

## Ordinary Meeting of Council

Nellie Ibbott Chambers, Ivanhoe Library and Cultural Hub, 275 Upper Heidelberg Rd, Ivanhoe, 3079

27 June 2022

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# Watsonia Town Square

Consultation Update  
- March 2022



## Project Overview

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As part of the North East Link Project, \$5.5 million in State Government funding has been allocated to design and construct a Town Square in the heart of the Watsonia Shopping Centre.

The project is required to enhance the public realm, provide for positive community outcomes and mitigate the impacts of the North East Link Project. The design of the Town Square is being carried out from January 2021 to mid-2022.

The creation of an active and vibrant town square is supported by the Picture Watsonia Vision (2014). This Vision was developed in collaboration with the community and local stakeholders, and focused on aspirations and priorities for the centre over the next 35 years. It detailed a series of short to long term objectives that can be realised through this project.

This project is further supported by the development of the Watsonia Neighbourhood Concept Plan (2019), a partnership between Council and the State Government to respond to the impacts and opportunities associated with the North East Link Project.

It is known that Watsonia will be significantly impacted over the next few years, and these planned changes and significant investment provide the opportunity to create an even better place for people to shop and enjoy.

## Engagement Objectives

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The engagement strategy developed for this project builds on the extensive consultation that was carried out to develop the Picture Watsonia Vision (2014).

The consultation objectives link with the stages of engagement (described below) and are to:

### Stage One

- Identify stakeholder aspirations and priorities for improving Watsonia Neighbourhood Centre and to translate these priorities into a set of clearly defined design principles.

### Stage Two

- Use the design principles to create four concept designs for the Watsonia Town Square with surrounding traffic treatments and civil infrastructure.
- Seek stakeholder and community feedback on the proposed concept designs and use this feedback to generate a final design for the centre; and

### Stage Three

- Confirm that the final design reflects the community feedback.

## Engagement Approach

### Consultation Stages

This report focuses primarily on Stage Two of a three stage design development and consultation process that can be summarised as follows:



### Community Reference Group

A Community Reference Group was formed to provide Council with ideas and feedback to shape the development of the Town Square and associated improvements for the Watsonia Shopping Centre. The group membership is comprised of up to 15 members and includes representation from:

- Watsonia Traders Association (2)
- Watsonia Business Person (2)
- Watsonia RSL (1)
- Yarra Plenty Regional Library Service (1)
- Watsonia Neighbourhood House (1)
- Local Church (1)
- Local Interest Group (1)
- Local Property Owner (1)
- Local Resident (3)
- Young Person (2)

The Group was formed through an expression of interest process in early February 2021. A multi-faceted consultation process was designed and adapted as per the COVID-19 restriction requirements. The five sessions included:

- Watsonia Community Reference Group Meeting (in-person): 25 May 2021
- Watsonia Community Reference Group Meeting (virtual): 22 June 2021
- Watsonia Reference Group Site Walk (in-person): 6 July 2021
- Watsonia Community Reference Group Meeting (virtual): 10 August 2021
- Watsonia Community Reference Group Meeting (virtual): 5 October 2021

In addition, members were provided with several project updates and opportunities to submit their direct feedback to the project team.

Watsonia Town Square | Consultation Update - March 2022



## Stage One Consultation

A report that summaries the first Stage of Consultation was prepared by the projects lead design consultants Group GSA, and can be found in Attachment One.

Key highlights:

- Formation of a set of design principles that have been used to inform the concept design options. The principles can be summarised as follows:
  - Traffic and parking: Efficient and integrated traffic treatments and parking that reinforces Watsonia's place value.
  - Access: Ensure Pedestrian and cyclist priority, safety and inclusive accessibility and experience for users of all abilities.
  - Economic Growth: Promote economic growth using unique and innovative designs that encourage increased footfall and patronage to local businesses.
  - Local Identity: Create a civic and cultural heart that is welcoming and memorable. Highlight and embrace existing sites, strengths and attractions.
  - Amenities: Provide better and safer amenities that are respected and valued by the community.
  - Flexible Spaces: Explore opportunities to create additional public spaces and create flexible and multi-use areas.
  - Community: Encourage community congregation and activity through further developing Watsonia's local identity and creating innovative spaces.
  - Sustainability: Enhance and protect surrounding ecology with sustainable practices and greening.

**TRAFFIC & PARKING**



EFFICIENT AND INTEGRATED TRAFFIC TREATMENTS AND PARKING THAT REINFORCES WATSONIA'S PLACE VALUE

**ACCESS**



ENSURE PEDESTRIAN AND CYCLIST PRIORITY, SAFETY AND INCLUSIVE ACCESSIBILITY AND EXPERIENCE FOR USERS OF ALL ABILITIES

**ECONOMIC GROWTH**

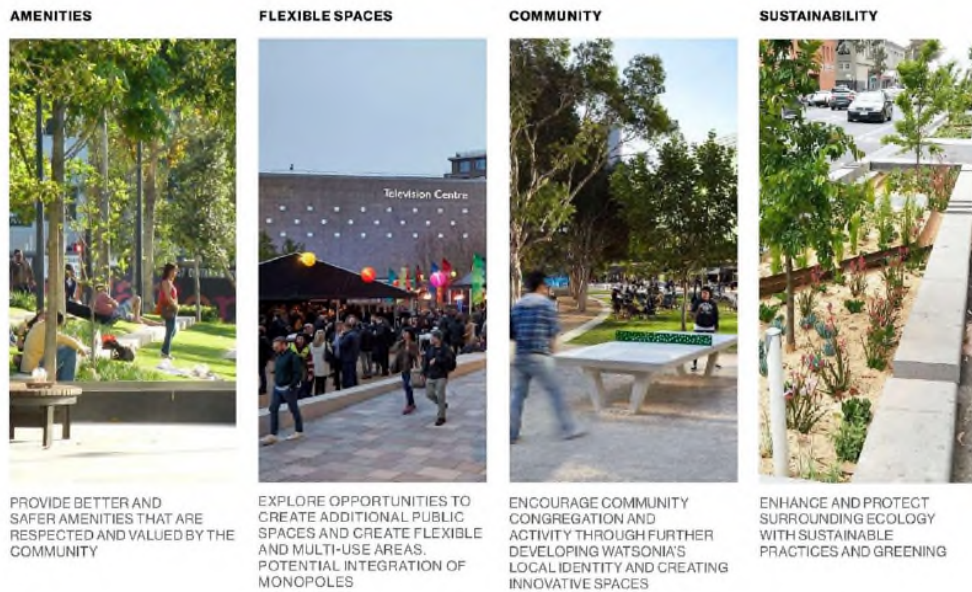


PROMOTE ECONOMIC GROWTH USING UNIQUE AND INNOVATIVE DESIGNS THAT ENCOURAGE INCREASED FOOTFALL AND PATRONAGE TO LOCAL BUSINESSES

**LOCAL IDENTITY**



CREATE A CIVIC AND CULTURAL HEART THAT IS WELCOMING AND MEMORABLE. HIGHLIGHT AND EMBRACE EXISTING SITES, STRENGTHS AND ATTRACTIONS



- Amending the project brief to include the design of new public toilet amenities and the production of an additional concept design that considers the relocation of the transmission towers and installation of slimline monopoles. The funding of monopoles is outside of the project brief (\$4.98m) and an item that Council has advocated to the State Government to fund.

## Stage Two Consultation

The community consultation period for the Watsonia Town Square Project was from 5 November – 5 December 2021 and included:

- An online information session on Tuesday 16 November\*.
- Several drop-in consultation sessions on Tuesday 30 November.
- The youth outreach service on Saturday 20 November and Friday 26 November; and
- A presentation to both the North East Link Project (NELP) Business Liaison Group and NELP Community Liaison Group.

\* A second online information session was scheduled on Friday 19 November, however was cancelled due to low registration numbers.

The consultation period was advertised extensively, including:

- Mailbox drop: Approximately 2,000 postcards delivered to local households and businesses.
- Banyule Banner and News from Our Neighbourhood features – Bakewell and Grimshaw ward editions.
- In Centre Promotions: Bin wraps, A3 shopfront posters, postcards, 4 large corflute panels, 3 large paste ups, footpath decals, library walkway feature and displays at the North East Link Project Watsonia hub and the Watsonia Neighbourhood House.
- Social Media Advertising: Facebook and LinkedIn posts.

## Shaping Banyule Findings

During the consultation period, the Watsonia Town Square Shaping Banyule page received 13,636 views, 160 full survey responses and 442 quick poll responses.



The survey and quick poll responses can be summarised as follows:

- The survey showed that concept option number four is the community's preferred (47%), followed by concept option number three (23%). Concept option number two and one were the community's least preferred options (17% and 12% respectively).
- The quick poll results were similar with 71% of respondents indicating that they support concept option number four. 50% support concept option number three, 31% option two and 29% for option one.
- The playground area; open flexible space; gathering and seating spaces; library extension/ outdoor learning pods and biodiversity/ sensory areas, were the features that received the strongest community support.



The response for each of the proposed features is summarised below, with the percentage of respondents that rated each item with a 4 or 5 out of 5:

Feature	% Support or Strongly support	Additional Comments
Playground area	77%	Suggestion that innovative features are explored, and sandpits avoided due to risk and maintenance considerations.
Open Flexible Space	76%	Opportunity to consolidate this space with the gathering and seating spaces/ amphitheatre.
Gathering and Seating Spaces	72%	As above.
Library extension/ outdoor learning pods	69%	The library support outdoor seating areas however are not in favour of structures that duplicate their service.
Biodiversity pods/ sensory areas	66%	Desire for trees that provide maximum shade and more greenery throughout the town square.
Waterplay features	59%	Safety concerns were expressed and the appropriateness of waterplay features in the environment.
Basketball court	50%	The community expressed concern regarding the impact on adjacent residential areas and risk considerations, being close to busy roads.
Multipurpose court	60%	As above.
Amphitheatre	56%	Strongly supported by the library to facilitate their story time.
Library story trail	53%	Strongly supported by the library and could provide an opportunity to acknowledge traditional owners and the area's history.
Bouldering	46%	
Skate features	39%	Some community members expressed safety concerns regarding the features.
Table tennis	33%	Some community members expressed risk concerns, in the feature being close to busy roads.

- 64% of community members are either supportive or very supportive in reducing car parking to allow for more public space.
- 72% of community members support Council's advocacy position to install monopoles as part of the project.



## Next Steps

### Preferred Design

- The Lead Design consultants are forming a preferred design that will further develop and enhance the traffic and transport treatments and car parking configurations contained in option number four.
- The design will include the following features that are supported by the community consultation: a playground area, open flexible space, gathering and seating spaces (including outside of the library), biodiversity pods/ sensory areas, library story trail, amphitheatre, bouldering and skate features.
- The following features will be omitted: Table tennis, basketball court, multipurpose court and waterplay.
- With recognition to Council's integrated transport plan and the community's stance on car parking provision in Watsonia, the preferred design will include a modest loss of car parking.
- Council has proactively advocate to the State Government to allocate the additional funding (\$4.98m) to deliver monopoles as part of the project. This advocacy has now concluded to mitigate future project delays.
- The preferred design option will be ready for Council's endorsement at a future ordinary meeting in 2022.
- Following Council's endorsement there will be a brief exhibition period, where the Watsonia community and interested stakeholders can view the final concept design(s). It is envisaged that the statutory process to discontinue Ibbotson Street will commence at the same time as the exhibition period.



## Appendices

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### Watsonia Village Town Centre Consultation Report August 2021

**GROUPGSA**



# **WATSONIA VILLAGE TOWN CENTRE: CONSULTATION REPORT**

August 2021

Prepared for Banyule City Council | GroupGSA | August 2021

*We acknowledge First Nations peoples and their continuing connection to land, waters and culture, because we strongly believe in reconciliation and collaborative engagement for a better future.*

*We pay our respects to Elders past, present and emerging, whose knowledge, traditions and stories guide custodianship on what will always be their ancestral lands.*

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# INTRODUCTION

# 01

**GROUPSA**



# CONSULTATION SUMMARY AND APPROACH

## EXECUTIVE SUMMARY

The Watsonia Town Square project is in its preliminary stages of design development with initial phases of the community and stakeholder consultation summarised within this report.

The discussions held within these consultation sessions were divided into three (3) key areas including (refer to appendix #4):

- **Area One: Town Square**
  - + Watsonia Library & Car park
  - + Existing Public Toilet
  - + Town centre access to the Watsonia Railway Station
- **Area Two: Intersection**
  - + Round-about including multiple entry-points
  - + Morwell Ave
  - + Watsonia Rd
  - + Grace St
  - + Ibbottson St
- **Area Three: Morwell Avenue**
  - + Morwell Avenue (From Watsonia Rd to High St)

Group GSA were engaged to facilitate these three (3) sessions with community, Local Stakeholders and internal Council members in order to collect a rounded perspective that will inform the next stages of the concept development.

This consultation process took a 'clean slate' approach, and functioned as an information gathering exercise for Group GSA and the Banyule City Council project team.

Group GSA and BCC designed a multi-faceted consultation process which was adapted as per COVID-19 restriction requirements. Initial consultation was conducted over web conferencing or through opportunities for direct submissions via Council members. As Covid restrictions were lifted, we were fortunate to be able to conduct a site walk for members of the Community Reference Group (CRG) that wanted to comment further.

### These three (3) sessions included;

1. 22nd of June (2:30- 3:30pm) –Internal Council Workshop (Via Teams)
2. 22nd of June (7:00- 9:00pm) – Community Reference Group Workshop (Via Zoom)
3. 6th of July (4:00 – 5:30pm)– Community Reference Group- Site Walk

Following the three sessions a draft of this document was circulated to both the internal and community reference groups for feedback.

An additional CRG session was held on the 10 August to provide members with the opportunity to provide further feedback. This report has been updated to reflect the discussion and additional direct submissions that were received via Council members.

Ultimately, this report summarises the engagement activities that took place in June – August 2021

## ENGAGEMENT

### GroupGSA and Banyule City Council responsibilities in recording comments received.

Unless otherwise stated, all feedback documented by Group GSA and Banyule City Council and any person(s) acting on our behalf is written and/or recorded during our program/consultation activities.

Input is from minuted workshops and notes from direct feedback. The notes capture the full range of ideas, concerns and views expressed during our consultation activities.

Unless otherwise noted, the views expressed in this document represent those of the participants and not necessarily those of our consultants or council.





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**GROUPSA**







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# KEY OBSERVATIONS & PRINCIPLES

# 02

GROUP SA



# KEY OBSERVATIONS

## AMENITIES

During consultation, several amenity improvement were requested to be included in the design phase of this project. These improvement works primarily related to all hours safety and comfort within the site including items such as upgrades to the existing toilet block and lighting and an increase shade throughout. Throughout the sessions, interest was raised for a playground and community garden that was seen to have the potential to increase the quality of life for local residents and traders.

## LOCAL IDENTITY

Watsonia has existing strengths that should be highlighted and built on in the design stage. Long standing patrons and traders, council and community knowledge have generated integral suggestions and considerations for the design stage.

One of the strong consensus within the community is with regards to replacing the electricity transmission powerlines by monopoles.

This is something that will be made priority when moving forward with the design options.

## FLEXIBLE INNOVATIVE SPACES

Events, markets, music performances and community events such as the existing Watsonia Family Fun Day activate spaces and create a stronger community. Designing flexible spaces with adaptable and movable furniture and stages, will aid the town centre in hosting these events.

These spaces can include smart technology to include i.e. Wi-fi, energy saving, and cameras for traffic study and general safety.

## LOCAL ECOLOGY

Soft-scaping and ensuring the health of existing ecology is integral to the success of the site. Greening adds social, aesthetics, health value as well as environmental benefits for the community. Sustainable practices like adding more trees and retaining as many existing trees as possible and WSUD help safeguard the natural surroundings. These practices also help future-proof and accommodate future community needs.

## Consultation Feedback Table

Item	Feedback	Considerations/Discussion
Playground	Requests for playground with the Library and Station Triangle	- Possible playground in this area may attract more users and younger demographics and stimulate the local economy - A playground should be considered to attract crowds to the town centre. They activate public spaces and encourage people to surrounding shops.
	Playgrounds attract crowds	- Consideration to all ages or active place spaces to be integrated within the solution.
Community garden	Requests for a community garden on site	- Potential and for discussion whether a community garden may be included along the back edge of the site (interfacing with the North East Link Project area) - This would promote community involvement and reap ecological design principles while enhancing local character
Toilet block	Current toilet block is old, of low standard and under-desirable	- Toilet block needs to be upgraded with newer and better facilities - DDA accessibility and safety is a must. Design must consider and reconsider its current location so it is more visible. - It should have better lighting particularly at night time - Currently the area is used as an uber and taxi pick up Zone and not being used during local events - Research Eitham woolsheds toilet conversation project - A re-imagined toilet block could be used as a feature and enhance the playground/ community space concept
Shade	More shade is needed	- Innovative intervention to improve amenities (such as; shade) through either technology, and soft or hard landscaping - More shade beneath the transmission lines are to be considered
Attracting people to the Town Square	Many desire lines between shopfronts and town square / Safety	- Use and consider existing desires lines into the Town square and shop fronts to attract people to the site - Add safety elements to the square, such as lighting, weather protection, CCTV cameras, slip resistant paving, prospect principles etc.

# KEY OBSERVATIONS

Existing Trees Retain & Enhanced planting	Retain as many trees as possible	<ul style="list-style-type: none"> <li>- Difficulty and allowances for planting new trees beneath the transmission lines to be considered</li> <li>- Existing trees may be impacted in construction and other design requirements</li> <li>- Consider the integration of approved/permitted shrub species by AusNet</li> <li>- Enhance planting as part of the design strategy</li> <li>- Existing ecology and environmental impacts to be considered</li> <li>- Illawara flame trees to be transplanted due to sight-line and safety issues</li> </ul>
Attracting Youth To Morwell Avenue	New design should encourage younger users	<ul style="list-style-type: none"> <li>- Community would like to see a younger demographic (between 12-24yrs old) using and interacting with the space</li> <li>- The car parking attracts people and creates traffic currently for the site and must be considered if some parking is to be removed</li> <li>- Inclusion of Wi-fi connection in strategic points of the site, apart from Library outdoors</li> </ul>
Area 1 amenities (Library)	Amenities at Area 1 and upgrade	<ul style="list-style-type: none"> <li>- Great meeting place that offers outdoors learning spaces and Wi-fi connection.</li> <li>- Library patrons parking must be considered as well as safe accessibility at all hours of the day; introducing better lighting at night</li> <li>- Consider extending library out and remove power pylons if possible</li> <li>- Should extend this area to include the Anglican Church buildings, if this is on the card to acquire/redevelop. We only get once chance to do this properly.</li> <li>- Some type of play equipment if not already planned for southern end of Area 3</li> <li>- Consider some covered area, exercise equipment and a drinking fountain</li> </ul>

## ACCESSIBILITY

### Creating better paths and accessibility within the town centre will connect and bring more people to the site.

The new design will require the prioritisation of pedestrian connections and consider all patrons to increase accessibility to and within the site. Cycle paths will be included to facilitate and encourage more forms of transportation to the site. All future works related to Shared User Path development and NERP works are to be considered through the development of the next phases of design.

DDA compliance and consideration of all demographics including the youth and elderly neighbours will be included in the design phase.

The site should be inclusive for all abilities and so accessibility should also be expanded to include sensory experiences and alike for people with intellectual disabilities.

## ECONOMIC GROWTH

The Watsonia Town Square has potential to thrive as the local trading centre. The combination of design principles such as; accessibility, safety, improved aesthetics and character of site will attract more visitors and traders. Highlighting existing traders and enticing new ones to the area will ensure the success of economic growth.

Recommendations from these consultation sessions has urged that certain design outcomes will benefit all users. Retaining the number of parking numbers is believed to draw in more users after circulating the area. While car parking provision is important, it will also need to be balanced with the desire to achieve other key aspirations. This will be explored by One Mile Grid (Traffic Engineers) and Group GSA through the design development phases. Better amenities and flexible spaces that can hold events will stimulate the local economy as well as the night-time economy through activating the site.

Item	Feedback	Considerations/Discussion
Access To Watsonia Station	Station is not DDA compliant	DDA accessibility and inclusivity to be included in design. Connections are to be considered however station upgrade is outside of scope of works.
Access To Town Square	Limited access through to Community House	- Improve access and consider elderly Residents
Cycling Paths in Town Square	Not enough cycling amenities	The design should explore the best positioning of the cycling cage on site, while other cycling facilities are to be included such as bike repair station.
Site Inclusivity and Accessibility	Ensure that site is all-ability friendly	<ul style="list-style-type: none"> <li>- Design accommodates for all abilities with, but not limited to the following;</li> <li>- Additional Disabled Parking Spaces within Car park</li> <li>- Kerbs removal at sections for easy wheelchair access</li> <li>- Way-finding signage</li> <li>- Equitable access to all (e.g. Children, elderly, wheel-chair bound, parents with prams, temporarily injured.)</li> <li>- Accessibility to this place need to consider all disability groups (mobility and intellectually wise)</li> </ul>

# KEY OBSERVATIONS

## TRAFFIC

**There were several key considerations and messages from consultation feedback regarding the need for better traffic control and improved road safety.**

The Watsonia Community Reference Group and Watsonia Internal Group determined different sections that need traffic intervention. One Mile Grid (Traffic Engineer) and Group GSA will be assessing traffic levels and will explore improvement works through the design development phases. The main intersection is vehicle heavy and dangerous for both pedestrians and drivers. Morwell Avenue traffic moves slowly but needs to consider all users. Suggestions for the closure of adjacent streets and road restructuring to increase pedestrian mobility and prioritise cyclists and pedestrians were overall popular suggestions within the community. Signalisation of intersections and signage will also improve road safety.

## PARKING

Parking will be explored through the design phases to be integrated whilst retaining capacity across the site. The present perception shows that car parking is always full at peak times by community, but is being assessed by a car parking occupancy study to inform the design decision making process.

Certain areas such as the Morwell Avenue car park and the library carpark are being used by many different patrons from; traders, library patrons to RSL patrons and generally by commuters and residents. Parking numbers will therefore be retained as much as required to ensure availability for all users. Parking was also seen as important as a draw-card for the site.

DDA parking space numbers are currently low, and the new design will make more parking spaces DDA accessible. Better car parking layouts will improve access to the sites.

Car Parking provision in the centre will need to be considered alongside the fulfilment of other aspirations outlined in the design principles.

## Consultation Feedback Table

Item	Feedback	Considerations/Discussion
Traffic On Morwell Avenue	Better integration of the intersection and design for all users	<ul style="list-style-type: none"> <li>- Consider ideas generated in previous plans to connect Morwell Avenue to Grace Street and simplify intersection</li> <li>- Consider the inclusion of cycling facilities. Proposed bike lanes however are to be kept away from footpaths because of elderly residents and to improve safety</li> <li>- Inclusivity and DDA accessibility should be a main consideration in design proposal</li> <li>- Path network and parking arrangement should work together to create a easily navigated space</li> <li>- Consider the site from its boundaries as opposed to the existing roads. Suggestions from community to open the middle</li> <li>- Previously completed master plan for Morwell Avenue are to be taken into consideration in concept design generation</li> <li>- Prioritise local traffic. Prioritise pedestrian traffic in grade, re-orient the footpaths and signs</li> <li>- Improve lighting for better security</li> <li>- Minimise the difficulty for pedestrians crossing Watsonia Road</li> </ul>
Traffic At Intersection	Intersection is vehicle dominated and causes traffic	<ul style="list-style-type: none"> <li>- Consider a shared zone and balance intersection to consider all three users; drivers, pedestrians and cyclists and priorities pedestrians and cyclists</li> <li>- Effective traffic redirection and filtering to be considered</li> </ul>
Traffic At Intersection	Pedestrians and cyclist feel unsafe and intimidated	<ul style="list-style-type: none"> <li>- Make the intersection shared zone or prioritise pedestrians. Vehicle numbers may not support this structure and more information required</li> <li>- Simplify intersection by removing round-about</li> <li>- Removing the round-about and including a red light instead for example could provide more viewing time of the shops and traders from passengers and drivers and therefore have potential economic benefits.</li> <li>- Traffic Surveys are to be Multi Modal in order to capture all users</li> </ul>



# KEY OBSERVATIONS

Traffic At Intersection	Pedestrians and cyclist feel unsafe and intimidated	<ul style="list-style-type: none"> <li>- Readdress the control points of intersection and consider signalling intersection</li> <li>- Improve pedestrian and vehicle site lines and consider planting corners in new design</li> <li>- Discussion to be had around closing the end of Ibbotson Street. This would increase pedestrian mobility</li> <li>- Crossing to the BP Service Station to be reconsidered due to previous incidents</li> </ul>
Parking On Morwell Avenue	Car parking is always full and not enough DDA parking bays	<ul style="list-style-type: none"> <li>- Consideration for trader staff parking include; those traders who currently have on-site parking and those who do not use the all-days parking on Morwell Avenue. The limited number of car parking availability mean the avenue receives less traffic and people coming to the site.</li> <li>- Suggestions to add more or same number of car park should be retained</li> <li>- More DDA parking Bays to be included and accessibility should be considered</li> <li>- Inclusion of cycling facilities may promote other modes of transportation and support the current cyclists</li> <li>- 2 hour parking limitations may concern certain users on site such as RSL patrons</li> </ul>
Parking Within the Town Square	Car parking always full	<ul style="list-style-type: none"> <li>- Community does not want to lose car parking – however removing car parks within the Town Square will be acceptable if it encourages an increase in public domain</li> <li>- The car parking attracts people and creates traffic currently for the site and must be considered if some parking is to be removed</li> <li>- Library patrons parking must be considered as well as safe accessibility at all hours of the day</li> </ul>
RSL Car Park	Upgrading the RSL Car Park	<ul style="list-style-type: none"> <li>- Include a grand, modern playground, covered if possible</li> <li>- Reconfigure parking of whole RSL car park. Consider bike path in middle, consider bold, progressive (aggressive) design</li> <li>- Redirect Morwell Ave traffic, divert through to Grace Street, recapture plenty of public space, use some for new Monopoles</li> <li>- Consider electric car charging station/s</li> <li>- Improve lighting for security, especially as this car park is often used at night for RSL events</li> </ul>

# DESIGN PRINCIPLES

## TRAFFIC & PARKING



EFFICIENT AND INTEGRATED TRAFFIC TREATMENTS AND PARKING THAT REINFORCES WATSONIA'S PLACE VALUE

## ACCESS



ENSURE PEDESTRIAN AND CYCLIST PRIORITY, SAFETY AND INCLUSIVE ACCESSIBILITY AND EXPERIENCE FOR USERS OF ALL ABILITIES

## ECONOMIC GROWTH



PROMOTE ECONOMIC GROWTH USING UNIQUE AND INNOVATIVE DESIGNS THAT ENCOURAGE INCREASED FOOTFALL AND PATRONAGE TO LOCAL BUSINESSES

## LOCAL IDENTITY



CREATE A CIVIC AND CULTURAL HEART THAT IS WELCOMING AND MEMORABLE. HIGHLIGHT AND EMBRACE EXISTING SITES, STRENGTHS AND ATTRACTIONS

## AMENITIES



PROVIDE BETTER AND SAFER AMENITIES THAT ARE RESPECTED AND VALUED BY THE COMMUNITY

## FLEXIBLE SPACES



EXPLORE OPPORTUNITIES TO CREATE ADDITIONAL PUBLIC SPACES AND CREATE FLEXIBLE AND MULTI-USE AREAS. POTENTIAL INTEGRATION OF MONOPOLES

## COMMUNITY



ENCOURAGE COMMUNITY CONGREGATION AND ACTIVITY THROUGH FURTHER DEVELOPING WATSONIA'S LOCAL IDENTITY AND CREATING INNOVATIVE SPACES

## SUSTAINABILITY



ENHANCE AND PROTECT SURROUNDING ECOLOGY WITH SUSTAINABLE PRACTICES AND GREENING

**GROUPGSA**

[www.groupgsa.com](http://www.groupgsa.com)

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**SYDNEY**

Level 7, 80 William Street  
East Sydney NSW 2011  
Australia

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**MELBOURNE**

Level 1, 104 Exhibition Street  
Melbourne VIC 3000  
Australia

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**BRISBANE**

Level 14, 100 Edward Street  
Brisbane QLD 4000  
Australia

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**HO CHI MINH CITY**

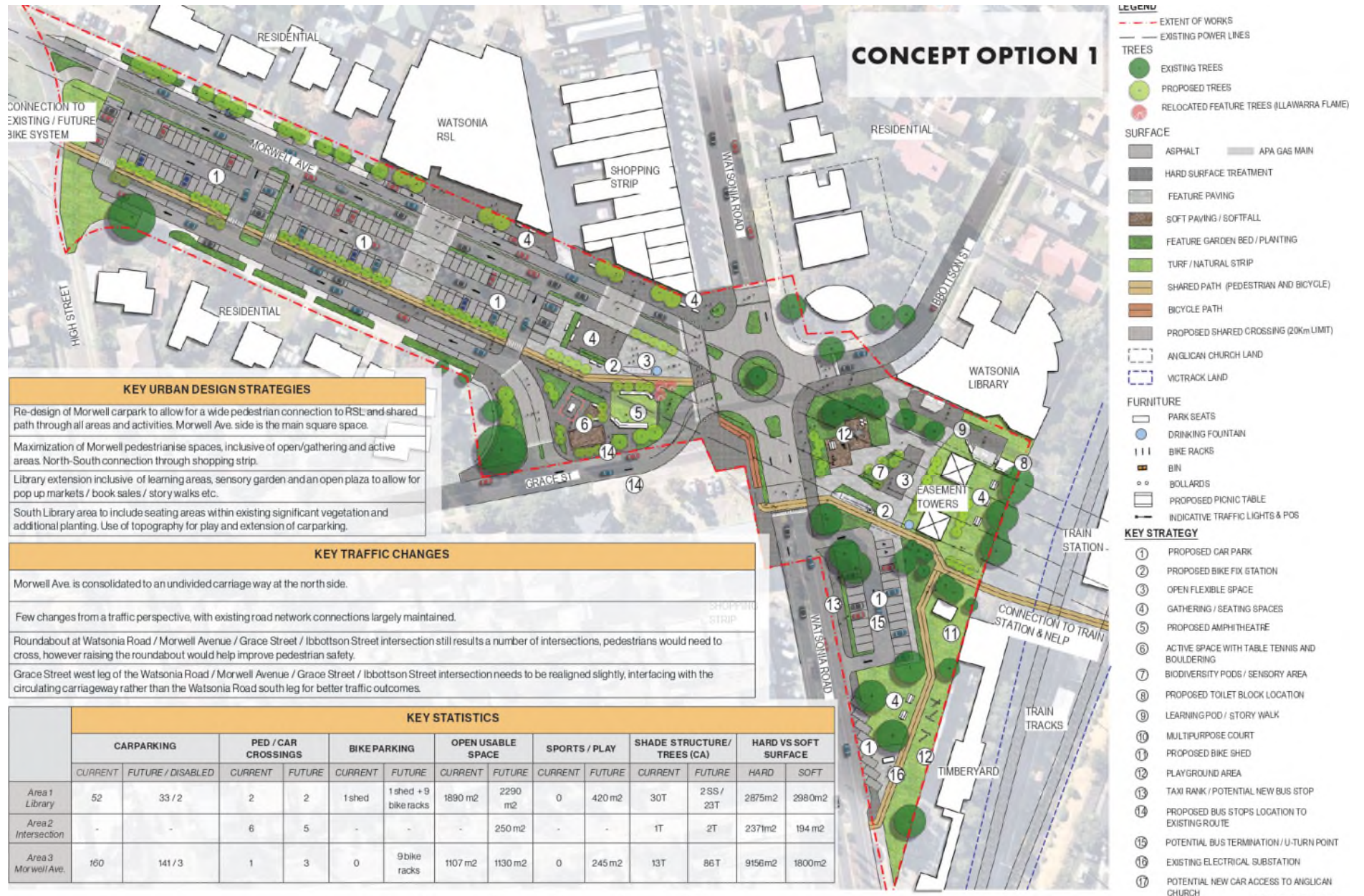
19th Floor – Havana Tower, 132 Ham Nghi,  
Ben Thanh Ward, District 1, Ho Chi Minh City  
Vietnam





**Concept design options  
November 2021**

**Concept Design Number One**



**KEY URBAN DESIGN STRATEGIES**

Re-design of Morwell carpark to allow for a wide pedestrian connection to RSL and shared path through all areas and activities. Morwell Ave. side is the main square space.

Maximization of Morwell pedestrianise spaces, inclusive of open/gathering and active areas. North-South connection through shopping strip.

Library extension inclusive of learning areas, sensory garden and an open plaza to allow for pop up markets / book sales / story walks etc.

South Library area to include seating areas within existing significant vegetation and additional planting. Use of topography for play and extension of carparking.

**KEY TRAFFIC CHANGES**

Morwell Ave. is consolidated to an undivided carriage way at the north side.

Few changes from a traffic perspective, with existing road network connections largely maintained.

Roundabout at Watsonia Road / Morwell Avenue / Grace Street / Ibbotson Street intersection still results a number of intersections, pedestrians would need to cross, however raising the roundabout would help improve pedestrian safety.

Grace Street west leg of the Watsonia Road / Morwell Avenue / Grace Street / Ibbotson Street intersection needs to be realigned slightly, interfacing with the circulating carriageway rather than the Watsonia Road south leg for better traffic outcomes.

**KEY STATISTICS**

	CARPARKING		PED / CAR CROSSINGS		BIKE PARKING		OPEN USABLE SPACE		SPORTS / PLAY		SHADE STRUCTURE/ TREES (CA)		HARD VS SOFT SURFACE	
	CURRENT	FUTURE / DISABLED	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE	HARD	SOFT
	Area 1 Library	52	33 / 2	2	2	1 shed	1 shed + 9 bike racks	1890 m2	2290 m2	0	420 m2	30T	2SS / 23T	2875m2
Area 2 Intersection	-	-	6	5	-	-	-	250 m2	-	-	1T	2T	237m2	194 m2
Area 3 Morwell Ave.	160	141 / 3	1	3	0	9 bike racks	1107 m2	1130 m2	0	245 m2	13T	86T	9156m2	1800m2



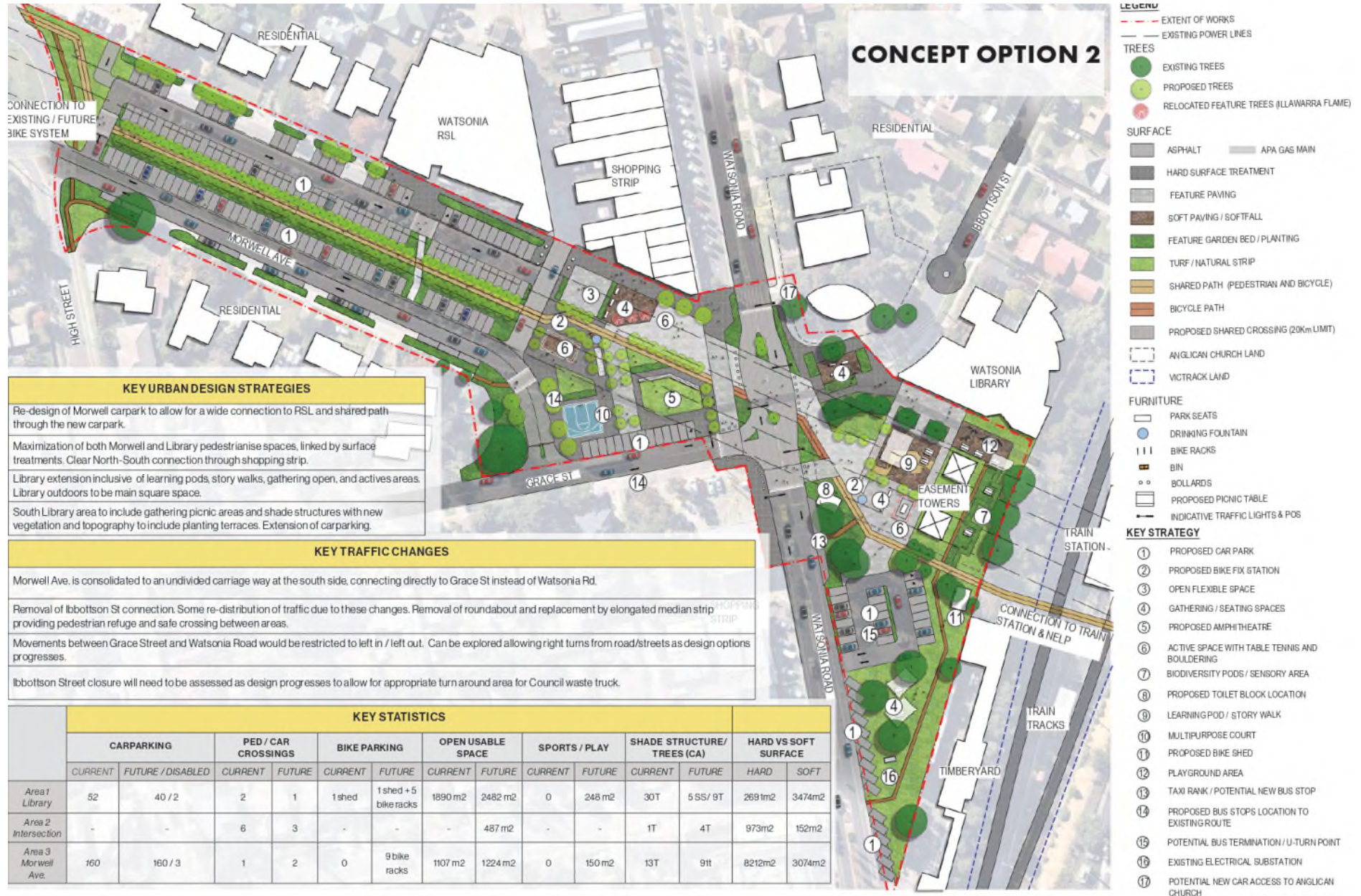






**Concept Design Number Two**





**KEY URBAN DESIGN STRATEGIES**

Re-design of Morwell carpark to allow for a wide connection to RSL and shared path through the new carpark.

Maximization of both Morwell and Library pedestrianise spaces, linked by surface treatments. Clear North-South connection through shopping strip.

Library extension inclusive of learning pods, story walks, gathering open, and actives areas. Library outdoors to be main square space.

South Library area to include gathering picnic areas and shade structures with new vegetation and topography to include planting terraces. Extension of carparking.

**KEY TRAFFIC CHANGES**

Morwell Ave. is consolidated to an undivided carriage way at the south side, connecting directly to Grace St instead of Watsonia Rd.

Removal of Ibbottson St connection. Some re-distribution of traffic due to these changes. Removal of roundabout and replacement by elongated median strip providing pedestrian refuge and safe crossing between areas.

Movements between Grace Street and Watsonia Road would be restricted to left in / left out. Can be explored allowing right turns from road/streets as design options progresses.

Ibbottson Street closure will need to be assessed as design progresses to allow for appropriate turn around area for Council waste truck.

	KEY STATISTICS													
	CARPARKING		PED / CAR CROSSINGS		BIKE PARKING		OPEN USABLE SPACE		SPORTS / PLAY		SHADE STRUCTURE/ TREES (CA)		HARD VS SOFT SURFACE	
	CURRENT	FUTURE / DISABLED	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE	HARD	SOFT
Area 1 Library	52	40 / 2	2	1	1 shed	1 shed + 5 bike racks	1890 m <sup>2</sup>	2482 m <sup>2</sup>	0	248 m <sup>2</sup>	30T	5 SS/ 9T	2691m <sup>2</sup>	3474m <sup>2</sup>
Area 2 Intersection	-	-	6	3	-	-	-	487 m <sup>2</sup>	-	-	1T	4T	973m <sup>2</sup>	152m <sup>2</sup>
Area 3 Morwell Ave.	160	160 / 3	1	2	0	9 bike racks	1107 m <sup>2</sup>	1224 m <sup>2</sup>	0	150 m <sup>2</sup>	13T	91t	8212m <sup>2</sup>	3074m <sup>2</sup>





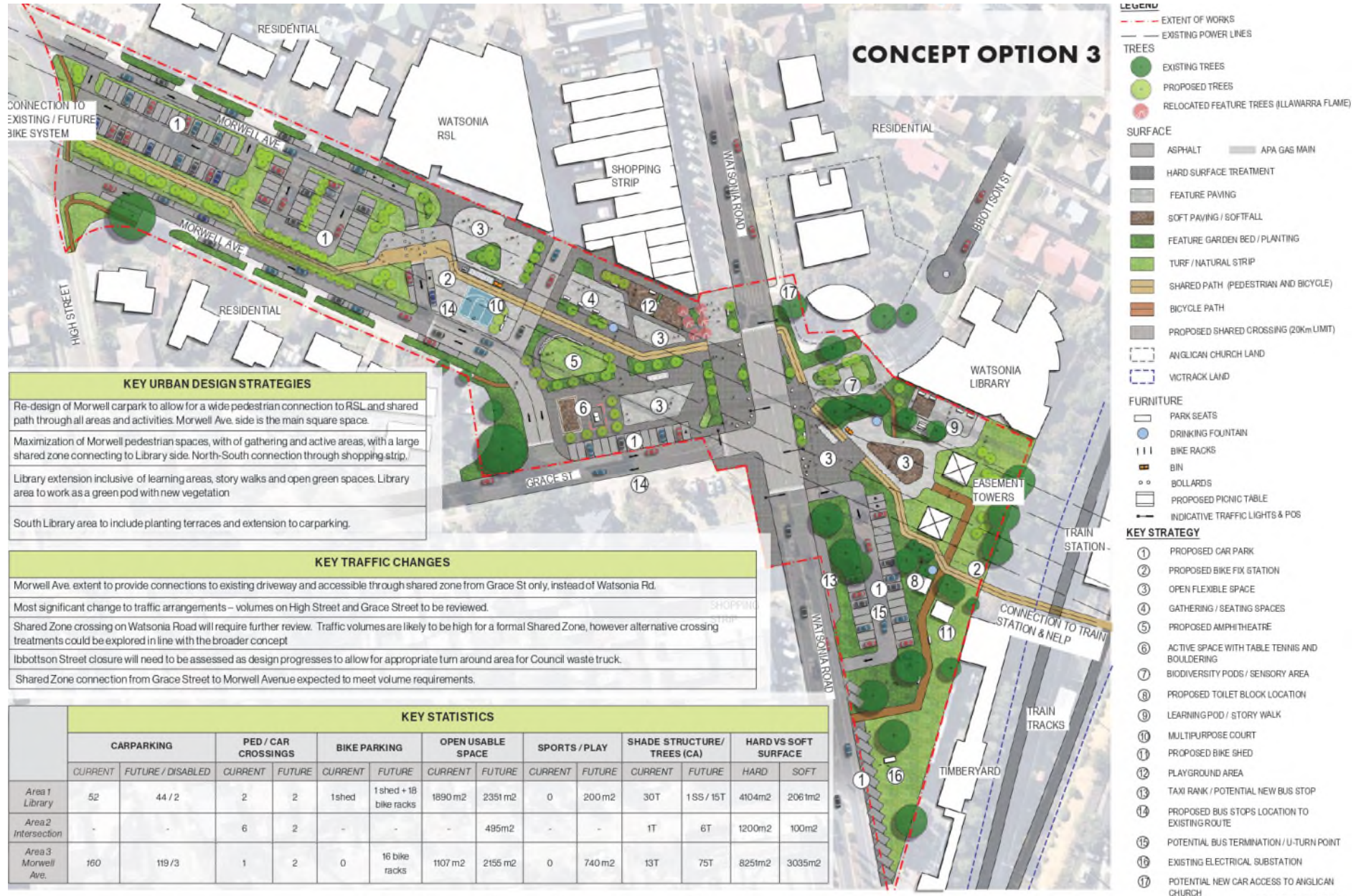








**Concept Design Number Three**



**KEY URBAN DESIGN STRATEGIES**

Re-design of Morwell carpark to allow for a wide pedestrian connection to RSL and shared path through all areas and activities. Morwell Ave. side is the main square space.

Maximization of Morwell pedestrian spaces, with of gathering and active areas, with a large shared zone connecting to Library side. North-South connection through shopping strip.

Library extension inclusive of learning areas, story walks and open green spaces. Library area to work as a green pod with new vegetation

South Library area to include planting terraces and extension to carparking.

**KEY TRAFFIC CHANGES**

Morwell Ave. extent to provide connections to existing driveway and accessible through shared zone from Grace St only, instead of Watsonia Rd.

Most significant change to traffic arrangements – volumes on High Street and Grace Street to be reviewed.

Shared Zone crossing on Watsonia Road will require further review. Traffic volumes are likely to be high for a formal Shared Zone, however alternative crossing treatments could be explored in line with the broader concept

Ibbotson Street closure will need to be assessed as design progresses to allow for appropriate turn around area for Council waste truck.

Shared Zone connection from Grace Street to Morwell Avenue expected to meet volume requirements.

**KEY STATISTICS**

	CARPARKING		PED / CAR CROSSINGS		BIKE PARKING		OPEN USABLE SPACE		SPORTS / PLAY		SHADE STRUCTURE/ TREES (CA)		HARD VS SOFT SURFACE	
	CURRENT	FUTURE / DISABLED	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE	HARD	SOFT
	Area 1 Library	52	44 / 2	2	2	1 shed	1 shed + 18 bike racks	1890m <sup>2</sup>	2351m <sup>2</sup>	0	200m <sup>2</sup>	30T	1SS / 15T	4104m <sup>2</sup>
Area 2 Intersection	-	-	6	2	-	-	-	495m <sup>2</sup>	-	-	1T	6T	1200m <sup>2</sup>	100m <sup>2</sup>
Area 3 Morwell Ave.	160	119 / 3	1	2	0	16 bike racks	1107 m <sup>2</sup>	2155 m <sup>2</sup>	0	740 m <sup>2</sup>	13T	75T	8251m <sup>2</sup>	3035m <sup>2</sup>







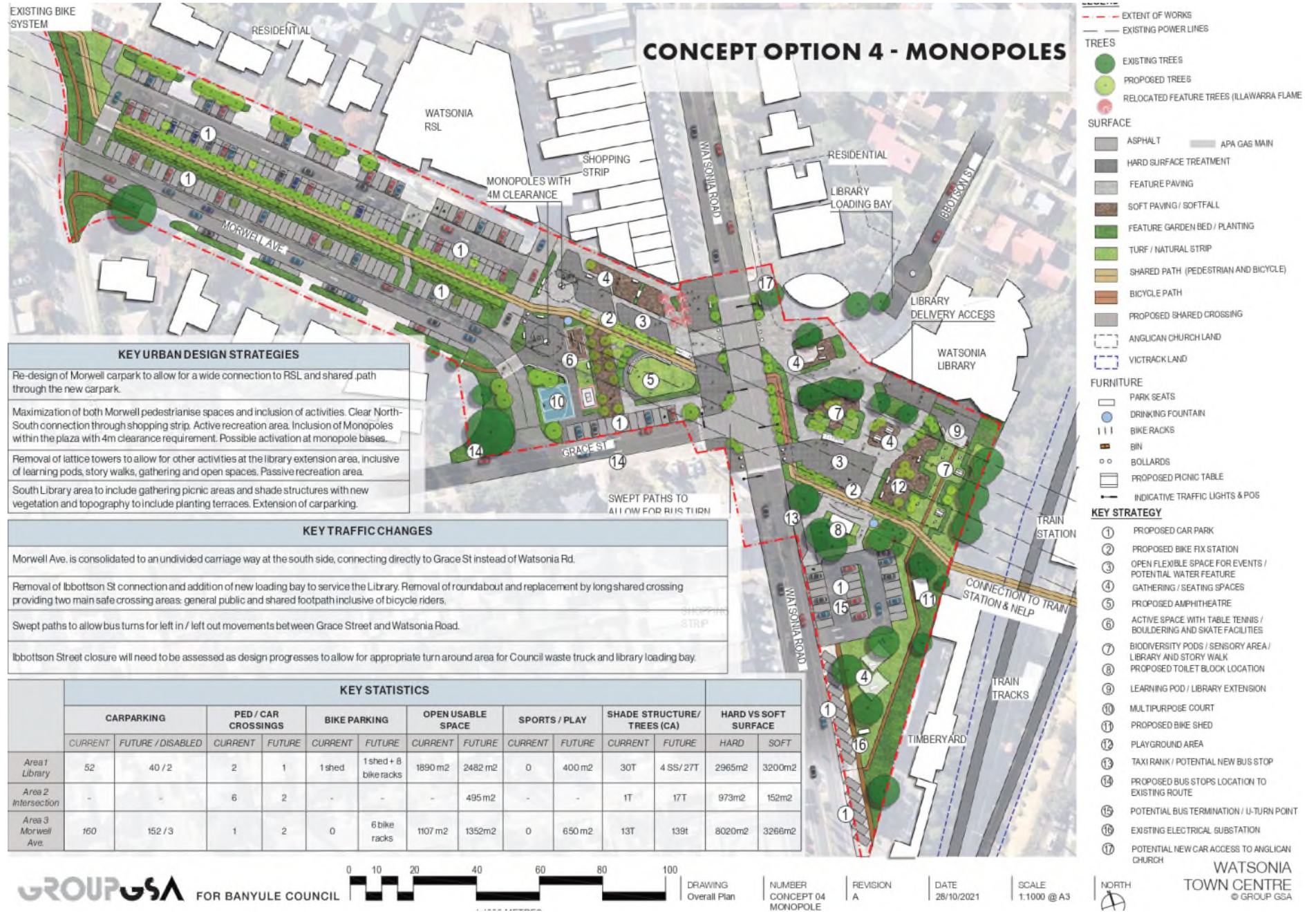




**CONCEPT OPTION 3 - MORWELL AVE.**

**Concept Design Number Four**





















# Watsonia Shopping Centre

## Investment and Activation Fund

### We are seeking...

A \$1M investment from the State Government over five years to deliver a Capital Investment and Activation Fund for Watsonia Shopping Centre that includes:

1. Shopfront improvements
2. Shopping precinct improvements
3. Delivery of events and centre activations
4. Shopfront vacancy program
5. Town Square additions

While providing a critical connection in Melbourne's freeway network, the North East Link will cause significant disruption for adjacent communities and businesses during its seven year construction phase.

**More than 90 per cent of current businesses in the Watsonia Shopping Centre doubt their business will survive the challenging period unless investments are made to attract more people to the centre.<sup>1</sup>**

### Watsonia Shopping Centre

The Watsonia Shopping Centre comprises around 65 businesses – largely small and family-owned enterprises – employing a total of around 500 people. The workforce is predominantly female with a high proportion of workers from a non-English speaking background.

Local businesses in Watsonia are fragile and most have been hit hard by the COVID-19 pandemic, with 76% admitting to being worse off now.<sup>1</sup>

The North East Link project is seen as a survival risk due to the impacts on customer and staff retention. Fewer than 10% of Watsonia traders confidently expect their businesses to survive the seven year construction period for the North East Link.<sup>1</sup>

This is validated by the community, with 62 per cent indicating a likelihood of shopping elsewhere during the construction of the North East Link.<sup>2</sup>

500 jobs are at risk and these jobs are skewed towards economically vulnerable workers – the vast majority of these employees reside in the suburbs surrounding the precinct.<sup>1</sup>



### Capital Investment and Activation Fund

Investment into the Watsonia Shopping Centre is needed if traders are to survive the disruption while the North East Link is being built. A \$200k investment per annum over five years is sought to attract visitation to the centre and ensure trader survival.

#### Shopfront Improvement Fund

- Updating shopfront facades to become more customer focused, attract new demographics and increase business confidence.

#### Place Improvement Fund

- Installation of low cost, high impact improvements aimed at lifting the centre's image. This could include signage, painting, planting, street furniture etc.

#### Events/ Activations Fund

- Designed to activate spaces during construction and increase visitation and spend. These could include pop-up parks, markets, music events etc.

#### Shopfront Vacancy Program

- Temporary activations in the vacant shops to influence a new the business mix and increase business confidence. This could include galleries, pop-up bars etc.

#### Town Square – Additional Opportunities

- Introduce 'WOW' features into the new Town Square to lure visitation from further afield. This could include a better quality playground, sensory garden and public art.





## Accessibility

Accessibility is a critical issue for Watsonia businesses competing with other commercial/retail precincts in the area.

**Banyule residents believe that the North East Link will deliver a net benefit once completed, but fear the disruptions during construction will be significant.<sup>2</sup>**

**48%**

of residents have 'some concerns' about the disruptions



**22%**

of residents are 'very concerned' about the disruptions

Additionally, the proposed design exacerbates existing access problems affecting the centre. It does not improve access to the shops from the eastern side of the duplicated road and still funnels traffic through choke-points at the southern end.

The Victorian Government has recognised the risk to the Watsonia businesses and allocated \$5.5M towards the rejuvenation of the shopping centre to offset impacts. This funding is welcomed, but a larger investment is needed to secure the survival of local businesses.

As travel by car around the area becomes more difficult it is likely that these disruptions will "shrink" residents' willingness to travel for shopping and services.

**The increased congestion due to North East Link disruptions will negatively impact the shopping centre with.<sup>2</sup>**

**43%**

of residents 'somewhat likely' to change where they shop



**19%**

of residents 'very likely' to change where they shop

## Community sentiment

**The health and quality of local shopping precincts is critical to perceived quality of life for Banyule residents and will be further elevated when local travel becomes more difficult.**

During COVID – there has been a dramatic shift in community sentiment around small businesses as more residents engage with local businesses and the people who own and run them.

Residents also see the sacrifices that small businesses make and their survival conveys a message about the health of our economy. As Victorians see local businesses shut down, they feel uneasy about their own economic position.

There is an expectation that businesses impacted by North East Link be offered a range of supports from the government, including intensive case management, financial support or relocation support.

The fate of local businesses matters to residents, with 45% of residents surveyed stating it was 'very important' for assistance to be provided to businesses impacted by North East Link.<sup>2</sup>

Watsonia Shopping Centre is already seen as needing renewal and there is concerns that residents could switch their allegiances if accessing Watsonia becomes too difficult.


**60% of survey respondents who currently shop at the Watsonia Shopping Centre would be less likely to utilise those shops due the North East Link impacts.<sup>2</sup>**

**The renewal of the shopping centre is critical to retaining its customer-base.**




### For more information

Michele Purtle, Advocacy Lead  
Banyule City Council

 Michele.Purtle@banyule.vic.gov.au

 0419 397 290

 banyule.vic.gov.au



<sup>1</sup> Watsonia Traders Association, North East Link Impacts, Online Survey Report, May 2021

<sup>2</sup> Watsonia Electricity Tower Replacement, Community Case, November 2021

**North East Link – Urban Design and Landscape Plan – Banyule Council Response**

<b>TUNNEL</b>
<p>1. The present design of the northern tunnel portal in the central package will set the design for the northern package and limit other possible design solutions in this package. The UDLP for the primary works should be extended north to a minimum of Grimshaw Street to ensure an integrated design or must not limit the opportunity to continue the boulevard design solution for the northern package.</p> <p>An extension to the tunnel north of Watsonia Station should be provided to avoid an open trench in Watsonia. This is a better outcome for residential areas in this vicinity, rather than green land bridges that concentrate all the landscaping in two sections of land away from houses and people.</p> <p>An extension of the proposed Greensborough Road boulevard treatment up to Elder Street is essential.</p>
<b>LANDSCAPING AND OFFSET PLANTING</b>
<p>2. Expedite plant selection, seed collection, propagation and planting, and consider using advanced tree stock.</p> <p>3. Designs should reflect diversity in strata levels, and include dense, prickly shrubs to minimise pest bird species and encourage biodiversity.</p> <p>4. Inclusion of more pollinator spaces would be preferable to see also within this space with diversity in local indigenous grasses (e.g. <i>Microlaena stipoides</i> - aka Weeping Grass)), sedgels lilies and herbaceous flora.</p> <p>5. Ensure suitable time allowances for the variety of species establishment, as well as consider long term maintenance requirements.</p>
<b>BORLASE RESERVE / BANYULE CREEK / OPEN SPACE</b>
<p>6. It is important to take advantage of this opportunity to construct a grade separated bridge across the Greensborough Road to Borlase Reserve, providing a far better connection to the western side of the road.</p> <p>7. It is essential to communicate that this is not entirely unencumbered open space, as it has a primary function of drainage / water treatment and includes areas of reinstated vegetation.</p> <p>8. Current plans display an engineered trapezoidal channel, not in line with the intended natural meandering character and reinstatement of a natural creek.</p> <p>The project should maximise the creek at surface level and minimise piped sections, where possible.</p> <p>9. Improve wildlife corridor treatments, including consideration of constructing habitat infrastructure underneath and over Lower Plenty Road.</p> <p>10. References to "nature play" do not align with artists impressions depicting a playground. Further explanation on a half-basketball court as the choice of "active" space usage within the reserve.</p> <p>11. How have youth spaces been included into the plan? There doesn't appear to be any mention of it. For example, dirt jumps and mountain bike tracks (and not pump tracks or</p>



hard/concrete tracks). This would be a perfect area to include these given the proximity to Watsonia and the train station there.
<b>SHARED USER PATHS / FOOTPATHS</b>
<p>12. Improve safety of the SUP bridge south of Lower Plenty Road by bringing it to ground further from pedestrian crossing, constructing safety barriers with graffiti removal in mind, and planting appropriately sized trees in bridge circle so as not to obstruct line of sight.</p> <p>Ensure that the design minimises overlooking into adjacent residential properties on the south side of Lower Plenty Road.</p> <p>Ensure SUP on the east side of Greensborough has a more direct connection to the north western corner of Lower Plenty Road to provide better access to local facilities along Lower Plenty Road such as the school.</p>
13. Review options for the SUP to be continuous near the Lower Plenty portal and not have to cross over 4 sections of road.
14. Ensure safety in and around Borlase Reserve / Greensborough Road by incorporating SUP lighting, and safety barriers around retarding basin.
15. Improve SUP and footpath network by including multiple crossings across Banyule Creek (inside Borlase Reserve), ensuring effective connection across Greensborough Road at Erskine Road, extending eastward along Lower Plenty Road, and continuing in separator on western side of Greensborough Road.
16. Include a footpath through Wittman Reserve to Westdale Court to improve pedestrian access.
<b>ROADS</b>
<p>17. Provide details on traffic modelling and resident consultation for Borlase Street, Coleen Street, Drysdale Street, Debra Court, Kay Court, Mavis Court, Moya Court, Anne Court, Fahey Crescent and Amanda Court given the UDLP is proposing the truncation of Colleen Street and Borlase Street.</p> <p>Provide details on traffic modelling and treatments for Crew Street / Lower Plenty Road intersection, given Borlase Street and Coleen Street truncation.</p>
<p>18. Important improvements to be made on Greensborough Road and associated service roads, including better access out of services roads and improved vehicle movement across Greensborough Road.</p> <p>The service road on the west side of Greensborough Road must be connected from Yallambie Road to Cooley Avenue (one-way traffic southbound). Otherwise the turning area needs to be made larger to enable garbage truck to turn around.</p>
19. The level of Drysdale Street / Borlase Street / Drysdale Street should be raised to provide flatter road levels and enable a flatter and shorter SUP along the pipe track.
20. Address the safety issues with adverse cross fall at the Lower Plenty Road / Greensborough Highway intersection.

<b>FLOOD WALLS</b>
21. Ensure uniformity of design along Greensborough Road, improve pedestrian access through wall, and review suitability of treatment in western separator south of Erskine Road - residents may not understand it as a flood wall.
<b>BUS STOPS</b>
22. Review and rationalize locations of bus stops on both sides of Greensborough Road near proposed crossings. It is recommended to research new stop locations based on the altered infrastructure in this area. Please confirm that route 513 is a permanent route taken into account for this design.
<b>PUBLIC ARTWORK</b>
23. Look for opportunities to provide public art.
<b>WINSOR RESERVE</b>
24. There is no detail on how Winsor Reserve is to be improved / reinstated after it is returned to the public after it use to facilitate construction for up to seven years.



**North East Link – Urban Design and Landscape Plan – Operational Response prior to public exhibition.**

<b>LANDSCAPE AND ENHANCED BIODIVERSITY</b>	
1.	All trees species used in replanting should be in line with both Ecological Vegetation Classes present, within the Gippsland Bioregion. Specifically, EVC 55 Plains Grassy Woodland and EVC 68 Creepline Grassy Woodland.
2.	Tree species included in planting, it is strongly encouraged to aim for diversity of species and avoid monocultures. Noting that the EVC's present have 8 different indigenous Eucalypt species and 14 different Tall Shrub species suitable.
3.	There is an opportunity to also include species enrichment through the inclusion of more Eucalyptus X studleyensis into tree selection. Noting this species has been impacted by the project and its conservation status in Victoria is endangered.
4.	<p>Landscape planting species used should reflect local EVC's 55, Plains Grassy Woodland and EVC 68, Creek line Grassy Woodland. Noted that it was great to hear local indigenous species are being preference in the design. BCC has extensive species lists for all local indigenous species in these vegetation communities and can share if required.</p> <p>It would be useful to have commitment for the plant palette sooner rather than later as seed collection, propagation and forward planning to ongrow these trees to a suitable size will take time. Will there be advanced tree stock used as the larger the better to have that immediate impact when complete. Noting that it typically takes 20 years for a tree to grow to a size that starts to provide shade and other ecosystem service benefit.</p>
5.	<p>Current drawings and artistic interpretations show a lack of different strata levels (slides 16 and 17). The two local vegetation communities note a cover of up to 20% tall shrubs. It would be good to see more diversity in strata levels throughout. Noting in the presentation to Council that this was already being considered but would be good to see reflected in future designs.</p> <p>Strata levels and diversity in understorey is key.</p> <p>Noting that much of this newly created area would be classified as encumbered open space. The figures and noted listed on the Interactive map (pubic website) indicate '5 MCGs' indicate large new open spaces. I would like to understand the actual expected figures and have a breakdown of what is classified as encumbered versus unencumbered open space. Noting that the reinstated vegetated area with daylighted creek is fantastic but communication needs to be clear that this is not technically "unencumbered public open space".</p>
6.	<p>Current drawings and artistic interpretations also show a lot of trees and open grass areas. Noting there is a strong correlation in urban environments, between areas that have a majority landscape of trees and open grass with increase in pest bird species (Common Mynas). It is strongly encouraged that thought is put into incorporating dense, prickly shrub plantings to minimise the impact of pest bird species and encourage greater biodiversity values.</p> <p>See note above. Strata levels combined with medium shrubby prickly plants is critical to the value of a biodiverse rick planting palette.</p>

<p>As above - Noting that much of this newly created area would be classified as encumbered open space. The figures and noted listed on the Interactive map (pubic website) indicate '5 MCGs' indicate large new open spaces. I would like to understand the actual expected figures and have a breakdown of what is classified as encumbered versus unencumbered open space. Noting that the reinstated vegetatd area with daylighted creek is fantastic but communication needs to be clear that this is not technically "unencumbered public open space".</p>
<p>7. Inclusion of more pollinator spaces would be preferable to see also within this space with diversity in local indigenous grasses, sedgels lilies and herbaceous flora.</p> <p>We request some ecological rigour to the recommended plant species to promote pollinator spaces/plantings when presented to Council. There are useful current research proejcts and outcomes which support this approach which should be drawn upon so that the full species list is backed up by science and an informed selection.</p>
<p>8. Open grassed areas, it would be good to see an indigenous species being considered such as <i>Microlaena stipoides</i> (Weeping Grass) as this is a well performed lawn grass and adds to the overall biodiversity.</p> <p>This is supported and would complement the whole site. If the open grass area of <i>Microlaena stipoides</i> is to be included, there needs to be timeframes allowed to undertaken supply of seed and establishment as this takes much longer than a standard lawn. Longer term maintenance requirements would also need to be included.</p>
<p>9. Creation of habitat link - overall support in principle for creating habitat links, open waterway corridors (questions here about whether it is a space for public access or more in line with current scenario (i.e. no public access).</p> <p>Borlase Reserve is already highlighted as a habitat link in the Banyule Planning Scheme under Clause 21.05 (Natural Areas Framework Map) - see Attachment 1 - Figure 3 and retention of habitat has been a key advocacy position for Council to this point. Future outcomes should preserve and enhance habitat corridors.</p> <p>The creation of a habitat and improving the creek corridor as a wildlife corridor is strongly supported but this outcome can still be achieved if part of the land is developed for passive recreation.</p> <p>In previous comments provided with respect to Borlase Reserve Open Space has suggested that Banyule Creek (currently an unattractive, engineered, trapezoidal channel) be modified to ensure that the alignment is meandering with the embankments varying in grade. Pools and riffles to be designed and indigenous plantings and stone to be utilised to create a natural looking creek/tributary.</p> <p>Passive recreation infrastructure to include seats along the paths, decks and boardwalks etc. The intent would be to enable people to interact with the wetland proper and not simply be restricted to the periphery. Other embellishments (i.e. play facilities, toilets etc.) would require Council direction.</p> <p>There may be future considerations here in terms of future ownership/ management of the waterway corridor - with Melbourne Water potentially having responsibility. How this works in practice with MW and Council having shared interests at a point where NEL no</p>



longer holds management responsibility will be an important conversation and consideration.

It is unclear how much existing vegetation and habitat will be retained south of the ventilation stack and north of the southern interchange ramps. As much of this existing vegetation and habitat is to be retained and supplemented with additional indigenous planting.

The current plans as displayed on the public website is still displaying the unattractive, engineered trapezoidal channel which is not aligned with the intended natural meandering character. Further work is required to modify the designs to align to intended habitat link.

10. Primary focus - passive open space and habitat corridor:

The Banyule Community has previously provided strong feedback that the loss of established trees and habitat along Greensborough Road was not a desirable outcome. This was coupled, partly, with a request for a longer tunnel to avoid such impacts (both construction) and future shape on the landscape. The construction method, even with an extended tunnel, however is still going to result significant loss of trees and habitat. As a minimum, it is considered that a major focus on habitat creation and net gain ought to be a priority alongside the active transport for this corridor.

It should also be noted that the existing area north of Drysdale St within the NEL corridor was previously used by VicRoads as a vegetation offset location. Accordingly, an offset for the abovementioned habitat and vegetation loss must also include this previously determined offset as well.

The future environment for much of this space as a place for passive recreation will need careful consideration, particularly given the likely significant traffic volumes along Greensborough Road accessing the portal. Whether it is a place where features such as play parks are desirable, and all on the periphery of residential areas, restricted catchments remain doubtful. It seems challenging to believe that spaces for family activity will achieve any sense of amenity in this location. Might more community benefits be derived by NE link augmenting other nearby open space amenities as an alternative benefit to the affected communities?

In support of this, we draw reference to the Banyule Open Space Plan (2016-2031), page 19 (Barriers to Access) - and note that Greensborough Road and Lower Plenty Roads are already highlighted as perceived barriers given a range of factors (traffic volume), lanes of traffic etc. It highlights that the location of the space and the range of possible future uses/ user groups for any space(s) needs to be carefully considered alongside these challenges.

Suggest that high order passive recreation infrastructure will need to be determined post community consultation and at the direction of Council. As discussed, there are opportunities to consider the provision of youth facilities (i.e. dirt jumps/pump track) pending further investigation and community feedback. We would also need to ensure these type of facilities are viable with due regard to adjacent land use (i.e. arterial road and residential etc.).

As noted, any previous engagement with the community did not have the benefit of the current design detail and had a very different scenario of a cut channel, land bridges etc. The community hasn't previously been faced with the prospect of a more activated space

and how desirable it might be. This is without prejudice to officer comments about whether this is the right location from a destination planning perspective. We are not informed at this stage with the views of our community and its aspirations.

11. Consider providing habitat infrastructure beneath Lower Plenty Road to support habitat connectivity between Simpsons Barracks and the Banyule Flats/Yarra floodplain.

#### OPEN SPACE AND PARKLANDS

12. Open Space Network - support for overall increase in provision of open space and public access, active trail and walking trails/ footpaths.

Attachment 1 – Figure 1 identifies a 400 metre walking catchment from the centre of Coleen Street Reserve. Even with the loss of Borlase Reserve, residents east of Greensborough Road and north of Lower Plenty Road will still be within a 400 metre (5 minute) walk to open space.

The Public Open Space Plan Technical Report does identify a gap in open space provision on the west side of Greensborough Road (pink shading below). If pedestrian access could be provided across Greensborough Road (grade separated preferred but noting the limitations on the west side of the road), the gap in open space provision could in part be mitigated.

The development of this land for passive recreation is supported. More specifically it is suggested that the land function as encumbered open space (primary land use is drainage/water treatment, but secondary use is passive recreation).

Key recommendations in the Public Open Space Plan Technical Report is to investigate strategies for increasing the availability of local public open space for residents in areas that aren't within Council's prescribed 400 metre walking distance of a park, or where there is currently under supply.

A grade separated crossing (bridge) is preferred and would provide better connections to the west side of Greensborough Road where there is a known gap in open space provision. Banyule Public Open Space Plan see roads as a barrier. We draw on again - reference to the Banyule Open Space Plan (2016-2031), page 19 (Barriers to Access) - and note that Greensborough Road and Lower Plenty Roads are already highlighted as perceived barriers given a range of factors (traffic volume), lanes of traffic etc. It highlights that the location of the space and the range of possible future uses/ user groups for any space(s) needs to be carefully considered alongside these challenges. Key recommendations in the Public Open Space Plan Technical Report is to investigate strategies for increasing the availability of local public open space for residents in areas that aren't within Council's prescribed 400 metre walking distance of a park, or where there is currently under supply. This would be the time to allow for a bridge, so the opportunity is not missed.

The development of this land for passive recreation is supported. However, it is suggested that the land function as encumbered open space (primary land use is drainage/water treatment, but secondary use is passive recreation). I note that this is not the messaging to the public where the Interactive map (pubic website) indicate '5 MCGs' indicate large new open spaces. I would like to understand the actual expected figures and breakdown of what is classified as encumbered versus unencumbered open space.



<p>Noting that the reinstated vegetated area with daylighted creek is fantastic but communication needs to be clear that this is not "unencumbered public open space".</p>
<p>13. Community engagement - understanding community wishes:</p> <p>As noted in other comments herein, the community and Council has only benefited from viewing the concept design. The advent of the extended tunnel and removal of land bridge crossings and green spaces means that the conversation needs to start again with the community about the outcomes and expectations.</p> <p>In the notes on the Interactive website, there is reference to nature play but the artists impressions show a playground. How are the community expected to provide feedback when there is not clarity on the proposed outcome from the outset?</p>
<p>14. How have youth spaces been included into the plan? There doesn't appear to be any mention of it. For example, dirt jumps and mountain bike tracks (and not pump tracks or hard/concrete tracks). This would be a perfect area to include these given the proximity to Watsonia and the train station there.</p>
<p>15. Suitability of land use within Borlase Reserve – is it the most appropriate location for a half basketball court? More explanation needed for choice of "active" space usage within the reserve</p>
<p><b>ACCESSIBILITY AND CONNECTIVITY</b></p>
<p>16. Improvements to active transport network / connections - overall support to the principle of improving active transport connections north-south, including bridge connection over Lower Plenty Road to connect to the main Yarra Trail linkage. Key issues or comments include:</p> <ul style="list-style-type: none"> <li>- location of trails, enhancing connections to existing trails and future-proofing possible connections, ensuring sense of safety, visibility but creating unimpeded flow for cyclists etc.</li> </ul> <p>Shared path along Greensborough Road and bridge over Lower Plenty Road strongly supported as per Project B1 page 36 of the Northern Regional Trails Strategy (2016). Design guidelines for the shared path are detailed on page 17 – 20 of this document.</p> <p>Regarding an east-west connection, recommendation 3 on page 22 of the Public Open Space Plan Technical Report reads: Improve connectivity via the Melbourne Water easement by constructing a path network that links Borlase Reserve to Coleen Street Reserve South. This objective should be pursued.</p> <p>There is still a request to investigate the long term possibility of a bridge over to the western side of Greensborough Road and to avoid limiting this to proceed in future years by the current design. Preference is to include this in the current proposal. For the reasons previously stated.</p>
<p>17. East - West connections (includes discussion about separated connections over Greensborough Road) - Banyule strongly advocates for east-west crossings (As per previous submissions on the NELP UD Framework and Attachment A Simpsons Barracks Lower Plenty Interchange A) and Council Open Space Plan. In particular the proposed crossing link at Drysdale Road (Map UDFP3B Aqua Reference Point 1D) does not appear in the drawings for Workshop 1. Refer Attachment 1 - Figure 4 and Figure 5. The workshop</p>

presentation states the design is in accordance with the approved Urban Design Strategy, yet this key 'seamless connection' shown in the UDS is missing.

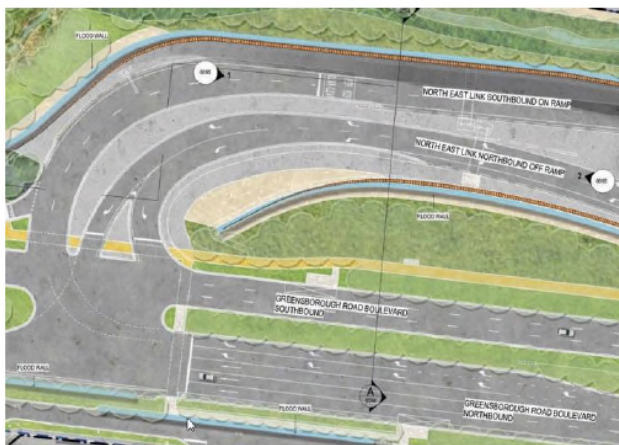
Suggest the land bridge in proximity to the electrical transmission easement is key to open space connectivity between the future Watsonia town square and open space accessed via the power easement shared path. The shared path in this area (project B6 in the Northern Regional Trails Strategy - 2016) provides a connection between La Trobe University/Gresswell Forest Conservation Reserve and the Plenty River (and everything in between).

Consideration about east-west connections also needs to be given to the future of the Simpson Army Barracks. There may come a day when it is no longer an active base, given the significant security and operational constraints that are likely to be imposed upon it. Should such a scenario occur - connections to and over Greensborough Road, more from a pedestrian and cycling perspective to the train line will be a major consideration. Ensuring that this is factored into any design here ought to be a key part of future-proofing the design.

- 18. Improve urban design of this concrete block to improve aesthetics and useability for the SUP and public transport users.



- 19. Improve design to increase efficiency in terms of pedestrian access across the flood wall to Greensborough Rd western service road.



<b>WETLANDS AND WATERWAYS</b>
<p>20. Integrated Water Management and water harvesting opportunities:</p> <p>It is recommend that an integrated water management approach to the design of this site as previously advised. See notes above in relation to creating habitat links, open waterway corridors. While we support the daylighting of the creek and the habitat and ponding along the linear park, in addition to these, there are opportunities for water harvesting, use of harvested water for irrigation (passive or active) into the landscape or slow releasing into the waterway. Any lawn and mounds should consider the underground infrastructure of tanks to harvest the tunnel and stormwater within the catchment. Sufficient depth is available and excavation required for installation also minimum. Council's position on integrated water management supports this approach (refer to Banyule Water Plan 2019-2023, Action 9, age 23). Refer also to Water For Victoria 2016 (section 5) for the state government supporting documentation.</p>
<p>21. The Northern Interface Zone appears not to be covered by Spark in the UDL. Will the Urban Design Requirements (Part H16, 4. Urban Design and Landscape Plan 4.2 Requirements) apply in areas not being designed by Spark to ensure equity in investment and the attainment of the EPRs?</p>
<p>22. Borlase Reserve retarding basin - given there are paths surrounding it, provide appropriate batter and fencing. Suitable area of treatment needed if the depth of the batter is increased (eg. fencing)</p>
<b>ROAD NETWORK AND TRAFFIC OPERATIONS/ACCESS</b>
<p>23. Missing any detail on the Manningham Road location and as a result we do not understand any implications for trail connections, open space impacts, Yarra Crossing in this location yet. As per previous submissions Council supports the IAC recommendation No.8 to include Active Transport complementary projects suggested by Banyule Council, including:</p> <ul style="list-style-type: none"> <li>- Provision of a safe shared use underpass at Banksia Street (on Main Yarra Trail).</li> <li>- Upgrades of the Main Yarra Trail between Banksia Street and Burke Road and in the Banyule Flats.</li> <li>- An on road bicycle route on Yarra St, Heidelberg (to connect to the bridge proposed above).</li> </ul>
<p>24. It is unclear why Greensborough Road (Boulevard) has been nominated as 6 lane divided highway. This is an increase in the capacity of the arterial road network immediately adjacent to NEL. This is a deviation from the reference design that requires explanation. NEL should cater for the through movement, not Greensborough Road.</p>
<p>25. The Lower Plenty Rd interchange access and egress points are further north than the reference design. This combined with changes to the Manningham Rd interchange reference design, to now only cater for southbound entry and northbound exit movements, will result in a re-distribution of the original traffic modelling, not only on the arterial road network but all the local road network.</p>
<p>26. There is further road discontinuance in the Yallambie area east of NEL, in comparison with the reference design. Borlase St will not be extended to Coleen St, limiting access to this residential catchment.</p>



<p>27. There is further road discontinuance in the Yallambie area east of NEL, in comparison with the reference design. Borlase St will not be extended to Coleen St, limiting access to this residential catchment.</p>
<p>28. Revised traffic modelling must be provided for review and comment in relation to the above items.</p>
<p>29. With Borlase Street being terminated at Coleen Street, that changes the function of the Crew St/Lower Plenty Rd intersection. Traffic will only one option to access this catchment along Coleen Steet – what traffic modeling and impact assessment has been done for this intersection? What are the upgrades/changes to this access point for the proposed design?</p>
<p>30. Residential properties on the west side of Greensborough Road, between Lower Plenty Rd and Finlayson St, appear to have vehicular access via extended driveways and possibly a parking lane. Was a service road interface considered in this location?</p>
<p>31. Consideration should be given to extending the Service Rd south of Yallambie Rd to Cooley Ave for improved residential property access, including waste collection.</p>
<p>32. Drawings show severed connection to Coleen Street from Borlase Street - please provide more information in this section in relation to impacts on local roads.</p>
<p>33. The current opening at Drysdale Street to Lower Plenty Road is temporary and should be noted when designing future local road use in this section.</p>
<p>34. Upgrade Erskine Road signals to ensure easy connection to SUP crossing on Greensborough Road, given the existing on road bicycle lanes on Erskine Rd that feed into Macleod Station and Village</p>
<p>35. Review the suitability of this treatment along the western separator to the south of Erskine Road on Greensborough Road. For residents, it is a separator from the high traffic environment and may not be understood as a flood wall. Uniformity of design along the boulevard.</p> <div data-bbox="343 1310 1101 1512"> </div>
<p><b>VENTILATION STRUCTURE</b></p>
<p>36. Ventilation Structure - The approved UDS states that the ventilation structure must be well integrated to minimise negative impact on the surrounding area and adjacent communities.</p> <p>Whilst it is noted that the height of the structure has been significantly reduced from the reference design and the design appears to be of a high quality, it's location has changed. The visual impact of this structure particularly on the residents to the west has not been</p>

demonstrated. The approved UDS states that the visual bulk and size will be minimised through landform and vegetation and innovative design. The vegetation shown in the image presented in the workshop presentation does little to obscure the view of the structure, but it is not clear what the mature height of any plantings will be. The view of the structure from other angles has not been shown to clearly demonstrate that it will be integrated with the landform. It's not clear whether the image on the cover of the presentation is of the northern ventilation structure.

The colours and materials of the base of the structure do not appear to be of the same standard as the top section and may easily be graffitied.

#### **PUBLIC TRANSPORT**

37. All existing bus stop locations are to be confirmed based on any proposed changes to these bus services (DoT to confirm). Relevant positions guidelines to be used for new locations. A number of these existing shelters are Council owned and maintained, with some having advertising panels. There is a commercial arrangement regarding these panels that needs to be retained.

38. Bus stop locations: review and rationalize locations of bus stops on both sides of Greensborough Road near proposed crossings. It is recommended to research new stop locations based on the altered infrastructure in this area. Please confirm that route 513 is a permanent route taken into account for this design.

#### **SHARED USER PATHS / FOOTPATHS**

39. All footpaths should have a continuous path of travel across the frontage of all properties on the west side of Greensborough Rd, continuing this alignment across each side street (local road that intersects Greensborough Rd). Some deviate, some terminate.

40. Except for Lenola St, there is no access to the SUP from the eastern residential catchment, north of Yallambie Rd.

41. For the SUP bridge south of Lower Plenty Road, the point of connection comes to grade near the pedestrian waiting area at the signals - cyclists coming down to ground level from the bridge structure may not stop in time or may collide with pedestrians in this section. It is preferred that the bridge structure reaches ground level about 10m away from the pedestrian waiting area to provide additional stopping and sight distance to avoid conflict.



42. Need appropriate planting within this bridge circle to avoid limiting visibility for cyclists and bridge users. The UDLP suggests mature, tall trees which pose a safety issue.



43. Lighting should be included along the SUP on Greensborough Road for safety through design

44. Possibility of graffiti on the transparency of the elements of the SUP bridge at Lower Plenty Road - use appropriate materials for ease of maintenance. Example bridge over Hume Highway:



45. Continue cycling path on the separator in the western side of Greensborough Road instead of on the footpath side/service road.



**GENERAL**

46. The present design of the northern portal in this package is effectively setting up the future UDLP for the northern package, which is a limitation of the design solution. An extension of the proposed Greensborough Rd blvd treatment up to Elder Street is desirable – the tree lined sections and landscaping etc. This is line with Council’s advocacy to extend the tunnel and avoid an open trench in Watsonia.

This is a better outcome for residential areas in this vicinity, rather than green land bridges that concentrate all the landscaping in two sections of land away from houses and people.

# Asset Plan 2022 - 2032



## Document control

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## Executive Summary

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### Introduction

This Asset Plan outlines key elements involved to sustainably and effectively manage Council's infrastructure assets. This Plan is a key element of Council's strategic asset management planning.

The purpose of this plan is to:

- Demonstrate Council's responsibility to manage infrastructure assets;
- Define and articulate how infrastructure assets are managed to achieve the organisation's goals and objectives;
- Understand the current condition of infrastructure assets and how they may look in 10 years;
- Facilitate stakeholder consultation to determine appropriate levels of service;
- Manage risk of premature asset failures;
- Manage assets by optimising lifecycle costs and support long term financial planning;
- Meet Council's obligation to comply with the Local Government Act 2020.

The outcome of this plan will identify future funding requirements for service delivery considering the condition of assets, levels of service to be provided, future demand and risk management.

### Asset Portfolio

This plan focused on Council's fixed infrastructure assets (excluding land and trees) of \$986 million. Six asset categories included in this plan are:

- Roads, including kerb and channel and carpark
- Footpaths
- Bridges, including road and pedestrian bridges
- Stormwater Drainage
- Buildings
- Parks and Open Space (POS)

### Community Expectation

Community expectation has been assessed through Banyule's Community Engagement Policy and Local Government Act requirements. In order to measure community expectation, community engagement was undertaken in two phases.

#### Community Engagement – Phase 1

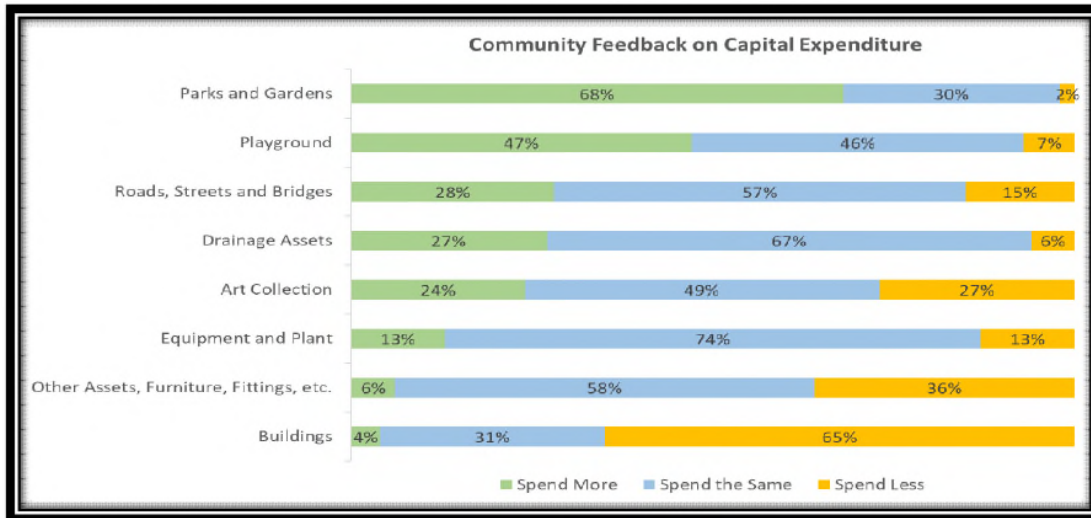
Banyule City Council engaged with the community in 2020/21, driven by principles of deliberative engagement, to inform the development of the Banyule Community Vision 2041 and Council Plan 2021-2025. The Vision 2041 statement is:

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

During the engagement process, the community was asked 'When considering how Council spends on Capital works, do you think Council should spend more, the same or less?'. The following figure presents the summary of 320 responses to the question.

The community told us they would like to see Council spends more on parks and gardens and less on buildings. Key strategies the community provided are:

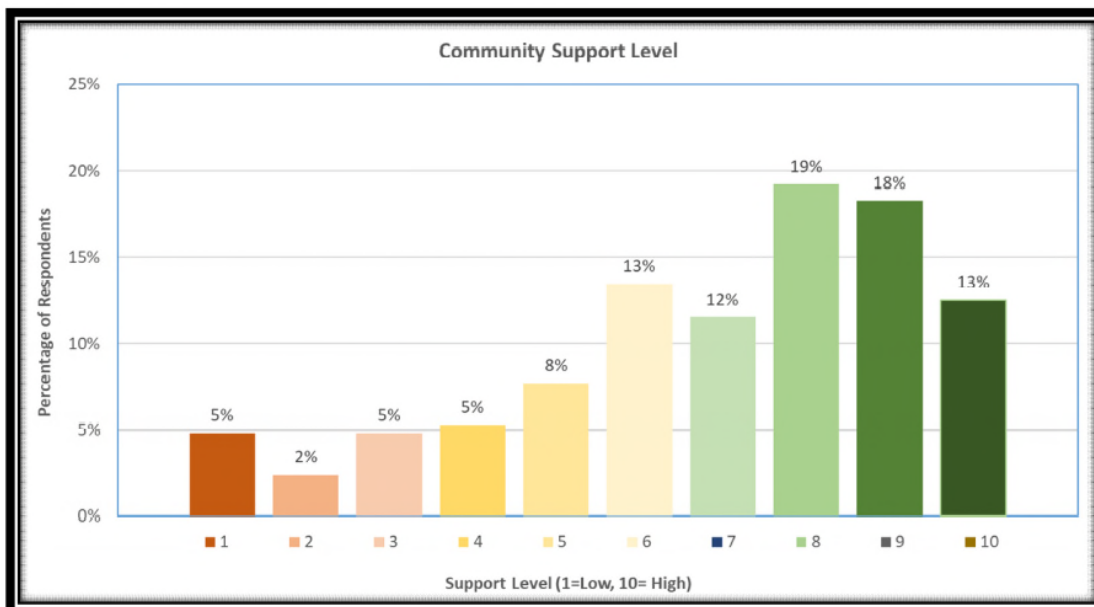
- Most preferred was to spend more on fixing existing infrastructure rather than building anything new.
- Least preferred was to borrow funds to build new infrastructure.
- Council should find efficiencies to reduce costs and fully utilise existing assets.



The first draft of the Asset Plan was developed based on the community feedback received in this phase. This draft was used for the second phase of the consultation.

### Community Engagement – Phase 2

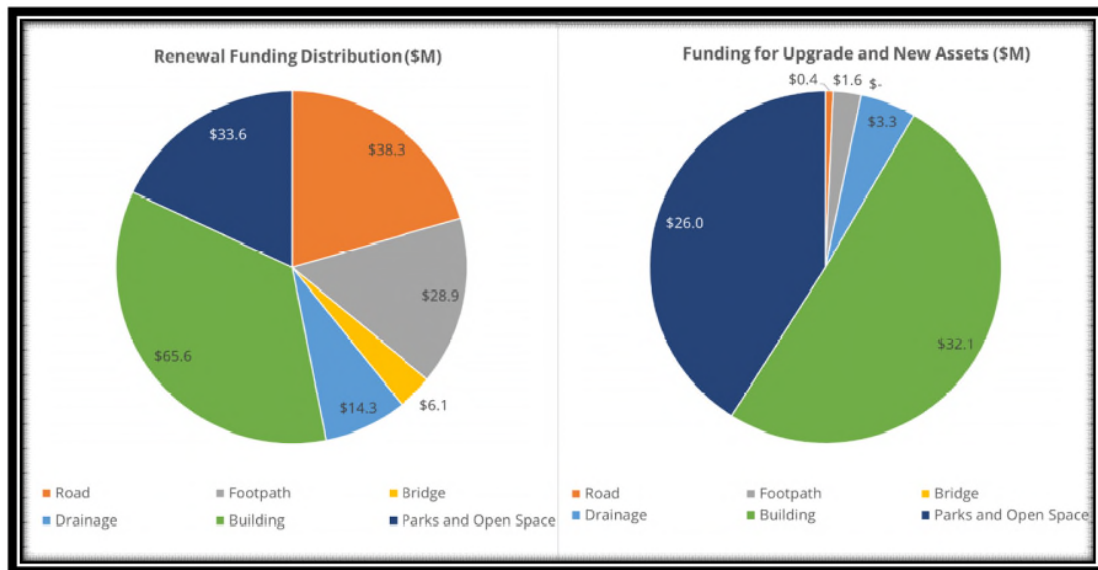
The second phase of community engagement occurred between 12 April to 3 May 2022 through an integrated planning approach, and was undertaken through two workshops and the Shaping Banyule online platform. Participants were asked to provide their feedback on the recommendations proposed in the draft Asset Plan. Community support was high on a ten-point scale (1 is low and 10 is high) as depicted in the following figure of combined results.



**Financial Forecast and Sustainability:**

Council's recurrent expenditure including operation and maintenance is required to continue as it is to keep Council's services operational and safe for the community.

Following figures depict the proposed capital funding distribution among various asset categories.



**Findings**

- Council's renewal budget over the next 10 years is \$187 million.
- Building and POS consume 53 per cent of this allocation. Road and footpath are 21 and 15 per cent respectively.
- Council's total budget for upgrading and creating new assets is \$63 million over the next 10 years. More than half (51 per cent) of it is allocated toward buildings, which may be a concern for managing other assets. Creating new buildings also increases operational and maintenance costs significantly.
- A significant part (41 per cent) of the upgrade and new assets is allocated for POS, which supports community preferences.
- Banyule is preparing a Community Infrastructure Plan (CIP), which will help understand more accurate capital funding required for buildings.

**Renewal Funding Allocated Vs Renewal Funding Required**

A comparison between renewal funding allocated and required for different asset categories along with Renewal Gap Ratio is summarised below.



Asset Category	VAGO Financial sustainability indicators		Renewal Modelling Financial Indicator			
	Renewal Gap Ratio	Risk Level	Renewal Funding Allocation, (\$M)	Required Renewal Funding (\$M)	Renewal Intervention, Condition	Financial Sustainability (%)
Road	0.7	Medium	38.3	38.3	5	100%
Footpath	1.16	Low	28.9	20.7	4	140%
Bridge	6.11	Low	6.1	1.5	4	402%
Drainage	0.67	Medium	14.3	9.4	4	152%
Building	4.54	Low	65.6	38.1	4 & 5	172%
Parks and Open Space	1.17	Low	33.6	31.2	5	108%
<b>Total</b>			<b>186.8</b>	<b>139.2</b>		<b>134%</b>

### Comments

- Council's overall renewal funding is 34 per cent higher than that required to keep up with asset consumption (depreciation).
- This additional renewal funding is required to renew any premature failures of assets, legislative and safety compliance, and also to implement best practice energy standard to address Banyule's carbon neutrality target 2028.
- Council spending on renewing buildings, footpaths, bridges and POS is appropriate. These assets are financially sustainable for the next 10 years.
- Council's renewal funding for drainage asset is also appropriate considering the renewal requirement. However, the RGR, which considers depreciation, indicates that renewal funding is insufficient.
- Drainage assets are long life (100+ years) assets and the average age of Banyule's drainage network is at the middle of its useful life. Therefore, current renewal requirement is less than depreciation. When this asset class approaches the end of its useful life, renewal needs will increase significantly. It is recommended to continue with the current drainage funding.
- Road assets including carpark and kerb and channel are financially at medium risk. Council has been underspending on roads, carparks and kerb and channel in recent years. An additional \$6.3 million has been proposed for road over the next 10 years through the rebalancing of funding across asset categories.
- Parks and Open Space renewal funding is appropriate, however the community has shown a preference to improve the level of service of POS.

### Recommendations

- It is recommended to implement the renewal funding proposed by this plan, as summarised in Table 3.
- This includes increasing renewal funding by \$6.3 million over the next 10 years for roads (including carparks and kerb and channel) compared to previous planning, through the redistribution of renewal funding across asset classes.
- Maintain renewal spending on drainage, bridges and buildings, and continue with the development of the Community Infrastructure Plan to better inform future capital spending needs for buildings.
- Provide an additional \$10 million towards the renewal and upgrade of Parks and Open Space assets, as the community has shown a preference to improve the level of service of POS. This funding is included in this Asset Plan and 10 year Financial Plan.

## 1. Introduction

---

This Asset Plan outlines key elements involved to sustainably and effectively manage Council's infrastructure assets. It combines engineering, technical practices and financial management to ensure that services are provided to the community by minimising the lifecycle cost.

This Plan is a key element of Council's strategic asset management planning. The purpose of this plan is to:

- Demonstrate Council's responsibility to manage infrastructure assets;
- Define and articulate how infrastructure assets are managed to achieve the organisation's goals and objectives;
- Understand the current condition of infrastructure assets and how they may look in 10 years;
- Facilitate stakeholder consultation to determine appropriate levels of service;
- Manage risk of asset failure;
- Manage assets by optimising life cycle costs and support long term financial planning;
- Meet Council's obligation to comply with the Local Government Act 2020.

The outcome of this plan will check financial sustainability of Council's infrastructure assets and identify future funding requirements for service delivery considering the following factors:

- Current levels of service and status of assets;
- Predicted level of service and status of the assets in 10 years;
- Future demand for infrastructure;
- Asset failure and risks involved;
- Financial forecasts and funding gaps.

## 2. Strategic Linkage

---

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 community needs and aspirations, setting direction within our resource capability and supporting Council to make informed decisions on behalf of our community. Figure 1 depicts our integrated planning and reporting approach from long term vision to annual actions and reporting.

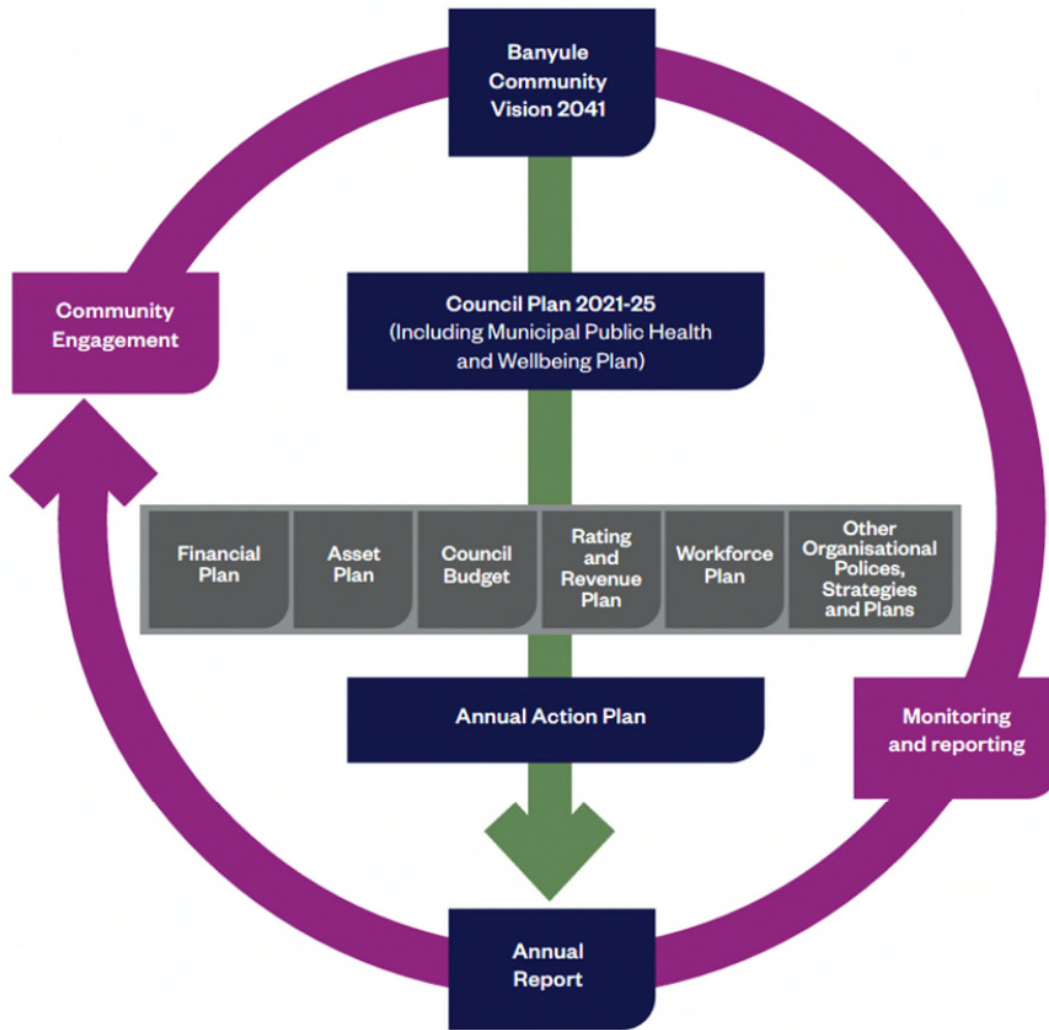


Figure 1: Integrated Planning and Reporting Approach (Source: Banyule Council Plan 2021 – 2025)

Striving to achieve long-term social inclusion, economic prosperity and environmental sustainability, Council adopted the Banyule Community Vision 2041. The Vision 2041 statement is:

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

The Vision includes six priority themes which outline the aspirations and focus of our community for the next 20 years.





This plan intends to demonstrate how Council funds are allocated to manage infrastructure assets to support the Council Vision as guided by the Council Plan. The plan is also part of Council's Asset Planning documents, as shown in Figure 2, to support Council's Asset Management Strategy and Policy, and guide operation plans.

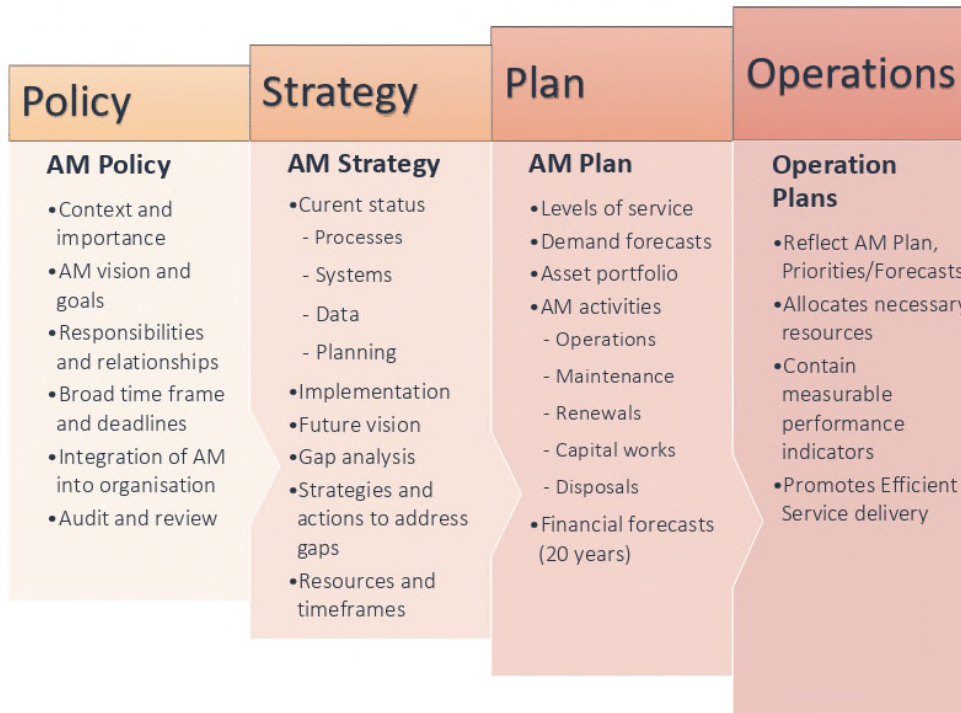


Figure 2: Asset Management Planning Hierarchy

### 3. Assets and Services Provided

Council manages fixed infrastructure assets (excluding land) of \$986 million on behalf of the community. These assets are required to provide agreed services to our diverse communities. Figures 3 and 4 summarises a list of Council's infrastructure assets and their values respectively.

Service refers to the services, programs and activities that support individuals and communities achieve better health, wellbeing, social and economic outcomes. Council has a long history of providing services for community benefit. As our communities evolve, Council's community services will adapt to keep pace. Figure 5 depicts some examples of Council's services, which are provided or supported by infrastructure assets.

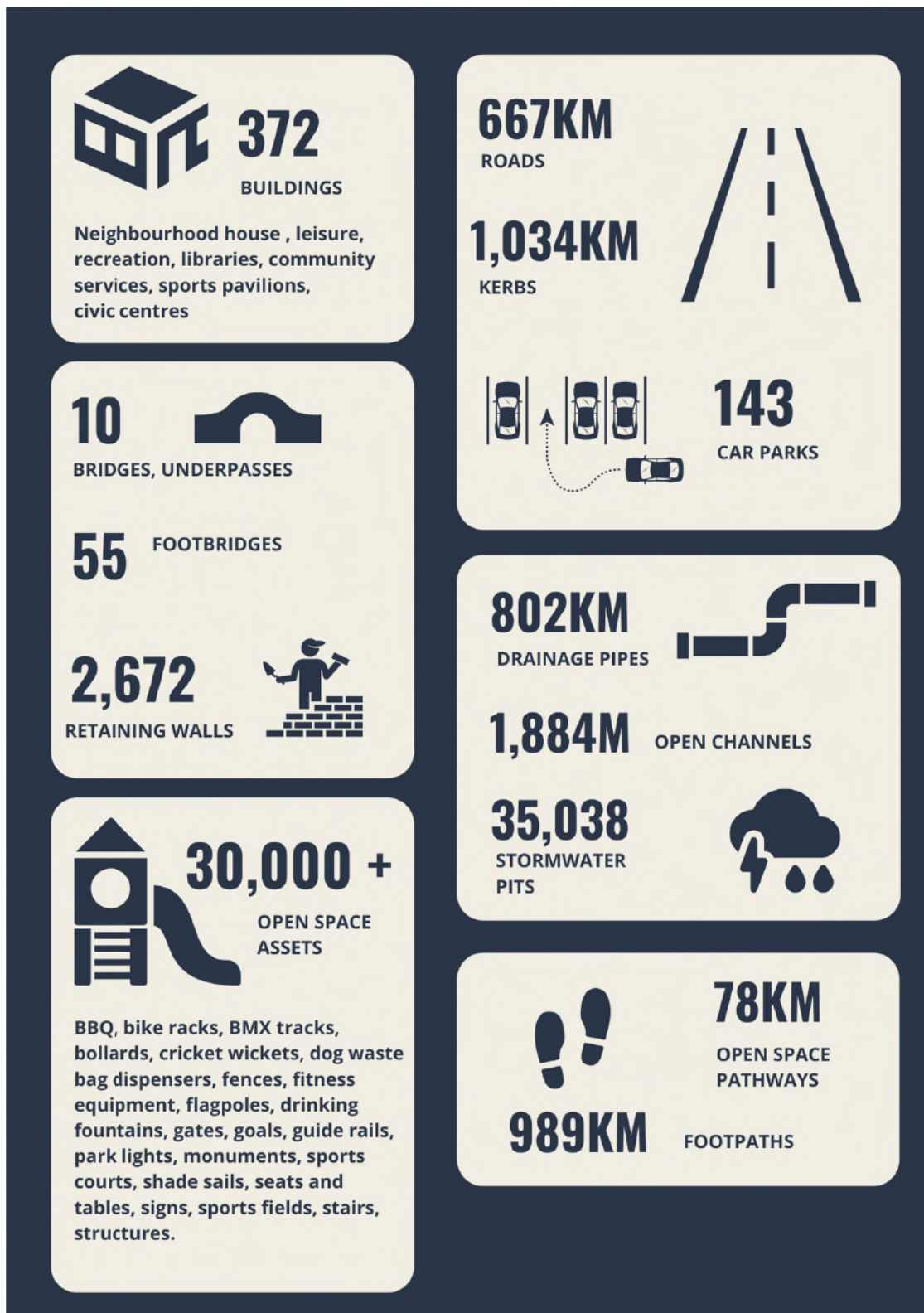


Figure 3: Summary of Council's Assets

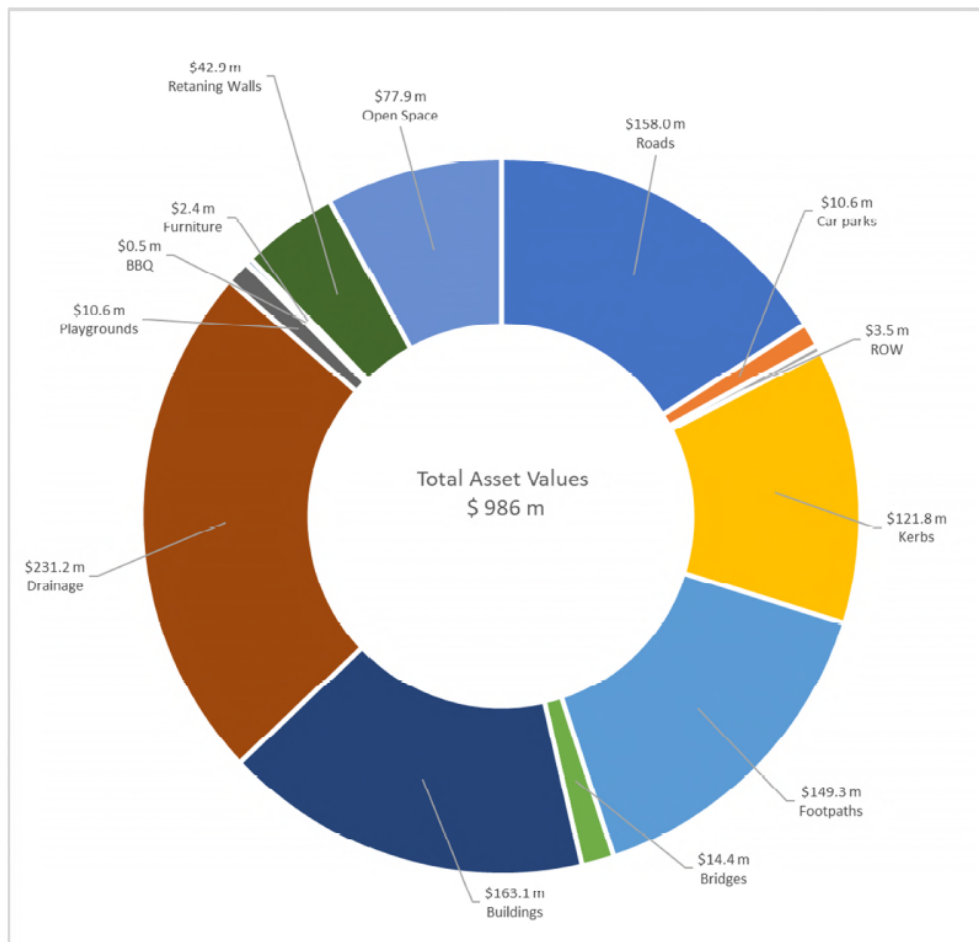


Figure 4: Assets Value





Figure 5: Example of Council's Services

## 4. Life Cycle Management of Our Assets

Lifecycle management details how the Council creates, operates and manages assets at the agreed levels of service within available resources. Figure 6 shows components of lifecycle management.



Figure 6: Life Cycle Management of Assets

## 5. State of Assets (Current and Future Outlook)

Council's most recent State of Assets Report was adopted in 2019. This report presents a condition summary of Council's infrastructure assets with the exception of fleet, plant, equipment, trees and land.

Council applies a five point grading system, as summarised in Table 1, to assess the condition of Council's assets. This is consistent with the grading system recommended by the Institute of Public Works Engineering Australasia (IPWEA).

**Table 1 | Condition Rating Definition**

Condition Grading Scale	Name	Description
1	Very Good	Assets in as new condition
2	Good	Only planned maintenance required
3	Fair	Minor maintenance required plus planned maintenance
4	Poor	Major maintenance required
5	Very Poor	Significant renewal/rehabilitation required

Council carries out asset condition audits regularly and monitors the deterioration of assets over time. Assets at Condition 5, whilst deemed to warrant renewal, continue to be maintained in a safe and functional condition until renewal works are undertaken.

This Plan presents current condition of assets and their predicted condition after 10 years. Council's Asset Management System has been used for predictive modelling. Three scenarios are considered to demonstrate predicted condition and required funding as follows:

**Scenario 1** - Condition with the proposed funding level and renewing assets based on levels of service

**Scenario 2** - Condition forecast with renewing assets when they reach Condition 4

**Scenario 3** - Condition forecast with renewing assets when they reach Condition 5

**Scenario 1:** Condition with the proposed funding level and renewing assets based on levels of service

This option keeps Council's proposed funding level as it is and will target renewing assets when they reach their level of service. The level of service is defined by the intervention levels for renewal, which is Condition 4 or 5 depending of asset categories. Predicted condition of the assets at the end of the 10 year analysis period is shown in Figures 7, 8 and 9.

More details of the intervention levels and funding scenarios are discussed in Section 8.



**Asset Condition Guide - Condition as Percentage of Assets Value**

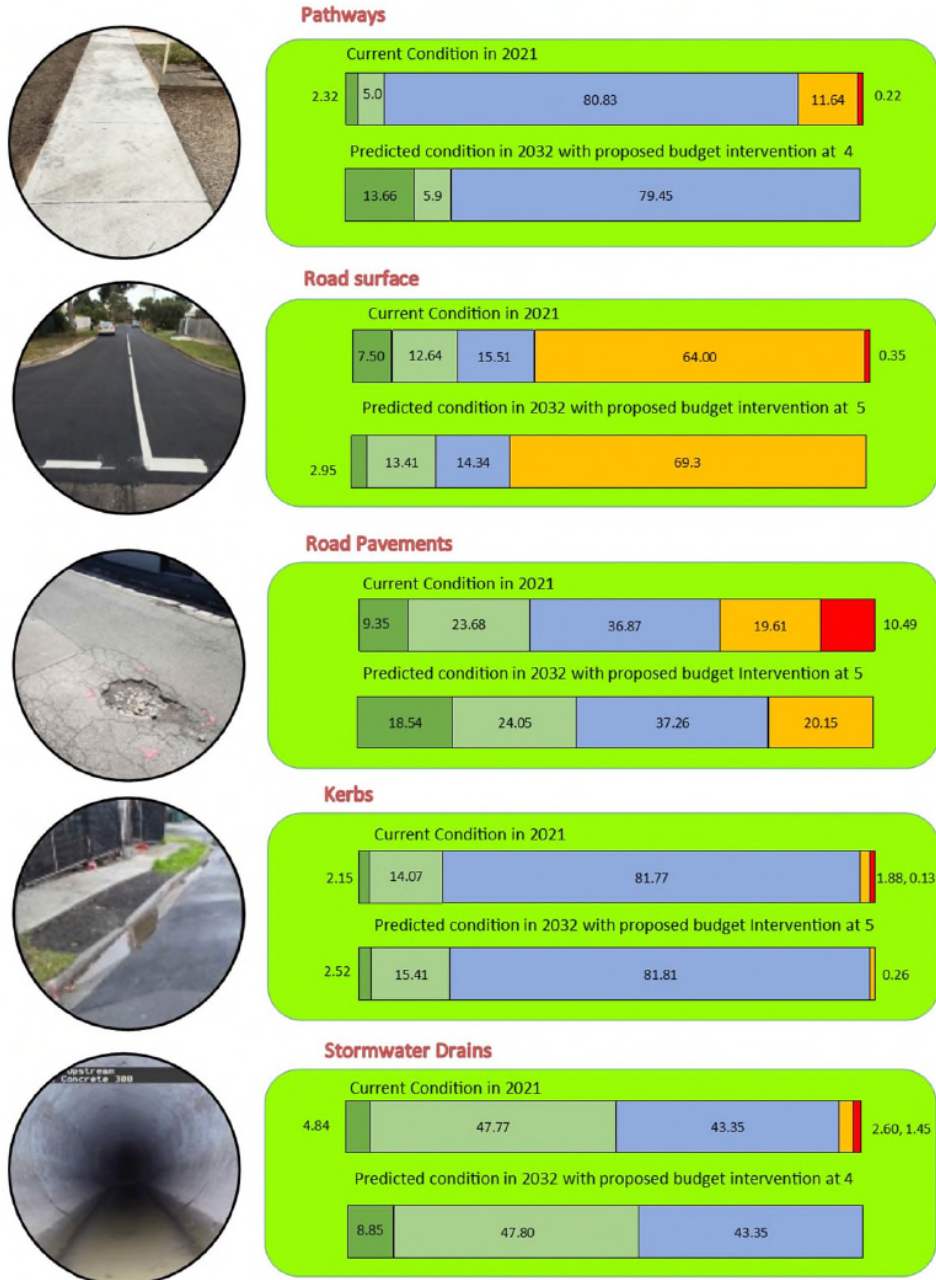
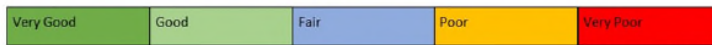


Figure 7: Asset Condition Considering Proposed Funding

**Asset Condition Guide - Condition as Percentage of Assets Value**



Figure 8: Asset Condition Considering Proposed Funding (Continued)

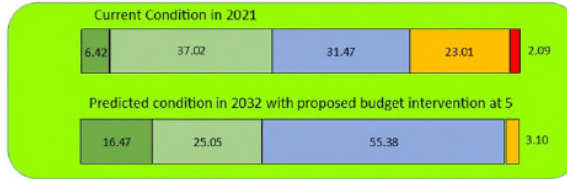
**Asset Condition Guide - Condition as Percentage of Assets Value**



**Street and Park Furniture**



**Right of Ways**



**Other Open Space Assets**



**Car Parks**

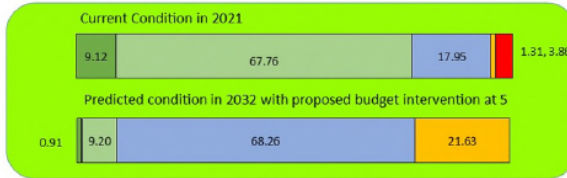


Figure 9: Asset Condition Considering Proposed Funding (Continued)



**Scenario 2:** Condition forecast, renewing assets when they reach Condition 4

This scenario considers an unconstrained budget and targets renewing assets when they reach Condition 4. It will renew assets as they reach Condition 4 and subsequently will require significantly more funding to achieve. Level of service will improve significantly.

Funding required for this option is discussed in Section 8. Figure 10 presents the condition forecast of assets after 10 years. This option will renew assets at Condition 4, therefore the forecast does not have any assets at Condition 4 or 5.

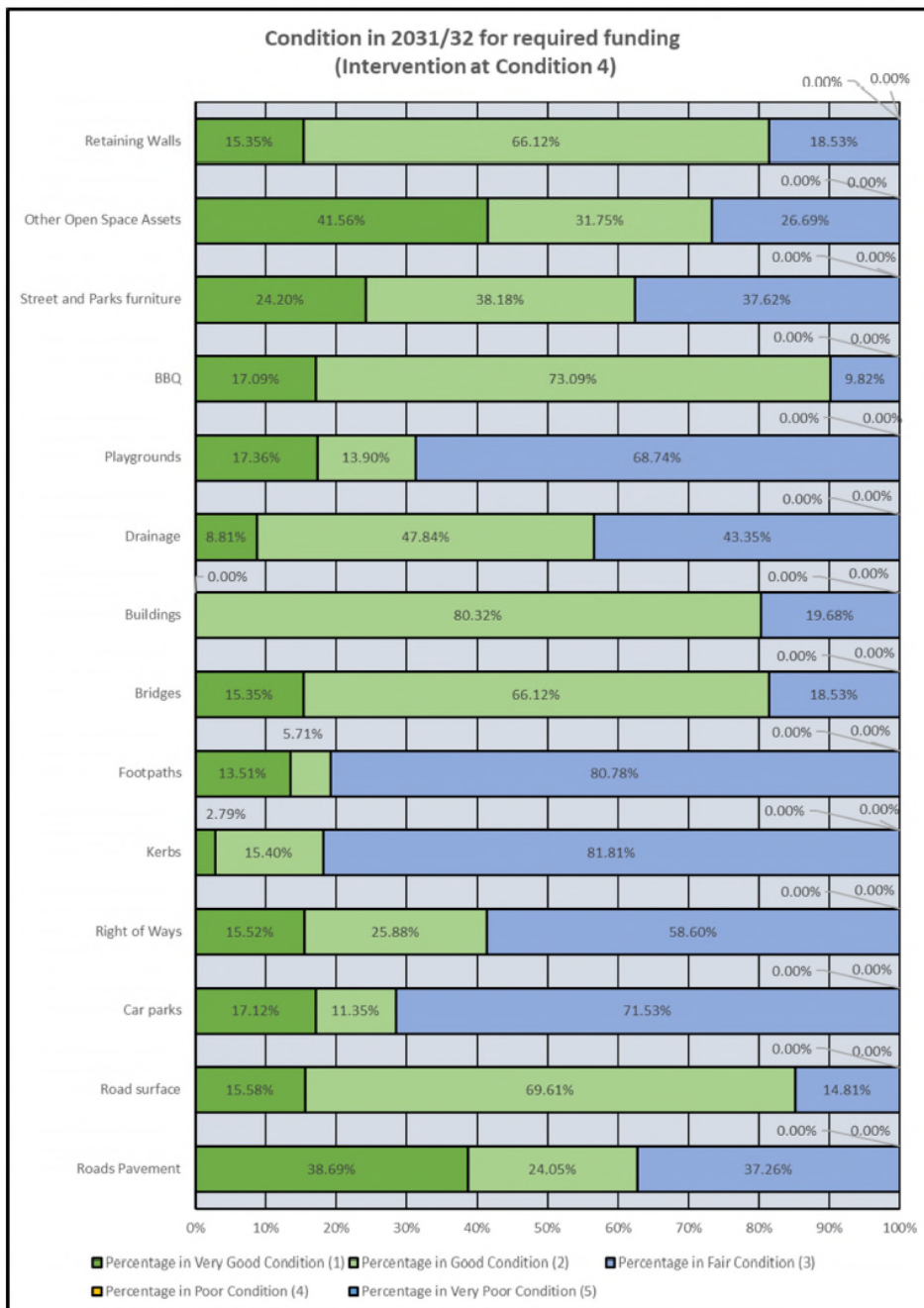
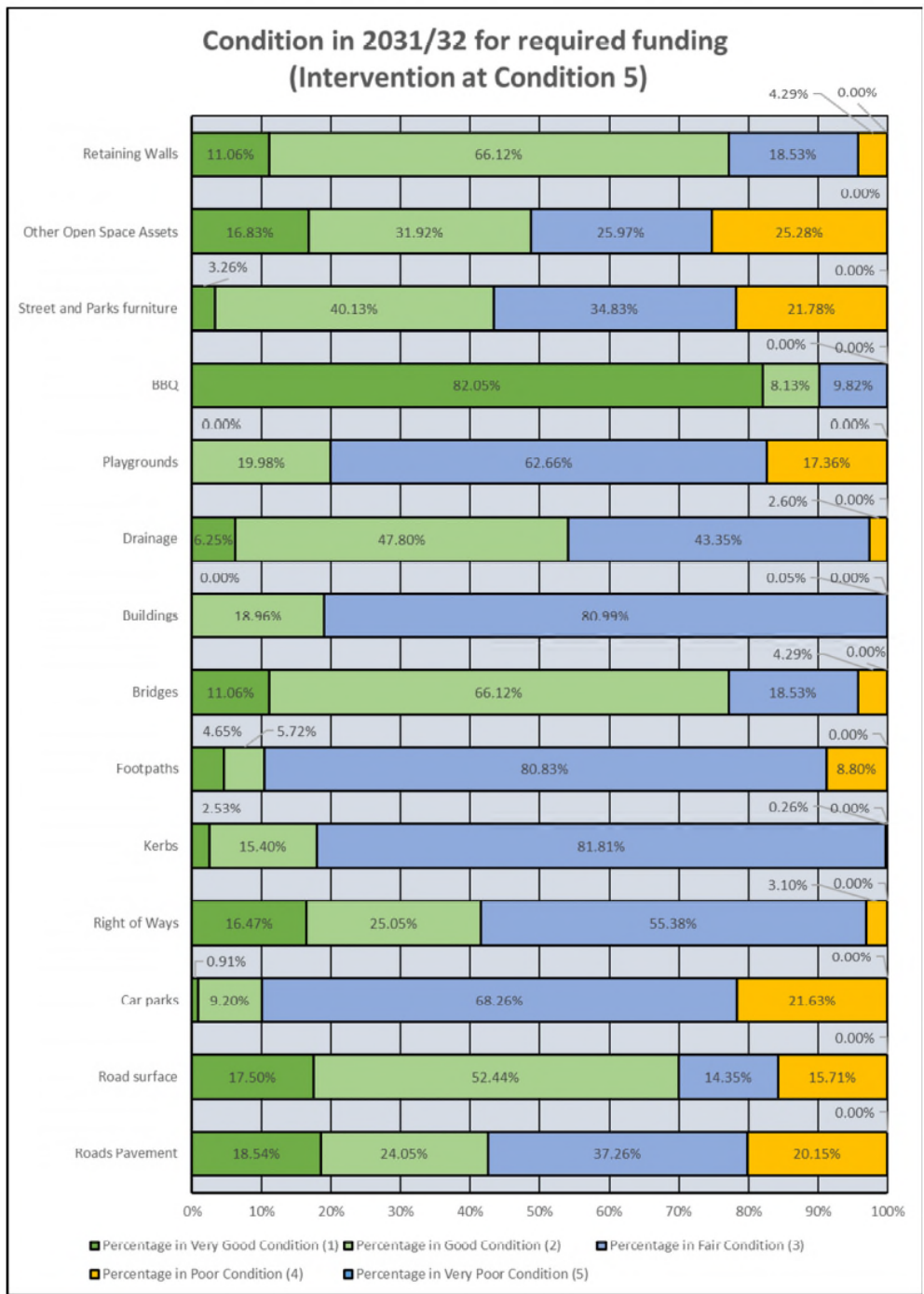


Figure 10: Asset Condition Considering Required Funding and Intervention at Condition 4

**Scenario 3:** Condition forecast, renewing assets when they reach Condition 5

This scenario considers an unconstrained budget and targets renewing assets when they reach Condition 5. It will renew assets as they reach at Condition 5. Funding required for this option is summarised in Section 8. Figure 11 presents the condition forecast of assets after 10 years. This option does not have any assets at Condition 5.



**Figure 11: Asset Condition Considering Required Funding and Intervention at Condition 5**

## 6. Challenges

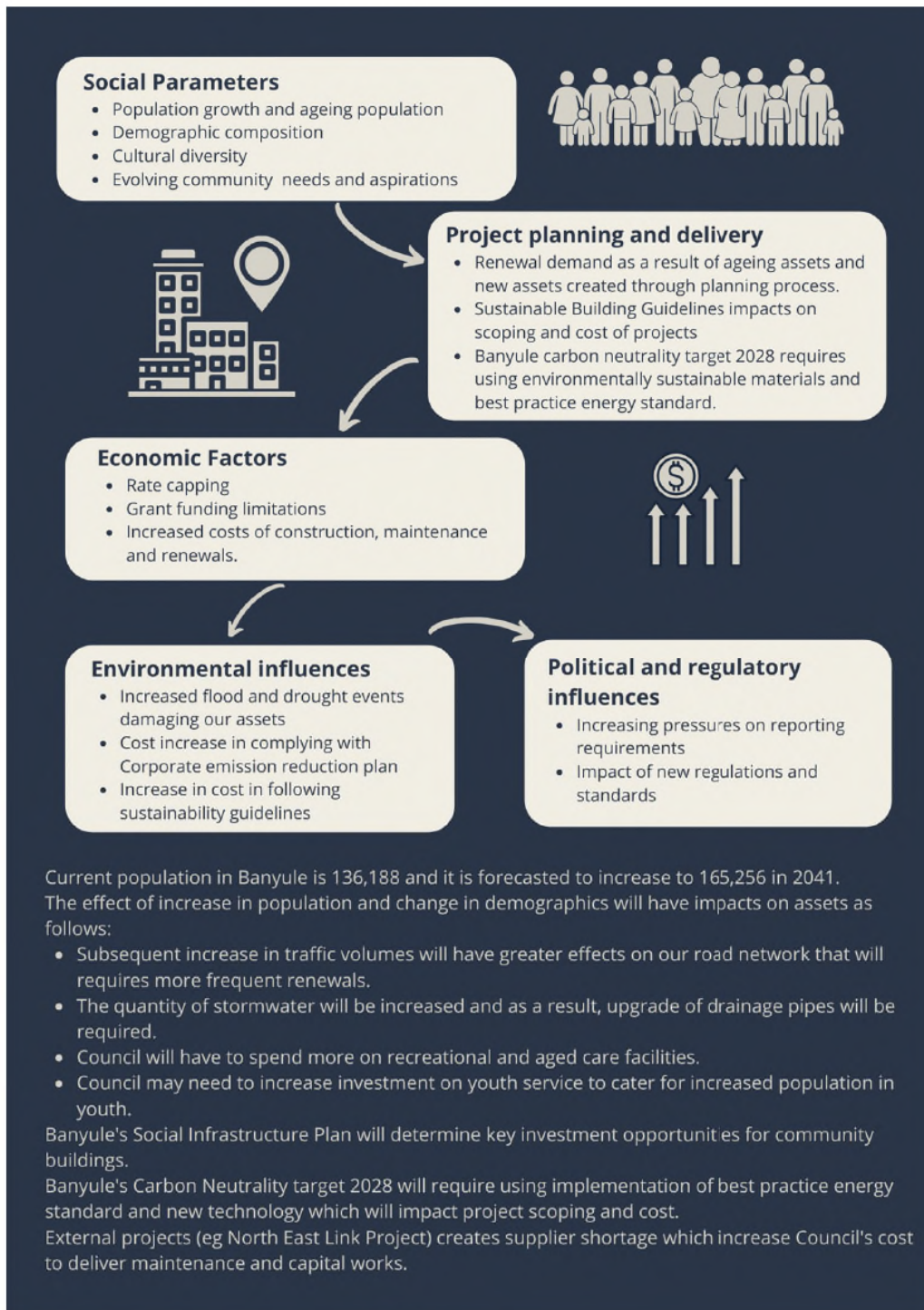


Figure 12: Challenges



## 7. Strategic Intent for Investment

We plan our investments to minimise the lifecycle cost and to ensure the sustainability of our assets. Our expenditure is categorised based on activity types. Future asset investment needs are predicted based on available data and asset condition. Council's Asset Management System is utilised to predict asset deterioration and renewal required into the future.

### 7.1 Expenditure Categories

Council's expenditure to manage infrastructure assets is broadly grouped into either recurrent or capital. Figure 13 depicts the details of expenditure categories.

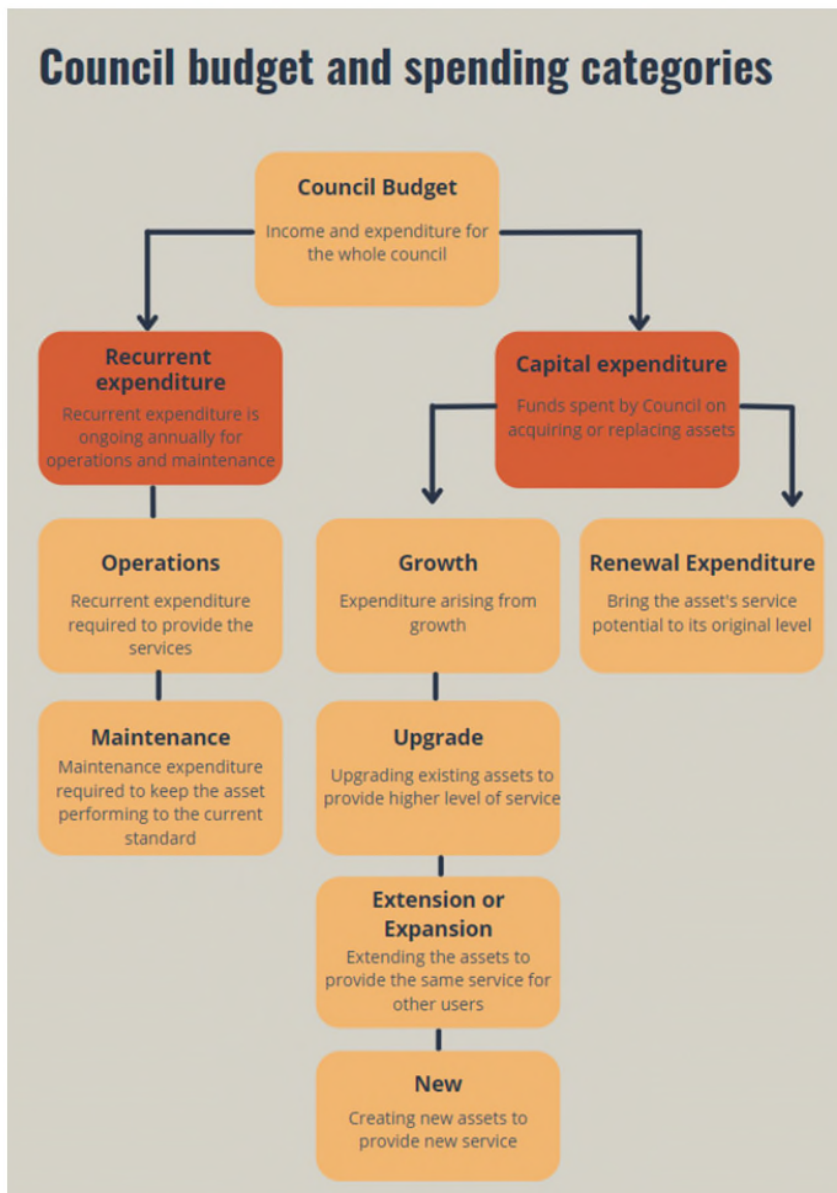


Figure 13: Expenditure Categories

## Recurrent Expenditure

Recurrent expenditure includes both operational and maintenance activities to provide services.

**Operation** is regular activity required to maintain the service level even if the assets are in excellent condition without any defects. For instance, cleaning, street sweeping, utilities costs.

**Maintenance** is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. pothole patching and crack sealing of road, footpath wedging and grinding, replacing or repairing small components of buildings. Maintenance actions do not extend the life of assets.

## Capital Expenditure

Capital expenditure includes renewal, upgrade, expansion and new assets.

**Renewal** expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Examples of renewal include:

- Resurfacing roads
- Replacing footpath segments, kerb and channel, bridge components
- Replacing drainage pipes and pits
- Replacing major building components (e.g. roof, kitchen, fit outs, mechanical, any structural components)
- Replacing existing Parks and Open Space assets (e.g. playground, BBQ, seats)

**Upgrade** is required to provide higher level of service such as sealing an unsealed road, converting open drains to underground drainage.

**Expansion** is required to extend the capacity of the service. For instance, road widening, installing bigger drainage pipes, extending buildings. They may result from growth, social or environmental needs.

**New** works are those that create a new asset that did not previously exist.

## 7.2 Investment Principles

Council's investments on our asset portfolio is guided by level of service, statutory requirements and the Social Infrastructure Framework. The levels of service are defined to respond to our requirement to deliver public value, which is informed by community needs and aspirations and feasible long term financial plan. Levels of service provide the basis for the life cycle management strategies including recurrent and capital expenditure.

Recurrent activities including operation and maintenance are non-discretionary as they are required to keep the service operational and safe. Asset renewals are also non-discretionary, however standard practice is to shift budget from one asset category to another subject to the condition and community need. Any upgrade, expansion and creation of new assets are discretionary items, which should be provided to respond to population growth, demographics, changes in demand, budget constraints, grant opportunities, consolidation or reimaging of assets.

## 7.3 Community Expectation

Community expectation has been assessed through Banyule's Community Engagement Policy and Local Government Act requirements. In order to measure community expectation, community engagement was undertaken in two phases.

### Community Engagement – Phase 1

In accordance with the Local Government Act (2020), Banyule City Council engaged with the community in 2020/21, driven by principles of deliberative engagement, to inform the development of the Banyule Community Vision 2041 and Council Plan 2021-2025. Community feedback was also sought regarding Council's capital expenditure in various assets.

Presented below in Figure 15 are the responses to the question 'When considering how Council spends on Capital works, do you think Council should spend more, the same or less?'. A total of 320 responses was received for this question.

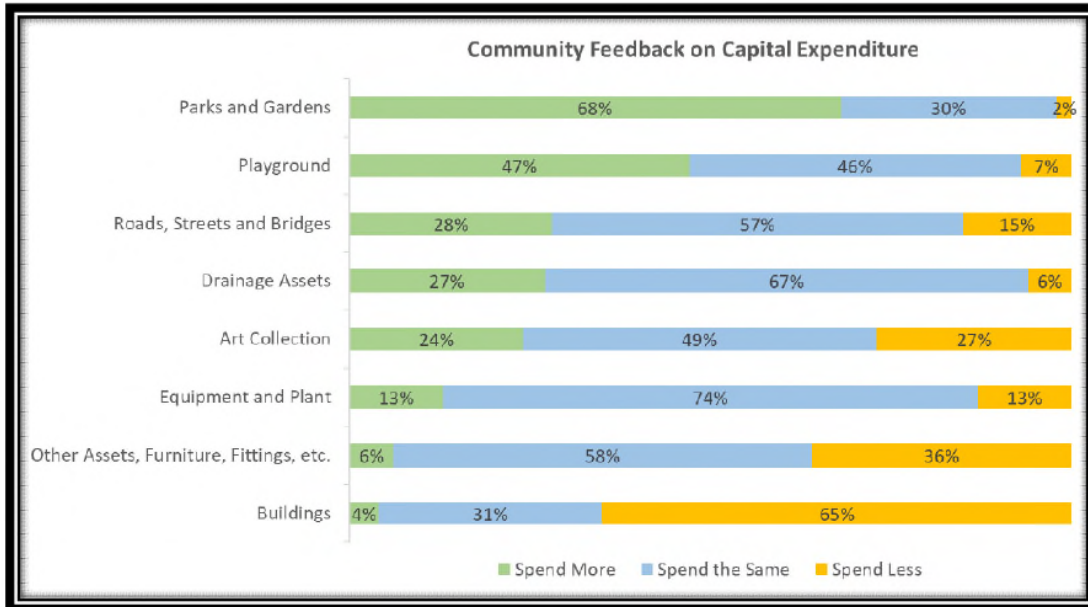


Figure 14: Community Feedback of Capital Expenditures

Overall, participants would like to see Council spend more on parks and gardens. We heard that Council should spend the same on equipment and plant, drainage and road assets, other assets including furniture and fittings and the arts collection, and that Council should spend less on buildings. Key strategies the community provided are:

- Most preferred was to spend more on fixing existing infrastructure rather than building anything new.
- Least preferred was to borrow funds to build new infrastructure.
- Council should find efficiencies to reduce costs and fully utilise existing assets.

The first draft of the Asset Plan was developed based on the community feedback received in this phase. This draft was used for the second phase of consultation.

### Community Engagement – Phase 2

The second phase of community engagement occurred between 12 April to 3 May 2022 through an integrated planning approach, and was undertaken through two workshops and the Shaping Banyule online platform. The following Council documents were included in this process:

- Council Plan 2021-2025 - Year 2 Annual Action Plan (2022/23)
- Budget 2022-26
- Asset Plan 2022-32
- Financial Plan 2022-32



- Revenue and Rating Plan 2022-26.

Participants were asked to provide their feedback on the recommendations proposed in the draft Asset Plan. Community support was high on a ten-point scale (1 is low and 10 is high) as depicted in the following figure of combined results.

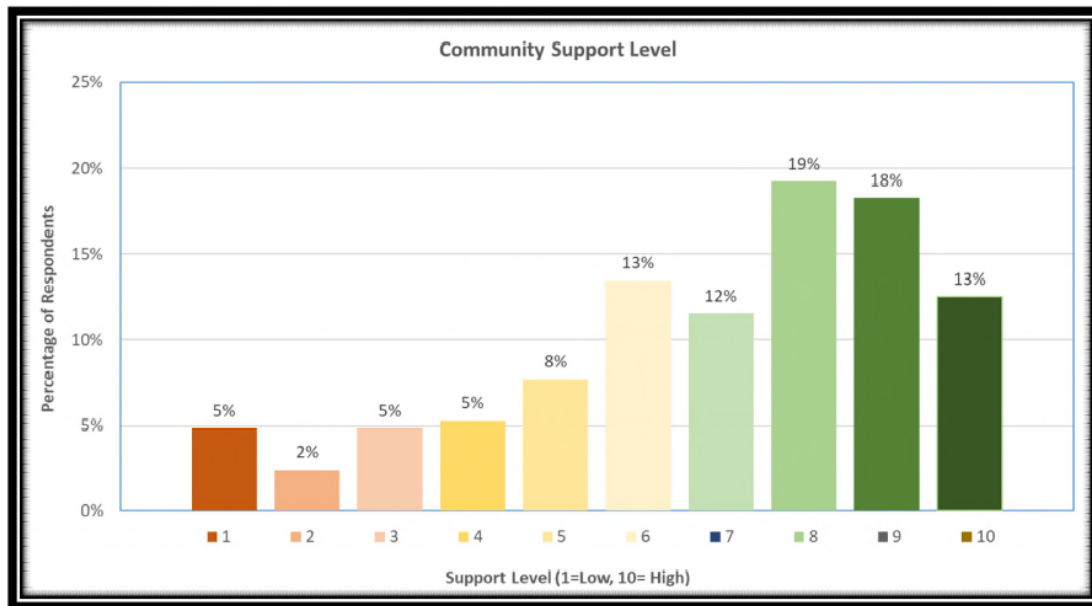


Figure 15: Community Feedback on Recommendations

### 7.4 Climate Change – Risks and Mitigation

Under the Local Government Act 2020, Councils are now required to consider opportunities for climate mitigation (carbon emission reductions) and plan for projected climate change risks.

Council is committed to achieving carbon neutrality for the organisation by 2028 and for the municipality by 2040. Projects or suppliers addressing climate change as such obtain higher priority scorings in project evaluations.

Buildings contribute a greater level of carbon emissions compared to other asset classes. Recognising this, Council has recently developed the Sustainable Building Guidelines to ensure the delivery of best practice energy standards that align with the organisations carbon neutrality focus. These guidelines will apply to any Council building projects including renewals, maintenance upgrades and new builds, ensuring minimisation of the carbon footprint caused by Council's buildings.

For other infrastructure, Council is also committed to trialling or implementing the best available products to contribute to the carbon neutrality target. For instance, Council has trialled modified asphalt made from recycled plastic, glass, toner cartridges, and reclaimed asphalt for road resurfacing.

Council recognises the need to consider climate risk within asset planning, as we build adaptation and resilience to future climate impacts. We know we are experiencing the impacts of climate change today and will continue to do so. Temperatures extremes, and increasing incidents of floods and bushfires require us to consider how to build in a way that minimises our exposure and vulnerability to these events. Key strategies implemented here will support the Victorian Government's Built Environment Climate Change Adaptation Action Plans.

## 7.5 Financial Sustainability

Good asset management practice relies on Council being financially sustainable. The Victorian Auditor General Office (VAGO) uses Renewal Gap Ratio (RGR) and Capital Replacement Ratio (CRR) as indicators relating to asset management. The RGR is calculated by comparing renewal and upgrade expenditure to depreciation and the CRR is capital expenditure to depreciation.

Table 2 outlines the criteria VAGO applies to assess each council's financial sustainability risk.

**Table 2 | Criteria to Assess Financial Sustainability Risk**

Risk	Renewal Gap Ratio	Capital Replacement Ratio
High	Less than 0.5 - Spending on existing assets has not kept pace with consumption of these assets.	Less than 1.0 - Spending on capital works has not kept pace with consumption of assets.
Medium	0.5 to 1.0 - May indicate insufficient spending on renewal of existing assets.	1.0 to 1.5 - May indicate spending on asset renewal is insufficient.
Low	More than 1.0 - Low risk of insufficient spending on assets.	More than 1.5 - Low risk of insufficient spending on asset renewal.

The following section highlights the current capital expenditure for various asset classes for the next 10 years. It also predicts the expenditure required for the same analysis period and identifies gaps.

## 8. Financial Forecast

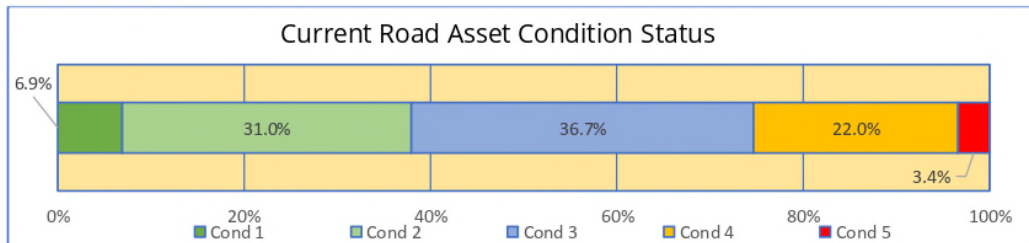
### 8.1 Roads

<p><b>Assets Included</b></p> <ul style="list-style-type: none"> <li>Sealed and unsealed road pavement and surface</li> <li>Kerbs and table drains</li> <li>Carparks</li> <li>Right of Ways</li> </ul>	<p><b>Financial indicators (10 Years)</b></p> <ul style="list-style-type: none"> <li>Renewal Gap Ratio: 0.70</li> <li>Capital Replacement Ratio: 0.70</li> <li>Risk Level: Medium</li> </ul>
<p><b>Services Provided</b></p> <ul style="list-style-type: none"> <li>To ensure the connectivity and mobility of the community with a safe road network</li> </ul>	<p><b>Assets Life in Years</b></p> <ul style="list-style-type: none"> <li>Sealed road pavement: 100</li> <li>Right of ways: 50</li> <li>Asphalt surface: 25</li> <li>Spray seal: 15</li> <li>Slurry Seal: 10</li> <li>Kerbs: 70</li> </ul>
<p><b>Total Replacement Value</b></p> <ul style="list-style-type: none"> <li>\$293.8 M</li> <li>30% of Asset Portfolio of \$986 M</li> </ul>	<p><b>Confidence level of the existing data</b></p> <ul style="list-style-type: none"> <li>Inventory data: 95%</li> <li>Condition data: 95%</li> </ul>

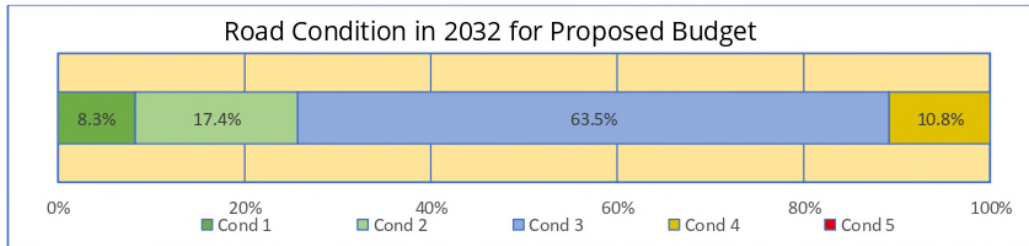
### Renewal Required and Funding Gap

Total renewal funds allocated	\$38.3 M
Scenario-1:	
Required funds for intervention at Condition 4 (model output)	\$88.3 M
- Funding gap for intervention at condition 4	\$50 M
Scenario-2:	
Required funds for intervention at Condition 5 (model output)	\$38.3 M
- Funding gap for intervention at condition 5	\$0

### Current Condition:



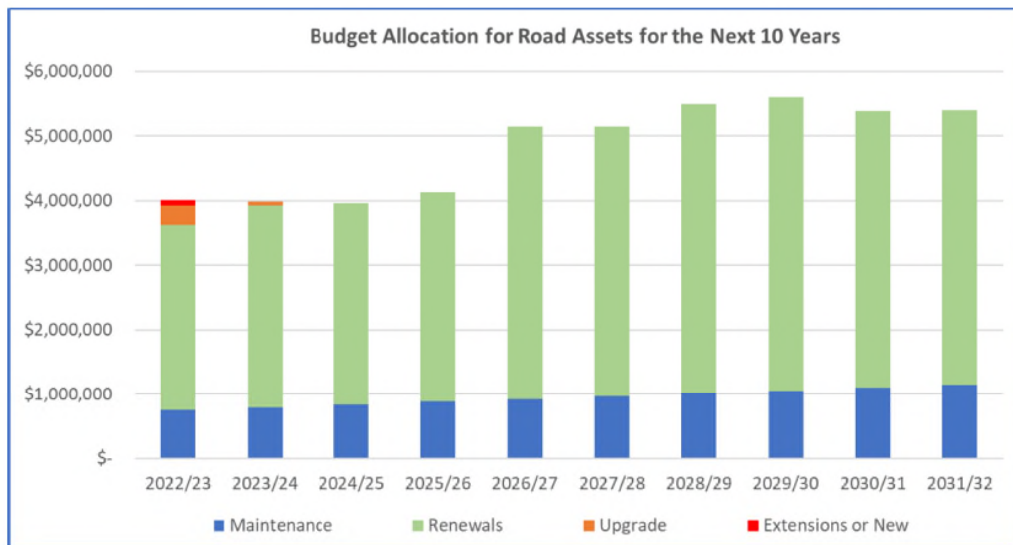
### Predicted Condition in 2032 with Proposed Budget:





**Recurrent and Capital Expenditure for next 10 years**

Year	Maintenance (\$M)	Renewals (\$M)	Upgrade (\$M)	Extensions or New (\$M)
2022/23	\$ 0.75	\$2.87	\$0.30	\$0.09
2023/24	\$ 0.79	\$3.13	\$0.06	0
2024/25	\$ 0.84	\$3.12	0	0
2025/26	\$ 0.88	\$3.24	0	0
2026/27	\$ 0.93	\$4.22	0	0
2027/28	\$ 0.97	\$4.18	0	0
2028/29	\$ 1.01	\$4.47	0	0
2029/30	\$ 1.06	\$4.54	0	0
2030/31	\$ 1.10	\$4.28	0	0
2031/32	\$ 1.15	\$4.25	0	0
<b>Total</b>	<b>\$ 9.47</b>	<b>\$38.33</b>	<b>\$0.36</b>	<b>\$0.09</b>



Example of activities carried out under each expenditure category			
Maintenance	Renewals	Upgrades	New or Extensions
<ul style="list-style-type: none"> <li>Regular inspections</li> <li>Pothole patching</li> <li>Line marking</li> <li>Cleaning table drains</li> <li>Sweeping</li> <li>General upkeep of the road network</li> </ul>	<ul style="list-style-type: none"> <li>Major patching</li> <li>Road resurfacing</li> <li>Road reconstruction</li> </ul>	<ul style="list-style-type: none"> <li>Carpark upgrade work included in next 10 years</li> </ul>	<ul style="list-style-type: none"> <li>No new and extension work included in next 10 years</li> </ul>

**Comments**

- Council has more recently been underspending on renewal of roads, including carpark and kerb and channel.
- There is a need to explore more recycled and environmentally sustainable materials for road infrastructure to address Banyule's carbon neutrality target 2028.

**Recommendations**

- Scenario-2 is recommended, which is to renew road assets reaching at condition 5 (Very Poor).
- It includes an increased renewal funding by \$6.3 M over the next 10 years, approximately \$1 million annually starting from 2026/27, reallocated from other asset classes.

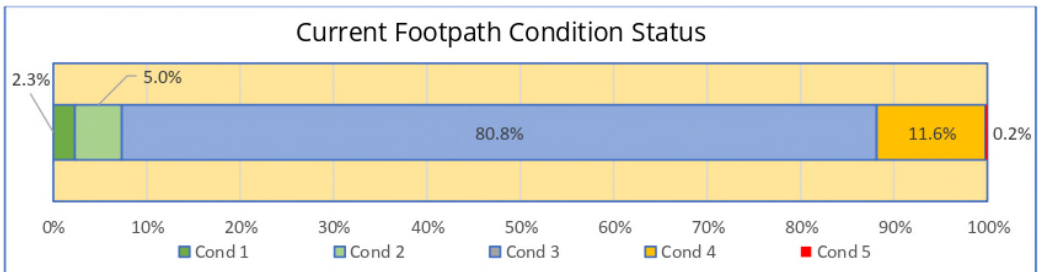
### 8.2 Footpath

<p><b>Assets Included</b></p> <ul style="list-style-type: none"> <li>• Footpaths - Concrete</li> <li>• Footpaths - Asphalt</li> <li>• Footpaths - Pavers</li> <li>• Footpaths - Gravel</li> </ul>	<p><b>Financial indicators</b></p> <ul style="list-style-type: none"> <li>• Renewal Gap Ratio 1.16</li> <li>• Capital Replacement Ratio 1.22</li> <li>• Risk Level Low</li> </ul>
<p><b>Services Provided</b></p> <ul style="list-style-type: none"> <li>• To ensure the connectivity of the community with a safe footpath network.</li> <li>• To provide safe and enjoyable walking paths.</li> </ul>	<p><b>Assets Life in Years</b></p> <ul style="list-style-type: none"> <li>• Concrete footpaths 60</li> <li>• Asphalt footpaths 30</li> <li>• Gravel footpath 10</li> <li>• Pavers 60</li> </ul>
<p><b>Total Replacement Value</b></p> <ul style="list-style-type: none"> <li>• \$149.3 M</li> <li>• 15% of Asset Portfolio of \$986 M</li> </ul>	<p><b>Confidence level of the existing data</b></p> <ul style="list-style-type: none"> <li>• Inventory data 95%</li> <li>• Condition data 95%</li> </ul>

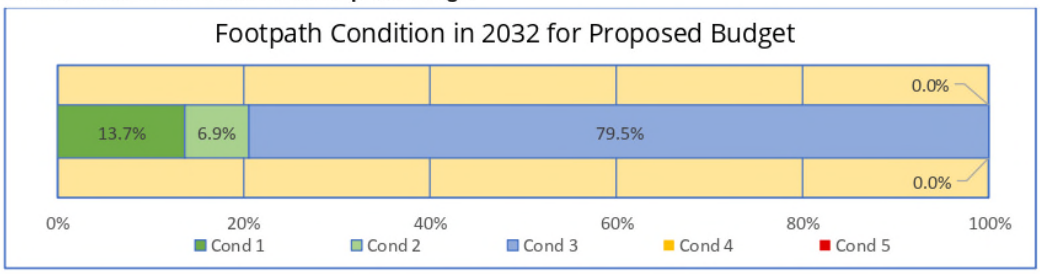
### Renewal Required and Funding Gap

• Total renewal funds allocated	\$28.90 M
Scenario-1:	
• Required funds for intervention at Condition 4 (model output)	\$20.7 M
- Funding gap for intervention at condition 4	-\$8.2 M
Scenario-2:	
• Required funds for intervention at Condition 5 (model output)	\$19.1 M
- Funding gap for intervention at condition 5	-\$9.8 M

### Current Condition:

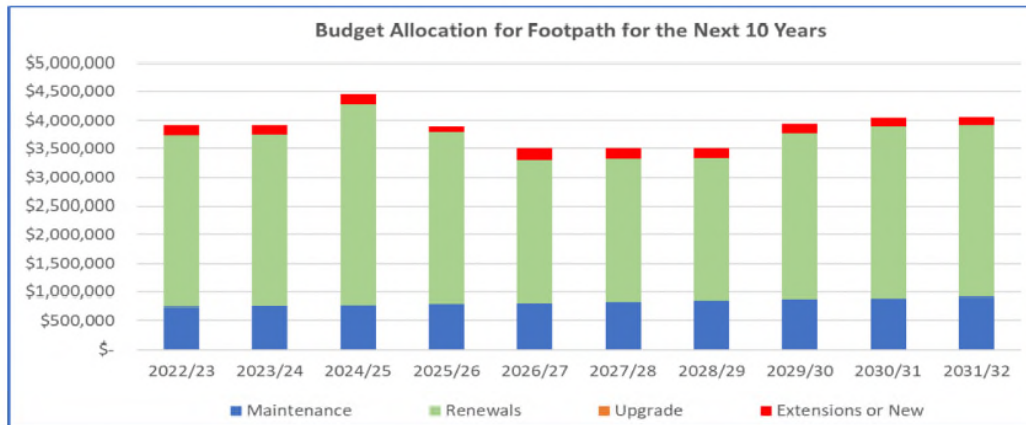


### Predicted Condition in 2032 with Proposed Budget:



**Recurrent and Capital Expenditure for next 10 years**

Year	Maintenance (\$M)	Renewals (\$M)	Upgrade (\$M)	Extensions or New (\$M)
2022/23	\$ 0.73	\$3.00	0	\$ 0.19
2023/24	\$ 0.75	\$3.00	0	\$ 0.17
2024/25	\$ 0.77	\$3.50	0	\$ 0.18
2025/26	\$ 0.79	\$3.00	0	\$ 0.10
2026/27	\$ 0.81	\$2.50	0	\$ 0.19
2027/28	\$ 0.83	\$2.50	0	\$ 0.18
2028/29	\$ 0.85	\$2.50	0	\$ 0.15
2029/30	\$ 0.87	\$2.90	0	\$ 0.17
2030/31	\$ 0.90	\$3.00	0	\$ 0.15
2031/32	\$ 0.92	\$3.00	0	\$ 0.15
<b>Total</b>	<b>\$ 8.23</b>	<b>\$28.90</b>	<b>0</b>	<b>\$ 1.63</b>



Example of activities carried out under each expenditure category			
Maintenance	Renewals	Upgrades	New or Extensions
<ul style="list-style-type: none"> <li>Regular inspections</li> <li>Wedging</li> <li>Replacing damaged bays</li> </ul>	<ul style="list-style-type: none"> <li>Replacing damaged bays</li> <li>Re-gravelling of gravel footpaths</li> <li>Laying asphalts on damaged sections</li> </ul>	<ul style="list-style-type: none"> <li>No upgrade work included in next 10 years</li> </ul>	<ul style="list-style-type: none"> <li>Extending existing footpaths or constructing new footpaths</li> </ul>

**Comments**

- Council's footpath network has a large number of localised defects (eg. tripping hazards), which require fixing by renewing associated footpath bays. This is required in accordance with the Road Management Plan, which is a legal obligation for Council.
- Therefore, overall asset condition rating does not fully reflect renewal needs. Renewing footpath bays associated with localised defects is also required.
- A condition audit of Council's footpath is due this financial year, 2021/22, which will help better understand the current footpath condition and more accurate renewal needs.
- There is a need to explore more recycled and environmentally sustainable materials for footpath renewal to address Banyule's carbon neutrality target 2028.

**Recommendations**

- Scenario 1 is recommended for footpaths, maintaining current funding in the short term.
- This is sufficient renewal funding to maintain overall asset condition, as well as manage localised defect repairs in accordance with the Road Management Plan.



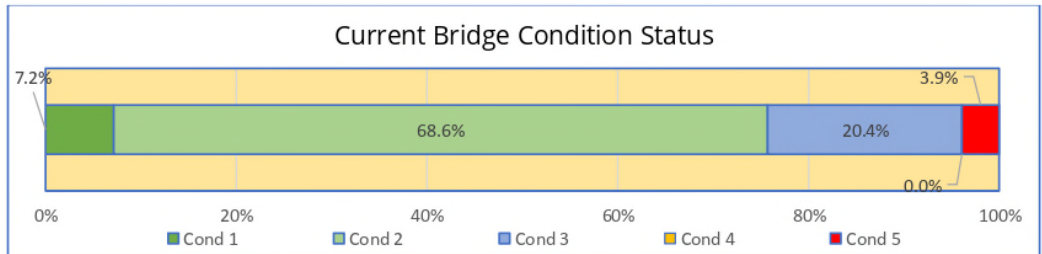
### 8.3 Bridge

<p><b>Assets Included</b></p> <ul style="list-style-type: none"> <li>Road bridges and culverts 10</li> <li>Footbridges 55</li> </ul>	<p><b>Financial indicators</b></p> <ul style="list-style-type: none"> <li>Renewal Gap Ratio 6.11</li> <li>Capital Replacement Ratio 6.11</li> <li>Risk Level Low</li> </ul>
<p><b>Services Provided</b></p> <ul style="list-style-type: none"> <li>To ensure the connectivity and mobility of the community with a safe road and pathways network</li> <li>Providing safe walking paths in reserves.</li> </ul>	<p><b>Assets Life in Years</b></p> <ul style="list-style-type: none"> <li>Concrete vehicular bridges 100</li> <li>Concrete vehicular culverts 100</li> <li>Steel frame and concrete deck bridges 80</li> <li>Timber Bridges 60</li> </ul>
<p><b>Total Replacement Value</b></p> <ul style="list-style-type: none"> <li>\$14.4 M</li> <li>1.5% of Asset Portfolio of \$986 M</li> </ul>	<p><b>Confidence level of the existing data</b></p> <ul style="list-style-type: none"> <li>Inventory data 95%</li> <li>Condition data 95%</li> </ul>

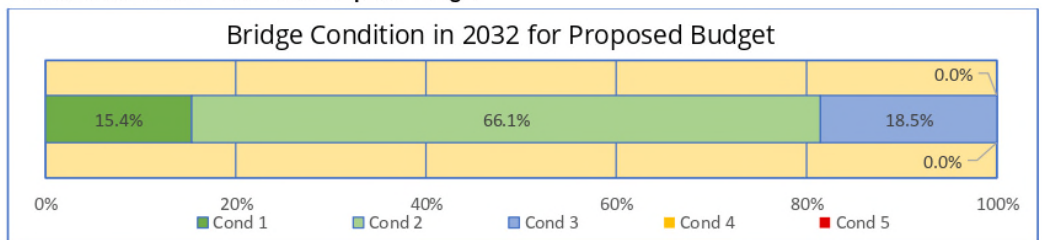
#### Renewal Required and Funding Gap

• Total renewal funds allocated	\$6.1 M
Scenario-1:	
• Required funds for intervention at Condition 4 (model output)	\$1.5 M
- Funding gap for intervention at condition 4	-\$4.6 M
Scenario-2:	
• Required funds for intervention at Condition 5 (model output)	\$0.54 M
- Funding gap for intervention at condition 5	-\$5.6 M

#### Current Condition:

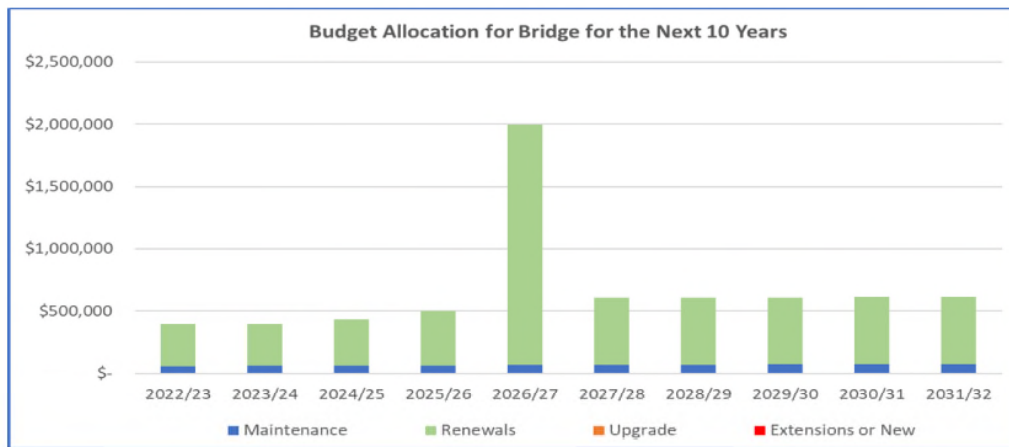


#### Predicted Condition in 2032 with Proposed Budget:



**Recurrent and Capital Expenditure for next 10 years**

Year	Maintenance (\$M)	Renewals (\$M)	Upgrade (\$M)	Extensions or New (\$M)
2022/23	\$ 0.06	\$ 0.34	\$ -	\$ -
2023/24	\$ 0.06	\$ 0.34	\$ -	\$ -
2024/25	\$ 0.06	\$ 0.37	\$ -	\$ -
2025/26	\$ 0.06	\$ 0.44	\$ -	\$ -
2026/27	\$ 0.07	\$ 1.93	\$ -	\$ -
2027/28	\$ 0.07	\$ 0.54	\$ -	\$ -
2028/29	\$ 0.07	\$ 0.54	\$ -	\$ -
2029/30	\$ 0.07	\$ 0.54	\$ -	\$ -
2030/31	\$ 0.07	\$ 0.54	\$ -	\$ -
2031/32	\$ 0.07	\$ 0.54	\$ -	\$ -
<b>Total</b>	<b>\$ 0.66</b>	<b>\$ 6.11</b>	<b>\$ -</b>	<b>\$ -</b>



Example of activities carried out under each expenditure category			
Maintenance	Renewals	Upgrades	New or Extensions
<ul style="list-style-type: none"> <li>Level 1, 2 and 3 Inspections</li> <li>Reactive repairs of defects identified through the inspections</li> </ul>	<ul style="list-style-type: none"> <li>Replacing damaged Bridge decks</li> <li>Replacing damaged bridge components</li> <li>Protective works of abutments and piers</li> </ul>	<ul style="list-style-type: none"> <li>No upgrade work included in next 10 years</li> </ul>	<ul style="list-style-type: none"> <li>No New or extension works included in next 10 years</li> </ul>

**Comments**

- Most of Council's bridges are footbridges used by pedestrians only.
- Council carries out Level 2 bridge inspection for the whole network every 2 years.
- Majority of Council's bridges are in good condition.
- Current renewal requirement of the bridges is therefore not high.
- The renewal ratio for bridges is exaggerated by the low number of bridge assets and the need for complete renewal of one bridge within the next 10 years.
- In current practice, Council considers replacing damage components rather than renewing whole bridges.
- Council also applies environmentally sustainable materials for replacing bridge deck and other components.

**Recommendations**

- It is recommended to keep the current renewal funding as it is.

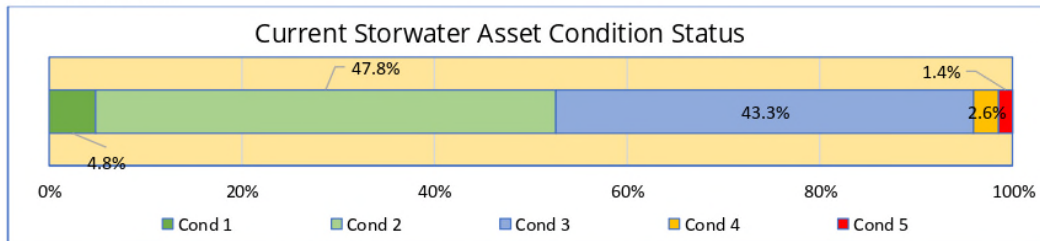
### 8.4 Stormwater Drainage

<b>Assets Included</b> <ul style="list-style-type: none"> <li>• Pipes including channels 804 km</li> <li>• Pits 35,205 no.</li> </ul>	<b>Financial indicators</b> <ul style="list-style-type: none"> <li>• Renewal Gap Ratio 0.67</li> <li>• Capital Replacement Ratio 0.76</li> <li>• Risk Level Medium</li> </ul>
<b>Services Provided</b> <ul style="list-style-type: none"> <li>• Conveyance of stormwater from private and public land.</li> <li>• Protect the community from flooding.</li> <li>• Improve the quality of stormwater discharge to natural waters.</li> </ul>	<b>Assets Life in Years</b> <ul style="list-style-type: none"> <li>• Stormwater pits and pipes 100</li> </ul>
<b>Total Replacement Value</b> <ul style="list-style-type: none"> <li>• \$231 M</li> <li>• 23% of Asset Portfolio of \$986 M</li> </ul>	<b>Confidence level of the existing data</b> <ul style="list-style-type: none"> <li>• Inventory data 95%</li> <li>• Condition data 10%</li> </ul>

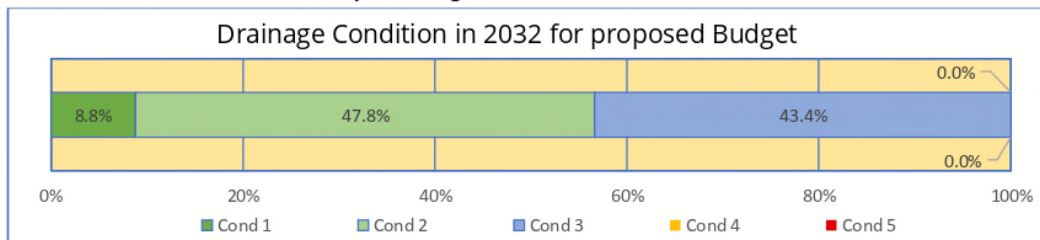
#### Renewal Required and Funding Gap

• Total renewal funds allocated	\$14.3 M
Scenario-1:	
• Required funds for intervention at Condition 4 (model output)	\$9.4 M
- Funding gap for intervention at condition 4	-\$4.9 M
Scenario-2:	
• Required funds for intervention at Condition 5 (model output)	\$3.3 M
- Funding gap for intervention at condition 5	-\$11 M

#### Current Condition:



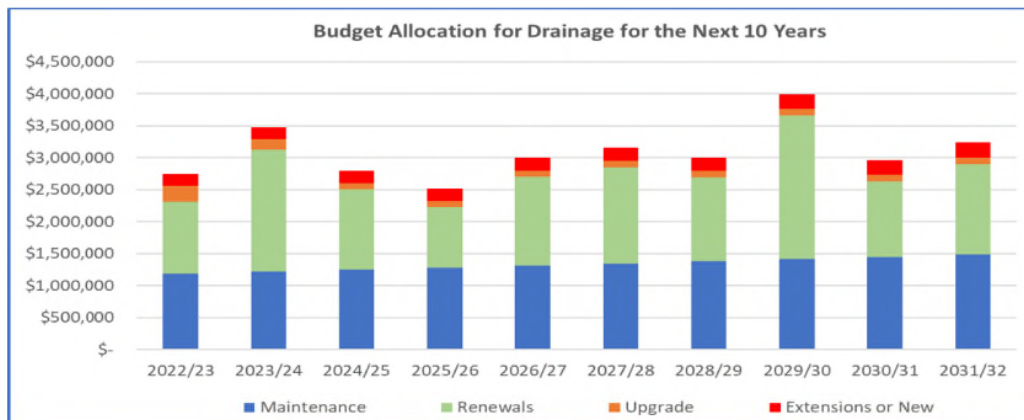
#### Predicted Condition in 2032 with Proposed Budget:





**Recurrent and Capital Expenditure for next 10 years**

Year	Maintenance (\$M)	Renewals (\$M)	Upgrade (\$M)	Extensions or New (\$M)
2022/23	\$ 1.19	\$ 1.13	\$ 0.24	\$ 0.18
2023/24	\$ 1.22	\$ 1.91	\$ 0.17	\$ 0.19
2024/25	\$ 1.25	\$ 1.26	\$ 0.09	\$ 0.19
2025/26	\$ 1.28	\$ 0.94	\$ 0.10	\$ 0.20
2026/27	\$ 1.32	\$ 1.39	\$ 0.10	\$ 0.20
2027/28	\$ 1.35	\$ 1.50	\$ 0.10	\$ 0.21
2028/29	\$ 1.38	\$ 1.31	\$ 0.10	\$ 0.21
2029/30	\$ 1.42	\$ 2.25	\$ 0.10	\$ 0.22
2030/31	\$ 1.45	\$ 1.18	\$ 0.10	\$ 0.22
2031/32	\$ 1.49	\$ 1.42	\$ 0.11	\$ 0.23
<b>Total</b>	<b>\$ 13.35</b>	<b>\$ 14.28</b>	<b>\$ 1.21</b>	<b>\$ 2.05</b>



Example of activities carried out under each expenditure category			
Maintenance	Renewals	Upgrades	New or Extensions
<ul style="list-style-type: none"> <li>CCTV inspections of pipes and pits</li> <li>Reactive repairs of defects identified</li> <li>Pipe and pit cleaning</li> </ul>	<ul style="list-style-type: none"> <li>Replacing damaged pipes and pits</li> </ul>	<ul style="list-style-type: none"> <li>Replacing under capacity pipes with larger pipes</li> </ul>	<ul style="list-style-type: none"> <li>Installing stormwater and water sensitive urban design activities</li> <li>Extending the drainage network</li> <li>Installation of stormwater quality improvement devices</li> </ul>

**Comments**

- Condition inspection of pipes is comparatively expensive. As a result, Council has very limited drainage condition data.
- Renewal funding requirement has been forecasted based on age of the pipe network.
- The average age of the pipe network is approximately 54 years, which is at the middle of its useful life, 100 years.
- Council has been inspecting one per cent of its network annually, to obtain a good sample size after 5 years in order to get a sample condition data.
- 60% of the pipe network is running full in a 5-year flood event. This means there is a possibility of flooding for higher flood events.
- Current renewal funding is allocated based on identified flooding problems.
- Upgrading and creating new drainage pipes are also considered to cope with future growth.

**Recommendations**

- It is recommended to continue the current capital funding.

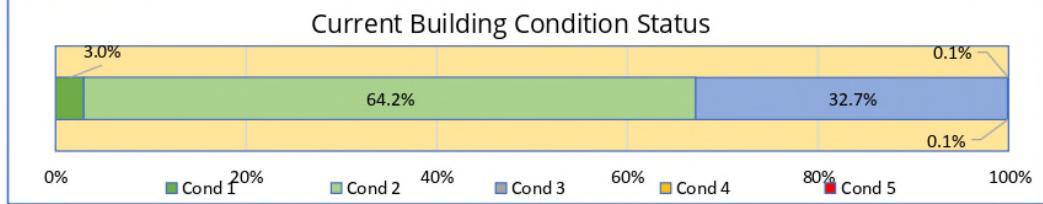
### 8.5 Building

<p><b>Assets Included</b></p> <ul style="list-style-type: none"> <li>Administration 12</li> <li>Health &amp; Aged Services 4</li> <li>Leisure, Recreation &amp; Culture 153</li> <li>Major Projects &amp; Infrastructure 2</li> <li>Operations 13</li> <li>Parks and Gardens 108</li> <li>Economic development 17</li> <li>Family Service 63</li> <li><b>Total buildings included 372</b></li> </ul>	<p><b>Financial indicators</b></p> <ul style="list-style-type: none"> <li>Renewal Gap Ratio 4.54</li> <li>Capital Replacement Ratio 4.73</li> <li>Risk Level Low</li> </ul>
<p><b>Services Provided</b></p> <ul style="list-style-type: none"> <li>Community services</li> <li>Sports and recreation</li> <li>Health services</li> <li>Youth services</li> <li>Senior citizen services</li> </ul>	<p><b>Assets Life in Years</b></p> <ul style="list-style-type: none"> <li>External Finishes 15</li> <li>Internal finishes, fire protection, Doors 20</li> <li>Electrical items 25</li> <li>Fences, Hydraulic, Fit out and windows 30</li> <li>External structures 40</li> <li>Roof and plumbing 45</li> <li>External finishes, paving and roads 50</li> <li>Superstructure and substructure 80</li> </ul>
<p><b>Total Replacement Value</b></p> <ul style="list-style-type: none"> <li>\$163 M</li> <li>17% of Asset Portfolio of \$986 M</li> </ul>	<p><b>Confidence level of the existing data</b></p> <ul style="list-style-type: none"> <li>Inventory data 95%</li> <li>Condition data 95%</li> </ul>

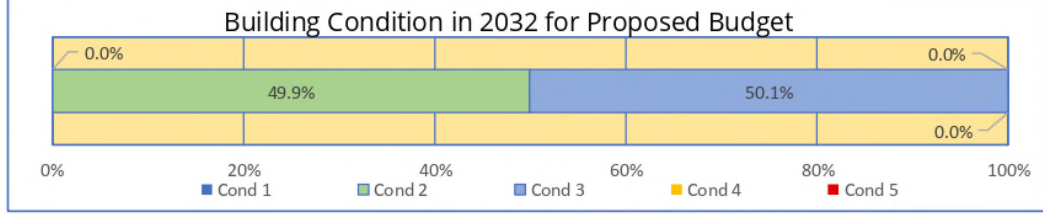
#### Renewal Required and Funding Gap

• Total renewal funds allocated	\$65.6 M
Scenario-1:	
• Required funds for intervention at Condition 4 (model output)	\$99.6 M
- Funding gap for intervention at condition 4	\$34 M
Scenario-2:	
• Required funds for intervention at Condition 5 (model output)	\$38.1 M
- Funding gap for intervention at condition 5	-\$27.5 M

#### Current Condition:

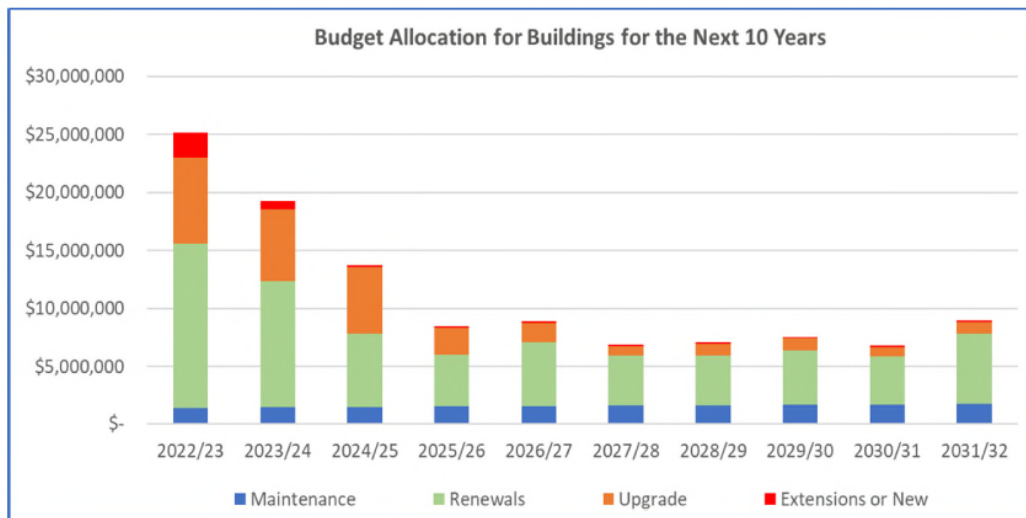


#### Predicted Condition in 2032 with Proposed Budget:



**Recurrent and Capital Expenditure for next 10 years**

Year	Maintenance (\$M)	Renewals (\$M)	Upgrade (\$M)	Extensions or New (\$M)
2022/23	\$ 1.38	\$ 14.20	\$ 7.44	\$ 2.13
2023/24	\$ 1.41	\$ 10.93	\$ 6.19	\$ 0.77
2024/25	\$ 1.44	\$ 6.37	\$ 5.75	\$ 0.15
2025/26	\$ 1.48	\$ 4.59	\$ 2.24	\$ 0.20
2026/27	\$ 1.52	\$ 5.61	\$ 1.67	\$ 0.15
2027/28	\$ 1.56	\$ 4.43	\$ 0.80	\$ 0.15
2028/29	\$ 1.59	\$ 4.39	\$ 1.02	\$ 0.15
2029/30	\$ 1.63	\$ 4.74	\$ 1.10	\$ 0.10
2030/31	\$ 1.68	\$ 4.19	\$ 0.84	\$ 0.10
2031/32	\$ 1.72	\$ 6.14	\$ 0.98	\$ 0.15
<b>Total</b>	<b>\$ 15.41</b>	<b>\$ 65.56</b>	<b>\$ 28.01</b>	<b>\$ 4.05</b>



Example of activities carried out under each expenditure category			
Maintenance	Renewals	Upgrades	New or Extensions
<ul style="list-style-type: none"> <li>Reactive repairs of defects identified through the inspections and customer requests</li> <li>Essential Safety Measure inspections</li> <li>Cleaning and pest control</li> <li>Painting</li> </ul>	<ul style="list-style-type: none"> <li>Replacing damaged building components</li> <li>Replacing heating or cooling systems</li> <li>Replacing damaged assets within the building premises</li> </ul>	<ul style="list-style-type: none"> <li>Building extensions</li> <li>Sustainability improvement such as solar panels, water harvesting etc</li> </ul>	<ul style="list-style-type: none"> <li>Construction of new building to adapt population changes and demand.</li> </ul>



**Comments**

- Council carried out building condition audit in 2019/20. Therefore, condition data is up to date.
- Current funding considers renewal of some components (e.g. structures, low usage building components) at Condition 5 and some components (fit outs, high usage buildings) at Condition 4, which is a common practice across the industry.
- In addition, Council considers climate risks in prioritising building renewals and upgrades. For instance:
  - Replacement of gas equipment is prioritised for renewal over existing electric.
  - Upgrading to energy-efficient heating and cooling systems are prioritised to reduce the cost of achieving thermal comfort as a result of climate change.
- Council is committed to applying the Sustainable Building Guidelines for any building projects including renewals and upgrades to address carbon neutrality target 2028.
- Banyule is also preparing a Social Infrastructure Framework (SIF) and a Community Infrastructure Plan (CIP), which will help understand more accurate capital funding required for buildings.

**Recommendations**

- It is recommended to continue with the current renewal funding.
- Continue with the development of the Community Infrastructure Plan (CIP) to better inform future capital spending needs for buildings, whilst considering community feedback received during the deliberative community engagement in 2020/21.

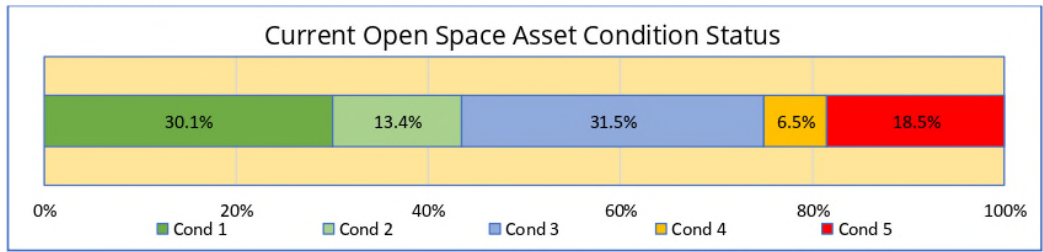
### 8.6 Parks and Open Space

<p><b>Assets Included</b></p> <ul style="list-style-type: none"> <li>• Playgrounds 146</li> <li>• BBQ 39</li> <li>• Furniture (Street and parks) 1192</li> <li>• Retaining Walls 2672</li> <li>• Other open space assets 1498</li> </ul>	<p><b>Financial indicators</b></p> <ul style="list-style-type: none"> <li>• Renewal Gap Ratio 1.17</li> <li>• Capital Replacement Ratio 1.22</li> <li>• Risk Level Low</li> </ul>
<p><b>Services Provided</b></p> <ul style="list-style-type: none"> <li>• Access to high quality open space.</li> <li>• To ensure the cities open space and street scape are presentable, aesthetic and pleasing.</li> <li>• Provide safe walking paths in reserves.</li> </ul>	<p><b>Assets Life in Years</b></p> <ul style="list-style-type: none"> <li>• Playgrounds 15</li> <li>• BBQ 20</li> <li>• Timber furniture 10</li> <li>• Steel or aluminium furniture 15</li> <li>• Recycled plastic furniture 20</li> <li>• Sleepers R/Walls 50</li> <li>• Stone R/walls 60</li> <li>• Concrete R/walls 80</li> </ul>
<p><b>Total Replacement Value</b></p> <ul style="list-style-type: none"> <li>• \$134.3 M</li> <li>• 14% of Asset Portfolio of \$986 M</li> </ul>	<p><b>Confidence level of the existing data</b></p> <ul style="list-style-type: none"> <li>• Inventory data 80%</li> <li>• Condition data 50%</li> </ul>

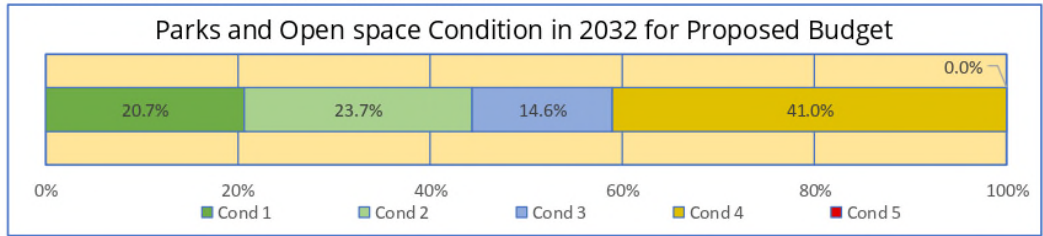
#### Renewal Required and Funding Gap

• Total renewal funds allocated	\$33.6 M
Scenario-1:	
• Required funds for intervention at Condition 4 (model output)	\$80 M
- Funding gap for intervention at condition 4	\$46.4 M
Scenario-2:	
• Required funds for intervention at Condition 5 (model output)	\$31.2 M
- Funding gap for intervention at condition 5	-\$2.4 M

#### Current Condition:

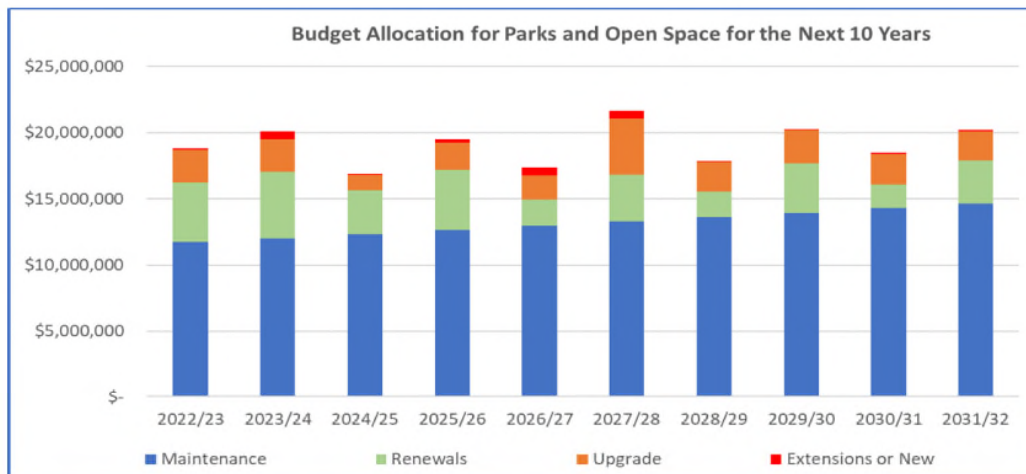


#### Predicted Condition in 2032 with Proposed Budget:



**Recurrent and Capital Expenditure for next 10 years**

Year	Maintenance (\$M)	Renewals (\$M)	Upgrade (\$M)	Extensions or New (\$M)
2022/23	\$ 11.74	\$ 4.50	\$ 2.45	\$ 0.14
2023/24	\$ 12.03	\$ 4.99	\$ 2.48	\$ 0.56
2024/25	\$ 12.33	\$ 3.34	\$ 1.14	\$ 0.09
2025/26	\$ 12.64	\$ 4.57	\$ 2.01	\$ 0.28
2026/27	\$ 12.96	\$ 1.98	\$ 1.82	\$ 0.64
2027/28	\$ 13.28	\$ 3.55	\$ 4.23	\$ 0.59
2028/29	\$ 13.62	\$ 1.92	\$ 2.24	\$ 0.09
2029/30	\$ 13.96	\$ 3.75	\$ 2.48	\$ 0.09
2030/31	\$ 14.30	\$ 1.76	\$ 2.34	\$ 0.09
2031/32	\$ 14.66	\$ 3.24	\$ 2.22	\$ 0.09
<b>Total</b>	<b>\$ 131.53</b>	<b>\$ 33.61</b>	<b>\$ 23.40</b>	<b>\$ 2.62</b>



**Example of activities carried out under each expenditure category**

Maintenance	Renewals	Upgrades	New or Extensions
<ul style="list-style-type: none"> <li>Proactive inspections</li> <li>Reactive repairs of defects identified through the inspections and customer requests</li> <li>Mowing, vegetation and weed control</li> <li>Litter collection and cleaning</li> <li>Graffiti removal</li> </ul>	<ul style="list-style-type: none"> <li>Replacing damaged or old equipment in playgrounds and parks</li> <li>Replacing damaged park and street furniture and signs.</li> <li>Replacing existing playground</li> </ul>	<ul style="list-style-type: none"> <li>Refurbishment of existing parks and reserves</li> </ul>	<ul style="list-style-type: none"> <li>Constructing new playgrounds and reserves</li> </ul>

**Comments**

- Council's Parks and Open Space (POS) assets inventory and condition require improvements.
- Regular condition audit of POS data is expensive due to having a large portfolio and the diversity of these assets.
- Community prefers to increase funding for POS and improve the level of service.

**Recommendations**

- Scenario 2 is recommended, which is to renew POS assets at Condition 5.
- An additional \$10 million for POS asset renewal and upgrade is included to improve the level of service. This funding is aligned with the 10 year Financial Plan.



## 9 Summary and Recommendations

Council's recurrent expenditure including operation and maintenance is required to keep Council's services operational and safe for the community.

Figure 16 depicts the proposed capital funding distribution among various asset categories.

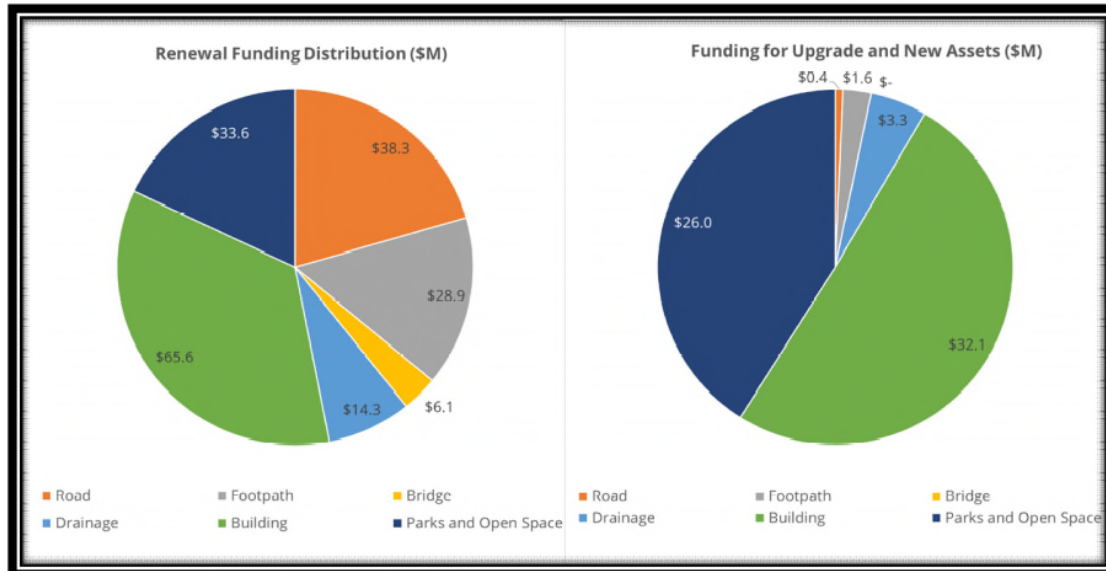


Figure 16: Capital Funding Distribution

### Findings

- Council's renewal budget over the next 10 years is \$187 million.
- Building and POS consume 53 per cent of this allocation. Road and footpath are 21 and 15 per cent respectively.
- Council's total budget for upgrading and creating new assets is \$63 million over the next 10 years. More than half (51 per cent) of it is allocated towards buildings, which may be a concern for managing other assets. Creating new buildings also increases operational and maintenance costs significantly.
- A significant part (41 per cent) of the upgrade and new assets is allocated for POS, which supports community preferences.
- Banyule is preparing a Community Infrastructure Plan (CIP), which will help understand more accurate capital funding required for buildings.

### Proposed Renewal Funding Vs Renewal Funding Required

A comparison between renewal funding allocated and required for different asset categories along with Renewal Gap Ratio is summarised in Table 3.

Table 3 | Proposed Renewal Funding Vs Renewal Funding Required

Asset Category	VAGO Financial sustainability indicators		Renewal Modelling Financial Indicator			
	Renewal Gap Ratio	Risk Level	Renewal Funding Allocation, (\$M)	Required Renewal Funding (\$M)	Renewal Intervention, Condition	Financial Sustainability (%)
Road	0.7	Medium	38.3	38.3	5	100%
Footpath	1.16	Low	28.9	20.7	4	140%
Bridge	6.11	Low	6.1	1.5	4	402%
Drainage	0.67	Medium	14.3	9.4	4	152%
Building	4.54	Low	65.6	38.1	4 & 5	172%
Parks and Open Space	1.17	Low	33.6	31.2	5	108%
<b>Total</b>			<b>186.8</b>	<b>139.2</b>		<b>134%</b>

#### Comments

- Council's overall renewal funding is 34 per cent higher than that required to keep up with asset consumption (depreciation).
- This additional renewal funding is required to renew any premature failures of assets, legislative and safety compliance, and also to implement best practice energy standard to address Banyule's carbon neutrality target 2028.
- Council spending on renewing buildings, footpaths, bridges and POS is appropriate. These assets are financially sustainable for the next 10 years.
- Council's renewal funding for drainage asset is also appropriate considering the renewal requirement. However, the RGR, which considers depreciation, indicates that renewal funding is insufficient.
- Drainage assets are long life (100+ years) assets and the average age of Banyule's drainage network is at the middle of its useful life. Therefore, current renewal requirement is less than depreciation. When this asset class approaches the end of its useful life, renewal needs will increase significantly. It is recommended to continue with the current drainage funding.
- Road assets including carpark and kerb and channel are financially at medium risk. Council has been underspending on roads, carparks and kerb and channel in recent years. An additional \$6.3 million has been proposed for road over the next 10 years through the rebalancing of funding across asset categories.
- Parks and Open Space renewal funding is appropriate, however the community has shown a preference to improve the level of service of POS.

#### Recommendations

- It is recommended to implement the renewal funding proposed by this plan, as summarised in Table 3.
- This includes increasing renewal funding by \$6.3 million over the next 10 years for roads (including carparks and kerb and channel) compared to previous planning, through the redistribution of renewal funding across asset classes.
- Maintain renewal spending on drainage, bridges and buildings, and continue with the development of the Community Infrastructure Plan to better inform future capital spending needs for buildings.
- Provide an additional \$10 million towards the renewal and upgrade of Parks and Open Space assets, as the community has shown a preference to improve the level of service of POS. This funding is included in this Asset Plan and 10 year Financial Plan.







# Understanding the Future of Outdoor Dining Parklets and Pop Up Parks

Engagement Recommendations Report

June 2022



*Conversation Co.*



## Executive Summary

This report provides recommendations for Council based on the key findings from community engagement conducted during April-May 2022 to determine the longer-term future of the outdoor dining parklets, and the visitor experience at the pop-up parks. As this engagement report is primarily a Recommendations report, the Executive Summary will contain a general overview of the key engagement findings.

Overall 389 people participated in the community engagement activities - there were eleven telephone interviews with businesses; four place-based pop-ups at outdoor dining parklets and pop-up parks and an on-line survey for completion by local residents, visitors and businesses. The majority of participants were Banyule residents (79%) from 17 different suburbs primarily Ivanhoe, Heidelberg, East Ivanhoe, Eaglemont and Greensborough. Business owners made up 8% of the engagement participants, workers 7% and visitors to Banyule, 4%.

### Key Findings - Pop-up Parks

Reported visitation was highest at the Ivanhoe Library and Cultural Hub (53%) particularly by people aged 45-64 years or 65+ years; and Ivanhoe residents. Visitation was substantially lower for Greensborough Walk (13%) and Burton Crescent, East Ivanhoe (7%). The low visitation number for the Burton Crescent pop-up park was expected given that the site opened on 28 April, halfway through the engagement period. Just over half of all survey respondents had visited one pop-up park (55%) whilst 29% had not visited any of the pop-up parks.

The benefits of the Ivanhoe Library and Cultural Hub pop-up park were recognised by the majority of participants (from 73% to 79%) - it helps to create a feeling of community, attracts visitors from outside Banyule, is a good spot to meet with friends/family, encourages people to shop local and is easy to park nearby. Many participants had not yet visited Greensborough Walk (60%) and a much smaller percentage of the park's visitors recognised the benefits of the park (from 12% to 18%).

Most businesses reported that the parks had made positive impacts on their own business or had no impact on their business. The noted positives were that people are attracted to the parks to sit down, to chat with others, and to eat or drink coffee. Only two businesses responding to the on-line survey reported that the parks had a negative impact on their business. Some of the individual businesses or Trader Associations representatives who participated in the telephone interviews were more critical, citing the loss of car park spaces (Burton Crescent) and a lack of consultation about the location of seating and planting.

Engagement participants suggested potential improvements to each of the pop-up parks:

- Greensborough Walk - add food trucks and/or coffee carts, more creative design and look, repositioning of seating and planters.





- Ivanhoe Library and Cultural Hub - more comfortable seating, rubbish bins shade.
- Burton Crescent, East Ivanhoe - more community spaces, improved amenities e.g. public toilets, improved pedestrian safety.

### Key Findings - Outdoor Dining Parklets

The outdoor dining parklets are currently clustered in the southern part of the Banyule municipality in Upper Heidelberg Road, Ivanhoe; Burgundy Street, Heidelberg; and Silverdale Road, Eaglemont.

The frequency of visitation is affected by a number of factors other than the appeal of the parklet itself, such as the opening hours of the adjoining food premises and the type of venue (pub, restaurant, cafe, takeaway food) which attracts particular patrons. As expected, parklets outside cafes or take-away food businesses were more frequently visited than the parklets outside restaurants and hotels. Outdoor dining parklets, understandably, attracted higher proportions of residents who lived locally in the same suburb. Patrons aged 25-44 years were more likely to report regularly visiting the four parklets in Burgundy Street whereas patrons aged 45-64 years were more likely to report regularly visiting the parklets in Ivanhoe and Eaglemont.

The residents, visitors or workers who participated in the community engagement activities were overwhelmingly positive about the outdoor dining parklets, noting (in their own words) how they add to the community atmosphere, are good for business in the area, allow for COVID-safety and are a better use of space compared to car park spaces. Only 5% spontaneously mentioned the loss of car parking spaces as a negative outcome of the outdoor dining program.

Residents, visitors and workers were asked in the on-line survey if the availability of parking had changed in any way compared to pre-COVID-19 conditions - 64% reported no change in parking availability or time it takes them to find a park, with only 13% reported that parking availability was worse.

When asked about their opinions about the outdoor dining program, seven of the individual businesses interviewed were generally supportive and saw the uptake of the program as part of a change process. However the two representatives from the Ivanhoe Traders Association were highly critical of the program in response to several interview questions, highlighting the inequity of the program's purpose and the loss of car parking spaces.

Of the 21 businesses who completed the on-line survey, nine reported that the parklets had a positive impact on their business, five reported that the parklets had a negative impact on their business with the remainder saying the parklets had no impact or were too far away from their own business.





Engagement participants suggested potential improvements to each of the outdoor dining parklets. Common themes across most or all parklets were the addition of outdoor heating and covers/enclosures for cold and wet weather, Council to grant permanency, and an expansion of the parklet 'footprint' or new parklet locations added in Banyule. Removal of the parklets was usually mentioned as the fourth or fifth most common "improvement".

Regarding Council's pending decision on the future of the outdoor dining parklets, the consistent view was that Council should expand the program to other locations, improve the parklets for use in colder weather, or just keep the original parklets as they are currently (same locations, no expansion).

There was a range of views from businesses about future funding models and any future process for seeking additional outdoor dining parklets. Of the 32 businesses, ten believed that businesses who directly benefit should fully fund the costs and ongoing maintenance and another eight proposed an alternate option that the relevant businesses and Council should share the costs by formal agreement. A number of options were mentioned for new businesses seeking additional outdoor dining parklets including consulting with the Traders Associations, conducting an annual expression of interest/application process with a set Council budget or assessment on a case-by-case basis.

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# 1. Introduction

In response to the impact of COVID-19 restrictions on the hospitality sector, the Victorian Government introduced a Temporary Outdoor Dining Initiative. This Initiative encouraged local councils to support the implementation of temporary extended outdoor dining spaces, including the installation of parklets and pop-up parks. Following community consultation in April 2021, Council approved the extension of the outdoor dining initiative through to 30 June 2022.

In 2022, Council conducted a second round of engagement to determine the longer-term future of the outdoor dining spaces (parklets) and visitor experience at the three pop-up parks. The Greensborough Walk park opened for use in November 2021, Ivanhoe Library and Cultural Hub park in mid-January 2022, and Burton Crescent park opened on 28 April 2022.

# 2. Methodology

## Engagement Objectives

The objectives of the research and engagement program were to:

- Determine local community/visitor usage of each of the outdoor dining parklets and the three pop-up parks
- Gather perception of benefits (and any negative outcomes) of each of the outdoor dining parklets and the three pop-up parks
- Gather ideas to maximise usage of the outdoor dining parklets and the three pop-up parks
- Understand the conditions under which the outdoor dining and space activation program could continue.

Community engagement was conducted from 4 April to 22 May 2022. The Outdoor Dining Parklets and Pop-Up Parks project was hosted on the *Shaping Banyule* engagement portal, at <https://shaping.banyule.vic.gov.au/OutdoorSpaces>. Project promotion and communications were conducted by Council with support from Conversation Co. Promotional flyers and posters were delivered to individual businesses in Ivanhoe, Eaglemont, Heidelberg, Greensborough and East Ivanhoe.





### Methodology

The engagement activities for the project were:

- Eleven telephone interviews (average of 30 minutes duration) with businesses located next to parklets/pop-up parks and a sample of Trader Association representatives.
- Four place-based pop-ups (of 120 minutes duration) over two days at outdoor dining parklets and pop-up parks (during school holidays and during school term) to reach different visitors and users.
- On-line survey for completion by local residents, visitors and businesses.

### Key Engagement Questions

For residents and visitors to the outdoor dining parklets and pop-up parks, the key questions focused on:

- Visitation to the outdoor dining parklets and pop-up parks
- Assessment of benefits of pop-up parks and improvement ideas
- Positive and negative aspects of the outdoor dining parklets and improvement ideas
- Views about the future of the outdoor dining program.

For businesses (located next to parklets/pop-up parks and wider locations), the key questions focused on:

- Positive and negative impacts of the outdoor dining parklets and pop-up parks on own business
- Views about the future of the outdoor dining program
- Improvement ideas for the outdoor dining parklets and pop-up parks
- Funding options for the outdoor dining program if continued.

## 3. Who Participated?

Figure 1 shows a summary of the engagement activities which involved at least 389 participants (attendance at the four community consultations may have been higher than estimated).

The on-line survey was open to any residents, visitors or businesses interested in providing feedback - overall there were 334 surveys completed by 281 residents, 13 visitors to Banyule, 21 business owners and 19 workers in Banyule.



**Figure 1: Participation by Engagement Activity**

<p><b>On-line Survey</b></p> <p>334 surveys completed – 281 residents, 13 visitors, 21 business owners and 19 workers</p>	<p><b>Community Pop-ups</b></p> <p>At least 44 participants 195 unique comments received Four video vox pops produced</p>
<p><b>Business Interviews</b></p> <p>Eleven telephone interviews: Businesses located next to pop-up parks or next to outdoor dining parklets Business with outdoor dining parklet Trader Associations representatives</p>	<p><b>Project Promotion (Conversation Co)</b></p> <p>Social media artwork (4 images) 1000 Project Flyers (A5) 20 Project Signs (A4 corflute for display at sites) Printed images of parklets and parks</p>

Of the 21 business owners who completed the survey, four businesses had outdoor dining parklets. The types of businesses were classified as Accommodation and Food Services (4), Administrative and Support Services (1), Arts and Recreation Services (1), Financial and Insurance Services (1), Professional, Scientific and Technical Services (3) and Retail Trade (10). Geographically the businesses were located in Ivanhoe (8), Heidelberg and East Ivanhoe (4 each), Rosanna and Eaglemont (2 each) and Heidelberg Heights.

The four community consultations (pop-ups) were held in two of the parks (Greensborough Walk and Burton Crescent, East Ivanhoe) and outside two of the outdoor dining parklets (Burgundy Street, Heidelberg and Upper Heidelberg Road, Ivanhoe). It is estimated that a minimum of 44 people participated in these discussions (that is 44 people completed the personal details postcards). Visitor attendance at the Greensborough Walk Easter event was low.

Eleven telephone interviews were conducted with a range of individual businesses and four Trader Associations representatives. The individual businesses were a mix of businesses located next to the three pop-up parks (five businesses) or near outdoor dining parklets (one business), and one business using an outdoor dining parklet.

Across the three engagement activities, the majority of participants were Banyule residents (79%), business owners (8%), workers (7%) or visitors to Banyule (4%). Given the small numbers of workers and visitors in the survey feedback (and the high number of local residents), further analysis by participants’ connection to Banyule would not yield any valid insights.

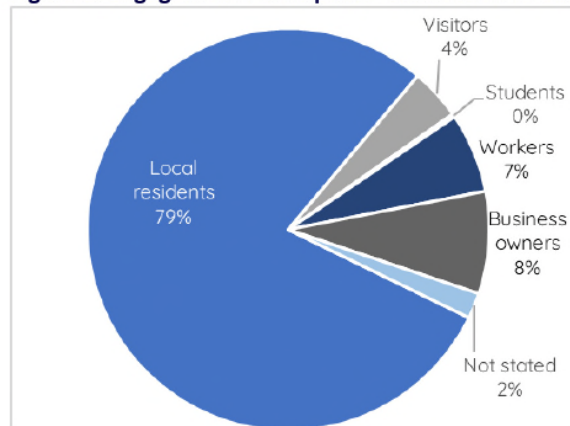


Engagement participants (pop-ups and on-line survey) lived in 17 different Banyule suburbs or came from one of 14 suburbs outside Banyule. Ivanhoe residents made up 18% of the participants, Heidelberg residents 16%, East Ivanhoe residents 8%, Eaglemont residents 5% and Greensborough 3%. Further analysis by the suburb of residence will focus on Ivanhoe, Heidelberg and East Ivanhoe as these suburbs had at least 30 survey respondents each.

**Table 1: Participants' Connection to Banyule by Engagement Activity**

Connection	Interviews	On-line Survey	Community Pop-up Sessions	TOTAL
Local residents	-	281	26	<b>307</b>
Visitors	-	13	3	<b>16</b>
Students	-	0	1	<b>1</b>
Workers		19	6	<b>25</b>
Business owners/Trader reps	11	21	0	<b>32</b>
Not stated/known	-	-	8	<b>8</b>
<b>TOTAL</b>	<b>11</b>	<b>334</b>	<b>44 (min.)</b>	<b>389</b>

**Figure 2: Engagement Participants' Connection to Banyule**

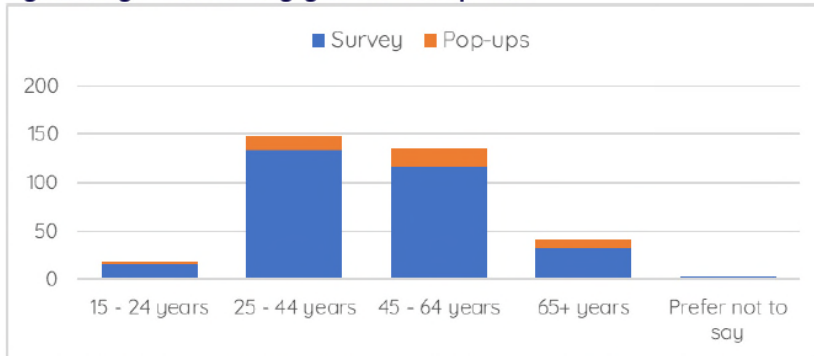


A large percentage of engagement participants (pop-ups and on-line survey) were aged 25-44 years (43%) or 45-64 years (39%). Young adults aged 15-24 years made up 5% of participants and 12% were aged 65 years or over.





**Figure 3: Age Profile of Engagement Participants**



Note: Total participants (n=348) as 30 participants did not provide age group details.

## 4. Key Findings

In this section of the report key findings are presented in tables with only brief commentary as this engagement report is primarily a Recommendations report.

### Pop-up parks - Greensborough, Ivanhoe and East Ivanhoe

Table 2 shows the reported visitation to each of the three pop-up parks and some demographic sub-groups who were more likely to report visiting these parks. As expected the Ivanhoe Library and Cultural Hub had the highest visitation. Just under one-third of survey respondents (29%) had not visited any of the pop-up parks. The survey feedback relevant to the Burton Crescent pop-up park was limited as the Burton Crescent site opened on 28 April, halfway through the engagement period.

Participants who attended the face-to-face consultation sessions (community pop-ups) also answered a question about park visitation. However, it should be noted that two of the four sessions were conducted on-site at Greensborough Walk and Burton Crescent pop-up parks. Overall 28 participants answered the visitation question with 21 nominating Burton Crescent, 16 nominating the Ivanhoe Library and Cultural Hub, two nominating Greensborough Walk and two reporting that they couldn't remember which one they visited.

As an aside, the Conversation Co staff who conducted the face-to-face consultations reported that the terminology "pop-up park" was confusing for visitors to Greensborough Walk, and they also did not consider the Ivanhoe Library and Cultural Hub as a "park".



**Table 2: Visitation to Pop-up Parks**

Pop-up Parks	No. visited (%)	Higher percentage of:
Greensborough Walk	42 (13%)	Aged 25-44 years
Outside the Ivanhoe Library and Cultural Hub	166 (53%)	Aged 45-64 years, 65+ years Ivanhoe residents
Outdoors in Burton Crescent, East Ivanhoe	22 (7%)	NA - small sample
Visited one pop-up park	173 (55%)	Aged 45-64 years, Ivanhoe residents
Visited two pop-up parks	27 (9%)	NA - small sample
Visited all three pop-up parks	1 (<1%)	NA - small sample
Had not visited any of the pop-up parks	92 (29%)	Aged 25-44 years
Not stated	20 (6%)	NA - small sample
<b>TOTAL</b>	<b>313</b>	

Note: Survey respondents who were residents, visitors or workers (n=313), multi-response question for the three parks

**Benefits of Pop-up Parks**

Survey respondents who were residents, visitors or workers were asked to comment on particular benefits of the three Banyule sites (refer to Table 3). About half of the 313 survey respondents answered these questions (see sample sizes shown in brackets).

**Table 3: Benefits of Pop-up Parks**

Benefits of Pop-up Parks	Greensborough Walk	Ivanhoe Library & Cultural Hub	Burton Crescent
Good spot to meet with friends/family (n=200)	16%	76%	8%
Easy to access/park nearby (n=185)	18%	73%	9%
Helps create a feeling of community (n=186)	12%	79%	9%
Encourages people to use/shop local (n=183)	16%	76%	8%
Attracts visitors outside Banyule (n=152)	13%	78%	9%
Haven't been there yet (n=147)	60%	31%	10%

Note: Survey respondents who were residents, visitors or workers (n=313). Survey question was intended to be multi-response (answer for more than one park) but was set as single response.



Participants who attended the face-to-face consultation sessions (community pop-ups) also answered a question about park benefits:

- 22 participants mentioned the benefits of having outdoor spaces to use, with seating provided
- 9 participants mentioned positive sentiments about the parks without mentioning any specific elements
- 6 participants mentioned the benefits of having greenery to combat the look and heat of the surrounding concrete areas
- 3 participants mentioned the safety benefits of having a pedestrian-friendly area and less car parking activity
- 3 participants mentioned the improved sense of community created in the parks
- 2 participants mentioned the potential of the parks to attract shoppers to local businesses.

The individual businesses and Trader Associations representatives who participated in a telephone interview were asked about their personal visits to other pop-up parks in Banyule and six of the seven people interviewed had not visited any other parks. When asked about their broad opinion about the pop-up park concept for Banyule, they said:

- *I think that would be a great idea to have more. If businesses and precincts like them (Trader Association representative).*
- *I think they're great. Depends on the area, how much space they take up and the look of the pop-up park. As long as it fits in with the personality of the area (Trader Association representative).*
- *I think it's a good idea. For the people complaining about car parks, just walk 10 to 20 minutes to get to another car park (East Ivanhoe business).*
- *I think it's a good idea. Makes the area more enticing to spend time in, especially when the weather is good. People are out and about which is nice. Good vibe (Greensborough business).*
- *I frequently use this park and believe there would be a benefit to the community to have more around (WaterMarc in Greensborough).*

The interviewees were also asked for their views about the value of having a pop-up park in their shopping centre - they said:

- *The overwhelming response has been so great. Being able to have that extra space has been phenomenal during COVID (Trader Association representative).*
- *I think it revitalises the area. That's the key, then it also turns it into a nice environment to meet. There is a café that looks out to the area and I can't comment on whether it has improved business, but I think more people are using the area (Trader Association representative).*





- *The parklets for each business are fine, but not when parking spaces are taken away. The pop-up park shouldn't be there. You shouldn't be pulling out trees to just replace with new ones (East Ivanhoe business).*
- *Most people see that the Council is doing something. The first impression is it's good (East Ivanhoe business).*
- *I think it's really good, I've not heard any negative feedback really (aside from ATM), people often comment that it's a great idea (Greensborough business).*
- *People love the seating and love sitting out there. People have commented they enjoy being part of nature at the Library. Highly valuable in summer (Ivanhoe Library).*
- *I think it's great, I've been working in this building for seven years, it's the first time we have had something like this. Looks much nicer, and creates more connected space (WaterMarc in Greensborough).*

**Positive and Negative Impacts of Pop-up Parks**

Businesses who answered the on-line survey were asked to rate the impact (positive or negative) on their own businesses due to the improvements made to create the three parks. Of the 21 businesses who completed the survey,

- 6 reported that the parks had a positive impact on their business
- 6 reported that the parks had no impact on their business
- 2 reported that the parks had a negative impact on their business
- 6 reported that the parks were too far away from their own business.

The individual businesses and Trader Associations representatives who participated in a telephone interview were asked about their personal observations of the impacts of the park in their area. Table 4 below summarises their observations and comments.

**Table 4: Impacts of Pop-up Parks**

Impact	Comments
Positive Impacts (n=5)	<ul style="list-style-type: none"> <li>● Creates a much nicer space visually, more people sitting out there having a chat, has increased business, provided more space (Greensborough Walk)</li> <li>● Has brought people to that space, having coffee and waiting for a friend, during summer people sitting under the trees, families coming to return library items, supported local traders, seen people out there eating food, people reading books (Ivanhoe Library)</li> <li>● Nice to see people out there, seats encourages people to hang out (Greensborough Walk)</li> <li>● Can use for more 'activations' that bring people to the shopping precinct. More attractive amenity, a good community meeting space, seating is deceiving but it's very cleverly done, materials used were good quality (Burton Crescent)</li> <li>● Everyone says how nice it looks, makes it connect with nature, looks like Council is doing something, not many people used the car parks anyway (Burton Crescent)</li> </ul>



<b>Negative Impacts</b> (n=6)	<ul style="list-style-type: none"> <li>● If anything, loss of the car park spaces. Nobody has raised this in a big way, don't think people are going to miss them (Burton Crescent)</li> <li>● Taken away business from us, waste of money, nothing there that is inviting for people to sit there, two bench seats that face the wall, not a nice garden, people that want to stop by and have a coffee but they can't now, should have left the car parks, a waste of space, it has given the wine bar slightly more space, but taken car parks away from others, get rid of half the planter boxes, trees don't bring people - tables and chairs do (Burton Crescent)</li> <li>● May hear one or two people complain, most people like it, 98-99% of people like it (Burton Crescent)</li> <li>● Only negative is one of the seats outside our business is close to an ATM, elderly customers withdrawing money from the ATM worry around safety, table and chairs set could be moved (Greensborough Walk)</li> <li>● In colder weather people aren't using it as much, not really a big issue, really don't see any negatives (Ivanhoe Library)</li> <li>● Taken over space previously used for outdoor activities, now the area is too small – negative impacts on shade/rain, want to be consulted about placement of plants (Greensborough Walk)</li> </ul>
<b>No Impact</b> (n=1)	<p><i>eg. may have expected something to change but didn't eventuate</i></p> <ul style="list-style-type: none"> <li>● Communal tables were communicated to us, but never delivered (Burton Crescent).</li> </ul>

**Improvements to Pop-up Parks**

Participants who attended the face-to-face consultation sessions or answered the on-line survey were asked about their suggested improvements to the three parks (refer to Table 5)..



**Table 5: Suggested Improvements to Pop-up Parks**

Greensborough Walk (n=26)	Ivanhoe Library and Cultural Hub (n=94)	Burton Crescent (n=27)
Food trucks/coffee carts (6)	Positive sentiment/no improvement suggested (21)	More community spaces without parking loss (3)
Creative design and look (5)	More seating, more comfortable (6)	Improved amenities - bike rack, public toilets (3)
Positive sentiment/no improvement suggested (5)	Rubbish bins (5)	Improve pedestrian safety - make a mall, bollards, slow down cars (3)
More greenery/landscaping (4)	Shade in summer/heating in winter (5)	Interactive childrens area (3)
Programming of events (4)	Garden maintenance/watering (3)	More greenery/landscaping (2)
Interactive childrens area (3)	Negative sentiment/no improvement suggested (3)	Extend the area (2)
Shaded areas (2)	Negative feedback about outdoor dining parklets (3)	Shade in summer/heating in winter (2)
Other single comments (4)	More promotion by Council (2)	More seating (2)
	Other single comments (3)	One-way street/move infrastructure to other side (2)
		Other comments (4)

Note: Number of respondents in table heading, number of comments in bracket beside suggestion.

Participants who attended the face-to-face consultation sessions made some improvement suggestions about the parks (not site-specific) about similar things - their suggestions were:

- Beautify the parks “by ensuring the trees are alive”, and landscaping.
- More bins for recycling and rubbish.
- Prefer traditional bench seats with a backrest not park bench style, “slats allow them to dry quickly but the wood ones stay wet longer”.
- Provide an interactive area to keep kids occupied.
- Weatherproofing - shade from the harsh sun.





The individual businesses and Trader Associations representatives who participated in a telephone interview were asked about potential improvements to the parks:

- Burton Crescent - add umbrella shade, more tables, and chairs, should have left at least two or three parking spaces.
- Greensborough Walk - repositioning tables and chairs, and planters (as previously noted under Negative Impacts).

### Outdoor Dining Parklets

The outdoor dining parklets are clustered in the southern part of the Banyule municipality in Upper Heidelberg Road, Ivanhoe; Burgundy Street, Heidelberg; and Silverdale Road, Eaglemont. The Conversation Co staff who conducted the face-to-face consultations at Greensborough Walk reported that some participants did not know about the outdoor dining parklets and had never visited one.

The individual businesses and Trader Associations representatives who participated in a telephone interview were asked about their overall views about the value of having outdoor dining parklets in their area. When asked about their broad opinion about the outdoor dining concept for Banyule, they said:

- *There's value provided not taking car parking (Trader Association representative).*
- *I think it should stay, I quite like them and people get used to them. Initially, they might arc up about parking, but then you realise they belong here. In the beginning, I complained that this was where I parked, but I don't think that way now. You quickly forget. Top of Heidelberg has weatherproofing, that is definitely a plus. (Trader near to one outdoor dining parklet)*
- *It's a good idea, I think because of COVID the idea of dining out, people prefer to eat outside as much as possible, regardless of the weather. Don't know what the future holds for that (COVID), may come back. Hospitality from a suburban point of view, more people choosing fewer days to get out and rely on the feeling of being comfortable and safe (Parklet owner).*
- *The overwhelming response has been so great. Being able to have that extra space has been phenomenal during COVID (Trader Association representative).*
- *They should not continue. I am a representative of a large group of traders in the area and believe it is ridiculous to consider extending the initiative. There are businesses that have accepted the parklet, and of course they would, it's free, but it is not fair to other traders and the lack of parking as a result (Trader Association representative).*
- *I think the parklets are great, good to be able to eat outside when the weather is good. Issues with car parking sometimes, but they increase businesses' footprint (Ivanhoe organisation).*



The frequency of visitation is affected by a number of factors other than the appeal of the parklet itself, such as the opening hours of the adjoining food premises and the type of venue (pub, restaurant, cafe, takeaway food) which attracts particular patrons. It is expected that visitation patterns will be different for a restaurant that opens for lunch and dinner hours only, compared to a cafe or takeaway food business that is open for 10-12 hours per day.

Table 6 shows the frequency of visitation to outdoor dining parklets by survey respondents who were residents, visitors or workers. As expected parklets outside cafes or take-away food businesses were more frequently visited than the parklets outside restaurants and hotels.

**Table 6: Frequency of Visitation to Outdoor Dining Parklets**

Outdoor Dining Parklet	Frequency of Visits (percentages)					
	Never visited/ not sure	Every day or weekly	1 - 2 times a month	Every few months	Couple of times a year	Not stated
Upper Heidelberg Road - Caffe Strada, Woodfire Pizzeria	23	16	27	14	12	8
Upper Heidelberg Road - Souva So Good, Gotham Doughnuts, Gelateria	27	12	27	12	13	9
Burgundy Street – The Alleyway cafe	25	25	19	11	5	15
Burgundy Street - Sir Henry Barkly Hotel	34	10	18	12	9	17
Burgundy Street – Little Black Pig & Sons	44	6	9	13	9	19
Burgundy Street - Elia Greek Tavern	44	4	11	13	8	20
Silverdale Road - Eaglemont Cellars	40	6	10	12	12	20

Note: Survey respondents who were residents, visitors or workers (n=313)

Table 7 shows the demographic characteristics of visitors to each parklet, for those who reported regular visits and those who reported no visits.

**Table 7: Visitor Characteristics - Outdoor Dining Parklets**



Outdoor Dining Parklet	Higher percentage of:	Higher percentage of:
	Never visited/ not sure	Visitor (regular or occasional)
Upper Heidelberg Road - Caffe Strada, Woodfire Pizzeria	Aged 25-44 years Heidelberg residents	Aged 45-64 years, Ivanhoe residents
Upper Heidelberg Road - Souva So Good, Gotham Doughnuts, Gelateria	Aged 65+ years (small n) Heidelberg residents	Aged 45-64 years, Ivanhoe and East Ivanhoe residents
Burgundy Street – The Alleyway cafe	Aged 45-64 years, 65+ years (small n) Ivanhoe residents	Aged 25-44 years, Heidelberg residents
Burgundy Street - Sir Henry Barkly Hotel	Aged 45-64 years, 65+ years (small n) Ivanhoe residents	Aged 25-44 years, Heidelberg residents
Burgundy Street – Little Black Pig & Sons	Aged 45-64 years, 65+ years (small n) Ivanhoe residents	Aged 25-44 years, Heidelberg residents
Burgundy Street - Elia Greek Tavern	Aged 45-64 years, 65+ years (small n) Ivanhoe residents	Aged 25-44 years, Heidelberg residents
Silverdale Road - Eaglemont Cellars	Aged 25-44 years, Heidelberg residents	Aged 45-64 years, Eaglemont and East Ivanhoe residents

Note: Survey respondents who were residents, visitors or workers (n=313). The abbreviation “small n” refers to a very small number of respondents.





Participants who attended the face-to-face consultation sessions (community pop-ups) also answered a simpler question about which outdoor dining parklets they had visited in the past six months. Again it should be noted that two of the four sessions were conducted on-site at The Alleyway cafe and Souva So Good.

Overall these 44 participants said they had visited the following outdoor dining parklets:

- Upper Heidelberg Road (Souva So Good, Gotham Doughnuts, Gelateria) - 21 participants.
- Upper Heidelberg Road (Caffe Strada, Woodfire Pizzeria) - 8 participants
- Burgundy Street (The Alleyway cafe) - 6 participants.
- Burgundy Street (Elia Greek Tavern) - 3 participants.
- Silverdale Road (Eaglemont Cellars) - 3 participants.
- Burgundy Street (Sir Henry Barkly Hotel) - 1 participant.
- Burgundy Street (Little Black Pig & Sons) - 1 participant.

In addition, five participants said they had visited an outdoor dining parklet but couldn't remember which one.

**Perceptions (Positive and Negative) of Outdoor Dining Parklets**

Participants who attended the face-to-face consultation sessions or answered the on-line survey were asked for their views about the outdoor dining parklets. Table 8 shows the positive or negative sentiments most commonly mentioned by participants.

**Table 8: Visitors Perception of Outdoor Dining Parklets**

Nature of Comment	Number of Comments (% of 357 participants)
General positive comments (eg fantastic, amazing, big fan)	126 (35%)
Positive - adds to community vibe/atmosphere, meeting places	97 (27%)
Positive - good for business, more trade for the area	23 (6%)
Positive - COVID-safety outdoors	18 (5%)
Positive - Better use of space compared to car parks	15 (4%)
Positive - Look attractive, adds visually to the area	8 (2%)
Positive - Makes area safer (cyclists, less anti-social behaviour)	4 (1%)
Positive - Family friendly, good for prams	4 (1%)



Negative - loss of parking	18 (5%)
Negative - not weather resistant enough during colder months	9 (3%)
Negative - not used, a waste of money	8 (2%)
Negative - unsafe sitting near the roads	7 (2%)
Negative - infrastructure needs to be improved	6 (2%)
General negative comments	3 (1%)
Negative - unfair advantage to some businesses, inequitable	2 (1%)
Negative - block/clog up footpaths	2 (1%)

Note: Survey respondents who were residents, visitors or workers (n=313) and participants at face-to-face consultation sessions (n=44). Multiple views may be provided by participants so total percentages will exceed 100%.

Businesses who answered the on-line survey were asked to rate the impact (positive or negative) on their own businesses due to the introduction of outdoor dining. Of the 21 businesses who completed the survey,

- nine reported that the parklets had a positive impact on their business
- two reported that the parklets had no impact on their business
- five reported that the parklets had a negative impact on their business
- five reported that the parklets were too far away from their own business.

Some businesses provided a comment about the nature of these impacts and these are summarised in Table 9 below. Table 9 also shows the impacts noted by the five individual businesses or Trader Associations representatives who participated in a telephone interview.

**Table 9: Impacts of Outdoor Dining Parklets**

Impact	Business Comments
Positive Impacts	<u>Businesses who answered the on-line survey</u> Has brought more people to the street/brings the bustling atmosphere to the streets Brings more new customers into the area/encourages local residents to support local businesses People like to sit outside in the fresh air and can maintain distance (COVID-safe) Experienced a lot of positive impact with the community
	<u>Businesses/Trader Associations interviewed</u> Limited positives due to weather conditions and businesses not open during the day Good for business during COVID/offering outside dining as a point of difference Looks great and makes the street look lively
Negative	<u>Businesses who answered on-line survey</u>



<p><b>Impacts</b></p>	<p>Parking for patrons must be a priority providing safe, secure, quick and easy access to and from parking spaces</p> <p>Two businesses have closed at 187–209 Upper Heidelberg Road since the parklets were introduced (and were parklet beneficiaries)</p> <p>Less parking for customers/parking in the street has been impacted/parking in Ivanhoe is difficult with lack of spaces</p> <p>Reduces the amount of available on-street parking during winter periods where people prefer to park closer, customers have said it's a deterrent</p> <p>Take up too much of the footpath</p> <p><u>Businesses/Trader Associations interviewed</u></p> <p>Received feedback that parklets are taking away directly from other businesses - customers can't park on the street and parklets not being utilised a lot so perception is parklets are empty and customers can't find parking. Parklets have divided the street - parklet owners versus all other traders. Parklets were forced on us, and the 2021 deadline was not honoured.</p> <p>Only meant to be there until 30 June 2021, weren't notified by Council about the extension, massive reservations, 9 out of 9 members voted against the extension.</p> <p>One of the parklets was quite large for one evening business, had three spaces and they didn't make it as useful.</p>
<p><b>No Impact or Business Located Too Far Away</b></p>	<p><u>Businesses who answered the on-line survey</u></p> <p>Only one outdoor dining area near me that is well controlled and unintrusive (no impact).</p> <p>Still reduced parking availability to our customers (too far away)</p> <p><u>Businesses/Trader Associations interviewed</u></p> <p>Don't experience any major parking issues as there is other parking available nearby, and most visitors walk.</p>





**Improvements to Outdoor Dining Parklets**

The top ten improvement suggestions are listed for each of the outdoor dining parklets in Table 10; however it should be noted that respondents commonly mentioned the same improvement suggestion for multiple sites.

**Table 10: Suggested Improvements to Outdoor Dining Parklets**

Outdoor Dining Parklet	Suggested Improvements or Changes
Upper Heidelberg Road - Caffè Strada, Woodfire Pizzeria (n=62)	Heating/covers/enclosures for cold and wet weather (17) Make permanent/longer period to operate (11) Positive sentiment but no changes suggested (10) No changes suggested (8) Remove them, return to car parks (6) Expand size of parklets or add parklets (4) Add more greenery/trees (4) Provide shade options (4) Review due to shops closing (3) Negative sentiment but no changes suggested (2)
Upper Heidelberg Road - Souva So Good, Gotham Doughnuts, Gelateria (n=58 surveys, N=8 pop-ups)	Heating/covers/enclosures for cold and wet weather (14) Positive sentiment but no changes suggested (12) Make permanent/longer period to operate (10) Remove them, return to car parks (7) No changes suggested (6) Expand size of parklets or add parklets (4) Make it feel safer re anti-social behaviour (4) Add more greenery/trees (3) Make more room on the footpaths (3) Provide shade options (3)
Burgundy Street – The Alleyway cafe (n=63 surveys, n=36 pop-ups)	Heating/covers/enclosures for cold and wet weather (24) Positive sentiment but no changes suggested (23) Make permanent/longer period to operate (13) Expand size of parklets or add parklets (7) No changes suggested (6) Remove them, return to car parks (6) More investment from Council (6) Provide adequate parking in nearby areas (6) Make it feel safer regarding traffic barriers (5) Reduce traffic speed, accessibility (4)
Burgundy Street - Sir Henry Barkly Hotel (n=40)	Positive sentiment but no changes suggested (10) Make permanent/longer period to operate (8) Heating/covers/enclosures for cold and wet weather (5) Remove them, return to car parks (4) No changes suggested (3) Add more greenery/trees (3) Expand size of parklets or add parklets (2) Reduce traffic speed, remove bollards (2) Negative sentiment but no changes suggested (1)



	Make more room on the footpaths (1)
Burgundy Street – Little Black Pig & Sons (n=36)	<p>Make permanent/longer period to operate (6)                  No changes suggested (5)                  Positive sentiment but no changes suggested (5)                  Remove them, return to car parks (5)                  Add more greenery/trees (3)                  Heating/covers/enclosures for cold and wet weather (3)                  Negative sentiment but no changes suggested (2)                  Expand size of parklets or add parklets (2)                  Revitalise-look elsewhere for examples (2)                  Make it feel safer re crowding (2)</p>
Burgundy Street - Elia Greek Tavern (n=34)	<p>No changes suggested (6)                  Make permanent/longer period to operate (6)                  Remove them, return to car parks (5)                  Positive sentiment but no changes suggested (4)                  Heating/covers/enclosures for cold and wet weather (4)                  Expand size of parklets or add parklets (2)                  Add more greenery/trees (2)                  Provide shade (2)                  Negative sentiment but no changes suggested (1)                  Revitalise-look elsewhere for examples (1)</p>
Silverdale Road - Eaglemont Cellars (n=45)	<p>No changes suggested (9)                  Positive sentiment but no changes suggested (8)                  Heating/covers/enclosures for cold and wet weather (6)                  Make permanent/longer period to operate (5)                  Expand size of parklets or add parklets (5)                  Remove them, return to car parks (5)                  Negative sentiment but no changes suggested (2)                  Lighting for night (2)                  Make it feel safer re anti-social behaviour (2)</p>

Note: Survey respondents who were residents, visitors or workers (n=313) and participants at face-to-face consultation sessions (n=44). Multiple views may be provided by participants so total percentages will exceed 100%.

Businesses who answered the on-line survey were also asked to suggest improvements to the outdoor dining parklets. Of the 21 businesses who completed the survey, seven suggested the following:

- two suggested that the parklets be closed and the car parking spaces restored
- two suggested that heating be provided in colder months
- Other improvements - prevents roofing or side walls (too dark), more cleaning of footpaths and emptying bins, ensuring all people can enjoy the spaces.

Two individual businesses or Trader Associations representatives (who participated in a telephone interview) suggested improvements to the outdoor dining parklets - one mentioned heating and cooling, lighting and shelter (have to be conducive to people wanting to sit in them) and watering of plants.



### **Parking Availability**

Residents, visitors and workers were asked in the on-line survey if the availability of parking had changed in any way (compared to pre-COVID-19 conditions) assuming they usually travelled by car to the outdoor dining areas. In total 227 participants answered this question, from a possible 313 participants:

- 64% reported no change in parking availability or time it takes them to find a park.
- 17% were not car drivers and used other modes of transport.
- 13% reported that parking availability was worse than pre-COVID-19 conditions.
- 6% reported that parking availability was better than pre-COVID-19 conditions. Due to small sample size, further analysis of those who reported that parking availability was worse was not conducted.

Due to small sample size, further analysis of those who reported that parking availability was “worse” was not conducted.

### **Pending Council Decision**

Table 11 shows the opinions expressed by various participants on the question of the pending Council decision about the future of the outdoor dining program. With the exception of the 21 businesses who answered the on-line survey, the consistent view was that Council should expand the program to other locations, improve the parklets for use in colder weather, or just keep the original parklets as they are currently (same locations, no expansion).





**Table 11: Council Decision on Future of Outdoor Dining Parklets**

Participants by Connection to Banyule	Council should keep them as they are currently are (No.)	Council should improve them for use during colder weather (No.)	Council should re-instate the footpath/car parking spaces (No.)	Council should provide more outdoor dining parklets (No.)	Council should add events and activities for shoppers (No.)
Residents - on-line survey	51	144	11	61	6
Visitors and workers - on-line survey	3	12	3	8	1
Dotmocracy activity at pop-ups	KEEP = 46	IMPROVE = 19	REMOVE = 1	EXPAND = 22	na
Postcards completed at pop-ups	11	18	0	19	na
Businesses - on-line survey	1	9	10	1	0
Businesses/Trader Assoc. reps - interviews*	6	6	3	8	6
<b>TOTAL</b>	<b>118</b>	<b>208</b>	<b>28</b>	<b>119</b>	<b>13</b>

Notes: Businesses/Trader Assoc. reps interviews and postcards completed at pop-ups - participants able to choose multiple options. Five options for Council were presented in the on-line survey, some of which could be combined with other options (eg. expand the program and provide cold weather protection) . However responses to this question were limited by a technical issue with the on-line survey - it was intended as a multi-response question however it was only collected as a single response question. Interpretation of the respondent's choice is that the option selected was their main preference. The "Dotmocracy" activity conducted at the face-to-face consultation sessions involved a simpler set of options being KEEP, IMPROVE, REMOVE or EXPAND.

Only a small number of participants (one or two each) made suggestions for other options for Council to pursue - these suggestions were:

- Provide more outdoor dining in other locations only if they do not impact parking.
- Reconfiguring Grimshaw Street Greensborough to allow for bike paths and permanent outdoor dining.
- Reconfiguring Burgundy Street Heidelberg (between Cape and Hawdon Streets).

#### Future Funding Models

The 21 businesses who answered the on-line survey and the 11 businesses interviewed



provided their opinion about the most sustainable way to cover the costs if the outdoor dining parklets continued into the future.

Their responses were:

- Ten believed that businesses who directly benefit should fully fund the costs and ongoing maintenance.
- Eight proposed an alternate opinion - that businesses and Council could agree to share costs by formal agreement.
- Five believed that Council should seek further grant funding from State and/or Federal governments.
- Four believed that Council should fully fund using income from rates/fees and charges.
- Two believed that Council should partially fund using income from rates/fees and charges.
- Three businesses provided other (non-specific) responses.

The 11 businesses who did a telephone interview were also asked "If these outdoor dining areas continue into the future (or made permanent), how should Council best manage requests from other traders for new parklets, or requests for more Council funding?". In summary their responses were:

- Consult the Traders Association (Trader Association representative).
- Conduct an annual expression of interest or application process with a set Council budget (Trader Association representative).
- Assess on a case-by-case basis (Trader Association representative).
- Expression of interest and assess based on the activities programmed for the space, prioritise community connection.

These 11 businesses were also able to make a closing comment at the end of the interviews and they said:

- *Council as a whole it's been really nice having the parklets, shows they want to reinvigorate the local business community. If they were serious, they would really listen to business owners. They would look at removing the heritage overlay, you can't put your own branding. If you're putting your own money into something you would want to be able to have this there. This is a sticking point for businesses not coming to Ivanhoe (Business located near outdoor dining).*
- *I don't think parklets fit in every centre, it's important to know that it comes down to the area/location. Not sure whether parklets along the spine of a major shopping centre would work. I think they're great for streets like Burton Cres, shopping precincts that have maybe offshoot streets that can be utilised. We don't like to lose carparks, but the benefit outweighs the loss in that sense (Trader Association representative).*
- *I think outdoor dining is fantastic. You may hear people that didn't get outdoor dining at the start and they were angry. All my customers say "that's why it's like Europe, outdoor dining everywhere and it's amazing" everyone talks about the atmosphere in Europe, the*



*community gets together, sit outside and people get a buzz. Lots of people have pets and it even helps them more. It helps more income. People saying why will it stop? They have been sitting there for the last year, nobody getting injured or upset. At the end of the day we sell more alcohol on hot days with people sitting out there. It's a win for everyone. Even if they said we have I was the first one to get onto it (Burton Crescent business).*

- *I think they have just been a great idea. It allows customers to sit and relax, and myself to eat lunch outdoors in a nice space. It connects the area and makes it a little more lively. I would love to be kept up to date on how the meeting in June goes (WaterMarc in Greensborough).*
- *It's about asking the right questions. Even the questions today aren't getting beneath the surfaces. "How do you feel about these parklets impacting other businesses?" (Trader Association representative).*
- *Thank Council for being so great and supportive and supporting continuation. Very visionary (Trader Association representative).*





## 5. Recommendations

Based on the key findings from community engagement conducted during April-May 2022, the following recommendations are made:

### **Pop-up parks - Greensborough, Ivanhoe Library and East Ivanhoe**

1. That Council prepares and implements an ongoing communications plan to inform residents, local workers and visitors of the purpose and features of the three pop-up parks. The use of the terminology “pop-up park” should be reviewed and explained to residents.
2. That Council prepares a year-round events program to increase awareness and visitation to the three pop-up parks, focusing on Greensborough Walk and Burton Crescent.
3. That Council consider programming mobile food and drink vendors (on event days or where appropriate) for Greensborough Walk patrons.
4. That Council liaise with the adjoining bank in Greensborough Walk regarding the perception of safety issue noted by residents (seating and teller machine location).
5. That Council liaise with the recreation providers from WaterMarc regarding the location of Greensborough Walk infrastructure and its impact on their services.
6. That Council ensure that infrastructure maintenance, vegetation maintenance, rubbish removal and street cleaning is of the highest standard at the three pop-up parks.
7. That Council investigate options for provision of public toilets facilities close to Burton Crescent, East Ivanhoe.
8. That Council monitor actual and perceived pedestrian safety in Burton Crescent, East Ivanhoe.
9. That Council monitor opportunities to install additional pop-up parks in Banyule to capitalise on the noted benefits for local amenity, support to small businesses and community connection.
10. That Council continue to liaise with the East Ivanhoe Trader Association and individual traders regarding patron use of Burton Crescent over the remainder of the 2022 year, in particular the need for outdoor heating during colder weather.



### Outdoor Dining Parklets

11. That Council retains an ongoing program of outdoor dining parklets in Banyule, for the remainder of the current Council term.
12. That Council considers the preparation of a new Council policy that articulates the purpose of the outdoor dining program, the criteria for maintaining the current locations or adding new locations, patron comfort requirements, occupational health and safety and accessibility and the funding model to be used for the establishment and maintenance of parklets. Policies have recently been introduced by several local governments in Victoria.
13. That Council 'fast-track' the preparation of an outdoor dining policy or in the interim, review the utilisation of specific parklets where food businesses have closed since early 2021 (187–209 Upper Heidelberg Road); or where the parklet is only open for limited hours (eg. only after 5pm).
14. That Council liaise with current parklet owners to ensure patron comfort and maximum utilisation during colder weather in 2022 through the provision of outdoor heating and/or enclosures subject to occupational health and safety requirements.
15. That Council actively promote the car parking options and likely availability near to the current outdoor dining parklets, and promote sustainable transport where appropriate.
16. That Council prepares and implements an ongoing communications plan to inform residents, local workers and visitors of the purpose and features of the outdoor dining parklets. Case studies of non-parklet owning businesses benefitting from the additional visitors would be helpful to demonstrate the indirect benefits of the program. In the interim a communications plan targeting residents in the northern part of the municipality would increase awareness of the current outdoor dining parklets.
17. That Council actively program community activities, entertainment or trader promotions in the parklet spaces when not in use by food businesses, to emphasise the value of these community meeting places and spaces.
18. That Council liaise with the current restaurant and hotel parklet owners to discuss ideas to promote winter use of the parklets and alternate uses of the spaces outside venue opening hours. That Council also liaise with the current restaurant and hotel parklet owners regarding shade options during summer months.
19. That Council reviews traffic speeds, bollards/screens and patron perception of safety at all current outdoor dining parklets to identify any potential enhancements.
20. That Council reviews footpath access and pedestrian movements at all current outdoor dining parklets to identify any potential safety enhancements.
21. That Council review infrastructure in the adjoining car parks to ensure car users can easily and comfortably move from the car park to the outdoor dining parklets and surrounding shops.
22. That Council benchmark other councils' funding models to determine how parklet owners and Council can share the costs of an outdoor dining program.
23. That Council continue to monitor car parking availability across the municipality in the light of behavioural changes due to the COVID-19 pandemic.



**Project Communications**

24. That Council prepares and implements a communications plan across all channels to provide an update on the project, the next steps for Council and to thank the participants for sharing their views and time.
25. That Council publishes and promotes the infographic summary to help stakeholders to digest the engagement feedback in an easy to understand format.







# Purpose of this document

## The Council Plan 2021-2025 was adopted by Council on 25 October 2021 after a comprehensive review process.

The Council Plan 2021-2025 – Year 2 Annual Action Plan 2022/2023 outlines initiatives and priority services Council will deliver to achieve strategies of the Council Plan (and Banyule Community Vision 2041).

The Year 2 action plan responds to the strategic objectives (Community Priority Themes) and has been developed based on a range of considerations, including:

- Integration with Banyule's Health and Wellbeing Priorities for 2021-2025 and Banyule's Climate Action Response.

- Organisational and service area strategic planning discussions during October 2021 – March 2022 which were closely linked to annual review of the Budget, Capital Works and Initiatives Programs, and key plans.
- Incorporating elements from key supporting plans and policies adopted by Council (and capturing key plans and policies under review or development).
- Actions are aligned with and resourced through the budgeting process.
- Monitoring progress of the Year 1 (2021/2022) action plan, especially given the impacts of COVID-19, and challenges presented by a range of unforeseen circumstances.
- Responding to feedback and input received through continued and ongoing community engagement.

### 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.





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# Message from the Mayor and CEO

**This is a very specific plan of actions that Council will undertake during 2022/2023 to deliver on our Council Plan 2021-2025.**

Each action is underpinned by consultation that ensures we are delivering the services and facilities our community needs and wants. In creating these actions we held a series of in-person and online community meetings to make sure we are on the right track.

## Responding to challenges

The rising amount and cost of waste is a major challenge Council will address. Our FOGO (Food Organics and Garden Organics) waste service begins on 4 July and to increase transparency and flexibility around rising waste costs we are changing the way we structure rates. The costs of waste services will be separated from general rates and two new waste rates will allow us to accurately generate enough income to cover the true costs of providing those services. FOGO and other waste-reduction initiatives are critical to help us reduce landfill levies and mitigate the rising cost of waste.



Mayor Cr Elizabeth Nealy



CEO Allison Beckwith

## Climate action and community support

The continued roll out of Council's electric vehicles and electrification of our facilities and communities are just two of many actions that are propelling us towards our climate action goals of being a net zero organisation by 2028 and a carbon-neutral community by 2040.

Recovering from the COVID-19 pandemic continues to be important as we emerge from the acute phase of the pandemic. Extending our hardship support, supporting local business and offering events and activities to connect our community are just some of the ways we are helping.

## Improving Banyule

There are many exciting large projects in the year ahead. We will complete planning for the new Rosanna Library, ready to begin building it in 2024, and we will finalise details for a new Watsonia Town Square. Montmorency is being transformed by a major upgrade of Were St that will be completed this year and there will be more improvements in East Ivanhoe, revitalising the village with improved access and new community spaces. We will deliver the final components of the Olympic Park Masterplan, realising our vision for a state-of-the-art

sporting, cultural and environmental precinct in Heidelberg West.

More than \$3 million in footpath replacements is just one of countless everyday actions that keep our community working smoothly.

And, of course, planning for the Banyule of the future never stops. We are beginning a review of our Housing and Neighbourhood Character strategies to make sure Banyule remains a great place to live, play and do business.

We are proud to say that every action in this plan brings us closer to our Banyule Community Vision 2041:

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

Cr Elizabeth Nealy  
Mayor

Allison Beckwith  
Chief Executive Officer



# 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:



# 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 Elizabeth Nealy**  
Mayor

Beale Ward, Elected 2020  
(Current Term Expires  
October 2024)  
Mayor 2021/2022



**Cr Alison Champion**  
Deputy Mayor

Sherbourne Ward, Elected  
2016 Current Term Expires  
October 2024  
Mayor 2019/2020  
Deputy Mayor 2021/2022,  
2018/2019



**Cr Rick Garotti**

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



**Cr Tom Melican**

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 Mark Di Pasquale**

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



**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



## Annual Action Plan 2022/2023






### 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 2022/2023	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 activities featuring a diverse range of accessible and inclusive wellbeing and recreational opportunities.	Minimum of six activities delivered at the end of each school holiday term.	Youth Services 
	1.1.2 Create a timetable and program of activities for older adults and pilot a project for health practitioners to provide support on using equipment at Ivanhoe Park's Seniors Exercise Park.	Project pilot for health practitioners to provide support on using equipment at Ivanhoe Park's Seniors Exercise Park delivered and evaluated by June 2023.	Community Connections 
	1.1.3 Implement the new Sporting Reserve User Guide and Allocation Policy that supports fair and equitable access and use of our sports facilities and infrastructure.	Guide successfully introduced to sports clubs by December 2022 and there is evidence of clubs actively utilising it as a reference guide and tool.	Sports, Recreation and Community Infrastructure 
	1.1.4 Review the Recreation Plan 2017 - 2021 and develop a new Recreation and Sports Plan.	New Sports and Recreation Plan considered for adoption by Council by June 2023.	Sports, Recreation and Community Infrastructure 
	1.1.5 Conduct an audit of Banyule sporting facilities focussing on canteens, kitchens, social rooms and amenities.	Banyule sporting facilities audit completed by June 2023 and integrated into Community Infrastructure Plan.	Sports, Recreation and Community Infrastructure 
	1.1.6 Implement a range of initiatives and programs that support participation in sports, recreation and leisure, and build and strengthen the capacity of sporting clubs.	<ul style="list-style-type: none"> <li>- Five club development workshops delivered</li> <li>- Sport and recreation web page developed</li> <li>- Inclusive abilities toolkit launched with at least three new all abilities activities implemented</li> <li>- New sporting grants program launched</li> <li>- Evidence of clubs developing inclusion action plans.</li> </ul>	Sports, Recreation and Community Infrastructure 

### 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 2022/2023	Annual Target/Measure	Responsible Service
1.2 Provide a range of services and programs, and work with relevant partners to enhance health and wellbeing outcomes and social cohesion	12.1 Undertake an evaluation of the developed Bellfield Outcomes Framework.	Key measures developed and evaluated with Social Return on Investment methodology.	Community Partnerships
	12.2 Consider the findings and recommendations of the Shop48 review to inform the strategic direction for the model of operation.	Future model determined by June 2023.	Community Partnerships
	12.3 Implement the Neighbourhood Houses Strategic Partnership Framework.	Key outputs from the framework are met.	Community Partnerships 
	12.4 Continue partnership with the Orange Door organisation.	Four partnership meetings held by June 2023.	Community Partnerships 
	12.5 Deliver the Banyule Community Grants Program.	Banyule Grants Program is delivered in line with the Policy and Guidelines by June 2023.	Community Connections 
	12.6 Develop new funding agreements (formerly Service Level Agreements) to be used for funded community organisations across Banyule.	New funding agreements established by June 2023.	Aged Services
	12.7 Transition the Social Support Programs to the Bellfield Community Hub, providing a welcoming venue to support older people in the local area.	Social Support Programs transitioned to the Bellfield Community Hub by June 2023.	Community Connections 
	12.8 Undertake public awareness and promotional activities and advocacy to address ageism and elder abuse.	Deliver Elder Abuse Awareness Day events.	Community Connections 
	12.9 Lead social research to inform and support actions on Banyule's health priorities in partnership with the Inclusive Banyule Advisory Committee.	Social research undertaken on Social inclusion; Increasing active living; and Increasing healthy eating.	Community Impact 




 = Action supports the Municipal Public Health and Wellbeing Plan.



## Annual Action Plan 2022/2023






### Our Inclusive and Connected Community

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Strategy	Annual Action for 2022/2023	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	12.10 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 2023.	Youth Services 
	12.11 Provide development opportunities to local sector professionals and parents through the Banyule Nillumbik Youth Services network.	Minimum of five development opportunities delivered by June 2023.	Youth Services
	12.12 Deliver a series of school and community workshops to support the mental health and wellbeing of young people.	Minimum of ten in school/ community workshops focused on mental health and wellbeing of young people delivered annually.	Community Connections 
	12.13 Deliver Seniors Festival Week events and activities.	Annual Seniors Festival activities delivered in accordance with Seniors Victoria programming.	Community Impact
	12.14 Co-convene the Banyule Nillumbik Family Violence Network for workers in the community sector to provide information sharing, capacity building and emerging opportunities.	Five network meetings convened by June 2023.	MCH and Immunisation Services 
1.3 Provide and promote arts and cultural experiences to enhance community connectedness, engagement and a sense of wellbeing	1.31 Deliver a range of community festivals and events, including Malahang Festival, Carols by Candlelight, Twilight Sounds, Eco Festival and Chillin' in Banyule.	<ul style="list-style-type: none"> <li>- Eco Festival by November 2022</li> <li>- Carols by Candlelight by December 2022</li> <li>- Twilight Sounds by March 2023</li> <li>- Malahang Lantern Festival by April 2023</li> <li>- Chillin' in Banyule by June 2023.</li> </ul>	Arts and Culture
	1.32 Review the Arts and Culture Strategic Plan and Art Collection Policy.	Revised Arts and Culture Strategic Plan and Art Collection Policy considered for adoption by Council by December 2022.	Arts and Culture

### Our Inclusive and Connected Community

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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
1.3 Provide and promote arts and cultural experiences to enhance community connectedness, engagement and a sense of wellbeing	1.3.3 Engage a diverse range of local artists and community groups in the creation and delivery of an annual program of high-quality arts and cultural experiences.	<ul style="list-style-type: none"> <li>Arts program developed and implemented by June 2023</li> <li>Year-round utilisation of arts spaces at the Ivanhoe Library and Cultural Hub</li> </ul>	Arts and Culture 
	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"> <li>230 participants in Pinpoint Artists Network</li> <li>Minimum of six networking and professional development programs</li> <li>Distribution of \$60,000 to Arts and Culture Project Grant Pool.</li> </ul>	Arts and Culture 
	1.3.5 Deliver Jets Creative Arts programs that foster social connection, skill development and creative expression for young people.	A minimum of six activities, workshops or sessions delivered each term.	Youth Services 
1.4 Actively support and facilitate infrastructure, services and programs that address community safety	1.4.1 Deliver improved pedestrian access at priority locations.	Capital works projects completed by June 2023 at nominated sites, including: Rattray Road, Montmorency, Martins Lane, Yallambie, Henry Street, Greensborough, St Helena Road, St Helena and Bannockburn Road, Viewbank.	Transport Engineering 
	1.4.2 Implement traffic speed and volume measures at nominated locations.	Speed and volume treatments constructed in Mountain View Road, Montmorency.	Transport Engineering
	1.4.3 Implement the Banyule Resilient and Safe Framework.	Key outputs from the framework are met by June 2023.	Community Impact 
	1.4.4 Develop and implement year 3 of the Banyule Graffiti Strategy 2020-2023.	Year 3 action plan completed by June 2023.	Community Impact

 = Action supports the Municipal Public Health and Wellbeing Plan.

## Annual Action Plan 2022/2023

### 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 2022/2023	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 and activation actions implemented.	First Nations
	1.5.2 Improve opportunities and reduce disadvantage for Aboriginal and Torres Strait Islander communities.	Banyule's Reconciliation Action Plan implemented.	First Nations 
	1.5.3 Undertake ecological, cultural, land and water management at Banyule Flats and Banyule Billabong with the Narrap team.	<ul style="list-style-type: none"> <li>- Ecological, cultural, land and water management undertaken at Banyule Flats and Banyule Billabong with the Narrap team.</li> <li>- Indigenous food garden maintained and improved on the banks of Banyule Billabong by June 2023.</li> <li>- Margins of the wetland and the southeast of the Billabong revegetated by June 2023.</li> </ul>	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 a series of culturally appropriate activities, workshop and events as part of the Diverse Communities Project, with the aim of uplifting and supporting our diverse community.	Minimum of six culturally appropriate activities, workshop and events delivered by June 2023.	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.	Deliver weekly sessions during school term.	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 thirty referrals and/or support sessions completed annually.	Youth Services 



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Strategy	Annual Action for 2022/2023	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	1.6.4 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 
	1.6.5 Participate in the delivery of relevant community awareness campaigns and activities about gender equity and gender based violence.	Community awareness campaigns delivered at the following events: - Chillin' in Banyule by June 2023 - Malahang Lantern Festival by April 2023 - Carols by Candlelight by December 2022 - Twilight Sounds by March 2023 - Eco Festival by November 2022	Community Impact 
	1.6.6 Collate and share a toolkit of resources to support organisations to embed social justice principles into core business.	Toolkit introduced to service units and survey undertaken to measure visibility and useability.	Community Impact 
	1.6.7 Ensure LGBTI needs are considered and embedded in all service planning for older adults and maintain Rainbow Tick accreditation.	Rainbow Tick for Age-friendly Programs maintained.	Aged Services 

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## Annual Action Plan 2022/2023


### 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 2022/2023	Annual Target/Measure	Responsible Service
<b>1.7 Provide a range of services and programs that support the development of children, young people and families</b>	1.7.1 Deliver responsive Maternal and Child Health (MCH) services and programs in line with current standards of practice.	Meet service delivery targets indicated by the Department of Health, and the Department of Families, Fairness and Housing.	MCH and Immunisation Services
	1.7.2 Implement actions of the Child and Youth Framework.	Child and Youth Framework year 2 actions completed by June 2023.	Early Childhood Services
	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
<b>1.8 Strengthen community preparedness and resilience for emergency events</b>	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 the Banyule MEMPC and NWMR EM Collaboration, Deputy Chair for the REMPC. Four meetings per year for REMPC and MEMPC and participate in the Collaboration Working Groups monthly.	Emergency Management and Public Health Protection
	1.8.2 Complete the reviews of all emergency management plans and sub-plans.	Lead the completion of scheduled reviews in collaboration with MEMPC members and in accordance with the EM Forward Schedule.	Emergency Management and Public Health Protection 
	1.8.3 Undertake preparedness activities in line with emergency management plans and legislation.	<ul style="list-style-type: none"> <li>- Online Emergency Management Induction Module for staff in place in learning management system</li> <li>- One recruitment session held per year</li> <li>- Council Emergency Operations Centre requirements reviewed annually</li> <li>- Attendance at annual pre-season briefings and post-season reviews.</li> </ul>	Emergency Management and Public Health Protection

### Our Inclusive and Connected Community

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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
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.	Emergency Management and 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 - Smoke free requirements incorporated into the Footpath Trading Permit.	Emergency Management and Public Health Protection 
	1.9.3 Coordinate and deliver immunisation services to protect children from vaccine preventable diseases.	Immunisation targets >95% per cohort.	MCH and Immunisation Services
	1.9.4 Promote public health matters and respond to changes in the public health needs of the community including food safety, allergens, hygiene and potential nuisances.	Emerging public health matters shared with the appropriate communities.	Emergency Management and Public Health Protection




 = Action supports the Municipal Public Health and Wellbeing Plan.



## Annual Action Plan 2022/2023



### 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 2022/2023	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 through implementation of Older Adult Support and Information Services.	Increase in number of people supported through the Older Adult Support and Information Services program.	Community Connections
	1.10.2 Deliver the Older Adults Commonwealth Home Support Community Connection Program (with Social Support Individual Funding) to reduce social isolation and loneliness for older people.	Flexible program delivered which meets needs of older people as part of CHSP funded services for community connection (in line with the funding agreement and outlined deliverables).	Aged Services 
	1.10.3 Review and update the Age-friendly Strategy.	Age-friendly Strategy considered for adoption by Council by December 2022 which continues to strengthen and support Banyule's Age Friendly City programs in line with World Health Organisation parameters.	Community Connections 
	1.10.4 Offer a range of supports for people who are caring for older people in their homes.	Carer support program delivers a range of innovative and supportive programs, activities and social supports to carers of all ages within Banyule.	Aged Services 
	1.10.5 Support older people's independence, wellbeing and community participation through planning and delivering sustainable aged and disability services and programs which reflect community need.	Commence a Community Meals pilot program in tandem with Community Garden and local agency collaboration.	Aged 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 2022/2023	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	1.10.6 Support community participation for older people through clear communication and dissemination of relevant information.	Project undertaken to analyse and update publications - Age in Focus, Older Adults Recreation Program newsletter to ensure future sustainability and decrease duplication (targeted readership).	Community Connections
	1.10.7 Advance a Community Bus Service pilot project.	Community Bus Service pilot project commenced and an initial evaluation report prepared by June 2023.	Community Connections
1.11 Deliver a range of services and programs to become the leading Council in supporting and empowering people with disabilities	1.11.1 Support the organisation to uphold legislation, embed inclusive practice and measure inclusion.	Report on progress of Gender & Equalities Impact Assessments presented to Council.	Community Impact 
	1.11.2 Implement the Inclusive Banyule Framework 2022-2026.	- Implementation plan for year 1 delivered - Implementation plan for year 2 developed in consultation with Banyule advisory committees.	Community Impact 
1.12 Enable and empower philanthropic and business partners to support our community through the establishment of the Banyule Community Fund	1.12.1 Appoint a Banyule Community Foundation Officer to establish foundation guidelines, policy and protocols.	Banyule Community Foundation Officer appointed and foundation guidelines established by August 2022.	Community Connections

 = Action supports the Municipal Public Health and Wellbeing Plan.

## Annual Action Plan 2022/2023

### 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 2022/2023	Annual Target/Measure	Responsible Service
<b>2.1 Protect and enhance our natural environment, providing connected habitat for diverse flora and fauna</b>	2.1.1 Establish a baseline of biodiversity health in Banyule.	Annual report on key metrics identified through the Biodiversity Monitoring Program delivered by June 2023.	Environmental Sustainability
	2.1.2 Finalise preparation of the Eltham Copper Butterfly masterplan for Banyule bush reserves, including Mayona Road Reserve.	Eltham Copper Butterfly masterplan for Banyule bush reserves considered for adoption by Council by March 2023.	Bushland Management
	2.1.3 Control the environmental weeds throughout priority Bushland reserves.	Weed Management Strategy year 2 actions implemented by June 2023, with a focus on priority environmental weeds within bushland reserves.	Bushland Management
	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, including: Banyule Flats Reserve, Darebin Creek northern grasslands, and Plenty River.	Bushland Management
	2.1.5 Advocate for habitat retention within North East Link (NEL) and other major projects, retaining offset plantings in Banyule and focusing on wildlife corridor connections.	Input is provided to NEL recommending environmental improvement opportunities.	Environmental Sustainability



### Our Sustainable Environment

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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
<b>2.2 Minimise stormwater pollution and the impacts of flooding, and maximise Council's water conservation to transition to a water sensitive City</b>	2.2.1 Operate, monitor and optimise capabilities of the existing stormwater harvesting sites and Water Sensitive Urban Design (WSUD) assets.	<ul style="list-style-type: none"> <li>- Constrain annual Council potable water use to below 330 million litres</li> <li>- Annually remove the following pollutants: 50 tonnes of litter, 130 tonnes of sediment</li> </ul>	Environmental Operations
	2.2.2 Deliver a pool blanket trial at the warm water pool at WaterMarc as part of the energy efficiency work program.	Pool blanket installed and operational in the warm water pool at WaterMarc by December 2022.	Major Facilities 
	2.2.3 Finalise design, plan and construct a new irrigation system at Glenauburn Reserve in Lower Plenty.	New irrigation system for Glenauburn Reserve completed by June 2023.	Sportsfields and Open Space Assets
<b>2.3 Demonstrate leadership in addressing climate change and take action to become a carbon neutral Council by 2028 and City by 2040</b>	2.3.1 Pilot new technologies to inform the investigation of electrification opportunities at Council owned leisure centres.	Installation of heat pumps at the Greensborough Council offices by June 2023.	Environmental Sustainability
	2.3.2 Work with preschools, sporting clubs and other community users to upgrade energy performance and the installation of solar PV on Council leased facilities.	<ul style="list-style-type: none"> <li>- Solar PV installed at suitable preschool sites by June 2023</li> <li>- Prefeasibility and design report delivered for sporting clubs by June 2023.</li> </ul>	Environmental Sustainability
	2.3.3 Embed climate action as a core responsibility within all roles across the Council.	Education campaign delivered by June 2023, including for senior management, highlighting department specific climate action opportunities.	Environmental Sustainability 
	2.3.4 Reduce internal combustion engine (ICE) fleet.	<ul style="list-style-type: none"> <li>- Trialling of new green fleet technology</li> <li>- Expansion of the electrical car fleet</li> </ul>	Fleet Management

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## Annual Action Plan 2022/2023



### Our Sustainable Environment

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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
<b>2.4 Empower and educate the community and businesses to take actions to achieve positive environmental and climate change outcomes</b>	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 2023.	Environmental Sustainability 
	2.4.2 Deliver the Gardens for Wildlife Program creating habitat 'stepping stones' through private property.	Minimum of forty households participate in the Gardens for Wildlife Program by June 2023.	Environmental Sustainability
	2.4.3 Deliver environmental workshops to the community through the Spring Outdoors Program.	Five Banyule community workshops delivered by June 2023.	Environmental Sustainability 
	2.4.4 Encourage and support community-led energy solutions, including via facilitation of networking opportunities with experts.	Community Energy Innovation Grant Program delivered by June 2023.	Environmental Sustainability
	2.4.5 Encourage solar uptake by Banyule businesses through participation in the Solar Savers program.	Five businesses to install solar through the Solar Savers program by June 2023.	Environmental Sustainability
	2.4.6 Deliver a community-focused energy efficiency program to promote electrification and energy efficiency actions.	Electrification campaign to support a transition to energy efficient electric homes delivered by June 2023.	Environmental Sustainability
<b>2.5 Avoid waste generation and encourage and support the community to achieve zero waste to landfill by 2030</b>	2.5.1 Roll out a FOGO (food organics and garden organics) kerbside collection system to residents.	Service commences in July 2022.	Operations Management 
	2.5.2 Commence a trial of environmentally friendly nappies at Morobe Street Children's Centre.	Trial completed by June 2023.	Early Childhood Services

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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
<b>2.6 Engage and work with the community and partners to protect, enhance and experience the environment</b>	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.	Bushland Management
	2.6.2 Work with CERES to complete the two remaining 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 2023.	Environmental Sustainability
	2.6.4 Support and implement annual nature play activities across selected Bush Reserves.	Activities conducted throughout different reserves focusing on a range of nature themes.	Bushland Management 
<b>2.7 Protect, increase and maintain Banyule's urban forest population to provide a greener City for enhanced liveability</b>	2.7.1 Undertake the review of planning permit outcomes to ensure tree planting requirements are implemented and maintained.	-100% of multi-dwelling development outcomes reviewed where submitted as completed -Contact tree permit holders as outlined in the Planning and Building Enforcement Framework.	Development Planning
	2.7.2 Finalise and implement the Urban Forest Strategy.	-Urban Forest Strategy is considered for adoption by Council by November 2022 -Implement year one actions by June 2023	Urban Forestry
	2.7.3 Deliver the annual advanced tree planting program.	Minimum of 2000 new trees planted by 2023.	Urban Forestry
<b>2.8 Explore and support opportunities for urban farming and community gardens</b>	2.8.1 Develop an urban food strategy and framework.	Initial draft urban food strategy and framework developed by June 2023.	Community Impact 

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## Annual Action Plan 2022/2023

### 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 2022/2023	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 Continue to explore property projects that deliver strategic outcomes for Council ensuring that assets are managed in the community's diverse, long-term interests.	<ul style="list-style-type: none"> <li>- Explore and review strategic property projects, including feasibility and benefit</li> <li>- Continue to report back to Council on progress of investigations</li> <li>- Ensure financial returns are reported and made available for reinvestment back into the community.</li> </ul>	Strategic Property Projects
	3.1.2 Continue to progress the Rosanna Library redevelopment project which will deliver a contemporary library facility for the community.	<ul style="list-style-type: none"> <li>- Construction to commence (subject to planning approvals)</li> <li>- Contribute to the governance planning for new library development</li> <li>- Documentation of way finding strategy (connection to Rosanna Village)</li> <li>- Completed the fit-out design documentation for the proposed new library, MCH and Toy Library.</li> </ul>	Strategic Property Projects
	3.1.3 Complete the Were Street, Montmorency Streetscape upgrade project.	New streetscape and pocket park completed by December 2022.	Strategic Property Projects Strategic Planning and Urban Design
	3.1.4 Deliver a major Public Art installation at Olympic Park as part of Council's public art program.	Public art installed by June 2023.	Arts and Culture
	3.1.5 Implement the final project stage (stage 4) of the Olympic Park Masterplan.	Stage 4 works including 2 new soccer fields, a cricket oval, new pavilion and refurbishment of the Barrbunin Beek Aboriginal Gathering Place completed by June 2023	Strategic Property Projects Sports, Recreation and Community Infrastructure

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Strategy	Annual Action for 2022/2023	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	3.1.6 Continue to deliver the Watsonia Town Square Project.	Detailed design completed and considered for adoption by Council by December 2022. Construction commenced by June 2023.	Strategic Property Projects 
	3.2.1 Continue preparation of a new Banyule Housing Strategy in conjunction with neighbourhood character review.	Complete consultation for input into draft Housing Strategy by June 2023.	Strategic Planning and Urban Design 
3.2 Develop and maintain best practice integrated strategic plans that impact positively on the quality and design of our places and built environment	3.2.2 Develop a Public Realm Manual to inform the technical specifications for public realm assets and their maintenance requirements.	Public Realm Manual prepared and considered for adoption by Council by June 2023, including: paving finishes, drainage requirements, landscape treatments, and public lighting.	Strategic Planning and Urban Design
	3.2.3 Finalise planning for the East Ivanhoe Streetscape upgrade and pursue external grant funding sources to support the project.	Deliver temporary public realm activation, monitor outcomes and put the final plan for the streetscape up for Council consideration by June 2023.	Strategic Planning and Urban Design
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 considered for adoption by Council by June 2023.	Strategic Planning and Urban Design 

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## Annual Action Plan 2022/2023

### Our Well-Built City







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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
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 development application, including public car park.	Planning permit (to be lodged by the developer) considered for approval by Council.	Strategic Property Projects
	3.4.2 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 Continue to implement Sustainable Building Guidelines, embedding 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.	Delivery and Assets Management
	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.	10% of completed multi-dwelling developments undergo certification or verification of Environmentally Sustainable Design requirements.	Development Planning
3.6 Preserve and enhance Banyule's valued heritage, local character, and its significant trees	3.6.1 Commence a place-based neighbourhood character review in conjunction with preparation of the Banyule Housing Strategy.	Commenced place-based analysis of neighbourhood character conditions and values.	Strategic Planning and Urban Design 
	3.6.2 Commence preparation of a revised Banyule Heritage Strategy.	Draft principles for Banyule's new Heritage Strategy developed by June 2023.	Strategic Planning and Urban Design



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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
<b>3.7 Provide and maintain public parks and open spaces for a range of uses for all ages and abilities</b>	3.7.1 Continue to design and deliver the program of play space upgrades including the integration of nature play and soft landscaping where possible.	Play space programmed improvement works completed.	Open Space Planning and Design 
	3.7.2 Integrate any Youth Spaces Plan Feasibility outcomes and opportunities for Play Space Upgrades into the design of James Reserve.	Completed design of James Reserve ready for construction in 2023/24.	Open Space Planning and Design 
	3.7.3 Undertake a comprehensive review of the Banyule Open Space Strategy (2016-2031) to develop open space hierarchies and priorities.	Updated Banyule Open Space Strategy (2016-2031) completed by June 2023.	Open Space Planning and Design 
	3.7.4 Prepare a masterplan for Rosanna Parklands to ensure the parklands are attractive, environmentally sustainable and accessible for all users.	Draft masterplan completed by June 2023, following a comprehensive community engagement program.	Open Space Planning and Design 
<b>3.8 Lead on the use of sustainable modes of transport, and encourage walking, cycling and use of public transport</b>	3.8.1 Review the Banyule Integrated Transport Plan 2015-2035 (BITP) and develop an updated action plan.	Updated Banyule Integrated Transport Action Plan considered for adoption by Council by June 2023.	Transport, Planning and Advocacy 
	3.8.2 Implement Banyule Bicycle Strategy and Walking Strategy action plans.	Priority actions implemented by 30 June 2023 including a feasibility assessment of the Banyule Local Bicycle Network; development and trial of an active transport infrastructure grants program and delivery of the Banyule Bicycle Challenge.	Transport Planning and Advocacy 

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## Annual Action Plan 2022/2023




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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
3.8 Lead on the use of sustainable modes of transport, and encourage walking, cycling and use of public transport	3.8.3 Complete Safe Access Audits for pedestrians, cyclists, and mobility scooters around schools.	Safe access audits completed around five schools by June 2023.	Transport, Planning and Advocacy 
	3.8.4 Improve school crossing infrastructure.	Two upgraded school crossings delivered by June 2022, in Stanley Street Ivanhoe and Lorimer Street Greensborough.	Transport Engineering 
	3.8.5 Deliver community behaviour change programs that support sustainable and safe transport initiatives.	Two community programs including delivery of community bicycle skills and confidence sessions by June 2023.	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 2022/2023	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 Deliver sports field lighting improvements at nominated locations.	Installation of lighting at Shelly Reserve completed by March 2023. Upgrade of existing lighting at the Montmorency North Oval completed by June 2023.	Capital Works
	4.1.2 Develop Council's 10-year capital works program.	10-year capital works program considered for adoption by Council by June 2023.	City Assets 
	4.1.3 Continue construction of a pocket park and a shared pedestrian/vehicle zone along Waterdale Road.	Construction of pocket park and a shared pedestrian/vehicle zone along Waterdale Road completed by December 2022.	Capital Works
	4.1.4 Develop a Sports Capital Works Policy that provides a consistent, equitable and transparent approach to funding sports facilities and infrastructure.	Sports Capital Works Policy considered for adoption by Council by December 2022.	Sports, Recreation and Community Infrastructure 
	4.1.5 Complete the surface renovation of Beverley Road Oval, Heidelberg.	Surface renovation (oval reconstruction) of Beverley Road Oval, Heidelberg completed by June 2023.	Sportsfields and Open Space Assets
	4.1.6 Deliver improvements to Council's public toilet facilities at priority locations to improve amenity and accessibility.	Capital works projects completed by 2023 at nominated sites, including: Construction of Montmorency Park North Oval toilet facilities, and planning and design of Macleod Village public toilet.	Capital Works 
	4.1.7 Complete the design of Anthony Beale sporting pavilion redevelopment and Seddon Reserve change rooms.	Design of Anthony Beale sporting pavilion redevelopment and Seddon Reserve change rooms complete by June 2023.	Capital Works Sports, Recreation and Community Infrastructure




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## Annual Action Plan 2022/2023

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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
<b>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</b>	4.1.8 Complete construction of the Macleod Park sporting pavilion.	Macleod Park sporting pavilion construction completed by June 2023.	Capital Works Sports, Recreation and Community Infrastructure
	4.1.9 Install a new batting cage at the Greensborough Baseball Club facilities at Elder Street Reserve, Watsonia	New batting cage installed at the Greensborough Baseball Club facilities by June 2023	Sports, Recreation and Community Infrastructure 
	4.1.10 Implement upgrades to tennis facilities at Chelsworth Park, including court resurfacing and lighting.	Upgrades to tennis facilities at Chelsworth Park completed by June 2023.	Sports, Recreation and Community Infrastructure 
	4.1.11 Prepare designs for Willinda Park to improve the athletic track and field facilities and infrastructure.	Designs for upgrades to Willinda Park facilities completed by June 2023.	Sports, Recreation and Community Infrastructure 
<b>4.2 Develop community assets and facilities that are environmentally sustainable, innovative, safe and continue to be of appropriate standard</b>	4.2.1 Continue roll-out of solar panel program on Council owned buildings.	Solar panel program completed by June 2023.	Capital Works
	4.2.2 Implement a public buildings energy efficiency enhancement program.	Public buildings energy efficiency enhancement program completed by June 2023.	Capital Works
	4.2.3 Install gross pollutant traps (GPT)/water sensitive urban design (WSUD) solution for Site 2 Gresswell Forest.	Construction works completed by June 2023.	Environmental Operations
	4.2.4 Finalise 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 by February 2023.	Sports, Recreation and Community Infrastructure

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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service	
4.2 Develop community assets and facilities that are environmentally sustainable, innovative, safe and continue to be of appropriate standard	4.2.5 Upgrade WaterMarc's Pool Plant Management System, including metering optimisation.	Upgrade of the Pool Plant Management System, including metering optimisation, completed by June 2023.	Capital Works	
	4.3 Design and build facilities that are multipurpose and encourage community connections	4.3.1 Complete the detailed design for the Stage 2 redevelopment of the Ivanhoe Aquatic leisure facility.	<ul style="list-style-type: none"> <li>- Revision of masterplan and schematic design completed (including consultation).</li> <li>- Planning permits obtained and tender documentation prepared.</li> </ul>	Strategic Property Projects
		4.3.2 Complete works to progress the opportunity for a mixed use development adjacent to Bell St Mall which includes a purpose built community facility.	<ul style="list-style-type: none"> <li>- Request for Proposal to secure developer completed</li> <li>- Contract documentation executed</li> <li>- Commenced engagement for fit out of community facility.</li> </ul>	Strategic Property Projects
		4.3.3 Explore opportunities for community access to sporting clubs' facilities outside of allocated club hours.	Investigations completed and actions integrated with the community infrastructure plan by June 2023.	Sports, Recreation and Community Infrastructure 
4.4 Promote, design and deliver assets that provide spaces for the community to connect	4.3.4 Redevelop the Montmorency Bowling Club facilities to improve access and amenity and increase club house capacity and function.	Facilities at Montmorency Bowling Club redeveloped by June 2023.	Sports, Recreation and Community Infrastructure 	
	4.4.1 Complete the construction of Montmorency Village precinct streetscape and lighting works.	Construction works completed by October 2022.	Capital Works	
	4.4.2 Complete reconstruction of Redmond Court Wetland and creation of new parkland.	Reconstruction of Redmond Court Wetland and creation of new parkland completed by June 2023.	Capital Works	

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## Annual Action Plan 2022/2023

### Our Valued Community Assets and Facilities



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Strategy	Annual Action for 2022/2023	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	4.5.1 Oversee the performance of Council's current suite of commercial leases for return on investment and drive increased efficiency and activities.	Alignment of agreements with Council's Lease and Licence Framework and annually report on return on investment for commercial properties.	Property Services
	4.5.2 Manage, transact and guide Council's land use to ensure the best outcome for Council and the community, both financial and non-financial.	Undertake open and transparent property transactions in accordance with our statutory obligations.	Property Services
	4.5.3 Develop new licence agreements for Shop 48 tenants.	All tenants in Shop 48 who are scheduled to renew their licence and new tenants are moved on to the new licence agreements by June 2023.	Community Partnerships
	4.5.4 Undertake annual essential safety measures reports for Council buildings.	Compliance with annual essential safety measures reports completed by June 2022.	Building Maintenance
	4.5.5 Manage the service delivery contracts for Council's major outsourced leisure and functions facilities, including: WaterMarc, Ivanhoe Golf Course, Chelsworth Park, Community Halls, and Macleod Recreation and Fitness Centre.	Service delivery contracts are current and managed as per terms and conditions.	Major Facilities
	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 2023.	Arts and Culture
	4.5.7 Develop and implement a Public Art Framework to guide Council's resource allocation for the Public Art Program.	Framework implemented by December 2022.	Arts and Culture



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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
<b>4.6 Actively seek partnerships and collaborate with other organisations to build and utilise community infrastructure</b>	4.6.1 Continue to engage with the North East Link Project on land dealings to drive the best outcome for Council and the community.	Agreements are in place for occupation and acquisition activities for works up to June 2023.	Transport, Planning and Advocacy 
	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
	4.6.3 Undertake expansion and improvement works at East Ivanhoe Preschool.	Expansion and improvement work at East Ivanhoe Preschool completed by June 2023.	Capital Works
	4.6.4 Support the ongoing partnership with Launch Housing during the development of the new social housing build in Bellfield.	Regular meetings and contact with Launch Housing to ensure access for housing residents.	Community Partnerships 
	4.6.5 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 December 2022.	Capital Works

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## Annual Action Plan 2022/2023


### 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 2022/2023	Annual Target/Measure	Responsible Service
<b>5.1 Stimulate and support a vibrant and resilient local economy to encourage business, employment and investment opportunities</b>	5.1.1 Complete the Economic Development Strategy, inclusive of a Retail Review.	Economic Development Strategy prepared and considered for adoption by Council by March 2023.	Economic Development
	5.1.2 Continue the Small Business Permit Assist program.	Support 10 applications per quarter.	Economic Development
<b>5.2 Encourage, assist and connect businesses with the tools, information and opportunities to succeed and be sustainable</b>	5.2.1 Deliver training and development that supports businesses with networking opportunities, business development and one-on-one mentoring.	Provide twenty-five networking opportunities by June 2023.	Economic Development
<b>5.3 Support innovation, business start-ups and the development of micro, disability, Aboriginal and creative enterprises across Banyule</b>	5.3.1 Secure funding or strategic partnerships to expand start-up and development support for social enterprises, microenterprise, disability enterprise, Aboriginal enterprise and creative enterprise.	Resources secured to support program development by June 2023.	Inclusive Enterprise and Local Jobs
	5.3.2 Deliver the Youth Marketspace and Creatives for Hire programs to provide entrepreneurial opportunities for young people.	Minimum of 10 young people supported via youth entrepreneurial opportunities and workshops.	Youth Services
<b>5.4 Build strong regional partnerships to leverage growth corridors and stimulate ongoing economic prosperity</b>	5.4.1 Promote Banyule businesses by participating in a range of activities through North Link.	Deliver Phase 3 of the Visit Melbourne's North Campaign by June 2023.	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 2022/2023	Annual Target/Measure	Responsible Service
5.5 Partner with local employers, agencies and other organisations to create inclusive jobs	5.5.1 Deliver Banyule's Inclusive Jobs Service program that supports employers to create inclusive workplaces.	Twenty-two employment opportunities created with partnering employers by June 2023.	Inclusive Enterprise and Local Jobs 
	5.5.2 Secure funding to expand Banyule's Inclusive Employment Program across Local Governments in the Northern Region.	Twenty-five inclusive employment opportunities created within partnering councils by June 2023.	Inclusive 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 2023.	Inclusive Enterprise and Local Jobs
5.6 Provide and facilitate job readiness programs and pathways to employment	5.6.1 Deliver a range of activities, programs or workshops that support young people's skill building, creative and employment pathways.	Minimum of one activity, program, or workshop delivered per term.	Youth Services
	5.6.2 Provide work experience and tertiary placements at Banyule Council.	Ten pathways to employment opportunities supported within Banyule Council by June 2023.	People and Culture
5.7 Encourage and support volunteerism within Banyule as an important contributor to the local economy and involvement in community life	5.7.1 Commence a phased implementation plan to address recommendations outlined in the draft Banyule Volunteer Engagement Framework.	Phased implementation plan developed by June 2023.	Community Connections
	5.7.2 Promote, support and celebrate the work of Banyule volunteers.	Provide an activity or event celebrating Banyule volunteers by June 2023.	Community Connections





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## Annual Action Plan 2022/2023

### 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 2022/2023	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 Special Rate and Charge schemes for local shopping centres.	Special Rate and Charge schemes managed for Ivanhoe and East Ivanhoe.	Economic Development
	5.8.2 Continue to advocate to the State Government for the La Trobe National Employment and Innovation Cluster (NEIC) Plan to be finalised and implemented	- La Trobe NEIC Plan approved by State Government - State Government investment in the La Trobe NEIC Precinct achieved.	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 2023.	Inclusive 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 2023.	People and Culture 
	5.9.3 Implement and embed the Diversity and Inclusion Plan.	Diversity and Inclusion Plan Year 1 actions completed by June 2023.	People and Culture 
	5.9.4 Embed mandatory diversity and inclusion training and cultural awareness training for all Banyule Council staff.	Diversity and inclusion training embedded by June 2023.	People and Culture 

### Our Thriving Local Economy

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Strategy	Annual Action for 2022/2023	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 thirty-two inclusive local job outcomes created by June 2023.	Inclusive Enterprise and Local Jobs
	5.10.2 Support a community-led Banyule Social Enterprise Network.	Banyule Social Enterprise Network launched by June 2023.	Inclusive Enterprise and Local Jobs
	5.10.3 Deliver Banyule's Social Enterprise Support Service.	Thirty existing or emerging Social Enterprises accessing the social enterprise support service by June 2023.	Inclusive Enterprise and Local Jobs

 = Action supports the Municipal Public Health and Wellbeing Plan.

## Annual Action Plan 2022/2023

### 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 2022/2023	Annual Target/Measure	Responsible Service
<b>6.1 Provide good governance, be accountable and make informed decisions based on sound evidence</b>	6.1.1 Continue to develop a governance and compliance framework that ensures policies and legislative compliance requirements are up to date and reviewed and in line with relevant legislation and council objectives.	Draft governance and compliance framework developed by June 2023.	Governance
	6.1.2 Develop a corporate training and development program that aims to continue to educate and build the capacity of members of Council staff and Councillors on good governance, transparency and their respective obligations.	Draft corporate training and development program designed and delivered by June 2023.	Governance
	6.1.3 Commence review of Council's General Local Law No. 1 (2015).	Project plan developed by June 2023 to review the General Local Law No. 1 (2015) prior to its sunset in 2025.	Municipal Laws
	6.1.4 Upgrade Council's Electronic Document Management System (EDRMS) and move to a cloud hosted solution.	Content Manager 10 upgrade completed by November 2022.	Information Management
	6.1.5 Update Council's Records Management Policy	Council's Records Management Policy updated and endorsed by the Executive Management Team by May 2023.	Information Management
	6.1.6 Review the Dogs and Cats in Public Places Council Order 1998.	- Review completed by December 2022. - Required changes implemented by June 2023.	Municipal Laws



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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
<b>6.1 Provide good governance, be accountable and make informed decisions based on sound evidence</b>	6.17 Review report findings provided by industry integrity agencies (VAGO, Ombudsman, LG inspectorate, IBAC), conduct self assessment and implement process improvement opportunities as identified.	Reports provided to the Audit & Risk Advisory Committee as required, outlining Banyule's compliance with the best practice recommendations.	Governance
	6.18 Review the smoking reform and footpath trading requirements to achieve an integrated approach.	Review completed by October 2022.	Municipal Laws
<b>6.2 Provide outstanding customer service and a great customer experience for all</b>	6.2.1 Embed the Banyule Service Promise to improve customer satisfaction.	<ul style="list-style-type: none"> <li>- Revised Customer Experience (CX) training module developed by December 2022</li> <li>- Improve customer satisfaction score by 2% compared to 2021.</li> </ul>	CX Strategy CX Operations
	6.2.2 Implement the Voice of Customer (VoC) Framework.	Pilot 'post call' survey to capture customer feedback implemented by October 2022.	CX Strategy
	6.2.3 Implement system improvements in relation to pre-applications, application submissions and public engagement identified through the Better Planning Approvals project to streamline and enhance the planning process for customers.	Implementation of improvements identified by June 2023.	Development Planning
	6.2.4 Implement new payment options available to the community for Building and Planning permits and services.	Deliver the new payment options by June 2023.	IT Applications and Digital Team
	6.2.5 Implement online lodgement options for construction related permit applications.	Implementation of online portal by June 2023.	Municipal Laws

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## Annual Action Plan 2022/2023


### Our Trusted and Responsive Leadership

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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
6.3 Provide responsible management of resources to ensure the financial sustainability of Banyule Council	6.3.1 Deliver Integrated Financial Management planning, monitoring and reporting that support Banyule's financial sustainability into 2032.	Budget, Revenue and Rating Plan, Financial Plan, and Annual Report considered for adoption by Council in accordance with legislation.	Finance and Procurement
	6.3.2 Introduce key components associated with the Rating and Revenue Plan.	Components introduced by June 2023, including: <ul style="list-style-type: none"> <li>- Provision of a rate waiver for people experiencing financial hardship</li> <li>- Implementation of a separate waste rate</li> </ul>	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 the Integrated Strategic Planning and Reporting Framework through delivery of the Community Vision 2041 and Council Plan 2021-2025.	<ul style="list-style-type: none"> <li>- Relevant reporting included in Council's Annual Report</li> <li>- Progress and achievement of the Council Plan annual action plan through progress reporting to the community, and community engagement on the annual review of the Council Plan</li> <li>- Key plans and policies are aligned with Council Plan strategic objectives (as they are developed or reviewed).</li> </ul>	Corporate and Integrated Planning
	6.4.2 Review and implement a range of internal and external performance reports, community dashboards and systems that enhance organisational performance, transparency and public trust.	<ul style="list-style-type: none"> <li>- Reporting framework for internal and external reporting requirements updated by October 2022</li> <li>- Improvement opportunities identified for organisational and community performance reporting.</li> </ul>	Corporate and Integrated 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 developed.	Community Impact 

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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
<b>6.5 Build an empowered, engaged and diverse workforce with a values-based culture</b>	6.5.1 Embed the Leadership Capability Framework (LCF) by aligning all leadership development activities to the framework.	Leadership Capability Framework (LCF) Year 2 actions completed by June 2023.	People and Culture
	6.5.2 Implement the Gender Equality Action Plan (GEAP) to better protect against gendered discrimination and improve gender equality.	Gender Equality Action Plan (GEAP) Year 1 actions completed by June 2023.	People and Culture 
	6.5.3 Implement a Banyule Workforce Plan.	Workforce Plan Year 1 actions completed by June 2023.	People and Culture
	6.5.4 Implement an Induction Framework to ensure all staff are inducted safely into the workplace.	Induction Compliance Matrix implemented by December 2022.	People and Culture
	6.5.5 Deliver timely and engaging internal communications.	Establish a baseline employee satisfaction measure for internal communications.	Communications, Advocacy and Engagement
<b>6.6 Proactively manage Council's risks and provide a safe workplace</b>	6.6.1 Implement a Safety Management Framework.	Safety Management Framework (SMF) Year 2 actions completed by June 2023.	People and Culture
	6.6.2 Embed a Zero Tolerance to Sexual Harassment to enable a workplace free from Sexual Harassment.	Undertake a Sexual Harassment Survey for Councillors and Staff by June 2023.	People and Culture
	6.6.3 Implement the 'Essential Eight' of cyber security mitigation strategies to enhance Council's security posture.	Phase two of mitigation strategies completed by June 2023.	IT Infrastructure and Operations Team

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## Annual Action Plan 2022/2023



### Our Trusted and Responsive Leadership

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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
6.7 Invest in new technology and innovative digital solutions to deliver seamless and responsive services	6.7.1 Optimise the new Contact Centre platform to benefit staff and the community	<ul style="list-style-type: none"> <li>- Review effectiveness of new Contact Centre platform and assess suitability for expansion into other work areas by December 2022</li> <li>- Reduce or maintain average call wait times within target of less than 1 minute.</li> </ul>	CX Operations
	6.7.2 Continue phase 1 implementation of a new Customer Experience Platform (CXP).	Implement the next phase of online services to the community by June 2023	Digital Transformation Team CX Strategy
	6.7.3 Implement an integrated venue booking system and event management solution.	Facilities and events are managed centrally and this online service is available to the community by December 2022	IT Applications and Digital Team
	6.7.4 Deliver a Smart Buildings and Security project to consolidate and provide enhanced features to access controls and CCTV.	Migrate more Council sites to the new system by June 2023.	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.	<ul style="list-style-type: none"> <li>- Banyule Seniors Link UP project completed by December 2022.</li> <li>- Ongoing support to seniors' clubs to maintain digital literacy within clubs.</li> </ul>	Community Connections
	6.7.6 Deliver modern online services for patrons of Banyule Leisure and implement new membership software for staff.	New software is implemented for staff and patrons by December 2022.	IT Infrastructure and Operations Team

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Strategy	Annual Action for 2022/2023	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 Identify new and emerging trends in 2021 Census data and share with relevant stakeholders.	2021 Census data is mined and analysed for trends.	Community Impact
	6.8.2 Implement Council's Community Engagement Policy to strengthen community engagement practice.	<ul style="list-style-type: none"> <li>- Deliver Community Engagement (CE) training to build internal capability</li> <li>- Establish internal community of practice to strengthen CE skills</li> <li>- Increase in confidence and capability of Council staff over 12 month period.</li> </ul>	Communications, Advocacy and Engagement 
	6.8.3 Increase the number of Shaping Banyule followers and the proportion who have a positive digital engagement experience.	<ul style="list-style-type: none"> <li>- Proportion of Shaping Banyule project followers who agree or strongly agree that their experience of community engagement has been positive</li> <li>- Increase in number of Shaping Banyule project followers by 10%.</li> </ul>	Communications, Advocacy and Engagement
	6.8.4 Work with Advisory Committees to support and collaborate on key social justice advocacy matters.	Key social justice matters of availability of support services, affordable housing, integrated-place based planning, inclusion and resilience are addressed.	Community Impact 

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## Annual Action Plan 2022/2023

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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
<b>6.9 Improve the reach, transparency, impact and responsiveness of our communications</b>	6.9.1 Increase engagement and average audience across all Council social media channels.	<ul style="list-style-type: none"> <li>- More than 10% audience increase overall</li> <li>- More than 10% increase on average engagement compared to previous year.</li> </ul>	Communications, Advocacy and Engagement
	6.9.2 Continue to grow the number of subscribers and readership of Council-wide digital newsletter.	<ul style="list-style-type: none"> <li>- 10% growth of subscribers by 30 June 2023</li> <li>- Click through rate increased by 10% by 30 June 2023.</li> </ul>	Communications, Advocacy and Engagement
	6.9.3 Increase customer satisfaction and number of visits to Council's corporate website.	<ul style="list-style-type: none"> <li>- Achieve a minimum 80% positive satisfaction rate for top 10 most visited pages on banyule.vic.gov.au</li> <li>- Site visitation numbers more than 750,000</li> </ul>	Communications, Advocacy and Engagement
	6.9.4 Undertake a community survey to measure the overall satisfaction and effectiveness of Council communications.	<ul style="list-style-type: none"> <li>- Survey conducted by March 2023</li> <li>- Overall awareness and readership of the Banyule Banner maintained.</li> <li>- Overall awareness and readership of the News From Our Neighbourhood increased.</li> </ul>	Communications, Advocacy and Engagement
<b>6.10 Advocate for community priorities and aspirations to improve service, infrastructure, land use, environmental and social outcomes</b>	6.10.1 Implement Council's Advocacy Framework and Action Plan, and report on progress to the community.	<ul style="list-style-type: none"> <li>- List of advocacy priorities developed for endorsement by Council in August 2022</li> <li>- Provide progress update to the community by December 2022.</li> </ul>	Communications, Advocacy and Engagement 
	6.10.2 Undertake advocacy with the Victorian Government for improved community outcomes for major transport projects.	Secure improved community infrastructure and service outcomes.	Transport, Planning and Advocacy



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Strategy	Annual Action for 2022/2023	Annual Target/Measure	Responsible Service
<b>6.11 Continually improve, innovate and review our services to ensure they are effective, efficient and represent value for money</b>	6.11.1 Continue to embed the Continuous Improvement Framework into Council's systems and processes.	<ul style="list-style-type: none"> <li>- Embed Benefits Realisation Framework in CI projects/initiatives</li> <li>- Continue to build capability and skills via delivery of CI training program</li> <li>- Provide CI subject matter expertise in support of the Customer Experience Platform (CXP) project.</li> </ul>	Continuous Improvement
	6.11.2 Continue to embed the Customer Complaints Process.	Undertake a post implementation review of the Customer Complaints Process by December 2022.	CX Operations
	6.11.3 Deliver Council's targeted Service Development Review Program.	Two services reviewed by June 2023.	Strategic Development and Performance
	6.11.4 Continue to implement the Smart Cities program by deploying additional sensors and collecting data to support informed decision making.	New sensors deployed and data sharing with service areas commenced by June 2023.	IT Infrastructure and Operations Team
<b>6.12 Provide responsible management of procurement activity in a way that enhances social, economic and environmental outcomes</b>	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.	<ul style="list-style-type: none"> <li>- Procurement Tenders over \$1 million considered for collaboration with other Councils</li> <li>- Annual procurement plan 2022/2023 prepared by August 2022.</li> </ul>	Strategic Procurement
	6.12.2 Embed the Sustainable Procurement Framework into Council policy and guidelines.	Measurement and reporting framework developed by June 2023.	Strategic Procurement

 = 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](mailto:enquiries@banyule.vic.gov.au)

Website: [www.banyule.vic.gov.au](http://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، واطلبوا إصصالكم ببلدية بانبول 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.



# Revised 10 Year Financial Plan

2022-2032





## Contents

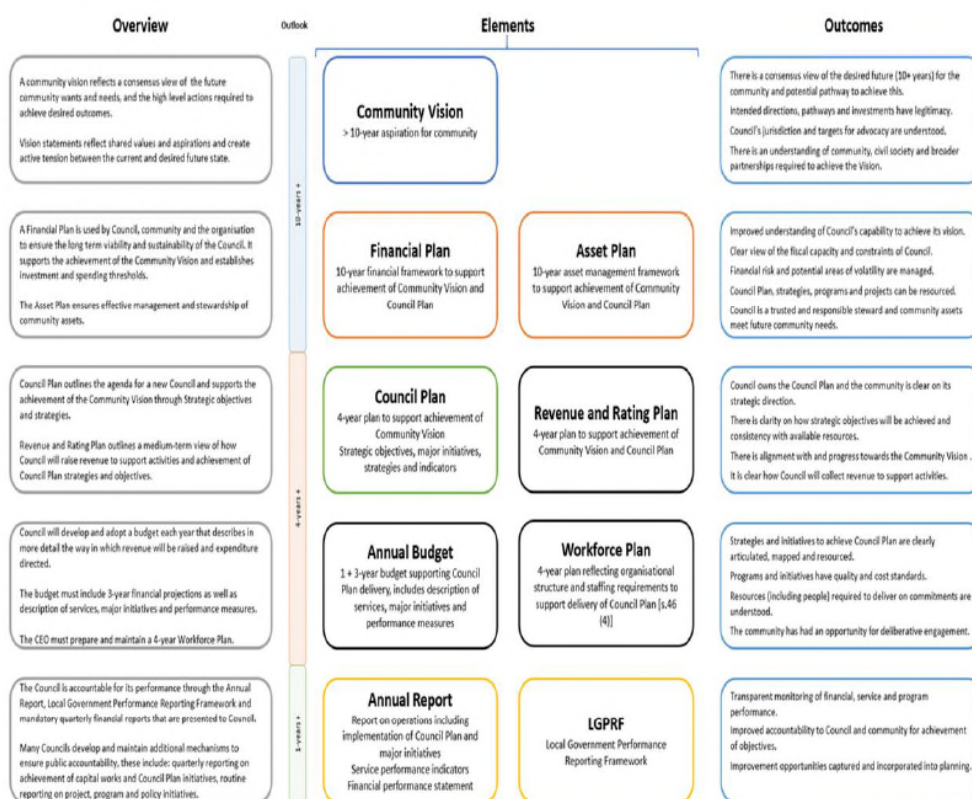
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# 1. Legislative Requirements

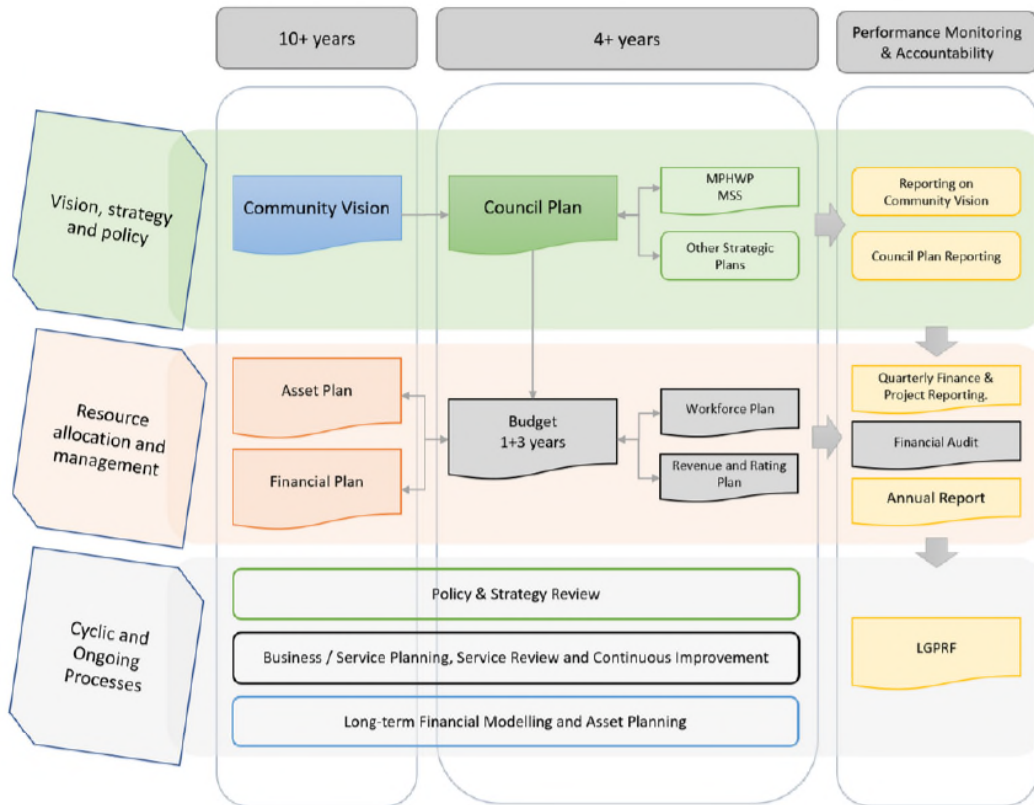
The *Local Government Act 2020 Section 91* requires Council to develop, adopt and keep in force a financial plan with an outlook of at least 10 years to show how the viability and financial sustainability of Banyule City Council will be achieved and maintained, and to define the broad fiscal boundaries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



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 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 (Year 2), and Financial Plan 2022/23 – 2031/32.

### 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 undertook a comprehensive and meaningful engagement program throughout 2020/21 that empowered and enabled 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 high-quality community engagement enabled us to make well-informed decisions as well as achieve effective and transparent governance.

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.

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

In 2022 the iterations of these Plans have drawn on data from last year's Banyule 2041 deliberative engagement and other consultation processes. The draft ten-year Asset Plan 2022-32 has also drawn on this data. Given much of these documents were established through these earlier processes, the community engagement activities planned in 2022 will target those areas that community can influence to build on data from Council's previous engagement.

## 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 important issues. 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

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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 2021 is 129,387. 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 years and over is forecast to have the largest growth across the municipality.

Banyule is a diverse municipality. Residents come from over 140 countries and around 120 different languages are spoken at home. Skilled migrants comprise the bulk of recent migration in Banyule, followed by those who settled through family reunion. Humanitarian arrivals represent the smallest proportion of migrant intake.

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 are well established. Council has implemented an open space contribution scheme and an infrastructure development contribution plan.

### 2.2 COVID-19

The organisation has been slow to recover from the financial impacts of COVID-19 and it will take a few years to reach our operable levels. Yet despite this setback Council continue to be a financially sustainable Council in the long-term.

Council has always put the needs of the community first and has done everything in its control to maintain key services and infrastructure delivery to the community and we were well positioned to obtain the much-needed funding support from State and Federal Governments through this recovery phase.

Rates and charges contribute funds to address ageing infrastructure, improve the amenity and quality of community assets and deliver vital services across the breadth of the City. Our services income has not yet fully recovered in many core areas. Where feasible operational expenditure will continue to be directly offset across all council services to accommodate for the severity of the financial impacts of COVID-19 experienced over the past few years.

Council will continue to undertake prudent financial management to generate enough funds to maintain financial sustainability into the future.

## 2.3 Economic and Fiscal Indicators

Economic circumstances include macro and micro levels. In the broader economic climate circumstances these can include heightened levels of uncertainty about economic conditions and outcomes.

While the economic outlook is positive, sourcing labour, supply change disruptions and material shortages continue to be the biggest challenges. Rising staffing costs and the impact of geopolitical tensions have added new challenges to businesses already facing an uphill battle. Business and consumer confidence will drive the local economy and the return of international visitors and visa holders will further its growth, particularly in the tourism, education, hospitality and agricultural sectors.

Gross Domestic Product (GDP) rose 3.4% in the December 2021 quarter as NSW, Victoria and the ACT came out of extended lockdowns in October 2021. Household spending rose 6.3% in this quarter exceeding pre-pandemic levels for the first time as lockdown restrictions eased. In line with this recovery in activity, the labour market has also performed better than expected.

In the year ending June 2021, there were 48,414 jobs in Banyule. Employment grew strongly over the latter part of 2020, and the national unemployment rate declined to 5.1% in December 2021. The unemployment rate in Banyule dropped to 3.7% in December 2021.

The cash rate is Australia's official interest rate which is currently held at a target of 0.10% by the Reserve Bank of Australia (RBA). It has remained at this rate since March 2020, with the RBA indicating it is unlikely to lift it until annual inflation is within the 2-3% target range. The RBA does not forecast a rate rise until 2024.

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 zero waste to landfill by 2030. Among the initiatives, Council 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.

With the introduction of a food organics and garden organics (FOGO) service this year (2022/23) thousands of tonnes of waste from landfill each year will be diverted and will be used to help produce compost for farms, parks and gardens.

The Victorian Government continues to reform the waste industry and will implement changes to household recycling, including a fourth bin for glass. While this promotes better recycling and the reuse of products, providing four separate waste services increases Council costs well above what we can recover through rates. This is compounded by the Victorian Government's increase in the landfill levy. These rising costs have been

absorbed by local governments over many years and have now become unsustainable, particularly since councils have been subject to rate caps.

From 1 July 2022 Council are proposing to separate out the cost of both public waste services and kerbside waste collection services into two new waste rates. These will appear as individual items on rates notices.

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 is stimulating the local economy. Combined with the ongoing success of our inclusive jobs and social enterprises initiatives, we are helping to create more 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 2021, there were 48,414 jobs in Banyule. The largest employer in the municipality is the Health Care and Social Assistance industry, making up 36% 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

Under the State Government's Recycling Victoria waste policy, the landfill levy will increase by 61% by 2022/23. The Land Fill Levy payable to the State Government upon disposal of waste into landfill results in additional waste tipping costs. The levy has increased from \$9 per tonne in 2008/09 to \$105.90 per tonne in 2021/22 and has added to Council's costs.

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. We recently implemented 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.

In addition, Council proposes to alter the rating framework, while remaining within the Fair Go Rate Cap of a 1.75% increase, to separately rate for a public waste service; and for a kerbside waste collection service for those properties that receive a kerbside waste service. There will be a reduction in general rates income with the introduction of these two alternate rating methodologies of a public waste rate and a kerbside waste rate.

### 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 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 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 expected to deliver a surplus in the 2021/22 financial year and generated consistent cash from operations. Total gross debt is at its low 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 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 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 into

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 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 2012/13 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 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 landfill 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 position 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 2022/23 to 2031/32. 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. 1.75% 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.
- The super guarantee rate increased to 10.00% on 1 July 2021 and continue increase by 0.50% increments each year until it reaches 12.00% by 1 July 2025. For 2022/23 the rate will be 10.50%.
- 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 in usage.

Escalation Factors % movement	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
CPI	1.75%	2.25%	2.50%	2.50%	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	1.75%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Statutory fees and fines	1.75%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees	1.75%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating	1.75%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Capital	1.75%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contributions - monetary	1.75%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contributions - non-monetary	1.75%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other income	1.75%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee costs	2.25%	2.75%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Materials and services	1.50%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Depreciation & Amortisation	1.50%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Other expenses	1.50%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%

## 2.5.2 Rates and charges

Base rate revenue will increase by 1.75% for the 2022/23 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 \$0.7 million per annum will be received for growth (additional properties) as a result of supplementary rates.

Projection	Y1 222/23	Y2 23/24	Y3 24/25	Y4 25/26	Y5 26/27	Y6 27/28	Y7 28/29	Y8 29/30	Y9 30/31	Y10 31/32
<b>CPI</b>	1.75%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>Rate Cap</b>	1.75%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

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

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

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

A waste rate will be introduced in 2022/23 for waste recovery as part of the rating framework as outlined in the Revenue and Rating Plan. The rating framework includes a separate rate for Public waste services; and kerbside waste collection services for those properties that receive a kerbside waste service.

To offset the introduction of waste rates, general rates will be reduced. In 2022/23 the total financial impact will be revenue neutral across the ratepaying base.

## 2.5.3 Fees and Charges

Fees and Charges are the second major source of revenue for Council and represent in the Budget 2021/22 17.42% 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 of generating more revenue to cover the enterprise agreement and banding increment cost increases and other expenditure management challenges.

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

### 2.5.3.1 Statutory fees and fines

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

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

### 2.5.3.2 User fees

The balance of fees and charges is 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 2022/23 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 CPI.

The increase in fees and charges revenue will need to be balanced with the appropriate utilisation of services to ensure demand in services is maintained and increased where practical.

### 2.5.4 Grants

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

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

### 2.5.5 Contributions

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

Contributions represent funds to enable council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works 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. 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 and Policy have been developed and approved. Council will have implemented this strategy and commenced reporting and monitoring of the outcomes during 2022. It is expected that the investment return on the overall portfolio will achieve its target i.e. CPI+2.50% outlined in the strategy.

### 2.3.6.2 Rental Income

Rental income for all residential and commercial properties is expected to increase at contracted rates or CPI in 2021/22. Rental Income represents 1.62% 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 serve a community's changing profile. Because Banyule has an established community, only a portion of the 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 the 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.

The super guarantee rate increased from 1 July 2021 to 10%, increasing by 0.50% increments each year until it reaches 12.00% by 1 July 2025.

A superannuation call has not been factored into this plan.

In addition, under the Statement of Human Resources (section 3.6) The Equivalent Full Time (EFT) is remained stable after Year 4. The split between Female, Male and Self-described gender is generally based on current categories. Council is committed to boosting diversity (gender, race, disability) in our staff recruitment and engagement practices. The first Workforce Plan for Council was developed and adopted 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 waste 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 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 in usage.

### **2.5.12 Working Capital**

The V-Shape in working capital over the 10 years reflects the capital investment to growth assets, i.e. properties, based on the suggested investment portfolio to enhance our overall returns. Implementing the adopted investment strategy is estimated to hold \$40m of property investment as 50% of the investment portfolio. The Investment Strategy will be reviewed each year with specific reference to the Council's Strategic Plans. This will reaffirm the allocation of the investment portfolio to the risk bands and the split between defensive and growth assets.

## **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 serve 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 1.75% for 2022/23.

The cap applies to both general rates and municipal charges and is calculated based on 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. To assist Council to better manage the State Government Waste reforms a kerbside waste collection service and public waste services will be removed from general rates and be levied as two separate waste service rates. This will be introduced in 2022/2023 through the Revenue and Rating Plan 2022-2026.

## 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 the 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 has monitored the COVID-19 business impacts throughout 2020-2022. The effects on the economy including Councils' various services and business are seeing a slow but steady financial recovery.

### 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 \$37m over the course of the next 10 years, the projected cash balance including the financial investment is to be \$109.72m at the end of 2031/32.

### 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.

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

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Income</b>										
Rates and charges	111,660	115,062	116,601	122,229	125,947	129,755	133,663	137,666	141,771	145,978
Grants - Operating	12,504	11,937	12,215	12,514	12,828	13,148	13,475	13,811	14,155	14,507
Grants - Capital	15,968	4,229	1,552	1,575	1,598	1,622	1,647	1,672	1,699	1,726
Statutory fees and fines	10,422	10,666	10,988	11,262	11,488	11,777	12,127	12,432	12,684	13,003
User fees and charges	21,323	21,845	22,415	22,996	23,571	24,160	24,763	25,381	26,014	26,663
Contributions - non-monetary	5,442	5,355	5,490	5,609	5,747	5,889	6,034	6,183	6,336	6,493
Interest income	2,025	2,646	3,321	3,774	4,191	4,564	4,427	4,253	4,040	3,786
Rental income	3,112	3,033	3,112	3,192	3,275	3,311	3,397	3,487	3,579	3,673
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	54	181	223	366	338	247	262	194	375	250
Other income	855	867	880	894	908	922	936	951	967	982
<b>Total income</b>	<b>183,585</b>	<b>175,821</b>	<b>178,797</b>	<b>184,411</b>	<b>189,891</b>	<b>195,395</b>	<b>200,731</b>	<b>206,030</b>	<b>211,620</b>	<b>217,061</b>
<b>Expenses</b>										
Employee costs	75,272	76,537	78,433	80,916	83,749	86,156	88,413	91,101	93,869	96,752
Materials and services	51,041	50,812	51,005	50,580	50,902	51,889	53,257	53,598	54,872	55,803
Utility charges	4,776	4,877	4,996	5,116	5,239	5,365	5,492	5,623	5,756	5,893
Depreciation	23,892	25,123	26,197	27,199	28,237	29,292	30,328	31,463	32,560	33,321
Amortisation - intangible assets	220	220	175	-	-	-	-	-	-	-
Amortisation - right of use assets	551	555	456	456	445	422	388	388	388	388
Borrowing costs	1,741	1,723	1,635	1,518	1,402	1,280	1,141	996	839	671
Finance Costs - leases	16	29	27	16	11	29	24	15	14	28
Donations expenditure	1,157	1,169	1,044	1,089	1,065	1,121	1,097	1,153	1,131	1,188
Contribution expense	7,568	7,513	7,603	7,745	7,891	8,040	8,193	8,348	8,507	8,670
Other expenses	2,241	2,232	2,292	2,352	2,416	2,476	2,539	2,603	2,669	2,739
<b>Total expenses</b>	<b>168,475</b>	<b>170,790</b>	<b>173,863</b>	<b>176,987</b>	<b>181,357</b>	<b>186,070</b>	<b>190,872</b>	<b>195,288</b>	<b>200,605</b>	<b>205,453</b>
<b>Surplus/(deficit) for the year</b>	<b>15,110</b>	<b>5,031</b>	<b>4,934</b>	<b>7,424</b>	<b>8,534</b>	<b>9,325</b>	<b>9,859</b>	<b>10,742</b>	<b>11,015</b>	<b>11,608</b>
<b>Total comprehensive result</b>	<b>15,110</b>	<b>5,031</b>	<b>4,934</b>	<b>7,424</b>	<b>8,534</b>	<b>9,325</b>	<b>9,859</b>	<b>10,742</b>	<b>11,015</b>	<b>11,608</b>

### 3.2 Balance Sheet

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Assets</b>										
<b>Current assets</b>										
Cash and cash equivalents	14,955	17,266	16,096	17,465	20,990	24,629	29,401	35,250	40,253	44,882
Trade and other receivables	17,071	16,400	16,622	16,822	17,024	17,228	17,432	17,632	17,824	18,010
Other financial assets	61,000	72,000	61,000	56,000	58,000	60,000	66,000	72,000	79,000	88,000
Inventories	48	48	48	48	48	48	48	48	48	48
Current Assets held for resale	21,720	5,000	10,000	-	-	-	-	-	-	-
Other assets	1,672	1,672	1,672	1,672	1,672	1,672	1,672	1,672	1,672	1,672
<b>Total current assets</b>	<b>116,466</b>	<b>112,386</b>	<b>105,438</b>	<b>92,007</b>	<b>97,734</b>	<b>103,577</b>	<b>114,553</b>	<b>126,602</b>	<b>138,797</b>	<b>152,612</b>
<b>Non-current assets</b>										
Trade and other receivables	200	200	200	200	200	200	200	200	200	200
Investments in associates, joint arrangement and subsidiaries	3,567	3,567	3,567	3,567	3,567	3,567	3,567	3,567	3,567	3,567
Property, infrastructure, plant & equipment	1,719,870	1,731,438	1,728,035	1,733,349	1,735,557	1,736,297	1,733,783	1,730,953	1,728,118	1,724,111
Leasehold improvement	250	196	142	88	34	-	-	-	-	-
Right-of-use assets	1,015	1,058	656	479	798	954	790	402	723	1,103
Investment property	12,597	8,597	23,597	38,597	38,597	38,597	38,597	38,597	38,597	38,597
Intangible assets	395	175	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>1,737,894</b>	<b>1,745,231</b>	<b>1,756,197</b>	<b>1,776,280</b>	<b>1,778,753</b>	<b>1,779,615</b>	<b>1,776,937</b>	<b>1,773,719</b>	<b>1,771,205</b>	<b>1,767,578</b>
<b>Total assets</b>	<b>1,854,360</b>	<b>1,857,617</b>	<b>1,861,635</b>	<b>1,868,287</b>	<b>1,876,487</b>	<b>1,883,192</b>	<b>1,891,490</b>	<b>1,900,321</b>	<b>1,910,002</b>	<b>1,920,190</b>
<b>Liabilities</b>										
<b>Current liabilities</b>										
Trade and other payables	12,812	12,945	13,563	14,217	14,915	13,573	13,735	13,908	14,081	14,261
Trust funds and deposits	4,292	4,292	4,292	4,292	4,292	4,292	4,292	4,292	4,292	4,292
Provisions	18,190	18,720	19,262	19,820	20,394	20,987	21,596	22,225	22,875	23,546
Interest-bearing liabilities	1,584	1,680	1,801	1,917	2,035	2,173	2,319	2,472	2,648	2,471
Lease liabilities	502	396	407	399	379	384	394	395	391	391
Unearned income	3,194	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300
<b>Total current liabilities</b>	<b>40,574</b>	<b>40,333</b>	<b>41,625</b>	<b>42,945</b>	<b>44,315</b>	<b>43,709</b>	<b>44,636</b>	<b>45,592</b>	<b>46,587</b>	<b>47,261</b>
<b>Non-current liabilities</b>										
Provisions	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163
Trust funds and deposits	1,009	1,009	1,009	1,009	1,009	1,009	1,009	1,009	1,009	1,009
Interest-bearing liabilities	24,307	22,627	20,826	18,909	16,874	14,700	12,381	9,909	7,261	4,790
Lease liabilities	485	632	225	50	381	541	372	(23)	296	673
<b>Total non-current liabilities</b>	<b>26,964</b>	<b>25,431</b>	<b>23,223</b>	<b>21,131</b>	<b>19,427</b>	<b>17,413</b>	<b>14,925</b>	<b>12,058</b>	<b>9,729</b>	<b>7,635</b>
<b>Total liabilities</b>	<b>67,538</b>	<b>65,764</b>	<b>64,848</b>	<b>64,076</b>	<b>63,742</b>	<b>61,122</b>	<b>59,561</b>	<b>57,650</b>	<b>56,316</b>	<b>54,896</b>
<b>Net assets</b>	<b>1,786,822</b>	<b>1,791,853</b>	<b>1,796,787</b>	<b>1,804,211</b>	<b>1,812,745</b>	<b>1,822,070</b>	<b>1,831,929</b>	<b>1,842,671</b>	<b>1,853,686</b>	<b>1,865,294</b>
<b>Equity</b>										
Accumulated surplus	544,180	534,553	537,399	535,415	542,002	546,658	552,268	556,769	564,813	571,677
Reserves	1,242,642	1,257,300	1,259,388	1,268,796	1,270,743	1,275,412	1,279,661	1,285,902	1,288,873	1,293,617
<b>Total equity</b>	<b>1,786,822</b>	<b>1,791,853</b>	<b>1,796,787</b>	<b>1,804,211</b>	<b>1,812,745</b>	<b>1,822,070</b>	<b>1,831,929</b>	<b>1,842,671</b>	<b>1,853,686</b>	<b>1,865,294</b>



### 3.3 Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$000	\$000	\$000	\$000
<b>2022 Forecast Actual</b>				
Balance at beginning of the financial year	1,763,278	526,498	1,199,754	37,026
Surplus/(deficit) for the year	8,434	8,434	-	-
Transfers to other reserves	-	(16,851)	-	16,851
Transfers from other reserves	-	38,340	-	(38,340)
<b>Balance at end of the financial year</b>	<b>1,771,712</b>	<b>556,421</b>	<b>1,199,754</b>	<b>15,537</b>
<b>2023 Budget</b>				
Balance at beginning of the financial year	1,771,712	556,421	1,199,754	15,537
Surplus/(deficit) for the year	15,110	15,110	-	-
Transfers to other reserves	-	(59,005)	-	59,005
Transfers from other reserves	-	31,656	-	(31,656)
<b>Balance at end of the financial year</b>	<b>1,786,822</b>	<b>544,180</b>	<b>1,199,754</b>	<b>42,888</b>
<b>2024</b>				
Balance at beginning of the financial year	1,786,822	544,180	1,199,754	42,888
Surplus/(deficit) for the year	5,031	5,031	-	-
Transfers to other reserves	-	(38,850)	-	38,850
Transfers from other reserves	-	24,192	-	(24,192)
<b>Balance at end of the financial year</b>	<b>1,791,853</b>	<b>534,553</b>	<b>1,199,754</b>	<b>57,546</b>
<b>2025</b>				
Balance at beginning of the financial year	1,791,853	534,553	1,199,754	57,546
Surplus/(deficit) for the year	4,934	4,934	-	-
Transfers to other reserves	-	(18,411)	-	18,411
Transfers from other reserves	-	16,323	-	(16,323)
<b>Balance at end of the financial year</b>	<b>1,796,787</b>	<b>537,399</b>	<b>1,199,754</b>	<b>59,634</b>
<b>2026</b>				
Balance at beginning of the financial year	1,796,787	537,399	1,199,754	59,634
Surplus/(deficit) for the year	7,424	7,424	-	-
Transfers to other reserves	-	(23,295)	-	23,295
Transfers from other reserves	-	13,887	-	(13,887)
<b>Balance at end of the financial year</b>	<b>1,804,211</b>	<b>535,415</b>	<b>1,199,754</b>	<b>69,042</b>
<b>2027</b>				
Balance at beginning of the financial year	1,804,211	535,415	1,199,754	69,042
Surplus/(deficit) for the year	8,534	8,534	-	-
Transfers to other reserves	-	(13,586)	-	13,586
Transfers from other reserves	-	11,639	-	(11,639)
<b>Balance at end of the financial year</b>	<b>1,812,745</b>	<b>542,002</b>	<b>1,199,754</b>	<b>70,989</b>
<b>2028</b>				
Balance at beginning of the financial year	1,812,745	542,002	1,199,754	70,989
Surplus/(deficit) for the year	9,325	9,325	-	-
Transfers to other reserves	-	(13,882)	-	13,882
Transfers from other reserves	-	9,213	-	(9,213)

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$000	\$000	\$000	\$000
<b>Balance at end of the financial year</b>	<b>1,822,070</b>	<b>546,658</b>	<b>1,199,754</b>	<b>75,658</b>
<b>2029</b>				
Balance at beginning of the financial year	1,822,070	546,658	1,199,754	75,658
Surplus/(deficit) for the year	9,859	9,859	-	-
Transfers to other reserves	-	(14,188)	-	14,188
Transfers from other reserves	-	9,939	-	(9,939)
<b>Balance at end of the financial year</b>	<b>1,831,929</b>	<b>552,268</b>	<b>1,199,754</b>	<b>79,907</b>
<b>2030</b>				
Balance at beginning of the financial year	1,831,929	552,268	1,199,754	79,907
Surplus/(deficit) for the year	10,742	10,742	-	-
Transfers to other reserves	-	(14,497)	-	14,497
Transfers from other reserves	-	8,256	-	(8,256)
<b>Balance at end of the financial year</b>	<b>1,842,671</b>	<b>556,769</b>	<b>1,199,754</b>	<b>86,148</b>
<b>2031</b>				
Balance at beginning of the financial year	1,842,671	556,769	1,199,754	86,148
Surplus/(deficit) for the year	11,015	11,015	-	-
Transfers to other reserves	-	(14,818)	-	14,818
Transfers from other reserves	-	11,847	-	(11,847)
<b>Balance at end of the financial year</b>	<b>1,853,686</b>	<b>564,813</b>	<b>1,199,754</b>	<b>89,119</b>
<b>2032</b>				
Balance at beginning of the financial year	1,853,686	564,813	1,199,754	89,119
Surplus/(deficit) for the year	11,608	11,608	-	-
Transfers to other reserves	-	(15,144)	-	15,144
Transfers from other reserves	-	10,400	-	(10,400)
<b>Balance at end of the financial year</b>	<b>1,865,294</b>	<b>571,677</b>	<b>1,199,754</b>	<b>93,863</b>

### 3.4 Statement of Cash Flows

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and charges	111,796	114,972	118,504	122,124	125,834	129,636	133,535	137,531	141,629	145,828
Grants - operating	13,768	13,602	12,215	12,515	12,827	13,148	13,475	13,812	14,155	14,507
Grants - capital	12,150	2,565	1,552	1,575	1,598	1,622	1,647	1,672	1,699	1,726
Statutory fees and fines	10,363	10,659	10,980	11,256	11,483	11,770	12,118	12,422	12,679	12,995
User fees and charges	21,214	21,831	22,401	22,982	23,557	24,145	24,748	25,366	25,998	26,647
Contributions - monetary	5,442	5,355	5,490	5,609	5,747	5,889	6,034	6,183	6,336	6,493
Interest received	1,814	2,532	3,219	3,699	4,123	4,502	4,374	4,211	4,012	3,774
Rental income	3,112	3,033	3,111	3,192	3,275	3,311	3,397	3,487	3,579	3,673
Other receipts	855	867	880	894	908	922	936	951	967	982
<b>Payments:</b>										
Employee costs	(76,343)	(75,990)	(77,393)	(79,823)	(82,599)	(87,029)	(87,765)	(90,427)	(93,173)	(96,033)
Materials and services	(50,928)	(50,694)	(50,886)	(50,464)	(50,781)	(51,766)	(53,132)	(53,468)	(54,745)	(55,671)
Other payments	(15,742)	(15,792)	(15,934)	(16,302)	(16,611)	(17,002)	(17,321)	(17,727)	(18,063)	(18,490)
<b>Net cash provided by/(used in) operating activities</b>	<b>37,501</b>	<b>32,940</b>	<b>34,139</b>	<b>37,257</b>	<b>39,361</b>	<b>39,148</b>	<b>42,046</b>	<b>44,013</b>	<b>45,073</b>	<b>46,431</b>
<b>Cash flows from investing activities</b>										
Payments for property, infrastructure,	(61,549)	(42,235)	(33,461)	(33,611)	(31,458)	(30,773)	(28,599)	(29,216)	(30,849)	(30,064)
Payments for Investment Properties	-	-	(15,000)	(15,000)	-	-	-	-	-	-
Proceeds from sale of property,	25,532	26,445	5,890	11,465	1,351	987	1,047	776	1,499	1,000
Net (purchases)/redemption of financial assets	(4,000)	(11,000)	11,000	5,000	(2,000)	(2,000)	(6,000)	(6,000)	(7,000)	(9,000)
<b>Net cash provided by/ (used in) investing activities</b>	<b>(40,017)</b>	<b>(26,790)</b>	<b>(31,571)</b>	<b>(32,146)</b>	<b>(32,107)</b>	<b>(31,786)</b>	<b>(33,552)</b>	<b>(34,440)</b>	<b>(36,350)</b>	<b>(38,064)</b>
<b>Cash flows from financing activities</b>										
Proceeds from borrowings	6,300	-	-	-	-	-	-	-	-	-
Borrowing costs - interest	(1,741)	(1,723)	(1,635)	(1,518)	(1,402)	(1,280)	(1,141)	(996)	(839)	(671)
Repayment of borrowings	(1,218)	(1,585)	(1,680)	(1,801)	(1,917)	(2,035)	(2,173)	(2,319)	(2,472)	(2,648)
Interest paid - lease liability	(16)	(29)	(27)	(16)	(11)	(29)	(24)	(15)	(14)	(28)
Repayment of lease liabilities	(508)	(502)	(396)	(407)	(399)	(379)	(384)	(394)	(395)	(391)
<b>Net cash provided by/(used in) financing activities</b>	<b>2,817</b>	<b>(3,839)</b>	<b>(3,738)</b>	<b>(3,742)</b>	<b>(3,729)</b>	<b>(3,723)</b>	<b>(3,722)</b>	<b>(3,724)</b>	<b>(3,720)</b>	<b>(3,738)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>301</b>	<b>2,311</b>	<b>(1,170)</b>	<b>1,369</b>	<b>3,525</b>	<b>3,639</b>	<b>4,772</b>	<b>5,849</b>	<b>5,003</b>	<b>4,629</b>
Cash and cash equivalents at the	14,654	14,955	17,266	16,096	17,465	20,990	24,629	29,401	35,250	40,253
<b>Cash and cash equivalents at the end of the financial year</b>	<b>14,955</b>	<b>17,266</b>	<b>16,096</b>	<b>17,465</b>	<b>20,990</b>	<b>24,629</b>	<b>29,401</b>	<b>35,250</b>	<b>40,253</b>	<b>44,882</b>



### 3.5 Statement of Capital Works

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Infrastructure</b>										
Roads, street and bridges	16,256	7,532	8,946	8,543	7,868	9,559	9,075	9,638	9,348	8,383
Drainage	1,550	2,251	1,542	1,235	1,687	1,808	1,623	2,572	1,506	1,750
Parks and gardens	12,153	8,014	4,226	6,793	5,495	8,036	4,422	6,489	4,355	5,717
Playground	680	690	1,042	764	947	947	697	697	697	697
<b>Total infrastructure</b>	<b>30,639</b>	<b>18,497</b>	<b>15,756</b>	<b>17,335</b>	<b>15,997</b>	<b>20,350</b>	<b>15,817</b>	<b>19,396</b>	<b>15,906</b>	<b>16,547</b>
<b>Property</b>										
Freehold buildings	27,971	17,131	11,406	6,956	6,856	5,301	5,481	5,866	5,056	7,196
<b>Total property</b>	<b>27,971</b>	<b>17,131</b>	<b>11,406</b>	<b>6,956</b>	<b>6,856</b>	<b>5,301</b>	<b>5,481</b>	<b>5,866</b>	<b>5,056</b>	<b>7,196</b>
<b>Plant and equipment</b>										
Motor vehicles	1,140	4,902	4,391	8,300	6,984	4,101	6,180	2,933	8,765	5,300
Plant and equipment	1,404	1,420	1,523	736	1,236	736	736	736	737	736
Furniture and fittings	235	235	235	235	235	235	235	235	235	235
<b>Total plant and equipment</b>	<b>2,779</b>	<b>6,557</b>	<b>6,149</b>	<b>9,271</b>	<b>8,455</b>	<b>5,072</b>	<b>7,151</b>	<b>3,904</b>	<b>9,737</b>	<b>6,271</b>
<b>Other</b>										
Art Collection	150	50	150	50	150	50	150	50	150	50
<b>Total other</b>	<b>150</b>	<b>50</b>	<b>150</b>	<b>50</b>	<b>150</b>	<b>50</b>	<b>150</b>	<b>50</b>	<b>150</b>	<b>50</b>
<b>Total capital works expenditure</b>	<b>61,549</b>	<b>42,235</b>	<b>33,461</b>	<b>33,612</b>	<b>31,458</b>	<b>30,773</b>	<b>28,599</b>	<b>29,216</b>	<b>30,849</b>	<b>30,064</b>
<b>Represented by:</b>										
Asset renewal expenditure	35,671	30,978	24,753	27,506	26,926	24,819	24,990	25,422	27,498	26,733
Asset upgrade expenditure	20,732	9,305	7,697	5,114	3,245	4,799	2,606	2,952	2,423	2,440
Asset expansion expenditure	250	400	200	200	250	100	200	50	150	100
New asset expenditure	4,886	1,552	811	792	1,037	1,055	803	792	778	791
<b>Total capital works expenditure</b>	<b>61,549</b>	<b>42,235</b>	<b>33,461</b>	<b>33,612</b>	<b>31,458</b>	<b>30,773</b>	<b>28,599</b>	<b>29,216</b>	<b>30,849</b>	<b>30,064</b>
<b>Funding sources represented by:</b>										
Government grant	15,077	3,318	618	618	618	618	618	618	618	618
Contribution	10,338	6,410	4,607	4,075	3,505	3,600	2,305	2,600	2,080	3,600
Council Cash	29,834	32,507	28,236	28,919	27,335	26,555	25,676	25,998	28,151	25,846
Borrowings	6,300	-	-	-	-	-	-	-	-	-
<b>Total capital works expenditure</b>	<b>61,549</b>	<b>42,235</b>	<b>33,461</b>	<b>33,612</b>	<b>31,458</b>	<b>30,773</b>	<b>28,599</b>	<b>29,216</b>	<b>30,849</b>	<b>30,064</b>

### 3.6 Statement of Human Resources

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
<b>Total Permanent staff numbers</b>										
Female	395.49	395.49	395.49	395.49	395.49	395.49	395.49	395.49	395.49	395.49
Male	256.18	256.18	256.18	256.18	256.18	256.18	256.18	256.18	256.18	256.18
Self-described gender	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02
<b>Total Permanent staff numbers</b>	<b>653.69</b>	<b>653.69</b>	<b>653.69</b>	<b>653.69</b>	<b>653.69</b>	<b>653.69</b>	<b>653.69</b>	<b>653.69</b>	<b>653.69</b>	<b>653.69</b>
<b>Permanent full time</b>										
Female	247.26	247.26	247.26	247.26	247.26	247.26	245.26	245.26	245.26	245.26
Male	241.00	240.63	240.63	240.63	240.63	239.63	238.63	238.63	238.63	238.63
Self-described gender	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>489.26</b>	<b>488.89</b>	<b>488.89</b>	<b>488.89</b>	<b>488.89</b>	<b>487.89</b>	<b>484.89</b>	<b>484.89</b>	<b>484.89</b>	<b>484.89</b>
<b>Permanent part time</b>										
Female	148.23	149.54	149.54	149.54	149.54	149.49	149.54	149.54	149.54	149.74
Male	15.18	15.18	15.18	15.18	15.18	15.18	15.18	15.18	15.18	15.18
Self-described gender	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02
<b>Total</b>	<b>164.43</b>	<b>165.74</b>	<b>165.74</b>	<b>165.74</b>	<b>165.74</b>	<b>165.69</b>	<b>165.74</b>	<b>165.74</b>	<b>165.74</b>	<b>165.94</b>
<b>Casual and temp</b>	<b>41.18</b>	<b>28.84</b>	<b>22.51</b>	<b>20.49</b>	<b>20.49</b>	<b>20.49</b>	<b>20.49</b>	<b>20.49</b>	<b>20.49</b>	<b>20.49</b>
<b>Total staff numbers</b>	<b>694.87</b>	<b>682.53</b>	<b>676.20</b>	<b>674.18</b>	<b>674.18</b>	<b>674.18</b>	<b>674.18</b>	<b>674.18</b>	<b>674.18</b>	<b>674.18</b>
<b>Capitalised labour costs</b>	<b>(12.00)</b>	<b>(12.00)</b>	<b>(12.00)</b>	<b>(12.00)</b>	<b>(12.00)</b>	<b>(12.00)</b>	<b>(11.00)</b>	<b>(11.00)</b>	<b>(11.00)</b>	<b>(11.00)</b>
<b>Total</b>	<b>682.87</b>	<b>670.53</b>	<b>664.20</b>	<b>662.18</b>	<b>662.18</b>	<b>662.18</b>	<b>663.18</b>	<b>663.18</b>	<b>663.18</b>	<b>663.18</b>

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Total permanent staff expenditure</b>										
Female	43,841	45,367	46,931	48,550	50,217	51,714	53,015	54,603	56,235	57,949
Male	27,882	28,742	29,730	30,760	31,810	32,627	33,482	34,482	35,516	36,577
Self-described gender	237	246	255	262	272	280	288	298	307	315
<b>Total permanent staff expenditure</b>	<b>71,960</b>	<b>74,355</b>	<b>76,916</b>	<b>79,562</b>	<b>82,299</b>	<b>84,621</b>	<b>86,785</b>	<b>89,383</b>	<b>92,058</b>	<b>94,841</b>
<b>Permanent full time</b>										
Female	28,857	29,770	30,795	31,860	32,953	33,942	34,703	35,742	36,810	37,910
Male	26,576	27,392	28,334	29,307	30,316	31,089	31,898	32,852	33,835	34,848
Self-described gender	130	135	140	144	149	153	158	164	168	173
<b>Total</b>	<b>55,563</b>	<b>57,297</b>	<b>59,269</b>	<b>61,311</b>	<b>63,418</b>	<b>65,184</b>	<b>66,759</b>	<b>68,758</b>	<b>70,813</b>	<b>72,931</b>
<b>Permanent part time</b>										
Female	14,984	15,597	16,136	16,690	17,264	17,772	18,312	18,861	19,425	20,039
Male	1,306	1,350	1,396	1,443	1,494	1,538	1,584	1,630	1,681	1,729
Self-described gender	107	111	115	118	123	127	130	134	139	142
<b>Total</b>	<b>16,397</b>	<b>17,058</b>	<b>17,647</b>	<b>18,251</b>	<b>18,881</b>	<b>19,437</b>	<b>20,026</b>	<b>20,625</b>	<b>21,245</b>	<b>21,910</b>
<b>Casual</b>	<b>4,692</b>	<b>3,641</b>	<b>2,879</b>	<b>2,716</b>	<b>2,817</b>	<b>2,908</b>	<b>3,002</b>	<b>3,100</b>	<b>3,200</b>	<b>3,304</b>
<b>Total staff expenditure</b>	<b>76,658</b>	<b>77,892</b>	<b>79,785</b>	<b>82,265</b>	<b>85,094</b>	<b>87,498</b>	<b>89,752</b>	<b>92,437</b>	<b>95,201</b>	<b>98,081</b>
<b>Capitalised labour costs</b>	<b>(1,386)</b>	<b>(1,356)</b>	<b>(1,356)</b>	<b>(1,356)</b>	<b>(1,356)</b>	<b>(1,356)</b>	<b>(1,356)</b>	<b>(1,356)</b>	<b>(1,356)</b>	<b>(1,356)</b>
<b>Total</b>	<b>75,272</b>	<b>76,537</b>	<b>78,433</b>	<b>80,916</b>	<b>83,749</b>	<b>86,156</b>	<b>88,413</b>	<b>91,101</b>	<b>93,869</b>	<b>96,762</b>

### 3.7 Planned Human Resource Expenditure

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
<b>Assets &amp; City Services</b>										
Permanent - Full time	194.00	194.00	194.00	194.00	194.00	194.00	194.00	194.00	194.00	194.00
Female	38.00	38.00	38.00	38.00	38.00	38.00	38.00	38.00	38.00	38.00
Male	156.00	156.00	156.00	156.00	156.00	156.00	156.00	156.00	156.00	156.00
Permanent - Part time	3.79	3.79	3.79	3.79	3.79	3.79	3.79	3.79	3.79	3.79
Female	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29	3.29
Male	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>Total Assets &amp; City Service</b>	<b>197.79</b>	<b>197.79</b>	<b>197.79</b>	<b>197.79</b>	<b>197.79</b>	<b>197.79</b>	<b>197.79</b>	<b>197.79</b>	<b>197.79</b>	<b>197.79</b>
<b>City Development</b>										
Permanent - Full time	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00
Female	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00
Male	47.00	47.00	47.00	47.00	47.00	47.00	47.00	47.00	47.00	47.00
Permanent - Part time	28.42	28.42	28.42	28.42	28.42	28.42	28.42	28.42	28.42	28.42
Female	22.10	22.10	22.10	22.10	22.10	22.10	22.10	22.10	22.10	22.10
Male	6.32	6.32	6.32	6.32	6.32	6.32	6.32	6.32	6.32	6.32
<b>Total City Development</b>	<b>118.42</b>	<b>118.42</b>	<b>118.42</b>	<b>118.42</b>	<b>118.42</b>	<b>118.42</b>	<b>118.42</b>	<b>118.42</b>	<b>118.42</b>	<b>118.42</b>
<b>Community Wellbeing</b>										
Permanent - Full time	105.00	105.00	105.00	105.00	105.00	105.00	105.00	105.00	105.00	105.00
Female	96.00	96.00	96.00	96.00	96.00	96.00	96.00	96.00	96.00	96.00
Male	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00
Permanent - Part time	112.62	112.62	112.62	112.62	112.62	112.62	112.62	112.62	112.62	112.62
Female	104.58	104.58	104.58	104.58	104.58	104.58	104.58	104.58	104.58	104.58
Male	7.02	7.02	7.02	7.02	7.02	7.02	7.02	7.02	7.02	7.02
Self-described gender	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02
<b>Total Community Wellbeing</b>	<b>217.62</b>	<b>217.62</b>	<b>217.62</b>	<b>217.62</b>	<b>217.62</b>	<b>217.62</b>	<b>217.62</b>	<b>217.62</b>	<b>217.62</b>	<b>217.62</b>
<b>Executive Office</b>										
Permanent - Full time	24.00	24.00	24.00	24.00	24.00	24.00	24.00	24.00	24.00	24.00
Female	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Male	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00
Permanent - Part time	5.27	5.27	5.27	5.27	5.27	5.27	5.27	5.27	5.27	5.27
Female	5.27	5.27	5.27	5.27	5.27	5.27	5.27	5.27	5.27	5.27
<b>Total Executive Office</b>	<b>29.27</b>	<b>29.27</b>	<b>29.27</b>	<b>29.27</b>	<b>29.27</b>	<b>29.27</b>	<b>29.27</b>	<b>29.27</b>	<b>29.27</b>	<b>29.27</b>
<b>Corporate Services</b>										
Permanent - Full time	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00
Female	56.00	56.00	56.00	56.00	56.00	56.00	56.00	56.00	56.00	56.00
Male	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00
Self-described gender	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Permanent - Part time	15.59	15.59	15.59	15.59	15.59	15.59	15.59	15.59	15.59	15.59
Female	14.25	14.25	14.25	14.25	14.25	14.25	14.25	14.25	14.25	14.25
Male	1.34	1.34	1.34	1.34	1.34	1.34	1.34	1.34	1.34	1.34
<b>Total Corporate Services</b>	<b>90.59</b>	<b>90.59</b>	<b>90.59</b>	<b>90.59</b>	<b>90.59</b>	<b>90.59</b>	<b>90.59</b>	<b>90.59</b>	<b>90.59</b>	<b>90.59</b>
<b>Casuals, temporary</b>	<b>41.18</b>	<b>29.78</b>	<b>23.45</b>	<b>21.43</b>	<b>21.43</b>	<b>20.38</b>	<b>18.43</b>	<b>18.43</b>	<b>18.43</b>	<b>18.43</b>
<b>Total staff expenditure</b>	<b>694.87</b>	<b>683.47</b>	<b>677.14</b>	<b>675.12</b>	<b>675.12</b>	<b>674.07</b>	<b>672.12</b>	<b>672.12</b>	<b>672.12</b>	<b>672.12</b>
<b>Capitalised labour costs</b>	<b>(12.00)</b>	<b>(12.00)</b>	<b>(12.00)</b>	<b>(12.00)</b>	<b>(12.00)</b>	<b>(12.00)</b>	<b>(12.00)</b>	<b>(12.00)</b>	<b>(12.00)</b>	<b>(12.00)</b>
<b>Total</b>	<b>682.87</b>	<b>671.47</b>	<b>665.14</b>	<b>663.12</b>	<b>663.12</b>	<b>662.07</b>	<b>660.12</b>	<b>660.12</b>	<b>660.12</b>	<b>660.12</b>



	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets &amp; City Services</b>										
Permanent - Full time	19,519	20,140	20,832	21,549	22,287	22,954	23,642	24,349	25,077	25,827
Female	3,782	3,902	4,036	4,176	4,318	4,447	4,581	4,718	4,859	5,004
Male	15,737	16,238	16,796	17,373	17,969	18,507	19,061	19,631	20,218	20,823
Permanent - Part time	364	376	389	402	416	429	440	454	468	481
Female	324	334	346	357	370	381	392	404	416	428
Male	40	42	43	45	46	48	48	50	52	53
<b>Total Assets &amp; City Service</b>	<b>19,883</b>	<b>20,516</b>	<b>21,221</b>	<b>21,951</b>	<b>22,703</b>	<b>23,383</b>	<b>24,082</b>	<b>24,803</b>	<b>25,545</b>	<b>26,308</b>
<b>City Development</b>										
Permanent - Full time	11,100	11,421	11,816	12,222	12,643	13,022	13,037	13,427	13,828	14,242
Female	5,207	5,372	5,558	5,749	5,946	6,125	6,055	6,236	6,422	6,614
Male	5,893	6,049	6,258	6,473	6,697	6,897	6,982	7,191	7,406	7,628
Permanent - Part time	2,262	2,335	2,415	2,497	2,584	2,661	2,741	2,823	2,908	3,028
Female	1,805	1,863	1,927	1,993	2,062	2,124	2,187	2,253	2,320	2,423
Male	457	472	488	504	522	537	554	570	588	605
<b>Total City Development</b>	<b>13,362</b>	<b>13,756</b>	<b>14,231</b>	<b>14,719</b>	<b>15,227</b>	<b>15,683</b>	<b>15,778</b>	<b>16,250</b>	<b>16,736</b>	<b>17,270</b>
<b>Community Wellbeing</b>										
Permanent - Full time	11,647	12,012	12,423	12,856	13,298	13,562	13,967	14,387	14,815	15,258
Female	10,708	11,043	11,421	11,820	12,225	12,592	12,968	13,358	13,755	14,166
Male	939	969	1,002	1,036	1,073	970	999	1,029	1,060	1,092
Permanent - Part time	11,311	11,807	12,215	12,634	13,070	13,452	13,864	14,277	14,706	15,144
Female	10,533	11,003	11,383	11,775	12,180	12,535	12,920	13,306	13,704	14,114
Male	671	693	717	741	767	790	814	837	863	888
Self-described gender	107	111	115	118	123	127	130	134	139	142
<b>Total Community Wellbeing</b>	<b>22,958</b>	<b>23,819</b>	<b>24,638</b>	<b>25,490</b>	<b>26,368</b>	<b>27,014</b>	<b>27,831</b>	<b>28,664</b>	<b>29,521</b>	<b>30,402</b>
<b>Executive Office</b>										
Permanent - Full time	4,014	4,144	4,287	4,434	4,587	4,725	4,866	5,012	5,162	5,316
Female	2,326	2,402	2,485	2,570	2,659	2,739	2,820	2,905	2,992	3,081
Male	1,688	1,742	1,802	1,864	1,928	1,986	2,046	2,107	2,170	2,235
Permanent - Part time	573	592	612	633	655	674	694	715	737	759
Female	573	592	612	633	655	674	694	715	737	759
<b>Total Executive Office</b>	<b>4,587</b>	<b>4,736</b>	<b>4,899</b>	<b>5,067</b>	<b>5,242</b>	<b>5,399</b>	<b>5,560</b>	<b>5,727</b>	<b>5,899</b>	<b>6,075</b>
<b>Corporate Services</b>										
Permanent - Full time	9,283	9,580	9,911	10,250	10,603	10,921	11,247	11,583	11,931	12,288
Female	6,834	7,051	7,295	7,545	7,805	8,039	8,279	8,525	8,782	9,045
Male	2,319	2,394	2,476	2,561	2,649	2,729	2,810	2,894	2,981	3,070
Self-described gender	130	135	140	144	149	153	158	164	168	173
Permanent - Part time	1,887	1,948	2,016	2,085	2,156	2,221	2,287	2,356	2,426	2,498
Female	1,749	1,805	1,868	1,932	1,997	2,058	2,119	2,183	2,248	2,315
Male	138	143	148	153	159	163	168	173	178	183
<b>Total Corporate Services</b>	<b>11,170</b>	<b>11,528</b>	<b>11,927</b>	<b>12,335</b>	<b>12,759</b>	<b>13,142</b>	<b>13,534</b>	<b>13,939</b>	<b>14,357</b>	<b>14,786</b>
<b>Casuals, temporary</b>	<b>4,698</b>	<b>3,537</b>	<b>2,869</b>	<b>2,703</b>	<b>2,795</b>	<b>2,877</b>	<b>2,967</b>	<b>3,054</b>	<b>3,143</b>	<b>3,240</b>
<b>Total staff expenditure</b>	<b>76,658</b>	<b>77,892</b>	<b>79,785</b>	<b>82,265</b>	<b>85,094</b>	<b>87,498</b>	<b>89,752</b>	<b>92,437</b>	<b>95,201</b>	<b>98,081</b>
<b>Capitalised labour costs</b>	<b>-1,386</b>	<b>-1,355</b>	<b>-1,352</b>	<b>-1,349</b>	<b>-1,345</b>	<b>-1,342</b>	<b>-1,339</b>	<b>-1,336</b>	<b>-1,332</b>	<b>-1,329</b>
<b>Total</b>	<b>75,272</b>	<b>76,537</b>	<b>78,433</b>	<b>80,916</b>	<b>83,749</b>	<b>86,156</b>	<b>88,413</b>	<b>91,101</b>	<b>93,869</b>	<b>96,752</b>

## 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
<b>Operating position</b>	Measures whether a council can generate an adjusted underlying surplus
<b>Liquidity</b>	Measures whether a council can generate sufficient cash to pay bills on time
<b>Obligations</b>	Measures whether the level of debt and other long-term obligations is appropriate to the size and nature of the Council's activities
<b>Stability</b>	Measures whether a council can generate revenue from a range of sources
<b>Efficiency</b>	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 revised 10 year 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
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/2030	2030/2031	2031/2032	
<b>Operating position</b>													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-4.89%	-2.49%	-1.64%	-0.17%	1.17%	1.66%	1.96%	2.11%	2.43%	2.42%	2.57%	+
<b>Liquidity</b>													
Working Capital	Current assets / current liabilities	262.04%	287.05%	278.65%	253.30%	214.24%	220.54%	236.97%	256.64%	277.68%	297.93%	322.91%	+
Unrestricted cash	Unrestricted cash / current liabilities	149.64%	174.14%	208.18%	172.48%	158.72%	166.28%	181.49%	201.86%	223.61%	244.60%	269.95%	+
<b>Obligations</b>													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	19.19%	23.28%	21.24%	19.18%	17.13%	15.09%	13.07%	11.05%	9.04%	7.02%	5.00%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	11.23%	2.66%	2.89%	2.81%	2.73%	2.65%	2.57%	2.49%	2.42%	2.35%	2.28%	+
Indebtedness	Non-current liabilities / own source revenue	15.93%	18.02%	16.48%	14.56%	12.83%	11.45%	9.97%	8.31%	6.54%	5.14%	3.93%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	194.66%	236.07%	160.34%	123.87%	119.93%	106.85%	101.11%	90.99%	90.18%	91.89%	87.55%	-
<b>Stability</b>													
Rates concentration	Rate revenue / adjusted underlying revenue	70.38%	67.67%	68.09%	67.96%	67.89%	67.94%	68.03%	68.22%	68.46%	68.65%	68.92%	0
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.21%	0.18%	0.19%	0.20%	0.20%	0.21%	0.21%	0.22%	0.23%	0.23%	0.24%	+
<b>Efficiency</b>													
Expenditure level	Total expenses/ no. of property assessments	\$ 2,882	\$ 2,966	\$ 2,977	\$ 3,001	\$ 3,025	\$ 3,069	\$ 3,119	\$ 3,169	\$ 3,212	\$ 3,268	\$ 3,316	-
Revenue level	Total rate revenue / no. of property assessments	\$ 1,933	\$ 1,958	\$ 1,994	\$ 2,036	\$ 2,078	\$ 2,121	\$ 2,164	\$ 2,208	\$ 2,253	\$ 2,299	\$ 2,346	+

#### 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 2020/21 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 2020/21 is due to a loan liability moving from non-current to current as it falls due for repayment in 2021/22.

Results in following years, which include property sales expected in 2022/23 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 (02, 03) – 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 October 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 (04) – 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 (05) – 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 in 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 2022 was \$20.81 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 Financial Plan contains forecasts that this debt will be reduced to \$7.26 million by 30 June 2032.

The amount of debt includes an additional \$6.30 million projected borrowing in 2022/23 to help fund the redevelopment of the Rosanna Library and Precinct upgrade. 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.

#### 5.1.2 Future Borrowing Requirements

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

	Forecast / Actual										
	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	2031/32 \$'000
Opening balance	31,067	20,810	25,891	24,307	22,627	20,826	18,909	16,874	14,701	12,382	9,910
Plus New loans	-	6,300	-	-	-	-	-	-	-	-	-
Less Principal repayment	(10,257)	(1,219)	(1,584)	(1,680)	(1,801)	(1,917)	(2,035)	(2,173)	(2,319)	(2,472)	(2,648)
Closing balance	20,810	25,891	24,307	22,627	20,826	18,909	16,874	14,701	12,382	9,910	7,262
Interest payment	(1,920)	(1,741)	(1,723)	(1,635)	(1,518)	(1,402)	(1,280)	(1,141)	(996)	(839)	(671)

#### 5.1.3 Performance Indicators

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



Performance Indicator	Target	Forecast / Actual										
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		%	%	%	%	%	%	%	%	%	%	%
Total borrowings / Rate revenue	Below 60%	19.08%	23.14%	21.13%	19.08%	17.04%	15.01%	13.00%	11.00%	8.99%	6.99%	4.97%
Debt servicing / Rate revenue	Below 5%	1.76%	1.56%	1.50%	1.38%	1.24%	1.11%	0.99%	0.85%	0.72%	0.59%	0.46%
Debt commitment / Rate revenue	Below 10%	11.16%	2.64%	2.87%	2.80%	2.72%	2.64%	2.55%	2.48%	2.41%	2.34%	2.27%
Indebtedness / Own source revenue	Below 60%	15.93%	18.02%	16.48%	14.56%	12.83%	11.45%	9.97%	8.31%	6.54%	5.14%	3.93%

## 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. The total amount of reserves, for each year, is to align with the Statement of Changes in Equity.



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

Reserves	Restricted / Discretionary	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Public Open Space Reserve</b> <b>Restricted</b>												
Opening balance		7,226	9,756	5,331	3,645	3,878	4,744	6,304	7,895	10,912	12,766	16,276
Transfer to reserve		4,500	4,600	4,704	4,821	4,942	5,065	5,191	5,322	5,454	5,590	5,731
Transfer from reserve		(1,968)	(9,027)	(6,390)	(4,588)	(4,076)	(3,505)	(3,600)	(2,305)	(3,600)	(2,080)	(3,600)
<b>Closing balance</b>		<b>9,758</b>	<b>5,331</b>	<b>3,645</b>	<b>3,878</b>	<b>4,744</b>	<b>6,304</b>	<b>7,895</b>	<b>10,912</b>	<b>12,766</b>	<b>16,276</b>	<b>18,407</b>
<b>Off Street Parking Reserve</b> <b>Restricted</b>												
Opening balance		252	252	252	252	252	252	252	252	252	252	252
Transfer to reserve												
Transfer from reserve												
<b>Closing balance</b>		<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>
<b>Reserves Summary</b> <b>Total Restricted</b>												
Opening balance		7,478	10,010	5,583	3,897	4,130	4,996	6,556	8,147	11,164	13,018	16,528
Transfer to reserve		4,500	4,600	4,704	4,821	4,942	5,065	5,191	5,322	5,454	5,590	5,731
Transfer from reserve		(1,968)	(9,027)	(6,390)	(4,588)	(4,076)	(3,505)	(3,600)	(2,305)	(3,600)	(2,080)	(3,600)
<b>Closing balance</b>		<b>10,010</b>	<b>5,683</b>	<b>3,897</b>	<b>4,130</b>	<b>4,996</b>	<b>6,656</b>	<b>8,147</b>	<b>11,164</b>	<b>13,018</b>	<b>16,528</b>	<b>18,669</b>
<b>General Reserve</b> <b>Discretionary</b>												
Opening balance		1,801	2,535	-	-	-	-	-	-	-	-	-
Transfer to reserve		1,194	3,400	-	-	-	-	-	-	-	-	-
Transfer between reserve		2,600	-3,400	-	-	-	-	-	-	-	-	-
Transfer from reserve		(2,950)	(2,535)	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>		<b>2,635</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Debt Redemption Reserve</b> <b>Discretionary</b>												
Opening balance		6,033	-	-	-	-	-	-	-	-	-	-
Transfer to reserve		3,057	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(9,090)	-	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Plant and Equipment Reserve</b> <b>Discretionary</b>												
Opening balance		10,736	12,807	15,832	14,919	14,756	11,336	9,195	9,655	8,176	9,758	6,316
Transfer to reserve		3,260	3,298	3,364	3,438	3,515	3,593	3,673	3,755	3,839	3,925	4,012
Transfer between reserve		-	750	-	-	-	-	-	-	-	-	-
Transfer from reserve		(1,189)	(1,023)	(4,277)	(3,601)	(6,935)	(5,734)	(3,213)	(5,234)	(2,257)	(7,367)	(4,400)
<b>Closing balance</b>		<b>12,807</b>	<b>16,832</b>	<b>14,919</b>	<b>14,756</b>	<b>11,336</b>	<b>9,195</b>	<b>9,655</b>	<b>8,176</b>	<b>9,758</b>	<b>6,316</b>	<b>5,928</b>

Reserves	Restricted / Discretionary	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>IT Equipment Reserve</b> Discretionary												
Opening balance		5,116	2,039	2,121	2,411	2,710	2,610	2,510	2,410	2,310	2,210	2,110
Transfer to reserve		1,373	1,382	1,390	1,399	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Transfer between reserve		-	750	-	-	-	-	-	-	-	-	-
Transfer from reserve		(4,400)	(2,100)	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)	-1,100	-1,100	-1,100
Closing balance		2,089	2,121	2,411	2,710	2,610	2,510	2,410	2,310	2,210	2,110	2,010
<b>BPI Investment Reserve</b> Discretionary												
Opening balance		155	101	71	41	11	11	11	11	11	11	11
Transfer from reserve		(54)	(30)	(30)	(30)	-	-	-	-	-	-	-
Closing balance		101	71	41	11	11	11	11	11	11	11	11
<b>Asset Renewal Reserve</b> Discretionary												
Opening balance		1,549	6,549	2,371	2,535	4,807	6,373	8,484	10,665	12,917	15,243	17,644
Transfer to reserve		2,717	2,853	2,909	2,976	3,042	3,111	3,181	3,252	3,326	3,401	3,477
Transfer between reserve		7,500	0	-	-	-	-	-	-	-	-	-
Transfer from reserve		(5,217)	(7,031)	(2,745)	(704)	(1,476)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Closing balance		6,540	2,371	2,535	4,807	6,373	8,484	10,665	12,917	15,243	17,644	20,121
<b>Strategic Properties Reserve</b> Discretionary												
Opening balance		343	-22,839	12,081	28,350	27,250	37,150	37,050	30,950	30,850	30,750	30,650
Transfer to reserve		0	42,730	25,725	5,000	10,000	-	-	-	-	-	-
Transfer between reserve		(10,000)	1,900	-	-	-	-	-	-	-	-	-
Transfer from reserve		(13,182)	(9,710)	(9,450)	(6,100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Closing balance		-22,839	12,081	28,358	27,256	37,156	37,056	36,956	36,856	36,756	36,656	36,556
<b>Car Parking Meter Reserve</b> Discretionary												
Opening balance		3,815	4,287	4,829	5,387	5,964	6,561	7,178	7,815	8,473	9,153	9,854
Transfer to reserve		752	742	758	777	797	817	837	859	880	901	924
Transfer from reserve		(280)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
Closing balance		4,287	4,829	5,387	5,964	6,561	7,178	7,815	8,473	9,153	9,854	10,578
<b>Reserves Summary</b> Total Discretionary												
Opening balance		29,548	5,529	37,305	53,649	55,504	64,047	64,434	67,512	68,743	73,131	72,591
Transfer to reserve		12,353	54,405	34,146	13,590	18,354	8,521	8,691	8,865	9,045	9,227	9,413
Transfer from reserve		(36,372)	(22,629)	(17,802)	(11,735)	(9,811)	(8,134)	(5,613)	(7,634)	(4,657)	(9,767)	(6,800)
Closing balance		5,529	37,305	53,649	55,504	64,047	64,434	67,512	68,743	73,131	72,591	75,204
<b>Reserves Summary</b> Restricted & Discretionary												
Opening balance		37,026	15,539	42,888	57,546	59,634	69,043	70,990	75,659	79,907	86,149	89,119
Transfer to reserve		16,853	59,005	38,850	18,411	23,296	13,586	13,882	14,187	14,499	14,817	15,144
Transfer from reserve		(38,340)	(31,656)	(24,192)	(16,323)	(13,887)	(11,639)	(9,213)	(9,939)	(6,257)	(11,847)	(10,400)
Closing balance		15,539	42,888	57,546	59,634	69,043	70,990	75,659	79,907	86,149	89,119	93,863

## 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 2022-2026 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 2022-2026 supports the rating principles used to levy rates and charges, in collaboration with determining the Proposed Budget 2022-2026.

The Revenue and Rating Plan 2022-2026 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 are included in the rating framework:
  - Rates being payable in four instalments only
  - Maintaining the existing differential rating structure
  - Charging five properties under the *Cultural and Recreational Lands Act 1963*
  - To declare through the budget to separate all waste and recycling collection fees from general rates and create new service rates.
    - Levy a service rate for the provision of kerbside waste collection services; and
    - Levy a service rate for the provision of public waste services.
  - Levying a Service Charge on non-rateable residential land for the provision of a waste service.
  - Not offering any Council concessions
  - Not offering any incentives for prompt payment.
  - Not levying a Municipal Charge
  - 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 deposits 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:
  - Generate appropriate rental revenue
  - Deliver growth in value
  - Be realised at a future point in time.
- 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 is 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 to 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 conducts 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 a Digital Transformation Strategy and Plan to move Council to become a more customer centric organisation.

#### **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.

# Revised Revenue and Rating Plan

2022-2026

CM9: D22/52439



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# 1 Introduction

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Council has a number of revenue streams that are used to fund the assets and services that are provided to the community.

The most significant of these streams are rates revenue, fees & charges and grants income which combined make up over 90% of Council income each year:

- Rates (approx. 62-63% of total revenue),
- Fees, charges & fines (approx. 18-20%) and
- Grants (approx. 10-11%).

Other streams of revenue that are not specifically covered as part of this plan include (but is not limited to); Interest income, Contributions income, Rental income and Fair value adjustments.

These items are not included as part of this plan as they are either;

Covered under other Council plans and/or strategies (see Investment Policy, Public Open Space Plan, Lease & License framework and Developer Contribution Plan),

Comparatively minor in nature, or

Council is unable to impact the revenue received.

To ensure the *Local Government Act 2020* rating objectives of stability and predictability are achieved, it is important that Banyule City Council has a Revenue and Rating Plan in place that is transparent to the community and reviewed annually as part of the budget process.

The important matters to be considered in relation to the Revenue and Rating Plan include:

- The legislative framework
- What rates and charges can be declared
- The rate base
- Uniform or Differential rates
- Cultural and Recreational Lands
- Impact of Council revaluations and supplementary valuations
- The municipal charge
- Service rates and charges
- Special rates
- Rebates and concessions
- Exempt Properties
- Collections
- Fire Services Property Levy

## 1.1 What is a Revenue and Rating Plan ?

The *Local Government Act 2020* states that councils must adopt a Revenue and Rating Plan by the next 30 June after a general election for a period of at least the next 4 financial years. Council adopted the first Revenue and Rating Plan under the *Act 2020* in June 2021 and has determined that the Revenue and Rating Plan will be reviewed and updated each year with the annual 4-year Budget.

This Revenue and Rating Plan covers the period 1 July 2022 to 30 June 2026.

A Revenue and Rating Plan is the policy by which council systematically considers factors of importance that informs its decisions about how Council raises revenue, including by the rating system Council uses. The rating system determines how Council will raise money from properties within the municipality. It does not influence the total amount to be raised, only the share of revenue contributed by each property. The rating system comprises the valuation base and actual rating instruments allowed under the *Local Government Act 1989* to calculate property owners' liability for rates.

The *Local Government Act 2020* requires Councils to exercise sound financial management. In particular, the *Local Government Act 2020* states that the principles of sound financial management are:

- a) revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans;
- b) financial risks must be monitored and managed prudently having regard to economic circumstances;
- c) financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability
- d) accounts and records that explain the financial operations and financial position of the Council must be kept

Through Councils integrated planning framework Council ensures that all its activities and financial resources are aligned to meet the aspirations, needs and expectations of the Banyule community. Integrated planning documents include:

- Council Plan
- Financial Plan
- Asset Plan
- Council Budget.

## 1.2 Objectives of the Council Plan

When considering the Revenue and Rating Plan, Council needs to meet the objectives set out in the Council Plan, and as resourced through the Financial Plan. The Council Plan 2021-2025 was adopted in October 2021 and this plan is reviewed annually to reflect changes in Council's annual actions (Annual Action Plan).

Council's commitment to managing resources wisely will be achieved through:

- Providing exceptional customer service
- Delivering best value services and facilities
- Providing responsible financial management and business planning
- Providing good governance and be accountable
- Promoting an engaged and productive organisation
- Managing the systems and assets that support service delivery

The following table lists the Priority Themes as described in the adopted Banyule Council Plan 2021-2025.

Priority Themes	Strategic Objective
<b>Our Inclusive and Connected Community</b>	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.
<b>Our Sustainable Environment</b>	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.
<b>Our Well-Built City</b>	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.
<b>Our Valued Community Assets and Facilities</b>	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.
<b>Our Thriving Local Economy</b>	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.
<b>Our Trusted and Responsive Leadership</b>	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.

## 2. Rates

### 2.1 Rating – the Legislative Framework

The purpose of this section is to outline the legislative framework in which Council has to operate in constructing its rating system and the various issues that Council must consider in making its decision on the rating objectives.

The relevant legislation guiding councils in terms of levying property owners are the following acts:

- *Local Government Act 1989*
- *Local Government Act 2020*
- *Valuation of Land Act 1960*
- *Cultural and Recreational Lands Act 1963*



A rating review was undertaken by the Victorian government in 2019. The government's response to the review was that there will be no fundamental changes at present to the way rates are levied in Victoria, with minor changes intended to improve community understanding of the rating process, to improve the way council's budget and declare rates and to review possible changes to "smooth out" significant changes to rates as a result of atypical changes in valuations.

### 2.1.1 Objectives

The legislation specifies several major objectives for the rating system:

- the equitable imposition of rates and charges
- a reasonable degree of stability in the level of the rates effort
- contribute to the equitable and efficient carrying out of its functions
- apply principles of financial management, simplicity and transparency.

The two objectives which the rating system must have the greatest regard to are the achievement of equity and efficiency.

### 2.1.2 Equity

Having determined that Council must review its Revenue and Rating Plan in terms of the equitable imposition of rates and charges, it is a much more vexed question in terms of how to define and determine what is in fact equitable in the view of the Council.

Horizontal equity refers to justice or fairness in the treatment of like properties - in other words, that similar rates are paid by similar properties. There is a fundamental importance on which characteristics define similarity. On the assumption that property valuations fairly reflect the true valuation of like properties, horizontal equity will be achieved.

Vertical equity refers to justice or fairness in the treatment of properties in different circumstances (e.g. different property types - residential/commercial/ vacant land). It implies a "relativity" dimension to the fairness of the tax burden.

The three main ways in which positions can vary are:

- the benefit or user pays principle - some groups have more access to, make more use of, and benefit from more, specific council services;
- the capacity to pay principle - some ratepayers have more ability to pay rates than do others with similarly valued properties;
- the incentive or encouragement principle - some ratepayers may be doing more towards achieving council goals than others in areas such as environmental or heritage protection.

### 2.1.3 The Benefit Principle

A popular complaint levelled at councils is that "the rates I pay have no correlation with the services I consume or the benefits I receive". This argument is based on the benefit principle (the opposite of the wealth tax principle) that argues there should be a nexus between consumption/benefit and the rate effort.

Application of the benefit principle is difficult in practice because of the complexity and, in some cases, impossibility, of measuring the relative levels of access and consumption across the full range of council services. In some ways the arguing of the benefit principle with respect to council rates is like trying to do the same for the income tax that is used to fund a wide range of universally accessed services.

It is likely to be quite costly to regularly undertake in-depth analyses on service access, consumption patterns and costs in order to attempt to review the level of benefit, unless the service is widely used and measured, and the costs are understood. In any event many subjective assumptions will have to be introduced. Other pricing

instruments such as user charges, special rates and charges and service rates and charges better lend themselves to dealing with the issue of benefit.

### 2.1.4 Capacity to Pay

Notwithstanding the practical limitations, council can make choices about the tax treatment of classes of real property in so much as they believe that a class of property will reflect the financial position of a household or business and its capacity to pay. However, the most vexed issue related to capacity to pay is assessing it across different classes of property.

While personal income tax is more reflective of the capacity to pay, it is not possible to expect a property tax system to deal practically with all aspects of capacity to pay based on individual households and businesses. It is also not practical or acceptable to shift, modify or manipulate the existing system to the benefit of one group of ratepayers at the expense of another unless such shift is widely accepted and for a proper purpose.

Council has the option of introducing a Council rebate to certain groups to reduce that property's rate effort. Presently pensioners within the municipality can access the State Government Rebate.

Consideration of capacity to pay does become relevant when determining any flat or fixed charge as these charges are regressive in nature.

### 2.1.5 Efficiency

Efficiency can be defined as the ratio of ends produced (output) to means used (inputs). In other words, it can be considered directly related to the cost of administering the rates system. Administration costs include the issuing of assessments, collection of rates, including maintaining and improving collection systems, monitoring outcomes, educating and informing ratepayers, and enforcement and debt recovery. It also includes the maximization of additional rate income through supplementary valuations by ensuring the timeliness and accuracy of amended rate notices.

A simple rating system is more transparent, meaning that the purpose and principles behind the design of a rate are clearer - who is liable for a particular rate and how rate liability is calculated. However, it is also possible for a simple rate system to be costly if it is unpopular and results in increased appeals and higher collection costs.

### 2.1.6 Anomalies with Property Taxation

Property taxes do not recognise the situation where ratepayers are "asset rich" and "income poor". In these cases, ratepayers may have considerable wealth reflected in the property they own but have a low level of income. Examples include pensioners, businesses subject to cyclical downturn, and households with large families and property owners with little equity. In a commercial sense the argument has also been expressed in terms of the ability of property to generate a reasonable return.

### 2.1.7 Fair Go Rates System

The State Government's Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. The prescribed rates caps were set at:

Financial Year	Rate Cap
2022/2023	1.75%
2021/2022	1.50%
2020/2021	2.00%
2019/2020	2.50%
2018/2019	2.25%
2017/2018	2.00%
2016/2017	2.50%

The cap applies to general rates and is calculated based on council's average rates and charges.

Financial Year	Estimated Rate Cap
2023/2024	2.25%
2025-2032	2.50%

These assumptions are based on forecast CPI changes.

Under the Fair Go Rate Cap, the Cap is calculated by a formula provided by the Essential Services Commission (ESC) and agreed to by the State Government is:

$$\frac{\text{Adopted General Rate and Municipal Charge Income} + \text{Annualised Supplementary Rate and Municipal Charge Income}}{\text{Number of Assessments as at 30 June} = \text{Base Average Rate}}$$

$$\text{Base Average Rate} \times (1 + \text{Prescribed Rate Cap}) = \text{Maximum allowable Capped Average Rate}$$

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

In situations where the rate cap is not enough for Council's needs, Council can apply to the Essential Services Commission for a higher cap; this is known as a variation.

Banyule City Council does not intend to apply for a variation to the rate cap for the duration of the Revenue and Rating Plan 2022-2026.

### 2.1.8 What Rates and Charges may a Council declare?

Section 155 of the *Local Government Act 1989* provides that Council may declare the following rates and charges on rateable land:

Rating option	Description	Banyule structure
General rate	A general rate is applied to all properties and can be set as either a uniform rate or several differential rates	Banyule applies the differential rates listed below.
Uniform rate	A uniform rate is a single rate in the dollar that is applied to the value of all properties in the municipality.	Banyule does not apply a uniform rate.
Differential Rates	Differential rates are different rates in the dollar that are applied to different classes of properties and are permitted if the Council uses Capital Improved Value as the rating valuation base.  The <i>Local Government Act 1989</i> allows the use of differential rates if	The following differential rates are levied: <ul style="list-style-type: none"> <li>• Residential Improved</li> <li>• Commercial/Industrial Improved (set at 1.25 times the residential improved rate)</li> <li>• Residential Vacant Land (set at</li> </ul>



Rating option	Description	Banyule structure
	the Council considers that this will contribute to the equitable and efficient carrying out of its functions.	1.5 times the residential improved rate) <ul style="list-style-type: none"> <li>Commercial/Industrial Vacant Land (set at 2 times the residential improved rate)</li> </ul>
Municipal Charge	A municipal charge to cover some of the administrative costs of the Council. This is a flat-rate charge applied to all properties excluding cultural and recreational properties.	Banyule does not levy a municipal charge.
Service rates	Service rates can be levied for provision of a water supply, collection and disposal or waste, and sewerage services as outlined in the <i>Local Government Act 1989</i> .	Banyule levies two different service rates which are designed to recover the costs of waste collection, processing and disposal, while aiming to reduce waste being generated and going to landfill. The two different rates are a: <ul style="list-style-type: none"> <li>Public waste rate; and</li> <li>Kerbside waste rate</li> </ul>
Service rates and charges	Service rates or annual service charges (or a combination of both) can be levied for provision of a water supply, collection and disposal or waste, and sewerage services as outlined in the <i>Local Government Act 1989</i> .	Banyule does charge for the collection and disposal of refuse from non-rateable properties and for the collection of non-standard refuse from rateable properties. These charges are declared in the Schedule of Fees and Charges.
Rebates and Concessions	The <i>Local Government Act 1989</i> allows Councils to grant a rebate or concession in relation to any rate or charge to assist the proper development of all or part of the municipal district, preserve buildings or places that are of historical or environmental interest, or to restore or maintain buildings or places of historical, environmental, architectural or scientific importance.	Banyule does not offer any general council rebates.
Special Rates and charges	A special rate or charge may be declared for purposes of: <ul style="list-style-type: none"> <li>Defraying any expenses, or</li> <li>Repaying with interest any advance made or debt incurred, or loan raised by Council.</li> </ul>	Banyule levies special rates and charges for promotional and marketing activities to assist retail associations, for street and drainage construction and to install solar panels for older ratepayers.
Cultural and Recreational Lands	In accordance with the <i>Cultural and Recreational Lands Act 1963</i> Council may levy an amount in lieu of rates on properties that meet the	Banyule does levy an amount in lieu of rates for cultural & recreational using the following methodology:

Rating option	Description	Banyule structure
	definition of cultural and recreational lands.	In Use Value * (Residential Improved rate * Questionnaire Weighting) * the percentage of net cost of council services available to the entity.
Electricity Generation Lands	An amount payable in lieu of rates may be levied under the <i>Electricity Industry Act 2000</i> . This amount is agreed upon between the generator and the council	There are no lands where electricity is generated in a manner and volume where this provision currently applies in Banyule.
Cladding rectification charge	A Council may enter into a cladding rectification agreement in respect of rateable land with an existing building on it, to fund works that rectify fire-prone cladding. The costs are then recovered through a charge on the property	Council has not received any requests for a cladding rectification agreement.
Environmental Upgrade Agreement	A Council may enter into an environmental upgrade agreement in respect of rateable land with an existing building on it to fund works that improve the energy, water or environmental efficiency or sustainability of the building on that rateable land, including climate change adaptation works on the building	Council has not entered into any environmental upgrade agreement.
Rebates and Concessions	The <i>Local Government Act 1989</i> allows Councils to grant a rebate or concession in relation to any rate or charge to assist the proper development of all or part of the municipal district, preserve buildings or places that are of historical or environmental interest, or to restore or maintain buildings or places of historical, environmental, architectural or scientific importance.	Banyule does not offer any general council rebates.

## 2.2 Determining which valuation base to use

The purpose of this section is to outline the different methods that Council can utilise to value land and the issues that Council must consider in making its decision on the valuation method.

### 2.2.1 Introduction

Three methods of valuing land are allowed under the *Local Government Act 1989*:

- Site Value (SV) – Value of land only
- Net Annual Value (NAV) – rental valuation based on Capital improvement Value (CIV). For residential and farm properties, NAV is calculated at 5 per cent of the CIV. For commercial properties NAV is calculated as the greater of the estimated annual rental value or 5 per cent of the CIV.
- CIV – value of land and improvements upon the land

Banyule uses CIV for rating valuation purposes.

### 2.2.2 Site Value (SV)

This method places a value on the land only and does not consider any value of any buildings constructed on the land. It is not considered to result in the most equitable distribution of the rate effort.

With valuations based simply on the valuation of the land and with only very limited ability to apply differential rates, the implementation of site value in Banyule would cause a significant shift in rate effort from the business sector into the residential sector. In addition, there would be further rating movements away from modern townhouse style developments on relatively small land parcels to older established homes on the more typical quarter acre residential block.

There is no Victorian Council that currently uses this valuation base.

### 2.2.3 Net Annual Value (NAV)

NAV, in concept, represents the annual rental value of a property. However, in practice, NAV is closely linked to capital improved value. For residential properties Valuers derive the NAV directly as 5 per cent of the CIV.

In contrast to the treatment of residential, NAV for business properties are assessed with regard to the actual market rental. This differing treatment of business versus residential has led to some suggestions that all properties should be valued on a rental basis. There is currently no legislation that supports this suggestion.

Where a Council utilises NAV, it may only apply three differential rates. For example, City of Melbourne utilise NAV, applying a differential rate for residential and non-residential land only.

### 2.2.4 Capital Improved Value (CIV)

CIV is the most commonly used valuation method by Victorian Local Government with most Councils applying this methodology. Based on the value of both land and all improvements on the land, it is relatively easy to understand by ratepayers as it equates to the market value of the property.

For CIV, business properties are valued primarily by the capitalisation method of valuation. This method of valuation is the industry standard for assessing the value of business properties and has as its base sale price and market rent of the property. For this reason, rental details are sought by Valuers every 2 years. When analysed on a per square metre basis, rents provide a means of establishing the rental market in a location.

The advantages of using CIV include:

- CIV includes all improvements and hence is often supported on the basis that it more closely reflects 'capacity to pay'. The CIV rating method takes into account the full development value of the property, and hence better meets the equity criteria than site value or NAV.



- The concept of the market value of property is far more easily understood with CIV rather than NAV or Site Value.
- The use of CIV allows Council to apply differential rates which greatly adds to Council's ability to equitably distribute the rating effort based on ability to afford Council rates.

The major disadvantage with CIV, and indeed all the other rating methods, is that rates are based on the property value which may not necessarily reflect the income level of the property owner as with pensioners and low-income earners.

## 2.3 Determining the Rating System – Uniform or differential

The purpose of this section is to outline the two rating systems (uniform or differential) that Council can utilise to apply rates and the issues that Council must consider in making its decision on the rating system.

### 2.3.1 Uniform rate

If a Council declares that general rates will be raised by application of a uniform rate, the Council must specify a percentage as a uniform rate. A uniform rate will apply to the value of every rateable property within the municipality.

Rates will be determined by multiplying the percentage (the rate in the dollar) by the value of the land.

Banyule believes that a uniform rate should not be applied to all properties because it is not equitable. Such a rate does not reflect the use of Council services and infrastructure nor does it create incentive for best use of property in the municipality.

Banyule has adopted differential rating as it considers that differential rating contributes to the equitable distribution of the rating effort. Differential rating allows classes of properties to be assessed at different levels from the general rate set for the municipality. Differential rating allows Council to shift part of the rate effort from some groups of ratepayers to others, through different 'rates in the dollar' for each class of property.

Council is entitled to apply many differential rates provided it used CIV as its base for rating.

Section 161 of the Local Government Act 1989 outlines the regulations relating to differential rates. This section is outlined below:

- 1) A Council must raise any general rates by application of a differential rate, if it uses the CIV system of valuing rates,
  - a) Council considers that the differential rate will contribute to the equitable and efficient carrying out of its functions.
- 2) If a Council declares a differential rate for any land, the Council must:
  - a) Specify the objectives of the differential rate, which must be consistent with the equitable and efficient carrying out of the Councils functions and must include the following:
    - i. A definition of the types of classes of land which are subject to the rate and a statement of the reasons for the use of that rate.
    - ii. An identification of the type or classes of land which are subject to the rate in respect of the uses, geographical location (other than location based on whether the land is within a specific ward in Councils district) and planning scheme zoning of the land, and

- iii. If there has been a change in the valuation system, any provision for relief from a rate to ease the transition for that land, and
- b) Specify the characteristics of the land which are the criteria for declaring the differential rate.

The maximum differential allowed is no more than 4 times the lowest differential rate. For Banyule, the lowest rate is the Residential Improved rate.

Council has the option of increasing each respective differential rate in order to influence the behaviour of landowners.

There is no theoretical limit on the number or type of differentials which can be levied.

### 2.3.2 Differential Rates

#### Advantages of a differential rating system

The perceived advantages of utilising a differential rating system are:

- There is a greater flexibility to distribute the rate effort between all classes of property and therefore link rates with the ability to pay and reflecting the tax deductibility of rates for businesses;
- Differential rates allow Council to better reflect the investment required by Council to establish infrastructure to meet the needs to the commercial and industrial sector; and
- Enables Council to encourage developments through its' rating approach e.g. encourage building on vacant land.

#### Disadvantages of a differential rating system

The perceived disadvantages of utilising a differential rating system are:

- The justification of the differential rate can at times be difficult for the various rating groups to understand, giving rise to queries, objections and complaints.
- Differential rating involves a degree of administrative complexity, as properties can change from one classification to another (e.g. vacant land to residential) requiring Council to process supplementary valuations.

#### Objectives of the rate and characteristics

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

Details of the objectives of each differential rate are set out below.

#### Residential/Commercial/Industrial Vacant Land

##### **Objective:**

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

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

##### **Types and Classes**

Any rateable land on which no dwelling is erected.

**Use and Level of Differential Rate:**

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

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

The differential is designed as an incentive to develop vacant land and to reflect the typically-higher burden on Council of servicing and monitoring vacant land.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the Banyule Planning Scheme.

**Planning Scheme Zoning:**

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

**Commercial/Industrial Improved Land****Objective:**

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

Those functions include the:

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

**Types and Classes:**

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

**Use and Level of Differential Rate:**

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

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

The differential is designed to reflect the nature of the services delivered in maintaining amenity in non-residential areas.

**Geographic Location:**

Wherever located within the municipal district.



**Use of Land:**

Any use permitted under the Banyule Planning Scheme.

**Planning Scheme Zoning:**

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

**Types of Buildings:**

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

**Residential Improved Land****Objective:**

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

**Those functions include the:**

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

**Types and Classes:**

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

**Use and Level of Differential Rate:**

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

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

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the Banyule Planning Scheme.

**Planning Scheme Zoning:**

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

**Types of Buildings:**

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

## 2.4 Cultural and Recreational Lands

### **Objective:**

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

Council has considered the service utilised by the lands and the benefit these lands provide to the community by consideration of their cultural or recreational land use, as required under the *Cultural and Recreational Land Act 1963*.

### **Types and Classes:**

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

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

The Cultural and Recreational Land Act 1963 effectively provides for properties used for outdoor activities to be differentially rated unless it involves land that is being leased from a private landowner. The discretion of whether to provide a cultural and recreational lands rate rests with Council

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

In Use Value X (Residential Improved rate X Questionnaire Weighting) X 36% (net cost of council services available to the entity).

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

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

Currently Council has five properties that are currently defined as Cultural and Recreational properties in accordance with the *Cultural and Recreational Land Act 1963*.

## 2.5 The Impacts of Revaluations and Supplementary Valuations

The purpose of this section is to provide an overview of the rate revaluation and supplementary valuation processes.

### 2.5.1 Introduction

Under the *Valuations of Land Act 1960*, the Valuer-General revalues properties annually.

Property values are determined by qualified Valuers comparing each property to the recent sales figures of similar properties in the neighbourhood. The key factors are location, land size, type of house and condition.

Valuations are conducted using Best Practice Guidelines formulated and published by the Valuer General Victoria.

### 2.5.2 No Windfall Gain

There is a common misconception that if a property's valuation rises then Council receives a "windfall gain" with additional income. This is not so as the revaluation process results in a redistribution of the rate effort across all

properties in the municipality. Any increase to total valuations of the municipality is offset by a reduction to the rate in dollar (ad valorem rate) used to calculate the rate for each property. Total income is fixed each year as part of the budget process

The general revaluation process enables Council to re-apportion the rate income across the municipality in accordance with movements in property values. Properties which have increased in value by more than the average will receive a rate increase of more than the headline rate. Properties with an increase in value less than the average will receive a rate increase less than the headline rate.

### 2.5.3 Supplementary Valuations

In accordance with the Valuation of Land Act 1960 further Valuations are required to be carried out between General revaluations, these are known as Supplementary Valuations.

Supplementary Valuations are completed when properties are physically changed by buildings being erected, demolished or altered, when properties are amalgamated, subdivided, portions sold off, rezoned or roads constructed.

Supplementary Valuations are adopted to bring the value of properties into line with values assigned to other properties in the municipality. This is to ensure that as near as practicable the rating valuation reflects the current property condition at the date prescribed for the General revaluation.

Supplementary valuations are conducted by contractors appointed by the Valuer-General and are subject to the timing specified by the Valuer-General.

## 2.6 Municipal Charge

The purpose of this section is to outline the municipal charge that Council may utilise to apply rates and the issues that Council consider when applying a municipal charge.

### 2.6.1 Introduction

In addition to differential rates, Council may declare a municipal charge to cover some of the administrative costs of Council. Currently the total revenue from a municipal charge must not exceed 20% of the sum of the general rates and municipal charge combined in a financial year.

The application of a municipal charge represents a choice to raise a portion of the rates by a flat fee for all properties, rather than sole use of the CIV valuation method.

Banyule does not levy a Municipal Charge.

### 2.6.2 Advantages of a municipal charge

The arguments in favour of a municipal charge are they apply equally to all properties and are based upon the recovery of fixed costs of providing administrative services irrespective of valuation. The same contribution amount per assessment to cover a portion of Councils administrative costs can be seen as a practical method of recovering these costs.

### 2.6.3 Disadvantages of a municipal charge

The argument against a municipal charge is that this charge is regressive in nature and would result in lower valued properties paying higher overall rates and charges than they do at present. The equity objective in levying rates against property values is lost in a municipal charge as it is levied uniformly across all assessments.



## 2.7 Service Charges / Service Rates

The purpose of this section is to outline the service charges that Council currently applies and new charges that could be utilised and the issues that Council must consider in making its decision when reviewing these service charges.

Section 162 of the *Local Government Act 1989* allows Council to declare a service rate or charge for specified services.

A waste service charge follows a user-pays approach, which is regressive in nature. Unlike a service rate, the service charge approach has a clear correlation with the individual ratepayer's consumption of services. In other words, ratepayers pay the same charge for the same service received, independently of the property valuation.

A waste service rate based on property valuation follows a wealth-tax approach in the same way general rates are determined by multiplying the percentage (the rate in the dollar) by the value of the land. This approach is progressive in nature.

A waste service rate has no correlation with the individual ratepayer consumption of services.

### 2.7.1 Advantages of a Service Charge or Service Rate

If a Service Charge or Service Rate is levied for collection and disposal of refuse it is easily understood by the residents as a user-pays system. There is also the ability to identify and apportion the costs of this service.

Service Rates or Service Charges are also able to be levied on only those properties that receive a service, meaning that relief is provided to ratepayers who aren't able to use a particular service.

Service Rates or Service Charges are also not subject to the Fair Go Rate Cap, other than in the year of their introduction. This means that as costs of a service move outside of inflation, these costs can be effectively quarantined from within the Rate Cap.

Service rates apply proportionally in the same way general rates are applied proportionally, in that properties with lower values pay lower rates.

They are a form of taxation aimed at accumulating revenue so that broad range of facilities and services can be provided for the benefit of the community.

### 2.7.2 Disadvantages of a Service Charge or Service Rate

A Service Charge is regressive in nature and would result in lower valued properties paying relatively higher rates and charges in the year of introduction, compared to higher valued properties. The equity objective in levying rates against property values is lost in a service charge as it is levied uniformly across all assessments.

A Service Rate will result in ratepayers using the same service paying different amounts dependent on their property's values. This service rate needs to be considered as a way to raise revenue to fund relevant waste management services for the community as a whole and should not be considered as a fee for service.

The introduction of a service rate or charge in the first year is offset by a corresponding proportional reduction in General Rates levied.

### 2.7.3 Current use of Service Rates

Banyule levies Service Rates in two different forms, both relating to waste collection, processing and disposal. The two Rates are:

- Public Waste Rate
- Kerbside Waste Rate

Both rates are calculated on the Capital Improved Value of properties to which the rate applies.

### 2.7.4 Application of Service Rates

Banyule levies the Public Waste Rate to all properties within Banyule and is in place to fund the provision of infrastructure and services to support:

- Street-sweeping
- Dumped rubbish collections
- Laneway clearance
- Litter and public realm refuse collection and disposal
- Park litter collection and disposal

Banyule levies the Kerbside Waste Rate on properties that are used wholly or partly for residential purposes that are able to receive a standard kerbside waste collection. The Kerbside Waste Rate is not levied on properties that do not receive a kerbside waste service due to conditions imposed under the *Planning and Environment Act 1987*, through locational constraints or other factors that make kerbside waste collection impractical.

The Kerbside Waste Rate is levied each year and is subject to addition or removal via a supplementary adjustment process on a monthly basis from July through to May the following year. Adjustments are not performed in June as these impact Council's ability to transparently budget for waste-related income and expenses.

### 2.7.5 Current use of Service Charges

A service charge for non-standard refuse collection (e.g. larger bins) from rateable properties is charged in addition to the Kerbside Waste Rate. These charges are declared in Council's Schedule of Fees and Charges each year and are designed to recoup the additional costs of disposing of additional waste and providing a non-standard waste service. These Service Charges are only levied on ratepayers who have elected to have a non-standard waste service.

A kerbside waste service charge is also levied on properties deemed non-rateable under section 154 of the *Local Government Act 1989* where a kerbside waste service is provided. An additional service charge for non-standard refuse collection (e.g. larger bins) is charged in addition to the Kerbside Waste Rate where ratepayers have elected to have a non-standard waste service.

### 2.7.6 Monitoring of General Rates, Service Rates and Service Charges

All rates, fees and charges are declared as part of Council's budgeting process. The Essential Services Commission monitors, analyses and determines any application from councils for a variation of the Fair Go Rate Cap. While Services Rates and Services Charges sit outside the Cap, the Commission requires councils to supply information relating to Services Rates and Services Charges and reports on any significant breaches of the income generated from Services Rates and Services Charges exceeding costs of supplying the relevant service.

## 2.8 Special Rate or Charge

The purpose of this section is to outline the special rates and charges that Council currently applies and new charges that could be utilised.

### 2.8.1 Introduction

Section 163 of the *Local Government Act 1989* permits councils to declare a special rate in relation to the performance of a function where Council considers that the function is or will be of special benefit to the persons required to pay the special rate.

### 2.8.2 Special Rates Schemes

Council currently has 12 Special Rate and or Charge schemes in operation, 11 are Promotional Schemes and one is an Aged Services Solar Program

Scheme Name	Finish Date
Rosanna Special Charge	June-2025
Heidelberg Central Special Charge Scheme	June-2026
The Mall and Bell Street Mall Special Rate	June-2025
Montmorency Shopping Village Special Charge	June-2024
Watsonia Special Charge	June-2022*
Macleod Village Special Charge Scheme	June-2022*
Greensborough Town Centre Special Rate and Charge	June-2022*
Eaglemont Village S/C Special Charge	June-2022*
Ivanhoe Shopping Centre Special Rate	June-2023
East Ivanhoe Special Charge	June-2023
Lower Plenty Special Charge	June-2025
Aged Services Solar Program Special Charge	December-2027

\* **Proposed to be renewed in 2022/2023**

### 2.8.3 Promotional Schemes

These schemes are declared for strip shopping centres within the City. They are primarily for the encouragement of commerce, retail activity and employment opportunities in and around the scheme area.

Council considers that there would be a special benefit to the area as the viability of the Precinct as a business, commercial, retail and professional area the value and the use, occupation and enjoyment of the properties and the businesses included in the scheme area will be maintained or enhanced through increased economic activity.

The amount collected from the scheme is matched by council (to declared capped amounts) and payments are made to the traders on a quarterly basis.

A decision to review Special Rates and or Charge Schemes occurs at the expiry of the current scheme, not during the budget discussions and is subject to extensive consultation with stakeholders and separate Council discussion and approval.

### 2.8.4 Construction Schemes

These schemes are declared when there is something constructed that would be of special benefit to the persons required to pay it. For example road, drain and car parking construction

These schemes are declared as required following extensive consultation with stakeholders and do not form part of the budget process.



## 2.8.5 Aged Services Solar Scheme

This scheme is declared for the purposes of assisting older ratepayers to purchase roof-top solar panels. The Aged Services Solar Program runs for 10 years however there is no financing surcharge applied.

These schemes do not form part of the budget process.

## 2.9 Rebates and Concessions

The purpose of this section is to outline the rebates and concessions that could be utilised and the issues that Council must consider in making its decision when reviewing these rebates and concessions.

### 2.9.1 Introduction

Under the *Local Government Act 1989*, Council has the power to grant a rebate or concession in relation to any rate or charge to assist 'proper' development and the preservation of buildings or places of historical, environmental, architectural or scientific importance within the municipality.

While the original intent of the term 'proper' development has a land use perspective, Councils have been known to use the provision to assist economic development. Rebates and concessions should be used with respect to individual properties within a property class. The legislation intended that differential rates be used to achieve an outcome for a class of properties.

The granting of rebates and concessions results in a higher rating effort being applied to other properties to raise the same level of rate revenue.

## 2.10 Pensioner Rebate

### 2.10.1 State Government Pensioner Rebate

Pensioners may qualify for a maximum 50% State Government rate rebate (to a gazetted maximum) for the home in which they are living. A rebate will apply for the Fire Services Property Levy. To be eligible, a ratepayer must hold one of the following concession cards:

- Pensioner Concession Card from Centrelink or Veterans' Affairs
- Gold Card from Department of Veterans Affairs specifying War Widow (WW) or Totally and Permanently Incapacitated (TPI).

Other than administrative costs this State Government Rebate scheme is cost neutral to Council as this is fully funded by the State Government.

### 2.10.2 Council Pensioner Rebate

Council has the option of introducing a pensioner rebate to complement the existing State Government rebate. A Council Pensioner rate rebate redistributes the rate effort with other ratepayers bearing the cost by way of higher rates and charges. The rate effort for non-pensioners is likely to be greater as the number of pensioners increases.

Council does not grant any further rebates or concessions than those afforded by the State Government Pensioner Rebate scheme.

## 2.11 Properties Exempt from Rates

The purpose of this section is to raise awareness of non-rateable properties.

### 2.11.1 Introduction

The *Local Government Act 1989* provides for properties where the use is charitable, to be non-rateable.

Legal precedent has determined that charitable uses include those providing health services, education, religion and services to the needy.

Application for exemption from rating may be made at any time during the financial year and will be assessed based on the usage of the property. Council does not generally allow for any retrospective claims.

### 2.11.2 Department of Families, Fairness and Housing (formerly Department of Health and Human Services)

In relation to the Department of Families, Fairness and Housing (DFFH) owned housing, properties are rated if occupied. Properties are not rated if unoccupied or not habitable.

There are a number of organisations providing housing for people with low-income, on a voluntary and not for profit basis. The provisions of The Act preclude such residential housing from being non-rateable, even though their use may be regarded as charitable, in the everyday sense of the word.

The *Local Government Act 1989* allows Council to grant a rebate or concession in relation to any rate or charge, to support the provision of affordable housing, to a registered agency.

Council does not provide a rate rebate to support the provision of affordable housing by registered agencies. Assistance for low income households is provided through the State Government pensioner rebate.

A pre-existing agreement is in place for the provision of a 50% rate rebate in relation to certain DFFH elderly persons units. This agreement has no sunset clause subject to the units remaining as housing for the elderly. This agreement is not open to other parties or to other properties.

## 2.12 Collections

The purpose of this section is to outline the rate payment options and processes that are in place in relation to payment of rates. It also includes the support provided to ratepayers facing hardship. Council must consider fairness, compassion, confidentiality and compliance with statutory requirements when reviewing these arrangements.

### 2.12.1 Liability to Pay Rates

The owner of the land is liable to pay the rates and charges on that land. In certain cases, the occupier, mortgagee or licensee holder is liable to pay the rates.

The *Local Government Act 1989* declares the unpaid rate or charge, interest and costs to be the first charge upon the land, when the land is sold; ensuring Council receives the outstanding monies prior to the discharge of any mortgage and or charges on the land.

### 2.12.1 Payment Dates for Rates

Council, in accordance with the *Local Government Act 1989* must allow for the payment of rates by four instalments per annum. The mandatory instalment payments are required at the end of September, November, February and May each year in accordance with the Gazette dates. Council may allow a person to pay a rate or charge in a single lump sum payment.

Banyule City Council offers payment by instalments only.

### 2.12.2 Payment Methods

Council offers a range of payment options including

- Weekly Direct Debit
- Fortnightly Direct Debit
- Monthly Direct Debit
- Direct Debit (Instalment)
- BPay
- BPayView
- Council's website for MasterCard and Visa payments
- Australia Post billpay (phone & internet)
- Mail
- over the counter services at Council Service Centres or Australia Post agencies.

As an incentive to encourage payments made by weekly, fortnightly or monthly Direct Debit, interest will not be charged on rates and charges paid by weekly, fortnightly or monthly direct debit until 30 June each financial year.

### 2.12.3 Incentives for Prompt Payment

Section 168 of the *Local Government Act 1989* provides that incentives may be offered by Council for payment of rates and charges before the due dates.

No incentives are offered by Council for the payment of rates and charges before the dates.

### 2.12.4 Late Payment of Rates

Council has determined that the application of penalty interest will be applied on the sixth business day from the gazette due date. The grace period was adopted by Council July 2014 and will remain in place unless revoked and this will be declared as part of the annual Declaration of Rates and Charges.

Interest penalties will be in accordance with Section 172 (2) of the *Local Government Act 1989*, which allows interest to be imposed on unpaid rates at the rate fixed under Section 2 of the *Penalty Interest Rates Act 1983*.

Council cannot apply an alternative rate but has the power to exempt any person from paying the whole or part of any interest amount generally or specifically payable.

### 2.12.5 Debt Recovery - Collection of Overdue Rates

Council makes every effort to contact ratepayers at their correct address, but it is the ratepayers' responsibility to properly advise Council of their contact details. Section 122 of the *Local Government Act 2020* requires the purchaser of property, or their agents to notify Council by way of notices of acquisition.

If an account becomes overdue, Council has established procedures and guidelines for the collection of the debt. This creates a consistent approach to debt collection and ensures that all ratepayers are treated equally and fairly.

The purpose of the Collection guidelines is to act as a genuine deterrent to ratepayers who might otherwise fail to pay rates on time, to allow Council to recover the administrative cost of following up unpaid rates and to recover any interest cost the Council may incur due to lost investment opportunities. The principle in providing for such penalty is that ratepayers who pay within the required timeframe should not have to subsidise or bear any cost of ratepayers who default in payment. Details of Council's collection framework is contained in Council's Rates Collection Policy.



### 2.15.6 Waiver/Deferment of Interest, Rates and Charges under Financial Hardship

Council acknowledges that some ratepayers will have trouble from time to time in meeting rate payments due to any number of reasons. Council further understands that relief measures have a cost to Council which must be borne by other ratepayers in either the short or long term.

Waivers are not generally granted. However, in cases such as those associated with severe hardship, Council may grant waivers through the Hardship Assistance Policy, which is updated annually, taking in to account the economic conditions at the time and other assistance measures in place across state and commonwealth government agencies.

Council recognises there are cases of genuine financial hardship requiring respect and compassion in special circumstances. In accordance with the *Local Government Act 1989*, Council has established a Rates Hardship Assistance Policy which includes provisions for the waiver of rates, interest or deferment of rates and charges;

### 2.12.7 Special Circumstances Waiver

Council acknowledges that ratepayers will experience circumstances where they may fail to make payment of their instalment and that this failure to pay on time is a departure from their usual pattern. In these circumstances, upon receipt of a written request from the ratepayer Council may waive interest or associated charges as a "one-off" special circumstance's waiver.

### 2.13 Fire Services Property Levy

The Victorian Government introduced a property-based levy to fund the Metropolitan Fire Brigade (MFB) and the Country Fire Authority (CFA) from 1 July 2013.

The Fire Services Property Levy replaced the insurance-based funding model as recommended by the Victorian Bushfires Royal Commission.

Under the property-based levy:

- councils collect the levy through rates notices;
- the levy is calculated based on the capital improved value of a property;
- the levy consists of a fixed component plus a variable component calculated as a percentage of capital improved property values;
- the fixed component varies for residential properties and non-residential properties; and
- the levy rate varies for different property types such as residential, industrial, commercial and primary production.

The fire services property levy is shown separately on rate notices.

It is important to note that Council is not raising any additional revenue from the levy; it is merely acting as a collection agency on behalf of the State Government.

## 3. Government Grants

Council pursues all avenues to obtain external grant funds for prioritised works. Government Grants make up approximately 10% of Council's yearly revenue and the largest proportion (20%) of government grants is made up of the Financial Assistance grant provided by the Commonwealth Government under the *Local Government (Financial Assistance) Act 1995* (Commonwealth) Grants Commission Scheme and distributed annually to 79 local governing bodies within Victoria via the Victorian Local Government Grants Commission.

The Financial Assistance Grant (VLGGC) program consists of two components:

- A general-purpose component, which is distributed between the states and territories according to

- population (i.e. on a per capita basis), and
- An identified local road component, which is distributed between the states and territories according to fixed historical shares.

Both components of the grant are untied in the hands of local government, allowing councils to spend the grants according to local priorities. Council applies the local roads component to road rehabilitation projects in its Capital Works Program and utilises the general-purpose component to fund Council operations and Capital works.

In addition to financial assistance grants, each year Council receives several other grants from the State & Federal Government. Grants received may be to help fund capital works and short-term initiative projects or to help fund the provision of regular Council services. These grants are split into two categories based on whether they are of a recurrent (received each year) or non-recurrent (once-off) nature.

The volume of non-recurrent grants fluctuates from year to year and typically represent grants received towards the funding of capital projects or small ad-hoc initiatives. Government departments generally designate a total pool of funding available and eligibility criteria to access the funding. Council is responsible for identifying funding that it may be eligible for and then making appropriate applications.

Recurrent grants are relatively consistent from year to year and are typically granted to Council to help fund the provision of specific services (Home Care, Child Care, Maternal & Child Health, School Crossings, etc.). The grants may designate specific obligations tied to the funding such as the requirement for Council to delivering a minimum amount of service levels. If these obligations are not fully met, a portion of the funding may be forfeited and need to be returned.

Council has no control over the available funding put forward by State and Federal Government. However, Council is able to exercise an element of control over grant funding by; ensuring that applications are made for all applicable grant funding pools, all funding obligations are met and the prioritization of capital works takes into account each projects eligibility for grant funding.

## 4. Fees and Charges

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Council provides a wide mix of goods and services to the community. All council services can be reviewed to assess whether they are appropriate to attract user fees and charges. Council services which are deemed public infrastructure are generally provided free of charge and associated expenditure is fully funded by rates and/or grants. This includes the provision of roads, parks, footpaths, drainage, trees, etc.

Where a service is provided on an individual basis, they may often attract a fee or charge. The ability for Council to set the fees and charges for these services may be impacted by state and/or federal government legislation of funding conditions that either prohibit or sets ceilings for pricing. Some of these, such as planning fees, are set by state government statute and are commonly known as 'statutory fees'. In these cases, councils usually have no control over the setting of the fee price.

For fees & charges other than 'statutory fees', each service is analysed as to whether it is of a commercial or community-benefit nature. Services are deemed to be of a community-benefit nature if the provision of the service delivers benefits to the wider community, and if the most at-risk members of our community would be unfairly disadvantaged if they could not access the service. There are also some fees and charges charged by Council not explicitly for the provision of a service, but of a punitive nature (e.g. fines) with the explicit purpose of discouraging and deterring certain behaviours.

Each year as part of the budget process, Council reviews all fees and charges and adjusts the levels as appropriate. Community-benefit fees are kept low, such that the cost of the service is not fully recovered but is instead subsidised by Councils other revenue streams. Other commercial fees & charges are set consistent with

application of the user pays principle – that is, so far as is possible, the cost of providing a direct service will be offset by the fees charged.

A schedule of the current user fees and charges is presented for public consultation and feedback as part of Council's annual budget process.

## 4.1 Cost recovery

Setting fees and charges is often determined by a notion that the fee charged for a service should correspond with the cost of providing the service – that is the costs borne by Council in providing the service are fully recovered by the fees & charges. However this notion is balanced with Council's wish for some essential services to be accessible by the most disadvantaged members of our Community as well as the commercial reality, that our fees need to be consistent with other providers in the market to remain competitive, as well as the supply and demand realities that if the costs are set too high, the usage of the service will drop, reducing our overall income.

The full cost of delivering a service or providing a facility includes both:

- Direct Costs – those costs that can be readily and unequivocally attributed to the delivery of a service or activity because they are incurred exclusively for that particular product/activity.
- Indirect Costs (often referred to as overheads) – those costs that are not directly attributable to a single activity but support a range of activities across Council (e.g. Information Technology costs).

### 4.1.1 Direct Costs

In line with sound financial management principles Council's systems are set up to allocate direct costs straight to the business unit providing the service. These costs include:

1. Labour – the wages and salaries of all staff directly working on that service.
2. Materials and supplies – supplies used in providing the service. This may include utilities, contractor costs and car operating expenses.
3. Administrative expenses – the office support for a service. Typically, an operational unit provides a number of services, so the administrative costs of that unit will need to be allocated across the different services.
4. Equipment used in providing the service – this may include the purchase of equipment, plant hire, leasing of equipment, etc.

These costs include staff on-costs, such as allowing for annual leave, sick leave, workers' compensation payments and long service leave.

### 4.1.2 Indirect Costs (Overheads)

Council has a range of "back office" operations that are not directly tied to any service delivery (e.g. IT, Customer Service and HR). Nonetheless, these involve real costs that are incurred in supporting the delivery of Council's services.

Council allocates indirect costs to the services it provides using a pro-rata approach. That is to say, Council allocates indirect costs on a proportionate basis by using measures that are easily available, such as staff involved in the activity as a percentage of total staff, total number of computers or the service unit's share of total office floor space.

There are alternative ways to allocate indirect costs such as using Activity based costing, however this process can be very labour intensive and costly, while a pro rata approach delivers similar results with less effort.



## 4.2 Fee setting

The responsibility for setting of fees & charges resides with the managerial unit responsible for delivering the service. The fee setting is done as part of the budget process, where the impact of changing fees can be seen against the unit's bottom line.

When setting the fees & charges for the new year, the following questions must be asked.

- Do any external constraints apply? Possibilities include:
  - Other levels of Government setting a statutory price for that service, or
  - Does Council need to take into account competitive neutrality adjustments
- Would setting a price based on recovering the full cost of the service be competitive with other supplies (nearby councils and/or private competitors)?
- How will a change in price impact volume of usage of that service?
- Does Council have a strategy to either:
  - Subsidise the cost of this service (setting prices below full costs)?
  - Use the service as a taxation mechanism (setting prices above the full cost level)?

## 4.3 Competitive Neutrality

Compared to the private sector, government departments have a number of competitive advantages and disadvantages when providing services in a competitive market. Competitive benefits may arise due to Council's taxation status or ability to subsidise a service with rates. Conversely Council may be disadvantaged due to increased red tape (additional reporting costs and legislation to comply with), limited flexibility in restructuring or comparative employment awards between the private and public sectors.

If Council deems that in the provision of any of its significant business activities it has a significant competitive advantage (or disadvantage) over the market due to its public sector ownership, then a competitive neutrality assessment may be required to be undertaken.

To undertake this assessment, the following steps are recommended by the Victorian Government's Competitive Neutrality Policy:

- Determine whether the operation is a "significant business activity" and whether Council has a net competitive advantage compared to the private sector.
- Weigh up the expected benefits and costs of introducing competitive neutrality policy measures.
- Determine if the public interest is served by implementing competitive neutrality policy measures.

If this analysis shows that a significant business activity of Council does enjoy a net competitive benefit, Council is expected to set prices that include competitive neutral adjustments.

However, under the policy, this is not required if:

The costs of applying competitive neutrality outweigh the benefits, or

Council conducts and documents a "public interest test", which involves public consultation on costed options, and identifies clear public policy objectives for providing the service at below competitive neutral prices.

Council will conduct a competitive neutrality assessment of its services on a rolling basis. To date, no services have been identified as being a significant business activity where Council has a significant net competitive advantage over the private sector. As such no competitive neutrality adjustments have been required to be implemented to increase user fees.

## 4.4 Fee & Charge Principles

Council has developed a range of principles to determine the level of fees and charges to be applied to each service. Fees and charges will be reviewed on an annual basis in line with these principles:

- Fees are charged in line with State and Federal government legislation or Local Laws.

- Fees and charges are set at a level that is deemed to be fair and equitable to enable the majority of residents to access the services.
- Fees and charges are set to remain competitive with other 'like-services' available in the market.
- No fees (or low fees) are charged for some services with an aim to encourage community participation and positive health and wellbeing outcomes.
- Fees and charges that are punitive in nature, are set at a level significant enough to deter the targeted behaviour without being overly burdensome.

## 5. Review Period

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This Revenue and Rating Plan covers the four-year period July 2022- June 2026. It will be reviewed and amended during this 4-year period annually.

## 6. Related Documents

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Public Open Space Plan 2016-2031 (D16/126502)

Development Contributions Plan (D18/200154)

Lease and Licence Framework (CD17128)

Rates Hardship Assistance Policy (CD17663)

## 7. Related Legislation

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*Local Government Act 2020*

*Local Government Act 1989*

*Penalty Interest Rates Act 1983*

*Cultural and Recreational Lands Act 1963*

*Valuation of Land Act 1960*

*Victorian Competitive Neutrality Policy*

# Rates Financial Hardship Assistance Policy 2022/2023

CD18261





## Document control

<b>Record Number</b>	CD18261
<b>Date Created</b>	23 May 2022
<b>Next review date</b>	Click or tap to enter a date.
<b>Business Unit</b>	Corporate Services
<b>Responsible Officer</b>	Tania O'Reilly
<b>Date of Approval</b>	Click or tap to enter a date.

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## 1. Policy Overview

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### 1.1 Purpose of Policy

The purpose of this policy is to enable Council to provide financial relief to individuals and businesses who are experiencing hardship, both as a result of COVID-19 and due to other circumstances, that impact on a ratepayer's ability to pay rates and charges. This policy aims to provide ratepayers with a clear understanding of options and assistance available.

Council is committed to assisting its ratepayers in genuine financial hardship and to provide policy for decisions made to defer rate and charges payable on property and/or waive the whole or part of any interest or charges payable as outlined in Sections 170, 171, 171A and 172 of the *Local Government Act 1989*.

### 1.2 Scope

This policy extends to all properties in Banyule from 1 July 2022 to 30 June 2023. This policy extends to all applications to Council for relief from any rates, levy, special rate, charge or interest.

### 1.3 Objectives

The policy will give direction to Council Officers to ensure that the principals of transparency, efficiency, equity and capacity to pay are adhered to. This will ensure that all ratepayers are treated fairly, and financial relief is provided as efficiently as possible.

This policy will also ensure that all provisions of the *Local Government Act 1989* and *Local Government Act 2020* are adhered to and will further ensure that Council will not jeopardise the funding of its operations.

### 1.4 Method

All applications for assistance will need to be made in writing. Council prefers all applications to be made electronically, through Council's website. Where this is not possible, scanned and emailed documents are preferred. Applications and correspondence will be accepted via mail, however it is necessary to state that this is the slowest form of communication

### 1.5 Timeliness

Generally, applications will be responded to within 21 days.

### 1.6 Confidentiality

Applications for financial hardship will be treated in accordance with Council's Privacy Policy.



## 2. Policy Detail - General

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### 2.1 Financial Hardship

Financial hardship is a circumstance of experiencing a lack of financial means, which may be either ongoing or temporary.

### 2.2 Assistance

Council will only accept applications for assistance from owners, life tenants or managing agents on behalf of owners. Applications from tenants of commercial properties will not be accepted as any arrangements put in place could negatively impact owners of properties who are legally responsible for payment of rates.

### 2.3 Administration Charges

Council will levy an administration charge during the operation of this policy for direct debit payments that dishonour through lack of funds. Three consecutive direct debit dishonours will result in a direct debit arrangement being cancelled.

## 3. Application and Eligibility for Hardship Assistance

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Any eligible applicant may apply for hardship assistance for a property that they own. Applicants not able to make a written application due to disability, age, language or lack of access to technology can make an application using the assistance of a friend, relative, support person or council officer, who will be able to submit a written application on their behalf.

Applications from self-managed superannuation funds, family trusts and other corporate entities will not be supported due to the long-term design of these entities being long-term investment vehicles focused on appreciating assets, not current income generating assets.

There is no limit on the number of applications that can be made. Applications should be made via Council's website at <https://www.banyule.vic.gov.au/About-us/Rates/Paying-your-rates/Financial-hardship-application>

Council will then consider what assistance can be provided using the following scoring matrix:

**Table 1 | Scoring Matrix**

Result	Points
Hardship not established	Under 50 points
Partial hardship – extended hold/minimal arrangement requested. Penalty interest to held for a 6-month period	Between 50 points and under 70 points
Partial hardship - Penalty interest to be waived/held for a 12-month period (may be retrospective)	Between 70 points and under 100 points
Hardship – Rate Waiver of 25% to a maximum of \$500 for owner occupied properties (excludes non owner occupied properties)	Over 100 points

Criteria	Points
Is the ratepayer struggling to meet financial commitments?	Yes = 20 Points / No = 0 points
Has the ratepayer supplied a letter of support from a financial counsellor?	Yes = 20 Points / No = 0 points
Does the ratepayer own other substantial assets?	Yes = 0 Points / No = 10 points
Does the ratepayer own another / other properties?	Yes = 0 Points / No = 10 points
Is the property owner occupied?	Yes = 20 Points / No = 0 points
Is the owner impacted by family violence	Yes = 20 Points / No = 0 points
Is the owner unemployed?	Yes = 20 Points / No = 0 points
Is the owner on a pension?	Yes = 20 Points / No = 0 points
Does the owner have a mortgage on the property?	Yes = 10 Points / No = 0 points
Does the owner have dependents or is a carer?	Yes = 10 Points / No = 0 points
Is the owner suffering from illness?	Yes = 10 Points / No = 0 points
Does the owner have a Health Care card?	Yes = 10 Points / No = 0 points

### 3.1 Rates Waivers

Any individual may be granted a partial waiver of their rates under hardship. Waivers are designed to be granted as a short-term assistance, not a long-term support.

Waivers will only be granted when the following criteria apply:

1. The applicant must be an owner-occupier or life tenant of a Residential Improved property.
2. The applicant must not own other properties or other substantial assets.
3. The applicant must have been assessed using the above criteria as receiving 100 points or greater
4. Ratepayers who have received a rebate under this policy, applying for a rebate in subsequent years will only be granted a rebate when the applicant supplies a letter of support from a financial counsellor, dated not more than three months prior to the date of application.

### 3.2 Conditions of Waiver Applications

1. All waivers granted will be applied in the 2022/2023 rate year.
2. Waivers granted will be allocated as one-off credits, in the following order:
  - a. Arrears rates and charges owing, if any
  - b. Current rates and charges owing
3. Fire Services property Levy will not be waived.
4. Only one successful application per applicant can be made for waivers. For the purposes of this policy, multiple owners who jointly own properties are considered one applicant.
5. Waivers will be capped at 25% of general rates, kerbside waste rate and public waste rate to a maximum of \$500 per year
6. Incomplete applications or applications not including all required documentation will not be processed until the required information is submitted.
7. Tenants are not able to apply for waivers, unless they are life tenants of residential properties and therefore responsible for payment of rates
8. Waivers of rates that result in a ratepayer having a credit balance will not generally be eligible for a refund of the amount in credit.
9. Applications are subject to audit by Council or Council's appointed auditors. Failure to supply documentation when requested may result in the waiver being withdrawn and penalty interest charged.
10. Any decision by Council to not grant a waiver will be communicated in writing. Unsuccessful applicants will be able to request a review by a senior officer, not responsible for the assessment of the original application.
11. Applicants not able to make a written application due to disability, age, language or lack of access to technology can make an application using the assistance of a friend, relative, support person or council officer, who will be able to submit a written application on their behalf.

## 4. Deferral of Rates and Charges

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This option will apply to long term cases of extreme financial hardship.

Individuals may have rates and charges, or part thereof, deferred for a set period and are subject to the following conditions:

- Must be the individuals' sole or principal place of residence (owner/occupier).
- The individual must be able to demonstrate they are or will experience undue and unusual financial hardship.
- A confidential statement must be submitted by the individual or their representative as evidence of such circumstances.

Where practicable, the individual may enter into a payment arrangement and Council may require the individual to attend Financial Counselling.

Rates, charges, special rates and charges and interest normally accrue during this period, however, a partial interest waiver may be granted. No legal action to recover the debt will be instigated whilst the deferral is in place.

Council will review the application annually and may contact the ratepayer or nominated representative to confirm that financial hardship conditions still exist.



## 5. Waiving of Interest & Legal Costs

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Interest and legal costs may be waived for compassionate grounds, financial hardship or special circumstances where an application has been made. A waiver due to special circumstances is applied as a one-off event and not ongoing.

The individual will be requested to:

- Make a formal request for interest to be waived and may be required to submit a written confidential statement as evidence of such circumstances.
- Agree to an acceptable payment arrangement to pay the outstanding amount.

The reason given, documentation and previous payment history should be taken into account before making a decision.

### 5.1 Waiving of Arrears and interest from previous years

Arrears and penalty interest levied in previous years may be waived in circumstances where an applicant can provide a letter from a financial counsellor detailing:

1. The hardship that existed in previous years
2. The reason that a waiver of arrears and penalty interest will reduce current hardship
3. A payment plan that the ratepayer is able to abide by over the coming twelve months that is judged acceptable to Council.

Any waiver of arrears and interest from previous years must be authorised by the Director Corporate Services and not exceed the balance owing.

## 6. Payment Arrangements

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Individuals experiencing financial difficulties and unable to pay the outstanding rates and charges outlined in the annual rates notice may apply for a payment arrangement.

Payment arrangements usually comprise weekly, fortnightly or monthly direct debit amounts and are set up and monitored. Council will pro-actively review and communicate with ratepayers to ensure payment arrangements are adhered to or modified as circumstances change.

Long-term payment assistance will generally continue for an indefinite period, until such time as the circumstances improve or the property is sold or transferred to another entity. In cases where hardship lasts over one year, a limit of 25% of the Capital Improved Value will be allowed to accrue against the property. Should this limit be exceeded, Council will consider provision S181 of the Act.

Debt recovery may commence should the ratepayer default in making their periodic payments as agreed with council by payment arrangement or does not comply with or meet the criteria of the conditions stated in this policy.

As an incentive to encourage payments made by Direct Debit, interest will not be charged on rates and charges paid by direct debit until 30 June each financial year.

## 7. Financial Counselling

Council recommends that all hardship applicants seek financial counselling as a counselling service has access to a greater range of support options. Council does not recommend a particular financial counselling service. Rates can contact the National Debt Helpline to find a suitable financial counselling organisation via:

<https://ndh.org.au/financial-counselling/find-a-financial-counsellor/> or via 1800 007 007 - Monday to Friday, 9.30 am – 4.30 pm

## 8. Delegations

D22/117667- S7 - Instrument of Delegation from the CEO to Members of Council Staff– as required in Section 98 of *Local Government Act 1989* applies throughout this document.

Officers are authorised to waive rates, levies, charges, legal fees and interest in accordance with the provisions of this policy to the following amounts:

Position	Amount
Director Corporate Services	\$350,000
Manager Finance and Procurement	\$100,000
Revenue Services Coordinator	\$10,000
Rates Team Leader	\$5,000
Rates Hardship and Collections Officer	\$1,000

## 9. Definitions

Term	Definition
The Act	The <i>Local Government Act 1989</i> and the <i>Local Government Act 2020</i>
Individual	For the purpose of this policy the individual can be the person or persons, business or company within whose name the rates, charges, special rates and charges debt applies.  The director of a company who is responsible for payment of rates, the occupier who is responsible for payment of rates or a nominated third party who is responsible for payment of rates.
Long Term hardship	Where an individual is unable to provide for themselves, their family or other dependents e.g., food, accommodation, clothing, medical treatment, education and other basic necessities. Hardship is likely to continue for an indefinite period, longer than 1 year.
Deferral	Deferral is a postponement of payment in whole or in part and can be for a specified period and subject to any conditions determined by Council. Rates and Charges are

Term	Definition
	deferred until such time as the ratepayer's circumstances improve or the property is sold or transferred to another entity.  Rates, Charges and Interest normally accrue during this period. However, a partial interest waiver may be granted.
Substantial assets	Items of value, property, investments, and other things or entities that can be sold or disposed of to realise funds. This excludes items considered necessary for participation in economic, social and civic life, such as one vehicle per ratepayer, the property where the applicant resides and other household items deemed necessary.
Waiver	A waiver of a debt permanently exempts payment of the rate, charge, special rate or charge or legal cost under discussion. It may include the whole or part of any rate, charge, interest or legal costs accumulated.
Interest Waiver	A waiver of a debt permanently exempts payment of the interest charge under discussion.
Current Overdue	A rate or charge raised and overdue within the same financial year.
Distributional Effect	Where rates and charges being waived on one property result in a higher rating burden being applied to other properties to raise the same level of rates revenue.

## 10. Relevant and Related Legislation / Policies

### 10.1 Relevant Legislation

Council is empowered to defer or waive rates, charges and interest based on the following provisions of the *Local Government Act 1989*.

Section 170 of the *Local Government Act 1989*

Council may defer in whole or in part the payment by a person of any rate or charge which is due and payable for a specified period and subject to any conditions determined by the Council if it considers that an application by that person shows that the payment would cause hardship to the person.

### 10.2 Section 171 and 171A of the Local Government Act 1989

Council may waive the whole or part of any rate or charge or interest on the grounds of financial hardship.

### 10.3 Section 172 of the Local Government Act 1989

A Council may exempt any person from paying the whole or part of any interest either generally or specifically.



## 10.4 Section 181 of the Local Government Act 1989

Council may sell any rateable land that is more than 3 years overdue for overdue rates or charges, in accordance with the legislation.

## 10.5 Related Legislation

Charter for Human Rights and Responsibilities Act 2006

Cultural and Recreational Lands Act 1963

Fire Services Property Levy Act 2012

Local Government Act 1989

Local Government Act 2020

Penalty Interest Rates Act 1983

Privacy & Data Protection Act 2014

State Concessions Act 2004

## 10.6 Related Policies

13825 Information Security Policy

14678 Records Information management Policy

16138 Rating Strategy

16435 Privacy Policy

Implementation and Review

This policy is effective from 1 July 2022 through to 30 June 2023.

## 11. Implementation and Review

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This policy is effective from 1 July 2022 through to 30 June 2023.



# Proposed Budget

2022 - 2026





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## Mayor and Chief Executive Officer Introduction

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Banyule Council, like all levels of governments and communities around the world, has been deeply impacted from the COVID-19 pandemic during the past two years. These impacts have been felt socially and economically and we have pivoted to address the situation and support the community.

This Budget shows we are starting to recover from reduced levels of income resulting from COVID-19 lockdowns and restrictions. Above all, it demonstrates our ongoing commitment to financial sustainability while we keep delivering high-quality services, programs and infrastructure that meet the needs of our community.

We know there are cost of living pressures and we continue to keep fees and rates at affordable levels. For 2022/2023, rates will be capped at a 1.75% increase in line with Victorian Government policy. While this restricts our ability to deliver more for the community, we will continue to provide support for individuals and grants to community organisations and businesses. We know people's experiences and needs are different, and we will continue to respond where and when necessary.

This is a challenging economic environment and our efforts are firmly focused on finding efficiencies and cost savings. Councils face financial imposts from external factors, such as rising inflation, landfill costs, fuel prices and other levies. Adding to this, a boom in construction has made it more difficult and costly to source contractors and materials for capital works. Despite these increasing expenses, we remain in a sustainable financial position and forecasts for future budgets show continued improvement.

### Addressing the rising cost of waste

Banyule's vision is for a community striving to achieve zero waste to landfill by 2030. At the same time, the Victorian Government is implementing changes to household recycling and councils will need to provide a waste service for four bins, including a new bin for glass. While this promotes better recycling and the reuse of products, providing four separate waste services increases Council costs well above what we can recover through rates. This is compounded by the Victorian Government's increase to the landfill levy, which will leave Council with an estimated shortfall of \$9 million over 10 years. These rising costs have been absorbed by local governments over many years and have now become unsustainable, particularly since councils have been subject to rate caps.

From 1 July 2022, we are proposing to separate out the cost of providing waste and recycling services into two new waste rates. These will appear as individual items on rates notices. To offset the introduction of waste rates, the overall general rates collected across the municipality will be reduced. Individual ratepayers will be impacted differently depending on what waste services they receive. For the average ratepayer, this represents an extra \$0.50 per week for 2022/2023. While this has been a difficult decision, without action we would need to look at other ways to address this significant financial shortfall, such as unwanted cuts to essential community services or infrastructure.

### Improving facilities and infrastructure

For 2022/2023, we have allocated \$61.55 million to deliver a substantial capital works program. This will improve hundreds of community facilities and infrastructure, including:

- Rosanna Library and precinct upgrade \$9.05 million (over 2 years)
- Olympic Park Masterplan \$5.30 million
- Watsonia Town Square \$5.23 million
- Footpath replacement program \$3.00 million
- East Ivanhoe Preschool upgrade \$2.50 million
- Local roads rehabilitation works \$1.95 million

## Planning for the future

The Budget is not developed in isolation and its overall direction aligns with our new Community Vision 2041 and Council Plan 2021-2025. By integrating our planning and financial resourcing through the Revenue and Rating Plan, Financial Plan, and Asset Plan, we set strategic objectives focussed on our community's needs for today with an eye on the future.

During extensive community consultation to develop our Community Vision 2041, we heard about the importance of providing services and community facilities that are accessible and encourage connection. This has become a key focus when we upgrade facilities, such as Rosanna Library and Olympic Park. We also know we play an important role in fostering a thriving local economy. And that is why we continue to create jobs as part of our Inclusive Employment and Social Enterprise programs and are encouraging other employers to partner with us.

Today, people want more convenience and online services. To accommodate this, we have allocated \$2.50 million for our ongoing digital transformation that continues to improve the way we service the community. Equally important is lowering carbon emissions and taking action on climate change. We continue to invest in initiatives that help the organisation and the broader community take positive steps to net zero emissions. Programs that deliver energy-efficient buildings, renewable energy, electric vehicles to our fleet, and a circular economy remain key priorities.

As our city grows and our lifestyles and needs change, there is even more importance on ensuring Banyule is a well-planned, sustainable and liveable place that caters for all. As we create better places and spaces, we want to protect our local character and environment. We also need to seize the opportunities to pool resources and work together to enhance Banyule. Our continued advocacy has secured \$28.47 million of funding support from other levels of government. This, and other project partnerships with external agencies, ensures our budget delivers more for our community.

## Your feedback counts

Thank-you to everyone who took the time to contribute to and provide their feedback on this Proposed Budget 2022-2026. We encourage you to take in the breadth of projects, programs and initiatives outlined within this proposed Budget 2022-2026. While some of these are small and localised, others span across the municipality and beyond. Either way, they all play a part in transforming the lives of all who call Banyule home. We will continue to seek your feedback on future Budgets and our other key strategies throughout the year.

Thank you.

**Mayor Cr Elizabeth Nealy**

**CEO Allison Beckwith**



## Executive Budget Summary

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### Financial Principles

The proposed Budget 2022-2026 outlines our financial strategies that support our service obligations; capital works aspirations and asset renewal objectives. Specifically, to:

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

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

- Generating enough cash to fund capital works and meet the asset renewal requirements as outlined by the VAGO financial sustainability ratios.
- Encouraging more operational innovation to enhance operating activities and control expenditure at levels that are able to consistently support the funding requirements of the capital works program and provision of quality services.
- Supporting 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.
- Balancing meeting the ongoing core service needs of our community, expectations and quality of delivery with the ongoing achievement of long-term financial sustainability.
- Delivering of a revenue and rating plan based on stability, equity, efficiency and transparency.
- Delivering of a debt management strategic plan to ensure decisions and opportunities can be accommodated within a context of responsible, sustainable financial management.

### COVID-19

This budget is a recovery budget for Council. The organisation has been slow to recover from the financial impacts of COVID-19 and it will take a few years to reach our operable levels. Yet despite this setback we continue to be a financially sustainable Council in the long-term.

Council has always put the needs of the community first and has done everything in its control to maintain key services and infrastructure delivery to the community and we were well positioned to obtain the much needed funding support from State and Federal Governments through this recovery phase.

Rates and charges contribute funds to address ageing infrastructure, improve the amenity and quality of community assets and deliver vital services across the breadth of the City. Our services income, as noted above, has not yet fully recovered in many core areas such as our recreation and leisure centres, the transfer station, and transport engineering. Where feasible operational expenditure has been directly offset across all council service to accommodate for the ongoing impacts of COVID-19.

Council has established this recovery budget and will continue to undertake prudent financial management to generate enough funds to maintain financial sustainability into the future

## Summary of financial position

Key Statistics	Forecast Actual	Proposed Budget
	2021/22	2022/23
	\$'000	\$'000
Total Expenditure	161,629	168,475
Total Income	170,063	183,585
<b>Surplus for the year</b>	<b>8,434</b>	<b>15,110</b>
- Non-recurrent capital grants	11,017	14,009
-Capital contributions	4,954	5,197
<b>Underlying Operating (Deficit)</b>	<b>(7,537)</b>	<b>(4,096)</b>
<b>Total Capital Works Expenditure</b>	<b>57,206</b>	<b>61,549</b>

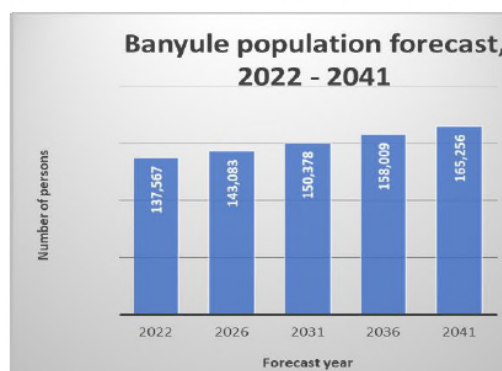
## Municipal Demographics

Banyule's estimated resident population for 2021 is 129,387. The municipality has an older age profile compared to Greater Melbourne. Older adults aged 50+ years make up 36% of Banyule's population compared to 31% of the population in Greater Melbourne.

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

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

Banyule's population is forecast to grow to 165,256 by 2041 at an average annual growth rate of 1%. The population aged 80 years and over is forecast to have the largest growth across the municipality.



Banyule is a diverse municipality. Residents come from over 140 countries and around 120 different languages are spoken at home. Skilled migrants comprise the bulk of recent migration in Banyule, followed by those who settled through family reunion. Humanitarian arrivals represent the smallest proportion of migrant intake.

In the 2016 Census, 706 residents identified as First Nations people, 221 couples reported living in a same-sex relationship and 5% of residents indicated a need for assistance due to disability.

## Changing Demographics

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

## Local Economic Outlook

In the year ending June 2021, there were 48,414 jobs in Banyule. The largest employer in the municipality is the Health Care and Social Assistance industry, making up 36% 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%).

The outlook for the Australian economy remains positive despite January's Omicron wave influencing a 'shadow lockdown'. Gross Domestic Product (GDP) rose 3.4% in the December 2021 quarter as NSW, Victoria and the ACT came out of extended lockdowns in October 2021. Household spending rose 6.3% in this quarter exceeding pre-pandemic levels for the first time as lockdown restrictions eased. 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 national unemployment rate declined to 5.1 % in December 2021. The unemployment rate in Banyule dropped to 3.7% in December 2021.

The Australian Dollar continues to perform strongly boosted by global confidence as vaccine coverage widens and the value of Australian export commodities increase buoyed by Russia-Ukraine tensions.

Recently, Reserve Bank of Australia (RBA) hikes official interest rate by 50 basis points to 0.85% to curb inflation.

While the economic outlook is positive, sourcing labour, supply chain disruptions and material shortages continue to be the biggest challenges. Rising staffing costs, interest rate rises in 2022 and the impact of geopolitical tensions have added new challenges to businesses already facing an uphill battle. Business and consumer confidence will drive the local economy and the return of international visitors and visa holders will further its growth, particularly in the tourism, education, hospitality and agricultural sectors.

*Data sources:*



*Population - Australian Bureau of Statistics (ABS), Census of Population and Housing, 2011 and 2016, compiled and presented by .id*

*Forecast – prepared by .id, December 2020*

*Number of jobs and employment by industry – 2021 National Institute of Economic and Industry Research (NIEIR), compiled by .id*

*Unemployment rate – Small Area Labour Markets December 2021 quarter*

*Reserve Bank of Australia website: publications – statement on monetary policy 2021*

## Community Engagement

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 wants to deliver 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.

The *Local Government Act 2020* legislates councils in Victoria to ensure transparency in decision making, responsible financial management, strategic long-term planning and meaningful opportunities for communities to be engaged.

To help us to deliver on our focus areas and important initiatives Council works 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 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.

## Operations

Each year the Minister for Local Government will set the rate cap that will specify the maximum increase in Councils' rates for the forthcoming financial year. The cap for 2022/2023 has been set at 1.75%. In applying the rate cap Council will raise \$111.88 million in rates in 2022/2023 (\$1,939.71 capped average rate). In addition to the general rate, two waste service rates will be declared for the collection and disposal of waste for the first time in 2022/2023. The revenue generated by these waste service rates will be revenue neutral. i.e. the total general rate revenue will reduce in proportion to the increase in the total waste rates(s) revenue in year 1.

Council generates income from other sources such as grants, statutory and user fees and charges to help support the essential services provided by Council and maintain the \$1.72 billion of Council infrastructure.

Council will generate a \$15.11 million surplus in the Draft Budget for 2022/2023. The underlying result is a deficit of \$4.10 million (which measures Council ability to generate surplus in the ordinary course of business, excluding non-recurrent capital grants and capital contributions). It is anticipated to return to an underlying surplus position from the 2025/2026 financial year. This slow recovery is attributed to commercial activities such as leisure centres taking a few years to return to pre-COVID-19 levels whilst expenses have continued to rise each year, significant increase in major initiatives over the 4 years of greater than \$25 million; and the need to increase depreciation to support and maintain the replacement of Councils infrastructure each year which is now \$1.72 billion. The challenge that Council now have is to carefully manage the growing Community expectations to ensure that council does not commit more resources than those that are currently available.

That said, Council is committed to deliver on its budget 2022-2026 and has invested in skilled and dedicated resources to enable Council to deliver on its strategic objectives and key directions and the capital program as outlined in the draft budget 2022-2026.

Human resources represent \$75.27million in the draft budget for 2022/2023 (694.87 equivalent full time (EFT) staff numbers).

Council continues to provide levels of service to meet community expectations and to deliver continuous improvement from within the operational budget, further aided with the investment in the maintenance and renewal of existing systems and new systems. To date operational efficiencies have been as a result of process change, automation, service review, supplier contracts, new business generation and workforce restructures.

## Fees and Charges

Council in its determination of user fee increases has taken into consideration the needs and accessibility of the community; demand for the service, pricing and cost to sustain a viable service. Where feasible Council aims to encourage greater participation across the municipality and maintain sustainable community affordability. Some fees have increased greater than CPI, mainly commercial fees to balance cost recovery, competitive pressures and council's financial sustainability objectives. E.g. waste recovery services due to increases in land fill levy costs.

## Capital Works & Initiatives

Council will continue to draw down on its cash reserves to fund the capital works budget in 2022/2023.

Under the rate capping environment Council has continued to invest generously in its capital works program with \$61.55 million (including \$10.61 million of carried forward projects from 2021/2022) and \$8.97 million in initiatives in 2022/2023.

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. In 2022/2023 Council is projecting to receive \$16.05 million in Government grants to support the capital works and initiatives programs.

- Of the total capital works budget greater than 91% will be invested into asset renewal and upgrade. This percentages includes carried over projects from 2021/2022).
- There is significant investment into our parks, gardens, playgrounds and shared paths; upgrade to sporting grounds, facilities and pavilions; whilst continuing to invest in the maintaining of our roads, bridges and drainage.

Investment in Roads, Streets and bridges is \$16.26 million; Parks and Gardens \$12.15 million and Buildings \$27.97 million.

Council will have implemented 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 service is planned to divert waste from landfill and support our current waste strategy. You will also be able to see separate waste rates on your annual rates notice. These rates will be separate from your general rates and you should also see a reduction in your general rate as the cost allocation across Council is for 2022/2023 income neutral.

Council will continue to focus 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 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

## Cash Reserves and Cash Balance

Council in 2021/2022 adopted an investment strategy and investment policy which will provide investment and development opportunities to ensure the best possible return on investments for our community, matched with investment policy limits and the debt management strategic plan principles in place. The investment strategy will be fully implemented during the 2022/2023 financial year.

The planned cash from operating activities is \$37.50 million (\$141.84 million over the 4-years)

Council will ensure outgoings are actively assessed alongside rates and own source revenue to effectively support Councils financing obligations and capital investment.

## Debt Management

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. This Loan scheme provides local governments access to very low interest, subsidised loans to help fund infrastructure projects. This funding has been included to support the Capital Works Program, specifically allocated to the Rosanna Library and Precinct upgrade. Borrowings will peak in 2022/2023 to \$25.89 million and Council will continue to pay down existing debt while rate revenue will continue to rise in line with the rate cap.



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

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#### Expenditure Allocation

Council allocation of each \$100 worth of expenditure	
Capital Works & Initiatives	34.38
Corporate, Customer Service & Risk Management	10.88
Waste Collection & Recycling	10.85
Parks, Reserves & Street Trees	6.43
Family & Children Services	6.23
Recreation, Leisure & Aquatic Facilities	4.53
Library Services, Arts & Culture	3.25
Health, Aged & Disability Services	3.24
Transport & Parking	2.90
Building Control & Planning	2.87
Depot, Plant & Fleet maintenance	2.55
Roads, Footpaths, Drains & Related Utilities	2.44
Property Management	2.29
Urban Planning & Conservation	2.09
Governance & Executive	2.00
Social Enterprise & Inclusion	1.36
Debt Servicing	0.87
Local Laws	0.84
	<b>\$100.00</b>

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

## Budget Influences

This section sets out the key budget influences arising from the internal and external environment within which Council operates.

## External Influences

The four years represented within the Budget are 2022/2023 through to 2025/2026. In preparing the draft budget 2022-2026, a number of external influences have been taken into consideration. These are outlined below:

- Population Growth – include current population, expected population to grow to 165,256 by 2041.
- Rate Capping – The Victorian State Government continues with a cap on rate increases. The cap for 2022/2023 has been set at 1.75%.
- Supplementary Rates – Supplementary rates are additional rates received after the budget is adopted each year, for the part of the year when a property value increases in value (e.g. due to improvements made or change in land class), or new residents become assessable. Importantly, supplementary rates recognise that new residents require services on the day they move into the municipality and Council is committed to providing these. Supplementary rates income is based on historical and forecast data and is set at anticipated levels.
- Financial Assistance Grants – The largest source of government funding to Council is through the annual Victorian Grants Commission allocation. The overall state allocation is determined by the Federal Financial Assistance Grant, for support the regional councils, the increase of General Purpose grant funding is limited to the minimum increase assessable to Council.
- Capital Grant Funding – Capital grant opportunities arise continually in 2022/2023.
- Enterprise Agreement (EA) – Remaining competitive within the labour market to recruit the skilled specialists has been challenging. Council also relies heavily on contractor and agency in delivering operational, capital works and major initiative projects.
- Superannuation – 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. At present the actuarial ratios are at a level that additional calls from Local Government are not expected in the next 12 months.
- The super guarantee rate has increased 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.
- 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' does not increase in line with real cost increases, such as school crossing or library services, resulting in a further reliance on rate revenue to meet service delivery expectations.
- The *Local Government Act 2020* requires Council's to address climate change in its Council Plan as it is one of the key overarching governance principles. Every council must:
  - promote the economic, social and environmental sustainability of the area, including mitigation and planning for climate change risks
  - give priority to achieving the best outcomes for your community, including future generations.

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.

In addition, climate change is a risk to council but tackling climate change can have economic as well

as environmental benefits. According to a recent survey of over 200 top economists from G20 countries, renewable-energy, energy efficiency, and climate-resilience projects tend to create more jobs than projects that are environmentally neutral or harmful.

- Waste Disposal Costs – 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. The levy increased over time from \$9.00 per tonne in 2008/2009 to a projected \$65.90 per tonne in 2019/2020, will again be increased as follows:

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

- The Coronavirus Pandemic (COVID-19) has presented a fast-evolving significant challenge to businesses, households, and the economy worldwide. Council had rolled out a comprehensive \$10.50 million and \$3.54 million of Economic Support Package in the last two years to provide immediate support to ratepayers, residents, community groups and businesses that were most impacted by the COVID-19 crisis.

## Internal Influences

As well as external influences, there are a number of internal influences which are expected to impact the Budget 2022-2026. These include:

- Adjusted Underlying Result – This measures Council ability to generate surplus in the ordinary course of business—excluding non-recurrent capital grants, non-monetary asset contributions, and other contributions to fund capital expenditure from net result. In 2022/2023 underlying result is budgeted to be \$4.10 million in deficit as result of the changing of accounting standard regarding capitalisation of intangible asset. It is anticipated not to return to surplus position until the 2026/2027 financial year due to this change.
- Cash – Council has allocated a yearly optimal closing cash of \$80 million to support long-term sustainability and to provide a strong 2:1 liquidity position (cash / current liabilities) 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 proposed budget.
- Working Capital – This is a measure of the ability to pay existing liabilities in the next 12 months. A ratio of one or more means that there are more cash and liquid assets than short-term liabilities. Over the next four years, Banyule's Working Capital ratio is in excess of 2:1, which means Banyule has no immediate issues with repaying short-term liabilities as they fall due.
- Service Planning – In this proposed four-year budget, 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.
  - Service reviews – Council continues to conduct service reviews to ensure operations meet quality, cost and service standards in line with community expectations.



- Continuous improvement – Council develops and implements a Continuous Improvement program to deliver operational efficiency.
- Digital Transformation – Council maintains its capital works investment in the maintenance and renewal of existing systems and infrastructure and provides additional funding for new systems to build customer capability and operational efficiency.
- Collaborative procurement – Council continues to actively participate in collaborative opportunities with the Northern Region councils in an effort to maximise procurement and purchasing power.
- Service divestment - in March 2019, Council decided to transition out of Commonwealth Home Support Services (i.e. Domestic Assistance, Personal Care and Respite) from 1 July 2019, where the market is well developed, with quality providers readily available and initiates a transition plan. Council continues being a provider of Commonwealth funded Social Programs (i.e. Social Support Groups, Carers Support & Social Support Individual), Property Maintenance and Delivered Meals programs subject to further review work and the trial of options to optimise the sustainability of the service models in a competitive market model. Council is reassessing the financial benefit under the current economic environment and will provide an update of the results and the plan for new proposed services to benefit the community.

## Economic Assumptions

	Actual	Forecast	Proposed Budget	Projections		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Rate Cap Increase	2.00%	1.50%	1.75%	2.25%	2.50%	2.50%
CPI #	2.00%	1.50%	1.75%	2.25%	2.50%	2.50%
User Fees *	2.00%	1.50%	CPI	CPI	CPI	CPI
Grants - Recurrent	2.00%	1.50%	CPI	CPI	CPI	CPI
Grants - Non-Recurrent	2.00%	1.50%	CPI	CPI	CPI	CPI
Contributions	2.00%	1.50%	CPI	CPI	CPI	CPI
Proceeds from sale of assets	\$3.84m	\$11.54m	\$25.53m	\$26.45m	\$5.89m	\$11.47m
Finance Costs	\$2.37m	\$1.93m	\$1.76m	\$1.75m	\$1.66m	\$1.53m
Other Revenue	2.00%	1.50%	1.75%	2.25%	2.50%	2.50%
Employee Costs ^	2.10%	2.30%	2.25%	2.75%	3.00%	3.00%
Contactors, consultants, materials	2.00%	0.00%	CPI-0.25%	CPI-0.25%	CPI-0.25%	CPI-0.25%
Utilities	Various	Various	Various	Various	Various	Various
Depreciation and Amortisation	\$22.14m	\$23.32m	\$24.66m	\$25.90m	\$26.83m	\$27.66m
Other expenses	2.00%	0.00%	CPI-0.25%	CPI-0.25%	CPI-0.25%	CPI-0.25%

\* 72% of all Council's community and commercial fees below or equal to CPI (35% of fees frozen for 2 years since 2019/2020) to encourage greater participation across the municipality and maintain sustainable community affordability.

#The first three years CPIs are consistent with the Victoria State Government's CPI outlook which is set in its 2020/2021 budget. It is expected to remain at 2.50% in year 4 (2025/2026).

^ CPI+ includes banding increments of staff.

## Budget Reports

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### 1. Link to the Council Plan

#### Link to the Integrated Planning and Reporting Framework

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

#### Engagement and Research

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

A summary of our engagement approach to developing the current Council Plan 2021-2025 can be found on Council's website.

#### ***Banyule 2041 - Shaping Our Future***

##### *Project background*

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, Financial Plan 2021-2031, Budget and Revenue and Rating Plan.

The aim of the project is 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 will work 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
- Long term 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.

##### *Engagement Approach*

The 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.

Consultation on the Proposed Budget 2022-2026 was undertaken from 12 April to 3 May 2022 as a part of integrated approach to engage with the Community on key planning documents:

- Council Plan 2021-2025 - Year 2 Annual Action Plan 2022/2023
- Budget 2022-26
- Asset Plan 2022-32
- Financial Plan 2022-32
- Revenue and Rating Plan 2022-26

Thirty community members provided feedback on the Budget 2022-2026 during in-person and online workshops, and twenty-nine community members via email and our online engagement platform, Shaping Banyule.

#### **Budget and Financial Plan**

The budget is a short-term plan which specifies the resources required to fund a council's services and initiatives over the next 12 months and subsequent 3 financial years and should be consistent with the first four years of the Financial Plan.

The Financial Plan is a plan of the financial and non-financial resources for at least the next ten years required to achieve the Council Plan and other strategic plans of Council. The Financial Plan defines the broad fiscal boundaries for the Council Plan, Asset Plan, other subordinate policies and strategies and budgets processes.

#### ***Our Rating Context***

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

The rating parameters set for the strategic outlook period through to 2026 are indicated currently based on a 1.75% rate increase for 2022/2023.

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

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



For 2022/2023 Council will introduce a separation of waste collection service fees from general rates and introduce a Food Organics and Garden Organic waste collection service. To support the State Governments waste reform (to reduce waste and increase recycling) Council will separate all waste and recycling collection fees from general rates and create a new service rate for 1) Kerbside waste services and for 2) Public waste services. The food organics and garden organic services fees will be included in the new Kerbside waste service rate.

The cost for these services will be removed from general rates, reducing the total general rates collected.

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

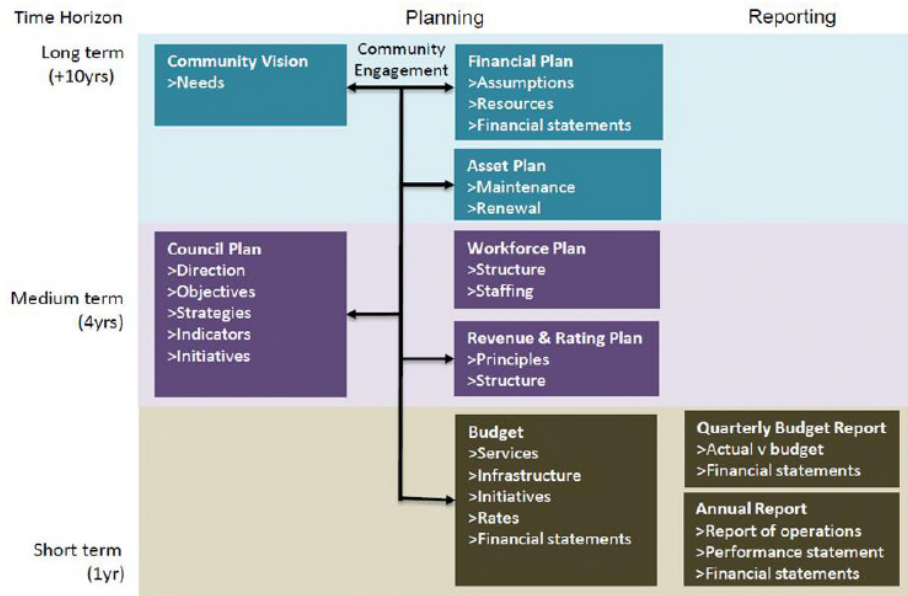
We also strive to encourage the best use development of land. Banyule values appropriate commercial and industrial development. However, we also acknowledge an increased impact on our shared infrastructure by these developments. We choose to differentially rate these properties to ensure an equitable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

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

## 1.1 Legislative planning and accountability framework

### 1.1.1 Legislative Context

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Financial Professional Solutions

The timing of each component of the integrated planning and reporting framework is critical to the successful achievement of the planned outcomes.

### 1.1.2 Key planning considerations

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

Community consultation needs to be in line with a Council’s adopted Community Engagement Policy and Public Transparency Policy.

#### Service Planning and Review

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

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

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

across Council areas.

Ongoing strengthening of service planning is being undertaken through:

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

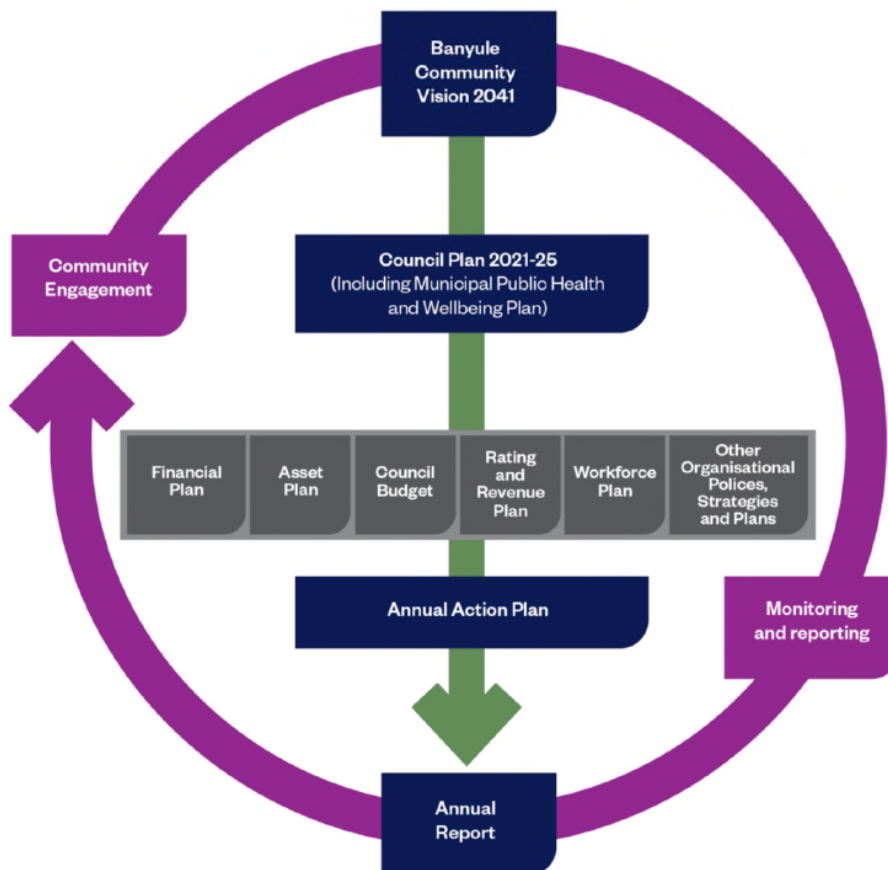
## 1.2 Our Purpose

Banyule has transitioned to a new Integrated Planning and Reporting Framework in line with the requirements of the *Local Government Act 2020*. The preparation of this Budget 2022/2023 has been developed in consideration of the Community Vision 2041. The Budget is based on the Council Plan 2021-2025 (Year 2 actions), Asset Plan 2022-2032 and the Revenue and Rating Plan 2022-2026.

### Our Integrated Strategic Planning and Reporting

Banyule 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.





Council's integrated approach to planning, delivery and reporting supports and underpins the delivery of the Banyule Community Vision 2041 and Council Plan.

### **The Council Plan**

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).

It works together with key plans such as the Financial Plan, Budget, Revenue and Rating Plan, Asset Plan, and a range of other policies and plans.

The Council Plan outlines and integrates Banyule's Health and Wellbeing Priorities for 2021-2025 and Banyule's Climate Action Response.

The Council Plan is reviewed on an annual basis to ensure that it continues to meet the needs of the community. It is 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 Budget and Financial Plan are closely linked with and support the achievement of the Council Plan and Community Vision.

**Banyule Community Vision 2041**

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.

**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 is supported by six community priority themes:**



The Council Plan strategic objectives are directly aligned with the Banyule Community Vision priority themes.

### 1.3 Strategic Objectives

The following table lists the Strategic Objectives as described in the Banyule Council Plan 2021-2025:

Strategic Objective	Description
<b>1. Our Inclusive and Connected Community</b>	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.
<b>2. Our Sustainable Environment</b>	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.
<b>3. Our Well-Built City</b>	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.
<b>4. Our Valued Community Assets and Facilities</b>	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
<b>5. Our Thriving Local Economy</b>	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
<b>6. Our Trusted and Responsive Leadership</b>	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

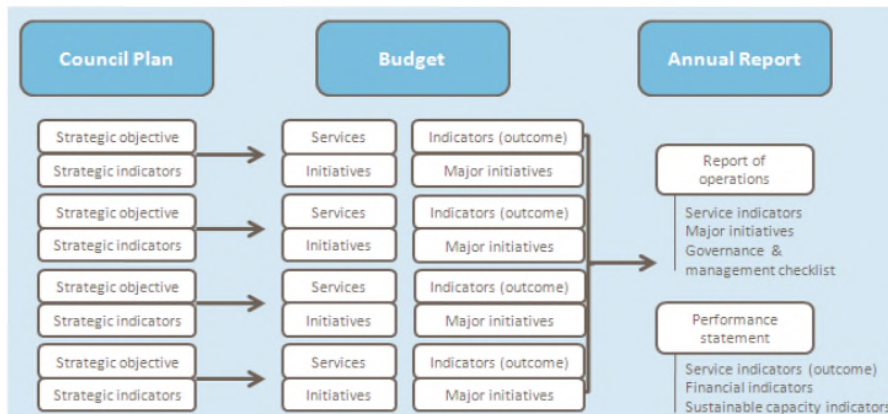
#### Our Council Plan's Relationship with the Municipal Public Health and Wellbeing Plan

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.

## 2. Services, Initiatives and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2022/23 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



Source: Department of Jobs, Precincts and Regions





## 2.1 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, services 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.

To achieve this objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services and initiatives for the 'Our Inclusive and Connected Community' objective are described below as follows:

- Services – listing the primary business area and description of services provided.
- Initiatives – a selection of initiatives are listed to show some of the key activities, programs and projects to be delivered in 2022/2023 to achieve strategies of the Council Plan (and Banyule Community Vision 2041).

**Services:**

Business area & description of services provided	Forecast	Proposed
	Actual 2021/22 \$'000	Budget 2022/23 \$'000
<b>Business area: Inclusive and Creative Communities</b> - Community Partnerships, Arts and Culture, First Nations	2,207 (104)	2,598 (297)
Provision of the following to support, protect and enhance the community's health and wellbeing: <b>Community Partnerships:</b> Shop 48, Bellfield Community Hubs planning and facility management, Postcode 3081 community capacity building, support to community organisations and Neighbourhood Houses partnerships <b>Arts and Culture:</b> Community cultural development, art collection management, art exhibitions, culture and heritage development, festival, event and cultural programs, and Council events. <b>First Nations:</b> Aboriginal and Torres Strait Islander (ATSI) programs, embedding of the Reconciliation Action Plan, ATSI cultural awareness training, responsibility and ATSI eldership and community support, oversight and management of Barrbunin Beek Gathering Place.	2,103	2,301
<b>Business area: Healthy and Active Communities</b>	13,055 (4,629)	15,327 (7,910)
Provision of the following to support, protect and enhance the community's health and wellbeing: <b>Civic Precincts:</b> Oversight, management and activation of Civic precincts including Ivanhoe Library and Cultural Hub, Greensborough Civic Precinct and future oversight Rosanna Library Precinct. management of key contract and partnerships. <b>Sports, Recreation and Community Infrastructure:</b> Sport and leisure services and community infrastructure planning. Developing sport participation, leisure and recreation programs, sports pavilions and ground allocations, leases and licences for sporting clubs, club engagement and development, minor and major capital works. <b>Major Facilities:</b> Major leisure and recreation facilities master planning and contract management including Ivanhoe Golf Course, Chelsworth park, WaterMarc, Macleod Recreation Centre, Watsonia Pool and Community halls for hire. <b>Banyule Leisure:</b> Ivanhoe Aquatic Centre, Olympic Leisure Banyule, and Macleod Netball Stadium.	8,426	7,417

Business area & description of services provided	Forecast Actual 2021/22 \$'000	Proposed Budget 2022/23 \$'000
<b>Business area: Family and Community Services</b>	15,681	15,779
Provision of the following to support, protect and enhance the community's health and wellbeing:	(9,180)	(9,243)
	6,501	6,536
<p><b>Family &amp; Community Services Strategic Management:</b> Child and Youth Framework.</p> <p><b>MCH and Immunisation Services:</b> Maternal Child Health Services, early childhood parent education, family support, playgroup support, immunisation services to family and community including the free vaccination program and management of the commercial immunisation program and Nillumbik tender.</p> <p><b>Early Childhood Services:</b> Child Care Centres, Early Childhood facilities management and capital works program, Early Years Networks facilitation, Kindergartens, Kindergarten Central Registration, and Early Years Community Support.</p> <p><b>Youth Services:</b> Including individual, LGBTIQ+ &amp; CALD support; Youth Communications, Youth Participation, Mental health &amp; wellbeing, School workshops and delivery; Jets Creative Arts Youth Facility &amp; Banyule After Hours Youth Outreach &amp; Program Support team.</p> <p><b>Aged Services:</b> Community support assisting older residents and includes, social support, carer support, delivered meals and property maintenance, assessment and outreach.</p> <p><b>Service Reform:</b> The provision of service review of programs, reforms and services within the Community Wellbeing Directorate and strategic projects.</p>		

Business area & description of services provided	Forecast Actual 2021/22 \$'000	Proposed Budget 2022/23 \$'000
<b>Business area: Resilient and Connected Communities</b>	4,015	4,646
Provision of the following to support, protect and enhance the community's health and wellbeing:	(1,637)	(1,522)
	2,378	3,124
<p><b>Emergency Management and Public Health Protection:</b> Municipal emergency risk assessment, Local community resilience planning and education, Emergency services support, Community information and warnings, Vulnerable Persons Register (VPR) coordination, Business continuity planning support, Single Incident emergency coordination, Regional collaboration, Municipal emergency relief and recovery planning and coordination, Secondary impact assessment coordination, Volunteer recruitment and training, Relief and recovery centre management and local and regional exercises. Public Health Protection delivery including food safety enforcement and education, neighbourhood complaints (nuisance), tobacco, infection control, heatwave planning, prescribed accommodation, domestic wastewater management and public health emergency management.</p> <p><b>Community Connections:</b> Regional Assessment Service, service access and navigation, Age-Friendly community, age-friendly social planning, community development and strengthening, community grants, Banyule Community Fund, volunteer support and development.</p> <p><b>Community Impact:</b> Community safety, gender equity and preventing violence against women, Municipal Public Health and Wellbeing planning, social policy and planning, supporting Council's commitment to inclusion, access and equity, advice on major strategic projects, support project management capabilities, demographic data support and analysis.</p>		



**Initiatives:**

Initiatives listed in the Council Plan 2021-2025 - Draft Year 2 Annual Action Plan 2022/2023 for the 'Our Inclusive and Connected Community' objective (Community Priority Theme) include:

- Implement a range of initiatives and programs that support participation in sports, recreation and leisure, and build and strengthen the capacity of sporting clubs.
- Implement the Neighbourhood Houses Strategic Partnership Framework.
- Transition the Social Support Programs to the Bellfield Community Hub, providing a welcoming venue to support older people in the local area.
- Lead social research to inform and support actions on Banyule's health priorities in partnership with the Inclusive Banyule Advisory Committee.
- Support the Banyule Child Youth and Family Committee to improve outcomes for children and young people, as outlined in the Child and Youth Framework.
- Deliver a range of community festivals and events including Malahang Festival, Carols by Candlelight, Twilight Sounds, Eco Festival, Chillin' in Banyule.
- Deliver a series of culturally appropriate activities, workshop and events as part of the Diverse Communities Project, with the aim of uplifting and supporting our diverse community.
- Deliver quality improvement plans for all five Council early childhood services as per National Quality Standards.
- Participate in the North West Metro (NWM) Regional Emergency Management Planning Committee (REMPC) and the Municipal Emergency Management Planning Committee (MEMPC) activities and subcommittees.
- Complete the reviews of all emergency management plans and sub-plans.

For the complete list of Council Plan initiatives to be delivered for this objective please refer to the Council Plan 2021-2025 - Draft Year 2 Annual Action Plan 2022/2023.

For further information on key capital works projects and initiatives associated with this objective please refer to Section 5 of this Budget document.

## Priority Theme 2

# Our Sustainable Environment



## 2.2 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.

To achieve this objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services and initiatives for the 'Our Sustainable Environment' objective are described below as follows:

- Services – listing the primary business area and description of services provided.
- Initiatives – a selection of initiatives are listed to show some of the key activities, programs and projects to be delivered in 2022/2023 to achieve strategies of the Council Plan (and Banyule Community Vision 2041).

## Services:

Business area & description of services provided	Forecast Actual 2021/22 \$'000	Proposed Budget 2022/23 \$'000
<b>Business area: Operations</b>	27,590	26,483
	(8,966)	(9,667)
Provision of the following to the municipality:	18,624	16,816
<p><b>Waste Management:</b> Strategic Waste Management, Metropolitan Waste Management Group member, Banyule-Visy Material Recovery Facility, Rethink Centre Education Programs, Outreach Education Programs, waste service support, Waste Recovery Centre (Transfer station), garbage collection, recycling collection, food and green waste collection, Hard rubbish collection, Bundled branch collection, Commercial waste collection, parks and reserves waste collection.</p> <p><b>Cleansing:</b> Mechanical footpath sweeping of shopping centres, Mechanical sweeping of sealed roads, Cleaning of public toilets and BBQ's, Inspection and clearance of drainage pits, Maintenance of litter trap program, Litter clearance from shopping centres, Litter collection, Removal of dumped rubbish, Removal of dead animals from roads, Syringe removal, drain cleaning.</p> <p><b>Infrastructure Maintenance:</b> Maintenance of footpaths, kerb and channel, patching of roads, guardrails and unsealed roads, repair and replacement of signs and street furniture, drainage repair and Road Management Plan implementation.</p> <p><b>Environmental Operations:</b> Management and delivery of Council's Water Sustainability Plan including the various elements of water sensitive urban design, water harvesting, integrated water management, stormwater quality and environmental improvements.</p> <p>Provision of the following to support council's direct service delivery areas:</p> <p><b>Plant and Fleet Management:</b> Council's Workshop conducts repairs and servicing of all fleet vehicles, provides welding and fabrication services, coordination of accident repairs, administration of contracts and specification/ purchasing of new and replacement vehicles, trucks and heavy mobile plant, and sale of retired fleet.</p>		

Business area & description of services provided	Forecast Actual 2021/22 \$'000	Proposed Budget 2022/23 \$'000
<b>Business area: Parks and Natural Environment</b>	11,971	12,762
The provision of the following to the municipal community as a whole:	(164)	(71)
	11,807	12,691
<p><b>Strategic:</b> Maintain capability and continuity of the Parks service, including project, initiative and operational delivery, business support and continuous improvement.</p> <p><b>Sportsfields &amp; Parks Assets:</b> Carry out maintenance on Banyule's park assets including playgrounds, sports fields, irrigation systems, paths, fences, park furniture and BBQs. Implement Council's Park asset renewal programs, delivery of open space capital works projects and minor repair to nature strips.</p> <p><b>Urban Forestry:</b> Street and park tree maintenance, pest and disease control, tree replacement and planting, tree removal, tree root control, assessment for Council trees, nursery operations for plant propagation.</p> <p><b>Bushland:</b> Environmental reserve management, flora and fauna recording and habitat restoration, noxious weed control and pest animal control, development of wildlife corridors, maintenance, construction, restoration and protection of bush reserves and river/creek reserves, environmental education, community planting days, Friends Group working bees.</p> <p><b>Parks Presentation:</b> Maintenance of garden beds, mowing of active and passive parks and reserves, passive reserve maintenance, active reserve maintenance, half cost fence replacement, litter control in parks, maintenance of dog tidy bins, fire hazard control, maintenance and mowing of Right of Ways.</p>		
<b>Business area: Transport and Environment</b>	5,912	6,972
Provision of the following to support council's direct service delivery areas, and municipal community as a whole:	(4,397)	(6,432)
	1,515	540
<p><b>Environmental Sustainability:</b> Responsible for corporate and community climate action, strategic biodiversity and community education and stewardship. Provides advice on emissions reduction, adaptation, energy efficiency, environmental education, conservation and land management. Supports the Banyule Environment and Climate Action Advisory Committee (BECAAC) and environment grants.</p> <p><b>Transport Engineering:</b> Provides traffic engineering, road safety, project development and management, school crossing supervision, parking management and enforcement.</p> <p><b>Transport Planning &amp; Advocacy:</b> Undertakes planning, project delivery and advocacy for integrated transport solutions to improve public transport, walking, cycling and infrastructure that will benefit the Banyule community in line with Banyule's Integrated Transport Plan.</p>		



**Initiatives:**

Initiatives listed in the Council Plan 2021-2025 - Draft Year 2 Annual Action Plan 2022/2023 for the 'Our Sustainable Environment' objective (Community Priority Theme) include:

- Finalise preparation of the Eltham Copper Butterfly masterplan for Banyule bush reserves, including Mayona Road Reserve.
- Advocate for habitat retention within North East Link (NEL) and other major projects, retaining offset plantings in Banyule and focusing on wildlife corridor connections.
- Operate, monitor and optimize capabilities of the existing stormwater harvesting sites and Water Sensitive Urban Design (WSUD) assets.
- Deliver a series of capacity building workshops to support environmental volunteers to lead and support positive climate action initiatives.
- Deliver environmental workshops to the community through Spring Outdoors Program.
- Roll out a FOGO (food organics and garden organics) kerbside collection system to residents.
- Commence a trial of environmentally friendly nappies at Morobe Street Children's Centre.
- Provide environmental grants that support local environment initiatives.
- Support and implement annual nature play activities across selected bush reserves.
- Finalise and implement the Urban Forest Strategy.
- Develop an urban food strategy and framework.

For the complete list of Council Plan initiatives to be delivered for this objective please refer to the Council Plan 2021-2025 - Draft Year 2 Annual Action Plan 2022/2023.

For further information on key capital works projects and initiatives associated with this objective please refer to Section 5 of this Budget document.



## 2.3 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.

To achieve this objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services and initiatives for the 'Our Well-Built City' objective are described below as follows:

- Services – listing the primary business area and description of services provided.
- Initiatives – a selection of initiatives are listed to show some of the key activities, programs and projects to be delivered in 2022/2023 to achieve strategies of the Council Plan (and Banyule Community Vision 2041).

## Services

Business area & description of services provided	Forecast Actual 2021/22 \$'000	Proposed Budget 2022/23 \$'000
<b>Business area: Planning, Building and Laws</b>	7,071	7,615
	(5,448)	(6,079)
Provision of the following to landowners, builders and developers:	1,623	1,536
<p><b>Development Planning:</b> Statutory planning (land use and development including tree removal), subdivisions, planning investigations and enforcement.</p> <p><b>Building Services (Bpi):</b> Municipal Building Surveyor, building permits and inspections, building investigations and enforcement.</p> <p>Provision of the following to developers, builders, contractors, pet owners, and municipal community as a whole:</p> <p><b>Municipal Laws:</b> Animal management, fire prevention, Local Laws compliance and enforcement, building sites compliance and enforcement, footpath trading.</p>		
<b>Business area: City Futures - Strategic Planning and Urban Design, Open Space Planning and Design, Property Services, Spatial &amp; Property Systems</b>	2,089	2,613
	(1,245)	(1,535)
	844	1,078
<p>Provision of the following to support Council's direct service delivery areas, and to the municipal community as a whole:</p> <p><b>Strategic Planning and Urban Design:</b> Creating and reviewing place-based policies, strategies and plans. This includes structure plans for activity centres, streetscape master planning and design frameworks for renewal areas; facilitating Council's role as the Planning Authority for planning scheme amendments; participating in Government strategic planning projects associated with the Victorian Planning Provisions, and periodically reviewing and updating the Banyule Planning Scheme.</p> <p><b>Open Space Planning and Design:</b> Strategy development for public open space, including preparation and delivery of the Public Open Space Plan, master planning of reserves and regional playgrounds, and planning and development of Banyule's shared trail network.</p> <p><b>Property Services:</b> Property portfolio management including the management of commercial and residential leases, discontinuances and associated sale of land, provision of Council related valuation services.</p> <p><b>Spatial &amp; Property Systems:</b> Spatial and property systems co-ordination and maintenance and provision of spatial approaches to managing Council's operations.</p>		

**Initiatives:**

Initiatives listed in the Council Plan 2021-2025 - Draft Year 2 Annual Action Plan 2022/2023 for the 'Our Well-Built City' objective (Community Priority Theme) include:

- Continue to explore property projects that deliver strategic outcomes for Council ensuring that assets are managed in the community's diverse, long-term interests.
- Implement the final project stage (stage 4) of the Olympic Park Masterplan.
- Continue to deliver the Watsonia Town Squire Project.
- Develop a Place-based Framework for Banyule.
- Continue to implement Sustainable Building Guidelines, embedding best practice environmentally sustainable design specifications into capital works and maintenance programs.
- Commence a place-based neighbourhood character review in conjunction with preparation of the Banyule Housing Strategy.
- Continue to design and deliver the program of play space upgrades including the integration of nature play and soft landscaping where possible.
- Undertake a comprehensive review of the Banyule Open Space Strategy (2016-2031) to develop open space hierarchies and priorities.
- Prepare a masterplan for Rosanna Parklands to ensure the parklands are attractive, environmentally sustainable and accessible for all users
- Review the Banyule Integrated Transport Plan 2015-2035 (BITP) and develop an updated action plan.
- Implement Banyule Bicycle Strategy and Walking Strategy action plans.
- Complete Safe Access Audits for pedestrians, cyclists, and mobility scooters around schools.
- Deliver community behaviour change programs that support sustainable and safe transport initiatives.

For the complete list of Council Plan initiatives to be delivered for this objective please refer to the Council Plan 2021-2025 - Draft Year 2 Annual Action Plan 2022/2023.

For further information on key capital works projects and initiatives associated with this objective please refer to Section 5 of this Budget document.





## 2.4 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.

To achieve this objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services and initiatives for the 'Our Valued Community Assets and Facilities' objective are described below as follows:

- Services – listing the primary business area and description of services provided.
- Initiatives – a selection of initiatives are listed to show some of the key activities, programs and projects to be delivered in 2022/2023 to achieve strategies of the Council Plan (and Banyule Community Vision 2041).

## Services

Business area & description of services provided	Forecast Actual 2021/22 \$'000	Proposed Budget 2022/23 \$'000
<b>Business area: Delivery and Assets</b>	7,046	7,598
	(594)	(557)
Provision of the following to the municipal population as a whole:	6,452	7,041
<p><b>Asset Management:</b> Strategic Asset Management, programming for road and footpath (pavement) renewals and maintenance, Capital Works planning, Asset Management policy, strategy and plans for all asset classes, asset condition audits, pedestrian bridge inspection and maintenance.</p> <p><b>Asset Protection:</b> Road and footpath infrastructure asset protection, supervision of new sub-divisions, unit developments, and vehicle crossover installations, issuing of Works within Road Reserve and other works consent permits.</p> <p><b>Capital Projects:</b> Capital Works management and reporting, project management and contract supervision for building works projects and all major/minor civil works, road resurfacing, pedestrian trail, bike/shared path construction and maintenance, road construction and reconstruction projects.</p> <p><b>Building Maintenance:</b> Scheduled/Unscheduled building maintenance on all Council owned buildings, air conditioning maintenance, vandalism repairs, management of Essential Safety Measures.</p> <p><b>Developments and Drainage:</b> Legal Points of Discharge, Building Over Easement approvals, Stormwater drainage approvals for new developments, Planning referrals, investigation of flooding issues, scoping for new drainage works or upgrades.</p>		
<b>Business Area: Strategic Properties and Projects</b>	331	471
	-	-
Provision of the following to support Council's direct service delivery areas, and municipal community as a whole:	331	471
<p>The Strategic Properties and Projects department proactively pursues strategic and major property projects and developments associated with Council land to achieve positive outcomes for the community, meet beneficial financial outcomes, and deliver new and revitalised community assets that contribute to the sustainable growth of the city.</p> <p><b>Strategic Property Projects:</b> coordinate and lead the redevelopment of identified Council owned sites including acquisitions and disposals involving Council land.</p> <p><b>Strategic Capital Projects:</b> provide leadership and project manage a variety of major projects for the organisation to achieve positive outcomes for the community, meet beneficial financial outcomes and deliver new and revitalised community assets.</p>		

**Initiatives:**

Initiatives listed in the Council Plan 2021-2025 - Draft Year 2 Annual Action Plan 2022/2023 for the 'Our Valued Community Assets and Facilities' objective (Community Priority Theme) include:

- Deliver sports field lighting improvements at nominated locations
- Develop a Sports Capital Works Policy that provides a consistent, equitable and transparent approach to funding sports facilities and infrastructure.
- Complete the surface renovation of Beverley Road Oval, Heidelberg.
- Deliver improvements to Council's public toilet facilities at priority locations to improve amenity and accessibility
- Complete construction of the Macleod Park sporting pavilion.
- Continue roll-out of solar panel program on Council owned buildings.
- Install gross pollutant traps (GPT)/water sensitive urban design (WSUD) solution for Site 2 Gresswell Forest.
- Complete the construction of Montmorency Village precinct streetscape and lighting works.
- Complete reconstruction of Redmond Court Wetland and creation of new parkland.
- Continue to engage with the North East Link Project on land dealings to drive the best outcome for Council and the community.
- Undertake expansion and improvement works at East Ivanhoe Preschool.
- Support the ongoing partnership with Launch Housing during the development of the new social housing build in Bellfield.
- Complete the construction of Old Eltham Road Stage 3 as per requirements of Roads to Recovery funding.
- Install a new batting cage at the Greensborough Baseball Club facilities at Elder Street Reserve, Watsonia
- Implement upgrades to tennis facilities at Chelsworth Park, including court resurfacing and lighting.
- Prepare designs for Willinda Park to improve the athletic track and field facilities and infrastructure.
- Redevelop the Montmorency Bowling Club facilities to improve access and amenity and increase club house capacity and function.

For the complete list of Council Plan initiatives to be delivered for this objective please refer to the Council Plan 2021-2025 - Draft Year 2 Annual Action Plan 2022/2023.

For further information on key capital works projects and initiatives associated with this objective please refer to Section 5 of this Budget document.



## 2.5 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.

To achieve this objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services and initiatives for the 'Our Thriving Local Economy' objective are described below as follows:

- Services – listing the primary business area and description of services provided.
- Initiatives – a selection of initiatives are listed to show some of the key activities, programs and projects to be delivered in 2022/2023 to achieve strategies of the Council Plan (and Banyule Community Vision 2041).



## Services

Business area & description of services provided	Forecast Actual 2021/22 \$'000	Proposed Budget 2022/23 \$'000
<b>Business area: Inclusive and Creative Communities - Inclusive Enterprise &amp; Local Jobs</b>	1,169	1,707
	-	-
	1,169	1,707
Provision of the following to support, protect and enhance the community's health and wellbeing: <b>Inclusive Enterprise &amp; Local Jobs:</b> <b>Inclusive Enterprise Development:</b> Social Enterprise Partnerships Program, Social Enterprise Support Service. <b>Labour Market Programs:</b> Banyule Inclusive Employment Program, Inclusive Jobs Capacity Building Service for Employers.		
<b>Business area: City Futures - Economic Development</b>	3,246	1,845
	(643)	(686)
Provision of the following to businesses and industry:	2,603	1,159
<b>Economic Development:</b> Business attraction and retention, investment facilitation, special rate and charge scheme facilitation, labour market development, business support services, activity centre streetscape master planning and business planning, economic development policy and strategy.		

**Initiatives:**

Initiatives listed in the Council Plan 2021-2025 - Draft Year 2 Annual Action Plan 2022/2023 for the 'Our Thriving Local Economy' objective (Community Priority Theme) include:

- Complete the Economic Development Strategy, inclusive of a Retail Review.
- Deliver training and development that supports businesses with networking opportunities, business development and one-on-one mentoring.
- Secure funding or strategic partnerships to expand start-up and development support for social enterprises, microenterprise, disability enterprise, Aboriginal enterprise and creative enterprise.
- Deliver the Youth Marketplace and Creatives for Hire programs to provide entrepreneurial opportunities for young people.
- Promote Banyule businesses by participating in a range of activities through North Link.
- Deliver Banyule's Inclusive Jobs Service program that supports employers to create inclusive workplaces.
- Secure funding to expand Banyule's Inclusive Employment Program across Local Governments in the Northern Region.
- Deliver a range of activities, programs or workshops that support young people's skill building, creative and employment pathways.
- Provide work experience and tertiary placements at Banyule Council.
- Continue to advocate to the State Government for the LaTrobe National Employment and Innovation Cluster (NEIC) Plan to be finalised and implemented.
- Support a community-led Banyule Social Enterprise Network.

For the complete list of Council Plan initiatives to be delivered for this objective please refer to the Council Plan 2021-2025 - Draft Year 2 Annual Action Plan 2022/2023.

For further information on key capital works projects and initiatives associated with this objective please refer to Section 5 of this Budget document.

## Priority Theme 6

# Our Trusted and Responsive Leadership



## 2.6 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 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

To achieve this objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services and initiatives for the 'Our Trusted and Responsive Leadership' objective are described below as follows:

- Services – listing the primary business area and description of services provided.
- Initiatives – a selection of initiatives are listed to show some of the key activities, programs and projects to be delivered in 2022/2023 to achieve strategies of the Council Plan (and Banyule Community Vision 2041).

## Services

Business area & description of services provided	Forecast Actual 2021/22 \$'000	Proposed Budget 2022/23 \$'000
<b>Business area: Customer Experience and Business Improvement</b>	2,861	3,274
Provision of the following to support Council's direct service delivery areas:	-	-
	2,861	3,274
<b>Customer Experience Operations (Customer Service):</b> The customer service team is a key interface between Council and the community we serve. The team assists customers via phone, online and face to face at our customer service centres. The team aims to resolve the majority of queries at first point of contact and redirect other queries, as needed, to relevant departments.		
<b>Continuous Improvement:</b> The Continuous Improvement team manages a framework to support a culture of learning and problem solving which adds value for our staff, customers and Community. The team is responsible for leading, supporting and facilitating improvement projects and initiatives, and building CI capability across Council.		
<b>Customer Experience Strategy:</b> The CX Strategy team supports the wider organisation to better understand and improve CX (customer experience). The team is responsible for leading key initiatives from Banyule's updated Customer Experience strategy – including training, the implementation of a voice of customer program and the continued embedding of the Banyule Service Promise.		
<b>Business area: People &amp; Culture</b>	5,914	5,722
Provision of the following to support Council's direct service delivery areas:	(491)	-
	5,423	5,722
The People and Culture Department is responsible for developing and implementing strategies which enable our people to create an engaging, high performance culture and employee experience that delivers exceptional services and programs to our people and the community. Key functions; Culture and Leadership, Diversity & Inclusion, Gender Equity, Learning & Performance Development, Workforce Planning, Recruitment, Onboarding, Induction and Offboarding, Safety and Wellbeing, Injury Management/Return to work, Incident and Investigation Management, Employee Relations, Industrial Relations, Organisational Development, Risk, Audit, Insurance and Compliance.		



Business area & description of services provided	Forecast	Proposed
	Actual	Budget
	2021/22	2022/23
	\$'000	\$'000
<b>Business area: Corporate Governance and Communications</b>	3,387	3,863
Provision of the following to support Council's direct service delivery areas:	(151)	(11)
	3,236	3,852
<b>Governance:</b> Corporate Governance and compliance including Council Meetings, CEO & Councillor administration, Freedom of Information and Public Interest Disclosures, Conflicts of Interest, Delegations and Authorisations, Council Elections, Councillors support and training, Cemetery management for Warringal & Greensborough Cemeteries.		
<b>Communications, Advocacy and Engagement:</b> The team manages all aspects of Council's communications with the community including the Council website and social media accounts, community engagement, and advocacy. The team is responsible for producing material that informs the community of the services and activities provided by the Council and other issues affecting people that live, work or play in Banyule.		
<b>Corporate and Integrated Planning:</b> Organisational business planning and reporting services, including support for: Community Vision development and integrated planning, Council Plan development, corporate planning and reporting, service plan development, and development of key corporate policies and plans.		
<b>Business area: Executive Office</b>	2,501	2,505
Provision of the following to support Council's direct service delivery areas, and to the municipal community as a whole:	-	-
	2,501	2,505
The Executive comprises the CEO and 4 Directors and their support staff. They are responsible for:		
<ul style="list-style-type: none"> <li>• Implementation of policies</li> <li>• Day-to-day management of operations</li> <li>• Management of the organisational structure</li> <li>• Developing and implementing a Code of Conduct for Council employees</li> <li>• Providing strategic advice to Council</li> <li>• Providing executive support to the CEO and Councillors including planning and implementation of several Corporate and Civic events.</li> </ul>		

Business area & description of services provided	Forecast Actual 2021/22 \$'000	Proposed Budget 2022/23 \$'000
<b>Business area: Finance &amp; Procurement</b>	4,083	4,595
Provision of the following to support council's direct service delivery areas:	(320)	(317)
	3,763	4,278
<p>The team maintains the integrity of the financial system and partners with the organisation to ensure it always provides relevant financial and strategic procurement support to all business units. The team leads the service review program, strategic procurement and performance reporting activity to support sustainable service delivery to the community. The team is accountable for the efficient and compliant collection of monies and timely payment to suppliers and staff. It ensures that investments are appropriately managed and administered and that future and current financial sustainability, performance and position is appropriately monitored and reported.</p>		
<b>Business area: IT &amp; Digital Transformation</b>	6,679	6,952
Provision of the following to support Council's direct service delivery areas:	(15)	-
	6,664	6,952
<p><b>IT Applications &amp; Digital Services:</b> Providing an important role for the organisation in the management of corporate applications that ensure reliable and effective business services. Applications are managed throughout their lifecycle to ensure they remain fit for purpose. The team also delivers project services that design, build and deploy new applications and deliver improvements to existing applications providing improvements through innovative technologies.</p>		
<p><b>IT Infrastructure and Operations:</b> Providing reliable and secure infrastructure services and IT service desk support for our organisation and Councillors. Infrastructure is managed throughout its life cycle, supporting and offering leading data, hardware, network, audio and visual, telephony and mobile solutions. The team also delivers project services that design, configure and deploy infrastructure solutions providing modern and flexible platform to support business and digital innovation.</p>		
<p><b>Digital Transformation:</b> Delivering the digital transformation program guided by the Digital Transformation Strategy. This is a significant program of change and assists Council to continue to be a customer centric organisation.</p>		
<p><b>Information Management:</b> Management of incoming and outgoing correspondence, capture and action incoming records into Council's EDRMS, delivery of the records archiving and disposal program, mail and courier deliveries across sites, records and information advice and EDRMS training program, and privacy advice.</p>		

**Initiatives:**

Initiatives listed in the Council Plan 2021-2025 - Draft Year 2 Annual Action Plan 2022/2023 for the 'Our Trusted and Responsive Leadership' objective (Community Priority Theme) include:

- Continue to develop a governance and compliance framework that ensures policies and legislative compliance requirements are up to date and reviewed and in line with relevant legislation and council objectives.
- Commence review of Council's General Local Law No.1 (2015).
- Review the Dogs and Cats in Public Places Council Order 1998.
- Embed the Banyule Service Promise to improve customer satisfaction.
- Implement system improvements in relation to pre-applications, application submissions and public engagement identified through the Better Planning Approvals project to streamline and enhance the planning process for customers.
- Deliver Integrated Financial Management planning, monitoring and reporting that support Banyule's financial sustainability into 2032.
- Introduce key components associated with the Rating and Revenue Plan.
- Develop a matrix of indicators to measure the diversity and social inclusion in Council services, programs and events.
- Implement the Gender Equality Action Plan (GEAP) to better protect against gendered discrimination and improve gender equality.
- Continue phase 1 implementation of a new Customer Experience Platform.
- Deliver modern online services for patrons of Banyule Leisure and implement new membership software for staff.
- Work with Advisory Committees to support and collaborate on key social justice advocacy matters.
- Increase customer satisfaction and number of visits to Council's corporate website.
- Implement Council's Advocacy Framework and Action Plan, and report on progress to the community.

For the complete list of Council Plan initiatives to be delivered for this objective please refer to the Council Plan 2021-2025 - Draft Year 2 Annual Action Plan 2022/2023.

For further information on key capital works projects and initiatives associated with this objective please refer to Section 5 of this Budget document.

**2.7 Performance Statement**

The LGPRF service performance outcome indicators detailed at section 2.8 will be reported on within the Performance Statement which is prepared at the end of the year as required by section 98 of the *Local Government Act 2020* and included in the Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 6) and sustainable capacity.

The full set of prescribed performance indicators contained in the Performance Statement is audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement.

The initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

## 2.8 Reconciliation with Budgeted Operating Result

	Net Cost	Expenditure	Revenue
	\$'000	\$'000	\$'000
Our Inclusive and Connected Community	19,378	38,350	18,972
Our Sustainable Environment	30,047	46,217	16,170
Our Well-Built City	2,614	10,228	7,614
Our Valued Community Assets and Facilities	7,512	8,069	557
Our Thriving Local Economy	2,866	3,552	686
Our Trusted and Responsive Leadership	26,583	26,911	328
<b>Total services</b>	<b>89,000</b>	<b>133,327</b>	<b>44,327</b>
Depreciation and amortisation	24,663		
Finance cost	1,757		
Initiatives cost (including Hardship waiver)	8,973		
(Operating Capitalised labour)	(500)		
<b>Deficit before funding sources</b>	<b>123,893</b>		
Funding sources added in			
Rates revenue	111,880		
Capital grant	15,968		
Capital contribution	5,197		
Interest income	2,025		
Others	3,933		
<b>Operating surplus for the year</b>	<b>15,110</b>		



## 2.9 Indicators – Measuring Our Performance

Annually in our Budget we will measure our performance against the Council Plan objectives. The following table complements Banyule's Strategic Indicators Framework, and results for the indicators are reported to our community in our Annual Report.

Council Plan Objectives:

- 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

Service	Indicator	Performance Measure	2020/21 Actual	2021/22 Target (Forecast)	2022/23 Target (Budget)
<b>Governance</b>	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	61	61 and or above	61 and or above
<b>Statutory planning</b>	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	51.92%	60%	60%
<b>Roads</b>	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	68	61 or above	61 or above
<b>Libraries</b>	Participation	Active library borrowers. (Percentage of the population that are active library borrowers)	16.71%	17%	17%

Service	Indicator	Performance Measure	2020/21 Actual	2021/22 Target (Forecast)	2022/23 Target (Budget)
<b>Waste collection</b>	Waste diversion	Kerbside waste collection diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	51.98%	55%	55%
<b>Aquatic Facilities</b>	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	3.45	5	5
<b>Animal Management</b>	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	100%	95%	95%
<b>Food safety</b>	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	100%	100%	100%
<b>Maternal and Child Health</b>	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	73.13%	75%	75%
		Participation in the MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	74.10%	75%	75%

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

1. *Metro Council Group: - Melbourne Metropolitan Group of councils.*
2. *CSI – Community satisfaction index scores measured by Victorian Local Government Community Satisfaction Survey (CSS), co-ordinated by the Department of Jobs, Precincts and Regions. Banyule's CSI indicators and targets are based on 'performance' measures. Community Satisfaction Index (CSI) scores are commonly used in the market research industry to represent the extent of customer satisfaction. Banyule's survey results are available on Council's website.*
3. *The Local Government (Planning and Reporting) Regulations 2020 support the operation of the planning and reporting framework for Councils. This includes the requirement for Councils to report against the Local Government Performance Reporting Framework (LGPRF).*
4. *Banyule follows the Local Government Better Practice Guide - Annual Report - Performance Reporting Indicator Workbook 2020-2021, Department of Jobs, Precincts and Regions in the implementation of the LGPRF indicators process.*
5. *The results for the list of indicators included in the State Government's LGPRF and in Council's Budget document are reported in the BCC Annual Report, in line with the legislative requirements. Council will continue to review these and adjust targets and indicators as appropriate on an annual basis, and in line with the Council Plan.*
6. *Council will continue to work with the State Government and Local Government industry sector in the further development and implementation of the LGPRF.*
7. *The indicators are reviewed on an ongoing basis to ensure continued alignment with Council's objectives and priorities and are subject to change.*

### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2022/2023 has been supplemented with projections to 2024/2025.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.

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



<b>Comprehensive Income Statement</b>						
<b>For the four years ending 30 June 2026</b>						
		<b>Forecast</b>	<b>Proposed</b>	<b>Projections</b>		
		<b>Actual</b>	<b>Budget</b>			
		<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>Notes</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Income</b>						
Rates and charges	4.1.1	109,091	<b>111,880</b>	115,062	118,601	122,229
Grants - Operating	4.1.2(a)	13,657	<b>12,504</b>	11,937	12,215	12,513
Grants - Capital	4.1.2(b)	12,638	<b>15,968</b>	4,229	1,552	1,575
Statutory fees and fines	4.1.3	8,116	<b>10,422</b>	10,666	10,988	11,262
User fees and charges	4.1.4	16,961	<b>21,323</b>	21,845	22,415	22,996
Contributions income	4.1.5	5,103	<b>5,442</b>	5,355	5,490	5,609
Interest income	4.1.6	360	<b>2,025</b>	2,646	3,321	3,774
Rental income	4.1.7	2,626	<b>3,112</b>	2,033	3,112	3,192
Net gain on disposal of property,	4.1.8	70	<b>54</b>	181	223	366
Other income	4.1.9	1,441	<b>855</b>	867	880	894
<b>Total income</b>		<b>170,063</b>	<b>183,585</b>	<b>175,821</b>	<b>178,797</b>	<b>184,411</b>
<b>Expenses</b>						
Employee costs	4.1.10	69,261	<b>75,272</b>	76,537	78,433	80,916
Materials and services	4.1.11	50,257	<b>51,041</b>	50,812	51,005	50,580
Utility charges	4.1.12	4,189	<b>4,776</b>	4,877	4,996	5,116
Depreciation	4.1.13	22,479	<b>23,892</b>	25,123	26,197	27,199
Amortisation – intangible asset	4.1.14(a)	292	<b>220</b>	220	175	-
Amortisation – right of use	4.1.14(b)	551	<b>551</b>	555	456	456
Borrowing costs	4.1.15	1,905	<b>1,741</b>	1,723	1,635	1,518
Finance cost - leases	4.1.16	24	<b>16</b>	29	27	16
Donations expenditure	4.1.17	1,770	<b>1,157</b>	1,167	1,044	1,089
Contribution expense	4.1.18	7,412	<b>7,568</b>	7,513	7,603	7,745
Other expenses	4.1.19	3,489	<b>2,241</b>	2,232	2,292	2,352
<b>Total expenses</b>		<b>161,629</b>	<b>168,475</b>	<b>170,790</b>	<b>173,863</b>	<b>176,987</b>
<b>Surplus for the year</b>		<b>8,434</b>	<b>15,110</b>	<b>5,031</b>	<b>4,934</b>	<b>7,424</b>
<b>Total comprehensive result</b>		<b>8,434</b>	<b>15,110</b>	<b>5,031</b>	<b>4,934</b>	<b>7,424</b>

Note: The 2022/2023 underlying result is budgeted to be a deficit of \$4.10 million. This underlying result is determined after adjusting for non-recurrent capital grants and capital contributions of \$19.20 million.

<b>Balance Sheet</b>						
<b>For the four years ending 30 June 2026</b>						
		<b>Forecast</b>	<b>Proposed</b>	<b>Projections</b>		
		<b>Actual</b>	<b>Budget</b>			
		<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>Notes</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		14,654	<b>14,955</b>	17,266	16,096	17,465
Trade and other receivables		17,504	<b>17,071</b>	16,400	16,622	16,822
Other financial assets		57,000	<b>61,000</b>	72,000	61,000	56,000
Inventories		48	<b>48</b>	48	48	48
Current assets held for sale		25,315	<b>21,720</b>	5,000	10,000	-
Other assets		1,672	<b>1,672</b>	1,672	1,672	1,672
<b>Total current assets</b>	4.2.1	<b>116,193</b>	<b>116,466</b>	<b>112,386</b>	<b>105,438</b>	<b>92,007</b>
<b>Non-current assets</b>						
Trade and other receivables		200	<b>200</b>	200	200	200
Investments in associates, joint arrangement and subsidiaries		3,567	<b>3,567</b>	3,567	3,567	3,567
Property, infrastructure, plant & equipment		1,695,970	<b>1,719,870</b>	1,731,438	1,728,035	1,733,349
Leasehold improvement		304	<b>250</b>	196	142	88
Right-of-use assets	4.2.6	578	<b>1,015</b>	1,058	656	479
Investment property		12,597	<b>12,597</b>	8,597	23,597	38,597
Non - current assets held for sale		8,125	-	-	-	-
Intangible assets		615	<b>395</b>	175	-	-
<b>Total non-current assets</b>	4.2.2	<b>1,721,956</b>	<b>1,737,894</b>	<b>1,745,231</b>	<b>1,756,197</b>	<b>1,776,280</b>
<b>Total assets</b>		<b>1,838,149</b>	<b>1,854,360</b>	<b>1,857,617</b>	<b>1,861,635</b>	<b>1,868,287</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		14,293	<b>12,812</b>	12,945	13,563	14,217
Trust funds and deposits		4,292	<b>4,292</b>	4,292	4,292	4,292
Provisions		17,666	<b>18,190</b>	18,720	19,262	19,820
Interest-bearing liabilities	4.2.5	939	<b>1,584</b>	1,680	1,801	1,917
Lease Liabilities	4.2.6	508	<b>502</b>	396	407	399
Unearned Income		6,644	<b>3,194</b>	2,300	2,300	2,300
<b>Total current liabilities</b>	4.2.3	<b>44,342</b>	<b>40,574</b>	<b>40,333</b>	<b>41,625</b>	<b>42,945</b>
<b>Non-current liabilities</b>						
Provisions		1,163	<b>1,163</b>	1,163	1,163	1,163
Trust funds and deposits		1,009	<b>1,009</b>	1,009	1,009	1,009
Interest-bearing liabilities	4.2.5	19,871	<b>24,307</b>	22,627	20,826	18,909
Lease Liabilities	4.2.6	52	<b>485</b>	632	225	50
<b>Total non-current liabilities</b>	4.2.4	<b>22,095</b>	<b>26,964</b>	<b>25,431</b>	<b>23,223</b>	<b>21,131</b>
<b>Total liabilities</b>		<b>66,437</b>	<b>67,538</b>	<b>65,764</b>	<b>64,848</b>	<b>64,076</b>
<b>Net assets</b>		<b>1,771,712</b>	<b>1,786,822</b>	<b>1,791,853</b>	<b>1,796,787</b>	<b>1,804,211</b>
<b>Equity</b>						
Accumulated surplus		556,419	<b>544,180</b>	534,553	537,399	535,414
Reserves		1,215,293	<b>1,242,642</b>	1,257,300	1,259,388	1,268,797
<b>Total equity</b>		<b>1,771,712</b>	<b>1,786,822</b>	<b>1,791,853</b>	<b>1,796,787</b>	<b>1,804,211</b>

<b>Statement of Changes in Equity</b>					
<b>For the four years ending 30 June 2026</b>					
		<b>Total</b>	<b>Accumulated Surplus</b>	<b>Revaluation Reserve</b>	<b>Other Reserves</b>
	<b>Notes</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>2021/22 Forecast Actual</b>					
Balance at beginning of the financial year		1,763,278	526,498	1,199,754	37,026
Surplus for the year		8,434	8,434	-	-
Transfers to other reserves		-	(16,853)	-	16,853
Transfers from other reserves		-	38,340	-	(38,340)
<b>Balance at end of the financial year</b>		<b>1,771,712</b>	<b>556,419</b>	<b>1,199,754</b>	<b>15,539</b>
<b>Proposed 2022/23 Budget</b>					
Balance at beginning of the financial year		1,771,712	556,419	1,199,754	15,539
Surplus for the year		15,110	15,110	-	-
Transfers to other reserves	4.3.1	-	(59,005)	-	59,005
Transfers from other reserves	4.3.1	-	31,656	-	(31,656)
<b>Balance at end of the financial year</b>	<b>4.3.2</b>	<b>1,786,822</b>	<b>544,180</b>	<b>1,199,754</b>	<b>42,888</b>
<b>2023/24</b>					
Balance at beginning of the financial year		1,786,822	544,180	1,199,754	42,888
Surplus for the year		5,031	5,031	-	-
Transfers to other reserves		-	(38,850)	-	38,850
Transfers from other reserves		-	24,192	-	(24,192)
<b>Balance at end of the financial year</b>		<b>1,791,853</b>	<b>534,553</b>	<b>1,199,754</b>	<b>57,546</b>
<b>2024/25</b>					
Balance at beginning of the financial year		1,791,853	534,553	1,199,754	57,546
Surplus for the year		4,934	4,934	-	-
Transfers to other reserves		-	(18,411)	-	18,411
Transfers from other reserves		-	16,323	-	(16,323)
<b>Balance at end of the financial year</b>		<b>1,796,787</b>	<b>537,399</b>	<b>1,199,754</b>	<b>59,634</b>
<b>2025/26</b>					
Balance at beginning of the financial year		1,796,787	537,399	1,199,754	59,634
Surplus for the year		7,424	7,424	-	-
Transfers to other reserves		-	(23,296)	-	23,296
Transfers from other reserves		-	13,887	-	(13,887)
<b>Balance at end of the financial year</b>		<b>1,804,211</b>	<b>535,414</b>	<b>1,199,754</b>	<b>69,043</b>



Statement of Cash Flows						
For the four years ending 30 June 2026						
		Forecast Actual	Proposed Budget	Projections		
		2021/22	2022/23	2023/24	2024/25	2025/26
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>						
<b>Receipts:</b>						
Rates and charges	4.1.1	109,012	111,796	114,972	118,504	122,124
Grants - operating		14,084	13,768	13,602	12,215	12,215
Grants - capital		8,566	12,150	2,565	1,552	1,575
Statutory fees and fines		7,931	10,363	10,659	10,980	11,256
User fees and charges		16,537	21,214	21,831	22,401	22,982
Contributions - monetary		5,103	5,442	5,355	5,490	5,609
Interest received		397	1,814	2,532	3,219	3,699
Rental income		2,626	3,112	3,033	3,111	3,192
Other receipts		1,441	855	867	880	894
<b>Payments:</b>						
Employee costs		(69,359)	(76,343)	(75,990)	(77,393)	(79,823)
Materials and services		(50,145)	(50,928)	(50,694)	(50,886)	(50,464)
Other payments		(16,859)	(15,742)	(15,792)	(15,934)	(16,302)
<b>Net cash provided by operating activities</b>	<b>4.4.1</b>	<b>29,334</b>	<b>37,501</b>	<b>32,940</b>	<b>34,139</b>	<b>37,257</b>
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment		(57,205)	(61,549)	(42,235)	(33,461)	(33,611)
Payments for investment property		-	-	-	(15,000)	(15,000)
Proceeds from sale of property, infrastructure, plant and equipment		11,538	25,532	26,445	5,890	11,465
Net (purchases)/redemption of financial assets		26,000	(4,000)	(11,000)	11,000	5,000
<b>Net cash used in investing activities</b>	<b>4.4.2</b>	<b>(19,667)</b>	<b>(40,017)</b>	<b>(26,790)</b>	<b>(31,571)</b>	<b>(32,146)</b>
<b>Cash flows from financing activities</b>						
Proceeds from borrowings		-	6,300	-	-	-
Borrowing costs - interest		(1,920)	(1,741)	(1,723)	(1,635)	(1,518)
Repayment of borrowings		(10,257)	(1,218)	(1,585)	(1,680)	(1,801)
Interest paid - lease liability		(24)	(16)	(29)	(27)	(16)
Repayment of lease liabilities		(474)	(508)	(502)	(396)	(407)
<b>Net cash used in financing activities</b>	<b>4.4.3</b>	<b>(12,675)</b>	<b>2,817</b>	<b>(3,839)</b>	<b>(3,738)</b>	<b>(3,742)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>		<b>(3,008)</b>	<b>301</b>	<b>2,311</b>	<b>(1,170)</b>	<b>1,369</b>
Cash and cash equivalents at the beginning of the financial year		17,662	14,654	14,955	17,266	16,096
<b>Cash and cash equivalents at the end of the financial year</b>		<b>14,654</b>	<b>14,955</b>	<b>17,266</b>	<b>16,096</b>	<b>17,465</b>



<b>Statement of Capital Works</b>						
<b>For the four years ending 30 June 2026</b>						
		<b>Forecast Actual</b>	<b>Proposed Budget</b>	<b>Projections</b>		
		<b>2021/22 \$000</b>	<b>2022/23 \$000</b>	<b>2023/24 \$000</b>	<b>2024/25 \$000</b>	<b>2025/26 \$000</b>
<b>Infrastructure</b>						
Roads, street and bridges		11,701	16,256	7,532	8,946	8,543
Drainage		1,379	1,550	2,261	1,543	1,235
Parks and gardens		7,480	12,153	8,014	4,226	6,793
Playground		480	680	690	1,042	764
<b>Total infrastructure</b>		<b>21,040</b>	<b>30,639</b>	<b>18,497</b>	<b>15,756</b>	<b>17,335</b>
<b>Property</b>						
Freehold buildings		23,563	27,971	17,131	11,406	6,956
<b>Total property</b>		<b>23,563</b>	<b>27,971</b>	<b>17,131</b>	<b>11,406</b>	<b>6,956</b>
<b>Plant and equipment</b>						
Motor vehicles		1,396	1,140	4,902	4,391	8,300
Plant and equipment		6,109	1,404	1,420	1,523	736
Furniture and fittings		236	235	235	235	235
<b>Total plant and equipment</b>		<b>7,741</b>	<b>2,779</b>	<b>6,557</b>	<b>6,149</b>	<b>9,271</b>
<b>Other assets</b>						
Art collection		51	160	50	150	50
<b>Total other assets</b>		<b>51</b>	<b>160</b>	<b>50</b>	<b>150</b>	<b>50</b>
<b>Intangible assets</b>						
Software		4,811	-	-	-	-
<b>Total intangible assets</b>		<b>4,811</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>5.1</b>	<b>57,206</b>	<b>61,549</b>	<b>42,435</b>	<b>33,461</b>	<b>33,612</b>
<b>Represented by:</b>						
Asset renewal expenditure		31,818	35,671	30,978	24,753	27,506
Asset upgrade expenditure		11,945	20,732	9,305	7,697	5,114
Asset expansion expenditure		101	260	400	200	200
Asset new expenditure		13,342	4,886	1,552	811	792
<b>Total capital works expenditure</b>	<b>5.1</b>	<b>57,206</b>	<b>61,549</b>	<b>42,235</b>	<b>33,461</b>	<b>33,612</b>
<b>Funding sources represented by:</b>						
Government grant		11,613	15,077	3,318	618	618
Contribution		103	10,338	6,410	4,607	4,075
Council cash		45,490	29,834	32,507	28,236	28,919
Borrowings		-	6,300	-	-	-
<b>Total capital works expenditure</b>	<b>5.1</b>	<b>57,206</b>	<b>61,549</b>	<b>42,235</b>	<b>33,461</b>	<b>33,612</b>

Statement of Human Resources					
For the four years ending 30 June 2026					
	Forecast Actual (*)	Proposed Budget	Projections		
	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	69,261	<b>75,272</b>	76,537	78,433	80,916
Employee costs - capital	2,249	<b>1,386</b>	1,355	1,352	1,349
<b>Total staff expenditure</b>	<b>71,510</b>	<b>76,658</b>	77,892	79,785	82,265
	EFT	EFT	EFT	EFT	EFT
<b>Staff numbers</b>					
Employees - expensed	671.15	<b>682.87</b>	671.47	665.14	663.12
Employees - capitalised (estimated)	20.50	<b>12.00</b>	12.00	12.00	12.00
<b>Total staff numbers</b>	<b>691.65</b>	<b>694.87</b>	<b>683.47</b>	<b>677.14</b>	<b>675.12</b>

(\*) Forecast Actual 2020/2021 equivalent full time (EFT) reflects filled position and forecast to be filled.

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

Department	Proposed Budget 2022/23	Comprises			
		Permanent			
		Full Time	Part Time	Casual	Temporary
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets &amp; City Services</b>	<b>20,159</b>	19,519	364	11	265
City Development	<b>13,726</b>	11,100	2,262	21	343
Community Wellbeing	<b>26,167</b>	11,647	11,311	2,203	1,006
Executive Office	<b>4,725</b>	4,014	573	7	131
Corporate Services	<b>11,881</b>	9,283	1,887	201	510
<b>Total staff expenditure</b>	<b>76,658</b>	55,563	16,397	2,443	2,255
Capitalised labour costs	<b>(1,386)</b>				
<b>Total expenditure - operating</b>	<b>75,272</b>				

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

Department	Proposed Budget 2022/23	Comprises			
		Permanent			
		Full Time	Part Time	Casual	Temporary
Assets & City Services	<b>199.87</b>	194.00	3.79	0.08	2.00
City Development	<b>122.45</b>	90.00	28.42	0.23	3.80
Community Wellbeing	<b>245.68</b>	105.00	112.62	18.43	9.63
Executive Office	<b>30.61</b>	24.00	5.27	0.08	1.26
Corporate Services	<b>96.26</b>	75.00	15.59	1.67	4.00
<b>Total Staff numbers</b>	<b>694.87</b>	<b>488.00</b>	<b>165.69</b>	<b>20.49</b>	<b>20.69</b>
Capitalised Labour Staff	<b>(12.00)</b>				
<b>Total Staff - operating</b>	<b>682.87</b>				

Summary of Planned Human Resources Expenditure				
For the four years ending 30 June 2026	Proposed Budget	Projections		
		2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000
<b>Assets &amp; City Services</b>				
Permanent – Full time	19,519	20,140	20,832	21,549
Female	3,782	3,902	4,036	4,176
Male	15,737	16,238	16,796	17,373
Permanent – Part time	364	376	389	402
Female	324	334	346	357
Male	40	42	43	45
<b>Total Assets &amp; City Services</b>	<b>19,883</b>	<b>20,516</b>	<b>21,221</b>	<b>21,951</b>
<b>City Development</b>				
Permanent – Full time	11,100	11,421	11,816	12,222
Female	5,207	5,372	5,558	5,749
Male	5,893	6,049	6,258	6,473
Permanent – Part time	2,262	2,335	2,415	2,497
Female	1,805	1,863	1,927	1,993
Male	457	472	488	504
<b>Total City Development</b>	<b>13,362</b>	<b>13,756</b>	<b>14,231</b>	<b>14,719</b>
<b>Community Wellbeing</b>				
Permanent – Full time	11,647	12,012	12,423	12,856
Female	10,708	11,043	11,421	11,820
Male	939	969	1,002	1,036
Permanent – Part time	11,311	11,807	12,215	12,634
Female	10,533	11,003	11,383	11,775
Male	671	693	717	741
Self-described gender	107	111	115	118
<b>Total Community Wellbeing</b>	<b>22,958</b>	<b>23,819</b>	<b>24,638</b>	<b>25,490</b>
<b>Executive Office</b>				
Permanent – Full time	4,014	4,144	4,287	4,434
Female	2,326	2,402	2,485	2,570
Male	1,688	1,742	1,802	1,864
Permanent – Part time	573	592	612	633
Female	573	592	612	633
<b>Total Executive Office</b>	<b>4,587</b>	<b>4,736</b>	<b>4,899</b>	<b>5,067</b>
<b>Corporate Services</b>				
Permanent – Full time	9,283	9,580	9,911	10,250
Female	6,834	7,051	7,295	7,545
Male	2,319	2,394	2,476	2,561
Self-described gender	130	135	140	144
Permanent – Part time	1,887	1,948	2,016	2,085
Female	1,749	1,805	1,868	1,932
Male	138	143	148	153
<b>Total Corporate Services</b>	<b>11,170</b>	<b>11,528</b>	<b>11,927</b>	<b>12,335</b>
Casuals and temporary	4,698	3,537	2,869	2,703
<b>Total staff expenditure</b>	<b>76,658</b>	<b>77,892</b>	<b>79,785</b>	<b>82,265</b>
Capitalised labour costs	(1,386)	(1,355)	(1,352)	(1,349)
<b>Total expenditure - operating</b>	<b>75,272</b>	<b>76,537</b>	<b>78,433</b>	<b>80,916</b>



Summary of Planned Human Resources Expenditure				
For the Years ending 30 June 2026	Proposed Budget	Projections		
	EFT	EFT	EFT	EFT
<b>Assets &amp; City Services</b>				
Permanent – Full time	194.00	194.00	194.00	194.00
Female	38.00	38.00	38.00	38.00
Male	156.00	156.00	156.00	156.00
Permanent – Part time	3.79	3.79	3.79	3.79
Female	3.29	3.29	3.29	3.29
Male	0.50	0.50	0.50	0.50
<b>Total Assets &amp; City Services</b>	<b>197.79</b>	<b>197.79</b>	<b>197.79</b>	<b>197.79</b>
<b>City Development</b>				
Permanent – Full time	90.00	90.00	90.00	90.00
Female	43.00	43.00	43.00	43.00
Male	47.00	47.00	47.00	47.00
Permanent – Part time	28.42	28.42	28.42	28.42
Female	22.10	21.10	21.10	21.10
Male	6.32	6.32	6.32	6.32
<b>Total City Development</b>	<b>118.42</b>	<b>118.42</b>	<b>118.42</b>	<b>118.42</b>
<b>Community Wellbeing</b>				
Permanent – Full time	105.00	105.00	105.00	105.00
Female	96.00	96.00	96.00	96.00
Male	9.00	9.00	9.00	9.00
Permanent – Part time	112.62	112.62	112.62	112.62
Female	104.58	104.58	104.58	104.58
Male	7.02	7.02	7.02	7.02
Self-described gender	1.02	1.02	1.02	1.02
<b>Total Community Wellbeing</b>	<b>217.62</b>	<b>217.62</b>	<b>217.62</b>	<b>217.62</b>
<b>Executive Office</b>				
Permanent – Full time	24.00	24.00	24.00	24.00
Female	13.00	13.00	13.00	13.00
Male	11.00	11.00	11.00	11.00
Permanent – Part time	5.27	5.27	5.27	5.27
Female	5.27	5.27	5.27	5.27
<b>Total Executive Office</b>	<b>29.27</b>	<b>29.27</b>	<b>29.27</b>	<b>29.27</b>
<b>Corporate Services</b>				
Permanent – Full time	75.00	75.00	75.00	75.00
Female	56.00	56.00	56.00	56.00
Male	18.00	18.00	18.00	18.00
Self-described gender	1.00	1.00	1.00	1.00
Permanent – Part time	15.59	14.75	14.75	14.75
Female	14.25	14.25	14.25	14.25
Male	1.34	1.34	1.34	1.34
<b>Total Corporate Services</b>	<b>90.59</b>	<b>90.59</b>	<b>90.59</b>	<b>90.59</b>
Casuals and temporary	41.18	29.78	23.45	21.43
<b>Total Staff numbers</b>	<b>694.87</b>	<b>683.47</b>	<b>677.14</b>	<b>675.12</b>
Capitalised Labour Staff	(12.00)	(12.00)	(12.00)	(12.00)
<b>Total Staff - operating</b>	<b>682.87</b>	<b>671.47</b>	<b>665.14</b>	<b>663.12</b>



## 4. Notes to the Financial Statements Comparison

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

### 4.1 Comprehensive Income Statement Comparison

#### 4.1.1 Rates and charges

Rates and charges are required by the *Local Government Act 1989* and the Regulations to be disclosed in Council's annual budget.

In developing the Revenue and Rating Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year.

For 2022/2023 the FGRS cap has been set at 1.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 1.75% in line with the rate cap. This will raise general rates for the proposed Budget 2022/2023 to \$110.12 million (prior to the separation of the two new waste rates being introduced in 2022/2023 - refer note 4.1.1(d)).

The net total rates and charges will increase from 2021/2022 by 2.31% to \$111.80 million which includes special and supplementary rates, interest and revenue in lieu of rates (refer note 4.1.1(a)).

4.1.1(a) The reconciliation of the total rates and charges to the comprehensive income statement is as follows for 2022/2023:

	Forecast	Proposed	Change	
	Actual 2021/22	Budget 2022/23	\$'000	%
	\$'000	\$'000	\$'000	%
General rates*	107,302	94,943	(12,359)	(11.52)
Public Waste Rate^	-	5,166	5,166	100.00
Kerbside Waste Rate^	-	10,011	10,011	100.00
Special rates and charges	642	640	(2)	(0.31)
Supplementary rates and rate adjustments	728	700	(28)	(3.85)
Interest on rates and charges	403	409	6	1.49
Revenue in lieu of rates (Cultural & Recreational)	16	11	-5	(31.25)
<b>Total rates and charges</b>	<b>109,091</b>	<b>111,880</b>	<b>2,789</b>	<b>2.56</b>

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

^ These items are not subject to the rate cap established under the Fair Go Rates System (FGRS), except in the year of introduction (2022/23).

4.1.1(b) The rate in the dollar to be levied as general rates under Section 158 of the *Local Government Act 1989* for each type or class of land compared with the previous financial year.

Type or class of land	Budget 2021/22	Proposed Budget 2022/23	Change %
	cents/\$CIV	cents/\$CIV	
General rate for rateable residential properties	0.00206935	<b>0.00153847</b>	(25.65)
General rate for rateable residential vacant properties	0.00310403	<b>0.00230770</b>	(25.65)
General rate for rateable commercial properties	0.00258669	<b>0.00192308</b>	(25.65)
General rate for rateable commercial vacant properties	0.00413871	<b>0.00307694</b>	(25.65)
General rate for rateable industrial properties	0.00258669	<b>0.00192308</b>	(25.65)
General rate for rateable industrial vacant properties	0.00413871	<b>0.00307694</b>	(25.65)

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

Type or class of land	Budget 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Residential Improved	96,867	86,193	(10,674)	(11.02)
Residential Vacant	1,330	1,316	(14)	(1.05)
Commercial Improved	6,254	5,148	(1,106)	(17.68)
Commercial Vacant	261	122	(139)	(53.26)
Industrial Improved	2,546	2,125	(421)	(16.54)
Industrial Vacant	44	39	(5)	(11.36)
<b>Total general rate income</b>	<b>107,302</b>	<b>94,943</b>	12,359	<b>(11.52)</b>

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year. The number of assessments listed for the 2022/2023 budget has been forecast as at 30 June 2022.

Type or class of land	Budget 2021/22	Proposed Budget 2022/23	Change	
	Number	Number	Number	%
Residential Improved	52,639	<b>53,299</b>	660	1.25
Residential Vacant	365	<b>402</b>	37	10.14
Commercial Improved	2,080	<b>2,090</b>	9	0.43
Commercial Vacant	23	<b>23</b>	0	-
Industrial Improved	973	<b>972</b>	-1	(0.10)
Industrial Vacant	11	<b>12</b>	1	9.09
<b>Total number of assessments</b>	<b>56,091</b>	<b>56,797</b>	<b>706</b>	<b>1.26</b>

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

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year. The values are subject to further supplementary valuations and stage 4 certification by the Valuer-General and any changes will impact on the Value, number of assessments and rate in the dollar to be levied.

Type or class of land	Budget 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Residential Improved	46,810,525	56,024,788	9,214,263	19.68
Residential Vacant	428,590	570,360	141,770	33.08
Commercial Improved	2,417,844	2,677,398	259,554	10.73
Commercial Vacant	63,042	39,771	(23,271)	(36.91)
Industrial Improved	984,322	1,104,790	120,468	12.24
Industrial Vacant	10,470	12,540	2,070	19.77
<b>Total value of land</b>	<b>50,714,793</b>	<b>60,429,647</b>	<b>9,714,854</b>	<b>19.16</b>

4.1.1(g) The municipal charge under Section 159 of the *Local Government Act 1989* is \$Nil per rateable property (2021/22: \$Nil).

4.1.1(h) The estimated total amount to be raised by municipal charges is \$Nil (2020/21: \$Nil).

4.1.1(i) The rate or unit amount to be levied for each type of service rate under Section 162 of the *Local Government Act 1989* is as follows:

#### Public Waste Rate

Type or class of land	Budget 2021/22	Proposed Budget 2022/23	Change
	cents/\$CIV	cents/\$CIV	%
Service rate for rateable residential properties	N/A	0.00008550	-
Service rate for rateable residential vacant properties	N/A	0.00008550	-
Service rate for rateable commercial properties	N/A	0.00008550	-
Service rate for rateable commercial vacant properties	N/A	0.00008550	-
Service rate for rateable industrial properties	N/A	0.00008550	-
Service rate for rateable industrial vacant properties	N/A	0.00008550	-

#### Kerbside Waste Rate

Type or class of land	Budget 2021/22	Proposed Budget 2022/23	Change
	cents/\$CIV	cents/\$CIV	%
Service rate for rateable residential properties receiving a kerbside waste service	N/A	0.00018424	-
Service rate for rateable residential properties not receiving a kerbside waste service	N/A	0.00018424	-
Service rate for rateable residential vacant properties	N/A	0.00018424	-
Service rate for rateable commercial properties	N/A	0.00018424	-
Service rate for rateable commercial vacant properties	N/A	0.00018424	-
Service rate for rateable industrial properties	N/A	0.00018424	-
Service rate for rateable industrial vacant properties	N/A	0.00018424	-



4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

#### Public Waste Rate

Type or class of land	Budget 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Residential Improved	-	4,790	4,790	-
Residential Vacant	-	49	49	-
Commercial Improved	-	229	229	-
Commercial Vacant	-	3	3	-
Industrial Improved	-	94	94	-
Industrial Vacant	-	1	1	-
<b>Total general rate income</b>	-	<b>5,166</b>	5,166	-

#### Kerbside Waste Rate

Type or class of land	Budget 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Residential Improved receiving a kerbside waste service	-	9,991	9,991	-
Commercial Improved	-	20	20	-
<b>Total general rate income</b>	-	<b>10,011</b>	10,011	-

4.1.1(k) The estimated total amount to be raised by all rates and charges is \$111.80 million and was (2021/2022 forecast: \$109.10 million). This includes special rates, Supplementary rates and charges income as well as penalty interest on rates.



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

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

The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	Budget 2021/22	Proposed Budget 2022/23
	\$	\$
Total Rates	\$105,824,487	<b>\$108,274,998</b>
Number of Rateable Properties	56,091	<b>56,797</b>
Base Average Rate	\$1,886.66	<b>\$1,906.35</b>
Maximum Rate Increase (set by the State Gov't)	1.50%	<b>1.75%</b>
Capped Average Rate	\$1,914.96	<b>\$1,939.71</b>
Maximum General Rates and Municipal Charges Revenue	\$107,411,854	<b>110,169,810</b>
Budgeted General Rates and Municipal Charges Revenue	\$107,302,350	<b>110,119,810</b>
Comprising		
General Rates	\$107,302,350	<b>94,942,718</b>
Public Waste Rate <sup>^</sup>	-	<b>5,166,482</b>
Kerbside Waste Rate <sup>^</sup>	-	<b>10,010,609</b>
Budgeted Supplementary Rates	\$500,000	<b>\$700,000</b>
<b>Budgeted Total Rates and Municipal Charges Revenue</b>	<b>\$107,802,350</b>	<b>\$110,819,809</b>

<sup>^</sup> These items are not subject to the rate cap established under the Fair Go Rates System (FGRS), except in the year of introduction (2022/23)

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

The total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2022/2023: estimated \$0.70 million and forecast 2021/2022: \$0.83 million)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa

#### 4.1.1(n) Differential rates

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

The following differential rates are levied:

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

**Residential/Commercial/Industrial Vacant Land**

- *Objective:*

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

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

- *Types and Classes*

Any rateable land on which no dwelling is erected.

- *Use and Level of Differential Rate:*

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

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

- *Geographic Location:*

Wherever located within the municipal district.

- *Use of Land:*

Any use permitted under the Banyule Planning Scheme.

- *Planning Scheme Zoning:*

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

**Commercial/Industrial Improved Land**

- *Objective:*

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

Those functions include the:

- 1) Implementation of good governance and sound financial stewardship; and
- 2) Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
- 3) Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
- 4) Provision of strategic and economic management, town planning and general support services; and

5) Promotion of cultural, heritage and tourism aspects of Council's municipal district

- *Types and Classes:*

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

- *Use and Level of Differential Rate:*

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

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

- *Geographic Location:*

Wherever located within the municipal district.

- *Use of Land:*

Any use permitted under the Banyule Planning Scheme.

- *Planning Scheme Zoning:*

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

- *Types of Buildings:*

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

#### **Residential Improved Land**

- *Objective:*

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

Those functions include the:

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

- *Types and Classes:*

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

- *Use and Level of Differential Rate:*

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

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

- *Geographic Location:*

Wherever located within the municipal district.

- *Use of Land:*

Any use permitted under the Banyule Planning Scheme.

- *Planning Scheme Zoning:*

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

- *Types of Buildings:*

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

### **Cultural and Recreational Lands**

- *Objective:*

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

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

- *Types and Classes:*

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

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

The *Cultural and Recreational Land Act 1963* effectively provides for properties used for outdoor activities to be differentially rated unless it involves land that is being leased from a private landowner. The discretion of whether to provide a cultural and recreational lands rate rests with Council

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

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

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

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



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

Property Assessed	Charge
1 Vasey Street Ivanhoe	\$4,169.27
8 Main Road Lower Plenty	\$1,505.26
54 Cleveland Avenue Lower Plenty	\$3,020.14
540 The Boulevard Ivanhoe East	\$87.23
4 Stradbroke Avenue Heidelberg	\$2,698.35

#### 4.1.1(o) Application of Service Rates

Banyule levies the Public Waste Rate on all rateable properties within Banyule and is in place to fund the provision of infrastructure and services to support:

- Street-sweeping
- Dumped rubbish collections
- Laneway clearance
- Litter and public realm refuse collection and disposal
- Park litter collection and disposal
- Waste Education / waste and littering reduction initiatives
- Waste Recovery Centre

Banyule levies the Kerbside Waste Rate on properties that are used wholly or partly for residential purposes that are able to receive a standard kerbside waste collection

The Kerbside Waste Rate is not levied on properties that do not receive a kerbside waste service due to conditions imposed under the *Planning and Environment Act 1987*, through locational constraints or other factors that make kerbside waste collection impractical.

The Kerbside Waste Rate is levied each year and is subject to addition or removal via a supplementary adjustment process on a monthly basis from July through to May the following year. Adjustments are not performed in June as these impact Council's ability to transparently budget for waste-related income and expenses.

#### 4.1.1(p) Current use of Service Charges

A service charge for non-standard refuse collection (e.g. larger bins) from rateable properties is charged in addition to the Kerbside Waste Rate. These charges are declared in Council's Schedule of Fees and Charges each year and are designed to recoup the additional costs of disposing of additional waste and providing a non-standard waste service. These Service Charges are only levied on ratepayers who have elected to have a non-standard waste service.

A kerbside waste service charge is also levied on properties deemed non-rateable under section 154 of the *Local Government Act 1989* where a kerbside waste service is provided. An additional service charge for non-standard refuse collection (e.g. larger bins) is charged in addition to the Kerbside Waste Rate where ratepayers have elected to have a non-standard waste service.

#### 4.1.2 Grants

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

	Forecast	Proposed	Change	
	Actual 2021/22	Budget 2022/23	\$'000	%
	\$'000	\$'000	\$'000	%
<b>Grants received in respect of the following:</b>				
<b>Summary of grants</b>				
Commonwealth funded grants	8,621	9,166	545	6.32
State funded grants	17,674	19,306	1,632	9.23
<b>Total grants received</b>	<b>26,295</b>	<b>28,472</b>	<b>2,177</b>	<b>8.28</b>
<b>a) Operating grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Child care centres & Pre-school	1,935	2,141	206	10.65
Community Support	2,168	1,847	(321)	(14.81)
MCH & Immunisation	26	27	1	3.85
Victoria Grants Commission – general purpose	2,871	3,192	321	11.18
<b>Recurrent - State Government</b>				
Child care centres & Pre-school	765	1,152	387	50.59
Community Support	1,200	1,044	(156)	(13.00)
Employment programs	472	-	(472)	(100.00)
Initiative projects	95	-	(95)	(100.00)
MCH & Immunisation	1,591	1,487	(104)	(6.54)
School crossing supervisors	469	477	8	1.71
Youth & community services	183	183	-	-
Others	124	126	2	1.61
<b>Total recurrent operating grants</b>	<b>11,899</b>	<b>11,676</b>	<b>(223)</b>	<b>(1.87)</b>
<b>Non-recurrent - State Government</b>				
Buildings (BPI)	68	56	(12)	(17.65)
Food & Kitchen kerbside collections	156	-	(156)	(100.00)
Initiative projects	1,472	772	(700)	(47.55)
Others	62	-	(62)	(100.00)
<b>Total non-recurrent operating grants</b>	<b>1,758</b>	<b>828</b>	<b>(930)</b>	<b>(52.90)</b>
<b>Total operating grants</b>	<b>13,657</b>	<b>12,504</b>	<b>(1,153)</b>	<b>(8.44)</b>

Operating grants are projected to decrease by \$1.15 million or 8.44% from forecast 2021/2022 to proposed Budget 2022/2023 due to the following factors:

- Community Support grants (including delivered meals, planned activity group and home modifications) reduce by \$0.32 million from Commonwealth and \$0.16 million from State as additional grants were provided in 2021/2022 to provide support to vulnerable and isolated residents as COVID-19 support.
- Working for Victoria \$0.47 million grant was received in 2021/2022 to support local jobs, this program ended in November 2021.

- Non-recurrent State Government Initiative project grants reduce by \$0.70 million as the Outdoor Dining and Entertainment (\$0.50 million) and Regulation Reform Incentive Fund (\$0.11 million) grants cease in 2021/2022.

	Forecast Actual	Proposed Budget	Change	
	2021/22	2022/23	\$'000	%
	\$'000	\$'000	\$'000	%
<b>b) Capital grants</b>				
<b><i>Recurrent - Commonwealth Government</i></b>				
Roads to recovery	600	<b>1,068</b>	468	78.00
Victoria Grants Commission – local roads	1,021	<b>891</b>	(130)	(12.73)
<b>Total recurrent capital grants</b>	<b>1,621</b>	<b>1,959</b>	<b>338</b>	<b>20.85</b>
<b><i>Non-recurrent - State Government</i></b>				
Buildings	3,840	<b>3,248</b>	(592)	(15.42)
Roads & drainage	3,263	<b>6,916</b>	3,653	111.95
Parks & gardens	3,754	<b>3,845</b>	91	2.42
Other	160	-	(160)	(100.00)
<b>Total non-recurrent capital grants</b>	<b>11,017</b>	<b>14,009</b>	<b>2,992</b>	<b>27.16</b>
<b>Total capital grants</b>	<b>12,638</b>	<b>15,968</b>	<b>3,330</b>	<b>26.35</b>
<b>Total Grants</b>	<b>26,295</b>	<b>28,472</b>	<b>2,177</b>	<b>8.28</b>

Capital grants are projected to increase by \$3.33 million or 26.35% from forecast 2021/2022 to proposed budget 2022/2023. Capital Grants are often ad-hoc in nature and fluctuate from year to year depending on the nature of capital projects being undertaken and the funding made available by the State and Federal Governments. Some of the significant movements are:

- Roads to Recovery Grant funding will increase by \$0.47 million in 2022/2023 from the carry forward due to delays of the Old Eltham Road and Rangeview Road projects.
- Victoria Grants Commission -local roads grants will decrease by \$0.13 million, which is partially offset the increase in General Purpose grants.
- State government grants for buildings will decrease by \$0.59 million, Bellfield Community Centre Development, Greensborough Preschool Expansion and Olympic Park Masterplan received funding in 2021/2021, whereas 2021/2022 sees East Ivanhoe Preschool upgrade and the continuation of the Olympic Park Masterplan.
- Council will receive a \$5.00 million grant for Watsonia Town Square Construction as part of North-East link project (NELP).
- The Local Roads and Community Infrastructure Program has a reduction of \$1.36 million in 2022/2023, the program in 2022/2023 will partially fund the footpath replacement program. This is the 3rd year of program to supports local councils to deliver priority local road and community infrastructure projects with the goal of supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic.



## 4.1.3 Statutory fees and fines

	Forecast	Proposed	Change	
	Actual 2021/22	Budget 2022/23	\$'000	%
	\$'000	\$'000	\$'000	%
Building permits and fines	1,667	1,714	47	2.82
Election fines	150	10	(140)	(93.33)
Food Act and health registrations	604	610	6	0.99
Parking infringements	2,488	4,529	2,041	82.03
Local laws permits and infringements	1,063	1,370	307	28.88
Planning permits and fines	1,764	1,870	106	6.01
Road and footpath permit fees and reinstatement	194	147	(47)	(24.23)
Other fees and fines	186	172	(14)	(7.53)
<b>Total statutory fees and fines</b>	<b>8,116</b>	<b>10,422</b>	<b>2,306</b>	<b>28.41</b>

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

Council elections were held in October 2020 and associated failure to vote fines issued by the Victorian Electoral Commission, proceeds are passed to the council. The bulk of this fine income will be received during 2021/2022 and then smaller amounts in future years until all follow up activity is complete.

Parking infringements were significantly impacted by working from home requirements during the COVID-19 lockdowns, this resulted in a reduction in enforcement patrols and infringements being issued. It is expected that parking infringement income will return to pre-pandemic levels during 2022/2023.

Local law permits and fines (including General Local Law No. 1 and animal registrations) are expected to increase from forecast 2021/2022. Similarly to parking infringements, local law infringements saw a reduction due to COVID-19 restrictions, additionally a compliance and education approach was taken during lockdowns.

## 4.1.4 User fees and charges

	Forecast	Proposed	Change	
	Actual 2021/22	Budget 2022/23	\$'000	%
	\$'000	\$'000	\$'000	%
Aquatic and Leisure Centre fees and charges	4,208	7,053	2,845	67.61
Building permits and fees	45	51	6	13.33
Child Day Care charges	1,067	1,031	(36)	(3.37)
Community halls and events	120	291	171	142.50
Delivered meals charges	348	339	(9)	(2.59)
Engineering services' fees	278	281	3	1.08
Functions Centre charges	74	135	61	82.43
Home modifications	103	88	(15)	(14.56)
Immunisation fees	303	287	(16)	(5.28)
Local laws fees	578	839	261	45.16
Parking fees	1,385	1,372	(13)	(0.94)
Planned Activity Group fees and charges	40	54	14	35.00
Planning permits and fees	255	178	(77)	(30.20)
Road and footpath asset protection fees	177	183	6	3.39
Sports ground rentals income	8	179	171	2,137.50
Transfer station tipping fees	7,488	8,369	881	11.77



	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Other fees and charges	484	593	109	22.52
<b>Total user fees and Charges</b>	<b>16,961</b>	<b>21,323</b>	<b>4,362</b>	<b>25.72</b>

Aquatic and leisure centres were closed or heavily restricted for the first half of 2021/2022 due to COVID-19 regulations. It is anticipated that centres will return to normal operating levels by the last quarter of the forecast year and remain that way through 2022/2023. Olympic Leisure Centre closed due to emergency building works, it is expected to open in the last quarter of 2022.

Community halls were not utilised as expected in 2021/2022 due to COVID 19, usage is expected to return to pre-pandemic levels in 2022/2023.

Local laws fees are expected to increase by \$0.26 million above the 2021/2022 forecast, this is primarily related to occupation permits of Council land related to Construction Management. The construction industry was impacted by COVID-19 restrictions and required to close for two weeks in September and October 2021.

Sports ground rental income for Winter 2021 and Summer 2021/2022 was partially waived under Council's Economic Support Package, full fees are expected to be charged again for the coming seasons.

Transfer station tipping fees from public tipping and debtor customers will see a significant increase in income directly related to the cost recovery of the Environment Protection Authority (EPA) increases in the municipal waste landfill levy from \$105.90 to \$125.90 per tonne in 2022/2023. The increased income is offset by increased expenditure in materials and services.

#### 4.1.5 Contributions income

	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Development Contribution Plan contributions	356	362	6	1.68
Public Open Space contributions	4,500	4,600	100	2.22
Contributions for capital works projects	98	235	137	139.80
Other contributions	149	245	96	64.43
<b>Total contributions income</b>	<b>5,103</b>	<b>5,442</b>	<b>339</b>	<b>6.64</b>

Contributions relate to 1) monies paid by property developers towards public open space and developer contribution plans 2) monies paid by local sporting clubs/organisations to contribute towards capital works projects and 3) contributions to other operational programs.

Contributions are projected to increase by \$0.34 million or 6.64% compared to the 2021/2022 forecast which is mainly due to a budgeted \$0.10 million increase in Public Open Space contribution, external contributions to Capital Works projects, and Other contributions increase by \$0.10 million with the resumption of Shop 48 tenant contribution.

## 4.1.6 Interest income

	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Interest from sporting clubs	2	2	-	-
Interest on investments	358	2,023	1,665	465.08
<b>Total interest income</b>	<b>360</b>	<b>2,025</b>	<b>1,665</b>	<b>462.50</b>

Interest income is predominantly made up of the interest received on Council's cash holdings in bank accounts and term deposits. Interest income is projected to increase by \$1.66 million due to the implementation of the adopted investment strategy and rising interest rates.

## 4.1.7 Rental income

	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Recycling centre rental	782	782	-	-
Residential/commercial rental	1,844	2,330	486	26.36
<b>Total rental income</b>	<b>2,626</b>	<b>3,112</b>	<b>486</b>	<b>18.51</b>

As part of the Economic Support Package, some commercial rents were waived or partially waived to December 2021, other tenants were able to apply for partial waivers of rent under the Commercial Tenancy Relief Scheme.

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

	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
<b>Property, infrastructure, plant and equipment</b>				
Proceeds from sale of assets	11,538	25,531	13,993	121.28
Less: Written down value of assets disposed	(11,468)	(25,477)	(14,009)	(122.16)
<b>Total net gain on disposal of property, infrastructure, plant and equipment</b>	<b>70</b>	<b>54</b>	<b>(16)</b>	<b>(22.86)</b>

Proceeds from the sale of Council's assets (individual property sales) are often ad-hoc in nature and fluctuate from year to year. In 2022/2023 Council has budgeted \$25.53 million to reflect the proceeds expected from strategic land sales in the city and proceeds from the planned cyclical replacement of Council's heavy plant & vehicle fleet.

The written down value of assets sold is estimated to be \$25.48 million, which relates to both land and heavy plant & vehicle fleet.

## 4.1.9 Other income

	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Insurance claims	162	-	(162)	(100.00)
Sale of rights-of-way	76	50	(26)	(34.21)
Sale of surplus parcels of land	79	50	(29)	(36.71)
Vehicle contributions	350	356	6	1.71
Workcover reimbursements	358	-	(358)	(100.00)
Other revenue	416	399	(17)	4.09
<b>Total other income</b>	<b>1,441</b>	<b>855</b>	<b>(586)</b>	<b>(40.67)</b>

An insurance claim of \$0.16 million was received during 2021/2022 for damaged fleet, insurance claims are one-off in nature and not budgeted for.

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

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

## 4.1.10 Employee costs

	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Wages and salaries	56,776	60,489	3,723	6.56
Annual leave and loading	5,331	5,484	153	2.87
Long service leave	2,026	2,099	73	3.60
Superannuation	5,953	6,796	843	14.16
WorkCover	1,050	1,436	386	36.76
Other on costs	384	354	(30)	(7.81)
Less: Capitalised labour (on costs included)	(2,249)	(1,386)	863	(38.37)
<b>Total employee costs</b>	<b>69,261</b>	<b>75,272</b>	<b>6,011</b>	<b>8.68%</b>

To appropriately respond to the COVID-19 crisis, Banyule's community services such as customer service centres, libraries, leisure centres, sporting club facilities, playgrounds and other community facilities, have been significantly disrupted resulting in reductions in employee costs within the forecast. This labour budget assumes that Council services will not be disrupted during the 2022/2023 financial year.

The super guarantee rate will remain at 10% until 30 June 2022 and increase to 10.50% from 1 July 2022.

The Workcover premium is expected to increase based on claim rates, recent increases in Worksafe estimate, and the industry condition.

In 2021/2022, more staff have contributed to delivering IT Digital Transformation and major Capital Works projects. This is expected to be reduced in 2022/2023 due to the Capital Works program and the changing of accounting standards on intangible assets, resulting in less capitalised labour.

A net increase of 3.22 equivalent full-time (EFT) positions have been allocated to meet services and initiatives across Banyule's operations as outlined below:



Services & Initiatives	EFT Growth	Proposed Budget Impact \$'000
Our Inclusive and Connected Community	0.17	26
Our Sustainable Environment	(0.50)	48
Our Well-Built City	1.00	99
Our Valued Community Assets and Facilities	1.00	95
Our Trusted and Responsive Leadership	3.99	396
Grant funded positions	(1.44)	-
Economic Support Package (COVID-19)	(1.00)	(101)
<b>Total EFT growth</b>	<b>3.22</b>	<b>563</b>

#### 4.111 Materials and services

	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Advertising	302	326	24	7.95
Auditing services	267	173	(94)	(35.21)
Bank and payment collection services	307	323	16	5.21
Building and planning charges and government fees	78	73	(5)	(6.41)
Child care expenses	108	112	4	3.70
Contractor costs				
- Agency staffing	3,544	1,391	(2,153)	(60.75)
- Aquatic and leisure costs	693	738	45	6.49
- Building maintenance costs	1,452	1,543	91	6.27
- Cleaning services -	774	1,054	280	36.18
- Consultants costs	1,519	1,246	(273)	(17.97)
- Information Technology services and licenses	2,592	2,836	244	9.41
- Initiatives costs	3,986	6,973	2,987	74.94
- Legal expenses	486	310	(176)	(36.21)
- Parking and traffic enforcement	1,250	1,735	485	38.80
- Parks maintenance	2,207	2,222	15	0.68
- Waste collection costs	914	935	21	2.30
- Other contractor costs	5,623	5,543	(80)	(1.42)
General materials and supplies	4,334	3,656	(678)	(15.64)
Infringement collection lodgement fees	208	313	105	50.48
Insurances	1,593	1,802	209	13.12
Plant and motor vehicle operating	2,450	2,445	(5)	(0.20)
Postage costs	310	312	2	0.65
Printing, stationary and external communications	857	982	125	14.59
Program costs	1,522	1,782	260	17.08
Staff training and equipment	1,013	1,397	384	37.91
Sundry expenses	254	295	41	16.14
Waste disposal general	10,402	9,274	(1,128)	(10.84)
Other	1,212	1,250	38	3.14
<b>Total materials and services</b>	<b>50,257</b>	<b>51,041</b>	<b>784</b>	<b>1.56</b>



Total materials and services are expected to increase by \$0.78 million (1.56%), key movements within materials and services are:

- Agency staffing is budgeted to decrease by \$2.15 million from forecast, agency staff are engaged to assist with staff vacancies as they present over the year and any additional forecast will offset employee benefits. Budget for agency represents the essential service areas that must be backfilled, e.g. waste collection and childcare.
- Cleaning services will increase in 2022/2023 as all Council facilities are expected to return to pre-pandemic levels. Many services and facilities were closed during 2021/2022 resulting in decreased expenses incurred.
- Initiatives are expected to increase in 2022/2023 with the continued roll out of Council's prioritisation in Digital Transformation and improvements to Information Technology systems to better support out services and customers. We expect to spend \$4.80 million on digital transformation in 2022/2023. (Refer to Section 5 for the Initiative Program).
- Parking and traffic enforcement services are an outsourced function, the contractor costs are relative to the parking fine income generated and were reduced in 2021/2022 in proportion with Statutory Fee income due to COVID.
- Council Insurances are expected to increase by 13.12% as a result of increased premiums related to building and public liability being seen in the market.
- Waste disposal costs are expected to decrease overall by 10.84%. This is due to the introduction of Food Organic Green Organic (FOGO) service in July 2022 diverting waste from landfill, this will assist in offsetting the Environment Protection Authority (EPA) Landfill Levy increasing from \$105.90 to \$125.90 per tonne on 1 July 2022.

#### 4.1.12 Utility charges

	Forecast	Proposed	Change	
	Actual 2021/22	Budget 2022/23	\$'000	%
Gas and electricity	2,463	2,828	365	14.82
Public street lighting	637	737	100	15.70
Telecommunications	292	307	15	5.14
Water	797	904	107	13.43
<b>Total utility charges</b>	<b>4,189</b>	<b>4,776</b>	<b>587</b>	<b>14.01</b>

Gas and electricity for Council facilities and public lighting are budgeted to be maintained at contracted price increases into 2022/2023.

Electricity for small and large market sites is procured via The Victorian Energy Collaboration (VECO) where renewable energy is generated by wind farms in Victoria. Council continues to investigate and implement more renewable energies as part of its climate change priorities to reduce associated expenditure over time.

Gas, electricity and water charges were significantly decreased in 2021/2022 with the closure of many facilities, including leisure and aquatic centres, occurring in-line with government regulations.

## 4.1.13 Depreciation

	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Infrastructure	12,718	13,845	1,127	8.86
Property	4,311	4,393	82	1.90
Plant & equipment	5,450	5,654	204	3.74
<b>Total depreciation</b>	<b>22,479</b>	<b>23,892</b>	<b>1,413</b>	<b>6.29</b>

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life. This includes Council's property, plant and equipment and infrastructure assets such as roads and drains. The increase of \$1.41 million for the proposed budget 2022/2023 financial year is due to the completion of the proposed budget 2022/2023 capital works program and the full year effect of depreciation on the 2021/2022 capital works programs.

## 4.1.14 (a) Amortisation – Intangible assets

	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Intangible assets	292	220	(72)	(24.66)
<b>Total amortisation – intangible assets</b>	<b>292</b>	<b>220</b>		

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

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

	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Right of use assets	496	497	1	0.20
Right of use assets – leasehold improvements	55	54	(1)	(1.82)
<b>Total amortisation – right of use assets</b>	<b>551</b>	<b>551</b>	<b>-</b>	<b>-</b>

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

## 4.1.15 Borrowing costs

	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Interest on borrowings	1,905	1,741	(164)	(8.61)
<b>Total borrowing costs</b>	<b>1,905</b>	<b>1,741</b>	<b>(164)</b>	<b>(8.61)</b>

Borrowing costs relate to interest charged by financial institutions on borrowed funds. The reduction in borrowing costs from 2021/2022 relates to the finalisation of a loan in October 2021, offset with a smaller loan planned to commence in 2022/2023 for the Rosanna Library.

#### 4.1.16 Finance costs - leases

	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Finance cost - leases	24	16	(8)	(33.33)
<b>Total finance costs – leases</b>	<b>24</b>	<b>16</b>	<b>(8)</b>	<b>(33.33)</b>

Finance costs relate to the interest charged by lessors on leased infrastructure property, plant and equipment.

#### 4.1.17 Donation expenditure

	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Banyule Support & Information	92	105	13	14.13
Community Services grants	260	213	(47)	(18.08)
COVID-19 business support	580	-	(580)	(100.00)
Diamond Valley Community Support	91	105	14	15.38
Environmental sustainability	148	200	52	35.14
Merri Outreach Support Services	120	120	-	-
Resilient & connected communities	202	181	(21)	(10.40)
Other donations	277	233	(44)	(15.88)
<b>Total donation expenditure</b>	<b>1,770</b>	<b>1,157</b>	<b>(613)</b>	<b>(34.63)</b>

The reduction in donation costs from 2021/2022 primarily relates to Council's COVID-19 business support ending in 2021/2022 and a decrease in Community Services grants. This is offset by the increase in Environmental sustainability grants in 2022/2023.

#### 4.1.18 Contribution expense

	Forecast Actual 2021/22	Proposed Budget 2022/23	Change	
	\$'000	\$'000	\$'000	%
Shopping Centres	1,156	1,156	-	-
YMCA	100	100	-	-
Yarra Plenty Regional Library	5,377	5,552	175	3.25
Other	779	760	(19)	(2.44)
<b>Total contribution expense</b>	<b>7,412</b>	<b>7,568</b>	<b>156</b>	<b>(2.10)</b>

Contribution expense is projected to increase by \$0.16 million compared to forecast 2021/2022, this is due to the COVID-19 Recovery Support Package for the local businesses and neighbourhood houses ending in 2021/2022. Whereas, the contribution towards the Yarra Plenty Regional Library have been increased in 2022/2023.

## 4.1.19 Other expenses

	Forecast	Proposed	Change	
	Actual 2021/22	Budget 2022/23	\$'000	%
	\$'000	\$'000	\$'000	%
Bad and doubtful debts	633	616	(17)	(2.69)
Economic support package - business	640	-	(640)	(100.00)
Councillor allowances	399	408	9	2.26
Fire services property levy on Council properties	170	180	10	5.88
COVID-19 Recovery Support Package	1,029	-	(1,029)	(100.00)
Rental expenses	150	247	97	64.67
Other	468	540	72	15.38
Financial Hardship Expense	-	250	250	100.00
<b>Total other expenses</b>	<b>3,489</b>	<b>2,241</b>	<b>(1,248)</b>	<b>(35.77)</b>

The COVID-19 Recovery Support Package included \$0.64 million for the support of local businesses by paying the business contribution to the special rates and charges scheme, and the Recovery Support Package included \$1.03 million to fund rates waivers to provide hardship support to assist individual and businesses in financial difficulty during the COVID-19, these programs are ending in 2021/2022. From 2020/23, Council will provide on-going financial hardship support estimated to be \$0.25 million per year.



## 4.2 Balance Sheet comparison

For the four years ending 30 June 2026					
		Forecast	Proposed		
		Actual	Budget		
		2021/22	2022/23	Change	
	Notes	\$'000	\$'000	\$'000	%
<b>Assets</b>					
Current assets					
Cash and cash equivalents		14,654	14,955	301	2.05
Trade and other receivables		17,504	17,071	(433)	(2.47)
Other financial assets		57,000	61,000	4,000	7.02
Inventories		48	48	-	-
Current assets classified as held for sale		25,315	21,720	(3,595)	(14.20)
Other assets		1,672	1,672	-	-
<b>Total current assets</b>	4.2.1	<b>116,193</b>	<b>116,466</b>	<b>273</b>	<b>0.23</b>
<b>Non-current assets</b>					
Trade and other receivables		200	200	-	-
Investments		3,567	3,567	-	-
Property, infrastructure, plant & equipment		1,695,970	1,719,870	23,900	1.41
Leasehold improvements		304	250	(54)	(17.76)
Right-of-use assets	4.2.6	578	1,015	437	75.61
Investment property		12,597	12,597	-	-
Non-current assets classified as held for sale		8,125	-	(8,125)	(100.00)
Intangible assets	4.2.6	615	395	(220)	(35.77)
<b>Total non-current assets</b>	4.2.2	<b>1,721,956</b>	<b>1,737,894</b>	<b>15,938</b>	<b>0.93%</b>
<b>Total assets</b>		<b>1,838,149</b>	<b>1,854,360</b>	<b>16,211</b>	<b>0.88%</b>
<b>Liabilities</b>					
Current liabilities					
Trade and other payables		14,293	12,812	(1,481)	(10.36)
Trust funds and deposits		4,292	4,292	-	-
Provisions		17,666	18,190	524	2.97
Interest bearing loans and borrowings	4.2.5	939	1,584	645	68.69
Lease liabilities	4.2.6	508	502	(6)	(1.18)
Unearned Income		6,644	3,194	(3,450)	(51.93)
<b>Total current liabilities</b>	4.2.3	<b>44,342</b>	<b>40,574</b>	<b>(3,768)</b>	<b>(8.50)</b>
<b>Non-current liabilities</b>					
Provisions		1,163	1,163	-	-
Trust funds and deposits		1,009	1,009	-	-
Interest bearing loans and borrowings	4.2.5	19,871	24,307	4,436	22.32
Lease liabilities	4.2.6	52	485	433	832.69
<b>Total non-current liabilities</b>	4.2.4	<b>22,095</b>	<b>26,964</b>	<b>5,455</b>	<b>24.61</b>
<b>Total liabilities</b>		<b>66,437</b>	<b>67,538</b>	<b>1,101</b>	<b>1.66</b>
<b>Net assets</b>		<b>1,771,712</b>	<b>1,786,822</b>	<b>15,110</b>	<b>0.85%</b>
<b>Equity</b>					
Accumulated surplus		556,419	544,180	(12,239)	(2.20)
Reserves	4.3.1	1,215,293	1,242,642	27,349	2.25
<b>Total equity</b>	4.3.2	<b>1,771,712</b>	<b>1,786,822</b>	<b>15,011</b>	<b>0.85</b>

#### 4.2.1 Total current assets

Current assets include all assets that can reasonably expect to be converted into cash within one year, including cash and cash equivalents, trade receivables, investments, and other assets. Total cash and other financial assets (investment longer than three months) is forecast to increase \$4.30 million to \$75.96 million as a result of the following movements: a budgeted cash from operating activities of \$37.50 million and financial activities of \$2.82 million, plus the proceeds from sale of Property, plant and equipment of \$25.53 million. These are offset the investment of \$61.55 million in capital works projects. The significant projects being funded from cash reserves are the major facility development of East Ivanhoe Village precinct streetscape, Local Roads Resurfacing and Footpath Replacement. In addition, a property classified as current assets is anticipated to be sold in the 2022/2023 financial year.

#### 4.2.2 Total non-current assets

Non-current assets include trade and other receivables, investment in associates and joint ventures, property, infrastructure, plant and equipment, and intangible assets. The \$15.94 million increase in this balance is mainly attributable to the net result of the capital works programs (\$61.55 million of total capital works less the depreciation and amortisation of assets \$24.66 million, as well as a \$21.87 million written down value of motor vehicles and properties sold, including \$8.12 million of properties held as a non-current asset.

#### 4.2.3 Total current liabilities

Trade and other payables include Salaries & Wages accrual's increase of \$1.48 million based on pay periods before the end of the financial year and increase on Salaries and Wages expenditure.

Provisions include accrued long service leave, annual leave and annual leave loading owed to employees. These employee entitlements are expected to increase by \$0.52 million due to a combination of increased pay rates and an expected increase in leave entitlements.

Unearned Income is forecasted to decreased by \$3.45 million based on the progression of Capital Works programs.

#### 4.2.4 Total non-current liabilities

Non-current provisions and trust funds and deposits are not expected to vary during the year. Lease Liabilities relate to the lease of infrastructure property, plant and equipment. The reduction of non-current liabilities represents the repayment of leases for the year in according to lease agreements and adjusted by the new liabilities generated from renewing leases.

The Interest-bearing loans and borrowings are forecasted to increase by \$5.02 million mainly due to one new loan expected to be taken out in 2022/23 as part of the Treasury Corporation of Victoria's Local Government Loan Scheme to help fund the Rosanna Library Project.

#### 4.2.5 Borrowings

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

	Forecast Actual 2021/22	Proposed Budget 2022/23	Projections		
			2023/24	2024/25	2025/26
	\$000	\$000	\$000	\$000	\$000
Amount borrowed as at 30 June of the prior year	31,067	20,810	25,891	24,307	22,627
Amount projected to be borrowed	-	6,300	-	-	-
Amount projected to be redeemed	(10,257)	(1,218)	(1,584)	(1,680)	(1,801)
Amount of borrowings as at 30 June	20,810	25,892	24,307	22,627	20,826

In 2022/2023 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. This loan will be used for construction of a new Rosanna Library.

#### 4.2.6 Lease by category

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

	Forecast Actual 2021/22	Proposed Budget 2022/23
	\$000	\$000
<b>Right-of-use assets</b>		
Plant and equipment	339	881
Property and infrastructure	239	134
<b>Total right-of-use assets</b>	<b>578</b>	<b>1,015</b>
<b>Lease liabilities</b>		
<b>Current lease Liabilities</b>		
Plant and equipment	373	390
Property and infrastructure	135	112
<b>Total current lease liabilities</b>	<b>508</b>	<b>502</b>
<b>Non-current lease Liabilities</b>		
Plant and equipment	9	452
Property and infrastructure	43	33
<b>Total non-current lease liabilities</b>	<b>52</b>	<b>485</b>
<b>Total lease liabilities</b>	<b>560</b>	<b>987</b>

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

## 4.3 Statement of changes in Equity

### 4.3.1 Reserves

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

During 2022/2023 \$59.01 million is budgeted to be transferred to reserve for future purposes including expenditure on plant and equipment, public open space and asset renewal reserves.

It is also anticipated to transfer \$31.66 million from the reserves to fund parts of the capital works program and financing activities.

### 4.3.2 Equity

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

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

Total equity is projected to increase by \$15.11 million as a result of Council's total comprehensive result.



## 4.4 Statement of Cash Flows comparison

For the two years ending 30 June 2023					
		Forecast Actual	Proposed Budget		
		2021/22	2022/23	Change	
	Notes	\$'000	\$'000	\$'000	%
		Inflows	Inflows		
		(Outflows)	(Outflows)		
<b>Cash flows from operating activities</b>					
Receipts:					
Rates and charges		109,012	111,796	2,784	2.55
Grants - operating		14,084	13,768	(316)	(2.24)
Grants - capital		8,566	12,150	3,584	41.84
Statutory fees and fines		7,931	10,363	2,432	30.66
User fees and charges		16,537	21,214	4,677	28.28
Contributions - monetary		5,103	5,442	339	6.64
Interest received		397	1,814	1,417	356.93
Rental income		2,626	3,112	486	18.51
Other receipts		1,441	855	(586)	(40.67)
Payments:					
Employee costs		(69,359)	(76,343)	(6,984)	10.07
Materials and services		(50,145)	(50,928)	(783)	1.56
Other payments		(16,859)	(15,742)	1,117	(6.63)
<b>Net cash provided by operating activities</b>	4.4.1	<b>29,334</b>	<b>37,501</b>	<b>8,167</b>	<b>27.84</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment		(52,394)	(61,549)	(9,155)	17.47
Payments for intangible assets		(4,811)	-	4,811	(100.00)
Proceeds from sale of property, infrastructure, plant and equipment		11,538	25,532	13,994	121.29
Net redemption of financial assets		26,000	(4,000)	(30,000)	115.38
<b>Net cash provided / (used in) investing activities</b>	4.4.2	<b>(19,667)</b>	<b>(40,017)</b>	<b>(20,350)</b>	<b>103.47</b>
<b>Cash flows from financing activities</b>					
Proceeds from borrowings		-	6,300	6,300	100.00
Borrowing costs - interest		(1,920)	(1,741)	179	(9.32)
Repayment of borrowings		(10,257)	(1,218)	9,039	(88.13)
Interest paid - lease liability		(24)	(16)	8	(33.33)
Repayment of lease liabilities		(474)	(508)	(34)	7.17
<b>Net cash (used in) financing activities</b>	4.4.3	<b>(12,675)</b>	<b>2,817</b>	<b>15,492</b>	<b>(122.22)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>		<b>(3,008)</b>	<b>301</b>	<b>3,309</b>	<b>110.01</b>
Cash and cash equivalents at the beginning of the financial year		17,662	14,654	(3,008)	(17.03)
<b>Cash and cash equivalents at the end of the financial year</b>		<b>14,654</b>	<b>14,955</b>	<b>301</b>	<b>2.05</b>

## 4. Notes to the financial statements

### 4.4.1 Net cash flows provided by operating activities

The net cash flow provided by operating activities has increased by \$8.17 million when compared to 2021/2022 forecast. This variation is mainly explained by Council User and Statutory fees and charges have been significantly impacted in 2021/2022 due to COVID and the revenue is expected to rebound since the 2022/2023 financial year. In 2022/2023, the additional rate revenue income and cost reduction on COVID-19 Recovery Support Package ending 2021/2022 is offset by the increased employee cost.

### 4.4.2 Net cash flows used in investing activities

The net cash flow used in investing activities is representative of the net funding requirement from Council to support the long-term investment in property, infrastructure, plant and equipment. In 2021/2022 Council relied on its existing cash reserves to help fund operations (incl. the Recovery Support Package) and the capital works program. This necessitated the redemption of a portion of Council's financial assets (term deposits). In 2022/2023, Council's capital works program is going to be supported by a number of strategic property sales planned to occur during the year, including subsequent staged settlements related to the sale of the Banksia College site.

### 4.4.3 Net cash flows used in financing activities

In accordance with Council's debt management plan, Council continue to review opportunities for debt redemption whilst ensuring appropriate levels of liquidity. For 2021/2022, loan principal repayments total \$10.26 million which includes a lump sum payment of \$9.09 million in settlement of one of Council's existing loans. In addition, there is one new loan expected to be taken out in 2022/23 as part of the Treasury Corporation of Victoria's Local Government Loan Scheme to help fund the Rosanna Library Project. This Loan scheme provides local governments access to very low interest, subsidised loans to help fund infrastructure projects.

## 5. Capital works program and initiatives program

### 5.1 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the proposed budget 2022/2023 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

#### 5.1.1 Capital works program comparison

	Forecast		Change	%
	Actual	Budget		
	2021/22	2022/23	\$'000	
Infrastructure	21,040	<b>30,639</b>	9,599	45.62
Property	23,563	<b>27,971</b>	4,408	18.71
Plant and equipment	7,741	<b>2,779</b>	(4,962)	(64.10)
Other assets	51	<b>160</b>	109	213.73
Intangible assets	4,811	-	(4,811)	(100.00)
<b>Total</b>	<b>57,206</b>	<b>61,549</b>	<b>4,343</b>	<b>7.59</b>

In the 2022/2023 financial year, Council plans to invest \$61.55 million in capital works projects which include \$50.94 million of new capital projects and \$10.61 million of projects carried forward from the 2021/2022 financial year. The funding is increasing by 7.59% from the 2021/2022 forecast to deliver capital projects to take shape across the City.

#### Infrastructure assets (\$30.64 million)

Infrastructure includes road, bridges, footpaths, kerb and channel, drainage, parks and gardens, open space and streetscapes, off street car parks and other structures. Council will manage \$28.27 million to renew and upgrade the infrastructure assets across the City, and \$1.18 million on new infrastructure projects.

For the 2022/2023 year, \$16.20 million will be expended on road projects, the more significant projects include:

- \$5.23 million Watsonia Town Square development and construction
- \$3.00 million Footpath replacement program
- \$2.67 million Streetscape renewal projects including \$1.59 million for East Ivanhoe Village Precinct streetscape and \$0.98 million in Montmorency
- \$1.95 million roads rehabilitation works
- \$1.07 million Roads to Recovery

Drainage projects will have \$1.55 million expended.

Parks and gardens will see \$11.70 million spent over many projects, including:

- \$1.72 million for the Redmond Court Wetland upgrade, boardwalk and parkland stage 2
- \$1.72 million on the Waterdale Road Pocket Park
- \$1.10 million to renew and upgrade Pecks Dam Construction
- \$1.44 million completing Stage 3 of the Olympic Park Masterplan
- \$1.33 Beverley Road Oval Surface Renovation
- \$0.86 million on reserve improvements at Petrie Park and EJ Andrews reserves
- \$0.68 million is invested on the renewal of seven playgrounds.

**Property (\$27.97 million)**

The property class comprises land, buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions. In the 2022/2023 year, Council will invest \$24.22 million to renew and upgrade properties across the City, and \$3.59 million on new and expansion property projects.

The most significant projects include:

- \$6.30 million Rosanna Library and Precinct upgrade
- \$5.30 million for Olympic Park Masterplan project Stage 4
- \$2.63 million on Climate Action Programs (includes \$1.88 million on Street Lighting Program – Upgrade to LED)
- \$2.50 million East Ivanhoe Pre-school upgrade
- \$1.77 million on Macleod Park Change Rooms
- \$1.00 million on Montmorency Bowling Club improvements
- \$0.85 refurbishing Public Toilets in accordance with the Public Toilet Strategy
- \$0.62 million on Aquatic and Leisure Centres (WaterMarc and Ivanhoe Aquatic)

**Plant and equipment (\$2.78 million)**

Plant and equipment include plant, machinery and equipment, motor vehicles, computers and telecommunications. The \$1.14 million funding is allocated to purchasing motor vehicles and heavy plant to reflect the ongoing cyclical replacement of light and heavy vehicle fleet. The renewal and upgrade of Council's plant & equipment and furniture & fitting are \$1.40 million and \$0.24 million respectively.



## 5.1.2 Summary of capital works program

	Budget 2022/23	Asset expenditure types				Summary of Funding Sources			
		Renewal	Upgrade	Expansion	New	Council cash	Government grant	Contribution	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Infrastructure</b>	<b>30,639</b>	17,800	11,661	-	1,178	13,342	9,829	7,468	-
<b>Property</b>	<b>27,971</b>	15,656	8,726	100	3,489	13,573	5,248	2,850	6,300
<b>Plant and equipment</b>	<b>2,779</b>	2,215	345	-	219	2,759	-	20	-
<b>Other assets</b>	<b>160</b>	-	-	160	-	160	-	-	-
<b>Total</b>	<b>61,549</b>	<b>35,671</b>	<b>20,732</b>	<b>260</b>	<b>4,886</b>	<b>29,834</b>	<b>15,077</b>	<b>10,338</b>	<b>6,300</b>

**Asset renewal (\$35.67million), upgrade (\$20.73 million), expansion (\$0.26 million), and new assets (\$4.89 million)**

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

**Council cash (\$29.83 million)**

Council cash includes the funds generated from its operating activities (revenue), proceeds from sale of assets, and cash reserves, which is used as the major funding source for the capital works program (\$29.83 million in 2022/2023 including \$7.32 million carried forward from 2021/2022). The significant projects funded by Council cash include:

- Various Roads, Street and Bridges \$8.34 million (includes East Ivanhoe Village Improvement Program \$1.29 million, footpaths \$1.89 million, rehabilitation works \$1.95 million, Montmorency Streetscape \$0.98 million and car parks \$0.68 million)
- Olympic Park Masterplan works – stages 3 & 4 \$2.74 million
- Climate Action Program \$2.63 million (include Street Lighting Program – Upgrade to LED \$1.88 million)
- Macleod Park Change Rooms \$1.55 million
- Redmond Court Wetland upgrade of \$1.22 million
- Fleet replacement program \$1.14 million

**Government Grants - Capital (\$15.08 million)**

Capital grants include all monies received from State and Commonwealth sources for the purposes of funding the capital works program. Grant funds will be received and recognised in accordance with funding agreements, \$2.08 million of the government grants are related to carry forward projects. Significant grants and contributions are:

- Watsonia Town Square development and construction \$5.23 million
- Various Fit Out and Refurbishments \$3.03 million (includes \$2.50 million for East Ivanhoe Pre-school upgrade)
- Olympic Park Masterplan Stage 4 (\$2.00 million)
- Footpath Replacement program, funded through the Local Roads and Community Infrastructure program (\$1.24 million)
- Roads to Recovery (\$1.07 million)
- Waterdale Road Pocket Park & Shared zone (\$1.01 million)
- Petrie Park & EJ Andrews reserve improvements \$0.75 million

**Contribution (\$10.34 million)**

The contributions from community is expected to be \$9.21 million in the 2022/2023 financial year, including \$1.21 million for carry forward projects. Council has cash set aside from prior years' capital contributions for the purpose of improving public open space.

In 2022/2023, the contributions will primarily be invested in will be invested in Council's parks and gardens and playgrounds (\$7.47 million) and building projects (\$2.85 million). The significant projects are:

- Olympic Park Masterplan works – Stage 4 \$2.00 million
- Beverley Road Oval Surface Full Renovation (\$1.08 million)
- \$1.1 million Pecks Dam Redesign and Construction.
- \$0.85 million to refurbish Public Toilets in accordance with the Public Toilet Strategy
- Waterdale Road Pocket Park & Shared zone (\$0.70 million)

**Borrowings (\$6.30 million)**

Borrowings of \$6.30 million are expected to be undertaken to fund the Rosanna Library and Precinct upgrade.

## 5.1.3 Capital works program proposed budget 2022/2023 detail categories with funding source

Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
<b>ARTS COLLECTION</b>									
Public Art Strategy - Design	130	-	-	130	-	130	-	-	-
Arts Collection	30	-	-	30	-	30	-	-	-
<b>TOTAL ARTS COLLECTION</b>	<b>160</b>	-	-	<b>160</b>	-	<b>160</b>	-	-	-
<b>PLANT AND EQUIPMENT</b>									
Ivanhoe Aquatic Pool Plant Replacement Program	80	80	-	-	-	80	-	-	-
Olympic Leisure Centre Pool Plant Replacement Program	10	10	-	-	-	10	-	-	-
WaterMarc Pool Plant Replacement Program	35	35	-	-	-	35	-	-	-
Replacement of Mechanical Plant and Equipment in Major Buildings	100	100	-	-	-	100	-	-	-
Replacement of Mechanical Plant and Equipment, Watermarc	200	200	-	-	-	200	-	-	-
Watsonia pool mechanical plant	40	40	-	-	-	20	-	20	-
WaterMarc Pool Plant Management System and Metering Optimisation	320	-	320	-	-	320	-	-	-
Changing Places Facility - Watermarc	15	15	-	-	-	15	-	-	-
BMS upgrade/replacement program - Watermarc	250	250	-	-	-	250	-	-	-
Electric Small Plant	25	-	25	-	-	25	-	-	-
Smart Bins Technology - System Implementation	59	-	-	-	59	59	-	-	-
Fleet Workshop Overhead Crane - Replacement	160	-	-	-	160	160	-	-	-
Food & Garden Organics Kerbside Collection	110	110	-	-	-	110	-	-	-

Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>1,404</b>	<b>840</b>	<b>345</b>	<b>-</b>	<b>219</b>	<b>1,384</b>	<b>-</b>	<b>20</b>	<b>-</b>
<b>FREEHOLD BUILDING</b>									
<b>Air Conditioner</b>									
Air Conditioner Program	250	250	-	-	-	250	-	-	-
Total Building Air Conditioner	250	250	-	-	-	250	-	-	-
<b>Aquatic and Leisure Centres</b>									
WaterMarc Pool Tile Replacement - Construction	200	200	-	-	-	200	-	-	-
WaterMarc Splash Park Resurfacing	220	220	-	-	-	220	-	-	-
Ivanhoe Aquatic & Leisure Centre - Stage 2 - Design	200	50	150	-	-	200	-	-	-
Total Building Aquatic and Leisure Centres	620	470	150	-	-	620	-	-	-
<b>Pavilions</b>									
Olympic Park Program of Projects - Stage 4	5,300	2,120	2,121	-	1,059	1,300	2,000	2,000	-
Macleod Park Change Rooms - SRV	820	246	574	-	-	750	70	-	-
Yallambie Park Change Rooms	350	175	175	-	-	350	-	-	-
Montmorency Bowling Club Improvements	1,000	1,000	-	-	-	1,000	-	-	-
Seddon Reserve Pavilion Design	50	-	-	50	-	50	-	-	-
Anthony Beale Reserve Change Rooms	50	-	-	50	-	50	-	-	-
Total Pavilions	7,570	3,541	2,870	100	1,059	3,500	2,070	2,000	-
<b>Flooring</b>									
Flooring Program	100	100	-	-	-	100	-	-	-
Total Flooring	100	100	-	-	-	100	-	-	-
<b>Climate Action Program - Accelerated</b>									



Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
Climate Action Program - Solar Program for Council owned and Community occupied buildings	140	-	-	-	140	140	-	-	-
Climate Action Program - Energy Efficiency enhancements across Council buildings	350	175	175	-	-	350	-	-	-
Street Lighting Program - Upgrade to LED	500	250	250	-	-	500	-	-	-
Solar Program for Leased Buildings	205	-	-	-	205	205	-	-	-
Total Climate Action Program - Accelerated	1,195	425	425	-	345	1,195	-	-	-
<b>Roof</b>									
Roofing Program	200	200	-	-	-	200	-	-	-
Total Roof	200	200	-	-	-	200	-	-	-
<b>Electrical Works</b>									
Electrical Works Program	100	100	-	-	-	100	-	-	-
Total Electrical Works	100	100	-	-	-	100	-	-	-
<b>Fit Out and Refurbishments</b>									
Fit Out and Refurbishment Program	175	175	-	-	-	175	-	-	-
The Centre Ivanhoe Portico - Design	30	30	-	-	-	30	-	-	-
St Hellier Street Children Centre Yard Works	72	72	-	-	-	72	-	-	-
Rosanna Library and Precinct Upgrade	6,300	6,300	-	-	-	-	-	-	6,300
Asbestos Removal Program	40	40	-	-	-	40	-	-	-
Substructure and Superstructure Program - Minor Buildings Municipal Wide	150	150	-	-	-	150	-	-	-
Site Infrastructure Program - Minor Buildings Municipal Wide	150	150	-	-	-	150	-	-	-
Audio Visual System End of Life Replacement Rethink Centre	65	65	-	-	-	65	-	-	-

Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
Fleet Workshop Building Improvements	53	0	53	-	-	53	-	-	-
Local Sporting Facility Upgrade Program	50	25	25	-	-	50	-	-	-
Refurbishment of Toilets at Viewbank Scout Hall and Installation of Storage Shed - Construction	180	90	90	-	-	180	-	-	-
Heidelberg Theatre Storage Upgrade - Implementation	360	360	-	-	-	360	-	-	-
Nets Stadium Roof Gutter Replacement	110	110	-	-	-	110	-	-	-
Greensborough War memorial - Canteen/Kitchen Upgrade	10	-	10	-	-	10	-	-	-
East Ivanhoe Pre School - Upgrade	2,500	-	1,875	-	625	-	2,500	-	-
Interlaken Preschool	10	-	7	-	3	-	10	-	-
Sherbourne Preschool - Office and Storage Upgrade	50	12	38	-	-	-	50	-	-
Apollo Parkways Preschool - Outdoor Toilet Refurbishment	118	29	89	-	-	-	118	-	-
Panorama Heights Preschool - Office and Storage Upgrade	50	12	38	-	-	-	50	-	-
Olympic Village Preschool - Refurbishment	200	50	150	-	-	-	200	-	-
Wahroonga Preschool - Office and Storage Upgrade	50	12	38	-	-	-	50	-	-
Viewbank Preschool - Yard Upgrade	50	12	38	-	-	-	50	-	-
Jets Renewal	146	36	110	-	-	146	-	-	-
Greenhills Neighbourhood House - Kitchen Upgrade	100	25	75	-	-	100	-	-	-
Bundoora Community Hall	159	40	119	-	-	159	-	-	-
<b>Total Fit Out and Refurbishments</b>	<b>11,178</b>	<b>7,798</b>	<b>2,752</b>	<b>-</b>	<b>628</b>	<b>1,850</b>	<b>3,028</b>	<b>-</b>	<b>6,300</b>

Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
<b>Access</b>									
Council buildings accessibility - Audit to determine prioritisation for delivery	125	62	63	-	-	125	-	-	-
Total Access	125	62	63	-	-	125	-	-	-
<b>Furniture and Furnishings</b>									
Centre Ivanhoe Refurbishment	100	100	-	-	-	100	-	-	-
Property Maintenance Equipment Purchases	2	-	-	-	2	2	-	-	-
Total Furniture and Furnishings	102	100	-	-	2	102	-	-	-
<b>Painting</b>									
Painting Program	100	100	-	-	-	100	-	-	-
Total Painting	100	100	-	-	-	100	-	-	-
<b>Public Toilet</b>									
Refurbish Public Toilets in Accordance with Toilet Strategy	850	-	850	-	-	-	-	850	-
AK Line Scout Hall – Toilet Modification Works Design	20	10	10	-	-	20	-	-	-
Total Public Toilet	870	10	860	-	-	20	-	850	-
<b>Plumbing</b>									
Plumbing Program	80	80	-	-	-	80	-	-	-
Total Plumbing	80	80	-	-	-	80	-	-	-
<b>Property</b>									
Strategic Property	1400	-	-	-	1400	1400	-	-	-
Total Property	1400	-	-	-	1400	1400	-	-	-
<b>Labour Capitalisation</b>									
Labour cost associated to building capital works projects	315	315	-	-	-	315	-	-	-

Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
Labour Capitalisation - Construction Management of capital works	491	491	-	-	-	491	-	-	-
Labour Capitalisation - Additional resourcing to deliver the Climate Action Program	106	106	-	-	-	106	-	-	-
Total Building Labour Capitalisation	912	912	-	-	-	912	-	-	-
<b>TOTAL FREEHOLD BUILDING</b>	<b>24,802</b>	<b>14,145</b>	<b>7,123</b>	<b>100</b>	<b>3,434</b>	<b>10,554</b>	<b>5,098</b>	<b>2,850</b>	<b>6,300</b>
<b>FURNITURE AND FITTINGS</b>									
Leisure Centres Equipment, Fixtures and fittings renewal	205	205	-	-	-	205	-	-	-
Community Halls - Replacement of Fixture & Fittings	30	30	-	-	-	30	-	-	-
<b>TOTAL FURNITURE AND FITTINGS</b>	<b>235</b>	<b>235</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>235</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DRAINAGE</b>									
<b>Improvement Design and Construction</b>									
Stormwater Drainage Mitigation Works	560	560	-	-	-	560	-	-	-
Environmental Operations – Wetland Strategic Asset Management Program	234	234	-	-	-	234	-	-	-
Gresswell Forest - Design & Installation of new GPT	183	-	-	-	183	-	-	183	-
Banyule Flats - GPT Design	20	5	15	-	-	20	-	-	-
Environmental Compliance Works	200	50	150	-	-	200	-	-	-
Total Drainage Improvement Design and Construction	1,197	849	165	-	183	1,014	-	183	-
<b>Minor Works and Hot Spots</b>									
Minor Drainage Works. Minor pipe augmentations and associated pit	153	77	76	-	-	153	-	-	-



Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
improvements to address localised drainage issues									
Drainage Rehabilitation Design	50	50	-	-	-	50	-	-	-
Drainage Rehabilitation Construction	150	150	-	-	-	150	-	-	-
Total Drainage Minor Works and Hot Spots	353	277	76	-	-	353	-	-	-
TOTAL DRAINAGE	1,550	1,126	241	-	183	1,367	-	183	-
<b>PARKS AND GARDENS</b>									
<b>Bridge</b>									
Minor Pedestrian Bridge Renewal Program	40	40	-	-	-	-	-	40	-
Chelsworth Park Boardwalk	260	260	-	-	-	-	-	260	-
Cleveland Av - Henty Rd to Stawell Rd Culvert	35	35	-	-	-	-	-	35	-
Total Parks Bridge	335	335	-	-	-	-	-	335	-
<b>Irrigation and Drainage</b>									
Irrigation renewal Program - Glenauburn Baseball Ground & Irrigation system	210	146	64	-	-	-	-	210	-
Redmond Court Wetland - Reconstruction and Creation of New Parkland Stage 2	500	149	351	-	-	-	-	500	-
Loyola Reserve Drainage Investigation and Design	15	7	8	-	-	15	-	-	-
Total Irrigation and Drainage	725	302	423	-	-	15	-	710	-
<b>Synthetic Sports Pitches</b>									
All Seasons Cricket Pitch Replacement - 50% matching contribution from Clubs.	50	50	-	-	-	-	-	50	-
Chelsworth Tennis Club Court, Lighting & Fencing Works	350	175	175	-	-	-	-	350	-
Total Synthetic Sports Pitches	400	225	175	-	-	-	-	400	-

Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
<b>Practice Nets/Cage</b>									
Cricket Nets Renewal - Greensborough Park	60	60	-	-	-	-	-	60	-
Re-building Batting Cage for Greensborough Baseball Club	120	120						120	
Total Practice Nets/Cage	180	180	-	-	-	-	-	180	-
<b>Park Furniture</b>									
Parks Furniture Replacement	50	50	-	-	-	-	-	50	-
Drinking Fountains	30	-	30	-	-	-	-	30	-
Active Recreation Facilities in Open Space	36	-	-	-	36	-	-	36	-
Barbeque Replacement Program	25	25	-	-	-	-	-	25	-
Corporate Signage for Parks	30	30	-	-	-	-	-	30	-
Timber Repurposing Program	20	10	10	-	-	-	-	20	-
Total Park Furniture	191	115	40	-	36	-	-	191	-
<b>Park Fencing</b>									
Park Fencing Replacement Program	50	50	-	-	-	-	-	50	-
Total Park Fencing	50	50	-	-	-	-	-	50	-
<b>Retaining Wall</b>									
Renewal of Retaining Walls - Open Space	50	50	-	-	-	-	-	50	-
Total Park Retaining Wall	50	50	-	-	-	-	-	50	-
<b>Park Pathways</b>									
Shared Path Program Design - Plenty River Trail	100	100	-	-	-	-	-	100	-
Renewal of existing pathways in parks and reserves	50	50	-	-	-	-	-	50	-
Renewal of feeder trails that connect into shared trails in parks and reserves	50	50	-	-	-	-	-	50	-

Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
Napier Cres and Pederson Way, Montmorency	50	-	-	-	50	-	-	50	-
East West Powerline Easement Bike Path - Bundoora to Watsonia - Design	300	150	150	-	-	-	300	-	-
Total Park Pathways	550	350	150	-	50	-	300	250	-
<b>Park Lighting</b>									
Public Lighting Pole Replacement and change to New Technology and/or Solar Powered Lighting in Council Sports Fields identified by condition reports.	50	50	-	-	-	-	-	50	-
Public Lighting Policy Implementation Project - Parks	50	50	-	-	-	-	-	50	-
Montmorency Park South Oval Car Park Lighting - Construction	35	17	18	-	-	-	-	35	-
Shelly Reserve Lighting Construction	365	182	183	-	-	-	-	365	-
Malcolm Blair Reserve - Design	25	12	13	-	-	-	-	25	-
Total Park Lighting	525	311	214	-	-	-	-	525	-
<b>Parks Other</b>									
Park Refresh Program	102	102	-	-	-	-	-	102	-
Viewbank Tennis Club - Landscaping, Paving and Pathway Works	75	37	38	-	-	-	-	75	-
Dog Park Improvements - Ford Park	50	-	-	-	50	-	-	50	-
Ivanhoe Park Sporting Precinct Plan	50	25	25	-	-	-	-	50	-
Football Goal Post Renewal Program	25	-	25	-	-	-	-	25	-
Sports Club Recycling Bin Program	30	-	30	-	-	30	-	-	-
Petrie Park & EJ Andrews reserves improvements	863	431	432	-	-	-	750	113	-

Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
Parks Depot Building Improvements - Asphalting, Line Marking and Space redesign	200	200	-	-	-	200	-	-	-
Pecks Dam Redesign and Construction	1,100	275	825	-	-	-	-	1,100	-
James Reserve Detailed Design of Master Plan	100	25	75	-	-	-	-	100	-
Warrigal Park Social Room Redevelopment Feasibility	25	25	-	-	-	25	-	-	-
Greensborough War Memorual Refresh	5	5	-	-	-	5	-	-	-
Nature Play and beautification of playground program	50	50	-	-	-	-	-	50	-
Andrew Yandell Habitat Reserve Staircase Renewal	30	30	-	-	-	-	-	30	-
Chelsworth Park Tennis Club Facilities Upgrade	110	110						110	
Waterdale Rd Pocket Park	700	700						700	
Montmorency Senior Football Netball Club Upgrades	200	200						200	
Total Parks Other	3,715	2,215	1,450	-	50	260	750	2,705	-
<b>Labour Capitalisation</b>									
Labour cost associated to parks capital works projects	135	135	-	-	-	135	-	-	-
Labour Capitalisation - Construction Management of capital works	211	211	-	-	-	211	-	-	-
Total Parks Labour Capitalisation	346	346	-	-	-	346	-	-	-
<b>TOTAL PARKS AND GARDENS</b>	<b>7,047</b>	<b>4,459</b>	<b>2,452</b>	<b>-</b>	<b>136</b>	<b>621</b>	<b>1,050</b>	<b>5,376</b>	<b>-</b>
<b>PLAYGROUNDS</b>									
Harrington Reserve	90	90	-	-	-	-	-	90	-
Medbury Avenue Reserve	10	10	-	-	-	-	-	10	-



Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
Weidlich Road Reserve	80	80	-	-	-	-	-	80	-
Malcolm Blair Reserve	140	140	-	-	-	-	-	140	-
Glendale Reserve	150	150	-	-	-	-	-	150	-
Montmorency Park	150	150	-	-	-	-	-	150	-
Station Road Reserve	10	10	-	-	-	-	-	10	-
Playground - Accessibility	50	50	-	-	-	-	-	50	-
<b>TOTAL PLAYGROUNDS</b>	<b>680</b>	<b>680</b>	-	-	-	-	-	<b>680</b>	-
<b>ROADS, STREETS, BRIDGES</b>									
<b>Bicycle</b>									
Bicycle Facilities Program	80	-	80	-	-	80	-	-	-
Total Roads Bicycle	80	-	80	-	-	80	-	-	-
<b>Footpath</b>									
Footpath Replacement Program	3,000	3,000	-	-	-	1,764	1,236	-	-
Ratray Road, MON – Footpath from Reichelt Ave to Sherbourne Rd.	105	-	-	-	105	105	-	-	-
Short-footpath connections and new pram ramp installations - Installation footpath adjacent to the intersection of Martins Lane & Lower Plenty Rd	20	-	-	-	20	20	-	-	-
Watsonia Town Square - Construct - NELP	5,000	-	5,000	-	-	-	5,000	-	-
New Footpath - Construction of Footpath on the east side of Bannockburn Rd, Viewbank	60	-	60	-	-	60	-	-	-
Total Footpath	8,185	3,000	5,060	-	125	1,949	6,236	-	-
<b>Infrastructure for Pedestrians</b>									
Henry Street, Greensborough – Pedestrian refuge and zebra crossing	40	40	-	-	-	40	-	-	-

Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
Stanley Street, Ivanhoe – Children's crossing west of Oriel	30	-	-	-	30	30	-	-	-
Lorimer St, Greensborough, East of The Circuit - Raised school crossing and speed management - Design and construct	90	-	-	-	90	90	-	-	-
Pedestrian crossing improvements at the intersection of Greenhill Rd and Diamond Creek Rd	12	6	6	-	-	12	-	-	-
Construction of a pedestrian refuge at the intersection of St Helena Rd and Allumba Dr and adjacent to Leith Park - Design	20	10	10	-	-	20	-	-	-
<b>Total Infrastructure for Pedestrians</b>	<b>192</b>	<b>56</b>	<b>16</b>	<b>-</b>	<b>120</b>	<b>192</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Localised Traffic Infrastructure</b>									
Norman, Marshall and Maltravers, Ivanhoe - Traffic treatments and Pedestrian crossing facilities - Construct	80	20	60	-	-	80	-	-	-
Road Reserve Safety Fence Renewal	80	80	-	-	-	80	-	-	-
<b>Total Localised Traffic Infrastructure</b>	<b>160</b>	<b>100</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>160</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Area Wide Treatments</b>									
Mountain View Road, Montmorency - Between Sherbourne and Mountain View - Speed and volume control - Construct Stage 2	120	30	-	-	90	120	-	-	-
<b>Total Area Wide Treatments</b>	<b>120</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>90</b>	<b>120</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Parking Demand Management</b>									
Parking Management Program	200	200	-	-	-	200	-	-	-
<b>Total Parking Demand Management</b>	<b>200</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Roads to Recovery</b>									

Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
Roads to Recovery	618	618	-	-	-	-	618	-	-
Total Roads to Recovery	618	618	-	-	-	-	618	-	-
<b>Retaining Wall</b>									
Renewal of Retaining Walls - Road Reserve	75	75	-	-	-	75	-	-	-
Total Roads Retaining Wall	75	75	-	-	-	75	-	-	-
<b>Sustainable Transport</b>									
Public Transport infrastructure	125	125	-	-	-	125	-	-	-
Total Sustainable Transport	125	125	-	-	-	125	-	-	-
<b>Rehabilitation Works</b>									
Infrastructure failures within the road reserve - Traffic Management Device Rehabilitation	100	100	-	-	-	100	-	-	-
Infrastructure Maintenance Works - Major Patching across the network	300	300	-	-	-	300	-	-	-
Infrastructure Maintenance Works - Kerb and Channel Replacement -	140	140	-	-	-	140	-	-	-
Kerb & Channel Replacement - Minor Works	50	50	-	-	-	50	-	-	-
Laneway Rehabilitation Program	110	110	-	-	-	110	-	-	-
Beaconsfield Road - Williams Rd To Railway Rd, Briar Hill	26	26	-	-	-	26	-	-	-
Bonds Road - Dead End (S) To Stawell Rd, Lower Plenty	153	153	-	-	-	153	-	-	-
Broad Street - Alexandra St To Howard St, Greensborough	49	49	-	-	-	49	-	-	-
Cleveland Avenue - Stawell Rd To Dead End (W), Lower Plenty	182	182	-	-	-	182	-	-	-
Daniel Court - Gleeson Dr To Cul-De-Sac (N), Bundoora	44	44	-	-	-	44	-	-	-

Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
Ethel Street - Amiet St To Louis St, Greensborough	20	20	-	-	-	20	-	-	-
Glenard Drive - Glenard Dr To Glenard Dr, Eaglemont	28	28	-	-	-	28	-	-	-
Grove Road - St James Rd To Station Rd, Rosanna	64	64	-	-	-	64	-	-	-
Lindsay Street - Access To Somers Av, Macleod	32	32	-	-	-	32	-	-	-
Malacca Street - Waterdale Rd To Ceram Ct, Heidelberg West	17	17	-	-	-	17	-	-	-
Martins Lane - Fosbery Cr To Rodney Ct, Viewbank	33	33	-	-	-	33	-	-	-
Melrose Avenue - Somers Av To Stewart Tce ,Macleod	19	19	-	-	-	19	-	-	-
Natasha Close - Larool Av To Phoebe Ct, St Helena	14	14	-	-	-	14	-	-	-
Oriel Road - East St To Dougharty Rd, Heidelberg West	246	246	-	-	-	246	-	-	-
Osney Avenue - Hawker St To Jellicoe St, Ivanhoe	35	35	-	-	-	35	-	-	-
Price Avenue - Mountain View Rd To St Faiths Rd, Montmorency	22	22	-	-	-	22	-	-	-
Ratray Road - Reichelt Av To Aanensen Ct, Montmorency	16	16	-	-	-	16	-	-	-
Ricky Court - Daniel Ct To Cul-De-Sac (N), Bundoora	16	16	-	-	-	16	-	-	-
Setani Crescent - Oriel Rd To Alamein Rd, Heidelberg West	31	31	-	-	-	31	-	-	-
Shannon Crescent - Gabonia Av To Gabonia Av, Watsonia	54	54	-	-	-	54	-	-	-



Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
Tuckfield Court - Lindsay St To Cul-De-Sac (N), Macleod	20	20	-	-	-	20	-	-	-
Waterdale Road - Banksia St To Perkins Av, Bellfield	77	77	-	-	-	77	-	-	-
Waterdale Road - Beatty St To Jellicoe St, Ivanhoe	51	51	-	-	-	51	-	-	-
Total Rehabilitation Works	1,949	1,949	-	-	-	1,949	-	-	-
<b>Streetscape</b>									
Main Shopping Centre Minor Improvements - outcomes of audit process	50	50	-	-	-	50	-	-	-
Street Lighting Improvement Program	50	50	-	-	-	50	-	-	-
East Ivanhoe Village precinct streetscape renewal - Construction	1,290	774	516	-	-	1,290	-	-	-
Total Streetscape	1,390	874	516	-	-	1,390	-	-	-
<b>Car Park</b>									
Ivanhoe Golf Course - Upgrade & Resurfacing	260	130	130	-	-	260	-	-	-
Car Park at Anthony Beale Reserve - Provision of additional parking capacity for peak times/seasons at the reserve - Construct	60	30	30	-	-	60	-	-	-
Montmorency North Oval (Montmorency Sporting Club) - Unsealed Car Park - Construct	65	32	33	-	-	65	-	-	-
Rosanna Shopping Centre Car Park - Resurfacing	213	113	100	-	-	213	-	-	-
Shelly Reserve (North Heidelberg Sporting Club) Carpark Lighting	55	-	-	-	55	55	-	-	-
Improve lighting in the Lower Plenty Shops rear car park	30	-	-	-	30	30	-	-	-
Total Car Park	683	305	293	-	85	683	-	-	-

Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
<b>Labour Capitalisation</b>									
Labour cost associated to road capital works projects	50	50	-	-	-	50	-	-	-
Labour Capitalisation - Construction Management of capital works	78	78	-	-	-	78	-	-	-
Total Roads Labour Capitalisation	128	128	-	-	-	128	-	-	-
<b>TOTAL ROADS, STREETS, BRIDGES</b>	<b>13,905</b>	<b>7,460</b>	<b>6,025</b>	-	<b>420</b>	<b>7,051</b>	<b>6,854</b>	-	-
<b>MOTOR VEHICLES</b>									
Operations Plant- Vehicles (Cars) and Trucks and Plant Purchases (Including EV transition)	1,140	1,140	-	-	-	1,140	-	-	-
<b>TOTAL MOTOR VEHICLES</b>	<b>1,140</b>	<b>1,140</b>	-	-	-	<b>1,140</b>	-	-	-
<b>TOTAL CAPITAL WORKS</b>	<b>50,944</b>	<b>30,106</b>	<b>16,186</b>	<b>260</b>	<b>4,392</b>	<b>22,513</b>	<b>13,002</b>	<b>9,129</b>	<b>6,300</b>
<b>CARRIED FORWARD PROJECTS</b>									
<b>Freehold Building Pavilions</b>									
Macleod Park Change Rooms - Stage 1	550	275	275	-	-	400	150	-	-
Macleod Park Change Rooms - Stage 2	400	200	200	-	-	400	-	-	-
Total Pavilions	950	475	475	-	-	800	150	-	-
<b>Freehold Building Climate Action Program - Accelerated</b>									
Climate Action Solar Batteries	55	-	-	-	55	55	-	-	-
Street Lighting Program - Upgrade to LED	1,382	691	691	-	-	1,382	-	-	-
Total Climate Action Program – Accelerated	1,437	691	691	-	55	1,437	-	-	-

Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
<b>Freehold Building Fit Out and Refurbishments</b>									
Bundoora Community Hall & Annexe - Refurbishment	450	225	225	-	-	450	-	-	-
Montmorency Bowling Club Feasibility	91	-	91	-	-	91	-	-	-
Greenhills Community Precinct Plan	45	22	23	-	-	45	-	-	-
Total Fit Out and Refurbishments	586	247	339	-	-	586	-	-	-
<b>Freehold Building Major Facilities</b>									
Macleod YMCA Redevelopment - Design	196	98	98	-	-	196	-	-	-
Total Major Facilities	196	98	98	-	-	196	-	-	-
<b>TOTAL FREEHOLD BUILDING</b>	<b>3,169</b>	<b>1,511</b>	<b>1,603</b>	<b>-</b>	<b>55</b>	<b>3,019</b>	<b>150</b>	<b>-</b>	<b>-</b>
<b>Parks and Gardens Irrigation and Drainage</b>									
Beverley Road Oval Surface Full Renovation	1,330	1,330	-	-	-	255	-	1,075	-
Redmond Court Wetland - Upgrade & Boardwalk Design	1,218	609	609	-	-	1,218	-	-	-
Total Irrigation and Drainage	2,548	1,939	609	-	-	1,473	-	1,075	-
<b>Park Other</b>									
Olympic Park Masterplan	1,443	577	577	-	289	1,443	-	-	-
Trist Street Reserve Upgrade (NELP)	80	-	80	-	-	-	80	-	-
Waterdale Road Pocket Parks & Shared Zone	1,015	-	1,015	-	-	-	1,015	-	-
Total Parks Other	2,538	577	1,672	-	289	1,443	1,095	-	-
<b>TOTAL PARKS AND GARDENS</b>	<b>5,086</b>	<b>2,516</b>	<b>2,281</b>	<b>-</b>	<b>289</b>	<b>2,916</b>	<b>1,095</b>	<b>1,075</b>	<b>-</b>

Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
<b>Bicycle</b>									
Bike Path Design-The Boulevard-Banksia St to Burke	50	-	50	-	-	-	50	-	-
Bike Path Design - Banksia to Burke Rd Nth (NELP)	100	-	100	-	-	100	-	-	-
Total Roads Bicycle	150	-	150	-	-	100	50	-	-
<b>Footpath</b>									
Watsonia Village Town Square Development (NELP)	230	230	-	-	-	-	230	-	-
Total Footpath	230	230	-	-	-	-	230	-	-
<b>Infrastructure for Pedestrians</b>									
Were St, Montmorency - Raised Crossings	200	50	-	-	150	100	100	-	-
Odenwald Road Bridge - Shared Use Zone Improvement	40	40	-	-	-	40	-	-	-
Total Infrastructure for Pedestrians	240	90	-	-	150	140	100	-	-
<b>Roads, Streets, Bridges Streetscapes</b>									
Montmorency Village Precinct Streetscape Renewal	980	588	392	-	-	980	-	-	-
East Ivanhoe Village Precinct Streetscape Renewal	300	180	120	-	-	166	-	134	-
Total Streetscapes	1,280	768	512	-	-	1,146	-	134	-
<b>Roads to Recovery</b>									
Roads to Recovery	450	450	-	-	-	-	450	-	-
Total Roads to Recovery	450	450	-	-	-	-	450	-	-
<b>TOTAL ROAD, STREETS, BRIDGES</b>	<b>2,350</b>	<b>1,538</b>	<b>662</b>	<b>-</b>	<b>150</b>	<b>1,386</b>	<b>830</b>	<b>134</b>	<b>-</b>



Project Description	Proposed Budget 2022/23 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
TOTAL CAPITAL WORKS CARRY FORWARD	10,605	5,565	4,546	-	494	7,321	2,075	1,209	-
TOTAL CAPITAL WORKS AND CARRY FORWARD	61,549	35,671	20,732	260	4,886	29,834	15,077	10,338	6,300

## 5.1.4 Summary of Planned Capital Works Expenditure - For the four years ended 30 June 2026

Year 2 - 2023/24	Proposed Budget 2023/224 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
<b>INFRASTRUCTURE</b>									
Roads, street and bridges	7,532	6,685	460	-	387	6,914	618	-	-
Drainage	2,261	1,906	168	-	187	2,074	-	187	-
Parks and gardens	8,014	4,969	2,484	-	561	446	2,700	4,868	-
Playground	690	690	-	-	-	-	-	690	-
<b>TOTAL INFRASTRUCTURE</b>	<b>18,497</b>	<b>14,250</b>	<b>3,112</b>	<b>-</b>	<b>1,135</b>	<b>9,434</b>	<b>3,318</b>	<b>5,745</b>	<b>-</b>
<b>PROPERTY</b>									
Freehold building	17,131	10,171	6,193	350	417	16,486	-	645	-
<b>TOTAL PROPERTY</b>	<b>17,131</b>	<b>10,171</b>	<b>6,193</b>	<b>350</b>	<b>417</b>	<b>16,486</b>	<b>-</b>	<b>645</b>	<b>-</b>
<b>PLANT &amp; EQUIPMENT</b>									
Motor vehicles	4,902	4,902	-	-	-	4,902	-	-	-
Plant and equipment	1,420	1,420	-	-	-	1,400	-	20	-
Furniture and fittings	235	235	-	-	-	235	-	-	-
<b>TOTAL PLANT &amp; EQUIPMENT</b>	<b>6,557</b>	<b>6,557</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,537</b>	<b>-</b>	<b>20</b>	<b>-</b>
<b>OTHER ASSETS</b>									
Art Collection	50	-	-	50	-	50	-	-	-
<b>TOTAL OTHER ASSETS</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CAPITAL WORKS</b>	<b>42,235</b>	<b>30,978</b>	<b>9,305</b>	<b>400</b>	<b>1,552</b>	<b>32,507</b>	<b>3,318</b>	<b>6,410</b>	<b>-</b>

Year 3 - 2024/25	Proposed Budget 2024/225 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
<b>INFRASTRUCTURE</b>									
Roads, street and bridges	8,946	7,794	717	-	435	8,328	618	-	-
Drainage	1,543	1,258	94	-	191	1,543	-	-	-
Parks and gardens	4,225	2,999	1,141	-	85	1,138	-	3,087	-
Playground	1,042	1,042	-	-	-	42	-	1,000	-
<b>TOTAL INFRASTRUCTURE</b>	<b>15,756</b>	<b>13,093</b>	<b>1,952</b>	<b>-</b>	<b>711</b>	<b>11,051</b>	<b>618</b>	<b>4,087</b>	<b>-</b>
<b>PROPERTY</b>									
Freehold building	11,406	5,541	5,715	50	100	10,906	-	500	-
<b>TOTAL PROPERTY</b>	<b>11,406</b>	<b>5,541</b>	<b>5,715</b>	<b>50</b>	<b>100</b>	<b>10,906</b>	<b>-</b>	<b>500</b>	<b>-</b>
<b>PLANT &amp; EQUIPMENT</b>									
Motor vehicles	4,391	4,391	-	-	-	4,391	-	-	-
Plant and equipment	1,523	1,493	30	-	-	1,503	-	20	-
Furniture and fittings	235	235	-	-	-	235	-	-	-
<b>TOTAL PLANT &amp; EQUIPMENT</b>	<b>6,149</b>	<b>6,119</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>6,129</b>	<b>-</b>	<b>20</b>	<b>-</b>
<b>OTHER ASSETS</b>									
Art Collection	150	-	-	150	-	150	-	-	-
<b>TOTAL OTHER ASSETS</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CAPITAL WORKS</b>	<b>33,461</b>	<b>24,753</b>	<b>7,697</b>	<b>200</b>	<b>811</b>	<b>28,236</b>	<b>618</b>	<b>4,607</b>	<b>-</b>

Year 4 - 2025/26	Proposed Budget 2025/26 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000	Borrowings \$'000
<b>INFRASTRUCTURE</b>									
Roads, street and bridges	8,543	7,433	770	-	340	7,925	618	-	-
Drainage	1,235	943	96	-	196	1,235	-	-	-
Parks and gardens	6,793	4,649	2,008	50	86	3,218	-	3,575	-
Playground	764	694	-	-	70	264	-	500	-
<b>TOTAL INFRASTRUCTURE</b>	<b>17,335</b>	<b>13,719</b>	<b>2,874</b>	<b>50</b>	<b>692</b>	<b>12,642</b>	<b>618</b>	<b>4,075</b>	<b>-</b>
<b>PROPERTY</b>									
Freehold building	6,956	4,516	2,240	100	100	6,956	-	-	-
<b>TOTAL PROPERTY</b>	<b>6,956</b>	<b>4,516</b>	<b>2,240</b>	<b>100</b>	<b>100</b>	<b>6,956</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PLANT &amp; EQUIPMENT</b>									
Motor vehicles	8,300	8,300	-	-	-	8,300	-	-	-
Plant and equipment	736	736	-	-	-	736	-	-	-
Furniture and fittings	235	235	-	-	-	235	-	-	-
<b>TOTAL PLANT &amp; EQUIPMENT</b>	<b>9,271</b>	<b>9,271</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,271</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OTHER ASSETS</b>									
Art Collection	50	-	-	50	-	50	-	-	-
<b>TOTAL OTHER ASSETS</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CAPITAL WORKS</b>	<b>33,612</b>	<b>27,506</b>	<b>5,114</b>	<b>200</b>	<b>792</b>	<b>28,919</b>	<b>618</b>	<b>4,075</b>	<b>-</b>



## 5.2 Initiatives program

This section presents a listing of the initiative projects that will be undertaken for the 2022/2023 year, classified by expenditure type and funding source. Works are also disclosed as proposed budget 2022/2023 or carried forward from prior year 2021/2022.

### 5.2.1 Initiatives Summary

	Budget 2022/23	Council cash	Government Grant & Contributions	Reserves
	\$'000	\$'000	\$'000	\$'000
<b>Initiatives</b>	<b>8,973</b>	5,896	977	2,100
<b>Total initiatives</b>	<b>8,973</b>	<b>5,896</b>	<b>977</b>	<b>2,100</b>

## 5.2.2 Initiatives program proposed budget 2022/2023 detail categories with funding source

Project Description	Budget 2022/23 \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000
<b>INITIATIVES</b>				
<b>Community</b>				
Qwere Street MidSumma Event	40	40	-	-
Reconciliation Action Plan (RAP) Implementation & Barrbunin Beek Activation - Formerly Aboriginal Community Dev Role	299	299	-	-
Community Garden	27	27	-	-
Nature Day/Play Events	18	18	-	-
After Dark Program	41	41	-	-
Request to fund Banyule Open Studios	10	10		
Somali Voice Victoria Incorporated	50	50		
Indigenous Calendar	20	20	-	-
<b>Total Initiatives Community</b>	<b>505</b>	<b>505</b>	-	-
<b>Economic Development</b>				
Business Attraction and Investment - Facilitation of "Buy Local" Campaign.	28	28	-	-
<b>Total Initiatives Economic Development</b>	<b>28</b>	<b>28</b>	-	-
<b>Management</b>				
Construction Management of capital works projects	1,010	1,010	-	-
Construction Management of capital works projects (transferred to Capital)	(780)	(780)	-	-
Additional resourcing to deliver the Climate Action Initiatives	383	383	-	-
Additional resourcing to deliver the Climate Action Program (transferred to Capital)	(106)	(106)	-	-
Jobs Victoria Advocate Program	472	-	472	-

Project Description	Budget 2022/23 \$'000	Council Cash \$'000	Government Grant \$'000	Contribution \$'000
Business Concierge Officer	115	115	-	-
Diamond Valley Relay for Life	18	18	-	-
Banyule Urban Food Strategy	75	75	-	-
Victorian Local Governance Association (VLGA) Membership	34	34	-	-
Ivanhoe Library and Cultural Hub - EFT and Resource	141	141	-	-
Ivanhoe Library and Cultural Hub - Lighting & Projections Program	15	15	-	-
Community Energy - Bulk Buy	100	100	-	-
Composting Rebate Program	50	50	-	-
Operations Asset Management Plan	50	50	-	-
Dog Waste Bin Staff Resourcing	40	40	-	-
Urban Forest Strategy – Street Tree Renewal	50	50	-	-
Rosanna Parklands Masterplan	80	80	-	-
Parks Buildings Masterplan	50	50	-	-
Public Open Space Standards & Guidelines	100	100	-	-
Climate Action Program – Business Case On Site Renewable Energy Generation	50	50	-	-
Project Manager to manage NELP projects	160	-	160	-
Procurement Action for Social Enterprise Policy	55	55	-	-
Planning Permits Digitization Role	140	-	140	-
Funding in Montmorency Community Hub	60	60	-	-
Funding for Heidelberg West Business Park Assets	65	65	-	-
Additional Council Communication EFT	68	68	-	-

<b>Project Description</b>	<b>Budget 2022/23 \$'000</b>	<b>Council Cash \$'000</b>	<b>Government Grant \$'000</b>	<b>Contribution \$'000</b>
Information Technology Applications Digital Transformation	2,505	2,505	-	-
Information Technology Infrastructure Renewal & Innovation	260	260	-	-
Smart Buildings and Security	185	185	-	-
Corporate Planning System	100	100	-	-
MuleSoft Project	180	180	-	-
Workforce Mobility Project	25	25	-	-
ERP Replacement	1,050	1,050	-	-
Health Manager Upgrade to OpenOffice Customer Engagement Platform	120	120	-	-
Business Intelligence and Reporting Capability	120	120	-	-
Content Manager Upgrade to CM10	55	55	-	-
Intranet Modernisation Project	200	200	-	-
<b>Total Initiatives Management</b>	<b>7,295</b>	<b>6,524</b>	<b>771</b>	-
<b>Maintenance</b>				
Future maintenance Cost for New Projects	201	201	-	-
<b>Total Initiatives Maintenance</b>	<b>201</b>	<b>201</b>	-	-
<b>Transport</b>				
Bicycle Policy - Implementation	297	297	-	-
Transport Advocacy	400	195	205	-
Traffic Management Plan-Ivanhoe Girls Grammar School/Upper Heidelberg Rd/Noel St	7	7	-	-
North East Link Advocacy Funding	40	40	-	-
<b>Total Initiatives Transport</b>	<b>744</b>	<b>539</b>	<b>205</b>	-
<b>Strategic Land Use Planning</b>				
Significant Landscapes & Environments review & PSA	50	50	-	-
Integrated Place-Based Strategy	100	100	-	-



<b>Project Description</b>	<b>Budget 2022/23 \$'000</b>	<b>Council Cash \$'000</b>	<b>Government Grant \$'000</b>	<b>Contribution \$'000</b>
Heidelberg Structure Plan Review - Amendment PSA	50	50	-	-
Total Initiatives Strategic Land Use Planning	<b>200</b>	<b>200</b>	-	-
<b>TOTAL INITIATIVES</b>	<b>8,973</b>	<b>7,997</b>	<b>976</b>	-

## 6. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives. The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	+/-
<b>Operating position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-1.89%	-4.89%	-2.49%	-1.64%	-0.17%	1.17%	+
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	2	226.59%	262.04%	287.05%	278.65%	253.30%	214.24%	+
Unrestricted cash	Unrestricted cash / current liabilities	3	161.77%	149.64%	174.14%	208.18%	172.48%	158.72%	o
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	29.24%	19.19%	23.28%	21.24%	19.18%	17.13%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.77%	11.23%	2.66%	2.89%	2.81%	2.73%	+
Indebtedness	Non-current liabilities / own source revenue		17.35%	15.93%	18.02%	16.48%	14.56%	12.83%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	194.24%	194.68%	236.07%	160.34%	123.87%	119.93%	-
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	6	69.64%	70.38%	67.67%	68.09%	67.96%	67.89%	o
Rates effort	Rate revenue / CV of rateable properties in the municipality		0.22%	0.21%	0.18%	0.19%	0.20%	0.20%	o
<b>Efficiency</b>									
Expenditure level	Total expenses / no. of property assessments		\$2,794	\$2,882	\$2,966	\$2,977	\$3,001	\$3,025	-
Revenue level	Total rate revenue / no. of property assessments		\$1,909	\$1,933	\$1,958	\$1,994	\$2,036	\$2,078	+

### Key to Forecast Trend:

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

### Notes to indicators

#### 1. Adjusted underlying result

This is an indicator of the Council's ability to sustainably self-fund its operating result, to enable Council to continue to provide its core services and meet its objectives. It is calculated by taking Council's total comprehensive result less income generated from capital grants and capital contributions.

#### 2. Working Capital

Working Capital is an indicator of how easily Council can cover its liabilities that are to fall due over the next 12 months. Council is expected to remain in a strong working capital position over the next 4 years.

**3. Unrestricted Cash**

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

**4. Loans and borrowings**

The trend of these indicators reflects Council's reducing reliance on debt. Over the next four years Council will continue to pay down existing debt while rate revenue will continue to rise in line with the rate cap. There is one new loan expected to be taken out in 2022/23 as part of the Treasury Corporation of Victoria's Local Government Loan Scheme to help fund the Rosanna Library Project. This Loan scheme provides local governments access to very low interest, subsidised loans to help fund infrastructure projects.

**5. Indebtedness**

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

**6. Asset renewal**

This indicator shows the extent of Council's asset renewal and upgrade expenditure compared to its depreciation levels. A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 indicates that assets may be deteriorating faster than they are being renewed. Council's average 'asset renewal' over the four years of the budget is 154.73%.

**7. Rates concentration**

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

**8. Rates effort**

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

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

**9. Expenditure Level**

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

**10. Revenue level**

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

## 7. Proposal to Lease Land

Banyule City Council acting under s.115(3) of the *Local Government Act 2020*, gives notice of its proposal to lease the land for the proposed property type and terms as outlined in the table below.

Proposed leases		
Address	Property type	Proposed lease term
300 The Boulevard, Ivanhoe	Community tennis	5 years
16 Mountain View Road, Montmorency	Community bowling	5 years
1/226 Upper Heidelberg Road, Ivanhoe	Commercial office	3 years Further terms 2 x 3yrs
3 Wimpole Crescent, Bellfield	Community/Commercial	2 years
307-325 Waterdale Road, Bellfield	Commercial recycling facility	10 years Further terms 2 x 3yrs
20 Liat Way, Greensborough	Commercial swim centre	5 years
2/50 Chapman Street, Macleod	Telecommunications	10 years Further terms 2 x 5yrs
1/50 Chapman Street, Macleod	Telecommunications	10 years Further terms 2 x 5yrs
13 Coomalie Crescent, Heidelberg West	Telecommunications	5 years Further terms 3x 5yrs
1 Vasey Street, Ivanhoe	Community golf course	12 years



## 8. Banyule City Council Proposed Fees and charges schedule – 2022/2023

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to goods and services provided during the 2022/2023 year.

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

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Assets &amp; City Services</b>							
<b>Operations</b>							
<b>Weighbridge (public)</b>							
Up to 5 tonnes	Taxable	C	tonne	19.00	<b>20.00</b>	1.00	5.26
5 tonne - 10 tonne	Taxable	C	tonne	20.00	<b>21.00</b>	1.00	5.00
10 tonne - 20 tonne	Taxable	C	tonne	32.00	<b>33.00</b>	1.00	3.13
Over 20 tonnes	Taxable	C	tonne	42.00	<b>43.00</b>	1.00	2.38
<b>Recycling/Waste Station</b>							
Account customers (industrial) - Putrescible	Taxable	C	per tonne	295.00	<b>335.00</b>	40.00	13.56
Rubble - Banyule residents	Taxable	C	per tonne	295.00	<b>340.00</b>	45.00	15.25
Rubble - Other residents	Taxable	C	per tonne	295.00	<b>335.00</b>	40.00	13.56
Mattresses	Taxable	C	each	35.00	<b>35.00</b>	-	-
Gas Cylinders up to 9kg	Taxable	C	each	10.00	<b>10.00</b>	-	-
Gas Cylinders over 9kg	Taxable	C	each	15.00	<b>15.00</b>	-	-
Fire Extinguishers	Taxable	C	each	15.00	<b>15.00</b>	-	-

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Solar panels (if available)	Taxable	C	per kg	12.00	<b>15.00</b>	3.00	25.00
E-waste - Non NTCRS (residents)	Taxable	C	per m3	125.00	<b>150.00</b>	25.00	20.00
E-waste - Non NTCRS (non residents)	Taxable	C	per m3	130.00	<b>155.00</b>	25.00	19.23
Scrap metal (residents)	Taxable	C	per m3	100.00	<b>100.00</b>	-	-
Scrap metal (non residents)	Taxable	C	per m3	105.00	<b>105.00</b>	-	-
General waste (Banyule residents)	Taxable	C	per m3	125.00	<b>140.00</b>	15.00	12.00
General waste (Other residents)	Taxable	C	per m3	130.00	<b>145.00</b>	15.00	11.54
Green waste (Banyule residents)	Taxable	C	per m3	75.00	<b>80.00</b>	5.00	6.67
Green waste (Other residents)	Taxable	C	per m3	80.00	<b>85.00</b>	5.00	6.25
Motor cycle tyres	Taxable	C	each	10.00	<b>10.00</b>	-	-
Tractor tyres - Small	Taxable	C	each	75.00	<b>75.00</b>	-	-
Tractor tyres - Large	Taxable	C	each	90.00	<b>90.00</b>	-	-
Small car tyres - with rim	Taxable	C	each	15.00	<b>15.00</b>	-	-
Small car tyres - without rim	Taxable	C	each	10.00	<b>10.00</b>	-	-
Large car/4WD tyres - with rim	Taxable	C	each	20.00	<b>20.00</b>	-	-
Large car/4WD tyres - without rim	Taxable	C	each	15.00	<b>15.00</b>	-	-
Small track tyres	Taxable	C	each	25.00	<b>25.00</b>	-	-
Median track tyres	Taxable	C	each	35.00	<b>35.00</b>	-	-
Large track tyres	Taxable	C	each	55.00	<b>60.00</b>	5.00	9.09
Fridge	Taxable	C	each	35.00	<b>40.00</b>	5.00	14.29
Hot Water Service	Taxable	C	each	20.00	<b>25.00</b>	5.00	25.00
General Waste Rubble	Taxable	C	per tonne	295.00	<b>340.00</b>	45.00	15.25

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Organics Only	Taxable	C	per tonne	200.00	<b>210.00</b>	10.00	5.00
General/Rubble (min. Weighbridge charge) (min. 20kg)	Taxable	C	per tonne	295.00	<b>340.00</b>	45.00	15.25
Organic Waste (min. Weighbridge charge) (min. 20kg)	Taxable	C	per tonne	200.00	<b>210.00</b>	10.00	5.00
Replacement Weighbridge Card	Taxable	C	each	20.00	<b>20.00</b>	-	-
Administration Cost (Weighbridge charge) (min 20kg)	Taxable	C	per event	N/A	<b>80.00</b>	N/A	N/A
Green cone	Taxable	C	each	192.00	<b>192.00</b>	-	-
Graffiti cleaning	Taxable	C	each	Quote	<b>Quote</b>	N/A	N/A
Drainage cleaning systems	Taxable	C	each	Quote	<b>Quote</b>	N/A	N/A
Reusable Cloth Nappy (if available only – limited to Banyule Cloth Nappy Workshop course attendees for the 12 month period post course – maximum 4 items)	Taxable	C	per item	N/A	<b>30.00</b>	N/A	N/A
<b>Kerbside Collections</b>							
<b>Hard Waste</b>							
Additional hard waste collection (if available)	Taxable	C	per m3	130.00	<b>150.00</b>	20.00	15.38
Additional hard waste - mattresses (if available)	Taxable	C	per item	60.00	<b>65.00</b>	5.00	8.33
Additional domestic fridge or air-conditioner compressor collection (if available)	Taxable	C	per item	N/A	<b>80.00</b>	N/A	N/A
<b>Kerbside Waste Services</b>							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Kerbside waste charge – non rateable properties	Exempt	C	weekly/ fortnightly	217.10	<b>250.00</b>	32.90	15.15
Non-standard surcharge – 240L rubbish	Exempt	C	fortnightly	506.45	<b>200.00</b>	(306.45)	(60.51)
Non-standard surcharge – 240L FOGO	Exempt	C	weekly	92.20	<b>105.00</b>	12.80	13.88
<b>Kerbside Waste Services (with special consideration)</b>							
Additional bin – 140L rubbish	Exempt	C	fortnightly	363.00	<b>200.00</b>	(163.00)	(44.90)
Additional bin – 240L rubbish	Exempt	C	fortnightly	720.18	<b>290.00</b>	(430.18)	(59.73)
Additional bin – 120L FOGO	Exempt	C	weekly	N/A	<b>150.00</b>	N/A	N/A
Additional bin – 240L FOGO	Exempt	C	weekly	184.00	<b>200.00</b>	16.00	8.70
Additional bin – 240L recycling	Exempt	C	fortnightly	194.90	<b>140.00</b>	(54.90)	(28.17)
Alternate week collection – 140L rubbish	Exempt	C	fortnightly	N/A	<b>390.00</b>	N/A	N/A
Alternate week collection – 240L rubbish	Exempt	C	fortnightly	N/A	<b>490.00</b>	N/A	N/A
Alternate week collection – 240L recycling	Exempt	C	fortnightly	N/A	<b>290.00</b>	N/A	N/A
<b>Kerbside Waste Services (Subject to availability/site assessment)</b>							
Commercial Waste - 240L rubbish	Taxable	C	weekly	509.07	<b>600.00</b>	90.93	17.86
Commercial Waste - 120L FOGO	Taxable	C	weekly	N/A	<b>160.00</b>	N/A	N/A
Commercial Waste - 240L FOGO	Taxable	C	weekly	206.00	<b>300.00</b>	94.00	45.63
Commercial Waste - 240L recycling	Taxable	C	fortnightly	194.85	<b>210.00</b>	15.55	7.78
<b>Kerbside Non-Standard Waste Collection Fees</b>							
Downsizing kerbside bin	Exempt	C	per item	60.00	<b>80.00</b>	20.00	33.33



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Contaminated waste collection service	Taxable	C	per annum	1430.00	<b>1520.00</b>	90.00	6.29
Large (or commercial) fridge degassing	Taxable	C	per item	95.00	<b>100.00</b>	5.00	5.26
Charge for gravity lock fitted bin – rubbish – 140L (bin only not collection)	Taxable	C	per item	N/A	<b>110.00</b>	N/A	N/A
Charge for supply of a gravity lock fitted bin organics – 120L (bin only not collection)	Taxable	C	per item	N/A	<b>110.00</b>	N/A	N/A
Charge for a gravity lock fitted bin organics – 240L (bin only not collection)	Taxable	C	per item	N/A	<b>110.00</b>	N/A	N/A
Charge for a gravity lock fitted bin recyclables – 120L (bin only not collection)	Taxable	C	per item	N/A	<b>110.00</b>	N/A	N/A
Charge for a gravity lock fitted bin recyclables – 240L (bin only not collection)	Taxable	C	per item	N/A	<b>110.00</b>	N/A	N/A
80L MGB Contaminated bin collection - construction waste	Taxable	C	per collection	165.00	<b>215.00</b>	50.00	30.30
120L MGB Contaminated bin collection - construction waste/other	Taxable	C	per collection	198.00	<b>202.95</b>	4.95	2.50
140L MGB Contaminated bin collection - construction waste/other	Taxable	C	per collection	242.00	<b>295.00</b>	53.00	21.90
240L MGB Contaminated bin collection - construction waste/other	Taxable	C	per collection	286.00	<b>340.00</b>	54.00	18.88

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
At call collection of 140L MGB (if available – domestic material – no rubble or construction material – max weight 90kg)	Taxable	C	per collection	N/A	30.00	N/A	N/A
At call collection of 240L MGB (if available – domestic material – no rubble or construction material – max weight 90kg)	Taxable	C	per collection	N/A	35.00	N/A	N/A
Asbestos contamination clean up	Taxable	C	per clean up	Cost Recovery + 25% Administration Cost	Cost Recovery + 25% Administration Cost	N/A	N/A
<b>Parks &amp; Gardens</b>							
<b>Fencing</b>							
Half cost fencing	Taxable	C	each	Quote	Quote	N/A	N/A
<b>Assets &amp; Infrastructure (construction)</b>							
<b>Reinstatement</b>							
Asphalt reinstatement - local roads	Exempt	C	per m2	255.00	261.40	6.40	2.51
Asphalt reinstatement - main roads	Exempt	C	per m2	450.00	461.25	11.25	2.50
<b>NOTE: The above fees are Inclusive of 3 inspections. A \$120 fee will be charged per extra inspection.</b>							
Footpath reinstatement	Exempt	C	per m2	240.00	246.00	6.00	2.50
Crossing reinstatement - Private	Exempt	C	per m2	305.00	312.65	7.65	2.51
Crossing reinstatement - Commercial	Exempt	C	per m2	350.00	358.75	8.75	2.50
Kerb & channel reinstatement - concrete	Exempt	C	per lin/metre	235.00	240.90	5.90	2.51

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Kerb & channel reinstatement - dressed bluestone new materials	Exempt	C	per lin/metre	505.00	<b>517.65</b>	12.65	2.50
Kerb & channel reinstatement - dressed bluestone reuse materials	Exempt	C	per lin/metre	380.00	<b>389.50</b>	9.50	2.50
Spoon drain - concrete	Exempt	C	per lin/metre	250.00	<b>256.25</b>	6.25	2.50
Spoon drain - bluestone	Exempt	C	per lin/metre	380.00	<b>389.50</b>	9.50	2.50
Nature strip reinstatement	Exempt	C	per m2	305.00	<b>312.65</b>	7.65	2.51
Traffic Control - TBA (local roads only)	Exempt	C	each	109.62	<b>112.35</b>	2.73	2.49
Traffic Control - TBA (VIC ROADS)	Exempt	C	per day	315.00	<b>322.90</b>	7.90	2.51
<b>NOTE: The above fees are Inclusive of 2 inspections. A \$120 fee will be charged per extra inspection.</b>							
<b>Permits</b>							
Application Fee (For Road Opening Permits)	Exempt	C	each	109.62	<b>112.00</b>	2.38	2.17
<b>Other</b>							
Private works	Taxable	C	each	Quote	<b>Quote</b>	N/A	N/A
Occupation road pavement/protruding materials/cranes - per week	Exempt	C	per m2	12.50	<b>12.80</b>	0.30	2.40
Asset Protection Inspection Permit- (Frontage - One Block only) consists of 3 Inspections included (Prior commencement, Mid works and End of works Inspection)	Exempt	C	each	315.00	<b>323.00</b>	8.00	2.54

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Asset Protection Inspection Permit (For 2 block Dwellings) consists of 3 Inspections included (Prior commencement, Mid works and End of works Inspection)	Exempt	C	each	480.00	<b>492.00</b>	12.00	2.50
Additional Services (per call out plus phone calls) - STANDARD FEE (applies to 1 and 2 Blocks)	Exempt	C	each	120.00	<b>123.00</b>	3.00	2.50
2-5 unit development (Range 415-480)	Exempt	C	each	415-480	<b>422-425</b>	7	1.68
Between \$1,000,001 and \$2,500,000	Exempt	C	each	600-750	<b>611-763</b>	11-13	1.80
Between \$2,500,001 and \$5,000,000	Exempt	C	each	1,000-1,200	<b>1,018-1,221</b>	18-21	1.80
Between \$5,000,001 and \$7,500,000	Exempt	C	each	QUOTE DEPENDENT ON PLANS	<b>QUOTE DEPENDENT ON PLANS</b>	N/A	N/A
Between \$7,500,001 and \$10,000,000	Exempt	C	each	QUOTE DEPENDENT ON PLANS	<b>QUOTE DEPENDENT ON PLANS</b>	N/A	N/A
Between \$10,000,001 and \$15,000,000	Exempt	C	each	QUOTE DEPENDENT ON PLANS	<b>QUOTE DEPENDENT ON PLANS</b>	N/A	N/A
Between \$15,000,001 and \$20,000,000	Exempt	C	each	QUOTE DEPENDENT ON PLANS	<b>QUOTE DEPENDENT ON PLANS</b>	N/A	N/A
Between \$20,000,001 and \$25,000,000	Exempt	C	each	QUOTE DEPENDENT ON PLANS	<b>QUOTE DEPENDENT ON PLANS</b>	N/A	N/A



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Between \$25,000,001 and \$30,000,000	Exempt	C	each	QUOTE DEPENDENT ON PLANS	QUOTE DEPENDENT ON PLANS	N/A	N/A
Between \$30,000,001 and \$35,000,000	Exempt	C	each	QUOTE DEPENDENT ON PLANS	QUOTE DEPENDENT ON PLANS	N/A	N/A
Between \$35,000,001 and \$40,000,000	Exempt	C	each	QUOTE DEPENDENT ON PLANS	QUOTE DEPENDENT ON PLANS	N/A	N/A
Between \$40,000,001 and \$45,000,000	Exempt	C	each	QUOTE DEPENDENT ON PLANS	QUOTE DEPENDENT ON PLANS	N/A	N/A
Between \$45,000,001 and \$50,000,000	Exempt	C	each	QUOTE DEPENDENT ON PLANS	QUOTE DEPENDENT ON PLANS	N/A	N/A
\$50,000,001 plus	Exempt	C	each	QUOTE DEPENDENT ON PLANS	QUOTE DEPENDENT ON PLANS	N/A	N/A
<b>NOTE: The above fees are Inclusive of 2 inspections. A \$120 fee will be charged per extra inspection. Weekend Inspection \$400.00.</b>							
<b>NOTE: The value of a fee unit as issued by Vic Roads for 2021/2022 is \$14.81</b>							
<b>Works other than minor works (more than 8 sqm)</b>							
<b>Works NOT conducted on, or on any part of, the roadway, shoulder or pathway</b>							
Arterial road	Exempt	S	each	447.25	447.25	-	-
Municipal road on which speed limit is 50km or more	Exempt	S	each	348.05	348.05	-	-
Municipal road on which speed limit is less than 50km	Exempt	S	each	88.90	88.90	-	-
<b>Works conducted on, or on any part of, the roadway, shoulder or pathway</b>							
Arterial road	Exempt	S	each	639.80	639.80	-	-

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Municipal road on which speed limit is 50km or more	Exempt	S	each	638.30	<b>638.30</b>	-	-
Municipal road on which speed limit is less than 50km	Exempt	S	each	348.05	<b>348.05</b>	-	-
<b>Minor works (less than 8 sqm)</b>							
<b>Works conducted on, or on any part of, the roadway, shoulder or pathway</b>							
Arterial road	Exempt	S	each	236.95	<b>236.95</b>	-	-
Municipal road on which speed limit is 50km or more	Exempt	S	each	236.95	<b>236.95</b>	-	-
Municipal road on which speed limit is less than 50km	Exempt	S	each	236.95	<b>236.95</b>	-	-
<b>Works NOT conducted on, or on any part of, the roadway, shoulder or pathway</b>							
Arterial road	Exempt	S	each	140.70	<b>140.70</b>	-	-
Municipal road on which speed limit is 50km or more	Exempt	S	each	88.90	<b>88.90</b>	-	-
Municipal road on which speed limit is less than 50km	Exempt	S	each	88.90	<b>88.90</b>	-	-
Drainage tapping pipe/pit inspection (each) - Inclusive of 3 inspections + \$120 per extra inspection	Exempt	C	each	311.00	<b>319.00</b>	8.00	2.57
<b>Development &amp; Drainage</b>							
<b>Development &amp; Drainage Engineering</b>							
<b>Applications and Assessments</b>							
Stormwater Legal point of discharge applications	Exempt	S	per application	144.70	<b>144.70</b>	-	-
Application to construct over a drainage	Taxable	C	per application	274.05	<b>280.90</b>	6.85	2.50

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Determination of applicable flood level	Exempt	S	per application	294.86	<b>294.85</b>	-0.01	0.00
Assessment of Engineering Plans as part of Planning Permits - Up to 2 units	Taxable	C	per application	187.77	<b>192.45</b>	4.68	2.49
Assessment of Engineering Plans as part of Planning Permits - 3 to 5 units	Taxable	C	per application	496.59	<b>509.00</b>	12.41	2.50
Assessment of Engineering Plans as part of Planning Permits - 6 to 10 units	Taxable	C	per application	690.20	<b>707.45</b>	17.25	2.50
Assessment of Engineering Plans as part of Planning Permits - 11 to 20 units	Taxable	C	per application	888.12	<b>910.30</b>	22.18	2.50
Assessment of Engineering Plans as part of Planning Permits - Over 20 units	Taxable	C	per application	1,080.97	<b>1,108.00</b>	27.03	2.50
Assessment of Engineering Plans as part of Planning Permits - All Industrial / Mixed Use & Commercial Developments	Taxable	C	per application	690.20	<b>707.45</b>	17.25	2.50
Assessment of Engineering Plans as part of Planning Permits - Subdivisions	Exempt	C	per application	0.75% of works	<b>0.75% of works</b>	-	-
Plan check (engineering component of planning application)	Exempt	C	per application	Quote	<b>Quote</b>	N/A	N/A
Asset Plan Search	Exempt	C	per request	106.57	<b>109.25</b>	2.68	2.51
<b>* If a land survey is required the above charge will be higher, based on the hourly rate for survey.</b>							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Community Programs</b>							
<b>Leisure, Recreation &amp; Culture Services</b>							
<b>The Centre Ivanhoe - Great Hall Charges</b>							
<b>Monday - Thursday only. Friday, Saturday &amp; Sunday price on application on 03 9490 4300</b>							
School and Community Groups - Up to 8hr hire - theatre style seating	Taxable	C	per day	2,770.00	<b>2,770.00</b>	-	-
Corporate - Exhibition - Room Hire only (up to 8 hours hire)	Taxable	C	per day	3,559.00	<b>3,648.00</b>	89.00	2.50
Corporate - Up to 8hr hire - theatre style seating	Taxable	C	per day	3,559.00	<b>3,648.00</b>	89.00	2.50
<b>Other Rooms</b>							
Streeton Room - Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	1,680.00	<b>1,720.00</b>	40.00	2.38
McCubbin Room - Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	1,085.00	<b>1,110.00</b>	25.00	2.30
Conder Room - Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	860.00	<b>880.00</b>	20.00	2.33
Withers Room - Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	810.00	<b>830.00</b>	20.00	2.47
<b>Ivanhoe Golf Course</b>							
<b>Concession Fee</b>							
Junior 9 holes	Taxable	C	9 holes	14.50	<b>15.00</b>	0.50	3.45
Junior 18 holes	Taxable	C	18 holes	18.50	<b>19.00</b>	0.50	2.70



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Pensioners 9 holes	Taxable	C	9 holes	21.00	<b>21.50</b>	0.50	2.38
Pensioner 18 holes	Taxable	C	18 holes	25.50	<b>26.00</b>	0.50	1.96
12 month pensioner 5 day membership	Taxable	C	18 holes	679.00	<b>695.00</b>	16.00	2.36
Senior 9 holes	Taxable	C	9 holes	23.00	<b>23.50</b>	0.50	2.17
Senior 18 holes	Taxable	C	18 holes	28.50	<b>29.00</b>	0.50	1.75
12 month senior 5 day membership	Taxable	C	18 holes	779.00	<b>795.00</b>	16.00	2.05
Students (under 21) weekdays	Taxable	C	18 holes	26.50	<b>27.00</b>	0.50	1.75
12 month afternoon off peak 5 day membership	Taxable	C	18 holes	559.00	<b>569.00</b>	16.00	2.05
Twilight 4 month membership (available between Oct-Feb)	Taxable	C	18 holes	399.00	<b>399.00</b>	0.50	1.89
<b>Full Fee</b>							
Adult 9 holes	Taxable	C	9 holes	25.50	<b>26.00</b>	0.50	1.96
Adult 9 holes weekends	Taxable	C	9 holes	26.50	<b>27.00</b>	0.50	1.89
Adult 18 holes	Taxable	C	18 holes	34.50	<b>35.00</b>	0.50	1.45
Adult 18 holes weekends	Taxable	C	18 holes	35.50	<b>36.00</b>	0.50	1.41
12 month 7 day membership	Taxable	C	18 holes	1,359.00	<b>1,389.00</b>	30.00	2.21
12 month 5 day membership	Taxable	C	18 holes	995.00	<b>1,019.00</b>	24.00	2.41
12 month 7 day membership - Direct debit (per week)	Taxable	C	18 holes	29.65	<b>30.40</b>	0.75	2.53
<b>Seasonal Sporting Clubs Usage</b>							
<b>Ground Hire Charges</b>							
A Grade Summer (per team)	Taxable	C	per term	618.00	<b>618.00</b>	-	-
A Grade Winter (per team)	Taxable	C	per term	1,215.00	<b>1,215.00</b>	-	-

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
B Grade Summer (per team)	Taxable	C	per term	518.00	<b>518.00</b>	-	-
B Grade Winter (per team)	Taxable	C	per term	1,095.00	<b>1,095.00</b>	-	-
C Grade Summer (per team)	Taxable	C	per term	425.00	<b>425.00</b>	-	-
C Grade Winter (per team)	Taxable	C	per term	1020.00	<b>1020.00</b>	-	-
D Grade Summer (per team)	Taxable	C	per term	335.00	<b>335.00</b>	-	-
D Grade Winter (per team)	Taxable	C	per term	925.00	<b>925.00</b>	-	-
A Grade Summer (per team) - Women and Veteran A Grade Summer (per team) - Junior	Taxable	C	per term	309.00	<b>309.00</b>	-	-
A Grade Winter (per team) - Women and veteran	Taxable	C	per term	607.50	<b>607.50</b>	-	-
B Grade Summer (per team) - Women and veteran	Taxable	C	per term	259.00	<b>259.00</b>	-	-
B Grade Winter (per team) - Women and veteran	Taxable	C	per term	547.50	<b>547.50</b>	-	-
C Grade Summer (per team) - Women and veteran	Taxable	C	per term	212.50	<b>212.50</b>	-	-
C Grade Winter (per team) - Women and veteran	Taxable	C	per term	510.00	<b>510.00</b>	-	-
D Grade Summer (per team) - Women and veteran	Taxable	C	per term	167.50	<b>167.50</b>	-	-
D Grade Winter (per team) - Women and veteran	Taxable	C	per term	462.50	<b>462.50</b>	-	-
A Grade Summer (per team) - Junior	Taxable	C	per term	61.80	<b>61.80</b>	-	-
A Grade Winter (per team) - Junior	Taxable	C	per term	121.50	<b>121.50</b>	-	-

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
B Grade Summer (per team) - Junior	Taxable	C	per term	51.80	<b>51.80</b>	-	-
B Grade Winter (per team) - Junior	Taxable	C	per term	109.50	<b>109.50</b>	-	-
C Grade Summer (per team) - Junior	Taxable	C	per term	42.50	<b>42.50</b>	-	-
C Grade Winter (per team) - Junior	Taxable	C	per term	102.00	<b>102.00</b>	-	-
D Grade Summer (per team) - Junior	Taxable	C	per term	33.50	<b>33.50</b>	-	-
D Grade Winter (per team) - Junior	Taxable	C	per term	92.50	<b>92.50</b>	-	-
<b>Note: The above charges have been reduced by 50% for women and veteran teams and 90% for junior teams.</b>							
<b>Pavilion Hire Charges</b>							
A Grade Winter Full Use	Taxable	C	per pavilion	1,310.15	<b>1,310.15</b>	-	-
B Grade Winter Full Use	Taxable	C	per pavilion	1,015.00	<b>1,015.00</b>	-	-
C Grade Winter Full Use	Taxable	C	per pavilion	730.00	<b>730.00</b>	-	-
D Grade Winter Full Use	Taxable	C	per pavilion	467.00	<b>467.00</b>	-	-
A Grade Summer Full Use	Taxable	C	per pavilion	1,310.00	<b>1,310.00</b>	-	-
B Grade Summer Full Use	Taxable	C	per pavilion	1,015.00	<b>1,015.00</b>	-	-
C Grade Summer Full Use	Taxable	C	per pavilion	730.00	<b>730.00</b>	-	-
D Grade Summer Full Use	Taxable	C	per pavilion	465.00	<b>465.00</b>	-	-
A Grade Winter Shared Use	Taxable	C	per pavilion	658.00	<b>658.00</b>	-	-
B Grade Winter Shared Use	Taxable	C	per pavilion	507.00	<b>507.00</b>	-	-
C Grade Winter Shared Use	Taxable	C	per pavilion	367.00	<b>367.00</b>	-	-
D Grade Winter Shared Use	Taxable	C	per pavilion	237.00	<b>237.00</b>	-	-

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
A Grade Summer Shared Use	Taxable	C	per pavilion	657.00	<b>657.00</b>	-	-
B Grade Summer Shared Use	Taxable	C	per pavilion	507.00	<b>507.00</b>	-	-
C Grade Summer Shared Use	Taxable	C	per pavilion	368.00	<b>368.00</b>	-	-
D Grade Summer Shared Use	Taxable	C	per pavilion	237.00	<b>237.00</b>	-	-
<b>Other</b>							
Turf wicket	Taxable	C	per ground	3,345.00	<b>3,345.00</b>	-	-
Commercial - 12 Month Fee	Taxable	C	per ground	4,040.00	<b>4,040.00</b>	-	-
Casual hire charges – ovals	Taxable	C	per booking	245.00	<b>245.00</b>	-	-
<b>Ivanhoe Aquatic Banyule</b>							
<b>Administration</b>							
Joining fee	Taxable	C	one off	80.20	<b>82.00</b>	1.80	2.24
Suspension - 7 days	Taxable	C	per week	5.10	<b>5.00</b>	(0.10)	(1.96)
<b>Aquatic Package</b>							
12 months	Taxable	C	per annum	656.20	<b>672.60</b>	16.40	2.50
12 months - concession	Taxable	C	per annum	459.30	<b>470.80</b>	11.50	2.50
Direct debit	Taxable	C	per fortnight	25.30	<b>25.95</b>	0.65	2.57
Direct debit - concession	Taxable	C	per fortnight	17.70	<b>18.15</b>	0.45	2.54
<b>Casual</b>							
Swim/Spa/Sauna - family	Taxable	C	per visit	18.00	<b>18.45</b>	0.45	2.50
Swim/Spa/Sauna	Taxable	C	per visit	7.00	<b>7.15</b>	0.15	2.14
Swim/Spa/Sauna - concession	Taxable	C	per visit	5.00	<b>5.10</b>	0.10	2.00
Child swim	Taxable	C	per visit	4.20	<b>4.30</b>	0.10	2.38
Group fitness - Boomers	Taxable	C	per visit	7.40	<b>7.60</b>	0.20	2.70



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Group fitness/Gym pass	Taxable	C	per visit	18.30	<b>18.75</b>	0.45	2.46
Group fitness/Gym pass - concession	Taxable	C	per visit	12.90	<b>13.20</b>	0.30	2.33
<b>Personal Training</b>							
Introduction - 3 pack	Taxable	C	per 3 visits	100.50	<b>103.00</b>	2.50	2.49
Casual 1:1 30 minutes	Taxable	C	per session	51.70	<b>53.00</b>	1.30	2.51
Casual 1:1 60 minutes	Taxable	C	per session	82.70	<b>84.75</b>	2.05	2.48
Results pack 1:1 30 minutes (10 sessions)	Taxable	C	per multi pass	465.20	<b>476.85</b>	11.65	2.50
Results pack 1:1 30 minutes (10 sessions) - non member	Taxable	C	per multi pass	516.90	<b>529.80</b>	12.90	2.50
Results pack 1:1 60 minutes (10 sessions)	Taxable	C	per multi pass	744.30	<b>762.90</b>	18.60	2.50
Results pack 1:1 60 minutes (10 sessions) - non member	Taxable	C	per multi pass	827.00	<b>847.70</b>	20.70	2.50
Casual 2:1 30 minutes	Taxable	C	per person	38.80	<b>39.75</b>	0.95	2.45
Casual 2:1 60 minutes	Taxable	C	per person	62.00	<b>63.55</b>	1.55	2.50
<b>Complete Package</b>							
Travel pass - 7 days	Taxable	C	per week	29.60	<b>30.35</b>	0.75	2.53
12 months	Taxable	C	per annum	1,191.00	<b>1,220.80</b>	29.80	2.50
12 months - concession	Taxable	C	per annum	833.70	<b>854.55</b>	20.85	2.50
1 month - Boomers	Taxable	C	1 month	69.00	<b>70.75</b>	1.75	2.54
3 month - Boomers	Taxable	C	3 months	196.90	<b>201.80</b>	4.90	2.49
6 month - Boomers	Taxable	C	6 months	375.20	<b>384.60</b>	9.40	2.51
12 months - PHIT/Boomers	Taxable	C	per annum	714.60	<b>732.45</b>	17.85	2.50

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Direct debit	Taxable	C	per fortnight	45.80	46.95	1.15	2.51
Direct debit - concession	Taxable	C	per fortnight	32.10	32.90	0.80	2.49
Direct debit - PHIT/Boomers	Taxable	C	per fortnight	27.50	28.20	0.70	2.55
Banyule City Council staff - 12 months	Taxable	C	per year	595.50	610.40	14.90	2.50
Banyule City Council staff - payroll	Taxable	C	per fortnight	23.00	23.60	0.60	2.61
New beginnings 30	Taxable	C	per week	63.80	65.40	1.60	2.51
New beginnings 60	Taxable	C	per week	91.60	93.90	2.30	2.51
<b>Programs</b>							
School groups instructor (45 mins session)	GST free	C	per lesson	41.60	42.65	1.05	2.52
Learn to Swim/Squad (1 x class/session per week)	GST free	C	per fortnight	31.65	32.45	0.80	2.53
Learn to Swim/Squad - Concession (1 x class/session per week)	GST free	C	per fortnight	28.55	29.28	0.73	2.56
Learn to Swim/Squad (2 x classes/sessions per week)	Taxable	C	per additional hours	15.80	16.20	0.40	2.53
Learn to Swim/Squad - Concession (2 x classes/sessions per week)	Taxable	C	per additional hours	14.25	14.65	0.40	2.81
Private 1:1 Swim Lessons	GST free	C	per lesson	40.90	41.90	1.00	2.44
<b>Multi Pass</b>							
Swim/Spa/Sauna 20 pass	Taxable	C	per multi pass	126.10	129.25	3.15	2.50
Swim/Spa/Sauna 20 pass - concession	Taxable	C	per multi pass	89.50	91.75	2.25	2.51

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Child swim 10 pass	Taxable	C	per multi pass	37.50	<b>38.45</b>	0.95	2.53
Complete package 20 pass	Taxable	C	per multi pass	328.90	<b>337.10</b>	8.20	2.49
Complete package 20 pass - concession	Taxable	C	per multi pass	232.10	<b>237.90</b>	5.80	2.50
<b>Child Minding</b>							
Child care - 90 min	Taxable	C	per session	10.80	<b>11.00</b>	0.20	1.85
Child care 10 pass	Taxable	C	per multi pass	97.00	<b>110.00</b>	13.00	13.40
Occasional care	Taxable	C	per session	23.00	<b>30.00</b>	7.00	30.43
<b>Other</b>							
Room hire	Taxable	C	various	Quote	<b>Quote</b>	N/A	N/A
Birthday parties (1-19 children)	Taxable	C	per person	16.80	<b>Quote</b>	N/A	N/A
Birthday parties (20+ children)	Taxable	C	per person	13.50	<b>Quote</b>	N/A	N/A
Inflatable	Taxable	C	per booking	141.10	<b>Quote</b>	N/A	N/A
Lane hire regular fee	Taxable	C	per hour	30.50	<b>Quote</b>	N/A	N/A
Lane hire casual fee	Taxable	C	per hour	41.30	<b>Quote</b>	N/A	N/A
Small Studio hire	Taxable	C	per hour	36.60	<b>Quote</b>	N/A	N/A
Large Studio hire	Taxable	C	per hour	68.00	<b>Quote</b>	N/A	N/A
<b>Halls for Hire - Private/Community</b>							
<b>Grace Park, Greensborough Senior Citizens, Ivanhoe Senior Citizens, Macleod Community Hall, Warringal Senior Citizens, Watsonia Community Hall, Briar Hill Community Hall &amp; Old Shire Offices.</b>							
Bond on all above	GST N/A	C	per booking	300.00	<b>300.00</b>	-	-
Private Groups - regular	Taxable	C	per hour	34.00	<b>34.80</b>	0.80	2.35
Private Groups - casual	Taxable	C	per hour	42.50	<b>43.50</b>	1.00	2.35



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Senior citizens utilities charge	Taxable	C	per hour	4.50	4.50	-	-
Community Groups - regular	Taxable	C	per hour	27.00	27.00	-	-
Community Groups - casual	Taxable	C	per hour	34.50	34.50	-	-
<b>Bundoora &amp; Petrie Park Community Hall</b>							
Bond on all above	GST N/A	C	per booking	300.00	300.00	-	-
Private Groups - regular	Taxable	C	per hour	41.90	42.90	1.00	2.39
Private Groups - casual	Taxable	C	per hour	49.00	50.20	1.20	2.45
Senior citizens utilities charge	Taxable	C	per hour	5.00	4.50	(0.50)	(10.00)
Community Groups - regular	Taxable	C	per hour	32.00	32.00	-	-
Community Groups - casual	Taxable	C	per hour	41.90	41.90	-	-
<b>Hawdon Street - Meeting Room &amp; Macorna Street Community Centre</b>							
Bond on all above	GST N/A	C	per booking	300.00	300.00	-	-
Private Groups - regular	Taxable	C	per hour	18.00	18.50	0.50	2.78
Private Groups - casual	Taxable	C	per hour	21.00	21.50	0.50	2.38
Community Groups - regular	Taxable	C	per hour	15.00	15.00	-	-
Community Groups - casual	Taxable	C	per hour	18.00	18.00	-	-
<b>Halls for Hire - Functions</b>							
<b>Macleod Community Hall, Lower Plenty &amp; Warringal Senior Citizens</b>							
Functions - bond on all above	GST N/A	C	per booking	500.00	500.00	-	-
Friday, Saturday & Sunday - private functions	Taxable	C	per booking	N/A	75.00	N/A	N/A
<b>Old Shire Office</b>							
Functions - bond on all above	GST N/A	C	per booking	500.00	500.00	-	-



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Friday, Saturday & Sunday - private functions	Taxable	C	per booking	N/A	75.00	N/A	N/A
<b>Bundoora &amp; Petrie Park Community Hall</b>							
Functions – bond on all above	GST N/A	C	per booking	500.00	500.00	-	-
Friday, Saturday & Sunday - private functions	Taxable	C	per booking	N/A	105.00	N/A	N/A
<b>Rotunda Hire</b>							
Heidelberg Park or Greensborough War Memorial	Taxable	C	per booking	N/A	50.00	N/A	N/A
<b>Olympic Leisure Centre</b>							
<b>Administration</b>							
Joining fee	Taxable	C	one off	49.70	50.00	0.30	0.60
Suspension - 7 days	Taxable	C	per week	5.10	5.00	(0.10)	(1.96)
<b>Complete Package</b>							
Banyule City Council staff - 12 months	Taxable	C	per year	422.20	432.75	10.55	2.50
Banyule City Council staff - payroll	Taxable	C	per fortnight	16.20	16.60	0.40	2.47
3 months	Taxable	C	3 months	239.70	245.70	6.00	2.50
6 months	Taxable	C	6 months	456.50	467.90	11.40	2.50
12 months	Taxable	C	per annum	869.80	891.55	21.75	2.50
3 months - concession	Taxable	C	3 months	159.90	163.90	4.00	2.50
6 months - concession	Taxable	C	6 months	319.70	327.70	8.00	2.50
12 months - concession	Taxable	C	per annum	608.80	624.00	15.20	2.50
1 month - Boomers	Taxable	C	1 month	46.20	47.35	1.15	2.49

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
3 month - Boomers	Taxable	C	3 months	132.00	<b>135.30</b>	3.30	2.50
6 month - Boomers	Taxable	C	6 months	251.10	<b>257.40</b>	6.30	2.51
12 months - Boomer/PHIT	Taxable	C	per annum	478.40	<b>490.35</b>	11.95	2.50
Direct debit	Taxable	C	per fortnight	33.50	<b>34.35</b>	0.85	2.54
Direct debit - concession	Taxable	C	per fortnight	23.40	<b>24.00</b>	0.60	2.56
Direct debit - Boomers/PHIT	Taxable	C	per fortnight	18.50	<b>18.95</b>	0.45	2.43
<b>Casual</b>							
Swim/Spa/Sauna	Taxable	C	per visit	4.90	<b>5.00</b>	0.10	2.04
Swim/Spa/Sauna - concession	Taxable	C	per visit	3.50	<b>3.60</b>	0.10	2.86
Swim/Spa/Sauna - family	Taxable	C	per visit	12.70	<b>13.00</b>	0.30	2.36
Child Swim	Taxable	C	per visit	2.90	<b>2.95</b>	0.05	1.72
Group fitness pass	Taxable	C	per visit	11.10	<b>11.40</b>	0.30	2.70
Group fitness pass - concession	Taxable	C	per visit	7.80	<b>8.00</b>	0.20	2.56
Gym pass	Taxable	C	per visit	15.60	<b>16.00</b>	0.40	2.56
Gym pass - concession	Taxable	C	per visit	11.00	<b>11.30</b>	0.30	2.73
Group fitness pass - Boomers	Taxable	C	per visit	6.90	<b>7.05</b>	0.15	2.17
<b>Personal Training</b>							
Introduction - 3 pack	Taxable	C	per multi pass	100.50	<b>103.00</b>	2.50	2.49
Results pack 1:1 30 minutes (10 sessions)	Taxable	C	per multi pass	465.20	<b>476.85</b>	11.65	2.50
Results pack 1:1 30 minutes (10 sessions) - non member	Taxable	C	per multi pass	516.90	<b>529.80</b>	12.90	2.50
Results pack 1:1 60 minutes (10 sessions)	Taxable	C	per multi pass	744.30	<b>762.90</b>	18.60	2.50

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Results pack 1:1 60 minutes (10 sessions) - non member	Taxable	C	per multi pass	827.00	<b>847.70</b>	20.70	2.50
1:1 30 minutes - direct debit	Taxable	C	per session	63.80	<b>65.40</b>	1.60	2.51
1:1 60 minutes - direct debit	Taxable	C	per session	91.60	<b>93.90</b>	2.30	2.51
<b>Programs</b>							
Learn to Swim/Squad (1 x class/session per week)	GST free	C	per fortnight	28.55	<b>29.28</b>	0.73	2.56
Learn to Swim/Squad - Concession (1 x class/session per week)	GST free	C	per fortnight	25.70	<b>26.38</b>	0.68	2.65
Private 1:1 Swim Lessons	GST free	C	per fortnight	40.90	<b>41.90</b>	1.00	2.44
School groups instructor (45 mins session)	GST free	C	per lesson	41.60	<b>42.65</b>	1.05	2.52
<b>Multi Pass</b>							
Complete package 20 pass	Taxable	C	per multi pass	274.10	<b>280.95</b>	6.85	2.50
Complete package 20 pass - concession	Taxable	C	per multi pass	144.30	<b>147.90</b>	3.60	2.49
Boomers group fitness 10 pass	Taxable	C	per multi pass	63.90	<b>65.50</b>	1.60	2.50
Swim/Spa/Sauna 20 pass	Taxable	C	per multi pass	91.40	<b>93.70</b>	2.30	2.52
Swim/Spa/Sauna 20 pass - concession	Taxable	C	per multi pass	63.90	<b>65.50</b>	1.60	2.50
<b>Facility Hire</b>							
Single court - indoor peak	Taxable	C	per hour	45.90	<b>47.05</b>	1.15	2.51
Single court - indoor off peak	Taxable	C	per hour	34.40	<b>35.25</b>	0.85	2.47
Badminton court	Taxable	C	per hour	21.50	<b>22.05</b>	0.55	2.56
Multipurpose room hire	Taxable	C	various	Quote	<b>Quote</b>	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Banyule Netball Stadium</b>							
<b>Facility Hire</b>							
Upper room hire - community program	Taxable	C	per hour	40.20	<b>40.20</b>	-	-
Upper room hire - regular (10+ weeks)	Taxable	C	per hour	45.00	<b>46.15</b>	1.15	2.56
Upper room hire - casual	Taxable	C	per hour	49.00	<b>50.25</b>	1.25	2.55
Lower room hire - community program	Taxable	C	per hour	28.20	<b>28.20</b>	-	-
Lower room hire - regular (10+ weeks)	Taxable	C	per hour	34.50	<b>35.35</b>	0.85	2.46
Lower room hire - casual	Taxable	C	per hour	40.40	<b>41.40</b>	1.00	2.48
Mezzanine room hire - community program	Taxable	C	per hour	33.40	<b>33.40</b>	-	-
Mezzanine room hire - regular (10+ weeks)	Taxable	C	per hour	40.40	<b>41.40</b>	1.00	2.48
Mezzanine room hire - casual	Taxable	C	per hour	45.50	<b>46.65</b>	1.15	2.53
Single indoor court - casual user	Taxable	C	per hour	61.20	<b>62.75</b>	1.55	2.53
Single indoor court - off peak (10am-3pm Monday-Friday)	Taxable	C	per hour	42.90	<b>43.95</b>	1.05	2.45
Single indoor court - regular user (10+ weeks)	Taxable	C	per hour	52.00	<b>53.30</b>	1.30	2.50
Single outdoor court - casual user	Taxable	C	per hour	26.00	<b>26.65</b>	0.65	2.50
Single outdoor court - regular user (10+ weeks)	Taxable	C	per hour	30.60	<b>31.35</b>	0.75	2.45
<b>Programs</b>							
Group fitness class	Taxable	C	per class	11.60	<b>11.40</b>	(0.20)	(1.72)



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>WaterMarc</b>							
<b>Administration</b>							
Joining fee	Taxable	C	once	199.00	<b>99.00</b>	(100.00)	(50.25)
<b>Full Access</b>							
12 month membership paid in full	Taxable	C	per annum	1,390.50	<b>1,393.80</b>	3.30	0.24
12 month membership paid in full - concession	Taxable	C	per annum	1,090.00	<b>1,201.40</b>	111.40	10.22
12 month 'no commitment' membership (weekly direct debit)	Taxable	C	per week	31.30	<b>24.90</b>	(6.40)	(20.45)
12 month 'no commitment' membership (weekly direct debit) - concession	Taxable	C	per week	25.20	<b>21.20</b>	(4.00)	(15.87)
Senior - 12 month 'no commitment' membership (weekly direct debit)	Taxable	C	per week	16.50	<b>17.00</b>	0.50	3.03
Senior - 12 month membership paid in full	Taxable	C	per annum	782.00	<b>884.00</b>	102.00	13.04
Teen - 12 month 'no commitment' membership (weekly direct debit)	Taxable	C	per week	15.95	<b>16.50</b>	0.55	3.45
Teen - 12 month membership paid in full	Taxable	C	per annum	782.00	<b>858.00</b>	76.00	9.72
Partner Health (minimum 10 people) - 12 month membership (weekly direct debit)	Taxable	C	per week	23.90	<b>22.40</b>	(1.50)	(6.28)
Family (minimum 2 people) - 12 month 'no commitment'	Taxable	C	per person	28.10	<b>22.40</b>	(5.70)	(20.28)

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
membership (weekly direct debit)							
<b>Aquatic Access</b>							
12 month membership paid in full	Taxable	C	per annum	759.70	<b>904.80</b>	145.10	19.10
12 month membership paid in full - concession	Taxable	C	per annum	607.90	<b>728.00</b>	120.10	19.76
12 month 'no commitment' membership (weekly direct debit)	Taxable	C	per week	16.95	<b>17.40</b>	0.45	2.65
12 month 'no commitment' membership (weekly direct debit) - concession	Taxable	C	per week	13.70	<b>14.00</b>	0.30	2.19
<b>Casual Aquatic</b>							
Pool - adult	Taxable	C	per visit	8.30	<b>8.50</b>	0.20	2.41
Pool - concession	Taxable	C	per visit	6.50	<b>6.70</b>	0.20	3.08
Pool - child	Taxable	C	per visit	6.20	<b>6.40</b>	0.20	3.23
Pool - family	Taxable	C	per visit	25.50	<b>26.10</b>	0.60	2.35
Pool 20 pass - adult	Taxable	C	per multi pass	148.50	<b>152.20</b>	3.70	2.49
Pool 20 pass - concession	Taxable	C	per multi pass	119.30	<b>122.30</b>	3.00	2.51
Pool 20 pass - child	Taxable	C	per multi pass	113.90	<b>116.80</b>	2.90	2.55
Pool - supervising adult	Taxable	C	per visit	3.00	<b>3.00</b>	0.00	0.00
Pool & waterslide - adult	Taxable	C	per visit	18.95	<b>19.40</b>	0.45	2.37
Pool & waterslide - concession	Taxable	C	per visit	15.20	<b>15.60</b>	0.40	2.63
Pool & waterslide - child	Taxable	C	per visit	14.00	<b>14.40</b>	0.40	2.86
Pool & waterslide - family	Taxable	C	per visit	56.50	<b>57.90</b>	1.40	2.48

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Upgrade to waterslide - adult	Taxable	C	per visit	10.80	11.00	0.20	1.85
Upgrade to waterslide - concession	Taxable	C	per visit	8.80	9.00	0.20	2.27
Upgrade to waterslide - child	Taxable	C	per visit	7.95	8.20	0.25	3.14
Single waterslide	Taxable	C	per visit	5.30	5.40	0.10	1.89
Spa/sauna/steam - adult	Taxable	C	per visit	14.20	14.60	0.40	2.82
Spa/sauna/steam - concession	Taxable	C	per visit	11.40	11.70	0.30	2.63
Spa/sauna/steam 20 pass - adult	Taxable	C	per multi pass	256.70	263.10	6.40	2.49
Spa/sauna/steam 20 pass - concession	Taxable	C	per multi pass	205.80	211.00	5.20	2.53
<b>Casual Health &amp; Fitness</b>							
Group fitness class	Taxable	C	per session	18.50	19.00	0.50	2.70
Group fitness class - concession	Taxable	C	per session	14.80	15.20	0.40	2.70
Gym visit	Taxable	C	per visit	27.50	24.90	(2.60)	(9.45)
Gym visit - concession	Taxable	C	per visit	22.00	21.20	(0.80)	(3.64)
Group fitness 20 pass	Taxable	C	per multi pass	339.50	361.00	21.50	6.33
Group fitness 20 pass - concession	Taxable	C	per multi pass	274.70	288.80	14.10	5.13
<b>Personal Training</b>							
1:1 30 minutes - weekly direct debit	Taxable	C	per session	60.50	62.00	1.50	2.48
1:1 60 minutes - weekly direct debit	Taxable	C	per session	72.10	93.00	20.90	28.99
2:1 30 minutes - weekly direct debit	Taxable	C	per session	77.50	79.50	2.00	2.58

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
2:1 60 minutes - weekly direct debit	Taxable	C	per session	103.95	<b>119.25</b>	15.30	14.72
<b>Programs</b>							
Learn to swim child	Taxable	C	per lesson	18.95	<b>19.40</b>	0.45	2.37
Learn to swim preschool (non parent involvement)	Taxable	C	per lesson	18.95	<b>19.40</b>	0.45	2.37
Learn to swim adult	Taxable	C	per lesson	20.95	<b>21.50</b>	0.55	2.63
Learn to swim preschool - 3rd child	Taxable	C	per lesson	17.10	<b>17.50</b>	0.40	2.34
School learn to swim - 1:6 ratio	Taxable	C	per child per lesson	12.30	<b>12.60</b>	0.30	2.44
School learn to swim - 1:8 ratio	Taxable	C	per child per lesson	10.00	<b>10.20</b>	0.20	2.00
School learn to swim - 1:10 ratio	Taxable	C	per child per lesson	8.80	<b>9.00</b>	0.20	2.27
School learn to swim - 1:12 ratio	Taxable	C	per child per lesson	8.00	<b>8.20</b>	0.20	2.50
<b>Child Minding</b>							
Childcare casual 1 child - 90 min	Taxable	C	per session	10.10	<b>10.30</b>	0.20	1.98
Childcare casual 2 children - 90 min	Taxable	C	per session	12.60	<b>12.90</b>	0.30	2.38
Occasional care casual 1 child - 90 min	Taxable	C	per session	22.95	<b>23.50</b>	0.55	2.40
Occasional care casual 2 children - 90 min	Taxable	C	per session	28.95	<b>29.70</b>	0.75	2.59
Childcare casual 1 child - per additional 30 mins	Taxable	C	per session	3.40	<b>3.50</b>	0.10	2.94
Childcare casual 2 children - per additional 30 mins	Taxable	C	per session	4.20	<b>4.30</b>	0.10	2.38



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Occasional care casual 1 child - per additional 30 mins	Taxable	C	per session	7.65	<b>7.80</b>	0.15	1.96
Occasional care casual 2 children - per additional 30 mins	Taxable	C	per session	9.70	<b>9.90</b>	0.20	2.06
Childcare credit pass 1 child - 90 min	Taxable	C	per session	9.10	<b>9.30</b>	0.20	2.20
Childcare credit pass 2 children - 90 min	Taxable	C	per session	11.35	<b>11.60</b>	0.25	2.20
Occasional care credit pass 1 child - 90 min	Taxable	C	per session	20.60	<b>21.10</b>	0.50	2.43
Occasional care credit pass 2 children - 90 min	Taxable	C	per session	25.60	<b>26.20</b>	0.60	2.34
Childcare credit pass 1 child - per additional 30 mins	Taxable	C	per session	3.10	<b>3.20</b>	0.10	3.23
Childcare credit pass 2 children - per additional 30 mins	Taxable	C	per session	3.80	<b>3.90</b>	0.10	2.63
Occasional care credit pass 1 child - per additional 30 mins	Taxable	C	per session	6.90	<b>7.10</b>	0.20	2.90
Occasional care credit pass 2 children - per additional 30 mins	Taxable	C	per session	8.55	<b>8.80</b>	0.25	2.92
<b>Facility Hire</b>							
50m lane hire - casual	Taxable	C	per hour	119.00	<b>122.00</b>	3.00	2.52
25m lane hire - casual	Taxable	C	per hour	85.40	<b>87.50</b>	2.10	2.46
1/3 warm water program pool hire - commercial	Taxable	C	per hour	78.70	<b>80.70</b>	2.00	2.54
1/3 warm water program pool hire - community group/s	Taxable	C	per hour	40.30	<b>41.30</b>	1.00	2.48

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Full pool hire - 50m - community/schools	Taxable	C	per hour	397.90	<b>408.00</b>	10.10	2.54
Swim club - 50m - peak - all inclusive	Taxable	C	per hour	58.60	<b>60.10</b>	1.50	2.56
Swim club - 25m - peak - all inclusive	Taxable	C	per hour	50.70	<b>52.00</b>	1.30	2.56
Swim club - 50m - off peak - all inclusive	Taxable	C	per hour	55.40	<b>56.80</b>	1.40	2.53
Swim club - 25m - off peak - all inclusive	Taxable	C	per hour	48.70	<b>49.90</b>	1.20	2.46
<b>Occasional care room</b>	Taxable	C	per hire	88.00	<b>90.20</b>	2.20	2.50
Wellbeing Studio	Taxable	C	per hire	113.50	<b>116.30</b>	2.80	2.47
Party room	Taxable	C	per hire	59.40	<b>60.90</b>	1.50	2.53
Meeting room - 1 room	Taxable	C	per hire	39.20	<b>40.20</b>	1.00	2.55
Group Fitness Studio	Taxable	C	per hire	134.70	<b>138.00</b>	3.30	2.45
<b>Other</b>							
Locker hire	Taxable	C	per hire	4.00	<b>4.00</b>	-	-
Birthday parties - min 12 children	Taxable	C	per child	31.30	<b>32.10</b>	0.80	2.56
<b>One Flintoff Room Hire</b>							
<b>All Rooms- Ibbott, Hawdon, Olympia, Bakewell, Beale, Griffin, Grimshaw</b>							
Internal user – room set	Taxable	C	per room	50.00	<b>50.00</b>	-	-
Internal user - administration fee	Taxable	C	per hire	50.00	<b>50.00</b>	-	-
Community Group user - Bond	GST N/A	C	per hire	300.00	<b>300.00</b>	-	-
Community Group user - room hire 1	Taxable	C	per hour	26.00	<b>26.00</b>	-	-

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Community Group user - room hire 2 rooms	Taxable	C	per hour	46.00	46.00	-	-
Community Group user - room hire 3 rooms	Taxable	C	per hour	67.00	67.00	-	-
Community Group user - room set	Taxable	C	per hire	50.00	50.00	-	-
Community Group user - administration fee/Cancellation	Taxable	C	per hire	50.00	50.00	-	-
Commercial user - Bond	GST N/A	C	per hire	300.00	300.00	-	-
Commercial user - room hire	Taxable	C	per hour	43.75	45.00	1.25	2.86
Commercial user - room hire 2 rooms	Taxable	C	per hour	78.25	80.00	1.75	2.24
Commercial user - room hire 3 rooms	Taxable	C	per hour	114.75	118.00	3.25	2.83
Commercial user - room set	Taxable	C	per hire	50.75	52.00	1.25	2.46
Commercial user - administration fee	Taxable	C	per hire	50.75	52.00	1.25	2.46
<b>Other Leisure Programs</b>							
<b>Hot Air Ballooning</b>							
Annual landing fee	Taxable	C	per year	634.00	650.00	16.00	2.52
<b>Outdoor Trainers</b>							
Seasonal fee - 6 months	Taxable	C	6 months	578.50	593.00	14.50	2.51
Monthly fee	Taxable	C	per month	127.00	130.00	3.00	2.36
Weekly fee	Taxable	C	per week	44.50	45.50	1.00	2.25
<b>Recreation Program for Older Adults</b>							
Movies per month	Taxable	C	per month	25.00	25.00	-	-

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Outings - vary between \$10 and \$25.00 (depending on activity)	Taxable	C	per activity	Various	Various	-	-
<b>Willinda Park Athletics Track</b>							
Banyule schools	Taxable	C	per booking	164.00	<b>168.00</b>	4.00	2.44
Non Banyule schools	Taxable	C	per booking	316.50	<b>324.50</b>	8.00	2.53
Combined primary school sports	Taxable	C	per booking	316.50	<b>324.50</b>	8.00	2.53
Combined secondary school sports	Taxable	C	per booking	647.50	<b>664.00</b>	16.50	2.55
Training sessions	Taxable	C	per hour	85.00	<b>87.00</b>	2.00	2.35
Bond - equivalent to hire fee	GST N/A	C	per booking	equivalent to the highest charge	<b>equivalent to the highest charge</b>	-	-
<b>Festivals</b>							
<b>Twilight Sounds</b>							
Commercial food stall	Taxable	C	per stall	191.05	<b>195.85</b>	4.80	2.51
Commercial coffee vendor	Taxable	C	per stall	149.35	<b>153.10</b>	3.75	2.51
Community food stall	Taxable	C	per stall	85.50	<b>87.65</b>	2.15	2.51
Community coffee vendor	Taxable	C	per stall	85.50	<b>87.65</b>	2.15	2.51
Community market stall	Taxable	C	per stall	61.30	<b>62.85</b>	1.55	2.53
Power fee for stall holders to be included in permit above	Taxable	C	per stall	92.00	<b>94.30</b>	2.30	2.50
Power fee including overnight to be included in permit above	Taxable	C	per stall	158.00	<b>161.95</b>	3.95	2.50
<b>Kids ArtyFarty Festival</b>							
Commercial food stall	Taxable	C	per stall	335.00	<b>343.35</b>	8.35	2.49



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Commercial coffee vendor	Taxable	C	per stall	250.00	<b>256.25</b>	6.25	2.50
Community food stall	Taxable	C	per stall	110.00	<b>112.75</b>	2.75	2.50
Community coffee vendor	Taxable	C	per stall	85.00	<b>87.10</b>	2.10	2.47
Community market stall	Taxable	C	per stall	66.00	<b>67.65</b>	1.65	2.50
Power fee for stall holders to be included in permit above	Taxable	C	per stall	92.00	<b>94.30</b>	2.30	2.50
<b>Carols by Candlelight</b>							
Commercial food vendor	Taxable	C	per stall	157.00	<b>160.90</b>	3.90	2.48
Commercial coffee vendor	Taxable	C	per stall	110.00	<b>112.75</b>	2.75	2.50
Community food vendor	Taxable	C	per stall	60.00	<b>61.50</b>	1.50	2.50
Community coffee vendor	Taxable	C	per stall	85.00	<b>87.10</b>	2.10	2.47
Community market stall	Taxable	C	per stall	46.00	<b>47.15</b>	1.15	2.50
Power fee for stall holders to be included in permit above	Taxable	C	per stall	92.00	<b>94.30</b>	2.30	2.50
<b>Malahang Festival</b>							
Community food vendor	Taxable	C	per stall	28.00	<b>28.70</b>	0.70	2.50
Community coffee vendor	Taxable	C	per stall	28.00	<b>28.70</b>	0.70	2.50
Community market stall	Taxable	C	per stall	28.00	<b>28.70</b>	0.70	2.50
Commercial food vendor	Taxable	C	per stall	170.00	<b>174.25</b>	4.25	2.50
Commercial coffee vendor	Taxable	C	per stall	125.00	<b>128.10</b>	3.10	2.48
Commercial market stall	Taxable	C	per stall	82.00	<b>84.05</b>	2.05	2.50
Power fee for stall holders to be included in permit above	Taxable	C	per stall	92.00	<b>94.30</b>	2.30	2.50
<b>Events</b>							
<b>Exhibitions</b>							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Entry fee	Taxable	C	per entry	35.00	<b>36.00</b>	1.00	2.86
<b>Health &amp; Aged Services</b>							
<b>Aged and Disability Services</b>							
<b>Subsidised CHSP Services</b>							
Property Maintenance/Home Maintenance - low fee range	GST Free	C	per hour	17.50	<b>17.80</b>	0.30	1.71
Property Maintenance/Home Maintenance - medium fee range	GST Free	C	per hour	26.25	<b>26.60</b>	0.35	1.33
Property Maintenance/Home Maintenance - high fee range	GST Free	C	per hour	70.00	<b>71.00</b>	1.00	1.43
Home Care/Domestic Assistance - low fee range	GST Free	C	per hour	8.75	<b>8.90</b>	0.15	1.71
Home Care/Domestic Assistance - medium fee range	GST Free	C	per hour	17.50	<b>17.80</b>	0.30	1.71
Home Care/Domestic Assistance - high fee range	GST Free	C	per hour	52.50	<b>53.30</b>	0.80	1.52
Social Support - low fee range	GST Free	C	per session	19.55	<b>19.80</b>	0.25	1.28
Social Support - medium fee range	GST Free	C	per session	26.25	<b>26.60</b>	0.35	1.33
Social Support - high fee range	GST Free	C	per session	69.50	<b>70.55</b>	1.05	1.51
Personal Care - low fee range	GST Free	C	per hour	6.15	<b>6.15</b>	-	-
Personal Care - medium fee range	GST Free	C	per hour	17.50	<b>17.50</b>	-	-
Personal Care - high fee range	GST Free	C	per hour	52.50	<b>52.50</b>	-	-
Delivered Meals - low fee range	GST Free	C	per meal	8.75	<b>8.90</b>	0.15	1.71
Delivered Meals - medium fee range	GST Free	C	per meal	17.50	<b>17.70</b>	0.20	1.14

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Delivered Meals - high fee range	GST Free	C	per meal	35.00	<b>35.50</b>	0.50	1.43
Respite Care/Flexible Respite - low fee range	GST Free	C	per hour	8.75	<b>8.75</b>	-	-
Respite Care/Flexible Respite - medium fee range	GST Free	C	per hour	17.50	<b>17.50</b>	-	-
Respite Care/Flexible Respite - high fee range	GST Free	C	per hour	52.50	<b>52.50</b>	-	-
Home Care/Domestic Assistance - linkages	GST Free	C	per hour	19.55	<b>19.80</b>	0.25	1.28
Home Modifications - low fee range	GST Free	C	per hour	17.50	<b>17.80</b>	0.30	1.71
Home Modifications - medium fee range	GST Free	C	per hour	26.60	<b>26.60</b>	-	-
Home Modifications - high fee range	GST Free	C	per hour	70.00	<b>71.00</b>	1.00	1.43
Social Support Individual - low fee range	GST Free	C	per hour	8.75	<b>8.90</b>	0.15	1.71
Social Support Individual - medium fee range	GST Free	C	per hour	17.50	<b>17.80</b>	0.30	1.71
Social Support Individual - high fee range	GST Free	C	per hour	52.50	<b>53.30</b>	0.80	1.52
Social Support Individual - group fee range	GST Free	C	per activity	5.00	<b>5.10</b>	0.10	2.00
Personal Care - linkages	GST Free	C	per hour	19.25	<b>19.50</b>	0.25	1.30
Respite Care - linkages	GST Free	C	per hour	19.25	<b>19.50</b>	0.25	1.30
<b>Full Cost Recovery</b>							
Personal Care	Taxable	C	per hour	76.20	<b>76.20</b>	-	-
Respite Care/Flexible Respite	Taxable	C	per hour	76.20	<b>76.20</b>	-	-

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Home Care/Domestic Assistance	Taxable	C	per hour	76.20	<b>76.20</b>	-	-
Property Maintenance/Home Maintenance	Taxable	C	per hour	126.15	<b>128.00</b>	1.85	1.47
Property maintenance - materials charge	Taxable	C	per year	Quote	<b>Quote</b>	N/A	N/A
Property maintenance - tip fee charge	Taxable	C	per session	Quote	<b>Quote</b>	N/A	N/A
Delivered Meals	Taxable	C	per meal	33.75	<b>34.25</b>	0.50	1.48
Social Support (Planned Activity Group)	Taxable	C	per session	70.00	<b>71.00</b>	1.00	1.43
Social Support plus transport	Taxable	C	per session	106.80	<b>108.40</b>	1.60	1.50
Home Modifications	Taxable	C		126.15	<b>128.00</b>	1.85	1.47
Social Support Individual	Taxable	C		76.20	<b>77.30</b>	1.10	1.44
Delivered Meal - home care package - delivery fee	Taxable	C	per activity	12.50	<b>12.70</b>	0.20	1.60
<b>Subsidised HACC PYP Services</b>							
Property Maintenance/Home Maintenance - low fee range	GST free	C	per hour	17.50	<b>17.80</b>	0.30	1.71
Property Maintenance/Home Maintenance - medium fee range	GST free	C	per hour	26.25	<b>26.60</b>	0.35	1.33
Property Maintenance/Home Maintenance - high fee range	GST free	C	per hour	70.00	<b>71.00</b>	1.00	1.43
Home Care/Domestic Assistance - low fee range	GST free	C	per hour	8.75	<b>8.90</b>	0.15	1.71
Home Care/Domestic Assistance - medium fee range	GST free	C	per hour	17.50	<b>17.80</b>	0.30	1.71



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Home Care/Domestic Assistance - high fee range	GST free	C	per hour	52.50	<b>53.30</b>	0.80	1.52
Social Support - low fee range	GST free	C	per session	19.55	<b>19.80</b>	0.25	1.28
Social Support - medium fee range	GST free	C	per session	26.25	<b>26.60</b>	0.35	1.33
Social Support - high fee range	GST free	C	per session	69.50	<b>70.55</b>	1.05	1.51
Personal Care - low fee range	GST free	C	per hour	6.15	<b>6.75</b>	0.60	9.76
Personal Care - medium fee range	GST free	C	per hour	17.50	<b>17.80</b>	0.30	1.71
Personal Care - high fee range	GST free	C	per hour	52.50	<b>53.30</b>	0.80	1.52
Delivered Meals - low fee range	GST free	C	per meal	8.75	<b>8.90</b>	0.15	1.71
Delivered Meals - medium fee range	GST free	C	per meal	17.50	<b>17.80</b>	0.30	1.71
Delivered Meals - high fee range	GST free	C	per meal	35.00	<b>35.50</b>	0.50	1.43
Respite Care/Flexible Respite - low fee range	GST free	C	per hour	8.75	<b>8.90</b>	0.15	1.71
Respite Care/Flexible Respite - medium fee range	GST free	C	per hour	17.50	<b>17.80</b>	0.30	1.71
Respite Care/Flexible Respite - high fee range	GST free	C	per hour	52.50	<b>53.30</b>	0.80	1.52
<b>*Special consideration fees may apply with individual assessment</b>							
<b>Environmental Health</b>							
<b>Domestic Water Management</b>							
Permit to install a septic tank system	Exempt	C	when requested	396.00	<b>405.00</b>	9.00	2.27
Permit to alter an existing septic tank system	Exempt	C	when requested	338.00	<b>345.00</b>	7.00	2.07

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Food Act Registration</b>							
<b>Other</b>							
Transfer of food act registration (includes transfer inspection)	Exempt	C	when transferred	50% of that premises' annual registration fee (not applied during renewal periods)	<b>50% of that premises' annual registration fee (not applied during renewal periods)</b>	-	-
Plans submission for assessment & report & inspection of an unregistered premises & report	Exempt	C	when requested	240.00	<b>246.00</b>	6.00	2.50
Additional assessment fee (follow up of non-compliances)	Exempt	C	when required	171.00	<b>175.00</b>	4.00	2.34
Request for pre-purchase inspection & report - within 5 working days	Taxable	C	when requested	286.00	<b>293.00</b>	7.00	2.45
Request for pre-purchase inspection & report - within 10 working days	Taxable	C	when requested	188.00	<b>193.00</b>	5.00	2.66
Inspection of unregistered premises & report	Taxable	C	when requested	210.00	<b>216.00</b>	6.00	2.86
<b>Food Act Registration - Food Premises (Part 6 Division 3)</b>							
<b>Commercial Operator</b>							
Class 1 premises - 3rd party audited	Exempt	C	per year	568.00	<b>583.00</b>	15.00	2.64

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Class 2 premises - 3rd party audited	Exempt	C	per year	568.00	<b>583.00</b>	15.00	2.64
Class 2 premises - template FSP	Exempt	C	per year	802.00	<b>822.00</b>	20.00	2.49
Class 3 premises - limited processes	Exempt	C	per year	539.00	<b>552.00</b>	13.00	2.41
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
For each person employed in excess of 5, add for each additional person	Exempt	C	per year	10% of the base fee	<b>10% of the base fee</b>	various	various
<b>Community Group Operator</b>							
Class 1 premises - 3rd party audited	Exempt	C	per year	168.00	<b>172.00</b>	4.00	2.38
Class 2 premises - 3rd party audited	Exempt	C	per year	168.00	<b>172.00</b>	4.00	2.38
Class 3 premises - limited processes	Exempt	C	per year	214.00	<b>219.00</b>	5.00	2.34
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
Where the community group operated premises only operates for 6 calendar months of the year e.g. cricket/football clubs	Exempt	C	per year	50% of the classification fee	<b>50% of the classification fee</b>	Various	Various
<b>Additional Fees</b>							
Where a proprietor holds more than 1 registration at the same premises a 50% fee applies to the consecutive registrations	Exempt	C	per year	50% of 2nd total fee	<b>50% of 2nd total fee</b>	Various	Various

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
additional to the highest risk registration.							
Where a proprietor holds a Class 2 or 3 fixed premises registration and operates a portable food premises 50% fee of the risk classification applies to the consecutive registrations.	Exempt	C	per year	50% of the classification fee	<b>50% of the classification fee</b>	Various	Various
Where a proprietor holds a fixed premises notification and operates a portable food premises the full portable fee for that risk classification applies.	Exempt	C	per year	100% of classification fee (portable)	<b>100% of classification fee (portable)</b>	Various	Various
Where a non-statutory inspection and report has been conducted (unregistered premises) and premises deemed compliant the applicable fee will be deducted from the initial registration fee.	Exempt	C	when required	N/A	<b>N/A</b>	N/A	N/A
<b>Food Act Registration - Portable Food Premises (Part 6 Division 4)</b>							
<b>Mobile Food Premises - Commercial Operator</b>							
Class 1 premises - 3rd party audited	Exempt	C	per year	568.00	<b>583.00</b>	15.00	2.64
Class 2 premises - 3rd party audited	Exempt	C	per year	568.00	<b>583.00</b>	15.00	2.64
Class 2 premises - template fsp	Exempt	C	per year	802.00	<b>822.00</b>	20.00	2.49



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Class 3 premises - limited processes.	Exempt	C	per year	539.00	<b>552.00</b>	13.00	2.41
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
<b>Mobile Food Premises - Community Group Operator</b>							
Class 1 premises - 3rd party audited	Exempt	C	per year	168.00	<b>172.00</b>	4.00	2.38
Class 2 premises - 3rd party audited	Exempt	C	per year	168.00	<b>172.00</b>	4.00	2.38
Class 2 premises - template fsp	Exempt	C	per year	246.00	<b>252.00</b>	6.00	2.44
Class 3 premises - limited processes.	Exempt	C	per year	214.00	<b>219.00</b>	5.00	2.34
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
<b>Temporary Food Premises - Commercial Operator</b>							
Class 1 premises	Exempt	C	per year	287.60	<b>295.00</b>	7.40	2.57
Class 2 premises	Exempt	C	per year	416.15	<b>426.00</b>	9.85	2.37
Class 3 premises	Exempt	C	per year	287.60	<b>295.00</b>	7.40	2.57
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
Where the commercial/community group operator requests the registration for a period of less than 1 year to operate on a short-term basis (e.g. only operates for 1 event like a community festival)	Exempt	C	per year	25% of the classification fee (portable)	<b>25% of the classification fee (portable)</b>	Various	Various
<b>Temporary Food Premises - Community Group Operator</b>							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Class 1 premises	Exempt	C	per year	89.00	<b>91.00</b>	2.00	2.25
Class 2 premises	Exempt	C	per year	126.00	<b>129.00</b>	3.00	2.38
Class 3 premises	Exempt	C	per year	83.00	<b>85.00</b>	2.00	2.41
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
<b>Vending Machines - Commercial Operator</b>							
Class 2 premises	Exempt	C	per year	117.00	<b>120.00</b>	3.00	2.56
Class 3 premises	Exempt	C	per year	96.00	<b>98.00</b>	2.00	2.08
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
<b>Vending Machines - Community Group Operator</b>							
Class 2 premises	Exempt	C	per year	47.50	<b>48.00</b>	0.50	1.05
Class 3 premises	Exempt	C	per year	36.50	<b>37.00</b>	0.50	1.37
Class 4 premises - notification only	Exempt	C	per year	N/A	<b>N/A</b>	N/A	N/A
Where a proprietor has a number of components (e.g. more than one food vending machine) for each additional component, this applies to both Commercial and <b>Community Group Operators.</b>	Exempt	C	per year	50% of classification fee	<b>50% of classification fee</b>	Various	Various
<b>Health Services</b>							
<b>Administration</b>							
Record recovery/refund process and associated administrative tasks	Exempt	C	when required	33.00	<b>34.00</b>	1.00	3.03

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Immunisation Service</b>							
<b>Sale of Vaccines</b>							
Sale of vaccines - public	Taxable	C	per vaccine	Purch Price + \$22.00 oncost (rounded)	<b>Purch Price + \$22.00 oncost (rounded)</b>	-	-
Sale of vaccines - commercial	Taxable	C	per vaccine	Purch Price + \$22.00 oncost (rounded)	<b>Purch Price + \$22.00 oncost (rounded)</b>	-	-
Immunisation administrative process/Immunisation record update	Taxable	C	per record	33.00	<b>34.00</b>	1.00	3.03
<b>Site Fees</b>							
Onsite visit for commercial vaccinations surcharge (where applicable)	Taxable	C	per visit	A surcharge of \$30 per person less than 20 clients total (cost of vaccine plus oncost)	<b>A surcharge of \$30.00 per person less than 20 clients total (cost of vaccine plus oncost)</b>	-	-
<b>Public Health and Wellbeing Act Premises</b>							
<b>Other Fees and Additional Services</b>							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Transfer of public health and wellbeing act registration	Exempt	C	when transferred	50% of that premises' annual registration fee (not applied during renewal periods)	<b>50% of that premises' annual registration fee (not applied during renewal periods)</b>	Various	Various
Plans submission for public health and wellbeing assessment and pre-registration inspections (beauty and other treatment premises)	Exempt	C	when requested	192.00	<b>197.00</b>	5.00	2.60
Mandatory plans submission for public health and wellbeing assessment & pre-registration inspections (prescribed accommodation)	Exempt	C	when required	335.00	<b>343.00</b>	8.00	2.39
Mandatory plans submission for public health and wellbeing assessment & pre-registration inspections (rooming houses only)	Exempt	C	when required	411.00	<b>421.00</b>	10.00	2.43
Request for an inspection of registered premises prior to purchase (e.g. solicitor/pre purchase inspection) within 5 working days	Taxable	C	when requested	259.00	<b>265.50</b>	6.50	2.51
Request for an inspection of registered premises prior to purchase (e.g. solicitor/pre	Taxable	C	when requested	170.00	<b>174.00</b>	4.00	2.35



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
purchase inspection) within 10 working days							
Request/requirement for non-statutory inspection & report (unregistered premises)	Taxable	C	when requested	172.00	<b>176.00</b>	4.00	2.33
<b>Registration</b>							
Hairdressing premises (New premises only)	Exempt	C	per year	219.00	<b>224.00</b>	5.00	2.28
Ear piercing premises	Exempt	C	per year	217.00	<b>222.00</b>	5.00	2.30
Beauty premises	Exempt	C	per year	217.00	<b>222.00</b>	5.00	2.30
Skin penetration (incl Tattooing, Body Piercing, Electrolysis etc (excludes ear piercing))	Exempt	C	per year	314.00	<b>322.00</b>	8.00	2.55
Colonic irrigation premises	Exempt	C	per year	314.00	<b>322.00</b>	8.00	2.55
Prescribed accommodation premises (up to 20 beds) (excluding rooming houses)	Exempt	C	per year	314.00	<b>322.00</b>	8.00	2.55
Every additional bed thereafter	Exempt	C	per year	4.00	<b>4.10</b>	0.10	2.50
Prescribed accommodation premises (rooming house)	Exempt	C	per year	365.00	<b>374.00</b>	9.00	2.47
Where a proprietor conducts more than one activity at the same premises	Exempt	C	per year	The highest risk classification as base fee plus 50% for each consecutive activity	<b>The highest risk classification as base fee plus 50% for each consecutive activity</b>	Various	Various

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Where a public health and wellbeing act registered premises holds a Food Act registration	Exempt	C	per year	Full Food Act Registration fee will apply	<b>Full Food Act Registration fee will apply</b>	Various	Various
Where a non-statutory inspection and report has been conducted (unregistered premises) and premises deemed compliant the applicable fee will be deducted from the initial registration fee.	Exempt	C	when required	N/A	<b>N/A</b>	N/A	N/A
Aquatic facility registration (base fee including 1 pool)	Exempt	C	per year	200.00	<b>205.00</b>	5.00	2.50
Where there is an additional pool, spa (the facility has more than 1 pool or spa)	Exempt	C	per year	110.00 Annual fee for each addition pool spa (over 1) will apply	<b>113.00</b>	3.00	2.73
<b>Youth &amp; Family Services</b>							
<b>Child Care Centres</b>							
<b>Joyce Avenue &amp; St Hellier Street</b>							
Full time care	GST free	C	per week	524.50	<b>537.60</b>	13.1	2.50
Daily care	GST free	C	per day	120.50	<b>123.50</b>	3.00	2.49
<b>Morobe Street</b>							
<b>Full time care</b>	GST free	C	per week	466.00	<b>477.65</b>	11.65	2.50
<b>Daily care</b>	GST free	C	per day	105.00	<b>107.65</b>	2.65	2.52

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Children Services Community Centres</b>							
<b>Montmorency Children's Centre</b>							
Montmorency children's centre - Weekday AM	Taxable	C	per session	45.00	<b>45.00</b>	-	-
Montmorency children's centre - Weekday PM	Taxable	C	per session	40.00	<b>40.00</b>	-	-
Montmorency children's centre - Weekday evenings	Taxable	C	per hour	15.00	<b>15.00</b>	-	-
Montmorency children's centre - Saturday	Taxable	C	per hour	18.00	<b>18.00</b>	-	-
<b>Other Locations</b>							
68 Macorna Street, Watsonia North	Taxable	C	per hour	25.60	<b>25.60</b>	-	-
56 Gabonia Avenue, Watsonia	Taxable	C	per year	132.00	<b>132.00</b>	-	-
7 Cameron Parade, Bundoora	Taxable	C	per year	124.85	<b>124.85</b>	-	-
<b>Jets Studios</b>							
Event equipment and staff (PA hire) - min 3.5hrs	Taxable	C	per 3.5 hours	180.00	<b>180.00</b>	-	-
JCM Tech Trainee - min 3.5hrs	Taxable	C	per 3.5 hours	90.00	<b>90.00</b>	-	-
Studio Hire (not facilitated) (up to 4 hrs)	Taxable	C	per hour	10.00	<b>10.00</b>	-	-
Studio Room Hire Facilitated (3.5 hrs min)	Taxable	C	per 3 hours	180.00	<b>180.00</b>	-	-
Facilitated recording (4 hrs min)	Taxable	C	per 4 hours	220.00	<b>220.00</b>	-	-
<b>Preschools</b>							
<b>Administration</b>							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Enrolment fee	GST free	C	Yearly	37.00	<b>37.00</b>	-	-
<b>Audrey Brooks</b>							
4 year old kindergarten	GST free	C	per term	495.00	<b>507.00</b>	12.00	2.42
3 year old kindergarten	GST free	C	per term	370.00	<b>379.00</b>	9.00	2.43
<b>Olympic Village</b>							
4 year old kindergarten	GST free	C	per term	495.00	<b>507.00</b>	12.00	2.42
3 year old kindergarten	GST free	C	per term	N/A	<b>379.00</b>	N/A	N/A
<b>Volunteers Awards</b>							
<b>Tickets</b>							
Ticket to function – subsidised	Taxable	C	per ticket	15.00	<b>15.00</b>	-	-
<b>Shop 48</b>							
<b>Tenancy Fees</b>							
Per desk - Tier 1	Taxable	C	per annum	3,900.00	<b>3,900.00</b>	-	-
Per desk - Tier 2	Taxable	C	per annum	4,700.00	<b>4,700.00</b>	-	-
Per desk - Tier 3	Taxable	C	per annum	5,500.00	<b>5,500.00</b>	-	-
<b>Room Hire</b>							
One off use	GST Free	C	per hour	17.50	<b>18.00</b>	0.50	2.86
Ongoing	GST Free	C	per hour	12.50	<b>12.50</b>	-	-
<b>Bellfield Community Hub</b>							
<b>Hall Hire</b>							
Bond on all above	GST N/A	C	per booking	300.00	<b>300.00</b>	-	-
Private Groups – regular	Taxable	C	per hour	N/A	<b>34.00</b>	N/A	N/A



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Private Groups – casual	Taxable	C	per hour	N/A	<b>42.50</b>	N/A	N/A
Community Groups – regular	Taxable	C	per hour	N/A	<b>15.00</b>	N/A	N/A
Community Groups – casual	Taxable	C	per hour	N/A	<b>18.00</b>	N/A	N/A
Bellfield Community Hub – Room1,2 and 3 – Regular – Community	Taxable	C	per hour	N/A	<b>15.00</b>	N/A	N/A
Bellfield Community Hub – Room1,2 and 3 – Regular – Private	Taxable	C	per hour	N/A	<b>34.00</b>	N/A	N/A
Bellfield Community Hub – Room1,2 and 3 – Casual – Community	Taxable	C	per hour	N/A	<b>18.00</b>	N/A	N/A
Bellfield Community Hub – Room1,2 and 3 – Casual – Private	Taxable	C	per hour	N/A	<b>42.50</b>	N/A	N/A
Bellfield Community Hub – Training Room – Regular – Community	Taxable	C	per hour	N/A	<b>15.00</b>	N/A	N/A
Bellfield Community Hub – Training Room – Regular – Private	Taxable	C	per hour	N/A	<b>34.00</b>	N/A	N/A
Bellfield Community Hub – Training Room – Casual – Community	Taxable	C	per hour	N/A	<b>18.00</b>	N/A	N/A
Bellfield Community Hub – Training Room – Casual – Private	Taxable	C	per hour	N/A	<b>42.50</b>	N/A	N/A
Bellfield Community Hub – Consulting Suites 1 and 2 – Casual – Community	Taxable	C	per hour	N/A	<b>15.00</b>	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Bellfield Community Hub – Consulting Suites 1 and 2 – Casual - Private	Taxable	C	per hour	N/A	34.00	N/A	N/A
<b>City Development</b>							
<b>Transport</b>							
<b>Transport Engineering</b>							
<b>Parking Management</b>							
Parking meter fees	Taxable	C	per day	Up to \$16.00	Up to \$16.00	-	-
Parking fees per hour	Taxable	C	per hr	up to \$5.00	up to \$5.00	-	-
Resident schemes/first permit	Exempt	C	per annum	Free	Free	N/A	N/A
Resident schemes/second permit	Exempt	C	per annum	30.00	30.00	-	-
First visitor permit	Exempt	C	per annum	45.00	45.00	-	-
First visitor permit (concession)	Exempt	C	per annum	10.00	10.00	-	-
Second visitor permit	Exempt	C	per annum	65.00	65.00	-	-
Disabled permits	Exempt	C	per annum	Free	Free	N/A	N/A
Replacement disabled motorist permit (subject to discretion)	Exempt	C	as required	10.00	10.00	-	-
<b>Traffic Infringements</b>							
(Discretionary fines) up to 0.5 penalty units	Exempt	S	per infringement	\$83.00 until 1st of July and may be increased by State Government	\$161.00 until 1st of July and will be increased by State Government	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Road rules Victoria)	Exempt	S	per infringement	\$83.00, \$99.00 and \$165.00 until 1st of July and may be increased by State Government	<b>\$81.00 and \$161.00 until 1st of July and will be increased by State Government</b>	N/A	N/A
<b>Work Zone</b>							
Name blade directional signage request	Exempt	C	per sign	134.00	<b>137.35</b>	3.35	2.50
Works zone sign	Taxable	C	per sign	138.00	<b>141.45</b>	3.45	2.50
Works zone request - outside business or within mixed use zone - per space per day	Taxable	C	per space per day	12.75	<b>13.05</b>	0.30	2.35
Works zone request - within a residential zone - per space per day	Taxable	C	per space per day	7.35	<b>7.55</b>	0.20	2.72
Works zone request - on paid parking areas	Taxable	C	per space per day	(Hours of restriction) * (Hourly fee) By negotiation	<b>(Hours of restriction) * (Hourly fee) By negotiation</b>	-	-
Assessment and approval of Traffic Management Plans	Taxable	C	per application	43.00	<b>44.10</b>	1.10	2.56
<b>Property</b>							
<b>Property Services</b>							
<b>General Fees</b>							
Discontinued road or reserves annual occupancy fees	Taxable	C	per address	\$115 or 10% of market value,	<b>\$113 or 10% of market value,</b>	(2.00)	(1.74)

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
				whichever is greater	<b>whichever is greater</b>		
Right of way (road) discontinuance application fee	Taxable	C	per application	132.50	<b>135.80</b>	3.30	2.49
Rent/Licence fee - Category two	Taxable	C	per property	325.00	<b>333.15</b>	8.15	2.51
Swipe card replacement fee	Taxable	C	each	50.00	<b>51.25</b>	1.25	2.50
<b>Notes: *minimum fees \$110 or 10 % of market value whichever is the greater discounts may apply based on tier levels (tier 1: 60%, tier 2: 30% and tier 3: 0%)</b>							
<b>Planning &amp; Building</b>							
<b>Development Planning</b>							
<b>Planning Permit Application - Planning and Environment Act 1987 Regulation 9 Section 47</b>							
(Class 1) Use only	Exempt	S	per application	1,318.10	<b>1,360.80</b>	42.70	3.24
(Class 2) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 7 permit or a permit to subdivide or consolidate land) if the estimated cost of development is \$10,000 or less	Exempt	S	per application	199.90	<b>206.40</b>	6.50	3.25
<b>To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) - Relating to Class 3-6</b>							



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Class 3) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$10,000 but not more than \$100,000	Exempt	S	per application	629.40	<b>649.80</b>	20.40	3.24
(Class 4) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 but not more than \$500,000	Exempt	S	per application	1,288.50	<b>1,330.20</b>	41.70	3.24
(Class 5) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the	Exempt	S	per application	1,392.10	<b>1,437.30</b>	42.50	3.25

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$500,000 but not more than \$1,000,000							
(Class 6) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 but not more than \$2,000,000	Exempt	S	per application	1,495.80	<b>1,544.30</b>	48.50	1.48
(Class 7) VicSmart application if the estimated cost of development is \$10,000 or less	Exempt	S	per application	199.90	<b>206.40</b>	6.50	3.25
(Class 8) VicSmart application if the estimated cost of development is more than \$10,000	Exempt	S	per application	429.50	<b>443.40</b>	13.90	3.24
(Class 9) VicSmart application to subdivide or consolidate land	Exempt	S	per application	199.90	<b>206.40</b>	6.50	3.25

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Class 11) To develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is less than \$100,000	Exempt	S	per application	1,147.80	<b>1,185.00</b>	37.20	3.24
(Class 12) To develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 and not more than \$1,000,000	Exempt	S	per application	1,547.60	<b>1,597.80</b>	50.20	3.24
(Class 13) To develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 and not more than \$5,000,000	Exempt	S	per application	3,413.70	<b>3,524.30</b>	110.60	3.24
(Class 14) To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$5,000,000 and not more than \$15,000,000	Exempt	S	per application	8,700.90	<b>8,982.90</b>	282.00	3.24

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Class 15) To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$15,000,000 and not more than \$50,000,000	Exempt	S	per application	25,658.30	<b>26,489.90</b>	831.60	3.24
(Class 16) To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$50,000,000 (For the first 12 months from commencement of the regulations, the fee for a class 15 permit application (for development over \$50 million) will be charged at 50% of the fee set out in regulations).	Exempt	S	per application	57,670.10	<b>59,539.30</b>	1862.20	3.24
(Class 17) To subdivide an existing building (other than a class 9 permit)	Exempt	S	per application	1,318.10	<b>1,368.80</b>	42.70	3.24
(Class 18) To subdivide land into 2 lots (other than a class 9 or class 16 permit)	Exempt	S	per application	1318.10	<b>1,368.80</b>	42.70	3.24
(Class 19) To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	Exempt	S	per application	1,318.10	<b>1,368.80</b>	42.70	3.24



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Class 20) Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	Exempt	S	per 100 lots created	1,318.10	<b>1,368.80</b>	42.70	3.24
(Class 21) To: a) create, vary or remove a restriction within the meaning of the <i>Subdivision Act 1988</i> ; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	Exempt	S	per application	1,318.10	<b>1,368.80</b>	42.70	3.24
(Class 22) A permit not otherwise provided for in the regulation	Exempt	S	per application	1,318.10	<b>1,368.80</b>	42.70	3.24
(Class 13) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development	Exempt	S	per application	3,413.70	<b>3,464.40</b>	50.70	1.49

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
is more than \$2,000,000 but not more than \$5,000,000							
(Class 10) VicSmart application to subdivide or consolidate land (other than a class 7, class 8 or class 9 permit)	Exempt	S	per application	199.90	<b>202.90</b>	3.00	1.50
<b>Planning Permit Application Advertising</b>							
Fixed rate for installation of up to two signs on site and notices to up to 12 adjoining properties	Exempt	C	per application	462.00	<b>473.55</b>	11.55	2.50
Per owner or occupier	Exempt	C	per property notified	16.20	<b>16.60</b>	0.40	2.47
Notification signage	Exempt	C	per first sign per application	193.00	<b>197.85</b>	4.85	2.51
Per additional notification sign	Exempt	C	per additional sign per application	24.50	<b>25.10</b>	0.60	2.45
Notice in local paper	Exempt	C	per application	Cost recovery + 10% administration fee	<b>Cost recovery + 10% administration fee</b>	-	-
<b>Prescribed Fees - Planning and Environment (Fees) Regulations 2016</b>							
(Regulation 7) For requesting the Minister to prepare an amendment to a planning scheme exempted from the	Exempt	S	per application	3,998.70	<b>4,128.30</b>	129.60	3.24

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
requirements referred to in section 20(4) of the Act.							
(Regulation 8) For requesting the Minister to prepare an amendment to a planning scheme exempted from certain requirements prescribed under section 20A of the Act.	Exempt	S	per application	962.70	<b>993.9</b>	31.20	3.24
(Regulation 10) For combined permit applications	Exempt	S	per application	Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	<b>Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made</b>	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Regulation 12) Amend an application for a permit or an application to amend a permit	Exempt	S	per application	a) Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9 ... b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any	a) Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9 ... b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any additional fee under c) below ... c) If an application to amend an	N/A	N/A





Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Regulation 13) For a combined application to amend permit	Exempt	S	per application	The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	<b>The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made</b>	N/A	N/A
(Regulation 14) For a combined permit and planning scheme amendment	Exempt	S	per application	Under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if	<b>Under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate</b>	N/A	N/A

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
				separate applications were made	<b>applications were made</b>		
(Regulation 15) For a certificate of compliance	Exempt	S	per application	325.80	<b>330.70</b>	4.90	1.50
(Regulation 16) For an agreement to a proposal to amend or end an agreement under section 173 of the Act	Exempt	S	per application	659.00	<b>680.40</b>	21.40	3.25
(Regulation 17) For a planning certificate for an application not made electronically	Exempt	S	per application	22.20	<b>22.60</b>	0.40	1.80
(Regulation 17) For a planning certificate for an application made electronically	Exempt	S	per application	7.10	<b>7.30</b>	0.20	2.82
(Regulation 18) Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council	Exempt	S	per application	325.80	<b>330.70</b>	4.90	1.50
<b>Procedural Applications</b>							
Single Dwelling – application to amend endorsed plans for building and works to a single dwelling which has their own title	Exempt	C	per application	200.00	<b>205.00</b>	5.00	2.50
Other Development - Cost of total development (including cost of works of original	Exempt	C	per application	305.00	<b>312.65</b>	7.65	2.51

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
application and any additional amendments) - \$10,000 or less							
Other Development - Cost of total development (including cost of works of original application and any additional amendments) - \$10,001 - \$100,000	Exempt	C	per application	630.00	<b>645.75</b>	15.75	2.50
Other Development - Cost of total development (including cost of works of original application and any additional amendments) - \$100,001 - \$1,000,000	Exempt	C	per application	995.00	<b>1,019.90</b>	24.90	2.50
Other Development - Cost of total development (including cost of works of original application and any additional amendments) - \$1,000,000 or more	Exempt	C	per application	1,525.00	<b>1,563.15</b>	38.15	2.50
Requests for extension of time on planning permits (first request)	Exempt	C	per application	375.00	<b>384.40</b>	9.40	2.51
Requests for extension of time on planning permits (second and subsequent requests)	Exempt	C	per application	462.00	<b>473.55</b>	11.55	2.50
Request for consent under Section 173 Agreement	Exempt	C	per application	462.00	<b>473.55</b>	11.55	2.50
<b>Subdivision Fees - Subdivision (Fees) Regulations 2016</b>							



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Regulation 6) For certification of a plan of subdivision	Exempt	S	per application	174.80	<b>177.40</b>	2.60	1.49
(Regulation 7) Alteration of plan under section 10(2) of the Act	Exempt	S	per application	111.10	<b>112.70</b>	1.60	1.44
(Regulation 8) Amendment of certified plan under section 11(1) of the Act	Exempt	S	per application	140.70	<b>142.80</b>	2.10	1.49
(Regulation 9) Checking of engineering plans	Exempt	S	per application	0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)	<b>0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)</b>	-	-
(Regulation 10) Engineering plans prepared by Council	Exempt	S	per application	3.5% of the cost of works proposed in the engineering plan (maximum fee)	<b>3.5% of the cost of works proposed in the engineering plan (maximum fee)</b>	-	-

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Regulation 11) Supervision of works	Exempt	S	per application	2.5% of the estimated cost of construction of the works (maximum fee)	<b>2.5% of the estimated cost of construction of the works (maximum fee)</b>	-	-
<b>Administration</b>							
Retrieval of file(s) from offsite storage (2015 and earlier)	Exempt	C	per application	66.00	<b>67.65</b>	1.65	2.50
Inspection fees (second and subsequent)	Exempt	C	per application	167.00	<b>171.20</b>	4.20	2.51
Condition plan approval fee (second and subsequent)	Taxable	C	per application	132.00	<b>135.30</b>	3.30	2.50
Bond or guarantee administration fee	GST N/A	C	per application	548.00	<b>561.70</b>	13.70	2.50
Preparation of a Section 173 Agreement	Taxable	C	per request	1,100.00	<b>1,127.50</b>	27.50	2.50
Peer review of Section 173 Agreements not prepared by Council – Administration fee (in addition to fees charged by Council's solicitor)	Taxable	C	per request	224.00	<b>229.60</b>	5.60	2.50

<b>Fees and Charges</b>	<b>GST Status</b>	<b>Fee type Council (C) or Statutory (S)</b>	<b>Budget 2022/23 Freq</b>	<b>Budget 2021/22 Fees &amp; Charges</b>	<b>Budget 2022/23 Fees &amp; Charges</b>	<b>Fee Increase / (Decrease) \$</b>	<b>Fee Increase / (Decrease) %</b>
Copies of a planning permit (hard copy file)	Exempt	C	per application	50.00	<b>51.25</b>	1.25	2.50
Copies of a planning permit (electronic file)	Exempt	C	per application	20.00	<b>20.50</b>	0.50	2.50
Copies of endorsed plans (hard copy file)	Exempt	C	per application	80.00	<b>82.00</b>	2.00	2.50
Copies of endorsed plans (electronic file)	Exempt	C	per application	20.00	<b>20.50</b>	0.50	2.50
<b>Other</b>							
"In-principle" fee reduction for all planning permit and planning permit amendment applications that relate to the removal of vegetation	Exempt	S	per application	201.00	<b>206.40</b>	5.40	2.69
"In-principle" fee reduction for all planning permit and planning permit amendment applications that relate to the pruning of vegetation	Exempt	S	per application	100.00	<b>101.50</b>	1.50	1.50
"In-principle" fee reduction for all planning permit and planning permit amendment applications that relate to sponsorship signage on Council land proposed by community clubs	Exempt	S	per application	201.00	<b>202.90</b>	1.90	0.95
<b>Planning Advice</b>							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Property Information Request	Exempt	C	per application	137.00	<b>140.45</b>	3.45	2.52
Pre-application advice for minor applications (by written correspondence)	Taxable	C	per application	137.00	<b>140.45</b>	3.45	2.52
Pre-application advice for major applications (by written correspondence)	Taxable	C	per application	274.00	<b>280.85</b>	6.85	2.50
(Optional) Pre-application meeting (in conjunction with written advice)	Taxable	C	per application	137.00	<b>140.45</b>	3.45	2.52
(Optional) Subsequent pre-application advice (by written correspondence)	Taxable	C	per application	137.00	<b>140.45</b>	3.45	2.52
<b>Planning Permit Amendment - Planning and Environment Act 1987 Regulation 11 Section 72</b>							
(Class 1) Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	Exempt	S	per application	1,318.10	<b>1,337.70</b>	19.60	1.49
(Class 2) Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the	Exempt	S	per application	1,318.10	<b>1,337.70</b>	19.60	1.49



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
conditions which apply to the permit.							
(Class 3) Amendment to a class 2 permit	Exempt	S	per application	199.90	<b>206.40</b>	6.50	3.25
(Class 4) Amendment to a class 3 permit	Exempt	S	per application	629.40	<b>649.80</b>	20.40	3.24
(Class 5) Amendment to a class 4 permit	Exempt	S	per application	1,288.50	<b>1,307.60</b>	19.10	1.48
(Class 6) Amendment to a class 5 or class 6 permit	Exempt	S	per application	1,392.10	<b>1,412.80</b>	20.70	1.49
(Class 7) Amendment to a class 7 permit	Exempt	S	per application	199.90	<b>202.90</b>	3.00	1.50
(Class 8) Amendment to a class 8 permit	Exempt	S	per application	429.50	<b>435.90</b>	6.40	1.49
(Class 9) Amendment to a class 9 permit	Exempt	S	per application	199.90	<b>202.90</b>	3.00	1.50
(Class 10) Amendment to a class 10 permit	Exempt	S	per application	199.90	<b>202.90</b>	3.00	1.50
(Class 11) Amendment to a class 11 permit	Exempt	S	per application	1,147.80	<b>1,185.00</b>	37.20	3.24
(Class 12) Amendment to a class 12 permit	Exempt	S	per application	1,547.60	<b>1,597.80</b>	50.20	3.24
(Class 13) Amendment to a class 13, 14, 15 or 16 permit	Exempt	S	per application	3,413.70	<b>3,524.30</b>	110.60	3.24

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
(Class 14) Amendment to a class 17 permit	Exempt	S	per application	1,318.10	<b>1,337.70</b>	19.60	1.49
(Class 15) Amendment to a class 18 permit	Exempt	S	per application	1,318.10	<b>1,337.70</b>	19.60	1.49
(Class 16) Amendment to a class 19 permit	Exempt	S	per 100 lots created	1,318.10	<b>1,337.70</b>	19.60	1.49
(Class 17) Amendment to a class 20 permit	Exempt	S	per application	1,318.10	<b>1,337.70</b>	19.60	1.49
(Class 18) Amendment to a class 21 permit	Exempt	S	per application	1,318.10	<b>1,337.70</b>	19.60	1.49
<b>Planning Infringements</b>							
Planning Infringement penalty - Individual				N/A	<b>909.00</b>	N/A	N/A
Planning Infringement penalty - Company				N/A	<b>1,818.00</b>	N/A	N/A
Planning Infringement penalty - Reminder notice				N/A	<b>26.20</b>	N/A	N/A
<b>Building Services (BPi)</b>							
<b>Administration</b>							
Copy of plans/documentation (residential)	Taxable	C	per property	115.00	<b>120.00</b>	5.00	4.35
Copy of plans/documents (commercial)	Exempt	C	per property	236.00	<b>250.00</b>	14.00	5.93
Amendment fee	Taxable	C	per permit	335.00	<b>350.00</b>	15.00	4.48
Dispensation advertising fee	Taxable	C	per property	112.00	<b>120.00</b>	8.00	7.14
Building permit time extension	Taxable	C	per permit	360.00	<b>360.00</b>	-	-
<b>Building Authority Fees</b>							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Building enquiry/information fees	Exempt	S	per property	47.20	<b>47.90</b>	0.70	1.48
Consent & report section 29a	Exempt	S	per property	85.20	<b>89.70</b>	2.70	3.17
Dispensation of Building Interim Regulations 2017 for siting or miscellaneous buildings e.g. Veranda fence at intersections masts etc.	Exempt	S	per property	290.50	<b>299.80</b>	9.30	3.20
Lodgement fees	Exempt	S	per permit	121.90	<b>125.80</b>	3.90	3.20
Swimming pool and spa barrier - registration fee	Exempt	S	per property	N/A	<b>32.90</b>	N/A	N/A
Swimming pool and spa barrier - compliance certificate	Exempt	S	per property	N/A	<b>21.10</b>	N/A	N/A
<b>Domestic Minor Building Works (Up to \$ 16,000 value of work)</b>							
Demolition - Class 1 (maximum 1 inspection)	Taxable	C	per permit	585.00	<b>650.00</b>	65.00	11.11
Demolition - Class 2 to 9 (maximum 1 inspection)	Taxable	C	per permit	1,070.00	<b>1,500.00</b>	430.00	40.19
Minor works (sheds, verandas, pergolas, carports, timber decks) on properties in Banyule (maximum 2 inspections)	Taxable	C	per permit	560.00	<b>650.00</b>	90.00	16.07
Minor works (sheds, verandas, pergolas, carports, timber decks) on properties outside Banyule (maximum 2 inspections)	Taxable	C	per permit	990.00	<b>1,500.00</b>	510.00	51.52
<b>Dwelling - Additions / Alterations</b>							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Owner builder - Up to \$150,000	Taxable	C	per permit	1,750.00	<b>1,750.00</b>	-	-
Owner builder - \$151,000 to \$200,000	Taxable	C	per permit	2,210.00	<b>2,210.00</b>	-	-
Owner builder - \$201,000 to \$300,000	Taxable	C	per permit	2,550.00	<b>2,550.00</b>	-	-
Owner builder - \$301,000 to \$400,000	Taxable	C	per permit	3,315.00	<b>3,315.00</b>	-	-
Owner builder - \$401,000 to \$500,000	Taxable	C	per permit	3,800.00	<b>3,800.00</b>	-	-
Owner builder - \$501,000 to \$600,000	Taxable	C	per permit	4,395.00	<b>4,395.00</b>	-	-
Owner builder - \$601,000 to \$700,000	Taxable	C	per permit	4,950.00	<b>4,950.00</b>	-	-
Owner builder - \$701,000 to \$800,000	Taxable	C	per permit	5,500.00	<b>5,500.00</b>	-	-
Registered builder - Up to \$150,000	Taxable	C	per permit	1,450.00	<b>1,450.00</b>	-	-
Registered builder - \$151,000 to \$200,000	Taxable	C	per permit	1,840.00	<b>1,840.00</b>	-	-
Registered builder - \$201,000 to \$300,000	Taxable	C	per permit	2,120.00	<b>2,120.00</b>	-	-
Registered builder - \$301,000 to \$400,000	Taxable	C	per permit	2,760.00	<b>2,760.00</b>	-	-
Registered builder - \$401,000 to \$500,000	Taxable	C	per permit	3,185.00	<b>3,185.00</b>	-	-
Registered builder - \$501,000 to \$600,000	Taxable	C	per permit	3,650.00	<b>3,650.00</b>	-	-
Registered builder - \$601,000 to \$700,000	Taxable	C	per permit	3,950.00	<b>3,950.00</b>	-	-
Registered builder - \$701,000 to \$800,000	Taxable	C	per permit	4,500.00	<b>4,500.00</b>	-	-



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Dwelling - New</b>							
Registered builder - Up to \$400,000	Taxable	C	per permit	2,300.00	<b>2,300.00</b>	-	-
Registered builder - \$401,000 to \$600,000	Taxable	C	per permit	2,580.00	<b>2,580.00</b>	-	-
Registered builder - \$601,000 to \$800,000	Taxable	C	per permit	3,800.00	<b>3,800.00</b>	-	-
Registered builder - \$801,000 to \$1,000,000	Taxable	C	per permit	4,530.00	<b>4,530.00</b>	-	-
Registered builder - Over \$1,000,000	Taxable	C	per permit	Quote by building surveyor	<b>Quote by building surveyor</b>	-	-
Owner builder - Up to \$400,000	Taxable	C	per permit	2,875.00	<b>2,875.00</b>	-	-
Owner builder - \$401,000 to \$600,000	Taxable	C	per permit	3,350.00	<b>3,350.00</b>	-	-
Owner builder - \$601,000 to \$800,000	Taxable	C	per permit	4,185.00	<b>4,185.00</b>	-	-
Owner builder - \$801,000 to \$1,000,000	Taxable	C	per permit	5,500.00	<b>5,500.00</b>	-	-
Owner builder - Over \$1,000,000	Taxable	C	per permit	Quote by building surveyor	<b>Quote by building surveyor</b>	-	-
<b>**** Categories have been changed from number of builders to amount.</b>							
<b>Other</b>							
Swimming pools	Taxable	C	per permit	1,080.00	<b>1,080.00</b>	-	-
Works greater than \$100,000 value	Taxable	C	per permit	560.00	<b>560.00</b>	-	-
Building permit time extension	Taxable	C	per permit	360.00	<b>360.00</b>	-	-
<b>A letter must be supplied detailing the amount of works completed and the amount of time required to complete the remaining works.</b>							

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Applicant must be aware that no further extensions will be possible.</b>							
<b>**** Please refer clients to the building department for a quote on a building permit fee.</b>							
<b>Other Constructions</b>							
Unit development	Taxable	C	per permit	Quote by building surveyor	<b>Quote by building surveyor</b>	N/A	N/A
Commercial buildings	Taxable	C	per permit	Quote by building surveyor	<b>Quote by building surveyor</b>	N/A	N/A
<b>Environment &amp; Place</b>							
<b>City Futures</b>							
<b>Planning Scheme Amendment Fees</b>							
Regulation 6(1) to consider a request	Exempt	S	per request	2,871.60	<b>3,096.20</b>	224.60	7.82
Regulation 6(2)(i) to consider up to and including 10 submissions	Exempt	S	per defined number of submissions	14,232.70	<b>15,345.60</b>	1,112.90	7.82
Regulation 6(2)(ii) to consider 11 to (and including) 20 submissions	Exempt	S	per defined number of submissions	28,437.60	<b>30,661.20</b>	2,223.60	7.82
Regulation 6(2)(iii) to consider submissions that exceed 20	Exempt	S	per defined number of submissions	38,014.40	<b>40,986.80</b>	2,972.40	7.82
Regulation 6(3) to adopt	Exempt	S	per request	453.10	<b>488.50</b>	35.40	7.81

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Regulation 6(4) to request approval	Exempt	S	per request	453.10	<b>488.50</b>	35.40	7.81
Regulation 7 to request the Minister to prepare an amendment to a planning scheme exempted from the requirements referred to in section 20(4) of the Act	Exempt	S	per request	3,998.70	<b>4,058.10</b>	59.40	1.49
Regulation 8 to request the Minister to prepare an amendment to a planning scheme exempted from the requirements prescribed under section 20A of the Act	Exempt	S	per request	962.70	<b>977.00</b>	14.30	1.49
Regulation 14 for a combined permit application and planning scheme amendment	Exempt	S	per application/request	Variable	<b>Variable</b>	N/A	N/A
<b>Municipal Laws</b>							
<b>Animal Management - Local Law and Domestic Animals Act 1994</b>							
Animal business registration application	Exempt	C	per premises	208.00	<b>215.00</b>	7.00	3.37
Registration full fee dogs + state levy below	Exempt	C	per year	119.00	<b>118.50</b>	(0.50)	(0.42)
Registration reduced fee category dogs + state levy below	Exempt	C	per year	39.50	<b>39.50</b>	-	-
Registration fee puppy under 6 months microchipped + state levy below	Exempt	C	per year	39.50	<b>40.50</b>	1.00	2.53
Registration fee for dogs registered prior to 11 April	Exempt	C	per year	39.50	<b>39.50</b>	-	-

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
2013, microchipped or de-sexed + state levy below							
Registration fee restricted, declared dangerous or menacing dogs + state levy below	Exempt	C	per year	122.00	<b>125.00</b>	3.00	2.46
State government levy dogs	Exempt	S	per year	4.16	<b>4.23</b>	0.13	3.17
Replacement registration tag	Exempt	C	as required	6.00	<b>6.00</b>	-	-
Transfer of registration from another Municipality	Exempt	C	as required	6.00	<b>6.00</b>	-	-
Registration full fee cats + state levy below	Exempt	C	per year	100.50	<b>100.50</b>	-	-
Registration reduced fee category cats + state levy below	Exempt	C	per year	33.50	<b>33.50</b>	-	-
Registration fee kitten under 6 months microchipped + state levy below	Exempt	C	per year	33.50	<b>33.50</b>	-	-
Registration fee for cats registered prior to 11 April 2013, microchipped or de-sexed + state levy below	Exempt	C	per year	33.50	<b>33.50</b>	-	-
State Government levy cats	Exempt	S	per year	4.16	<b>4.23</b>	0.13	3.17
Inspection of animal record	Exempt	C	per record	30.50	<b>30.50</b>	-	-
Keeping of animals (more than prescribed number)	Exempt	C	per year	51.00	<b>51.00</b>	-	-
Pet registration for a foster animal - Dog or Cat	Exempt	C&S	per year	5.00	<b>5.00</b>	-	-
State Government Levy Domestic Animal Businesses	Exempt	S	per year	20.00	<b>20.00</b>	-	-



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
<b>Pro-rata registration fees apply from 1 October based on whether animal is newly acquired, not applicable where registration should have been renewed. Pro-rata fee reduction does not apply to restricted, declared dangerous or menacing dogs.</b>							
<b>Eligible pensioners are charged 50% of the fee except for restricted, menacing or dangerous dogs.</b>							
<b>**Note: The State Government Levy may increase as of 1 July 2021, this increase will be reflected in the State Levy charged for the 2021/2022 registration period.</b>							
<b>**Note: Refunds are only applicable for annual fees and shall be calculated on a quarterly basis of un used portion, less an administrative charge of \$5. No refund less than \$10 shall be given.</b>							
<b>Filming Fees</b>							
Filming application fee	Exempt	C	per request	160.00	<b>165.00</b>	5.00	3.13
Filming/Commercial Photography - full day (first day)	Exempt	C	per day	750.00	<b>770.00</b>	20.00	2.67
Filming/Commercial Photography - full day (subsequent days)	Exempt	C	per day	375.00	<b>385.00</b>	10.00	2.67
Filming/Commercial Photography - half day (first day)	Exempt	C	per half day	375.00	<b>385.00</b>	10.00	2.67
Filming/Commercial Photography - half day (subsequent days)	Exempt	C	per half day	187.50	<b>192.50</b>	5.00	2.67
Students film	Exempt	C	per day	-	-	-	-
Essential Vehicles and Crew Parking Permits - first day (Cost per 8 bays)	Exempt	C	per day per 8 bays	150.00	<b>160.00</b>	10.00	6.67
Essential Vehicles and Crew Parking Permits - subsequent days (Cost per 8 bays)	Exempt	C	per day per 8 bays	80.00	<b>80.00</b>	-	-
Filming inspection (Monday - Friday)	Exempt	C	per inspection	140.00	<b>145.00</b>	5.00	3.57

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Filming inspection (Weekend)	Exempt	C	per inspection	370.00	<b>380.00</b>	10.00	2.70
Unit Base Fee - per day (if applicable)	Exempt	C	per day	500.00	<b>550.00</b>	05.00	10.00
<b>Local Law Permits</b>							
Chairs and tables	Exempt	C	per annum	220.00	<b>225.50</b>	5.50	2.50
Signs and "A" boards	Exempt	C	per annum	200.00	<b>205.00</b>	5.00	2.50
Goods on footpaths	Exempt	C	per annum	270.00	<b>277.00</b>	7.00	2.59
Real estate advertising portable signs	Exempt	C	per annum	585.00	<b>600.00</b>	15.00	2.56
Busking per day	Exempt	C	per day	30.00	<b>N/A</b>	N/A	N/A
Itinerant traders per day	Exempt	C	per day	1,485.00	<b>1,525.00</b>	40.00	2.69
Approved charity bin site	Exempt	C	per annum	188.00	<b>200.00</b>	12.00	6.38
Burning off per event	Exempt	C	per event	157.50	<b>157.50</b>	-	-
Skips beyond size/time per site	Exempt	C	per week or part thereof	152.50	<b>23.00</b>	(129.50)	(84.92)
Shipping containers / pods	Exempt	C	per container	193.00	<b>29.00</b>	(164.00)	(84.97)
Occupation permit application fee	Exempt	C	each	81.00	<b>84.00</b>	3.00	3.70
Occupation permit inspection fee during business hours	Exempt	C	per inspection	142.00	<b>145.00</b>	3.00	2.11
Occupation permit inspection fee out of hours	Exempt	C	per inspection	375.00	<b>580.00</b>	205.00	54.67
Occupation rates	Exempt	C	Sq. metres per week	6.50	<b>7.50</b>	1.00	15.38
Infringement debt collection fees	Exempt	C	per infringement	25.50	<b>26.15</b>	0.65	2.55

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Camping/caravan permits per month (over 3 months)	Exempt	C	per month	182.50	<b>182.50</b>	0.00	0.00
Occupation permit fee	Exempt	C	each	157.00	<b>161.00</b>	4.00	2.55
<b>Release Fees</b>							
Derelict vehicles & impoundment costs	Exempt	C	each	547.00	<b>560.70</b>	13.70	2.50
Shopping trolleys	Exempt	C	each	46.00	<b>50.00</b>	4.00	8.70
A - Frames & impoundment costs	Exempt	C	each	195.00	<b>200.00</b>	5.00	2.56
Miscellaneous small items & impoundment costs	Exempt	C	each	175.00	<b>180.00</b>	5.00	2.86
Miscellaneous large items & impoundment costs	Exempt	C	each + Cost	235.00	<b>245.00</b>	10.00	4.26
Dog pound rehoming	Exempt	C	maximum (8 days) held	308.00	<b>308.00</b>	-	-
<b>Construction Management</b>							
Occupation permit application fee on Council land	Exempt	C	each	81.00	<b>84.00</b>	3.00	3.70
Occupation permit inspection fee - during business hours	Exempt	C	per inspection	142.00	<b>145.00</b>	3.00	2.11
Occupation permit Inspection fee - outside of business hours	Exempt	C	per inspection	558.00	<b>580.00</b>	22.00	3.94
Occupation rates	Exempt	C	Sq. metres per week	7.00	<b>7.50</b>	0.50	7.14
Park access fee	Exempt	C	per access	152.00	<b>160.00</b>	8.00	5.26
Reserved parking fees	Exempt	C	per bay	12.50	<b>15.00</b>	2.50	20.00
Occupation permit fee	Exempt	C	each	157.00	<b>161.00</b>	4.00	2.55

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<b>Where a fee is greater than \$60, the first \$50 of each fee is considered the application fee. Permits may require certain conditions and the normal public liability insurance cover required is \$10 million.</b>							
<b>Corporate Services</b>							
<b>Governance &amp; Communications</b>							
<b>(Provision of prescribed accounts and records as listed in Part 10 Local Government Regulations 1990)</b>							
<b>Freedom of Information Act</b>							
<b>Administration</b>							
Application fee (set by government)	Exempt	S	per application	30.10	<b>30.10</b>	-	-
Documents access charge	Exempt	S	per hour	22.50	<b>22.50</b>	-	-
Documents access charge	Exempt	S	per 1/4 hour	5.60	<b>5.60</b>	-	-
Document search charge	Exempt	S	per hour	22.50	<b>22.50</b>	-	-
Document search charge	Exempt	S	per 1/4 hour	5.60	<b>5.60</b>	-	-
Non colour photocopying (A4 or part thereof)	Exempt	S	per page	0.20	<b>0.20</b>	-	-
<b>Finance &amp; Procurement</b>							
<b>Administration</b>							
<b>Certificates</b>							
Urgent land information certificate processing fee (In addition to the certificate fee)	Taxable	C	per certificate	40.00	<b>75.00</b>	35.00	87.50
Land information certificate	Exempt	S	per certificate	27.00	<b>27.80</b>	0.80	2.69
<b>Debt Collection</b>							



Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Accounts Receivable - Legal collection fee (including Complaint)	Exempt	S	per account	As per Magistrates Court scale of costs.	As per Magistrates Court scale of costs.	N/A	N/A
Accounts Receivable - Company Search	Taxable	C	per account	27.50	27.50	-	-
Accounts Receivable - Letter of Demand	Taxable	C	per account	15.00	15.00	-	-
Accounts Receivable – Field Call	Taxable	C	per account	110.00	110.00	-	-
Rates - Legal collection fee (including Complaint)	Exempt	S	per assessment	As per Magistrates Court scale of costs.	As per Magistrates Court scale of costs.	N/A	N/A
Rates - Field Call	Taxable	C	per assessment	110.00	110.00	-	-
Rates – Letter of Demand	Taxable	C	per assessment	15.00	15.00	-	-
Rates – Title Search	Taxable	C	per assessment	27.50	27.50	-	-
Rates – Company Search	Taxable	C	per assessment	27.50	27.50	-	-
Special Rates - Legal collection fee (including Complaint)	Exempt	S	per assessment	As per Magistrates Court scale of costs.	As per Magistrates Court scale of costs.	N/A	N/A
Special Rates - Field Call	Taxable	C	per assessment	110.00	110.00	-	-
Special Rates – Letter of Demand	Taxable	C	per assessment	15.00	15.00	-	-

Fees and Charges	GST Status	Fee type Council (C) or Statutory (S)	Budget 2022/23 Freq	Budget 2021/22 Fees & Charges	Budget 2022/23 Fees & Charges	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Special Rates – Title Search	Taxable	C	per assessment	27.50	27.50	-	-
Special Rates – Company Search	Taxable	C	per assessment	27.50	27.50	-	-
Special Rates – Mortgagee Letter	Taxable	C	per assessment	15.00	15.00	-	-
<b>General Fees</b>							
Rate Notice Reproduction fee	Taxable	C	per issue	15.00	15.40	0.40	2.67
Accounts Receivable - Dishonoured payment administration fee	Exempt	C	per dishonour	15.00	15.40	0.40	2.67
Rates - Dishonoured payment administration fee	Exempt	C	per dishonour	15.00	15.40	0.40	2.67
Special Rates - Dishonoured payment administration fee	Exempt	C	per dishonour	15.00	15.40	0.40	2.67
Accounts Receivable - Dishonoured payment administration Fee - Aged Care	Exempt	C	per dishonour	5.00	5.15	0.15	3.00

