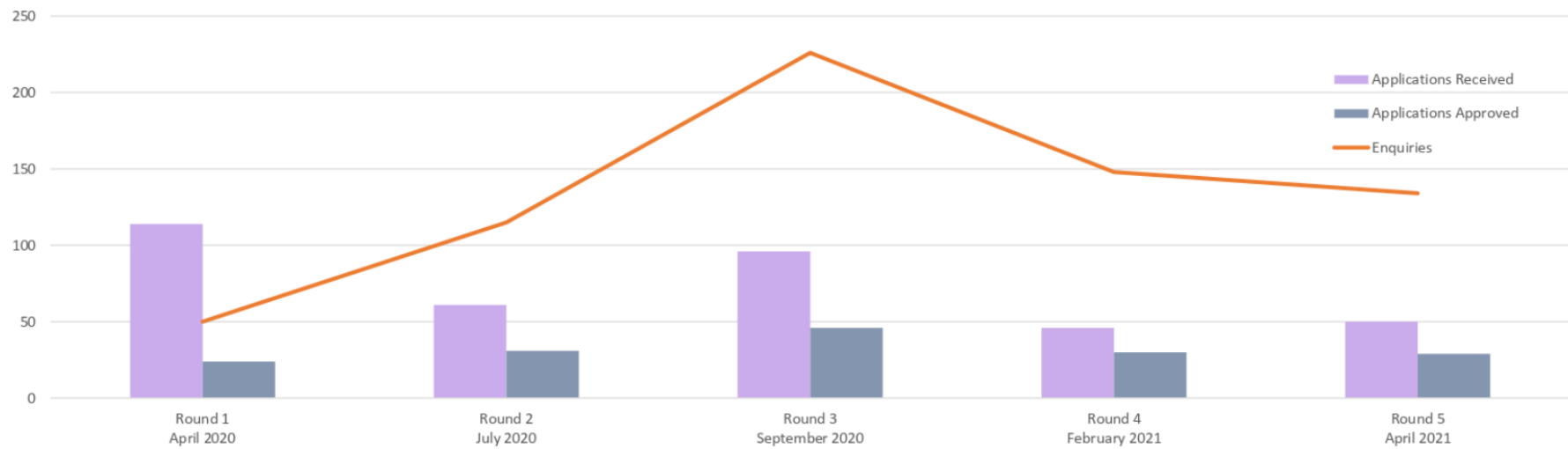
Up to \$2,500 (R2-5)

A CLOSE UP ON THE THREE GRANT STREAMS



Business Support Grants Up to \$5,000	Business Coaching and Development Grants Up to \$2,500	Financial and Legal Planning Up to \$1,000
<p>Grants to:</p> <ul style="list-style-type: none"> Assist businesses moving online to sell products and/or services Opens business to new markets Increases brand awareness for business through innovative marketing initiatives Enable Start-Ups 	<p>Grants to:</p> <ul style="list-style-type: none"> Encourage business growth and resilience through coaching, training and development 	<p>Grants To:</p> <ul style="list-style-type: none"> Encourage business continuity through financial, business and legal planning
<p>Examples of cost:</p> <ul style="list-style-type: none"> website design and development e-commerce platforms digital marketing and promotion purchasing of hardware and software cost of new packaging online content development (web pages, mobile apps, audio and visual media) purchasing of relevant equipment and shop fit-outs branding audio or visual media 	<p>Examples of cost:</p> <ul style="list-style-type: none"> mentoring/coaching business and strategic planning marketing strategy development (i.e. branding strategies, social media/digital strategies, market research) training and development courses/workshops 	<p>Examples of cost:</p> <ul style="list-style-type: none"> Engaging a qualified person to provide advice on business continuity planning eg. CPA, CA, business consultant 

THE RELATIONSHIP BETWEEN COVID-19 RESTRICTIONS AND GRANT ACTIVITY



A surge of interest in September 2020 coincided with the 112 day extended lockdown in Melbourne. Businesses were doing it tough and many were calling in pure desperation.

KEY STATISTICS BY ROUND



COVID-19 Banyule Business Grants Key Statistics By Round							
Round*	Stream	Submitted Applications	Total Submitted Applications	Ineligible	Applications Approved Per Round	Total Applications Approved	Funding Pool (\$)
Round 1 Quick Response	Business Support	87	114	42 (37%)	12	24	60,000
	Continuity	27			12		
Round 2	Business Support	47	61	8 (13%)	24	31	120,000
	Coaching	6			5		
	Continuity	8			2		
Round 3	Business Support	86	96	6 (1%)	43	46	120,000
	Coaching and Development	7			1		
	Financial and Legal Planning	3			2		
Round 4	Business Support	39	46	5 (1%)	24	30	120,000
	Coaching and Development	7			6		
Round 5	Business Support	44	50	3 (1%)	29	34	120,000
	Coaching and Development	6			5		
TOTAL			367			165	540,000

165 grant recipients from 367 applications with businesses having close to a 50% chance of receiving a grant.

COVID-19 BUSINESS GRANTS IMPACT SUMMARY / R1- 5

\$540,000

GRANT FUNDING POOL



165

BUSINESS GRANT
RECIPIENTS



36

START-UPS IGNITED

Types of Activities Completed
or Underway



75

NEW AND UPGRADED WEBSITES

51

DIGITAL MEDIA CAMPAIGNS



40

DIGITECH EQUIPMENT
TO ENHANCE ONLINE PRESENCE

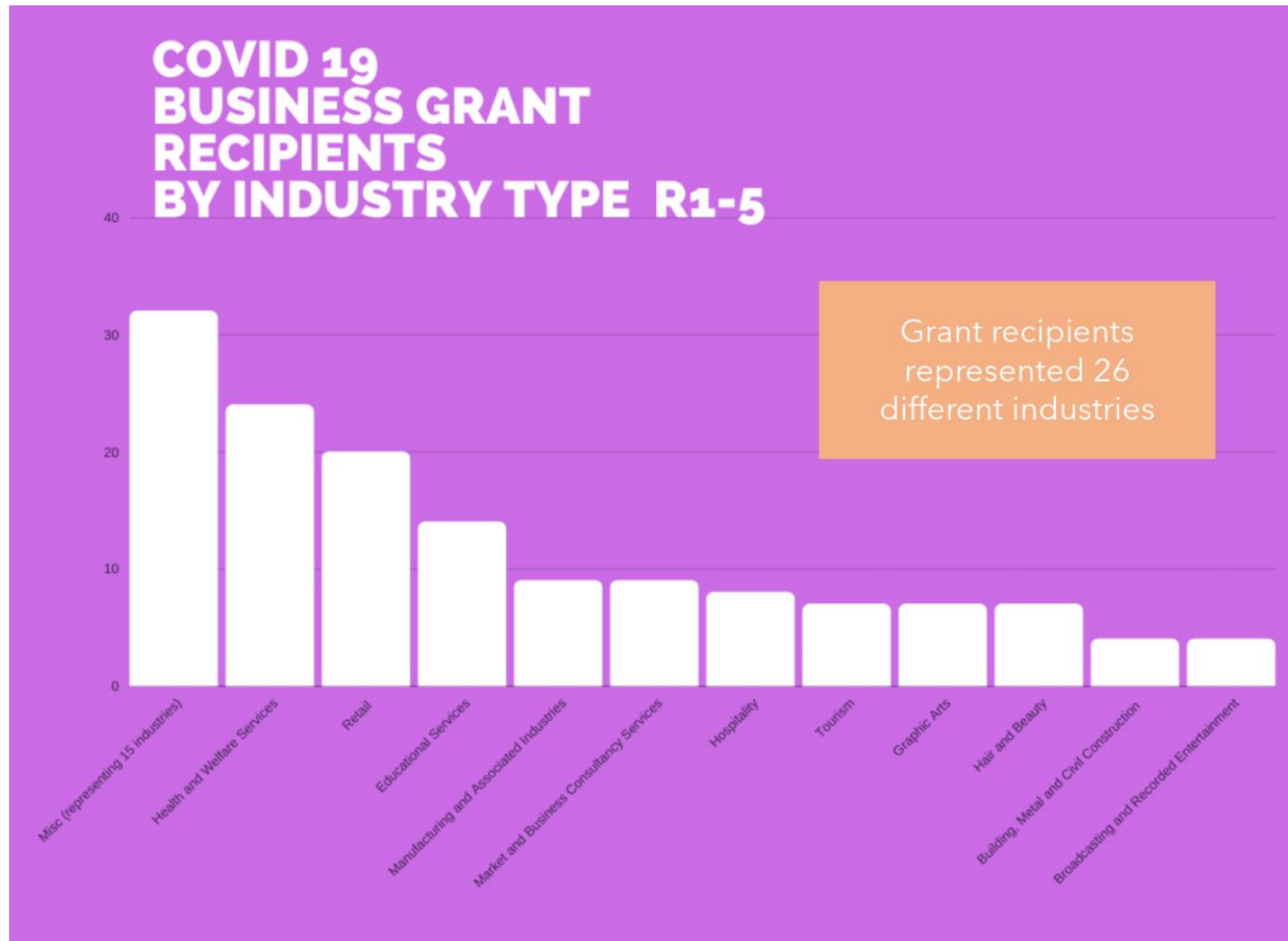
30

SOFTWARE TO PIVOT BUSINESS



26

PHOTOGRAPHY/VIDEOGRAPHY



COVID-19 BUSINESS GRANTS ECONOMIC IMPACT SUMMARY – R1-3

STATISTICAL ANALYSIS BASED ON **86** ACQUITTAL REPORTS

87% SAID THEIR PROJECT ENABLED THEM TO REMAIN FINANCIALLY VIABLE

91% SAID THEIR PROJECT IMPROVED THEIR FINANCIAL RESILIENCE

18.1 NEW FTE CREATED AS A DIRECT RESULT OF THE GRANTS

176 EMPLOYEES WERE KEPT IN JOBS

70% REPORTED AN INCREASE IN TOTAL NET PROFITS
22 (0%) 51 (1-25%) 8 (25-50%) 2 (50-75%) 3 (75%+)



“Because of our Zoom classes we were able to retain all six of our staff members, train four of our students to become junior teachers and bring on three more senior staff.”

Jayden and Jacqui Wilson, Rippleside Performing Arts, Heidelberg Heights, March 2021

THE PERSONAL STORIES BEHIND THE STATISTICS

"I just wanted to pass on to your team how much the grant you gave us has helped us. We haven't lost a single hour of work during this lockdown thanks to our new animation capabilities. We've got more work than normal, and it's all new animation work we're doing from home! The new workstation is working beautifully and I've totally lost count of how many hours it's saved us.

Without it we would probably be applying for some of the other emergency relief packages right now - likely more than what your grant was worth - so the government is measurably saving money overall from your initial investment. Everyone has won here, exactly what these grants are all about."

**Matthew Boutros, Nourishing Media,
Greensborough, June 2021.**



"The whole project gave me a purpose to basically keep going during a very difficult 26 weeks and it certainly motivated the staff with their return to work after such a long downtime and gave them the confidence that the business was going forward."

**Shirley Garratt, Manhattan Skin & Laser Clinic,
Watsonia, April 2021.**



"Receiving the grant was the difference between engaging a consultant to help navigate the severe impacts of lockdown and surviving it on my own."

**Gene Alessi, Core Principles,
Ivanhoe, February 2021**



"Receiving a grant from Banyule Council has given us additional support to develop our business and we are able to expand into other market sectors. We feel that Banyule council recognizes the importance of local small businesses and we are more confident that we will survive and thrive with government support and our hard work."

**Julie and Tony Jin, Tony's Second Hand Furniture,
Heidelberg West, January 2021**



Receiving a COVID-19 Business Grant from Banyule has allowed me to build my dream website and develop marketing tools I needed to hit the ground running when restrictions finally eased.

**Lucy Foster, LuLu Snaps,
Heidelberg West, January 2021**



SUPPORTING THE LOCAL BUSINESS ECOSYSTEM



STATISTICAL ANALYSIS BASED ON **86** ACQUITTAL REPORTS

BROADER IMPACTS OF ROUNDS 1-3

\$300,000 EXPENDED TO RECIPIENTS



26%

spent back in Banyule. (\$77,140)



14%

was spent in Melbourne's North. (\$40,611)



4%

was stimulated in Banyule and Melbourne's North as businesses contributed to grant funding. (\$12,803)

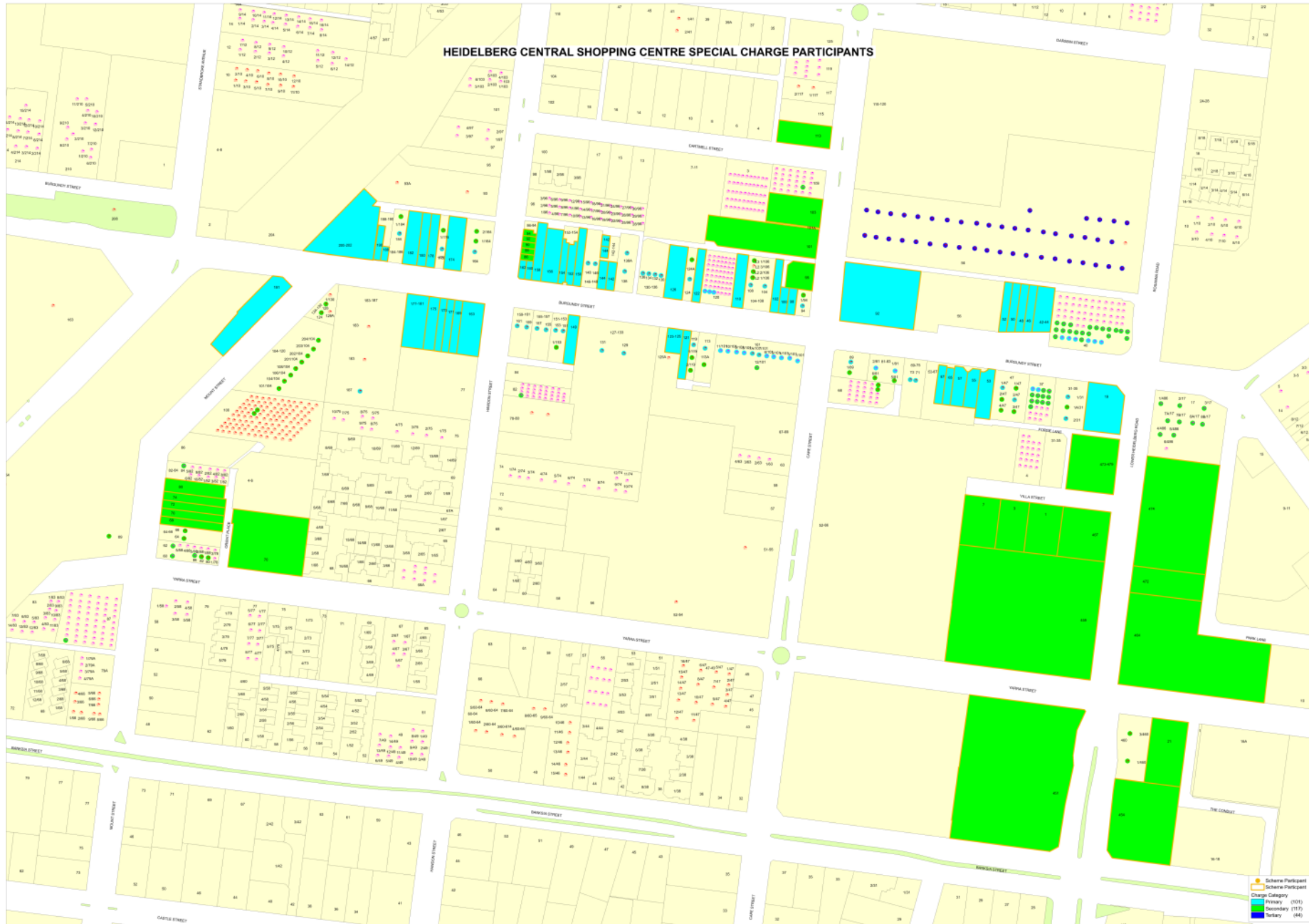
"It has been a real pleasure providing web design services to successful grant applicants. It was great support for us during the pandemic but more importantly, it has been extremely rewarding to discover, support and champion our local businesses.

Banyule is brimming with talented, creative and innovative business-people. Thank-you to Banyule Business (and their fantastic, supportive team) for unearthing talent and championing local business."

Thomas Couch, Grand Digital, Rosanna. June 2021,

Grand.





Attachment 2: List of Participating Properties and Annual Charge

Property Description	Annual Charge
2/17 Burgundy Street HEIDELBERG VIC 30	\$ 276.00
3/17 Burgundy Street HEIDELBERG VIC 30	\$ 276.00
8A/17 Burgundy Street HEIDELBERG VIC 3	\$ 276.00
8B/17 Burgundy Street HEIDELBERG VIC 3	\$ 276.00
7A/17 Burgundy Street HEIDELBERG VIC 3	\$ 276.00
7B/17 Burgundy Street HEIDELBERG VIC 3	\$ 276.00
19 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
1/31 Burgundy Street HEIDELBERG VIC 30	\$ 552.00
1A/31 Burgundy Street HEIDELBERG VIC 3	\$ 276.00
2/31 Burgundy Street HEIDELBERG VIC 30	\$ 552.00
1/40 Burgundy Street HEIDELBERG	\$ 276.00
2/40 Burgundy Street HEIDELBERG	\$ 552.00
3/40 Burgundy Street HEIDELBERG	\$ 552.00
4/40 Burgundy Street HEIDELBERG	\$ 552.00
5/40 Burgundy Street HEIDELBERG	\$ 276.00
6/40 Burgundy Street HEIDELBERG	\$ 552.00
7/40 Burgundy Street HEIDELBERG	\$ 552.00
8/40 Burgundy Street HEIDELBERG	\$ 552.00
1, 1/40 Burgundy Street HEIDELBERG	\$ 276.00
1, 2/40 Burgundy Street HEIDELBERG	\$ 276.00
1, 3/40 Burgundy Street HEIDELBERG	\$ 276.00
1, 4/40 Burgundy Street HEIDELBERG	\$ 276.00
1, 5/40 Burgundy Street HEIDELBERG	\$ 276.00
Office 6 Level 1 40 Burgundy Street HEIDELBERG VIC 3084	\$ 276.00
Office 9 Level 1 40 Burgundy Street HEIDELBERG VIC 3084	\$ 276.00
1, 12/40 Burgundy Street HEIDELBERG	\$ 276.00
1, 13/40 Burgundy Street HEIDELBERG	\$ 276.00
1, 14/40 Burgundy Street HEIDELBERG	\$ 276.00
1, 15/40 Burgundy Street HEIDELBERG	\$ 276.00
1, 18/40 Burgundy Street HEIDELBERG	\$ 276.00
1, 19/40 Burgundy Street HEIDELBERG	\$ 276.00
1, 20/40 Burgundy Street HEIDELBERG	\$ 276.00
1, 21/40 Burgundy Street HEIDELBERG	\$ 276.00
1, 22/40 Burgundy Street HEIDELBERG	\$ 276.00
1, 23/40 Burgundy Street HEIDELBERG	\$ 276.00
1, 24/40 Burgundy Street HEIDELBERG	\$ 276.00
1/37 Burgundy Street Heidelberg	\$ 552.00
2/37 Burgundy Street Heidelberg	\$ 552.00
1,1/37 Burgundy Street Heidelberg	\$ 276.00
1,2/37 Burgundy Street Heidelberg	\$ 276.00
1,3/37 Burgundy Street Heidelberg	\$ 276.00
2,1/37 Burgundy Street Heidelberg	\$ 276.00
2,2/37 Burgundy Street Heidelberg	\$ 276.00

2,3/37 Burgundy Street Heidelberg	\$ 276.00
2,4/37 Burgundy Street Heidelberg	\$ 276.00
3,1/37 Burgundy Street Heidelberg	\$ 276.00
3,2/37 Burgundy Street Heidelberg	\$ 276.00
3,4/37 Burgundy Street Heidelberg	\$ 276.00
Office 3 Level 3 37 Burgundy Street HEIDELBERG VIC 3084	\$ 276.00
42 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
1/47 Burgundy Street HEIDELBERG VIC 30	\$ 276.00
1/47 Burgundy Street HEIDELBERG VIC 30	\$ 552.00
2/47 Burgundy Street HEIDELBERG VIC 30	\$ 552.00
2/47 Burgundy Street HEIDELBERG VIC 30	\$ 276.00
3/47 Burgundy Street HEIDELBERG VIC 30	\$ 276.00
4/47 Burgundy Street HEIDELBERG VIC 30	\$ 276.00
46 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
48 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
50 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
52 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
53 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
55 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
57 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
65 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
67 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
71 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
5/81-83 Burgundy Street HEIDELBERG VIC 30	\$ 276.00
1/81-83 Burgundy Street HEIDELBERG VIC 30	\$ 552.00
2/81-83 Burgundy Street HEIDELBERG VIC 30	\$ 552.00
6/81-83 Burgundy Street HEIDELBERG VIC 30	\$ 276.00
89 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
1/89 Burgundy Street HEIDELBERG VIC	\$ 276.00
92 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
94 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
1/94 Burgundy Street HEIDELBERG VIC 30	\$ 276.00
98 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
100 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
12/101 Burgundy Street HEIDELBERG VIC	\$ 276.00
1/101 Burgundy Street HEIDELBERG VIC 3	\$ 552.00
3/101 Burgundy Street HEIDELBERG VIC 3	\$ 552.00
4/101 Burgundy Street HEIDELBERG VIC 3	\$ 552.00
5/101 Burgundy Street HEIDELBERG VIC 3	\$ 552.00
6/101 Burgundy Street HEIDELBERG VIC 3	\$ 552.00
7/101 Burgundy Street HEIDELBERG VIC 3	\$ 552.00
8/101 Burgundy Street HEIDELBERG VIC 3	\$ 552.00
9/101 Burgundy Street HEIDELBERG VIC 3	\$ 552.00
10/101 Burgundy Street HEIDELBERG VIC	\$ 552.00
11/101 Burgundy Street HEIDELBERG VIC	\$ 552.00
7A/101 Burgundy Street HEIDELBERG VIC	\$ 552.00
102 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
104 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
1 Level 2 106 Burgundy Street HEIDELBERG	\$ 276.00
2 Level 2 106 Burgundy Street HEIDELBERG	\$ 276.00

3 Level 3 106 Burgundy Street HEIDELBERG	\$ 276.00
108 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
110 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
113 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
113A Burgundy Street HEIDELBERG VIC 30	\$ 276.00
119 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
1/119 Burgundy Street HEIDELBERG VIC 3	\$ 276.00
2/119 Burgundy Street HEIDELBERG VIC 3	\$ 276.00
121 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
1/120 Burgundy Street HEIDELBERG VIC 3	\$ 552.00
2/120 Burgundy Street HEIDELBERG VIC	\$ 552.00
3/120 Burgundy Street HEIDELBERG VIC 3	\$ 552.00
122 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
123-125 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
124 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
124A Burgundy Street HEIDELBERG VIC 30	\$ 276.00
126 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
129 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
130 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
131 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
132 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
134 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
136 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
138 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
138A Burgundy Street HEIDELBERG VIC 30	\$ 552.00
142 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
144 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
146 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
148 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
149 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
150 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
151 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
153 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
1/153 Burgundy Street HEIDELBERG VIC 3	\$ 276.00
152 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
154 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
156 Burgundy Street HEIDELBERG	\$ 552.00
155 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
157 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
158 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
159 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
160 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
161 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
162 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
163 Burgundy Street HEIDELBERG	\$ 552.00
164 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
1/164 Burgundy Street HEIDELBERG VIC 3	\$ 276.00
2/164 Burgundy Street HEIDELBERG VIC 3	\$ 276.00
169 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
171 Burgundy Street HEIDELBERG VIC 308	\$ 552.00

173 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
174 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
175 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
176 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
1/176 Burgundy Street HEIDELBERG VIC 3	\$ 276.00
177-181 Burgundy Street Heidelberg	\$ 552.00
178 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
180 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
182 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
184 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
1/184 Burgundy Street HEIDELBERG VIC 3	\$ 276.00
187 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
188 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
190 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
191 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
200 Burgundy Street HEIDELBERG VIC 308	\$ 552.00
73 Burgundy Street HEIDELBERG VIC 3084	\$ 552.00
40/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
39/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
18/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
4K/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
5A/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
1/56 Burgundy Street HEIDELBERG VIC 30	\$ 223.00
12/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
12A/56 Burgundy Street HEIDELBERG VIC	\$ 223.00
14/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
16/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
20/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
21/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
22/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
23/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
2/56 Burgundy Street HEIDELBERG VIC 30	\$ 223.00
24/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
25/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
26/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
27/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
28/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
29/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
30/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
31/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
32/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
33/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
3/56 Burgundy Street HEIDELBERG VIC 30	\$ 223.00
34/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
35/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
36/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
41/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
1K/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
2K/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
3K/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00

4/56 Burgundy Street HEIDELBERG VIC 30	\$ 223.00
5/56 Burgundy Street HEIDELBERG VIC 30	\$ 223.00
6/56 Burgundy Street HEIDELBERG VIC 30	\$ 223.00
8/56 Burgundy Street HEIDELBERG VIC 30	\$ 223.00
7/56 Burgundy Street HEIDELBERG VIC 30	\$ 223.00
9/56 Burgundy Street HEIDELBERG VIC 30	\$ 223.00
10/56 Burgundy Street HEIDELBERG VIC 30	\$ 223.00
11/56 Burgundy Street HEIDELBERG VIC 3	\$ 223.00
1A 56 Burgundy Street HEIDELBERG	\$ 223.00
1C 56 Burgundy Street HEIDELBERG	\$ 223.00
8K/56 Burgundy Street HEIDELBERG VIC 3084	\$ 223.00
Office 1 Ground Level 82 Hawdon Street HEIDELBERG VIC 3084	\$ 276.00
86 Hawdon Street HEIDELBERG VIC 3084	\$ 276.00
88 Hawdon Street HEIDELBERG VIC 3084	\$ 276.00
90 Hawdon Street HEIDELBERG VIC 3084	\$ 276.00
92 Hawdon Street HEIDELBERG VIC 3084	\$ 276.00
94 Hawdon Street HEIDELBERG VIC 3084	\$ 276.00
451 Lower Heidelberg Road HEIDELBERG VI	\$ 276.00
459 Lower Heidelberg Road HEID	\$ 276.00
467 Lower Heidelberg Road HEIDELBERG VI	\$ 276.00
473 Lower Heidelberg Road HEIDELBERG VI	\$ 276.00
454 Lower Heidelberg Road HEIDELBERG VI	\$ 276.00
1/460 Lower Heidelberg Road HEIDELBERG	\$ 276.00
3/460 Lower Heidelberg Road HEIDELBERG	\$ 276.00
464 Lower Heidelberg Road HEIDELBERG VI	\$ 276.00
472 Lower Heidelberg Road HEIDELBERG VI	\$ 276.00
1/486 Lower Heidelberg Road HEIDELBERG	\$ 276.00
4/486 Lower Heidelberg Road HEIDELBERG	\$ 276.00
5/486 Lower Heidelberg Road HEIDELBERG	\$ 276.00
474-482 Lower Heidelberg Road HEIDELBERG	\$ 276.00
60 Mount Street HEIDELBERG VIC 3084	\$ 276.00
62 Mount Street HEIDELBERG VIC 3084	\$ 276.00
64 Mount Street HEIDELBERG VIC 3084	\$ 276.00
66 Mount Street HEIDELBERG VIC 3084	\$ 276.00
68 Mount Street HEIDELBERG VIC 3084	\$ 276.00
70 Mount Street HEIDELBERG VIC 3084	\$ 276.00
72 Mount Street HEIDELBERG VIC 3084	\$ 276.00
74 Mount Street HEIDELBERG VIC 3084	\$ 276.00
80 Mount Street HEIDELBERG VIC 3084	\$ 276.00
84 Mount Street HEIDELBERG VIC 3084	\$ 276.00
89 Mount Street HEIDELBERG VIC 3084	\$ 276.00
1/100 Mount Street HEIDELBERG	\$ 276.00
2/100 Mount Street HEIDELBERG	\$ 276.00
101/104-120 Mount Street HEIDELBERG VIC	\$ 276.00
106/104-120 Mount Street HEIDELBERG VIC	\$ 276.00
108/104-120 Mount Street HEIDELBERG	\$ 276.00
203/104-120 Mount Street HEIDELBERG VIC	\$ 276.00
104/104-120 Mount Street HEIDELBERG VIC	\$ 276.00
201/104-120 Mount Street HEIDELBERG VIC	\$ 276.00
204/104-120 Mount Street HEIDELBERG VIC	\$ 276.00

202/104-120 Mount Street HEIDELBERG VIC	\$ 276.00
130 Mount Street HEIDELBERG VIC 30	\$ 276.00
124-126 Mount Street HEIDELBERG VIC 30	\$ 276.00
Shop 1 Ground Level 87 Mount Street HEIDELBERG VIC 3084	\$ 276.00
7 Villa Street HEIDELBERG VIC 3084	\$ 276.00
3 Villa Street Heidelberg	\$ 276.00
1 Villa Street HEIDELBERG VIC	\$ 276.00
21 Yarra Street HEIDELBERG VIC 3084	\$ 276.00
80 Yarra Street HEIDELBERG VIC 3084	\$ 276.00
82 Yarra Street HEIDELBERG VIC 3084	\$ 276.00
86 Yarra Street HEIDELBERG VIC 3084	\$ 276.00
70 Yarra Street HEIDELBERG VIC 3084	\$ 276.00
101 Cape Street HEIDELBERG	\$ 276.00
103 Cape Street HEIDELBERG	\$ 276.00
109 Cape Street HEIDELBERG	\$ 276.00
113 Cape Street HEIDELBERG	\$ 276.00
95 Cape Street HEIDELBERG	\$ 276.00
1/68 Cape Street HEIDELBERG	\$ 276.00
2/68 Cape Street HEIDELBERG	\$ 276.00
	\$ 97,856.00

MOTHER OF GOD CATHOLIC CHURCH

Address	56 Wilfred Road, Ivanhoe East
Significance	Local
Construction Date	1957
Period	Postwar
Date Inspected	January 2021



Statement of Significance

What is Significant?

Mother of God at 56 Wilfred Road, Ivanhoe East – a Roman Catholic Church – is significant. It was designed in 1956 by Mockridge, Stahle & Mitchell for an eponymously named new parish that covered Ivanhoe East and constructed the following year. John Mockridge was likely the primary designer, as was usual practice in the firm.

The significant sections of *Mother of God* are its lozenge-shaped plan/form, narthex and original flat-roofed ancillary wing (west and part south elevation). Significant elements are the gable roof, slate cladding, ridge vent, concrete frame, copper crosses, flat roof (concrete slab), the cantilevered section of the porch roof, pair of tapered porch columns, remnant (or covered) tiling to porch floor, barrel vaulting (west elevation), concrete-framed window walls (including mullions and muntins), all stained glass, exposed concrete-cased steel framing, wall panels of silica bricks, and all original openings (rectangular slots and cruciform windows).

Internally, the exposed black-matt painted steel beams and timber-lined ceiling are significant.

The arrangement of the front garden – driveway, triangular lawn and placement of a central tree (not the planting itself, which is a replacement) – as well as the nearby Atlas Cedar (*Cedrus atlantica* 'Glauca') and rear sunken courtyard (southwest) are original landscape elements that contribute to the setting of *Mother of God*.

Later additions are not significant.

How is it Significant?

Mother of God is of historical and aesthetic significance to the City of Banyule.

Why is it Significant?

Mother of God is of historical significance as the earliest modernist church constructed in the municipality and the first religious commission by the then young postwar architectural practice of Mockridge, Stahle & Mitchell. It represents a noteworthy juncture in the design oeuvre of this well-regarded architectural firm, which went on to be responsible for a number of other notable 'modern' churches in Victoria and an important event for the local Roman Catholic community. The construction of *Mother of God* is illustrative of Ivanhoe East's suburban energetic consolidation in the postwar period as well as the pronounced modernist undercurrents latent in this development. Its nonconventional character is highly evocative of the necessity felt by the church and congregation to respond to the rapidly shifting and different socio-cultural landscape of the mid-1950s with a new built image of their faith. Father Bernard Joseph Geoghegan, who was appointed the first parish priest, was instrumental in its development. (Criterion A)

Mother of God is of aesthetic significance as a generally intact, distinctive instance of 'modern' church design. Its progressive architects, Mockridge, Stahle & Mitchell, took bold advantage of novel postwar construction techniques (steel framing) and materials (precast concrete, silica bricks) to convey a modernist expression, chiefly through its lozenge-shaped form, exaggerated gable and dramatic but welcoming cantilevered porch, then elements all unfamiliar for places of worship in Victoria. Christian architectural traditions were not completely eschewed, with the utilisation of slate cladding, highlighting of mullions and muntins, colourful stained glass, and employment of cruciform openings in the design of the church demonstrating contemporary interests in integrating simplified, abstracted ecclesiastical elements and symbols; resulting in a balance between stability and provocation. The interplay of expressive modernity and traditional continuity is indicative of the first phase of 'modern' postwar suburban church design in Victoria. (Criteria E)

Description

Mother of God is a large church that occupies the majority of its gently sloping kite-shaped corner allotment. The building is situated at a moderate setback from Wilfred Road (north) and slightly below the street level of Robinhood Road (east). In the west and south, the property is bordered by private residences. The triangular front garden is characterised by an area of lawn with a centrally planted tree (existing is a replacement) and bisected by a driveway of pre-cast concrete panels (initially 'Lilydale Topping'). Other original landscaping includes the tall Atlas Cedar (*Cedrus atlantica 'Glauca'*) situated northwest of the facade and a small sunken courtyard garden in the southeast corner, compromised of brick paving and planter beds.¹ A non-original timber paling fence extends along the south and west perimeter.

The church consists of several distinct volumes. The key components are the principal form (nave and sanctuary) with attached narthex (north) and ancillary wing, which runs most of the west elevation and part of the south. The small volume to the east elevation provides access to and from the sunken courtyard is also original. Other projections from the main footprint are later additions (see below).

The main volume – comprising the nave and sanctuary – has a lozenge-shaped plan and form. This bold geometry is most visible and best appreciated from the east (Robinhood Road). The lozenge roof form, clad in its original slate, tapers to a gable at each end and has an elongated original ridge vent. Surmounting the apex of both gable ends are copper crosses. The concrete frame, painted white, is most evident to both side elevations, where it includes boxed gutters. The frame also defines the edge of the façade. The north-facing gable end – traverse to Wilfred Road – has a stained-glass wall of green, blue, red, orange with three narrow cantilevered canopies (in a stepped configuration).

Mother of God's façade (to Wilfred Road) features a narthex (a vestibule/antechamber) situated well below the gable end. It has a flat concrete slab roof initially sheeted with asbestos felt (which may remain). The narthex roof extends to the side cantilevering upwards over the footpath to create a canopied porch to Robinhood Road. This extended roof includes four plastic dome skylights, which are original. The porch has been partly enclosed with glazing and double timber doors. Its original floor of 'Carborundum' (silicon carbide stone) panels with contrasting 'English grey-blue quarry tiles has been carpeted over, although a small strip remains evident in front of the tapered concrete columns.² It is possible that this tiling survives beneath the carpet.

¹ Mockridge, Stahle & Mitchell, 'Garden Layout', *Memorial Church of the Mother of God*, 21 August 1957, drawing no 382/77 in *Collection of architectural drawings from the firm Mockridge Stahle & Mitchell*, SLV, YLATD 16

² Mockridge, Stahle & Mitchell, 'Porch 1. Paving Setout', *Memorial Church of the Mother of God. E. Ivanhoe*, 9 August 1957, drawing no 382/76 in *Collection of architectural drawings from the firm Mockridge Stahle & Mitchell*, SLV, YLATD 16

Despite these modifications, the porch – at the time of construction, an ultramodern flourish – remains readily interpretable within the place's design schema.



Mother of God from opposite Robinhood Road, the skillion-roofed volume right of frame is a later addition (porch out of frame)

Extending along the west and part of the rear (south) elevations of the nave and sanctuary is a return wing (one room in width). It was designed to accommodate separate vestries for the priests, boys and women, as well as the 'Chapel of Our Lady' and toilets. This wing is roofed in the same manner as the narthex, except that it features tunnel (barrel) vaulting (four) at its mid-section with projecting concrete mullions that terminate at the ground level and large arched windows (permitting light to the chapel). The front part of the wing's western section, behind the narthex, has been replaced by a skillion-roofed and tan brick addition. There is an original section of perforated brickwork to the rear of the south wing (airflow for laboratories).

The flat-roofed volume attached to the southern portion of the east elevation is an original component of the design; however, it underwent some modification during the earlier stages of planning and was initially envisioned with a curved stone feature wall. It includes a porch entered via recessed timber-framed, glazed double-leafed doors with toplight (south face) and enclosed the organ console and cleaner cupboard.

A small skillion-roofed, tan-brick volume has been built to the east elevation in line with the porch's piers. There is a similarly designed addition attached to the (south) elevation behind the sunken courtyard garden.

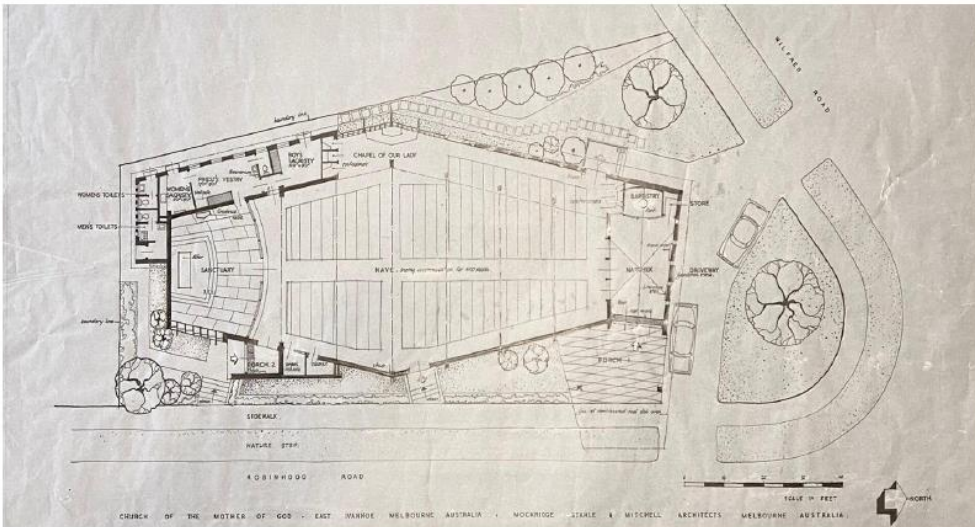
Mother of God is constructed of a steel frame (welded on site), cased in precast concrete. The infill walls – recessed well back from the framing to emphasise its expression – are of pink-fawn silica (cement 9 in. by 4½ in. by 3 in.) bricks in a stretcher bond course.³ The floor is presumably a concrete slab. The designers, Mockridge, Stahle & Mitchell, were quick to embrace postwar advances in construction techniques and materials, such as the steel frame and truss systems and precast concrete, recognising their cost and time effectiveness and capacity to create large, unhindered interiors and a vast array of forms/spatial experiences. The light toned brickwork also appear to be part of an effort to harmonise the church with its immediate residential context.

³ 'Church of the Mother of God East Ivanhoe, Victoria: Mockridge, Stahle & Mitchell, Architects', *Architecture and Arts*, December 1957, p29

The north wall of the narthex displays five rows of alternating rectangular slots with stained glass infill (some windows are divided into panes, others three with an openable middle pane). At the lower centre is a metal plaque.⁴ The slot windows were carried through to the front part of the west wing but have been mostly deleted by the skillion-roofed addition.



View to porch, from Robinhood Road



Resolved original floorplan, undated but likely 1957
 (Source: Collection of architectural drawings from the firm Mockridge Stahle & Mitchell, SLV, YLATD 16)

⁴ '+Church of the Mother of God+ The Archbishop of Melbourne Most Reverend Daniel Mannix Blessed and Place this Stone Eleventh Day of November 1956 Father Bernard Geoghegan PP'

The upper part of the east elevation's middle four bays is punctured by rows of small cruciform openings with clear glass infill. There is also a concrete-famed section of window wall at the southern end of the east elevation with 'randomly' spaced muntins and stained glass. The ground-floor opening near off centre in the east elevation is original but the double door is not.



South (rear) elevation with later addition skillion volume in the foreground and section of window wall with 'random' mutin bars on right of frame

The interior of *Mother of God* was not inspected and is known to have undergone a succession of modifications. However, based on contemporary photographs in the public domain, some elements designed or specified by Mockridge, Stahle and Mitchell remain.⁵ These include the exposed steel roof beams, painted matt black and timber-lined ceiling. The plastered walls and vertical timber-lined dado are also apparent. In the recent past, the Hermann Hohaus-designed and produced timber altar crucifix was also evident (relocated to the side of the altar war), as were his Stations of the Cross bas-relief panels (both sidewalls).

Until the Second World War, the preponderance of churches constructed in Victoria were historicist in style, chiefly drawing from British antecedents. After the lifting of building restrictions and increased availability of materials/labour, a small number of pared-down, innovative churches began to appear in the early 1950s.

From about the middle of the decade, an increasing number of new churches – like *Mother of God* – adopted the language of architectural modernism in their new geometries and avoidance of conventional ecclesiastical reference. Yet, while the aim was to convey an authentic image of modernity, traditional design was not eschewed entirely in most cases at this phase. As demonstrated by the subject place, 'modern' places of worship in the 1950s still often sought a level of continuity with pre-war idioms. Accordingly, established elements such as the longitudinal plan, semi-circular sanctuary, a pitched roof, insistent verticality, stained glass, emphasised mullions and muntins, and cruciform openings were all utilised to reveal the building as a place of worship, albeit in a simplified and abstracted manner.⁶

⁵ For instance, see 2013 images of Melissa Webb at *Starkitecture*, <http://starkitecture.blogspot.com/2013/07/sneaking-up-on-mother-of-god.html>, accessed 10 February 2021

⁶ Philip Goad, 'Churches', in Goad and Julie Willis, *The Encyclopedia of Australian Architecture*, Cambridge University Press, 2017, pp185-87

History

Context

The City of Banyule covers the unceded Country of the Wurundjeri-willam people, who have inhabited and managed its landscape for thousands of generations and maintain an ongoing cultural connection.⁷ The lightly wooded grasslands of what became known as 'Ivanhoe' were quickly targeted for sheep runs and by timber-cutters from the 'illegal squatter camp (est. 1835) downstream of the *Birrarung/Yarra* at Melbourne.⁸ However, as part of the 'Heidelberg' district in the Parish of Keelbundora, this area passed rapidly into private hands via an auction in Sydney Town in 1838.⁹

Over the following decade, a patchwork of 'prestige' estates emerged, along with a surveyed township – *Warringal* (possibly 'eagle's nest'), later 'Heidelberg' – on the river's west bank.¹⁰ Productive river flats, and the demands of the gold diggings further afield, encouraged market gardening, orchards and (gradually, due to soil exhaustion and flooding) dairying; activities mostly undertaken by tenant farmers.¹¹ This perceived rural idyll enticed *plein air* artists to the district during the 1880s, fixing the 'Heidelberg School' within Australia's artistic consciousness.¹²

Ivanhoe – its name stemming from Archibald Thom's 'Ivanhoe Estate' – remained a sparsely populated agricultural area until Melbourne's 'Land Boom' in the late 1880s.¹³ 'Picturesque' terrain, varied outlooks and the high repute of the broader district drew often well-off newcomers. By the turn of the century, 'Beautiful Ivanhoe' was routinely portrayed as a 'fashionable', 'exclusive locality' of 'model homes'.¹⁴ An improved railway connection to Melbourne in 1901 supported further middle-class growth, instigating 'four decades of slow and relatively affluent suburban sprawl' in the vicinity of Ivanhoe, Eaglemont, and Heidelberg train stations.¹⁵

During the interwar years, suburban Ivanhoe solidified, although its southern and eastern reaches remained primarily locked up by the expansive 'Hartlands', 'Charterisville', and 'Chelsworth' estates.¹⁶ To navigate the complexities that accompanied the subdivision of these areas (sloping land, curving streets, views) in the postwar period and galvanised by the swelling influence of modernism, many of the new and generally moneyed proprietors sought the services of an architect.¹⁷ By the early 1960s, distinct enclaves of upmarket, modernist design culture were apparent in the southern reaches of Ivanhoe and Ivanhoe East, with the aesthetic and lifestyle reverberations of the modern movement also shaping infill development in the more established environs of the locale.



View near Heidelberg in Victoria, pen and ink drawing, circa 1858
(Source: Eugene von Guérard, National Gallery of Victoria)

⁷ Context, *Banyule Thematic Environmental History*, October 2018, pp15-20, available online

⁸ James Boyce, *1835: The Founding of Melbourne & The Conquest of Australia*, Black Inc., 2011, pxi

⁹ Keelbundora stems from a European rendering of Kulbundora – the name of the eldest son of the important Wurundjeri *ngurungaeta* (essentially 'head man') Billibellary. ('Suburban Native Names', *Argus* 28 April 1906, p5). One of the earliest manifestations of local governance in the Port Phillip District (1840), the fluctuating borders of municipal Heidelberg mirrored its growth, as it was reformatted into a Road District (1860), Shire (1871) and then City (1934). It was amalgamated as the City of Banyule in 1994.

¹⁰ Donald S Garden, *Heidelberg: The Land and Its People 1838-1900*, Melbourne University Press, 1972, p13

¹¹ Robert P Whitworth, *Bailliere's Victorian Gazetteer*, F F Bailliere, 1879, pp237

¹² Context, *Banyule Thematic Environmental History*, sections 2.3.1, 2.3.2, 2.3.5, and 2.3.10; and Janine Rizzetti, 'Heidelberg', in Richard Broome et al, eds., *Remembering Melbourne 1850-1960*, Royal Historical Society of Victoria, 2016, p282

¹³ Thom's estate designation was inspired by a novel of the same name by Sir Walter Scott (1819).

¹⁴ Ivanhoe & Alphington Progress Society, *Beautiful Ivanhoe: the suburb of model homes and scenic charm*, Model Studio, 1900, SLV

¹⁵ Ivanhoe Station opened in 1888; however, inefficiencies in the Heidelberg-Melbourne railway line initially bedevilled growth.

¹⁶ Ivanhoe grew from roughly 2,000 residents in 1913 to nearly 8,000 by 1933 (*Victorian Year Books*, Australian Bureau of Statistics).

¹⁷ Don Garden, 'Ivanhoe', *eMelbourne*, School of Historical & Philosophical Studies, The University of Melbourne, July 2008

Site-specific

The subject land derives from Portion 2 of the Parish of Keelbundora, a roughly 420-hectare holding purchased (along with portions 1 and 3) by Thomas Walker in 1838. A Sydney-based Scottish banker and philanthrope with an eye for marketable land across the colony, Walker's intention in the Port Philip District was speculative from the start. He commenced subdividing his acquisitions as early as mid-1839 to enormous profit.¹⁸

In the resulting sales, Portion 2 was carved up into multiple large parcels. The subject land was incorporated into the eastern reaches of a roughly 215-hectares property – a combination of portions 1 and 2 of the Parish of Keelbundora. It was purchased by the well-heeled Captain George Brunswick Smyth and christened the 'Chelsworth Estate'. His respectable 1860s homestead, overlooking the *Birrarung/Yarra*, is now utilised as the Ivanhoe Golf course clubhouse (HO185). By the late 1870s, most of the estate was occupied by tenant farmers.¹⁹

Around 1900, the majority of the Chelsworth Estate was acquired by Philip Champion de Crespigny, an official for the Bank of Victoria, and William Lawson Davidson, an accountant.²⁰ Their survey was responsible for establishing much of the existing road layout in the area bound loosely by Studley Road (north), Marshall Street (west), Hopetoun Grove (east), and the river. A series of subdivisions occurred up until the First World War. In 1913, Carl Otto Marschner, an Ivanhoe-based importer, acquired the triangular block now bound by Wallis Avenue, Wilfred Road, and Robinhood Road (originally View Street) – a parcel including the subject land.²¹ Marschner organised its subdivision into differently sized allotments, advertised under the banner of the 'Warwick Estate':

No district has made such remarkable advancement in recent years than this beautiful spot [*Ivanhoe*], which has been aptly named the Garden Suburb of Melbourne. The railway returns evidence the wonderful increase in traffic year by year. A large quantity of land has been subdivided, and so far, every subdivisional sale has been a marked success. The Warwick Estate is situated south from the Lower Heidelberg road, is very high, and commands beautiful views. The new boulevard, which will run along the river through to Melbourne passes immediately in front of the estate.²²

The rate of sales from the wider estate was slow and continued into the postwar period. However, the first sale in 1917 was of the kite-shaped allotment at the intersection of Wilfred and Robinhood Road (now 50 and 56 Wilfred Road), which encompassed the subject place. The buyer was a foreman, Percival Herbert Austin.²³ Soon after, he constructed a residence at the centre of the double allotment.²⁴



Late 1920s photograph across Ivanhoe East from Maltravers Road with the junction of Lower Heidelberg and McArthur roads (East Ivanhoe Village) visible in the centre – Mother of God Church would be constructed out of frame left. (Source: Cyril Cummins, *A pictorial history of Heidelberg Since 1836*, Heidelberg Historical Society, 1982, p71)

¹⁸ W Joy, 'Walker, Thomas (1804-1886)', *Australian Dictionary of Biography*, National Centre of Biography, Australian National University, 1967, available online

¹⁹ Garden, *Heidelberg: The Land and Its People 1838-1900*, pp27-28, 41, 92

²⁰ Certificate of Title, vol 344, folio 777 (note the front title has largely perished, making the date of transfer indecipherable)

²¹ Certificate of Title, vol 3784, folio 741

²² 'Ivanhoe', *Herald*, 26 February 1914, p5

²³ Certificate of Title, vol 4015, folio 924

²⁴ Review of *Sands & McDougall's Directory of Victoria*

Austin's dwelling, along with the interwar house of John W Bainbridge, a Department of Agriculture official, that was situated opposite Robinhood Road (since demolished) were some of the earliest dwellings in the immediate area.²⁵



1931 aerial photograph of the rough centre of Ivanhoe East
Austin's house, then occupying the subject place, is circled in dashed red
(Source: Landata, Project no 1931, Run 17, Frame 3328)

In 1951, new owners subdivided the corner allotment, creating the subject allotment.²⁶ A couple of years later, in January 1956, the Roman Catholic Trusts Corporation for the Diocese of Melbourne purchased the subject property, at which time Austin's residence was demolished.²⁷

Behind the decision of the Diocese to acquire the corner site was the rapid suburban transformation of Ivanhoe East over the late 1940s and early 1950s, which equated with a growing flock that outstripped existing religious facilities.²⁸ The activist English immigrant, Father Bernard Joseph Geoghegan (1894-1977), then the inaugural priest of the fledgling (established 1940) Immaculate Conception Parish, appears to have played a principal role in advocating and planning for a new church and parish for the burgeoning locale of Ivanhoe East. Both the former and latter were to be known as 'Mother of God'.²⁹ News of a new church had been in public circulation as early as 1954, with the Catholic weekly newspaper, *The Advocate*, reporting:

As a result of the meeting held at the home of Mr. Frank Galbally, Withers-street, East Ivanhoe, recently, the forty or so present unanimously decided that a church should be erected in the vicinity to meet the needs of the Catholics of this rapidly growing residential suburb who find that they are too remote from the churches at Heidelberg and Ivanhoe. Plans for the new building are in the course of preparation and as

²⁵ 'Mr. J. W. Bainbridge', *Age*, 9 August 1940, p10

²⁶ Certificate of Title, vol 4015, folio 924

²⁷ Certificate of Title, vol 8103, folio 611

²⁸ The wider growth of Banyule's Roman Catholic community, including its increasing middle-class complexion from the interwar years, and the impact of southern European (particularly Italian) postwar immigration (challenging the monolithic Irish-Catholic character of the church), is discussed in the *Banyule Thematic Environmental History* (Context, October 2018, pp42-3)

²⁹ The Ivanhoe area initially fell within the boundaries of the Heidelberg Parish (established 1851). In 2005, Banyule's three postwar Catholic parishes (St Bernadette's, Immaculate Conception, Mother of God) were formally consolidated into the 'Mary Mother of the Church - Ivanhoe Parish'.

soon as they are finalized, the church will be commenced. It will be erected at the intersection of Maltravers-street and Ormond-road. Father J. Geoghegan, P.P., Immaculate Conception parish, Ivanhoe, is in charge of the district embraced by the proposed church.³⁰



1954 aerial photograph, with the undivided subject property, still occupied by Austin's residence, circled in red (Source: Landata, Project no 174, Run 15, Frame 75)

Evidently, the later purchase of the subject property superseded the site noted in the *Advocate*. The identity of the architect/s noted in the article is also not known. Nonetheless, by at least early 1956, Fr Geoghegan (likely aided by a building committee) had engaged the young, progressive practice of Mockridge, Stahle & Mitchell. *Mother of God* – titled 'Memorial Church of the Mother of God' on the drawings – was to be the firm's first religious commission. The commemorative aspect of this title was to be conveyed in the plaque to the narthex, dedicating the building to those that died during the world wars (and specifying the architects); however, its wording does not appear to have been ever installed (see existing plaque).³¹

In the mid-1950s, such a decision to 'go modern' was still bold, only becoming more typical (particularly for new suburban parishes) later in the decade as Victoria witnessed a veritable surge in church construction that continued into the early 1970s. A myriad of factors likely underpinned such a determination, including issues of economy and the reforming Liturgical movement, and a desire to appeal and remain relevant to younger generations and new families by adopting a 'modern' architecture – one more in character with the swiftly modernising and different landscape of 1950s Australia.³² The British architect, Edward Mills, captured this influential aspect in the design of postwar religious building in his much-publicised 1956 book, *The Modern Church*: 'If we do not build churches in keeping with the spirit of the age we shall be admitting that religion no longer possesses the same vitality as our secular buildings'.³³

In general, the Christian churches were 'expansionist in outlook' across the postwar years,³⁴ assured in their capacity to meet mainstream contemporary desires for social stability and cohesion, a renewed focus on home and the nuclear family, and

³⁰ 'New Church for Ivanhoe East', *Advocate*, 1 April 1954, p2

³¹ 'Church of the Mother God – This Church is Erected to the Memory of Those Australians Who Gave Their Lives During World War I and II – 15 September 1957 – Architects Mockridge Stahle & Mitchell' (*Amended Set out of Lettering*, undated, drawing no 382/79A', SLV, YLATD 16)

³² The 20th-century international Liturgical movement called for liturgical and theological reforms, culminating in the Second Vatican Ecumenical Council of 1962-65 (Vatican II).

³³ Edward D Mills, *The Modern Church*, Praeger, 1956, p15

³⁴ David Hilliard, 'Popular Religion in Australia in the 1950s: A Study of Adelaide and Brisbane', *Journal of Religious History*, vol 16, no 2, December 1988, p235.

trepidation towards moral decline and international tension.³⁵ Church authorities and local lay leadership routinely perceived the building of modernist churches as essential (and exciting) activities – a fundamental investment in their spiritual claim to the expanding footprint of the suburbs and highly visible stake in a coalescing postwar civic realm.³⁶

The foundation stone for *Mother of God* was blessed by Archbishop Mannix with much fanfare on 11 November 1956. The *Advocate* carried a detailed description of the church, then under construction:

The church will be a steel framed building with the structural members clothed in pre-cast concrete to facilitate speedy erection and precision finish. Infill walls will be of pink-fawn Colortone bricks and the roof is to be of slate.

The architects, Mockridge, Stahle and Mitchell, have pursued an unusual lozenge form which was suggested by the wedge-shaped site. The exaggerated perspective produced by this shape will lead the eye directly to the high altar. Extensive use of plain stained glass will be made in the large window over the entrance, in the lady chapel, and in the large window at the side of the sanctuary which will flood this area with light and form an interesting pattern on the painted brick altar wall. Subdued general light will be provided by panels of small cruciform windows high up in the east wall. The church which is designed to seat 450, will sit on a concrete mat to be covered with lino tiles.

Rich colour will be introduced on the plastered walls whilst dado and ceilings will be in hardwood lining boards waxed in their natural colour. Pews also will be constructed of this timber. Italian glass mosaics will be used to sheath four columns which occur between the nave and the aisle.

The Lady Chapel, which is part of the nave, will be emphasized by the barrel vaulting of the ceiling, and plastic domes in the flat roof will flood the baptistry and the centre of the narthex with light. A priest's vestry, boys' sacristy and women's sacristy for flower arranging are also provided.³⁷



November 1956 photograph of the foundation stone blessing *Mother of God's* steel frame visible left of frame (Source: 'Parish History Project', *Mary Mother of the Church*, undated, available online)



Archbishop Mannix (mitra hat) and clerics bless *Mother of God's* foundation stone (Source: 'Parish History Project', *Mary Mother of the Church*, undated, available online)

The appointed contractors for the church were the prominent Melbourne building firm of Clements Langford Pty Ltd (1868-1960s), with the total construction costs reported as £40,000 – a substantial sum in line with the middle-class complexion of the congregation and area.³⁸ Another £10,000 was expended on furnishing *Mother of God*.³⁹

The first mass was celebrated at *Mother of God* in September 1957. Archbishop Mannix, again in attendance, praised Fr Geoghegan's for the 'beautiful church' and 'magnificent site', while also hinting at a note of unease from another (unnamed, imaginably conservative) clerical speaker with the modern nature of the design.⁴⁰

The *Age* carried a photograph of the 'New Roman Catholic Church at East Ivanhoe' in October (reproduced below).

³⁵ Graeme Davison, 'Religion', Alison Bashford and Stuart Macintyre, *The Cambridge History of Australia*, vol 2, Cambridge University Press, 2013, pp227-28

³⁶ As noted by Richardson, the 'far-reaching influences of modernity' (individualism, female participation in the workforce, new avenues for self-improvement, etc) gradually came to compete with the centrality of the church to Australia and fuelled a rising secularisation (*The untold story of modernism*, pp63-4).

³⁷ 'New Church at East Ivanhoe', *Advocate*, 8 November 1956, p3

³⁸ *Cross-Section*, December 1956, no. 50, np; and November 1957, no. 61, np – The University of Melbourne, digitised items

³⁹ 'Beautiful Church on Fine Site at East Ivanhoe', *Advocate*, 26 September 1957, p7

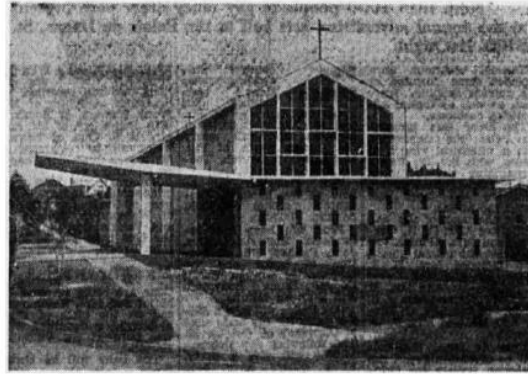
⁴⁰ 'Beautiful Church on Fine Site at East Ivanhoe', *Advocate*, 26 September 1957, p7

Banyule Heritage Study 2020, Stage 2

Citation 16

A few months later (November), the clinker-brick Tudor revival-style residence opposite the church at 63 Wilfred Road was purchased as the presbytery.⁴¹

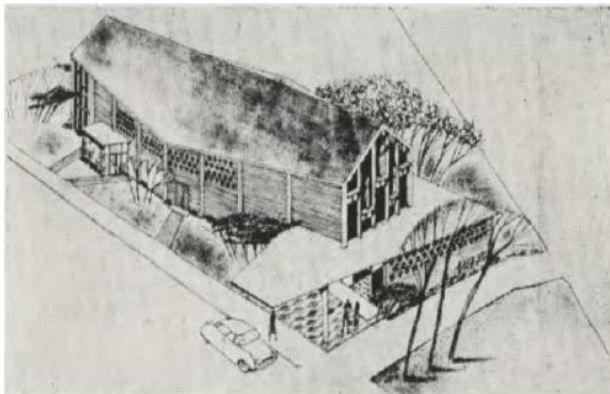
Fr Geoghegan was appointed parish priest at the formal constitution of Mother of God in January 1958.⁴² While the broad-ranging religious, social and religious activities of this church have not been researched in-depth, a phrase common in the 1950s and 1960s was the 'seven-day-a-week' church, which speaks to the vigour of congregational life in this period and the myriad of happenings that occurred in suburban buildings like *Mother of God*.



(Above) *Mother of God* church and entrance hall
(Source: *Age*, 12 October 1957, p8)

(Left) Fr Geoghegan (rear) photographed conducting the first mass at the Mother of God Church, 1957
(Source: 'Parish History Project', *Mary Mother of the Church Catholic Parish Ivanhoe*, available online)

The polemical *Cross-Section*, a newsletter prepared by the Department of Architecture at the University of Melbourne, had published a sketch of *Mother of God* in late 1956, during its construction. Its brief coverage highlighted Mockridge, Stahle & Mitchell's design as an uncommon departure from church design, which it castigated as 'architecturally, the most backward building-type' in Australia' ('the artistic sacrilege rests with the church committees, notorious for being "Sunday architects"').⁴³



Sketch of *Mother of God*, presumably from the office of Mockridge, Stahle & Mitchell
(*Cross-Section*, December 1956, no. 50, np, The University of Melbourne)

The modernist enthusiast Peter Wille (1931-71) photographed *Mother of God* – north and west elevation – during construction.

⁴¹ *The Catholic Parish of Ivanhoe: A Brief History*, Catholic Parish Ivanhoe, undated, refer to parts 1 and 4, available online

⁴² *The Catholic Parish of Ivanhoe: A Brief History*, part 4

⁴³ *Cross-Section*, December 1956, no. 50, np, The University of Melbourne

Banyule Heritage Study 2020, Stage 2

Citation 16



View to frontage and along west elevation, during construction
(Source: Peter Wille, undated, SLV, no a22359)



View to west elevation, during construction – note barrel vaulting
(Source: Peter Wille, undated, SLV, no a22359)

The Melbourne-based *Architecture and Arts* journal, which editorialised in support of modern design, published an in-depth article on *Mother of God* in its December 1957 edition:

This Roman Catholic church was completed in September.

It is a steel-framed building with precast concrete column casings and gutters painted white. Panel walls are pink-fawn silica (cement 9 in. by 4½ in. by 3 in.) bricks and the main roof is slate. Concrete slabs sheeted with asbestos felt roof the lower areas and barrel vaulting defines the Lady Chapel.

Located in a high-class residential area requiring special permission to build, the church has been designed as far as possible not to obtrude on its surrounding houses. The plan shape was adopted in order to take full advantage of the unusual and restricted site and to give all worshippers a clear view of the altar. The exaggerated perspective produced by the slowly rising springing line (of the roof) further dramatises the white-painted altar wall.

The church seats 450. It also contains a Priest's Vestry, Boys' Sacristy and a Women's Sacristy for flower arranging, etc.

The confessionals have been planned so that they do not project into the nave, and the electronic organ is installed in a recess near the sanctuary.

The building cost about £A40,000, exclusive of furnishings.

Consulting Engineers, J. L. & E. M. Daly, Melbourne.

Builders, Clements Langford Pty. Ltd.

Timber dado, pews and ceilings are of Australian mountain ash treated with a white filler and satin plasticised finish.

Side walls of the nave are painted deep blue-green and the altar walls is white painted bagged brickwork. Exposed steel roof beams are painted matt black and the walls and ceilings of the Lady Chapel are white. Italian glass mosaics in grey-green, blue-green and copper clothe the columns to the Lady Chapel, which has a mahogany altar matching the "floating" Stations of the Cross panels, which also mask the regulation inlet vents. As yet unfinished, the Stations will have bas reliefs in Australian mountain ash now being carved by Hermann Hohaus, a New Australian sculptor, who also carved the Crucifix.⁴⁴

Several photographs of church's exterior and interior taken by the noted architectural photographer, Wolfgang Sievers, accompanied the *Architecture and Arts* article. Some are reproduced below.

⁴⁴ 'Church of the Mother of God East Ivanhoe, Victoria: Mockridge, Stahle & Mitchell, Architects', *Architecture and Arts*, December 1957, p29

Banyule Heritage Study 2020, Stage 2

Citation 16



Mother of God from Robinhood Road, Wolfgang Sievers
(Source: *Architecture and Arts*, December 1957, p28)



Mother of God from Wilfred Road
(Source: *Architecture and Arts*, December 1957, p28)

Banyule Heritage Study 2020, Stage 2

Citation 16

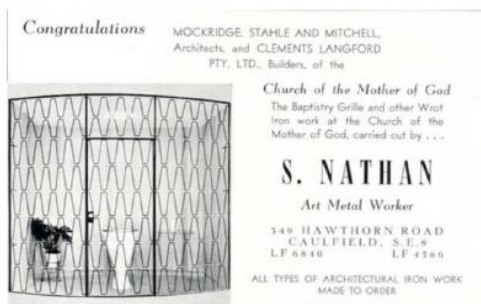


Arrangement of original altar, since modified, and rail (removed)
(Source: *Architecture and Arts*, December 1957, p49)



Original nave showing 'starburst' light fittings (replaced) and steel beams (Source: www.ivanhoecatholics.com/parishhistory.htm)

The *Architecture and Arts* article, along with the copious archived drawings related to *Mother of God's* construction, illustrate the 'total design' approach increasingly adopted by modernist architects in the postwar period, with Mockridge, Stahle & Mitchell responsible for nearly a myriad of aspects at the place, including much of the original internal furnishing, ritual objects and landscaping. The commissioning of the modernist German-born sculptor Hermann Hohaus (1920-90) to design/handmake the altar crucifix and Stations of the Cross panels (of native timber) speaks to contemporary efforts in integrating art and architecture.⁴⁵



Advertisement showing baptistry grille at *Mother of God*, since removed (Source: *Architecture and Arts*, December 1957, p58)



Advertisement of timber pews at *Mother of God*, still extant (Source: *Architecture and Arts*, December 1957, p58)

Mother of God was Mockridge, Stahle & Mitchell's first completed religious commissions. Its generally positive critical and public reception appears to have been important for the development of the office and gave rise to additional church building projects, including in Banyule (see Comparative).

The 'Mother of God Primary School' opened in 1963 on recently acquired land opposite the new church (across Robinhood Road).⁴⁶

In response to Vatican II, liturgical alterations were undertaken in 1968 and included the raising of the sanctuary floor to create a mass-facing altar – itself renewed – as well as the carpeting of the floor. Further modifications, overseen by the locally-based architect, Vito Cassisi, occurred in 1987. These resulted in the removal of the baptistry grille, internal division of the nave with timber-framed glazing and the enclosure of the porch.⁴⁷

⁴⁵ Hohaus later prepared two bronze Madonna and Child sculptures at the Mockridge, Stahle & Mitchell-designed *Mary Immaculate Church*.

⁴⁶ The parish school was closed at the end of 2017.

⁴⁷ *The Catholic Parish of Ivanhoe: A Brief History*, pp19-20

Banyule Heritage Study 2020, Stage 2

Citation 16



Close-up of cantilevered porch, mid-1980s – soon after partly enclosed with glazing, mid-1980s
 Note original floor of white Carborundum (silicon carbide stone) panels and 'English' grey-blue quarry tiles
 The mature tree central to the triangular front garden (background) has since been replaced
 (Source: courtesy of Graeme Butler)

Mockridge, Stahle & Mitchell (1948-83)

The Melbourne-based architecture practice of Mockridge, Stahle & Mitchell emerged as leading practitioners of an ascetic yet refined and humane interpretation of the modern movement over the postwar period.⁴⁸ The range of their work was wide but is chiefly associated with residential, ecclesiastical and educational designs, both in Victoria and the ACT. As noted by the architectural historian Philip Goad, their important mid-century contribution has been 'significantly under-researched', and their principal designer, John Mockridge, should be considered one of the State's 'pre-eminent architects of the 1940s' and 'one of the outstanding designers of the 1950s'.⁴⁹

John Pearce Mockridge (1916-94), James Rossiter ('Ross') Stahle (1917-2000), and George Finlay Mitchell (circa 1916-2006) founded the practice in 1948, after a collective stint at Buchan Laird & Buchan. All were relatively young, returned service members who had attended the University of Melbourne Architectural Atelier during the late 1930s – then an incubator of architectural experimentation in Melbourne.⁵⁰ The partnership's dynamics emerged quickly and proved potent:

While all [the] partners collaborated on basic design decisions, early on in their association, each found his forte in the burgeoning practice. Mitchell handled relationships with clients and officialdom. Mockridge, at his drawing board, slaved over the elegant details that were the signature of the new firm's work, while Stahle, the administrator, supervised staff benevolently and building contracts meticulously.⁵¹

The firm's initial string of houses and embrace of the new structural and material possibilities of the postwar period established its strong modernist credentials.⁵² Beyond the readily identifiable 'modern' imagery of their buildings, Mockridge, Stahle & Mitchell are also distinguished for the contextual sensitivity of their design work and response to 'New Empiricism', a term coined

⁴⁸ Winsome Callister, 'Mockridge, Stahle & Mitchell', in Philip Goad and Julie Willis, eds, *The Encyclopedias of Australian Architecture*, Cambridge University Press, 2012, pp461-62.

⁴⁹ Goad paraphrased in David Yencken, 'A Tale of Two Motels: the times, the architecture and the architects', *La Trobe Journal*, no 93-94, September 2014, p154, available online

⁵⁰ Julie Willis, 'The Melbourne University Architectural Atelier, 1919-1947', *Journal of Architectural Education*, vol 58, no 3, February 2005, p13

⁵¹ Neil Clerehan, 'Schools were 'in' for designer', *Age*, 5 July 2010

⁵² The practice's early work featured prominently in the special 1954 issue of *Architecture in Australia* alongside other leading postwar architects (Harry Seidler, Yuncken Freeman Brothers, Roy Grounds, Hassell and McConnell).

in Europe during the late 1940s to describe a more humanist interpretation of the modern movement.⁵³ Their ecclesiastical design was avant-garde, particularly in its examination of geometrical plans and shapes.⁵⁴ Notable places of worship by the practice beyond Banyule include St Faith's Anglican Church, Burwood, 1956-58 (VHR H2254), Whitley College and Ridley College Chapel at Parkville, 1962-65, and the multifaith Religious Centre at Monash University, Clayton, 1967-68 (VHR H2188).



Left to right, Mockridge, Stahle and Mitchell
(Source: *Architecture and Arts*, February-March 1953, p17)

Thematic Context

Context, *Banyule Thematic Environmental History*, October 2018:

- Theme 5: Suburban development
- Theme 6: Community and cultural life

Comparative Analysis

There are nine churches included in the Schedule to the Heritage Overlay in Banyule.⁵⁵ Of these, only one dates from the second half of the 20th century. Its details follow:

- *St Bernadette's Church*, 89-91 Bond Street, Ivanhoe (HO181) – a modernist Catholic church designed by Robert O Ellis and constructed 1961-62. It has a prow-like form and curved sidewalls of cream brick with concrete structural elements. Some design components, particularly the elliptical tower and random window configuration (sidewalls), reflect the influence of Le Corbusier's seminal *Chapel of Notre Dame du Haut* at Ronchamp (1955). *St Bernadette's* has a traditional interior, consisting of a long nave and remote sanctuary.

As noted, *Mother of God* was the first of three distinctive, modernist places of worship constructed in the Ivanhoe area for the Catholic Church. Alongside *St Bernadette's*, the other is *Mary Immaculate Church* at 2-6 Waverley Avenue, Ivanhoe (1961-62), also designed by Mockridge, Stahle & Mitchell.⁵⁶ Situated on a corner site, *Mary Immaculate* has a kite-shaped nave capped by a pair of triangular roof planes clad in blue Cordova tiles and is constructed of dark-grey, rough-faced concrete bricks. Notable to the southern plane is a steel-framed triangular spire clad in copper, surmounted by a cross. At the time of assessment, a number of alterations and additions were being undertaken that will compromise its original aesthetic.

In the municipality, Mockridge, Stahle & Mitchell were also responsible for designing the small chapel at Ivanhoe Grammar School (1981).⁵⁷ It has a slate-clad domed roof with a cross at the apex and appears to be constructed of light-tinted concrete blocks with sections of window walls.

St George's Anglican Church at 47 Warnclyffe Road, Ivanhoe East (chiefly 1963-64) – designed largely by the noteworthy Swiss-trained émigré architect Frederick Romberg, then of Romberg and Boyd – is also recommended for a HO by this Study. It is

⁵³ Mockridge himself later highlighted as influential the work of Californian William Wurster and Richard Neutra alongside Miles van der Roche and Le Corbusier. (Mockridge interviewed by Hazel de Berg, 1973, sounding recording, NLA, Bib ID 2327182)

⁵⁴ Refer to collection 'Records of the architectural practice of Mockridge Stahle and Mitchell, ca. 1962 – ca. 1985', SLV, MS 12496 HO14, HO78, HO86, HO88, HO108, HO115, HO181, HO182, and HO183

⁵⁶ Refer to 'Mary Immaculate Church', *Recommendation of the Executive Director and assessment of cultural heritage significance under Division 3 of the Heritage Act 2017*, 17 November 2017, available online

⁵⁷ The chapel is located adjacent to the east side of The Ridgeway, roughly mid-way between Latham and Rose streets, but is largely obscured by fencing and foliage. See Norman Day, 'School Chapel', *Age*, 15 December 1981, p10

situated east of *Mother of God* and incorporates a section of a late interwar and 1950s hall. Romberg's main modernist complex is relatively grand and unique, distinguished by its cuboid form, strict geometric footprint with prominent courtyard and unusual melding of urban expression with vernacular detailing.

There are several other known instances of church design from the second half of the 20th century in Banyule.⁵⁸ Of these, only *Greensborough Baptist Church (former)* is believed to date from the 1950s; however, its clinker brick walls and terracotta tile-clad gable roof reflect an instance of the continuation of traditional/conservative design in the postwar period. Other modernist designs of potential note – namely, *Bread of Life Uniting Church*, *All Saints Anglican Church*, *St Martin of Tours Catholic Church*, and *St Mary's Catholic Church* – all date from the 1960s/1970s. While individualistic and of potential heritage significance, their designs reflect a more established phase of 'modern' ecclesiastic design when compared to *Mother of God*.

Mother of God is the first definitive instance of postwar modernist church design in Banyule. More broadly, it is classifiable as an early example of 'modern' church design in Melbourne.⁵⁹

Together with *St George's Anglican Church*, the subject place is a key non-residential example of the postwar modern movement in Ivanhoe East, a largely postwar locale with a relatively high proportion of modernist architecture.

Intactness/Integrity

Generally intact

Previous Assessment

- Ian and Roslyn Coleman (with Eleanor Bridger and Joanna Wills), *Twentieth Century Churches in Victoria: A Study for the Historic Building Council*, January 1996 – *Mother of God* is identified as 'Secondary Significance'
- RBA Architects + Conservation Consultants, *Banyule Heritage Study 2020: Stage 1 report*, Banyule City Council, August 2020 – High priority, recommended for Stage 2

Heritage Overlay Schedule Controls

External Paint Controls	Yes (brick walls)
Internal Alteration Controls	Yes (exposed matt-black steel roof beams and timber-lined ceiling)
Tree Controls	Yes (Atlas Cedar, front garden)
Outbuildings and/or fences	No

⁵⁸ Greensborough Baptist Church (former), 520 Greensborough Road, Greensborough (1950s); *Bread of Life Uniting Church*, 321 Lower Heidelberg Road, Ivanhoe East (1961, Bates Smarts and McCutcheon, proposed for demolition); *All Saints Anglican Church*, 1 Main Street, Greensborough (circa 1966, Blyth and Josephine Johnson); *Living Faith Church* (formerly Methodist), 35-37 Grimshaw Street, Greensborough (Alexander Harris & Associates, 1966); *St Martin of Tours Catholic Church*, 2 Silk Street, Rosanna (architect unknown, late 1960s/early 1970s); *St Francis Xavier Catholic Church*, 84 Mayona Road, Montmorency (1965); and *St Mary's Catholic Church*, 210 Grimshaw Street, Greensborough (Max Chester, 1971).

⁵⁹ Refer to Ian and Roslyn Coleman (with Eleanor Bridger and Joanna Wills), *Twentieth Century Churches in Victoria: A Study for the Historic Building Council*, January 1996

Extent of Heritage Overlay

The proposed extent of the heritage overlay is outlined below.



Recommended extent of heritage overlay
(Source: Nearmap, depicting December 2019)



Department of Environment,
Land, Water and Planning

PO Box 500
East Melbourne, Victoria 8002

Ms Allison Beckwith
Chief Executive Officer
Banyule City Council
1 Flintoff Street
Greensborough VIC 3088

Email address: nicola.rooks@banyule.vic.gov.au

Dear Ms Beckwith

PROPOSED BANYULE PLANNING SCHEME AMENDMENT C163BANY

I refer to your council's request to the Minister for Planning to prepare, adopt and approve Amendment C163bany to the Banyule Planning Scheme under section 20(4) of the *Planning and Environment Act 1987*. The amendment proposes to apply the Heritage Overlay (HO) to the property known as The Mother of God Church at 56 Wilfred Road, Ivanhoe East on an interim basis and to remove expired interim Heritage Overlay HO198 from 22 Arden Crescent, Rosanna.

DELWP officers have been informed that the strategic work to support application of the Heritage Overlay to The Mother of God Church, *The City of Banyule Municipal-Wide Heritage Study*, which includes the Statement of Significance for the property, is to be completed and considered for adoption by the council in September, 2021.

DELWP cannot progress this request for an interim heritage control until your council has either:

- Adopted the relevant Municipal Wide Heritage Study including the Statement of Significance for The Mother of God Church and resolved to seek authorisation for an amendment applying the heritage overlay to the site on a permanent basis, or
- Adopted or endorsed the Statement of Significance for The Mother of God Church and resolved to consider the matter at its September meeting when it will make a decision about adopting the relevant Municipal Wide Heritage Study and seek authorisation for an amendment to apply the heritage overlay to the site on a permanent basis.

This should be done by the end of August 2020 at the latest to ensure this matter is progressed in an appropriate timeframe. On receipt of this documentation, a decision on Amendment C163bany will be made as soon as possible.

If you have any further queries in relation to this matter please contact Kirsten Webber, Senior Planner from State Planning Services, Department of Environment, Land, Water and Planning on 8508 1501.

Yours sincerely,

Melena McKaskill
Manager
State Planning Services

5 July 2021

Any personal information about you or a third party in your correspondence will be protected under the provisions of the *Privacy and Data Protection Act 2014*. It will only be used or disclosed to appropriate Ministerial, Statutory Authority, or departmental staff in regard to the purpose for which it was provided, unless required or authorized by law. Enquiries about access to information about you held by the Department should be directed to foi.unit@delwp.vic.gov.au or FOI Unit, Department of Environment, Land, Water and Planning, PO Box 500, East Melbourne, Victoria 8002.





Draft Financial Plan

2021/22 - 2030/31

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council****Contents**

1. Legislative Requirements	2
1.1 Strategic Planning Principles	3
1.2 Financial Management Principles	4
1.3 Engagement Principles	4
1.4 Service Performance Principles	6
1.5 Asset Plan Integration	6
2. Financial Plan Context	8
2.1 Municipal Demographics	8
2.2 COVID-19	8
2.3 Economic and Fiscal Indicators	9
2.4 Financial Policy Statements and Risk Management	11
2.5 Assumptions to the financial plan statements	14
2.6 Other Matters impacting the 10-year financial projections	18
3. Financial Plan Statements	22
3.1 Comprehensive Income Statement	22
3.2 Balance Sheet	23
3.3 Statement of Changes in Equity	24
3.4 Statement of Cash Flows	25
3.5 Statement of Capital Works	26
3.6 Statement of Human Resources	27
3.7 Planned Human Resource Expenditure	28
4. Financial Performance Indicators	30
4.1 Victorian Auditors-General's Office (VAGO)	30
4.2 Local Government Performance Reporting Framework (LGPRF)	30
4.3 Disclosure Required (LGPRF)	31
5. Strategies and Plan	34
5.1 Borrowing Strategy	34
5.2 Reserves Strategy	35
5.3 Revenue and Rating Plan	40
5.4 Investments	40
5.5 Operational Efficiency	42

DRAFT FINANCIAL PLAN 2021/22 – 2030/31

Banyule City Council

1. Legislative Requirements

The *Local Government Act 2020 Section 91* requires Council to develop, adopt and keep in force a financial plan with an outlook of at least 10 years to show how the viability and financial sustainability of Banyule City Council will be achieved and maintained, and to define the broad fiscal boundaries for the Council Plan, Asset Plan, other strategic plans of Banyule.

This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

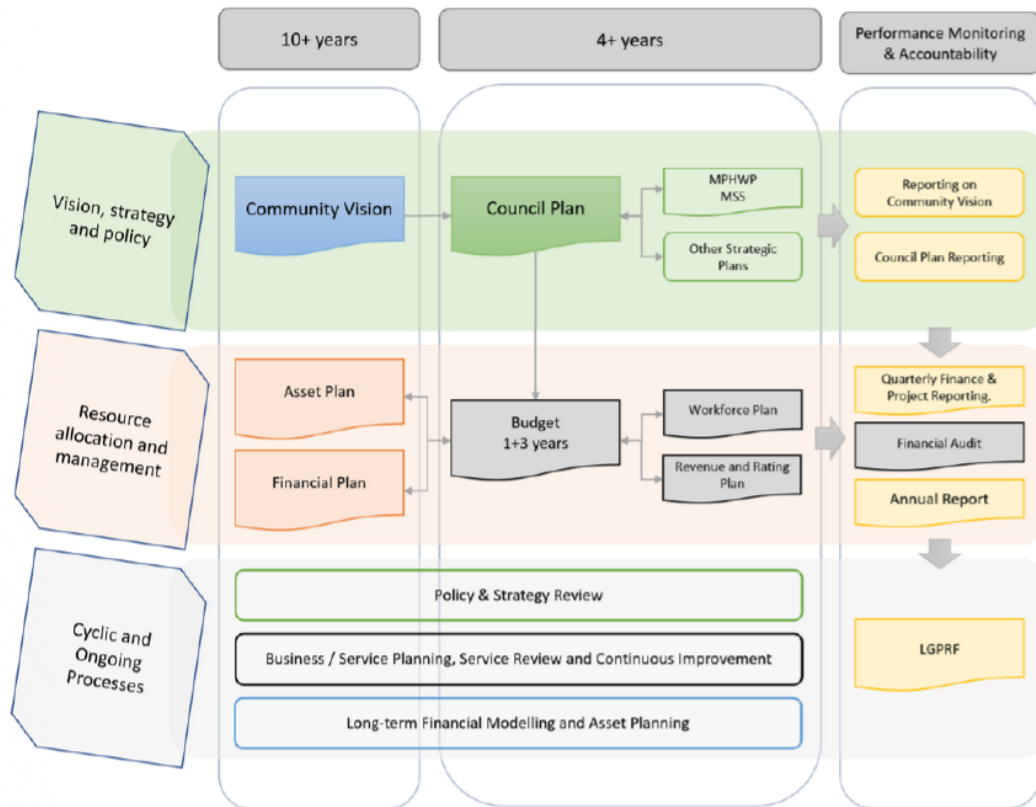
The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



DRAFT FINANCIAL PLAN 2021/22 – 2030/31

Banyule City Council

The following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.



1.1 Strategic Planning Principles

The Financial Plan provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting.
- Council financial plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan.
- The Financial Plan provides for the strategic planning principles of progress monitoring of progress and reviews to identify and adapt to changing circumstances.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

1.2 Financial Management Principles

Like every other Council, Banyule City Council's financial position over the coming decade is likely to be increasingly challenging. The State Government rate capping regime will significantly limit Council's ability to raise funds from its own operations. At the same time Council will continue to experience increasing cost pressures associated with an ageing population, ageing capital infrastructure and continued cost shifting from other levels of government. This situation is not expected to change in the foreseeable future.

The purpose of the Banyule City Council Financial Plan is to ensure we can continue to deliver high quality services to our community, provide job security and stability for our highly valued workforce and continue to meet our capital requirements while investing in new capital and infrastructure. The Financial Plan provides context and structure to many of the innovative financial strategies Council has adopted in recent years including our strategic approach to property acquisition and development.

The Financial Plan establishes a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome; a financial measurement framework against Council's plans and policies and ensures that Council complies with sound financial management principles, as required by the *Local Government Act 2020* and to plan for the long-term financial sustainability of Council.

In addition, Banyule City Council will continue to focus on operational efficiencies, support initiatives that deliver financial savings to Council and reduce Council reliance on property rates to fund services and infrastructure and reduce debt.

The Financial Plan demonstrates the following financial management principles:

- Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Management of the following financial risks:
 - the financial viability of the Council.
 - the management of current and future liabilities of the Council.
 - the beneficial enterprises of Council (where appropriate).
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- Council maintains accounts and records that explain its financial operations and financial position.

1.3 Engagement Principles

In accordance with the *Local Government Act 2020*, Banyule City Council is engaging with the community, driven by principles of deliberative engagement, to inform the development of the Banyule Community Vision 2041, Council Plan 2021-2025, and Financial Plan 2021/22 – 2030/31.

1.3.1 Deliberative Engagement

The key characteristics of deliberative engagement are:

- Authentic engagement with the community;
- Good representation of the community in engagement activities;

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

- Clear demonstration of how all views have been considered;
- Accessible and relevant information available to the community to ensure the decision-making process
- The community's level of influence is clear in each instance and that participants are fully informed.

1.3.2. Banyule 2041 Shaping Our Future

Banyule has undertaken a comprehensive and meaningful engagement program throughout 2020/21 that empowers and enable community and Council to work together to plan for our future and how we would like to get there.

Throughout the Banyule 2041 – Shaping Our Future Project, engagement with our community and stakeholders was essential. High-quality community engagement enables us to make well-informed decisions as well as achieving effective and transparent governance. Genuine community engagement promotes dialogue and understanding and strengthens community relationships.

The aim of the Banyule 2041 – Shaping Our Future Project was to develop an innovative, aspirational and co-designed Community Vision that guides Council's work in enhancing the municipality of Banyule over the next 20 years. Through a robust engagement program Council and community worked together to inform the:

- Community Vision that captures how the community want Banyule to be in 2041
- Council Plan that sets out how Council is working toward that vision every 4 years
- Financial Plan that will guide how Council will remain financially sustainable while supporting the Community Vision and the Council Plan.
- The Budget and the Revenue and Rating Plan that defines how revenue is generated through various sources.

The Stage 1 engagement approach was developed in collaboration with community and Banyule's elected representatives and in alignment with Local Government Victoria Guidance material. Throughout the engagement period, Council sought to inform as many people as possible about the project and to encourage participation. Communications material included posters, postcards, emails, video, social media and factsheets. Council informed the community about the project and promoted engagement opportunities, encouraging people to visit the Shaping Banyule website for more information about the project.

Council provided many ways for people to participate and contribute including Shaping Banyule, workshops, phone and hardcopy surveys and submissions online and postal submissions. Over 4,100 people engaged with the project information and resources provided on Shaping Banyule. Approximately 1,329 individuals actively participated in engagement activities.

The first stage of engagement (November 2020 – January 2021) asked community and stakeholders to imagine Banyule in 2041 and what areas Council should focus on to achieve that vision. The engagement sought to build community and stakeholder awareness of Banyule's current and future needs and build and strengthen community and stakeholder relations and capacity to shape their local municipality, now and into the future.

The second stage (March 2021 to May 2021) involved the establishment of the Community Working Group to draft a Community Vision and work through strategic priorities for Council Plan and Financial Plan.

Information about the *Banyule 2041 - Shaping Our Future* project can be found on Council's website.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

1.4 Service Performance Principles

Banyule's community is diverse, and this is part of what makes Banyule such a great place. We want our communities to be strong, healthy and inclusive. There are many different characteristics that make Banyule great, including highly valued public space, strong identity and character and vibrant shopping strips, waterways and a sustainable transport network in the region. People participate in their local community in many ways, whether it be participation in local sports, recreation and cultural activities, volunteering or having a say on the issues that are important. We want everyone in Banyule to feel like they are connected to their communities.

Council want to deliver the best value services and facilities for people of all ages and in differing circumstances. Council has an ongoing commitment to achieving outcomes that are sustainable, eco-friendly and bear the least impact on our environment including our response to climate change and the way our waste is managed.

To help us to deliver on our focus areas and important initiatives Council will work in partnership with the community; engage with our community to ensure they are well informed and represented and meaningfully involved in decision making; encourage community participation and inclusion to provide opportunities for all and advocate for our community to improve services, infrastructure and social outcomes.

Council services are designed to be purpose, targeted to community needs and value for money. The service performance principles are listed below:

- Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- Services are accessible to the relevant users within the community.
- Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
- Council is developing a performance monitoring framework to continuously improve its service delivery standards.
- Council is developing a service delivery framework that considers and responds to community feedback and complaints regards service provision.

1.5 Asset Plan Integration

Integration to the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

The first Asset Plan for Council will be adopted by Council by 30 June 2022 and have effect from 1 July 2022.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

2. Financial Plan Context

This section describes the context and external / internal environment and consideration in determining the 10-year financial projections and assumptions and risks.

2.1 Municipal Demographics

Banyule's estimated resident population for 2020 is 131,940. 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.

Banyule's population is forecast to grow to 165,256 by 2041 at an average annual growth rate of 1%. The population aged 80-84 years is forecast to have the largest growth across the municipality. Banyule is a culturally and linguistically diverse municipality. Residents come from over 140 countries and around 120 different languages are spoken at home.

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 an infrastructure development contribution plan.

2.2 COVID-19

COVID-19 is expected to continue to effect Australia's economy into 2021/2022, with the medium to long-term economic effects still unknown. As Council begins to recover from the financial impacts of COVID-19 we reflect on the following principles first established in 2020, that Council will:

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

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

2.3 Economic and Fiscal Indicators

Economic circumstances include at the macro and micro levels. In the broader economic climate circumstances these can include heightened levels of uncertainty about economic conditions and outcomes. Uncertainty within local government economic environments may be generally relatively low due to secure revenue streams from rating (although grant income may be more volatile). On 20 March 2020, the Reserve Bank of Australia (RBA) lowered the cash rate to 0.25% to respond to the effect of COVID-19 on businesses, which is the fifth reduction since June 2019.

Fiscal policy has supported household and business cashflows, and the Victorian lockdown measures weighed less on economic activity than earlier assumed. Consumption has recovered faster and dwelling, and business investment have not been as weak as had been anticipated.

In line with this recovery in activity, the labour market has also performed better than expected. Employment grew strongly over the latter part of 2020 and the end of the JobKeeper program in March 2021 created some uncertainty for the near term. Over the whole forecast period employment growth is expected to remain solid, consistent with the ongoing recovery in activity. The unemployment rate in Banyule was 5.00% in December 2020 (2016 Census, 5.5%)

At the micro level, circumstances within municipalities may influence decisions. These circumstances can include the general economic condition or likely outcomes for stakeholders (particularly ratepayers) in a municipality. For example, unfavourable conditions may discourage councils from taking decisions which may unnecessarily impact on its ratepayers. This may be a valid concern but will need to be balanced against achieving the most cost-effective return to Council in the medium to long term.

2.3.1 North East Link

There are major Victorian Government transport projects being rolled out in Banyule and we remain committed to advocating in the best interests of our community. We continue to push for improvements and increased project scope for the North East Link and the Hurstbridge Line Duplication to enhance the local amenity, upgrade transport infrastructure, construct shared trails, and improve the connectivity and frequency of transport services across all modes.

2.3.2 Climate Emergency

Council is firmly committed to working towards carbon neutrality as an organisation by 2028 and encouraging the community to join us by 2040. To implement initiatives and programs that drive change, we are dedicating \$2.04 million in 2021/2022 for our ongoing Climate Action Package. Among the initiatives, we will be installing more electric vehicle charging stations, LED street lighting, solar panels and batteries, and making energy efficient enhancements in Council buildings. We are also continuing to transition our fleet to electric vehicles and plant thousands of advanced trees each year.

Reducing our waste remains another key focus and we are pleased to announce we are preparing for the introduction of a food organics and garden organics (FOGO) service in 2022/2023. This will not only divert thousands of tonnes of waste from landfill each year, but will help produce compost for farms, parks and gardens. We also continue to fund other ongoing environmental initiatives, including solar system and energy efficient subsidies, environmental grants, home energy audits, plus host a range of educational workshops. All these measures are reducing our carbon footprint and making our City more sustainable.

2.3.3 Local jobs creation

Through investing in our substantial capital works program and partnering with other government initiatives, Council are stimulating the local economy. Combined with the ongoing success of our inclusive jobs and social enterprises initiatives, we are helping to creating more than 400 local jobs in

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

the municipality and transforming lives by providing opportunities to learn skills, gain experience and improve financial security.

In the year ending June 2020, there were 49,765 jobs in Banyule. The largest employer in the municipality is the Health Care and Social Assistance industry, making up 35% of all employment, followed by Education and Training 10%, Retail Trade 9% and Construction (8%). A considerable proportion of the people who work in Banyule also live in the area (36%).

2.3.4 Land Fill Levy

The Land Fill Levy payable to the State Government upon disposal of waste into landfill continues to increase resulting in additional waste tipping costs. The levy has increased from \$9 per tonne in 2008/09 to \$105.90 per ton

Rate (\$/T)	2020/21	2021/22	2022/23
Metropolitan- municipal	\$85.90	\$105.90	\$125.90

Council's Towards Zero Waste Plan 2019-2023 and the Community Climate Action Plan identified the need to divert more waste from landfill. In Victoria, about 50% of Councils have changed their services to divert food waste from landfill. In metropolitan Melbourne about 61% have introduced a service to divert food and a further 25% will implement a change based on timing of contracts.

In 2021/2022 Council will commence the implementation of a high-performance Food Organics Garden Organics waste service to reflect the changes required to meet sector challenges and Council, State and Federal Government objectives. This budget allocates \$3.83 million in year 1 (2021/22) to prepare for the implementation of the FOGO service and a further budget of \$0.11 million in year 2 to embed the changes. A comprehensive education and communications program to inform and prepare the Banyule community for the change will commence in 2021/2022.

2.3.5 Maintenance of public assets

Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition, Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.

2.3.6 Cost 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 & community care for aged residents. Council continues to monitor services in these areas and advocate to ensure equity under the 'fair go rates system' rate cap environment.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

2.4 Financial Policy Statements and Risk Management

This section defines the policy statements, risk, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

2.4.1 Strategic Actions

Council's strategic actions to influence long term financial sustainability include:

- 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 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 revenue and rating plan 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.

Banyule City Council is in a strong financial position under this Financial Plan. Council delivered a surplus in the 2020/21 financial year and generated consistent cash from operations. Total gross debt is at its lowest level in five years and this Financial Plan demonstrates that the financial management principles can be maintained in the long term.

Banyule's Financial Plan provides Council with the ability to plan for a strong financial future and manage its enterprise (internal) and strategic (external) financial risks. The actions outlined in the Plan provide direction where Council will continue to maximise its current financial position while continuing to explore other revenue and expenditure opportunities to guarantee the delivery of quality services and community infrastructure.

Council will continue to implement strategies and actions that address concerns of our community, organisation and management and measure 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.

2.4.2 Sector influences

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.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council****2.4.3 Risk Management**

Significant work has been undertaken in relation to Council's Risk Management Framework and ongoing consideration of risk – particularly in reference to Council's consideration of Strategic and Enterprise (Operational) risks.

Strategic Risks are the risks where Council has little to no control or influence over the risk materialising. Strategic Risk focuses on uncertainty – they are risks where the causes are external to the organisation that, if they were to occur, would be serious enough that a change in strategic direction may be required. Conversely, Enterprise risk focuses on those risks where Council has significant control/influence in relation to the risk materialising.

The Strategic Risks identified by Council are:

- 1) Increase in the number and/or severity of climate influenced major disaster events impact Council's ability to deliver services and infrastructure and increasing the burden on Council to support the community.
As the climate changes, modelling has predicted an increase in the number and severity of natural disaster events. This may require changes to Council's strategy in relation to increased requirements for new builds; consideration of zoning restrictions as well as the types of services offered by Council during disaster events. This risk takes account of Council's ability to deliver services and infrastructure as well as the increased burden on resources that will be required in order to provide adequate support to the community.
- 2) State/Federal major projects do not adequately factor in local amenity and connectivity needs resulting in substandard outcomes for the community.
The North East link Project and the new rail project do bring significant potential opportunities, but they may also result in impacts on Council that need to be managed through, and beyond, the projects.
- 3) Technology advances more rapidly than Council can adapt its services and infrastructure resulting in substandard customer service and delivery.
Technology is advancing rapidly, which may require additional services and/or infrastructure. If Council is unable to adapt to these changing needs in a timely manner, community dissatisfaction could increase.
- 4) External financial challenges such as rate capping impact Council's ability to deliver quality services and infrastructure.
Any significant extension of, or changes to the current rate-capping regime may see significant impacts in relation to Council's ability to provide services, particularly if the rate increases do not grow at the same pace as Council's operating costs.
- 5) Changes to Federal and/or State legislation and regulations are not adequately managed by Council resulting in non-compliant operations.
Such changes (e.g. FOGO/new Local Government Act) can result in a significant cost impost to Council that is not necessarily covered by increases. These changes (particularly when they occur relatively close to each other in terms of implementation) can have a significant impact on Council's strategy.
- 6) Global incident (e.g. pandemic/economic downturn) significantly impact Council operations as well as the community and local businesses.
Any significant downturn in the economy will have a significant impact on Council in terms of potential increase in demand for services; increased instances of rates in arrears, etc. This risk also takes account of global incidents such as a pandemic which can see a short-medium term impact on businesses and the wider community.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

- 7) Changes in demographics across the local government area are not properly considered and planned, resulting in inefficient long-term resource allocation.

With the new road and rail projects to be completed in the next few years, the appeal of Banyule LGA as a place to live is likely to increase. With that may come a change in the demographic across Banyule. This may result in current services being over and/or underutilised and/or required services not available. This could see a significant change to Council's structure/strategy and long-term community plans.

Some of the above strategic risks have been outlined within this section and how they may influence this Financial Plan. Generally, Section 2 of this Financial Plan provides more specific details of these strategic risks such as population growth, rate capping, reliance on supplementary rates and financial assistance grants and other grant funding from the State and Federal Governments. These in turn have influenced several assumptions made in section 2.5 below on income generation.

The Enterprise Agreement (EA) is currently in negotiation and remaining competitive within the labour market to recruit the skilled specialists has been challenging.

Council has an ongoing obligation to fund any investment shortfalls in the Defined Benefits Scheme. The last call on Local Government was in the 2012/2013 financial year where Council was required to pay \$9.12 million to top up its share of the Defined Benefits Scheme. The amount and timing of any liability is dependent on the global investment market.

Councils have a duty of care in the context of climate change adaptation that is recognised in law. The Victorian Government outlines how failure to act may leave your council open to claims of negligence. Acting on climate change is no longer optional.

The Environment Protection Agency (EPA) regulation has a sustained impact on Council with regards to compliance with existing and past landfills sites. Waste disposal costs are also impacted by industry changes such as increasing EPA landfill levies and negotiation of contracts e.g. recycling sorting and acceptance.

And as already noted above the Coronavirus Pandemic (COVID-19) has presented a fast-evolving significant challenge to businesses, households, and the economy worldwide.

In preparing this Financial Plan, several Council identified Strategic and Enterprise risks have been taken into consideration as outlined throughout section 2. Council is relatively well positioned to meet these risks, but additional strategies and measures may be required in the future depending on the magnitude of these risks.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council****2.5 Assumptions to the financial plan statements****2.5.1 Assumptions**

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

The projections are based on known information at a point in time. The assumptions used for income and expenditure are:

- The average annual rate increase matches the projected rate cap e.g. 1.50% for year 1.
- The annual increase of Grants, User Fees & Charges, Statutory Fees & Charges, Contribution income, Rental Income and Other Income match projected CPI.
- Interest income is based on predicted cash flows, cash balance and investment returns. The interest rate returns are predicted to remain low with a return aligned to CPI.
- The assumption for Council's Employee Benefit expenditure is based on 25 basis points less than Rate Cap, and an additional 0.50% has been included each year for natural banding level increments. For example, the quantum increase in Enterprise Agreement is 1.25% in 2021/22, i.e. 1.50%-0.25%. After considering the 0.50% of banding increment, the increase on Employee Benefit for 2021/22 is 1.75%.
- The super guarantee rate will remain at 9.50% until 30 June 2021, and will then increase to 10.00% from 1 July 2021, and then increase 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.
- Other expenses are assumed at 25 basis points less than CPI.
- Utility charges increase more than CPI, but there is an assumed reduction on usage.

Escalation Factors % movement	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Rates and charges	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Statutory fees and fines	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Capital	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contributions - monetary	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contributions - non-monetary	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other income	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee costs	1.75%	2.00%	2.25%	2.50%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Materials and services	1.25%	1.50%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Depreciation & Amortisation	1.25%	1.50%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Other expenses	1.25%	1.50%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council****2.5.2 Rates and charges**

Base rate revenue will increase by 1.5% for the 2021/22 year, based on the state government rate cap, with estimated future annual increases as per the table below. In addition, it is expected that during the 2021/22 year a further increase of \$0.5 million per annum will be received for growth (additional properties) as a result of supplementary rates.

Projection	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
CPI	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rate Cap	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

These indicative rates are predicated on a rate capping environment and not indicative of maintaining all Council's services at their current level.

Banyule will continue to revisit these figures when further information is received from the State Government on the extent of rate capping, this will be then matched with the community's desire to maintain current service levels versus a reduced rate environment.

Supplementary rates are additional rates received after the budget is adopted each year, for the part of the year when a property value increases in value (e.g. due to improvements made or change in land class), or new residents become assessable. Importantly, supplementary rates recognise that new residents require services on the day they move into the municipality and Council is committed to providing these. Supplementary rates income is based on historical and forecast data and is set at anticipated levels.

2.5.3 Fees and Charges

Fees and Charges are the second major source of revenue for Council and represent in the Budget 2021/2022 17.68% of total revenue. It is predicted that there will be a slow recovery from the financial impact from COVID-19 where fees and charges originally represented approximately 20% of total revenue.

In this Financial Plan, Council's strategy is to increase the total revenue generated from user fees by at least equal to CPI. Council has discretion in setting these fees and has identified the importance to generating more revenue to cover the enterprise agreement and banding increment cost increases and other expenditure management challenges.

Fees and Charges fall into two broad categories; statutory fees and fines and user fees.

2.5.3.1 Statutory fees and fines

Statutory Fees & Charges are fixed by statute and can only be increased in line with the annual increases announced by State Government.

The Financial Plan indexes statutory fees, set by legislation, according on the estimated annual rate of CPI. This is often a best-case scenario given some fees are outside of the control by Council and therefore may be subject to increases less than CPI.

2.5.3.2 User fees

The balance of fees and charges are discretionary in that Council can levy the amount it believes is equitable for each service/item. 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.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

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.

Details of user fees for the 2021/22 budget year can be found in Council's schedule of Fees and Charges that is adopted in conjunction with the budget.

Revenue increases for the ensuing years are based on a conservative annual rate in line with the state government rate cap. The increase in fees and charges revenue will need to be balanced with the appropriate utilisation of services to ensure demand in services is maintained and increased where practical.

2.5.4 Grants

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by CPI.

Financial Assistance Grants are the largest source of government funding to Council (through the annual Victorian Grants Commission allocation). The overall state allocation is determined by the Federal Financial Assistance Grant and grant funding is limited to the minimum increase assessable to Council.

2.5.5 Contributions

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

Contributions represent funds to enable council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works often before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

2.5.6 Other income

Revenue from other income mainly comprises investment income plus the recovery income from a variety of sources and rental income received from the hire of Council buildings.

2.3.6.1 Interest Income

Interest income is predominantly made up of the interest received on Council's cash holdings. Interest represents 0.27% of Council's income budget. With interest rates at historical lows, the income generated from investments has declined over time placing pressure on other sources of income to fund operations.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

An Investment Strategy has been developed and once implemented into the Investment Policy income from interest is expected to be maximised.

Over the 10 years it is assumed that the interest rate on our cash (cash enhanced) investments will increase slowly from 0.60% in 2021/2022 to 2.50% by 2030/2031.

2.3.6.2 Rental Income

Rental income for all residential and commercial properties is expected to increase at contracted rates or CPI in 2021/2022. Rental Income represents 1.48% of Council's income budget.

2.3.6.3 Developer Contribution Scheme (DCP)

A DCP is a financial management tool to help fund Council's capital works commitment for projects that service a community's changing profile. Because Banyule has an established community, only a portion of total project cost can be allocated to a DCP and paid by developers.

A DCP enables Council to require developers to pay a contribution. In most instances, the need for payment is triggered by a planning permit condition. For smaller developments, like extensions to shops and offices, payment can be triggered by a building permit only. Contributions are then paid before a Statement of Compliance is given for land subdivision or before a building permit can be issued.

Development contributions fall into two categories, these are for:

- Development Infrastructure required for basic community health, safety or wellbeing. This includes roads, paths and drains.
- Community Infrastructure. This includes construction of buildings or facilities that will be used for community or social purposes.

2.5.7 Employee costs

The assumption for Council's Employee Benefit expenditure is based on 25 basis points less than Rate Cap, and an additional 0.50% has been included each year for natural banding level increments. For example, the quantum increase in Enterprise Agreement is 1.25% in 2021/22, i.e. 1.50%-0.25%. After considering the 0.50% of banding increment, the increase on Employee Benefit for 2021/22 is 1.75%.

The super guarantee rate will remain at 9.50% until 30 June 2021, and will then increase to 10.00% from 1 July 2021, and then increase 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.

In addition, under the Statement of Human Resources (section 3.6) The Equivalent Full Time (EFT) is increasing after year 5 by approximately 1%. The split between Female, Male and Self-described gender is generally based on current categories and aimed to increase the representation of females within male dominated business units and increase the representation of males within female dominated business units. An increase in self-described gender classification is also projected to increase as Council is doing more to support gender diversity into the future.

Council is committed to boosting diversity (gender, race, disability) in our staff recruitment and engagement practices. The first Workforce Plan for Council will be developed by 31 December 2021. The newly adopted Workforce Plan is anticipated to influence the future Financial Plans.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council****2.5.8 Materials and services**

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths which are more governed by market forces based on availability than CPI. Waste disposal is included in this category and the increases in the landfill levy will have a direct impact on Council's costs to collect kerbside general waste bins and the fee charged by the Waste Recovery Centre.

Other associated costs included under this category are materials and consumable items for a range of services, insurances, and motor vehicle operating costs. Council also utilises external expertise on a range of matters, including legal services, consultants, contractors and auditors.

These costs are kept to within CPI levels where possible and according to specific contract agreements with service providers.

2.5.9 Depreciation & amortisation

Depreciation estimates have been based on the projected capital spending contained within this Financial Plan document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets.

2.5.10 Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Debt Management Strategic Plan.

2.5.11 Other expense categories

Other expenses are assumed at 25 basis points less than CPI. Utility charges increase more than CPI, but there is an assumed reduction on usage.

2.5.12 Working Capital

The decline in working capital over the 10 years is based upon the assumption that trade payables and provisions are increasing on average by 3%. This represents the general increase of CPI on invoices and growth in operations and consequently on supply. The trade receivable increases are higher on average at 5% due to the greater difficulty in collections expected post COVID-19 and factoring into our processes considering the 2021 Ombudsman report. This report has urged Council's to provide greater protection for ratepayers in financial hardship. These principles will extend through to trade receivables which can range from Aged Care services through to Community hire of facilities.

2.6 Other Matters impacting the 10-year financial projections

Council will continue delivering quality and inclusive services to the community that offer value for money and respond to community needs; lead on environmental sustainability; invest in infrastructure and community facilities that service our community today and for future generations; plan for our growing City addressing development, transport, open space and diversity; and maintain our public and open spaces and preserve neighbourhood character.

To help us to deliver on these main focus areas and important initiatives above Council will work in partnership with the community; engage with our community to ensure they are well informed and represented and meaningfully involved in decision making; encourage community participation and inclusion to provide opportunities for all; and advocate for our community to improve services, infrastructure and social outcomes.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council****2.6.1 Rates Burden**

Council has developed a Revenue and Rating Plan. In 2015 the state Government introduced the 'Fair Go Rates System' (FGRS) which sets out the maximum amount councils may increase rates in a year. The FGRS cap is set at 1.50% for 2021/22. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges. Local government expenditures can be highly variable due to the nature of capital works programs, damage to infrastructure assets from fire, storms and flood and related increased service needs, operating costs being subject to increases significantly beyond CPI (such as materials), cost shifting between levels of government and other one off impacts such as calls to fund unfunded superannuation liabilities. While some of these costs may be supported by other forms of funding such as grants, in the absence of matching revenue streams, entities must resort to alternative funding avenues.

2.6.2 Debt Levels

Borrowing is generally regarded as an appropriate means of funding an enterprise. For councils this is because they do not have a fixed capital base and funding needs will be likely to exceed cash reserves at various times. Funding for councils, as for other public sector levels, can be particularly beneficial given the security of councils' income streams and therefore ability to service debt. This security translates into generally lower servicing costs making debt more attractive (compared to other types of entities) as a funding source.

Councils do not have recourse to capital, other than in the form of accumulated surpluses. Apart from fees and charges which contribute to Council operations generally, debt provides a buffer to assist in maintaining stable rating. The funding structure of a Council should reflect its existing and planned cash requirements. Planned cash requirements should be based on an entity's strategic plans, existing financial position and budgeted and forecast cash flows.

Borrowings are recognised as a legitimate and responsible financial management tool when used for appropriate purposes and in appropriate circumstances. In this Financial Plan Council is seeking to obtain additional funds in 2022/2023 as part of the Community Infrastructure Loan Scheme run by the Victorian Government of \$6.30 million as part of the Capital Works Program funding. The loan interest rates are expected to be lower than our interest earnings and it is in Council's financial interest to bid for this loan funding to support our investment in new community program infrastructures.

2.6.3 Working Capital

Revenues from the sale or provision of goods and/or services (such as rates, user charges etc) are generally perceived as funding operating expenditure although ideally generating surpluses for distribution to owners and/or to provide flexibility for future funding needs and thereby contributing to accumulated surpluses and cash reserves. Capital can be invested by the owners of an entity to fund the start or some subsequent part of an enterprise. This type of funding is not available to local government. Capital can also be accumulated over time through surpluses which result in increases in the value (net assets) of the business. However, accumulated surpluses do not necessarily represent cash surpluses available for investing in capital works. The use of this source of funds (internal funding) needs to be managed carefully to ensure "working capital" (that is available cash) is maintained at appropriate levels to fund day to day operations.

2.6.4 Renewal of Infrastructure

Asset management policies and plans will assist in ensuring expenditure aimed at retaining (renewal) or enhancing (upgrade) infrastructure assets occurs at the optimum. Delays in building, renewing and upgrading infrastructure can result in this expenditure not being incurred at a time which minimises the cost

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

The planned capital expenditure will need to be increased when implementing the Community Climate Action Plan to achieve Zero net emissions by 2040. In addition, any additional demands for Major Projects will be a challenge to funding within current operational surpluses.

The associated costs of new assets will require additional maintenance and management and Council will need to factor these costs into the future operational costs of Council.

2.6.5 COVID-19 Business Impact

Council is continually monitoring the COVID-19 business impacts. The long-term effects on the economy including Councils' various services and business are hard to measure. The short-term side effects have already been revealed when renewing contracts such as the WaterMarc contract which has seen income streams significantly impacted.

Many of councils' critical services were severely impacted by the financial impacts of COVID-19. Council, into 2021/22, continues to provide financial hardship support in relation to rates to assist individuals and businesses in financial difficulty.

2.6.6. Cash Reserves

Council has significant cash reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to car parking, drainage and public reserves and recreation.

Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose.

- Council has allocated a yearly optimal closing cash of \$70m to support long-term sustainability and to provide a strong liquidity position for viability and solvency. It should also be noted that the cash balance may be needed in the future to accommodate the possibility of a superannuation liability call for the defined benefit members. A superannuation call has not been factored into this draft Financial Plan.
- The cash generated from Council's operating activities is estimated to be approximately \$40m over the course of the next 10 years, the projected cash balance is to be \$78.82m at the end of 2030/31 (Y10).

2.6.7. Capital works and major initiatives

Capital works and major initiatives are an essential component of a 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 programs is a key step for Council under the environment of rate capping.

In the past few years, Council has made significant commitments to deliver a range of major infrastructure assets. WaterMarc, Ivanhoe Aquatic major refurbishments, Staff Accommodation and Community Hub, Ivanhoe Library & Cultural Hub. Given these projects, the Capital Replacement ratio has been significantly exceeded.

The Bellfield Project, which has commenced, consists of three distinct projects which include:

- Sale of land to developer(s) to enable residential development for market housing;
- Delivery of social housing in partnership with a registered social housing provider, Launch Housing; and

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

- Design and development of a new multi-purpose Community Hub and relocated Community Garden.

The development of social housing at Bellfield provides well targeted economic stimulus, delivering both social benefits, creating jobs and housing for low to moderate income earners within our community. The Bellfield Community Hub will be an environmentally sustainable building bringing together many of the services Banyule City Council offers for babies, children, families and older adults, in one large integrated hub.

Under the rate capping environment Council has continued to invest generously in its capital works and initiatives program. 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.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council****3. Financial Plan Statements**

This section presents information regarding the Financial Plan Statements for the 10 years from 2021/22 to 2030/31.

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

3.1 Comprehensive Income Statement

	Forecast										
	Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Income											
Rates and charges	103,535	108,768	111,260	113,960	116,996	120,382	123,852	127,410	131,057	134,794	138,625
Grants - Operating	14,658	11,976	11,614	11,281	11,499	11,786	12,081	12,383	12,693	13,010	13,335
Grants - Capital	7,120	12,887	8,481	4,333	1,655	1,681	1,708	1,735	1,763	1,792	1,821
Statutory fees and fines	7,293	10,295	10,521	10,712	10,953	11,227	11,507	11,795	12,090	12,392	12,702
User fees and charges	13,283	20,346	21,310	21,914	22,436	22,997	23,572	24,161	24,765	25,384	26,019
Contributions - non-monetary	5,436	5,111	5,218	5,413	5,433	5,567	5,705	5,846	5,990	6,138	6,290
Interest income	777	471	576	758	954	1,255	1,426	1,638	1,804	1,955	2,075
Rental income	2,327	2,566	2,564	2,614	2,669	2,736	2,804	2,874	2,946	3,020	3,095
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	278	266	54	181	223	243	264	286	308	331	354
Other income	1,258	595	602	611	622	637	653	670	686	703	721
Total income	155,965	173,281	172,200	171,777	173,440	178,511	183,572	188,798	194,102	199,519	205,037
Expenses											
Employee costs	66,656	71,130	71,014	72,482	74,528	77,336	80,321	83,411	86,610	89,921	93,349
Materials and services	44,313	46,185	45,113	45,407	46,623	47,710	48,710	49,733	50,779	51,848	52,942
Utility charges	3,957	4,489	4,619	4,758	4,908	5,030	5,156	5,285	5,417	5,553	5,692
Depreciation	22,201	22,479	22,816	23,215	23,679	24,331	24,937	25,563	26,201	26,857	27,526
Amortisation - intangible assets	288	292	296	301	307	314	323	331	339	347	356
Amortisation - right of use assets	543	551	548	541	454	406	416	426	437	448	459
Borrowing costs	2,339	1,905	1,670	1,609	1,529	1,429	1,324	1,217	1,092	959	819
Finance Costs - leases	34	24	17	28	23	23	23	23	24	24	24
Donations expenditure	1,466	1,434	954	923	975	853	873	892	912	933	954
Contribution expense	7,049	7,189	7,220	7,324	7,445	7,613	7,784	7,959	8,138	8,321	8,508
Other expenses	2,478	3,022	1,785	1,802	1,826	1,867	1,909	1,952	1,996	2,041	2,087
Total expenses	151,324	158,700	156,052	158,390	162,297	166,912	171,776	176,792	181,945	187,252	192,716
Surplus/(deficit) for the year	4,641	14,581	16,148	13,387	11,143	11,599	11,796	12,006	12,157	12,267	12,321
Total comprehensive result	4,641	14,581	16,148	13,387	11,143	11,599	11,796	12,006	12,157	12,267	12,321

DRAFT FINANCIAL PLAN 2021/22 – 2030/31

Banyule City Council

3.2 Balance Sheet

	Forecast										
	Actual	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	2020/21	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	15,748	17,490	20,802	20,632	21,807	18,581	18,133	17,651	17,089	16,465	15,765
Trade and other receivables	12,983	13,569	14,303	15,076	15,870	16,570	17,270	17,970	18,670	19,370	20,070
Other financial assets	62,990	63,086	68,657	68,472	73,196	74,326	72,531	70,603	68,354	65,859	63,059
Inventories	37	37	37	37	37	37	37	37	37	37	37
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-	-
Other assets	1,633	1,633	1,633	1,633	1,633	1,633	1,633	1,633	1,633	1,633	1,633
Total current assets	93,391	95,815	105,432	105,910	112,543	111,147	109,604	107,894	105,783	103,364	100,564
Non-current assets											
Trade and other receivables	215	215	215	215	215	215	215	215	215	215	215
Investments in associates, joint arrangement and subsidiaries	3,187	3,187	3,187	3,187	3,187	3,187	3,187	3,187	3,187	3,187	3,187
Property, infrastructure, plant & equipment	1,696,444	1,710,035	1,728,526	1,740,443	1,742,745	1,753,298	1,764,124	1,775,240	1,786,650	1,798,354	1,810,374
Leasehold improvement	233	178	123	67	9	-	-	-	-	-	-
Right-of-use assets	1,166	669	977	1,037	754	748	732	706	669	621	562
Investment property	33,034	17,604	10,025	10,025	10,025	10,025	10,025	10,025	10,025	10,025	10,025
Intangible assets	2,411	7,149	8,953	9,751	11,244	12,960	14,717	16,516	18,357	20,250	22,184
Total non-current assets	1,736,690	1,739,037	1,752,006	1,764,725	1,768,179	1,780,433	1,793,000	1,805,889	1,819,103	1,832,652	1,846,547
Total assets	1,830,081	1,834,852	1,857,438	1,870,635	1,880,722	1,891,580	1,902,604	1,913,783	1,924,886	1,936,016	1,947,111
Liabilities											
Current liabilities											
Trade and other payables	15,268	15,708	15,988	16,513	16,947	17,247	17,547	17,847	18,147	18,447	18,747
Trust funds and deposits	3,510	3,510	3,510	3,510	3,510	3,510	3,510	3,510	3,510	3,510	3,510
Provisions	16,056	16,563	17,066	17,575	18,097	18,897	19,697	20,497	21,297	22,097	22,897
Interest-bearing liabilities	10,257	939	1,277	1,731	1,840	1,922	2,028	2,154	2,287	2,426	1,945
Lease liabilities	500	507	491	393	401	350	300	400	350	300	500
Unearned income	2,573	2,573	2,573	2,573	2,573	2,573	2,573	2,573	2,573	2,573	2,573
Total current liabilities	48,164	39,800	40,905	42,295	43,368	44,499	45,655	46,981	48,164	49,353	50,172
Non-current liabilities											
Provisions	1,379	1,379	1,379	1,379	1,379	1,379	1,379	1,379	1,379	1,379	1,379
Trust funds and deposits	1,007	1,007	1,007	1,007	1,007	1,007	1,007	1,007	1,007	1,007	1,007
Interest-bearing liabilities	20,810	19,871	24,894	23,163	21,323	19,401	17,373	15,220	12,933	10,507	8,562
Lease liabilities	719	212	522	673	384	434	534	534	584	684	584
Total non-current liabilities	23,915	22,469	27,802	26,222	24,093	22,221	20,293	18,140	15,903	13,577	11,532
Total liabilities	72,079	62,269	68,707	68,517	67,461	66,720	65,948	65,121	64,067	62,930	61,704
Net assets	1,758,002	1,772,583	1,788,731	1,802,118	1,813,261	1,824,860	1,836,656	1,848,662	1,860,819	1,873,086	1,885,407
Equity											
Accumulated surplus	(533,443)	539,142	548,237	560,796	566,385	573,909	581,358	589,019	596,549	603,872	611,233
Reserves	(1,224,559)	1,233,441	1,240,494	1,241,322	1,246,876	1,250,951	1,255,298	1,259,643	1,264,270	1,269,214	1,274,174
Total equity	(1,758,002)	1,772,583	1,788,731	1,802,118	1,813,261	1,824,860	1,836,656	1,848,662	1,860,819	1,873,086	1,885,407

DRAFT FINANCIAL PLAN 2021/22 – 2030/31

Banyule City Council

3.3 Statement of Changes in Equity

	NOTES	Total \$'000	Accumulate d Surplus \$'000	Revaluati on Reserve \$'000	Other Reserves \$'000
2021 Forecast Actual					
Balance at beginning of the financial year		1,753,361	509,831	1,199,754	43,776
Adjusted opening balance		1,753,361	509,831	1,199,754	43,776
Surplus/(deficit) for the year		4,541	4,641	-	-
Transfers to other reserves		-	(19,699)	-	19,699
Transfers from other reserves		-	38,670	-	(38,670)
Balance at end of the financial year		1,758,002	533,443	1,199,754	24,805
2022 Budget					
Balance at beginning of the financial year		1,758,002	533,443	1,199,754	24,805
Surplus/(deficit) for the year		14,581	14,581	-	-
Transfers to other reserves	4.3.1	-	(53,831)	-	53,831
Transfers from other reserves	4.3.1	-	44,949	-	(44,949)
Balance at end of the financial year	4.3.2	1,772,583	539,142	1,199,754	33,687
2023					
Balance at beginning of the financial year		1,772,583	539,142	1,199,754	33,687
Surplus/(deficit) for the year		16,149	16,149	-	-
Transfers to other reserves		-	(39,308)	-	39,308
Transfers from other reserves		-	32,255	-	(32,255)
Balance at end of the financial year		1,790,731	549,237	1,199,754	40,740
2024					
Balance at beginning of the financial year		1,788,731	548,237	1,199,754	40,740
Surplus/(deficit) for the year		13,187	13,187	-	-
Transfers to other reserves		-	(18,990)	-	18,990
Transfers from other reserves		-	18,162	-	(18,162)
Balance at end of the financial year		1,802,118	560,796	1,199,754	41,568
2025					
Balance at beginning of the financial year		1,802,118	560,796	1,199,754	41,568
Surplus/(deficit) for the year		11,143	11,143	-	-
Transfers to other reserves		-	(18,241)	-	18,241
Transfers from other reserves		-	12,687	-	(12,687)
Balance at end of the financial year		1,813,261	566,385	1,199,754	47,122
2026					
Balance at beginning of the financial year		1,813,261	566,385	1,199,754	47,122
Surplus/(deficit) for the year		11,599	11,599	-	-
Transfers to other reserves		-	(20,086)	-	20,086
Transfers from other reserves		-	16,011	-	(16,011)
Balance at end of the financial year		1,824,860	573,909	1,199,754	51,197
2027					
Balance at beginning of the financial year		1,824,860	573,909	1,199,754	51,197
Surplus/(deficit) for the year		11,796	11,796	-	-
Transfers to other reserves		-	(20,322)	-	20,322
Transfers from other reserves		-	15,975	-	(15,975)
Balance at end of the financial year		1,836,656	581,358	1,199,754	55,544
2028					
Balance at beginning of the financial year		1,836,656	581,358	1,199,754	55,544
Surplus/(deficit) for the year		12,006	12,006	-	-
Transfers to other reserves		-	(20,594)	-	20,594
Transfers from other reserves		-	16,249	-	(16,249)
Balance at end of the financial year		1,848,662	589,019	1,199,754	59,889
2029					
Balance at beginning of the financial year		1,848,662	589,019	1,199,754	59,889
Surplus/(deficit) for the year		12,157	12,157	-	-
Transfers to other reserves		-	(21,456)	-	21,456
Transfers from other reserves		-	16,829	-	(16,829)
Balance at end of the financial year		1,860,819	596,549	1,199,754	64,516
2030					
Balance at beginning of the financial year		1,860,819	596,549	1,199,754	64,516
Surplus/(deficit) for the year		12,267	12,267	-	-
Transfers to other reserves		-	(21,758)	-	21,758
Transfers from other reserves		-	16,014	-	(16,014)
Balance at end of the financial year		1,873,086	603,872	1,199,754	69,460
2031					
Balance at beginning of the financial year		1,873,086	603,872	1,199,754	69,460
Surplus/(deficit) for the year		12,321	12,321	-	-
Transfers to other reserves		-	(22,065)	-	22,065
Transfers from other reserves		-	17,105	-	(17,105)
Balance at end of the financial year		1,885,407	611,233	1,199,754	74,420

DRAFT FINANCIAL PLAN 2021/22 – 2030/31

Banyule City Council

3.4 Statement of Cash Flows

	Forecast Actual 2020/21 \$000	2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating											
Receipts:											
Rates and charges	103,225	108,436	110,927	113,618	116,645	120,082	123,552	127,110	130,757	134,494	138,325
Grants - operating	14,658	11,976	11,614	11,281	11,499	11,786	12,081	12,383	12,693	13,010	13,335
Grants - capital	7,120	12,887	8,481	4,333	1,655	1,681	1,708	1,735	1,763	1,792	1,821
Statutory fees and fines	7,110	10,037	10,258	10,444	10,679	10,977	11,257	11,545	11,840	12,142	12,452
User fees and charges	13,220	20,258	21,204	21,806	22,325	22,897	23,472	24,061	24,665	25,284	25,919
Contributions - monetary	5,436	5,111	5,218	5,413	5,433	5,567	5,705	5,846	5,990	6,138	6,290
Interest received	747	562	544	703	895	1,205	1,376	1,588	1,754	1,905	2,025
Rental income	2,335	2,566	2,564	2,614	2,669	2,736	2,804	2,874	2,946	3,020	3,095
Other receipts	1,258	595	602	611	622	637	653	670	686	703	721
Payments:											
Employee costs	(66,769)	(70,421)	(70,457)	(71,675)	(73,806)	(76,536)	(79,521)	(82,611)	(85,810)	(89,121)	(92,549)
Materials and services	(43,734)	(45,946)	(44,888)	(45,180)	(46,389)	(47,410)	(48,410)	(49,433)	(50,479)	(51,548)	(52,642)
Other payments	(14,950)	(16,134)	(14,577)	(14,807)	(15,153)	(14,260)	(14,620)	(14,990)	(15,362)	(15,748)	(16,140)
Net cash provided by/(used in) operating activities	29,656	39,927	41,490	39,161	37,074	39,362	40,057	40,778	41,443	42,071	42,652
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(62,040)	(58,432)	(48,220)	(35,676)	(26,649)	(35,547)	(36,436)	(37,349)	(38,286)	(39,238)	(40,225)
Payments for leasehold improvements and intangible assets	(1,770)	(5,030)	(2,100)	(1,100)	(1,800)	(2,030)	(2,080)	(2,130)	(2,180)	(2,240)	(2,290)
Proceeds from sale of property, infrastructure, plant and equipment	6,489	38,059	14,546	725	890	912	935	959	982	1,007	1,032
Net (purchases)/redemption of financial assets	34,010	(96)	(5,571)	185	(4,724)	(1,130)	1,795	1,928	2,249	2,495	2,800
Net cash provided by/ (used in) investing activities	(23,311)	(25,499)	(41,345)	(35,866)	(32,283)	(37,795)	(35,786)	(36,592)	(37,235)	(37,976)	(38,683)
Cash flows from financing											
Proceeds from borrowings	-	-	6,300	-	-	-	-	-	-	-	-
Borrowing costs - interest	(2,339)	(1,905)	(1,670)	(1,609)	(1,529)	(1,429)	(1,324)	(1,217)	(1,092)	(959)	(819)
Repayment of borrowings	(1,672)	(10,257)	(939)	(1,277)	(1,731)	(1,840)	(1,922)	(2,028)	(2,154)	(2,286)	(2,426)
Interest paid - lease liability	(34)	(24)	(17)	(28)	(23)	(23)	(23)	(23)	(24)	(24)	(24)
Repayment of lease liabilities	(478)	(500)	(507)	(491)	(393)	(401)	(350)	(300)	(400)	(350)	(300)
Net cash provided by/(used in) financing activities	(4,523)	(12,686)	3,167	(3,405)	(3,676)	(3,693)	(3,619)	(3,568)	(3,670)	(3,619)	(3,569)
Net increase/(decrease) in cash & cash equivalents	1,822	1,742	3,312	(110)	1,115	(2,126)	652	618	538	476	400
Cash and cash equivalents at the beginning of the financial year	13,926	15,748	17,490	20,802	20,692	21,807	19,681	20,333	20,951	21,489	21,965
Cash and cash equivalents at the end of the financial year	15,748	17,490	20,802	20,692	21,807	19,681	20,333	20,951	21,489	21,965	22,365

DRAFT FINANCIAL PLAN 2021/22 – 2030/31

Banyule City Council

3.5 Statement of Capital Works

	Forecast										
	Actual	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure											
Roads, street and bridges	8,954	15,262	13,757	8,468	8,629	9,320	9,550	9,790	10,030	10,280	10,540
Drainage	975	1,514	1,040	1,890	965	1,090	1,120	1,150	1,180	1,210	1,240
Parks and gardens	8,268	9,999	4,711	7,145	3,740	5,170	5,300	5,430	5,570	5,710	5,850
Playground	866	630	630	630	630	510	520	530	550	560	580
Total infrastructure	19,063	27,405	20,138	18,133	13,964	16,090	16,490	16,900	17,330	17,760	18,210
Property											
Freehold land	596	-	-	-	-	-	-	-	-	-	-
Freehold buildings	34,553	21,039	21,629	5,041	4,886	10,627	10,906	11,159	11,446	11,728	12,025
Total property	35,149	21,039	21,629	5,041	4,886	10,627	10,906	11,159	11,446	11,728	12,025
Plant and equipment											
Motor vehicles	7,398	5,952	1,249	-	-	1,450	1,490	1,530	1,570	1,610	1,650
Plant and equipment	1,067	7,034	8,509	12,217	7,414	7,110	7,280	7,470	7,650	7,840	8,040
Furniture and fittings	385	235	235	235	235	190	190	200	200	210	210
Total plant and equipment	8,850	13,221	9,993	12,452	7,649	8,750	8,960	9,200	9,420	9,660	9,900
Other											
Art Collection	130	50	160	50	150	80	80	90	90	90	90
Total other	130	50	160	50	150	80	80	90	90	90	90
Intangible assets											
Software	1,374	5,030	2,100	1,100	1,800	2,030	2,080	2,130	2,180	2,240	2,290
Total intangible assets	1,374	5,030	2,100	1,100	1,800	2,030	2,080	2,130	2,180	2,240	2,290
Total capital works expenditure	64,566	66,745	54,020	36,776	28,449	37,577	38,516	39,479	40,466	41,478	42,515
Represented by:											
Asset renewal expenditure	42,894	43,285	34,787	26,198	22,096	19,500	19,900	20,500	21,000	21,500	22,000
Asset upgrade expenditure	16,425	13,168	14,999	8,696	3,278	4,831	5,037	5,063	5,201	5,357	5,526
Asset expansion expenditure	2,087	100	310	450	250	2,646	2,679	2,816	2,865	2,921	2,989
New asset expenditure	3,160	10,192	3,924	1,442	2,825	10,600	10,900	11,100	11,400	11,700	12,000
Total capital works expenditure	64,566	66,745	54,020	36,776	28,449	37,577	38,516	39,479	40,466	41,478	42,515
by:											
Government grant	2,586	11,909	7,486	3,318	618	618	618	618	618	618	618
Contribution	9,289	4,341	4,752	3,791	4,135	5,152	5,281	5,413	5,548	5,687	5,829
Council Cash	52,691	50,495	35,482	29,667	23,696	31,807	32,617	33,448	34,300	35,173	36,068
Borrowings	-	-	6,300	-	-	-	-	-	-	-	-
Total capital works expenditure	64,566	66,745	54,020	36,776	28,449	37,577	38,516	39,479	40,466	41,478	42,515

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council****3.6 Statement of Human Resources**

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Total Permanent staff numbers											
Female	374.09	342.07	337.54	339.54	338.54	341.88	345.88	350.88	348.88	350.88	353.88
Male	296.29	303.85	305.38	303.38	304.38	306.88	310.88	314.38	319.38	323.88	328.88
Self-described gender	1.60	1.63	1.63	1.63	1.63	2.13	3.13	3.63	3.63	5.13	5.13
Total Permanent staff numbers	672.58	647.55	644.55	644.55	644.55	650.89	659.89	668.89	671.89	679.89	687.89
Permanent full time											
Female	191.00	208.49	200.14	202.14	201.14	204.14	208.14	213.14	211.14	213.14	216.14
Male	266.00	278.35	280.06	278.06	279.06	281.06	285.06	288.06	293.06	297.06	302.06
Self-described gender	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	3.00	3.00
Total	458.00	487.84	481.20	481.20	481.20	486.20	495.20	503.20	506.20	513.20	521.20
Permanent part time											
Female	183.69	133.58	137.40	137.40	137.40	137.74	137.74	137.74	137.74	137.74	137.74
Male	30.29	25.50	25.32	25.32	25.32	25.82	25.82	26.32	26.32	26.82	26.82
Self-described gender	0.60	0.63	0.63	0.63	0.63	1.13	1.13	1.63	1.63	2.13	2.13
Total	214.58	159.71	163.35	163.35	163.35	164.69	164.69	165.69	165.69	166.69	166.69
Casual	20.38	44.10	25.91	20.11	19.11	19.11	19.11	19.11	19.11	19.11	19.11
Total staff numbers	692.96	691.85	670.46	664.66	663.66	670.00	679.00	688.00	691.00	699.00	707.00
Capitalised labour costs	(14.65)	(20.50)	(17.00)	(16.00)	(16.00)	(16.00)	(16.00)	(16.00)	(16.00)	(16.00)	(16.00)
Total	678.31	671.15	653.46	648.66	647.66	654.00	663.00	672.00	675.00	683.00	691.00

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Total permanent staff expenditure											
Female	38,277	36,908	37,374	38,582	39,597	41,090	42,572	44,225	45,511	46,898	48,487
Male	30,268	31,719	32,674	33,323	34,415	35,646	37,000	38,343	40,221	41,914	43,710
Self-described gender	163	172	177	182	187	249	374	444	455	661	678
Total permanent staff expenditure	68,708	68,799	70,225	72,087	74,199	76,985	79,946	83,012	86,187	89,473	92,875
Permanent full time											
Female	20,495	22,852	22,548	23,361	23,930	24,954	25,992	27,190	28,006	28,911	30,005
Male	28,543	29,013	29,921	30,494	31,504	32,598	33,868	35,065	36,852	38,387	40,087
Self-described gender	107	107	110	113	116	119	240	246	252	388	398
Total	49,145	51,972	52,579	53,968	55,550	57,671	60,100	62,501	65,110	67,686	70,490
Permanent part time											
Female	16,748	14,056	14,826	15,221	15,667	16,136	16,580	17,035	17,505	17,987	18,482
Male	2,762	2,706	2,753	2,829	2,911	3,048	3,132	3,278	3,369	3,527	3,623
Self-described gender	55	65	67	69	71	130	134	198	203	273	280
Total	19,565	16,827	17,646	18,119	18,649	19,314	19,846	20,511	21,077	21,787	22,385
Casual	1,765	4,691	2,785	2,213	2,161	2,220	2,281	2,344	2,408	2,474	2,542
Total staff expenditure	70,473	73,490	73,010	74,300	76,360	79,205	82,227	85,356	88,595	91,947	95,417
Capitalised labour costs	(1,769)	(2,360)	(1,996)	(1,818)	(1,832)	(1,869)	(1,906)	(1,945)	(1,985)	(2,026)	(2,068)
Total	68,704	71,130	71,014	72,482	74,528	77,336	80,321	83,411	86,610	89,921	93,349

DRAFT FINANCIAL PLAN 2021/22 – 2030/31

Banyule City Council

3.7 Planned Human Resource Expenditure

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets & City Services										
Permanent - Full time	19,283	19,954	20,487	21,085	21,779	22,515	23,378	24,462	25,267	26,153
Female	1,699	1,740	1,786	1,838	2,003	2,195	2,499	3,009	3,224	3,504
Male	17,584	18,214	18,701	19,247	19,776	20,320	20,879	21,453	22,043	22,649
Permanent - Part time	632	699	718	739	798	820	842	866	891	916
Female	522	586	602	620	676	695	714	734	755	776
Male	110	113	116	119	122	125	128	132	136	140
Total Assets & City Service	19,915	20,653	21,205	21,824	22,577	23,335	24,220	25,328	26,158	27,069
City Development										
Permanent - Full time	8,225	8,424	8,670	9,040	9,425	9,780	10,147	10,695	11,249	11,795
Female	3,117	3,192	3,285	3,382	3,612	3,689	3,889	4,142	4,258	4,482
Male	5,001	5,122	5,272	5,542	5,694	5,851	6,012	6,301	6,603	6,915
Self-described gender	107	110	113	116	119	240	246	252	388	398
Permanent - Part time	3,637	3,725	3,834	3,946	4,054	4,165	4,279	4,397	4,518	4,642
Female	2,441	2,518	2,591	2,667	2,740	2,815	2,892	2,972	3,054	3,138
Male	1,196	1,207	1,243	1,279	1,314	1,350	1,387	1,425	1,464	1,504
Total City Development	11,862	12,149	12,504	12,986	13,479	13,945	14,426	15,092	15,767	16,437
Community Programs										
Permanent - Full time	11,709	11,812	12,126	12,481	12,938	13,430	13,923	14,655	15,190	15,866
Female	9,548	9,709	10,076	10,371	10,656	10,949	11,250	11,559	11,877	12,204
Male	2,161	2,103	2,050	2,110	2,282	2,481	2,673	3,096	3,313	3,662
Permanent - Part time	10,808	11,051	11,345	11,676	12,111	12,445	12,908	13,263	13,757	14,134
Female	9,670	9,889	10,152	10,448	10,735	11,030	11,333	11,645	11,965	12,294
Male	1,073	1,095	1,124	1,157	1,246	1,281	1,377	1,415	1,519	1,560
Self-described gender	65	67	69	71	130	134	198	203	273	280
Total Community Programs	22,517	22,863	23,471	24,157	25,049	25,875	26,831	27,918	28,947	30,000
Core Corporate										
Permanent - Full time	2,202	2,255	2,315	2,383	2,449	2,516	2,585	2,656	2,730	2,805
Female	1,401	1,435	1,473	1,517	1,559	1,602	1,646	1,691	1,738	1,786
Male	801	820	842	866	890	914	939	965	992	1,019
Total Core Corporate	2,202	2,255	2,315	2,383	2,449	2,516	2,585	2,656	2,730	2,805
Corporate Services										
Permanent - Full time	10,553	10,134	10,370	10,561	11,080	11,859	12,468	12,642	13,250	13,871
Female	7,087	6,472	6,741	6,822	7,124	7,557	7,906	7,605	7,814	8,029
Male	3,466	3,662	3,629	3,739	3,956	4,302	4,562	5,037	5,436	5,842
Permanent - Part time	1,750	2,171	2,222	2,288	2,351	2,416	2,482	2,551	2,621	2,693
Female	1,423	1,833	1,876	1,932	1,985	2,040	2,096	2,154	2,213	2,274
Male	327	338	346	356	366	376	386	397	408	419
Total Corporate Services	12,303	12,305	12,592	12,849	13,431	14,275	14,950	15,193	15,871	16,564
Casuals, temporary	4,691	2,785	2,213	2,161	2,220	2,281	2,344	2,408	2,474	2,542
Total staff expenditure	73,490	73,010	74,300	76,360	79,205	82,227	85,356	88,595	91,947	95,417
Capitalised labour costs	(2,360)	(1,996)	(1,818)	(1,832)	(1,869)	(1,906)	(1,945)	(1,985)	(2,026)	(2,068)
Total	71,130	71,014	72,482	74,528	77,336	80,321	83,411	86,610	89,921	93,349

DRAFT FINANCIAL PLAN 2021/22 – 2030/31

Banyule City Council

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Assets & City Services										
Permanent - Full time	193.00	195.00	195.00	195.00	196.00	198.00	200.00	202.00	204.00	206.00
Female	17.00	17.00	17.00	17.00	18.00	20.00	22.00	24.00	26.00	28.00
Male	176.00	178.00	178.00	178.00	178.00	178.00	178.00	178.00	178.00	178.00
Permanent - Part time	6.33	6.83	6.83	6.83	7.17	7.17	7.17	7.17	7.17	7.17
Female	5.23	5.73	5.73	5.73	6.07	6.07	6.07	6.07	6.07	6.07
Male	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Total Assets & City Service	199.33	201.83	201.83	201.83	203.17	205.17	207.17	209.17	211.17	213.17
City Development										
Permanent - Full time	76.47	76.47	76.47	77.47	78.47	79.47	80.47	82.47	84.47	86.47
Female	28.84	28.84	28.84	28.84	29.84	29.84	30.84	31.84	31.84	32.84
Male	46.63	46.63	46.63	47.63	47.63	47.63	47.63	48.63	49.63	50.63
Self-described gender	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	3.00	3.00
Permanent - Part time	33.91	33.91	33.91	33.91	33.91	33.91	33.91	33.91	33.91	33.91
Female	22.76	22.92	22.92	22.92	22.92	22.92	22.92	22.92	22.92	22.92
Male	11.15	10.99	10.99	10.99	10.99	10.99	10.99	10.99	10.99	10.99
Total City Development	110.38	110.38	110.38	111.38	112.38	113.38	114.38	116.38	118.38	120.38
Community Programs										
Permanent - Full time	113.22	111.21	111.21	111.21	112.21	114.21	115.21	117.21	118.21	120.21
Female	92.42	91.41	92.41	92.41	92.41	92.41	92.41	92.41	92.41	92.41
Male	20.80	19.80	18.80	18.80	19.80	21.80	22.80	24.80	25.80	27.80
Permanent - Part time	103.86	103.86	103.86	103.86	104.86	104.86	105.86	105.86	106.86	106.86
Female	92.90	92.92	92.92	92.92	92.92	92.92	92.92	92.92	92.92	92.92
Male	10.33	10.31	10.31	10.31	10.81	10.81	11.31	11.31	11.81	11.81
Self-described gender	0.63	0.63	0.63	0.63	1.13	1.13	1.63	1.63	2.13	2.13
Total Community Programs	217.08	215.07	215.07	215.07	217.07	219.07	221.07	223.07	225.07	227.07
Core Corporate										
Permanent - Full time	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00
Female	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Male	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Total Core Corporate	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00
Corporate Services										
Permanent - Full time	94.15	87.52	87.52	86.52	88.52	92.52	96.52	93.52	95.52	97.52
Female	63.23	55.89	56.89	55.89	56.89	58.89	60.89	55.89	55.89	55.89
Male	30.92	31.63	30.63	30.63	31.63	33.63	35.63	37.63	39.63	41.63
Permanent - Part time	15.61	18.75	18.75	18.75	18.75	18.75	18.75	18.75	18.75	18.75
Female	12.69	15.83	15.83	15.83	15.83	15.83	15.83	15.83	15.83	15.83
Male	2.92	2.92	2.92	2.92	2.92	2.92	2.92	2.92	2.92	2.92
Total Corporate Services	109.76	106.27	106.27	105.27	107.27	111.27	115.27	112.27	114.27	116.27
Casuals, temporary	44.10	25.91	20.11	19.11	19.11	19.11	19.11	19.11	19.11	19.11
Total staff expenditure	691.65	670.46	664.66	663.66	670.00	679.00	688.00	691.00	699.00	707.00
Capitalised labour costs	(20.50)	(17.00)	(16.00)	(16.00)	(16.00)	(16.00)	(16.00)	(16.00)	(16.00)	(16.00)
Total	671.15	653.46	648.66	647.66	654.00	663.00	672.00	675.00	683.00	691.00

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

4. Financial Performance Indicators

4.1 Victorian Auditors-General's Office (VAGO)

Practicing sound financial management is subjective in nature and requires consideration and balancing of competing imperatives. Objective guidance is available in several forms such as generation of surpluses, strength of the balance sheet and cash generated by an enterprise.

The Victorian Auditor-General's Office (VAGO) assesses all Victorian councils annually against six criteria related to financial sustainability. To understand further the way in which the VAGO ratios are calculated refer to their website: <https://www.audit.vic.gov.au>.

4.2 Local Government Performance Reporting Framework (LGPRF)

The Victorian Government has a reporting framework to ensure that all Councils are measuring and reporting on their performance in a consistent way. The framework became mandatory from 1 July 2014. The framework is made up of 59 quantitative measures and 24 qualitative measures which build a comprehensive picture of Council performance. Council's Financial Plan focuses on the Financial Performance Indicators (of which there are 11 quantitative measures).

The 11 financial indicators cover key financial objectives. These indicators provide relevant information about the efficiency, effectiveness and economy of financial management in local government.

Financial Subarea	Definition
Operating position	Measures whether a council can generate an adjusted underlying surplus
Liquidity	Measures whether a council can generate sufficient cash to pay bills on time
Obligations	Measures whether the level of debt and other long-term obligations is appropriate to the size and nature of the Council's activities
Stability	Measures whether a council can generate revenue from a range of sources
Efficiency	Measures whether a council is using resources efficiently

The Financial Performance Indicators provide relevant information about the effectiveness of financial management and an overall assessment of the long-term financial sustainability of Council.

Council has also previously forecast its financial sustainability on the Victorian Auditor-General's Office (VAGO) indicators, and will continue to do so, as they provide another level of financial sustainability assurance.

The Financial Performance indicators from the framework are outlined below. The following table highlights Banyule City Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

- The 10 years Draft financial plan highlights the healthy financial position of Council and a funded capital works and major initiatives program over the next 10 years.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

- Funding of the capital works program will continue to be delivered through operational funding and reserves (e.g. Innovation, efficiencies in operations, along with enhanced revenue generating major initiatives). Funding for major projects and initiatives currently outside 4-year cycle will need to be supported from future strategic property initiatives, grants and third-party funding to maintain a financial sustainable position over the next 10 years.

Indicator	Measure	Forecast											Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/2030	2030/2031	
Operating position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-4.64%	-0.75%	2.40%	3.35%	3.52%	3.72%	3.65%	3.60%	3.51%	3.39%	3.26%	+
Liquidity													
Working Capital	Current assets / current liabilities	193.90%	240.74%	257.75%	250.41%	259.51%	249.77%	240.07%	229.65%	219.63%	209.44%	200.44%	-
Unrestricted cash	Unrestricted cash / current liabilities	154.10%	191.10%	207.66%	200.13%	208.65%	198.63%	188.69%	178.24%	168.02%	157.65%	148.10%	-
Obligations													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	30.19%	19.25%	23.66%	21.97%	19.91%	17.81%	15.75%	13.71%	11.67%	9.64%	7.61%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	3.90%	11.25%	2.36%	2.56%	2.80%	2.73%	2.63%	2.56%	2.49%	2.42%	2.35%	+
Indebtedness	Non-current liabilities / own source revenue	18.57%	15.68%	18.93%	17.39%	15.58%	13.93%	12.37%	10.74%	9.16%	7.60%	6.28%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	193.21%	192.56%	152.47%	112.85%	93.31%	80.14%	79.80%	80.19%	80.15%	80.05%	79.92%	-
Stability													
Rates concentration	Rate revenue / adjusted underlying revenue	71.16%	68.65%	69.19%	69.15%	69.17%	69.07%	69.11%	69.13%	69.17%	69.21%	69.27%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.21%	0.21%	0.22%	0.22%	0.23%	0.23%	0.23%	0.23%	0.23%	0.23%	0.23%	-
Efficiency													
Expenditure level	Total expenses/ no. of property assessments	\$ 2,719	\$ 2,829	\$ 2,757	\$ 2,774	\$ 2,817	\$ 2,872	\$ 2,931	\$ 2,990	\$ 3,051	\$ 3,114	\$ 3,178	-
Revenue level	Total rate revenue / no. of property assessments	\$ 1,849	\$ 1,928	\$ 1,955	\$ 1,985	\$ 2,020	\$ 2,061	\$ 2,102	\$ 2,144	\$ 2,187	\$ 2,231	\$ 2,276	-

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

4.3 Disclosure Required (LGPRF)**4.3.1 (OP1) – Adjusted Underlying Result**

The underlying surplus as a percentage of adjusted underlying revenue

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 into 2020/2021 and has had a negative financial impact on Banyule's results for 2020/21 as Council services adjusted to meet restrictions and the Banyule Economic Support Package came into effect.

4.3.2 (L1) – Working Capital

Current assets as a percentage of current liabilities

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. The slight 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.

Results in following years, which include property sales expected in 2022/2023 will return current assets and working capital to previous strong levels, although reducing over the 10 years.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council****4.3.3 (L2) – Unrestricted Cash**

Unrestricted cash as a percentage of current liabilities

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, although reducing gradually over the years.

Items which are restricted under the definition are:

- trust funds and deposits
- statutory or non-discretionary reserves
- cash held to fund carry forward capital works
- conditional grants unspent

Term deposits with an original maturity of greater than 90 days (i.e. other financial assets) are also considered to be restricted under this definition.

4.3.4 (O2, O3) – Loans and Borrowings

Interest bearing loans and borrowings as a percentage of rate revenue and Interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue

The trend of these indicators reflects Council's reducing reliance on debt. 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. There is a slight increase in loans and borrowings in 2022/23, associated with Council's expected application for a loan as part of the Victorian Government's Community Infrastructure Loan Scheme, which provides local governments access to very low interest, subsidised loans to help fund infrastructure projects.

4.3.5 (O4) – Indebtedness

Non-current liabilities as a percentage of own source revenue.

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.

4.3.6 (O5) – Asset Renewal

Asset renewal and upgrade expense compared to depreciation assesses whether council spending on assets is focused on purchasing new assets or renewing and upgrading existing ones.

This indicator shows the extent of Council's asset renewal expenditure against its depreciation charge.

Assessment of whether council assets are being renewed or upgraded as planned. It compares the rate of spending on existing assets through renewing, restoring, replacing or upgrading existing assets with depreciation. Ratios higher than 1.0 indicate there is a lesser risk of insufficient spending on Council's asset base.

4.3.7 (S1) – Rates Concentration

Rate revenue as a percentage of adjusted underlying revenue

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

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.

4.3.8 (S2) – Rates Effort

Rate revenue as a percentage of the capital improved value of rateable properties in the municipality

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.

4.3.9 (E2) – Expenditure Level

Total expenses per property assessment

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.

4.3.10 (E4) – Revenue Level

The average rate revenue per property assessment

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.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

5. Strategies and Plan

This section describes the strategies and plans that support the 10-year financial projections included to the Financial Plan.

5.1 Borrowing Strategy

5.1.1 Current Debt Position

Council's debt management strategic plan responds to Council's strategic direction and considers Council's long-term financial sustainability.

The debt management strategic plan addresses the following matters:

- The legislative framework;
- Linkage to the Proposed Council Plan;
- Sound financial management principles;
- Current level of debt;
- Forecast sustainability ratios.

The total amount borrowed as at 30 June 2021 was \$31.07 million.

Banyule City Council significantly increased its debt levels between 2009 - 2013 to \$60m due to an increased level of strategic property acquisitions and expanding capital expenditure. The Budget 2021-2025 contains forecasts that this debt will be reduced to \$23.16 million by 30 June 2025.

The amount of debt includes an additional \$6.30 million projected borrowing in 2022/2023 to help fund the redevelopment of the Rosanna Library. Council intends to apply for a loan as part of the Community Infrastructure Loan Scheme run by the Victorian Government. This scheme allows local governments to access low-interest subsidised loans to support the funding of community infrastructure. The interest rate on borrowing is anticipated to be lower than our cost of funds and therefore in our financial interest to take on the loan.

Council intends to continue to reduce debt when the opportunity arises. A review of break-cost incurred against each of the outstanding loans are regularly assessed, and if deemed feasible, Council may choose to end each of the above loans within agreed parameters. It is projected that \$10.26 million will be redeemed during 2021/2022 as per repayment schedules, this includes the completion of one loan.

General funds have been transferred to the debt redemption reserve in future year's budgets to enable consideration of early repayment. Consideration is also given to the outcome of the VAGO indebtedness ratio. Banyule City Council under its Financial Plan will continue to transfer from its operating revenue additional funds to build up the debt redemption reserve to enable funds to be paid against these loans through to maturity.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council****5.1.2 Future Borrowing Requirements**

The following table highlights Council's projected loan balance, including new loans (Proposed Community Infrastructure Loan Scheme) and loan repayments for the 10 years of the Financial Plan.

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	32,739	31,067	20,810	26,171	24,894	23,163	21,323	19,401	17,373	15,219	12,933
Plus New loans	-	-	6,300	-	-	-	-	-	-	-	-
Less Principal repayment	(1,672)	(10,257)	(939)	(1,277)	(1,731)	(1,840)	(1,922)	(2,028)	(2,154)	(2,286)	(2,426)
Closing balance	31,067	20,810	26,171	24,894	23,163	21,323	19,401	17,373	15,219	12,933	10,507
Interest payment	(2,339)	(1,905)	(1,670)	(1,609)	(1,529)	(1,429)	(1,324)	(1,217)	(1,092)	(959)	(819)

5.1.3 Performance Indicators

Council maintains its loan borrowing within prudent and management limits as demonstrated by the following performance indicators.

Performance Indicator	Target	Forecast / Actual										
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		%	%	%	%	%	%	%	%	%	%	%
Total borrowings / Rate revenue	Below 60%	30.01%	19.13%	23.52%	21.84%	19.80%	17.71%	15.66%	13.64%	11.61%	9.59%	7.58%
Debt servicing / Rate revenue	Below 5%	2.26%	1.75%	1.50%	1.41%	1.31%	1.19%	1.07%	0.96%	0.83%	0.71%	0.59%
Debt commitment / Rate revenue	Below 10%	3.87%	11.18%	2.34%	2.53%	2.79%	2.72%	2.62%	2.55%	2.48%	2.41%	2.34%
Indebtedness / Own source revenue	Below 60%	18.57%	15.68%	18.93%	17.39%	15.56%	13.93%	12.37%	10.74%	9.16%	7.60%	6.28%

5.2 Reserves Strategy**5.2.1 Current 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.

Provisions such as annual leave and long service leave are not held separately in a cash reserve. These amounts are held as an intended allocation with the accumulated surplus balance. Although these funds are not externally restricted, they have been allocated for specific future purposes by Council.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

Council had the following Reserve Accounts:

- Public Open Space Reserve (Restricted)
- Off Street Parking Reserve (Restricted)
- General Reserve (including Debt Redemption) Reserve
- Plant and Equipment Reserve
- IT Equipment Reserve
- BPI Investment Reserve
- Asset Renewal Reserve
- Strategic Properties Reserve
- Car Parking Meters Reserve
- Environment Reserve (new)

The recommended purpose of each Reserve is set out as follows:

The recommended purpose of each Reserve is set out as follows:

5.2.1.1 Public Open Space Reserve:

The Public Open Space Reserve is a Statutory Reserve, with the income being determined by legislation.

Property developers are required to contribute 5% of the property development cost into the Public Open Space Reserve.

Expenditure from this Reserve must continue to be of a “public open space” nature, like parks, parklands/reserves, playground equipment, etc. to satisfy the requirements of the legislation.

5.2.1.2 Off Street Parking Reserve:

The Off Street Parking Reserve was a Statutory Reserve and the income was controlled by legislation.

The funds were received from developers when additional shops went into local shopping precincts in lieu of providing the requisite car parking spaces. As of 2009, Council has ceased receiving additional income to fund this reserve.

5.2.1.3 General Reserve (including Debt Redemption):

This Reserve is a general reserve designed to be used for purposes not covered by the other Reserves including environmental projects.

In recent years, this reserve has been built up for the purpose of repaying Council's loans when they are up for review and able to be paid out without penalty.

5.2.1.4 Plant and Equipment Reserve:

The Plant and Equipment Reserve is used to fund the purchase of vehicles (fleet, waste trucks, etc) and some other items of plant & equipment.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

It is funded by an internal charge to each business unit for their vehicles less the running costs for those vehicles (fuel, repairs, insurance, etc.). In recent years, due to a healthy balance, the Plant and Equipment Reserve has been used to fund other non-plant types of “equipment”.

5.2.1.5 IT Equipment Reserve:

This reserve was created to set aside funds for the replacement of Council’s IT Systems & Equipment including software, hardware and audio-visual equipment.

As the levels of expenditure fluctuate between years a consistent amount is transferred from operating each year to ‘smooth out’ the cost of IT systems & Equipment.

5.2.1.6 BPI Investment Reserve:

10% of Building Permits and Inspections department’s profits are set aside in this reserve.

The express purpose is, for the future investment towards improving BPI’s services to remain competitive in a commercial environment.

5.2.1.7 Asset Renewal Reserve:

The Asset Renewal Reserve was created during 2013. The purpose of this Reserve is to set aside funds to replace/renew major assets, when required as year to year these costs can fluctuate significantly.

This Reserve is used for the renewal/replacement of major assets, which are outside the scope of the Plant and Equipment Reserve & Public Open Space Reserve.

5.2.1.8 Strategic Properties Reserve:

The Strategic Properties Reserve was created during 2010. The purpose was to fund dealings in property and property developments with the express purpose of creating a profit to reduce the amount of income required to be raised via Rates.

The Reserve was initially commenced via a Council loan, since then the Reserve has been funded via the sale of properties, excess to Council needs, and properties developed by Council including the school sites.

This Reserve continues to be used to buy and sell property in order to fund future major projects and to reduce the amount of income required to be raised by way of rates.

The remaining funds in the reserve can only be used for the express purpose of providing car parking improvements in the shopping centre areas for which the funds were collected.

5.2.1.9 Car Parking Meter Reserve:

The Car Parking Meter Reserve was opened in during 2013 with the installation of parking meters in several locations.

Council decided that 2/3rds of the net profit of operating the parking meters be transferred to a newly created Reserve account. These reserve funds would be used to cover parking improvements and other parking related expenditure in the suburbs from where it was collected.

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council****5.2.1.10 Environmental Reserve (new):**

The purpose of the reserve is to allocate and spend the savings on environmental projects. This reserve has only recently been established and should not be used for any other purpose.

5.2.2 Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan. Total amount of reserves, for each year, is to align with the Statement of Changes in Equity.

Restricted reserves are to be included to the disclosure of restricted cash assets.

Reserves	Restricted / Discretionary	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Public Open Space Reserve												
	Restricted											
Opening balance		7,902	3,568	4,378	4,275	5,319	6,029	6,029	6,029	6,029	6,029	6,029
Transfer to reserve		4,000	4,500	4,579	4,670	4,775	5,152	5,281	5,413	5,548	5,687	5,829
Transfer from reserve		(8,334)	(3,690)	(4,682)	(3,626)	(4,065)	(5,152)	(5,281)	(5,413)	(5,548)	(5,687)	(5,829)
Closing balance		3,568	4,378	4,275	5,319	6,029	6,029	6,029	6,029	6,029	6,029	6,029
Off Street Parking Reserve												
	Restricted											
Opening balance		252	252	252	252	252	252	252	252	252	252	252
Closing balance		252	252	252	252	252	252	252	252	252	252	252
Reserves Summary												
	Total Restricted											
Opening balance		8,154	3,820	4,630	4,527	5,571	6,281	6,281	6,281	6,281	6,281	6,281
Transfer to reserve		4,000	4,500	4,579	4,670	4,775	5,152	5,281	5,413	5,548	5,687	5,829
Transfer from reserve		(8,334)	(3,690)	(4,682)	(3,626)	(4,065)	(5,152)	(5,281)	(5,413)	(5,548)	(5,687)	(5,829)
Closing balance		3,820	4,630	4,527	5,571	6,281	6,281	6,281	6,281	6,281	6,281	6,281
General Reserve												
	Discretionary											
Opening balance		2,798	878	779	1,444	7,093	11,539	11,539	11,539	11,539	11,539	11,539
Transfer to reserve		120	1,194	4,065	5,649	4,446	-	-	-	-	-	-
Transfer between reserve		(600)	2,500	(3,400)	-	-	-	-	-	-	-	-
Transfer from reserve		(1,440)	(3,793)	-	-	-	-	-	-	-	-	-
Closing balance		878	779	1,444	7,093	11,539	11,539	11,539	11,539	11,539	11,539	11,539
Debt Redemption Reserve												
	Discretionary											
Opening balance		3,453	6,033	-	-	-	-	-	-	-	-	-
Transfer to reserve		2,580	3,057	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	(9,090)	-	-	-	-	-	-	-	-	-
Closing balance		6,033	-	-	-	-	-	-	-	-	-	-
Plant and Equipment Reserve												
	Discretionary											
Opening balance		10,841	7,576	5,878	8,912	7,999	7,829	7,815	7,824	7,869	7,951	8,034
Transfer to reserve		3,148	3,259	3,307	3,364	3,431	3,539	3,616	3,706	3,798	3,854	3,911
Transfer between reserve		-	-	750	-	-	-	-	-	-	-	-
Transfer from reserve		(6,413)	(4,957)	(1,023)	(4,277)	(3,601)	(3,553)	(3,607)	(3,661)	(3,716)	(3,771)	(3,828)
Closing balance		7,576	5,878	8,912	7,999	7,829	7,815	7,824	7,869	7,951	8,034	8,117

DRAFT FINANCIAL PLAN 2021/22 – 2030/31

Banyule City Council

Reserves	Restricted / Discretionary	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
IT Equipment Reserve												
	Discretionary											
Opening balance		3,458	3,824	1,528	1,560	1,850	2,149	2,257	2,673	3,099	3,225	3,657
Transfer to reserve		1,466	1,374	1,382	1,390	1,399	1,408	1,416	1,426	1,426	1,432	1,438
Transfer between reserve		-	-	750	-	-	-	-	-	-	-	-
Transfer from reserve		(1,100)	(3,670)	(2,100)	(1,100)	(1,100)	(1,300)	(1,000)	(1,000)	(1,300)	(1,000)	(1,000)
Closing balance		3,824	1,528	1,560	1,850	2,149	2,257	2,673	3,099	3,225	3,657	4,095
BPI Investment Reserve												
	Discretionary											
Opening balance		155	125	95	65	35	5	-	-	-	-	-
Transfer from reserve		(30)	(30)	(30)	(30)	(30)	(5)	-	-	-	-	-
Closing balance		125	95	65	35	5	-	-	-	-	-	-
Asset Renewal Reserve												
	Discretionary											
Opening balance		6,535	528	3,936	2,630	3,005	2,867	5,908	8,850	11,709	15,077	18,436
Transfer to reserve		2,466	2,717	4,854	3,104	3,353	8,842	8,829	8,834	9,433	9,515	9,597
Transfer between reserve		7,000	7,500	-	-	-	-	-	-	-	-	-
Transfer from reserve		(15,473)	(6,809)	(5,860)	(2,729)	(3,491)	(5,801)	(5,887)	(5,975)	(6,065)	(6,156)	(6,248)
Closing balance		528	3,936	2,630	3,005	2,867	5,908	8,850	11,709	15,077	18,436	21,785
Strategic Properties Reserve												
	Discretionary											
Opening balance		4,735	-1,680	12,684	16,853	10,653	10,453	10,453	10,453	10,453	10,453	10,453
Transfer to reserve		5,380	36,994	20,629	-	-	-	-	-	-	-	-
Transfer between reserve		(6,400)	-10,000	1,900	-	-	-	-	-	-	-	-
Transfer from reserve		(5,395)	(12,630)	(18,360)	(6,200)	(200)	-	-	-	-	-	-
Closing balance		-1,680	12,684	16,853	10,653	10,453	10,453	10,453	10,453	10,453	10,453	10,453
Car Parking Meter Reserve												
	Discretionary											
Opening balance		3,647	3,701	4,157	4,749	5,362	5,999	6,944	7,924	8,939	9,990	11,060
Transfer to reserve		539	736	792	813	837	1,145	1,180	1,215	1,251	1,270	1,290
Transfer from reserve		(485)	(280)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
Closing balance		3,701	4,157	4,749	5,362	5,999	6,944	7,924	8,939	9,990	11,060	12,150
Reserves Summary												
	Total Discretionary											
Opening balance		35,622	20,985	29,057	36,213	35,997	40,841	44,916	49,263	53,608	58,235	63,179
Transfer to reserve		15,699	49,331	34,729	14,320	13,466	14,934	15,041	15,181	15,908	16,071	16,236
Transfer from reserve		(30,336)	(41,259)	(27,573)	(14,536)	(8,622)	(10,859)	(10,694)	(10,836)	(11,281)	(11,127)	(11,276)
Closing balance		20,985	29,057	36,213	35,997	40,841	44,916	49,263	53,608	58,235	63,179	68,139
Reserves Summary												
	Restricted & Discretionary											
Opening balance		43,776	24,805	33,687	40,740	41,568	47,122	51,197	55,544	59,889	64,516	69,460
Transfer to reserve		19,699	53,831	39,308	18,990	18,241	20,086	20,322	20,594	21,456	21,758	22,065
Transfer from reserve		(38,670)	(44,949)	(32,255)	(18,162)	(12,687)	(16,011)	(15,975)	(16,249)	(16,829)	(16,814)	(17,105)
Closing balance		24,805	33,687	40,740	41,568	47,122	51,197	55,544	59,889	64,516	69,460	74,420

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

5.3 Revenue and Rating Plan

The adoption of a Revenue and Rating Plan is a new requirement under section 93 of the *Local Government Act 2020*. Consultation on the proposed Revenue and Rating Plan 2021-2025 was undertaken in accordance with Council's Banyule Community Engagement Policy which was adopted in accordance with section 55 of the *Local Government Act 2020*.

Banyule City Council's Revenue and Rating Plan 2021-2025 supports the rating principles used to levy rates and charges, in collaboration with determining the Proposed Budget 2021-2025.

The Revenue and Rating Plan 2021-2025 outlines the framework under which Council will fund services, capital works and initiatives over the four years that the plan is active. There is a requirement to ensure that services are financially sustainable.

In funding services, capital works and initiatives, Council operates under restrictions imposed by the Fair Go Rates System cap and grant allocations from the state and commonwealth government.

Banyule values appropriate commercial and industrial development. However, 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.

The existing rating structure comprises six differential rates being: residential improved, residential vacant, commercial improved, commercial vacant, industrial improved and industrial vacant.

- It is proposed that that the following rating principles remain in place:
 - Rates being payable in four instalments only
 - Maintaining the existing differential rating structure
 - Charging five properties under the *Cultural and Recreational Lands Act 1963*
 - Not offering any Council concessions
 - Not offering any incentives for prompt payment.
 - Not levying a Municipal Charge
 - Not levying a Service Charge on rateable residential land for the provision of a standard waste service.
 - Levying a Service Charge on non-rateable residential land for the provision on a waste service.
 - Charging penalty interest in accordance with section 172 of the *Local Government Act 1989*
 - Undertaking collections of unpaid rates in accordance with sections 180 and 181 of the *Local Government Act 1989*

5.4 Investments

Council has traditionally invested cash reserves in bank term deposit with the major financial institutions in line with its Investment Policy. Domestic interest rates have been reducing over the past few years and are now at record low levels.

An Investment Strategy has recently been developed by Council. Once fully implemented the financial return outcomes will be updated from current projects. Banyule is also currently invested in several established properties generating commercial returns and several properties which require further

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

investment. Good financial management requires considered assessment of the risks and benefits of investments.

5.4.1 Strategic Property Acquisition

Council, from time to time, may acquire property assets that are deemed to increase its ability to:

- Invest into an appreciating asset that can:
 - Generate appropriate rental revenue
 - Deliver an uplift in value
 - Be later realised
- Increase and provide pathways for property consolidation or growth
- Enable a diversification of its property portfolio
- Influence and shape occupancy that leads to social and economic development outcomes
- Provide for catalyst planning outcomes that demonstrate leadership underpinned by broad community support

The general principles that will guide Council's acquisition methodology are to:

- Provide a financial return and a community benefit to Council
- Ensure the best use of existing, underutilised and/or surplus assets
- Complement and augment existing planning policy framework aspirations
- Lead best practice and high-quality planning outcomes
- Stimulate local investment and infrastructure

5.4.2 Strategic Property Sales

From time to time, Council will evaluate its property portfolio to establish the suitability of its assets to deliver operational services to the community.

Property assets may be held for operational and non-operational reasons. Council holds and manages property assets as a means of responding to and providing for the evolving needs of the community. Operational property holdings provide value via service delivery. Non-operational property is generally acquired or held for income generation.

The disposal of property assets in Banyule are governed by the Guidelines for the Sale and Exchange of Council Land. Council has agreed the following principles for property disposal:

- The sale or exchange of Council Land must comply with the provisions of the Act
- The sale of Council Land should be conducted through a public process (i.e. public auction, public tender or by registration of expressions of interest), unless circumstances exist that justify an alternative method of sale, for example the sale or exchange of Council Land by private treaty. Council should explain to the community the circumstances which led to its decision to use an alternative method of sale in the interest of probity, public accountability and transparency.
- The sale of Council Land should be in the best interest of the community and provide the best result, both financial and non-financial, for Council and the community.
- Generally, all sales of Council Land should occur at not less than market value assessed by a valuer engaged by Council. However, if Council Land is sold for less than the market value,

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

Council should explain the circumstances, reasons or factors which led to the decision to accept a sale price that is less than market value.

- Prior to being offered for sale, Council Land should be appropriately zoned. This will ensure that the ultimate use of the Council Land is determined by that zone and the highest possible sale price is achieved.

Council has made a deliberate decision to diversify its income sources through investment in property assets that have the capacity to provide a return on investment. This includes investment in both commercial and residential properties.

5.5 Operational Efficiency

The concept of operational efficiency encompasses the practice of improving all your processes (all your organisations activities that lead to your final community service). All these processes help the organisation achieve a target, which may be in terms of improved and cost-effective services and greater capital works delivery.

Care needs to be taken to not confuse efficiency with cutting costs, because it has other objectives besides savings, such as improving our productivity and delivering an improved service with the customer at the centre.

There are several ways Council is approaching operational efficiency to achieve Banyule's strategic goals. This includes a continued focus on

- reducing expenditure on external agency and consultancies;
- business-oriented initiatives that reduce Council reliance on property rates to fund services and infrastructure; and
- environmental sustainability initiatives, such as solar panels and water harvesting that also deliver financial savings to Council.

In this Financial Plan, several strategies have been considered to meet the service needs of the community as well as remain financially sustainable. As a result, the increase in operational expenditure has been set to be CPI-0.25%, after including the below strategies.

- Continuous improvement – Council develops and implements a Continuous Improvement program to deliver operational efficiency.
- Service reviews – Council continues to conduct service reviews to ensure operations meet quality, cost and service standards in line with community expectations.
- 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.

The following is an outline of these programs.

5.5.1 Continuous Improvement

Continuous improvement means to consistently strive to improve services according to the highest standards. It is a process which, in the long term, achieves:

- Customer focus
- Enhanced quality of service delivery

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

- Simplified processes and procedures
- Attitudinal change
- Recognition of customers, both internal and external.

The continuous improvement process consists of strategies, systems and processes which drive incremental and sustainable change to increase operational efficiency by improving service quality and reducing costs.

Council currently conduct business improvement reviews that may be generated from the service review process or from incremental process changes.

Council is currently reviewing its quality systems to assess the effectiveness of the current program. This is expected to result in a stronger focus on continuous improvement program based on proven methodologies such as Lean. This will require a need to skill up staff to successfully implement a program.

5.5.2 Service Reviews

Service reviews are undertaken across Council each year and recommendations for improvements are implemented to ensure the best quality and cost of service delivery. Current review impacts are included in the Strategic Resource Plan. The purpose of the service review program is best described by the following goals:

- Stronger framework to enhance strategic performance.
- In-depth, evidence-based decision making to enhance service
- Adherence to Strategic Objectives
- Right service at the right price (to the right users/community)
- Leadership input/ownership through Director and Managers
- Sustainable Service Provision (incl. cost assessment)
- A more thorough Service assessment and enquiry for improved value and informed delivery.

There are a number of drivers for service reviews that contribute to the achievement of our Council Plan objectives.

- Strategic business improvement focus
- Issues / Imperatives facing service (timely, generally external)
- Collated evidence / knowledge base for service delivery and capability.
- Service Delivery needs (incl. service provision to community)
- Ongoing sustainability (incl. revenue, budget magnitude, delivery model, etc.)

5.5.3 Digital Transformation

Investment in technology has proven to deliver operational efficiency by eliminating or reducing manual processes. The goal is to provide staff and the community with access to digital tools to conduct business and transact with Council. Digital Transformation is high on the agenda at all levels of government with the aim of eliminating outdated manual processes, cope with the volumes of data and information and to provide access to information on demand.

Council has historically invested in business systems to ensure facilitate efficient business operations and enhanced customer interaction. This includes maintenance and renewal of existing systems and investment in new systems as required. Digital technology is now refocusing on the need for more

DRAFT FINANCIAL PLAN 2021/22 – 2030/31**Banyule City Council**

adaptable, online and mobile technology which is reflected in the change in community demand to transact with Council online 24/7.

Council needs to ensure that it is keeping pace with community demands and efficient business systems to run Council operations. This requires a focus on ongoing investment in IT systems and infrastructure with additional investment required to digitise manual process and provide online capability to the community.

Council is focussed on improving existing IT infrastructure and applications with a goal of removing aged solutions and utilising existing unused functionality in our current applications. We want our community, customers and staff to be empowered and enriched by digital capabilities that enable positive interactions and service delivery outcomes. Council has an IT and Digital Transformation Strategy to move Council to become a more customer centric organisation. The first major projects planned will focus on improving the customer experience and include:

- Contact Centre Platform – the project will design and implement a new cloud-based contact centre platform.
- Customer Experience Platform - the project will implement a new software solution that will provide customers with self-service options, allow customers to interact with Council via their preferred channel
- Enterprise Integration Software – this project will implement enterprise integration software that connects our systems and processes to make integration less complex and faster.
- Enterprise Resource Planning (ERP) – reviewing Council's core operational and back office systems to identify the best market solution for replacement

5.5.4 Collaborative Procurement

Council is a member of the Northern Alliance of Council's and utilises Procurement Australia and MAV Procurement for the procurement of goods, services and works undertaking a single competitive process. Each of the members of this group can enter into a contract with the preferred service provider identified through this competitive process. Alternatively, the members of the group may choose to enter into a contract with the council which conducted the public tender.

There are significant advantages participating in collaborative procurement opportunities where the buying power can be providing greater benefits.

Banyule is actively involved in collaborative procurement particularly with the Northern Region. A significant amount of data analysis and documentation review has been undertaken by the group with the objective of identifying collaborative procurement opportunities across the region in an effort to achieve greater value for money.



Draft Investment Strategy

August 2021

Contents

1. Introduction.....	3
2. Investment Strategy Foundations.....	3
2.1 Capital requirements	3
2.2 Investment Strategy Risk Appetite	4
2.3 Investment Strategy Objective	5
2.4 Investment Strategy Principles	5
3. Investment Strategy Implementation.....	6
3.1 Investment Governance	6
3.2 Legislative Framework	7
3.3 Financial Risk.....	7
i. Market Risk.....	7
ii. Credit Risk.....	7
iii. Liquidity Risk.....	7
3.5 Investment Property.....	8
3.6 Investment Reporting & Monitoring Framework	9
i. Quarterly reporting	9
ii. Annual review.....	9
4. Business Development Fund.....	9
4.1 Background	9
4.2 Administration and Governance of Fund	9

1. Introduction

The purpose of this document is to provide Banyule City Council's (Banyule) Investment strategy.

The main objective of the investment strategy is to achieve a strong financial return for the benefit of the council and the wider community within an appropriate risk and investment framework.

The investment strategy outlines Banyule's investment position and its financial challenges such as the cap on Council rates and decline on investment returns due to lower bank interest rates. It also considers the risk appetite; desired investment outcomes including an assessment of the financial risk and return relationship. The strategy also considers environment, sustainability and governance considerations.

The investment strategy addresses the investment of funds currently held and to be used for council purposes in the future in accordance with Banyule's strategic plans. These funds are defined as 'investment capital'.

Banyule seeks to invest the capital it holds but has not yet expended to generate an improved financial return compared to traditional cash and term deposits. This capital holding is also defined as investment capital.

The investment strategy will assist Banyule to invest its investment capital (funds and capital) in a manner which meets the Council requirements with regards to:

- Ensuring investment capital is available to meet Council's ongoing needs
- Ensuring investment capital is generating a financial return for the benefit of Council
- Creating an opportunity for the investment capital to provide non-financial benefit to Council which is in the spirit of the community
- Ensuring the investment capital is consistent with the environmental, social and governance objectives of Council

The strategy is part of Banyule's overall governance and planning framework and specifically addresses the following;

- Linkage to the Financial Sustainability Strategy;
- Sound financial management governance and principles;
- Current and projected level and use of capital;
- Council's risk appetite;
- Investment opportunities, and
- The legislative framework.

2. Investment Strategy Foundations

2.1 Capital requirements

The Investment Strategy is based on the assumptions outlined in Banyule's LTFP and considers the capital requirements over the next 10 years as outlined in Banyule's LTFP. A capital profile is provided detailing the amount of capital required to implement Council's Plan; specifically when the money will be needed.

The profile considers both the funds required to enact the Council Plan and the funds required to be held as statutory reserves and discretionary reserves (these are assumed to be held on an ongoing basis but may change based on the capital works and initiatives program and the operating budget needs).

The Investment Strategy has been developed based on the feedback provided by the Executive Management Team and the Councillors and a methodology which balances the following four components:

- Capital requirements
- Financial Return objectives
- Desired risk appetite
- Risk return relationship

It also addresses liquidity, environment, sustainability and governance considerations.

There are two types of returns on investment outlined in this Investment Strategy:

- 1) Capital returns - Generally realised on sale/maturity of the investment (e.g. the realised return on the sale of an investment property)
- 2) Income returns - Generally provided throughout the life of the investment (e.g. rental income on an investment property)

The investment approach seeks to maximise the potential return while ensuring the capital investments meet the following two constraints:

- The expected time when the funds will be needed by Council, in accordance with the Council Plan and LTFP; and
- The Council's risk appetite.

2.2 Investment Strategy Risk Appetite

The Council's risk appetite is considered **medium** based on the collated feedback provided by the Councillors and the Executive Management Team. This level of risk appetite is set based on the need to ensure the capital invested is preserved for council use at the appropriate time and therefore is not solely for investing to generate returns.

The investments could create a loss to the capital invested, limited to, on average once in every 7 years (i.e. when there is a downturn in economic activity amidst a normal economic cycle).

Table 1: Investment Risk appetite table

Risk Band	Risk Label	Estimated no. of negative annual returns over any 20 year period	Indicative asset allocation	Investment performance benchmark	Minimum suggested holding period
1	Very low	Less than 0.5	Cash	CPI over rolling 1 year periods	1 year
2	Low	0.5 to less than 1	Secure – growth assets 20%, defensive assets 80%	CPI plus 1% over rolling 3 year periods	2 years
3	Low to medium	1 to less than 2	Capital Stable – growth assets 30%, defensive assets 70%	CPI plus 1.5% over rolling 3 year periods	3 years
4	Medium	2 to less than 3	Conservative Balanced – growth assets 50%, defensive assets 50%	CPI plus 2.5% over rolling 5 year periods	5 years
5	Medium to high	3 to less than 4	Balanced – growth assets 65%, defensive assets 35%	CPI plus 3% over rolling 7 year periods	7 years
6	High	4 to less than 6	Growth – growth assets 85%, defensive assets 15%	CPI plus 4% over rolling 8 year periods	8 years
7	Very high	6 or greater	High Growth – growth assets 95%, defensive assets 5%	CPI plus 4.5% over rolling 10 year periods	10 years

Table developed by the Financial Services Council and Association of Superannuation Funds of Australia

Investment portfolio structure

The investment portfolio structure is set to meet the maturity profile of the capital needs, as defined by the *Minimum suggested holding period* column of the Investment Risk Appetite Table. For example, if capital is required for a council project in two years' time, those funds will be allocated to risk band 2. However, if funds are not required in the next 5 years, they will still be allocated to risk band 4 given this is the highest level of risk appetite the council will accept. Investments will not be allocated to just one risk band, but a range of risk bands based on the Council's Plan and LTFP.

The investment portfolio will be invested in a range of investments based on the risk profile sought (and the legislative requirements). The potential investments are categorised as being either defensive or growth assets.

For example, the capital which is needed in the next two years (Band 1 and 2) will be invested primarily in defensive assets and the capital allocated into Band 4 will be split evenly between defensive and growth asset.

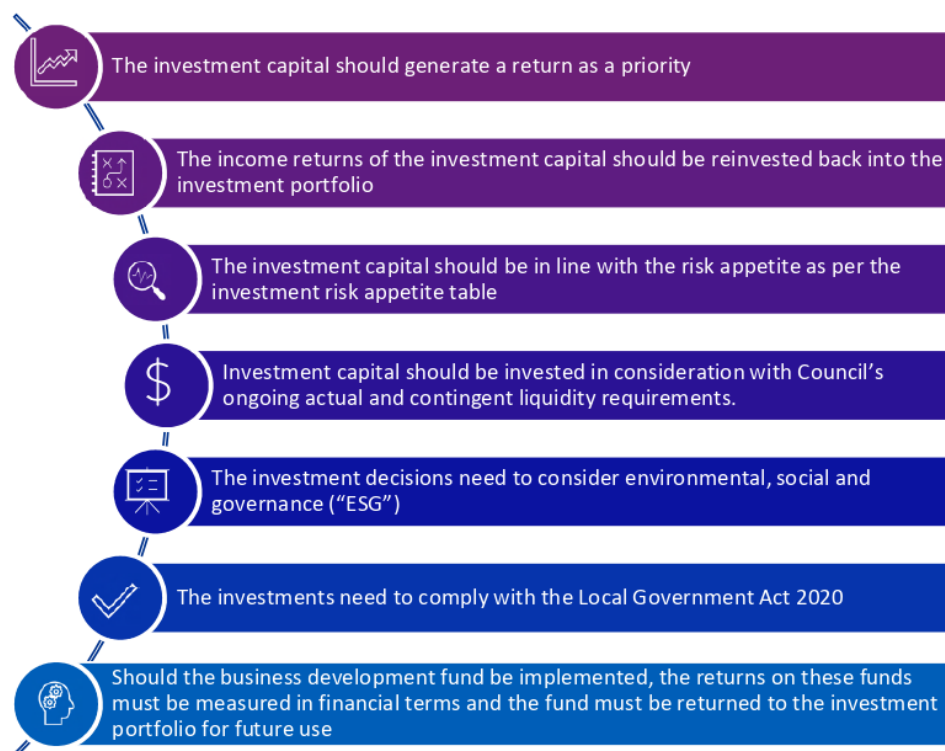
2.3 Investment Strategy Objective

The main objective of the Investment Strategy is to achieve a strong return for the benefit of the council and in turn, the community within the appropriate risk tolerance.

Risk Bands 1 to 4 should provide returns in the range of CPI, over a rolling 1-year period, to CPI plus 2.5%, over rolling 5 year periods (based on the agreed risk appetite – Refer Table 1).

2.4 Investment Strategy Principles

The investment strategy principles are a guide in undertaking new investment decisions.



3. Investment Strategy Implementation

Considerations

The implementation of the Investment Strategy requires the following considerations:

1. Investment Governance
2. Legislative Framework
3. Financial Risk
4. Reinvestment Risk Considerations
5. Investment Property
6. Investment Reporting and monitoring framework

3.1 Investment Governance

The implementation of Banyule's Investment Strategy will require:

1. Considerations of the investment governance framework
2. Decision Tree - Council approves the investment strategy and the EMT is responsible for the implementation of the strategy. EMT can delegate the investment decisions to specific functions i.e. property investments to be made by the property group and financial market investments by the finance group. The finance group is responsible for the reporting on the status of the investment portfolio
3. Roles and responsibilities: The roles and responsibilities involved in the investment management process are outlined in Banyule's Investment Policy
4. An investment report with specific recommendations will be presented to the Executive Management Team (EMT) on a quarterly basis. The report will include:
 - A review of the current Council Plan and LTFP highlighting any changes in the current and required capital amounts and timing with an assessment of how this will change the mix and maturity profile of the investment capital portfolio; and
 - A review of the current investment capital portfolio of investments, their performance versus benchmark and recommended actions based on performance and any actions required to meet any changes in composition of the capital investment portfolio. The investment report will note the appropriate revaluation frequency for property investments – e.g. at least annually.
5. The Investment Strategy has been developed using the outcomes from analysis determining Council needs, financial plans and risk appetite. This analysis will be reviewed as part of the ongoing review of the Investment Strategy. This review will occur within the first year of the Council elections to ensure the Investment Strategy continues to be aligned with Council's risk appetite and updated annually to be consistent with Banyule's business objectives and financial plans.

Investment Policy

The implementation of Banyule's Investment Strategy will require further consideration of the investment governance framework, currently outlined in Banyule's Investment Policy

3.2 Legislative Framework

The Investment Strategy has been developed to deliver service outcomes for the Community and to meet requirements of the *Local Government Act 2020 (the Act)*. Should Banyule consider alternative investment assets not currently allowable under the Act, then Banyule will need to apply to the Minister under *s143(f) of the Act*.

3.3 Financial Risk

The following risks will be considered as a part of the decision-making process:

i. Market Risk

Market risk is the risk of capital losses arising from movements in market prices. The Investment Strategy seeks to ensure funds are available when needed by Council. This mitigates market risk as defensive assets will not need to be sold prior to their maturity date and thus reducing the potential impact of market risk impacts on the portfolio.

ii. Credit Risk

Council credit limits, as outlined in the Investment Policy are aligned with the investment approach advocating longer-term investments where the capital requirements are seeking to improve potential returns.

The maturity horizon set is 5 years and is in line with the risk appetite established (risk band 4 with a maximum holding period of 5 years). The credit risk approach advocates spreading the risk across several institutions so as not to concentrate the credit risk with a couple of institutions.

iii. Liquidity Risk

Council needs to ensure it has cash available to meet its ongoing business needs. The Investment Strategy ensures liquidity is available when it is planned to be needed by matching the maturity profile to the cash needs. In addition, up to 50% of the capital held i.e. the allocation to defensive assets, could be accessed if Council had an unplanned need for that capital.

Council is exposed to the risk of not having enough liquidity to meet unanticipated events. The level of risk appetite driving the portfolio approach i.e. embracing risk Band 4, means that at least half the longer-term portfolio should be held in defensive assets.

Defensive assets have more liquidity than growth assets as they are typically available in traded markets. The approach of using defensive assets creates Cash Liquidity and Market Liquidity, as defined below. Cash liquidity is created by managing the maturity profile of investments while market liquidity is created by investing in defensive assets which are available to be bought and sold in the financial markets.

Cash Liquidity

This is when capital is readily available and extracting it will not create capital losses (i.e. the monies are invested in short term (less than one year) financial assets such as term deposits, certificate of deposit, bank accepted bills, and floating rate notes (with less than a year to maturity), or held in bank accounts.

Banyule currently has two sources of cash liquidity being, monies they hold in their bank accounts and the monies invested in shorter term financial instruments, such as Term Deposits. While cash liquidity is available to meet scheduled and day-to-day business needs it is also required to be held to meet future capital works requirements.

Market Liquidity

This is when capital is invested in financial instruments which are in a liquid market providing the ability to sell the financial instrument at a fair market rate to reacquire the capital. However, the sale of the investment will be at the prevailing market rate, which could create a capital loss if the market is in a down cycle (such as the Global Financial Crisis or the COVID-19 pandemic). This type of liquidity is important if there is a need to access capital before the time when it was planned that capital would be required.

3.5 Investment Property

Property investments are the preferred growth investment type for Council.

The business of Council is linked to property – both regarding holding, using and managing property. It is aligned with the services that are provided and therefore creating a link between the business and the properties.

Property investments are categorised as growth assets given the risk that they represent i.e. they do not have a defined date on which capital will be returned and recovering that capital could result in a loss being occurred.

As a component of Banyule's capital and diversifying investment income sources, investment properties have been categorised as:

- Acquired/held for capital growth
- Sale of proceeds of surplus land
- Held for long term yield

These properties include both commercial and residential properties. These properties are invested in to achieve returns generated by a growth in the value of the capital and/or provide an ongoing cash return through rental income.

The property investments need to be viewed as being available to generate a market linked return for the Council. Their ongoing holding should not be critical for the ongoing operation of the Council's business i.e. the property can be readily sold, and the council business can be moved to a different location. If the property is required primarily for operational needs, then it is not deemed an investment property.

The investment proposal, for each property considered, will outline:

- current and future operating cash needs
- medium and long term planned expenditure
- any additional funding required
- how a return will be generated, monitored and collected over the life of the investment; and
- a plan articulating how the capital funds will be returned i.e. through sale or repayment over time.

Property investments need to be within the Council boundaries or closely linked to Council activities and/or Northern Regional Collaborative opportunities. Properties which have been deemed as part of the Strategic Property Reserve will initially be included in the property investment holdings, as their sale will provide capital to support the Council Plan.

A performance measure applicable for the property market and the individual property (if required) will need to be outlined in the original proposal supporting the initial investment. The ongoing performance will

then need to be assessed on an annual basis addressing if the investment should continue to be held or sold. Should the investment be achieving a sub benchmark performance, then other considerations would need to be presented (i.e. impact on the community if the investment was to continue to be held as part of the capital investment portfolio) and likely future returns.

The investment property's return will also be assessed against an industry wide benchmark, focusing on, for example, metropolitan Melbourne, to signal if the investment continues to provide a more favorable return to Council versus other opportunities that may be available.

3.6 Investment Reporting & Monitoring Framework

i. Quarterly reporting

A quarterly investment report, once the Investment Strategy has been fully implemented, will be submitted to the EMT (combined with the monthly report). The investment report will review the investment performance of each investment (or group of investments). A summary of investment performance will be included in the Quarterly Financial Management Report.

ii. Annual review

The Investment Strategy will be reviewed each year with specific reference to the Council Plan and LTFP. This will reaffirm the allocation of the investment portfolio to the risk bands and the split between defensive and growth assets.

The report will also consider alternative investments given changes in the Council's ongoing needs and the state of the investment/financial markets.

4. Business Development Fund

4.1 Background

Given the decline in returns available in the investment markets, there is an opportunity to invest in Banyule's business operations through the development of an internal Business Development Fund.

The main purpose of establishing this fund will be to support the continuous improvement of strategies, systems and processes which:

- 1) drive incremental and sustainable change to the Council and
- 2) increase the operational efficiency. i.e. through
 - a. improving the quality of service (returns must be measurable in dollar terms), and
 - b. reducing cost of service for the Council.

Reinvesting into the Council operation can support Banyule's ongoing success.

For an investment to be made by the Business Development Fund, the business case and decision to invest is as much about the initial use of the capital as it is about the return this capital will generate. The business case will also need to outline how and when the capital will be returned to meet the Council's ongoing capital needs.

4.2 Administration and Governance of Fund

Appropriate governance (and resources) must be entrenched for the administration of this fund to be successful. It must be ensured that strict discipline, disclosure and oversight is maintained with respect to its utilisation.

The following controls (but not limited to) can be put in place to ensure this:

Initial Steps

- **Business Case:** Prior to deployment of capital from this fund, a detailed business case identifying and analysing the investment/business opportunity including its feasibility from a technical, economic and financial perspective. This business case will clearly outline how returns would be measured in terms of dollar value and how that return will be generated and provided.
- **Financial Plan:** A detailed financial analysis which includes income and expenditure projections, investment budget (including projected variances) and the time horizon of the project will be included in the business plan including illustrating how and when the capital will be returned.
- **Approval:** The business investment must only be made following approval from an authorised individual.

Ongoing Monitoring

- **Reporting:** Management will be provided with regular reporting on how the project is tracking versus the business case presented.
- **Cash disbursement register:** An internal register (ideally in an electronic format) will be maintained for the disbursement and tracking the movements of the fund. Internal controls such as segregation of duties will also be considered (e.g. different people authorize payments, sign checks, record payments in the books, and reconcile the bank statements).
- **Return Reinvestment:** It would be mandatory that any capital return on approved business investment be recognised back into the Business Development Fund.
- **Approval:** Approval must be obtained from authorised individual at each stage