



Ordinary Meeting of Council

25 October 2021 7.00pm

ATTACHMENTS

5.1 419 and 421 Upper Heidelberg Road, Ivanhoe - proposed land exchange	
Attachment 1. Proposed Plan of Subdivision	3
5.2 10A Tate Street, Ivanhoe - Proposed Sale of Land	
Attachment 1. Proposed Land Allocation Plan	5
5.3 87-131 Bell Street, IVANHOE - Amendment to an approved mixed use development (P363/2019)	
Attachment 1. Readvertised Plans.....	7
5.4 Northern Metro Land Use Framework Plan Submission	
Attachment 1. Submission to the Northern Metro Land Use Framework Plan	53
6.1 Quarter 1 Advisory Committees Report	
Attachment 1. Reconciliation Action Plan (RAP) Advisory Committee Minutes - 8 September 2021	77
Attachment 2. Banyule Arts and Cultural Advisory Committee - BACAC - Meeting Minutes - 2 Sept 2021	83
Attachment 3. BECAAC Minutes - Meeting One 9 September 2021	93
Attachment 4. Multicultural Committee - Minutes - 25 August 2021.docx.....	101
Attachment 5. Disability and Inclusion Committee (BDIAC) - Minutes - Online meeting - 15 September 2021	107
Attachment 6. LGBTIQ+ Committee Meeting - Minutes - August 2021	111
Attachment 7. Age Friendly City Advisory Committee - Minutes 26 August 2021	115
6.2 Banyule Council Plan 2021-2025 and Financial Plan 2021-2031	
Attachment 1. Banyule Council Plan 2021-2025.....	121
Attachment 2. Banyule Financial Plan 2021-2031	205
7.1 Audit & Risk Committee Minutes - 17 September 2021	
Attachment 1. Unconfirmed Minutes - Audit & Risk Committee - 17 September 2021	249
7.4 Digital Transformation Strategy and Action Plan 2022 - 2025	

Attachment 1. Digital Transformation Strategy 2021- 2025.....271

SUBDIVISION ACT 1988		EDITION 1		PLAN NUMBER PS822300E																					
PLAN OF SUBDIVISION																									
LOCATION OF LAND PARISH: KEELBUNDORA TOWNSHIP: SECTION: CROWN ALLOTMENT: CROWN PORTION: 3 (PART) TITLE REFERENCES: VOL. 10293 FOL. 471 VOL. 10293 FOL. 472 VOL. 10142 FOL. 270 LAST PLAN REFERENCE: LOT 1 & 2 ON PS349641N, LOT 3 ON PS314700V POSTAL ADDRESS: 421 UPPER HEIDELBERG ROAD (at time of subdivision) IVANHOE, VIC 3079 MGA CO-ORDINATES: E 328645 ZONE: 55 (of approximate centre of N 5819465 GDA 94 land in plan)				COUNCIL NAME : CITY OF BANYULE																					
VESTING OF ROADS OR RESERVES																									
IDENTIFIER		COUNCIL / BODY / PERSON																							
NIL		NIL																							
NUMBER OF LOTS IN THIS PLAN: 2 TOTAL AREA OF LAND IN THIS PLAN: 8301m ² DEPTH LIMITATION: DOES NOT APPLY																									
NOTATIONS																									
OTHER PURPOSE OF THIS PLAN - REMOVAL OF RESTRICTION: TO REMOVE THE RESTRICTION ON PS349641N GROUNDS FOR VARIATION BY DIRECTION OF BANYULE CITY COUNCIL, PLANNING PERMIT No.....																									
<div style="border: 1px solid black; padding: 2px; font-size: 8px;"> WARNING THIS PLAN IS AN UNREGISTERED PLAN OF SUBDIVISION. DIMENSIONS AND LAYOUT MAY VARY PRIOR TO FINAL APPROVAL OF PLAN </div>																									
EASEMENT INFORMATION																									
LEGEND: A - APPURTENANT EASEMENT E - ENCUMBERING EASEMENT R - ENCUMBERING EASEMENT (ROAD)																									
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">EASEMENT REFERENCE</th> <th style="width: 20%;">PURPOSE</th> <th style="width: 10%;">WIDTH (METRES)</th> <th style="width: 15%;">ORIGIN</th> <th style="width: 45%;">LAND BENEFITED /IN FAVOUR OF</th> </tr> </thead> <tbody> <tr> <td>E-1</td> <td>DRAINAGE & SEWERAGE</td> <td>SEE DIAG.</td> <td>TRANSFER A375819</td> <td>MMBW</td> </tr> <tr> <td>E-2</td> <td>PIPELINE</td> <td>3.50</td> <td>PS349641N</td> <td>YARRA VALLEY WATER CORPORATION</td> </tr> <tr> <td>E-3</td> <td>PIPELINE</td> <td>SEE DIAG.</td> <td>THIS PLAN</td> <td>YARRA VALLEY WATER CORPORATION</td> </tr> </tbody> </table>						EASEMENT REFERENCE	PURPOSE	WIDTH (METRES)	ORIGIN	LAND BENEFITED /IN FAVOUR OF	E-1	DRAINAGE & SEWERAGE	SEE DIAG.	TRANSFER A375819	MMBW	E-2	PIPELINE	3.50	PS349641N	YARRA VALLEY WATER CORPORATION	E-3	PIPELINE	SEE DIAG.	THIS PLAN	YARRA VALLEY WATER CORPORATION
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<table style="width:100%;"> <tr> <td style="width: 60%;">STAGING: THIS IS NOT A STAGED SUBDIVISION PLANNING PERMIT No.</td> <td style="width: 40%;">SURVEY: THIS PLAN IS BASED ON SURVEY THIS SURVEY HAS BEEN CONNECTED TO PERMANENT MARKS No(s). ----- IN PROCLAIMED SURVEY AREA No. -----</td> </tr> </table>						STAGING: THIS IS NOT A STAGED SUBDIVISION PLANNING PERMIT No.	SURVEY: THIS PLAN IS BASED ON SURVEY THIS SURVEY HAS BEEN CONNECTED TO PERMANENT MARKS No(s). ----- IN PROCLAIMED SURVEY AREA No. -----																		
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REF: 23202	VERSION: B	DATE: 12/06/18	23202-0-PS-M-B.DGN																						
REEDS CONSULTING		Reeds Consulting Pty Ltd Lvl 5, 440 Elizabeth Street Melbourne Victoria 3000 p (03) 8660 3000 www.reedsconsulting.com.au survey@reedsconsulting.com.au		LICENSED SURVEYOR GREGORY RAYMOND THOMPSON																					
			ORIGINAL SHEET SIZE A3	SHEET 1 OF 2 SHEETS																					

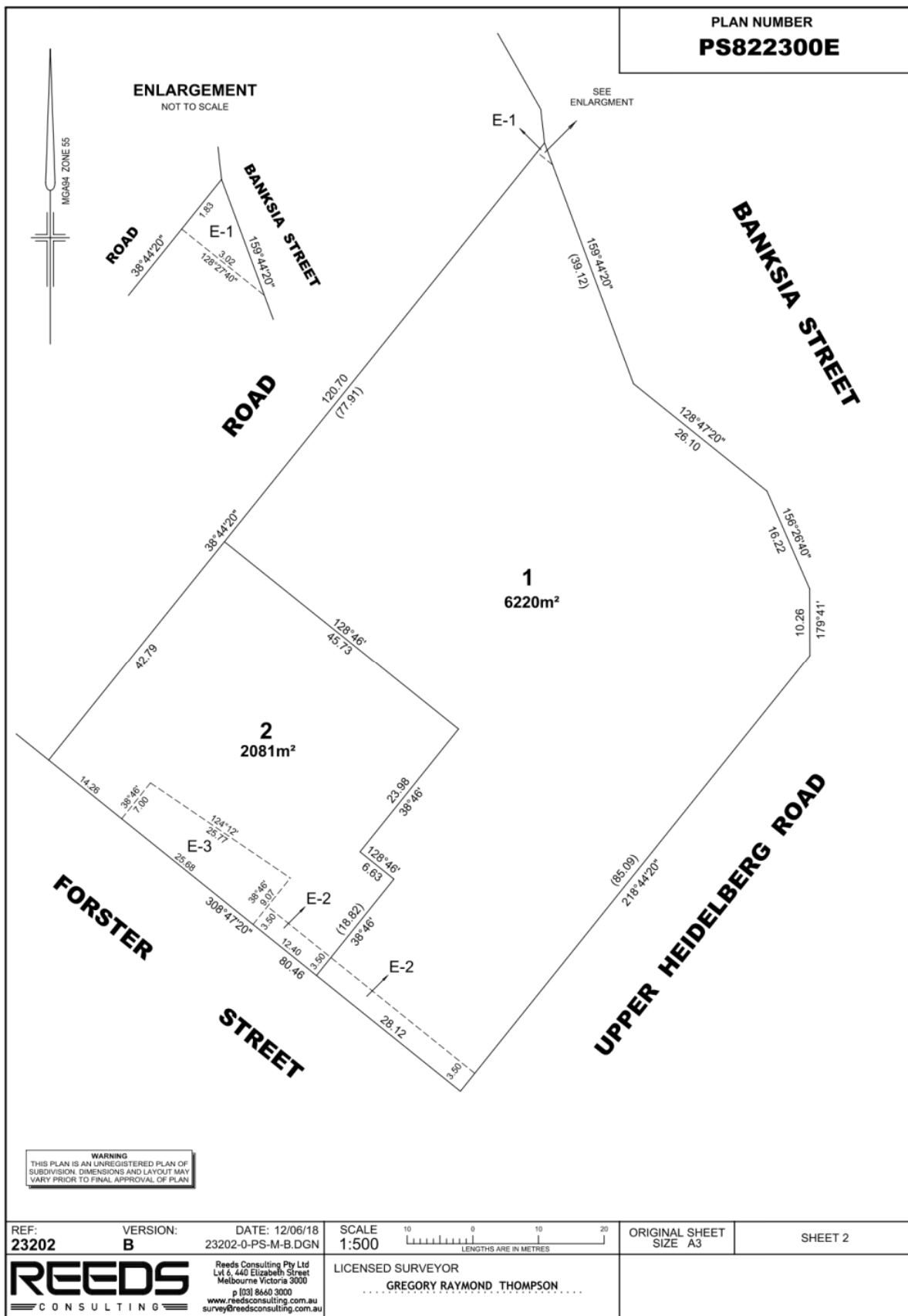







DIAGRAM FOR ADVERTISING PURPOSES FOR LAND TRANSFER OF 10A TATE STREET, IVANHOE

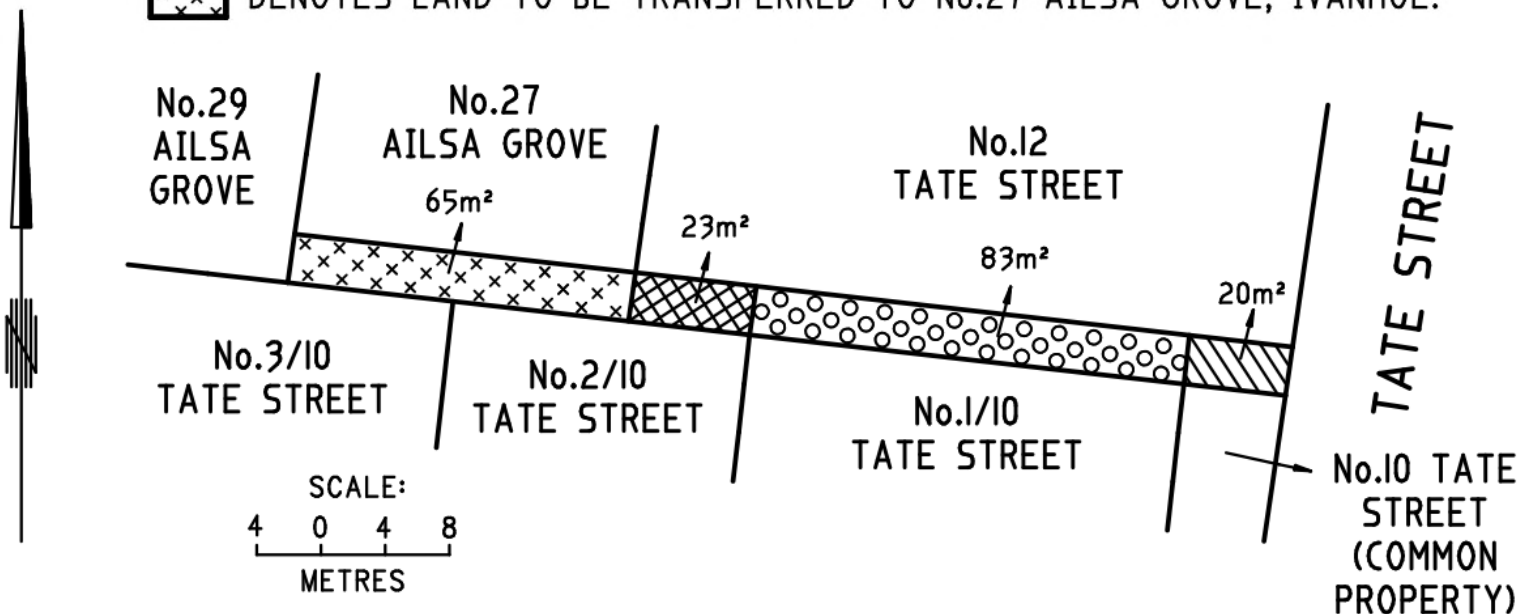
SURVEYORS REFERENCE:7885-AD
DATE:21/06/2021



LAWLOR AND LOY VIC. PTY. LTD.
LAND SURVEYORS • PLANNING CONSULTANTS
EMAIL: admin@lawlorandloy.com.au PHONE: (03) 9435 2422
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(WALLAN OFFICE BY APPOINTMENT)
www.lawlorandloy.com.au

LISCAD FILE:7885-AD.lcd

-  DENOTES LAND TO BE TRANSFERRED TO No.12 TATE STREET, IVANHOE.
-  DENOTES LAND TO BE TRANSFERRED TO No.1/10 TATE STREET, IVANHOE.
-  DENOTES LAND TO BE TRANSFERRED TO No.2/10 TATE STREET, IVANHOE.
-  DENOTES LAND TO BE TRANSFERRED TO No.27 AILSA GROVE, IVANHOE.



Received
02/08/21

LEVEL	GFA (Excluding Terrace)	GFA Parking	NSA Residential	NLA Shop	NLA Office	Residential Amenities	Circulation & Services	Communal Terrace	Terrace POS	1 Bed	1 Bed Plus	2 Bed 1 Bath	2 Bed 2 Bath	3 Bed	Totals
BASEMENT 2	8541.3 m ²	7497.4 m ²	0 m ²	0 m ²	0 m ²	0 m ²	1043.5 m ²	0 m ²	0 m ²	0	0	0	0	0	0
BASEMENT 1	8541.3 m ²	7374.6 m ²	0 m ²	0 m ²	0 m ²	0 m ²	1166.8 m ²	0 m ²	0 m ²	0	0	0	0	0	0
LOWER GROUND	7745.3 m ²	5331.5 m ²	0 m ²	0 m ²	326.6 m ²	0 m ²	2215.2 m ²	0 m ²	0 m ²	0	0	0	0	0	0
GROUND	5712.9 m ²	1738 m ²	1424.2 m ²	536.6 m ²	706.7 m ²	260.7 m ²	1110.6 m ²	438.1 m ²	10	0	1	11	0	0	22
LEVEL 1	3967.2 m ²	0 m ²	3089.1 m ²	0 m ²	124 m ²	0 m ²	754.3 m ²	773.6 m ²	709.9 m ²	16	1	1	27	1	46
LEVEL 2	4620.5 m ²	0 m ²	3462.5 m ²	0 m ²	442.4 m ²	0 m ²	715.6 m ²	544 m ²	18	1	1	32	0	0	52
LEVEL 3	4051 m ²	0 m ²	3418.6 m ²	0 m ²	0 m ²	0 m ²	632.6 m ²	0 m ²	657.9 m ²	13	2	2	30	2	49
LEVEL 4	3766.4 m ²	0 m ²	3190.9 m ²	0 m ²	0 m ²	0 m ²	575.5 m ²	0 m ²	502 m ²	11	2	2	26	4	45
LEVEL 5	3296.2 m ²	0 m ²	2739 m ²	0 m ²	0 m ²	0 m ²	557.2 m ²	0 m ²	436.6 m ²	14	2	1	23	1	41
LEVEL 6	3249.3 m ²	0 m ²	2700 m ²	0 m ²	0 m ²	0 m ²	549.3 m ²	0 m ²	422.9 m ²	14	2	1	21	2	40
LEVEL 7	3201.9 m ²	0 m ²	2663.9 m ²	0 m ²	0 m ²	0 m ²	538 m ²	0 m ²	417.7 m ²	14	2	1	20	2	39
LEVEL 8	3146.4 m ²	0 m ²	2608.4 m ²	0 m ²	0 m ²	0 m ²	538 m ²	0 m ²	414.8 m ²	14	2	1	20	2	39
LEVEL 9	3080.4 m ²	0 m ²	2549.4 m ²	0 m ²	0 m ²	0 m ²	531 m ²	0 m ²	419.3 m ²	14	2	1	20	1	38
LEVEL 10	2318.1 m ²	0 m ²	1794.6 m ²	0 m ²	0 m ²	70.4 m ²	453.1 m ²	180.1 m ²	283.7 m ²	5	2	0	17	1	25
LEVEL 11	2300.3 m ²	0 m ²	1840.4 m ²	0 m ²	0 m ²	0 m ²	450.9 m ²	0 m ²	294.2 m ²	5	1	0	17	2	25
LEVEL 12	2299.8 m ²	0 m ²	1848.4 m ²	0 m ²	0 m ²	0 m ²	451.2 m ²	0 m ²	296.2 m ²	5	1	0	17	2	25
LEVEL 13	2069.9 m ²	0 m ²	1301.3 m ²	0 m ²	0 m ²	157.4 m ²	611.2 m ²	0 m ²	192.2 m ²	5	1	0	13	0	19
LEVEL 14	1623.6 m ²	0 m ²	1301.2 m ²	0 m ²	0 m ²	0 m ²	322.4 m ²	0 m ²	155.5 m ²	5	1	0	13	0	19
LEVEL 15	1386.4 m ²	0 m ²	1062.3 m ²	0 m ²	0 m ²	0 m ²	324.1 m ²	0 m ²	150.3 m ²	3	0	0	12	0	15
LEVEL 16	1267.7 m ²	0 m ²	899.9 m ²	0 m ²	0 m ²	65.4 m ²	302.4 m ²	115.5 m ²	132.9 m ²	2	0	0	9	1	12
PLANT	728.8 m ²	0 m ²	0 m ²	0 m ²	0 m ²	77.6 m ²	651 m ²	383.2 m ²	0 m ²	0	0	0	0	0	0
	76914.5 m ²	14444.1 m ²	37903.1 m ²	538.6 m ²	1599.7 m ²	631.7 m ²	14426.4 m ²	2543 m ²	6470.7 m ²	168	22	12	326	21	551

For preliminary feasibility purposes. Areas are not to be used for purpose of lease or sale agreements. Layouts may not comply with building regulations or other regulatory requirements. The information contained in this schedule is believed to be correct at the time of printing. Areas are generally measured in accordance with the Property Council of Australia Method of Measurement.

Level	Garden Areas		Total	% of Site Area	TOTAL SITE AREA
	Communal Terraces	Planters			
LMF GR	0 m ²	20.8 m ²			9420 m ²
Ground	1110.6 m ²	59.9 m ²			
Level 1	773.6 m ²	144.5 m ²			
Level 2	0 m ²	39.9 m ²			
Level 3	0 m ²	119.2 m ²			
Level 4	0 m ²	65 m ²			
Level 5	0 m ²	56.9 m ²			
Level 6	0 m ²	49.9 m ²			
Level 7	0 m ²	52.7 m ²			
Level 8	0 m ²	51.8 m ²			
Level 9	0 m ²	57.1 m ²			
Level 10	180.1 m ²	94.2 m ²			
Level 11	0 m ²	37.9 m ²			
Level 12	0 m ²	29 m ²			
Level 13	0 m ²	15.4 m ²			
Level 14	0 m ²	15.4 m ²			
Level 15	0 m ²	15.4 m ²			
Level 16	115.5 m ²	15.4 m ²			
Roof	363.2 m ²	0 m ²			
	2543 m ²	940.4 m ²	3483 m ²	37%	

Garden Areas calculated include total areas allocated on plans and are for information only. For detailed Landscaping arrangements, refer to Landscape Architects documents.

Apartment Mix		Apartment Mix			Totals
1 Bed	1 Bed Plus	2 Bed 1 Bath	2 Bed 2 Bath	3 Bed	
30.5%	4.0%	2.0%	59.7%	3.8%	100%

Apartment Numbers per Building						
Building	1 Bed	1 Bed Plus	2 Bed 1 Bath	2 Bed 2 Bath	3 Bed	Totals
A	39	10	11	60	14	134
B	43	0	0	88	2	133
C	45	0	0	83	2	130
D	41	12	0	98	3	154
	168	22	11	329	21	551

CROSS VENTILATED APARTMENTS
243 UNITS (44.1%)
ACCESSIBLE APARTMENTS
295 UNITS (53.5%)

Level	CARPARKS						Loading Spaces	Disabled car spaces(SDA)	Disabled car spaces(Office)	Disabled car spaces(shop)	Car Wash Spaces	Motorbikes/ Scooter Park	Bicycle Parks	Stores
	Residential	Tandem	Visitor	Office	Shop	Total								
BASEMENT 2	256	7	0	0	0	263	0	0	0	1	16	0	156	
BASEMENT 1	234	9	0	17	0	260	1	0	0	0	7	0	182	
LOWER GROUND	82	0	52	13	0	147	3	7	2	1	0	190	213	
GROUND	0	0	4	17	18	39	0	0	0	0	2	71	0	
	588		56	47	18	709	4	7	2	1	35	261	551	

PARKING BREAKDOWN

RATE	
1 BED 1 SPACE PER UNIT =	190
2 BED 1 SPACE PER UNIT =	340
3 BED 2 SPACES PER UNIT =	42
RESIDENTIAL PARKING TOTAL	572
OFFICE 3 SPACES / 100SQM =	47
SHOP 3.5 SPACES / 100SQM =	18
VISITORS 0.1 SPACES / UNIT =	56
TOTAL	693

MOTOR BIKE PARKING BREAKDOWN

RATE	
1 SPACE PER 20 SPACES =	35
TOTAL	35

BICYCLE PARKING BREAKDOWN

RESIDENTS BIKES =	186
RESIDENT VISITORS BIKES =	56
OFFICE STAFF BIKES =	14
OFFICE VISITOR BIKES =	2
SHOP STAFF BIKES =	2
SHOP VISITOR BIKES =	1
TOTAL	261

STORAGE CAGE MINIMUM SPACE REQUIREMENTS

1 BEDROOM APARTMENTS =	4m ²
2 BEDROOM APARTMENTS =	5m ²
3 BEDROOM APARTMENTS =	6m ²

NOTE: 35sq. shared E-Stops included for use by residents. Refer to ESD report.

NOTE: 35sq. Car spaces to be electrical vehicle charging bays. Refer to ESD report.

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SAMMA PLACE
87-131 Bell Street
Ivanhoe VIC 3079

PROJECT NO:
3-20-0037

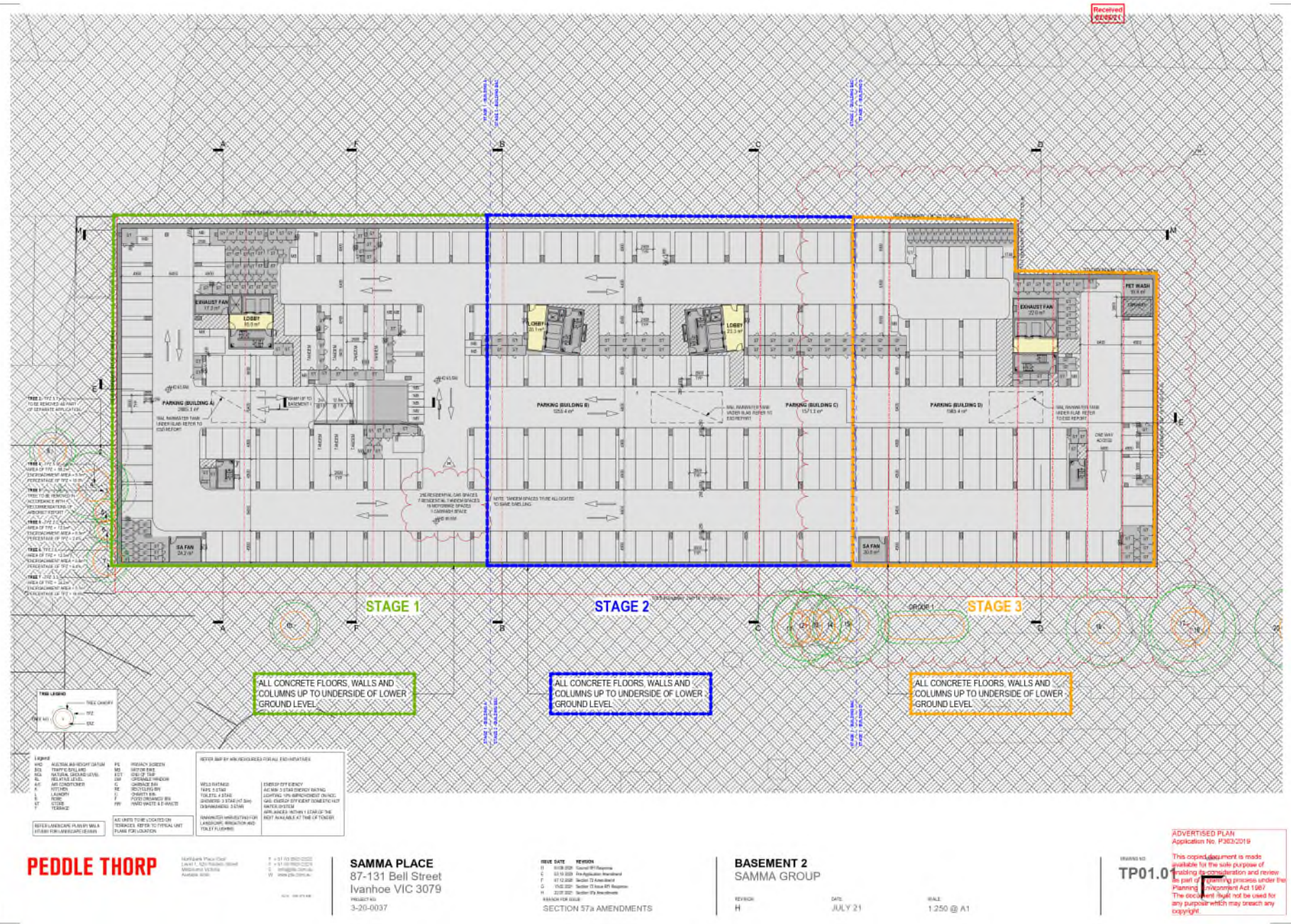
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C 03/08/2020 Section 72 Issue
D 07/10/2020 Section 72 Amend Issue
E 04/02/2021 Section 72 Issue
F 19/02/2021 Section 72 Issue RFI Response
G 22/07/2021 Section 72 Amend Issue
REASON FOR ISSUE:
SECTION 57a AMENDMENTS

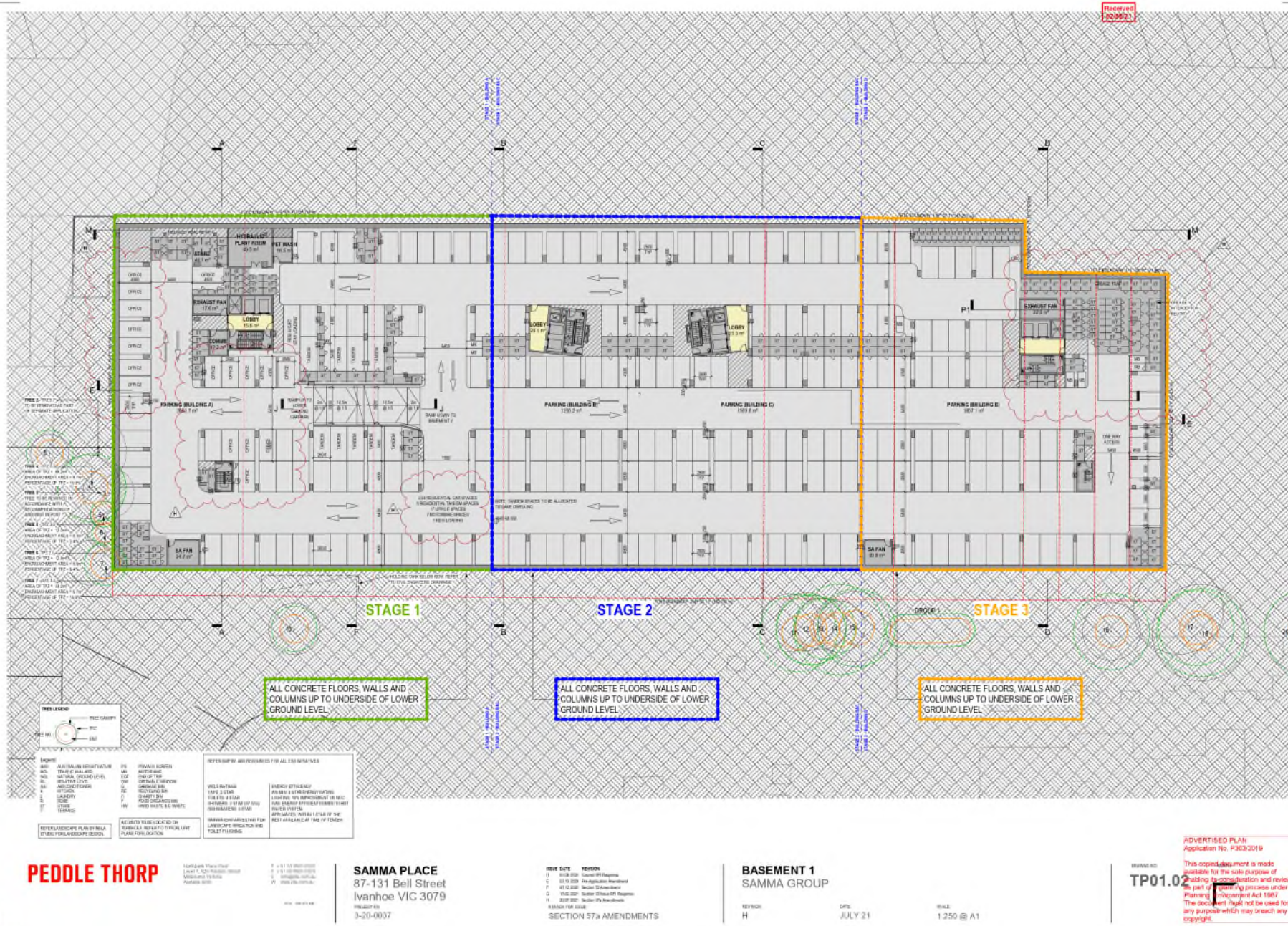
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SAMMA GROUP

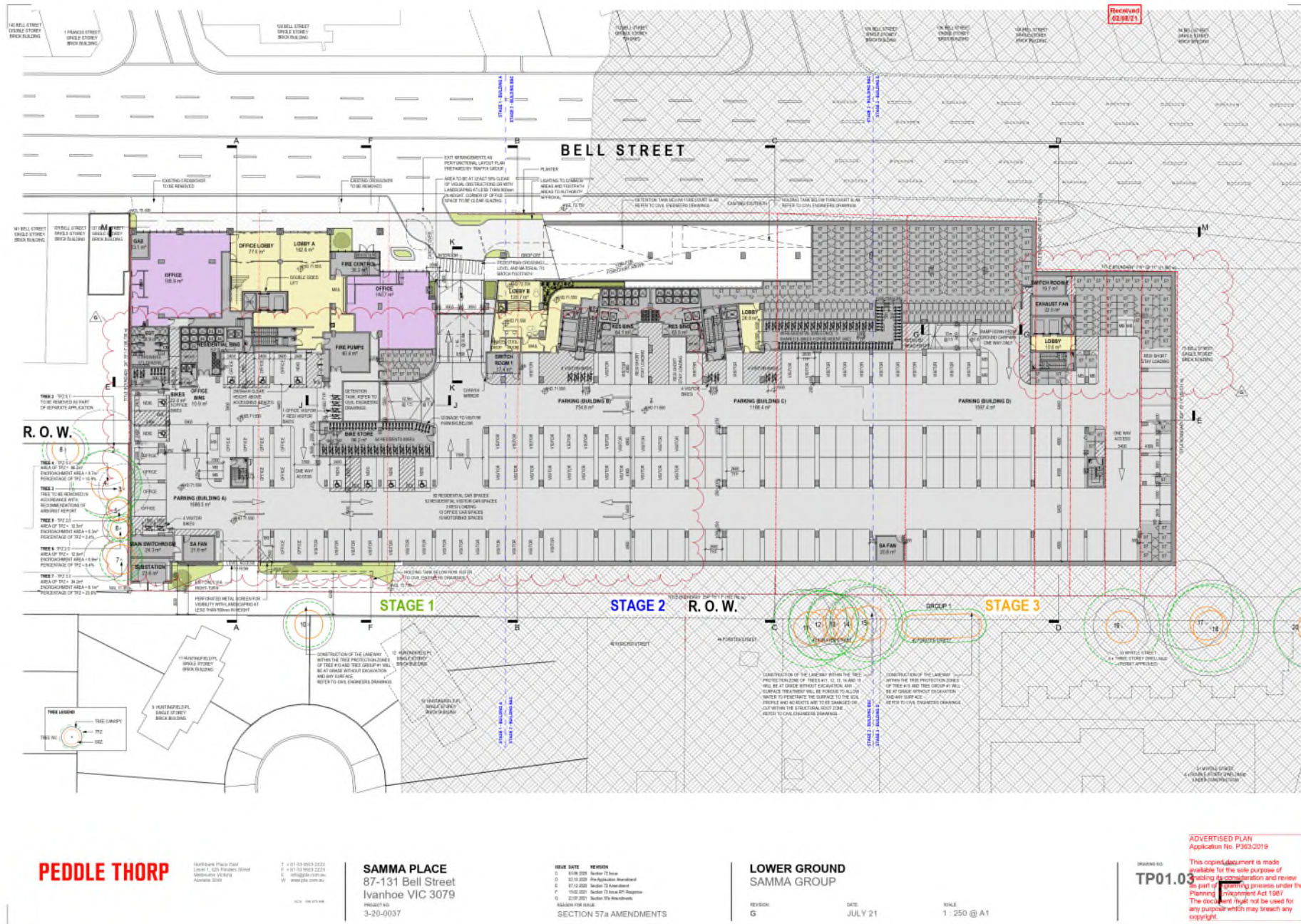
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Application No. P198/2019
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ADVERTISED PLAN
Application No. P363/2019

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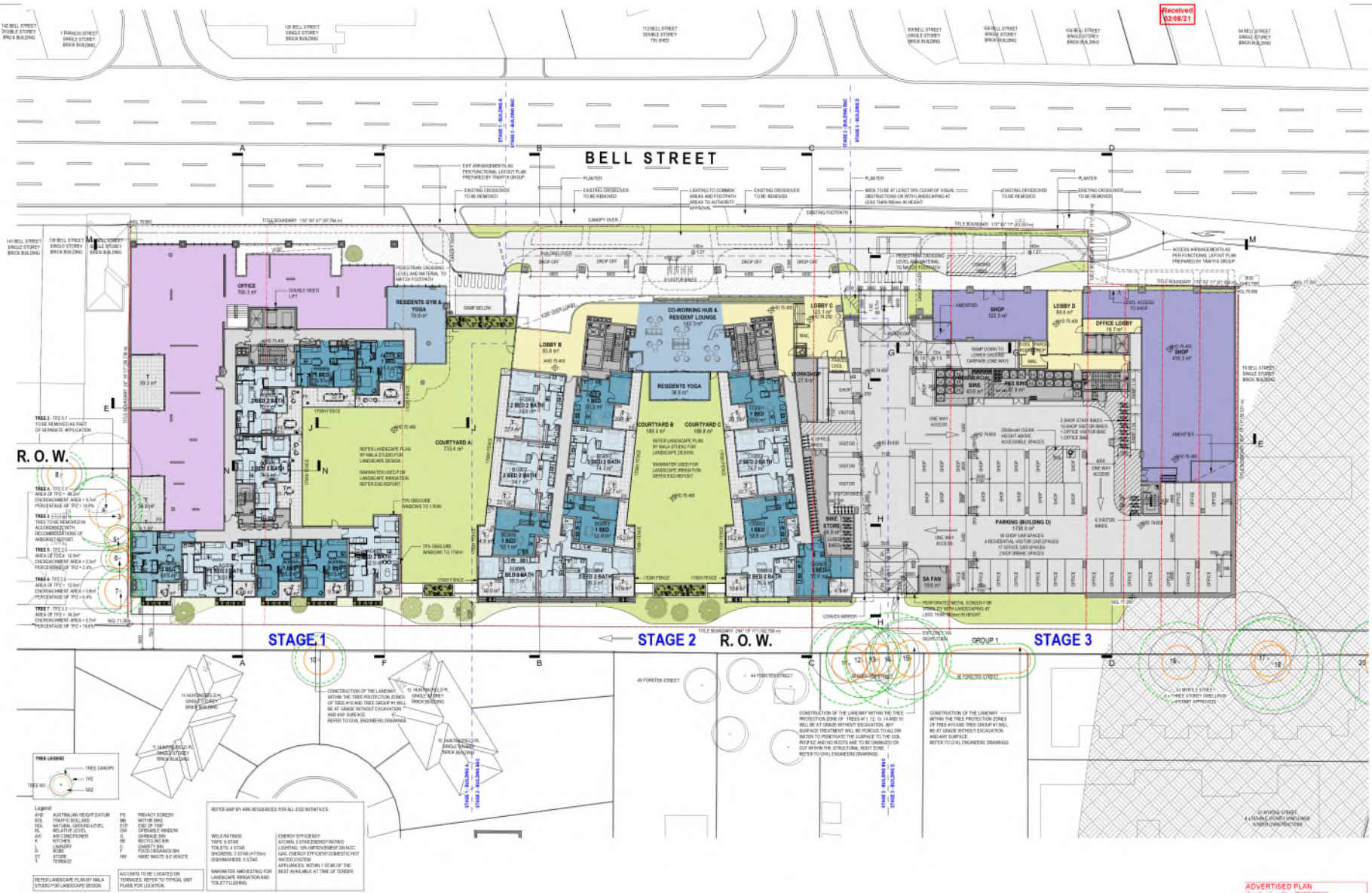
SAMMA PLACE
87-131 Bell Street
Ivanhoe VIC 3079

REVISION
DATE
REVISION
DATE
REVISION
DATE

LOWER GROUND
SAMMA GROUP

REVISION: G DATE: JULY 21 SCALE: 1:250 @ A1

TP01.0



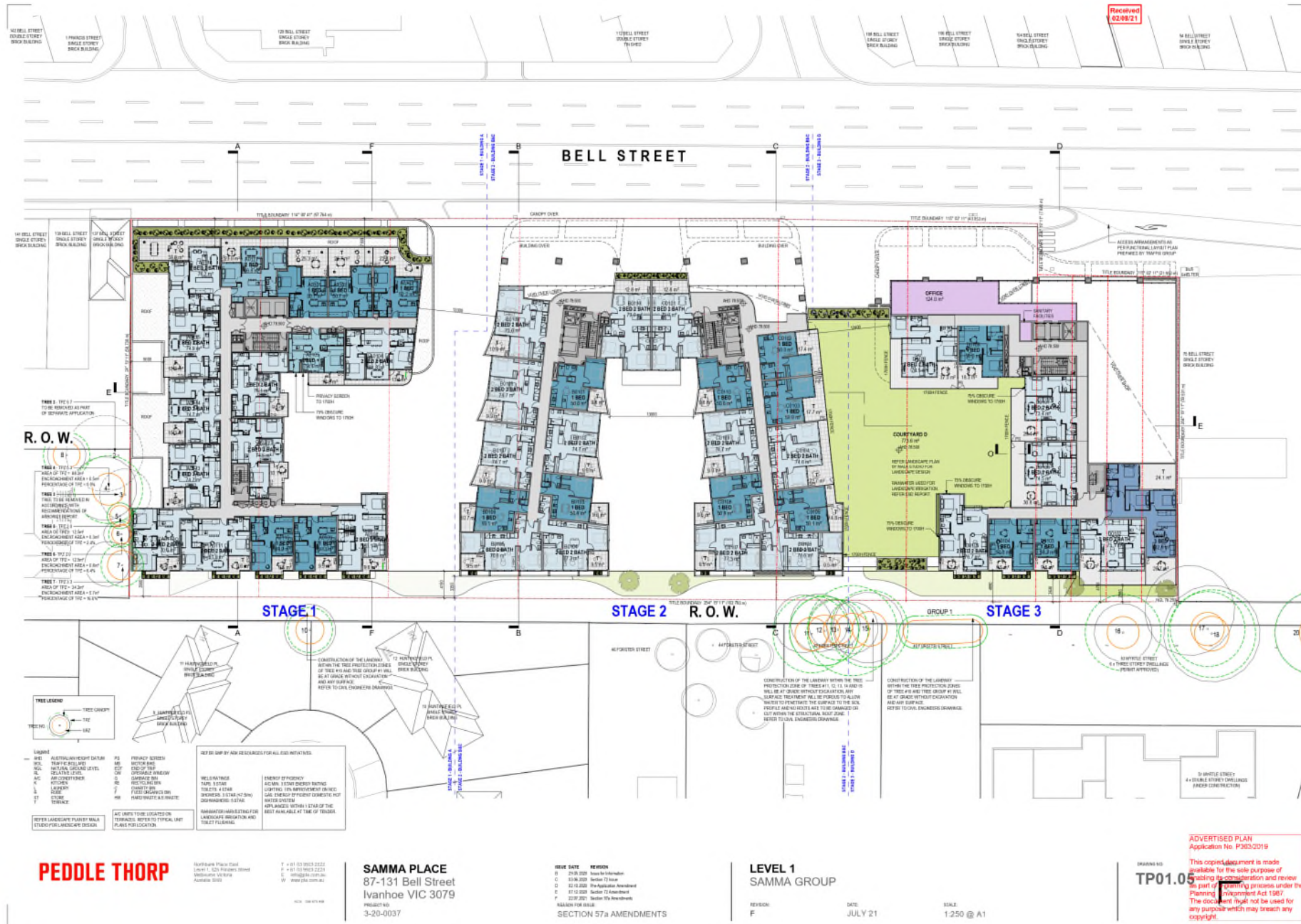
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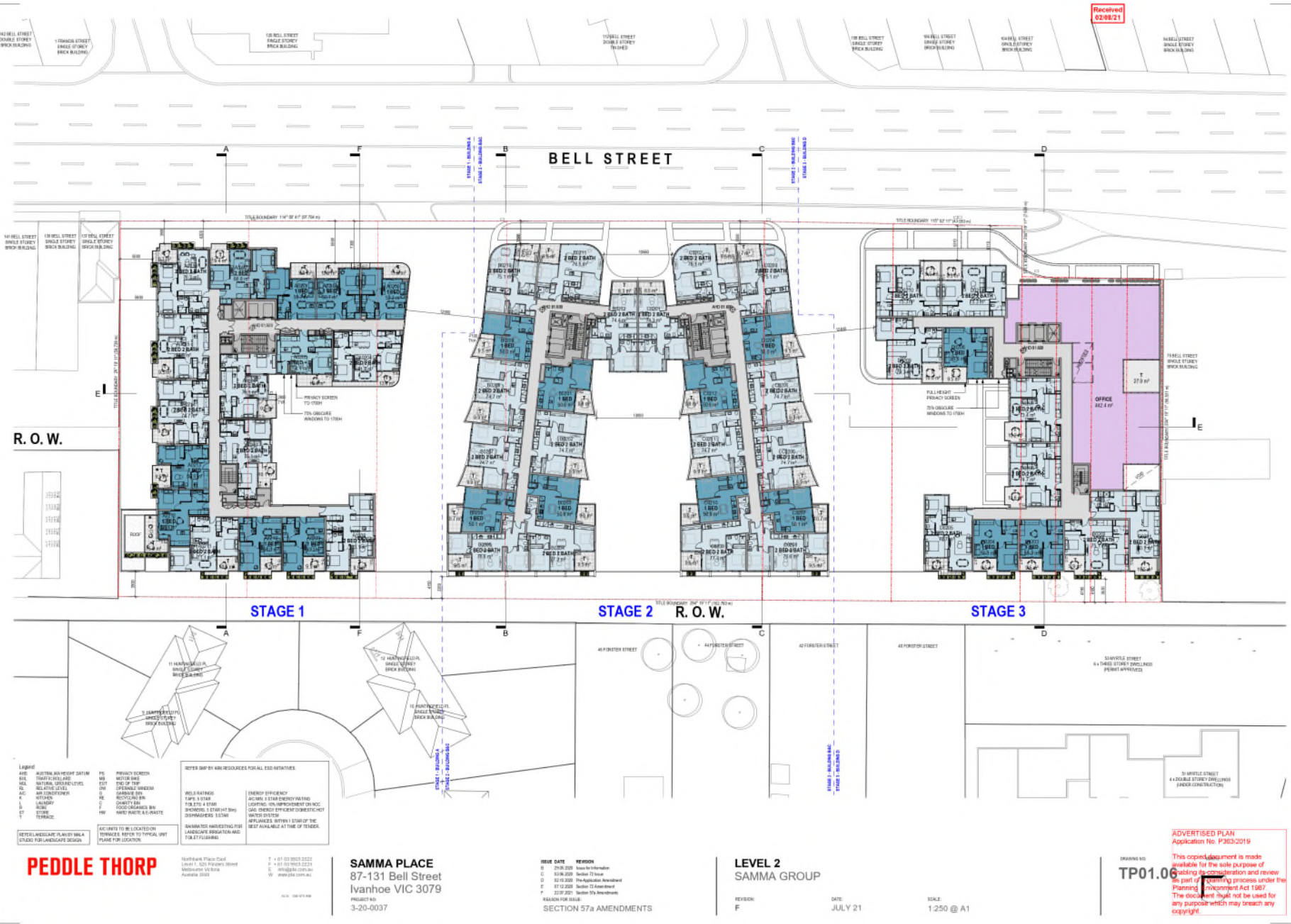
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 87-131 Bell Street
 Ivanhoe VIC 3079
 PROJECT NO:
 3-20-0037

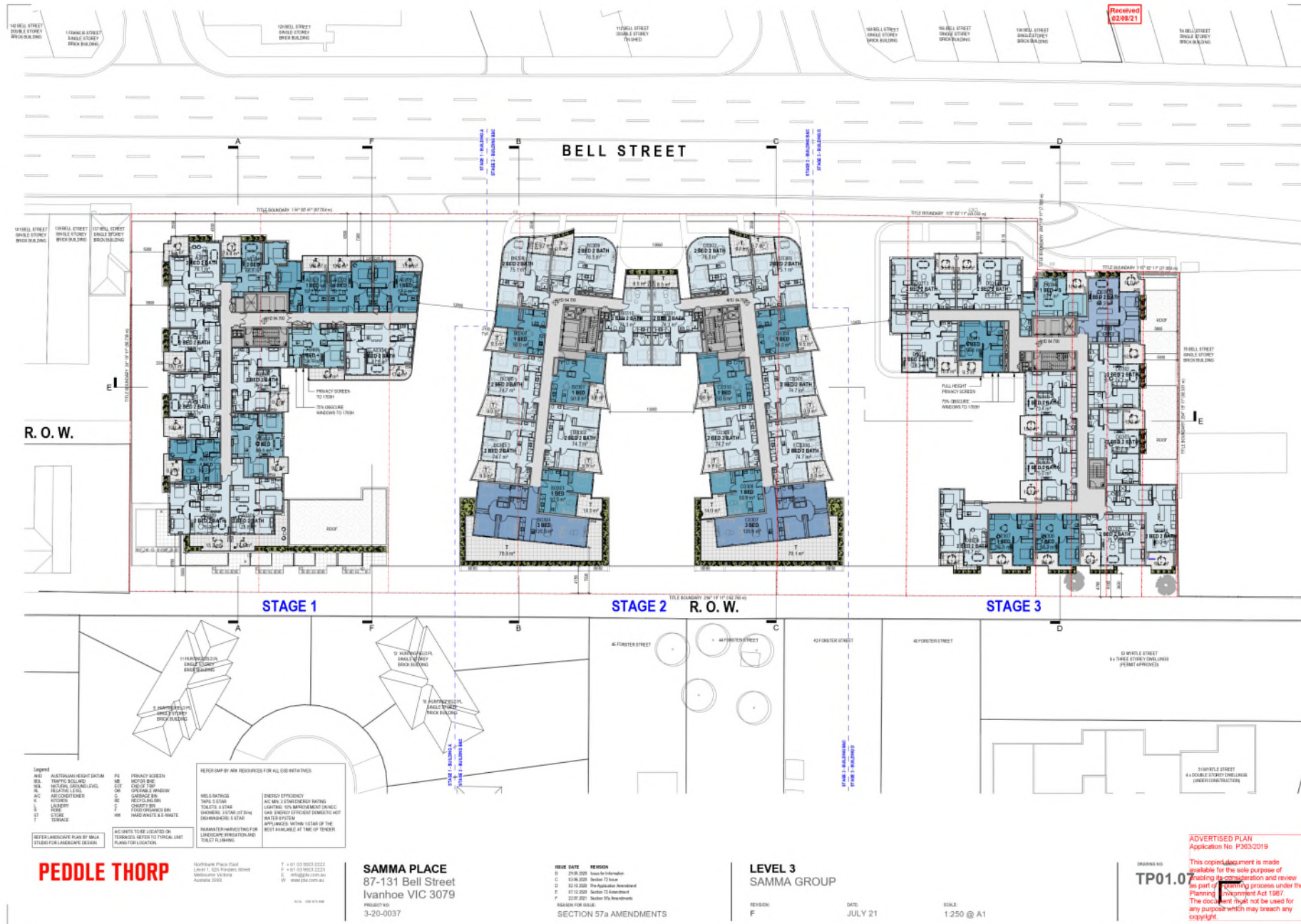
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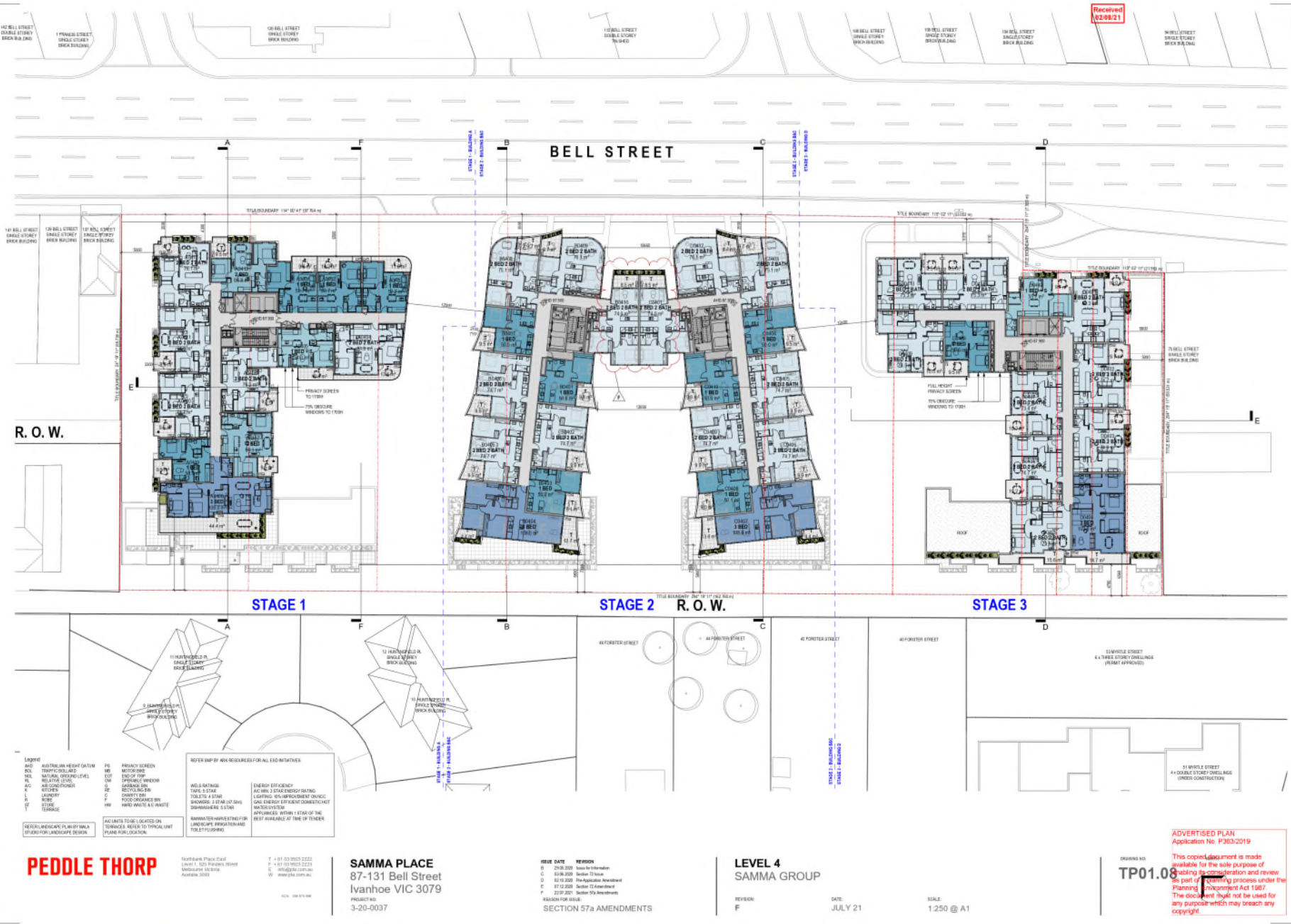
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TP01.0
 SECTION 57a AMENDMENTS

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 Application No. P303/2019
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R. O. W.

STAGE 1

STAGE 2 R. O. W.

STAGE 3

Legend

AND	AUSTRIAN HEAR DATUM	PS	PRIVACY SCREENS
NSL	TOP OF CHLASS	MS	MOTORING
NL	NATURAL GROUND LEVEL	ES	END OF FLOOR
RL	RELATIVE LEVEL	OW	OPENABLE WINDOW
AC	AIR COND POWER	SC	SCREENS
K	KITCHEN	SB	SCREENS ON
B	BED	ST	STAIRS
HT	HOT WATER	HW	HARD WARE KITCHEN
ET	ETERNAL		

REFER TO LANDSCAPE PLAN BY NAME FOR LANDSCAPE DESIGN

ACU LISTS TO BE LOCATED ON TERRACE REFER TO TERRACE PLAN FOR LOCATION

REFER MAP BY 404 RESOURCES FOR ALL ESD INITIATIVES

WALL BATHING
TAPS & SHOWER
TOLLETS & SINKS
SINKS/TOILETS & SINKS
SINKS/TOILETS & SINKS
SINKS/TOILETS & SINKS

ENERGY EFFICIENCY
FACING 3 STAR ENERGY RATING
LOADING ON IMPROVEMENT COUNCIL
ONE ENERGY EFFICIENT CONSTRUCTION
SINKS/TOILETS
APPLIANCES WITH 1 STAR OF THE BEST AVAILABLE AT TIME OF TENDER

ADMIN TO MARKET FRESH AIR
TOILETS/SHOWER AND TOILET FLOORING

PEDDLE THORP

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W www.pta.com.au

NCL 100 014 048

SAMMA PLACE
87-131 Bell Street
Ivanhoe VIC 3079

PROJECT NO:
3-20-0037

DATE: 20/08/2020
REVISION: Issue for Information
01/09/2020 Section 77 issue
01/10/2020 Pre-Application Amendment
01/12/2020 Section 12 Amendment
22/07/2021 Section 57a Amendment

REASON FOR ISSUE:
SECTION 57a AMENDMENTS

LEVEL 4
SAMMA GROUP

REVISION:
F

DATE:
JULY 21

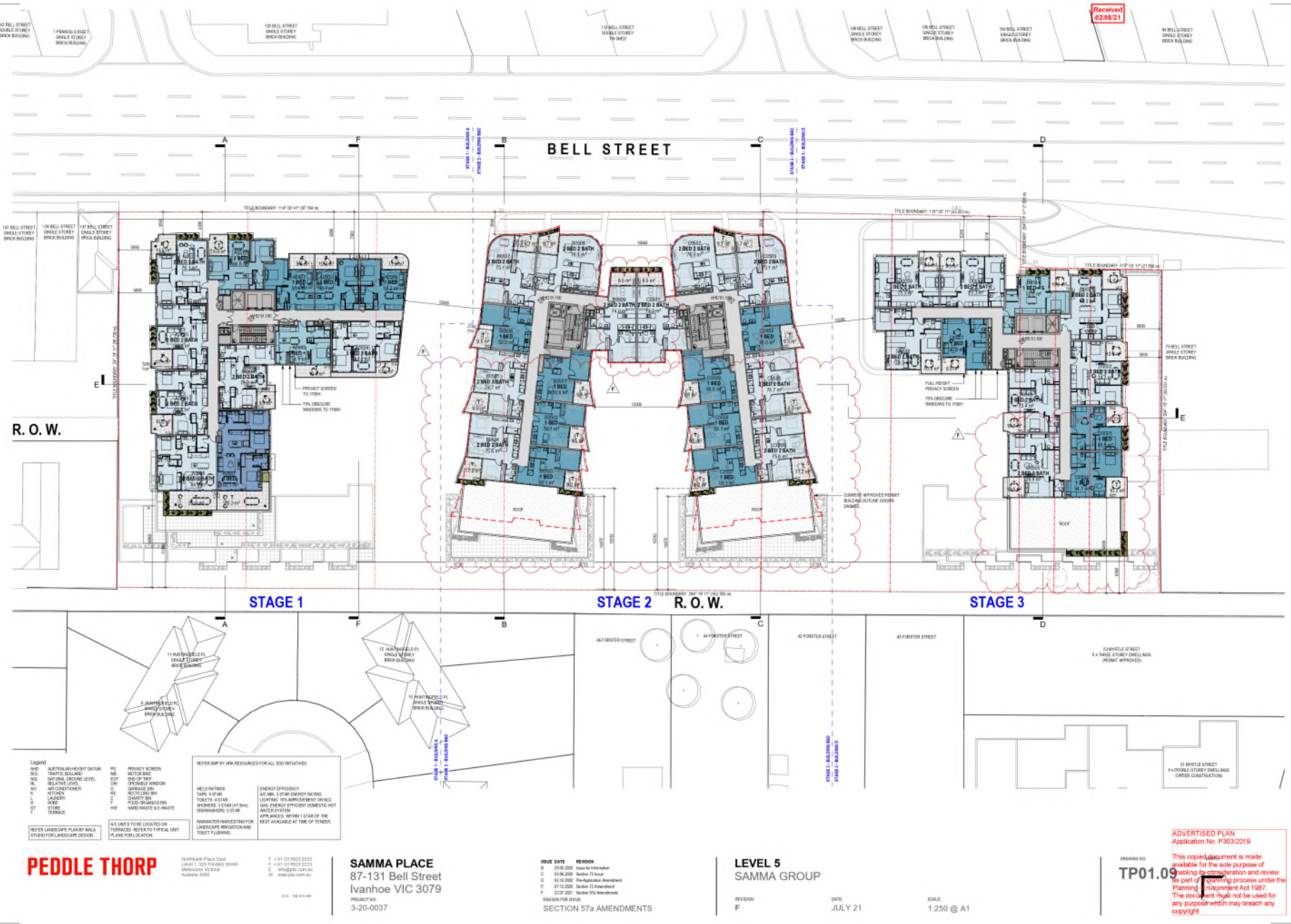
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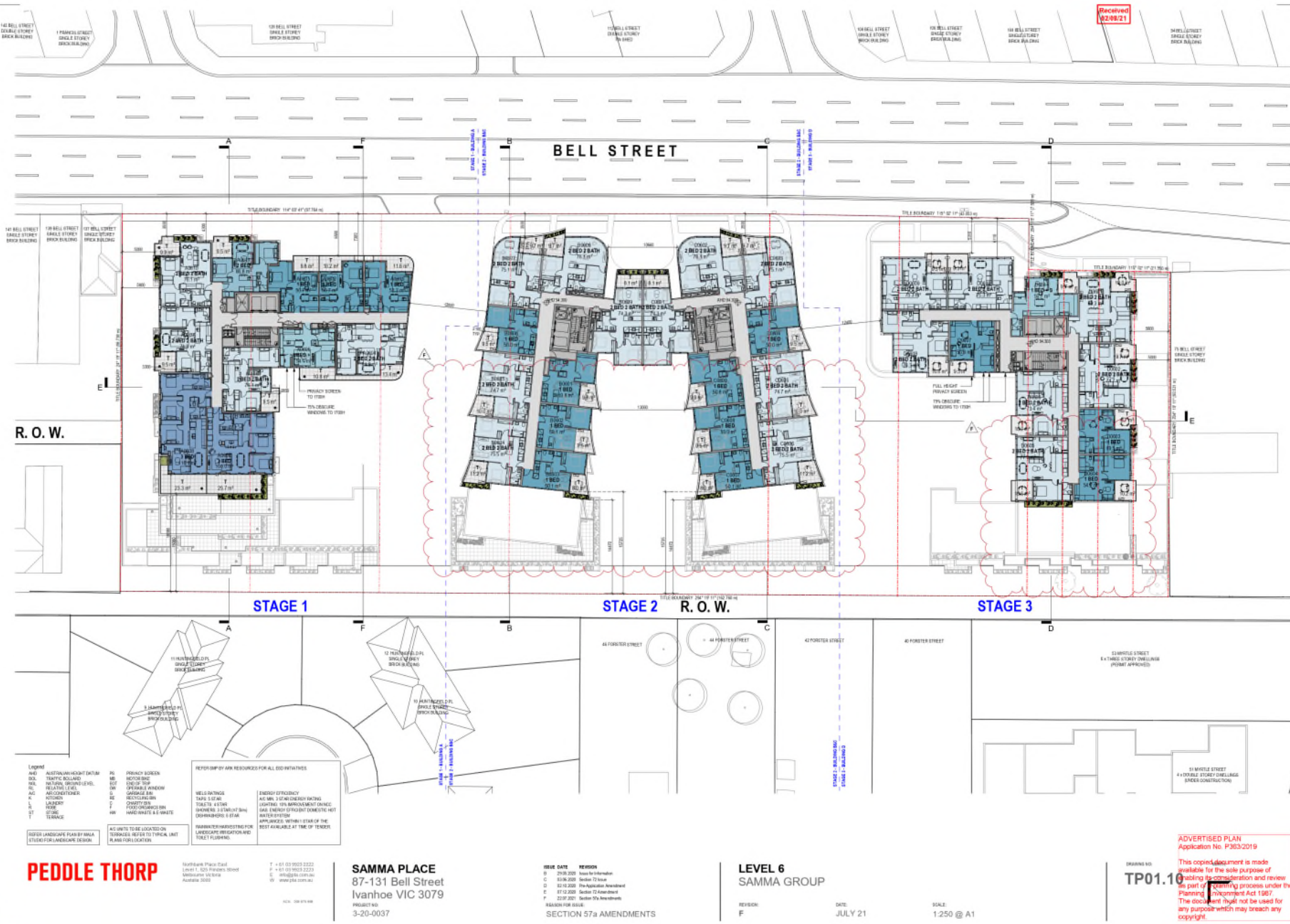
ADVERTISED PLAN
Application No. P303/2019

TP01.0

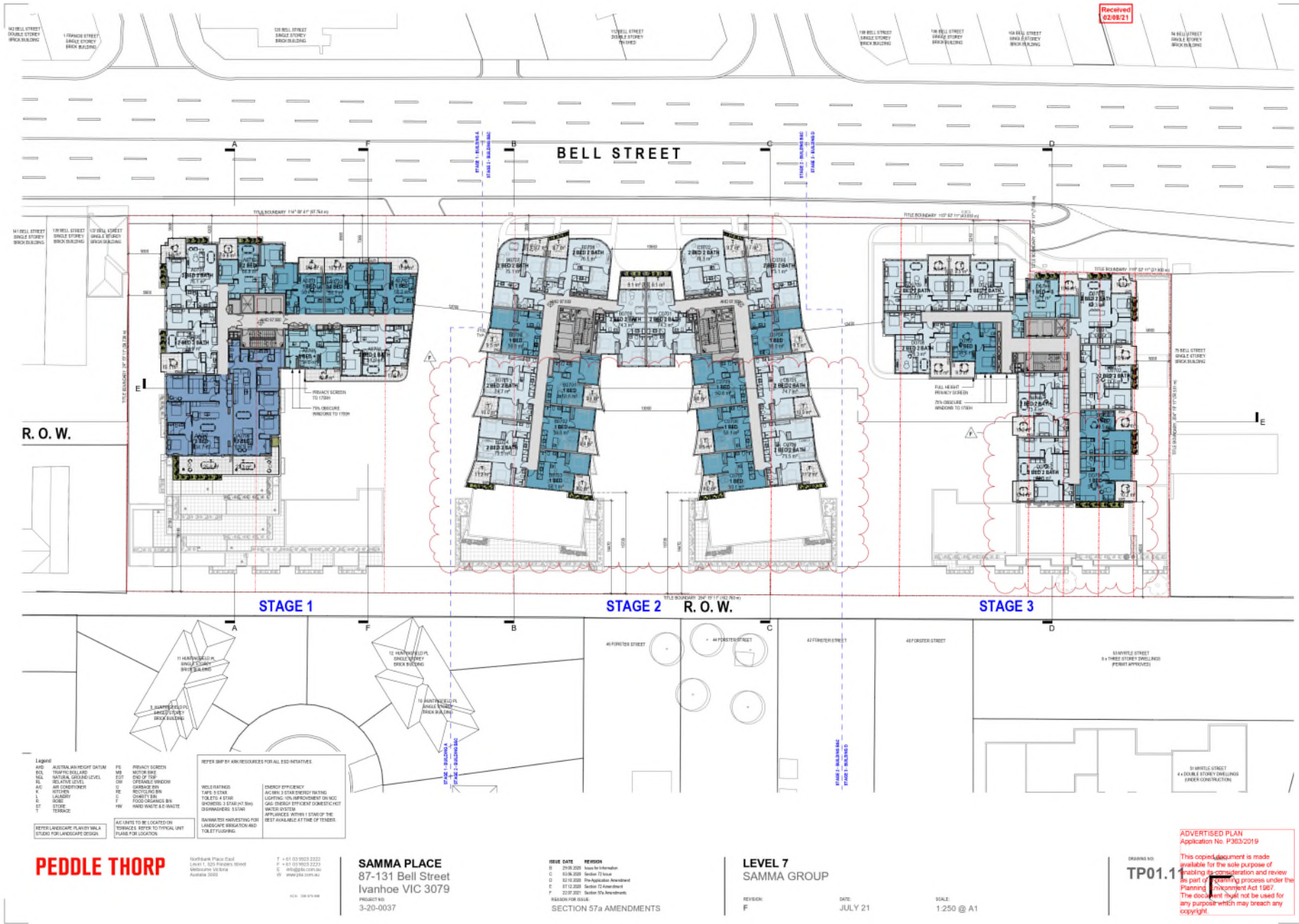
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Received
02/08/21





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R. O. W.

R. O. W.

- Legend**
- AND ALUTAL MAX HEIGHT DATUM
 - TRM TO BELL LEVEL
 - NATURAL GROUND LEVEL
 - RELATIVE LEVEL
 - AVG AIR CONDENSER
 - LAUNDRY
 - STAIR
 - TERACE
- REFER SHIP BY AIR RESOURCES FOR ALL ISO NOTICES**
- WELS WATERLOG
 - TANK SYSTEM
 - TOILETS 4 STAGE
 - SPENCER 3 STAGE KIT SHIP
 - DISHWASHER 5 STAR
- ENERGY EFFICIENCY**
- 6 STAR 3 YEAR ENERGY RATING
 - LIGHTING 10% IMPROVEMENT ON ICC
 - 6 STAR ENERGY EFFICIENT DOMESTIC HOT WATER SYSTEM
 - APPLIANCES ATMIN 1 STAR OF THE BEST AVAILABLE AT TIME OF TENDER
- ALL UNITS TO BE LOCATED ON TERRACES REFER TO TYPICAL UNIT PLANS FOR LOCATION**
- REFER SHIP BY AIR RESOURCES FOR ALL ISO NOTICES**
- REINFORCING
 - WATER MAIN
 - END OF TOP
 - OPTIONAL WINDOW
 - GRABBAR PIN
 - RECTIFIER BAR
 - SMARTEN SHIP
 - FOOD-CLEANING BIN
 - HARD WASTE & RECYCLE
- ALL UNITS TO BE LOCATED ON TERRACES REFER TO TYPICAL UNIT PLANS FOR LOCATION**

PEDDLE THORP

Northbank Place East
Level 1, 520 Princes Street
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F + 61 03 9503 2223
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NCL 100 016 048

SAMMA PLACE
87-131 Bell Street
Ivanhoe VIC 3079

PROJECT NO:
3-20-0037

REVISE DATE REVISION

B	29/08/2020	Issue for Information
C	02/09/2020	Issue 22 issue
D	01/10/2020	Pre-Application Amendment
E	31/12/2020	Section 32 Amendment
F	22/07/2021	Section 32 Amendment

REASON FOR ISSUE:
SECTION 57a AMENDMENTS

LEVEL 7
SAMMA GROUP

REVISION:
F

DATE:
JULY 21

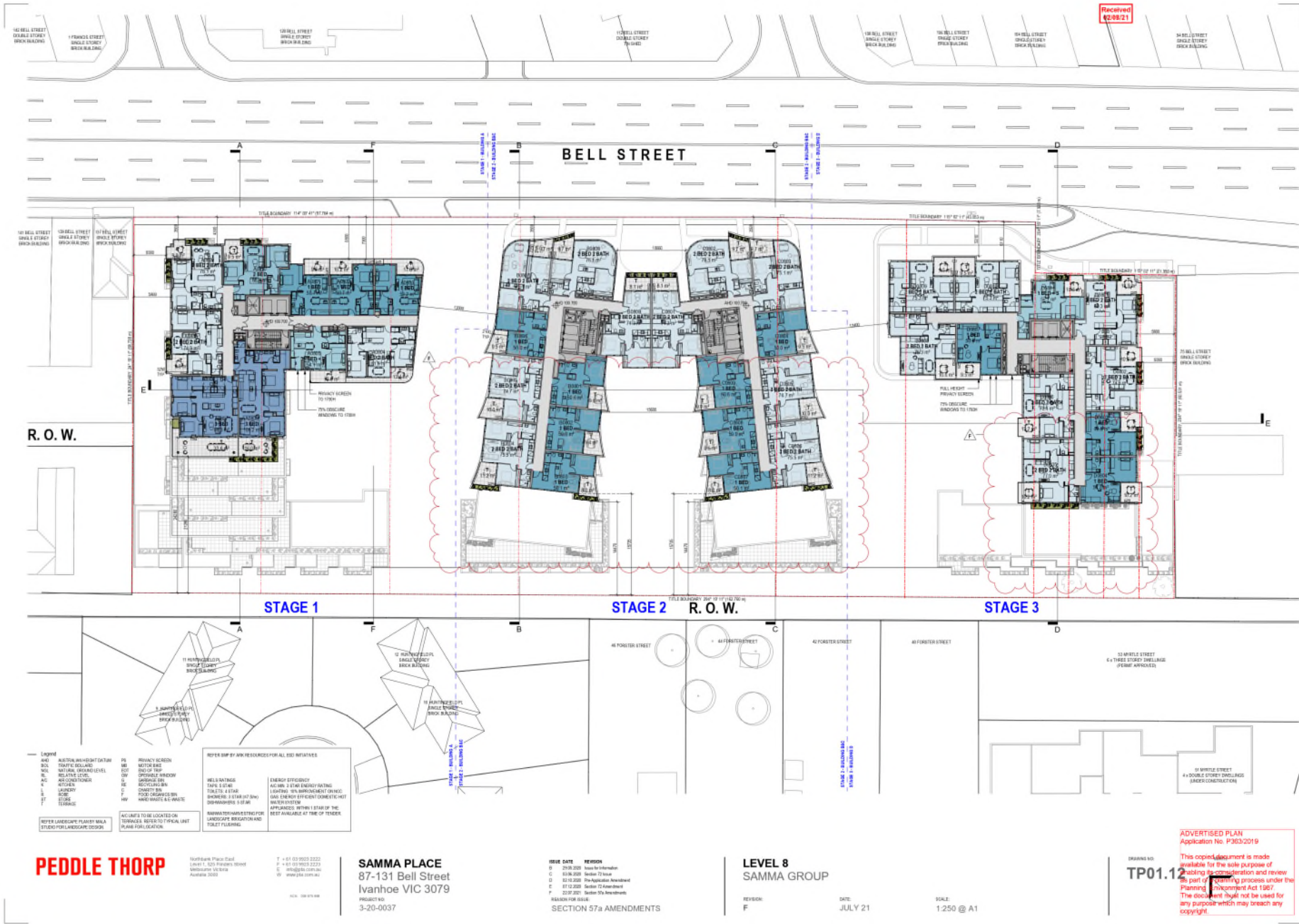
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ADVERTISED PLAN
Application No. P303/2019

DRWING NO:
TP01.1

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42/98/21



ADVERTISED PLAN
Application No. P303/2019

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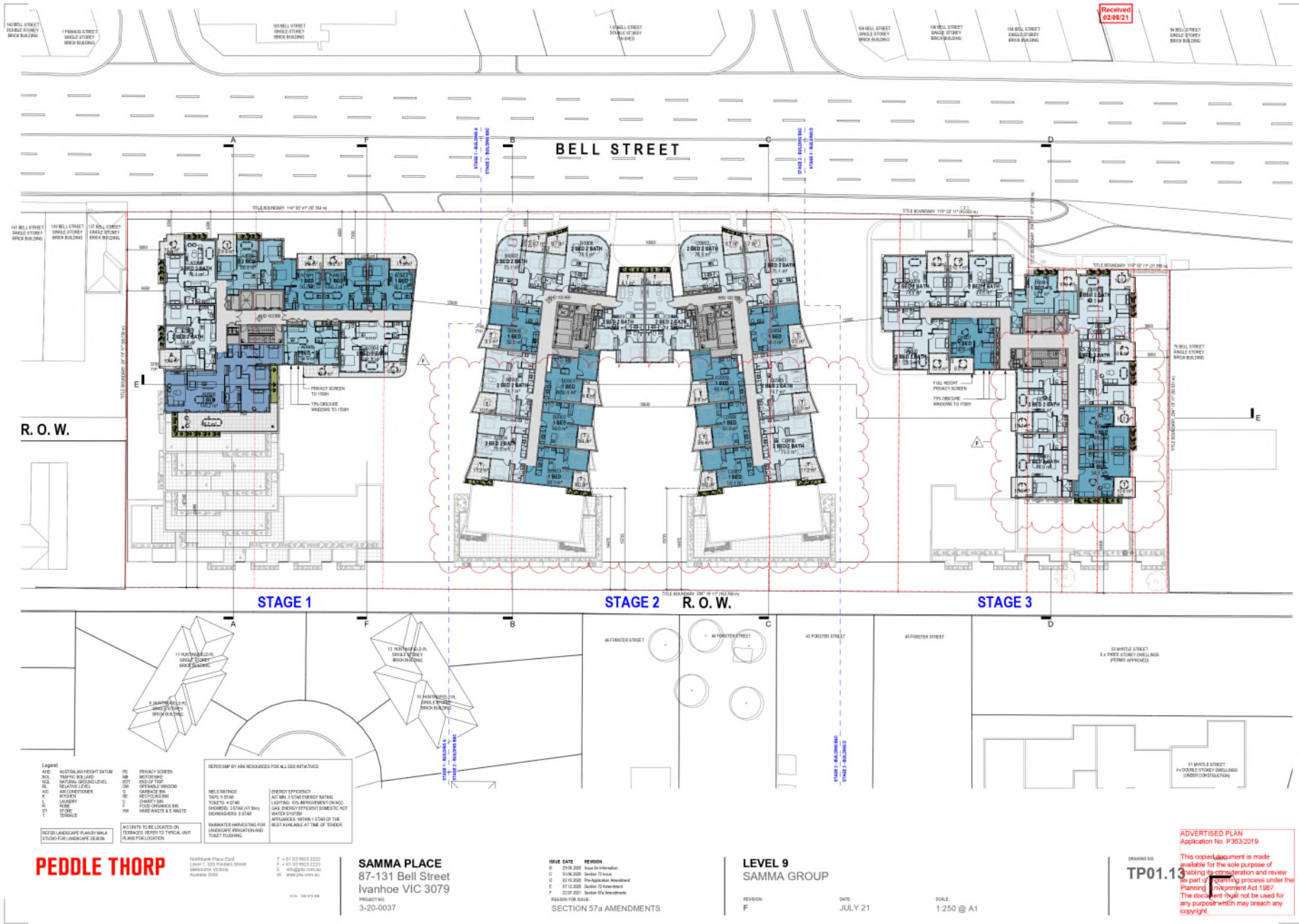
SAMMA PLACE
87-131 Bell Street
Ivanhoe VIC 3079

REVISION
A 29/08/2020 Issue for Information
B 02/09/2020 Section 77 issue
C 02/09/2020 Pre-Application Amendment
D 02/09/2020 Section 72 Amendment
E 02/09/2020 Section 72 Amendment
F 22/07/2021 Section 72 Amendment

LEVEL 8
SAMMA GROUP

TP01.12

Received
02/08/21



R. O. W.

STAGE 1

STAGE 2

STAGE 3

R. O. W.

ABSD	AUTOMATIC HEIGHT DATUM	PS	PRIVACY SCREEN	REFER TO BY AKA RESOURCES FOR ALL LOD RATINGS	
BL	10M PG. RELIANCE	MB	MOTION SENS	MBL RATINGS	ENERGY EFFICIENCY
GL	NATURAL GREENS LEVEL	OD	ROOF FOR	TYPE 3 STAR	AC MR 3 STAR ENERGY RATING
RL	RELATIVE LEVEL	OW	OPERABLE WINDOW	TYPE 4 STAR	LEADING 10% IMPROVEMENT CLASS
AC	ARC CENTERLINE	OC	OVERCLOSET	TYPE 5 & 6	LEADING 10% IMPROVEMENT CLASS
A	APERTURE	OC	OVERCLOSET	TYPE 7 & 8	GAS ENERGY EFFICIENT DOMESTIC HOT
L	LAUNDRY	OC	OVERCLOSET	TYPE 9 & 10	WATER SYSTEM
SH	SHOWER	OC	OVERCLOSET	TYPE 11 & 12	ENERGY RATING 3 STAR
ST	STORE	OC	OVERCLOSET	TYPE 13 & 14	APPLIANCE NETWORK 1 STAR OF THE
T	TERRACE	OC	OVERCLOSET	TYPE 15 & 16	BEST AVAILABLE AT TIME OF TENDER
		OC	OVERCLOSET	TYPE 17 & 18	
		OC	OVERCLOSET	TYPE 19 & 20	
		OC	OVERCLOSET	TYPE 21 & 22	
		OC	OVERCLOSET	TYPE 23 & 24	
		OC	OVERCLOSET	TYPE 25 & 26	
		OC	OVERCLOSET	TYPE 27 & 28	
		OC	OVERCLOSET	TYPE 29 & 30	
		OC	OVERCLOSET	TYPE 31 & 32	
		OC	OVERCLOSET	TYPE 33 & 34	
		OC	OVERCLOSET	TYPE 35 & 36	
		OC	OVERCLOSET	TYPE 37 & 38	
		OC	OVERCLOSET	TYPE 39 & 40	
		OC	OVERCLOSET	TYPE 41 & 42	
		OC	OVERCLOSET	TYPE 43 & 44	
		OC	OVERCLOSET	TYPE 45 & 46	
		OC	OVERCLOSET	TYPE 47 & 48	
		OC	OVERCLOSET	TYPE 49 & 50	
		OC	OVERCLOSET	TYPE 51 & 52	
		OC	OVERCLOSET	TYPE 53 & 54	
		OC	OVERCLOSET	TYPE 55 & 56	
		OC	OVERCLOSET	TYPE 57 & 58	
		OC	OVERCLOSET	TYPE 59 & 60	
		OC	OVERCLOSET	TYPE 61 & 62	
		OC	OVERCLOSET	TYPE 63 & 64	
		OC	OVERCLOSET	TYPE 65 & 66	
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		OC	OVERCLOSET	TYPE 83 & 84	
		OC	OVERCLOSET	TYPE 85 & 86	
		OC	OVERCLOSET	TYPE 87 & 88	
		OC	OVERCLOSET	TYPE 89 & 90	
		OC	OVERCLOSET	TYPE 91 & 92	
		OC	OVERCLOSET	TYPE 93 & 94	
		OC	OVERCLOSET	TYPE 95 & 96	
		OC	OVERCLOSET	TYPE 97 & 98	
		OC	OVERCLOSET	TYPE 99 & 100	

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Melbourne, VIC 3006
Australia 3002

SAMMA PLACE
87-131 Bell Street
Ivanhoe VIC 3079

PROJECT NO:
3-20-0037

LEVEL 9
SAMMA GROUP

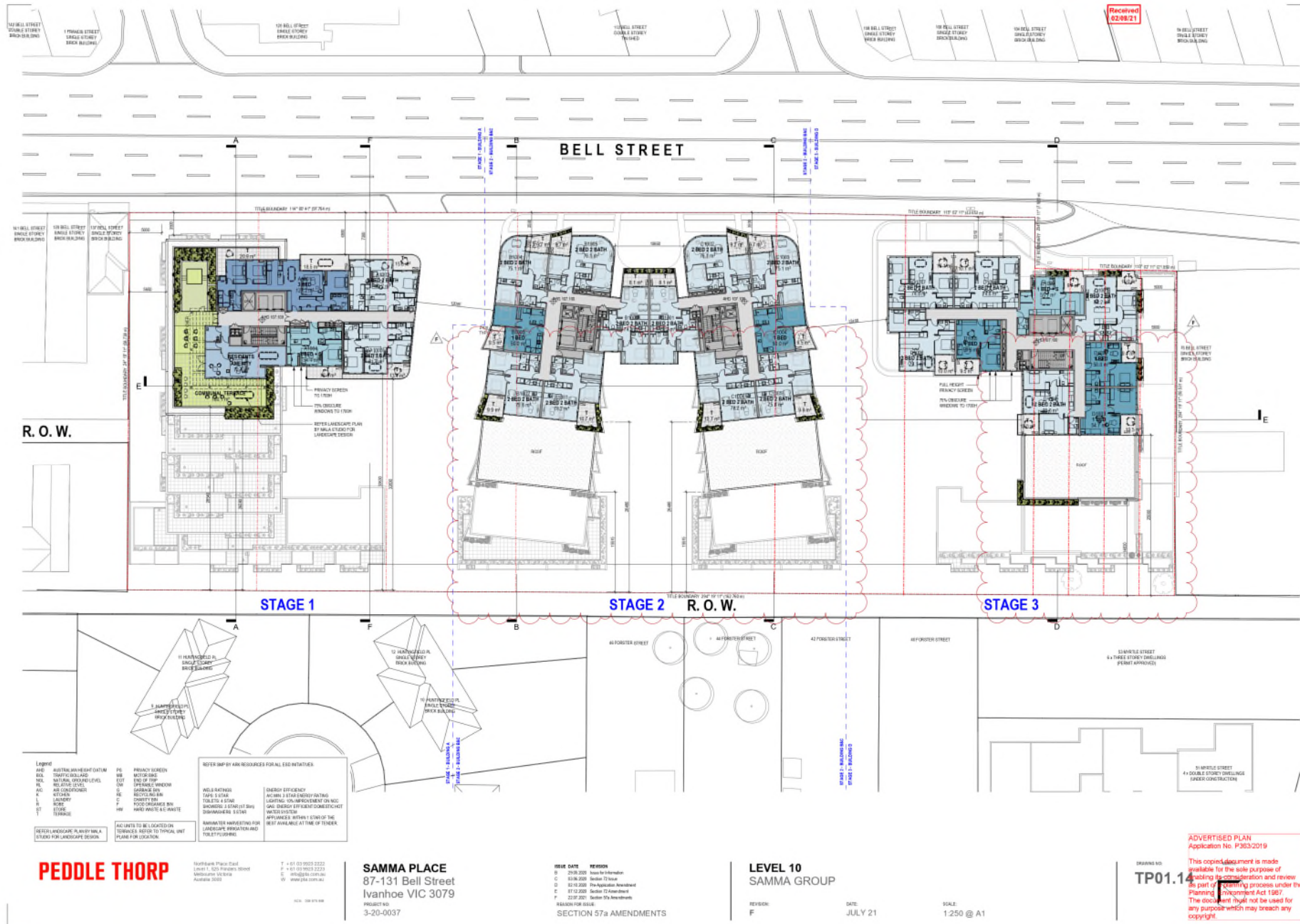
REASON FOR ISSUE:
SECTION 57a AMENDMENTS

DATE:
JULY 21

SCALE:
1:250 @ A1

ADVERTISED PLAN
Application No. P303/2019

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SAMMA PLACE
87-131 Bell Street
Ivanhoe VIC 3079

REVISION

B	29/06/2020	Issue for Information
C	03/08/2020	Section 77 issue
D	01/10/2020	Pre-Application Amendment
E	01/12/2020	Section 52 Amendment
F	22/07/2021	Section 57a Amendment

REASON FOR ISSUE: SECTION 57a AMENDMENTS

LEVEL 10
SAMMA GROUP

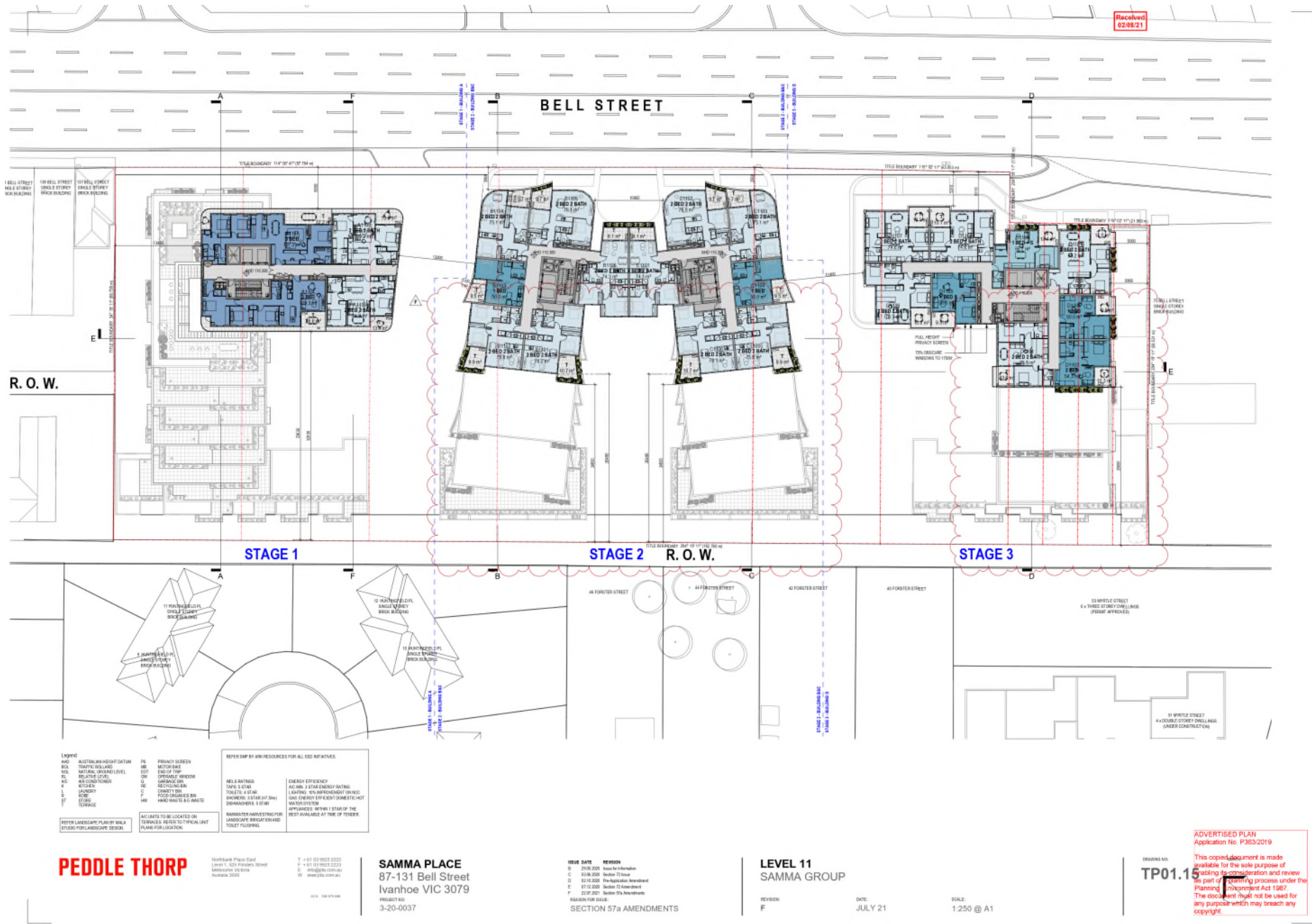
REASON FOR ISSUE: SECTION 57a AMENDMENTS

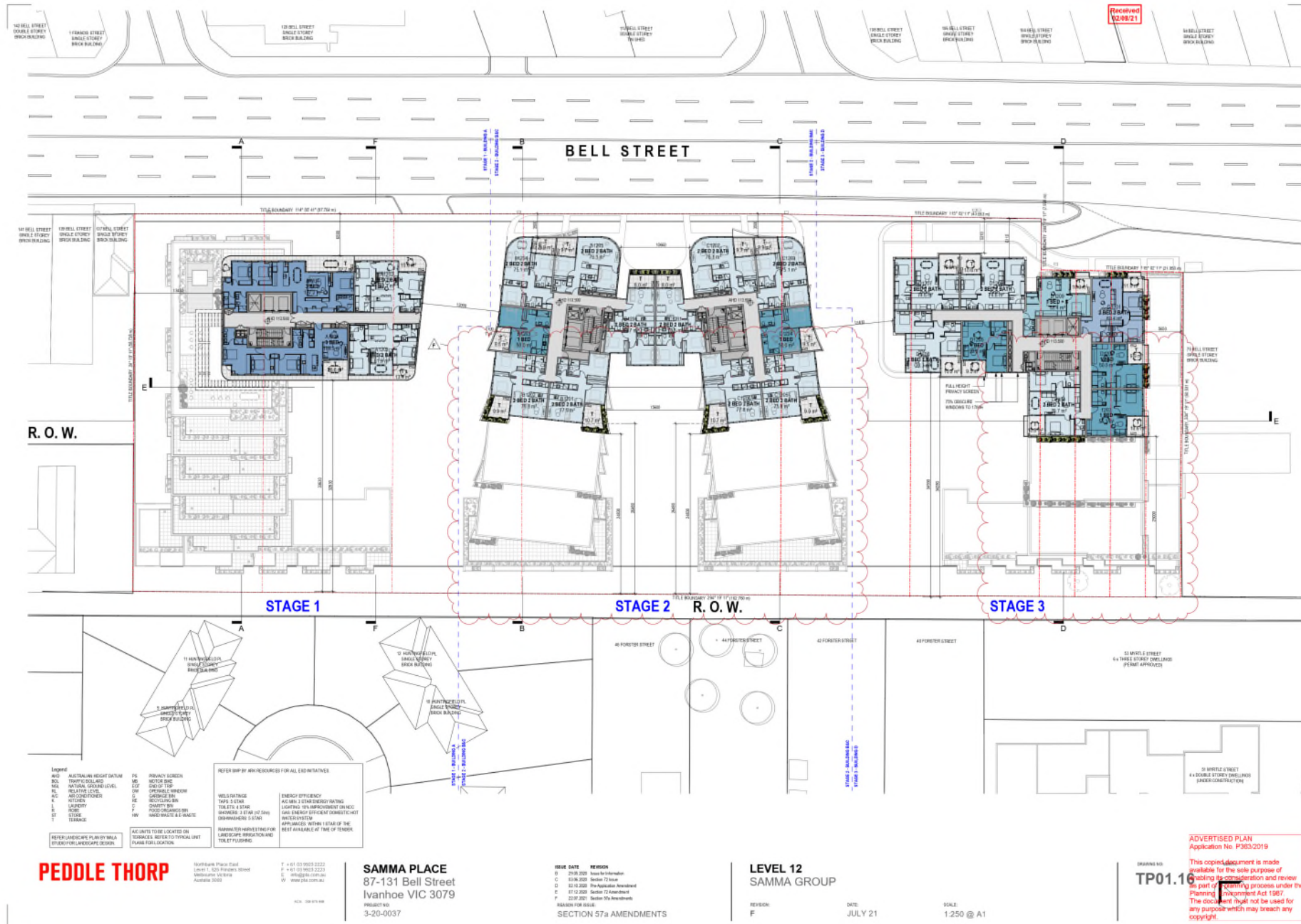
DATE: JULY 21

SCALE: 1:250 @ A1

TP01.1

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ADVERTISED PLAN
Application No. P303/2019

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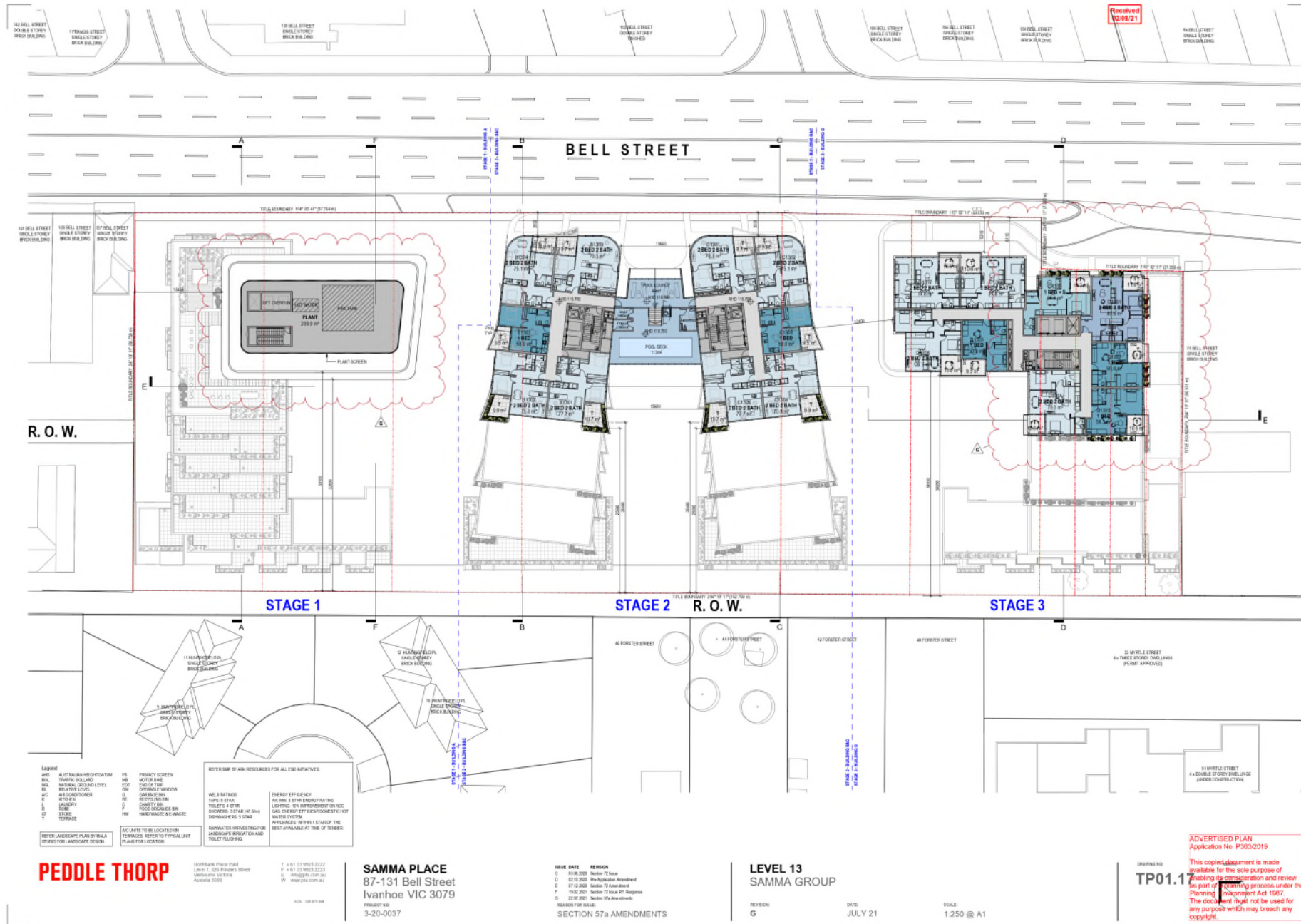
SAMMA PLACE
87-131 Bell Street
Ivanhoe VIC 3079

REVISION
A 29/08/2008 Issue for Information
B 02/09/2008 Section 27 issue
C 02/09/2008 Pre-Application Amendment
D 02/09/2008 Section 12 Amendment
E 22/07/2021 Section 19 Amendment
F 22/07/2021 Section 19 Amendment

LEVEL 12
SAMMA GROUP

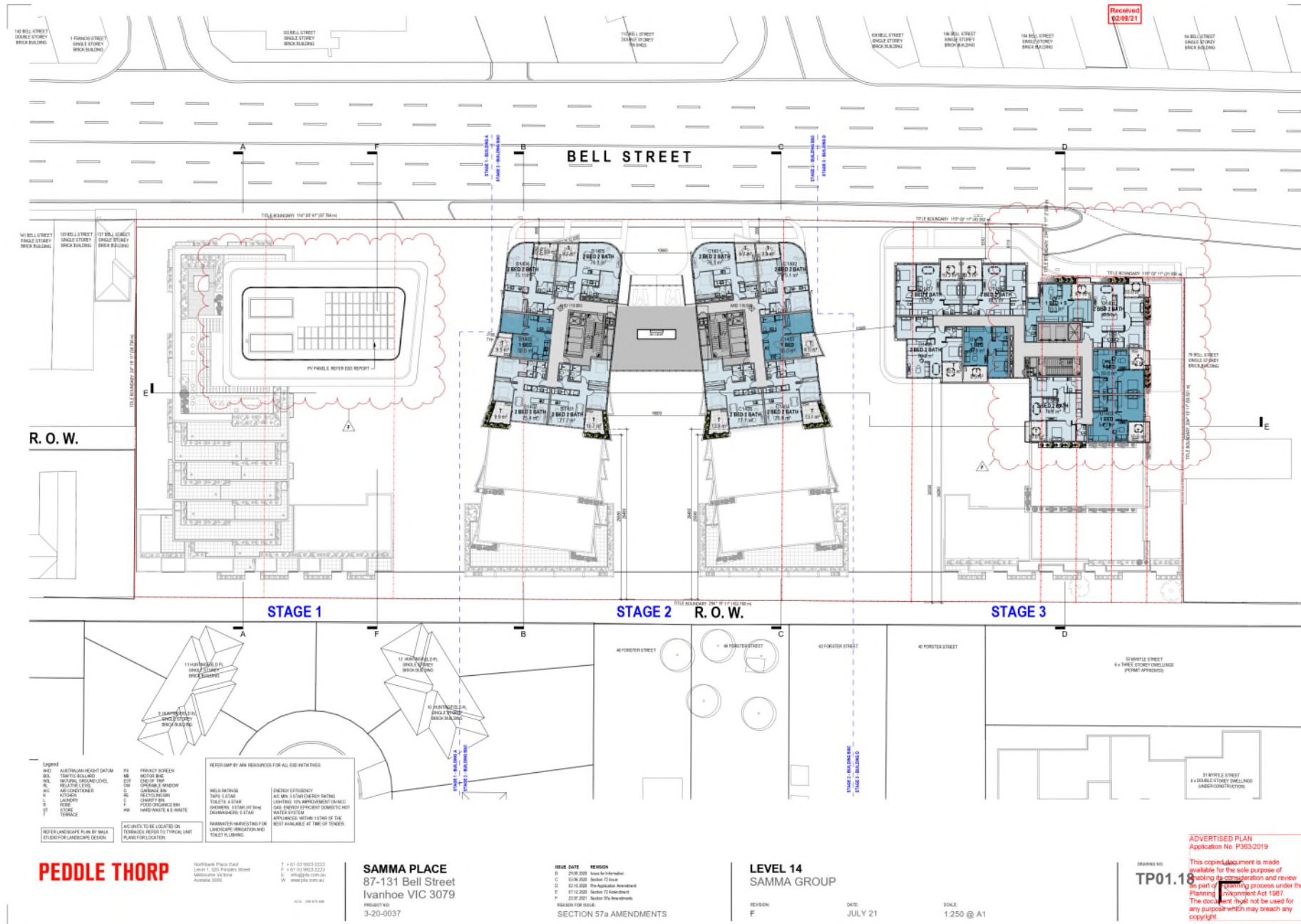
REVISION: F
DATE: JULY 21
SCALE: 1:250 @ A1

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TP01.16



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 Ivanhoe VIC 3079
 PROJECT NO:
 3-20-0037

REVISION

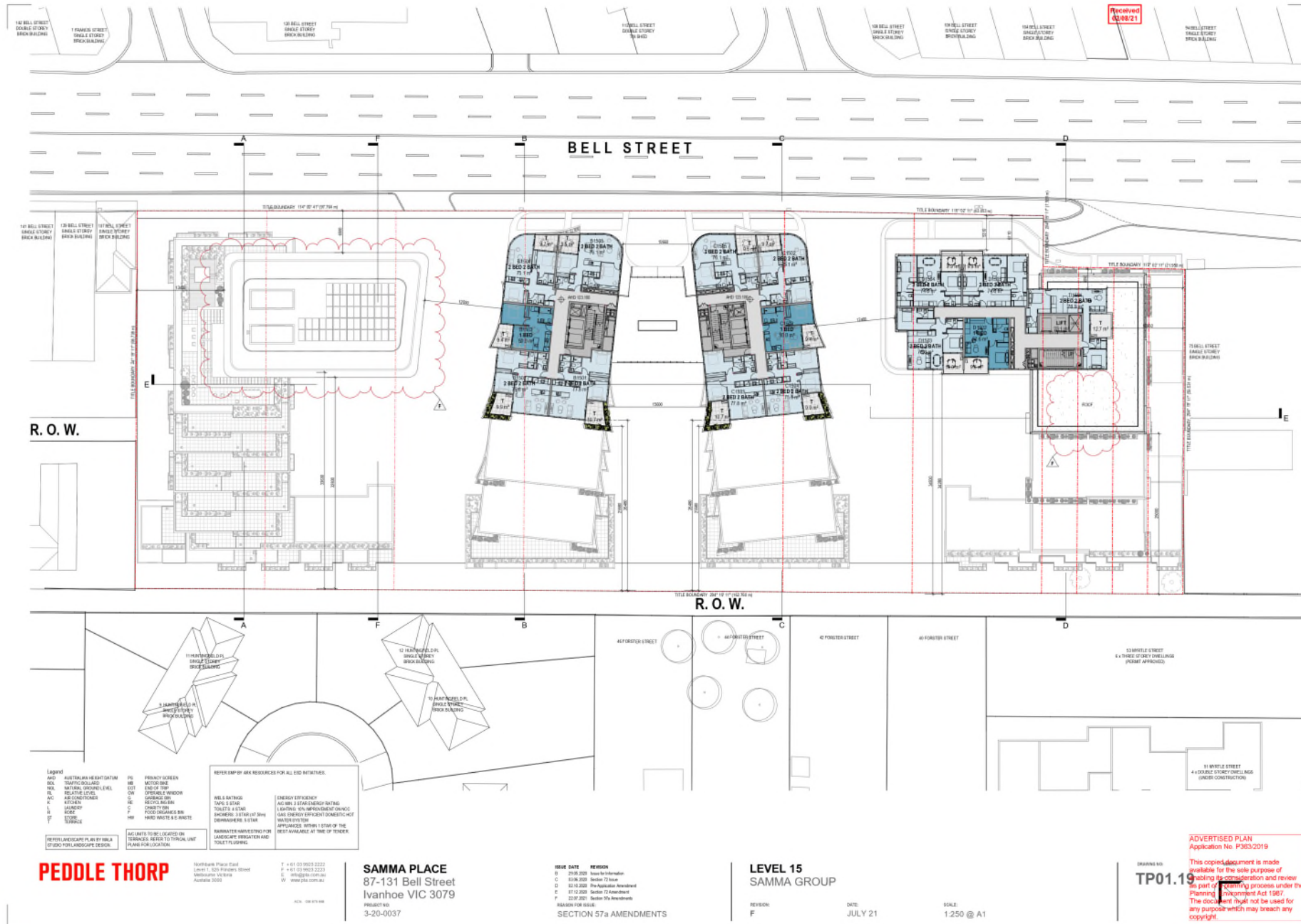
REV	DATE	REVISION
B	29/08/2020	Issue for Information
C	02/09/2020	Section 77 issue
D	02/10/2020	Pre-Application Amendment
E	01/12/2020	Section 72 Amendment
F	22/07/2021	Section 57a Amendment

REASON FOR ISSUE:
SECTION 57a AMENDMENTS

LEVEL 14 SAMMA GROUP

REVISION: F
 DATE: JULY 21
 SCALE: 1:250 @ A1

DRAWING NO:
TP01.10



Received
30/07/21

R. O. W.

R. O. W.

Legend

AA1	AUTUMN HEAT GAIN	PS	FRISKY SCREEN
AA2	AUTUMN HEAT LOSS	SB	MOTOR BIKE
AA3	AUTUMN HEAT GAIN	ST	STAIR
AA4	AUTUMN HEAT LOSS	SW	SWIMMING POOL
AA5	AUTUMN HEAT GAIN	TA	TERRACE
AA6	AUTUMN HEAT LOSS	TR	TERRACE
AA7	AUTUMN HEAT GAIN	TV	TV
AA8	AUTUMN HEAT LOSS	UB	UB
AA9	AUTUMN HEAT GAIN	UC	UC
AA10	AUTUMN HEAT LOSS	UD	UD
AA11	AUTUMN HEAT GAIN	UE	UE
AA12	AUTUMN HEAT LOSS	UF	UF
AA13	AUTUMN HEAT GAIN	UG	UG
AA14	AUTUMN HEAT LOSS	UH	UH
AA15	AUTUMN HEAT GAIN	UI	UI
AA16	AUTUMN HEAT LOSS	UJ	UJ
AA17	AUTUMN HEAT GAIN	UK	UK
AA18	AUTUMN HEAT LOSS	UL	UL
AA19	AUTUMN HEAT GAIN	UM	UM
AA20	AUTUMN HEAT LOSS	UN	UN
AA21	AUTUMN HEAT GAIN	UO	UO
AA22	AUTUMN HEAT LOSS	UP	UP
AA23	AUTUMN HEAT GAIN	UQ	UQ
AA24	AUTUMN HEAT LOSS	UR	UR
AA25	AUTUMN HEAT GAIN	US	US
AA26	AUTUMN HEAT LOSS	UT	UT
AA27	AUTUMN HEAT GAIN	UU	UU
AA28	AUTUMN HEAT LOSS	UV	UV
AA29	AUTUMN HEAT GAIN	UW	UW
AA30	AUTUMN HEAT LOSS	UX	UX
AA31	AUTUMN HEAT GAIN	UY	UY
AA32	AUTUMN HEAT LOSS	UZ	UZ
AA33	AUTUMN HEAT GAIN	VA	VA
AA34	AUTUMN HEAT LOSS	VB	VB
AA35	AUTUMN HEAT GAIN	VC	VC
AA36	AUTUMN HEAT LOSS	VD	VD
AA37	AUTUMN HEAT GAIN	VE	VE
AA38	AUTUMN HEAT LOSS	VF	VF
AA39	AUTUMN HEAT GAIN	VG	VG
AA40	AUTUMN HEAT LOSS	VH	VH
AA41	AUTUMN HEAT GAIN	VI	VI
AA42	AUTUMN HEAT LOSS	VJ	VJ
AA43	AUTUMN HEAT GAIN	VK	VK
AA44	AUTUMN HEAT LOSS	VL	VL
AA45	AUTUMN HEAT GAIN	VM	VM
AA46	AUTUMN HEAT LOSS	VN	VN
AA47	AUTUMN HEAT GAIN	VO	VO
AA48	AUTUMN HEAT LOSS	VP	VP
AA49	AUTUMN HEAT GAIN	VQ	VQ
AA50	AUTUMN HEAT LOSS	VR	VR
AA51	AUTUMN HEAT GAIN	VS	VS
AA52	AUTUMN HEAT LOSS	VT	VT
AA53	AUTUMN HEAT GAIN	VU	VU
AA54	AUTUMN HEAT LOSS	VV	VV
AA55	AUTUMN HEAT GAIN	VM	VM
AA56	AUTUMN HEAT LOSS	VO	VO
AA57	AUTUMN HEAT GAIN	VP	VP
AA58	AUTUMN HEAT LOSS	VQ	VQ
AA59	AUTUMN HEAT GAIN	VR	VR
AA60	AUTUMN HEAT LOSS	VS	VS
AA61	AUTUMN HEAT GAIN	VT	VT
AA62	AUTUMN HEAT LOSS	VU	VU
AA63	AUTUMN HEAT GAIN	VV	VV
AA64	AUTUMN HEAT LOSS	VM	VM
AA65	AUTUMN HEAT GAIN	VO	VO
AA66	AUTUMN HEAT LOSS	VP	VP
AA67	AUTUMN HEAT GAIN	VQ	VQ
AA68	AUTUMN HEAT LOSS	VR	VR
AA69	AUTUMN HEAT GAIN	VS	VS
AA70	AUTUMN HEAT LOSS	VT	VT
AA71	AUTUMN HEAT GAIN	VU	VU
AA72	AUTUMN HEAT LOSS	VV	VV
AA73	AUTUMN HEAT GAIN	VM	VM
AA74	AUTUMN HEAT LOSS	VO	VO
AA75	AUTUMN HEAT GAIN	VP	VP
AA76	AUTUMN HEAT LOSS	VQ	VQ
AA77	AUTUMN HEAT GAIN	VR	VR
AA78	AUTUMN HEAT LOSS	VS	VS
AA79	AUTUMN HEAT GAIN	VT	VT
AA80	AUTUMN HEAT LOSS	VU	VU
AA81	AUTUMN HEAT GAIN	VV	VV
AA82	AUTUMN HEAT LOSS	VM	VM
AA83	AUTUMN HEAT GAIN	VO	VO
AA84	AUTUMN HEAT LOSS	VP	VP
AA85	AUTUMN HEAT GAIN	VQ	VQ
AA86	AUTUMN HEAT LOSS	VR	VR
AA87	AUTUMN HEAT GAIN	VS	VS
AA88	AUTUMN HEAT LOSS	VT	VT
AA89	AUTUMN HEAT GAIN	VU	VU
AA90	AUTUMN HEAT LOSS	VV	VV
AA91	AUTUMN HEAT GAIN	VM	VM
AA92	AUTUMN HEAT LOSS	VO	VO
AA93	AUTUMN HEAT GAIN	VP	VP
AA94	AUTUMN HEAT LOSS	VQ	VQ
AA95	AUTUMN HEAT GAIN	VR	VR
AA96	AUTUMN HEAT LOSS	VS	VS
AA97	AUTUMN HEAT GAIN	VT	VT
AA98	AUTUMN HEAT LOSS	VU	VU
AA99	AUTUMN HEAT GAIN	VV	VV
AA100	AUTUMN HEAT LOSS	VM	VM

REFER TO AEC RESOURCES FOR ALL AEC INITIATIVES.

WELL BATINGS
 DATE: 5/2/2021
 TOOLS: AIA
 DRAWING: 1/24/21
 DRAWING: 1/24/21
 DRAWING: 1/24/21

ENERGY EFFICIENCY
 AIA: 2/2/2021
 TOOLS: AIA
 DRAWING: 1/24/21
 DRAWING: 1/24/21
 DRAWING: 1/24/21

RAINWATER HARVESTING FOR LANDSCAPE IRRIGATION AND TOILET FLUSHING

REFER TO LANDSCAPE PLAN BY SUE WILSON FOR LANDSCAPE DESIGN

ALL UNITS TO BE LOCATED ON TERRACE. REFER TO TYPICAL UNIT PLANS FOR LOCATION.

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 Website: www.peddlethorp.com.au

SAMMA PLACE
 87-131 Bell Street
 Ivanhoe VIC 3079

PROJECT NO:
 3-20-0037

DATE: 20/08/2020 Issue for Information
 DATE: 02/09/2020 Section 77 issue
 DATE: 02/09/2020 Pre-Application Amendment
 DATE: 02/09/2020 Section 12 Amendment
 DATE: 22/07/2021 Section 77 Amendment

REASON FOR ISSUE:
 SECTION 57a AMENDMENTS

LEVEL 15
 SAMMA GROUP

REVISION:
 F

DATE:
 JULY 21

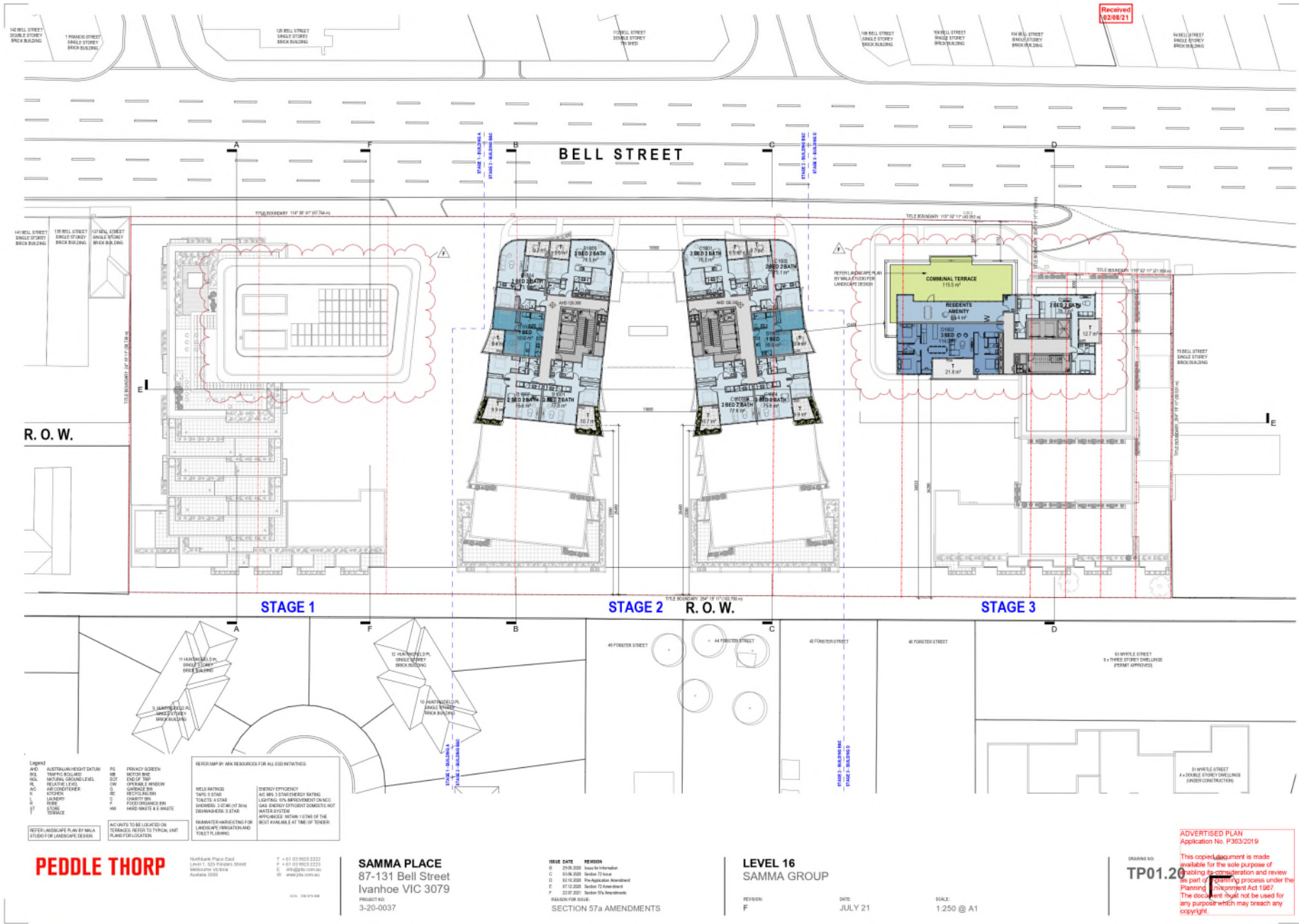
SCALE:
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ADVERTISED PLAN
 Application No. P363/2019

TP01.10

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02/08/21



- Legend**
- AWC AUSTRALIAN HEIGHT DATUM
 - BSL NORTHING BOLLARD
 - CC CONCRETE CURB
 - CL CLADDING
 - CLC CLADDING CURB
 - CLD CLADDING DETAIL
 - CLF CLADDING FINISH
 - CLG CLADDING GROUND LEVEL
 - CLH CLADDING HEIGHT
 - CLL CLADDING LEVEL
 - CLM CLADDING MATERIAL
 - CLN CLADDING NORTH
 - CLP CLADDING PROFILE
 - CLR CLADDING RAIN
 - CLS CLADDING SLOPE
 - CLT CLADDING THICKNESS
 - CLW CLADDING WIDTH
 - CLX CLADDING EXTENSION
 - CLY CLADDING YIELD
 - CLZ CLADDING ZONE
 - CLAA CLADDING AREA
 - CLAB CLADDING AREA BOUNDARY
 - CLAC CLADDING AREA CODE
 - CLAD CLADDING AREA DETAIL
 - CLAE CLADDING AREA ELEMENT
 - CLAF CLADDING AREA FINISH
 - CLAG CLADDING AREA GROUP
 - CLAH CLADDING AREA HEIGHT
 - CLAI CLADDING AREA IDENTIFICATION
 - CLAJ CLADDING AREA JUNCTION
 - CLAK CLADDING AREA KIND
 - CLAL CLADDING AREA LABEL
 - CLAM CLADDING AREA MATERIAL
 - CLAN CLADDING AREA NORTH
 - CLAO CLADDING AREA ORIENTATION
 - CLAP CLADDING AREA PROFILE
 - CLAQ CLADDING AREA QUANTITY
 - CLAR CLADDING AREA RAIN
 - CLAS CLADDING AREA SLOPE
 - CLAT CLADDING AREA THICKNESS
 - CLAW CLADDING AREA WIDTH
 - CLAX CLADDING AREA EXTENSION
 - CLAY CLADDING AREA YIELD
 - CLAZ CLADDING AREA ZONE

REFER TO BY AREA RESOURCES FOR ALL GRID PATTERNS

WELL PATHS

- 1.0 STAR
- TOILET & GEAR
- 2.0 STAR
- 3.0 STAR
- 4.0 STAR
- 5.0 STAR

ENERGY EFFICIENCY

- 1.0 STAR
- 2.0 STAR
- 3.0 STAR
- 4.0 STAR
- 5.0 STAR

PERMANENT HARVESTING FOR LANDSCAPE RESTORATION AND TOILET FLUSHING

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PH: 130 973 686

SAMMA PLACE
87-131 Bell Street
Ivanhoe VIC 3079

PROJECT NO:
3-20-0037

DATE: 20/08/2020 Issue for Information
01/09/2020 Section 77 issue
01/10/2020 Pre-Application Amendment
01/12/2020 Section 12 Amendment
22/07/2021 Section 19a Amendment

REASON FOR ISSUE:
SECTION 57a AMENDMENTS

LEVEL 16
SAMMA GROUP

REVISION:
F

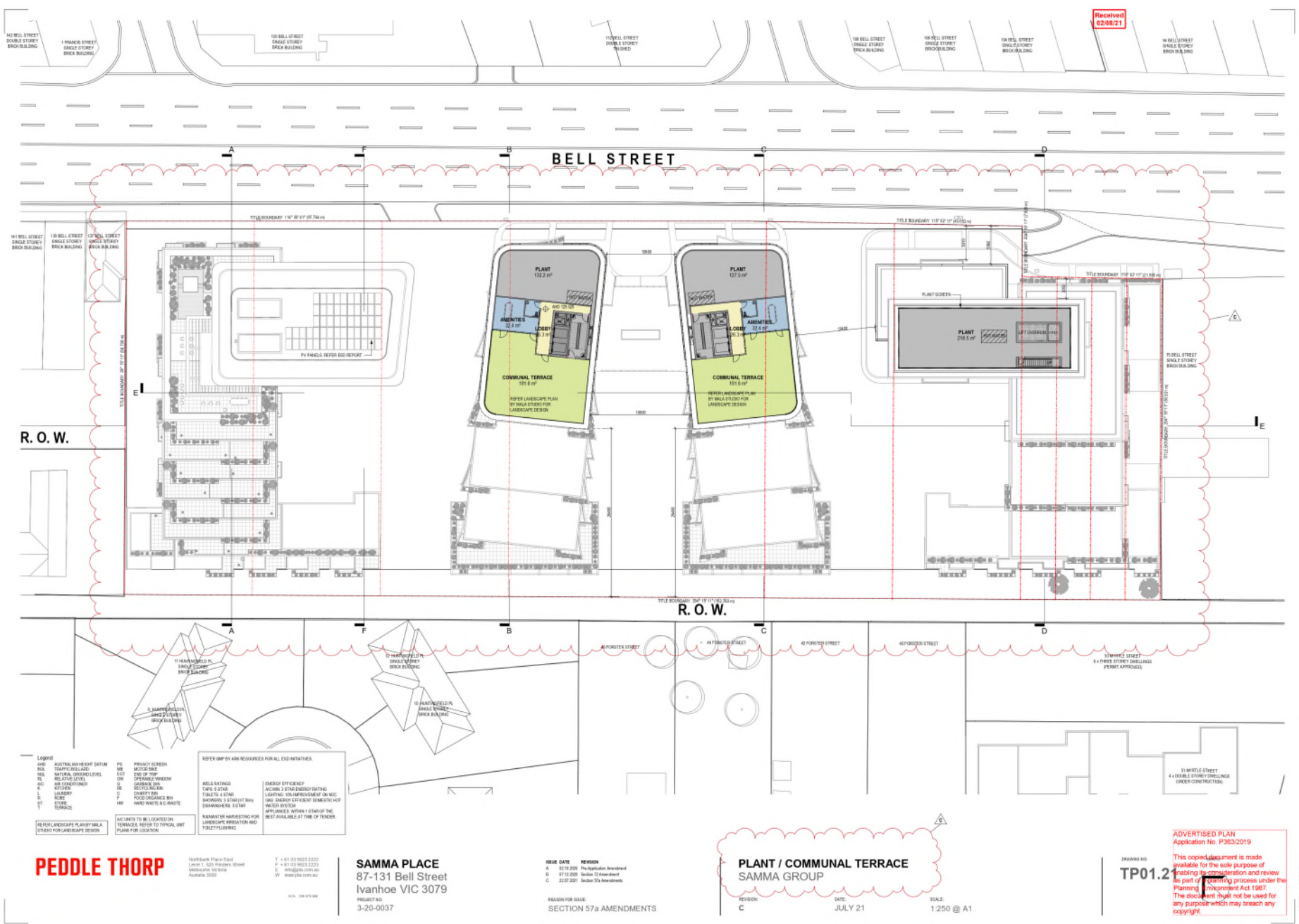
DATE:
JULY 21

SCALE:
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DRAWING NO:
TP01.20

ADVERTISED PLAN
Application No. P303/2019

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Received 22/08/21

BELL STREET

R. O. W.

R. O. W.

ADVERTISED PLAN
Application No. P303/2019

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SAMMA PLACE
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Ivanhoe VIC 3079

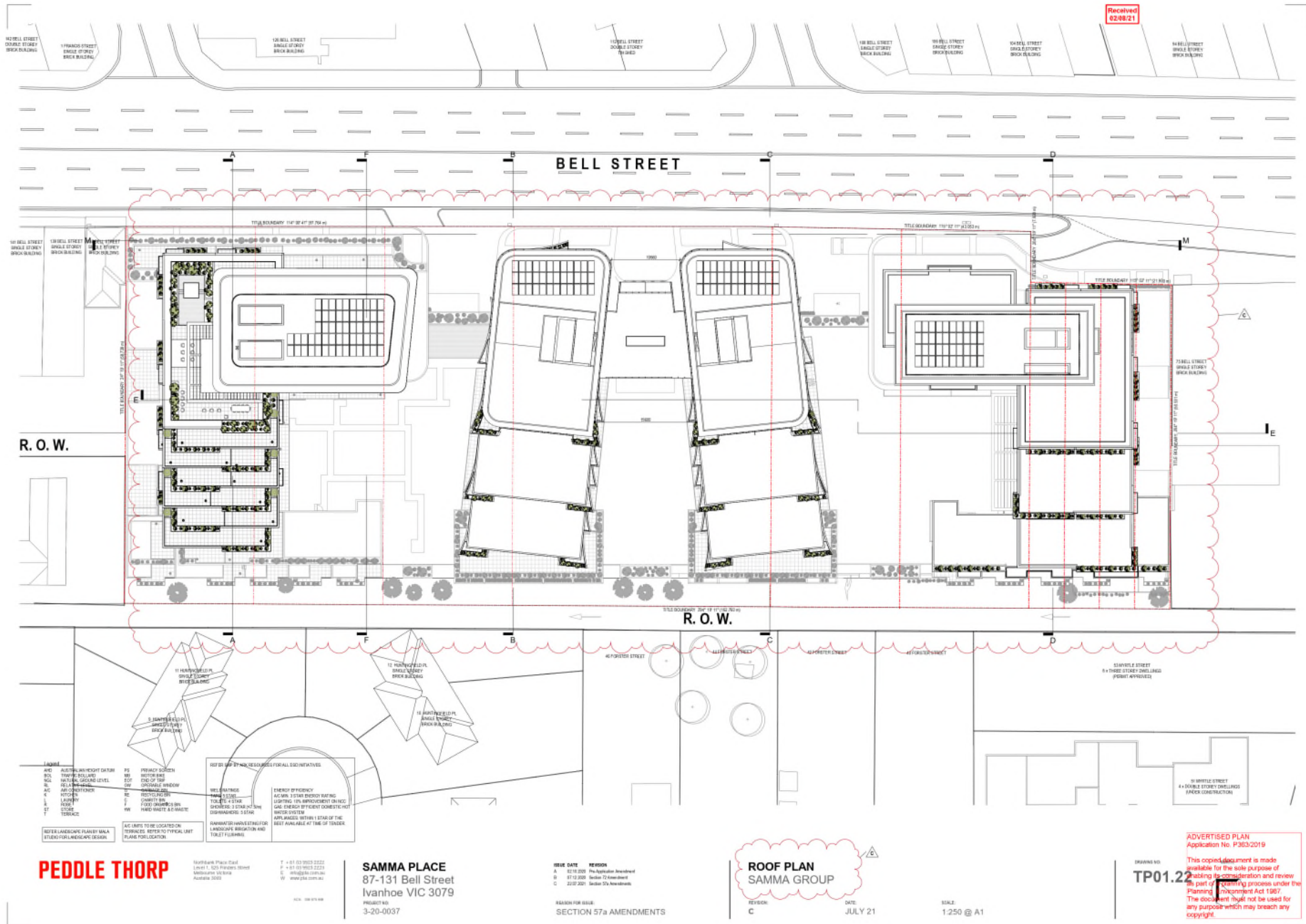
PROJECT NO:
3-20-0037

NEW DATE REVISION
A 02/08/2020 Pre-Application Amendment
B 07/12/2020 Section 72 Amendment
C 22/08/2021 Section 57a Amendments

REASON FOR ISSUE:
SECTION 57a AMENDMENTS

PLANT / COMMUNAL TERRACE
SAMMA GROUP

REVISION: C DATE: JULY 21 SCALE: 1:250 @ A1



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VIC 136 014 646

SAMMA PLACE
87-131 Bell Street
Ivanhoe VIC 3079
PROJECT NO:
3-20-0037

REVISION
A 02/08/2020 Pre-Application Amendment
B 07/10/2020 Section 72 Amendment
C 22/07/2021 Section 57a Amendment
REASON FOR ISSUE:
SECTION 57a AMENDMENTS

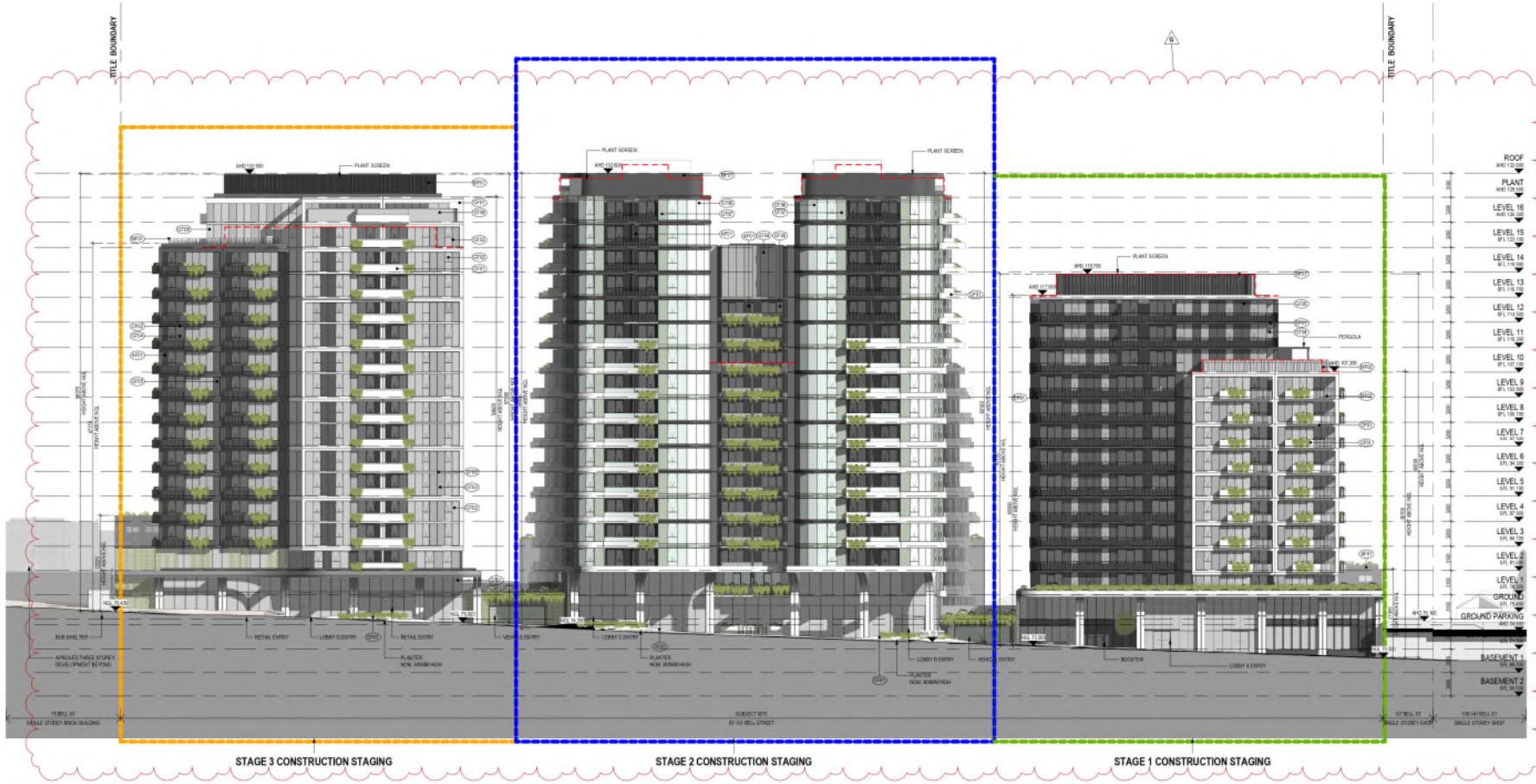
ROOF PLAN
SAMMA GROUP

REVISION: C DATE: JULY 21 SCALE: 1:250 @ A1

DRAWING NO:
TP01.2

ADVERTISED PLAN
Application No. P303/2019
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Received
02/08/21



Materials

AP10	APPLIED FINISH - CHARCOAL	OT08	GLAZING TYPE - LIGHT GREY SPANDREL
AP12	APPLIED FINISH - OFF WHITE	OT09	GLAZING TYPE - GREY
CP10	CONCRETE FINISH - OFF WHITE	OT0A	GLAZING TYPE - GREY SPANDREL
CP12	CONCRETE FINISH - CHARCOAL	OT0B	GLAZING TYPE - GREEN
CP13	CONCRETE FINISH - DARK GREY	OT0C	GLAZING TYPE - GREEN SPANDREL
CP14	GLAZING SYSTEM - DARK GREY	OT0D	GLAZING TYPE - SILVER GREY
CP15	GLAZING SYSTEM - LIGHT GREY	OT0E	GLAZING TYPE - SILVER GREY SPANDREL
EX01	EXTERNAL FINISH - CHARCOAL	ME01	METAL CLADDING - CHARCOAL
EX02	EXTERNAL FINISH - OFF WHITE	ME02	METAL CLADDING - WHITE
GL01	GLAZING TYPE - CLEAR	ME03	METAL FINISH - CHARCOAL
GL02	GLAZING TYPE - LIGHT GREY	ME04	METAL FINISH - WHITE
		ST01	STONE FINISH

KEY
 --- OUTLINE OF CURRENT APPROVED BUILDING ENVELOPE

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 NCR 100 074 048

SAMMA PLACE
 87-131 Bell Street
 Ivanhoe VIC 3079
 PROJECT NO:
 3-20-0037

REV#	DATE	REVISION
0	01/08/2020	Section 12 Issue
1	02/08/2020	Control 01 Checkpoint
2	02/08/2020	Pre-Application Amendment
3	17/02/2021	Section 12 Amendment
4	22/07/2021	Section 19a Amendment

REASON FOR ISSUE:

NORTH ELEVATION - BELL STREET
 SAMMA GROUP

REVISION: G DATE: JULY 21 SCALE: 1:250 @ A1

DRAWING NO:
TP02.0

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- NOTES:
- AF01 APPLIED FINISH - CHARCOAL
 - AF02 APPLIED FINISH - OFF WHITE
 - CF01 CONCRETE FINISH - CHARCOAL
 - CF02 CONCRETE FINISH - OFF WHITE
 - CS01 CLADDING SYSTEM - DARK GREY
 - CS02 CLADDING SYSTEM - LIGHT GREY
 - EP01 EXTERNAL PAINT - CHARCOAL
 - EP02 EXTERNAL PAINT - OFF WHITE
 - GL01 GLAZING TYPE - CLEAR
 - GL02 GLAZING TYPE - LIGHT GREY
 - GL03 GLAZING TYPE - LIGHT GREY BRANDEL
 - GL04 GLAZING TYPE - GREY
 - GL05 GLAZING TYPE - GREY BRANDEL
 - GL06 GLAZING TYPE - GREEN
 - GL07 GLAZING TYPE - BLUE GREY
 - GL08 GLAZING TYPE - BLUE GREY BRANDEL
 - GL09 GLAZING TYPE - BLUE GREY
 - GL10 GLAZING TYPE - BLUE GREY BRANDEL
 - GL11 GLAZING TYPE - BLUE GREY BRANDEL
 - GL12 GLAZING TYPE - BLUE GREY BRANDEL
 - GL13 GLAZING TYPE - BLUE GREY BRANDEL
 - GL14 GLAZING TYPE - BLUE GREY BRANDEL
 - GL15 GLAZING TYPE - BLUE GREY BRANDEL
 - GL16 GLAZING TYPE - BLUE GREY BRANDEL
 - GL17 GLAZING TYPE - BLUE GREY BRANDEL
 - GL18 GLAZING TYPE - BLUE GREY BRANDEL
 - GL19 GLAZING TYPE - BLUE GREY BRANDEL
 - GL20 GLAZING TYPE - BLUE GREY BRANDEL
 - GL21 GLAZING TYPE - BLUE GREY BRANDEL
 - GL22 GLAZING TYPE - BLUE GREY BRANDEL
 - GL23 GLAZING TYPE - BLUE GREY BRANDEL
 - GL24 GLAZING TYPE - BLUE GREY BRANDEL
 - GL25 GLAZING TYPE - BLUE GREY BRANDEL
 - GL26 GLAZING TYPE - BLUE GREY BRANDEL
 - GL27 GLAZING TYPE - BLUE GREY BRANDEL
 - GL28 GLAZING TYPE - BLUE GREY BRANDEL
 - GL29 GLAZING TYPE - BLUE GREY BRANDEL
 - GL30 GLAZING TYPE - BLUE GREY BRANDEL
 - GL31 GLAZING TYPE - BLUE GREY BRANDEL
 - GL32 GLAZING TYPE - BLUE GREY BRANDEL
 - GL33 GLAZING TYPE - BLUE GREY BRANDEL
 - GL34 GLAZING TYPE - BLUE GREY BRANDEL
 - GL35 GLAZING TYPE - BLUE GREY BRANDEL
 - GL36 GLAZING TYPE - BLUE GREY BRANDEL
 - GL37 GLAZING TYPE - BLUE GREY BRANDEL
 - GL38 GLAZING TYPE - BLUE GREY BRANDEL
 - GL39 GLAZING TYPE - BLUE GREY BRANDEL
 - GL40 GLAZING TYPE - BLUE GREY BRANDEL
 - GL41 GLAZING TYPE - BLUE GREY BRANDEL
 - GL42 GLAZING TYPE - BLUE GREY BRANDEL
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 - GL81 GLAZING TYPE - BLUE GREY BRANDEL
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 - GL97 GLAZING TYPE - BLUE GREY BRANDEL
 - GL98 GLAZING TYPE - BLUE GREY BRANDEL
 - GL99 GLAZING TYPE - BLUE GREY BRANDEL
 - GL100 GLAZING TYPE - BLUE GREY BRANDEL

KEY
--- OUTLINE OF CURRENT APPROVED BUILDING ENVELOPE

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SAMMA PLACE
 87-131 Bell Street
 Ivanhoe VIC 3079
 PROJECT NO:
 3-20-0037

REVISION DATE REVISION
 0 01/08/2020 Section 12 Issue
 1 02/08/2020 Council 01 Disapproval
 2 02/08/2020 Pre-Application Amendment
 3 27/02/2020 Section 12 Amendment
 4 22/07/2020 Section 12 Amendment
 REASON FOR ISSUE:

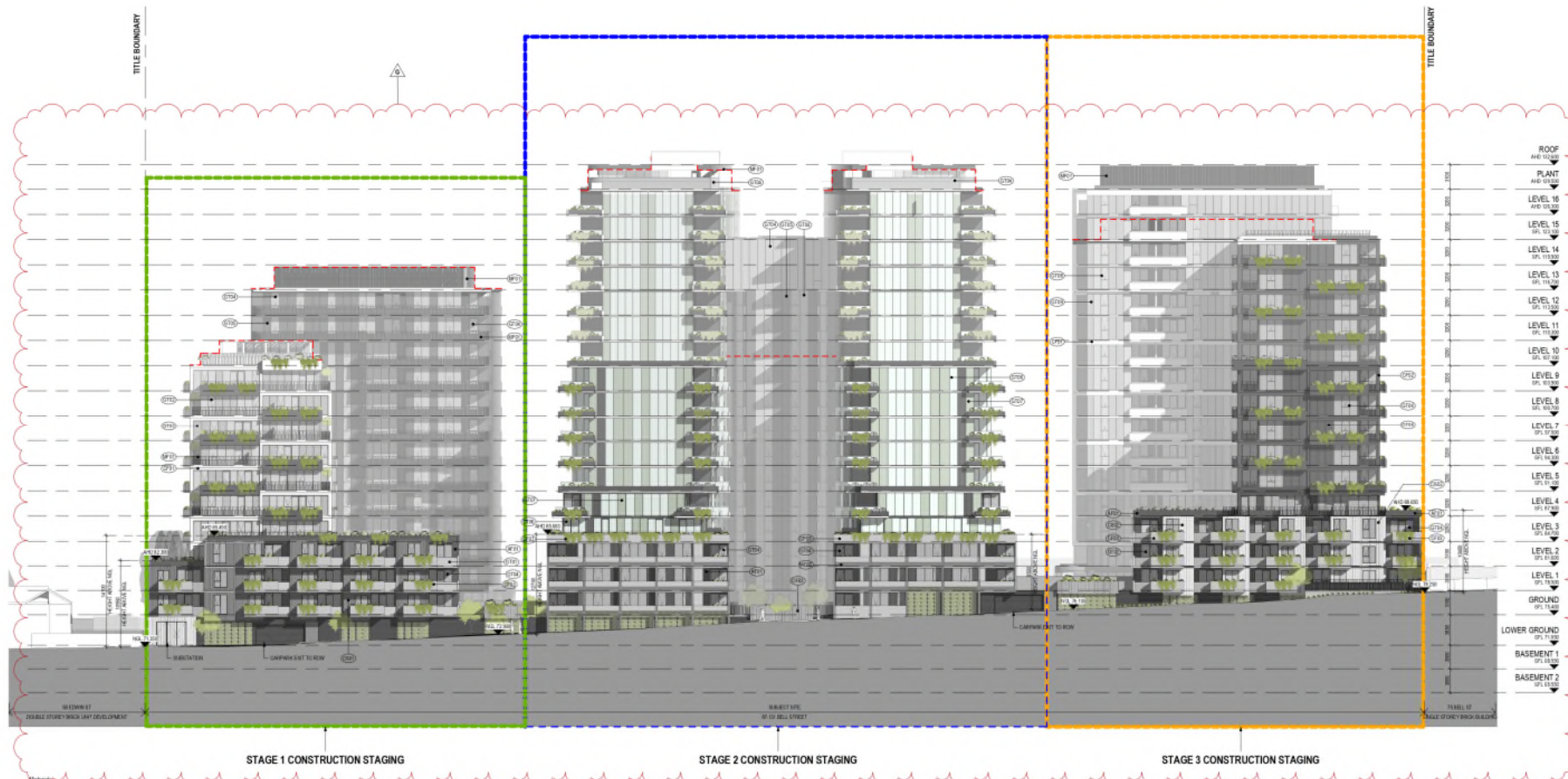
EAST & WEST ELEVATIONS
 SAMMA GROUP

REVISION: G DATE: JULY 21 SCALE: 1:250 @ A1

DRAWING NO:
TP02.02

ADVERTISED PLAN
 Application No. P303/2019
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02/08/21



- AP1 APPLIED FINISH - CHARCOAL
- AP2 APPLIED FINISH - OFF WHITE
- CP1 CONCRETE FINISH - OFF WHITE
- CP2 CONCRETE FINISH - CHARCOAL
- CP3 CONCRETE FINISH - SAND GREY
- CL1 CLADDING SYSTEM - SAND GREY
- CL2 CLADDING SYSTEM - LIGHT GREY
- CL3 CLADDING SYSTEM - CHARCOAL
- EX1 EXTERNAL PAINT - OFF WHITE
- EX2 EXTERNAL PAINT - LIGHT GREY
- EX3 EXTERNAL PAINT - DARK GREY
- GL1 GLAZING TYPE - LIGHT GREY SPANREL
- GL2 GLAZING TYPE - GREY
- GL3 GLAZING TYPE - GREY SPANREL
- GL4 GLAZING TYPE - GREEN SPANREL
- GL5 GLAZING TYPE - SILVER GREY
- GL6 GLAZING TYPE - SILVER GREY SPANREL
- ME1 METAL CLADDING - CHARCOAL
- ME2 METAL CLADDING - WHITE
- ME3 METAL CLADDING - SAND GREY
- ME4 METAL FINISH - WHITE
- ST1 STONE FINISH

KEY
- - - OUTLINE OF CURRENT APPROVED BUILDING ENVELOPE

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SAMMA PLACE
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 PROJECT NO:
 3-20-0037

REV	DATE	REVISION
0	01/08/2020	Initial 2D Issue
1	01/08/2020	Issued for Approval
2	01/08/2020	Pre-Application Amendment
3	01/08/2020	Section 22 Amendment
4	22/07/2021	Section 22 Amendment

REASON FOR ISSUE:

SOUTH ELEVATION - R.O.W.
 SAMMA GROUP
 REVISION: G
 DATE: JULY 21
 SCALE: 1:250 @ A1

ADVERTISED PLAN
 Application No. P303/2019
 DRAWING NO:
TP02.03
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Materials

AF01	APPLIED FINISH - CHARCOAL	GT03	GLAZING TYPE - LIGHT GREY SPANDREL
AF02	APPLIED FINISH - OFF WHITE	GT04	GLAZING TYPE - GREY
CF01	CONCRETE FINISH - OFF WHITE	GT05	GLAZING TYPE - GREY SPANDREL
CF02	CONCRETE FINISH - CHARCOAL	GT06	GLAZING TYPE - GREEN
CF03	CONCRETE FINISH - DARK GREY	GT07	GLAZING TYPE - GREEN SPANDREL
CG01	GLAZING SYSTEM - DARK GREY	GT08	GLAZING TYPE - SILVER GREY
CG02	GLAZING SYSTEM - LIGHT GREY	GT09	GLAZING TYPE - SILVER GREY SPANDREL
EP01	EXTERNAL PAINT - CHARCOAL	MT01	METAL CLADDING - CHARCOAL
EP02	EXTERNAL PAINT - OFF WHITE	MT02	METAL CLADDING - WHITE
GT01	GLAZING TYPE - CLEAR	MP01	METAL FINISH - CHARCOAL
GT02	GLAZING TYPE - LIGHT GREY	MP02	METAL FINISH - WHITE
ST01	STONE FINISH		

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SAMMA PLACE
87-131 Bell Street
Ivanhoe VIC 3079
PROJECT NO:
3-20-0037

REV	DATE	REVISION
0	01/08/2020	Initial Design
1	02/08/2020	Control 01 Development
2	02/08/2020	Pre-Application Amendment
3	07/02/2020	Section 12 Amendment
4	22/07/2021	Section 174 Amendment

REASON FOR ISSUE:

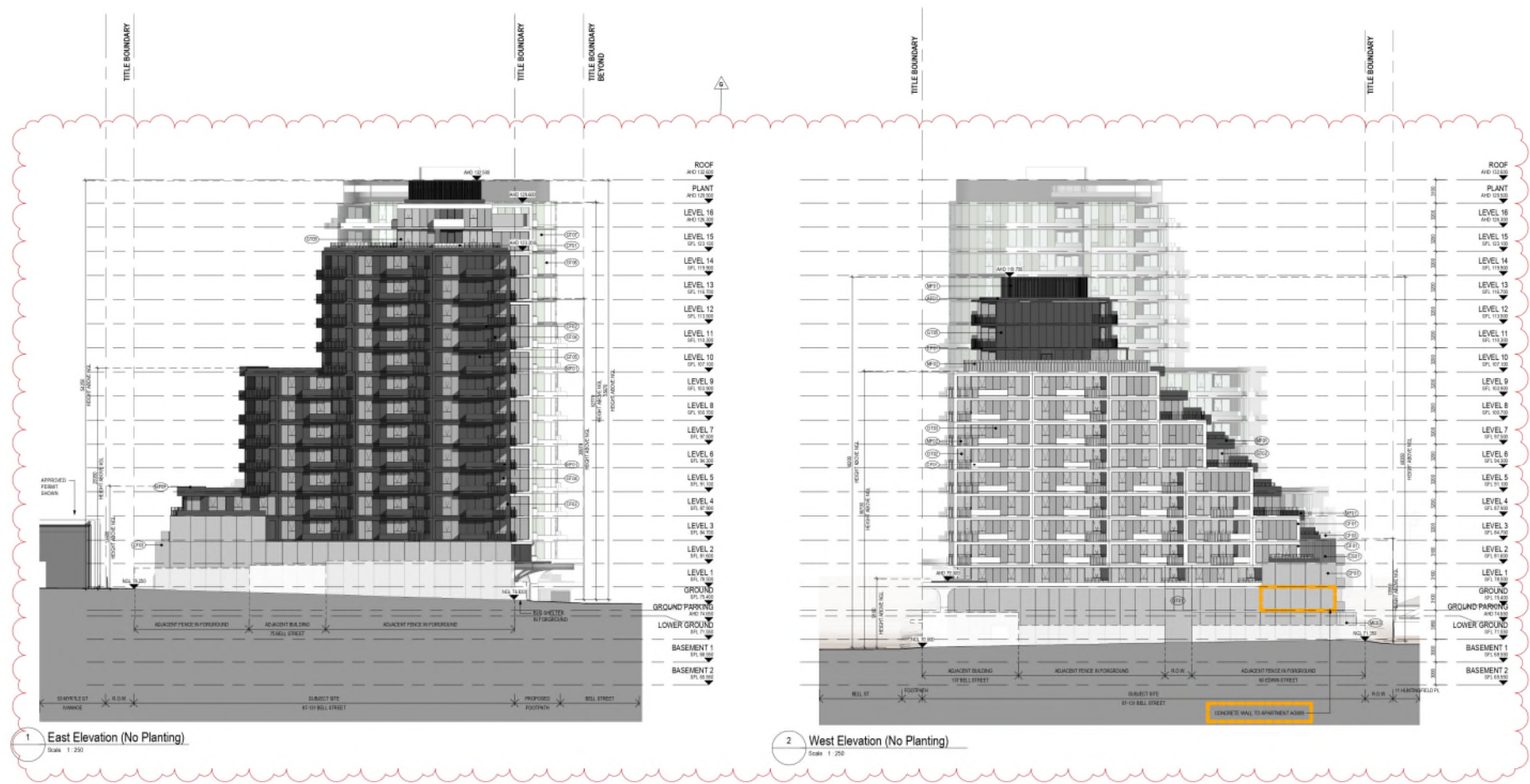
NORTH ELEVATION - BELL STREET (NO PLANTING)
SAMMA GROUP

REVISION: G DATE: JULY 21 SCALE: 1:250 @ A1

DRAWING NO:
TP02.01

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1 East Elevation (No Planting)
Scale: 1:250

2 West Elevation (No Planting)
Scale: 1:250

Materials

AP1	APPLES FINISH - CHAMICAL	GT10	GLAZING TYPE - LIGHT GREY SPANDREL
AP2	APPLES FINISH - OFF WHITE	GT14	GLAZING TYPE - GREY
CP1	CONCRETE FINISH - OFF WHITE	GT16	GLAZING TYPE - GREY SPANDREL
CP2	CONCRETE FINISH - CHAMICAL	GT18	GLAZING TYPE - GREEN
CP3	CONCRETE FINISH - DARK GREY	GT17	GLAZING TYPE - GREEN SPANDREL
CS1	CLADDING SYSTEM - DARK GREY	GT19	GLAZING TYPE - SILVER GREY
CS2	CLADDING SYSTEM - LIGHT GREY	GT19	GLAZING TYPE - SILVER GREY SPANDREL
EP1	EXTERNAL PAINT - CHAMICAL	MT01	METAL CLADDING - CHAMICAL
EP2	EXTERNAL PAINT - OFF WHITE	MT02	METAL CLADDING - WHITE
GT1	GLAZING TYPE - CLEAR	MT11	METAL FINISH - CHAMICAL
GT2	GLAZING TYPE - LIGHT GREY	MT12	METAL FINISH - WHITE
		ST01	STONE FINISH

KEY
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Ivanhoe VIC 3079

REVISE DATE REVISION
G 01/08/2020 Section 12 Issue
D 01/08/2020 Council 01 Amendment
E 01/08/2020 Pre-Application Amendment
F 01/08/2020 Section 12 Amendment
G 22/07/2021 Section 12 Amendment
REASON FOR ISSUE:

EAST & WEST ELEVATIONS (NO PLANTING)
SAMMA GROUP

REVISION: G DATE: JULY 21 SCALE: 1:250 @ A1

DRAWING NO:
TP02.0

ADVERTISED PLAN
Application No. P303/2019

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02/08/21



Materials

AP01	APPLIED FINISH - CHARCOAL	OT01	GLAZING TYPE - LIGHT GREY SPANDREL
AP02	APPLIED FINISH - OFF WHITE	OT02	GLAZING TYPE - GREY
CF01	CONCRETE FINISH - OFF WHITE	OT03	GLAZING TYPE - GREEN SPANDREL
CF02	CONCRETE FINISH - CHARCOAL	OT04	GLAZING TYPE - GREEN
CF03	CONCRETE FINISH - DARK GREY	OT05	GLAZING TYPE - GREEN SPANDREL
CG01	GLAZING SYSTEM - DARK GREY	OT06	GLAZING TYPE - SILVER GREY
CG02	GLAZING SYSTEM - LIGHT GREY	OT07	GLAZING TYPE - SILVER GREY SPANDREL
EX01	EXTERNAL PAINT - CHARCOAL	MT01	METAL CLADDING - CHARCOAL
EX02	EXTERNAL PAINT - OFF WHITE	MT02	METAL CLADDING - WHITE
GL01	GLAZING TYPE - CLEAR	MT03	METAL FINISH - CHARCOAL
GL02	GLAZING TYPE - LIGHT GREY	MT04	METAL FINISH - WHITE
		ST01	STONE FINISH

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NSL 100 016 046

SAMMA PLACE
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PROJECT NO:
3-20-0037

ISSUE DATE: 03/08/2020
REVISION: Section 12 Issue

01/08/2020 Council 01 Disapproval
02/02/2020 Pre-Application Amendment
07/02/2020 Section 12 Amendment
22/07/2021 Section 19a Amendment

REASON FOR ISSUE:

SOUTH ELEVATION - R.O.W (NO PLANTING)
SAMMA GROUP

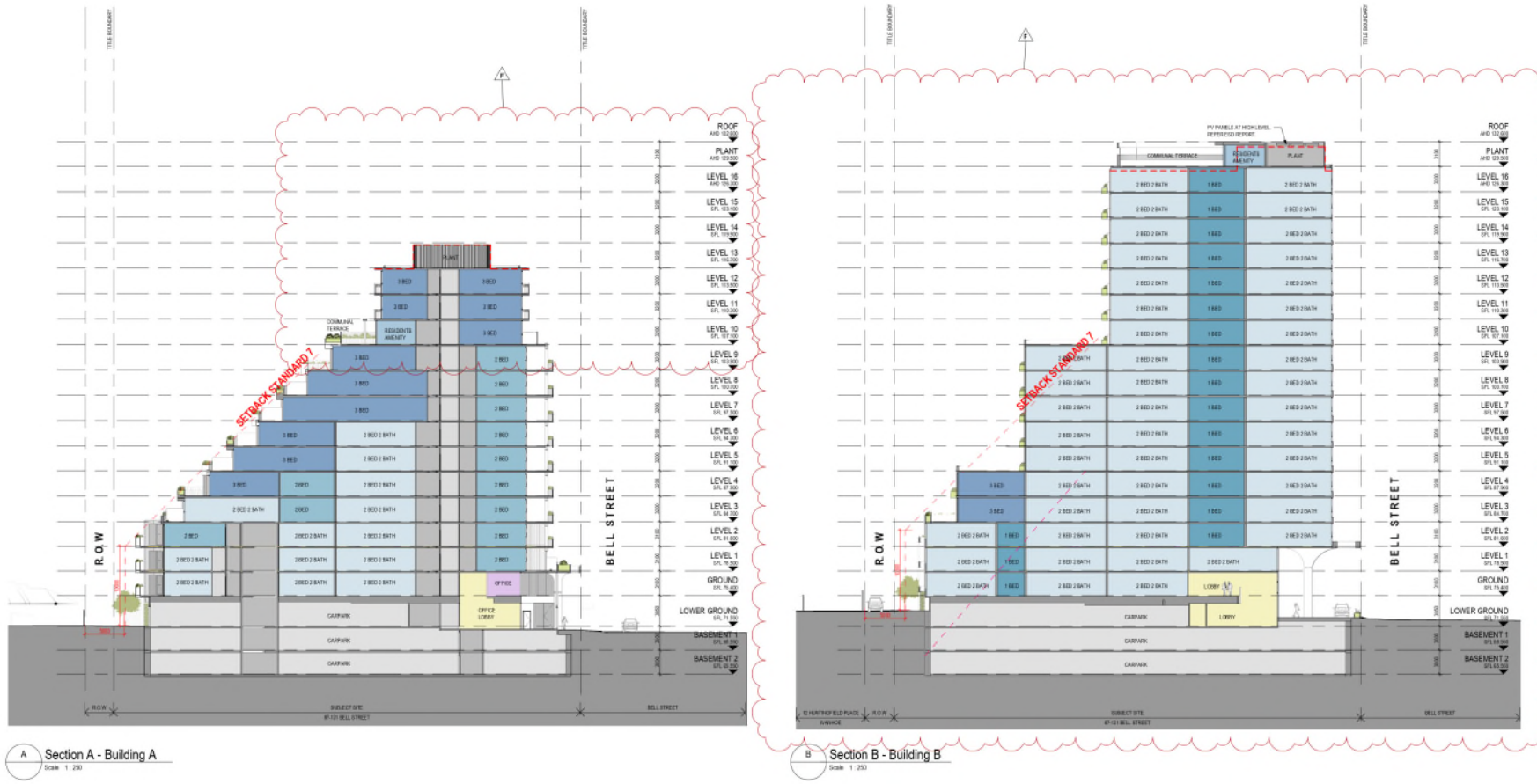
REVISION: G
DATE: JULY 21
SCALE: 1:250 @ A1

DRAWING NO:
TP02.06

ADVERTISED PLAN
Application No. P303/2019

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A Section A - Building A
Scale 1:250

B Section B - Building B
Scale 1:250

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PROJECT NO:
3-20-0037

REV DATE REVISION
B 29/08/2020 Issue for Information
C 02/09/2020 Section 72 Issue
D 02/09/2020 Pre-Application Amendment
E 01/10/2020 Section 72 Amendment
F 22/07/2021 Section 72 Amendment
REASON FOR ISSUE:

SECTIONS - A & B
SAMMA GROUP

REVISION:
F

DATE:
JULY 21

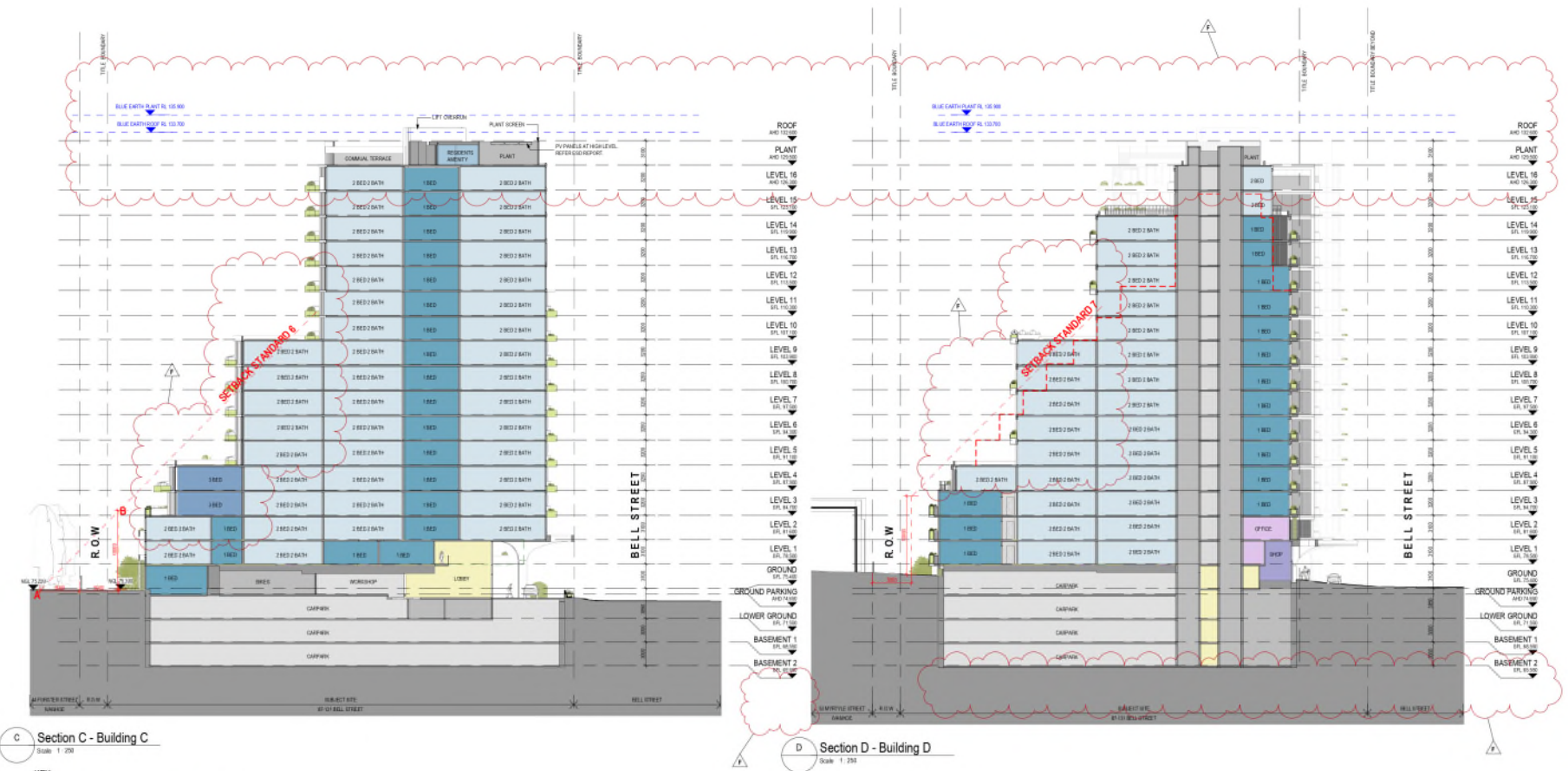
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DRAWING NO:
TP03.0

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Application No. P303/2019

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C Section C - Building C
Scale 1:250

D Section D - Building D
Scale 1:250

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SAMMA PLACE
 87-131 Bell Street
 Ivanhoe VIC 3079
 PROJECT NO:
 3-20-0037

REVISE DATE REVISION
 B 25/08/2020 Issue for Information
 C 02/09/2020 Section 22 Review
 D 02/09/2020 Pre-Application Amendment
 E 31/02/2021 Section 22 Amendment
 F 22/07/2021 Section 22 Amendment
 REASON FOR ISSUE:

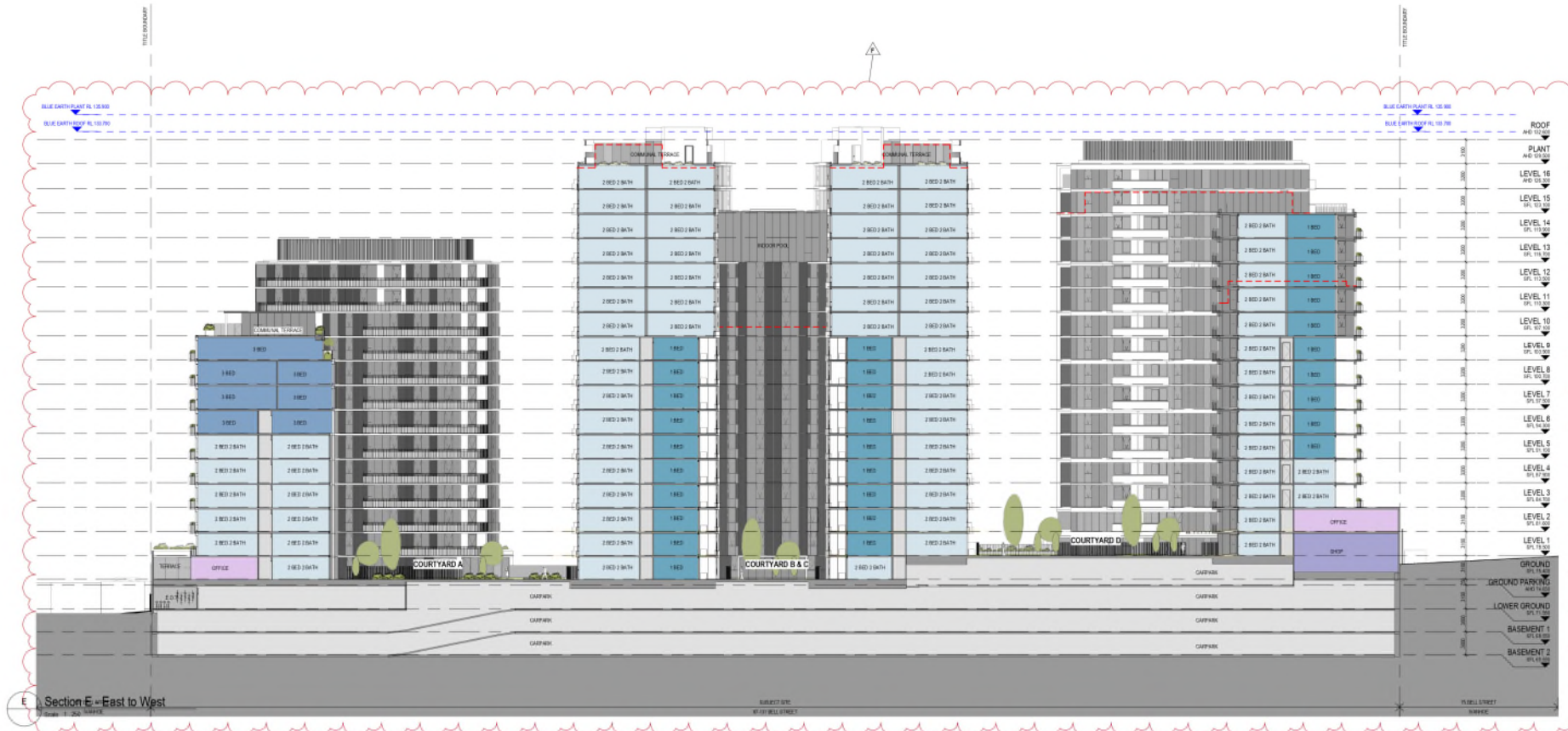
SECTIONS - C & D
 SAMMA GROUP

REVISION: F DATE: JULY 21 SCALE: As indicated @ A1

DRAWING NO:
TP03.02

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SAMMA PLACE
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 PROJECT NO:
 3-20-0037

REVISION
 A 20/08/2020 Issue for Information
 B 01/09/2020 Section 22 Issue
 C 01/09/2020 Pre-Application Amendment
 D 01/09/2020 Section 22 Amendment
 E 22/07/2021 Section 22 Amendment
 SEARCH FOR ISSUES

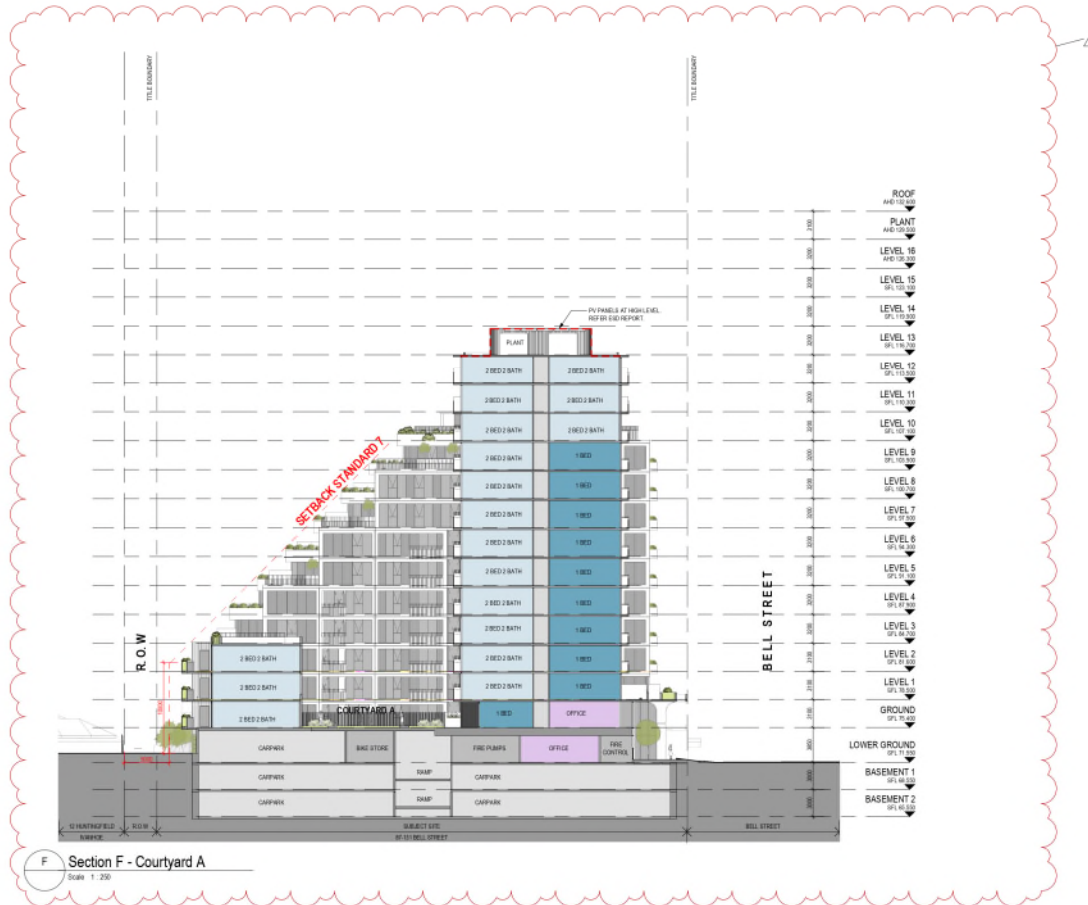
SECTION E
 SAMMA GROUP

REVISION: F DATE: JULY 21 SCALE: As indicated @ A1

DRAWING NO:
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REC-100-015-008

SAMMA PLACE
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PROJECT NO:
 3-20-0037

REV DATE REVISION
 B 29/08/2020 Issue for Information
 C 02/09/2020 Section 22 Issue
 D 01/10/2020 Pre-Application Amendment
 E 01/10/2020 Section 22 Amendment
 F 22/07/2021 Section 22 Amendment
 REASON FOR ISSUE:

SECTION F
 SAMMA GROUP

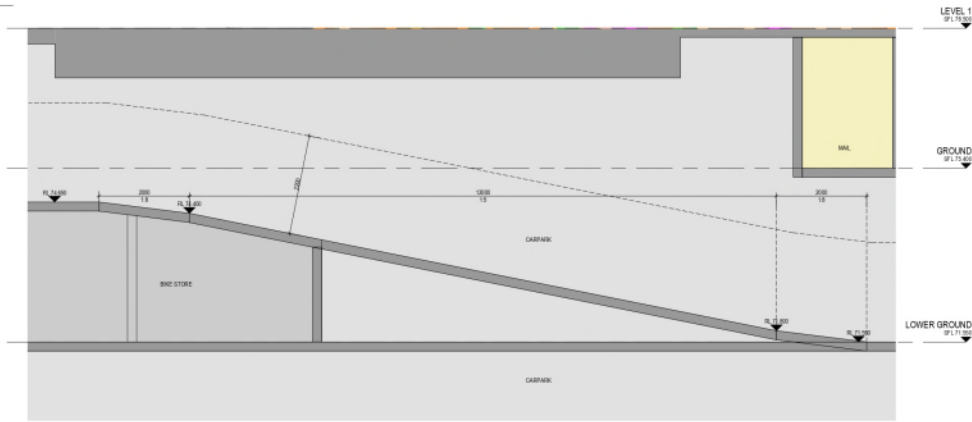
REVISION:
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DATE:
 JULY 21

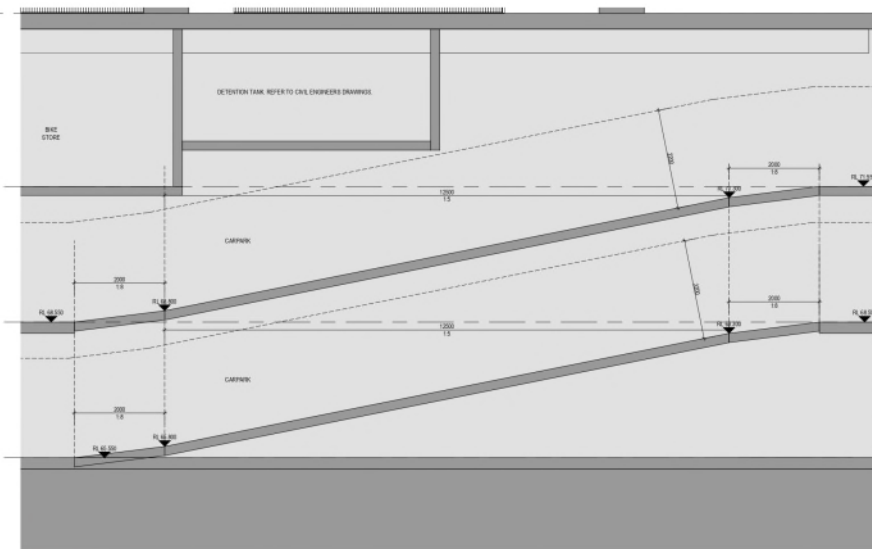
SCALE:
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DRAWING NO:
TP03.04

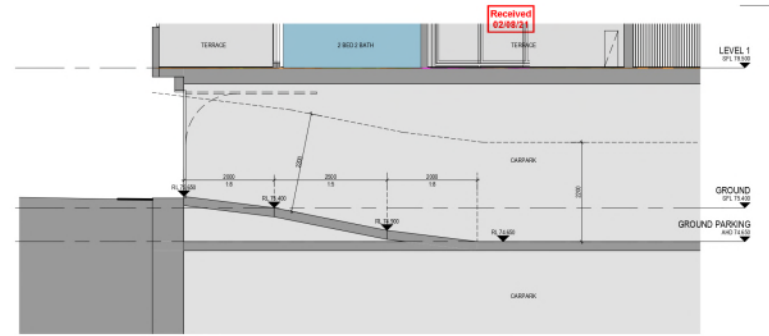
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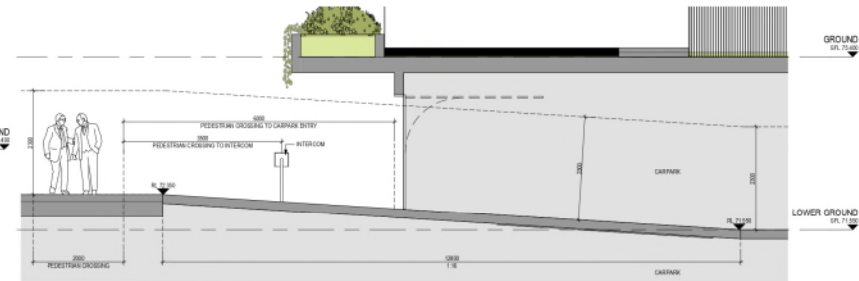
G Section G - Building D - Internal Ramp
Scale 1:50



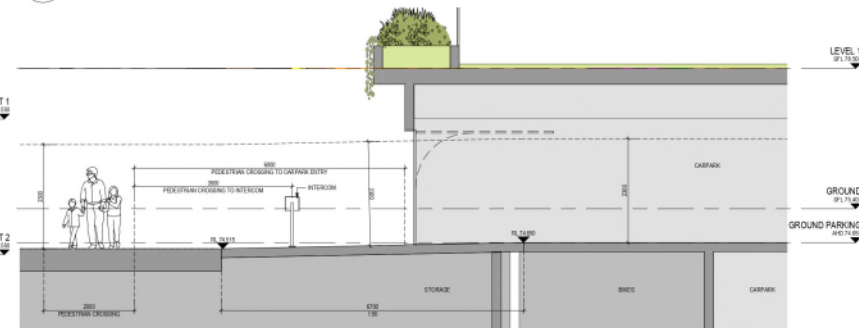
J Section J - Building A - Internal Ramp
Scale 1:50



H Section H - Building D - R.O.W Ramp
Scale 1:50



K Section K - Building A - Entry Ramp
Scale 1:50



L Section L - Building D - Entry Ramp
Scale 1:50

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NCL 100 010 046

SAMMA PLACE
87-131 Bell Street
Ivanhoe VIC 3079
PROJECT NO:
3-20-0037

REVISION DATE REVISION
A 22/08/2020 Issue for Information
B 29/08/2020 Issue for Information
C 03/09/2020 Section 72 Issue
REASON FOR SCALE:
PRE-APPLICATION AMENDMENTS

RAMP SECTIONS
SAMMA GROUP

REVISION: C DATE: JULY 21 SCALE: 1:50 @ A1

DRAWING NO:
TP03.1

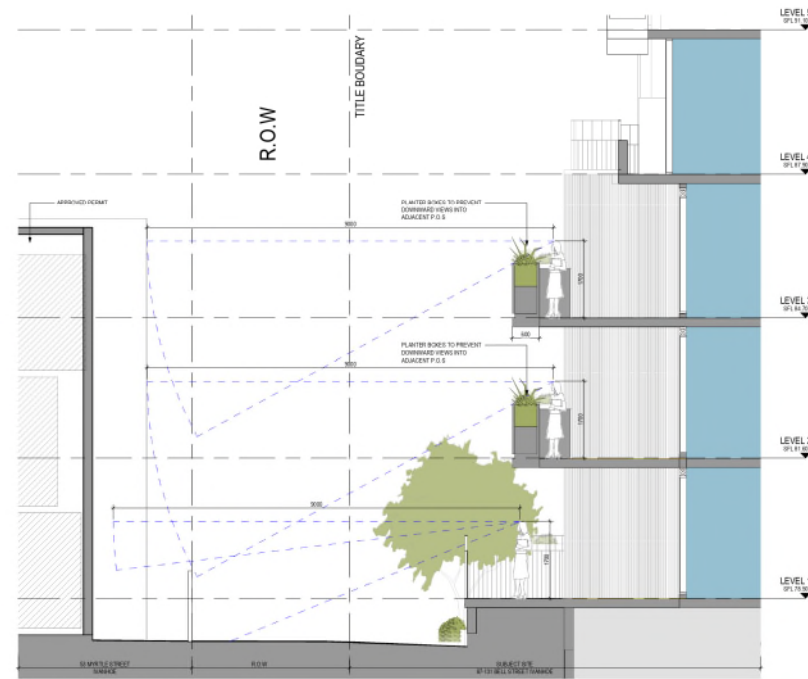
ADVERTISED PLAN
Application No. P303/2019

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A Building A - Section ROW
Scale: 1:50



D Building D - Section ROW
Scale: 1:50

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PROJECT NO:
3-20-0037

REV. DATE REVISION
A 22/08/2020 Issue for Information
B 29/08/2020 Issue for Information
C 03/09/2020 Section 72 Issue

REASON FOR SCALE:
PRE-APPLICATION AMENDMENTS

R.O.W SECTIONS
SAMMA GROUP

REVISION:
C

DATE:
JULY 21

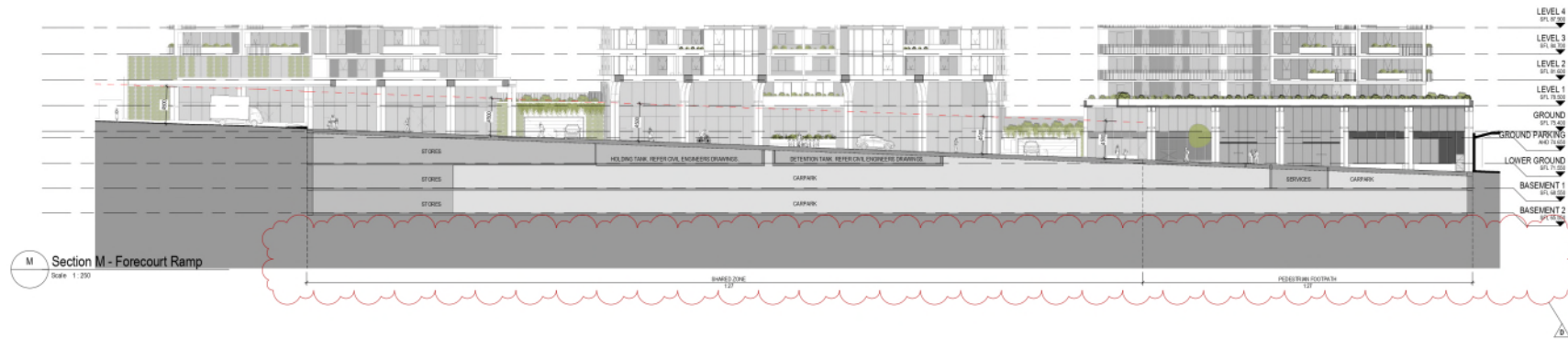
SCALE:
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PROJECT NO:
3-20-0037

REV#	DATE	REVISION
A	22/08/2020	Issue for Information
B	29/08/2020	Issue for Information
C	03/09/2020	Section 73 Issue
D	22/07/2021	Section 57A Amendment

REASON FOR SCALE:
PRE-APPLICATION AMENDMENTS

SECTION M - FORECOURT RAMP SECTION
SAMMA GROUP

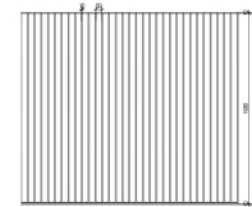
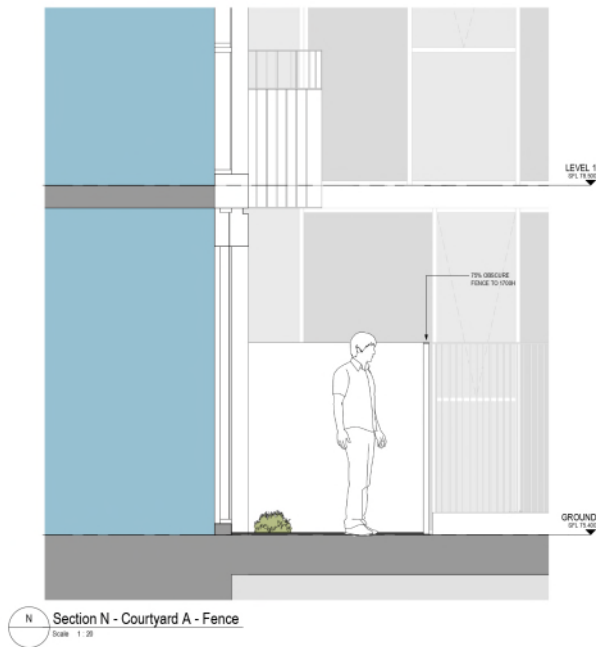
REVISION: D DATE: JULY 21 SCALE: 1: 250 @ A1

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TP03.13

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SAMMA PLACE
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PROJECT NO:
3-20-0037

REV. DATE REVISION
A 20/08/2020 Issue for Information
B 20/08/2020 Issue for Information
C 03/09/2020 Section 72 Issue
D 22/07/2021 Section 57A Amendments

REASON FOR CALL:
PRE-APPLICATION AMENDMENTS

FENCE DETAIL
SAMMA GROUP

REVISION:
D

DATE:
JULY 21

SCALE:
1:20 @ A1

DRAWING NO:
TP03.14

ADVERTISED PLAN
Application No. P303/2019

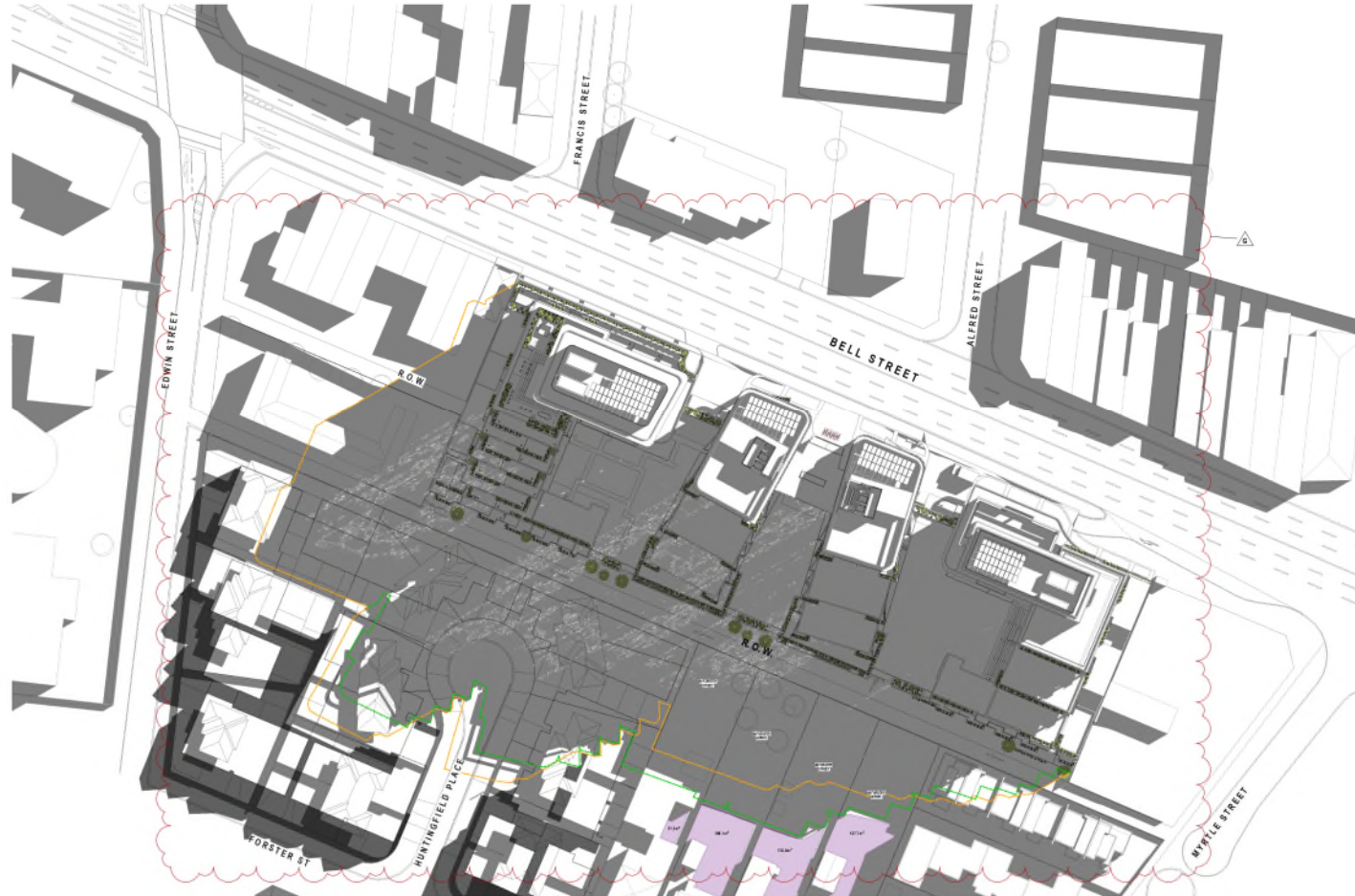
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6.0 Shadow Analysis / 6.01 Shadow Analysis – September Equinox

The following shadow diagrams represent times as noted for the equinox on the 22nd September.

9am - Proposed



Legend

- Current Approved Building Outline
- Town Planning Amendment Building Outline
- Proposed P.O.S Area in Daylight
- Existing P.O.S Area in Daylight
- Area in Shadow

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SAMMA PLACE
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Ivanhoe VIC 3079
PROJECT NO:
3-20-0037

ISSUE DATE	REVISION
01/08/2020	Section 72 Issue
01/10/2020	Final Application Amendment
07/12/2020	Section 72 Amendment
24/02/2021	Section 72 Issue
22/07/2021	Section 72 Amendment

SHADOW ANALYSIS - SEPTEMBER EQUINOX
SAMMA GROUP

REVISION: G DATE: JULY 21 SCALE: Not to Scale

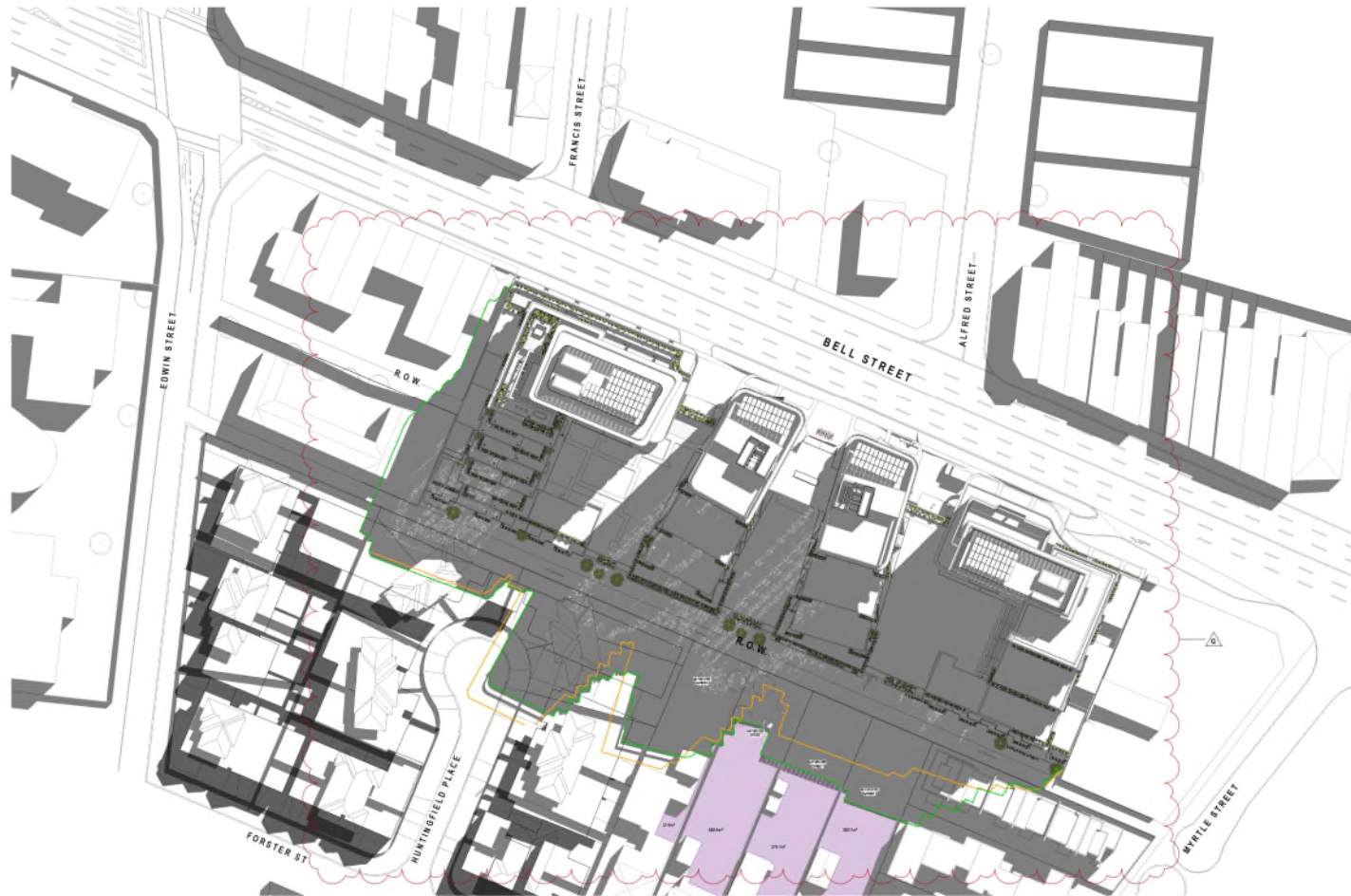
DRAWING NO:
TP06.01

Received
02/08/21

6.0 Shadow Analysis / 6.02 Shadow Analysis – September Equinox

The following shadow diagrams represent times as noted for the equinox on the 22nd September.

10am - Proposed



Legend

- Current Approved Building Outline
- Town Planning Amendment Building Outline
- Proposed P.O.S Area in Daylight
- Existing P.O.S Area in Daylight
- Area in Shadow

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SAMMA PLACE
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Ivanhoe VIC 3079
PROJECT NO:
3-20-0037

REV#	DATE	REVISION
01	01/08/2020	Section 72 Issue
02	01/10/2020	Final Application Amendment
03	07/12/2020	Section 72 Amendment
04	24/02/2021	Section 72 Issue
05	22/07/2021	Section 72 Amendment

SHADOW ANALYSIS - SEPTEMBER EQUINOX
SAMMA GROUP

REVISION: G DATE: JULY 21 SCALE: Not to Scale

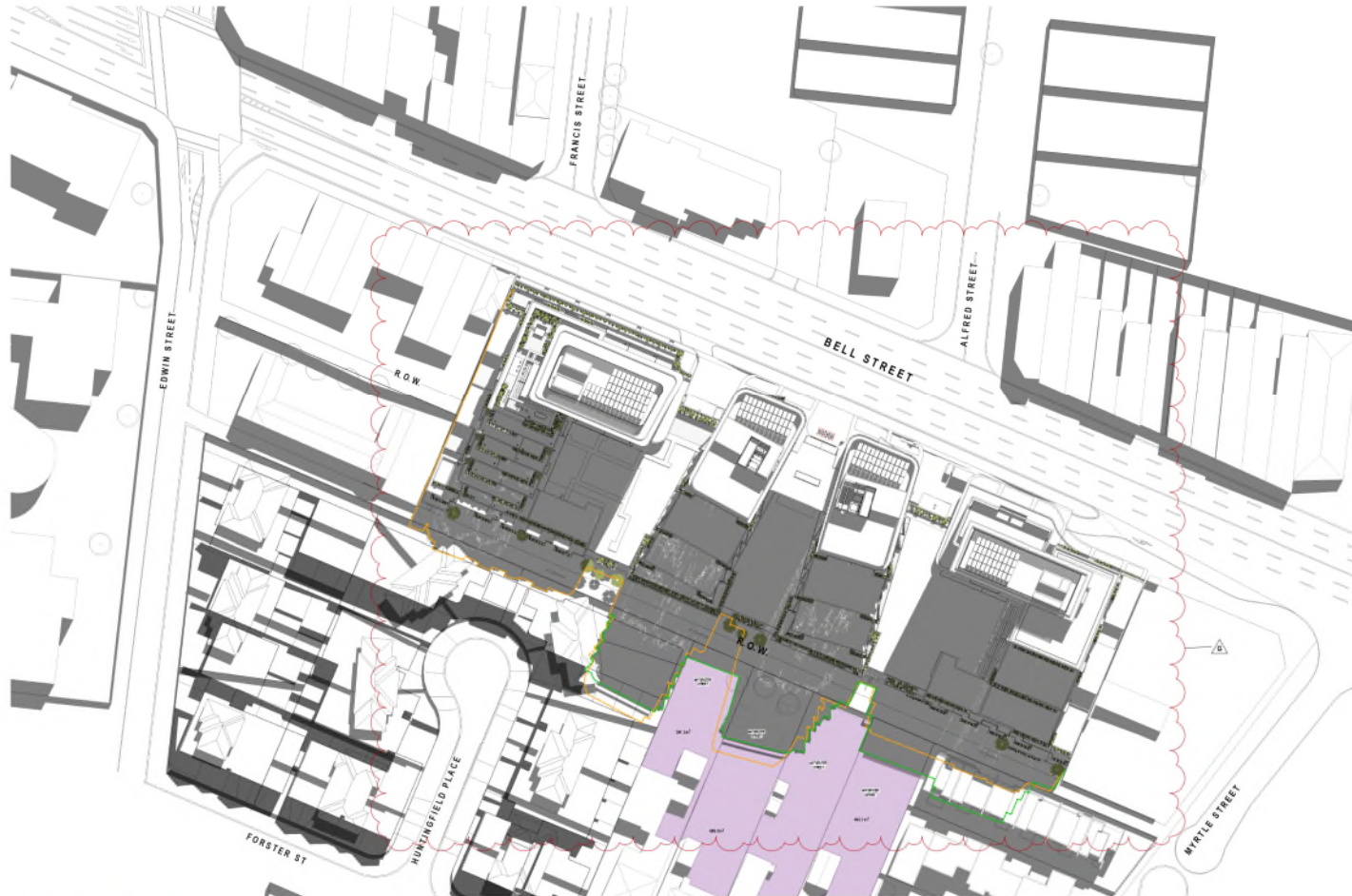
DRAWING NO:
TP06.02

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02/08/21

6.0 Shadow Analysis / 6.03 Shadow Analysis – September Equinox

The following shadow diagrams represent times as noted for the equinox on the 22nd September.

11am - Proposed



Legend

- Current Approved Building Outline
- Town Planning Amendment Building Outline
- Proposed P.O.S Area in Daylight
- Existing P.O.S Area in Daylight
- Area in Shadow

Scale NTS

Disclaimer: Survey topography, building heights and fence heights used to produce these shadow diagrams have been produced by others. Shadow diagrams have been produced by PEDDLE THORP to the best of our ability with all due care taken to ensure their accuracy.

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PROJECT NO:
3-20-0037

REV#	DATE	REVISION
01	01/08/2020	Initial 72 Issue
02	01/10/2020	Final Application Amendment
03	07/12/2020	Section 72 Amendment
04	24/02/2021	Section 72 Issue
05	22/07/2021	Section 72 Amendment

REASON FOR ISSUE:

SHADOW ANALYSIS - SEPTEMBER EQUINOX
SAMMA GROUP

REVISION: 05 DATE: JULY 21 SCALE: Not to Scale

DRAWING NO:
TP06.03

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Received
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6.0 Shadow Analysis / 6.04 Shadow Analysis – September Equinox

The following shadow diagrams represent times as noted for the equinox on the 22nd September.

12pm - Proposed



Legend

- Current Approved Building Outline
- Town Planning Amendment Building Outline
- Proposed P.O.S Area in Daylight
- Existing P.O.S Area in Daylight
- Area in Shadow

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PROJECT NO:
3-20-0037

REV#	DATE	REVISION
0	01/08/2020	Section 72 Issue
1	01/10/2020	Final Application Amendment
2	07/12/2020	Section 72 Amendment
3	24/02/2021	Section 72 Issue
4	22/07/2021	Section 72 Amendment

REASON FOR ISSUE:

SHADOW ANALYSIS - SEPTEMBER EQUINOX
SAMMA GROUP

REVISION: **G** DATE: JULY 21 SCALE: Not to Scale

DRAWING NO:
TP06.04

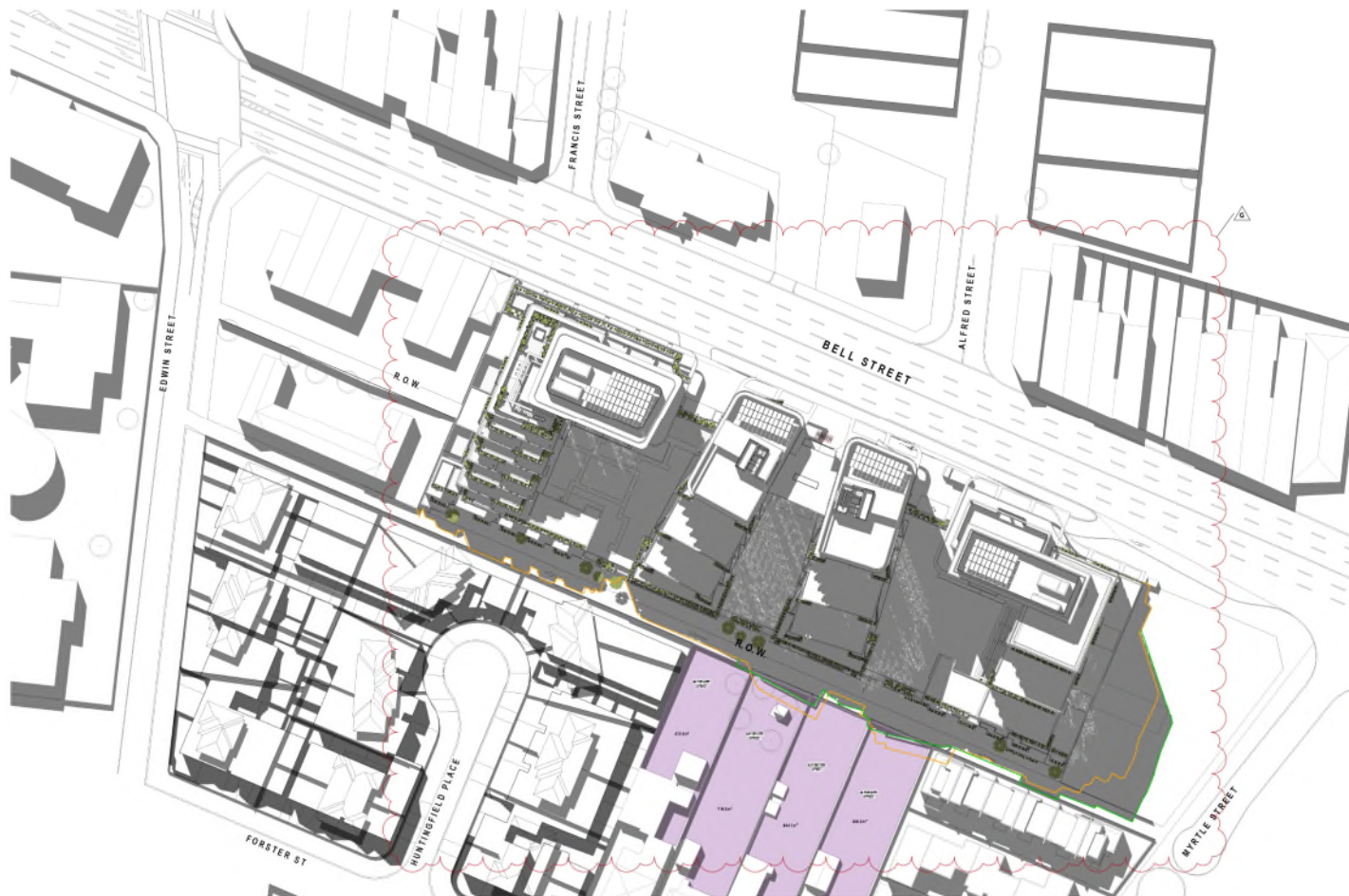
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6.0 Shadow Analysis

6.05 Shadow Analysis – September Equinox

The following shadow diagrams represent times as noted for the equinox on the 22nd September.

1pm - Proposed



N
Scale NTS

Legend

- Current Approved Building Outline
- Town Planning Amendment Building Outline
- Proposed P.O.S Area in Daylight
- Existing P.O.S Area in Daylight
- Area in Shadow

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PROJECT NO:
3-20-0037

REV#	DATE	REVISION
0	01/08/2020	Section 72 Issue
1	01/10/2020	Final Application Amendment
2	07/12/2020	Section 72 Amendment
3	24/02/2021	Section 72 Issue
4	22/07/2021	Section 72 Amendment

REASON FOR ISSUE:

SHADOW ANALYSIS - SEPTEMBER EQUINOX
SAMMA GROUP

REVISION: G DATE: JULY 21 SCALE: Not to Scale

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6.0 Shadow Analysis / 6.06 Shadow Analysis – September Equinox

The following shadow diagrams represent times as noted for the equinox on the 22nd September.

2pm - Proposed



Legend

- Current Approved Building Outline
- Town Planning Amendment Building Outline
- Proposed P.O.S Area in Daylight
- Existing P.O.S Area in Daylight
- Area in Shadow

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REV#	DATE	REVISION
01	01/08/2020	Section 72 Issue
02	01/10/2020	Final Application Amendment
03	07/12/2020	Section 72 Amendment
04	24/02/2021	Section 72 Issue
05	22/07/2021	Section 72 Amendment

SHADOW ANALYSIS - SEPTEMBER EQUINOX
SAMMA GROUP

REVISION: G DATE: JULY 21 SCALE: Not to Scale

DRAWING NO:
TP06.06

Received
02/08/21

6.0 Shadow Analysis / 6.07 Shadow Analysis – September Equinox

The following shadow diagrams represent times as noted for the equinox on the 22nd September.

3pm - Proposed



Legend

- Current Approved Building Outline
- Town Planning Amendment Building Outline
- Proposed P.O.S Area in Daylight
- Existing P.O.S Area in Daylight
- Area in Shadow

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PROJECT NO:
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REV#	DATE	REVISION
01	01/08/2020	Initial 72 hour
02	01/12/2020	Final Application Amendment
03	07/12/2020	Section 72 Amendment
04	24/02/2021	Section 72 Issue
05	22/07/2021	Section 72 Amendment

SHADOW ANALYSIS - SEPTEMBER EQUINOX
SAMMA GROUP

REVISION: G DATE: JULY 21 SCALE: Not to Scale

DRAWING NO:
TP06.07

Received 02/08/21

BUILDING A

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For preliminary feasibility purposes. Areas are not to be used for purpose of leases or sale agreements. Layouts may not comply with building regulations or other regulatory requirements. The information contained in this schedule is believed to be correct at the time of printing. Areas are generally measured in accordance with the Property Council of Australia Method of Measurement.

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PROJECT NO: 3-20-0037

REVISION DATE REVISION A 18/08/19 BR/Revised B 20/08/19 Daniel Schmittman C 22/08/20 Update SV Assessments

REASON FOR ISSUE: SECTION 57a AMENDMENTS

UNIT AREA BREAKDOWN-BUILDINGS A&B SAMMA GROUP

REVISION: C DATE: JULY 21 SCALE: @ 1:1

DRAWING NO: TP10.0

ADVERTISED PLAN Application No. P303-2019

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Northern Metro Land Use Framework Plan (LUF) - Banyule City Council **DRAFT** Submission

For Council consideration at Ordinary Council Meeting of 25 October 2021.

Note: the final submission will be subject to minor drafting, presentation and administrative edits by the CEO and will be submitted with a covering letter from the CEO

This table should be read in conjunction with the LUF.

Overall Comments

Comment No.	Comments	Recommendations
1.	Banyule City Council supports the release of this draft land use framework plan for the Northern Region, which has been prepared over a number of years and all pursuant to Action 1 in Plan Melbourne's implementation plan. Council consider that it is sensible in terms of providing a more regionally focused strategy (or sub-strategies) to address key land use planning issues specific to the region.	As detailed in the comments and recommendations on the following pages, it should be ensured that the number of future plans and strategies that are required in response to the LUF are integrated as much as possible, and deliverable within a short time-frame to provide the further level of clarity and direction that is required to give real purpose to this plan.
2.	Council agrees with the general intent of many of the directions, strategies and actions within the plan, however many are broad, general statements and it is not clear how they will or can be acted upon or tailored specifically for the Northern Metro Region.	Provide more regionally specific and deliverable, measurable directions, strategies and actions. More information is provided in the comments below.

Chapter 1 - Introduction

Comment No.	Page No.	Comments	Recommendations
3.	3 - 4	This describes the role of the LUFs and indicates that they will have a significant role in the review of Planning Schemes and the direction of growth to specific locations. It is not clear how this high-level plan will have a direct impact in the formulation and application of Planning Schemes, and who will be responsible for the translation of the LUFs and the monitoring and review.	Clarify State/local government collaboration and how Councils can be assured of having any influence in these partnerships when State agencies are delivering priority projects that have enduring impact at a local level. See comment 29.

		It is stated that the LUPF will be used to facilitate collaboration by state and local government and key agencies, but it is not clear how will this be done. Councils highlight that even policy neutral translation of planning schemes have proven to be a resource-intensive issue for DELWP so Council expresses an element of caution where more substantive policy changes may be suggested. Locally important issues should not be lost through any changes to planning schemes.	
4.	4	<i>Table 1 – The land-use framework</i> - Councils have not been consulted on the inclusion of the ‘housing opportunity and investigation areas’ as ‘Places of Regional Significance’, such as Rosanna, Macleod and Watsonia. It is not clear how the State will work with or support local Councils to plan for ‘Places of Regional Significance’ and ensure that local priorities are considered.	Council must have a role in these often-sensitive locations. More clarity on how state and local government planning can align in these locations is necessary in terms of expected outcomes and process before Council could support any further progress.
5.	5	The recognition of the La Trobe NEIC as a ‘Place of State Significance’ is welcomed. As explained in the comments to follow, there is a need to clarify how the partnership of local and State government and its agencies will function, and what resourcing support will be provided. The importance of Council’s role in these partnerships should be acknowledged.	See comments in the ‘Implementation’ section.
6.	7	The plan mentions the need to reduce private vehicle use, which is supported, but the role of electric vehicles (including infrastructure to support e-bikes, e-scooters etc) in delivering emissions reductions should also be acknowledged. There does not appear to be reference to the parking demand generated by the growth proposed by the plan, and the need to prioritise use of land for public and active transport.	Provide further consideration of future parking demands and the impacts of this, as well as consideration of the impact of electric vehicles.
7.	7- 8	<i>City- Shaping transport projects - Level crossing removals – Hurstbridge line</i> This project is given numerous mentions throughout the report, and it is agreed that these are of a scale that shape the future movement and function of activity centres, however there has not been a focus on a collaborative approach between State Government agencies and Council’s do deliver an integrated approach. Opportunities have been missed to ‘unlock’ potential and address existing issues in our major activity centres, including most recently in	Commitment is required to whole of Government action required to use active projects to demonstrate how this is to be achieved in practice. At present – policy does not seemed to be aligned in any way to actual delivery where LXP is adopting a very siloed approach contrary to policy and the intent of the

		Greensborough where the scope of LXRP's track duplication and new station has been extremely limited, and there has been no collaboration with other State Government agencies such as the Victorian Planning Authority or Development Victoria. This plan should commit to delivering the improved outcomes in the future that are described in the report, but not being delivered in current projects.	Integrated Transport Act. A new transport interchange as part of an activated mixed-use development near the new Greensborough Train Station, the delivery of a shared trail between Greensborough and Eltham should be considered as a priority. Council continues to advocate on these fronts.
Chapter 2 – Regional Snapshot			
Comment No.	Page No.	Comments	Recommendations
		N/A	N/A
Chapter 3 - Vision: Northern Metro Region in 2050			
Comment No.	Page No.	Comments	Recommendations
8.	14	Vision Statement 1 There is a strong focus on the Melbourne Wholesale Fruit and Vegetable and Flower Market throughout the plan, and it is not clear why it has been given so much prominence over any other industrial areas throughout the region. The transition to innovative industries within existing industrial precincts should be referenced in the vision.	The vision should be worded to have relevance to the entire region. The transition to innovative industries within existing industrial precincts should be referenced.
9.	14	Vision Statement 3 Broadmeadows, Epping and Lockyerbie are not within the LaTrobe NEIC. This should be referencing Heidelberg and Northland Major Activity Centres (AC)	Correctly reference the Major Activity Centres in the NEIC and reference the research function as well as health and education.
10.		Vision Statement 5 Council supports the focus on affordable housing but more support is needed on delivery.	See comment 30 and 31.
11.	14	Vision Statement 6 Protection of the existing tree canopy should be emphasised as well as the provision of new trees.	Recognise the significance of existing trees and the need for their protection.
12.	15-16	Map 1 - As discussed further in the comments below, the Postcode 3081 Urban Renewal Area should be referenced, rather than the Olympic Village in	Correctly reflect Banyule's primary location for urban renewal (Postcode 3081) that is

	<p>Heidelberg West. The Postcode 3081 Area is within the Latrobe NEIC and includes parts of Heidelberg Heights, Bellfield and Heidelberg West (including Olympic Village). The Postcode 3081 Urban Design Framework has been prepared to guide housing renewal in this area. It has been reflected in the Banyule Planning Scheme and will help guide the appropriate built and landscape form outcomes for housing change and the area's future identity with a focus on urban renewal along major roads, around centres and at interfaces with parks. See the Postcode 3081 Urban Design Framework.</p> <p>The features of the NEIC are clustered close together in this map and are difficult to read.</p>	<p>recognised in Plan Melbourne as part of the NEIC.</p> <p>Improve readability of the map.</p>
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Chapter 4 – Productivity

Comment No.	Page No.	Comments	Recommendations
13.	20	<p>Strengths Highlight the health, education and research strengths of the region, which are concentrated in the NEIC.</p> <p>Opportunities to leverage increased economic and environmental outcomes, to drive research & innovation (especially in the Industrial areas) should be described.</p>	The strengths of the region should be better described.
14.	20	<p>Challenge A further challenge to industrial land is that is under pressure from low employment generating/non industrial uses occupying industrial areas.</p>	This additional pressure on industrial land being lost to non-industrial land uses should be noted.
15.	23	<p>Direction 1 This is generally supported, but more detail is needed on what 'develop' or 'facilitate development' might actually mean. Plan Melbourne already provides detail on the NEIC – so this Plan should ideally further elaborate.</p>	A lead agency needs to assume responsibility for coordinated planning for the La Trobe NEIC to secure the best possible outcomes for health, housing, research, jobs, investment, education and transport planning as a leading regional priority. More detail is needed in the

			Implementation to support this outcome. See also comments in the Implementation Section.
16.	23	<p>Direction 1 – Strategies 1 and 2</p> <p>It is not clear how these strategies will be enacted, and by who. DELWP has been identified as the lead agency for the relevant Action 2 in the Implementation Plan, but funding, specific projects and timing is still not clear. The NEIC was identified in Plan Melbourne in 2014, and to date only a draft framework plan has been prepared that was largely abandoned. If it is in fact ‘nationally significant’ - it doesn’t appear that the State is recognising this via implementation. More clarity should be provided to ensure that regional and inter-state accessibility opportunities afforded by NEL and Hurstbridge line duplication as well as future planning for SRL are accounted for at the earliest opportunity.</p>	Recommend clearer strategy for La Trobe NEIC planning and implementation. Nationally significant should mean that this is one of the highest priority locations in Melbourne and needs a governance, funding and leadership approach to support that status.
17.	23	The Heidelberg Business Park is within the NEIC and is identified as a regionally significant industrial area. Under Direction 1 it states that it can continue to evolve to support higher technology production and services, but it is not referenced in a strategy to highlight the need to support this transition of industrial area and ensure it complements and connects with the role of the NEIC.	A strategy should be provided to support the evolution of industrial areas, and for Heidelberg West, how it can complement other uses in the NEIC.
18.	23	<p>Strategy 3</p> <p>Epping Food hub is not within the NEIC. The opportunity to strengthen it’s connections to the NEIC is loosely described under Direction 1, but an individual strategy relating purely to the growth of this hub outside the NEIC should not be a focus of Direction 1.</p>	Any strategy under this direction should relate to strengthening connections between the Food Hub and the NEIC, with the relationship between the two clarified.
19.	24	<p>Other</p> <p>Figure 7 - La Trobe National employment and Innovation Cluster</p> <p>This Figure includes a list of ‘Key Directions’ for the NEIC. It is not clear what their purpose is. There is overlap with the strategies listed above.</p>	<p>Clarify the purpose of the ‘Key Directions’ and the overlap with the ‘Directions’ and ‘Strategies’.</p> <p>Number 5 in the list could be developed into a</p>

		<p>A numbered list at the bottom of the figure is also included that gives more information that could support strategies as recommended on comment 17 above, for example, number 5 states:</p> <p><i>Develop stronger links between La Trobe University, Heidelberg West Business Park and other nearby industrial land, and the Heidelberg Major Activity Centre.</i></p>	<p>strategy as recommended in Comment no. 17 above.</p>
20.	26	<p>Direction 03</p> <p>Under this direction it is stated that:</p> <p><i>There are 19 existing major activity centres, and five future major activity centres in the Northern Growth Corridor. These centres vary in size, role and function, and their potential for growth. Some are limited in size with minimal prospects for growth while others provide substantial opportunities.</i></p> <p>There is more to the story here as each centre has its own unique features beyond 'size' that will allow for different levels of growth and change.</p>	<p>Working in conjunction with State-led housing and employment strategies, up-to-date structure planning for each centre will best identify the future direction for each centre, generally led by each Council (the State should be clear where it will or may assume responsibility). New suburban rail loop stations will be a key focus as transit hubs and will require careful future planning to achieve a balanced outcome rather than simply 'maximising' high density outcomes.</p>
21.	41	<p>Table 6. – Greensborough AC</p> <p>Strategic opportunities should be elaborated on, in line with recent work that has been done by Council for the area of the Greensborough AC close to the train station. A new station will soon be provided by LXRP as part of the Hurstbridge Line Duplication Stage 2. Council and State should use this as an opportunity to test some of the strategies listed in this plan and work towards integrated whole of place outcomes as part of, or to follow on from, these significant infrastructure projects. Reference to 'maximising transit-oriented opportunities' has been made, but needs further information. This would reflect the intent of Action 1 of the Plan Melbourne Implementation Plan.</p> <p>Outdated reference to the 'proposed North East link' is made under the 'What</p>	<p>Expand on the list of considerations/opportunities:</p> <ul style="list-style-type: none"> - Improve connectivity, accessibility and legibility within the AC and to surrounding residential and open space areas. - Encourage urban renewal and housing growth opportunities within the centre. - Facilitate (rather than 'maximise') transit-oriented development opportunities that integrate with the AC. - Strengthen links to public and active transport networks

		<p>Needs to be Considered' column.</p>	<ul style="list-style-type: none"> - State government agencies should urgently discuss the outcomes that are being lost at Greensborough by not implementing key Plan Melbourne Policy. The 'opportunities' column should reflect the whole of place outcomes that a new train station ought to create as per policy. - Similar to the above point, the Integrated Transport Act also requires a more considered and holistic approach to new transport infrastructure and whole-of-place planning – which is not actually happening in reality. <p>Reference to the 'proposed North East link' under 'What needs to be considered' should be updated, as construction has already commenced.</p>
<p>22.</p>	<p>42</p>	<p>Table 6. – Heidelberg AC The direction for Heidelberg is generally supported. It is however recommended that the future or 'opportunity' for Heidelberg is changed (from sub-regional) to talk about its regional or even emerging metropolitan role given the importance of the health cluster around the Austin medical precinct and its employment generating function. This would also align better with the description of it's existing attributes as a 'State Significant health precinct'. The Heidelberg medical precinct is Victoria's second largest beyond Parkville – and therefore this ought to be reflected in the opportunity this presents to build upon it.</p> <p>Three major health institutions are currently undertaking master planning in Heidelberg and have a strong relationship to transport planning, the State's arterial road network and future land supply issues that extend beyond Council's capabilities to coordinate State bodies and funding priorities. Previous attempts</p>	<p>See comment #15 about appointing a lead agency for La Trobe NEIC.</p> <p>Recognise the significance of the Heidelberg Activity Centre to reflect regional or metropolitan significance of the health precinct within the A/C.</p> <p>The items listed under the column 'what needs to be considered' such as the SRL, need to be reflected in the strategic opportunities.</p> <p>Introduce opportunity action to bring together key State stakeholders to deliver clear plan for</p>

	<p>by the VPA both at the La Trobe NEIC level and the Heidelberg Station precinct to be involved in local planning and coordination were paused with no tangible outcome.</p> <p>Additional opportunities will need to be realised by a strong and decisive partnership between various State Government bodies involved in Heidelberg Activity Centre to map out its future – including DHHS (health planning) around land use and transport, DoT, SRL, NEL & regional impact of design (mentioned under ‘What needs to be considered’). The transport hub and interchange focus for Heidelberg ought to be recognised as an opportunity for the broader NEIC.</p> <p>Opportunities also now reflect the increased focus that SRL will bring in terms of expectations for housing, employment growth and what this might actually mean for local planning that Banyule needs to embark on.</p> <p>The reference to the network of small civic spaces around Burgundy Street referenced in ‘What needs to be considered’ was a recommendation of the previous Heidelberg Structure plan 2010, and is not an existing feature. The new draft Heidelberg Structure Plan 2021 is seeking to provide a network of highly permeable streets, paths and public spaces throughout the entire AC.</p> <p>The hospital precinct noted in ‘existing attributes’ should be the Heidelberg Hospital Precinct, which includes Austin, Mercy, Warringal and Heidelberg Repatriation Hospitals (not only Austin and Warringal).</p>	<p>medical, transport and growth expectations. The need to improve connections within the centre and the provision of public spaces throughout the centre should also be listed.</p> <p>Reference to the Austin Hospital throughout the LUFPP should be the Austin, Mercy and Warringal Hospitals. The Austin and Mercy are within one complex. Council typically refers to the Heidelberg Hospital Precinct, which includes the Austin, Mercy, Warringal and Heidelberg Repatriation Hospitals.</p>
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23.	42	<p>Table 6 – Ivanhoe AC Existing attributes' references Eaglemont Station, which is not within the Ivanhoe AC.</p> <p>'What needs to be considered' only references the heritage significance of Upper Heidelberg Road. The undulating and vegetated urban landscape with mature trees on ridgelines and in streets are a key feature of this AC that need to be highlighted.</p> <p>The unique features of Ivanhoe led to the application of mandatory maximum building heights throughout the centre, which are also a key consideration.</p>	<ul style="list-style-type: none"> - Remove reference to Eaglemont Station, which is in the Eaglemont Neighbourhood Activity Centre. - Expand the list of features under 'What needs to be considered'. - The strategic opportunity should be amended to better reflect Council's policies: <i>Accommodate housing growth and provide a broad mix of retail uses, commercial and cultural activities, employment options, and administrative and civic functions.</i>
Chapter 5 – Housing Choice			
Comment No.	Page No.	Comments	Recommendations
24.	52 - 53	<p>Projected Housing Requirements The 'aspirational housing distribution scenario' essentially redistributes an extra 1000 dwellings to Banyule from VIFs projections (13% of regional distribution) to be in line with Plan Melbourne's scenario of 70 % of new housing in Melbourne's established areas and 30% in greenfield areas. It is not clear how these scenarios are to be applied in practice, and whether these are targets that Council's will now be required to meet.</p>	<p>More information on 'projected housing requirements' should be provided. Any locations for growth should be identified in consultation with Council. The roles, responsibilities and expectation of both State Government and Council in delivering housing change should also be clarified. It should be acknowledged in the LUF that a large urban renewal area in Postcode 3081 has already been identified in the Banyule Planning Scheme to provide for housing growth and diversity. (See comment 12 above)</p>
25.	55	<p>Strengths <i>Opportunities exist to locate medium- and higher-density housing in and around</i></p>	<p>Support improvements to public transport so that it does not lag urban growth.</p>

		<p><i>metropolitan and major activity centres, the La Trobe NEIC, identified urban renewal areas, SRL precincts and in locations supported by good public transport.</i></p> <p>See comments on chapter 6 in relation to the need to improve public and active transport and support an effective 'network' that can support more growth in these locations.</p>	
26.	55	<p>Challenges</p> <p>The disproportionate supply of affordable housing has been acknowledged as a significant challenge specifically for this region, yet there are no clear strategies proposed as part of this plan to address it. See comment 30.</p>	This significant challenge for the region should be provided with clear strategies and actions that demonstrate how this will be addressed. See comment 30.
27.	59	<p><i>Areas in the east of the urban area including South Morang, Mernda, Eltham, Heidelberg and Greensborough are covered by vegetation protection overlays, environmental significance overlays and significant landscape overlays.</i></p> <p>Why have these areas been highlighted in the discussion on minimal change and sensitivity? If it is intended to highlight general areas of the Northern Metro region affected by these controls, these are not the locations you would expect to see listed as Banyule examples.</p>	Clarify the intent of this statement and correctly identify the sensitive areas east of the Plenty River, and in the south along the Yarra River, as well as our heritage areas within the report.
28.	59	<p>Strategy 24</p> <p>The use of the term 'maximise' throughout strategies is a concern. The need to provide housing growth needs to be balanced with the need to protect unique characteristics of certain locations.</p> <p>Banyule is a highly valued place by its residents and communities for the liveability it affords via a well balanced mixed of urban areas, open spaces, trails and parklands. Language such as 'maximise' is emotive and should be avoided with clearer explanation of the intent of housing strategies and how this might be developed sensitively, including discussion, as elsewhere about the intent around key or new transport infrastructure (I.e. SRL)</p>	The strategy should be reworded to reflect the need to balance competing objectives and use appropriate language.

29.	64	<p>Strategy 28</p> <p>Council was not consulted on the inclusion of the ‘Housing Investigation Areas’. It is not clear how these areas have been identified for inclusion, apart from simply their residential zoning and proximity to train stations. The ‘Housing Investigation Areas’ that have been identified in Banyule include Rosanna, Watsonia and Macleod. Table 11 states that these areas also have been selected due to their ‘absence of special characteristics’ however consultation with Council would have enabled neighbourhood character and vegetation values to be considered. Of particular concern is the inclusion of Macleod. The western side of Macleod Station known as the VC Estate is in the Neighbourhood Residential Zone due to its special characteristics, such as the Red Gums that are protected by the Environmental Significance Overlay Schedule 2 – Macleod Red Gum Area. The VC Estate is in the ‘Limited Incremental Area’ in the Residential Areas Framework at 21.06 of the BPS which <i>will provide for sensitively designed single dwellings and some dispersed medium density dwellings that respect the valued attributes of the existing neighbourhood character, with an emphasis on protecting trees and creating new opportunities for vegetation.</i> It is also included in the Bush Garden Area of the Residential Neighbourhood Character Policy at Clause 22.02 which states that <i>The VC Estate, in BG (West), has a sense of identity that is of local interest and should be respected with any new development.</i></p> <p>Rosanna and Watsonia also have vegetation controls and neighbourhood character features that need to be considered.</p> <p>Again there is concern about the use of the term ‘maximise’ as stated under comment 28.</p>	<p>More information on the identification and implications of the ‘housing investigation areas’ should be provided. Any locations for growth should be identified in consultation with Council.</p> <p>The roles, responsibilities and expectation of both State Government and Council in delivering housing change should also be clarified. It should be acknowledged in the LUF that a large urban renewal area in Postcode 3081 (including parts of Heidelberg heights, Bellfield and Heidelberg West) has already been identified in the Banyule Planning Scheme to provide for housing growth and diversity.</p> <p>Reconsider the use of the term ‘maximise’. The strategy should be carefully worded to ensure consideration of development potential is balanced with other factors.</p>
30.	65	<p>Direction 10</p> <p>This direction and strategies that sit underneath it are generalised statements that do not propose any specific approaches that could be used to address the need to provide affordable housing in the region.</p>	<p>A stronger commitment to the delivery of affordable housing is needed, particularly given the regions disproportionate demand. This should be in line with the recommendations the Planning Mechanisms for Affordable Housing</p>

			Ministerial Advisory Committee have made to the State Government. See comment 26, 30 and 31.
31.	66	<p>Strategy 34</p> <p>The supply of affordable housing in the Northern Metro region is noted as a particular challenge as the demand is significantly higher than other metro regions. Stating that it should be facilitated gives no direction on how this can actually be achieved.</p>	It remains unclear how the Government is actually going to ensure that affordable housing will be delivered through the planning scheme but a universal metropolitan-wide approach must be pursued rather than each region, that can be tailored to suit specific needs. This should not be left to individual Councils or groups of Councils to address.
32.	57	Map 3 – Northern Metro Region Housing Choice – replace ‘Olympic Village’ in Heidelberg West with the broader Postcode 3081 UDF area as discussed in comment 12.	See comment 12.
33.	68	<p>Action 5.</p> <p>A significant amount of work is required to complete this action. It is not clear what influence Council will have on the outcomes to be achieved, and what support will be provided from the State.</p>	Clarify with further detail in the implementation plan.
34.	68	<p>Action 6.</p> <p>Opportunities have already been missed to deliver on this action, despite this already being a key priority for the State. Surplus government land proposed for development in Banyule has included only a very small affordable component on one site, despite Council calling for this to be included in each proposal put forward by the State. More must to be done to require affordable housing to be delivered as part of State Government Projects in accessible locations.</p>	See comment 26, 30 and 31
35.	68	<p>Action 7.</p> <p>More information is needed on how these sites will be selected, whether State Government land will be included, and what key features (accessibility for</p>	More information is required on the partnership model, and support provided for delivery.

		example) will be considered.	
36.	68	<p>Action 8. Again, Council supports this action, but has already experienced missed opportunities for this action to be delivered, for example in Greensborough. There is an urgent need to improve integrated transport planning. Delivery of this whole of government approach to transit-oriented development is needed to strengthen links to public transport and activity centres, such as Greensborough and its planned new train station.</p>	The plan should commit to the appointment of an agency capable of overseeing whole-of-centre integrated land use and transport planning in partnership with Council on current and future projects so that city shaping opportunities are not missed. See comment 21.
37.		<p>Table 11 - Again reference to Olympic Village Heidelberg West should be changed to Postcode 3081 UDF area – see comment 12 and 57</p> <p>It should be noted that a Draft Heidelberg Structure Plan has been prepared and is currently on exhibition – which identifies integrated land use and transport outcomes particularly with the SLR.</p>	<ul style="list-style-type: none"> - Update reference to Postcode 3081 UDF area. - Reflect current work being done.

Chapter 6 – Integrated Transport

Comment No.	Page No.	Comments	Recommendations
38.	72	Council does not agree that the Northern Metro Region’s public transport network is well established. The inner region is well connected by train and tram, but this doesn’t equal a network. To become an effective network the bus connections between these rail services needs large scale improvement even in Moreland, Darebin and Banyule. In the outer municipalities it needs vast improvement.	More accurately reflect the existing public transport services.
39.	72	Road Network (arterial road capacity) and Public Transport Infrastructure (combined with limited new employment Land Use) proportional investment has significantly lagged urban growth. Often suburbs reach 80% build out before funding is committed, resulting in extended average commute times for all trips (not just to/from work) that are reliant on private motor vehicles.	Acknowledge this challenge and provide corresponding strategy.
40.	72	This plan should incorporate work currently being done on a Northern Region	Incorporate the Northern Region Bus Review.

		Bus Review by the Northern Councils Alliance (NCA). This is a high level strategic review that includes an analysis of a possible bus duplication to the SRL, smart bus review, Melbourne Airport and local and regional bus services.	
41.	77	<p>Council does not agree that the cycling network is well established in the more populated part of the region implying that the job is only to expand to outer areas. It should be pointed out that the Strategic Cycling Corridors (SSC) network is largely missing in Banyule even though the map has been in place for many years (as PBN initially) and has recently been officially released from DoT (as SSC).</p> <p>Council also highlights that major connecting pieces of cycling infrastructure are not being delivered alongside the LXR P Hurstbridge Rail corridor – despite the fact that they represent major regional missing links i.e. Greensborough to Eltham (which would connect Plenty River, Yarra River, Diamond Creek Trails) and link key activity centres, high capacity PT and regional tourism opportunities).</p> <p>Map 5 (integrated transport current state) should differentiate between those SCCs that have been built and those that are mapped - or legend should note SCC (Indicative).</p> <p>Pedestrian access has not been addressed as part of the discussion on the 'Active Transport Network'.</p>	<p>Acknowledge this challenge and provide corresponding strategy.</p> <p>Provide discussion on pedestrian connections as well as cycling.</p> <p>Strategy ought to reflect opportunities to deliver key shared trail infrastructure as part of the LXR P program. See also comment 45.</p> <p>Strategy should also reflect need to support electric bike infrastructure in areas with more challenging topography.</p>
42.	78	<p>Strengths Reference to access improvements in the region only mentions the SRL – not the North East Link or LXR P projects.</p>	Other shorter term access improvements should be mentioned.
43.	78	<p>Challenges Improvements needed to connections between modes of transport also needs to be mentioned.</p>	<p>Highlight the need to improve intermodal connections. Consider e-bike and e-scooter discussion and infrastructure also.</p>

44.	79-80	<p>SCC mapping in Map 6 (integrated transport 2050) is exactly the same as Map 5. So effectively, there no change in 30 years. This is surprising given Plan Melbourne Strategic Direction 13 (p87) and to a lesser extent 15 and Strategy 44 (p82).</p> <p>Within Banyule the C2 routes along the Hurstbridge Rail corridor from Ivanhoe to Macleod and the C1 route along the corridor from Macleod to Montmorency and then onto the Diamond Creek Trail in Nillumbik should be added. (Mapping of all are visible in Figure 16 p.85-86).</p>	At minimum you would expect to see C1s and C2s mapped here and some idea of extent of delivery.
45.	81 & 89	The use of the PBN acronym (Principal Bicycle Network) needs to be supported by context. It is used twice (p. 81 and 89). There is no discussion how State's approach to the PBN has changed and how it now relates to the Strategic Cycling Corridors and the other 4 specialised bike route classifications. Effectively the PBN is the universe of all cycling routes. It covers much of the 'old' PBN but has added emphasis that SCCs are targeted at all ages and abilities.	Clarify the role of the PBN and the SCC.
46.	78	<p>Directions 12 – 16</p> <p>Directions 12 to 16 are high level and align with Banyule's strategic directions. Directions 13 and 15 (active transport and public transport to NEIC and activity centres) and Direction 16 (freight movement which we are supporting with the NEL) are most directly applicable in Banyule.</p>	See comments below on these directions.

47.	81	<p>Direction 12</p> <p>Bell Street has been designated as an east –west freight corridor – this must be qualified as it is not for large freight as its not suitable in this inner area and ought to be reconsidered in the light of the NEL as the missing link for freight in a regional south-east to north-west context. Also, if it’s a freight route then the SSC will need to be reviewed as it may not be a good fit to share this road. The alignment of this SSC requires more consideration in collaboration with the affected Council’s (Moreland, Darebin and Banyule).</p> <p>The capacity of the regional bus network needs to be enhanced. This needs to explicitly include the middle/lower municipalities where it is still needed as well.</p> <p>There is a lack of discussion around the need to reduce car use and reduce car parking in general to allow both public transport on road priority and dedicated cycling lanes to promote active transport. The only reference to car parking is this quote in Direction 12 - <i>“Public and active transport access for workers to industrial precincts should also be improved to reduce car use and car parking demands in these locations”</i>.</p>	Review the freight corridor and SSC in consultation with relevant Councils, particularly in the light of the NEL and its implications for freight in a regional context. See also comment 51.
		<p>Strategies 41 and 44</p> <p>These strategies require urgent action, as discussed throughout this submission, opportunities to provide integrated transport interchanges and connect different modes of transport with activity centres are already being missed, for example in Greensborough.</p>	Provide an action to support these strategies.
48.	87	<p>Direction 13</p> <ul style="list-style-type: none"> This direction needs to be strengthened. The two associated strategies 45 – integrating with the SRL and Strategy 46 - improving bus connectivity, are significant and important strategic objectives that are not fleshed out much. Strategy 46 refers to prior to the SRL delivery, which is absolutely needed, but it is far from clear how this will be done. There is no mention of Victoria’s Bus Plan 2021 or bus priority measures. 	Strengthen this direction and corresponding strategies.

		<ul style="list-style-type: none"> • Strategy 46 requires urgent development and implementation, given that SRL is a 30 year project. Bus service connectivity must identify measures for use within 5 years. • Provide more emphasis on the transformative potential of strategic transport projects, such as the North East Link and Suburban Rail Loop, to shape the La Trobe NEIC. 	
49.	87-89	<p>Direction 15</p> <ul style="list-style-type: none"> • Direction 15 has a set of strategies that relate only to active modes, assuming that public transport will benefit if walk up and cycle up are improved. • 20 minute cities are not just about active modes which is how Plan Melbourne and its derivatives here tend to place it. • Strategies 50, 51, 52, and 54 are good but quite generic with little insight into how these will be achieved. • Strategy 50 & 51 assume that subdivision is sequential. Out of sequence subdivision is common, therefore necessitating the creation of interim walking and cycling connections to encourage these modes of transport ahead of private motor vehicle trips. • A Movement and Place plan for La Trobe NEIC, (applying using DoTs Movement and Place Framework) should be considered. 	<ul style="list-style-type: none"> • It would make more sense if Direction 13 was reserved for public transport and Direction 15 was specifically about active transport. They are in effect, but not in description. • More regionally specific, deliverable strategies should be provided. • Adjust strategy 50 and 51 to remove incorrect assumptions. • Consider reference to DoTs Movement and Place Framework for key locations.
50.	90	<p>Direction 16</p> <p>The Direction 16 section doesn't mention the role of the North East Link (NEL) which is a significant oversight, as freight was one of its primary stated functions. The freight network does have to get from M80 to southeast region via NEL.</p>	Acknowledge the role of the NEL and the contribution it will make to the freight network.
51.	91	<p>Actions</p> <p>Few actions are listed to address the listed 'Directions' and 'Strategies'. The Integrated Transport theme has only two, which won't cover off on most of the</p>	The list of actions should be expanded.

		preceding strategies.	
52.	91	<p>Actions</p> <p>Integrate the next steps of the Northern Councils Alliance - Northern Transport Strategy as set out below:</p> <p>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.</p> <p>The next steps are to:</p> <ul style="list-style-type: none"> • 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. 	Integrate the next steps of the Northern Councils Alliance work.

53.	91	<p>Actions</p> <p>Consider addressing the following (as resolved by Council on 9 Aug 2021)</p> <ul style="list-style-type: none"> • Endorse the actions of the Northern Transport Strategy (as set out in the above comment) • Require a State Government commitment to produce a Victorian Transport Plan (as required by the Transport Act 2010) • Review and implement the SSC in the region including Banyule as a priority 	Expand on the existing list of actions as described to address issues specific to the region.
54.		<p>Other</p> <p>Council endorsed the final report of the Northern Region Transport Study this year. Whilst approving of the intended next steps and strategies, and that they will improve transport accessibility and connections, Council is seeking support from the six other Councils in the Alliance to advocate for a Victorian Transport Plan. Council has also requested meetings with state members to ensure the implementation of the SCCs as a priority to meet the State objectives of this program.</p>	The need for a Victorian Transport Plan and review and implementation of SCCs should be included.
55.		Council has concerns about the lack of integrated transport planning and community consultation around major transport projects.	This issue should be addressed in this plan.

Chapter 7 – Liveability

Comment No.	Page No.	Comments	Recommendations
56.	94	Banyule is not well represented in this theme/chapter. Under the heading 'Regional Parks', a Banyule example should be included such as Yarra Flats Parkland. Under the heading 'Biodiversity' the Eltham Copper Butterfly could be included, and an example of flora could be the Matted Flax Lily.	Include examples that are relevant to Banyule.
57.	95	Make reference to the 2020 Bulleen-Banyule Flats Cultural Values Study, undertaken by the Wurundjeri, which has informed the Bulleen Land Use Framework Plan.	Ensure consistency with other State Government Plans.
58.	99	A bullet point on page 7 references the Northern metropolitan trails	Correct this reference.

		strategy. This should reference the Northern Regional Trails Strategy. Additionally, Moreland should be included in the LGA's nominated given the municipality is a member Council associated with the Strategy.	
59.	99	Challenges <ul style="list-style-type: none"> • Ensure the current provision of open space is maintained or increased going forward; • Improve access to open spaces where there are existing gaps in the network; • Mitigate barriers that prevent convenient and safe access to open space; • Ensure environmental infrastructure is equitably distributed and is designed to accommodate diversity of use. 	Acknowledge the existing challenges in the region.
60.	103	Include stronger references to the Yarra Strategic Plan (particularly the greater urban parklands and healthy waterways) which is in the final stage of Ministerial approval.	Ensure consistency with other State Government Plans.
61.	106	Banyule examples should be included under Direction 20.	Ensure the Direction has relevance to the entire region.
62.	106	Actions It is not clear who is responsible for the funding and delivery of these actions. Not all strategies are represented in the list of actions. It is not clear how they will be acted on.	Expand on the list of actions and clarify the 'Implementation' section.
Chapter 8 – Strong Communities			
Comment No.	Page No.	Comments	Recommendations
63.	110	Strengths and Challenges: The regional strengths and challenges, whilst loosely resonating with the Northern Horizons 2020 <i>Building Communities Connecting People Report</i> , don't seem to adequately reflect the Northern Metro Region.	Banyule advocates for a more nuanced interpretation such as is represented in the Northern Horizons 2020 Report.
64.	110	Directions and Strategies	Review Directions and Strategies to ensure they

		The <i>Building Communities Connecting People Report</i> prepared by Northern Horizons provides a more nuanced and specific representation of the North's strategic directions. By extension the strategies in this plan would ideally be consistent with those in the Northern Horizons report.	are consistent with the Northern Horizons report and address the specific needs of the Northern Metro Region.
65.	108	State of Play - Community Profile The selection of suburbs specifically referenced as having higher levels of disadvantage has excluded suburbs from Banyule. For the sake of accuracy, Banyule advocates for Heidelberg West to be represented, as this suburb experiences higher levels of disadvantage on the SEIFA than Thomastown, Lalor and Roxburgh Park.	More accurately reflect the community profile of the region.
66.	112	Direction 21 Without universal provision ratios built in, it is going to extremely difficult to assess and plan for equitable provision of social infrastructure.	Include strategies that will support the equitable provision of infrastructure across the region.
67.	113	Strategy 68 As the provider of a range of existing social infrastructure, Councils will experience difficulties responding to the strategy as it relates to 'near activity centres' without significant levels of funding supports.	Further information is needed on how this strategy will be funded and supported by the State.
68.	114	Direction 22 and Strategy 74 Provision of kindergarten facilities is not represented and this is a significant challenge for the North with the 2022 introduction of funded 3yr old kindergarten.	Reflect this specific challenge for the region.
69.	116	Action 14 Including only a single action for the North is of concern. With reference to the Northern Horizons 2020 Report, there is an interdependent series of development responses required to improve social infrastructure. Action 14 appears to focus on one enabler only -flexible and multiple use of community spaces. This action is considered insufficient to address the region's directions	Further develop relevant actions to address the community infrastructure needs of the region.

		and strategies and will do little to unlock potential to realise growth in the region. Further, referring to an action to develop a methodology fails to acknowledge the significant level of work already undertaken by Northern Metropolitan Partnership. It can be argued the methodology is developing in the region through coordinated partnerships.	
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Chapter 9 – Sustainability and Resilience

Comment No.	Page No.	Comments	Recommendations
70.		Direction 24 Include the need to find a sustainable way to meet the increasing energy needs of the hospitals in La Trobe NEIC. The draft Heidelberg Structure Plan includes an action around exploring feasibility of a Precinct Energy Plant to generate electricity on site, rather than a traditional substation (which is currently at capacity). By using cogeneration technology, a Heidelberg Precinct Energy Plant could distribute energy (powered by renewables), not just for the hospitals, but also for other institutions, business parks or areas with high energy usage.	Consider commitment to a State Government trial in the Northern regional to showcase precinct-led energy schemes.
71.		Strategy 80 This reads as a design guideline for new developments. How does this correspond with an action in the plan?	Clarify how this strategy and others in the plan will be acted on.

Chapter 9 – Implementation

Comment No.	Page No.	Comments	Recommendations
72.	139	Action 2 is supported and is of great significance to Banyule. More detail is needed in 'Implementation' to support this outcome. See comments 15 and 16 above.	Provide more detail on how this Action will be implemented. See comments 15 and 16 above.
73.	139	The outline of the five-year implementation is useful, but more information is needed on funding support, timing, and the relationship to other related outcomes, such as the City Deal, Northern Horizons and relationship to the <i>Victoria's infrastructure strategy 2021–2051</i> . The plan needs to be clear in terms of alignment, priorities and implementation.	Provide a clear line of State led capital investment linked to actions and additional funding support for local Councils to implement.

<p>74.</p>	<p>139</p>	<p>The inclusion of the Implementation Plan is welcomed as it gives a guide to the lead agencies and partners who will deliver the actions of the draft LUF, however the number of 'actions' is limited, very few 'strategies' are addressed, and further clarity is needed on the resourcing, timing and delivery models. See comments throughout this submission on particular actions.</p>	<p>Provide clear resourcing and timing commitments in the Implementation Plan.</p>



Minutes Reconciliation Action Plan Committee

8 September 2021

MINUTES OF RAP ADVISORY COMMITTEE**8 SEPTEMBER 2021**

RAP Advisory Members Present

Uncle Charles Pakana, Uncle Owen Butler, Shelly Ware, Shane Grigg, Maddie Miller, Julio Estorninho, Sue Harris, Tom Conley. Helen Pereira

Councillors

Cr Peter Dimarelos

Council Staff

Kath Brackett, Theonie Tacticos, Les Chessells (Contact Officer)

Apologies

Mayor Cr Rick Garotti, Catherine Bradley, Banyule Community Health

Meeting met quorum requirements

CHAIR: Cr Peter Dimarelos

1. Acknowledgement of Traditional Custodians and Diversity Statement

We acknowledge this meeting is being held on the traditional lands of the Wurundjeri Woi-wurrung people and we pay our respects to all Aboriginal and Torres Strait Elders, past, present and emerging, who have resided in the Banyule area and have been an integral part of the region's history.

Our community is made up of diverse cultures, beliefs, abilities, bodies, sexualities, ages and genders. We are committed to access, equity, participation and rights for everyone: principles which empower, foster harmony and increase the wellbeing of an inclusive community.

2. Committee member meetings

This is the first assembly of the Banyule City Council RAP Advisory Committee.

3. Housekeeping for online meetings

- Recording the meeting for minute taking purposes – permission granted
- Please use mute when not talking
- Comments welcome through the chat function
- Use 'raise hand' function if you wish to speak

4. Introductions and new committee member acknowledgement**Group**

- Cr Peter Dimarelos introduce himself
- Each Committee member introduced themselves quickly (as this was done during induction)

The Committee members are residents of Banyule with varying experiences and backgrounds i.e. from Journalism, educators, media, Aboriginal specific researchers, facilitators, project development work, previous experience in developing and advising of Reconciliation Plans (with different organisations such as Carlton FC and government organisations). Also, involvement in other external groups such as Schools, Lions Club, Toast Master and liaison positions within Fire Rescue Victoria. Members of Banyule Reconciliation also represented. Three of the members sit on the Barrbunin Beek Gathering Place Committee (Chair, Deputy Chair and Member positions).

- Banyule City Council staff introduced themselves and explain their role and involvement in the Committee

MINUTES OF RAP ADVISORY COMMITTEE**8 SEPTEMBER 2021**

5. RAP Advisory Committee Terms of Reference**Contact Officer**

There was a recap of the purpose and processes of the Advisory Committee which had been discussed at the induction session and included in the Committee Welcome Pack and terms of reference.

- What is good governance
- Confidentiality
- Code of contact
- Structure of meetings and call for agenda items
- Meeting dates for 2021 – 2022
- Discussion re: alternate Chair i.e. selection, responsibilities, eligibility (Aboriginal and or Torres Strait Islander person) – provide an opportunity for the group to decide on an agreed process of selecting alternate chair. Three options i.e. rotating chair, annual year or for the full term. Selection must include a backup person is if Co-Chair is no longer on committee, unavailable or unexplained absence.

Discussed

The Committee members discussed the option of have a yearly Community representative as the Alternating Chair. This result in discussion of not having an alternate Chair but a yearly Co-Chair, who with the Chair (Cr Peter Dimarelos) will alternate “meeting to meeting” the Chairing responsibilities. I.e. the next meeting Chair will be the Co-Chair.

It was agreed the Co-Chair responsibilities are the same as the Chair responsibilities i.e. calling for agenda items, shaping agenda, meeting with Chair and Council staff as per terms of reference. As the Committee is of two year duration there be consideration of gender balance within the Co-Chair role.

Action: Interested members to email Les with their own self-nomination by 18th of October 2021 (date added in for administration purposes)

Action: A PD for Co-Chair of RAP Advisory Group be developed by 18th of October for circulation to the membership for comment (date added in for administration purposes)

Discussion – Re remuneration for the Co-Chair role to acknowledge the extra work and responsibilities to be taken on. Suggestions that a recommendation be made that an extra fee be paid to reflect the consultative work of the Co-Chair role and responsibilities.

Action: The Contact officer prepare a report for Council consideration regarding the RAP Advisory Committee recommendation for additional remuneration for the position of Co-Chair in recognition of the additional workload and responsibility of this role.

Contact officer advised at the next round of Barrbunin Beek Governance training (Post COVID restrictions – To Be Advised) that an invite will be extended to support Committee members if required.

MINUTES OF RAP ADVISORY COMMITTEE**8 SEPTEMBER 2021****6. General Discussion****Contact Officer**

- What are some of the assets/positive aspects of Banyule's Aboriginal and Torres Strait Islander communities?
- What has Banyule done well in the past to support Aboriginal and Torres Strait Islander communities?
- What do you think at the biggest issues facing Banyule's Aboriginal and Torres Strait Islander communities?
- Where are the gaps/needs that Council can improve on to support Aboriginal and Torres Strait Islander communities?
- What is your vision for the Aboriginal and Torres Strait Islander communities of Banyule?
- Where are our Advocacy opportunities?

Discussion from above included the following:

- In some parts of the municipality there is not enough to promote Aboriginal and Torres Strait Islander communities (this includes programs, services, and signage). There is a feeling of not being represented.
- Celebrate and promote the rich and beautiful culture of the area,
- Engagement should not just be for Reconciliation and NAIDOC weeks, it must go beyond that.

7. RAP – Action review process**Council Officer**

Discussed

- Committee's role in overseeing the current plan
- Explain the RAP tracker document and how it is used
- Communities and partnership identification
- Review of timeframes for action
- RAP Advisory sitting fee/ reimbursement payment processes

Discussion:

Comments from the Committee included

- RAP tracker enables the tracking and monitor the plan in real time.
- Accountability – keeping Council accountable to its commitments
- Actions are not just about 'ticking boxes' but must be meaningful.
- Enables the contribution of members.

Advised the nominated sitting fee is \$60 per meeting for Aboriginal and or Torres Strait Islander members only.

Action: Contact officer to arrange payment for eligible members.

8. Inclusive Banyule Advisory Committee**Kath Brackett**

- A new committee which will have stewardship of Council's Inclusive Banyule framework
- Advised that nominations also sought from the Multicultural Committee, Disability and Inclusion Committee, LGBTIQ+ Committee, and Age-Friendly City Committee

MINUTES OF RAP ADVISORY COMMITTEE**8 SEPTEMBER 2021**

-
- Meetings held quarterly, on Fridays, during the day

Discussed

Representation sought from the RAP Committee. The Committee recommended that those interested persons self-nominate. Consult with members if there are more than two. This is to enable discussion around how the nomination will be determined.

Action: Interested members advised to email Contact officer to nominate for the above committee as soon as possible.

9. Communication and updates**Contact Officer****Officers**

- Information sharing outside of meetings – monthly communication email from Contact Officer with relevant information, events which can be shared with respective communities.
- A Microsoft Teams channel is also being set up for each committee.
- Draft Council Plan 2021-25 and draft Financial Plan 2021-31 Council Plan are ready to go out for public exhibition. Public exhibition of these plans ends on 07 September 2021. More information will be emailed out.
- Barrbunin Beek Update –
 - Banyule City Council to now act as the auspice, following request from Barrbunin Beek Committee
 - Coordinator position being advertised,
 - Oversight of the Barrbunin Beek premises comes back to Council.

10. Other business**Group**

- Nil

Meeting close

Next meeting: Wednesday 10th of November 2021 5pm to 6.30pm

Venue to be confirmed



Banyule Arts & Culture Advisory Committee Minutes

Thursday 2 September 2021, 6.00pm – 7.30pm

Online: MS Teams

MINUTES OF BACAC MEETING2 SEPTEMBER 2021

Present**Council Officers**

Cr Elizabeth Nealy, Cr Peter Dimarelos, Cr. Alida McKern, Kath Brackett, Hannes Berger, Steph Neoh, Nicole Maslin

Committee Members

Kate Hansen, Kevin Ritchie, Genelle Ryan, Craig Eloranta, Joanne O'Hara, June Gassin, Janelle Dunstan, Caroline Wall, Leah Crossman, Paul Higgins, Deb Lemcke, Amy Stephenson.

Apologies

none

1. Welcome and Introductions

Cr Nealy declared the meeting open, acknowledged the traditional owners the Wurundjeri willam people, read the Banyule Diversity Statement and welcomed all present and noted apologies.

- Everyone was invited to introduce themselves (30 seconds each)

2. Banyule Arts & Culture Program Overview

- Hannes outlined the Aims / Structure / Programs of Arts & Culture at Banyule. Arts & Culture Strategic Plan, which aligns with City Plan Objectives. Arts & Culture Program can be categorised into these streams:
 - Ivanhoe Library & Cultural Hub
 - Festivals
 - Sector Development
 - Public Art
 - Cultural Development
- Cultural Outcomes Framework – basis for Banyule's A&C Strategic Plan.
 - Culture as a policy domain of public planning – 5 pillars of sustainable public planning: Cultural, Environmental, Social, Economic, Governance.
 - 5 Cultural Outcomes that we program to, and evaluate against:
 - Stimulation
 - Enrichment
 - Insight
 - Belonging
 - Appreciation
 - Ultimate goal: people are engaged in meaningful and culturally vital lives.
- Questions/Comments:
 - Paul Higgins – less than 1% of air time given to the arts in ABC news – discussion of having Arts headlines, much like sports, etc. Opportunities for Banyule to include ABC News in media releases and create Arts news points for ABC.
 - Paul Higgins - Soundscapes as part of public art
 - June Gassin - Philanthropic arm of Banyule Council, to fundraise for the arts, to support local arts industry
 - Kevin Ritchie – art during Covid – example of Alphington Community Centre, localised installations/displays of art, to delight and inspire local community

3. Cultural Vitality – Discussion

2

MINUTES OF BACAC MEETING**2 SEPTEMBER 2021**

- New 4-year Arts & Culture Strategic Plan will be a big piece of work in next 12 months.
- To frame our thinking as we head into this, keen to explore the meaning & intention of the primary goal of our existing Strategic Plan (will also be a driver in our next plan)
- 3 break out rooms to discuss (15 mins):

Goal: People are engaged in meaningful and culturally vital lives

- what does this mean to you?
 - what does it look like (successful examples)?
 - what is required to achieve it?
- Feedback to group
 - Culture is the outward expression of the values of a community/group. It's dynamic.
 - 2 levels of support – professional (creators) and community (participants). Need to allow all to get involved. Pathways for professionals, and pathways for general public enjoyment, etc.
 - Belonging – being able to contribute.
 - Need to go beyond ordinary to extraordinary
 - Knowledge sharing
 - Contributes to good mental health
 - Celebrating culture – re-enforcing, building community identity.
 - Placemaking. Need to use outdoor spaces creatively. Activating outdoor public spaces
 - Economic stimulation as well as social
 - Local experiences – having cultural experiences locally is really important. Need to provide the opportunity.
 - Pop-up, travelling experiences/activities, like an outdoor fair
 - Post-Covid landscape – recovery for arts sector, rebuilding. Requires strong attention.
 - Linking through from local to larger events/themes
 - Celebration of community/gathering, sharing experiences together
 - How values and identity of the community are captured and expressed
 - Commitment to arts embedded in policy and processes

4. Arts & Culture Working Groups

- Intention, model/structure & achievements
 - Model of working groups. Formed to work on/ through particular projects, challenges, issues. Usually strategic focus. These will now be invitational, less formal.
 - Previously, some working groups were formed and some met several times and worked through several projects, whilst others didn't meet at all – had no project to meet about.
 - New model – will form specific working groups as needed, rather than set up formal groups now. Take an 'as required' approach.
- BACAC's role in Working Groups
 - Members will be asked to express their interest in being considered for working groups, which will be formed if/when they are required. No obligation but we would like to know who we can approach to participate. Working Groups will be formed as needed and BACAC members who have expressed interest will be invited to participate based on area of expertise.
 - Some working group projects will align to BACAC formally – e.g. Art Collection / Acquisitions. Policy requires formal recommendation from BACAC to Council.
- Upcoming Working Group opportunities
- Art Collection Working Group – acquisitions into Banyule Art Collection during Works on Paper Exhibition.

MINUTES OF BACAC MEETING

2 SEPTEMBER 2021

- Festivals Working Group (new directions post COVID)
- Sector Development Working Group

ACTION: Hannes to distribute A&C Working Group information with Minutes. Call for EOI's in consideration for working groups.

5. What's On

- Banyule Award for Works on Paper (17 Sept – 28 Nov)
 - Currently on hold, awaiting news of easing of restrictions, to allow for delivery of artworks to the gallery, and for the exhibition to be installed. New dates of the exhibition TBC.
- Malahang Wellbeing Festival (24 October)
 - Also awaiting Covid updates, as to whether the festival will proceed or be cancelled
- Arts & Culture Project Grants (close 3 October)

ACTION: Hannes to distribute examples of former A&C grant funded projects and current guidelines – See Attachment 1

6. Questions?

- Who is the Arts & Culture Team?
 - Hannes Berger – Team Leader
 - Steph Neoh – Art Curator
 - Courtney Blackney – Arts & Culture Program Support Officer (ILCH)
 - Clarissa Crupi – Festivals Officer
 - Anthea Fahey – Festivals and Cultural Projects Officer
 - Hiroki Kobayashi – Arts & Cultural Development Officer
- List of Committee Members?
- Paul Higgins - echo Leah's comment about supporting professional sector, sector recovery

ACTION: Hannes to distribute names and details of BACAC membership to the group – See Attachment 2

7. Meeting Close

Cr Nealy closed the meeting at 7.45pm

Next Meeting: Thursday 4 November 2021 – in person, at ILCH, TBC

MINUTES OF BACAC MEETING**2 SEPTEMBER 2021****ATTACHMENT I****Arts & Culture Project Grant Recipients – 2020****Banyule Open Studios** (group application)

The Banyule Open Studios program will invite the community to visit local artists at work in their own studios. The Open Studios will take place in October 2021 (Friday 15th, Saturday 16th and Sunday 17th). The program will be supported by a virtual online open studios exhibition to gather interest and promote the physical open studios weekend. The online exhibition will be an essential part of the project by broadening the audience beyond Banyule and making it more accessible in light of Covid19. As part of the October event there will be workshops, performances, film viewings and artists available to answer questions about their work. Over 20 artists' studios will be opened to the public - showcasing 30 to 50 artists work. The community wide invitation will be friendly, inclusive and (unless ticketed) activities will be free. The aim of the program is to promote and introduce art to the wider community. It is hoped that links will be formed between educational institutions, local traders associations, aligned traders, arts associations and galleries.

Banyule Walk & Talk (individual application)

Banyule Walk & Talk is a four-part web series that highlights a different urban nature walk in Banyule each episode. Audience watch from home and are encouraged (and inspired!) to go and explore these local green spaces in their own neighbourhood. Each five-minute episode features two hosts (Lou Endicott & Troy Larkin) who take you around to a local green space and explore points of interest that make each walk unique. Points of interest may include: historical, cultural, environmental (flora and fauna) geological and geographical.

Omoon (individual application)

The creative development of 'Omoon' is an online-based community art project using upcycling materials such as toilet paper rolls, cardboards, fabrics and everyday materials in making puppetry characters and settings. The aim of the project is to document our individual/collective stories during the COVID19 lockdown in Melbourne. It is catered for young children aged 10 and above, as well as adults who are interested in learning how to make puppetry, creating storyline and basic video edit. The artists, Youbi Lee and Yee Wen (Ewen) Soo, will develop an interactive website, online workshops and tutorials to achieve this aim. Colourful Collective, Greenhills Neighbourhood House, Jets Studios, Transition 3081, Shop 48 - The Harmony Centre and Yarra Plenty Regional Libraries will be supporting this project through promotion, social networking and showcasing the final project. The artists will also be working in partnership with CERES Education (CERES Environmental Park) and Jets Studios (Banyule Youth Services) in the development of Omoon to cater for young people ages ten to twenty-one.

Artsish (individual application)

Artsish is a digital art showcase for Banyule artists from culturally and linguistically diverse (CALD) communities. The project aims to provide the people of Banyule with an opportunity to engage in a meaningful and culturally vital online experience. I aim to do this by creating an accessible, creative, and insightful showcase that the audience may access from their own home or even on their phones! The website will feature stories in the form of podcasts and excerpted quotations from featured artists alongside their artwork to create a connected, inclusive experience. This will allow viewers to feel involved in the artists' experiences and creations. In building this personal connection between the audience and the artists, I hope to develop a stronger sense of community here in Banyule. The project also seeks to stimulate the audience's curiosity and imagination by featuring unique, emerging artists and art in all its forms - fashion, music, dance, poetry and visual arts. By featuring CALD artists, I aim to provide insight into the CALD experience here in Banyule. I also aim to celebrate Banyule's cultural diversity and contribute to council's Multicultural Plan, which includes developing projects that promote anti-racist messages. I will also include opportunities for moderated interaction on the website

MINUTES OF BACAC MEETING**2 SEPTEMBER 2021**

such as a feedback forum and a hashtag for the audience to be featured on the website too. My hope is that this will encourage audiences to create artistic works themselves and will reinforce the project's community spirit.

STOP, LISTEN (individual application)

Install two listening shrouds (four in total) in two public park locations that subtly change the aural experience for those who encounter them. The aim of this project is to encourage deeper connection to place through listening to the environment, to provide an aurally-focussed public art project, and to do so in a way that is as COVID-19-safe as possible, particularly given the lack of public physical aural experiences available. Sites are selected to give the best possible public access while balancing vibrant fauna that produce acoustic phenomena.

Arts & Culture Project Grant Recipients – 2019**Banyule Maker Month** (group application)

March is Maker Month at Yarra Plenty Regional Library (YPRL). In Banyule, YPRL has identified interest by artists, creatives and entrepreneurs in professional development and networking opportunities to assist development, production and presentation of creative work within the library environment, beyond what is currently available. Supported by expert facilitators, library programming, local artists and organisations, YPRL plans to host a creative development program facilitating extension of skills, business strategy, marketing and tech proficiency strengthened by knowledge of local programs, services and supports. Planned activities include business development workshops, networking events, accountability tools, social media sessions and Maker Space workshops connecting arts and technology. A 'toolkit' will also be built on throughout the month, equipping participants with reference material, network information and practical skills, tips and strategies. YPRL will work collaboratively with the Banyule Arts and Culture team throughout Maker Month, ensuring effective cross promotion, service integration, network development and best practice service delivery across existing programs such as Pinpoint: Banyule's Creative Network. YPRL will also profile local makers, creatives and artists through library website and social media channels, during and beyond the program as part of the YPRL #Community Creatives series.

A Community of Reading - 100 years of the Ivanhoe Reading Circle (group application)

The project aim to celebrate and sustain the Circle's heritage for future generations, by expanding its visibility, audience and membership leading to enhanced community literary and cultural enrichment. This will be achieved by:

- hosting an engaging Centenary Event (April 2020). This Banyule Arts and Culture Grant funding is sought for this element of the project.
- partnering with organisations to co-host a range of other literary activities, as described in part 8. The Centenary Event will honour and highlight the Circle's historical legacy as follows. An Aboriginal Elder will open with a Welcome to Country. The Circle's Chair will introduce its historical legacy and the agenda. A local choir will sing a Psalm to reflect how a meeting began at the inception of the Circle. Well known journalist and author, Jane Sullivan will moderate a discussion with local authors Sarah Schmidt and Stuart Kells, on the value and future direction of community book circles. Heidelberg Theatre actors will perform readings from the Circle's first minuted paper presentation of a book read. The launch of an updated booklet which describes and analyses the 100 year social and cultural history of the Ivanhoe Reading Circle. A presentation of this booklet to the Banyule Mayor, Ivanhoe Library and Heidelberg Historical Society. Afternoon tea, display of memorabilia, commemorative Ivanhoe Reading Circle Centenary bookmark and 2020 syllabus. Participants will get a unique insight into the Circle's historical legacy, trends in reading tastes, availability of books, and literary interests of the residents of Ivanhoe and Heidelberg.

Winter Solstice Soundwalk and Storytelling Celebration (individual application)

I am proposing a Winter Solstice Soundwalk and Storytelling Celebration to be held in Wilson Reserve, Ivanhoe, June, 2020. To celebrate the shortest night of the year and the varied traditions it has inspired, this participatory art project centres on the theme of winter and the power of listening and story telling – how stories can emotionally contribute to our traditions, influence our ways of listening and perceiving, and foster our relationships to natural environments and each other. The celebration

MINUTES OF BACAC MEETING**2 SEPTEMBER 2021**

begins for each attendee with the reading of a story that theatrically frames a five- to ten-minute semi-lantern-lit soundwalk (wherein listening to the natural sounds of the surrounding environment becomes the sensorial focus of the walk). This story psychologically and emotionally transforms the environment each person then moves through. With their senses appropriately heightened, attendees can pay close attention to their perceptions as they move through the environment and question their position in and impact on the surrounding, active eco-system. Here a well-worn path becomes eerie, disquieting, and ultimately thrilling. Through this dark soundwalk, each participant will arrive at a brighter, lantern-lit celebration in which, over warm food, storytellers from various cultures residing within the Banyule area recite their traditional winter folk tales. Through these stories we can trace the cultural histories informing our relationships to winter, how we listen to each other and the natural world around us, how we listen depending on our emotional and physical circumstances, and how we respond, in kind, to nature throughout the coldest season.

ATTACHMENT 2**Banyule Arts and Culture Advisory Committee (BACAC) - Membership 2021-2022**

12 members – 6 new and 6 returning for a second term

Janelle Dunstan	Extensive experience in the arts and cultural development. Education: Master of Arts (Museum Studies) Monash University, Postgraduate Diploma of Visual Culture (Art history and Film Studies) Monash University, Bachelor of Arts (Fine Arts) Monash University Experience: Arts programming in a Library Context (YPRL, Thomastown Library 2014-2018). Various Administration and education positions at NGV, Monash University Museum of Art, Melbourne Museum (Immigration Museum). Crafts Practise with a focus on Jewellery and stationary. (2003-2008)
Genelle Ryan	Is passionate about the creative industries and has had a lifelong association including as a performing artist, a qualified arts manager (BA, Arts Management, Western Australian Academy of Performing Arts) and is currently working in the Infrastructure Assets and Delivery team at Creative Victoria, Department of Jobs, Precincts and Regions. Experience includes program and project management roles in the creative industries, tourism and events.
Craig Eloranta	Has been actively working in the events industry for over 10 years. Craig leads the development and delivery of a number of large scale community/cultural events and festivals for the City of Melbourne. Is passionate about community engagement and activation and the role this plays not only in the delivery of events but also in the legacy and placemaking opportunities this provides for a range of stakeholders. Current member of the Banyule Arts and Culture Advisory Committee. Current member of the Australian Amusement Leisure and Recreation Association (AALARA).
Caroline Wall	Masters in Cultural Heritage with Deakin University in 2018, shortlisted for the Rosalyn Lawry award for high academic results. Worked for AMaGA Victoria in the role of Museum Accreditation Program Co-Manager, working closely with a variety of cultural organisations to raise standards and guide organisations through Accreditation and Re-

7

MINUTES OF BACAC MEETING**2 SEPTEMBER 2021**

	<p>accreditation. In this role, Caroline works with organisations on strategic planning, conducting in-depth reviews of policies and procedures including collection policies, disaster plans, preventive conservation plans, exhibitions and education policies and plans, and reviewing onsite practice. Worked casually on exhibitions and public programs within the Arts and Culture team at Glen Eira City Council as History and Heritage Assistant, also assisting with wider arts and culture events, such as community festivals. Volunteered extensively within museums in both Melbourne and London, UK in exhibitions development and collections management.</p>
Kevin Ritchie	<p>Is a practising artist (in a part-time capacity), both in works on paper, as well as in the art of bonsai development. As part of these interests (passions), Kevin has been instrumental in helping establish and support exhibitions, education programs, and development programs to engage with the wider community in these fields. Kevin has worked with a number of arts tutors to expand his personal skills and knowledge, and, in turn, Kevin has supported them in seeking wider opportunities for them and their classes to engage with community and other public programs. Current member of the Banyule Arts and Culture Advisory Committee.</p>
Kate Hansen	<p>Arts & Culture Coordinator (Public Participation Team) at Yarra Plenty Ranges Libraries. Creative industries professional with strategic project management and communications experience across diverse communities and contexts.</p>
Leah Crossman	<p>Is an arts management professional with nearly 15 years' experience across many facets of the Australian contemporary art sector. For the past three years Leah has worked for the City of Darebin as the Art & Collections Coordinator, overseeing the management of the City's public art gallery, its art collection, and public art across the municipality. Leah has worked across various parts of the contemporary arts sector, including private galleries, local community spaces, fine art auction houses and public institutions working as a curator, manager, educator, administrator, and client liaison. Leah has built expertise across people and project management, communications and marketing, access and inclusion, and an in-depth knowledge of contemporary visual art. Leah's field of great passion is Australian Aboriginal and Torres Strait Islander art.</p>
Paul Higgins	<p>Paul has been self-employed in the recording business since 1986. His studios were originally based in Collingwood but in 2018 began the transfer to Heidelberg West. Paul now manages Empire Music Studios in Northern Rd along with the Kool Skools Youth music educational and vocational project now in its 25th year. Empire is the largest commercial studio group in Victoria and offers world class recording facilities for all types of music groups. Empire is also active in the areas of photography, graphic design, video production, artist development and music licensing. Career highlights include signing Delta Goodrem to a record deal with Empire when she was just 14yo and on-signing her to Song before her 16th birthday. Paul has also co-released artists with Roadrunner Records and has an extensive artist catalogue which is distributed by MGM in</p>

MINUTES OF BACAC MEETING**2 SEPTEMBER 2021**

	Sydney. Paul's label also developed young artists like Marc Collis and Natasha Duarte who he co-managed with Glenn Wheatley.
June Gassin	Director of the Horwood Language Centre, University of Melbourne 1993-2003. Extensive experience in promoting language learning and teaching in the University and in the wider community. Introduced an innovative Evening School of Languages Program offering foreign languages to over 500 adults in the community. Member of the National Trust and NGV. Over 12 years of experience in academic administration including roles as Associate Dean Information Technology and Multimedia in the Faculty of Arts. Responsible for a Faculty-wide staff development program introducing new technologies in learning and teaching. June has a keen interest in the visual arts and participated in the development of the Banyule Public Art Policy June has experience developing strategic and operational plans.
Joanne O'Hara	MA Arts Management from The University of Melbourne. BA (Hons) Literary Studies, University of the West of England, Bristol. Joanne has worked in the arts sector for over 15 years. Joanne's current role at Arts Centre Melbourne is working with a range of stakeholders in the performing arts, from commercial to community partners. Prior to this Joanne held roles at ACMI, NGV, MTC and Film Victoria. Joanne is a passionate advocate for the arts which has only increased after this last year and having seen how devastating the pandemic has been to artists, arts venues, audiences and creative development. Member of Arts Centre Melbourne and Heidi Member.
Deb Lemke	Deb runs a communications and event management business with a focus on the public and for purpose sectors. Deb is currently undertaking a Master of Arts, Art in Public Space through RMIT. Member of The Australian Institute of Company Directors since March 2013 – present. Is a highly experienced communications professional who brings skills in issues management, government relations, corporate and business planning, brand and reputation management, traditional and digital marketing, stakeholder relations and community engagement with a commercial perspective.
Amy Stephenson	Amy is an experienced Festival & Event Coordinator, educator and theatre producer, and has professional experience in promoting arts and managing major festivals and events. Amy's work experience includes; Festival & Event Coordinator, ACMI, 2013 – present, working with arts organisations and community groups to plan and deliver film festivals, live performance, and industry events including: MIFF, Korean Film Festival, & HRAFF; Educator, Fed Square, 2012-2014. Amy led history & architecture tours to students, focussing on Indigenous history, Federation & Fed Square as a civic space; Producer of production, Santa Maria College & Darebin Arts Centre, 2011-2014. Qualifications; Bachelor of Creative Industries, QUT, 2004-2006; Graduate Diploma of Education (Drama & Humanities), RMIT, 2009; Master of Arts and Cultural Management (partial), Melb Uni, 2013

MINUTES OF BACAC MEETING

2 SEPTEMBER 2021

Councillor Representation

Cr Elizabeth Nealy (Chair)

Cr Peter Dimarelos

Cr Fiona Mitsinikos (substitute)

<https://www.banyule.vic.gov.au/About-us/Councillors-and-Council-meetings/Councillors>



Banyule Environment Advisory Committee – Minutes

Thursday 9 September 2021, 6.30pm – 8pm

Online through MS Teams

Minutes of BEAC Meeting**9 SEPTEMBER 2021**

1. Present**Councillors**

- Cr Peter Castaldo – Chair
- Cr Alida McKern – Co Chair
- Cr Tom Melican – Substitute

Council Officers

- Jonathan Risby – Manager Transport & Environment
- Ellie Hall - Sustainability Officer

BEAC Members

- Jacinta Humphrey
- Lynne Siejka
- Michelle Giovas
- Denise Fernando
- Alex Tzikas
- Linus Mayers
- Paul Gale Baker
- Trivess Moore
- Jack Ellis
- Kellie Watson
- Vicky Rowe

Apologies

N/A

2. BECAAC Introductions

- The Banyule Environment and Climate Action Advisory Committee (BECAAC) (Formally BEAC) was established in December 1995 as a formal Council advisory committee to provide on-going community input to Council from residents committed to and concerned about a sustainable environment, particularly in relation to the development and implementation of strategic environmental documents and programs.
 - You have each been selected to join the committee because we believe you have a unique and relevant skill set, experience or community connection that will support us to ensure our environmental and climate action strategy is the best it can be.
 - BEAC have played a huge role over the years in ensuring the adoption of the Corporate Emissions Reduction Plan, the Community Climate Action Plan and the declaration of a Climate Emergency.
 - They have also supported the allocation of hundreds of thousands of dollars to community based environmental programs and initiatives through the Environment Grants.
 - Some of the things we'll be discussing over our term are;
 - Urban Forest Strategy
 - State of the Environment Report
 - New waste service implementation
-

2

Minutes of BEAC Meeting**9 SEPTEMBER 2021**

- Community Energy service
- And many more.

GETTING AN ISSUE ON THE AGENDA

- If you want something discussed at BECAAC you can email Ellie at least two weeks before the meeting. Not everything requested will be able to be included. And we will base the decision on the following criteria;
 - What is the desired outcome in raising the issue?
 - How will BECAAC be able to affect the issue.
 - Is the issue something Council has control over.

FORMAL RECOMMENDATIONS

- The strongest tool available to BECAAC is a formal recommendation.
- A committee may decide to bring an action item to the attention of Council, for their consideration and possible adoption.
- The wording of the Recommendation will be developed with the assistance of the committee and the Executive Support Officer, voted on by the members (in a meeting with a quorum) and noted in the meeting minutes.
- A quorum of BECAAC is one Councillor and seven BECAAC members.
- Council staff and Councillors will ensure the Recommendation is presented to Council in a timely manner.
- Council will decide if they adopt the Recommendation or not.
- Council's decision will be communicated back to the Committee at the following meeting after the Council decision is made, by the Chair.

3. Urban Forest Strategy**PPT Presentation attached to email.****Q&A**

Question	Answer
How many trees are there in Banyule? What should our target be for tree planting?	<i>Urban Forest generally talks about canopy cover rather than number of trees. There will be different uses for each tree, so instead of numbers the focus will be on retention and ensuring the best outcome for each tree planted. There are 76,000 street trees.</i>
Are there more trees in the public or private sphere?	<i>More in private</i>
Does Banyule have a heat island and extreme heat policy?	<i>Extreme heat is included in Emergency Management Plan and Heat Islands will be mentioned in certain strategic plans. The CAP sets out an initial action to develop a vulnerability assessment for Council to bring this data together.</i>

3

<p>Why to involve people who object to trees on the group? Why do people object to trees?</p>	<p><i>Elderly and worried about maintenance, don't want leaf mess, not enough car parking, worried about services underground, bin collection can be issue.</i></p> <p><i>Want to understand the reasons people do not want trees to be able to work around them and help community understand the benefit.</i></p>
<p>Business groups and retailers to apply for community consultation – why?</p>	<p><i>Want to understand and address concerns they may have.</i></p>

Discussion:

- Concern that canopy is vulnerable because of planning decisions would like to see advocacy there.
- Needs to be advocacy on intrinsic value of trees – build that value in the community.
- Developers need to be educated on value of trees – seeing too many fence to fence developments with no space for vegetation.
- Can we see 'protection of indigenous wildlife' as an objective in UFSP
- Seems to be opposing forces in Council with the loss of private trees and the gain of public trees.
- Trees not just being cut down, but being encroached on, leading to poor health and eventual decline.
- Need to address public canopy cover losses due to state gov initiatives, i.e. LXRA & NELP
- Building regulations need to change as many losses on private land are undertaken without permits, once they need a permit Banyule has strong controls.
- Banyule has strong controls but doesn't always use them effectively

4. Better Score Project

- Better Score Project background;
- The Better Score Project aims to improve thermal comfort, energy efficiency and uptake of renewable energy in Banyule households.

The process

- The first step is an energy audit on the home, which produces a scorecard assessment. The Scorecard identifies energy efficiency upgrades that are relevant to the home – considering areas such as lighting, hot water systems, heating and cooling, insulation and solar systems.
- The Scorecard will give the resident a list of things to do to improve the energy efficiency of their house it also gives the house an 'energy score'.
- Householders can then get reimbursed up to \$1,500 to undertake those upgrades.
- After the upgrades, the original assessor undertakes a variation assessment based on the upgrades and revises the scorecard, getting the house a 'better score'.
- Some of the upgrades previously undertaken have been upgrading insulation, replacing inefficient appliances i.e. gas hot water for heat pumps, replacing windows, draught sealing and installing solar PV.

Minutes of BEAC Meeting**9 SEPTEMBER 2021**

- This year the program had \$50,000 to allocate, which it did in 6 hours on the first day it was open. Obviously, this shows that there is great demand in the community for this type of program.
- For the next FY we will be looking to increase that allocation by 50% to \$75,000 to respond to that demand.
- The program responds to our Community Climate Action Plan in recognising that 28% of Banyule's emissions are coming from residential building energy, and one of the actions is to examine a range of economic levers to support the uptake of electrification and energy efficiency measures for residents and business owners.

Banyule Clean Energy Group – Paul Gale Baker

- BCEG has assisted seven residents on low incomes to access renewable energy and energy efficiency products.
- BCEG has installed solar PV on IDV building in Macleod through a Pick my Project grant from the State Government.
- BCEG has collected 25 residents' names for a waiting list for the Better Score Program.
- Recommendations from BCEG–
 - Council allocates additional funding to a new round of the Better Score Project ASAP
 - Council collaborates with BCEG on community engagement
 - Council opens talks with BCEG as a key delivery partner

Discussion

- Great to see the uptake this time round.
- \$500 of the \$1,500 goes to the pre/post check score carding, is there a way to lower this to put more towards upgrades.
- Should explore bulk buys as an option to help lower costs of installations. *(This is planned to happen in future rounds of the Better Score Project, the first rounds were about gauging demand for different products and then implementing different programs to deliver those)*
- Create a preferred suppliers list for residents *(Unfortunately, Council is not allowed to recommend specific suppliers, we have offered advice to residents about what to look for in a supplier and we can link residents to the State Governments website for a list of accredited suppliers)*
- Ensure links in with state gov funding. *(Already happening through the program)*
- Great program but need more education generally for energy efficiency measures. Then people can do some projects themselves without the program. i.e. draught proofing.
- Education fundamental.

5. Community Energy Innovation Grants

- The community energy innovation grants came out of an action in the CAP - support community led energy solutions.
- These grants are aimed at projects that have a wider community benefit. The Better Score and Solar Savers programs cater to individual households and businesses, this grant is meant to expand those benefits.
- The sorts of projects eligible for funding are;
 - Community Battery Storage – pre feasibility works
 - Renewable energy projects on social housing

*Minutes of BEAC Meeting***9 SEPTEMBER 2021**

- Community PPA development
- Bulk buys

2021 Community Energy Innovation Grants Application Timeline	
Key Date	Items
2 August 2021 Monday	Grants open
30 September 2021 Thursday	Grants close at midnight
5 October 2021 Tuesday	BECAAC receive COI declaration form
12 October 2021 Tuesday	BECAAC send back signed Declaration Form no later than this date to Environment Grant Officer
19 October 2021 Tuesday (or week of)	BECAAC are delivered a presentation outlining the key components of each grant application.
20 October 2021 Wednesday	BECAAC receive SmartyGrants login detail and documents to commence assessment. BECAAC will make recommendation based on <ul style="list-style-type: none"> • full grant application, • initial assessment and recommendations from Grant Officer BEAC has two weeks to complete the assessment.
3 November 2021 Wednesday	Deadline - please submit your assessment on SmartyGrants (Email environmentgrants@banyule.vic.gov.au to notify your submission)
17/18 November 2021	Announcement of the Community led Energy Grants successful applicants.

6. Community Climate Action Plan working group

- Banyule declared a climate emergency and we need to act like it. Be strategic and nimble
- Proposal is to form a community climate action working group
- Specialists speakers from abroad to come and speak to us in a working group.
- This could be to prioritise items for the budget process
- Could also work on targets – splitting actions between mitigation and adaptation

Process

- Approval of group by Director City Development

*Minutes of BEAC Meeting***9 SEPTEMBER 2021**

RECOMMENDATIONS:

The Banyule Environment and Climate Action Advisory Committee recommends that Banyule City Council allocates further funding to the Better Score project to ensure another round of funding can be implemented as soon as feasible.

Moved: Paul Gale Baker, supported unanimously.

- All supported an additional recommendation that Banyule City Council should join with BCEG on community engagement to work towards the delivery on better score.
- This recommendation will be investigated and raised once there is a better understanding of what this would look like.

7. Next meeting: December 9th 2021,

- Discussing waste service upgrade
- Request to talk about significant planning developments and NEL.
- In conversation around new waste service include discussion on how it relates to the CAP.

8. Council Reports

- PPA** - From 1 July 2021 to 30 June 2030, 100% of Council's electricity will be purchased through two power purchase agreements for renewably sourced electricity, reducing Council's 2018/19 baseline emissions by 56%.

Close. Next Meeting 9 December 2021



Banyule Multicultural Committee

Wednesday 25 August 2021, 6.00pm – 7.30pm

Microsoft Teams

MINUTES OF THE MULTICULTURAL COMMITTEE**25 AUGUST 2021****Present****Members**

Linda Liwewe, Louisa Ong, Susan Zhou, Baljit Singh, Ginger (Lan) Jiang, Mandira Panday, Ansum Sadik (Victoria Police), Suzanne Crenlin (Olympic Adult Education)

Councillors

Cr Fiona Mitsinikos (Chair) and Cr. Alida McKern

Support Staff

Kath Brackett, Theonie Tacticos, Lisa King

Guests

None

Apologies

Cr Mark Di Pasquale
Alaa Elzokm

I. Welcome and Introductions

Cr Mitsinikos opened the meeting at 6.05pm. The acknowledgement of the traditional custodians of the land, the Wurundjeri Woi-wurrung people and Diversity Statement were read. All committee members were welcomed.

Acknowledgement of Traditional Owners:

Banyule City Council is proud to acknowledge the Wurundjeri Woi-wurrung people as traditional custodians of the land and we pay respect to all Aboriginal and Torres Strait Elders, past, present and emerging, who have resided in the area and have been an integral part of the region's history.

Diversity Statement:

Banyule is a diverse community, made up of people from different cultures, beliefs, abilities, bodies, ages, sexualities, genders and identities. Council is committed to inclusion, access and equity for everyone. These principles foster cohesiveness, empower people and improve the wellbeing of the Banyule community.

This was the first meeting of the new Committee. Cr Mitsinikos and Cr McKern introduced themselves, their interest in the Multicultural Committee and the Ward they represent.

Committee Members then had an opportunity to introduced themselves, explain their background, links to multicultural community and why they have joined the committee.

Banyule City Council staff in attendance introduced themselves and explained their role and involvement with the Multicultural Committee.

Multicultural Committee Terms of Reference

The Multicultural Committee Terms of Reference were highlighted with specific reference given to the aims of the Committee, and an overview of good governance in local government.

The aim of the Multicultural Committee is to provide Council with advice and information on the evolving context of multiculturalism, and on inclusion, access, equity and human rights issues, barriers

MINUTES OF THE MULTICULTURAL COMMITTEE**25 AUGUST 2021**

and challenges facing, the opportunities available to, and the aspirations of, multicultural communities in Banyule.

Good governance is the processes for making and implementing decisions. It's not about making 'correct' decisions, but about the best possible process for making those decisions.

The structure of meetings was outlined, the meetings will continue virtually due to COVID-19 restrictions. The move to hybrid style meetings is an option in the future as well as an opportunity to meet face-to-face.

Working groups may be established during the term of this committee to further investigate specific issues that arise. These would run as smaller groups on an as need basis.

Committee member asked if there will be Committee work plan developed to ensure the Committee's time is well utilized and there is a clear direction going forward. It was thought that providing scope or structure to the work, as guided by the plan, will ensure a more effective and strategic approach. It was explained that this will occur along with the development of the new Multicultural Plan and that the Committee's knowledge and expertise will also be utilized to provide feedback and input on pieces of work in development across Council, where appropriate. The insight Multicultural Committee members can provide will help ensure a multicultural lens is applied over Council's work.

Committee member asked what Council was doing around issues in Afghanistan, and also the COVID-19 vaccination program. The role and scope of the Committee was outlined, and a discussion held about opportunity for advocacy to the State and Federal Government. In the past, the Committee has recommended letters of advocacy to be sent to government on important issues facing the community. Communication to local community was also discussed, it was explained that this can be done through Council's Communications Team. The Committee can be an asset in improving communication messages and channels to find more effective methods to communicate. Council values the information and input each committee member can share about what is happening in their own community.

Members of the Committee noted vaccination information provided by the Government has been done well, it has been translated into community languages and distributed to the Multicultural Community. It was also noted that specific work has been done with the Somali community by providing information through door knocking and by the development a short film and shown on a Somali television programs.

Decision was made by the group to add a standing agenda item where members can raise pressing issues. Each person will get a limited time to raise and discuss an issue they have identified.

2. General Discussion

Multicultural Plan

The process for developing the new Multicultural Plan was presented. It is a 4-year strategic plan that will guide Council's work over this period. The plan is a municipal wide plan, meaning it will encompass work from other areas of Council, as well as work with community partner organisations. The Multicultural Committee will be integral to the development of the plan.

The plan will be structured around the new Inclusive Banyule Framework which is replacing the previous Inclusion Access and Equity Framework. The Inclusive Banyule Framework uses the four pillars of social justice: access, equity, participation and human rights.

MINUTES OF THE MULTICULTURAL COMMITTEE**25 AUGUST 2021**

Multicultural cohorts who will be engaged as part of the consultation for the Multicultural Plan were identified and feedback from the committee gathered.

- Newly arrived communities
- Established communities
- International students
- Refugees and asylum seekers
- Skilled migrants
- Interfaith communities

Questions from the Committee regarding the mode of consultation was discussed. A series of questions have been developed and meetings scheduled to have one on one discussion with relevant stakeholders. This engagement process is also an opportunity for the Contact Offer to build relationships with key stakeholders to build partnerships going forward.

A survey is also in development which aims to gather community feedback and input across the multicultural, LGBTIQ+ and disability plans. This survey will be distributed as broadly as possible.

The Committee discussed strategies to engage with skilled migrants could be challenging as limited formal organisations exist, any ideas or suggestions on how this could be strengthened were welcomed. Opportunities to engage through Maternal and Child Health, childcare, kindergartens, schools and staff at Austin Hospital were identified.

Concerns around food relief and food security in some communities was raised by a committee member and it was noted that more investigation into what other organisations are doing and communities at risk is needed. Heidelberg Good Karma Network was identified to be helping community members access food during this lockdown.

Engagement Banyule's Multicultural Plan

Questions were proposed to the Committee to facilitate a discussion for the purpose of collecting data for the new Multicultural Plan.

What has Banyule done well in the past to support multicultural communities?

- Outdoor exercise equipment in parks - this was felt to be the best investment for the community to get people moving and accessing opportunities for physical activity.
- Banyule's Inclusive Employment Program was identified as an excellent program and a very important employment opportunity for the multicultural community and youth.
- Making funding available for festivals and celebrations has been great to bring community members together. The \$300 grant are a good start but too small to create an event for a larger group of people.
- A committee member would like to see more support for the establishment of businesses by the multicultural community. The community could benefit by making the process to start a new business easier and more accessible.

When you think about access for multicultural communities, what makes access easier or harder?

- It was acknowledged that there is a lot of written information available online, much of this information is available in community languages which is helpful and aids accessibility. It was noted that this information also needs to be distributed to the community where they are, or places they gather to better reach the intended audience.

MINUTES OF THE MULTICULTURAL COMMITTEE**25 AUGUST 2021**

- It was noted that Chinese people tend not to use Facebook, instead many connect and communicate through WeChat. It was felt that this was a more targeted communication channel to disseminate messages to Chinese or Mandarin speaking people. Council was encouraged to set up a WeChat account to share information.
- Most households have access to technology which allows them to get online, but there are still access challenges as many people have limited data to participate in online.
- Signage in public areas and Council assets often only in English. This was noted as an access challenge for some older community member who are unable to read English and they have struggled to understand signage around parks, public toilets.
A suggestion was made to use symbols where possible to communicate and to investigate the possibility of QR scanning to translate signage on Council assets.

Inclusive Banyule Advisory Committee

Banyule City Council is establishing a new overarching committee called Inclusive Banyule Advisory Committee. This Committee will help drive Council's commitment to inclusion and high-level advocacy. Members of this committee will represent the views of the Multicultural Committee and provide an update during meetings.

The population committees will have representatives from the Multicultural, LGBTIQ+, Disability, Reconciliation Action Plan and Age Friendly committees and key organisation. The committee will meet quarterly on a Friday afternoon from 1-3pm.

Committee members who would be interested in being part of the Inclusive Banyule Advisory Committee are encouraged to express interest by contacting Lisa King.

There was interest expressed by Committee members but there was concern about members' ability to attend the meeting if held during the day.

3. Other Business**Communicaiton and updates**

Council is investigating the establishment of a group on Microsoft Teams to allow ongoing communication outside of meetings. This platform will be private where only members of this Committee can have access. It would have a chat function to allow for conversations, upload of resources. More information to come.

4. Next Meeting

The next meeting is scheduled for Wednesday 20 October 6-7.30pm.



Banyule Disability and Inclusion Committee

Wednesday 15 September 2021 5.30pm – 7pm

Online meeting

MINUTES OF BDIAC ONLINE MEETING**15 SEPTEMBER 2021**

In the Chair	Councillor Rick Garotti	
Councillors	Councillor Alison Champion	
Committee	Nick Bamford, Kerryn Burgoyne, Sarah Hockey, Elizabeth Parry, Sam Cartledge, Allan Leenaerts, Parvin Ahadi, Alisha Rotella, Sharon Solomidid, Laila Fernandez, Ros Melling, Emma Lowe. Dani Stramandinoli	
Council Officers	Kath Brackett, Theonie Tacticos Michael Uniacke	Director Community Services Co-ordinator, Community and Social Planning Disability Planner
Support staff	Daniel Hately Mark Quinn	Auslan interpreter Auslan interpreter
Apologies	Donna Pritchard	

1. Welcome

Cr Garotti declared the meeting open and welcomed all present. He acknowledged the traditional Custodians and read the Council's Diversity Statement.

Banyule City Council is proud to acknowledge the Wurundjeri Woi-wurrung people as Traditional Custodians of the land and we pay respect to all Aboriginal and Torres Strait Islander Elders, past, present and emerging, who have resided in the area and have been an integral part of the region's history.

Our community is made up of diverse cultures, beliefs, abilities, bodies, sexualities, ages and genders. We are committed to access, equity, participation and rights for everyone: principles which empower, foster harmony and increase the wellbeing of an inclusive community.

2. Introductions

Cr Garotti invited those present to introduce themselves and speak on why they sought to join this committee. All committee members spoke. While most had had limited experience with local government, they were keen to learn and to contribute to Council's actions in making Banyule an inclusive and welcoming place for people with disabilities.

3. Committee Terms of Reference

The disability planner gave a run down of the common practices expected of members of Council committees, including conflicts of interests, code of conduct, and the expectation of attending at least 60% of meetings. Requests for particular agenda items should be made at least two weeks prior to the meeting. These and other practices are outlined in the Terms of Reference and the Welcome Pack, sent to Committee members.

3. Disability action plan

The disability planner delivered a brief presentation on the Disability Action Plan for 2022-2025, now being developed. All local governments are required to have Disability Action Plans (DAPs) under the *Disability Act*. They are guides by which the Council undertakes actions over four years to remove barriers to access and inclusion, and to ensure Banyule is a welcoming place for people with disabilities. The committee input will inform the development of the DAP, including the prioritisation of actions.

The following further points were made during a short discussion:

- * The current DAP for 2017-2021, near the end of its tenure, will be reviewed, and any outstanding or continuing actions may be rolled over.
- * The restrictions imposed by the Covid-19 pandemic had a significant effect on actions intended this year and last year.
- * The DAP includes how Council works with partners and how Council can advocate on particular issues.

4. Community Engagement Plan

The disability planner referred to the Community Engagement (CE) Plan which helps inform, the DAP. He described the plan as outreach to the community to gain insights and perspectives from the community into the barriers faced by people with disabilities in Banyule, and also what the community would like to see the Council doing in the disability space.

Committee members were invited to respond to these questions. The following key points were noted:

- □ Education for the general public was critical, particularly for autism and mental illness.
- □ It was essential that communication strategies be devised so information could be better utilised and reach more people with disabilities, for example, Easy English for people with intellectual disabilities, and social stories for people with autism.
- □ The Council website should be refined and better organised; some vital information on disability was missing or hard to find.
- □ The word 'disability' itself should be examined to see if it is the most appropriate term to be used.
- □ Traders and small businesses need to be educated and made more aware of the particular needs of clients and customers with disability.

Members of this committee could play a valuable role in reaching out amongst their own particular disability networks and so allowing as many people as possible to comment on disability issues to guide the actions in the DAP.

5. Inclusive Banyule Advisory Committee

Inclusive Banyule is Council's strategic commitment to addressing inequalities experienced in our community. Meeting quarterly, the Inclusive Banyule Advisory Committee (IBAC) will lead external-facing Inclusive Banyule actions, as decided upon by the committee, to address inequalities in the Banyule community. IBAC will provide recommendations to Council on matters of inclusion and will also act as the representative of the five population committee groups.

Membership of the Inclusive Banyule Advisory Committee includes representatives of key organisations working in and with the Banyule community, and two representatives from each of the five population committees (Aboriginal and Torres Strait Islander, Disability, LGBTIQ+, Multicultural, and Aged-Friendly).

The direction of this committee will be determined by its members, however early on it will look at social inclusion and connection, and will have a role to play in higher-level advocacy. Council's contact officer for IB is Danielle Clarke, who invites enquiries from interested members to her at Danielle.Clarke@banyule.vic.gov.au.

Four members of this committee indicated some interest, however, it is possible that the two spots available to this committee could be shared.

6. Intergovernmental Panel on Climate Change (IPCC)

The recent release of the major report of the IPCC predicts drastic events, including a significant increase in the number of days of extreme heat. These adversely affect people with disabilities, and Council needed to take action to ameliorate the impact of climate change for the community in general and for people with disabilities in particular.

There was unanimous agreement. Cr Garotti suggested that actions could be formalised over the next few months and where appropriate, included in the Disability Action Plan as a way for Council to ensure that people with disabilities were included in Council's actions on climate change.

7. Other matters

- □ There was a query raised on **subcommittees**, how they would work, and how they would relate to this committee. Cr Garotti asked that this be listed on the agenda for the next meeting, and in the meantime anyone with queries about subcommittees to email to the interim contact officer, Theonie.Tacticos@banyule.vic.gov.au

ACTION Contact officer to list subcommittees on the agenda for meeting of 24 November 2021

- □ A further query asked whether Council had plans for the International Day of People with Disabilities, held on or close to 3 December each year. It was noted that each year Council supports local groups in hosting events for the Day, and there is also an internal event for Council staff. Further information will be sent out on the Teams chat channel for this committee.

8. Next Meeting

This will take place on 24 November, from 5:30 pm to 7:00 pm. If Covid-19 restrictions remain in place on that date, the meeting will be conducted online, otherwise it will be held in the Griffin Room on level 4 of the Council offices at 1 Flintoff street Greensborough. Advice will be sent out beforehand.

Close

There being no further matters, Cr Garotti declared the meeting closed at 6:56 pm. He thanked thanks to all for their contribution, and thanked the Auslan interpreters for their services.



Minutes Banyule LGBTIQ+ Committee

19 August 2021

MINUTES OF THE LGBTIQ+ ADVISORY COMMITTEE**3 OCTOBER 2019****Present****Chair: (Cllr Peter Castaldo)**

Cllr Alison Champion (Deputy Chair)

Council staff: Myfan Jordan (LGBTIQ+ Community and Social Planner); Kath Brackett (Director Community Programs); Theonie Tacticos (Community & Social Planning Co-ordinator),

Organisational representatives: Nevena Spirovska (The Vic Pride Lobby, new member); Fleassy Malay (Mother Tongue Poetry, new member)

Community representatives: Lara H. (returning member); Shev A.; Harper F.; Fleassy M.; Morganne B.; Nathan S.; David L-M.; Will D.; Gabriel R.; Richard P.; Jason T. and Amber R.

Apologies: Michelle McNamara (Transgender Victoria, returning committee member).

I.	Acknowledgement of Traditional Owners:	Chair
1.	<p><i>Banyule City Council is proud to acknowledge the Wurundjeri Woi-wurrung people as traditional custodians of the land and we pay respect to all Aboriginal and Torres Strait Elders, past, present and emerging, who have resided in the area and have been an integral part of the region's history.</i></p> <p>Diversity Statement: <i>Banyule is a diverse community, made up of people from different cultures, beliefs, abilities, bodies, ages, sexualities, genders and identities. Council is committed to inclusion, access and equity for everyone. These principles foster cohesiveness, empower people and improve the wellbeing of the Banyule community.</i></p> <p>(Virtual) meeting protocols were outlined</p> <p>Actions arising:</p> <ul style="list-style-type: none"> • Invite Maddi Cooper to guest (BCC Rainbow Youth Worker) • Including the 'A' in the rainbow acronym – to be scheduled for October meeting 	Chair/All
2.	<p>Welcome and introductions</p> <ul style="list-style-type: none"> • Each attendee introduced themselves and shared personal history/circumstances, priorities and interests, reasons for joining the committee. There was diversity in age range, ethnicity, sexual and gender identity, intersex status, professional skills and more broadly. This diversity was acknowledged and celebrated. 	All
3.	<p>Committee protocols:</p> <ul style="list-style-type: none"> • Agenda setting – email will be sent requesting agenda times • Minutes timing and amendments • Share emails and contact details? • Teams Channel – minutes, agenda, chat function/forum • Confidentiality and a safe space – • Quorum: all in Terms of Reference • Inclusive Banyule Advisory Committee (IBAC) (first meeting is 15 October; and the Committee meets four times a year 1-3pm on a Friday). Will be asking for self-nominations (two representatives) before our next meeting. IBAC will bring 	MJ/All

MINUTES OF THE LGBTIQ+ ADVISORY COMMITTEE**3 OCTOBER 2019**

	<p>together a strategic/policy approach to intersectionality; social justice and advocacy. Two for each committee, 'bringing the voice' of your committee/community. Includes local stakeholder organisations and each of the population committees (Disability, Multicultural, LGBTIQ+ Aboriginal and Torres Strait Islander, and Aged-Friendly)</p> <p>Action: Members interested in nominating to be the email Myfan</p>	
4	<p>Updates from members (Round Robin)</p> <ul style="list-style-type: none"> Community member is working with BCC and ILCH on a free online poetry event, Words Alive – writers always wanted! Also noted the impact on LGBTIQ+ (and women) people in the Afghan crisis and their families in Australia Organisational member raised issue of Cllr from another municipality advocating against gender neutral toilets to all Victorian councils. A request was made for the Council to issue a stronger statement promoting inclusivity in toilets Cllr Champion updated the group about Council's toilet renewal program and relevant information on the website. <p>Action: NS to send through Pride Lobby position on toilets to MJ Action: MJ to share info re Council's toilet renewal program and on website. Explore stronger position/statement from Council</p>	Committee members
5	<p>Guest speaker – Maddi Cooper</p> <ul style="list-style-type: none"> Maddi outlined her role as the Council's Rainbow Youth worker which involves: advocacy, facilitating getting youth voices heard, working with schools to get pride groups up, teachers using inclusive non heteronormative conversations. Runs workshops for schools and teachers (content co-developed with Rainbow Space attendees) Wear it Purple Day: event shifted online. Theme of 'keep the conversation going' this year: not just about one day of recognition. Also creating interviews / videos with young people from Jets (BCC's creative arts youth facility) Rainbow Space does arts, cooking, events – a safe space. Gender neutral toilets etc. 	
5	<p>Engagement Activity for LGBTIQ+ Action Plan 2022 - 2026</p> <ul style="list-style-type: none"> MJ outlined the history of past Action Plans and role of committee in stewarding and driving the Plan. Discussion opened in relation to issues of access and equity rights for LGBTIQ+ people (in Banyule). This can include physical and social access: essential services, healthcare to meet your needs, language/information, employment. MJ explained the scope of local government: service delivery, influence, partnerships, employer, advocacy are all options but with limits. Nev outlined the findings of the Vic Pride Lobby's (VPL) recent Power and Pride research, which highlighted barriers to access to banks, utilities and other essential services. Some discrimination or barriers resulting from historical systems, e.g. issues with gender affirmation and updating name resulting in repeated requests for legal documents, dead-naming, repeatedly explaining circumstances and personal information, misgendering and so forth. One member of the committee described their personal experience of this with a bank, where they had been asked for legal documents for a prefix change that was later done by a manager in minutes, over the telephone. There were some examples of good practice, but not enough. VPL is working with Consumer Action Law Centre and the Energy and Water Ombudsman to advocate for the recommendations of the report. Another community member raised ongoing issues around binary and heteronormative language. MJ noted that Council had shared an 'LGBTIQ+ Language Guide' as part of the Inclusive Banyule – Inclusive Businesses 	All

MINUTES OF THE LGBTIQ+ ADVISORY COMMITTEE**3 OCTOBER 2019**

	<p>initiative, which had seen interest from traders, but further actions could be put into the pending Action Plan.</p> <ul style="list-style-type: none"> • Other items raised included a request for information about the new gender clinic at the Austin (further info here or at https://www.austin.org.au/gender-clinic); with another community member noting they travelled out of the municipality to access these services. • One gym was given as an example of positive practice in gender neutral change rooms/toilets. • Information around LGBTIQ+-positive/inclusive healthcare services in Banyule and also Councillors. Issue raised of more inclusive language in "Maternal and Child Healthcare Service" and also (loss of) rainbow playgroups. Inclusive sports project was also raised. • Myfan talked about the potential for working groups to focus on core issues such as inclusive sports under IBAC, as it is intersectional. • including sports clubs as part of the Inclusive Businesses initiative that Council has already commenced. <p>Action: Nev/Myfan to share 'Pride and Power' report with minutes Action: MJ to include items raised in pending focus groups for the pending Action Plan Action: contact Myfan out of session with any items of interest/concern, including with an age or other intersectional lens. Further community engagement pending Action: Clarify (with request for agenda items) whether visit from Austin gender clinic would be useful</p>	
6	<p>Other Business</p> <ul style="list-style-type: none"> • "Women only" events supported/run by Council should be explicit in using (Trans and Gender Diverse and non-Binary) inclusive language – not only codes such as the rainbow flag • MJ introduced the launch of the Pivot Cohousing research project. Seeking Trans and Gender Diverse and non-Binary (TGDNB) 16-25 participants. Steering group includes Darebin and Moreland Councils. • Action: Contact Myfan if interested in the Pivot project • Cllr from external local government area has requested to attend October meeting and this was agreed <p>Action: Contact Officer to invite Manningham Councillor to next meeting on 21 October. Next meeting: 21 October 2021, 5.30 – 7.00pm Meeting was formally closed at 7pm.</p>	



Minutes Banyule Age Friendly City Advisory Committee

26 August 2021

MINUTES OF AGE FRIENDLY CITY ADVISORY COMMITTEE**26 AUGUST 2021**

Present:

Karlene Lang (Austin Health)
Stewart Morritt (Banyule Leisure – Health Club Team Leader)
Catherine Corbett (Watermarc - Community Engagement and Inclusion Coordinator)
Glenn Swafford
Jim Brewer
Veronica Lee
Marcello D'amico
Mary Stringer

Council Officers:

Cr Tom Melican (Chair)

Support Staff:

Kath Brackett (Director Community Programs)
Leanne Horvath (Coordinator Assessment and Community Support)
Ria Thompson (Age Friendly Social Planner)

Apologies

Cr Elizabeth Nealy
Cr Alida McKern
Susan Bell

1. Welcome and apologies

Acknowledgement of the Traditional Custodians - Banyule City Council is proud to acknowledge the Wurundjeri Woi-Wurrung people as traditional custodians of the land and we pay respect to all Aboriginal and Torres Strait Elders, past, present and emerging, who have resided in the area and have been an integral part of the region's history.

Banyule Diversity Statement – Our community is made up of diverse cultures, beliefs, abilities, bodies, sexualities, ages and genders. We are committed to access, equity, participation and rights for everyone: principles which empower, foster harmony and increase the wellbeing of an inclusive community.

2. Introductions

This meeting is the inaugural meeting of newly convened Age Friendly Advisory Committee members. Cr Tom Melican invited round table introductions from each new member.

3. Previous Minutes, update on actions

Nil actions from previous minutes as newly convened committee for 2021.

MINUTES OF AGE FRIENDLY CITY ADVISORY COMMITTEE**26 AUGUST 2021**

4. Council Update/Committee Processes

Council Update – Cr Melican relayed the recent change to the Local Government Act and that Banyule now has a 20-year plan – “*Banyule Community Vision – 2041*”
A link to the plan can be found here:

<https://www.banyule.vic.gov.au/About-us/Policies-plans-strategies/Council-plans-and-strategies/Banyule-Community-Vision-2041>

Committee Processes - Leanne stated that because of the length of time until the next scheduled Advisory Committee meeting (February 2022), we expect to form smaller working groups to meet more regularly on various projects.

Agenda items can be accepted at any time up until two weeks prior to the meeting. There will be a call for agenda items three weeks prior to the meeting – topics can also be covered off under Other Business if required.

All members agreed to the existing Terms of Reference.

Stewart asked for clarification around the Committee’s purpose in terms of achieving outcomes/actions versus adopting a more advisory approach. Leanne indicated that because the current Older Adults Strategic Plan is due for renewal, the Advisory Committee will play a strong role in developing actions from the plan’s strategic directions.

The Age Friendly team welcomes a collaborative working relationship process with the Advisory Committee. This being a smaller committee than in previous years, the input and support of members will be key as we are called upon to provide advice to Council.

Glenn sought clarification about the key priority areas for the new strategic plan – Leanne indicated that these are likely to be transportation, social participation and communication and information.

Leanne also provided context on the Age Friendly Champions group. The group commenced in 2014 when it was identified that volunteers could bring to life some of the strategic plan actions that are also linked to the World Health Organisation Domains:

- housing
- civic participation and employment
- community support and health services
- outdoor spaces and buildings
- respect and social inclusion
- transport
- social participation
- communication and information

The champions group are a valuable resource and the Age Friendly team are focused on really activating this group.

MINUTES OF AGE FRIENDLY CITY ADVISORY COMMITTEE**26 AUGUST 2021**

All members agreed to expectations of confidentiality and code of conduct.

5. Inclusive Banyule Committee

Councillors have suggested the implementation of an Inclusive Banyule Committee. This is an umbrella committee and Council are seeking nominations for representatives from all other Council Advisory Committees (one or two from each). The advisory committees that are involved include:

- Multicultural Committee
- Disability and Inclusion Committee
- LGBTIQ+ Committee
- Reconciliation Action Plan (RAP) Committee
- Age Friendly Committee

This committee will meet quarterly on the 4th Friday of the month between 1.00pm – 3.00pm and will be facilitated by Cr Mark DiPasquale and Cr Tom Melican. Meeting schedule for this committee is as follows:

15 October 2021
11 February 2022
27 May 2022
23 September 2022

Please email agefriendly@banyule.vic.gov.au if you are interested in participating. Thankyou to Catherine Corbett for volunteering as our first representative, there is one vacancy still open.

6. Community Updates

Marcello: indicated he is noticing that loneliness and social isolation is now a real concern amongst older people. Through his work with the Italian Federation informal welfare phone checks have been established to support vulnerable members. Marcello feels innovative options are needed to support people to connect with one another. Marcello reminded the group that many Seniors Festival activities this year are online.

Glenn: Provided positive feedback on the Yarra Plenty Regional libraries, particularly their click and collect and online programs which have been creative options for people to stay connected and engaged. Similarly, Glenn feels health providers have adapted well to provide information and advice on line. Glenn indicated a key area of interest for him is defining some practical actions to achieve outcomes, and potentially looking at creating an online space for the Age Friendly Champions network – especially focusing on the area of social isolation.

4

MINUTES OF AGE FRIENDLY CITY ADVISORY COMMITTEE**26 AUGUST 2021**

Karlene: Indicated that her experience is that many older adults are cancelling health appointments and services. This results in them becoming more deconditioned physically. Karlene asked about online programs for physical activity to address this. Stewart shared this link from Banyule Leisure's YouTube channel which has around 30 sessions : [Banyule Leisure - YouTube](#)

Leanne also made members aware of the Seniors online website with various activities to access - <https://www.seniorsonline.vic.gov.au/>

Veronica: Reiterated concerns about social isolation, and that lack of knowledge/confidence in using technology compounds this. Veronica shared that Greenhills Neighbourhood House provides food relief for people adversely affected by COVID.

Leanne and Ria also reiterated that Banyule has involvement with the COVID response, have been providing frozen meals, welfare checks by the social support team and referrals for emergency relief and food support via the Community Activation and Social Isolation (CASI) initiative.

People affected by the pandemic can contact the State Government's coronavirus hotline on **1800 675 398**.

Cr Melican: Reminded members that Heidelcare volunteer transport association affiliated with St John's church in Heidelberg has permanently closed due to issues with maintaining volunteer pool.

Stewart: Indicates he feels that there are insufficient public toilet facilities in Banyule, particularly around the Ivanhoe/Eaglemont area. Stewart feels that this impacts people's ability to walk around these suburbs.

Ria attached the following National Public Toilet Map for the group's reference - <https://toiletmap.gov.au/>

Glenn: Would like to see communication on the Banyule website be presented in a way that clearly depicts what people in the community **can** access. What activities can you do, either in person or online? Glenn indicated that Boroondara Council' website is a good reference point.

Action: Leanne and Ria to discuss with Communications Team

Glenn also raised the issue of continuing to work on making shopping and eating spaces across the municipality more age friendly.

Action: Leanne and Tom to report on current status of access audits and actions.

Leanne/Ria to invite a representative from Parks/Leisure to our next meeting to discuss.

The group also raised transport as an issue – Leanne has very recently received the community transport review and will discuss recommendations from this with Councillors. There will be scope for this group to be involved in this process.

MINUTES OF AGE FRIENDLY CITY ADVISORY COMMITTEE**26 AUGUST 2021**

Ria stated that there is a new program in Banyule Aged Services – the Community Connection Program which supports eligible older people with 1:1 transport options.

Jim: Key issue for Jim is vaccination against COVID-19 and how to encourage more people/make it easier for people to actually get vaccinated.

Mary: Priority for Mary is increasing utilisation rates of the NARI exercise park in Ivanhoe, she feels rates may increase if existing social (formal or informal) groups arranged to meet there, or potentially providing options for transport to get there.

7. Older Adults Strategic Plan

Leanne provided some education and context around the Older Adults Strategic Plan (2017-2021) including:

- How to access it for reference on the Banyule City Council website
- Banyule City Council became a signatory to the World Health Organisation in 2016 for supporting Aged Friendly indicators
- The Older Adults Strategic Plan is now due for renewal – some of this work may now need to happen early next year
- Goals are listed within the strategic plan, and the Age Friendly Team works closely with other Council departments, the Advisory Committee and older adults to be involved in planning for these goals
- Potential action to review Banyule's Age Friendly logo

Some key achievements by the Age Friendly team in this space have been –

- The construction of the NARI exercise park in Ivanhoe
- Participated in national forums on ageing
- Art exhibition – Engaging with Ageing
- Transport Strategy
- Photo Exhibition
- Ongoing consultation with Aged Friendly Advisory Committee
- Consulted with advisory committee on the design of ILCH and the Bellfield Hub

8. Other business

Veronica: Stated her interest in developing outdoor activities for older people, particularly tai chi or gentle movement, and outdoor singing. Catherine has been exploring this option around Greensborough Walk, and states that it can be more feasible to provide the option for outdoor exercise in the current COVID environment. Leanne stated that many future activities will have “parallel plans,” or alternate options if the original plan cannot proceed due to COVID restrictions.

Location of the next meeting is to be confirmed, held on 10 February 2022, 10am – 12pm.

6



Purpose of this document

Our Council Plan 2021-2025 is Council's key strategic document and outlines our priorities and focus for the next four years.

This Plan aligns with Banyule's Community Vision and demonstrates how we will strive towards that vision, focus our efforts and measure our progress.

While the Plan's focus is the immediate four years, it looks beyond this to ensure Banyule is well-positioned to meet the challenges and maximise the opportunities to thrive in the long term. It consolidates on the solid foundations and momentum of previous Council plans to deliver new ambitions and enhanced outcomes for the community.

The Plan also outlines how we will protect, improve and promote public health and wellbeing within the municipality.

To develop this document we utilised deliberative community engagement. This form of engagement gives a representative group from a broad cross-section of the community an avenue to discuss and debate ideas and inform government. It provides a platform to bring the voices and experiences of everyday citizens to Council and has helped shape our long-term direction and key components of this Plan.

The Council Plan will be implemented through annual action plans, which reflect Council's decisions on the initiatives and priority services to be funded through the Budget each year. The progress of this Plan and Council's performance against set indicators will be published in our Annual Report.

Acknowledgement of the Traditional Custodians

Banyule City Council proudly acknowledges the Wurundjeri Woi-wurrung people as the Traditional Custodians of the land which Council operates on. We pay our respect to all Aboriginal and Torres Strait Islander Elders, past, present and emerging, who have resided in the area and have been an integral part of the region's history.

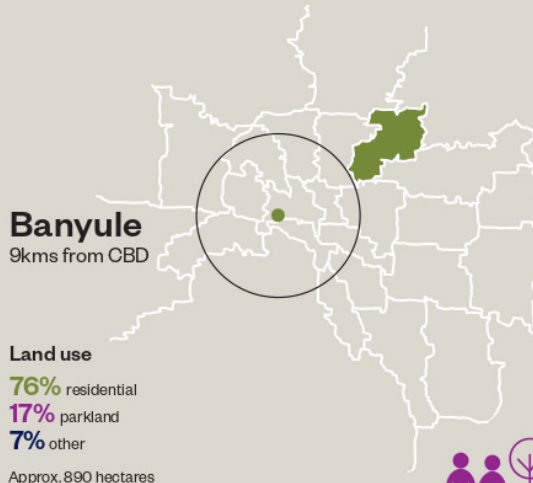
Diversity Statement

Our community is made up of diverse cultures, beliefs, abilities, bodies, sexualities, ages and genders. Council is committed to access, equity, participation and rights for everyone; principles which empower, foster harmony and increase the wellbeing of an inclusive community.

Contents

Purpose of this document	2
Our Community	4
Message from Mayor	6
CEO's message	8
Your Council	10
Council Committees	12
Our Integrated Strategic Planning and Reporting Framework	14
The Council Plan in action	15
Banyule Community Vision 2041	16
Health and Wellbeing in Our City	18
Municipal Public Health and Wellbeing Plan	18
Our Health and Wellbeing Priorities for 2021-2025	18
Implementing our Health and Wellbeing Plan	19
Banyule Climate Action Response	20
How this plan was developed	22
Community Priority Theme - Our Inclusive and Connected Community	24
Community Priority Theme - Our Sustainable Environment	28
Community Priority Theme - Our Well-Built City	32
Community Priority Theme - Our Community Assets and Facilities	36
Community Priority Theme - Our Thriving Local Economy	40
Community Priority Theme - Our Trusted and Responsive Leadership	44
Review and updating of this plan	48
How we will report on progress and performance	48
Annual action plan	49

Our Community



Population

Banyule is a community of **131,940** residents (2020) which will grow to **165,256** by 2041



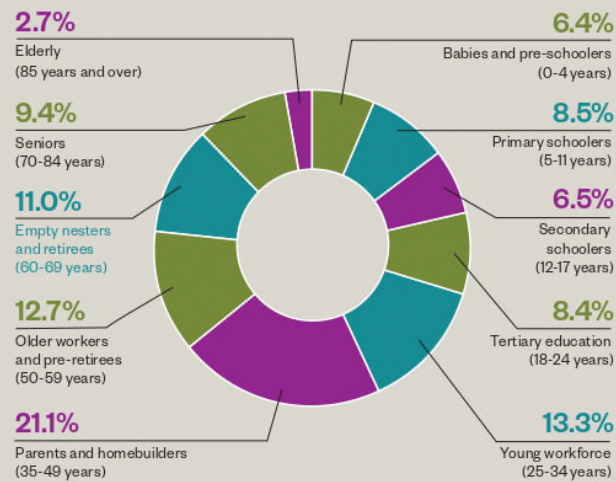
Households

There are over **46,000** households

Household types:



Banyule's population is made up of the following age groups:



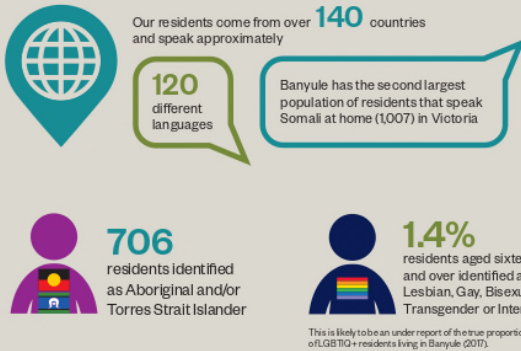
Household size of **2.54** people

1,264 Banyule residents who were a Specialist Homeless Service client (2018-19)





Diversity



Economy



Adult health and wellbeing



Transport



Message from the Mayor

We are delighted to present our Council Plan which outlines our focus for the next four years and ensures what we do today is aligned to realising our Banyule Community Vision 2041.

We are dealing with a prolonged pandemic which continues to impact our lives. This remains front of mind as we roll-out our services to provide support for people, community groups and businesses that are being impacted.

We are also at the beginning of an exciting journey. Over the past 10 months, more than 1300 people participated and told us their aspirations and priorities for Banyule for the next 20 years. A Community Working Group then came together to co-author a Community Vision 2041 Statement which was presented to Council in June 2021:

“We in Banyule are a thriving, sustainable, inclusive and connected community. We are engaged, we belong and we value and protect our environment.”

Underpinning our Vision Statement, we have six priority themes:

- **Our Inclusive and Connected Community**
- **Our Sustainable Environment**
- **Our Well-built City**
- **Our Valued Community Assets and Facilities**
- **Our Thriving Local Economy**
- **Our Trusted and Responsive Leadership**

Our priority themes will guide Council and our community as we strive together to enhance Banyule for all who live, work, play and do business here.

Delivering opportunities and jobs for our community

Our efforts are focused on improving the health and wellbeing of our whole community, to reduce inequity and address the needs of the most disadvantaged.

With ongoing sector-leading initiatives, such as our Inclusive Employment and Social Enterprise programs, together with adapting and enhancing services to meet the changing needs of our community, from families, young people through to older adults, we continue to provide opportunities and address unemployment, mental health issues, and social isolation.

We have set a bold target to create 1000 inclusive jobs in Banyule over the next five years and we are pleased to advise we have already created 150 jobs. This is transforming lives and building futures.

Powering a local recovery

We are keenly aware that a strong local economy is vital. Local businesses are the cornerstone of the community and supporting them remains key on our agenda through a series of initiatives and grants. Investing in infrastructure not only improves facilities it creates local employment. In 2021/2022, Council will roll out a substantial \$66.75 million capital works program and \$7.54 million of initiatives that is creating more than 400 local jobs. We also look to strengthen regional partnerships to stimulate economic growth and bring greater prosperity to Banyule.

Delivering a sustainable future

Tackling climate change remains a priority for us and the community and Council continues to take significant steps to reduce its organisational carbon footprint with a target of reaching zero net emissions by 2028, without purchasing offsets. From 1 July 2021, 100% of Council's electricity needs are now purchased as renewable energy, slashing our corporate greenhouse gas emissions by 56%. Every day, we move closer to our target as we implement initiatives as part of our ongoing Climate Action Package, now totalling more than \$6 million, which includes installing solar panels and batteries, electric vehicle charging stations, and energy efficient systems in buildings.

We also want to have zero waste to landfill by 2030 and will introduce a food organics and garden organics (FOGO) waste service in July 2022.



Sound financial management

Council maintains a strong financial position which enables us to deliver today and plan for tomorrow. Council debt is being reduced to record low levels. In 2021/2022, we will pay down \$10.26 million in debt. This means that Council can meet the issues of today and is well positioned to respond to challenges that will emerge in the future.

To get the maximum value and benefits for our community, we continue to look to partner with other levels of government and business to deliver projects. Also essential is that when we plan these facilities, they are accessible for all ages and abilities and designed to provide meaningful experiences and connections. On the horizon, our new Bellfield Community Hub and Rosanna Library will be environmentally sustainable and innovative to allow for multipurpose use and encourage community connections.

Maintaining the liveability of our beautiful city

As our City grows, we need to maintain the liveability that people treasure and ensure our local character and environment is protected and enhanced. We are planting 3000 trees each year and increasing our public open space. We continue to plan well-designed and functional spaces, from our local parks and playgrounds to the vibrant urban centre at Heidelberg and new town square in Watsonia, which can cater for today and serve us tomorrow. Making sure these places are easily accessible and there is a

greater housing diversity and affordability with more environmentally sustainable design elements are key priorities for Council. We want more older people to be able to maintain independent living and more people walking and cycling and using public transport. All of this will help improve the quality of life.

Trusted leadership and governance

We have heard from the community they want strong, trusted leadership that represents them and advocates on their behalf. This is why we remain committed to engaging with the community at every opportunity to ensure our priorities align. We also know circumstances change, so we will constantly review our objectives and ensure we are meeting local needs. While there are ongoing global challenges, we are encouraged by the progress we have made locally and confident in the plans we have in place to ensure Banyule rises to the challenges and seizes the opportunities.

We thank you for your valuable input in helping develop our Council Plan and we will continue this partnership and keep you informed. We look forward to delivering on the objectives that strive to make tomorrow even better than today, for all.

Cr Rick Garotti
Mayor

Our Priority Themes



Our Inclusive and Connected Community



Our Sustainable Environment



Our Well-Built City



Our Valued Community Assets and Facilities



Our Thriving Local Economy



Our Trusted and Responsive Leadership

CEO's message

The Council Plan sets the strategic direction of the organisation and guides our decisions, plans, policies, and budgeting to ensure we are responsive to the diverse needs of Banyule's community in a resourceful and sustainable way.

It is a result of extensive consultation and collaboration between our community, Council and all of our key stakeholders, including community groups and organisations, governments and industry, local businesses, ratepayers, and residents. In developing this Council Plan, we have never had greater input from so many people as part of our Community Vision - Banyule 2041 engagement. While there were differing opinions during this process, what was abundantly clear was the passion shown by all parties to work together to achieve the best for Banyule and its people. This underpins our Council Plan framework and our commitment to the community.

Planning for the future, we know Banyule is becoming more populous and diverse every day. There are more than 131,000 people. We come from more than 140 countries, speak over 120 languages, and have different views and expectations. There is, however, a common thread that is reflected in our new Community Vision 2041 - one that speaks of positivity, unity and capability that builds on what we have and wants us to reach our greatest potential.

One of the most prominent themes resonating in the community is climate change. This organisation is committed to taking climate action and is working hard to implement change in our operations and out in the community. Our Corporate Emissions Reduction Plan puts the organisation on track to reach zero net emissions by 2028 and aligns with numerous plans to prioritise sustainability and drive change to secure a better world for future generations. We also value and embrace our differences within the organisation and in the broader community, working hard to foster inclusivity, opportunity and equity in all that we do. This is exemplified by our award-winning Inclusive Employment and Social Enterprise programs that remain the local government benchmark.

We know that we cannot rest on our laurels and be complacent. We have demonstrated through the pandemic that we are an organisation that is responsive to provide targeted and tailored support to the community, through financial and health and wellbeing programs. This agility

remains crucial to our future planning and enables us to deliver services, programs and facilities that are relevant, inclusive, and accessible to all members of community and ensure everyone has opportunities to participate. Across the board, we continue to evaluate our programs, adapt services and revisit our policies and strategies to ensure we understand community experiences and are meeting its needs. There are, of course, many needs and limited resources, so we need to make sure we focus on getting the best value for our community. By seeking collaboration with other levels of governments and pursuing business partnerships, we can deliver more for our community as demonstrated by the Olympic Park Masterplan and exciting new redevelopment planned for Rosanna Library.

We also remain committed to advocating in the best interests of the community in areas beyond our control, such as improvements and increased scope for transport including the North East Link and Hurstbridge Rail Line.

In our workplace and across Banyule, we are championing gender equality, advancing reconciliation and advocating for improved social and environmental outcomes. We continue to work closely with our Banyule advisory committees that let us know issues facing their communities and the opportunities that exist. This helps guide us to deliver inclusive services and help develop, implement, and monitor our plans and strategies.



We also want to make it easier for people to connect with Council and enjoy their experience dealing with us. As always, we keep looking at ways to enhance services for our community, adding value and increasing efficiencies. For 2021/2022, we are investing \$5.03 million to continue our digital transformation. New technology and innovative digital solutions will continue to elevate our customer experience and provide responsive and seamless interactions. This focus on continual improvement also extends to the way we engage with our community, and we will continue to look at more ways to inform and receive input from all of the diverse voices who make up Banyule. We are also committed to removing barriers and improving responsiveness and reporting. All of this will build further trust and transparency, fostering an even stronger bond and more effective partnership between the community and Council.

It is of upmost pride that I lead an organisation that sets the bar so high and continually achieves great outcomes for the community. This gives me great confidence that we will deliver the extensive array of initiatives outlined in this Council Plan, which sets us on a path for the next four years and leads us to a better and brighter 2041.

Allison Beckwith
Chief Executive Officer

Our Priority Themes



Our Inclusive and Connected Community



Our Sustainable Environment



Our Well-Built City



Our Valued Community Assets and Facilities



Our Thriving Local Economy



Our Trusted and Responsive Leadership

Your Council

Each of the City of Banyule's nine Council wards are represented by a councillor, elected for a four-year term of office.



Cr Rick Garotti
Mayor
Grimshaw Ward, Elected 2012 (Current Term Expires October 2024)
Mayor 2020/2021
Deputy Mayor 2019/2020



Cr Mark Di Pasquale
Bakewell Ward, Elected 2012 (Current Term Expires October 2024)
Mayor 2017/2018
Deputy Mayor 2016/2017



Cr Elizabeth Nealy
Beale Ward, Elected 2020 (Current Term Expires October 2024)



Cr Tom Melican
Deputy Mayor
Ibbott Ward, Elected 2003 (Current Term Expires October 2024)
Mayor 2016/2017, 2011/2012, 2008/2009
Deputy Mayor 2020/2021, 2007/2008, 2006/2007



Cr Fiona Mitsinikos
Hawdon Ward, Elected 2020 (Current Term Expires October 2024)



Cr Alison Champion
Sherbourne Ward, Elected 2016 (Current Term Expires October 2024)
Mayor 2019/2020
Deputy Mayor 2018/2019



Cr Peter Dimarelos
Olympia Ward, Elected 2020 (Current Term Expires October 2024)



Cr Alida McKern
Chelsworth Ward, Elected 2020 (Current Term Expires October 2024)



Cr Peter Castaldo
Griffin Ward, Elected 2016 (Current Term Expires October 2024)



Our Wards



Council Committees



Council appoints councillor delegates to Banyule advisory committees and other external committees.

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

In addition to advisory committees, Council participates on a range of external committees.

Both advisory and external committees provide important linkages between Council, community, state agencies and interest groups.

The following are the current Council committees. Background information and councillor representation for each committee can be found on our website.

Banyule Advisory Committees

- Arts and Culture Advisory Committee
- Banyule Environment and Climate Action Advisory Committee
- Reconciliation Action Plan Advisory Committee
- Inclusive Banyule Advisory Committee

Supporting Committees:
 Age-Friendly City Committee
 Disability and Inclusion Committee
 LGBTIQ+ Committee
 Multicultural Committee



External Committees

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

Other Council Committees

- Audit and Risk Committee
- Chief Executive Officer Employment Matters Committee
- Child, Youth and Family Committee

Municipal Association of Victoria (MAV) Committees

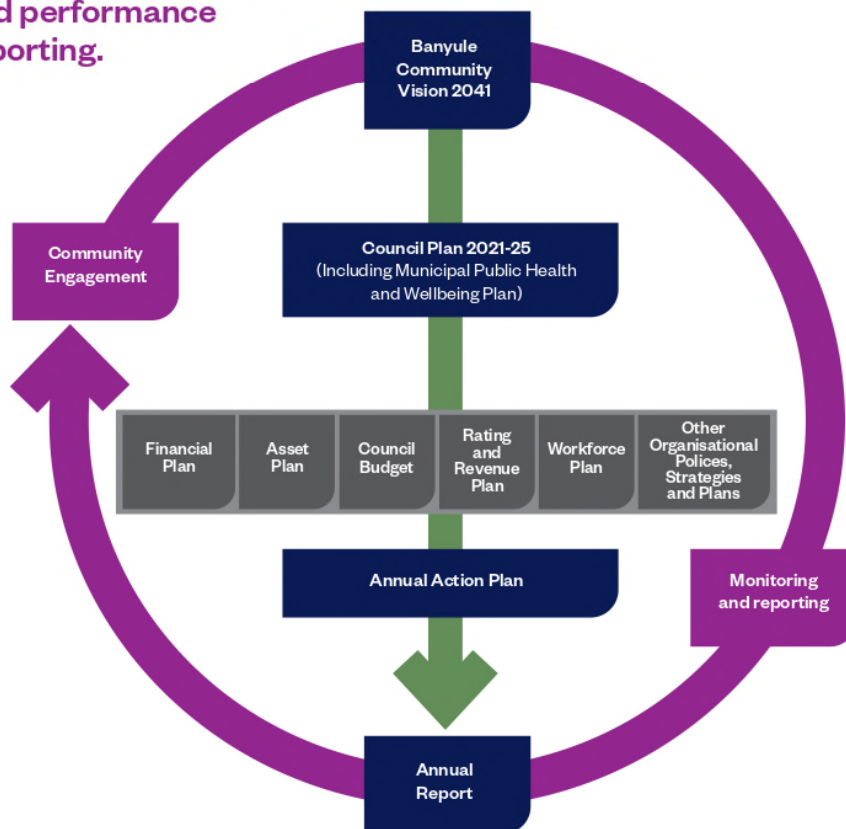
- Municipal Association of Victoria State Council

Our Integrated Strategic Planning and Reporting

The strategic planning principles contained in the Local Government Act 2020 require councils to adopt an integrated approach to planning, monitoring and performance reporting.

Banyule City Council has developed an integrated strategic approach to planning, delivering and reporting to deliver service outcomes for the community and to meet requirements of the new *Local Government Act 2020* (the Act).

Integrated planning and reporting aim to ensure we remain an adaptive, responsive and viable local government authority. This is facilitated by understanding what our community aspires to, setting direction within our resource capability and allowing Council to make informed decisions on behalf of our community.



The Council Plan in action

The Council Plan outlines Council's strategic priorities and directions in the broader context of the Community Vision and adopted policies, strategies, and plans (including the Municipal Strategic Statement and Municipal Public Health and Wellbeing Plan).

The Council Plan sets medium-term goals for at least four years. It is adopted and owned by the incoming Council and is updated each year to ensure it reflects the changing needs of the community. It is strongly aligned to and references the Community Vision and builds on this agenda to include broader objectives. Although it is primarily focused on Council's role within its jurisdictional footprint, it also incorporates other objectives to advocate and influence external stakeholders and decision makers to achieve enhanced outcomes for our community and society at large.

How to read this plan

Community Priority Theme
Our community's long-term priorities

Strategic Objectives
The outcome Council seeks to achieve over the life of the Council Plan

Strategies
The areas Council will focus on to achieve its strategic objectives

Strategic Indicators
How Council will monitor its progress to achieve strategic objectives

Annual Action Plan
Outlines initiatives and priority services Council will deliver to achieve strategies of the Council Plan.



Banyule Community Vision 2041



Banyule Community Vision 2041 Statement:

“We in Banyule are a thriving, sustainable, inclusive, and connected community. We are engaged, we belong, and we value and protect our environment.”

The Banyule Community Vision 2041 reflects our community's values, aspirations and priorities over the next 20 years.

It comprises an overarching Vision Statement and a series community priority themes. Together these will guide us in shaping our policies and plans, and to prioritise investment.

The Vision was developed through an extensive engagement process with people who live, work, study, visit or own a business across the municipality.

This Vision is supported by six community priority themes:





Health and Wellbeing in Our City

Municipal Public Health and Wellbeing Plan

Banyule City Council is required under the *Victorian Public Health and Wellbeing Act 2008* to prepare a Municipal Public Health and Wellbeing Plan (MPHWP) every four years or include public health and wellbeing matters into its Council Plan.

The Council Plan 2021-2025 outlines our commitment to enhancing health and wellbeing outcomes for our community. By integrating the MPHWP into the Council Plan, we acknowledge the significant role we have in improving the health and wellbeing

of people in Banyule. By making health everyone's responsibility across Council, this plan recognises that health and wellbeing is influenced by the built environment and places early intervention and prevention at the centre of efforts to deliver long-term health outcomes.

Development of our MPHWP relies on many sources of information, including legislation, health and wellbeing data, demographic information, community engagement, research and the work of our partner agencies. Policy context and data analysis used to develop the MPHWP is detailed in the Municipal Public Health and Wellbeing Evaluation Framework.

Banyule Council is committed to inclusion and understands that the entire community benefits when we embrace and value our differences as a strength. Banyule's Diversity Statement and Inclusive Banyule Framework guide Council's work, in particular, our approach to enhancing health and wellbeing for our community.

Our commitment to diversity and inclusion pays particular attention to our role in addressing gender equality and the prevention of violence against women in our community.

Our Health and Wellbeing Priorities for 2021-2025



Gender equality and prevention of violence against women

Advocate and partner to create a more equitable Banyule



Tackling climate change and its impact on health

Advocate and provide opportunities to take action on climate change



Social inclusion and connection

Foster a more inclusive Banyule where diversity is seen as a strength, and people have an opportunity to gather and connect



Increasing healthy eating

Advocate and partner for better access to healthy, affordable and culturally appropriate food



Increasing active living

Facilitate opportunities for people to have more active lifestyles, in particular by improving our infrastructure

Council plays an important role in protecting population health and will continue to act on reducing harm from gambling, alcohol and other drugs, tobacco use and to increase sun-smart behaviours.

Implementing our Health and Wellbeing Plan


Health and wellbeing strategies and actions in the Council Plan aim to improve the health and wellbeing of our whole community, to reduce inequities between specific population groups and address the needs of those experiencing vulnerability in our community.

Local government is ideally placed to influence many determinants of health, both through the environments that people live, work, learn and play (known as the social determinants of health – see Figure 1), as well as

supporting individual choices and reducing health inequalities.¹ With increasing health impacts from climate change and recovery from the COVID-19 pandemic at the forefront of our community's mind, the role of local government in addressing the social determinants of health is even more vital.

Our approach considers the environmental, economic, political, social, cultural and behavioural factors that contribute to health and wellbeing. These factors are integrated into the decisions Council makes. We ensure that action is taken on the areas that make a difference in the long and short term to people's health and wellbeing, with a focus on prevention of chronic diseases and early intervention.

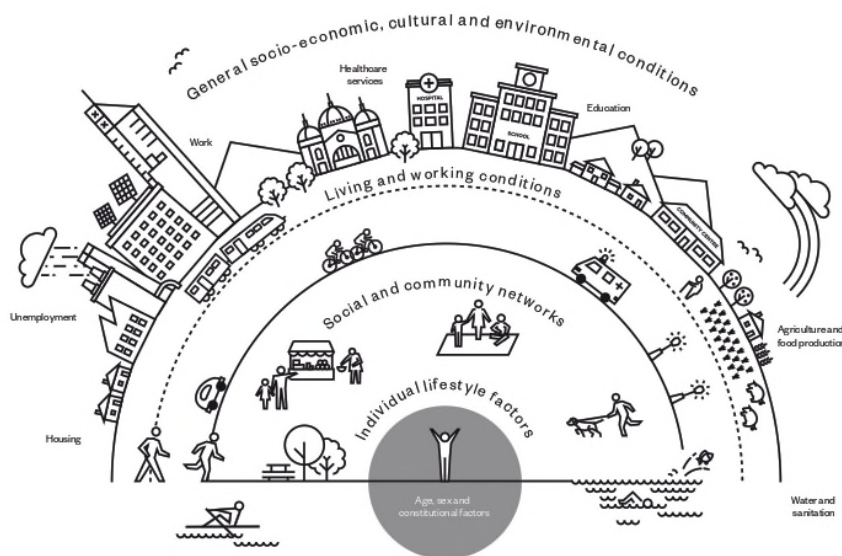
We also focus on the health and wellbeing needs of our community at different ages and life stages and promoting access, equity, participation and rights of specific population groups. Health and wellbeing

strategies and actions within the Annual Action Plan in this document are identified with a 

Council will continue to work in partnership with community organisations, service providers, neighbouring councils and other levels of government to achieve improvements in the health and wellbeing of the Banyule community. Our partners who play a role in delivering local health and wellbeing initiatives include:

- Banyule Community Health Service
- Women's Health in the North
- North East Healthy Communities
- Libraries, neighbourhood houses and leisure centres.

Figure 1: Wider determinants of health in Victoria²



¹ State of Victoria, 2020. Improving Mental Wellbeing. Available <https://www2.health.vic.gov.au/about/health-strategies/public-health-wellbeing-plan/mental-health> Accessed 20 April 2021

² State of Victoria 2019. Victorian Public Health and Wellbeing Plan 2019-2023 Available <https://www2.health.vic.gov.au/about/publications/policiesandguidelines/victorian-public-health-wellbeing-plan-2019-2023> Accessed 10 November 2020

Banyule Climate Action Response



Banyule Council recognises that we are in a state of climate emergency, which requires urgent action by all levels of government, including local councils.

We are proud to join a climate emergency movement and will continue to act to ensure a safe and sustainable world for future generations. This means not only reducing the impact and emissions arising from Council activities and services, but also using our leadership to enable, educate, incentivise and advocate for accelerated action across the community.

Further to this recognition, the new *Local Government Act 2020* establishes a legal requirement for councils to take climate action. Specifically, the Act specifies that councils must:

- Promote the economic, social and environmental features of the municipality, including mitigation and planning for climate change risks;
- Prioritise best outcomes for the community, including future generations; and
- Consider regional, state and national plans and policies in strategic planning.

We have two key targets to guide Council's climate action response:

1. Carbon neutrality by 2028 for our operations; and
2. A carbon neutral municipality by 2040.

A key component of these goals is recognition of the need to embed climate change considerations – both adaptation and mitigation – across Council and within all roles.

Work is well underway to achieve this integration and meet our requirements under the *Local Government Act 2020*. Our recently drafted Sustainable Building Guidelines and a Sustainable Procurement Framework are just two examples where climate action will become the new 'business-as-usual' and ensure all capital delivery and procurement decisions are in alignment with our carbon neutrality targets. Importantly, this has been reflected across the Council Plan strategies and annual actions presented here, recognising the multifaceted approach needed to combat climate change.

Council is committed to act in more than 40 ways across the following themes:

1. Whole of community engagement
2. Electrification and energy efficiency
3. Renewable energy
4. Green buildings
5. Zero emissions transport
6. Circular economy
7. Adaptation and resilience
8. Monitor and report



How this plan was developed

In November 2020, we started our journey to create a new Community Vision 2041 that would inform our Council Plan and long term Financial Plan.

Stage 1 - Understanding community aspirations and focus for the future

The first stage of engagement asked the community to imagine Banyule in 20 years' time, in the year 2041. It identified key aspects of what the community value in Banyule, what they aspire for the future, and focus areas for Council to achieve this future, including ideas to ensure it can be delivered with regards to financial sustainability. Throughout the engagement period, we sought to inform as many people as possible about the project, encourage participation, and provide resources to assist with enabling informed participation.

Between 30 November 2020 and 31 January 2021, over 4100 people who live, work and study in Banyule were engaged through social media, emails, newsletters, webpages, and outdoor advertising. A total of 1329 gave their feedback through our online engagement portal 'Shaping Banyule', community workshops, phone surveys and various submissions.

Stage 2 - Community Working Group (CWG)

For the second stage of engagement, we called upon everyday community members to join the Banyule 2041 CWG, a representative sample of the Banyule community. Recruitment of the CWG occurred in March 2021, and four CWG sessions ran from late April to early May 2021.

How we engaged



Social media posts reaching over 25000 people



Direct emails (approximately 20000)



The Banyule Banner delivered to over 55000 households and businesses



Council website



Shaping Banyule Project page



Posters and real estate boards throughout the municipality



Workshop flyers and letters



Postcards



Phone survey

How you participated



Online survey - Shaping Banyule



Online workshops



Telephone survey



Hard copy survey



Face to face community workshops and focus groups



Written submissions



Resident priority survey



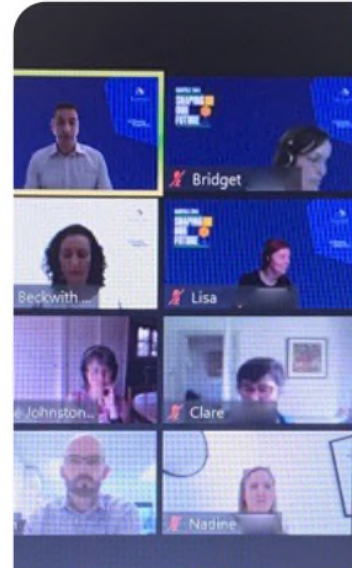
The CWG came together to learn about and discuss ideas and issues in detail. They worked together to prepare the 2041 Community Vision Statement and advise Council on how to achieve the vision. At its core, developing a shared vision through community deliberation is about empowering communities to reach a collective agreement on a preferred goal.

The CWG developed a co-authored Community Vision Statement, identified themes to focus on for the next 20 years and made recommendations to help us to deliver the Council Plan and Financial Plan.

Stage 3 – Public exhibition and adoption





From mid-August to mid-September 2021, the Council Plan and the Financial Plan will be publicly exhibited to seek further feedback from the wider community.

These documents are the culmination of the engagement over the two stages. Following the public exhibition period, the documents will be considered for adoption by Council at a Council Meeting on 25 October 2021.



The results

-  Over 4100 people were engaged
-  1329 people actively participated in engagement activities
-  10 workshops with 420 participants
-  High proportion of 26-64 ages participated
-  4 written submissions

-  829 contributions online
-  Higher female participation of 59%, 38% male and 3% preferred not to say
-  Engaged with higher proportion of people who identify as LGBTIQ+
-  77% participants live in Banyule, 17% work in Banyule, 3% study



Priority Theme 1

Our Inclusive and Connected Community



Strategic Objective

A safe, healthy, vibrant and connected community where people of all ages and life stages love to live, work and stay; diversity and inclusion are valued and encouraged.



Strategies to strengthen our Inclusive and Connected Community



1. Promote active and connected living through a range of accessible and inclusive opportunities for all people of all ages through sport and recreation.
2. Provide a range of services and programs, and work with relevant partners to enhance health and wellbeing outcomes and social cohesion.*
3. Provide and promote arts and cultural experiences to enhance community connectedness, engagement and a sense of wellbeing.
4. Actively support and facilitate infrastructure, service and programs that address community safety.*
5. Enhance our relationship and work in respectful partnership with the Traditional Custodians of Banyule, the Wurundjeri people, identified Elders and other Aboriginal and Torres Strait Islanders.
6. Promote community awareness and support a diverse, connected, and inclusive community that respects and celebrates different cultures, beliefs, abilities, bodies, ages, sexualities, genders and identities.*
7. Provide a range of services and programs that support the development of children, young people and families.
8. Strengthen community preparedness and resilience for emergency events.
9. Provide for and facilitate specific programs and respond to current and emerging preventable disease, outbreaks and public health risks.
10. Deliver a range of accessible services and programs for older people that support social connections and independent living.
11. Deliver a range of services and programs to become the leading Council in supporting and empowering people with disabilities.
12. Enable and empower philanthropic and business partners to support our community through the establishment of the Banyule Community Fund.

*Strategies relate directly to Council's role in promoting gender equality and prevention of violence against women, and that they are not addressed in isolation rather aligning to Council's role in promoting inclusion and diversity.



Priority Theme 1

Our Inclusive and Connected Community



Strategic Indicators

Banyule City Council Indicators

Indicators	Desired trend/target
Council support for the diversity and inclusion of the Banyule community	Increase
Attendance at Council run and supported arts and cultural events	Increase
Number of people participating in active ageing programs and events	Increase
Immunisation coverage rate	Increase
Community satisfaction index score for the performance of recreational facilities	74 or above
Community satisfaction with index score for arts centres and libraries	74 or above
Number and diversity of young people attending youth programs and services	Increase

Banyule Community Indicators

Indicators	Desired trend/target
Rate of family domestic violence	Decrease
Proportion of adult residents who consume enough fruit and vegetables to meet daily dietary requirements	Increase
Proportion of adults who get adequate physical exercise	Increase
Number of older people able to maintain independent living	Increase
Proportion of people who report feeling safe in the municipality	80% or above
Proportion of who feel connection or belonging in Banyule	64 or above
Gambling harm in Banyule community	Decrease



Supporting plans, strategies and policies

- Banyule Municipal Public Health and Wellbeing Plan
- Banyule Recreation Plan
- Municipal Emergency Management Plan
- Banyule Child Safe Policy
- Banyule Older Adults Strategic Plan
- Child and Youth Framework
- Youth Space Plan
- Banyule Library Redevelopment Study
- Banyule Public Art Policy
- Banyule Gambling Policy: Gambling Reduction and Harm Minimisation
- Banyule Graffiti Management Strategy
- Banyule Inclusion, Access and Equity Framework
- Banyule Age-Friendly Strategy
- Banyule Aboriginal and Torres Strait Islander Plan and Reconciliation Action Plan
- Banyule Disability Action Plan
- Banyule Lesbian, Gay, Bisexual, Transgender, Intersex and Queer+ (LGBTIQ+) Plan
- Banyule Multicultural Plan
- Banyule Grants Program Policy
- Domestic Animal Management Plan
- Banyule Social Enterprise Strategy and Action Plan
- Banyule Inclusive Local Jobs Strategy and Action Plan
- Banyule Economic Support Package
- Banyule Bicycle Strategy
- Safer Banyule Plan



Priority Theme 2

Our Sustainable Environment



Strategic Objective

A progressive and innovative leader in protecting, enhancing and increasing the health and diversity of our natural environment, where we all commit to playing an active role in achieving environmental sustainability, waste and carbon emissions reduction.



Strategies to strengthen our Sustainable Environment



1. Protect and enhance our natural environment, providing connected habitat for diverse flora and fauna.
2. Minimise stormwater pollution and the impacts of flooding, and maximise Council's water conservation to transition to a water sensitive City.
3. Demonstrate leadership in addressing climate change and take action to become a carbon neutral Council by 2028 and City by 2040.
4. Empower and educate the community and businesses to take actions to achieve positive environmental and climate change outcomes.
5. Avoid waste generation and encourage and support the community to achieve zero waste to landfill by 2030.
6. Engage and work with the community and partners to protect, enhance and experience the environment.
7. Protect, increase and maintain Banyule's urban forest population to provide a greener City for enhanced liveability.
8. Explore and support opportunities for urban farming and community gardens.



Priority Theme 2

Our Sustainable Environment



Strategic Indicators

Banyule City Council Indicators

Indicators	Desired trend/target
Number of trees planted annually in the public realm	3000 trees
The number of new tree species introduced in municipality	Increase
Council's greenhouse gas (GHG) emissions	Zero by 2028
Solar capacity (kW) across Council owned assets	Increase
Kerbside waste collection diverted from landfill	55%
Potable water used from Council owned and managed assets	330ML decreasing to 300ML by 2024
Community satisfaction with performance of waste management services	70 or above
Organic waste collected per household (kg)	Minimum 200 kg
Conversion of Council's fleet to electric fleet	By 2028

Banyule Community Indicators

Indicators	Desired trend/target
Municipal greenhouse gas (GHG) emissions	Zero emission by 2040
Household waste produced	Zero waste to landfill by 2030



Supporting plans, strategies and policies

- Biodiversity Plan
- Weed Management Strategy
- Public Open Space Strategy
- Water Plan
- Corporate Emissions Reduction Plan
- Community Climate Action Plan
- Environmental Stewardship Plan
- Urban Forest Strategic Plan
- Towards Zero Waste Management Plan
- Dumped Rubbish and Litter Plan
- Substantial and significant tree strategies
- Northern Region Land Use Framework Plan
- Banyule Planning Scheme
- Banyule Housing Strategy
- Banyule Heritage Strategy



Priority Theme 3

Our Well-Built City



Strategic Objective

A well planned, sustainable and liveable place that caters for all our current and emerging communities, where our local character and environment is protected and enhanced.



Strategies to strengthen our Well-Built City



1. Deliver well designed places and spaces that enable stronger connections and liveability to meet the diverse needs of our current and future community.
2. Develop and maintain best practice integrated strategic plans that impact positively on the quality and design of our places and built environment.
3. Prioritise a series of localised plans for twenty-minute neighbourhoods across Banyule that are well connected and meet community needs closer to home.
4. Plan for greater diversity of housing and commercial activity in the most accessible locations to balance sustainable growth and enable ageing in place.
5. Provide and facilitate for achieving environmentally sustainable designs and outcomes and deliver urban centres that are resilient to the impacts of climate change.
6. Preserve and enhance Banyule's valued heritage, local character, and its significant trees.
7. Provide and maintain public parks and open spaces for a range of uses for all ages and abilities.
8. Lead on the use of sustainable modes of transport, and encourage walking, cycling and use of public transport.



Priority Theme 3

Our Well-Built City**Strategic Indicators****Banyule City Council Indicators**

Indicators	Desired trend/target
Investment in public open spaces	Increase
Tree canopy	Increase
Planning applications decided within 60 days	75%
Community satisfaction with the appearance of public areas	71 or above
Percentage of Council decisions upheld by the Victorian Civil and Administrative Tribunal	Increase

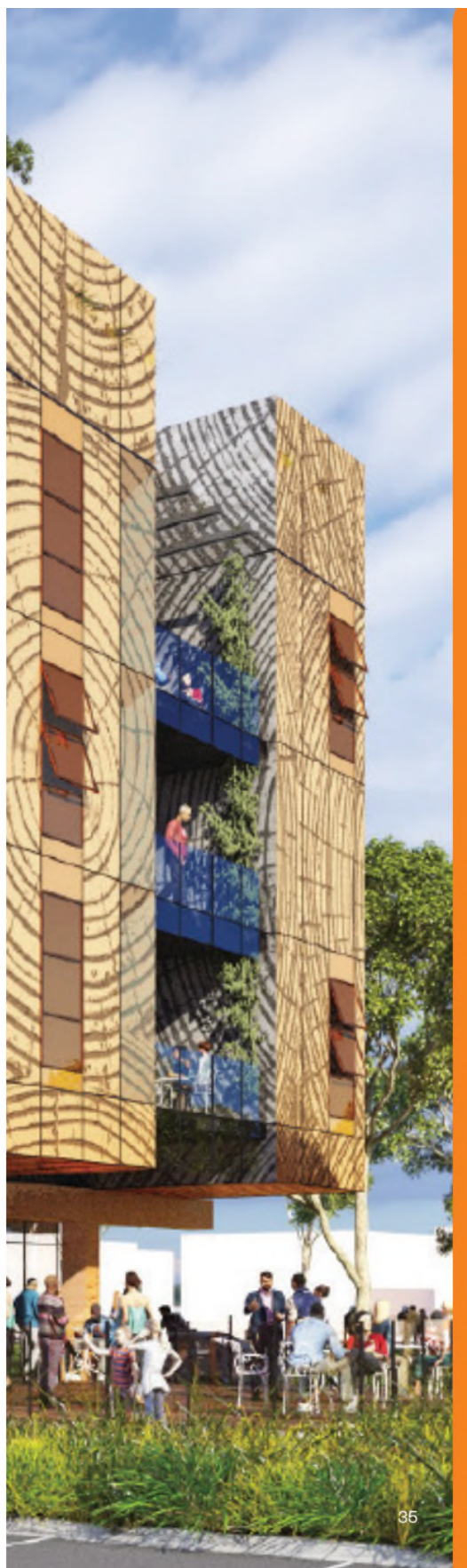
Banyule Community Indicators

Indicators	Desired trend/target
Proportion of people using alternative active and public modes of transport	Increase
Liveability index	Increase
Number of social and affordable housing dwellings approved	Increase
Average BESS (Built Environment Sustainability Scorecard) score	Increase
Home ownership rate	Increase



Supporting plans, strategies and policies

- Banyule Planning Scheme
- Local Planning Policy Framework
- Housing Strategy
- Neighbourhood Character Strategy
- Heritage Strategy
- Northern Region Land Use Framework Plan
- Banyule Safe Travel Plan
- Banyule Bicycle Strategy
- Activity Centre Parking Plans
- Banyule Walking Strategy
- Banyule Integrated Transport Plan
- Urban design guidelines, frameworks and concept plans
- Activity centre structure plans
- Streetscape plans
- Public Open Space Plan
- Urban Forest Strategic Plan
- Northern Regional Trails Strategy
- Youth Spaces Plan



Priority Theme 4

Our Valued Community Assets and Facilities



Strategic Objective

As custodians of our community, assets, facilities and services, we work to ensure that they are affordable, sustainable, evenly distributed, safe and accessible for all ages and abilities and designed to provide meaningful experiences and connections.



Strategies to strengthen our Valued Community Assets and Facilities



1. Strategically plan, build and renew community assets and facilities that meet current and future service needs and instil a sense of civic pride.
2. Develop community assets and facilities that are environmentally sustainable, innovative, safe and continue to be of appropriate standard.
3. Design and build facilities that are multipurpose and encourage community connections.
4. Promote, design and deliver assets that provide spaces for the community to connect.
5. Manage Council's commercial assets, leases and contracts to deliver sustainable, accessible and inclusive outcomes for the community.
6. Actively seek partnerships and collaborate with other organisations to build and utilise community infrastructure.



Priority Theme 4

Our Valued Community Assets and Facilities



Strategic Indicators

Banyule City Council Indicators

Indicators	Desired trend/target
Annual Capital Works program completed on time and on budget	90%
Community satisfaction with condition of sealed local roads	68 or above
Number of public safety requests for Council owned and managed assets	Decrease
Proportion of buildings that meet environmentally sustainable design guidelines (ESD)	Increase
Proportion of buildings that are accessible to all users	Increase
Length of new and improved on-road and off-road shared paths and trails throughout the municipality	Increase
Number of active library borrowers in municipality	Increase
Utilisation of aquatic facilities	Increase
Proportion of Council buildings meeting zero emissions target	Increase

Banyule Community Indicators

Indicators	Desired trend/target
Vehicle related accidents, injuries and fatalities in the municipality	Decrease



Supporting plans, strategies and policies

- Banyule Planning Scheme
- Local Planning Policy Framework
- Housing Strategy
- Neighbourhood Character Strategy
- Heritage Strategy
- Drainage Policy
- Asset Management Strategy
- Asset Management Policy
- Banyule Bicycle Strategy
- Banyule Walking Strategy
- Banyule Integrated Transport Plan
- Urban design guidelines, frameworks and concept plans
- Substantial and significant tree strategies
- Activity Centre Structure Plans
- Sports Allocation Policy and Guide
- Road Management Plan
- Public Open Space Plan
- Urban Forest Strategic Plan
- Banyule Public Toilet Plan



Priority Theme 5

Our Thriving Local Economy



Strategic Objective

A thriving, resilient, socially responsible local and integrated economy that encourages, supports and advocates for a diverse range of businesses and entrepreneurship, providing local investment and employment opportunities.



Strategies to strengthen our Thriving Local Economy



1. Stimulate and support a vibrant and resilient local economy to encourage business, employment and investment opportunities.
2. Encourage, assist and connect businesses with the tools, information and opportunities to succeed and be sustainable.
3. Support innovation, business start-ups and the development of micro, disability, Aboriginal and creative enterprises across Banyule.
4. Build strong regional partnerships to leverage growth corridors and stimulate ongoing economic prosperity.
5. Partner with local employers, agencies and other organisations to create inclusive jobs.
6. Provide and facilitate job readiness programs and pathways to employment.
7. Encourage and support volunteerism within Banyule as an important contributor to the local economy and involvement in community life.
8. Create distinctive, appealing and thriving shopping centres and industrial precincts that have a local identity and contribute to a strong sense of place.
9. Create inclusive employment opportunities within Banyule Council workforce for people facing barriers to employment.
10. Lead as a social enterprise capital of Victoria by encouraging innovative social enterprises to set-up their operations and offices within the City of Banyule.



Priority Theme 5

Our Thriving Local Economy



Strategic Indicators

Banyule City Council Indicators

Indicators	Desired trend/target
Attendance at Council economic development events	Increase
Number of community members completing the business skills and employment program	Increase
Number of inclusive employment opportunities created within Banyule	1000 jobs (from 2018-2025)
Proportion of local residents employed by Council contractors	Increase
Proportion of goods and services purchased locally	Increase
Number of partnerships and joint programs with local peak industry bodies and agencies	Increase
Number of economic development events hosted by Council	Increase
Number of social enterprises operating in Banyule	Increase

Banyule Community Indicators

Growth in gross domestic product (GDP) for the municipality	Increase
Number of businesses in municipality	Increase
Number of businesses started in municipality	Increase
Number of start-ups in the municipality	Increase
Number of business closed in the municipality	Decrease
Vacancy rate at major retail precincts	Decrease
Number of jobs in the municipality	Increase
Proportion of residents employed locally	Increase
Local unemployment rate	Decrease



Supporting plans, strategies and policies

- Banyule Economic Development Strategy
- Banyule Grants Program Policy
- Banyule Social Enterprise Strategy and Action Plan
- Banyule Inclusive Local Jobs Strategy and Action Plan
- Banyule Economic Support Package
- Safe Travel Plan
- Activity centre parking plans
- Activity centre structure plans
- La Trobe National Employment and Innovation Cluster Framework Plan



Priority Theme 6

Our Trusted and Responsive Leadership



Strategic Objective

A responsive, innovative and engaged Council that has the trust of our community through demonstrated best practice governance, is financially sustainable, and advocates on community priorities and aspirations.



Strategies to strengthen our Trusted and Responsive Leadership



1. Provide good governance, be accountable and make informed decisions based on sound evidence.
2. Provide outstanding customer service and a great customer experience for all.
3. Provide responsible management of resources to ensure the financial sustainability of Banyule Council.
4. Provide an integrated approach to planning and community reporting aligned to the Banyule Community Vision 2041.
5. Build an empowered, engaged and diverse workforce with a values-based culture.*
6. Proactively manage Council's risks and provide a safe workplace.
7. Invest in new technology and innovative digital solutions to deliver seamless and responsive services.
8. Engage meaningfully with our diverse community, encourage participation, and be proactive and responsive to current and emerging needs.
9. Improve the reach, transparency, impact and responsiveness of our communications.
10. Advocate for community priorities and aspirations to improve service, infrastructure, land use, environmental and social outcomes.
11. Continually improve, innovate and review our services to ensure they are effective, efficient and represent value for money.
12. Provide responsible management of procurement activity in a way that enhances social, economic and environmental outcomes.

*Strategies relate directly to Council's role in promoting gender equality and prevention of violence against women, and that they are not addressed in isolation rather aligning to Council's role in promoting inclusion and diversity.



Priority Theme 6

Our Trusted and Responsive Leadership



Strategic Indicators

Banyule City Council Indicators

Indicators	Desired trend/target
Community satisfaction with Council decisions made in the interest of community	61 and or above
Percentage of decisions made in closed Council meetings	Below 4%
Community satisfaction with overall performance of Council	68 or above
Community satisfaction with community consultation and engagement	58 or above
Community satisfaction with Council's advocacy	57 or above
Community satisfaction with Council informing the community	64 or above
Community satisfaction with customer service	72 or above
Number of people participated in Council-led community engagement activities	Increase
Participation in Banyule advisory committees	Increase
VAGO sustainability ratios	All ratios rated as 'low risk'

Banyule Community Indicators

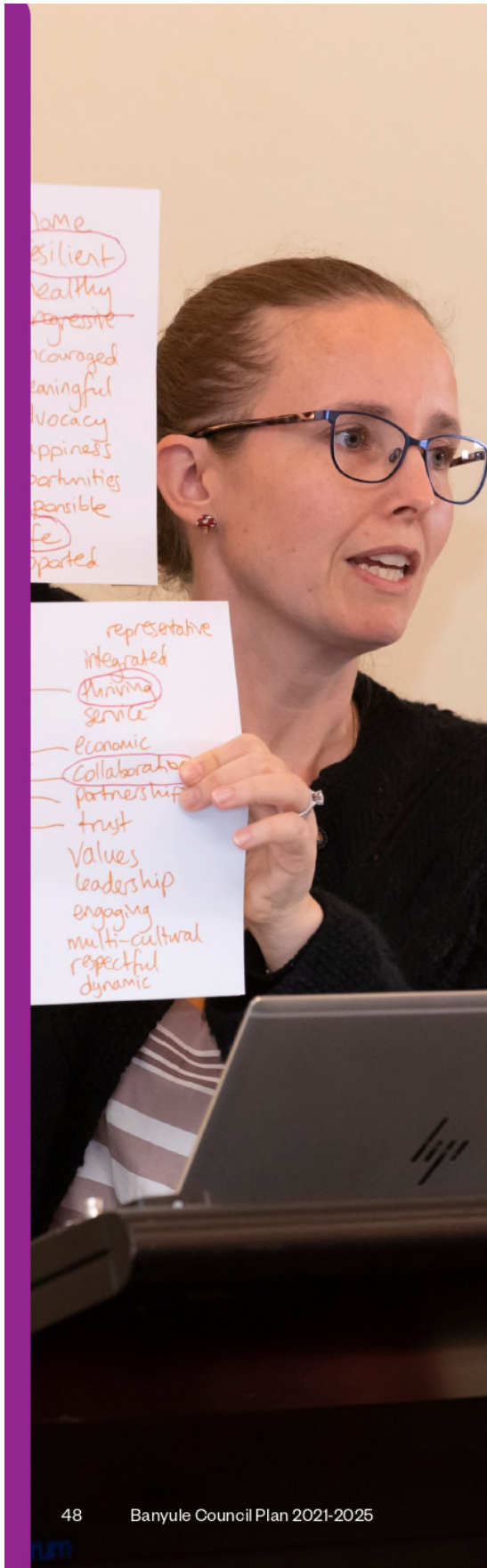
State and federal government projects and grants allocated are in line with Banyule community aspirations	Increase
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Supporting Plans, Strategies and Policies

- Banyule Service Promise
- Environmental Friends Group Volunteers Plan
- Banyule Community Engagement Policy
- Banyule Advocacy Framework
- Banyule Customer Experience Strategy
- Banyule Continuous Improvement Framework
- Banyule Customer Complaint Management Policy
- Financial Plan 2021/22-2030/31
- Revenue and Rating Plan 2021-2025
- Banyule Debt Management Strategic Plan
- Banyule City Council Procurement Policy
- Local Government Acts (2020 and 1989)
- Banyule Communications Strategy
- Councillor Code of Conduct
- Councillor Expense Policy
- Governance Rules
- Banyule Public Transparency Policy
- Victorian Charter of Human Rights and Responsibilities (Human Rights Charter Guidelines 2010)
- People and Culture Strategic Plan
- Banyule City Council Enterprise Agreement
- Working Together Working Better Staff Code of Conduct
- Banyule Child Safe Policy
- Digital Transformation Strategy
- Risk Management Policy and Framework
- Safety Management Framework
- Workforce Plan





Review and updating of this plan

The Council Plan is reviewed on an annual basis to ensure that it continues to meet the needs of the community. We will engage with our community on an ongoing basis and will make any necessary updates to this plan.

A further lens relating to the health and wellbeing outcomes of our community is undertaken to ensure compliance under the *Victorian Public Health and Wellbeing Act 2008* and to track our progress towards improving health and wellbeing outcomes.

Reporting on progress and performance

Measuring and reporting on the progress of the Council Plan is a key focus of Council.

The Council will monitor the progress against the indicators listed in this plan and report back to the community annually through the Annual Report. In addition, quarterly reporting on annual actions will be made available to the community through Council's website and other communication channels. This quarterly reporting enables Council to monitor key actions and projects to ensure they are delivered on time and within budget.






Annual Action Plan



Annual Action Plan 2021/2022






Our Inclusive and Connected Community

A safe, healthy, vibrant and connected community where people of all ages and life stages love to live, work and stay; diversity and inclusion are valued and encouraged.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
1.1 Promote active and connected living through a range of accessible and inclusive opportunities for all people of all ages through sport and recreation	1.1.1 Deliver holiday activities featuring a diverse range of accessible, inclusive, unstructured recreational opportunities	Minimum six holiday activities at the end of each school holiday term delivered	Youth Services 
	1.1.2 Deliver 'Come and Try' sessions to demonstrate the equipment at Ivanhoe Park's Seniors Exercise Park for older adults	Four 'Come and Try' sessions delivered by June 2022	Age-friendly Programs 
	1.1.3 Undertake a review of the Sporting Reserve User Guide and Allocation Policy to ensure fair and equitable access to our sports facilities and infrastructure	Sporting Reserve User Guide reviewed, and Allocation Policy completed by February 2022	Leisure and Culture 
	1.1.4 Undertake the review of the Recreation Plan 2017-2021	Review of the Recreation Plan 2017-2021 completed by June 2022	Leisure and Culture
	1.1.5 Conduct an audit of Banyule sporting facilities focusing on canteens, kitchens, social rooms and amenities	Banyule sporting facilities audit completed by June 2022	Leisure and Culture 
	1.1.6 Implement a range of initiatives and programs that support participation in sports, recreation and leisure	10% increase in participation in the activities and usage of sport and recreational facilities from the previous year	Leisure and Culture 
1.2 Provide a range of services and programs, and work with relevant partners to enhance health and wellbeing outcomes and social cohesion	1.2.1 Develop the Bellfield Community Outcomes Framework	Bellfield Community Outcomes Framework developed by February 2022	Community Partnerships
	1.2.2 Undertake a review of Shop 48 - The Harmony Centre	Shop 48 - The Harmony Centre review completed by June 2022	Community Partnerships

Our Inclusive and Connected Community

A safe, healthy, vibrant and connected community where people of all ages and life stages love to live, work and stay; diversity and inclusion are valued and encouraged.




Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
1.2 Provide a range of services and programs, and works with relevant partners to enhance health and wellbeing outcomes and social cohesion	12.3 Develop a Strategic Partnership Framework between Council and the Banyule neighbourhood houses	Strategic Partnership Framework established by April 2022	Community Partnerships 
	12.4 Undertake review of the RSL Trust Deeds and Grants Program	RSL Trust Deeds and Grants Program review completed by December 2021	Community Partnerships
	12.5 Deliver the Banyule Community Grants Program	Banyule Community Grants Program delivered by June 2022	Community Partnerships
	12.6 Develop service level agreements for all recurrent and one-off grants and implement annual actions	All service level agreements negotiated and signed by September 2021	Community Partnerships
	12.7 Provide innovative and flexible Social Support Group programs that are integrated successfully into the Bellfield Community Hub	More than 80% participants report high satisfaction through annual consumer/participant survey	Age-friendly Programs 
	12.8 Undertake public awareness and promotional activities and advocacy to address ageism and elder abuse	Deliver Elder Abuse Awareness Day events	Age-friendly Programs 
	12.9 Work with partners to take action on Banyule's health priorities: - social connection and inclusion - increasing active living - increasing healthy eating	Three projects delivered by June 2022	Community and Social Planning 
	12.10 Support the Banyule Child Youth and Family Committee to improve outcomes for children and young people, as outlined in the Child and Youth Framework	Six committee meetings held by June 2022	Youth and Family Services 

 = Action supports the Municipal Public Health and Wellbeing Plan.

Annual Action Plan 2021/2022





Our Inclusive and Connected Community

A safe, healthy, vibrant and connected community where people of all ages and life stages love to live, work and stay; diversity and inclusion are valued and encouraged.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
1.2 Provide a range of services and programs, and works with relevant partners to enhance health and wellbeing outcomes and social cohesion	1.2.11 Provide development opportunities to local sector professionals and parents through the Banyule Nillumbik Youth Services network	Minimum of five development opportunities delivered by June 2022	Youth Services
	1.2.12 Deliver a series of school workshops to support the mental health and wellbeing of young people	Minimum of 10 in school workshops focused on mental health and wellbeing of young people delivered annually	Youth Services
	1.2.13 Deliver Seniors Festival Week events and activities	Annual Seniors Festival Week program delivered by October 2021	Age-friendly Programs
	1.2.14 Co-convene Banyule Nillumbik Family Violence Network and provide ongoing support and commitment to Women's Health in the North 'Building Respectful Communities Framework'	Three network meetings held by June 2022	Community Partnerships 
	1.2.15 Partner with The Orange Door	Four partnership meetings held by June 2022	Youth and Family Services 
1.3 Provide and promote arts and cultural experiences to enhance community connectedness, engagement and a sense of wellbeing	1.3.1 Deliver a range of community festivals and events including Malahang Wellbeing Festival, Carols by Candlelight, Twilight Sounds, Eco-Friendly Fest and Pet Expo	All events delivered as per schedule: Chillin' in Banyule by August 2021; Malahang Wellbeing Festival by October 2021; Carols by Candlelight by December 2021; Twilight Sounds by February 2022; Eco-Friendly Fest and Pet Expo by June 2022.	Leisure and Culture
	1.3.2 Review the Arts and Culture Strategic Plan and Public Art Policy	Revised Arts and Culture Strategic Plan and Public Art Policy considered for adoption by Council by June 2022	Leisure and Culture
	1.3.3 Engage a diverse range of local artists and community groups to develop and deliver an annual program of high-quality arts and cultural experiences	<ul style="list-style-type: none"> - Arts program developed and implemented by June 2022 - Year-round utilisation of arts spaces at Ivanhoe Library and Cultural Hub 	Leisure and Culture 

Our Inclusive and Connected Community








A safe, healthy, vibrant and connected community where people of all ages and life stages love to live, work and stay; diversity and inclusion are valued and encouraged.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
1.3 Provide and promote arts and cultural experiences to enhance community connectedness, engagement and a sense of wellbeing	1.3.4 Build capacity and support professional development of the local creative sector to enhance cultural outcomes for the community	<ul style="list-style-type: none"> - 200 participants in Pinpoint Artists Network - Minimum of six networking & professional development programs - Distribution of \$60,000 to Arts and Culture Project Grant Pool 	Leisure and Culture 
	1.4 Actively support and facilitate for infrastructure, services and programs that address community safety	1.4.1 Deliver improved pedestrian access to Willinda Park from Beatrix and Talbot streets, Greensborough, along McNamara St, Macleod and throughout Macleod Village	Capital works projects at nominated sites completed by June 2022
	1.4.2 Implement traffic speed and volume measures at key locations	Speed and volume analysis completed at Sainsbury Avenue, Greensborough; Prosperity Rd, Lower Plenty; and Mountain View Rd, Montmorency by June 2022	Transport Engineering 
	1.4.3 Develop the Banyule Safety and Resilience Framework for the next 10 years	Banyule Safety and Resilience Framework considered for adoption by Council by April 2022	Community Partnerships
	1.4.4 Implement Year 2 of the Banyule Graffiti Strategy 2020-2023	Year 2 action plan completed by June 2022	Community Partnerships
	1.4.5 Review Banyule's Planning and Building Enforcement Framework to reflect the important contribution Council makes to Victorian Government requirements for building cladding and swimming pools	Review completed and Framework considered for adoption by Council by June 2022	Planning and Building
	1.4.6 Develop 16 Days of Activism Against Gender Based Violence partnership projects	Campaign projects delivered in 16 Days of Activism Against Gender Based Violence in 2021	Community Partnerships 
	1.4.7 Establish regional partnerships during Week Without Violence	Deliver campaign during Week Without Violence	Community Partnerships 

Annual Action Plan 2021/2022








Our Inclusive and Connected Community

A safe, healthy, vibrant and connected community where people of all ages and life stages love to live, work and stay; diversity and inclusion are valued and encouraged.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
1.5 Enhance our relationship and work in respectful partnership with the Traditional Custodians of Banyule, the Wurundjeri people, identified Elders and other Aboriginal and Torres Strait Islanders	1.5.1 In partnership with our Aboriginal and Torres Strait Islander communities, support the activation of the Barrbunin Beek Aboriginal Gathering Place	Barrbunin Beek Aboriginal Gathering Place Strategic Plan (outlining activation actions) developed by June 2022	Community and Social Planning
	1.5.2 Improve opportunities and reduce disadvantage for Aboriginal and Torres Strait Islander communities	Banyule's Reconciliation Action Plan implemented by June 2022	Community and Social Planning 
	1.5.3 Facilitate the Banyule Boorai's Supported Playgroup for Aboriginal children under 2 years of age and their families	Twenty playgroup sessions delivered by December 2021	Maternal and Child Health 
	1.5.4 Undertake ecological and cultural land and water management at Banyule Flats and Banyule Billabong with the Narrap team	Work with Narrap Rangers at five sites at Banyule Billabong and Banyule Flats	Bushland Management 
1.6 Promote community awareness and support a diverse, connected, and inclusive community that respects and celebrates different cultures, beliefs, abilities, bodies, ages, sexualities, genders and identities	1.6.1 Deliver wellbeing programs, workshops and activities for young people in local community settings	Minimum of six wellbeing programs, workshops and activities for young people delivered by June 2022	Youth Services 
	1.6.2 Deliver a weekly program during term time for LGBTQ+ young people (14-22 years) to provide safe and supportive social and advocacy opportunities	Weekly programs delivered	Youth Services 
	1.6.3 Deliver a short term supported referral process to young people within the community to link them into an appropriate service	A minimum of 30 referrals completed annually	Youth Services 
	1.6.4 Deliver an outreach program in Banyule using an assertive outreach model	Outreach program established and delivered into areas where young people gather within Banyule	Youth Services 

Our Inclusive and Connected Community

A safe, healthy, vibrant and connected community where people of all ages and life stages love to live, work and stay; diversity and inclusion are valued and encouraged.



Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
1.6 Promote community awareness and support a diverse, connected, and inclusive community that respects and celebrates different cultures, beliefs, abilities, bodies, ages, sexualities, genders and identities	1.6.5 Embed the delivery of relevant community awareness campaigns and activities about gender equity and gender-based violence	Campaigns during International Women's Day, Week Without Violence, and 16 Days of Activism Against Gender Based Violence delivered	Community Programs 
	1.6.6 Implement an Inclusion Access and Equity Framework within Council services and externally partner with organisations	Twenty internal inclusive audits completed	Community and Social Planning 
	1.6.7 Review and update Banyule's Multicultural Plan	Banyule's Multicultural Plan considered for adoption by Council by June 2022	Community and Social Planning 
	1.6.8 Review and update Banyule's Disability and Inclusion Plan	Banyule's Disability and Inclusion Plan considered for adoption by Council by June 2022	Community and Social Planning 
	1.6.9 Review and update Banyule's LGBTIQA+ Plan	Banyule's LGBTIQA+ Plan considered for adoption by Council by June 2022	Community and Social Planning 
	1.6.10 Ensure LGBTI needs are considered in all service planning for older adults	Rainbow Tick for Age-friendly Programs maintained	Age-friendly Programs 
	1.6.11 Review and update Banyule's Diversity Statement	Updated Diversity Statement considered for adoption by Council by December 2021	Community and Social Planning
	1.6.12 Provide gender equality and gender based violence training and capacity building opportunities to community partners	Training opportunities provided to community partners by June 2022	Community Partnerships 

 = Action supports the Municipal Public Health and Wellbeing Plan.

Annual Action Plan 2021/2022


Our Inclusive and Connected Community

A safe, healthy, vibrant and connected community where people of all ages and life stages love to live, work and stay; diversity and inclusion are valued and encouraged.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
1.7 Provide a range of services and programs that support the development of children, young people and families	1.7.1 Deliver responsive MCH service and program as per current standards of practice	Meet service delivery targets indicated by the Department of Health, and the Department of Families, Fairness and Housing	MCH and Community Support 
	1.7.2 Implement actions of the Child and Youth Framework	Child and Youth Framework year 1 actions completed by June 2022	MCH and Community Support
	1.7.3 Deliver quality improvement plans for all five Council early childhood services as per National Quality Standards (NQS)	Department of Education and Training quality rating and assessment criteria met	Early Childhood Services
	1.7.4 Deliver the Banyule Youth Summit and Summit report card biannually	The Banyule Youth Summit or Summit report card delivered biannually	Youth Services
1.8 Strengthen community preparedness and resilience for emergency events	1.8.1 Participate in the North West Metro (NWM) Regional Emergency Management Planning Committee (REMPC) and the Municipal Emergency Management Planning Committee (MEMPC) activities and subcommittees	Chair and lead four REMPC meetings per annum and participate in subcommittees	Emergency Management 
	1.8.2 Develop annual review register to schedule the reviews of all emergency management plans and subplans	Annual review register developed by October 2021 and reviews completed by June 2022	Emergency Management
	1.8.3 Undertake preparedness activities in line with emergency management plans and legislation	<ul style="list-style-type: none"> - Online Emergency Management Induction Module in place in learning management system (FRED) - One recruitment session held per year - Council Emergency Operations Centre technology requirements reviewed annually 	Emergency Management
	1.8.4 Update and review the Municipal Fire Prevention Management Plan	Municipal Fire Prevention Management Plan completed by June 2022	Municipal Laws

Our Inclusive and Connected Community

A safe, healthy, vibrant and connected community where people of all ages and life stages love to live, work and stay; diversity and inclusion are valued and encouraged.







Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
1.8 Strengthen community preparedness and resilience for emergency events	1.8.5 Review and update the Banyule Heatwave Plan	Banyule Heatwave Plan considered for adoption by Council by June 2022	Public Health Protection
	1.8.6 Review and update the Banyule Pandemic Plan	Banyule Pandemic Plan considered for adoption by Council by June 2022	Public Health Protection
1.9 Provide for and facilitate specific programs and respond to current and emerging preventable disease, outbreaks and public health risks	1.9.1 Undertake Council's public health legislative obligations to protect the health of the community	Legislative obligations are met: - 100% food business assessments/inspections completed in registration period (calendar year) - 100% anaphylaxis reports investigated - 100% health premises inspections completed in registration period - 100% infectious disease outbreaks investigated (gastro) - 100% nuisance complaints investigated - 100% registered pools inspected	Public Health Protection
	1.9.2 Deliver a range of educational and enforcement activities to reduce the health impact of tobacco on the community	- 100% tobacco related complaints investigated - All works completed in line with Municipal Association of Victoria (MAV) agreement	Public Health Protection 
	1.9.3 Coordinate and deliver immunisation services to protect children from vaccine preventable diseases	Immunisation targets >95% per cohort	Public Health Protection
	1.9.4 Raise awareness of public health matters and respond to changes in the public health needs of the community including food safety, allergens, hygiene and potential nuisances and immunisation	Increase awareness by promoting public health matters, including through implementation of COVID business/community support program	Public Health Protection

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Annual Action Plan 2021/2022

Our Inclusive and Connected Community

A safe, healthy, vibrant and connected community where people of all ages and life stages love to live, work and stay; diversity and inclusion are valued and encouraged.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
1.10 Deliver a range of accessible services and programs for older people that support social connections and independent living	1.10.1 Provide support to older people navigating the Commonwealth aged care system	- Pilot program completed by December 2021 - Report to Council on outcomes of pilot program by February 2022	Age-friendly Programs
	1.10.2 Implement the Older Adults Community Connection Program to reduce social isolation and loneliness for older people	New service delivery model for the Older Adults Community Connection Program implemented by June 2022	Age-friendly Programs 
	1.10.3 Review and update the Age-friendly Strategy	Age-friendly Strategy considered for adoption by Council by June 2022	Age-friendly Programs 
	1.10.4 Improve support for people who are caring for older people in their homes	New carer support program implemented	Age-friendly Programs 
1.11 Deliver a range of services and programs to become the leading Council in supporting and empowering people with disabilities	1.11.1 Implement Equalities Impact Assessments training across Council to embed a disability inclusive lens across all services and programs	Equalities Impact Assessments training completed by all staff by June 2022	Community and Social Planning 
	1.11.2 Develop an Inclusive Banyule Framework 2022-2026	The Inclusive Banyule Framework 2022-2026 considered for adoption by Council by June 2022	Community and Social Planning 
	1.11.3 Develop a Disability Action Plan 2022-2026	The Inclusive Banyule Framework 2022-2026 considered for adoption by Council by June 2022	Community and Social Planning 
1.12 Enable and empower philanthropic and business partners to support our community through the establishment of the Banyule Community Fund	1.12.1 Investigate the scope and establishment of a Banyule Community Fund	Banyule Community Fund established and launched by 30 June 2022	Youth and Community Partnerships

Our Sustainable Environment

A progressive and innovative leader in protecting, enhancing and increasing the health and diversity of our natural environment, where we all commit to playing an active role in achieving environmental sustainability, waste and carbon emissions reduction



Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
2.1 Protect and enhance our natural environment, providing connected habitat for diverse flora and fauna	2.1.1 Develop a No Local Extinction Action Plan, identifying five key indicator species and individual management plans for targeted management	No Local Extinction Action Plan developed by June 2022	Environment
	2.1.2 Prepare a masterplan for Mayona Reserve to protect the Eltham Copper Butterfly	Mayona Reserve Masterplan considered for adoption by Council by June 2022	Bushland Management
	2.1.3 Review and implement the Domestic Animal Management Plan to promote responsible pet ownership	Domestic Animal Management Plan considered for adoption by Council by June 2022	Municipal Laws
	2.1.4 Control the pest animals that have a negative impact on biodiversity	Annual fox and rabbit control activities delivered throughout priority conservation sites	Bushland Management
	2.1.5 Advocate for habitat retention within North East Link (NEL), Hurstbridge Line duplication and other major projects, retaining offset plantings in Banyule and focusing on wildlife corridor connections	Council provides input into environmental improvement opportunities for NEL and Hurstbridge Line duplication	Environment
	2.1.6 Control the environmental weeds throughout priority bushland reserves	Implement year 1 actions in the Weed Management Strategy by June 2022, targeting environmental weeds within bushland reserves	Bushland Management

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Annual Action Plan 2021/2022




Our Sustainable Environment

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Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
2.2 Minimise stormwater pollution and the impacts of flooding, and maximise Council's water conservation to transition to a water sensitive City	2.2.1 Operate, monitor and optimize capabilities of the existing stormwater harvesting sites and Water Sensitive Urban Design (WSUD) assets	<ul style="list-style-type: none"> - Constrain annual Council potable water use to below 330 million litres - Annually remove the following pollutants: <ul style="list-style-type: none"> - 50 tonnes of litter - 130 tonnes of sediment 	Environmental Operations
	2.2.2 Review planning permit assessment and endorsement processes to ensure that Water Sensitive Urban Design requirements are included in developments	Water Sensitive Urban Design assurance and options framework completed by June 2022	Development Planning Drainage and Developments
	2.2.3 Design, plan and construct a new irrigation system for NJ Telfer Reserve	New irrigation system for NJ Telfer Reserve completed by June 2022	Sportsfield and Open Space Assets
	2.2.4 Deliver a pool blanket trial at warm water pool at WaterMarc as part of an energy efficiency work program	Pool blanket trial at warm water pool at WaterMarc delivered by June 2022	Major Facilities Environment 
2.3 Demonstrate leadership in addressing climate change and take action to become a carbon neutral Council by 2028 and City by 2040	2.3.1 Investigate electrification opportunities at Council owned and occupied buildings that use gas	Electrification investigation report completed by June 2022	Environment
	2.3.2 As part of a new pilot solar program, undertake solar feasibility and design investigation work at Council owned and leased facilities	Pre-feasibility report for program participants delivered by June 2022	Environment
	2.3.3 Undertake a detailed vulnerability assessment to identify climate risk to both community and infrastructure	Vulnerability assessment mapped with GIS software and by June 2022	Environment 
	2.3.4 Reduce internal combustion engine (ICE) fleet	Two new electric cars added to Council fleet by June 2022	Fleet

Our Sustainable Environment

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Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
2.4 Empower and educate the community and businesses to take actions to achieve positive environmental and climate change outcomes	2.4.1 Deliver a series of capacity building workshops to support environmental volunteers to lead and support positive climate action initiatives	Four capacity building workshops delivered by June 2022	Environment 
	2.4.2 Deliver Gardens for Wildlife Program creating habitat 'stepping stones' through private property	Minimum of 40 households participate in Gardens for Wildlife Programs	Environment
	2.4.3 Deliver environmental workshops to the community through Spring Outdoors Program	Five Banyule community workshops delivered by June 2022	Environment 
	2.4.4 Deliver a targeted community-led Energy Innovation Grant that supports the community-led energy solutions	Receipt and allocation of a community-led grant submission for a community energy solution by June 2022	Environment 
	2.4.5 Encourage solar uptake by Banyule businesses through participation in the solar savers program	Minimum of five Banyule businesses sign up for solar through solar savers program	Environment
2.5 Avoid waste generation and encourage and support the community to achieve zero waste to landfill by 2030	2.5.1 Prepare to roll out a FOGO (food organics and garden organics) kerbside collection system to residents	Roll-out ready by June 2022	Strategic Waste
	2.5.2 Implement waste assessment guidelines to ensure appropriate consideration of waste management for new developments having regard to future occupants and future collection streams	Waste assessment guidelines completed and considered for all new residential developments	Development Planning and Waste Management
	2.5.3 Undertake a trial of environmentally friendly nappies at St Hellier Street Children's Centre in the baby's room	Trial completed by June 2022	Early Childhood Services

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Annual Action Plan 2021/2022

Our Sustainable Environment

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Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
2.6 Engage and work with the community and partners to protect, enhance and experience the environment	2.6.1 Support and implement friends group activities through environmental conservation projects within waterway corridors and bush reserves	Support 90 working bees for weed control activities and planting of 10,000 Indigenous tube stock	Environment
	2.6.2 Work with CERES on the five modules to achieve 5-star accreditation in environmental sustainability for Council's five early childhood services	5-star accreditation achieved for core, biodiversity, energy, waste and water modules	Early Childhood Services
	2.6.3 Provide environmental grants that support local environment initiatives	Full allocation of the environmental grants program by June 2022	Environment
	2.6.4 Support and implement annual nature play activities across selected Bush Reserves	Four activities conducted per year throughout different reserves focusing on a range of nature themes	Bushland Management 
2.7 Protect, increase and maintain Banyule's urban forest population to provide a greener City for enhanced liveability	2.7.1 Undertake the review of planning permit outcomes to ensure tree planting requirements are implemented and maintained	- 100% of completed multi-dwelling developments inspected - Contact 60% of selected tree permit holders to confirm permit requirements	Development Planning
	2.7.2 Review the Urban Forest Strategic Plan	Draft Urban Forest Strategic Plan completed by June 2022	Urban Forestry
	2.7.3 Deliver annual advanced tree planting program	Minimum of 3000 new trees planted by June 2022	Urban Forestry
2.8 Explore and support opportunities for urban farming and community gardens	2.8.1 Embed community gardens at Bellfield Community Centre	Community gardens incorporated in the Bellfield Community Centre precinct plan	Delivery and Assets
	2.8.2 Develop a scope for urban food strategy	Urban food strategy scope endorsed by June 2022	Community Programs

Our Well-Built City

A well planned, sustainable and liveable place that caters for all our current and emerging communities; where our local character and environment is protected and enhanced.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
3.1 Deliver well designed places and spaces that enable stronger connections and liveability to meet the diverse needs of our current and future community	3.1.1 Complete construction of the new Bellfield Community Hub and relocate the community garden	Bellfield Community Hub construction completed by March 2022	Strategic Property City Futures
	3.1.2 Continue to progress the Rosanna Library redevelopment project which will deliver a contemporary library facility for the community	- Community engagement for the library design and ancillary projects outcomes completed - Finalise negotiations, project concepts and contract of sale by June 2022	Leisure and Culture Strategic Property
	3.1.3 Finalise the design for Montmorency streetscape improvement program and commence delivery	Design completed and works commenced by March 2022	City Futures
	3.1.4 Develop and deliver a major public art installation at Olympic Park as part of Council's public art program	Public art installed by June 2022	Leisure and Culture
3.2 Develop and maintain best practice integrated strategic plans that impact positively on the quality and design of our places and built environment	3.2.1 Develop an integrated approach to Municipal Building Surveyor decisions to achieve a positive neighbourhood character outcome	An integration procedure and referral process between planning and building implemented by June 2022	Development Planning
	3.2.2 Develop a public realm manual	Public realm manual considered for adoption by Council by June 2022	City Futures
	3.2.3 Develop concept designs for the East Ivanhoe Activity Centre streetscape improvement program	Concept design for the East Ivanhoe Activity Centre streetscape improvement program considered for adoption by Council by June 2022	City Futures
	3.2.4 Commence the review of Banyule Housing Strategy that considers Banyule's future housing needs	Draft discussion paper released for consultation by March 2022	City Futures

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Annual Action Plan 2021/2022


Our Well-Built City

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Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
3.3 Prioritise a series of localised plans for twenty-minute neighbourhoods across Banyule that are well connected and meet community needs closer to home	3.3.1 Develop a Place-based Framework for Banyule	Banyule's Place-based Framework including principles considered for adoption by Council by June 2022	City Futures
3.4 Plan for greater diversity of housing and commercial activity in the most accessible locations to balance sustainable growth and enable ageing in place	3.4.1 Progress the Cartmell Street public car park and mixed-use development project	Finalise negotiations and contract of sale	Strategic Property
	3.4.2 Advocate for the inclusion of mechanisms in Victorian Planning Schemes to secure affordable housing outcomes	Inclusion of affordable housing outcomes in Council's Advocacy Plan	Development Planning
	3.4.3 Undertake a review of planning permit outcomes to ensure age in place (liveability) requirements are implemented	Verification of liveability requirements of 20% of completed multi-dwelling developments inspected	Development Planning
3.5 Provide and facilitate for achieving environmentally sustainable designs and outcomes and deliver urban centres that are resilient to the impacts of climate change	3.5.1 Implement Sustainable Building Guidelines that embed the best practice environmentally sustainable design specifications into capital works and maintenance programs	100% compliance with the Sustainable Building Guidelines for all new and upgraded buildings	Assets and Delivery
	3.5.2 Undertake a review of planning permit outcomes to ensure Environmentally Sustainable Design requirements are implemented and maintained and develop a business case for ongoing resourcing	5% of completed multi-dwelling developments undergo certification or verification of Environmentally Sustainable Design requirements	Development Planning

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Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
3.6 Preserve and enhance Banyule's valued heritage, local character, and its significant trees	3.6.1 Explore opportunities for a stronger Planning Scheme position in relation to neighbourhood character outcomes	Propose a Neighbourhood Character Planning Scheme Amendment by June 2022	Development Planning City Futures
	3.6.2 Finalise the Banyule Heritage Study and progress a planning scheme amendment to protect properties of heritage value	Final planning scheme amendment considered for adoption by Council by June 2022	City Futures
	3.6.3 Finalise a planning scheme amendment for significant trees	Significant tree amendment considered for adoption by Council by 2022	City Futures
	3.6.4 Review Banyule Planning Scheme environmental overlays and draft planning scheme amendment to ensure policy and controls represent best practice	Seek authorisation for planning scheme amendment by June 2022	City Futures
3.7 Provide and maintain public parks and open spaces for a range of uses for all ages and abilities	3.7.1 Deliver the playground improvements program	Playground improvement works at Arthur Streeton Reserve, Tahlee Playground, Partingtons Flat Reserve, James Reserve and Yallambie Park completed by June 2022	Open Space Planning and Strategic Projects
	3.7.2 Develop and implement the Youth Spaces Plan	Youth Spaces Plan considered for adoption by Council, and year 1 actions implemented by June 2022	Open Space Planning and Strategic Projects 
	3.7.3 Develop a new pocket park at Were Street, Montmorency	Pocket park at Were Street, Montmorency completed by June 2022	Open Space Planning and Strategic Projects
	3.7.4 Commence the Ivanhoe Activity Centre Public Realm Plan	Community engagement for the Ivanhoe Activity Centre Public Realm Plan undertaken by June 2022	Open Space Planning and Strategic Projects

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Annual Action Plan 2021/2022



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Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
3.7 Provide and maintain public parks and open spaces for a range of uses for all ages and abilities	3.7.5 Develop the Heidelberg Park Masterplan	Heidelberg Park Masterplan considered for adoption by Council by June 2022	Open Space Planning and Strategic Projects
	3.8 Lead on the use of sustainable modes of transport, and encourage walking, cycling and use of public transport	3.8.1 Update the Banyule Integrated Transport Plan (BITP) Action Plan and associated Transport Advocacy List	BITP Action Plan and Transport Advocacy List considered for adoption by Council by June 2022
	3.8.2 Complete the Banyule Bicycle Strategy	Banyule Bicycle Strategy considered for adoption by Council by June 2022	Transport Planning and Advocacy 
	3.8.3 Complete Safe Access Audits for pedestrians, cyclists, and motor scooters in activity centres	Complete four centre audits by June 2022	Transport Planning and Advocacy 
	3.8.4 Improve school crossing infrastructure	Deliver two upgraded school crossings by June 2022	Transport Engineering 
	3.8.5 Complete the refresh of the Northern Regional Trails Strategy	Northern Regional Trails Strategy considered for adoption by Council by June 2022	Open Space Planning and Strategic Projects
	3.8.6 Deliver community behaviour change programs that support sustainable transport initiatives	Two community programs delivered by June 2022	Transport Planning and Advocacy 

Our Valued Community Assets and Facilities

As custodians of our community, assets, facilities and services, we work to ensure that they are affordable, sustainable, evenly distributed, safe and accessible for all ages and abilities and designed to provide meaningful experiences and connections.



Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
4.1 Strategically plan, build and renew community assets and facilities that meet current and future service needs and instil a sense of civic pride	4.1.1 Develop the Community Infrastructure Framework	Community Infrastructure Framework considered for adoption by Council by April 2022	Community Programs
	4.1.2 Develop Council's 10-year capital works program	10-year capital works program considered for adoption by Council by June 2022	Delivery and Assets
	4.1.3 Develop a 10-year Asset Plan	10-year Asset Plan considered for adoption by Council by June 2022	Delivery and Assets
	4.1.4 Develop a Sports Capital Works Policy that provides a consistent, equitable and transparent approach to Council's funding of new and upgraded sporting facilities and infrastructure	Sports Capital Works Policy considered for adoption by Council by March 2022	Leisure and Culture
	4.1.5 Complete the surface renovation of Beverley Road Oval, Heidelberg	Surface renovation of Beverley Road Oval, Heidelberg completed by June 2022	Delivery and Assets Sportsfield and Open Space Assets
	4.1.6 Complete the design for the reconstruction of Warringal Park Oval	Warringal Park Oval design completed by June 2022	Sportsfield and Open Space Assets
	4.1.7 Complete the upgrade of Partingtons Flat sporting pavilion and female friendly change rooms	Construction of Partingtons Flat sporting pavilion completed by June 2022	Delivery and Assets 
	4.1.8 Complete the design of Macleod Park sporting pavilion and complete construction of change rooms (stage 1 and stage 2)	- Macleod Park sporting pavilion design and change room construction completed by June 2022 - Concept redevelopment design progressed to schematic design	Delivery and Assets  Leisure and Culture

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Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
4.1 Strategically plan, build and renew community assets and facilities that meet current and future service needs and instil a sense of civic pride	4.1.9 Install sports field lighting at James Street Reserve and Chelsworth Park	Installation of lighting at James Street Reserve and Chelsworth Park completed by March 2022	Delivery and Assets Leisure and Culture 
	4.1.10 Develop a pocket park and a shared pedestrian/vehicle zone along Waterdale Road	Development of pocket park and a shared pedestrian/vehicle zone along Waterdale Road completed by June 2022	Delivery and Assets
	4.1.11 Refurbish Greenhills Neighbourhood House toilet facilities	Construction of Greenhills Neighbourhood House toilet facilities completed by June 2022	Delivery and Assets
4.2 Develop community assets and facilities that are environmentally sustainable, innovative, safe and continue to be of appropriate standard	4.2.1 Roll out a solar panel and battery program	Solar panel and battery program completed by June 2022	Delivery and Assets
	4.2.2 Implement a public buildings energy efficiency enhancement program	Public buildings energy efficiency enhancement program completed by June 2022	Delivery and Assets
	4.2.3 Install gross pollutant traps (GPT)/water sensitive urban design (WSUD) solution for Heidelberg West Industrial drain (Lillimur drain) to Darebin Creek	Construction works completed by June 2022	Delivery and Assets
	4.2.4 Develop and implement the Banyule Aquatics Strategy that guides the future planning and development of Council's aquatics services and facilities	Banyule Aquatics Strategy considered for adoption by Council, and year 1 actions implemented by June 2022	Leisure and Culture
4.3 Design and build facilities that are multipurpose and encourage community connections	4.3.1 Undertake the design of the Macleod Health and Fitness Centre Redevelopment	Design of Macleod Health and Fitness Centre Redevelopment completed by June 2022	Delivery and Assets 

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Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
4.3 Design and build facilities that are multipurpose and encourage community connections	4.3.2 Undertake expansion and improvement works at Greensborough Preschool	Expansion and improvement works at Greensborough Preschool completed by June 2022	Delivery and Assets
	4.3.3 Implement the final project stages (stage 3 and stage 4) of the Olympic Park Masterplan	Construction works completed by June 2023	Leisure and Culture Delivery and Assets
	4.3.4 Explore opportunities for community access to sporting clubs' facilities outside of allocated club hours	Investigations and feasibility investigated by June 2022	Leisure and Culture 
4.4 Promote, design and deliver assets that provide spaces for the community to connect	4.4.1 Complete the construction of Montmorency Village precinct streetscape and lighting works	Construction works completed by June 2022	Delivery and Assets
	4.4.2 Complete reconstruction of Redmond Court Wetland and creation of new parkland Stage 1	Reconstruction of Redmond Court Wetland and creation of new parkland (stage 1) completed by June 2022	Delivery and Assets
	4.4.3 Complete stage 2 refurbishment works of Bundoora Community Hall	Stage 2 refurbishment completed by June 2022	Delivery and Assets Leisure and Culture
4.5 Manage Council's commercial assets, leases and contracts to deliver sustainable, accessible and inclusive outcomes for the community	4.5.1 Manage and monitor the performance of commercial and community agreements	All agreements are current and aligned with Council's Lease and Licence Framework	Strategic Property
	4.5.2 Manage Council's land and deliver effective and efficient strategic property projects	Undertake appropriate strategic property projects and sale of land in-line with statutory processes	Strategic Property

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Annual Action Plan 2021/2022


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Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
4.5 Manage Council's commercial assets, leases and contracts to deliver sustainable, accessible and inclusive outcomes for the community	4.5.3 Undertake a review and update Council's Fleet Policy to ensure alignment with Banyule's climate action approach	Annual review of Fleet Policy completed by June 2022	Fleet
	4.5.4 Undertake annual essential safety measures reports for Council buildings	Compliance with annual essential safety measures reports completed by June 2022	Delivery and Assets
	4.5.5 Manage the service delivery contracts for Council's major outsourced leisure and functions facilities, including WaterMarc, The Centre Ivanhoe, Ivanhoe Golf Course, Chelsworth Park, community halls, and Macleod Recreation and Fitness Centre	All service delivery contracts are current and managed as per terms and conditions	Leisure, Recreation and Cultural Services
	4.5.6 In conjunction with the Banyule Art Collection Working Group, research, document, and acquire new works for the Banyule Art Collection	Art works acquisition program completed by June 2022	Leisure and Culture
4.6 Actively seek partnerships and collaborate with other organisations to build and utilise community infrastructure	4.6.1 Continue to engage with the North East Link Project on land dealings to drive the best outcomes for Council and the community	Agreements are in place for all occupation and acquisition activities	Strategic Property Transport Planning
	4.6.2 Implement a 2nd Development Contributions Plan (DCP) to support Council's long-term plans for capital works	Planning Scheme Amendment endorsed for the 2nd DCP	Finance and Procurement

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Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
4.6 Actively seek partnerships and collaborate with other organisations to build and utilise community infrastructure	4.6.3 Partnership with Launch Housing to secure funding for a new social housing precinct in the Bellfield area	Successful funding application to build 53 social housing units	Community Partnerships 
	4.6.4 Complete the construction of Old Eltham Road Stage 3 as per requirements of Roads to Recovery funding	Construction of Old Eltham Road Stage 3 completed by June 2022	Delivery and Assets
	4.6.5 Complete stage 4 and 5 of Darebin Creek Trail upgrade works	Stage 4 and 5 construction works completed by December 2021 and wayfinding signage installed by June 2022	Delivery and Assets
	4.6.6 Develop partnerships with State and Federal governments to deliver sports infrastructure projects that support equity and access and increased sports participation and growth opportunities, such as female-friendly change facilities	At least one successful grant application to support the delivery of sports infrastructure projects received by June 22	Leisure and Culture

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Annual Action Plan 2021/2022


Our Thriving Local Economy

A thriving, resilient, socially responsible local and integrated economy that encourages, supports and advocates for a diverse range of businesses and entrepreneurship, providing local investment and employment opportunities.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
5.1 Stimulate and support a vibrant and resilient local economy to encourage business, employment and investment opportunities	5.1.1 Develop Banyule's Economic Development Strategy	Draft Economic Development Strategy completed by June 2022	Economic Development
	5.1.2 Configure a Small Business Permit Assist program that guides and supports businesses through Council's permit process	Support 10 applications per quarter	Economic Development
	5.1.3 Deliver an annual business grants program to support Banyule businesses	Two grant rounds delivered by June 2022	Economic Development
	5.1.4 Prepare the Heidelberg Structure Plan to guide the investment and redevelopment of major activity centres	Heidelberg Structure Plan completed by June 2022	City Futures
	5.1.5 In partnership with local business, deliver Chillin' in Banyule music and entertainment program	Chillin' in Banyule program events delivered by September 2021	Leisure and Culture
5.2 Encourage, assist and connect businesses with the tools, information and opportunities to succeed and be sustainable	5.2.1 Deliver training and development that supports businesses with networking opportunities, business development and one-on-one mentoring	Twenty-five networking opportunities provided by June 2022	Economic Development
	5.2.2 Promote Banyule businesses through Rediscover Local channels	A minimum of 150 businesses promoted by June 2022	Economic Development
	5.2.3 Implement a range of initiatives to increase the number of Banyule Business e-news subscribers	Achieve 10% increase in Banyule Business e-news subscribers by June 2022	Economic Development
	5.2.4 Implement initiatives to increase Instagram followers across Banyule Business and Rediscover Local channels	Achieve 35% increase in Instagram followers by June 2022	Economic Development

Our Thriving Local Economy

A thriving, resilient, socially responsible local and integrated economy that encourages, supports and advocates for a diverse range of businesses and entrepreneurship, providing local investment and employment opportunities.


Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
5.3 Support innovation, business start-ups and the development of micro, disability, Aboriginal and creative enterprises across Banyule	5.3.1 Secure funding to expand start-up and development support for social enterprises, microenterprise, disability enterprise, Aboriginal enterprise and creative enterprise	New dedicated Inclusive Enterprise and Entrepreneurship team established by June 2022	Social Enterprise and Local Jobs
	5.3.2 Develop and distribute a new business start-up kit	New business start-up kit developed, and distribution started by 2021	Economic Development
	5.3.3 Launch the Youth Marketspace program providing entrepreneurial opportunities for young people	Minimum of 10 young people engaged in Youth Marketspace program	Youth Services
5.4 Build strong regional partnerships to leverage growth corridors and stimulate ongoing economic prosperity	5.4.1 Promote Banyule businesses by participating in a range of activities through North Link	Deliver phase 2 of the Visit Melbourne's North Campaign by June 2022	Economic Development
	5.4.2 Host a regional business award event in partnership with North Link	Northern Business Achievement Awards event delivered	Economic Development
5.5 Partner with local employers, agencies and other organisations to create inclusive jobs	5.5.1 Deliver the Mayoral Jobs Roundtable event	Five local employers commit to creating inclusive local job outcomes by partnering with Banyule Council	Social Enterprise and Local Jobs
	5.5.2 Create a guide and toolkit that supports the local government sector to run Banyule's Inclusive Employment Program within their municipality	Forty inclusive employment opportunities created within partnering councils by June 2022	Social Enterprise and Local Jobs 
	5.5.3 Deliver the Jobs Victoria Advocate program	Total of 3650 job seekers supported by Jobs Victoria Advocates by June 2022	Social Enterprise and Local Jobs 

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Annual Action Plan 2021/2022




Our Thriving Local Economy

A thriving, resilient, socially responsible local and integrated economy that encourages, supports and advocates for a diverse range of businesses and entrepreneurship, providing local investment and employment opportunities.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
5.5 Partner with local employers, agencies and other organisations to create inclusive jobs	5.5.4 In partnership with local employment partners, create a program that supports employers with free tools, resources and access to recruitment services and local talent to build stronger, more inclusive workplaces	<ul style="list-style-type: none"> - Inclusive employment business service developed by June 2022 - Twenty-two employment opportunities created within partnering employers by June 2022 	Social Enterprise and Local Jobs 
	5.6.1 Deliver a range of activities, programs or workshops that support young people's employment pathways	Minimum of three opportunities delivered annually	Youth Services
5.6 Provide and facilitate job readiness programs and pathways to employment	5.6.2 Provide work experience and tertiary placements at Banyule Council	Ten pathways to employment opportunities supported within Banyule Council by June 2022	People and Culture
	5.7.1 Develop a Banyule Volunteer Engagement Framework that strengthens Council's approach to meet the National Standards for Volunteer Involvement	Banyule Volunteer Engagement Framework considered for adoption by Council by June 2022	Social Enterprise and Local Jobs
5.7 Encourage and support volunteerism within Banyule as an important contributor to the local economy and involvement in community life	5.7.2 Develop a new approach for supporting volunteers and community organisations within Banyule	Banyule support for volunteers and community organisations approach developed by June 2022	Community Partnerships

Our Thriving Local Economy

A thriving, resilient, socially responsible local and integrated economy that encourages, supports and advocates for a diverse range of businesses and entrepreneurship, providing local investment and employment opportunities.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
5.8 Create distinctive, appealing and thriving shopping centres and industrial precincts that have a local identity and contribute to a strong sense of place	5.8.1 Review the Special Rate and Charge schemes	Special Rate and Charge schemes managed for Eaglemont, Greensborough, Macleod, and Watsonia districts	Economic Development
	5.8.2 Undertake a service delivery model review for activity centres	Review completed by June 2022	Economic Development
	5.8.3 Support the Heidelberg West Business Park to deliver networking events and improve signage for the area	Networking events and signage projects delivered as per the service level agreement	Economic Development
5.9 Create inclusive employment opportunities within Banyule Council workforce for people facing barriers to employment	5.9.1 Deliver the Banyule Inclusive Employment Program to support targeted community groups experiencing significant barriers to employment	Thirty employment opportunities created within Banyule by June 2022	Social Enterprise and Local Jobs
	5.9.2 Deliver traineeships and identified roles to support targeted community groups that are underrepresented in Council's workforce	Ten employment opportunities created by June 2022	People and Culture 
	5.9.3 Develop and implement a Diversity and Inclusion Plan	Banyule Diversity and Inclusion Plan considered for adoption by Council by June 2022	People and Culture 
	5.9.4 Implement mandatory diversity and inclusion training and cultural awareness training for all Banyule Council staff	Diversity and inclusion training implemented by June 2022	People and Culture 

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Annual Action Plan 2021/2022

Our Thriving Local Economy

A thriving, resilient, socially responsible local and integrated economy that encourages, supports and advocates for a diverse range of businesses and entrepreneurship, providing local investment and employment opportunities.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
5.10 Lead as a social enterprise capital of Victoria by encouraging innovative social enterprises to set-up their operations and offices within the City of Banyule	5.10.1 Deliver Banyule's Social Enterprise Partnership Program	Total of 32 inclusive local job outcomes created by June 2022	Social Enterprise and Local Jobs
	5.10.2 Support Banyule's community-led Banyule Social Enterprise Network and Social Enterprise Support Service	<ul style="list-style-type: none"> - Social Enterprise Support Service added to Banyule Council website by June 2022 - Banyule Social Enterprise Network launched by June 2022 	Social Enterprise and Local Jobs
	5.10.3 Complete a feasibility study for a social enterprise café at Malahang Reserve	Feasibility report completed by June 2022	Social Enterprise and Local Jobs
	5.10.4 Co-design and host a social enterprise development program in collaboration with partners	Social enterprise development program and workshops designed by June 2022	Social Enterprise and Local Jobs

Our Trusted and Responsive Leadership

A responsive, innovative and engaged Council that has the trust of our community through demonstrated best practice governance, is sustainable, and advocates on community priorities and aspirations.


Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
6.1 Provide good governance, be accountable and make informed decisions based on sound evidence	6.11 Review and update policy documents publicly available on Council's website in line with Council's Transparency Policy	Reviews and updates completed by June 2022	Governance
	6.12 Develop the Chief Executive Office Remuneration Policy	Chief Executive Office Remuneration Policy considered for adoption by Council by December 2021	Governance
	6.13 Undertake a review of Council's General Local Law No. 1 (2015)	Updated General Local Law considered for adoption by Council by June 2022	Municipal Laws
	6.14 Update Council's Privacy Policy	Council's Privacy Policy updated and endorsed by the Executive Management Team by December 2021	Records and Information
	6.15 Review and update Council's Records Disposal Guidelines	Council's Records Disposal Guidelines updated by December 2021	Records and Information
	6.16 Develop and implement a Banyule Hoarding and Squalor Plan	Banyule Hoarding and Squalor Plan developed by June 2022	Municipal Laws
6.2 Provide outstanding customer service and a great customer experience for all.	6.2.1 Embed the Banyule Service Promise to improve customer satisfaction	<ul style="list-style-type: none"> - Service expectation review (phase 1) completed by Dec 2021 - Improve customer satisfaction score by 2% compared to 2021 	CX Strategy CX Operations
	6.2.2 Develop a Voice of Customer (VoC) Framework	Voice of Customer Framework developed by December 2021	CX Strategy
	6.2.3 Upgrade the current intranet to a new platform and structure with a greater emphasis on collaboration	New technology platform and seamless migration completed by June 2022	Digital Transformation Team
	6.2.4 Increase online services and payments options available to the community	Implement eight new payment facilities and online services by September 2021	IT Applications and Digital Team

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Annual Action Plan 2021/2022

Our Trusted and Responsive Leadership

A responsive, innovative and engaged Council that has the trust of our community through demonstrated best practice governance, is sustainable, and advocates on community priorities and aspirations.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
6.3 Provide responsible management of resources to ensure the financial sustainability of Banyule Council	6.3.1 Develop Council's long-term Financial Plan 2021/22 - 2030/31	Financial Plan 2021/22 - 2030/31 considered for adoption by Council by 31 October 2021	Finance and Procurement
	6.3.2 Update Council's Investment Policy in line with newly adopted Investment Strategy	Investment Policy considered for adoption by Council by December 2021	Finance and Procurement
	6.3.3 Review and update the Revenue and Rating Plan 2021-2025	Updated Revenue and Rating Plan considered for adoption by Council by 30 June 2022	Finance and Procurement
6.4 Provide an integrated approach to planning and community reporting aligned to the Banyule Community Vision 2041	6.4.1 Implement an Integrated Strategic Planning and Reporting Framework through development of the Community Vision 2041 and Council Plan 2021-2025	Banyule Community Vision 2041 and Council Plan 2021-2025 considered for adoption by Council by 31 October 2021	Corporate Planning
	6.4.2 Develop and implement a range of internal and external performance reports, community dashboards and systems that enhances organisational performance, transparency and public trust	<ul style="list-style-type: none"> - Reporting Framework for internal and external reporting requirements developed by November 2021 - Community Performance reporting implemented by December 2021 - Community dashboards and required systems implemented by June 2022 	Corporate Planning
	6.4.3 Develop a matrix of indicators to measure the diversity and social inclusion in Council services, programs and events	Social inclusion and diversity indicators matrix endorsed by June 2022	Community Safety 
	6.4.4 Design and implement an enterprise wide business intelligence and reporting cloud solution to provide business areas with real-time reporting capabilities	<ul style="list-style-type: none"> - Business requirements defined and delivered based on the consultation with each business area and area leaders - Platform data designs are defined and built by June 2022 	IT Applications and Digital Team

Our Trusted and Responsive Leadership

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Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
6.5 Build an empowered, engaged and diverse workforce with a values-based culture	6.5.1 Implement the Leadership Capability Framework (LCF) by aligning all leadership development activities to the framework	Leadership Capability Framework (LCF) Year 1 actions completed by June 2022	People and Culture
	6.5.2 Develop and implement a four-year Gender Equality Action Plan (GEAP) to better protect against gendered discrimination and improve gender equality	– Gender Equality Action Plan completed and issued to the Gender Equality Commissioner by December 2021 – Year 1 actions of GEAP implemented by June 2022	People and Culture
	6.5.3 Develop and implement a Banyule Workforce Plan	– Workforce Plan considered for adoption by Council by December 2021 – Recruitment Strategy developed by December 2021	People and Culture
	6.5.4 Develop and implement an Induction Framework to ensure all staff are inducted safely into the workplace	Induction Framework developed and implemented by June 2022	People and Culture
6.6 Proactively manage Council's risks and provide a safe workplace	6.6.1 Develop and implement a Safety Management Framework	– Safety Management Framework developed and endorsed – Year 1 actions implemented by June 2022	People and Culture
	6.6.2 Implement the Sexual Harassment VAGO actions to enable a workplace free from sexual harassment	VAGO Sexual Harassment actions and mandatory training to councillors and staff completed by June 2022	People and Culture
	6.6.3 Embed a Risk Enterprise Framework to build a risk capability culture that ensures the appropriate oversight to actively manage Council risks	All Council risks are documented and controls are in place	People and Culture

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Annual Action Plan 2021/2022

Our Trusted and Responsive Leadership

A responsive, innovative and engaged Council that has the trust of our community through demonstrated best practice governance, is sustainable, and advocates on community priorities and aspirations.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
6.6 Proactively manage Council's risks and provide a safe workplace	6.6.4 Implement the 'Essential Eight' of cyber security mitigation strategies to enhance Council's online security	First phase of strategies implemented to the maturity levels endorsed by the Information and Communications Technology (ICT) Steering Committee by June 2022	IT Infrastructure and Operations Team
6.7 Invest in new technology and innovative digital solutions to deliver seamless and responsive services	6.7.1 Implement a new contact centre platform to enhance Council's telephony capability for staff and the public	<ul style="list-style-type: none"> - New contact centre platform for Customer Service and other business units successfully implemented by November 2021 - Reduce or maintain average call wait times within target of less than 1 minute 	IT Infrastructure and Operations Team CX Operations
	6.7.2 Procure and start phase 1 implementation of a new Customer Experience Platform (CXP)	<ul style="list-style-type: none"> - New software procured and implementation partner selected - Thirty online services delivered by June 2022 	Digital Transformation Team CX Strategy
	6.7.3 Upgrade Council's Enterprise Resource Program (ERP) system	Authority 7.1 upgrade completed by November 2021 with minimal disruption to the business	IT Applications and Digital Team
	6.7.4 Deliver the Smart Buildings and Security project to consolidate and provide enhanced features to access controls and CCTV	<ul style="list-style-type: none"> - Public tender completed with solution and vendor selected. - Initial pilot phase of one building completed by June 2022 	IT Infrastructure and Operations Team
	6.7.5 Undertake Banyule Seniors Link UP project to facilitate digital literacy for seniors' club members and older residents	Banyule Seniors Link UP project completed by June 2022	Age-friendly Programs

Our Trusted and Responsive Leadership

A responsive, innovative and engaged Council that has the trust of our community through demonstrated best practice governance, is sustainable, and advocates on community priorities and aspirations.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
6.8 Engage meaningfully with our diverse community, encourage participation, and be proactive and responsive to current and emerging needs	6.8.1 Review the Council Meeting Public Participation process	Council Meeting Public Participation process review completed by December 2021	Governance
	6.8.2 Implement Council's Community Engagement Policy	<ul style="list-style-type: none"> - All community engagement projects are planned and delivered in line with the Council's Community Engagement Policy - Staff training program delivered by June 2022 	Communications Advocacy and Engagement
	6.8.3 Update the design of Shaping Banyule (Council's community engagement website) and increase the number of visitors to the site	<ul style="list-style-type: none"> - Shaping Banyule design update completed - Increase the percentage of visitors (currently 4.2%) to Shaping Banyule who actively engage on a project 	Communications Advocacy and Engagement
	6.8.4 Support and facilitate Council's advisory committees	<ul style="list-style-type: none"> - Inclusive Banyule Advisory Committee - four meetings annually - Reconciliation Action Plan Advisory Committee - six meetings annually - Arts and Culture Advisory Committee - four meetings annually - Banyule Environment and Climate Action Advisory Committee - four meetings annually - Multicultural Committee - six meetings annually - Disability and Inclusion Committee - six meetings annually - LGBTIQ+ Committee - six meetings annually - Age-Friendly City Committee - four meetings annually 	Community and Social Planning

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Annual Action Plan 2021/2022

Our Trusted and Responsive Leadership

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Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
6.9 Improve the reach, transparency, impact and responsiveness of our communications	6.9.1 Increase engagement and average audience across all Council social media channels	<ul style="list-style-type: none"> - Implement social media strategy - More than 10% audience increase overall - More than 10% increase on average engagement compared to previous year 	Communications Advocacy and Engagement
	6.9.2 Introduce a Council-wide digital newsletter to complement print-based publications and grow the number of subscribers	<ul style="list-style-type: none"> - Monthly digital newsletter in production by January 2022 - 20% growth of subscribers by June 2022 	Communications Advocacy and Engagement
	6.9.3 Implement a refreshed design and structure for Council's corporate website; and increase customer satisfaction and number of visitations to the site	<ul style="list-style-type: none"> - Corporate website refresh completed by December 2021 - Site visitation numbers to more than 750,000 	Communications Advocacy and Engagement
6.10 Advocate for community priorities and aspirations to improve service, infrastructure, land use, environmental and social outcomes	6.10.1 Develop Council's Advocacy Framework and Plan, and report on progress to the community	<ul style="list-style-type: none"> - Advocacy Framework and Plan considered for adoption by Council by December 2021 - Provide progress update to community by February 2022 	Communications Advocacy and Engagement
	6.10.2 Undertake advocacy with the Victorian Government for improved community outcomes for major transport projects	<ul style="list-style-type: none"> - Secure improved community infrastructure and service outcomes 	Transport Planning and Advocacy
6.11 Continually improve, innovate and review our services to ensure they are effective, efficient and represent value for money	6.11.1 Embed the Continuous Improvement Framework into Council's systems and processes	<ul style="list-style-type: none"> - Develop the Benefits Realisation Framework by December 2021 - Deliver two cross-organisational continuous improvement projects by June 2022 	Continuous Improvement

Our Trusted and Responsive Leadership

A responsive, innovative and engaged Council that has the trust of our community through demonstrated best practice governance, is sustainable, and advocates on community priorities and aspirations.

Strategy	Annual Action for 2021/2022	Annual Target/Measure	Responsible Service
6.11 Continually improve, innovate and review our services to ensure they are effective, efficient and represent value for money	6.11.2 Advance Council's targeted Service Development Review Program	New Service Development Review program endorsed by December 2021	Finance and Procurement
	6.11.3 Deliver Council's targeted Service Development Review Program	Two services reviewed by June 2022	Finance and Procurement
	6.11.4 Review and redesign the Service Planning Program	New Service Planning Program endorsed by June 2022	Finance and Procurement
	6.11.5 Embed the Customer Complaints Process	New complaints dashboard developed by December 2021	CX Operations
	6.11.6 Deploy additional sensors and collect data to support informed decision making	New sensors deployed and data sharing with business units commenced by June 2022	IT Infrastructure and Operations Team
6.12 Provide responsible management of procurement activity in a way that enhances social, economic and environmental outcomes	6.12.1 Work together with other Northern Region councils to actively pursue opportunities for aggregated collaborative procurement activities to minimise cost shifting, obtain efficiencies, lead on environmental and social outcomes, and create greater value for money opportunities	All procurement tenders over \$1 million considered for collaboration and sourcing plan reported to Council annually	Finance and Procurement
	6.12.2 Embed the Sustainable Procurement Framework into Council policy and guidelines	<ul style="list-style-type: none"> - Sustainable procurement targets adopted into policy and guidelines by June 2022 - Measurement and reporting tool to track sustainable procurement targets developed by June 2022 	Finance and Procurement
	6.12.3 Develop a Supplier Inclusion and Diversity Service	Supplier Inclusion and Diversity Service developed by June 2022	Social Enterprise and Local Jobs

 = Action supports the Municipal Public Health and Wellbeing Plan.

How to contact your Council

For all enquiries or information about any Council services:

Telephone: **9490 4222**

Email: enquiries@banyule.vic.gov.au

Website: www.banyule.vic.gov.au

Fax: **9499 9475**

If your hearing or speech is impaired, you can call us through the National Relay Service on 133 677 (TTY) or 1300 555 727 (ordinary handset) and ask for 9490 4222.

Postal Address:

PO Box 94, Greensborough 3088

Council Service Centre:

Greensborough: Level 3, 1 Flintoff Street

Ivanhoe Library and Cultural Hub

Ivanhoe: 275 Upper Heidelberg Road

Office Hours of Opening:

Monday – Friday 8.30am – 5pm

Interpreter service:

If you need an interpreter, please contact TIS National on 131 450 and ask to be connected to Banyule Council on 9490 4222.

إذا كنتم بحاجة إلى مترجم، الرجاء الاتصال بالخط القومي لخدمة الترجمة الهاتفية TIS على الرقم 131 450. وإطلبوا إصصالكم ببلدية بانول على الرقم 9490 4222.

若你需要口譯員，請致電131 450聯絡TIS National，要求他們為你致電9490 4222接通Banyule市政廳。

Ako vam je potreban tumač, molimo vas, nazovite TIS National na broj 131 450 i zatražite da vas se spoji sa Vijećem općine Banyule na broj 9490 4222.

Αν χρειάζεστε διερμηνέα τηλεφωνήστε στην Εθνική Υπηρεσία Διερμηνέων Μεταφραστών στον αριθμό 131 450 και ζητήστε να σας συνδέσουν με τη Δημαρχία Banyule στο 9490 4222.

Se hai bisogno di un interprete chiama TIS National al numero 131 450 e chiedi di essere messo in comunicazione con il Comune di Banyule al numero 9490 4222.

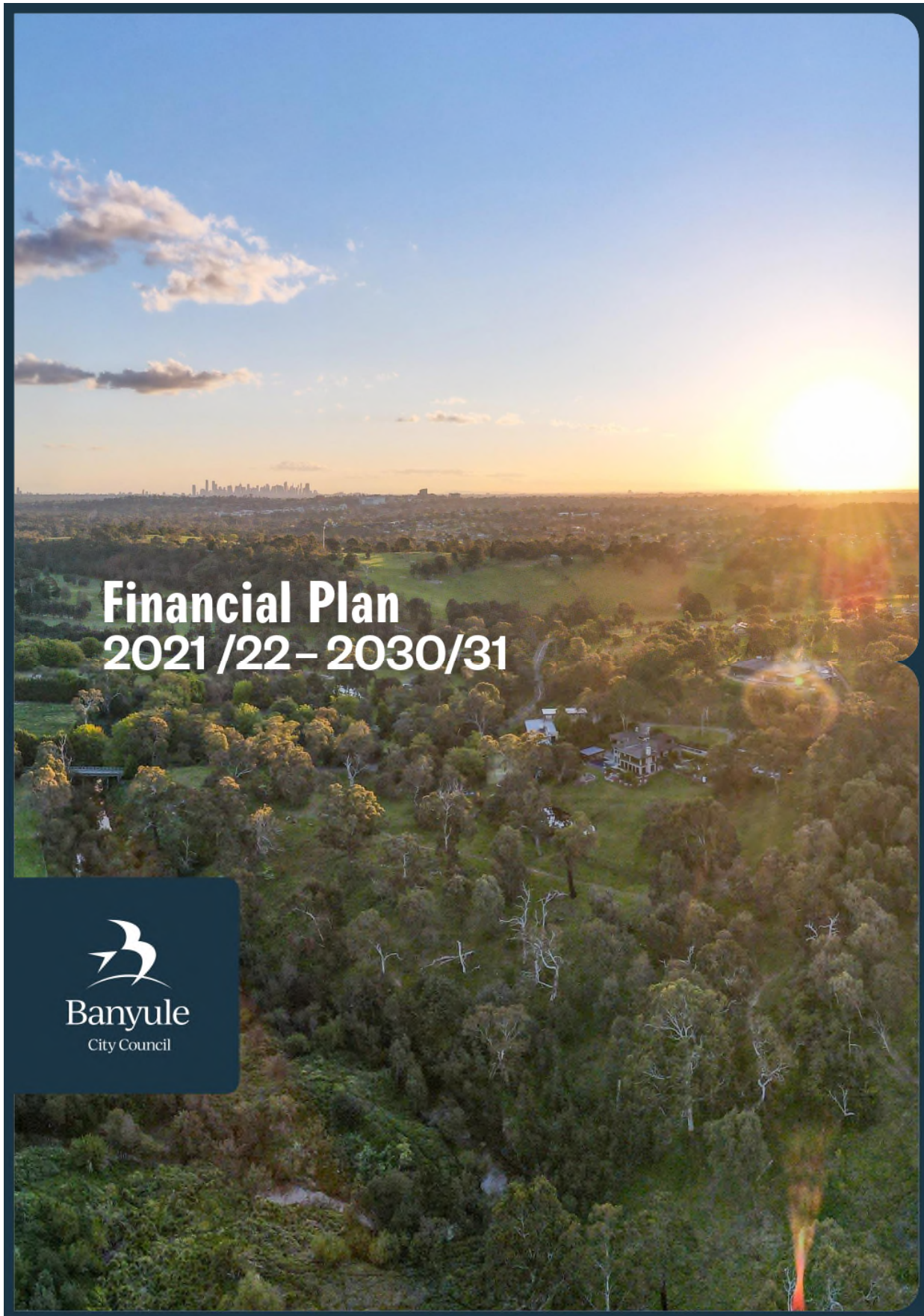
Ако ви треба преведувач ве молиме јавете се на TIS National на 131 450 и замовете да ве поврзат со Banyule Council на 9490 4222.

如果你需要一名翻译，请打电话到国家电话翻译服务处 (TIS National) 131 450，再转接到Banyule市政府9490 4222

Haddii aad u baahan tahay mutarjum wac khadka qaranka oo ah TIS 131 450 weydiina in lagugu xiro Degmada Banyule tel: 9490 4222.

Nếu cần thông dịch, xin gọi cho TIS Toàn Quốc qua số 131 450 rồi nhờ họ gọi cho Hội Đồng Thành Phố Banyule theo số 9490 4222 giúp quý vị.





**Acknowledgment of the Traditional Custodians**

Banyule City Council proudly acknowledges the Wurundjeri Woi-wurrung people as the Traditional Custodians of the land which Council operates on. We pay our respect to all Aboriginal and Torres Strait Islander Elders, past, present and emerging, who have resided in the area and have been an integral part of the region's history.

Inclusive Banyule Diversity Statement

Our community is made up of diverse cultures, beliefs, abilities, bodies, sexualities, ages and genders. Council is committed to access, equity, participation and rights for everyone; principles which empower, foster harmony and increase the wellbeing of an inclusive community.

Contents

1. Legislative Requirements	4
1.1 Strategic Planning Principles	7
1.2 Financial Management Principles	7
1.3 Engagement Principles	8
1.4 Service Performance Principles	9
1.5 Asset Plan Integration	9
2. Financial Plan Context	10
2.1 Municipal Demographics	10
2.2 COVID-19	10
2.3 Economic and Fiscal Indicators	10
2.4 Financial Policy Statements and Risk Management	12
2.5 Assumptions to the financial plan statements	14
2.6 Other Matters impacting the 10-year financial projections	18
3. Financial Plan Statements	20
3.1 Comprehensive Income Statement	21
3.2 Balance Sheet	22
3.3 Statement of Changes in Equity	24
3.4 Statement of Cash Flows	25
3.5 Statement of Capital Works	27
3.6 Statement of Human Resources	28
3.7 Planned Human Resource Expenditure	29
4. Financial Performance Indicators	31
4.1 Victorian Auditors-General's Office (VAGO)	31
4.2 Local Government Performance Reporting Framework (LGPRF)	31
4.3 Disclosure Required (LGPRF)	33
5. Strategies and Plan	35
5.1 Borrowing Strategy	35
5.2 Reserves Strategy	36
5.3 Revenue and Rating Plan	40
5.4 Investments	41
5.5 Operational Efficiency	42

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.

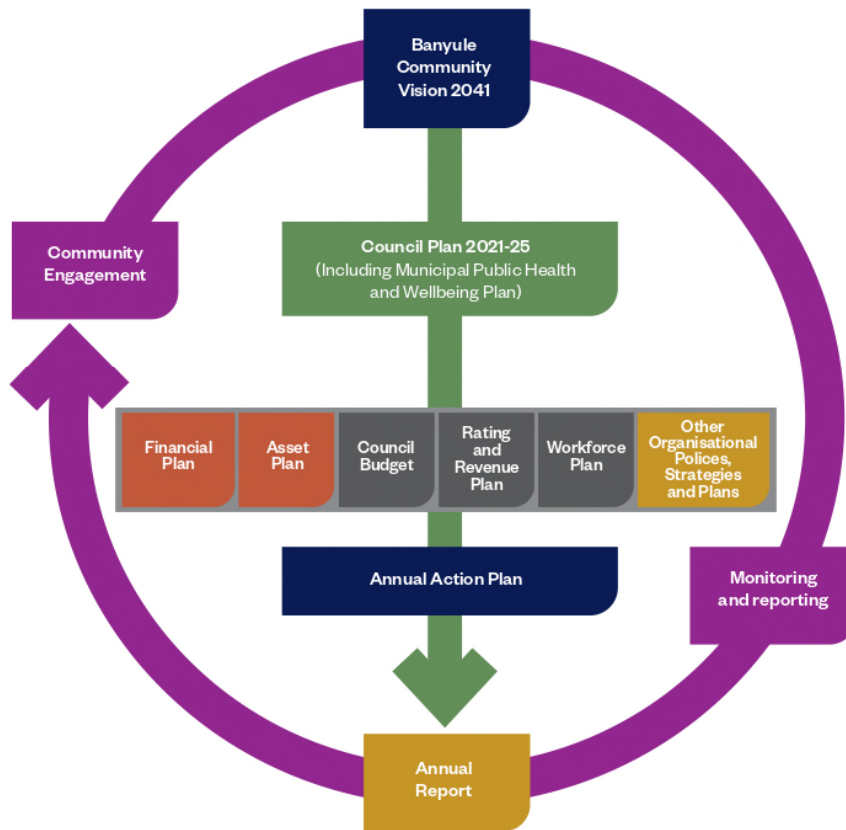


Outcomes





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.

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;
- 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.

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 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.

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.

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 create more than 400 local jobs in 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 tonne in 2021/2022 and has added to Council's costs.

Land Fill Levy			
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.

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.

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.

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.

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%

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.

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

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%

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 to 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.

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 accessible 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.

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.

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.

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

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
- 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.

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 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
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*	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

*Net gain on disposal of property, infrastructure, plant and equipment

Financial Plan Statements

3.2 Balance Sheet

	Forecast 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
Assets											
Current assets											
Cash and cash equivalents	15,748	17,490	20,802	20,692	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
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*	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	1,762,006	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

*Investments in associates, joint arrangement and subsidiaries

3.2 Balance Sheet (continued)

	Forecast 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
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

Financial Plan Statements

3.3 Statement of Changes in Equity For the 10 years ending 30 June 2031

	Notes	Total	Accumulated Surplus \$'000	Revaluation 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		4,641	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		16,148	16,148	-	-
Transfers to other reserves		-	(39,308)	-	39,308
Transfers from other reserves		-	32,255	-	(32,255)
Balance at end of the financial year		1,788,731	548,237	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		13,387	13,387	-	-
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

3.3 Statement of Changes in Equity (continued) For the 10 years ending 30 June 2031					
	Notes	Total	Accumulated Surplus \$000	Revaluation Reserve \$000	Other Reserves \$000
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)
Transfers from other reserves		-	38,670	-	(38,670)
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		-	16,814	-	(16,814)
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

Financial Plan Statements

3.4 Statement of Cash Flows

	Forecast 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
Cash flows from operating activities											
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	11,766	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	710	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	22,887	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
Other income	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)	(68,432)	(48,220)	(35,678)	(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)	(38,883)
Cash flows from financing activities											
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)	3167	(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

Statement of Capital Works For the 10 years ending June 2031											
	Forecast 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
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	7034	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	8,686	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
Funding sources represented by											
Government grant	2,586	11,909	7486	3318	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

Financial Plan Statements

Statement of Human Resources For the 10 years ending June 2031											
	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	374.69	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	691.65	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
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
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

3.7 Planned Human Resource Expenditure

	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
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 Services	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

Financial Plan Statements

3.7 Planned Human Resource Expenditure (continued)										
	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 Services	199.33	201.83	201.83	201.83	203.17	206.17	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	2.00	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

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.
- 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	2029/30	2030/31	
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%	2.55%	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%	15.56%	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	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%	0
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	-

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.

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

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

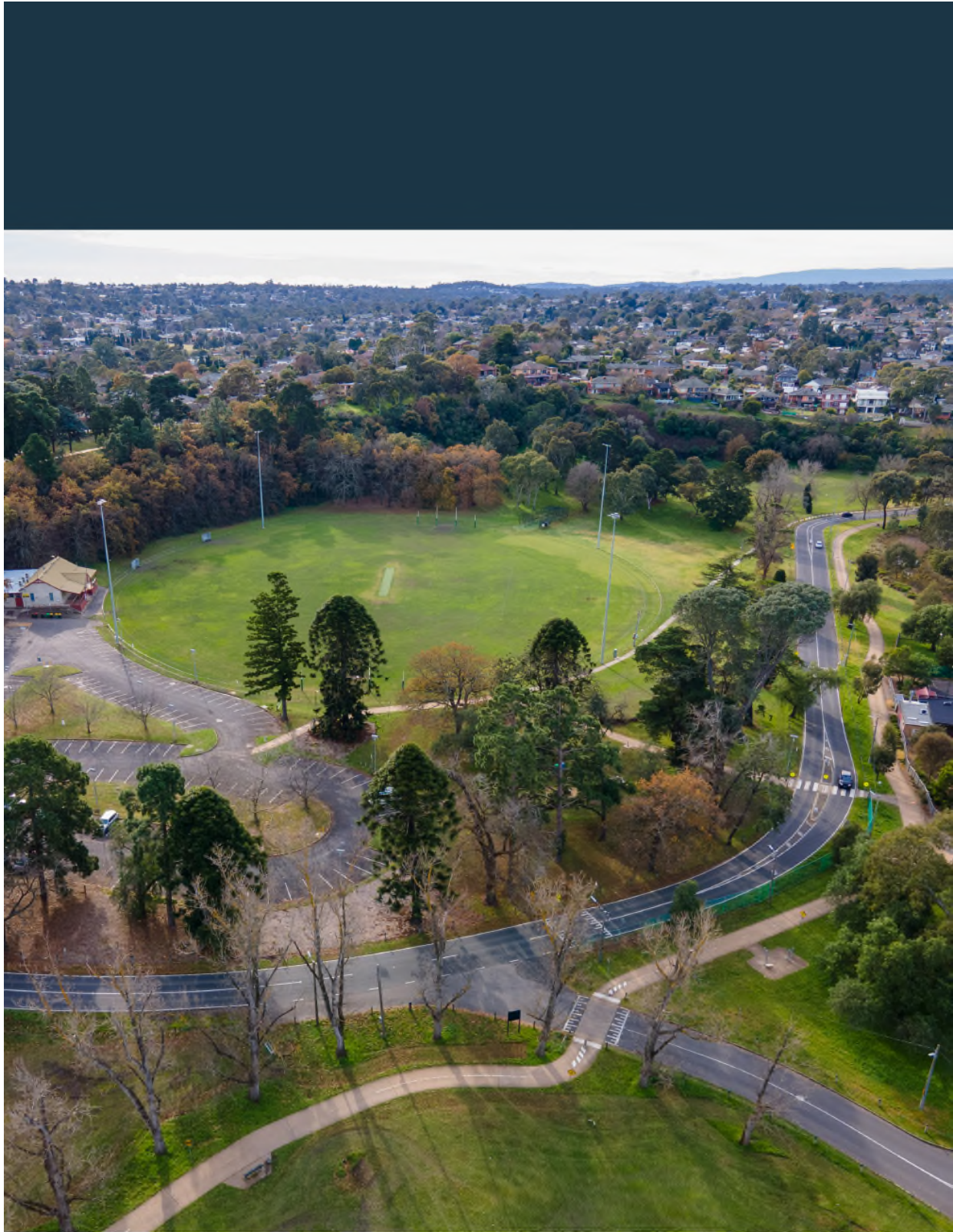
Total expenses per property assessment

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.



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.

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 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
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.

	Target	Forecast 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
Total borrowings / Rate revenue	Below 60%	30.01%	1913%	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%	1.18%	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.

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:

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.

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.

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.

5.2.2 Reserve Usage Projections

	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
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 between 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

5.2.2 Reserve Usage Projections (continued)

	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
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	4,554	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

5.2.2 Reserve Usage Projections (continued)

	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
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

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 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 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:
 - o Generate appropriate rental revenue
 - o Deliver an uplift in value
 - o 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, 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
- 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 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.

How to contact your Council

For all enquiries or information about any Council services:

Telephone: **9490 4222**

Email: enquiries@banyule.vic.gov.au

Website: www.banyule.vic.gov.au

Fax: **9499 9475**

If your hearing or speech is impaired, you can call us through the National Relay Service on 133 677 (TTY) or 1300 555 727 (ordinary handset) and ask for 9490 4222.

Postal Address:

PO Box 94, Greensborough 3088

Council Service Centre:

Greensborough: Level 3, 1 Flintoff Street

Ivanhoe Library and Cultural Hub

Ivanhoe: 275 Upper Heidelberg Road

Office Hours of Opening:

Monday – Friday 8.30am – 5pm

Interpreter service:

If you need an interpreter, please contact TIS National on 131 450 and ask to be connected to Banyule Council on 9490 4222.

إذا كنتم بحاجة إلى مترجم، الرجاء الاتصال بالخط القومي لخدمة الترجمة الهاتفية TIS على الرقم 131 450. وإطلبوا إصصالكم ببلدية بانول على الرقم 9490 4222.

若你需要口譯員，請致電131 450聯絡TIS National，要求他們為你致電9490 4222接通Banyule市政廳。

Ako vam je potreban tumač, molimo vas, nazovite TIS National na broj 131 450 i zatražite da vas se spoji sa Vijećem općine Banyule na broj 9490 4222.

Αν χρειάζεστε διερμηνέα τηλεφωνήστε στην Εθνική Υπηρεσία Διερμηνέων Μεταφραστών στον αριθμό 131 450 και ζητήστε να σας συνδέσουν με τη Δημαρχία Banyule στο 9490 4222.

Se hai bisogno di un interprete chiama TIS National al numero 131 450 e chiedi di essere messo in comunicazione con il Comune di Banyule al numero 9490 4222.

Ако ви треба преведувач ве молиме јавете се на TIS National на 131 450 и замовете да ве поврзат со Banyule Council на 9490 4222.

如果你需要一名翻译，请打电话到国家电话翻译服务处 (TIS National) 131 450，再转接到Banyule市政府9490 4222

Haddii aad u baahan tahay mutarjum wac khadka qaranka oo ah TIS 131 450 weydiina in lagugu xiro Degmada Banyule tel: 9490 4222.

Nếu cần thông dịch, xin gọi cho TIS Toàn Quốc qua số 131 450 rồi nhờ họ gọi cho Hội Đồng Thành Phố Banyule theo số 9490 4222 giúp quý vị.





**Banyule
Audit & Risk
Committee**

**UNCONFIRMED
Minutes**

**17 September 2021
commencing at 13:00
1 FLINTOFF STREET,
GREENSBOROUGH**

Banyule Audit & Risk Committee

Present Committee

Dr Irene Irvine - Chairperson
Prof Stuart Kells – Independent Representative
Mr Gregory Rimmer-Hollyman – Independent Representative
Cr Mark Di Pasquale – Committee Delegate
Cr Peter Castaldo – Committee Delegate
Cr Peter Dimarelos - Substitute

Guest Councillors

Mayor, Cr Rick Garotti

Officers

Allison Beckwith – Chief Executive Officer
Darren Bennett - Director Assets & City Services
Joel Elbourne – (Acting) Director City Development
Marc Giglio - Director Corporate Services
Kath Brackett – Director Community Programs
Tania O'Reilly – Manager Finance & Procurement
Toni Toaldo – Manager People & Culture
Paul Wilson – Audit Support Officer (Minute Taker)

Guest Officers

Melissa Sammut - Risk & Compliance Advisor
Stephen Coulthard – Financial Accounting Coordinator

Internal Auditors

Andrew Zavitsanos – Crowe Horwath
Lynda Cooper – Crowe Horwath

External Auditors

Nick Walker – HLB Mann Judd.
Alison Stewart - HLB Mann Judd

Apologies

Nil

Disclosure of Interests

Nil

Confirmation of Minutes

That the Minutes of the Audit & Risk Committee held 18 June 2021 be confirmed.

Moved: Prof Stuart Kells

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

General Comments

- The Committee welcomed new attendees to the meeting; representative of HLB Mann Judd (Alison Stewart), the Director of Assets & City Services (Darren Bennett) and the Acting Director City Development (Joel Elbourne)

Matters arising from the In-Camera meeting

- The chair informed the meeting that during the in-camera session the external auditors thanked Banyule for both their responsiveness and their patience in preparing the financial reports.
- CEO Allison Beckwith informed the Committee that there have been some delays in discussing the EBA due to both COVID and unions unable to attend and meet with outdoor staff. Whilst things are slowly progressing management are continuing to negotiate.
- The CEO informed the Committee concerns over waste matter following an increase in household green waste contamination rates. Council would need strong advocacy to ensure we are educating and informing the community and working through with the Councillor group as we navigate the new Waste Services Reforms.
- The Committee requested to move items 1.7 and 1.8 to be discussed with items 1.1 and 1.2 and further requested items 1.09, 1.11, 1.15, 1.17 and 1.18 to be added to reports for discussion.

Reports

1. COMMITTEE REPORTS FOR DISCUSSION

1.1 VICTORIAN AUDITOR GENERAL'S OFFICE (VAGO) - CLOSING AUDIT REPORT & FINAL MANAGEMENT LETTER - 30 JUNE 2021

SUMMARY

1. The Victorian Auditor General's Office has provided the Closing Audit Report and Final Management Letter for the Year Ended 30 June 2021. These reports will be in draft format until VAGO is able to conduct a final post-audit review.
2. Closing Report: The Financial Statements and Performance Statement are presented fairly based on the evidence that has been assessed as part of the audit.
3. Management Letter:
 - a) The Final Management Letter raised no new financial issues, however, provided updated findings on the three issues carried over from the interim management letter:
 - Use of Purchase Orders
 - Self-approval of Purchase Orders (Resolved)
 - Review of exiting employee Masterfile changes (Resolved)
 - b) The Final Management Letter raised several new IT findings and recommendations when undertaking the annual review of the IT General Controls environment.
 - c) Given the ever-changing landscape of IT best practices the recommendations raised by audit are common within the Local Government portfolio.

MINUTES BANYULE AUDIT & RISK COMMITTEE

17 SEPTEMBER 2021

COMMENTARY

- Man Judd informed the Committee that VAGO have provided feedback on the financial statements and there are no significant changes, other than finalising a couple of disclosures which have been passed on to management to update.
- Man Judd expressed thanks to management for being patient and for the assistance from management.
- The Manager of Finance & Procurement informed the Committee that the audit went extremely well. The portal system used streamlined the process.
- The Committee noted that it was an extremely good audit and the management letter issues raised in relation to around I.T. General Controls
- The Director of Corporate Services. believe these can be resolved in addition to the Essential 8 project. A progress report will be tabled at the Committee in December.
- The Committee requested a report with progress on the actions raised in the VAGO report as well as an update on where we are with the Essential 8.
- The internal auditor added the VAGO changes to previous recommendations on the Essential 8 is to ensure Councils reach the same level of maturity across all eight before commencing on the next level. In terms of cyber security it's a matter of remaining vigilant.
- The Committee discussed several issues with purchase order compliance.
- The Committee requested that VAGO and Officers discuss the purchase order compliance issues and a report be tabled at the December Committee.

Resolution

That the Committee note the following reports:

1. Closing Audit Report for the Year Ended 30 June 2021.
2. Final Management Letter for the Year Ended 30 June 2021

Moved: Mr Greg Rimmer-Hollyman
Seconded: Prof Stuart Kells

CARRIED

1.7 VARIANCE ANALYSIS REPORT - COMPREHENSIVE INCOME STATEMENT & BALANCE SHEET - 30 JUNE 2021

EXECUTIVE SUMMARY

1. The Financial Statement Variance Analysis is provided for the Comprehensive Income Statement for year ended 30 June 2021 and the Balance sheet as at 30 June 2021.
2. The analysis compares 2019/20 and 2020/21 actual year end results and is not part of the Financial Report. It has been provided to offer greater understanding and appreciation of the figures within the Comprehensive Income Statement and the Balance Sheet.

COMMENTARY

- The Manager of Finance & Procurement said the detailed analysis shows impacts due to COVID as well as increases in government grants. There was an evaluation of assets values with a lot of work required between the auditors and the assets team. In accordance with accounting standards this report includes information and visibility around Long Service Leave, interest rates on leases and allows for a good understanding of financial outcomes

MINUTES BANYULE AUDIT & RISK COMMITTEE

17 SEPTEMBER 2021

- The Committee said it was a very detailed paper and shows the enormous length Council has put into the report which covers a lot of areas leaving minimal questions. The Committee passed on congratulations to management and Council officers.
- The Committee congratulated Council on the level of reporting in a very difficult year.

Resolution

That the Committee note the variance analysis which is provided to assist Audit & Risk Committee members in reviewing the reasons for key variations.

Moved: Dr Irene Irvine

Seconded: Cr Peter Castaldo

CARRIED

1.8 ATTESTATIONS TO ACCOMPANY THE FINANCIAL STATEMENTS AND PERFORMANCE STATEMENT - 30 JUNE 2021

EXECUTIVE SUMMARY

1. The Financial Report for the year ended 30 June 2021 contains the required disclosures on related parties, policies and assumptions.
2. This report covers requirements specifically in relation to:
 - Related Party Disclosures
 - Judgements and Assumptions
 - Management attestations
3. Each year Council officers undertake a comprehensive process to determine all related party transactions and to disclose these in accordance with the AASB124 Related Party Disclosures.
4. An annual attestation has been requested to be signed by all Directors and Senior Managers to support the Audit & Risk Committee in their recommendation to Council regarding the Financial Report and Performance Statement for 30 June 2021.
5. New to 2021, the CEO has been requested to provide a summary of the analysis performed by management on accounting estimates applied within the accounting estimates.

COMMENTARY

- Manager of Finance & Procurement informed the Committee that there is a lot of information which is constantly review following the FINPRO model which is very complexed and follows the model statements and reviewed by financial bodies. Council does pre statements prior to year-end and populates results which is compliant with model statements.
- The Committee noted they have received attestations from Senior Management
- The Mayor had a concern regarding the Cemetery trust which is identified as a separate entity and questioned if this should be consolidated.
- Manager of Finance & Procurement said that Council have reviewed in the past and followed the agreed method that Council does not control the cemeteries trust and suggested we could review this process again.
- The Director of Corporate Services agreed it would be worthwhile conducting another review.
- The Committee requested a review be carried out about Councils legal and financial relationship with the Cemetery Trust
- The Committee added there have been a few enquiries at the State Government level into Cemetery Trusts both at the State Service Authority and Public Service Commission and these reports will be useful reference.

MINUTES BANYULE AUDIT & RISK COMMITTEE

17 SEPTEMBER 2021

Resolution

That the Committee:

1. Note that all Key Management Personnel have signed the required declaration for the financial year ended 30 June 2021.
2. Note that Management Attestations have been signed by all Directors and Senior Managers for the Financial Year ended 30 June 2021.
3. Note the financial assumptions applied to support the financial statement preparation.
4. Request a review about Councils legal and financial relationship with the Cemetery Trust

Moved: Cr Mark Di Pasquale

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

1.2 ANNUAL REPORT FOR THE YEAR ENDING 30 JUNE 2021

SUMMARY

1. The Annual Report 2020/21 is an important part of Banyule's ongoing reporting to its community. The report outlines Council's operations, highlights achievements and performance during the financial year.
2. In accordance with the *Local Government Act 1989* the Annual Report consists of three parts:
 - Part 1: Report of Operations: information about the operations of Council
 - Part 2: Performance Statement: audited results achieved against the prescribed performance indicators and measures
 - Part 3: Financial Statements: audited financial statements prepared in accordance with the Australian Accounting Standards.
3. Following the Audit and Risk Committee's review and recommendation, Council is required to approve 'in principle' the Financial Statements and Performance Statement for the year ended 30 June 2021 (which form part of Council's Annual Report) prior to submission to the Auditor-General.
4. It is recommended that the Annual Financial Statements and Performance Statement be approved in principle for submission to the Auditor and forwarded to the Minister of Local Government prior to 30 September 2021.

COMMENTARY

- The Manager of Finance & Procurement explained that the Annual Report is based on a model compliant with the Local Government Act and prepared in conjunction with the Corporate Planning team. The document sums up all the achievements and initiatives by Council. The report shows how we are tracking against other Councils and shows performance indicators.
- The Committee agreed that it is a quality and re-assuring report to read and Councillors should be very accepting of the amount of work Council has done.
- The Committee strongly suggested Council to put this report forward to the Australasian Reporting Awards given the result Council has achieved.
- The Committee summed up that it is a very helpful document and only 12 months ago we were concerned where we were going to be sitting 12 months on and this report is very re-assuring. It's excellent example of the caliber of the people involved at Banyule and their commitment to the community and the organization.

MINUTES BANYULE AUDIT & RISK COMMITTEE

17 SEPTEMBER 2021

Resolution

That the Committee:

- Note the draft Report of Operations, in particular the
 - a. statement of progress in relation to the major initiatives identified in the budget
 - b. the results of Council's assessment against the governance and management checklist;
 - c. the service performance indicator results and general information on the activities of the Council.
- Note the draft Performance Statement, containing the prescribed indicators and measures of service performance outcome, financial performance and sustainable capacity and the results for each indicator;
- Note the draft Financial Statements prepared in accordance with the regulations and include any other information required by the regulations;
- Subject to formal audit clearance by the Victorian Auditor General's Office, the Audit and Risk Committee recommends to Council that it approves the Financial Statements and Performance Statement 'in principle' subject to any changes requested by or agreed to by the auditors.

Moved: Dr Irene Irvine

Seconded: Cr Mark Di Pasquale

CARRIED

1.3 CONTROL ASSURANCE PROCESSES

SUMMARY

1. At the 18 June 2021 Audit & Risk Committee meeting, the Committee confirmed the Enterprise Risks will take the appropriate account of the Operational activities of Council. The Committee was also informed that the Strategic Risks will be formally adopted at the 19 July Council meeting.
2. The Committee requested that the Strategic Internal Audit Plan be developed after collaboration between the Internal Auditors and Management to include a combination of both Strategic and Enterprise risks and returned to the September meeting.
3. Enterprise risk level is determined utilising a combination of Consequence and Likelihood, with the likelihood based on the effectiveness of the control environment.
4. In an internal audit context, the consequence of the risk is the most important aspect as it emphasises the criticality of the control environment.
5. The consequence-based internal auditing process is summarized in 4 steps:
 - Identify risks with the highest-level consequences
 - Identify the controls reducing the likelihood of those risks occurring
 - Incorporate those controls into the internal audit program
 - Provide status of control effectiveness to risk owners and management.

MINUTES BANYULE AUDIT & RISK COMMITTEE

17 SEPTEMBER 2021

6. The development of the Audit plan is based on discussions with Executive Management Team and members of the Audit & risk Committee and includes a balance of Council's enterprise risks (parent and child risks) and revised strategic risk areas.
7. The purpose of this paper is to demonstrate the fundamentals of Council's Enterprise Risk Management approach and its interaction with Internal Audit and Assurance.

COMMENTARY

- The Risk & Compliance Advisor explained the intended outcome of this paper is to provide more information to the Committee about the linkage of Councils enterprise risks and strategic risks and how the collaboration of both interacts with the internal audit and assurance.
- The Committee asked the internal auditor if they had any concerns about the paper and if the internal auditor felt Council are directing the internal audit function.
- The internal auditor informed the Committee that their interpretation of the paper was that Council is not trying to direct the internal audit function.
- The Committee referred to Page 51 and suggested Council revisit the table as some items listed as an in-significant rating is too low. There needs to be a legal and OHS filter run across this to ask questions:
 - Have we applied the risk management standard (framework) to this?
 - How does this differ and why?
 - If we deviate from the framework does this offer more risk?
- The Risk & Compliance Advisor said the risk management framework is 12 months old and will be coming up to the next meeting for the annual review and this may be a good time to link in the risk management standards.
- The Committee requested Council bring back to the December meeting a revised consequence table with a Legal and OH&S filter run across it taking into account comments about external perceptions before going back to Councillors.
- The Committee recommended to change the title of the report from [HOW ENTERPRISE RISK INFORMS INTERNAL AUDIT] to [CONTROL ASSURANCE PROCESSES] as the previous title may have been misleading in thinking that Council is trying to direct the internal audit process and this is not Councils recommendation.
- The Committee questioned if a mapping exercise had been done against the Standard and other assurance processes and if we are deviating what is the rationale.
- The Risk & Compliance Advisor informed the Committee that Council did do a gap analysis and is re-aligning with the international standard.
- The Committee discussed amongst themselves whether the International standard should be used or if using an Australian standard such as the Victorian Government Risk Management Framework (VGRMF) is a better option. It was decided the VGRMF is referenced against the international standards using ISO 3100 and were very comfortable that this analysis is being used.
- The Committee thanked the Risk & Compliance Advisor for the informative report .

Resolution

That the Committee:

- a) Note the contents of this report for consideration alongside Council's Internal Audit Plan and other control assurance processes.
- b) Seek changes to the report to come back in December.

Moved: Mr Greg Rimmer-Hollyman
Seconded: Prof Stuart Kells

CARRIED

1.4 STRATEGIC RISK

SUMMARY

1. This report provides the Audit and Risk Committee (“Committee”) with an overview of Council’s Strategic risks, including Council’s current exposure as well as preparation and planning in place for its strategic risks.
2. The report highlights the contextual environment in which Council is currently operating and the way this impacts upon Council’s Strategic Risk Register.

The areas reviewed in detail as part of the body of this report are:

- The context in which Council is operating continues to shift rapidly as a result of the COVID-19 Pandemic. Council are abreast of the constant and ever changing pandemic landscape as demonstrated throughout the management of the recent positive case (See “Strategic Context” below).
 - The publication of the IPCC Report on Climate Change has once again thrown Climate Action into the spotlight. How Council delivers on its commitments to combatting climate change will continue to be under constant scrutiny from the community, our peers in the sector and, possibly, State and Federal government.
3. The Committee is invited to consider Council’s Strategic Risks, the likelihood of them materialising considering the current environment and the strategies currently in place to respond appropriately and proportionally to each risk. The methodology utilised to determine likelihood and consequence for Strategic Risk is outlined in this report.

COMMENTARY

- The Risk & Compliance Advisor informed the Committee that following the adoption by Council in July of the new strategic risks are asking for feedback on the types of holistic reporting required back to the Audit and Risk Committee and Councillors from both an external and internal reporting.
- The Mayor said that the report was a good start and had concerns around the strategic risk for Federal State Legislation and Regulations not adequately accounted for all of the risks associated with Waste Management Policy. He suggested that strategies are required to take these types of risks into account and reported back to Council.
- The Committee agreed with the Mayors questioning of the moderate impact and suggested there should be financial implications added to this table and suggested a financial line be added to these risks.
- The Committee agreed that knowing the Executive and Councillors are involved in setting the framework and defining the risks provides comfort.
- The internal auditor made an observation that the definitions of ‘Likelihood’ and ‘Consequence’ used in the framework need to be similar to the definitions used in the strategic risk table.
- The Committee agreed that the consistency used between the risk appetite, strategic and enterprise risks are all linked and using the same (measuring tape) definition.
- The Committee recommended Council revisit the current ratings collectively made the following suggestions:
 - SR2 - Appears to be reactive rather than proactive and needs a higher rating.

MINUTES BANYULE AUDIT & RISK COMMITTEE

17 SEPTEMBER 2021

- SR5 - needs to be a higher rating.
- SR1 – Zero net emissions has an Impact on infrastructure and it's not mentioned under strategies and actions – Strategic and Enterprise Risk needs to be aligned so the overlap is covered.
- The Mayor added this input from the Committee, especially around areas like a plan for climate change adaptation and mitigation is very helpful. We need to know if climate change is covered off in a risk register somewhere that can be brought to this forum.
- The Committee agreed that there needs to be reports coming back to the Committee at least annually on milestones achieved for areas such as climate change and I.T.
- The Director of Corporate Services thanked the Committee for the constructive conversation and the level of engagement.
- The CEO also thanked the Committee for the level of engagement and added that it's good to see discussions on Council business and strategic risks tying back together which is valuable feedback.

Resolution

That the Committee:

1. Consider Council's Strategic Risks, the likelihood of them materialising considering the current environment and the strategies currently in place to respond appropriately and proportionally to each risk.
2. The methodology utilised to determine likelihood and consequence for Strategic Risk is outlined in this report./changes
3. Note these strategic risks and propose follow up actions.

Moved: Dr Irene Irvine
Seconded: Prof Stuart Kells

CARRIED

PRESENTATION

The Annual Work Plan requests that annually each Director deep dive two areas and present to the Committee.

The Director Of Community Programs updated the Committee on the following areas for Aged Care and Childcare:

- Protecting staff
 - Protecting clients provision of essential service
 - Addressing additional needs associated with COVID
 - Meeting standards and requirements
 - Managing contacts, cases and outbreaks
 - Separation of workforce
 - Training and communication
 - PPE and social distancing
 - Procedures
 - Education and recording staff vaccination status for aged care services and home visits
-
- The Committee thanked the Director of Community Programs and said it was an extremely good presentation and asked if there was any issues around homelessness.
 - The Director of Community Programs said that we do have a number of homelessness people and we are in constant support and have teams that will check on them occasionally.
 - The Committee asked if Council has been involved in rolling out vaccinations throughout the community.
 - The Director of Community Programs said the main involvement is around planning and where we can have pop-up vaccinations. We have been in discussions with our vaccination teams about whether or not we will be involved next year with booster vaccinations, however there has been no direction from Government.
 - The Committee asked the CEO where Council sit with compulsory vaccinations for staff.
 - The CEO said until it is mandated we are working closely with our staff in ensuring our safe COVID plan is followed and have set up working bubbles.
 - The Committee asked the CEO on a positive case of a staff member.
 - The CEO said the department of Human Services was very complimentary on how proactive Banyule's response was and advised the COVID safe plan was effective.
 - The Director of Community Programs informed the Committee that Aged Care staff may have to call on people that are COVID positive so all staff go in with the thought process that everyone they are attending is positive and ensure all the correct PPE and protocols are followed. These visits are mainly providing food and essential services.
 - The Mayor asked if there has been any discussion from the government around vaccine passports to enter facilities such as leisure?
 - The CEO informed the Mayor that we are trying to get clear advice from the government, however as yet no clear direction has been received.
 - The Committee said they appreciate the work done by the Community Programs team.

1.5 CROWE HORWATH - INTERNAL AUDIT - STATUTORY BUILDING JULY 2021

SUMMARY

1. In Victoria, the building legislation system outlines the legal framework for the regulation of construction of buildings, building standards and maintenance of specific building safety features.
2. Under the Local Government Act, it is the role of the Municipal Building Surveyor to ensure compliance in relation to the issuance of building notices and emergency orders.
3. As of 1 December 2019, Building Regulations (2018) outlined requirements to improve swimming pool and spa safety. New registration, inspection and certification requirement for property owners was introduced. Councils are required to establish and maintain a register for pools and spas located within their municipality.
4. In accordance with the annual audit program, an internal audit has been undertaken of Statutory Building processes to assess whether the policy, procedures and controls are operating satisfactorily.
5. The report does not identify any high-risk issues.

COMMENTARY

- The Internal Auditor informed the Committee that they were very comfortable with management comments and the timeframes listed to complete each recommendation
- The Acting Director of City Development said it was a good opportunity to add some practices and documentation together in the enforcement space with some I.T support on how the team manages their dashboard reporting.

Resolution

That the Committee note:

1. The current controls in place for statutory building need strengthening.
2. The internal audit identified a range of controls that should be implemented and/or improved to reduce the identified weaknesses and exposures
3. The Building team are experienced and suitably qualified.
4. The report does not identify any high-risk issues.
5. All recommendations will be added to the Status Report

Moved: Cr Peter Castaldo
Seconded: Cr Mark Di Pasquale

CARRIED

**1.6 CROWE HORWATH - DRAFT STRATEGIC INTERNAL AUDIT PLAN - 1
OCTOBER 2021 TO 30 SEPTEMBER 2022**

SUMMARY

1. In August 2021 Internal Audit met with the Executive and Independent members of the Audit and Risk Committee to discuss the Strategic Internal Audit Plan for the period 1 October 2021 to 30 September 2022.
2. It is proposed that all internal audits consider three key objectives:
 - The impact of COVID 19 on internal controls
 - The impact of implementation of the *Local Government Act 2020*
 - The internal controls designed to prevent Fraud and Corruption
3. The proposed (draft) Strategic Internal Audit Plan is now submitted to the Audit & Risk Committee for consideration and endorsement.

COMMENTARY

- The internal auditor informed the Committee that the strategic internal order plan has been mapped to the current enterprise and strategic risks and includes rationale.
- The report includes:
 - Fraud And Corruption
 - OH&S Report
 - Business Continuity And Disaster
 - IT general controls
 - Human Resources
 - Climate Change
- The Committee asked the internal auditor if the internal audit plan had been discussed with the executive management team to which the internal auditor confirmed it had been discussed and approved by EMT.
- The Committee discussed the climate change audit and requested the internal auditor to not just look at the climate change adaptation but to include some of the mitigation steps at Council level.
- The Mayor asked if a future audit plan could include a payroll control audit.

Resolution

That the Committee:

1. Review the draft Strategic Internal Audit Plan 1 October 2021 to 30 September 2022 and provide feedback.
2. Approve the draft Strategic Internal Audit Plan 1 October 2021 to 30 September 2022.

Moved: Dr Irene Irvine

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

1.9 FOLLOW UP ACTIONS ARISING FROM THE AUDIT & RISK COMMITTEE MEETING HELD 18 JUNE 2021

SUMMARY

1. The Audit & Risk Committee meeting was held Friday 18 June 2021.
2. This report provides a summary of actions arising from that meeting.
3. Actions arise from Committee resolutions and on occasion commentary or observation.
4. This report covers any action or commentary that does not require separate reporting.
5. The report provides a mechanism to ensure the actions are addressed.
6. Recommendations are made to the Audit & Risk Committee to note the updates and resolve to accept reports arising from the follow up actions requested at the meeting on 18 June 2021.

COMMENTARY

- The Mayor suggested a simple table with dates and status would be easier to read.
- The Committee agreed that the report could be scaled back.

Resolution

That the Audit & Risk Committee note the updates and accept the reports arising from the follow up actions requested at the meeting on 18 June 2021.

Moved: Prof Stuart Kells

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

1.11 SELF ASSESSMENT - KINGSTON CITY COUNCIL STATUTORY PLANNING GOVERNANCE REVIEW

SUMMARY

1. In July 2020 Kingston City Council commissioned an independent review to respond proactively to issues arising from the IBAC investigation into corrupt conduct at Casey City Council, specifically in relation to planning matters.
2. A summary of the report is being circulated noting key themes and recommendations.
3. A self assessment has been conducted against the Kingston recommendations along with an audit of planning applications where there is an association with identities noted in the Casey IBAC investigation.

COMMENTARY

- The Committee asked for clarification on the recommendations of every Councillor meeting and if Ward meetings should be done with another staff member or Council officer present.
- The Mayor informed the Committee the report refers to when Councillors are meeting with developers and not for Ward meetings.
- The Committee agreed that the report is aimed at meeting one on one and not a recommendation when meeting in a large group.
- The CEO informed the Committee that a fact sheet would be provided to Councillors.

Resolution

That the Committee note that:

1. A self assessment has been conducted against the recommendations stemming from an independent review commissioned by Kingston City Council in relation to Statutory Planning following the IBAC investigation into Casey City Council.
2. The outcome of the self assessment is largely favourable.
3. An audit of planning applications where there is an association with identities noted in the Casey IBAC investigation returned no record of applications being lodged from identities associated with the IBAC investigation into Casey City Council.

Moved: Prof Stuart Kells

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

1.15 STATUS REPORT - INTERNAL AUDIT RECOMMENDATIONS - SEPTEMBER 2021

SUMMARY

1. The purpose of this report is to provide the status and summary of outstanding issues arising from the following reviews which have been previously reported to the Audit & Risk Committee (ARC):
 - 2017 - 2020 Internal Audit Recommendations
 - 2020 - 2022 Internal Audit Recommendations
2. The Status Report lists the management actions that are currently in progress, outstanding and completed from each review and provides a control mechanism to ensure that issues raised are addressed.

COMMENTARY

- The Committee informed management to keep a closer eye on outstanding recommendations as almost a quarter are overdue or have been extended beyond the initial completion date.
- The CEO informed the Committee that this had already been highlighted at an EMT level.
- The Committee asked the Director of Corporate Services to provide an update on an outstanding I.T action as a result of a Third Party breach.
- The Director of Corporate Services reassured the Committee that Cyber Security (Protection) is at the forefront of testing with digital transformation strategies and is our number one enterprise risk. We have put in a lot of mitigations to ensure that the level of information accessed is minimal and considered a low risk if hackers penetrate through firewalls.

Resolution

That the Committee:

1. Note the following completed actions:

Local Laws	Internal Audit
Management of Third Parties	Internal Audit
Cyber Security – Essential 8	Internal Audit
Project Management of ILCH	Internal Audit
Grants Management - Outgoing	Internal Audit

2. Note the following updates for:

MINUTES BANYULE AUDIT & RISK COMMITTEE**17 SEPTEMBER 2021**

Local Laws	Internal Audit
Management of Third Parties	Internal Audit
Cyber Security – Essential 8	Internal Audit
Grants Management - Outgoing	Internal Audit
Service Level Agreements	Internal Audit

Moved: Prof Stuart Kells

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

1.17 INSURANCE REVIEW & ANALYSIS**SUMMARY**

1. The purpose of this report is to provide an overview of Council insurance renewal program and outline the associated costs and any significant changes to the package (all prices within report are GST excluded).
2. Councils insurance package for 2021/22 totalled \$2,639,656 up 34.89% from the previous financial year.
3. Council's Industrial Special Risk (ISR) Insurance (buildings and assets) has now been split into two components: 1 & 7 Flintoff is now insured by Chubb (lead) and two additional insurers Liberty and HDI Global. The remainder of Councils assets remain covered by Councils incumbent insurer Berkshire.
4. Substantial increases in cost for ISR Insurance (+111.14%), WorkCover Insurance (+25.76%) and Public Liability Insurance (+16%).
5. The WorkCover Insurance premium increase can be attributed directly to the number and costs of Councils claims.

COMMENTARY

- The Committee raised concerns that Council had such a high premium rise even though Council has tried to mitigate certain areas. The WorkCover and vehicle insurance were most notable.
- The Manager of People & Culture said there is a campaign to have as many people as possible return to work as quickly as we can which would reduce those costs and we are looking at Driver education and this is a focus across Council.
- The Committee asked if Council are setting any targets across the organization that people can see?
- The Manager of People & Culture said we have targets in place for the proactive areas.
- They Mayor thanked the Committee on picking up the increase in premiums and suggested a briefing on KPI's and ways to reduce these costs should come back to the Councillors via a briefing.
- The Committee requested a briefing to come back to Council on setting KPI's and ways to reduce these costs (including health and wellbeing and impacts on staff).

Resolution

That the Committee:

1. Note the increase in the overall premium base for 2020/21.
2. Note the significant increase in the Workcover Premium.
3. Acknowledge the continued work People and Culture will deliver to ensure Council have improved prevention strategies.

Moved: Prof Stuart Kells

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

MINUTES BANYULE AUDIT & RISK COMMITTEE

17 SEPTEMBER 2021

The following reports were for noting and resolved in block.

1.10 INTERNAL AUDIT - EXTENSION OF CONTRACT 1 OCTOBER 2021 TO 30 SEPTEMBER 2022

SUMMARY

1. Internal Audit is an independent service function that contributes to the achievement of ethical corporate objectives and good governance by assisting Council in the effective discharge of their responsibilities by furnishing them with analyses, appraisals, recommendations and professional advice concerning the activities reviewed.
2. On 18 September 2017 Council resolved to award the tender for Contract 0920-2017 - for the provision of Internal Audit Services from 1 October 2017 to 30 September 2020 to Crowe Horwath (Aust) Pty Ltd.
3. Extensions to the contract are authorised by the Chief Executive Officer and subject to review of the Contractor's performance and Council's business needs.
4. A one (1) year extension was recommended and accepted by the Committee at the 19 June 2020 Committee meeting.
5. The one (1) final year extension option, still available under the current contract, is now recommended to the Audit & Risk Committee to commence 01 October 2021 until 30 September 2022.

Resolution

That the Committee endorses Council's recommendation to exercise the extension option available and award Crowe Horwath one (1) final year extension under Contract 0920-2017 - Provision of Internal Audit Services to commenced from 1 October 2021 to 30 September 2022.

Moved: Prof Stuart Kells

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

1.12 CROWE HORWATH - SUMMARY OF PROGRESS REPORT - SEPTEMBER 2021

SUMMARY

1. This report provides the Banyule City Council's Audit and Risk Committee (ARC) with the status of internal audit activity as at 2 September 2021.
2. The Statutory Building internal audit report is tabled at this meeting
3. The following internal audit activities were conducted during the period:
 - Leases and Licences - draft report in QA process following completion of fieldwork
 - Planning for Developer Contributions
 - Draft Strategic Internal Audit Plan 2021/22 prepared
4. Every quarter, Crowe (Melbourne) reviews recent reports and publications by government agencies and other sources that may impact on public sector agencies and local government
5. A summary report titled 'Curious Eyes' is provided as a separate attachment.

MINUTES BANYULE AUDIT & RISK COMMITTEE

17 SEPTEMBER 2021

Resolution

That the Committee note and receive the Internal Audit Progress Report.

Moved: Prof Stuart Kells

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

1.13 ANNUAL WORK PLAN - SEPTEMBER 2021

SUMMARY

1. An Annual Work Plan is developed that sets out the Audit and Risk work program for the year, it outlines the audits, work and review of items including timing and frequency of reporting to the Audit and Risk Committee.
2. At Banyule the Annual Work Plan is grouped in the following sections:
 - Annual Financial Statements
 - Budget
 - Data Analytics
 - Financials
 - Governance
 - IBAC
 - Internal Audit
 - Risk Management
 - VAGO
 - Other
3. The *Local Government Act 2020* requires all Victorian Councils to adopt an Annual work program. The plan is mapped against the Functions and Responsibilities of the Audit and Risk Committee Charter approved by Council on 17 August 2020.
4. The following changes have been made to the Work Plan:
 - The Strategic Internal Audit Plan will now be presented annually to the Audit & Risk Committee at the September meeting of each year.

Resolution

That the Audit & Risk Committee note:

1. The attached Annual Work Plan.
2. The update to the annual review of the Strategic Internal Audit Plan which will now be presented to the Audit & Risk Committee in September of each year.

Moved: Prof Stuart Kells

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

**1.14 LOCAL GOVERNMENT ACT 2020 - IMPLEMENTATION - PROGRESS REPORT
SEPTEMBER 2021**

SUMMARY

1. The *Local Government Act 2020* came into effect on 25 March 2020.
2. A progress report on the Implementation of the *Local Government Act 2020* is provided and outlines Council's delivery on each requirement.
3. This is the sixth report presented to the Committee.
4. The new Act has a number of requirements to be implemented over four stages. Each stage was proclaimed at different times:
 - STAGE 1 – 6 April 2020 - completed
 - STAGE 2 – 1 May 2020 - completed
 - STAGE 3 – 24 Oct 2020 - completed
 - STAGE 4 – 1 July 2021 – current
5. Stage 4 includes development of significant strategic documents including the development of a 20-year Community Vision, Council Plan and Long-Term Financial Plan. The Act requires deliberative engagement on the development of these three documents.

Resolution

That the Committee note Council's progress on implementation of the *Local Government Act 2020*.

Moved: Prof Stuart Kells

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

**1.16 INTEGRITY AGENCIES - SELF ASSESSMENT STATUS REPORT AS AT 17
SEPTEMBER 2021**

EXECUTIVE SUMMARY

1. Integrity Agencies such as the Victorian Auditor General's Office (VAGO) and Independent Broad-Based Anti-Corruption Commission (IBAC), Local Government Inspectorate (LGI) and Victorian Ombudsman (VO) issue reports on Local Government and those relevant to the sector.
2. These reports include reviews of Councils' Integrity Frameworks, Fraud & Corruption Frameworks, Procurement Practices and Governance etc.
3. Self- Assessments are undertaken by Council against the recommendations of these reports and presented to the Audit & Risk Committee (ARC).
4. The Report provides the Audit & Risk Committee with a list of self assessment audits that Banyule has identified as opportunities to improve systems and controls relevant to Council operations.
5. The status report as at 17 September 2021 is listed and provides an update of all self-assessments undertaken to date.

MINUTES BANYULE AUDIT & RISK COMMITTEE

17 SEPTEMBER 2021

Resolution

That the Committee notes:

- 1) The status of the self-assessments and progress to date and approves the completed recommendations based on the management comments provided.
- 2) A self-assessment conducted against the recommendations stemming from an independent review commissioned by Kingston City Council in relation to Statutory Planning following the IBAC investigation into Casey City Council is presented at the 17 September 2021 Audit & Risk Committee meeting.

Moved: Prof Stuart Kells

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

1.18 SAFETY WELLBEING QUARTERLY REPORT

SUMMARY

1. The following report details information from across Council for the period of June to August 2021 and is presented to the Committee for noting.
2. The last quarter has demonstrated a similar number of Hazard and Near miss reporting to last quarter which is indicative of the fact that many staff are still working from home.
3. The top 2 causes of incidents were due to the environment, equipment and plant. In response to this robust engineering controls have been put in place at the Operations Depot with the addition of supporting documentation to manage the risks with plant. This is part of an ongoing project to review all SWMs to ensure all compliance with procedures which in turn will reduce the number of plant related events.
4. There are currently 51 open WorkCover claims, with a total of 6 claims received between the months of June to August 2021.
5. The revised Safety and Wellbeing Committee structures continue to occur and there has been active engagement by all in attendances.

Resolution

That the Committee notes:

1. Operations have been leaders in implementing controls for their prime movers and should be applauded for this prompt implementation as a result of the WorkCover improvement notices.
2. The quarterly safety metrics and trend data.

Moved: Prof Stuart Kells

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

**1.19 COMPUTER ASSISTED AUDIT TECHNIQUES (CAAT'S) - QUARTERLY REPORT
EXECUTIVE SUMMARY**

1. Computer Assisted Audit Techniques (CAATs) tests have been undertaken internally by Banyule City Council Officers and the results reported to Audit & Risk Advisory Committee.
2. The purpose of this report is to provide the Audit & Risk Advisory with the proposed CAATs works program for the 2021/2022 financial year, and the test results for Accounts Payable and Procurement.
3. The attached proposed work programs for 2021/2022 includes:
 - Maintaining the audited functions – Accounts Payable, Payroll, Procurement, Rates, General Ledger, Assets depreciations and Infringements, totalling of 62 tests, and evaluate the feasibility of introducing 13 new tests (pending resource availability).
4. Overall the relevant controls, processes, and practices for both Accounts Payable and Procurement operate effectively.
5. Detailed findings and actions are provided in the report.

Resolution

That the Committee:

1. Note the CAAT's Quarterly Report is Accounts Payable and Procurement controls, processes, and practices.
2. Note that the Accounts Payable and Procurement controls, processes, and practices are operating effectively.
3. Endorse the CAATs work program 2021/22.

Moved: Prof Stuart Kells

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

1.20 BUDGET 2021-2025

SUMMARY

1. Effective planning, budgeting and reporting by Councils is essential for ensuring transparency and accountability to the community and other levels of government.
2. Council developed, prepared and adopted its budget 2021-2025 within the legislative framework to meet the requirements of *the Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2014*.
3. Council officers confirm that:
 1. Budget 2021-2025 was developed within the legislative framework.
 2. Council gave public notice and invited public submissions (feedback).
4. Council remains financially sound according to the key financial indicators.

MINUTES BANYULE AUDIT & RISK COMMITTEE

17 SEPTEMBER 2021

Resolution

That the Committee:

1. Note the adoption of the Budget 2021-2025.
2. Note the impacts of COVID 19 on Council's budget development process
3. Acknowledge the support provided to the community through a \$3.23 million Recovery Support Package.
4. Acknowledge that Council operations remain financially sound according to the key financial sustainability indicators.
5. Monitor Council's financial performance in line with the Committee annual work plan.

Moved: Prof Stuart Kells

Seconded: Mr Greg Rimmer-Hollyman

CARRIED

2. VERBAL UPDATES

3. Other Business

COMMENTARY

- The Mayor enquired whether Banyule City Council needed to comply with the Payment Times Reporting Scheme.
- The Director of Corporate Services explained that Local Government is not required to comply with the scheme.
- The Mayor requested a copy of the eligibility criteria set by Federal Treasury

Next Meeting

10 December - 1:00 PM

Closure of Meeting

3:58pm



Digital Transformation Strategy and Action Plan 2021-2025

Contents

Background.....	3
Digital Transformation.....	3
What is Digital Transformation for Banyule?.....	3
Banyule’s Definition:.....	4
Council Plan 2021 – 2025	4
Digital Transformation Governance.....	5
Information, Communications and Technology (ICT) Investment and Governance	5
Software Investment Framework	6
Key Digital Trends	8
Digital Opportunities for Banyule.....	10
Digital Design Principles	10
Digital Vision	11
Strategic Pillars.....	12
Pillar 1: Improved online access and experience for customers and employees.....	12
Pillar 2: A modern, flexible and integrated digital applications environment.....	12
Pillar 3: Provision of a robust, secure and intelligent digital infrastructure.....	12
Pillar 4: Reliable, accessible and accurate data for the digital enterprise	12
Pillar 5: Strong digital governance, culture and skills	12
Digital Transformation Action Plan 2021–2024.....	12
Digital Transformation Action Plan (DTAP) Key Initiatives	13
Appendix A: Role of Program Control Group versus ICT Steering Committee	16
Appendix B: Banyule City Council’s Business Capability Model	1
Appendix C: 2021-2024 Digital Transformation Action Plan	1
Pillar 1 Improved online access and experience for customers and employees.....	1
Pillar 2: A modern, flexible and integrated digital applications environment.....	2
Pillar 3: Provision of a robust, secure and intelligent digital infrastructure.....	5
Pillar 4: Reliable, accessible and accurate data to support the Digital Enterprise	5
Pillar 5: Strong Digital Governance, Culture and Skills.....	6
Appendix D: Digital Transformation Roadmap 2021-2024.....	1
Appendix E: 2021 ICT Roadmap.....	2
Appendix F: Terms and Definitions.....	1
Appendix G: Financial Plan	1
Appendix H: Digital Transformation Agency – Digital Service Standard	1

Background

In 2018, Banyule City Council (Banyule) developed the Digital Transformation Plan 2018-2020 (2018 Plan). The 2018 Plan has guided the investment and project delivery in digital technologies for a three year period and will end on 30 June 2021. This document will build on the work delivered in the 2018 Plan and provide the way forward for investment in digital transformation at Banyule over financial years 2021 to 2025.

Digital Transformation

Digital transformation delivers a rethinking of how an organisation uses technology, people and processes to fundamentally change business performance. It is the process of using digital technologies to create new — or modify existing — business processes, organisational culture and customer experiences to meet changing business and community requirements. It will reimagine the services Banyule offers to its customers while transforming Banyule's culture, improving business performance and strengthening the digital maturity and capability. The benefits include:

- An improved customer experience with outcomes delivered faster and better – designing new ways of working focussed on the customer's experience.
- Accelerating business activities to improve customer experience – end to end processes are more effective.
- Improving business performance and lowering cost through process automation.
- Bringing positive change in business processes, employees (including productivity) and business models.
- Improving the understanding of how Banyule works, both customer facing and back-office processes to drive improved decision making.
- Bringing real-time data and information to decision makers.
- Innovating and using automation (for example AI, Robotics and IoT) to truly transform into a Smart City.

What is Digital Transformation for Banyule?

Ultimately digital transformation will use data and technology to redesign how Banyule works, how to provide services and how to operate efficiently to deliver better value to customers. It has and will continue to refocus change on the customer – looking at services from the outside in and ensure services are designed to meet customer expectations.

The customer can be a person external to the organisation that consumes council services - a rate payer or small business owner applying for permits to operate in Banyule City Council area but it can also be a person internal to Council like an employee. Digital transformation is about using technology, people and processes to fundamentally change business performance and will focus on improving both internal and external customer experiences.

Not all Information Communications and Technology (ICT) projects are digital transformation. They are digital and they do generally deliver change but not transformation, transformation is the key to the definition and is a change in form, appearance, nature or character not just a stepwise improvement. Replacing or upgrading an old application is a change often in the look and feel of the application but mostly not a dynamic change to the way we work. Investment in ICT improvements will continue but not all initiatives will fit within the definition of digital transformation.

Digital Transformation will remodel the services that Banyule offers to its customers utilising digital technologies to:

- **improve business performance**
- **strengthen digital capability across all business activities and**
- **evolve into a more adaptive and innovative organisation.**

Banyule's Definition:

Council Plan 2021 – 2025

The Digital Transformation Strategy will ensure alignment to the Council Plan 2021 – 2025 as detailed in the table below. This may be through direct initiatives, use of principles that are aligned to the Vision or providing advice to business peers on how to apply digital innovation to their initiatives. Key in executing the Plan is understanding the Banyule Community Vision 2041 Statement- “we in Banyule are a thriving, sustainable, inclusive and connected community. We are engaged, we belong and we value and protect our environment” This vision will guide us in shaping our and prioritising investment.

Council Plan 2021 – 2025 Priority Theme	Digital Transformation Strategy
Priority Theme 1: Our Inclusive and Connected Community - a safe, healthy, vibrant and connected community where people of all ages and life stages love to live, work and stay; diversity and inclusion are valued and encouraged.	Ensure all initiatives comply to accessibility standards (meeting level aa wcag 2.1 ¹) when communicating to the community and Council employees. Build a diverse and inclusive digital transformation team.
Priority Theme 2: Our Sustainable Environment - A progressive and innovative leader in protecting, enhancing and increasing the health and diversity of our natural environment, where we all commit to playing an active role in achieving environmental sustainability, waste and carbon emissions reduction.	Ensure all services consumed, developed or retired are actively looking for ways to achieve environmental sustainability, waste and carbon emissions reduction.
Priority Theme 3: Our Well-Built City - A well planned, sustainable and liveable place that caters for all our current and emerging communities, where our local character and environment is protected and enhanced.	Deliver digital services in the initiatives that allow customers and Council employees to more easily work together to deliver a well-built city.
Priority Theme 4: Our Valued Community Assets and Facilities - As custodians of our community, assets, facilities and services, we work to ensure that they	Deliver initiative 8 - asset management systems review and upgrade.

¹ <https://www.w3.org/WAI/standards-guidelines/wcag/>

are affordable, sustainable, evenly distributed, safe and accessible for all ages and abilities and designed to provide meaningful experiences and connections.

Priority Theme 5: Our Thriving Local Economy - A thriving, resilient, socially responsible local and integrated economy that encourages, supports and advocates for a diverse range of businesses and entrepreneurship, providing local investment and employment opportunities.

Deliver digital services in the initiatives that allow customers and Council employees to more easily work together to support a thriving local economy.

Priority Theme 6: Our Trusted and Responsive Leadership - A responsive, innovative and engaged Council that has the trust of our community through demonstrated best practice governance, is financially sustainable, and advocates on community priorities and aspirations.

Ensure services supported by digital technology are delivered quickly to support more effective leadership and management with data and information readily available to support decision making.

Benefits

The benefits of digital transformation include:

- An improved customer experience with outcomes delivered faster and better – designing new ways of working focussed on the customer’s experience.
- Accelerating business activities to improve customer experience – end to end processes are more effective.
- Improving business performance and lowering cost through process automation.
- Bringing positive change in business processes, employees (including productivity) and business models.
- Improving the understanding of how Banyule works, both customer facing and back-office processes to drive improved decision making.
- Bringing real-time data and information to decision makers.
- Innovating and using automation (for example AI, Robotics and IoT) to truly transform into a Smart City.

Each of the Initiatives detailed in Appendix C: 2021-2025 Digital Transformation Action Plan will need to identify and document benefits in the project initiation process and have them endorsed by ICT Steering Committee or the Executive Management Team. Benefits realisation must be done in accordance to the Council Framework.

Digital Transformation Governance

Information, Communications and Technology (ICT) Investment and Governance

Changes in the Information, Communications and Technology (ICT) environments are constant and within Banyule, ideas, initiatives and projects arise and are funded from many sources. Investment and implementation of ICT initiatives has become easier – cloud computing solution allow quick purchase and easy configuration but the solutions still need to be managed and funded for a longer timeframe. It is important that impact of investments in ICT are understood and the solutions selected are aligned to the strategy of Banyule. To govern the changes and investment in ICT, an ICT governance framework has been created, this will provide oversight of the Digital Transformation Action Plan and other ICT investment across Banyule and is shown in Figure 1 and detailed in Appendix D and E.

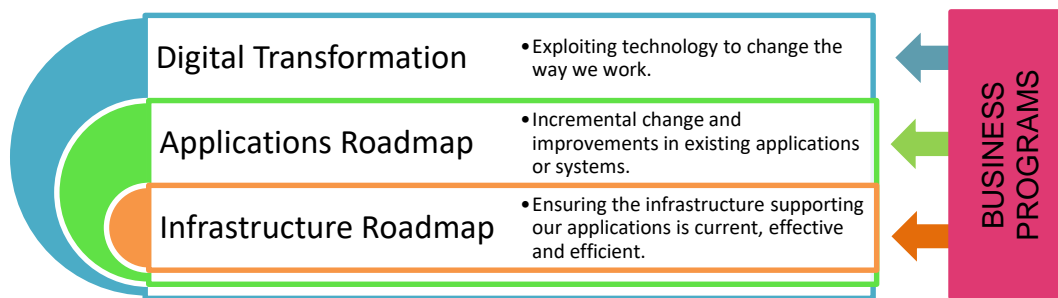


Figure 1: ICT Investment Programs

The Digital Transformation Action Plan aligns with two other core ICT change programs which are detailed at Appendix D:

- Infrastructure Roadmap and
- Applications Roadmap.

There is also business led change programs that identify/include ICT initiatives and projects that may impact this Strategy, the Digital Transformation budget, enterprise architecture and Banyule's ICT initiative/project prioritisation. All ICT initiatives, regardless of the source, need to be assigned to the correct change program and prioritised in accordance with Banyule's strategic intent. The assignment and prioritisation of all IT initiatives/projects is governed by the ICT Steering Committee.

Investment in ICT is governed by the ICT Steering Committee and it has oversight of all investment activity involving ICT services and assets using the process detailed Figure 2. The ICT Steering Committee approves ICT projects/initiatives and assigns them to the appropriate program as detailed in Figure 2. Information on the process can be found on the Intranet with templates and information on the project/initiative approval process².

² <https://brian.banyule.vic.gov.au/ITSteerComm/SitePages/Home.aspx> and <https://brian.banyule.vic.gov.au/projects/SitePages/Home.aspx>

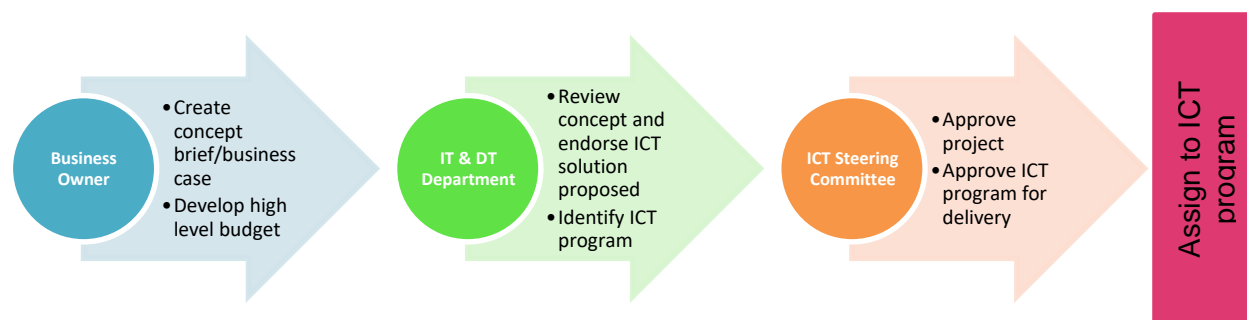


Figure 2: Project Creation and Approval Process

Roles and Responsibilities

The ICT Steering Committee provides oversight and endorsement of ICT Strategy, Investment (Budget) and projects/initiatives and ensures that investments in ICT is aligned with the long-term strategic vision of Banyule. The ICT Steering Committee has assigned governance oversight of the project delivery to the Digital Transformation Program Control Group (PCG) for the Digital Transformation Program. The PCG will report on progress, risks/issues and budget at each ICT Steering Committee.

The PCG provides a formal delivery body for governance, oversight, advice and decision making on the Digital Transformation Program and related projects.

The roles of both committees are detailed in Appendix A.

Software Investment Framework

Banyule is developing two tools that support decision making and prioritisation in ICT investment particularly in enterprise software.

1. Business Capability Model - which maps how Banyule works, the functions and capabilities grouped together hierarchically but not aligned to organisational structure. Refer - Appendix B.
2. Software Investment Framework - guides the procurement of software solutions aligned to the strategic imperative of Banyule.

Where possible new projects and initiatives will use the Framework as a guide when selecting a solution, guiding the investment into expanding/enhancing existing core applications or purchasing new applications to support business priorities and requirements. The ICT investment roadmap priorities will be partially driven by the Framework all employees developing an ICT Project Proposal or Business Case for software should seek support from IT & Digital Transformation department in alignment to the Framework. The Business Capability Model will identify capabilities/areas for ICT services or enterprise software initiatives then the Software investment Framework will identify the high priority areas and what approach best suits the business unit. The investment approaches considered include:

- All-in-One – investing in a large multifunctional software solution that supports all of Banyule’s operational business activity. This means all business capabilities managed in a single solution from a single vendor, there is a single data model and single software platform.
- Fully Decentralised – investing in multiple software solutions one for each business capability so all business capabilities have a software solution to meets all their business requirements.

It will be an environment of multiple vendors all using different technology with data integration becoming a critical service.

- Hybrid – this requires architectural analysis to prioritise business capabilities and identify the high priority ones requiring dedicated software. The medium or low priority capabilities will use shared software solutions where possible. This option means there are less suppliers to manage and data integration is needed but will be focused on the valuable data.

The Hybrid approach was endorsed by the Executive Management Team and will be used to guide software investment. Architectural analysis will review the Business Capability Model and identify areas of high priority. The evaluation criteria used to prioritise investment in dedicated software solutions will consider the following:

- Strategic alignment - the alignment of the project with the investment strategy and Banyule's digital business goals and objectives.
- Business process impact - the impact on the requirement for Banyule to redesign business processes and more closely integrate the process end-to-end. Figure 3 uses the Business Capability Model to identify use of technology in support of business process. The highlighted cells are the only business capabilities in the People and Culture Department that have software support – this shows a very high level of manual operation and suggests a good candidate for software investment.

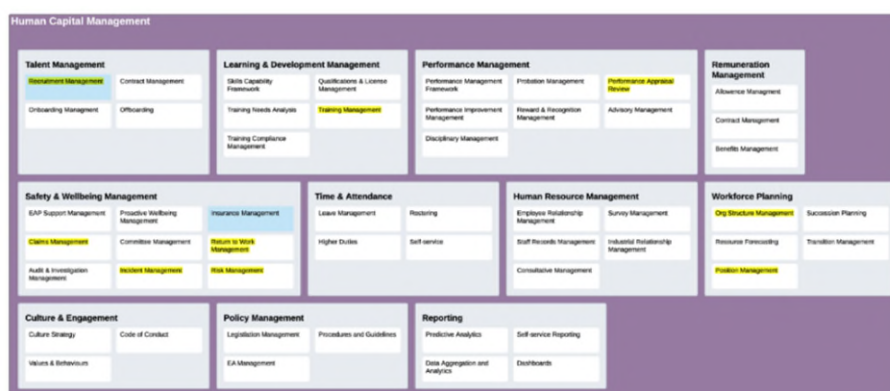


Figure 3: Example Business Capability Model Use (note: this is example only not meant to be read in detail hence the blurry text)

- Technical architecture - the integration, scalability and resilience of the databases, operating systems, applications and networks that Banyule has or plans to implement. Enterprise software investment delivering digital transformation goals can impact the initiatives identified and prioritised in the ICT Roadmap. infrastructure investment prioritisation should focus on ensuring reliable and secure ICT services.
- Efficiency targets – identify the conventionally understood financial benefits that an initiative can deliver, such as efficiency gains, cost savings and better access to information and document them at the start of a project. As more processes are documented across Banyule identifying efficiency in process and resources will become easier – using the Business Capability Model to target the capability area will assist in identifying and mapping processes.
- Risk avoidance - the identification of Banyule's tolerance for risk through the ability of the proposed initiatives to lower organisational risks.

Once initiatives are prioritised then the impact of changing the digital transformation roadmap can be documented and approved by the ICT Steering Committee (and Executive Management Team if required).

Key Digital Trends

The key digital trends that will impact Banyule's approach to digital transformation are:

Digital Government Technology Trends – historically several trends have impacted government such as; cloud, proliferation of mobile devices, changes in the way data is managed and used and social media. More recent trends are:

- Citizen centric government has become more significant in recent years with a focus on the citizen experience, customer data analytics and journey maps – allowing government to better understand how citizens want to interact with them.
- Location based communications – allowing real time communications to people in a location, commonly used for emergency services alerting of significant events. This can be used to share important information with people entering Banyule's location.
- Process transformation based upon a better understanding of the citizen – looking at processes from the outside in (citizen experience).
- Operational resiliency – looking to data and analytics to reliably and accurately detect and predict shifts in risk, opportunity and outcomes prior to their occurrence.
- Open data – is information that anyone can find, explore and reuse. A vast amount of this data is collected during the course of normal Council activities, including service delivery, research or administration. Open data, by definition, should be freely available, easily discoverable, anonymous, accessible and published in ways and with licences that allow reuse. Examples of how open data is used include creating an app, doing research, in support of evidence-based decision making, developing a business plan for creating goods or services, or simply to improve knowledge and understanding of social, economic and environmental trends.³

The Digital Transformation Agency offers a digital technology resource centre focused on the priority to “improve people's experience of government services. This means improving skills in government and helping agencies create services that are simple, clear and fast.” The Digital Service Standard⁴ is made up of 13 criteria to help government agencies design and deliver services that are simple, clear and fast. Council will use this standard to ensure the effective delivery of digital service. The Standard is detailed at Appendix H.

Smart City – defining the new approach to designing, planning and managing cities globally, aimed to create sustainable economic development and high quality of life. New trends are focused on creating an intelligent urban ecosystem that fosters collaboration and engagement across citizens, industries and governments. Some key trends are:

- Predictive infrastructure risk management - the use of condition-based monitoring via sensor, video and other data to allow for predictive and risk maintenance of urban infrastructure, utility grids, rainwater runoff and storm drains, water pipes, sewage, and bioswales. This not only reduces costs and risks, but also has the potential to connect to other assets using the infrastructure.
- Predictive urban asset management – using internet of things (IoT) and artificial intelligence (AI) to predict asset performance, such as waste bins, parking meters and fire hydrants, to understand outages and the impacts on the infrastructure and environment. It reduces costs and shortens maintenance cycles.

³ Source: <https://data.gov.au/page/about-open-data>

⁴ <https://www.dta.gov.au/help-and-advice/digital-service-standard/digital-service-standard-criteria>

- Traffic pattern prediction - parking places, traffic patterns, vehicles, incidents and events related to weather, timing, drivers and insurance. This use case is highly valuable to intelligent urban ecosystem partners in retail and entertainment. Linked with location based communications parking availability for a major event could be managed and communicated in real time.
- Pollution and emission management (monitor and report) - emissions, pollution and CO2 monitoring and management based on targets and KPIs with decision making on citizen notification.
- Weather and environmental scenario planning - support of climate change parameters driving scenarios for circular cities, climate change mitigation and adaptation, and patterns for strategic urban planning, connecting pollution, sustainability and emissions together.

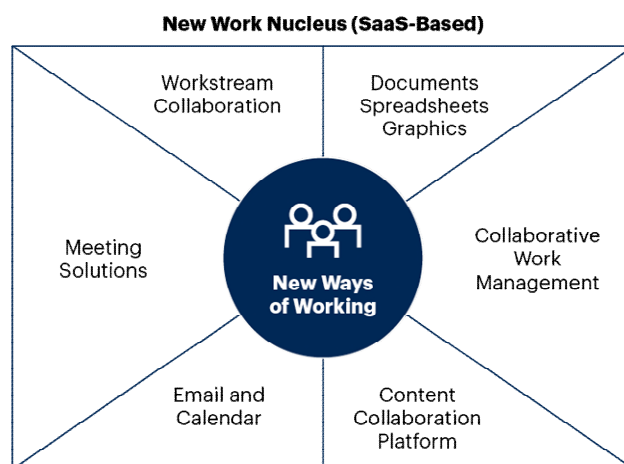
Multichannel Citizen Engagement - customers expect that they will have the same options for interacting with Banyule as they do with other people and organisations with whom they engage with in their daily lives, whether that be a doctor, a broker or a retailer. During the pandemic, the online tools customers use and their digital skills have increased, out of necessity. Banyule has made significant efforts to enable remote engagement with customers but has not yet reached the mark of other organisations.

Banyule can increase their engagement with customers and create a better experience by leveraging a multichannel approach to interact with customers on their terms. A modern application architecture, using APIs and microservices, will enable Banyule the opportunity to leverage a single, rationalised set of two-way communications tools across the application portfolio. The ever-increasing availability of data, particularly that available from the variety of communications tools, will allow Banyule to more effectively measure the reach and effectiveness of their communications efforts.

New Ways of Working - with pandemic lockdown restrictions being eased, organisations are considering forms of technology that support new ways of working to manage the future of work and create organisational flexibility and agility. Organisations need to embrace these new technologies and implement stable solutions by spending extra time establishing a virtual organisational infrastructure.

Traditional methods and processes such as business reviews, staff meetings, planning sessions and employee one-to-one's have challenges in being conducted face to face week-in and week-out. It is important to find balance as not all of them make sense to be conducted remotely (12 people in a planning call is not going to work). Maintaining flexibility with the ability to react quickly will remain core to decision making on ICT investment in the solutions shown in Figure 4 below.

New Remote Ways of Working



Source: Gartner
722634_C

Gartner

Figure 4: New Ways of Working - Technology Categories

Citizen Digital Identity – centralising citizen identity has been a focus of Australian governments for several years, centralising the verification of identity to one Department or Agency and providing citizens with a single identity and password used to access all government services. The Victorian Government has delegated citizen identity management to Service Victoria ⁵ and they have briefed Councils through the Municipal Association of Victoria on their approach and expected timelines for Council participation. Migration to a centrally provided citizen identity service will occur in the next three years and plans will need to be made to support that requirement.

Digital Opportunities for Banyule

Digital Design Principles

Banyule has adopted the digital design principles as outlined in the table below. These principles remain valid and will be used in future planning.

Principle	Description
Principle 1: Easy to use	For customers, engaging with Banyule online is preferred to other communication and interaction methods and must be accessible to all customers
Principle 2: Available	Access available 24x7 to information and services
Principle 3: Consistent	Customers and employees will experience the same processes for standard functions, where feasible align like function into one process – simplify the process architecture
Principle 4: Mobile	Banyule's digital channels and content will be designed for any device and easily consumed on these devices
Principle 5: Complete	To complete the service request or access to required information online the process is delivered without manual tasks

⁵Service Victoria Identity Verification Standards - <https://service.vic.gov.au/about-us/service-victoria-identity-verification-standards>

Principle 6: Clear	information will be written in plain and direct active language. Communications will be consistent and clear across Banyule.
Principle 7: Fast	The customer experience should be characterised by an efficient end to end process with fast turnaround times
Principle 8: Aware of history	Banyule should be able to provide a record of past decisions and interactions where appropriate.
Principle 9: Aware of user	Online service requests will be able to use known information from previous interactions with Banyule.

Digital Vision

The vision statement describes what this strategy and action plan is striving for when it delivers all the initiatives. Everyone needs to understand their role within the larger picture and understand how they are contributing to the result. Banyule will illustrate what customers will value in the future, show how the relationship with the customer will change and how to match customer expectations.

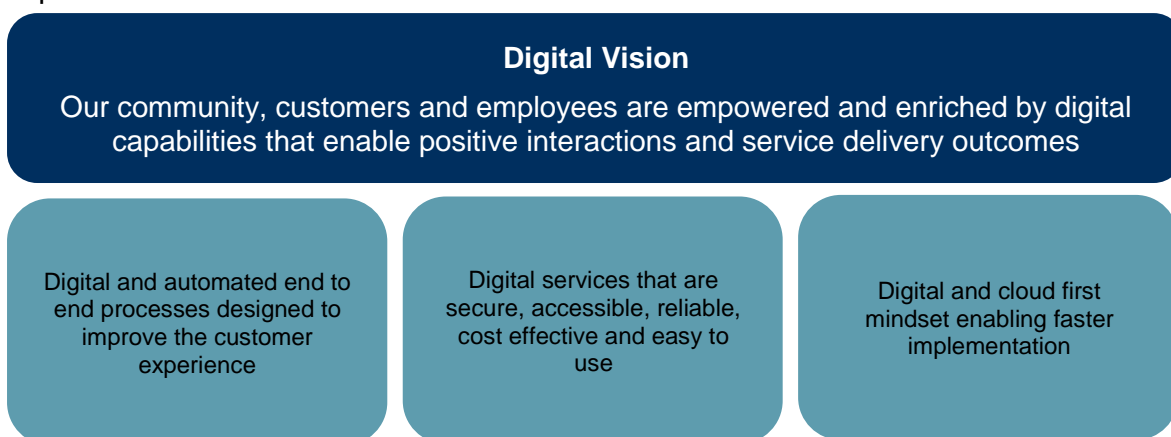


Figure 5. Digital Vision

Strategic Pillars

Pillar 1: Improved online access and experience for customers and employees

Pillar 1 was at the heart of Banyule's digital transformation in delivering an improved online access and automated digital experience for Banyule's customers and employees.

Pillar 2: A modern, flexible and integrated digital applications environment

This Pillar identified an applications refresh based on a business process led approach which considers what software solutions are best placed to deliver required business capability. The applications environment is characterised by many legacy applications that are recommended to be replaced with contemporary integrated web/cloud-based solutions to support improved organisation effectiveness, efficiency and agility.

Pillar 3: Provision of a robust, secure and intelligent digital infrastructure

The ICT environment is characterised by a contemporary integrated web/cloud-based infrastructure to support improved organisation effectiveness, efficiency and agility. This Pillar is about improving readiness for digital services and ensuring the people, hardware and infrastructure are digital ready.

Pillar 4: Reliable, accessible and accurate data for the digital enterprise

A critical capability for Banyule’s customers and employees is the provision of timely, accurate and meaningful information. The need for improvement in Banyule’s data and information management practices and capabilities represented a critical priority, particularly given the rollout of digital services would increasingly expose Banyule’s back office systems and data.

Pillar 5: Strong digital governance, culture and skills

Empirical evidence shows the lack of strong executive business sponsorship as the number one reason for the failure of digital transformation programs. The design of an effective governance framework that supports executive accountability and oversight and strong business engagement and ownership is critical. A critical factor required for success is a strong digital culture with business ownership of process and solutions. Acceptance of change and digital readiness requires understanding of the core digital transformation skills and methodologies, training in capabilities such as Agile project management, process modelling and organisational change management.

These opportunities, principles and trends have been developed into a set of supporting initiatives aligned to the strategic pillars and used to create the Digital Transformation Action Plan. This plan will be the focus of digital transformation implementation for the period. The Action Plan will be reviewed annually to ensure currency and alignment with Banyule’s strategic position.

Digital Transformation Action Plan 2021–2024

The Digital Transformation Strategy and Action Plan 2022-2024 (DTAP) will be reviewed annually with any amendments or improvements presented to the ICT Steering Committee for approval. Prior to presenting to the ICT Steering Committee the amendments must be endorsed by the Digital Transformation PCG.

The Action Plan will base initiative selection on the Digital Transformation definition – there are many initiatives that could fit within the Action Plan and all new ideas and the current Action Plan will be reviewed annually to ensure it is focussed on delivering relevant digital transformation. Initiatives and projects that do not meet the definition will be assigned to the other ICT investment programs that are managed during the Annual Budget process and defined in Appendix F.

A roadmap with estimated delivery dates for the 2022-2024 initiatives is included in Appendix D.

A proposed budget is attached at Appendix G.

Digital Transformation Action Plan (DTAP) Key Initiatives

The following initiatives have been prioritised and will be delivered in the period 2022-2024. The initiatives are described in detail in Appendix C.

Pillar	Initiative	Priority (H, M, L)	Start Date	Comments
I. Improved online access and experience for customers and employees	I. Business Capability and Process Modelling	H	Q4 2020	Previously called e-Services Program but changed to remove confusion with Authority's eServices module. Aims to develop a better understanding of how Banyule works through capability modelling and process mapping

Pillar	Initiative	Priority (H, M, L)	Start Date	Comments
	2. Customer Experience Platform (CXP) – Implementing a Customer Relationship Management (CRM) Solution	H	Planning and procurement Q4 2020 – Q3 2021 Implementation to commence Q4 2021	The initiative is called Customer Experience Platform and involves the implementation of CRM software. The project has kicked off and is currently out to market with implementation most likely in late 2021 and 2022
	3. Website and Intranet Improvement: 3a. Website Rationalisation	M	Q1 2022	The website was replaced in the 2018 Plan, the next phase includes a rationalisation of the content management systems supporting the websites across Council
	3b. Intranet upgrade and Content Refresh	H	Q1 2022	An upgrade and content refresh of the intranet
	4. Workforce Mobility Program	H	Ongoing	Needs additional work to capture new opportunities
2. A modern, flexible and integrated digital applications environment	5. Design and Implementation of Middleware Integration Platform	H	Q4 2021	The City of Whittlesea's led the Northern Region Councils integration tender which selected Mulesoft. Banyule will investigate the value/benefits of migrating to a middleware platform
	6. Authority Transition Program	H	Q1 2022	This continues to be a priority in 2022-2024. A new approach to implementation and phasing will be developed and implementation commenced
	6a. Authority Transition Plan	H	Q4 2021	Using planning tools to prioritise and select investment opportunities for enterprise software then prioritise them to create an implementation plan to transition off Authority
	6b. Human Resources Information System (HRIS) and Safety System	H	Q1 2022	The implementation of a HRIS solution to provide improved employee experience and better manage safety certification obligations
	7. GIS Strategic Review and Implementation	M	Q2 2022	Identify better ways to use GIS to support business analytics and Banyule's services
	8. Asset Management	M	Q1 2022	Implement an Asset Management solution for

Pillar	Initiative	Priority (H, M, L)	Start Date	Comments
	systems review and upgrade			Banyule
	9. Customer Service Contact Centre Platform Replacement	H	Q1 2021	Both CXP and this initiative will impact and improve the processes and management of Banyule's Customer Service Centre. This project is underway with implementation planned for September 2021.
3. Provision of a robust, secure and intelligent digital infrastructure	10. Australian Signals Directorate (ASD) Essential 8	M	Q2 2021	Improve cybersecurity by addressing guidelines provided by the Federal Government in the ASD Essential 8
	11. Smart Cities	H	Ongoing	Continue to invest in smart city initiatives that provide benefit to Council and that can drive efficiencies
4. Reliable, accessible and accurate data for the digital enterprise	12. Data and Information Management Roadmap	M	Q4 2021	Identify a consultancy to create these deliverables and guide future investment across the three initiatives in the 2018 Plan: <ul style="list-style-type: none"> 1. Information Management Maturity Assessment 2. Enterprise Data Model 3. Business Intelligence Strategy and Roadmap
	13. Develop a Business Reporting Capability	M	Q4 2021	Utilise technology (system and platform) to ensure Banyule can effectively deliver business reporting
5. Strong digital governance, culture and skills	14. Digital Engagement Communications Plan	H	Q3 2021	Internal resources to deliver the communications strategy and execution plan
	15. Customer and Council Workforce Digital Surveys	M	Q2 2023	Review the value of these prior to commencing planning for execution
	16. Digital Skills Program	M	Q1 2022	Develop a training and skills development program to support digital project skills
	17. Innovation and Ideas Portal	M	Q4 2021	Create a way that employees can submit digital innovation ideas for consideration

Legend:

H – high, M – Medium and L – Low

Q1 – January - March, Q2 – April - June, Q3 – July – September and Q4 October - December

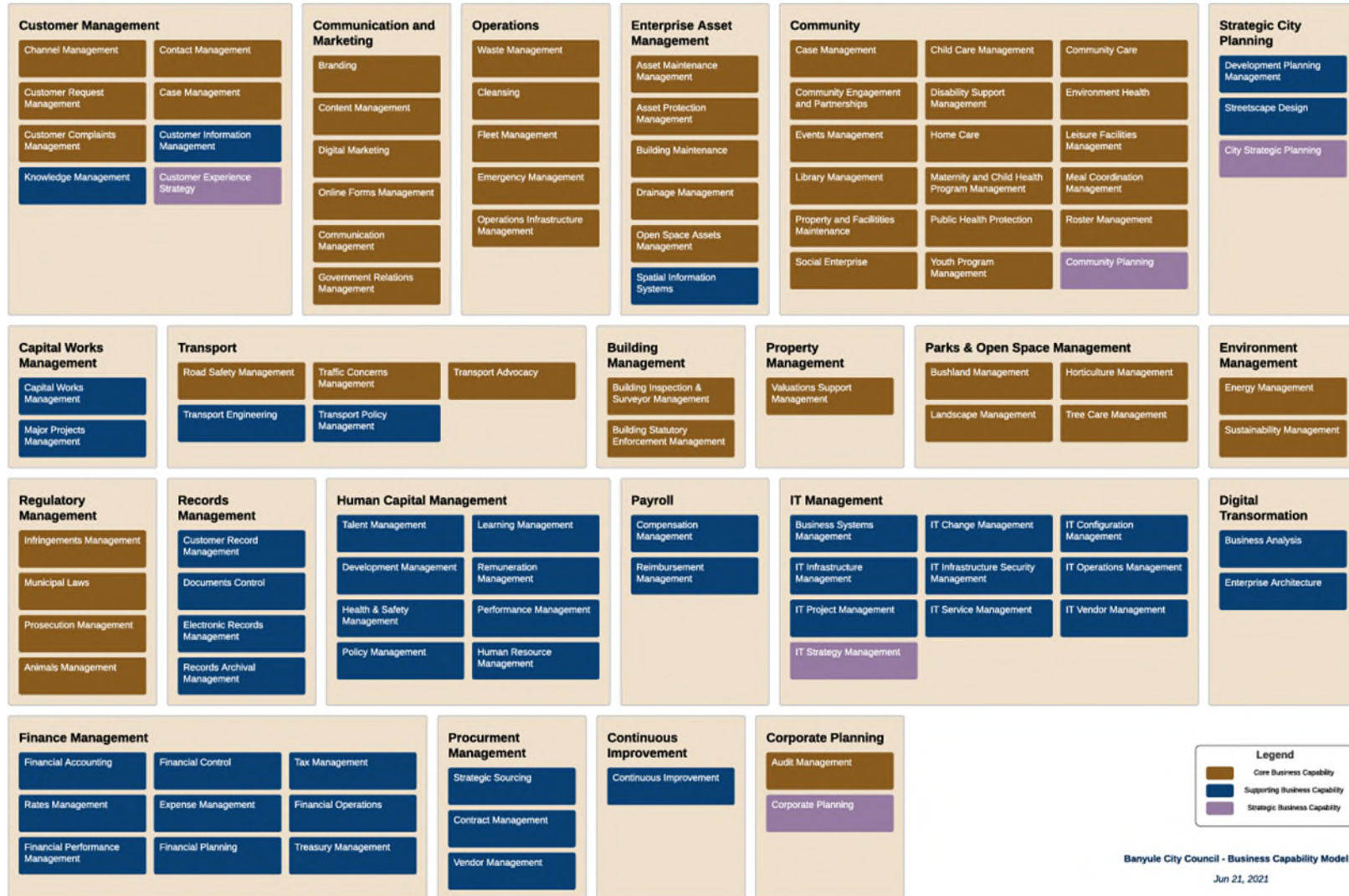
The roadmap for implementation of these initiatives is detailed in Appendix D.

Appendix A: Role of Program Control Group versus ICT Steering Committee

All references to project/s in the Program Control Group (PCG) column are projects which are part of the Digital Transformation Program not projects led by other teams or programs.

ICT Steering Committee (ICTSC)	Program Control Group (PCG) – Digital Transformation
Provides oversight and endorsement of Strategy, Investment (Budget) and Business Cases	Provides oversight and endorsement of project documentation (e.g. Project Management Plans, Change Plans, Scope, Schedule) Overall authority for the project and is accountable for its success or failure.
Ensures that investments in ICT systems, infrastructure and resources are aligned with the long-term strategic vision of the Council.	Ensures project objectives and scope is aligned to ICT Strategy and Business Cases. Responsible for detailed planning and delivery of the Digital Transformation program.
Endorses and approves all Banyule City Council's policies, strategies, projects and frameworks with an ICT component	Oversees the program to ensure it can be delivered within the allocated budget and estimated total cost
Prioritises ICT projects and activities based on an agreed prioritisation framework	Prioritises project scope, activities and deliverables based on project and program timeline – manages interdependencies
Provides governance and oversight of ICT related activities	Provides direction and management of digital transformation project related activities
Identifies and evaluates risks posed to Council's Information Assets and ensure acceptable mitigation plans are in place.	Ensures Project Budget, Risks, Issues, Schedule and Resources are identified and managed or mitigated
Reviews and approves business cases and scope variations for major ICT projects and investments	Reviews and endorses major scope variations for Digital Transformation projects and investments
Monitors and evaluates ICT projects and achievements against the ICT Strategy	Monitors and evaluates project KPIs, Benefits and Achievements against Business Case, Project Brief and Project Plan
Oversight of Banyule City Council's legislative and compliance responsibilities with respect to ICT	Oversight of compliance and procurement practice and related responsibilities with respect to Digital Transformation projects
Provides advice and recommendations to the CEO and Executive Management Team on significant ICT issues	Provides updates to the CEO and Executive Management Team on Digital Transformation projects and roadmaps
Provide guidance and support to all Application Advisory Committees.	Responsible for supporting the sponsor and program manager in their roles by providing advice and guidance

Appendix B: Banyule City Council's Business Capability Model



Appendix C: 2021-2025 Digital Transformation Action Plan

The initiatives detailed in the Action Plan are subject to individual approvals and resourcing. They will be required to follow the standard approval processes.

Pillar I Improved online access and experience for customers and employees

Initiative 1: Business Capability and Process Modelling

Initiative I will focus on developing a better understanding of business processes and how Banyule works to identify ways to optimise, digitise and automate service delivery. The primary focus will be on the use of ICT to deliver improved service delivery to customers via electronic channels and was focussed on business process mapping and analysing customer behaviour.

The key elements of the Business Capability and Process Modelling initiative include:

- Analysis of existing services (using a Business Capability Model) to identify volumes, benefits or ease to implement allowing the prioritisation of services/processes for the design and implementation in solutions/software.
- The Business Capability Model and Software Investment Framework will be used to identify the importance of Banyule's business processes. The processes will be reviewed and a delivery model created to identify preferred platform options and priority for replacement.
- Detailed process mapping will begin with the core customer facing Banyule processes. Process mapping of the current state will include a baseline of current cycle time and costs associated with current activity. This will facilitate understanding current pain points, process improvement opportunities and aid benefits identification. Future process design will include Customer Journey Maps and Personas (this will build on Customer Journey mapping and persona development done as part of the Customer Focussed Strategy and Action Plan published in October 2016) as part of process design considerations.

Initiative 2: Customer Experience Platform (CXP) – Implementing a Customer Relationship Management (CRM) Solution

The focus of this initiative will be to deliver a customer experience platform (CXP) that will provide streamlined access to the Banyule's services for the increasingly mobile and digitally savvy customers and stakeholders.

The CXP will use market leading Customer Relationship Management (CRM) technology to manage interactions with customers and potential customers. The CXP will build customer relationships and streamline processes. The CXP implementation will have an impact on Banyule's processes and systems moving many of the customer facing processes within the existing enterprise resource planning (ERP) system – Authority – to the CRM system. This goes beyond the customer request process and covers much of the activity currently imbedded in existing Authority modules, it will also introduce new functionality where currently only manual processes exist.

Work has commenced on this initiative and with a kick off in late 2020.

Initiative 3 – Website and Intranet Improvement

The requirements defined in this initiative cover the supporting systems for corporate websites and the Intranet. It has two projects:

Initiative 3a - Website Content Management Rationalisation

Content management systems are core to the digital services offered by Banyule's websites and currently there are several content management systems providing information to the websites and Intranet within the Banyule environment. Banyule is paying the licence costs (where applicable) for each of these. Managing several content management systems reduces effectiveness and increases cost.

Initiative 3b - Intranet Site and SharePoint Upgrade

This requires a review of both the structure and content of the existing Intranet site plus an upgrade to the SharePoint software. Developing a user experience (UX) approach by engaging with Banyule employees will guide the redesign of the existing Intranet. A procurement for services to improve the Intranet has been commenced and a change request to include additional UX redevelopment sourced.

Initiative 4: Workforce Mobility Program

A key priority for Banyule to continue to review mobile solutions for office and field-based workers supporting two-way data services, transactions and interactivity with customers – delivering anywhere operations for all employees. A planned approach to mobile solutions is required to ensure Banyule maximises opportunities to boost efficiency and improve services. Ideas are best generated by employees with a good understanding of current business activity and the value in using a mobile device to enhance Banyule's business capabilities will ensure greater success.

With the rollout of laptops to all employees in 2019, an improved ability to work remotely has been delivered. In this next period, we will identify the mobile workforce and their need for handheld devices for data collection and remote information sharing with customers.

COVID-19 has changed the way many organisations work with the acceleration of mobility projects to ensure employees could work from home thus reducing the risk of disease transmission in the workplace. Banyule has accelerated the existing mobility projects to ensure every employee (where possible/applicable) could work remotely. Mobility has many potential benefits for field based employees and opportunities for investment should continue to be investigated.

Pillar 2: A modern, flexible and integrated digital applications environment

Initiative 5: Design and implementation of Middleware Integration Platform (Enterprise Service Bus)

Infrastructure, system and application integration is critical for today's digital systems environment. To support more effective and seamless integration, Banyule in collaboration with Northern Region Councils, has been a part of the selection team for a new integration platform. Mulesoft was selected in this collaborative procurement process. The integration platform will form a key part of application architecture and support the transformation of digital services.

The provision of an integration platform offers a standardised toolset that will enable replacement of the current point to point integration solution between external systems which require a higher cost of management and change. This initiative will provide Banyule with a standardised platform for integration and allow data/information to be captured, routed and stored independently of the source or destination solution.

Initiative 6: Authority Transition Program (was previously called Enterprise Resource Planning (ERP) Program Replacement)

This initiative will review Banyule's core operational and back office systems to identify the best market solution for replacement of the business modules within Authority. This may mean implementation of different solutions - standalone cloud based software, custom developed software or business platforms that combine multiple business functionality.

Banyule has been operating with Civica's Authority ERP system since 1999. This technology has not evolved significantly over this time and now presents some major challenges in relation to providing an agile, integrated platform to enable Banyule to deliver digital customer services and business results.

In recognising the scale of implementation effort involved Banyule will develop a software investment framework to allow prioritisation of business functions requiring automation/software support. This Framework will align Banyule's strategic priorities with investment in ICT. Authority will be broken down into its modules and each module will be analysed to identify functional capabilities and the need for replacement with a new system (leveraging a cloud first approach). If an Authority module is a leader in its field then a decision may be made to keep those Authority modules into the future.

ERP implementation was identified in the 2018 Plan and continues to be a high priority Banyule. Planning for implementation will identify a rollout plan and sequence the business capability that will be delivered via each phase of this initiative. Banyule will leverage the Business Capability Model and Software investment Framework (developed in Initiative 1 and 6a) to identify the best approach to market and one that will optimise implementation.

Initiative 6a: Authority Transition Plan (was previously called Software Investment Framework)

One of the most challenging sets of decisions for business executives is to select and prioritise the projects that will help the enterprise be successful. The basic task of this initiative is to discern between those projects/initiatives that have the potential/value and those that do not. In addition, they must decide how to balance the project portfolio across priorities and stakeholders, testing the decision-making skills. This Initiative will deliver an iterative process with the following steps delivered to define the Authority Transition Project Phases and ensuring they are aligned to Council's current strategic position, the highest priority business services requiring automation/software support and can be funded. The iterative process is:

Step 1: Prioritise business capabilities/services that need ICT support – ICT Committee Approval required and EMT endorsement needed.

Step 2: Develop Future State Architectures for – applications, integration and data. ICT Committee Approval required.

Step 3: Select projects that will be delivered in the next Authority Transition Project Phase – EMT approval needed and ICT Committee Approval required.

Step 4: Manage and deliver the selection process for the software solution that will be implemented to support the business capability being delivered in the next Authority Transition Project Phase. The Council's governance and procurement processes required for the purchase value will be followed.

Initiative 6b: Human Resources Information System (HRIS) and Safety Systems

Transforming our digital footprint and creating a sole source of truth for our employee data will enable our current and future workforce to be agile and flexible. This will attract the most capable people to build an exceptional, diverse, inclusive and culturally safe workforce. A human resources information system (HRIS) helps both the People and Culture team and the wider organisation with daily and long-term employee goals. As the source of truth, it will store employee information, records and other data to be the first step to be able to properly manage the workforce as well as enable access the real-time information required to make important decisions regarding employees and provide data-driven insights for better decision making.

The second component – Safety Systems will identify the core elements within the HRIS to create workflows and use the predicative data analytics capabilities that allow proactive management of areas of safety concern. Proactive views of safety compliance and certification will ensure all employees have the skills and training needed to conduct the activities required by their position safely. This project will streamline current manual processes and remove the risk of non-compliant operations.

Often HRIS modules are included in the Enterprise Resource Management system, this is the case with the existing environment at Banyule with some functionality help within Authority and other small stand-alone applications – some functionality is delivered using manual processes.

Initiative 7: GIS Strategic Review and Implementation

This initiative was proposed in the 2018 Plan to undertake a review of Geographic Information System (GIS) and Geospatial capabilities in developing an Enterprise GIS strategy which considers opportunities for integrating spatial, mapping and GIS functions into the Banyule technology environment in a more structured manner.

The 2018 Plan delivered a Location Intelligence Data Strategy but not an Enterprise GIS Strategy which considers opportunities for integrating spatial, mapping and GIS functions needs to be delivered. GIS is a business critical system and a strategic review should be prioritised to ensure effective capabilities are being delivered and a future roadmap is planned. This review will continue to be a priority for the 2021-2024 period.

Initiative 8: Asset Management Systems Review

The 2018 Plan initiative delivered an upgrade from the current Assetic on-premise solution to a cloud based Assetic solution. Assetic has been used as the Asset Management system for the buildings asset classification for approximately several years by Banyule.

In the 2022-2024 period, Banyule will investigate the benefits of expanding the use of Assetic or replacing it with another asset management solution.

The purpose of the project has not changed for the 2022-2024 period and is to improve Banyule's system efficiency for ongoing asset management activities throughout the whole organisation. In order to achieve that it is proposed to implement a central asset management system/register integrating with other existing systems such as GIS, CRM, Finance etc.

Initiative 9: Customer Service Contact Centre Software

This initiative was identified in the 2018 Plan and will design and implement a new cloud-based contact centre platform. This project will replace the current aging system (Geomant) and deliver greater stability, increased flexibility and improved call quality for customers and employees. The new cloud platform will also help Banyule to improve the customer experience, streamline existing processes and provide comprehensive contact centre reporting. This initiative will source and implement a modern contact centre solution that supports multi-channel contact and provide true redundancy in the event of a failover.

Work has commenced on this initiative and with a kick off in early 2021 and completion planned for late in 2021.

Pillar 3: Provision of a robust, secure and intelligent digital infrastructure

Initiative 10: Improve Cybersecurity Capability

Using the guidance provided Australian Signals Directorate (ASD) Banyule will review its cybersecurity capability against the guidelines set out in the ASD Essential 8. Improvements in Banyule's security posture will include actions such as multifactor authentication, improving access controls, etc.

Initiative 11: Smart Cities

To succeed in the 21st Century economy our cities need to be productive and accessible, but they also need to be liveable with a clear focus on serving their citizens. Great cities attract, retain and develop increasingly mobile talent and organisations, encouraging them to innovate, create jobs and support growth.

While the opportunities have never been greater for our cities, congestion, poor access to jobs and services, reduced housing affordability and increasing pollution can challenge the quality of life they offer. A smart city uses ICT (artificial intelligence, digital sensors, internet of things, etc) to improve operational efficiency, share information with the public and provide a better quality of government service and citizen welfare.

This initiative will deliver projects that utilise the existing smart city infrastructure to provide better information and data to Council to utilise.

Pillar 4: Reliable, accessible and accurate data to support the Digital Enterprise

Initiative 12: Data and Information Management Roadmap

The 2018 Plan identified initiatives that are still important for Banyule and will be delivered in the 2022-2024 period. The three initiatives will be addressed through a single consulting engagement

that will establish Banyule's maturity in the management of data and information, help create an enterprise data model that maps our data and develop a roadmap for improving the management and use of data and information at Banyule. The three initiatives from the 2018 Plan are:

1. Conduct an Information Management Maturity Assessment

As an early key first step to ensuring Banyule's information management capabilities support the digital vision and digital transformation roadmap, an information management maturity assessment will be undertaken to assess the organisations current level of information management maturity vs desired target level of maturity. Mike 2.0 (or similar information management framework) offers a simple information management maturity assessment based on a 5-point scale to assess an organisations information management maturity based on good practice.

2. Enterprise Data Model

This initiative involves the development of an Enterprise Data Model (EDM) which defines relationships between data and standards required by Banyule.

Key features of the EDM are:

- It presents a single integrated definition of data, unbiased of any system or application.
- Defines "how" the data is physically sourced, stored, processed or accessed, where in defining the source systems the data resides supports single source of truth objectives.
- Provides the rules governing the data.

3. Business Intelligence Strategy and Roadmap

This initiative involves the development of a business intelligence strategy which delivers a roadmap that enables Banyule to measure performance and seek out competitive advantages and truly "listen to their customers" using data mining and statistics.

Initiative 13: Develop a Business Reporting Capability

Develop a program to implement an environment to harness the use of Microsoft PowerBI for business reporting. This will include formalising the use and governance of PowerBI, create the appropriate environment for an enterprise reporting system including the correct licences, implement improved access controls and ensure there is correct access to data sources. Key employees responsible for enterprise reporting will be identified and trained in the use of PowerBI.

Pillar 5: Strong Digital Governance, Culture and Skills

Initiative 14: Digital Communications Plan

To support effective customer and workforce engagement, buy-in and ownership for the digital transformation program a digital communications plan will be developed.

Partnership and collaboration in digital innovation and initiative identification should be included as part of the Senior Management Team's KPI development.

Initiative I5: Customer and Council Workforce Digital Surveys

To support user centric design consideration are built into end to end process design considerations for different digital channels and supporting initiatives, two separate surveys will be conducted:

- A Banyule City Council Customer survey focussing on understanding current issues on engaging Banyule including through digital and traditional channels and broader customer needs.
- A Banyule City Council Workforce survey focussing on understanding current issues and opportunities for improving workforce productivity through digital technology.

Initiative I6: Digital Skills Program

Across Banyule there needs to be an improvement in skills that can support digital innovation and the initiatives and projects identified for development. The focus will be on modern leadership and digital concepts such as service design, agile methodologies and where to focus digital transformation efforts.

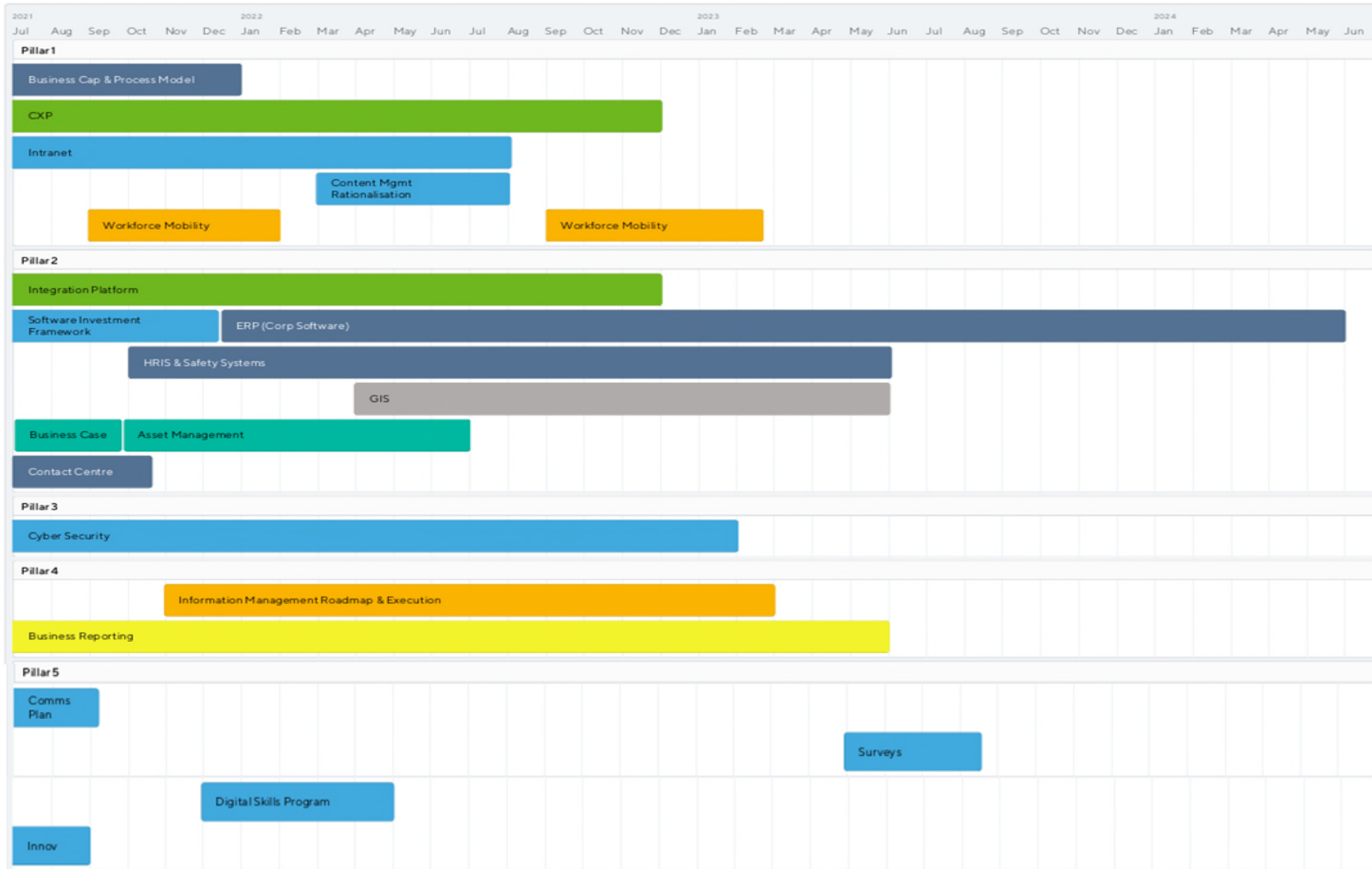
Training should be sources and developed via FRED in the following topics:

- Business requirements development
- Agile project management
- Waterfall project management
- Business case development
- Business process modelling

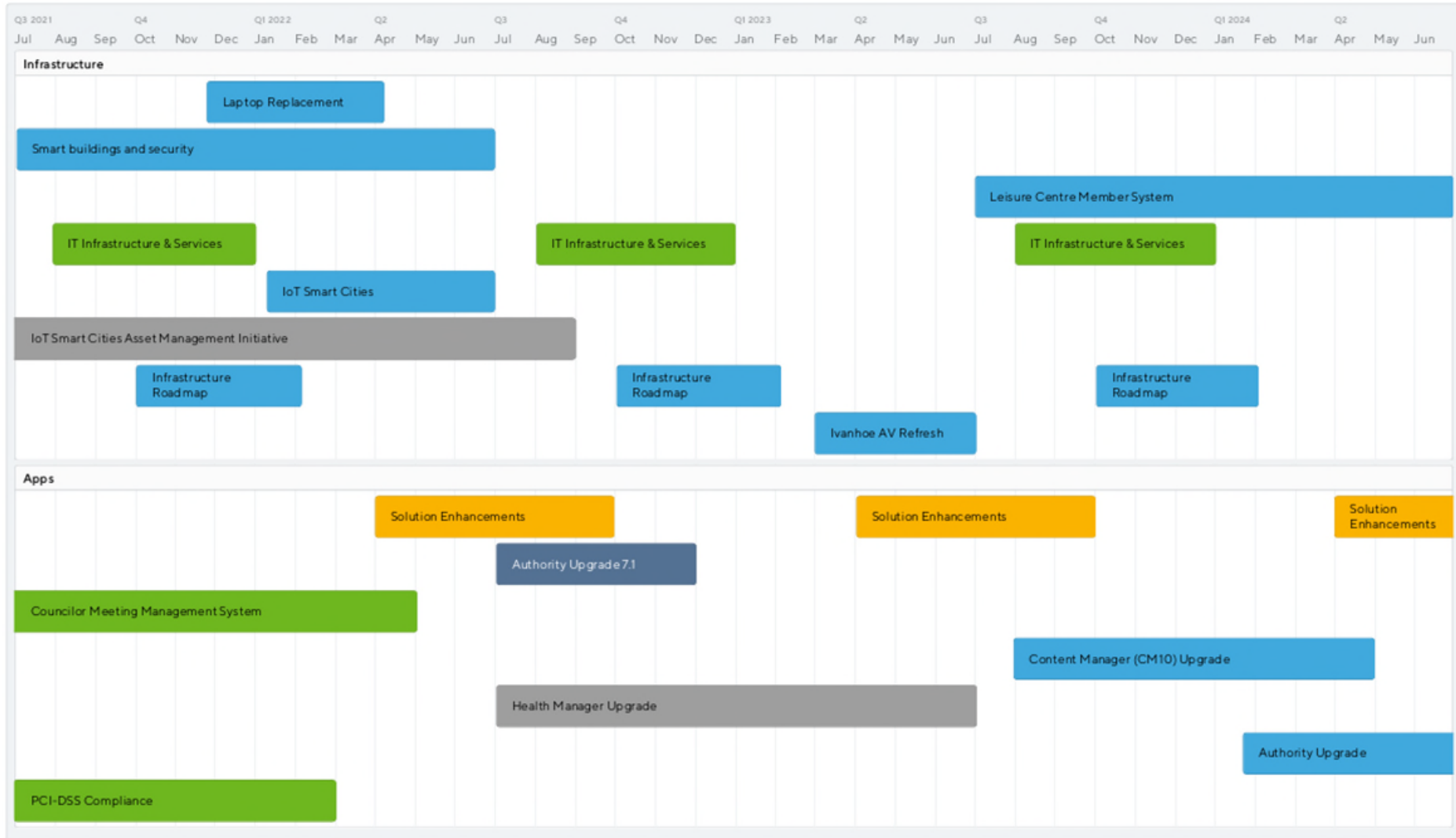
Initiative I7: Innovation and Ideas Portal

For the Digital Transformation to remain relevant new ideas needs to be identified and included. Change is a constant in organisations and allowing the people who understand the change that has occurred in Banyule to identify digital opportunities is important.

Appendix D: Digital Transformation Roadmap 2021-2024



Appendix E: 2021 ICT Roadmap



Appendix F: Terms and Definitions

The following terms and acronyms have been used throughout this report.

Term	Definition
ASD	Australian Signals Directorate – federal government agency with Australia-wide mandate for cybersecurity
Banyule	Banyule City Council
BCC	Banyule City Council
Best-of-Breed	The purchase of software from different vendors to obtain the best-of-breed offering for each business/application area. For example, enterprises may purchase a human-resource package from one vendor and an accounting package from another. Although ERP and CRM vendors offer numerous application modules and claim that their integrated system is a superior solution, all modules in an ERP system are rarely best-of-breed.
Business Intelligence (BI)	Business intelligence is a technology-driven process for analysing data and delivering actionable information that helps directors, managers and employee make informed business decisions.
Cloud	Cloud computing is a model for enabling ubiquitous, convenient, on-demand network access to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications and services) that can be rapidly provisioned and released with minimal management. Cloud services range from IaaS, PaaS, SaaS etc.
Cloud First	A cloud first principle allows businesses to save money on software, platforms and infrastructure. Instead of building their own technology stack subscribe to premium cloud services at a cheaper cost. Cloud is no longer a future aspiration it is a mandated service to support successful digital transformation.
Council	Banyule City Council
ERP	Enterprise Resource Planning software, current ERP is Civica's Authority
FRED	Banyule's learning and development and performance management service
IaaS	Infrastructure as a Service
ICT	Information and communications technology – a term covering the technology – infrastructure, devices, software, radio and telephony – used to support Council operations
ICTSC	ICT Steering Committee – providing oversight and governance of all ICT investment across Banyule.
ITIL	IT Infrastructure Library – framework for business focused management of technology with broad acceptance across public sector entities globally
PaaS	Platform as a Service. Platform as a service (PaaS) is a cloud computing model in which a third-party provider delivers hardware and software tools - usually those needed for application development - to users over the internet.
PCG	Program Control Group – providing oversight and governance of the initiatives/projects included in the 2022-2024 Digital Transformation Plan.
SaaS	Software as a Service. Software as a service (SaaS) is a software licensing and delivery model in which software is licensed on a subscription basis and is centrally hosted. SaaS is typically accessed by users using a thin client via a web browser.

Term	Definition
WAN	Wide Area Network. A computer network in which the computers connected may be far apart, generally having a radius of more than 1 km.

Appendix G: Financial Plan

All of the information provided below are estimates. The Financial plan will be updated regularly once costs are known and reviewed by the ICT Steering Committee Quarterly.

Project/Initiative	Total 3-yr Budget	Budget/Forecast FY21/22	Forecast FY22/23	Forecast FY23/24	Timeline and/or Notes
Business Capability and Process Modelling	\$0	\$0	\$0	\$0	Underway with internal resources This is an ongoing activity
Customer Experience Platform (CRM Software)	\$3,700,000	\$2,500,000	\$1,200,000	\$0	Underway - procurement due for completion by Nov 2021
Intranet upgrade and content refresh	\$550,000	\$200,000	\$350,000	\$0	Rescoping and delivering requirements to start Jan 2022
Content Management System Rationalisation	\$330,000	\$200,000	\$130,000	\$0	Seek external skilled consultant to conduct review - Jan 2022
Workforce Mobility Program	\$175,000	\$25,000	\$65,000	\$85,000	Project and investigation to be done by Digital Transformation Team We need to identify any work being done by the Strategic Properties team
Design and Implementation of Middleware Integration Platform	\$810,000	\$380,000	\$180,000	\$250,000	5 Council Procurement selected Mulesoft and current quote is \$118,077.45 RFQ being drafted for implementation partner to be released in Oct/Nov 2021
Authority Transition	\$3,050,000	\$150,000	\$2,050,000	\$850,000	Authority Transition Plan to be delivered in Dec 2021 (aim for ICT Steering Committee – 16 Dec 2021)
Human Resources Information System (HRIS) and Safety System	\$1,720,000	\$1,120,000	\$600,000	\$0	Part of Authority Transition Plan Tender released 2 Oct 2021

Project/Initiative	Total 3-yr Budget	Budget/Forecast FY21/22	Forecast FY22/23	Forecast FY23/24	Timeline and/or Notes
GIS Strategic Review and Implementation	\$0	\$0	\$0	\$0	Apr – Jun 2022 to commence
Asset Management systems review and upgrade	\$485,000	\$85,000	\$150,000	\$250,000	Apr – Jun 2022 to commence Snr BA - Analysis and future plan needed in conjunction with GIS – collaboration with Asset Management Steering Committee
Customer Service Contact Centre Platform Replacement	\$50,000	\$50,000	\$0	\$0	In testing Sep/Oct 2021
Australian Signals Directorate (ASD) Essential 8	\$30,000	\$30,000	\$0	\$0	Internal resources only FY20/21 Commenced Aug 2021 significant dependency of IT Strategy and plan for aged software
Smart Cities	\$180,000	\$60,000	\$60,000	\$60,000	Ongoing with projects planned for each year Delivered several significant projects with in a multi-council program start Nov 2021
Data and Information Management Roadmap	\$1,165,000	\$65,000	\$550,000	\$550,000	
Develop a Business Reporting Capability	\$670,000	\$120,000	\$350,000	\$200,000	December 2021 – December 2022 Planned to deliver the RFQ FY21/22 and Implementation commencing in FY22/23 Pilot delivered Oct 2020 with internal resources only
Digital Engagement Communications Plan	\$30,000	\$10,000	\$10,000	\$10,000	Work commenced with in-house resources and planned for delivery to ICT Steering Committee 17 Nov 2021
Customer and Council Workforce Digital Surveys	\$25,000	\$0	\$0	\$25,000	FY23/24 to provide information for 3 rd Council digital transformation strategy

Project/Initiative	Total 3-yr Budget	Budget/Forecast FY21/22	Forecast FY22/23	Forecast FY23/24	Timeline and/or Notes
Training and Skills Development	\$35,000	\$15,000	\$15,000	\$5,000	Asset Management team looking at PM courses
Innovation and Ideas Portal	\$15,000	\$15,000	\$0	\$0	FY22/23 – investigation with Continuous Improvement team needed
Total for first 3 years of the Digital Transformation Plan	\$13,020,000	\$5,025,000	\$5,710,000	\$2,285,000	

Current Department Budget Allocation (detailed in the FY 21/22 Budget)	3 year total	FY21/22	FY22/23	FY23/24	Allocation for FY 21/22 Infrastructure Program - \$2,195,000 and Applications Program - \$1,050,000. No current allocation for these programs in FY 22/23 and FY 23/24
	\$7,180,000	\$3,980,000	\$2,100,000	\$1,100,000	

Appendix H: Digital Transformation Agency – Digital Service Standard



Digital Service Standard

The Digital Service Standard helps digital teams build government services that are simple, clear and fast.

01

Understand user needs. Research to develop a deep knowledge of the users and their context for using the service.

02

Establish a sustainable multidisciplinary team to design, build, operate and iterate the service, led by an experienced product manager with decision-making responsibility.

03

Design and build the product using the service design and delivery process, taking an agile and user-centred approach.

04

Understand the tools and systems required to build, host, operate and measure the service and how to adopt, adapt or procure them.

05

Identify the data and information the service will use or create. Put appropriate legal, privacy and security measures in place.

06

Build the service with responsive design methods using common design patterns and the style guide.

07

Build using open standards and common government platforms where appropriate.

08

Make all new source code open by default.

09

Ensure the service is accessible to all users regardless of their ability and environment.

10

Test the service from end to end, in an environment that replicates the live version.

11

Measure performance against KPIs set out in the guides. Report on public dashboard.

12

Ensure that people who use the digital service can also use the other available channels if needed, without repetition or confusion.

13

Encourage users to choose the digital service and consolidate or phase out existing alternative channels where appropriate.

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