

# Ordinary Meeting of Council

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

25 September 2023 7pm

## ATTACHMENTS

### 3.2 Banyule Cemeteries Trust - Financial Statement

Attachment 1.	Banyule Cemeteries Trust - Income & Expenditure Statement - 1 July 2022 - 30 June 2023 .....	3
---------------	--	---

### 3.3 Banyule Cemeteries Trust - Abstract of Accounts 2022/23

Attachment 1.	Abstract of Accounts 2022-2023 .....	5
---------------	--------------------------------------	---

### 3.4 Audit & Risk Committee - Bi-Annual Report

Attachment 1.	Audit Risk Committee Bi-Annual Report - 1 December 2022 to 30 May 2023.....	15
---------------	---	----

### 4.1 Draft Banyule Volunteer Policy and Memorandum of Understanding: Endorsement for Community Consultation

Attachment 1.	Draft Banyule Volunteer Policy 2023.....	23
Attachment 2.	Draft Memorandum of Understanding - MoU - Banyule Environmental Friends of Groups .....	37

### 5.1 Proposed Urban Food Strategy

Attachment 1.	Proposed Urban Food Strategy 2023-2027.....	43
Attachment 2.	Proposed Urban Food Strategy Action Plan 2023.....	89

### 7.1 Public Toilet Plan Review

Attachment 1.	Draft Public Toilet Plan 2023.....	113
Attachment 2.	Community Consultation Report for Reviewing Public Toilet Plan.....	187

### 8.1 Inclusive Local Jobs Strategy / Action Plan Year Three Update

Attachment 1.	Inclusive Local Jobs Strategy and Action Plan Year 3 Annual Report 2022-2023 financial year.....	205
Attachment 2.	Inclusive Local Jobs Action Plan 2020-2025 - Year 4.....	223

### 8.2 Social Enterprise Strategy / Action Plan Year Three Update

Attachment 1.	Social Enterprise Strategy and Action Plan Year 3 Annual Report ~ 2022-23 financial year.....	229
Attachment 2.	Social Enterprise Action Plan 2020-2025 - Year 4.....	241

---



**BANYULE CEMETERIES TRUST**  
**INCOME & EXPENDITURE STATEMENT FOR THE 12 MONTHS TO THE 30 JUNE 2023**

	<b>BUDGET</b> <b>2022-23</b>	<b>ACTUALS</b> <b>30-Jun-23</b>	<b>VARIANCE</b> <b>30-Jun-23</b>	<b>% VARIANCE</b> <b>TO BUDGET</b>
<b>INCOME</b>				
Burial Purchase & Interment	\$82,348	\$118,787	\$36,439	44.25%
Ashes Purchase & Interment	\$58,375	\$64,613	\$6,238	10.69%
Monument & Plaque Fee	\$38,700	\$50,519	\$11,819	30.54%
Vault Purchase & Interment	\$2,422	\$0	(\$2,422)	(100.00%)
Interest on Investment & Other Income	\$4,400	\$51,086	\$46,686	1061.04%
Government Grants	\$7,000	\$1,341	(\$5,659)	(80.84%)
<b>Total Income</b>	<b>\$193,245</b>	<b>\$286,345</b>	<b>\$93,100</b>	<b>48.18%</b>
<b>EXPENDITURE</b>				
Administration	\$130,706	\$133,939	(\$3,233)	(2.47%)
Maintenance	\$99,500	\$78,665	\$20,835	20.94%
Burial Costs	\$40,000	\$43,765	(\$3,765)	(9.41%)
Restorations, Equipment & Other	\$8,100	\$5,704	\$2,396	29.58%
Plaque Placements	\$16,000	\$19,832	(\$3,832)	(23.95%)
<b>Total Expenditure</b>	<b>\$294,306</b>	<b>\$281,906</b>	<b>\$12,400</b>	<b>4.21%</b>
<b>OPERATING SURPLUS (LOSS)</b>	<b>(\$101,061)</b>	<b>\$4,440</b>	<b>\$105,501</b>	<b>104.39%</b>
<b>CAPITAL</b>				
Niche Wall Development	\$0	\$0	\$0	0.00%
Niche Wall Development - Labour (Paths, Pergola, Drains, Planting)	\$0	\$0	\$0	0.00%
<b>Capital Expenditure</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>OVERALL SURPLUS / (LOSS)</b>	<b>(\$101,061)</b>	<b>\$4,440</b>	<b>\$105,501</b>	<b>104.39%</b>
Reserve Funds (opening balance)	\$1,327,538	\$1,327,538	\$0	0.00%
Plus Surplus / Less Operating Loss	(\$101,061)	\$4,440	\$105,501	104.39%
Less Capital Expenditure	\$0	\$0	\$0	0.00%
<b>Reserve Funds (closing balance)</b>	<b>\$1,226,477</b>	<b>\$1,331,978</b>	<b>\$105,501</b>	<b>8.60%</b>

Revised 25/8/23





## Abstract of accounts 2022-23

Rendered pursuant to s. 52 of the Victorian *Cemeteries and Crematoria Act 2003*. Due 1 September 2023.

**OFFICIAL**

<b>Cemetery trust name</b>	<b>Banyule Cemeteries Trust</b>
----------------------------	---------------------------------

### General account

The income and expenditure columns must balance. Bank statements matching the closing bank and investment balances must be attached. Trusts with an annual income (total of the three rows marked \*) or expenditure (total of the 10 rows marked \*\*) of \$250,000 up to \$1 million must attach a copy of a review of their accounts. Trusts with an annual income (\*) or expenditure (\*\*) of more than \$1 million must attach a copy of an audit.

Income	\$	¢	Expenditure	\$	¢
Balance in bank at start of financial year	106,258		Secretary and other administrative staff **	74,912	
Cash in hand at start of financial year			Grounds staff (e.g. Sexton, groundskeeper employed by the trust)**		
Investments at start of financial year	1,221,280		Gravedigging**	43,765	
Interest received*	47,168		Contractors**	73,151	
Fees received for graves, monuments, interments, etc.*	237,836		Memorialisation (plaques, etc.)**	19,832	
Other income*			Office expenses**	66,060	
Transfers from investments			Buildings (new construction)**		
Transfers from reserves			Insurance**		
Department of Health grants	1,341		Works (development of new areas, repairs and fencing, drainage, etc.)**		
Other grants			Other expenses and miscellaneous**	4,186	
Unpresented cheques			Balance in bank at end of financial year	108,575	
[This field remains blank]			Cash in hand at end of financial year		
			Investments at end of financial year	1,223,403	
<b>Total</b>	<b>1,613,883</b>		<b>Total</b>	<b>1,613,883</b>	

## Perpetual maintenance account/s

Complete this section if your trust has a separate account/s designated for perpetual maintenance funds. Do not re-enter bank account or investment information entered in the 'General account' section. The income and expenditure totals must balance.

Income	\$	¢
Balance at start of financial year		
Interest received		
New funds received		
<b>Total</b>		

Expenditure	\$	¢
Expenditure / transfer to general account		
Balance at end of financial year		
[This field remains blank]		
<b>Total</b>		

## Assets and liabilities

Please record the total value of assets in each category. Use the value of the asset when originally purchased, as recording the depreciation of assets over time is not required. Monetary assets included in the 'General account' or 'Perpetual maintenance account/s' sections should not be duplicated here. If the trust has no assets or liabilities, enter a zero at both totals.

Assets	\$
Key structures (Examples: office building, mausoleum, chapel, toilet facility, machinery shed, niche wall)	319,237
Minor structures (Examples: gazebo, rotunda, storage shed, outside seating)	28,000
Major machinery (Examples: tractor, backhoe, ride-on mower)	
Small machinery (Examples: mechanical and electrical equipment, computer, printer, grave shoring)	
Miscellaneous equipment (Examples: hand tools, wheelbarrows)	
<b>Total</b>	<b>\$347,237</b>

Liabilities	\$
Monies owed to a third party	177,056
Monies committed to expenditure	58,445
<b>Total</b>	<b>\$235,501</b>

**OFFICIAL**

## Attestation

### Building compliance

Cemetery trusts need to meet the requirements of the Ministerial Directions for Public Construction Procurement in Victoria.

The department has developed *Class B cemetery trust guidelines for public construction procurement in Victoria*, which outlines the measures that trusts should implement when engaging in public construction projects costing more than \$50,000, available for download on the [department's website](https://www.health.vic.gov.au/cemeteries-and-crematoria/class-b-cemetery-trust-financial-reporting-and-procedures) <<https://www.health.vic.gov.au/cemeteries-and-crematoria/class-b-cemetery-trust-financial-reporting-and-procedures>>.

Examples of public construction projects include constructing buildings, mausolea, crematoria, niche walls, roads, fences, drainage, excavation, grading, engineering design and surveying.

Answer the following questions by placing an 'x' in the box that applies.

Question	Yes	No
Has your trust engaged in any construction projects this financial year in excess of \$50,000?		No
If yes, the public construction project was undertaken in accordance with the principles outlined in the Directions and Instructions for Public Construction Procurement in Victoria.		

### Current condition of cemetery

Place an 'x' in the box that applies.

Property/equipment	Excellent	Good	Average/poor	Not applicable
<b>Key structures</b> (Examples: office building, mausoleum, chapel, toilet facility, machinery shed)	X			
<b>Minor structures</b> (Examples: rotunda, storage shed, outside seating)	X			
<b>Major machinery</b> (Examples: tractor, backhoe, ride-on mower)				X
<b>Small machinery</b> (Examples: mechanical and electrical equipment, computer, printer, grave shoring)	X			
<b>Miscellaneous equipment</b> (Examples: hand tools, wheelbarrows)				X
<b>Fences</b>		X		
<b>Internal roads and paths</b>	X			

- Key**
- Excellent – **may** need general maintenance or repair in the next five years
  - Good – **will** need general maintenance or repair in the next two to three years
  - Average/poor – **will** need **urgent** maintenance in the next 12 months
  - Not applicable – the cemetery does not have this type of infrastructure or equipment

**OFFICIAL**

## Proposed works (optional section)

Answering this section is optional. Trusts are invited to provide a brief outline of cemetery repairs, maintenance or improvements considered necessary and an estimated cost of works proposed to occur during the next financial year. For information about applying for funding for proposed works from the department, visit the [Cemetery Grants Program webpage](https://www.health.vic.gov.au/cemeteries-and-crematoria/cemetery-grants-program) <<https://www.health.vic.gov.au/cemeteries-and-crematoria/cemetery-grants-program>>.

Proposed works	Proposed cost (\$)
<b>New Cemetery Data Base &amp; Mapping System via Cemetery Grants Program</b>	<b>\$15,000</b>
<b>OH &amp; S maintenance of cedar trees in the Lawn Grave area via Cemetery Grants Program</b>	<b>\$7,700 (incl. GST)</b>

**OFFICIAL**

## Right of interment (ROI) and interment information

<b>Cemetery name</b>	<b>Banyule Cemeteries Trust</b>
----------------------	---------------------------------

Where accurate numbers are not available, please provide estimates. If your trust manages multiple cemeteries (active or closed), please provide information for each site in a separate table by making copies of this page.

### Bodily remains

Question	Response
Number of ROI for bodily remains (at-need) sold in 2022-23	<b>1*</b> <b>Grave surrendered in April 2022 and on sold in September 2022</b>
Number of ROI for bodily remains (pre-need) sold in 2022-23	<b>0</b>
Number of interments of bodily remains (first burial in a plot) in 2022-23	<b>5</b>
Number of interments of bodily remains (second or subsequent burial in a plot) in 2022-23	<b>37</b>

### Cremated remains

Question	Response
Number of ROI for cremated remains (both at-need and pre-need) sold in 2022-23	<b>21</b>
Number of interments of cremated remains (in graves and memorials such as niche walls) in 2022-23	<b>40</b>

### Cemetery Capacity

Question	Response
Total number of bodily remains interred since the establishment of the cemetery	<b>18044*</b>
Number of unsold ROI for bodily remains at 30 June 2023 (including estimated number of plots that could be created in areas of the cemetery that have the potential to be developed). The department collects this information to understand the remaining burial capacity in Victorian cemeteries.	<b>1*</b> <b>Grave surrendered in March 2023 and on sold in August 2023</b>

\* **Banyule Cemeteries Trust figures have historically always included Cremated Remains interments as well as Bodily Remains interments.**

**OFFICIAL**

## Statutory declarations

Three trust members (the chairperson and two other trust members) must execute a statutory declaration.

### Statutory declaration – trust member 1 (chairperson)

Name:	
Address:	
Occupation:	

I, (name, address and occupation stated above), make the following statutory declaration under the **Oaths and Affirmations Act 2018**:

The above abstract of accounts for the financial year 2022-23 is true and correct for the trust mentioned below.

Cemetery trust:	
-----------------	--

**I declare that the contents of this statutory declaration are true and correct and I make it knowing that making a statutory declaration that I know to be untrue is an offence.**

Signature of person making declaration:	
Declared at: (City, town or suburb in the state of Victoria)	
Date:	

### Statutory declaration witness – trust member 1 (chairperson)

*Note: See Checklist for details on how to witness statutory declarations remotely via audio visual link.*

*Note: Stamp of name, capacity and/or address accepted in table below.*

Name:	
Capacity in which authorised to witness statutory declaration:	
Address:	

I, (name, capacity and address stated or stamped above), am an authorised statutory declaration witness\* and I sign this document in the presence of the person making the declaration:

Signature of statutory declaration witness:	
Date:	

\*A person authorised under s. 30(2) of the **Oaths and Affirmations Act 2018** to witness the signing of a statutory declaration

**OFFICIAL**

### Statutory declaration – trust member 2

Name:	
Address:	
Occupation:	

I, (name, address and occupation stated above), make the following statutory declaration under the **Oaths and Affirmations Act 2018**:

The above abstract of accounts for the financial year 2022-23 is true and correct for the trust mentioned below.

Cemetery trust:	
-----------------	--

**I declare that the contents of this statutory declaration are true and correct and I make it knowing that making a statutory declaration that I know to be untrue is an offence.**

Signature of person making declaration:	
Declared at: (City, town or suburb in the state of Victoria)	
Date:	

### Statutory declaration witness – trust member 2

*Note: See Checklist for details on how to witness statutory declarations remotely via audio visual link.*

*Note: Stamp of name, capacity and/or address accepted in table below.*

Name:	
Capacity in which authorised to witness statutory declaration:	
Address:	

I, (name, capacity and address stated or stamped above), am an authorised statutory declaration witness\* and I sign this document in the presence of the person making the declaration:

Signature of statutory declaration witness:	
Date:	

\*A person authorised under s. 30(2) of the **Oaths and Affirmations Act 2018** to witness the signing of a statutory declaration

**OFFICIAL**

### Statutory declaration – trust member 3

Name:	
Address:	
Occupation:	

I, (name, address and occupation stated above), make the following statutory declaration under the **Oaths and Affirmations Act 2018**:

The above abstract of accounts for the financial year 2022-23 is true and correct for the trust mentioned below.

Cemetery trust:	
-----------------	--

**I declare that the contents of this statutory declaration are true and correct and I make it knowing that making a statutory declaration that I know to be untrue is an offence.**

Signature of person making declaration:	
Declared at: (City, town or suburb in the state of Victoria)	
Date:	

### Statutory declaration witness – trust member 3

*Note: See Checklist for details on how to witness statutory declarations remotely via audio visual link.*

*Note: Stamp of name, capacity and/or address accepted in table below.*

Name:	
Capacity in which authorised to witness statutory declaration:	
Address:	

I, (name, capacity and address stated or stamped above), am an authorised statutory declaration witness\* and I sign this document in the presence of the person making the declaration:

Signature of statutory declaration witness:	
Date:	

\*A person authorised under s. 30(2) of the **Oaths and Affirmations Act 2018** to witness the signing of a statutory declaration

**OFFICIAL**



## Submission

Under s. 52(3) of the *Cemeteries and Crematoria Act 2003*, a cemetery trust must submit a report for each financial year to the Secretary of the Department of Health by 1 September in the following financial year.

**End of financial year bank, investment and perpetual maintenance account statements must be provided** with this form and [emailed to the Cemetery Sector Governance Support Unit](mailto:cemeteries@health.vic.gov.au) at <cemeteries@health.vic.gov.au>.

Email is the department's preferred method to receive these documents. If you do not have access to email, the documents can be posted to:

The Manager  
Cemetery Sector Governance Support Unit  
Department of Health  
GPO Box 4057  
MELBOURNE VIC 3001

To receive this document in another format, phone 1800 034 280, using the National Relay Service 13 36 77 if required, or [email the Cemetery Sector Governance Support Unit](mailto:cemeteries@health.vic.gov.au) <cemeteries@health.vic.gov.au>.

Authorised and published by the Victorian Government, 1 Treasury Place, Melbourne.

© State of Victoria, Australia, Department of Health, May 2023.

ISBN 978-1-76096-084-1 (Print) 978-1-76096-085-8 (pdf/online/MS word)

Available at [Class B cemetery trust financial reporting and financial procedures](https://www.health.vic.gov.au/cemeteries-and-crematoria/class-b-cemetery-trust-financial-reporting-and-procedures)

<<https://www.health.vic.gov.au/cemeteries-and-crematoria/class-b-cemetery-trust-financial-reporting-and-procedures>>

**OFFICIAL**



JUNE 1, 2023

AUDIT & RISK COMMITTEE  
BI-ANNUAL REPORT  
1 DECEMBER 2022 – 30 MAY 2023

DR IRENE IRVINE  
CHAIRPERSON

## Acknowledgements

### Audit Committee Members and Attendees

I would like to acknowledge the professionalism and participation of all the members of and attendees at the Audit Committee. The level of discussion on matters brought before the Committee has been of a very high standard, which I believe has resulted in tangible benefits and reassurance to the community and the Council. Committee members' ability to ask questions, evaluate answers, and probe issues has enhanced our ability to think objectively and independently.

### Organisation

On behalf of the Committee I also wish to record my appreciation for the quality and extent of the work undertaken by Council staff in supporting the Committee through the leadership of the Chief Executive Officer, Allison Beckwith. Council and the Committee continues to work within a culture of openness and transparency, ready to accept and foster change.

I am also grateful for the excellent support provided to the Committee through the Corporate Services unit.

**Dr Irene Irvine**  
Chairperson  
Audit and Risk Committee

# Audit & Risk Committee Bi-Annual Report

## 1 December 2022 – 30 May 2023



## Summary

### Overview

Banyule City Councils' Audit & Risk Committee (the Committee) was established in 1997. The Committee has continued to fulfil its role in providing independent advice to the Council and management of Banyule City Council (Council) throughout the period 1 December 2022 to 30 May 2023 as covered by this report and continues to provide appropriate advice and recommendations relevant to its Charter to facilitate Council decision making.

Members include a Chairperson, two Independent Representatives and three Councillors (which includes the substitute). The Committee meets four times a year and the minutes of the meetings are submitted to Council. The key purpose of this report is to provide Council with an overview of the Audit & Risk Committee's primary functions; activities and outcomes over the last 6 Months.

Key functions of the Committee are to check and thus reassure Council that Banyule is compliant with major pieces of legislation and is managing its key risks. Central to this checking is a program of internal audits and one external audit.

The Victorian Auditor-General's Office (VAGO) provide an external audit opinion on the financial and performance statements of Banyule City Council.

The internal audit function is outsourced to Pitcher Partners who was awarded the provision of internal audit function to commence from 1 October 2022 for the next 3 years and will continue to work to the Strategic Internal Audit Plan which will be developed with management input and reviewed annually by the Audit Committee.

Under the requirements of the *Local Government Act 2020*, the Chairperson is required to prepare a report to Council through the Chief Executive Officer on the Committee's activities twice per annum.

### Authority

The functions of the Council's Audit & Risk Committee are established under Section 54 of the *Local Government Act 2020* and set out in the Committee's Charter.

Pursuant to 53(2) of the *Local Government Act 2020*, the Committee does not have any delegated powers, including executive powers, management functions, or delegated financial responsibility. The Committee's role is to advise the Council on how to best fulfil its responsibilities and facilitate decision making by providing a forum for improving communications between the Committee members, senior management, finance, risk and compliance managers, internal auditors and external auditors.

The Committee is an advisory committee of the Council, established to assist the Council discharge its responsibilities under the Act to:

- monitor the compliance of Council policies and procedures with:
  - a) the overarching governance principles
  - b) the Act and the regulations and any Ministerial directions; and
  - c) other relevant laws and regulations
- monitor internal controls
- monitor Council financial and performance reporting
- monitor and provide advice on risk management and fraud prevention systems and controls
- oversee internal audit function
- oversee external audit functions
- monitor related party transactions.

To fulfil its role, some of the key activities undertaken by the Committee during this period were to:

- review the draft Audit Strategy for the Financial Year Ending 30 June 2023 and recommend their adoption to Council
- review the Updated Fraud and Corruption Control Policy and recommend further review prior its adoption to Council
- review the plans, results and effectiveness of the organisation through the Internal Audit Program
- monitor compliance obligations and challenge the existence and effectiveness of accounting and financial systems and other systems of internal control and business risk management
- monitor the progress of audit and business actions.

## Membership

The current Membership of the Committee is as follows:

Name	Membership Type	Commencement	Concludes
Dr Irene Irvine (Chair)	Independent Representative	1 February 2018	31 January 2024
Prof Stuart Kells	Independent Representative	1 October 2018	30 September 2024
Mr Greg Rimmer-Hollyman	Independent Representative	1 September 2020	30 August 2023
Cr Peter Dimarelos	Councillor	November 2022	November 2023
Cr Elizabeth Nealy	Councillor	November 2022	November 2023
Cr Rick Garotti	Councillor (Substitute)	November 2022	November 2023

## Meetings and attendance

Two meetings were held during the past 6 Months on the following dates:

- 9 December 2022
- 24 March 2023

### Committee Meeting Attendance

Name	9 Dec 2022	24 Mar 2023
Dr Irene Irvine	Present	Present
Prof Stuart Kells	Remote	Remote
Mr Greg Rimmer-Hollyman	Present	Present
Cr Peter Dimarelos	Present	Present
Cr Elizabeth Nealy	Present	Present
Cr Rick Garotti	Absent	Absent

Note: The Mayor, CEO, all Directors, key Council Officers, Council's internal auditor and VAGO representatives were regular attendees at the meetings.

## Governance and Compliance

To ensure accountability, compliance and transparency, in addition to this Bi-Annual Report, the Audit and Risk Committee submits the Minutes of each of its meetings to the next available Ordinary Council Meeting.

The Committee also seeks information from the Chief Executive Officer at each Audit and Risk Committee Meeting regarding any breaches, non-compliance, or fraud issues since the last meeting. The Committee also meets with the Internal Auditor before each meeting in the absence of management who is required to formally advise if their work had been impeded in any way during the conduct of their audits or if they have identified any areas of concern or skill gaps. None were identified this past year.

The Committee works to a work plan (**Appendix 'A'**) which has been developed to align with the Committee Charter.

### Internal Audit Contract

The internal audit function of Council is supported by the engagement of independent Internal Audit professionals to provide analysis and recommendations aimed at improving governance, risk, and management controls. Representatives from Pitcher Partners attended each Committee meeting and presented the internal audit results for each audit undertaken, responded to questions, and provided and welcomed advice to and from the Committee.

Pitcher Partners commenced their Internal Audit Contract on 1 October 2022. The Internal Audit Services contract spans for a period of three years with two one-year extension options.

### Internal Audit Reviews

Internal Audit has provided the Committee with draft Memorandums of Planning and reference documents for the upcoming internal audits for review and feedback. This approach has ensured there is a broad agreed approach in the scope of work for each internal audit prior to commencement.

Management responds to all audit findings and has prioritised and planned treatments for areas of deficiency identified. The Committee has maintained oversight of all open audit findings and the status of treatment plans through the regular review of the Status Report – Internal Audit Recommendations.

At the December meeting the Committee reviewed 24 actions to close out previous audit recommendations and a further 23 actions in March. Council has been efficient in completing most of the 47 recommendations prior to the timelines.

A 6-month Strategic Internal Audit Plan (March 2023 – September 2023) which was revised with management input and approved by the Committee at the 24 March 2023 has now commenced

The following internal audit activities were undertaken during the current reporting period 1 December 2022 to 30 May 2023:

- 1. Review of BFRAM (Business Function Risk Assurance Map)**
- 2. Review of Child Safety Standards Map**

### Risk Management

Over the last 2 years, Council has seen a significant increase in the maturity of its Risk Management approach. This has provided management with the appropriate level of detail to make proportionate and informed risk-based decisions.

Significant work has taken place to deliver the 56 identified controls for PR5 - "Incident occurs that threatens the health, safety and/or wellbeing of staff".

As at March 2023, almost all PR5 child risks are rated as either low or medium risk. This is the lowest risk rating achievable for each of the child risks, based on their assessed potential consequence.

### External Audit

In accordance with the Victorian *Local Government Act 2020*, Council's External Auditor is appointed by the Victoria Auditor General (VAGO). For the 2022/2023 financial year VAGO's contracted Agent, HLB Mann Judd undertook the external audit of Banyule City Council.

HLB Mann Judd were in attendance during the March meeting to provide verbal updates as requested and to discuss the following reports to the Audit Committee:

- 1. VAGO - Draft Audit Strategy for the Financial Year Ending 30 June 2023**

HLB Mann Judd advised the Committee that there are no extra requirements for financial reporting this year and the current reporting cycle is the continuation from the previous year.

The main items worth noting in the audit strategy for this year are the valuation of property prices which are impacting buildings and infrastructure. Whilst every year is a valuation year the only significant change is the new auditing standard which requires more audits to be done.

### Management Reporting

During this reporting period, quarterly risk management reports were provided allowing the Committee to assess controls and their effectiveness and assisting in concentrating risk management efforts, if and where required. In addition, the Committee received presentations on the status and management of important risks including:

#### 9 December 2022

1. Protected Data Security Maturity Assessment Findings
2. Safety Metrics Report - 1 Sept 2022 to 31 Oct 2022
3. Follow Up Actions arising from 21 September 2022 and 6 October 2022
4. Annual Work Plan - December 2022
5. Audit & Risk Committee - Performance Evaluation Survey 2022
6. Audit & Risk Committee - Annual Report 2022
7. Status Report - Internal Audit and Self-Assessment Recommendations as at 30 November 2022
8. Integrity Agencies - Self Assessment Status Report as at 30 November 2022
9. Enterprise Risks - PR5 Control Environment
10. Computer Assisted Audit Techniques (CAAT's) - Quarterly Report
11. Quarterly Financial Management Report - 30 September 2022

#### 24 March 2023

12. VAGO - Draft Audit Strategy for the Financial Year Ending 30 June 2023
13. Updated Fraud and Corruption Control Policy
14. Pitcher Partners - Internal Audit Status Report - March 2023
15. Pitcher Partners - Business Function Risk Assurance Map - March 2023
16. Pitcher Partners - Internal Audit Plan - 1 March 2023 to 30 September 2023
17. PR5 Status Update Report
18. Victorian Auditor General's Office: Results of 2021-22 Local Government Audits
19. Follow Up Actions arising from the Committee meeting held Friday 24 March 2023
20. HRIS Audit Requirements
21. Annual Work Plan - March 2023
22. Status Report - Internal Audit and Self-Assessment Recommendations as of 1 March 2023
23. Integrity Agencies - Self Assessment Status Report as of 1 March 2023
24. Safety Metrics Report - 1 November 2022 to 28 February 2023
25. December 2022 Quarterly Financial Management Report
26. Computer Assisted Audit Techniques (CAAT's) - Quarterly Report

The Committee engaged into deep dives with the Executive during each quarter with a power point presentation from Community Wellness and a from the Chief Executive officer



## Integrity Agencies

Council management also provide updates in relation to reviews conducted by Integrity Agencies such as the Victorian Auditor General's Office (VAGO) and Independent Broad-Based Anti-Corruption Commission (IBAC), Local Government Inspectorate (LGI) and Victorian Ombudsman (VO) who issue reports on Local Government and those relevant to the sector.

The most notable reports tabled were:

### 1. (IBAC) Corruption risks associated with donations and lobbying

Council reviewed all 4 recommendations made by IBAC and found that all recommendations had been addressed as part of the extensive review undertaken following the Operation Watts report and subsequent audit into payments made to SACOV.

### 2. (VAGO) Regulating Private Pool and Spa Safety

VAGO examined if councils effectively implement private pool and spa safety barrier regulations.

Council will review all 4 recommendations made by IBAC and undertake a self-assessment on each relevant recommendation and report the findings back to the 23 June Committee meeting.

### 3. Results of 2021–22 Audits: Local Government - Tabled: 23 February 2023

VAGO has made recommendations for both the LGV and all Councils with the tabling of this report.

Council tabled a report at the March Committee meeting which includes feedback on relevant recommendations.

### 4. (IBAC) Perceptions of corruption survey 2022

IBAC periodically conducts surveys to understand perceptions about corruption and police misconduct in Victoria. In 2022, IBAC conducted online surveys with state and local government employees, Victoria Police employees, suppliers, and the Victorian community. Over 12,000 people participated in the survey.

Council will use these findings also to help identify gaps and opportunities to address corruption risks and vulnerabilities, as well as enhance Councils prevention and education efforts.

### 5. (LGI) Checking compliance: A review of council policies

Councils were required to create or update policies to comply with the *Local Government Act 2020*. LGI selected the following policies to review as these were identified as fundamental to councils delivering good governance.

LGI also asked councils to provide evidence that Councillor inductions were completed, as required, following the 2020 council elections.

Council will undertake a Self-Assessment on the 9 Recommendations made and report back to the 23 June 2023 Committee meeting.

Appendix A

### Audit & Risk Committee

ANNUAL WORK PLAN 2023/23		ARC MEETING DATES	
GENERAL RESPONSIBILITIES/ITEMS		DECEMBER	MARCH
ANNUAL FINANCIAL STATEMENTS	Review and endorse Annual Financial Audit Strategy		✓
	Review and endorse VAGO – Closing Audit Report & Final Management Letter		
	'In principle' endorsement of Council's Annual Financial Statements		
	Review and endorse Council's Annual Report		
	Local Government Performance Reporting Framework (LGPRF)		
	Compliance Management/Management Attestations		
	Related Parties		
BUDGET	Proposed Annual Budget		
	Public Submissions		
CAATS	Review and discuss Status Report	✓	✓
	Review and endorse various CAAT's as required	✓	✓
FINANCIAL S	Review and discuss Quarterly Financial Management Reporting	✓	✓
	Councils Investments Report		
GOVERNANCE	Review the Audit & Risk Committee Charter		
	Confirm Committee dates for following Year	✓	
	Assessing the performance of the Committee (As required)		
	A&RC Self-Assessment Survey	✓	
IBAC	Update of past and current Self-Assessments	✓	✓
INTERNAL AUDIT	Endorse Strategic Internal Audit Plan		
	Review and approve Internal Audit Scopes	✓	✓
	Review and discuss Internal Audit Reports	✓	✓
	Review the performance of the Internal Audit service provider		
RISK MANAGEMENT	Review and discuss Risk Management Reporting	✓	
	OH&S Metrics	✓	✓
	OHS Action Plan	✓	
	Insurance Coverage		
	Business Continuity Planning		✓
VAGO	VAGO Results – Local Government Audits	✓	✓
	Performance Audits / Self-Assessments	✓	✓
OTHER	Director's presentation	✓	✓
	Reporting on ARC activity (Bi-Annual/Annual)	✓	

# Draft Banyule Volunteer Policy

D23/234383



## Document control

<b>Record Number</b>	D23/234383
<b>Date Created</b>	8 March 2023
<b>Next review date</b>	Click or tap to enter a date.
<b>Business Unit</b>	Community Connections
<b>Responsible Officer</b>	Community Connections Coordinator
<b>Date of Approval</b>	Click or tap to enter a date.

Draft Banyule Volunteer Policy | D23/234383

## Acknowledgment of the Traditional Custodians

---

"Banyule City Council is proud to acknowledge the Wurundjeri Woi-wurrung people as Traditional Custodians of the land and we pay respect to all Aboriginal and Torres Strait 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. We are committed to access, equity, participation and rights for everyone: principles which empower, foster harmony and increase the wellbeing of an inclusive community."

## Volunteer Policy

---

### Banyule City Council Context

The **Banyule Community Vision 2041** describes the community's aspirations for the future of Banyule over the next 20 years. Two priority areas that relate directly to volunteering include 'Our Inclusive and Connected Community' and 'Our Thriving Local Community'.

**Banyule City Council, Council Plan 2021-2025** outlines under key direction 'Our Thriving Local Economy' the following strategy:

- Encourage and support volunteerism within Banyule as an important contributor to the local economy and the involvement in community life.

**Banyule City Council Volunteer Engagement Framework 2021** outlines the following:

- What the future of volunteering in Banyule looks like
- Definition of Volunteers in Banyule
- Benefits of volunteers' and volunteering
- Banyule Council's Volunteer Journey Lifecycle
- Volunteer Engagement Framework Components

#### Other related Council policies:

- Recruitment and Selection Policy & Guidelines
- Staff Code of Conduct
- Drug and Alcohol Policy
- Child Safe Policy
- Working with Children Check Policy
- Fraud and Corruption Control Policy
- Information and Communication Technology Policy
- Psychological Safety Policy
- Safety Management Framework
- Our People Strategy 2024

## Relevant legislation

- Local Government Act 2020 (Vic)
- Gender Equality Act 2020 (Vic)
- Privacy and Data Protection Act 2014
- Public Interest Disclosures Act 2012
- Equal Opportunity Act 2010
- Victorian Charter of Human Rights and Responsibilities Act 2006
- Working with Children Act 2005 (Vic)
- Child Wellbeing and Safety Act 2005 (Vic)
- Occupational Health and Safety Act 2004 (Vic)
- Disability Discrimination Act 1992
- Wrongs Act 1958 (Vic)

## The National Standards for Volunteer Involvement

[The National Standards](#) have been developed in consultation with the volunteering sector to support the involvement of volunteers and act as a resource for organisations in which volunteers are involved. They provide a framework for organisations to consider the role of volunteers within the organisation and the impact effective volunteer involvement can have on achieving the strategic goals and aims of the organisation: (Volunteering Australia, 2015).

## National Strategy for Volunteering 2023 – 2033

The [National Strategy for Volunteering \(2023–2033\)](#) is a ten-year blueprint for a reimagined future for volunteering in Australia. It provides a strategic framework to guide the actions needed to achieve a better future for volunteering and highlights what is needed to avoid or reverse the damaging effects of the challenges facing volunteering. The Strategy maps how we will create a future in which volunteering can be sustained so it continues to be a rewarding experience for people who volunteer and strengthens our society, economy, and environment.

The National Strategy for Volunteering also seeks to build awareness and understanding of the role of the Volunteer Manager and ensure those roles are appropriately resourced and supported so that the volunteering experience is meaningful and rewarding for all.

## Contents

<b>Draft Banyule Volunteer Policy</b> .....	<b>1</b>
D23/234383 .....	1
<b>Document control</b> .....	<b>2</b>
<b>Acknowledgment of the Traditional Custodians</b> .....	<b>3</b>
<b>Diversity Statement</b> .....	<b>3</b>
<b>Volunteer Policy</b> .....	<b>3</b>
Banyule City Council Context .....	3
Relevant legislation .....	4
The National Standards for Volunteer Involvement .....	4
National Strategy for Volunteering 2023 – 2033.....	4
<b>Definitions and key terms used in the Policy</b> .....	<b>6</b>
<b>1. Introduction and Background</b> .....	<b>7</b>
1.1 Purpose .....	7
1.2 Scope .....	7
<b>2. Policy Statement</b> .....	<b>8</b>
<b>3. Principles</b> .....	<b>8</b>
<b>4. Policy</b> .....	<b>9</b>
4.1 Volunteers Internal to Council.....	9
4.2.1 Rights of Banyule Council Volunteers .....	9
4.2.2 Responsibilities of Banyule Council Volunteers.....	9
4.2.3 Banyule City Council's Advisory and Population Committees .....	10
4.2.4 Council's Responsibilities to Internal Volunteers .....	11
4.3 Volunteers External to Council .....	13
4.4 Engagement of local Volunteer-Involving not-for-profit community groups and services.....	14
<b>5 Policy Review</b> .....	<b>14</b>

## Definitions and key terms used in the Policy.

For the purpose of this policy, the following definitions will apply:

Table 1 Definitions

Term	Definitions
<b>Volunteers</b>	A person who undertakes activities without monetary reward, of their own free will, will deliver benefits to Banyule City Council and the local community, and that complements but doesn't replace the services provided by paid staff.
<b>Council Volunteer Program Supervisor</b>	Banyule City Council officers that manage a volunteer program and/or recruit and supervise volunteers as part of their responsibilities.
<b>Council appointed volunteer</b>	Volunteers are recruited, managed, and supported by Council.
<b>Banyule Population and Advisory Committees</b>	Committee members are volunteers that are appointed by a Council resolution or via delegation by the Director of Community Wellbeing. The Banyule City Council formed Committees provide advice from a diverse range of perspectives and are reflected in decision making to support Council to deliver their key priorities.
<b>Not-for-Profit services and community groups</b>	Groups and/or services that are located within Banyule City Council that do not operate for the profit, personal gain or other benefit of particular people (for example, its members, the people who run it or their friends or relatives). <a href="https://www.acnc.gov.au/for-charities/start-charity/not-profit">https://www.acnc.gov.au/for-charities/start-charity/not-profit</a> <a href="#">Australian Charities and Not-for-profits Commission</a>
<b>Volunteer-involving organisations</b>	Volunteer-involving organisations (VIOs) are organisations that provide opportunities for volunteering as part of their operation. They take many forms, ranging from local councils and state government departments to grassroots collectives, community groups and local sports clubs <a href="http://www.vic.gov.au/victorian-volunteer-strategy-2022-2027/glossary-key-terms">www.vic.gov.au/victorian-volunteer-strategy-2022-2027/glossary-key-terms</a>
<b>Volunteer Led Community Groups</b>	Community groups that are organised, managed, and administered solely by volunteers who are not incorporated and generally don't have public liability insurance. There are no paid workers involved in the management or administration of the group.
<b>Environmental Banyule Friends of Groups</b>	These groups are environmental volunteers that operate within our Council bushland reserves that are supported by the Bushland Management Team. They are convened in two ways: <ol style="list-style-type: none"> <li>1. Volunteer managed and administered groups who are incorporated and have public liability insurance.</li> <li>2. Independent volunteer groups that work in partnership with Council to complete volunteer work on Council supported activities. These groups are not incorporated and don't have public liability insurance.</li> </ol>
<b>Volunteer-involving Groups and services engaging volunteers operating in Council facilities or on Council Land</b>	These groups/services are Incorporated and have Public Liability Insurance and either part or sole use of the Council's facility or land. Council has either a licence, lease and/or funding agreement in place with these groups.

Draft Banyule Volunteer Policy | D23/234383



---

## 1. Introduction and Background

---

### 1.1 Purpose

The purpose of the Banyule Volunteer Policy is to:

- Provide Council officers, and Council appointed volunteers, including members of Banyule's Population and Advisory Committees, with clear information about their rights and responsibilities when engaged in volunteer programs.
- Specify Council's guiding principles and whole of Council approach to strengthen volunteering practices and accountability in accordance with The National Standards for Volunteer Involvement (Volunteering Australia, 2015).
- Outline Council's Volunteer Management Framework that strives to provide uniformity and compliance across all of Council's programs that utilise volunteers.
- Outline rights and responsibilities of both Council volunteers and Council Officers.
- Outlines Council's role and relationship with Friend of Groups, groups/services engaging volunteers, and volunteer led community groups, operating on Council land or in Council properties.
- Affirm Banyule City Council's ongoing commitment to volunteering, support and engagement with local volunteer-involving services and community groups.

### 1.2 Scope

This policy outlines Council's approach to managing and supporting Council volunteers, which includes the policy context, guiding principles, volunteer rights and responsibilities, and Council's responsibilities.

The policy also outlines Council frameworks underpinning the relationship with the Banyule Friends of Groups, volunteer led community groups and services/groups engaging volunteers, who operate on Council land or in Council properties.

The Banyule Volunteer Policy applies to:

- All internal Council managed volunteer programs.
- Council volunteers and officers who are responsible for supervising them.
- Population and advisory committees appointed by Council.
- Banyule Friends of Groups, volunteer led community groups and services/groups engaging volunteers, who operate on Council land or in Council properties.
- Council's role in supporting and engaging local not for profit volunteer-involving community services and groups.

This policy does not apply to persons who may be applying for, or are doing the following forms of unpaid engagement:

- Volunteers involved in Council-funded programs and services managed by external community organisations or groups, not operating on Council land or facility.
- Other forms of unpaid work such as student placements, internships, or work experience.
- Council employees doing voluntary work for Council or another organisation.

---

## 2. Policy Statement

---

Banyule City Council acknowledges the importance of volunteering and the significant contribution volunteers make to Council and the local community. Council recognises volunteering has multiple outcomes for individual well-being and connections to the community, and that volunteers play an essential role in enhancing the provision of Council, local community services, community groups and other community support activities.

As a multidisciplinary organisation Council provides a varied range of volunteer opportunities. Council will be clear about the types of volunteer opportunities available and will make reasonable adjustments so that our volunteers' programs are inclusive, accessible and equitable. Council is committed to ensuring that officers working with volunteers are supported by enhancing the management of their volunteer programs.

---

## 3. Principles

---

This Policy is guided by the following Principles:

- *Community Participation:* Opportunities are provided for members of the community to participate as volunteers in meaningful and relevant roles, to enhance Council activities and priorities, and assist Council with advocacy, partnership, and strategic advice through participation on Council's Advisory and Population Committees.
- *Valuing Diversity:* Council recognises and values diversity and the individual strengths and abilities our community members offer. Irrespective of a person's identity or background Council will take all reasonable steps to accommodate the differing needs of volunteers and actively reduce barriers to participation in Council volunteer programs and activities.
- *Mutual Benefit:* Volunteering remains a mutually beneficial activity for the individual volunteer, the program, the community, and Council. All volunteer expectations, interests, availability, skills, aspirations, and knowledge will be considered when being matched to a volunteer position. For people 55+ years on payment benefits, mutual obligation arrangements will be considered.
- *Good Governance:* Volunteer engagement and management will be guided by a robust Volunteer Management Framework, to ensure a positive experience and outcome for Council volunteers, the community, and Council.
- *Community Sector Support:* Banyule Friends of Groups, volunteer led community groups and services/groups operating on Council land or in Council properties, and volunteer-involving local not-for-profit services and community groups, will continue to be supported, engaged and guided through Council networking opportunities, partnerships, information dissemination and where appropriate through clear guidelines/procedures.

## 4. Policy

### 4.1 Volunteers Internal to Council

Volunteer rights, and responsibilities outlined in this policy are for volunteers recruited, engaged, and supported by Council officers to deliver tasks that enhance Council activities and services.

#### 4.2.1 Rights of Banyule Council Volunteers

Table 2 Volunteer Rights

Volunteer Safety and Good Governance includes:

- Engagement in accordance with equal opportunity and anti-discrimination legislation and provided with a Position Description outlining roles and responsibilities.
- Access to a safe and inclusive workplace.
- Insurance coverage relevant to the role.
- Confidential and personal information dealt with in accordance with the Privacy Act 1988.
- Awareness of the process to raise concerns related to tasks believed to be unsuitable and only accept tasks that they are comfortable with and able to carry out.
- Awareness of Council's complaints procedure.
- Access to the Induction and Safety Handbook, and other relevant documents.
- Ability to be reimbursed for any authorised and reasonable out of pocket expenses.
- Ability to resign from their volunteering role at any time.

Access to Volunteer Supports includes:

- Be treated fairly and respectfully and valued as an important member of the team.
- Access to an adequate induction and training.
- Access to appropriate supervision, support, advice, feedback, and recognition.
- Ability to provide feedback and make a complaint where appropriate.
- Access to the Employee Assistance Program.
- Ability to be able to request reasonable adjustments to their role if required.

#### 4.2.2 Responsibilities of Banyule Council Volunteers

Council Volunteers have responsibilities to the organisation as outlined in Table 3.

Table 3 Volunteer Responsibilities

Health and safety
<ul style="list-style-type: none"> <li>• Take reasonable care for their own health and safety and ensure their acts or omissions don't impact the health and safety of other persons.</li> <li>• Working within Council's Occupation Health and Safety policy and procedures including:               <ul style="list-style-type: none"> <li>○ Complying with instructions, policies and procedures relating to health and safety.</li> <li>○ Notifying appropriate Council Officers of any accidents, unsafe working conditions, or their inability to perform required tasks.</li> <li>○ Notifying any potentially dangerous situation they may experience or that of a third party.</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>○ Reporting any injury/damage they experience or that of a third party.</li> <li>● No use of a private vehicle unless there is a prior agreement with their Volunteer Program Supervisor.</li> </ul>
Volunteer Conduct
<ul style="list-style-type: none"> <li>● Respect and value the diversity of the community.</li> <li>● Adhere to Council's Staff Code of Conduct that aligns to their role as a volunteer.</li> <li>● Follow all instructions and deliver tasks outlined in their volunteer position description.</li> <li>● Act in a professional manner and adhere to Council policies and procedures.</li> <li>● Maintaining confidentiality and privacy of Council and customer/client information and respecting the rights of Council customers/clients.</li> <li>● Wear a uniform if required for their role and be mindful that when wearing the uniform, they are representing Council.</li> </ul>
Volunteer Training and Compliance
<ul style="list-style-type: none"> <li>● Participate in the induction and any mandatory training required for the volunteer position.</li> <li>● Understand and acknowledge requirements of any relevant legislation, Council policies, and guidelines.</li> <li>● Operating under the direction and supervision of Council personnel to achieve the objectives required.</li> <li>● Make and maintain a realistic time commitment in terms of involvement and reliability.</li> <li>● Adhere to child safety standards in accordance with the Child Safe Policy and Child Wellbeing and Safety Act 2005.</li> <li>● Undertake background screening checks as requested and/or indicated in their Position Description.</li> </ul>

### 4.2.3 Banyule City Council's Advisory and Population Committees

Council's Advisory and Population Committees are made up of Councillors and community members. They have terms of reference and meet to discuss issues to advise Council. Committees provide Council an opportunity to seek support from people with lived experience and expertise for policy and program development. Community Members appointed on Advisory and Population Committees do this on voluntary basis.

Council responsibilities of community members appointed to Advisory and Population Committees is documented in the Committees Terms of Reference. This is outlined in the table 4.

Table 4 Advisory and Population Committee Members Responsibilities

Committee Members Responsibilities
<ul style="list-style-type: none"> <li>● Act with integrity to impartially exercise their responsibilities in the interests of the local community.</li> <li>● Not improperly seek to confer an advantage or disadvantage.</li> <li>● Declare any conflict of interest.</li> <li>● Avoid conflicts between their committee role and their personal and/ or professional interests and obligations.</li> <li>● Abide by the Code of Conduct in line with their Terms of Reference:             <ul style="list-style-type: none"> <li>○ Act honestly and treat others with respect.</li> <li>○ Exercise due diligence and reasonable care.</li> <li>○ Not make improper use of their position or make improper use of information acquired because of their position.</li> <li>○ Support colleagues to raise issues or problems and have them dealt with in an honest and respectful manner.</li> <li>○ Have equal opportunity to participate in the committee discussions.</li> </ul> </li> </ul>

- Provide constructive feedback or complaints to the Committee via the Executive Support Officer prior to raising it at a committee meeting.
- Take an active role in providing advice to Council on matters impacting community.
- Not speak on behalf of Council, commit Council to any arrangement or direct Council officers in the performance of their duties.
- Maintain confidentiality in accordance with the Local Government Act 2020.

#### 4.2.4 Council's Responsibilities to Internal Volunteers

Council is responsible for ensuring that all internal volunteers, including Advisory and Population Committee members, are appropriately recruited, inducted, and supported whilst volunteering at Banyule City Council. The Banyule City Council Volunteer Management Framework seeks to guide Council in meeting these obligations. The Framework is made up of the following documents:

- Volunteer Policy
- Volunteer Management Accountability Structure
- Volunteer Management Guidelines - The Volunteer Management Guidelines (VMG) outline Council's responsibility in the engagement and ongoing management of Volunteers.
- Volunteer Induction and Safety Handbook.

The Banyule City Council Volunteer Management Framework applies to current volunteer programs, establishment of any new Programs and Banyule Populations and Advisory Committees.

The implementation of the Volunteer Management Guidelines ensures that Council fulfills its key responsibilities and commitments their volunteers, as outlined in Table 5.

Table 5 Council's Responsibilities

#### Council's Commitments

- Everyone represents differently and has unique needs. Irrespective of a person's identity or background, reasonable steps will be taken to make sure volunteering opportunities are inclusive and suitable for the volunteers needs and barriers to participation will actively be reduced.
- Volunteers will not be used to fill a position previously held by a paid worker or do the work of paid staff.
- Provide a volunteer position description outlining duties, responsibilities, prohibited actions and working environment.
- Volunteer interviews will be conducted in accordance with the volunteer's skills, experience, ability, and interests.
- Ensure volunteers are cleared of any security/safety compliance matters related to their role.
- Induction, training, relevant documentation, and resources are provided to volunteers so they can conduct their role in a safe and effective manner.
- Support, supervision, and direction is provided by Council volunteer program supervisors.
- The volunteer program supervisor will follow the Volunteer Management Guidelines which provides information and resources to manage volunteers in line with best practice and relevant legislation.
- Assure there is secure record keeping of all volunteer information.
- Provide volunteers with relevant policies and procedures including this Policy and the complaint, code of conduct and termination procedure.
- Recognise volunteers and ensure their contribution is acknowledged and celebrated.

#### Health, Safety, and Insurance

- All Volunteers are entitled to perform their duties in an environment that is safe. Council has a zero-tolerance to sexual harassment and provides provisions for domestic and family violence supports.

- In line with relevant legislation and Council's Occupational Health and Safety (OH&S) guidelines and processes, Council will maintain as far as is reasonably practicable, a safe and healthy workplace for Council volunteers. This includes providing appropriate equipment to ensure safe and effective work, and a safe work environment by adhering to the Occupational Health and Safety Act 2004.
- Volunteer Program Supervisors are responsible for providing volunteers with any relevant OHS guidelines, and other personal protective equipment as required, relevant safe work procedures where applicable. They are also responsible for conducting regular risk assessments to identify potential risks to the health and safety of volunteers and take steps to remove these risks.
- All Council appointed volunteers are covered by the following insurance policies:
  - Voluntary Workers (Personal Accident)
  - Council's Public Liability Insurance policy for third party personal injury or damage to property caused by an occurrence in connection with the business of the Council.
  - Council's Voluntary Workers policy provides limited coverage for those aged 70 and over. Volunteers over this age will be informed on request what they have coverage for and whether they need to take out additional coverage.
- In line with relevant human rights legislation and Council's equal opportunity processes, Council will maintain as far as is reasonably practicable a workplace that is free of discrimination, harassment, victimisation, and bullying. All volunteers will be treated fairly and with respect.

#### Access to Resources and Relevant Information

- Council will provide updated resources, guidelines, and toolkits relevant to the Volunteering Sector which will be accessible through Council's internal website and where applicable will be uploaded onto Council's webpage. These resources will be in accordance with standards provided by Government Legislation and Volunteering Australia.

#### Workplace Adjustments

- Under the Disability Discrimination Act 1992 (Cth) and the Equal Opportunity Act 2010 (Vic) Council is obligated to make workplace adjustments to accommodate an individual's disability. Council is committed to ensuring all volunteer programs are inclusive of people with disability. Where applicable and appropriate, reasonable adjustments should be considered, to enable volunteers to fulfil the essential requirements of the role.

#### Child Safe Organisation

- Banyule City Council has zero tolerance for child abuse. Council is a committed Child Safe organisation and requires volunteers to understand and activate their role in preventing, detecting, responding, and reporting any suspicions of child abuse to the relevant authorities, and to maintain a child safe culture. All Council appointed Volunteers are to adhere to child safety standards in accordance with:
  - Banyule's Child Safe Policy
  - Banyule's Child Safe Framework
  - Child Wellbeing and Safety Act 2005
- Volunteer Supervisors are responsible for providing volunteers with the relevant policies and practices and to ensure that volunteers understand and comply with these policies and practices.
- The VMF provides Council guidelines when engaging Volunteers under 18 years of age.

#### Gender Equity

- To ensure this Policy doesn't unintentionally reinforce inequalities, Gender Equality was considered in its development, in line with the Victorian Gender Equality Act 2020.
- Banyule is committed to the use of equitable practices to achieve gender equality, as historical and social disadvantage means that women, gender diverse and non-binary individuals are not operating on a level playing field with men. In many circumstances, women and gender diverse and non-binary individuals may not have the same access to decision-making processes, resources, economic or social opportunities.

- The principles, rights and obligations outlined in this Policy aim to create better and fairer outcomes to ensure all people have equal access to opportunities, resources and satisfaction when volunteering in Banyule.

### 4.3 Volunteers External to Council

There are a range of volunteer activities that are not managed by Council that operate within a Council facility or on Council land. As separate entities to Council they are responsible for the independent management of their volunteers. These volunteer activities and arrangements are not included in Banyule's Volunteer Management Framework (VMF) which provides a centralised process to monitor and ensure consistent engagement and management of Council appointed volunteers. Table 2 outlines Council's relationship to these external volunteer groups and services operating in Council facilities and on Council land.

Table 2 Council's Relationship with external volunteer involving groups/services operating on Council land or in Council Facilities

Type of Volunteer-involving group/service operating in Council facilities or on Council land	Council's Relationship	Council's Guiding Document/Framework
Environmental Friends of Groups that are volunteer managed and administered. They are incorporated and have public liability insurance.	These Groups operate independently on Council land.	<i>Memorandum of Understanding (in development)</i>
Environmental Friends of Groups that are Independent volunteer groups. These groups are not incorporated and don't have public liability insurance.	These Groups work in partnership with Council to complete volunteer work and Council supported activities on Council land.	<i>Memorandum of Understanding (in development)</i>
Sport and Recreation clubs/Groups	These Groups operate independently or in partnership either in Council facilities or on Council land.	Licence Lease User Guide
Volunteer based Community Groups that have sole use of a Council facilities or part of	Operate independently in Council facilities.	Hall Hire procedure (yearly bookings only) Licence Lease
Not for Profit services	Operate independently or in partnership with Council.	Funding Agreement Lease Licence
Community Garden Groups	These groups operate independently on Council land.	Lease Memorandum of Understanding

#### 4.4 Engagement of local Volunteer-Involving not-for-profit community groups and services

Banyule City Council will build the capacity of the local community sector through connecting volunteers with volunteering opportunities within the municipality. Council will facilitate the promotion, engagement and support of volunteer opportunities within the community through:

- Identifying and engaging relevant community organisations and community groups.
- Developing a partnership engagement process i.e., Memorandums Of Understanding, where applicable.
- Working with internal stakeholders to connect and/or promote organisations and community groups.
- Provide opportunities for training and networking.

## 5 Policy Review

This Policy will be reviewed every three years, or in accordance with significant changes to legislation or aspects included in this policy that could affect the health and safety of volunteers and workers



## Draft Memorandum of Understanding - Banyule Environmental Friends of Groups

---



### Memorandum of Understanding (MoU) between:

### Banyule Bushland Management Unit and Environmental Friends of Groups

#### Background

Banyule is fortunate to have many conservation areas and wildlife corridors that support local flora and fauna.

The Council Plan 2021-2025 sets the strategic direction for the organisation with 'Our Sustainable Environment' as one of the 6 priority themes. The Bushland Management Team operates under the supporting strategy statement 'Protect and enhance our natural environment, providing connected habitat for diverse flora and fauna'.

Our Friends of Groups are supported through the Council plan under the same theme and the supporting strategic statement 'Engage and work with the community and partners to protect, enhance and experience the environment'.

The Community Volunteer groups mentioned herein work for their special places and to preserve native species.

Banyule's Bushland Management Unit (BMU) are responsible for the conservation management of public land within Banyule City Council. The BMU work closely with community volunteer groups called Environmental Friends of Groups (EFG).

Environmental volunteering in Banyule has a long-standing history and relationship and is seen as an integral part of overall positive environmental outcomes and advocacy. Both the BMU team and EFG's continue to work collaboratively and effectively on public land to protect and enhance our local environment.

**Parties to the Memorandum of Understanding****Banyule City Council (BCC)****Environmental Friends of Groups (EFoG) within Banyule:**

- Friends of Salt Creek and Associated Parklands
- Warringal Conservation Society
- Friends of Darebin Creek
- Friends of Plenty River
- Friends of Wilson Reserve
- Friends of Montmorency Bushlands
- Friends of McCarthy Grove Flora and Fauna Reserve
- Friends of Andrew Yandell Habitat Reserve
- Friends of Anthony Beale Reserve
- Friends of St Helena Bush Reserve
- Friends of Browns Reserve
- Concerned Residents of V C Estate, Macleod

**Preamble**

Banyule City Council acts as an auspice for the operations of the Environmental Friends of Groups, with the Bushland Management Unit (BMU) acting as Council-employed land managers, who serve to protect and enhance Banyule's natural environment.

EFoGs act as community volunteers who serve to work collectively on Council land to achieve positive environmental outcomes and hold environmental events. A range of activities are conducted by EFOGs including:

- Working bees and ongoing maintenance which typically includes weeding, revegetation, or other environmental works to protect and enhance an area's natural value.
- Environmental activities such as guided walks, monitoring programs, and citizen science activities.

The Parties are committed to maintaining a positive and cooperative working relationship and wish to work together to increase the biodiversity values of natural spaces within Banyule City Council.

This MOU sets out how the partnership between the Parties will collaborate to achieve their mutual aims and objectives.

**1 Term of MOU**

- 
- 1.1 This MOU will commence on ..... and is an ongoing agreement that will be subject to an initial review 12 months after it commences, with future review periods to be agreed.
  - 1.2 The MOU Is a public document.

## 2 Aims and Objectives

---

- 2.1 The objective of the MOU is to establish clear and transparent guidelines to support the effective working relationship between the parties and the achievement of Council and EFoG objectives.
- 2.2 It is expected that the MOU will lead to:
- 2.2.1 Greater levels of trust, respect and understanding between the Parties
  - 2.2.2 Enhanced planning processes
  - 2.2.3 Improved delivery of positive environmental outcomes
  - 2.2.4 Increased knowledge, information and resource sharing between the parties
- 2.3 The MOU is not legally binding on either Party.

## 3 Key Understandings

---

### 3.1 Mutual Obligations and Agreements

- 3.1.1 The EFoG will:
- a) Take all reasonable steps to ensure activities are conducted with due skill, care and diligence and in accordance with accepted practices.
  - b) Conduct themselves in a manner which is respectful to others.
  - c) Work together to develop an annual plan of works, under the leadership of the BMU.
  - d) Inform BMU of any additional activities that are conducted outside of the agreed plan of works
  - e) Conduct an annual review of the EFoG /BMU relationship, outcomes achieved, and opportunities for improvement at the start of each calendar year.
  - f) Self-fund all activities, where applicable outside of current BMU support.
  - g) Take all necessary precautions to ensure child safe practices are upheld within the activities of your group.

### 3.2 Banyule Bushland Management Unit Obligations

- 3.2.1 When working with EFoG's, the BMU will:
- a) Support EFoG members to ensure works conducted are carried out under current OH&S legislation and standards, and in accordance with Council's policies.
  - b) Provide tools and equipment for EFoG's to undertake the tasks effectively and safely.
  - c) Provide materials to carry out working bee projects, this may include plants, refreshments, tree guards etc.
  - d) Provide attendance sign in sheets for organised events.
  - e) Conduct pre-start safety briefings to explain OH&S requirements for EFoGs and volunteers.
  - f) Provide opportunities for EFoG's to promote their groups through Council, including promotion of events through social media and website.

### 3.3 Environmental Friends of Groups

- 3.3.1 When working on Council land EFoGs and their members are expected to:
- a) Understand and agree they are not to perform any works that are deemed detrimental to the environment.

- b) To clearly understand the immediate intended outcomes of each activity they engage in, and also the broader long-term benefits of those immediate outcomes.
- c) Only undertake works that have been acknowledged through the Consent for Works (Section 5) prior to 'working bee' and/or 'environmental activity'.
- d) Inform the BMU team of any accidents / incidents or injuries that have occurred during the 'working bee' and/or other environmental activities at the earliest possible convenience no longer than 2 days
- e) Inform BMU team of any new knowledge/discovery/observation of the flora/fauna at the activity site.
- f) Recruit and manage their own members, including but not limited to maintaining contact details for their members.

## 4 Consent for Works

---

- 4.1 EFoGs may perform working bees, ongoing maintenance, and other environmental activities on Council land in accordance with the approved annual plan.
- 4.2 For activities not covered in the annual plan, EFoGs are requested to seek and obtain prior approval from their associated BMU team. Approval must be in writing through email and include:
  - a) Date, Time, and Location of the proposed activities.
  - b) Intended works.
  - c) Estimated number of members attending.
  - d) Main contact person.
- 4.3 The BMU will respond to Consent for Works emails within a reasonable timeframe and longer than five working days.

## 5 Insurance

---

- 5.1 All EFoGs are covered under Council's Public Liability insurance when they are taking part in organised 'working bees' and/or 'environmental activity' consented to by the BMU. This could be documented in an annual work plan or working bee calendar or email notification for consent of works (As per section 4 above)
- 5.2 Separate to this, other EFoGs will also have their own insurance policy /coverage for members participating in additional group activities within Council reserves.

## 6 Information and Records

---

- 6.1 The Bushland Management Unit are responsible for developing and maintaining any information relevant to the relationship management of this MOU..
- 6.2 EFoGs are responsible for developing and maintaining all records associated with the functions and activities of the EFoGs.

## 7 Relationship of the Parties

---

- 7.1 The Parties relationship will be collaborative, supporting an environment of mutual trust, respect and understanding, working in good faith to achieve the objectives of this MOU
- 7.2 Neither Party is liable for an act or omission of the other Party, except as agreed in this MOU.
- 7.3 Neither Party has the authority to enter into any agreement or incur any liability on behalf of the other Party and must not represent to any person that it has any such authority.

## 8 Variation

---

- 8.1 This MOU may only be varied by agreement in writing and signed by both Parties.

## 9 Dispute Resolution

---

- 9.1 If the Parties are unable to agree on an issue arising from this MOU then a Party may refer the issue to the Director Assets and City Services (BCC) and the Chair of the relevant EFOG for resolution.
- 9.2 If the issue is not resolved in accordance with clause 3.3.1, then it may be referred to a mediator. Referral to a mediator will be at the discretion of the Director Assets and City Services. The mediator shall be:
  - appropriately skilled and knowledgeable in the relevant area; and
  - approved by both Parties.
- 9.3 If the approval referred to in clause 9.2 is not obtained within a reasonable time (not more than 10 business days), the Chief Executive Officer (BCC) may determine the outcome of the dispute.
- 9.4 Until the issue is resolved, the Parties must continue to perform all obligations under this MOU.

**Signed** by the duly authorised representative  
of **Banyule City Council**

.....  
Authorised Representative Signature

.....  
Name of Representative

.....  
Date signed

**Signed** by the duly authorised representative  
of the **Environmental Friends Group**

.....  
Name of Environmental Friends Group

.....  
Authorised Representative Signature

.....  
Name of Representative

.....  
Date signed

DRAFT

Draft Urban Food Strategy | 2023-2027

# Draft Urban Food Strategy

2023-2027



Draft Urban Food Strategy | 2023-2027



## Acknowledgements

---

### **Acknowledgement of the Traditional Custodians**

Banyule City Council proudly acknowledges the Wurundjeri Woi-wurrung people as the Traditional Custodians of the land on which we work and live. 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.

### **Banyule Diversity Statement**

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

### **Community and Key Stakeholders**

Banyule City Council extends a heartfelt thanks to the individuals, businesses and organisations who dedicated their time and contributed their input to this consultation report via focus groups, surveys, pop-up sessions, kitchen table talks and two community workshops. We would like to acknowledge the contributions of many Banyule Council staff who engaged directly with the consultation process and shared their expertise. We extend our deepest appreciation to members of the Urban Food Strategy Working Group who generously supported the consultation process with their time, ideas and networks.

Banyule City Council is made stronger by the collective expertise, ideas, enthusiasm and passion of the many people, organisations and businesses committed to an inclusive, healthy, sustainable, and delicious food future for the whole community.

## Community recipes by Aunty Jenny

---

### Special zucchini pie

Heat oven to 180 degrees Celsius.

Cut crusts off soft old bread.

Butter bread inside and outside with butter or margarine.

Put bread in tray in similar way to pastry, squish down to make sure you've formed a good crust.

Cook diced bacon and let the oil drain out.

While waiting for bacon to cool, grate four zucchinis and squeeze out water.

In a bowl, mix grated zucchini, bacon, six eggs and your choice of seasoning (suggested chicken salt).

Put wet mixture into bread lined tin, and cover with grated cheese.

Put into oven until cooked (around 30 minutes).

### Silverbeet burritos

Cook silverbeet leaves for five minutes in water to blanch, strain out water and put leaves aside.

Cook pumpkin until just soft to turn into a creamy mash.

Cook beef mince with carrot, onion, and seasoning of choice.

Spread mashed pumpkin over laid-out silverbeet leaves, cover with a bit of beef mince and wrap into a burrito.

Repeat for all leaves and mixture.

Put in oven for 20 minutes or until warm.

**We thank the staff and volunteers at Barrbunin Beek for sharing their time and insights, in particularly to Aunty Jenny who generously shared her recipes.**

## Table of Contents

Acknowledgements.....	1
Community recipes by Aunty Jenny.....	2
Executive Summary.....	4
Overview.....	4
Strategy aims, purpose and outcomes .....	4
The community's vision for the Banyule urban food system.....	6
Themes and aspirations of the Urban Food Strategy .....	7
Developing the Urban Food Strategy .....	8
Guiding principles .....	8
The community consultation process.....	8
Consultation process .....	9
Consultation snapshot .....	10
Setting the scene .....	11
The big picture.....	11
What is an urban food system?.....	11
The strategic context .....	14
Community vision and Council Plan themes.....	14
Working Towards the UN Sustainable Development Goals.....	14
The role of Council .....	15
Community expectations regarding the role of Council.....	16
A Snapshot of Banyule's food system .....	17
Our strengths and opportunities .....	17
Challenges and vulnerabilities .....	20
Themes and objectives.....	25
Theme 1: An inclusive, connected food community .....	26
Theme 2: A thriving local food economy .....	28
Theme 3: Planning for healthy and sustainable food systems.....	32
Theme 4: Abundant edible landscapes.....	34
Theme 5: Good food system governance.....	36
Monitoring our progress .....	38
Appendix.....	39
Appendix 1 – Glossary.....	39
Appendix 2 – Strategic Context .....	41
Appendix 3 - Alignment between key themes and Council's policies and strategic priorities ...	42

## Executive Summary

---

### Overview

The Banyule Urban Food Strategy will help inform and guide Council's strategic planning and decision-making to increase the focus on local food sustainability and food security through the building of community knowledge of and engagement with Banyule's food system. The Strategy will be a key tool for building community resilience and connection in Banyule over the next decade.

The Strategy establishes the context and framework to strengthen Banyule's urban food system. A four-year Action Plan outlines key objectives and specific actions organised under the following five priority themes:

1. An inclusive, connected food community
2. A thriving local food economy
3. Planning for healthy and sustainable food systems
4. Abundant edible landscapes
5. Good food system governance

The Strategy and Action Plan were developed through an extensive community and stakeholder consultation process that involved over 600 community members.

### Strategy aims, purpose and outcomes

The Urban Food Strategy aims to create a shared understanding of urban food systems, food sustainability, food accessibility and food security across Council, local services, community organisations and residents. It will guide coordinated and collective action to build on existing strengths and address key challenges facing Banyule and the wider community.

The Strategy's purpose is to enable Council and community to work together to build a strong, healthy, sustainable and resilient urban food system. Key outcomes include:

- Dignified food security for all Banyule residents
- Celebration of Banyule's diverse food cultures and traditions



- Increased local economic activity, new businesses, employment and training focused on urban food growing, value-adding, retail and distribution
- Expanded access to healthy and fresh food
- More urban greening to support biodiversity and mitigate climate change
- Improved dietary, physical and mental health
- Stronger local organisations and networks to build community capacity and engagement with the urban food system

Indicators for monitoring and evaluating progress against outcomes are included in the Urban Food Strategy Action Plan.

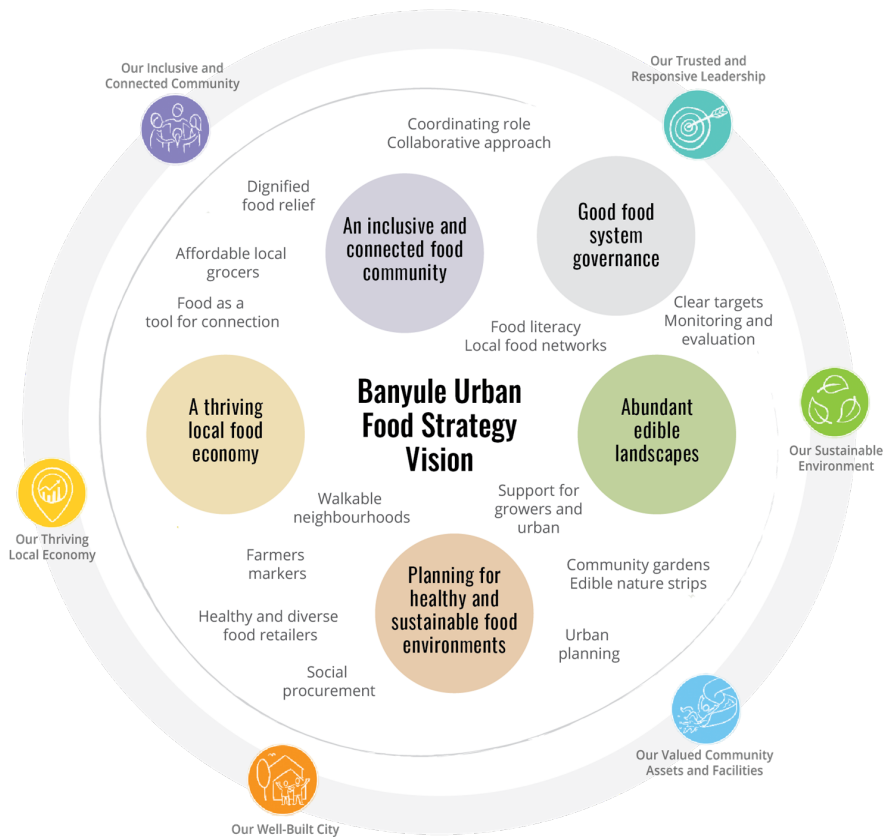


*Image credit: Maude Farrugia, Heidelberg Heights kitchen table talk*

## The community’s vision for the Banyule urban food system

The Banyule Urban Food Strategy describes the community’s aspirations for the future of Banyule’s food system. This vision reflects what is important to the community and unique to Banyule.

**Banyule’s urban food system provides equitable access to good food for all residents. We feel connected to its abundant edible landscapes and our thriving local food economy. Food connects us to each other and celebrates our diversity. Inclusiveness, collaboration and participatory decision-making guides our collective path to a thriving and sustainable food future.**



## Themes and aspirations of the Urban Food Strategy

### **Theme 1: An inclusive, connected food community**

Food is the connective tissue of Banyule's diverse communities, bringing people together to celebrate and share their food cultures, knowledge and skills. All Banyule residents have equitable access to good food. Community food relief initiatives, where required, put people's dignity first.

### **Theme 3: Planning for healthy and sustainable food environments**

The food system is understood as vital urban infrastructure, and access to good food contributes to a sense of place, creates a sense of belonging and underpins neighbourhood and precinct planning. Healthy and sustainable food environments are not left to chance but rather integrated into the local planning scheme.

### **Theme 5: Good food system governance**

The governance of Banyule's food system is consultative, collaborative and participatory. Strong leadership support and decision-making processes for the Urban Food Strategy within Council are strengthened by a diverse and lively network of residents, local business owners, urban farmers, community gardeners, community organisations and volunteers. A 'good food lens' is applied to the development of new or review of existing relevant policies, strategies and plans to ensure strategic alignment and policy integration across Council.

### **Theme 2: A thriving local food economy**

Local neighbourhoods have a lively, village feel, and local food businesses reflect the cultural diversity of their communities. Banyule residents find it easy and convenient to buy good food locally.

### **Theme 4: Abundant edible landscapes**

Food is grown in backyards, community gardens and other spaces across the municipality. Urban farmers are supported to grow food and feed their community. Community members can access information and a wide array of educational and skills building activities about growing food, and there is a strong network of food gardeners.



## Developing the Urban Food Strategy

---

### Guiding principles

The guiding principles for the development and implementation of this strategy are:

- Partnerships and collaboration
- Participatory governance
- Inclusion and equity
- Respecting and celebrating diversity
- Facilitating and empowering community-led initiatives
- Cohesive policy integration and alignment
- A strong advocacy agenda

### The community consultation process

The development of this Strategy commenced in August 2022.

Input from diverse community perspectives has been fundamental to the development and shaping of a responsive Urban Food Strategy.

A Working Group comprising representations of local schools, businesses and community organisations was established to inform a participatory and inclusive consultation process and guide the Strategy's development.

The Strategy is informed by independent research and analysis, including academic literature, local economic and health/wellbeing data, food system mapping and the broader strategic context.

A holistic, multi-dimensional and robust consultation process was designed to help understand the community's aspirations and priorities for Banyule's urban food system.

Over 600 community groups and organisations, local business owners, residents and Council staff participated in consultation activities.



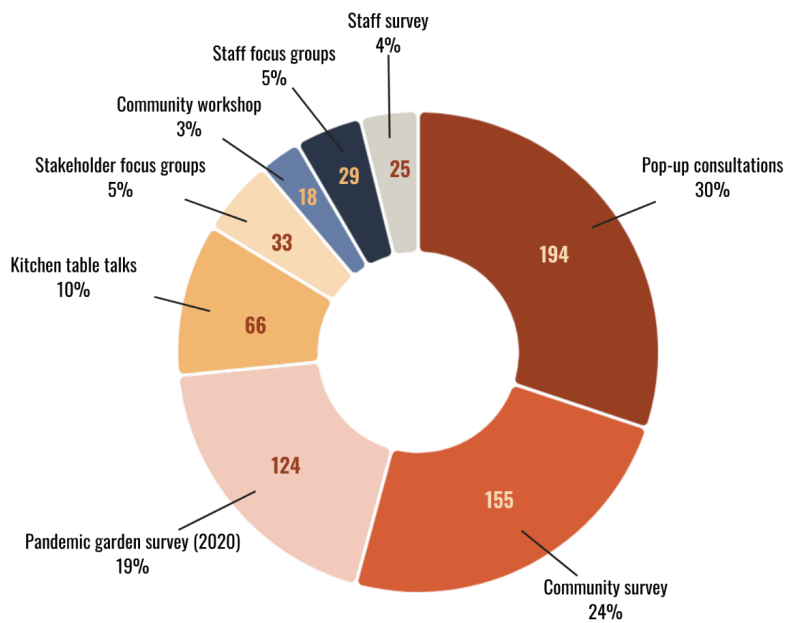
*Image credit: Dan Milne, Montmorency kitchen table talk*



## Consultation process

<b>Strategic context</b>	Review and assess global, national, state and local strategies, policies and plans relevant to Banyule's food system. High-level review of best-practice in local government food systems policy and governance nationally and internationally.
<b>Background research</b>	Profile Banyule's food system and assess trends and factors relating to the local economy, health and wellbeing, and socioeconomic status.
<b>Working Group</b>	Regular meetings with Working Group to ensure inclusive consultation, test priorities and provide oversight.
<b>Food system mapping</b>	Mapping of Banyule's food system using Council datasets (including greengrocers, major supermarkets, independent food retailers, food manufacturers and takeaway/fast food outlets) as well as community food assets such as neighbourhood houses, food relief providers, food-based social enterprises, urban farms, food swaps, community gardens and seed libraries.
<b>Pandemic gardening survey</b>	Analysis of quantitative and qualitative data from 124 Banyule respondents captured in Sustain's 2020 pandemic gardening survey.
<b>Community and staff surveys</b>	Analysis of 155 respondents from community survey distributed via Shaping Banyule to assess barriers to accessing healthy and local food, and identify community priorities for Banyule's food system. Staff survey to identify policy synergies, opportunities for cross-departmental collaboration and key priorities and constraints.
<b>Consultation</b>	Consultation and engagement with community representatives, businesses, Council staff and residents to discuss priorities, vulnerabilities and strengths of Banyule's food system. Consultation activities included six focus groups/interviews, six kitchen table talks and seven pop-up sessions around the municipality.
<b>Community workshops</b>	Facilitation of two community workshops to present issues and opportunities identified through the consultation process, identify gaps and seek feedback on the community vision and priority themes and high-level outline of the draft Strategy.
<b>Consultation report</b>	Preparation of report outlining findings from research and consultation process.
<b>Strategy development</b>	Preparation of draft Strategy including vision, themes, objectives, actions and progress indicators. Community feedback on draft Strategy via Shaping Banyule.
<b>Strategy finalisation</b>	Finalisation of Strategy based on community feedback. Council endorsement.

### Consultation snapshot

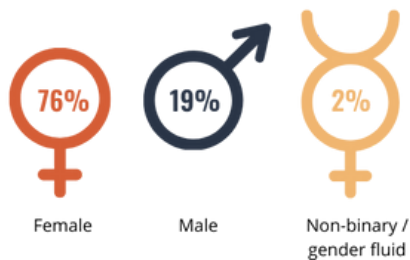


### Precincts distribution (community survey)

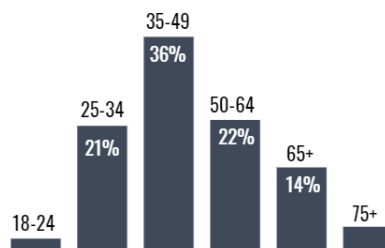


### Gender (community survey)

\* 2% preferred not to declare



### Age (community survey)



## Setting the scene

---

### The big picture

Melbourne is a sprawling city that has lost much of its most productive peri-urban farmland. On current rates of population growth combined with loss of farmland, Melbourne's food producing capacity will reduce by over 50% in the next 25 years. Without clear planning controls and directives to protect vital farmland, we risk losing the agricultural areas that provide Melbourne with an abundance of delicious, fresh produce year-round.<sup>1</sup>

Losing fertile farmland with good access to water and transport hubs close to Melbourne is a key threat to our long-term food security. The impacts of climate change and extreme weather events such as flooding, prolonged droughts and heatwaves place further pressure on agricultural production. Recent research suggests that the yields of some staple grain crops could decline by as much as 24% as soon as 2030 and that the impacts of climate change are happening earlier than expected. A broader shift to sustainable diets as recommended in the Australian Dietary Guidelines—including greater consumption of minimally processed vegetables, fruits, legumes and seeds and reduced consumption of animal products—would not only reduce the food system's environmental impacts such as greenhouse gas emissions but also improve human health.<sup>2</sup>

The COVID-19 pandemic revealed the vulnerability of mainstream food supply chains. Shorter supply chains, enabled by urban and peri-urban agriculture and more localised distribution systems, have proved more resilient and adaptable to transport challenges, labour shortages and other disruptions. Melbourne's growing population, unregulated marketing and availability of unhealthy food and the impacts of climate change all present significant challenges for our collective future. Given these challenges, it makes sense to support and invest in healthier, more localised and resilient food systems within Banyule.

### What is an urban food system?

---

<sup>1</sup>Sheridan, J., Carey, R. and Candy, S. (2016). [Melbourne's Foodprint: What does it take to feed a city?](#) Victorian Eco-Innovation Lab: The University of Melbourne.

<sup>2</sup>Springmann, M., Spajic, L., Clark, M. A., Poore, J., Herforth, A., Webb, P., ... & Scarborough, P. (2020). The healthiness and sustainability of national and global food based dietary guidelines: modelling study. *British Medical Journal*, 370.

The 'food system' is everything that happens from farm to fork: the network of people, processes and interactions involved in growing, processing, distribution, sale and disposal of food on-farm, in retail settings and at home. The food system is not a linear supply chain from farm to plate. Rather, it is a complex web of relationships that connects everything from soil microbes, plants and animals to health, education and political systems, retail and digital food environments, and the everyday food practices and cultures of nourishment and celebration (Figure 1).

Figure 1: Nourish food system map

The urban environment has a significant influence on human and environmental health. The 'urban food system' describes the systems, processes and networks that influence

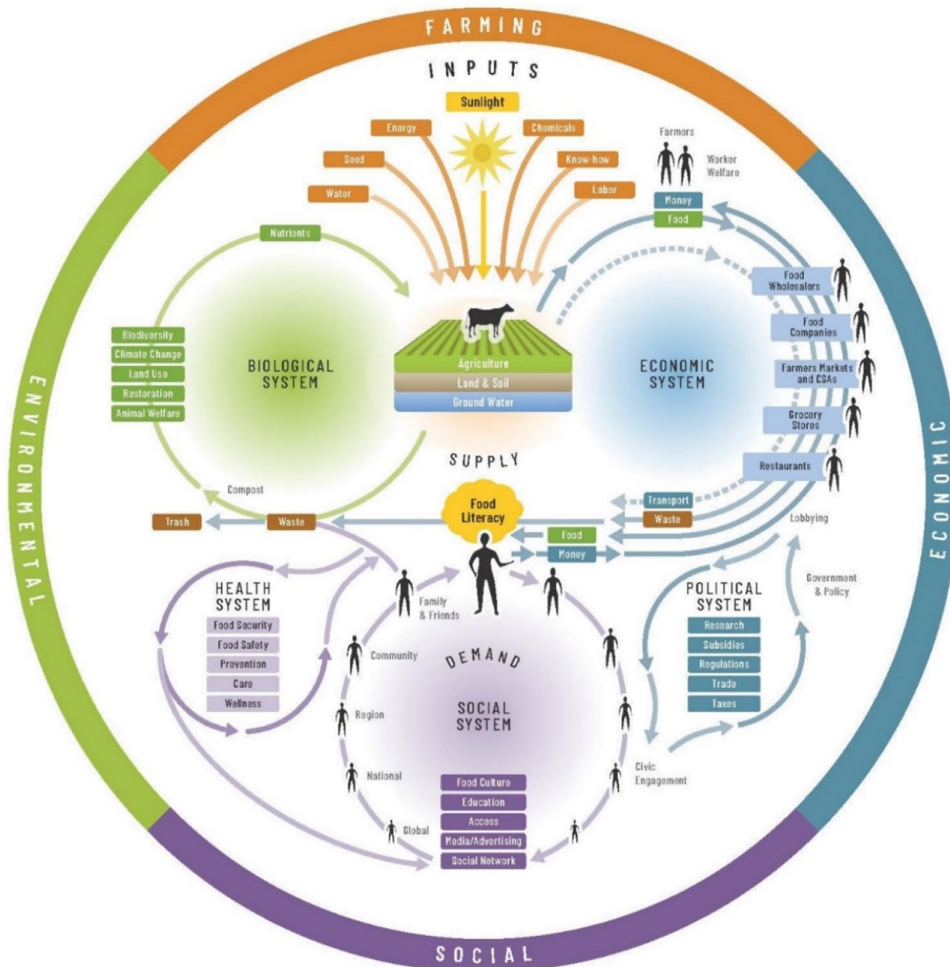


Image credit: Nourish Food System Map, [www.nourishlife.org](http://www.nourishlife.org) Copyright © WorldLink

how food moves and is accessed at a local level and is also connected to Melbourne's foodbowl and broader agricultural regions that nourish our municipality. The urban food system includes a wide spectrum of products, people, resources and networks including cafes, restaurants, supermarkets, greengrocers, food manufacturers and other retailers whose offerings include local, Australian and imported products.

There is no one definition of local food. For the purpose of this Urban Food Strategy, local food is defined as food grown and processed in and around the greater Melbourne metropolitan area. The local or community food system includes and is shaped by the many community food organisations, networks and leaders that advocate for and participate in how people interact with, access and consume food. It includes community food assets — productive spaces like backyards, community gardens and urban farms — as well as community kitchens, seed libraries and farmers markets.

A glossary of other food system terminology is provided in Appendix 1.

## The strategic context

The Urban Food Strategy sits within a broader strategic context relating to the economy, health and wellbeing, environment and planning at the local, state, federal and global level. This broader context reflects the systemic, cross-cutting nature of food systems and the importance of an integrated approach to the implementation of the Urban Food Strategy (see Appendix 2 for more detail).

### Community vision and Council Plan themes

The Urban Food Strategy is strongly aligned with the six priority themes of the *Banyule Community Vision 2041* and Council Plan 2021-2025.



Alignment between other key Council's policies and strategic priorities and the Urban Food Strategy's themes is summarised in Appendix 3. In particular, the objectives and actions presented in this Strategy align with the priorities outlined in the Municipal Public Health and Wellbeing Plan (contained within the Council Plan 2021-2025).

### Working Towards the UN Sustainable Development Goals

The Urban Food Strategy will also support enhance Banyule City Council in working towards the following United Nations Sustainable Development Goals.



## The role of Council

Local government has an important role to play in creating a healthy, sustainable, equitable and resilient food system through its responsibilities and functions within planning, community and economic development, governance, regulation, sustainability and health and wellbeing.

Food insecurity, climate change and loss of peri-urban agricultural land are complex problems emerging from many factors beyond Council's control. However, the urgency of these issues highlights the need for strong food system leadership at a local level, including robust advocacy to state and federal government on issues impacting vulnerable members of the community. More research and monitoring are also required to better understand and respond to food insecurity within Banyule.

Good food systems planning and governance requires a whole-of-system, whole-of-organisation and whole-of-community approach. Banyule's first Urban Food Strategy is an opportunity to respond to community expectations and to provide strategic guidance for implementing targeted initiatives and programs that can create a healthy, sustainable, equitable and resilient food system for all. Through the adoption of this Strategy, Banyule City Council joins other local governments in providing strong food systems leadership and governance for our residents, businesses and visitors as well as contributing to a more sustainable and resilient food system for Victoria.

Long-term change at a systems level can only be achieved through working together with the Banyule community. In the delivery of this Strategy and its Action Plan, Council will play several vital roles, namely:

- A **collaborator**, working in partnership with community food organisations, local businesses and other Councils as well as the state and federal governments
- An **enabler** and **connector**, supporting the action of community organisations and individuals through grants, training, access to land, networking and coordination of events
- An **educator**, creating and sharing information and advice about the urban food system and opportunities to get involved
- An **advocate**, representing the interests and needs of the Banyule community to state and federal governments for policy changes that are beyond the direct control of Council

By way of example, the long-term food security of Banyule residents depends in part on protection of peri-urban farmland in the green wedge areas surrounding Melbourne, such as the Yarra Ranges, Mornington Peninsula and Werribee South Market Gardens. Banyule City Council has already demonstrated leadership in advocating on this issue, with motions from Council submitted to and endorsed at both the State Council of the

Municipal Association of Victoria and at the national Council of the Australian Local Government Association in May 2023.

### **Community expectations regarding the role of Council**

The Banyule community articulated the following expectations of Council regarding the Urban Food Strategy:

- Develop a vision the whole community can support
- Connect people across the food system (for service delivery, business needs and making the community aware about how they can access emergency food relief)
- Provide opportunities to build relationships so that community members can support each other and share resources
- Assist in cutting through red tape, accessing land and navigating Council policies
- Facilitate and lead community food events
- Provide funding to enable urban food projects



## A Snapshot of Banyule’s food system

### Our strengths and opportunities

					
Established local food and sustainability networks	A strong, engaged community	A committed and connected Council	Major new economic development initiatives	Abundant open spaces and bushland	Strong alignment of Urban Food Strategy with other Council policies and strategies

The strength of Banyule’s urban food system is its people: a network of knowledgeable and passionate food leaders, educators and volunteers who are keen to connect, open to collaboration and committed to their communities. Local organisations and networks such as Local Food Connect, Sustainable Macleod and the Teachers’ Environment Network are firmly committed to a sustainable, healthy and local food system. The Banyule community has a strong desire to work together in creating an urban food system that supports local growers, addresses the challenges of climate change and creates a more equitable, connected community.

**Case study - Local Food Connect**

Local Food Connect is a not-for-profit community organisation that has been connecting Banyule growers and eaters for over 10 years. A weekly newsletter shares local food-related events and workshops. The Local Food Connect website includes a local food directory and is a treasure trove of gardening and cooking resources.

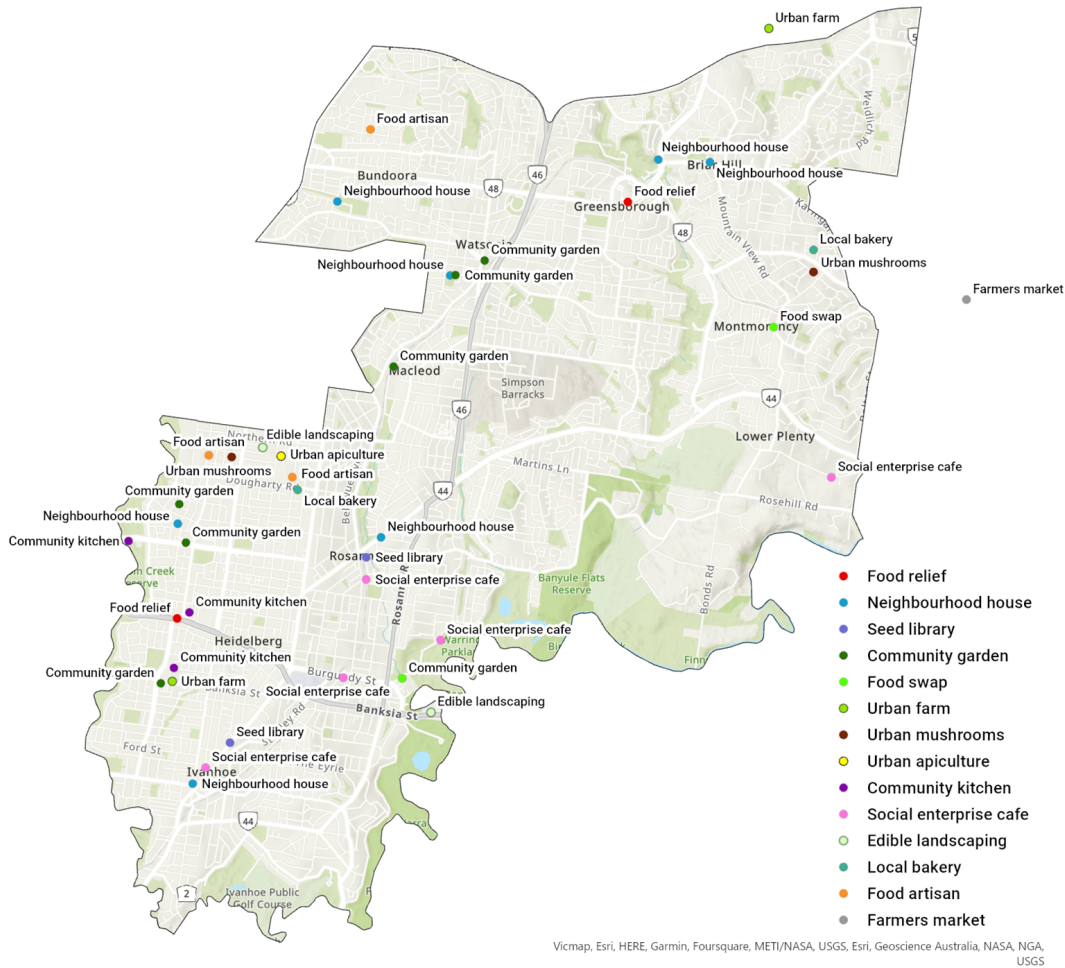
Banyule residents enjoy access to abundant open spaces and bushland. They are also a community of passionate and knowledgeable gardeners interested in connecting with others through growing and cooking food together. Edible gardening supports the mental health and wellbeing of Banyule residents as well as local biodiversity, providing habitats and corridors for bees and other beneficial insects. Edible gardening can create more sustainable urban landscapes and enhance the health and wellbeing of our community by encouraging the consumption of fresh produce, physical activity and social connection.

**75%** Grow food at home  
**19%** Participate in a community garden  
**75%** Consider food central to how they make friends or connect with community.  
 \*Community survey

Banyule residents also benefit from a diverse range of community food assets including urban farms such as Farm Raiser, community meal programs, community gardens, social enterprise cafes, urban food producers, local food manufacturers and artisans.

Neighbourhood houses are also important community food assets, often hosting community gardens, seed libraries, food swaps and food relief services (Map 1). Community food assets provide a strong foundation for collaboration and social connection. They build a shared sense of ownership over the food system, enable community activities and are valuable places for sharing knowledge and resources.

Map 1: Community food assets



### Case study – Farm Raiser

Farm Raiser is a registered charity running an urban farm in Bellfield, Melbourne. Established by three young farmers, they sell produce to the local community grown on land provided by Waratah Special Development School, connecting farming activities with educational opportunities for students. The purchase of critical infrastructure such as irrigation and polytunnels to establish the farm was made possible via seed funding from Banyule City Council and other smaller grants.



Farm Raiser grows fresh, quality vegetables for the local community while having a practical impact on the environment through regenerative agriculture practices that increase biodiversity and honour natural water and carbon cycles. Farm Raiser's farmers are motivated by the need to make good quality food more accessible and to make farming a more inclusive career path to people of all abilities.

Farm Raiser produce is sold via a farm gate on-site, local grocers and a veggie box program. Produce sales are used to cover operational costs, with the long-term aim of financial self-sufficiency. Any profits made will be directed toward food education programs in partnership with Waratah Special Developmental School and other schools.

*"We love growing good quality local food, and we work really hard to do so for reasons greater than 'really yummy carrots.' The very big purpose of our very little farm is to positively influence and improve the health of both humans and the environment through a fairer food system. The farm offers a sliding scale of payment for our veggie boxes, from free community boxes to upfront payment for the season. Our community boxes are paid for by others in the community, when possible, who can afford a little extra."*

*(Patrick Turnbull, co-founder of Farm Raiser)*



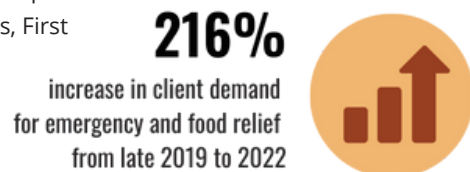
## Challenges and vulnerabilities

Despite its strengths, Banyule's food system faces many challenges and emerging vulnerabilities. Complex economic and policy dynamics at state and national levels have a direct impact on the wellbeing of Banyule residents.

The pandemic highlighted existing social inequalities, increasing reliance on emergency food relief, particularly amongst more vulnerable people.

These include people living on government benefits, First Nations peoples, students and young people. The last three years have seen sharp rises in food insecurity, placing further pressure on emergency food relief providers working hard to support vulnerable members of the community.

Banyule Support and Information Service (Heidelberg West) has seen a significant increase in client demand for emergency and food relief services over the past three years, including requests for housing assistance and related difficulties. Diamond Valley Community Support (Greensborough) reported a 22% increase in demand for food relief in the last year.



Source: Banyule Support and Information Centre  
(January 2023 Progress Report)

Recent cost-of-living pressures have broadened the demographic of people now experiencing food insecurity and struggling to make ends meet, such as working families and households experiencing housing stress.

**1 in 5** community survey respondents reported  
some level of food insecurity in the last year



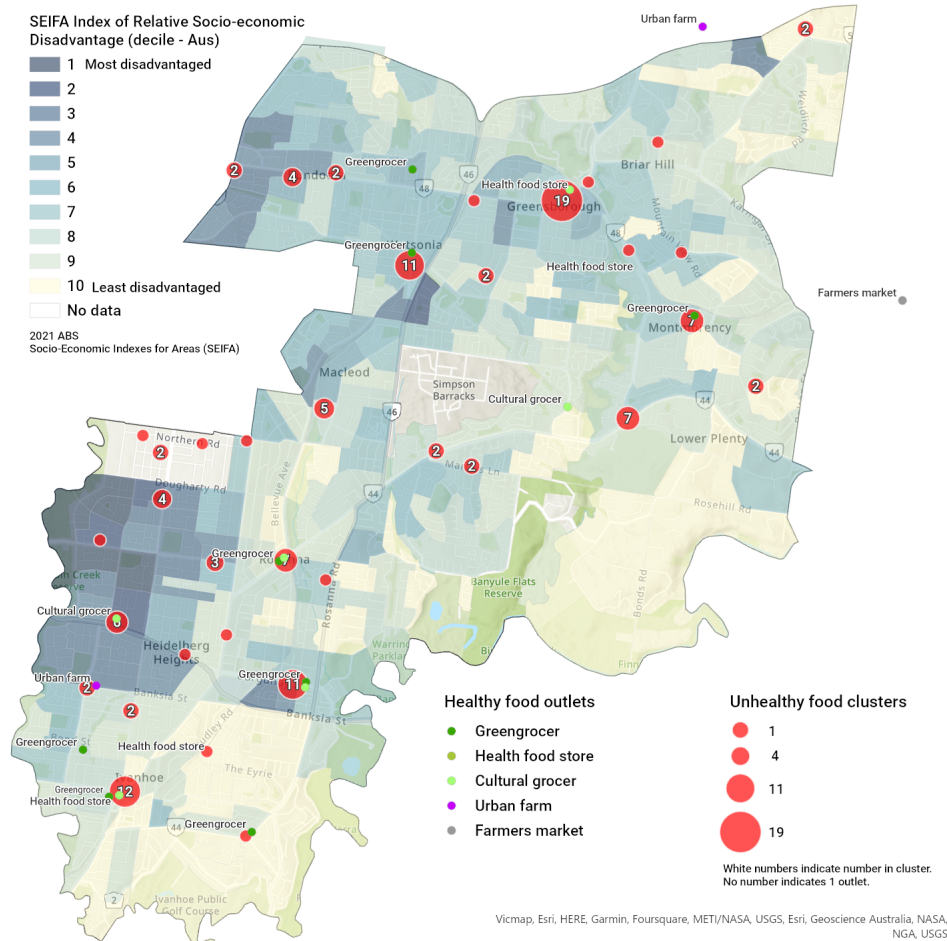
Most community food relief organisations depend heavily on volunteers, creating additional vulnerability for the sector. Maintaining a strong volunteer workforce through effective recruitment, management, training and coordination is challenging with limited resources. Some local community groups highlighted volunteer burnout due to insufficient funding. Reliance on volunteers to manage and lead programs leaves many community organisations and associations vulnerable.

The Urban Food Strategy is an opportunity to support improved coordination of food relief services and access to information about where to receive support as well as ensuring that community members are not falling through the cracks of existing food relief and social support services.

Banyule's food environment also presents challenges for accessing fresh, affordable food. Unhealthy food outlets are more numerous than healthy food outlets in Banyule

and more easily accessible on foot. Suburbs with the highest disadvantage or experiencing significant growth often have a greater proportion of unhealthy outlets.<sup>3</sup> In Banyule, the number of unhealthy food outlets are generally highest in suburbs with the highest disadvantage (indicated by darkest blue areas on Map 2).<sup>4</sup> The exception is Ivanhoe which also has a significant number of unhealthy food outlets, though this is balanced by better access to healthy food outlets.

Map 2: Unhealthy food outlet clusters



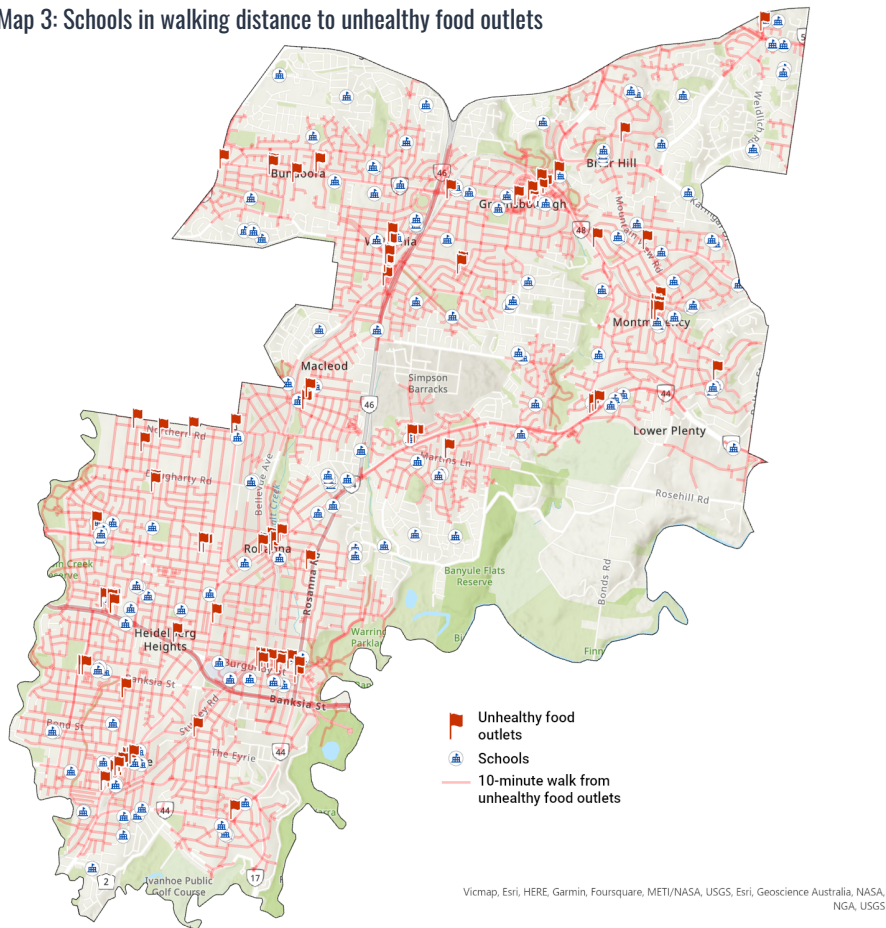
<sup>3</sup> Needham, C., Strugnell, C., Allender, S., & Orellana, L. (2022). Beyond food swamps and food deserts: exploring urban Australian food retail environment typologies. *Public Health Nutrition*, 25(5), 1140-1152.

<sup>4</sup> Unhealthy food outlets were defined as takeaway outlets, fast food chains, convenience stores and confectionary shops (that is, those food businesses focused on food to be consumed off the premises). Healthy food outlets were greengrocers, health food stores, cultural grocers, urban farms and farmers markets that primarily sell fresh produce or culturally appropriate food. Because supermarkets sell a wide array of cheap, highly processed foods, they were excluded from this map. This exclusion further highlights the limited access to independent food retailers within the municipality.



Of particular concern is the proximity of schools to unhealthy food outlets across Banyule, with almost every educational institution (childcare, primary and secondary) within ten-minute walking distance of unhealthy food (Map 3).

Map 3: Schools in walking distance to unhealthy food outlets

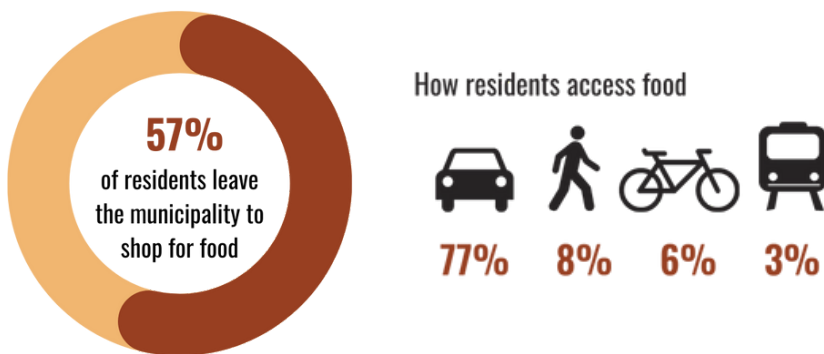


Food environments saturated with unhealthy food outlets such as takeaway outlets and fast food chains normalise and facilitate the consumption of unhealthy food. Fast food chains and major supermarkets also reduce the economic diversity that contributes to neighbourhood character. While the major supermarkets are often considered a healthy food outlet, they also offer a wide array of cheap ultra-processed and unhealthy food options.<sup>5</sup>

<sup>5</sup> Laznick, N., Shahid, M., Dunford, E., Coyle, D., Taylor, F. and Jones, A. (2021). *FoodSwitch: State of the Food Supply, Australia*. The George Institute for Global Health.

Residents indicated dissatisfaction with currently available options for healthy, affordable and culturally appropriate food in many areas of Banyule. This especially applies to a perceived lack of greengrocers and cultural food outlets (such as Asian and Indian grocers). A lack of food retail diversity has implications for health and wellbeing and food security, especially for lower income neighbourhoods.

Over half of community survey respondents report regularly leaving the municipality to purchase food. Most drive to purchase food, while only 8% walk and 6% ride a bike. Limited access to retail outlets at the neighbourhood level exacerbates the main barriers to choosing healthy food options for Banyule residents: time, cost, access and affordability.



**Barriers to choosing healthy food options**

- 28%** No time to shop and cook
- 25%** Healthy food options too expensive
- 14%** Healthy food options not available in stores near me
- 3%** Not confident in selecting and preparing healthy meals

The Urban Food Strategy provides Banyule City Council an opportunity to work with residents in planning for healthy and sustainable neighbourhoods in which residents can access their food needs within twenty minutes of their home on foot, by bicycle or on public transport. More local greengrocers, butchers, bulk food stores and community or farmers markets in Banyule would improve access to fresh and

affordable food, reduce food packaging, support more walkable communities, foster social connection at a neighbourhood level and strengthen the local food economy. These outcomes are strongly aligned with strategic priorities articulated in Banyule's Walking Strategy, Economic Development Strategy and Housing and Neighbourhood Character Strategies.



## Themes and objectives

---

A strong and supported Banyule urban food system offers many benefits that can improve public dietary and mental health, reduce environmental impact and address climate change, support Banyule's local economy and build community connection and resilience. By investing in its urban food system, Banyule City Council can work with local businesses, organisations and community members to create a healthier, more sustainable future for themselves and for future generations.

The Strategy's five key themes and objectives will work towards achieving the Banyule community food vision as well as the top priorities identified through the community consultation process.

### What would you like to see more of in the Banyule community?



(Top four responses in community survey)

## Theme 1: An inclusive, connected food community

### Overview

Access to good food is a basic necessity and a fundamental human right. Food is also a tool for connection, celebration and inclusion of diverse cultural identities. Banyule residents value food as central to their social lives and connection to community. They wish to see food recognised and valued for its unique role in community building.

A strong urban food system creates a shared sense of purpose, increases community participation and builds social cohesion. Food festivals and celebrations strengthen knowledge of and appreciation for the diverse cultures that comprise the Banyule community.

Food relief agencies play an important role in supporting the most vulnerable members of the community. Tackling food insecurity in ways that provide dignified access to good food is important to the physical and mental health and wellbeing of vulnerable community members in Banyule. Effective coordination and integration of social support services and food relief agencies is critical to ensuring nobody falls between the cracks. Tackling food insecurity in ways that uphold dignity and respect for the individual will strengthen mental health and wellbeing amongst vulnerable community members in Banyule. Aboriginal gathering places such as Barrbunin Beek provide a dedicated space for the local Aboriginal and Torres Strait Islander community to share food and culture.

Food insecurity increased sharply during the pandemic and continues to rise with the recent cost-of-living crisis. Residents are concerned about rates of food insecurity in Banyule and want everyone in the community to have access to good food.

#### Case study - Barrbunin Beek

**Barrbunin Beek, meaning 'happy place' in the Woiwurrung language, is a space for the local Aboriginal and Torres Strait Islander community to come together. A dedicated men's group, women's group and Elders' group enable people to celebrate and share knowledge and culture with a sense of community ownership. The food hampers and hot breakfasts provide an opportunity for people to connect and gather around a shared meal.**

**Key objectives**

Objective 1: Strengthen dignified access to good food across the community

Objective 2: Celebrate and connect the community through food

Objective 3: Strengthen connections and participation across the community food sector

Objective 4: Prioritise First Nations foodways and connection to Country

**Community voice**

<p><i>"We need to slow down and create the environment that supports people – yes, physically and nutritionally, but also psychologically back to being in our community."</i>                  – Montmorency resident (kitchen table talk)</p>	<p><i>"We can't keep up with the food demand"</i>                  – participant from Watsonia Neighbourhood House (kitchen table talk)</p>	<p><i>"We've lost our older people guiding our younger people. (...) There is a role for older people to be with younger people and food is a key part of that."</i>                  – Montmorency resident (kitchen table talk)</p>
---	---	---

## Theme 2: A thriving local food economy

### Overview

Supporting independent food retailers and manufacturers along with hospitality businesses can help stimulate the local economy, create jobs and improve livelihoods.<sup>6</sup> A more localised food system can also build resilience so it is less susceptible to shocks and disruption.<sup>7</sup>

Strong community demand to shop locally is a clear opportunity for creating a thriving food economy. There are also opportunities to leverage connections between industry sub-sectors such as food retailing and food/beverages services and other growth sectors such as the La Trobe National Employment and Innovation Cluster,<sup>8</sup> the La Trobe University City of the Future<sup>9</sup> and master planning processes for the Heidelberg West Business Park.<sup>10</sup> A diversity of independent food retailing offering access to fresh produce and other everyday food items can encourage employees within these economic clusters to shop locally and support local food businesses.

A strong urban food economy can also provide valuable opportunities for training, education and engagement with students and young people, particularly for urban food growing, value-adding and hospitality. Collaboration with training providers and food-based social enterprises can create pathways to future employment and local business development. This presents clear synergies with the Social Enterprise Action Plan and the Inclusive Local Jobs Strategy.

Facilitating collaboration between educators, urban farms and community gardens can help embed sustainable food systems and food production into existing professional development sessions for teachers and school curriculum. This can also contribute to building food systems literacy, skills and knowledge within the broader community.

---

<sup>6</sup> Benedek, Z., Fertő, I., & Szente, V. (2020). The multiplier effects of food relocalization: A systematic review. *Sustainability*, 12(9), 3524.

<sup>7</sup> Smith, K., Lawrence, G., MacMahon, A., Muller, J., & Brady, M. (2016). The resilience of long and short food chains: a case study of flooding in Queensland, Australia. *Agriculture and Human Values*, 33, 45-60.

<sup>8</sup> Victorian Planning Authority. La Trobe National Employment and Innovation Cluster.

<sup>9</sup> Latrobe University. (2022). University City of the Future: A city set to transform lives.

<sup>10</sup> Discover the Heidelberg West Business Park.

**Key objectives**

Objective 5: Support greater access to shorter supply chains and Victorian produce

Objective 6: Support and diversify Banyule’s local food economy

Objective 7: Encourage a vibrant, skilled and sustainable food sector

**Community voice**

<p><i>"I participate in the veg boxes by Farm Raiser, and the fact that they deliver is central to my ability to access / participate. I don't have a car, so I always find it hard to get to local farms and/or pick up veg boxes on a regular basis [...] So the fact that they deliver and select all the veg is important. I also like that it's transparently local. It's clear where things are coming from. It's also comparably priced to supermarkets. Finally, I like that it's run by young people."</i></p> <p>– Bellfield resident (community survey)</p>	<p><i>"An affordable bulk store would be great, but it takes funding to get off the ground. Attempts to get buying groups started have stalled because it's just too much work to do voluntarily. There's no space to store foods and it takes funds to buy heaps up front."</i></p> <p>– Heidelberg West (kitchen table talk)</p>	<p><i>"As an organisation, the City of Banyule is right to do this. There are big opportunities in Open Space, and with the new Economy Development Strategy [and the La Trobe NEIC], the timing is perfect."</i></p> <p>– Council manager (focus group)</p>
--	--	--





#### Case study - For Change Cafe, Bellfield

Located in the new Bellfield Community Hub, For Change Cafe provides a warm and inviting meeting spot for the community as well as training and employment opportunities to local young people who are at-risk of homelessness. With a strong focus on affordability and environmental sustainability, For Change Cafe specialises in high-quality coffee and delicious vegetarian meals and is committed to reducing its ecological impact by composting coffee grinds and food waste. All profits go towards supporting programs to alleviate youth homelessness. For Change Cafe is a wonderful example of how social enterprise, social justice and good food can come together.

#### Case study - Teachers' Environment Network (TEN)

The TEN, coordinated by Banyule and Nillumbik Councils, provides valuable professional development opportunities for teachers in environmental education and sustainability. There are opportunities to build more food content within TEN activities and connect teachers to local community gardens and urban farms. With support from Council, these activities could build communities of practice and provide a platform for educators and community food leaders to collaborate and build a shared sense of ownership over the food system.



### Theme 3: Planning for healthy and sustainable food systems

#### Overview

Healthy and sustainable urban food systems do not happen by chance. They are the result of good planning processes that embed food systems thinking into precinct planning, neighbourhood character and housing strategies and liveability initiatives. Food systems planning processes are strengthened when they are co-designed with communities and local businesses.

Walkable access to independent food retailers creates more active and liveable communities. Neighbourhood stores offering affordable, fresh, seasonal produce and low packaging food options (such as bulk food outlets) contribute to a healthier and more sustainable food system. A study comparing fresh produce prices in farmers markets, supermarkets and greengrocers across Victoria found greengrocers were “significantly cheaper” than supermarkets but offered “the same availability of fresh fruit and vegetables as supermarkets.”<sup>11</sup> Farmers markets were also often more affordable than supermarkets for seasonal produce. Both greengrocers and farmers markets sell fewer ultra-processed and unhealthy food options compared to major supermarkets and can therefore play an important role in supporting healthier and more sustainable communities.<sup>12</sup>

Greengrocers and other smaller food retailers have the added benefit of building community connections through the personal relationships they develop with customers over time. The importance of small shops in building community relationships was noted by the Barrbunin Beek community.

Encouraging healthy food options in Council-owned and managed facilities is a good starting point for demonstrating how other institutions and workplaces can contribute to creating healthier food environments for the community.

Sustainable urban food systems also require effective strategies for minimising food waste and creating more circular economies. Residents appreciate Council's FOGO initiative and would like to see the scheme expanded to apartments, businesses and in public places. Community composting systems, like those operating in the cities of

---

<sup>11</sup> Abley, S., Cassar, O., Khinsoe, E., Marks, L., Vanderzwan, O., Palermo, C., & Kleve, S. (2020). Do Farmers' Markets Offer Consumers an Available and Affordable Supply of Fresh Fruit and Vegetables Compared to Other Retail Outlets in Australia? *Journal of Hunger & Environmental Nutrition*, 15(6), 827-834.

<sup>12</sup> Laznick, N., Shahid, M., Dunford, E., Coyle, D., Taylor, F. and Jones, A. (2021). *FoodSwitch: State of the Food Supply, Australia*. The George Institute for Global Health.



Melbourne and Merri-Bek, offer examples for applying circular economy principles to food waste management and supporting nutrient cycling within the Banyule community.

**Key objectives**

Objective 8: Co-design neighbourhood food retailing environments with local communities

Objective 9: Integrate food into planning processes to support access to healthy and affordable food

Objective 10: Encourage healthy eating and food environments

Objective 11: Enhance the ecological health of the local food system

**Community voice**

<p><i>"I would like to see more healthy and sustainable hospitality venues in Banyule. If we are not cooking at home, we are very limited in healthy eating options and often have to compromise on our healthy eating preferences."</i>                  – Lower Plenty resident (community survey)</p>	<p><i>"Residents need to hold councils accountable to create more fairness and to implement sustainability policies encompassing food security, environmental protection...safe and secure public transport, bike tracks and pedestrian walkways... After all, the physical and psychosocial health of the community is at the core of thriving communities and must be in the local and national interest."</i>                  – Heidelberg resident (pandemic gardening survey)</p>	<p><i>"Regarding the planning department, we need stronger policies or by-laws that support small-scale food production."</i>                  – Food business owner (focus group)</p>
--	---	--

## Theme 4: Abundant edible landscapes

### Overview

Edible gardening is a powerful tool for enhancing the health and wellbeing of our community. It encourages the consumption of fresh produce and supports nutritional diversity. From children to the elderly, gardening is a beneficial physical activity and regarded as a 'nature-based solution' for building social and ecological connection in ways that enhance mental health and wellbeing.<sup>13</sup> As a source of delicious, fresh produce, edible gardening can encourage dietary and nutritional diversity.<sup>14</sup>

Edible gardening also builds food literacy. Households, community groups and schools that grow food are more likely to understand how the production, preparation, consumption and disposal of food are connected. Edible gardening can also support community climate action in Banyule by encouraging composting, which turns organic waste into delicious and nutritious food.

The Banyule community would like to see more spaces for edible gardening and to ensure that residents in all dwelling types have equal opportunity to grow food. Over a third of community survey respondents do not currently have a garden but would like to learn more about growing food and have access to growing spaces. Council support for the My Smart Garden program could be a welcome additional source of workshops for many Banyule home gardeners. Council has an important role to play in supporting neighbourhood houses, community gardens and other food-growing spaces to host seed saving, gardening, composting and cooking workshops that bring people together and enable the sharing of knowledge, recipes and culture.

Integrating edible spaces into new housing developments and urban forests could contribute to multiple health and sustainability outcomes. Encouraging the planting of edible native plants can also provide opportunities to integrate Indigenous foodways and culture into the local community and Banyule's urban environments.

Better access to locally grown food can be encouraged through a local planning scheme that supports more urban farms. A strong advocacy agenda to preserve Melbourne's peri-urban agriculture land in the state planning framework is also important to

---

<sup>13</sup> Kingsley, J. et al. (2021). Urban agriculture as a nature-based solution to address socio-ecological challenges in Australian cities. *Urban Forestry & Urban Greening*, 60: 127059.

<sup>14</sup> Donati, K. and Rose, N. (2020). ["Every seed I plant is a wish for tomorrow" Findings and Action Agenda from the 2020 National Pandemic Gardening Survey](#). Sustain: The Australian Food Network.

ensuring that Banyule residents can access seasonal produce and support Victorian farmers now and into the future.

**Key objectives**

Objective 12: Expand access to edible food spaces

Objective 13: Empower the community to grow, cook, preserve and share food

Objective 14: Support local and regional food production

**Community voice**

<p><i>"Banyule is ripe for home gardens since we have lots of single houses with big backyards."</i> - Council manager (focus group)</p>	<p><i>"Public spaces... I would like to see the Council supporting nature strip gardening (edible and indigenous planting) and producing some guidelines on this."</i> - Heidelberg West resident (community survey)</p>	<p><i>"When I walk past these little patches, like parks with one swing that no-one ever uses... I look at them and think: this could be an orchard, this could be a herb garden, this could be an interactive children's play space with food in it, that the local community supports and uses and benefits from. It just seems so obvious, that there's all this gorgeous land that isn't utilised. And it's ours -- not council's -- we, the community, contribute to that land through our rates."</i> - Montmorency resident (kitchen table talk)</p>
--	--	---

## Theme 5: Good food system governance

Good governance is key to the Banyule's Urban Food Strategy because it enables the systems, resources and people required to support the Strategy's implementation. This includes managing and responding to community expectations, values and needs; providing a coordination function; collaborating with the community; and ensuring policy coherence and alignment across Council strategies, policies and plans to avoid the siloed thinking that hampers effective implementation.<sup>15</sup>

Strong leadership support is an essential element of good food system governance to ensure effective policy development and coherent implementation.<sup>16</sup> This enables the mobilisation of resources (financial and human) along with collaborative internal and external partnerships and governance mechanisms.

Banyule already benefits from a strong and committed community food sector that seeks to work more closely together and with Council. Council has an important role to play in raising the visibility of food system issues and facilitating diverse community food initiatives, projects and stakeholders in Banyule. Working closely with community stakeholders contributes to more effective coordination and encourages mutually reinforcing activities across shared agendas.

Strong participation and interest in the consultation process indicates that many Banyule residents are already engaged with and supportive of the Urban Food Strategy. Maintaining a strong profile for the Urban Food Strategy within Council and across the community will build on public support and community awareness of its benefits and provide opportunities for strengthening community partnerships. Regular communication about Council's implementation actions will encourage accountability and build trust.

Effective urban food strategy implementation requires a whole-of-organisation approach. Strong strategic alignment with other Council priorities, policies and action plans will ensure that the Strategy's Action Plan complements and reinforces the Council Plan and Municipal Public Health and Wellbeing Plan.

An internal Urban Food Strategy Working Group will ensure a cohesive, whole-of-Council approach to implementation. An external Urban Food Working Group

---

<sup>15</sup> Sonnino, R. (2019). The cultural dynamics of urban food governance. *City, Culture and Society*, 16, 12-17.

<sup>16</sup> Coulson, H., & Sonnino, R. (2019). Re-scaling the politics of food: Place-based urban food governance in the UK. *Geoforum*, 98, 170-179.

(coordinated by the Banyule Council) comprising of key stakeholders and community food leaders will provide the robust framework for ensuring collaborative governance, guiding action and supporting coordination.

**Key objectives**

- Objective 15: Demonstrate strong leadership support and engagement
- Objective 16: Engage in collaborative governance and coordination with community members
- Objective 17: Enable strategic integration and policy cohesion through a whole of council approach
- Objective 18: Ensure effective resourcing, investment and data collection

**Community voice**

<p><i>“Council has a role to play in addressing food systems, but it requires a collaborative partnership approach with community, industry and government.”</i>                  – Council employee (staff survey)</p>	<p><i>“Council could take a role in helping to facilitate the conversation and dialogue in the community around food insecurity.”</i>                  – Emergency food relief provider (focus group)</p>	<p><i>“There needs to be oversight over the strategy and sub-working groups to drive implementation of actual policies.”</i>                  – Council employee (focus group)</p>
---	---	--

## Monitoring our progress

---

This is Council's first Urban Food Strategy. It has been shaped by rapid socioeconomic change due to the pandemic and cost-of-living crisis which has contributed to considerable vulnerability within the Banyule community. Given the continued uncertainties we collectively face, responsiveness to community needs and changing circumstances is critical. This requires an approach to monitoring and evaluation that enables Council to respond to emerging issues and opportunities and ensure the objectives of the Urban Food Strategy can inform future policy development across Council.

Banyule's Urban Food Strategy Action Plan identifies key actions and timeframes for the next four years across the five priority themes. Indicators and data sources provide a framework for evaluating progress. Progress against the Action Plan will be reviewed and reported on annually by Council and disseminated to Councillors and with the Internal Urban Food Strategy Working Group. The external Urban Food Working Group will also support ongoing monitoring and evaluation in collaboration with organisations and groups that are leading actions outlined in the Urban Food Strategy Action Plan. Annual 'check-ins' with both governance groups will embed a collaborative approach to monitoring and evaluating process and ensure the Strategy remains responsive to changing needs.

At the end of the four years, Banyule will conduct a comprehensive evaluation of the Strategy's outcomes and impacts against the indicators under the objectives and activities outlined in the Action Plan. A review of data collected by Council over the four years will be undertaken in consultation with stakeholders, and evaluation findings will be presented in a written report.

## Appendixes

---

### Appendix 1 – Glossary

#### **Community garden**

Public or private land gardened for food growing by a group, most or all of whom are volunteers and local residents. Typically gardeners have their own plots (allotments), although there are many community gardens where some or most of the garden may be worked collectively.

#### **Food insecurity**

Food insecurity is deemed to exist when the availability of nutritionally adequate and safe foods or the ability to acquire food in socially acceptable ways is limited or uncertain. Food insecurity exists on a spectrum. A person or household may experience anxiety about running out of food. This may result in buying lower quality and/or unhealthy foods, skipping meals or reducing meal sizes to avoid going without food or to ensure other family members (such as children) have enough to eat.<sup>17</sup> Severe food insecurity is when a person or household experiences hunger due to insufficient food. Food insecurity has significant implications for mental and physical health.

#### **Food literacy / food systems literacy**

Describes the proficiency in food-related skills and knowledge necessary to make informed food decisions.<sup>18</sup> This can include the ability to interpret food labels, cook or plan nutritious meals. Food literacy can be developed in many different contexts, including family, educational and cultural environments. Food systems literacy includes awareness of the social, cultural, environmental and political aspects of the food system and the capacity to make decisions or develop interventions that contribute to its health, equity and sustainability.

#### **Food security**

Food security exists when people have secure and stable physical, social and economic access to sufficient, safe and nutritious food that meets their dietary needs and cultural preferences for an active and healthy life.<sup>19</sup>

#### **Food system**

The food system includes everything from farming, food processing, transportation and the selling of food to how we buy, enjoy and dispose of food. The food system

---

<sup>17</sup> Victorian Agency for Health Information. (2017). [Challenges to healthy eating – food insecurity in Victoria: findings from the 2014 Victorian Population Health Survey](#). Melbourne, Victoria.

<sup>18</sup> Truman, E., Lane, D., & Elliott, C. (2017). Defining food literacy: A scoping review. *Appetite*, 116, 365-371.

<sup>19</sup> Mehta, L., Cordeiro-Netto, O., Oweis, T., Ringler, C., Schreiner, B., & Varghese, S. (2014). *High Level Panel of Experts on Food Security and Nutrition (HLPE) Project Team for the report on Water and Food Security*. Committee on World Food Security.

influences how we eat, what foods are available to us and how it is marketed and distributed.

### **Food system governance**

This describes “the broad range of policies, laws, regulations, and de facto practices that shape and influence the nature and orientation of our food systems. [It] involves both explicit rules and implicit practices, customs, and assumptions related to who and what is considered part of a food system, who should be included in governance decisions, and in what ways.”<sup>20</sup>

### **Good food**

Although food preferences may be individual and cultural, good food is the result of a food system that enhances human and ecological health, builds community connectedness, meets cultural needs, contributes to nutritional and dietary diversity, strengthens connections between the local and regional economy and supports economic participation through living wages and fair working conditions. This definition draws on the principles outlined in Scotland’s *Good Food Nation Act* (2022).

### **Healthy food**

This refers to a wide variety of food in accordance with the Australian Dietary Guidelines, balanced against the body’s requirements for growth, metabolism and physical activity across the life stages, and consumed regularly and consistently without periods of over consumption or severe restriction.

### **Local food**

Local food includes food grown or processed within and around Banyule, including in backyards, community gardens and urban farms. However it also includes Victorian produce and food products that are marketed, distributed and sold in farmers markets, local retailers or other social or economic systems that exist outside the mainstream supermarket sector.

### **Local food system**

A food system that provides for most or all of its components (production, processing, distribution, access, consumption and waste recovery) to occur in the same region or local area. For the purposes of this Strategy, ‘local’ food includes food produced within 100 kms of the boundaries of metropolitan Melbourne.

### **Urban agriculture**

The growing of food in urban areas such as fruits, vegetables, herbs and Indigenous food and medicine plants. This can be at the small scale, household level or involve neighbourhoods, communities, businesses and entire towns or cities.<sup>21</sup>

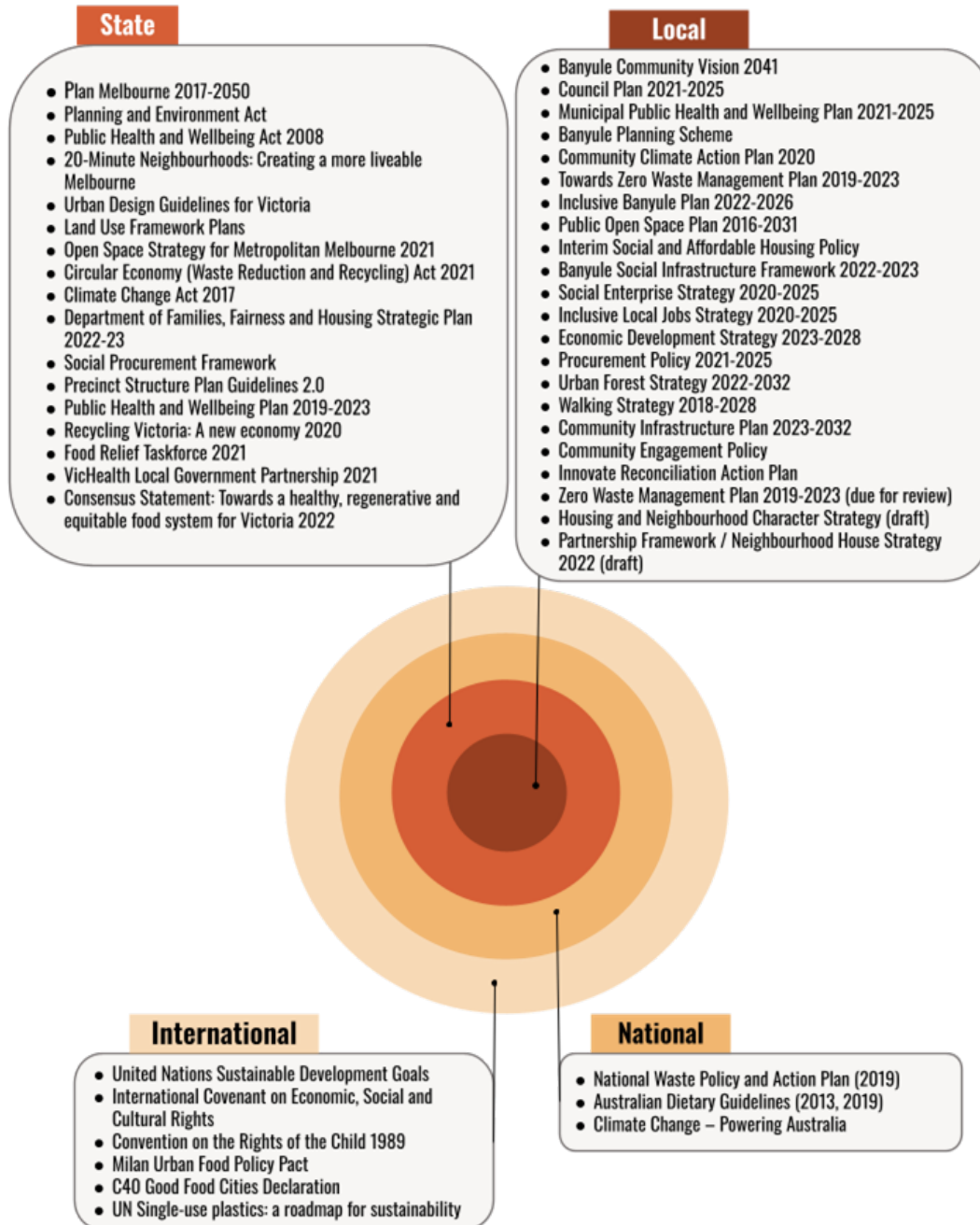
---

<sup>20</sup> Levkoe, C., Andrée, P., Ballamingie, P., Tasala, K., Wilson, A., & Korzun, M. (2023). Civil society engagement in food systems governance in Canada: Experiences, gaps, and possibilities. *Journal of Agriculture, Food Systems, and Community Development*, 12(2), 267-286.

<sup>21</sup> Mougeot, L.J. (2000). *Urban agriculture: definition, presence, potentials and risks, and policy challenges*. International Development Research Centre.



## Appendix 2 – Strategic Context



### Appendix 3 - Alignment between key themes and Council's policies and strategic priorities



Urban Food Strategy themes	Opportunities for strategic and policy alignment
Theme 1 An inclusive and connected community	Municipal Public Health and Wellbeing Plan 2021-2025 Partnership Framework / Neighbourhood House Strategy 2022 Arts and Culture Strategic Plan Older Adults Strategic Plan Community Engagement Policy Neighbourhood Character Strategy (draft) Community Infrastructure Plan 2023-2033 (draft)
Theme 2 A thriving local food economy	Community Climate Action Plan 2020 Economic Development Strategy 2023-2028 Social Enterprise Action Plan 2020-2025 Banyule Inclusive Local Jobs Strategy 2020-2025 Neighbourhood Character Strategy (draft)
Theme 3 Planning for healthy and sustainable food environments	Banyule Planning Scheme Walking Strategy 2018-2028 Economic Development Strategy 2023-2028 Towards Zero Waste Management Plan 2019-2023 Community Climate Action Plan 2020 Banyule Inclusive Local Jobs Strategy 2020-2025 Banyule Social Infrastructure Framework 2022-2023 Urban Forest Strategy 2022-2032 Neighbourhood Character Strategy (draft)
Theme 4 Abundant edible landscapes	Municipal Public Health and Wellbeing Plan 2021-2025 Partnership Framework / Neighbourhood House Strategy 2022 Public Open Space Plan 2016-2031 Banyule Social Infrastructure Framework 2022-2023 Biodiversity Plan 2019-2022 Community Climate Action Plan 2020 Neighbourhood Character Strategy (draft) Urban Forest Strategy (draft) Community Infrastructure Plan 2023-2033 (draft)
Theme 5 Good food system governance	Inclusive Banyule Plan 2022-2026 Community Engagement Policy









# Banyule Urban Food Strategy Action Plan



## Theme 1: An inclusive, connected food community


Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
<b>Objective 1: Strengthen dignified access to good food across the community</b>						
1.1 Strengthen the existing food relief network through the review of a Terms of Reference and Work Plan with Council offering secretariat support. 	Year 1 Year 2 Year 3 Year 4	Support	Community Resilience and Health	Food relief agencies	Ability of the food relief sector to respond to demand  Increased community engagement with Food Relief Network	Meeting attendance at Food Relief Network meetings  Annual survey of community food sector (incl. baseline)
1.2 Establish and provide secretariat support for an Urban Food Working Group with cross-section of external stakeholders to oversee the Strategy's implementation and evaluation. An Expression of Interest to be advertised for working group members following Council endorsement of the Strategy. 	Year 1 Year 2 Year 3 Year 4	Facilitate	Community Resilience and Health	External stakeholders (e.g. representatives from community gardens, urban farms, Neighbourhood houses, food relief agencies)	Number of Banyule Urban Food Working Group meetings held  Diversity of representation on Banyule Urban Food Working Group	Meeting attendance and minutes of Urban Food Working Group
1.3 Work with Environmental Health Officers in supporting food businesses to direct surplus food to emergency food relief agencies (during food inspection visits).	Year 1	Lead	Community Resilience and Health	Food businesses  Food relief agencies	Information sheet developed for distribution by EHOs  Number of local businesses contributing to food relief activities	Reports by EHO team

 = Quick win




Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
1.4 Provide education and support to local food businesses on food safety guidelines for distributing surplus food and a list of local emergency food relief agencies for directing surplus food.	Year 1 Year 2	Lead	Community Resilience and Health	Local food businesses	Food safety guidelines and list of food relief agencies for food relief developed	Annual survey of community food sector (incl. baseline)
1.5 Map food sustainability, food accessibility and food security service gaps and issues across Banyule.	Year 1 Year 2 Year 3 Year 4	Support	Community Resilience and Health	Food Relief Network Urban Food Working Group	Mapping of service gaps and issues complete	Service gaps and issues map
1.6 Prioritise food relief and community food projects in the new Banyule Community Fund and existing community grants. Continue to support community gardens, urban farms and composting through the Environment grants program. 	Year 1 Year 2	Lead	Community Connections Sustainability and Environment	Community food organisations Food relief agencies	Increased number of Council-supported community food initiatives or events	Number and total value of grants allocated to community food initiatives  Grant acquittal reports
<b>Objective 2: Celebrate and connect the community through food</b>						
2.1 Promote community food events and initiatives that encourage social connection, enhance food system sustainability and improve food security and access. 	Year 1 Year 2 Year 3 Year 4	Facilitate	Community Resilience and Health Sustainability and Environment Communications	External stakeholders (e.g. community gardens, urban farms, Neighbourhood houses, food relief agencies) Local Food Connect	Number of events/initiatives promoted Increased community participation in food events or initiatives Increased sense of belonging	Register of events/initiatives Household Survey question measuring community participation in community food initiatives Household survey


 = Quick win





Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
						measuring opportunities to connect with others and participation in community groups
2.2 Develop and implement an awareness-raising campaign of urban farms, community gardens, and Neighbourhood houses in Banyule. 	Year 1	Lead	Community Resilience and Health	Communications Sustainability and Environment  Urban Food Working Group	Increased awareness of urban farms and community gardens and Neighbourhood houses  Increased participation at urban farms, community gardens and Neighbourhood houses	Household Survey question measuring participation in community food initiatives  Reports from Neighbourhood houses and other partners
2.3 Pilot cooking program for older adults to promote healthy eating, food accessibility and food sustainability. 	Year 1	Lead	Community Connections	Neighbourhood houses and other community organisations	Number of community cooking events and/or participants	Register of cooking programs and participant feedback
2.4 Pilot a community cooking program at Greenhills Neighbourhood House, with key learnings used to expand to other Neighbourhood houses.	Year 1	Support	Community Partnerships	Greenhills Neighbourhood House		
2.5 Facilitate partnerships with Neighbourhood Houses, community gardens and other food organisations to build community capabilities to run cooking workshops.	Year 1 Year 2 Year 3 Year 4	Facilitate	Community Resilience and Health	Neighbourhood houses  Urban Food Working Group		


 = Quick win



Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
2.6 Support a collaborative project between BANSIC and Ivanhoe Grammar to develop a cookbook with recipes using food received through the Food Relief Network.	Year 1	Support	Community Partnerships	Community Resilience and Health  BANSIC  Ivanhoe Grammar	Cookbook developed	Council and BANSIC newsletters
2.7 Investigate opportunity for Banyule EcoFest to incorporate celebration of local foods and food sustainability. 	Year 1 Year 2 Year 3 Year 4	Lead	Arts & Culture	Local Food Connect  Food businesses  Banyule urban farms (e.g., Farm Raiser and Veggie Empire)	Festival events focused on local and sustainable food systems	Festival program and list of stallholders and/or participating food businesses or organisations
<b>Objective 3: Strengthen connections and participation across the community food sector</b>						
3.1 Upskill and support community food organisations and initiatives in attracting and managing volunteers utilising the local volunteer hub. 	Year 1 Year 2 Year 3 Year 4	Support	Community Resilience and Health	Diamond Valley Community Support  Volunteer Hub	Levels of volunteer participation and satisfaction	Feedback from community organisations regarding volunteer participation and retention  Household Survey measuring volunteering activity
3.2 Develop a community resource outlining potential sources of philanthropic and other grants for community food projects. 	Year 1	Support	Community Resilience and Health	Urban Food Working Group  Food Relief Network	Community resource developed  Number of organisations using the developed resource	Downloads of resource from website


 = Quick win


Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
<b>Objective 4: Prioritise First Nations foodways and connection to Country</b>						
4.1 Undertake consultation and a feasibility study as part of the Self-Determination Strategy with Barrbunin Beek Community Committee of Management about interest in establishing an Indigenous community garden at the Gathering Place. 	Year 2	Facilitate	First Nations Lead	Barrbunin Beek Community Committee of Management	Consultations held and feasibility study undertaken	Feasibility study and consultation report
4.2 Consult with Wurundjeri Narrap Team, Wurundjeri Elders and First Nations residents in Banyule to explore opportunities for embedding Indigenous foodways into Banyule environment. 	Year 1	Lead	First Nations Lead Bushland Management	Sustainability and Environment RAP Committee	Consultations held	Meeting minutes
4.3 Investigate endorsement of the VACCHO consensus statement on food policy actions to improve food environments and nutrition outcomes for Aboriginal and Torres Strait Islander people in Victoria with support from RAP Committee. 	Year 1	Advocacy	First Nations Lead	RAP Committee Barrbunin Beek Community Committee of Management	VACCHO Consensus Statement endorsed	Council minutes
4.4 Celebrate Indigenous foods and food knowledge through community events and festivals, prioritising participation of Aboriginal-owned businesses and Elders. 	Year 2	Lead	Arts and Culture First Nations Lead	RAP Committee Arts and Culture Committee	Aboriginal-owned businesses participating in events / festivals	Festival/event programs


 = Quick win



## Theme 2: A thriving local food economy


Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
<b>Objective 5: Support greater access to shorter supply chains and Victorian produce</b>						
5.1 Source a partnership opportunity with North Link to advocate for a marketing campaign to support local food businesses.	Year 2	Facilitate	Economic Development	North Link	Increase in Banyule residents shopping locally	Household Survey question assessing food accessibility  Local sales in Banyule local food economy (ABS data)
5.2 Investigate opportunities for streamlining approvals to establish farmers markets and/or other outlets selling local produce within the municipality.	Year 2	Lead	Economic Development Development Planning	Local businesses Urban Food Working Group	Investigation report  New guidance on approvals issued  Increase in new farmers markets and/or food businesses selling local produce	Number of new approvals for markets or businesses selling local food  Local sales in Banyule local food economy (ABS data)
5.3 Leverage the Social Enterprise Strategy and Action Plan, Inclusive Local Jobs Strategy and Economic Development Plan to expand support for and connect food businesses, including urban farms looking to grow or source locally.	Year 3 Year 4	Lead	Local Jobs and Inclusive Enterprise  Economic Development	Local businesses Urban Food Working Group  Banyule Social Enterprise Network	Increased number of food-based social enterprise in municipality  Increased collaboration between social enterprise and community food businesses	Number of food-based social enterprises supported by Inclusive Jobs Fund and/or social enterprise partnership program  Local jobs newsletter

 = Quick win

Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
<b>Objective 6: Support and diversify Banyule's local food economy</b>						
6.1 Leverage opportunities and partnerships emerging through the La Trobe National Employment and Innovation Cluster to foster and support new, innovative food retail and value-adding businesses	Year 2 Year 3 Year 4	Facilitate	Strategic Planning and Economic Development	La Trobe University	Stronger local sales and employment in food businesses	Audit of newly registered food and agriculture businesses in Banyule  Local sales in food sector (ABS data)  FTE employed in the food sector (ABS data)
6.2 Develop and implement a campaign to promote Heidelberg Business Park as a food precinct. 	Year 1	Lead	Community Resilience and Health	Communications  Economic Development  Urban Food Working Group  Local businesses	Campaign developed	Social media reach and engagement  Feedback from local food businesses
6.3 Review Council catering and procurement guidelines to prioritise local food businesses and embed seasonality and sustainability in tendering criteria.	Year 2	Lead	Procurement	Sustainable Procurement Working Group  Urban Food Working Group	Increased number of local food business suppliers  Increased expenditure with local food business suppliers	Annual procurement expenditure data  List of Council suppliers

 = Quick win

Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
				Urban Food Strategy Internal Working Group		
6.4 Continue to identify opportunities for food social enterprises and promote social enterprises operating in Banyule. 	Year 1 Year 2 Year 3 Year 4	Lead	Local Jobs and Inclusive Employment	Social enterprises	Increased community awareness and commercial engagement with food-based social enterprises	Number of food-based social enterprise operating or servicing Banyule  Social enterprise survey
6.5 Create a promotional campaign for existing social enterprise cafes. 	Year 2	Lead	Community Resilience and Health	Communications  Local Jobs and Inclusive Employment	Campaign created  Increase community awareness and commercial engagement with food-based social enterprises	Social media reach and engagement  Local jobs newsletter
6.6 Support workplace settings in Banyule to implement Healthy Eating Guidelines and source food from local businesses.	Year 1 Year 2	Facilitate	Community Impact	North Eastern Public Health Unit (NEPHU)  Banyule Community Health Service	Promotion of Healthy Eating Guidelines to local businesses	Notes from partner / staff visits / communications with local businesses


 = Quick win


Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
<b>Objective 7: Encourage a vibrant, skilled and sustainable food sector</b>						
7.1 Foster collaborations and scope partnerships between local schools and pre-vocational training providers to identify future project opportunities.	Year 1	Support	Community Resilience and Health	Banyule Nillumbik Learn Local Employment Network  Urban Food Working Group  Local Teachers/ School Network	Increase in vocational / pre-vocational pathways	Audit of programs  Feedback from stakeholders
7.2 Support the partnership between Waratah Special Development School and Farm Raiser to build student skills and knowledge of food production.	Year 1 Year 2 Year 3 Year 4	Support	Community Resilience and Health	Urban Food Working Group  Farm Raiser  Waratah Special Development School	Increased food literacy and skills development in young people  Stronger food-focused partnerships with schools  Inclusion of food sustainability and food security in curriculum	Feedback from stakeholders  School curriculum / subject plans
7.3 Partner with local schools to seek opportunities to embed food sustainability and food security into curriculum and community development opportunities.	Year 1 Year 2 Year 3 Year 4	Facilitate	Community Resilience and Health	Local Teachers/ School Network  Urban Food Working Group		
7.4 Partner with Bundoora Secondary College to undertake a planning and feasibility study to establish an environmental sustainability program and community garden.	Year 2 Year 3	Facilitate	Community Resilience and Health	Bundoora Secondary College  Urban Food Working Group		





= Quick win

### Theme 3: Planning for healthy and sustainable food systems


Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
<b>Objective 8: Co-design neighbourhood food retailing environments with local communities</b>						
8.1 Work with trader associations to support existing and incentivise new greengrocers, bulk food stores, culturally specific food stores and other healthy food retailers.	Year 1 Year 2 Year 3 Year 4	Support	Economic Development	Trader associations  Chamber of Commerce  Urban Food Working Group  Urban Food Strategy Internal Working Group	Percentage of Banyule residents shopping locally  Number of greengrocers and other healthy food retailers  Ratio of unhealthy and healthy food outlets  Average walking distance of residents to nearest healthy food outlet	Household Survey question assessing food accessibility  Registered food businesses/premises  Australian Urban Observatory
<b>Objective 9: Integrate food into planning processes to support access to healthy and affordable food</b>						
9.1 Highlight consideration of disabled parking in food retail environments in line with activity centre planning, liveability and universal design principles. 	Year 1	Lead	Transport Engineering  City Futures	Inclusive Banyule Advisory Committee	Enhanced access for disabled community members	Audit of disabled parking


 = Quick win




Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
9.2 Promote active transport (walking/cycling) and community bus linkages with key food hubs and community gardens.	Year 1	Lead	Community Impact	Community Resilience and Health	Number of linkages identified and promoted	Feedback from community / stakeholders
9.3 Apply a food sustainability, food accessibility and food security lens when undertaking precinct planning, neighbourhood character and liveability assessments by including initiatives to encourage more diversified food businesses and food production opportunities in the design and planning of neighbourhoods.	Year 1 Year 2 Year 3 Year 4	Lead	Strategic Planning  Economic Development	Urban Food Strategy Internal Working Group	Percentage of new precinct plans, neighbourhood character and liveability assessments that apply a 'food lens'	Audit of new precinct plans, neighbourhood character and liveability assessments
9.4 Explore opportunities to encourage herb planter boxes and small balcony gardens in the Housing Policy.	Year 1 Year 2 Year 3 Year 4	Lead	Strategic Planning	Community Resilience and Health  Environment and Sustainability  Urban Food Strategy Internal Working Group	Percentage of new housing developments with integrated food production	Masterplans, site plans, photos  Feedback from residents
<b>Objective 10: Encourage healthy eating and healthy food environments</b>						
10.1 Include regular articles in the Banyule Banner with budget-friendly tips and recipes for local and seasonal eating.  	Year 1 Year 2 Year 3 Year 4	Lead	Community Resilience and Health  Communications	Urban Food Working Group  Urban Food Strategy Internal Working Group	Fruit and vegetable intake increased (note: this is a long-term indicator)	Banyule Banner  Victorian Population Health Survey


 = Quick win





Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
10.2 Support North Eastern Public Health Unit (NEPHU) in advocacy and implementation of Healthy Choices guidelines in Council-run and other community facilities. 	Year 1 Year 2	Advocacy	Community Impact	North Eastern Public Health Unit (NEPHU)  Urban Food Strategy Internal Working Group	Increased range of healthier choices in Council-run facilities	Audit of food offerings in Council-run facilities
10.3 Convene a working group with community members, Councillors and researchers to investigate the studies and debates around what comprises a “sustainable diet” and a “diet for planetary health”, with the aim of generating and sharing information on these important topics with the broader community through talks and workshops, in order to raise the level of food systems literacy amongst Banyule residents and stakeholders	Year 1 Year 2 Year 3 Year 4	Lead	Community Resilience and Health	Urban Food Working Group  Urban Food Strategy Internal Working Group	Increased food systems literacy	Feedback from community / stakeholders  Meeting attendance and minutes of Urban Food Working Group  Meeting attendance and minutes of Urban Food Strategy Internal Working Group
<b>Objective 11: Enhance the ecological health of the local food system</b>						
11.1 Continue to encourage opportunities for the Teachers’ Environment Network to support urban food growing and composting education in schools.	Year 1 Year 2	Support	Environment and Sustainability	Teachers’ Environment Network  Urban Food Strategy Internal Working Group	Increasing composting education and food growing programs in Banyule schools	Examples of curriculum / feedback from teachers


 = Quick win



Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
11.2 Educate and raise awareness about the benefits of Indigenous pollinators for food growing in the urban environment. 	Year 2	Lead	Environment and Sustainability	Urban Food Strategy Internal Working Group	Community education on pollinator plants and agro-biodiversity	Banyule Banner and other Council communication channels
11.3 Expand FOGO to food businesses, apartments and public spaces.	Year 1	Lead	Waste Management	Urban Food Strategy Internal Working Group	Reduced food waste  Increased participation in FOGO program	Household Survey question measuring household composting activity  Number of FOGO bins in use across municipality
11.4 Promote existing FOGO bins resources in multiple languages to support education about hygienic bin usage, and make printed resources available in Council service centres and community hubs. 	Year 1	Support	Waste Management			
11.5 Run an environment and sustainability workshop at Shop 48.	Year 2	Lead	Community Resilience and Health Environment and Sustainability	Community Partnerships	Workshop complete	Participant attendance and feedback
11.6 Highlight ongoing opportunities for composting workshops to engage community members and build enthusiasm for circular economy principles. 	Year 2 Year 3 Year 4	Support	Waste Management	Environment and Sustainability  Urban Food Working Group  Urban Food Strategy Internal Working Group	Number of workshops delivered  Increased composting skills and knowledge of circular economy principles	Participant attendance and feedback


 = Quick win


## Theme 4: Abundant edible landscapes


Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
<b>Objective 12: Expand access to edible food spaces</b>						
12.1 Develop a community resource to promote seasonal growing in small spaces.	Year 2	Lead	Community Resilience and Health Environment and Sustainability	Urban Food Working Group Urban Food Strategy Internal Working Group	Community resource developed	
12.2 Review, layer and classify existing Council land assets suitable for community gardens and urban farms. 	Year 2	Lead	Community Resilience and Health Strategic Planning Property	Urban Food Strategy Internal Working Group	Volume of new land made available for edible food growing Increased participation in community gardens	Register of Council sites supporting edible gardening Household Survey question measuring awareness of and / or participation in community gardens
12.3 Map and share suitable land opportunities for community gardens and urban farms and help facilitate access to land (including communal and shared land arrangements). 	Year 2	Lead	Strategic Planning Community Resilience Lead	Melbourne Water Urban Food Working Group Urban Food Strategy Internal Working Group	Creation of community	Social media shares of


 = Quick win


Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
12.4 Map and promote existing community gardens across the municipality to encourage increased community participation 	Year 1	Support	Community Partnerships Environment and Sustainability	Urban Food Working Group Community Gardens	garden map	map Downloads / access of map
12.5 Facilitate a Community Gardens Network to provide opportunities for cross-collaboration (quarterly meetings).	Year 1 Year 2 Year 3 Year 4	Facilitate	Community Resilience and Health	Environment and Sustainability Urban Food Strategy Internal Working Group	Creation of Community Garden Network Regular Network meetings	Meeting notes / photos Feedback from Network members
12.6 Develop a partnership between the Bellfield Community Gardens and the Bellfield Community Hub that promotes community engagement and participation. 	Year 1 Year 2	Facilitate	Community Partnerships	Bellfield Community Garden Urban Food Strategy Internal Working Group	Partnership established	Feedback from staff / gardeners
12.7 Explore opportunities for food production and edible landscapes across community spaces.	Year 1 Year 2 Year 3 Year 4	Lead	Parks and Natural Environment	Urban Food Working Group Urban Food Strategy Internal Working Group	New edible spaces established	Photos Feedback from gardeners / residents
12.8 Explore opportunities for herb garden at the Bellfield Community Hub and the Rosanna Library.	Year 1 Year 2 Year 3	Lead	Parks and Natural Environment	Community Resilience and Health Community Partnerships	Herb garden established	Feedback from gardeners / residents

 = Quick win


Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
<b>Objective 13: Empower the community to grow, cook, preserve and share food</b>						
13.1 Pilot a new community garden program at BANSIC.	Year 1 Year 2	Support	Community Partnerships	Community Resilience and Health  Environment and Sustainability  BANSIC  Urban Food Strategy Internal Working Group	Community garden established  Number of community garden members	Membership register
13.2 Support urban food initiatives and community events that enhance the visibility of locally accessible food, home growing and food networks and connect people across ages and socioeconomic demographics. 	Year 2	Lead	Sustainability and Environment  Community Connections	Seniors Groups  Age-Friendly Champions  Urban Food Working Group  Age Friendly Population Committee  Banyule Environmental and Climate Action Advisory Committee  Urban Food Strategy Internal Working Group	Number of urban agriculture workshops conducted or actively promoted by council	Register of workshops / lists of attendees / feedback surveys

 = Quick win



Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
13.3 Implement wayfinding signage of key sites such as community gardens and urban farms for easy navigation and increased visibility.	Year 2 Year 3	Lead	Community Resilience and Health		Number of new signs installed	Photos
13.4 Promote existing community fruit fly and other pest management programs and information through the Greenwrap Newsletter, Sustainable MacLeod and other communications to support implementation of best-practice biosecurity protocols in managing fruit trees and spread awareness throughout the municipality. 	Year 1	Support		Communications Environment and Sustainability Sustainable Macleod Urban Food Working Group	Increase in residents' skills in fruit fly management	Social media reach and engagement  Newsletters and other relevant communication channels
13.5 Support kitchen garden programs in primary schools.	Year 1 Year 2 Year 3 Year 4	Support	Community Resilience and Health  Environment and Sustainability	Local schools	Increase in kitchen gardens and food education programs in schools	Photos  Feedback from teachers / students / parents
<b>Objective 14: Support local and regional food production</b>						
14.1 Facilitate a mentoring program, networks or forums for knowledge and resource sharing (for urban farmers and community garden leaders).	Year 2 Year 3	Lead	Environment and Sustainability  Community Resilience and Health	Urban Food Working Group  Community Gardens Environment and Sustainability	Increase in confidence and capacity of urban farmers and gardeners in Banyule	Feedback from participants


 = Quick win

Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
14.2 Run workshops to support networking and capacity building in sustainable food growing.	Year 1 Year 2 Year 3 Year 4	Facilitate	Environment and Sustainability	Urban Food Working Group  Community Gardens  Environment and Sustainability	Number of workshops held	Participant attendance and feedback

 = Quick win


## Theme 5: Good food system governance


Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
<b>Objective 15: Demonstrate strong leadership support and engagement</b>						
15.1 Develop and implement an internal and external communication plan including social medial campaign to promote the Urban Food Strategy. 	Year 1	Lead	Community Resilience and Health Communications	Urban Food Working Group Food Relief Network Urban Food Strategy Internal Working Group	Wide awareness of Urban Food Strategy internally and externally Communications plan developed	Social media posts, newsletters, media articles etc.
15.2 Develop and implement a robust advocacy agenda on key food system issues advocating for preservation of peri-urban farming, affordable housing, poverty-level government support benefits and barriers to healthy retail environments in the planning framework with consideration and inclusion of the MAV and ALGA priorities.	Year 1 Year 2 Year 3 Year 4	Advocacy	Community Resilience and Health Advocacy lead	Urban Food Working Group Food Relief Network Urban Food Strategy Internal Working Group	Increase in advocacy actions by Banyule across a range of food system issues	Notices of Motion, correspondence with Ministers, media statements etc.
15.3 Explore Council endorsement of Consensus Statement "Towards a Healthy, Regenerative and Equitable Food System in Victoria." 	Year 1	Advocacy	Community Resilience and Health Advocacy lead	Urban Food Working Group Urban Food Strategy Internal Working Group	Banyule logo and endorsement on vicfoodsystem.org.au	Notices of Motion, correspondence with Ministers, media statements etc


 = Quick win





Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
<b>Objective 16: Engage in collaborative governance and coordination with community</b>						
16.1 Identify strategic partnerships with community organisations and peak bodies to build a collective advocacy voice on key issues around food sustainability, food accessibility and food security.	Year 1 Year 2 Year 3 Year 4	Advocacy	Community Resilience and Health	Urban Food Strategy Internal Working Group  Urban Food Working Group	Increase in Council advocacy actions across a range of food system issues	Notices of Motion, correspondence with Ministers, media statements etc.
16.2 Explore opportunities for collaboration between the Urban Food Working Group and the Banyule Environment and Climate Action Advisory Committee.	Year 1 Year 2 Year 3 Year 4	Facilitate	Environment and Sustainability	Environment and Climate Action Advisory Committee		
<b>Objective 17: Enable strategic integration and policy cohesion through a whole-of-council approach</b>						
17.1 Establish an internal, cross-departmental Urban Food Strategy Internal Working Group to ensure cohesive and integrated implementation of the Urban Food Strategy (quarterly meetings).	Year 1 Year 2 Year 3 Year 4	Lead	Community Resilience and Health	Internal Program Areas: <ul style="list-style-type: none"> <li>• Environment and Sustainability</li> <li>• Parks and Natural Environment</li> <li>• Economic Development</li> <li>• Bushland Management</li> <li>• Planning and Development</li> <li>• Community Impact</li> <li>• Community Connections</li> <li>• Community Partnerships</li> <li>• Local Jobs and</li> </ul>	Increased awareness in, and engagement of, food system issues across Council  Clear alignment between Urban Food Strategy and related policies and strategies	Staff survey  Audit of Council policies and strategy to identify alignments with Urban Food Strategy (in Year 4)

 = Quick win

Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
				<ul style="list-style-type: none"> <li>Inclusive Employment</li> <li>• First Nations</li> <li>• Arts and Culture</li> <li>• Communications</li> <li>• Advocacy</li> </ul>		
17.2 Adopt a food system 'lens' to the review and update of all relevant new policies, strategies, plans and guidelines.	Year 1 Year 2 Year 3 Year 4	Lead	Urban Food Strategy Internal Working Group			
17.2 Facilitate dialogue between the Inclusive Banyule Advisory Committee and the Urban Food Working Group to ensure food security issues are prioritised, including inclusion of an Urban Food Working Group representative on the Inclusive Banyule Advisory Committee.	Year 1	Facilitate	Community Resilience and Health  Community Impact	Inclusive Banyule Advisory Committee  Urban Food Working Group	Increase in actions to tackle food insecurity in Banyule	Inclusive Banyule Advisory Committee minutes/reports
<b>Objective 18: Ensure effective resourcing, investment and data collection</b>						
18.1 Leverage the Household Survey to assess food security and affordability issues affecting Banyule residents using USDA food insecurity questions.  	Year 2 Year 4	Lead	Community Impact	Urban Food Working Group  Food Relief Network  Urban Food Strategy Internal Working Group	Proportion of population experiencing food insecurity	Household Survey questions measuring prevalence and severity of food insecurity and food affordability issues
18.2 Undertake biennial analysis of food affordability (using Australian Standardised	Year 2	Support	Community Resilience and Health	Universities	Affordability baseline established for biennial comparison	Australian Standardised Affordability and Pricing

 = Quick win

Action	Time-frame	Council role	Department	Partners	Indicators for monitoring progress	Data sources
Affordability and Pricing methods protocol)						Analysis
18.3 Include community food sector experiences in the Household Survey to create baseline data for evaluation (including demand for food relief, volunteering levels, participation in community gardens and composting activities).	Year 2 Year 4	Lead	Community Impact	Urban Food Working Group  Food Relief Network  Urban Food Strategy Internal Working Group	Number of new questions offering insights into resident's experience with the foods system  Number of survey respondents	Household Survey
18.4 Build internal food system knowledge and capacity in Council staff through professional development opportunities including workshops on food security, urban agriculture and related topics.	Year 2 Year 3 Year 4	Lead	Urban Food Strategy Internal Working Group		Increase in staff food system literacy and confidence with Strategy implementation	Number of workshops held  Workshop attendee registers and feedback from staff
18.5 Join the Sustain Community of Practice, Local Government Food Systems Networking Forum (quarterly meetings). 	Year 1 Year 2 Year 3 Year 4	Lead	Community Resilience and Health	Sustain: The Australian Food Network		Staff survey

 = Quick win



# PUBLIC TOILET PLAN

D23/194415



## Document Control

<b>Record Number</b>	D23/194415
<b>Date Created</b>	7 July 2023
<b>Next review date</b>	30 June 2027
<b>Business Unit</b>	Delivery and Assets
<b>Responsible Officer</b>	Asset Management Coordinator
<b>Date of Approval</b>	Click or tap to enter a date.

## Table of Contents

<b>COVER PAGE</b> .....	<b>1</b>
<b>DOCUMENT CONTROL</b> .....	<b>2</b>
<b>TABLE OF CONTENTS</b> .....	<b>3</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>4</b>
<b>INTRODUCTION</b> .....	<b>7</b>
OVERVIEW.....	7
WHY PLAN FOR PUBLIC TOILETS?.....	8
WHERE DOES COUNCIL NEED TO ENSURE THERE ARE PUBLIC TOILETS? .....	8
PROJECT SCOPE .....	9
BANYULE PUBLIC TOILET PLAN .....	12
BENCHMARKING .....	12
POLICY CONTEXT .....	12
<b>PROJECT METHODOLOGY</b> .....	<b>14</b>
SITE AUDIT .....	14
CONSULTATION AND ENGAGEMENT .....	17
SPATIAL ANALYSIS.....	19
<b>BANYULE'S PUBLIC TOILETS</b> .....	<b>20</b>
VISION AND OBJECTIVES.....	20
DISTRIBUTION .....	21
USAGE.....	25
HYGIENE & MAINTENANCE.....	26
ACCESSIBILITY.....	29
GENDER IMPACT ASSESSMENT.....	33
DESIGN & SUSTAINABILITY.....	34
LOCATION & SITING .....	39
<b>ACTION PLAN</b> .....	<b>43</b>
KEY ACTIONS .....	44
CAPITAL WORKS PLAN FOR EXISTING TOILETS.....	49
CAPITAL WORKS PLAN FOR NEW TOILETS.....	51
FINANCIAL IMPLICATION .....	54
<b>APPENDICES</b> .....	<b>58</b>
APPENDIX A: TERMS USED IN THIS REPORT .....	58
APPENDIX B: STAR RATING ASSESSMENT CRITERIA AND A SAMPLE CALCULATION.....	59
APPENDIX C: CONDITION RATING AND DESCRIPTION .....	60
APPENDIX D: COMMUNITY CONSULTATION OUTCOME .....	61
APPENDIX E: TOOLKIT .....	66

## Executive Summary

---

The Banyule Public Toilet Plan sets out a ten-year plan to guide the provision of Council owned and managed public toilets across the municipality. This is the review of Council's first Public Toilet Plan adopted in 2018 and is the product of a collaborative process with local communities, Council staff and key user groups.

The vision for all public toilets in Banyule is:

**“To ensure there is adequate provision of public toilets within Banyule, that are accessible for all users in areas of high public use, by working in partnership with other stakeholders.”**

This Plan is underpinned by five key objectives:

- Work co-operatively with key stakeholders, to ensure that there is a comprehensive and well-connected network of accessible public toilets at key locations in areas of high public activity in Banyule.
- Maintain toilets managed by Council to a standard of cleanliness and hygiene to enhance the health and wellbeing of all public toilet users.
- Ensure that public toilets are accessible to people of all ages and abilities and promote their location to all residents and visitors.
- Advocate for quality and environmentally sustainable design in all public toilet facilities.
- Improve the amenity and safety of public toilets through appropriate siting and design.

The number of toilets owned and managed by Council are ageing and don't meet modern design and access standards.

This plan has been revised and updated following a comprehensive Community Consultation and Gender Impact Assessment (GIA).

### Community Consultation

This revised plan has been prepared following community consultation in April - May 2023, as well as internal stakeholder consultation.

The following methods of engagement were used for community consultation.

- Shaping Banyule survey
- Intercept survey
- Community Advisory Committees
- Banyule social media (Instagram and Facebook)

545 community members provided feedback. 64% of people that participated are women and 85% are more than 35 years old.

### Gender Impact Assessment

The subject matter has been considered in accordance with the requirements of the Section 9 of the Gender Equality Act 2020. As a result of the GIA, the following recommendations were made to reduce gender inequality and promote gender equality:

- Undertake consultation and engagement with the local community and conduct a Gender Impact Assessment prior to the development and installation of a new public toilet.
- Determine a standard practice for the configuration of cubicles that best achieves a balance between inclusivity, practicality, and value for money.
- Investigate an alternative approach for the community to send a request to Council by using QR code for cleaning and maintenance of public toilets.



## Summary of the Plan

The Banyule Public Toilet Plan sets out:

- A suite of recommendations and other actions to improve the standard of existing and new public toilets in Banyule.
- A renewal and upgrade program of Council owned and managed public toilets.
- A program for constructing new toilets based on a gap analysis.
- A toolkit to guide assessment of public toilets. The toolkit comprises:
  - Condition Rating Assessment
  - Star Rating Assessment Criteria
  - Service Hierarchy Framework
  - Schedule of Fixtures and Fittings
  - Assessment Framework
  - Design and Siting Principles

## Recommendation and Action Plan

39 actions have been identified or carried over from the original plan for continuous improvement and better management of Council's public toilets. This action plan has been developed and reviewed through internal stakeholder consultation. Two actions may require additional budget of \$120,000, which may be considered in future initiatives/capital works program. Other actions are proposed to be undertaken using existing operating or capital budget.

## Renewal and Upgrade Program

A detailed condition audit of all toilets across Banyule was undertaken. This audit included physical condition inspection of each toilet so assist in determining remaining useful life of toilet facilities and their renewal requirements. Community feedback was also considered to prepare the renewal program.

This plan proposes renewal of the following 10 toilets over the next 10 years, which will cost approximately \$4.435 million.

- Warringal Parklands Public Toilet
- James Reserve Public Toilet
- Heidelberg Park Public Toilet
- Price Park Public Toilet
- Chelsworth Park (Part Pav)
- Ivanhoe Park Public Toilet
- Kalparrin Gardens
- Possum Hollow
- Greensborough Park
- Greenwood Reserve

Council also carried out a STAR rating assessment of each toilet. This assessed functional inefficiencies of each toilet, which require an upgrade. It has been identified for 28 toilets to be upgraded to meet 4 STAR rating proposed by the community. It will cost approximately \$200,000 for upgrade works and an ongoing operating cost of \$5,500 annually.

## Proposed New Toilets

A gap analysis, considering proximity to activity centres and open space/parks, as well as community feedback has been used to identify priority locations for additional toilet facilities. Six new toilets are proposed over the next 10 years as the outcome of this exercise as follows:

- Rosanna Parklands
- East Ivanhoe Village
- Aminya Reserve
- Burke Road North Reserve
- Sparks Reserve
- Plenty River Drive Reserve

Installation of these six new toilets will cost approximately \$2.94 million. Each project is proposed to be implemented across a two-year period:

Year 1 - Community consultation, GIA and design

Year 2 - Construction

Siting of new toilets will be identified through community consultation and the GIA outlined above.

### Financial Summary

Financial implication of the proposed plan in the 10 year capital works program is summarised below. It includes replacement of 10 existing toilets, upgrading all toilets to 4 STAR rating and installation of six new toilets, which will improve the level of service significantly.

Year	Replacement & Upgrade		New Installation		Operating Cost Increase	Variation (Current Allocation – Proposed)
	Proposed	Current CWP Allocation	Proposed	Current CWP Allocation		
2024/25	\$525,000	\$575,000	\$30,000	\$0	\$0	\$20,000
2025/26	\$550,000	\$650,000	\$530,000	\$0	\$0	-\$430,000
2026/27	\$550,000	\$550,000	\$535,000	\$0	\$20,500	-\$555,500
2027/28	\$400,000	\$365,000	\$445,000	\$0	\$35,500	-\$515,500
2028/29	\$410,000	\$625,000	\$460,000	\$0	\$42,500	-\$287,500
2029/30	\$420,000	\$710,000	\$480,000	\$0	\$49,500	-\$239,500
2030/31	\$430,000	\$650,000	\$460,000	\$0	\$56,500	-\$296,500
2031/32	\$440,000	\$790,000	\$0	\$0	\$63,500	\$286,500
2032/33	\$450,000	\$770,000	\$0	\$0	\$63,500	\$256,500
2033/34	\$460,000	\$770,000	\$0	\$0	\$63,500	\$246,500
<b>Total</b>	<b>\$4,635,000</b>	<b>\$6,455,000</b>	<b>\$2,940,000</b>	<b>\$0</b>	<b>\$395,000</b>	<b>-\$1,515,000</b>

Proposed work program would require an estimated \$1.515 million more in the next 10 years. It includes construction of six new toilets throughout the municipality and increased operating cost due to the provision of new toilets and upgrading other toilets to 4 STAR rating. The additional toilets and upgrade works will improve the level of service significantly.

## Introduction

### Overview

The Banyule Public Toilet Plan sets out a framework to guide the future planning and provision of public toilets throughout the municipality.

The City of Banyule plays a central role in the planning and provision of public toilets. In addition to maintaining the public toilets that Council directly owns or manages, there is a potential to also partner with other stakeholders to ensure that there are adequate public toilets in areas with high levels of public activity.

The Plan establishes a vision for public toilets in Banyule, complemented by a series of objectives and principles to guide the renewal, upgrade and decommissioning of existing public toilets. It also identifies where new toilet facilities are required in future. The Plan includes a capital works program to improve the distribution and quality of facilities and a Toolkit to assist Council in determining future priorities and community needs.

The development of the Banyule Public Toilet Plan was originally undertaken over five stages, as illustrated in Figure 1.



Figure 1 – Stages of Developing the Toilet Plan

This 2023 review of the Public Toilet Plan was also undertaken over multiple stages:

**Stage 1** involved an extensive review of Public Toilet Plan 2018 and 10 Year Asset Plan. An audit and inspection of each public toilet in Banyule was undertaken to assess the condition and quality of each facility. The audit assessed a number of design and siting considerations such as location, accessibility of toilets, level of cleanliness, safety and condition. Council also carried out a condition audit in 2020 to assess physical condition of each toilet.

**Stage 2** included identifying issues and opportunities in preparation of internal stakeholder consultation and community consultation.

**Stage 3** focused on community consultation and internal stakeholder consultation. The following methods of engagement were used for community consultation.

- Shaping Banyule survey
- Intercept survey
- Community Advisory Committees
- Banyule social media (Instagram and Facebook)

An overview of the consultation findings is contained in **Appendix D**.

**Stage 4** included preparing the draft Public Toilet Plan incorporating gap analysis, priority and community feedback.

**Stage 5** includes preparing the Final Public Toilet Plan incorporating gap analysis, priority and community feedback.

The Banyule Public Toilet Plan sets out:

- An action plan for renewal, upgrade, replacement and decommissioning of Council owned and managed public toilets.
- A plan for installing new toilet facilities where required.
- A suite of recommendations and other actions to improve the standard of public toilets in Banyule.
- Best practice siting and design guidelines to improve the provision of toilets.
- A Toolkit to guide the delivery of public toilets outside the capital works plan.

## Why Plan for Public Toilets?

Public toilets provide an essential piece of community infrastructure which contribute to the enjoyment and amenity of Banyule. Changing community needs, attitudes and advances in technology have led to different approaches to the design, location and function of public toilets.

The Council Plan identifies six priority themes as follows:

- 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

Each of these themes seek to enhance community participation and inclusion through the promotion of safe environments that support the health and wellbeing of all residents and visitors to Banyule.

As Banyule strives for a healthier and more equitable community, there is a greater focus on walkable, accessible and safer public places and spaces. Well located and designed public toilets are an important part of this aspiration.

## Council's Approach

Banyule City Council recognises the need for public toilets in areas of high public activity. It is also recognised that Council, is only one of several stakeholders who provide access to toilets.

## Role of Council

Council has a responsibility to its ratepayers to ensure prudent use of public funds, and to ensure an appropriate due diligence process is undertaken before embarking on any capital investment in new public toilet infrastructure. On a case-by-case basis Council will ensure:

- There is no unnecessary duplication with commercial, or other public sector toilet providers
- It has investigated the potential for other providers to address community need
- It has identified any potential partners who could share the responsibilities and costs of providing a new public access toilet.

## Where does Council Need to Ensure There are Public Toilets?

Key locations where Council have a role in ensuring public toilets are either provided, or adequately sign posted, are:

- In high public use activity nodes, such as commercial areas

- Civic hubs, such as around libraries, municipal offices, community centres, etc.
- Regional and significant neighbourhood parks
- Regional trails
- Sporting hubs
- In public facilities provided by or managed by Council.

### Minimising Duplication

A fundamental part of Council's position in relation to the provision of public toilets is to avoid any unnecessary duplications by:

- Developing partnerships and/or agreements with private providers, such as shopping centre owners, local traders groups and other public sector organisations in relation to public toilet provision.
- Providing information to the public on the location of existing public toilets; e.g. maps, brochures, council website. Where possible in partnership with other stakeholders, e.g. traders groups.
- Ensuring there is well located, clear sign posting in high public use areas, where possible in partnership with other stakeholders.

### Project Scope

The ownership and governance of public toilets can be complex and there are a variety of stakeholders with a responsibility to provide public toilets. Currently Council is a key stakeholder in the provision of public toilets in Banyule. Council owns and manages 57 public toilet facilities across Banyule as shown in Figure 2. List of the toilets and their numbers are summarised in Table 1 to locate in them in the figure.

There are also other types of toilets which are often available for public use, however these are generally not owned by Council.

### Other Public Toilets

There are a range of other public toilets available for use in community buildings and at key locations throughout Banyule. These include libraries, recreation centres and train stations. Not all of these locations are managed by Council and the availability of these facilities is usually limited to opening hours of the facility.

### Private Toilets

There are also a range of non-Council toilets distributed throughout Banyule's commercial areas including shops, cafés and entertainment hubs. These toilets are privately owned and are usually located in areas with high volumes of pedestrian activity such as large shopping centres, service stations or food and drink premises.

Although these toilets supplement Council's own network, the usage of these facilities is generally expected in conjunction with a transaction, for example the purchase of petrol or other goods. These facilities are not advertised as 'public toilets' and are intended to service the needs of paying customers.

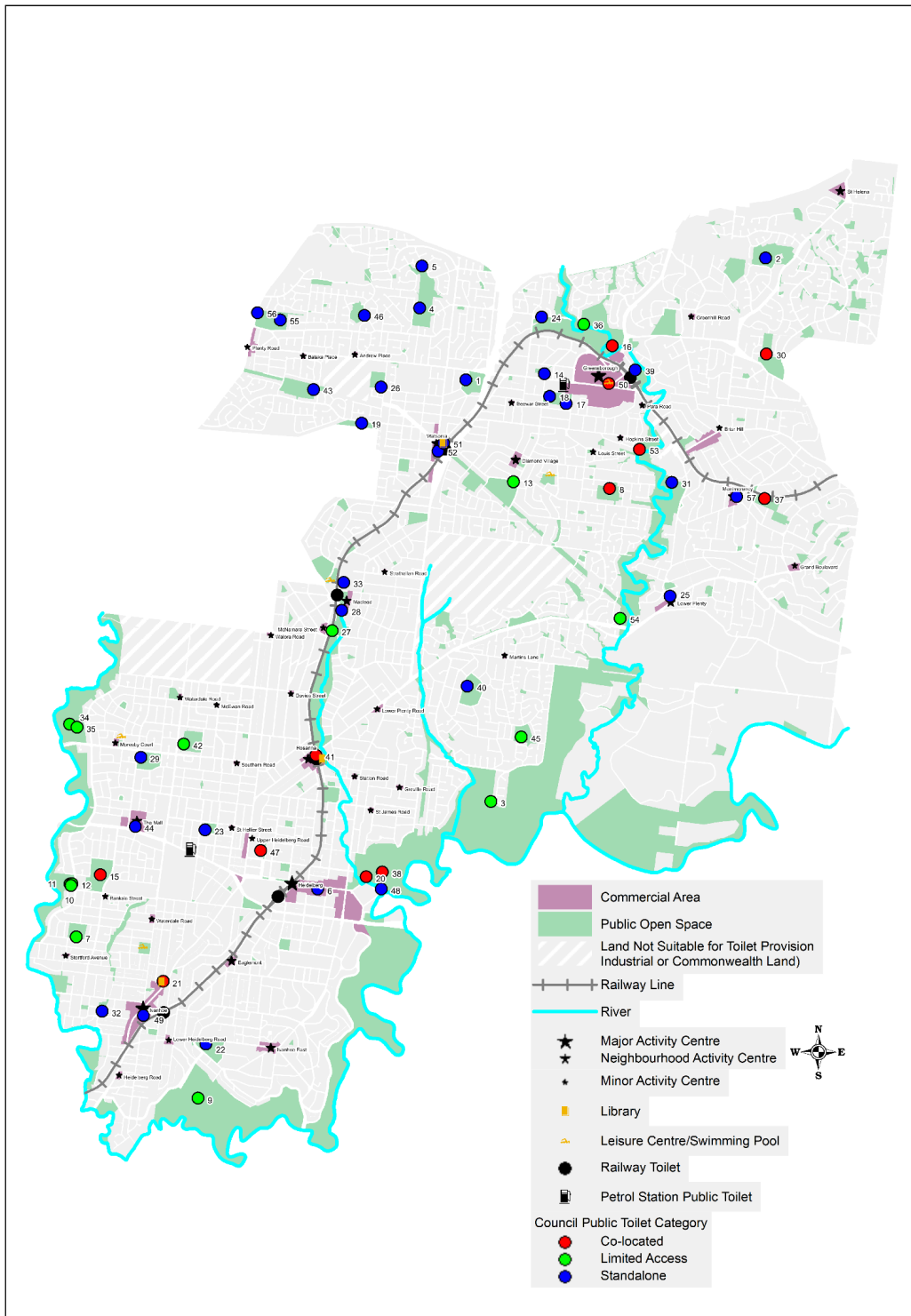


Figure 2: Existing Public Toilet Network in Banyule

Table 1: List of Toilets and Their Numbers to Locate them in the Maps

Toilet Number	Toilet Name/Location	Toilet Number	Toilet Name/Location
1	A K Lines Reserve Public Toilet	30	Malcolm Blair Reserve Public Toilet
2	Anthony Beale Reserve Pavilion Public Toilet	31	Montmorency Park North Oval Public Toilet
3	Banyule Flats Reserve Public Toilet	32	Nellie Ibbott Reserve Public Toilet
4	Binnak Park - Central Public Toilet	33	NETS Stadium
5	Binnak Park - North Public Toilet	34	Olympic Park Pavilion (Kelly Pavilion Public Toilet)
6	Cape Street Car Park Public Toilet	35	Olympic Park South Public Toilet
7	Cartledge Reserve Public Toilet (Part Pav)	36	Partington's Flats Public Toilet
8	Central Park Pavilion Public Toilet (Part Pav)	37	Petrie Park Public Toilet (Part Pav)
9	Chelsworth Park Public Toilet (Part Pav)	38	Possum Hollow Public Toilet
10	Cyril Cummins Reserve Public Toilet	39	Poulter Reserve Public Toilet
11	Cyril Cummins Reserve Public Toilet (Hockey)	40	Price Park Public Toilet
12	Cyril Cummins Reserve Public Toilet (Tennis)	41	Rosanna Station Public Toilet
13	Elder Street Public Toilet (Part Pav)	42	Shelley Park Public Toilet
14	Fell Reserve Public Toilet	43	Telfer Reserve - East Public Toilet
15	Ford Park Public Toilet (Part Pav)	44	The Mall Public Toilets & Shelter
16	Greensborough Park Public Toilet	45	Viewbank Reserve Public Toilet
17	Greensborough War Memorial Park - East Public Toilet	46	Warrabee Park Public Toilet
18	Greensborough War Memorial Park - West Public Toilet	47	Warringal Cemetery Public Toilet
19	Greenwood Reserve Public Toilet	48	Warringal Parklands Public Toilet
20	Heidelberg Park Public Toilet	49	Waterdale Road/Norman Street Public Toilet
21	Ivanhoe Library and Cultural Hub	50	WaterMarc
22	Ivanhoe Park Public Toilet	51	Watsonia Library
23	James Reserve Public Toilet	52	Watsonia Shopping Centre Public Toilet
24	Kalparrin Gardens Public Toilet	53	Willinda Park Public Toilet (Part Store)
25	Lower Plenty Shopping Centre Public Toilet	54	Yallambie Park Public Toilet
26	Loyola Reserve Public Toilet	55	Yulong Reserve - East Public Toilet
27	Macleod Park Public Toilet	56	Yulong Reserve - West Public Toilet
28	Macleod Shopping Centre Public Toilet	57	Montmorency Shopping Centre Public Toilet (Newly Constructed – No assessments conducted)
29	Malahang Reserve Public Toilet		

## Banyule Public Toilet Plan

This Plan focuses on Council owned and managed public toilets. It excludes toilets located in libraries and other council run buildings. The 57 public toilet facilities Council owns and manages have been the subject of an audit and other analysis.

Toilets located in privately run buildings are not included within this evaluation. These may include toilets in cafes, shopping centres or other private recreational buildings.

It is acknowledged that these private toilets provide an important service to particular locations and catchments. This Plan will not make recommendations for these toilets, however it does take into account the role in which they play in overall levels of provision and prioritisation of new facilities.

## Benchmarking

A review was undertaken to compare the provision and prioritisation of public toilets with other local municipalities. Adjacent municipalities such as Darebin, Boroondara, Nillumbik and Manningham were analysed to identify public toilet standards and where public toilets may be located just beyond Banyule's municipality.

Other city councils generally classify their public toilets as either standalone facilities or co-located facilities. Less frequent classifications included:

- Pavilion based facilities
- Automated facilities
- Facilities within Council buildings

Prioritisation of public toilet locations is generally consistent across all of the municipalities. The highest priority areas are locations with high pedestrian traffic such as activity centres, civic buildings and public spaces. Lower priority locations included neighbourhood and local parks, sport pavilions and walking/shared trails.

With regard to the role of private public toilets, all other municipal strategies reviewed noted their significance. While they were not included in other strategies, the role that they play within the community is broadly considered when planning for the future of Council owned public toilets.

## Policy Context

The Plan complements Banyule's Council Plan in supporting a safe, healthy, vibrant and connected community, our valued community assets and facilities, fostering a well-built city and promoting the importance of a sustainable environment.

The Banyule Public Toilet Plan intersects with a range of existing plans and strategies. In particular, it strongly supports the three themes of Council's Plan as follows:

### 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.

### 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.

### 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.



The Public Toilet Plan sits under the theme of our valued community assets and facilities.

Figure 3 below shows the relationship of other Council plans and strategies and the correlation with the Public Toilet Plan.

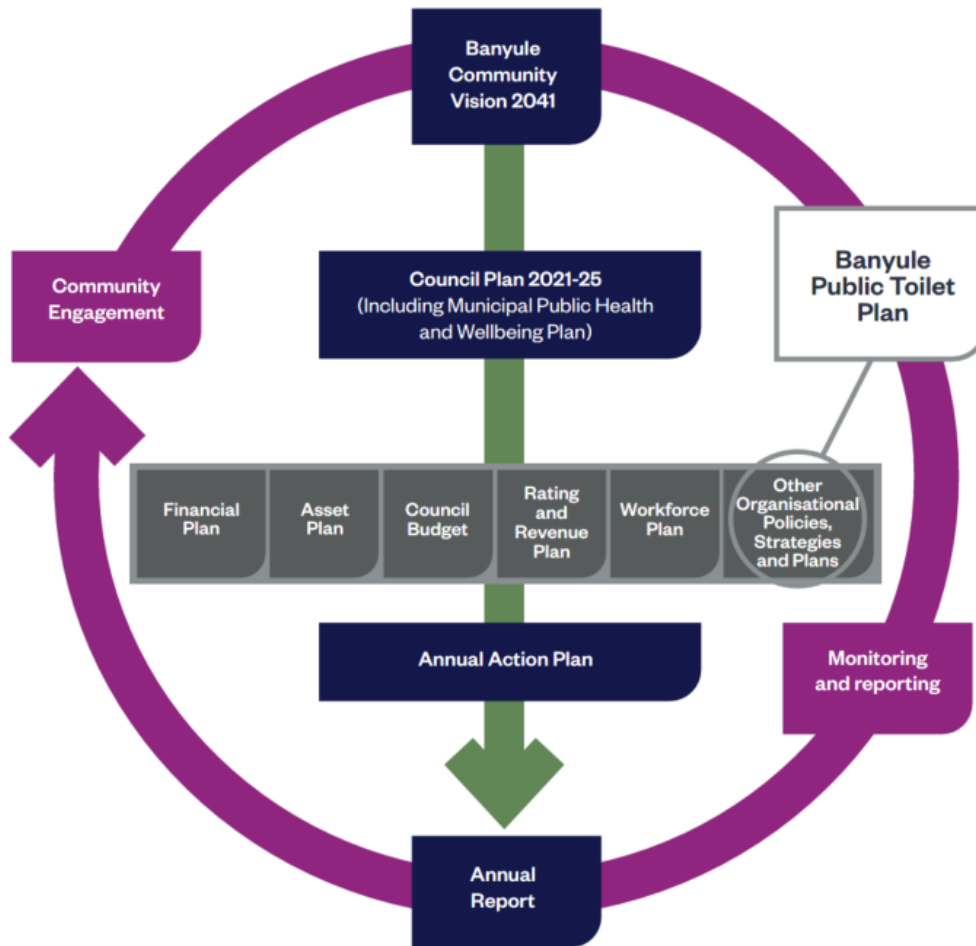


Figure 3 – Strategic Context

## Project Methodology

### Site Audits

Audits of Council's public toilet facilities included two types of inspections:

- STAR Rating assessment to assess the functionality and suitability of each facility. It helps identify features to be upgraded.
- Condition inspection to understand remaining useful life of toilets. It is required to inform the toilet renewal program.

### STAR Rating Assessment

A site audit was undertaken for this updated plan in 2022, utilising a STAR rating system to determine the overall functionality of each public toilet. The results of the audit have contributed to the review and updating of the capital works including upgrade required for each toilet. The STAR rating system was developed by reviewing available practice in other councils and other industry standards. The STAR rating audit utilised six primary themes comprising:

- Sustainable Design
- Crime prevention through Environmental design Principles (CPTED)
- Accessibility
- Structural features
- Cleanliness and Tidiness
- Ancillary Features

Each toilet was assessed within a STAR rating, ranging from 1 to 5 with 5 being the highest rating and 1 being the lowest. Criteria used to assess STAR rating and a sample calculation are included in **Appendix B**.

The results of STAR rating assessment are shown in Figure 4. It identified that 28 toilet facilities within Banyule are rated 4 - STAR. Banyule's public toilet network is characterised by an aging building stock consisting of many older toilets constructed with a low STAR Rating. Many facilities do not meet modern day expectations or standards in relation to design, accessibility and safety.

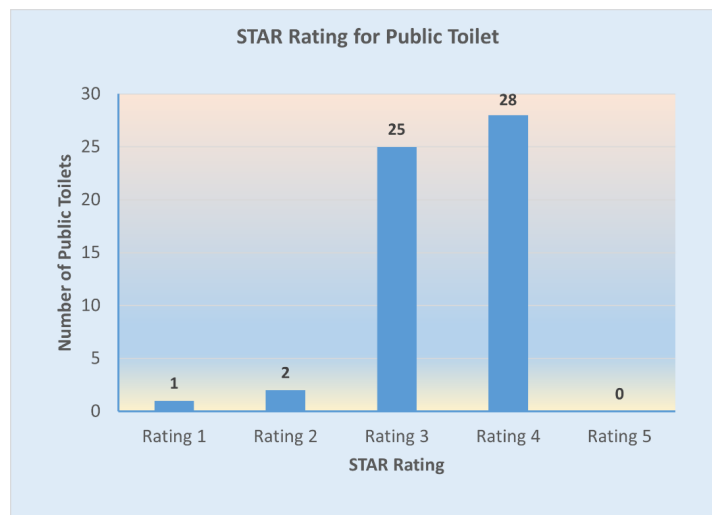


Figure 4 – Summary of STAR Ratings of Public Toilets

The results of the site audit suggest that a number of toilets is not performing to an appropriate standard with many facilities requiring upgrade, renewal or decommissioning/removal. The scale of the challenge highlights the need for Council to maximise the use of capital expenditure and recurrent maintenance spending through a process of prioritisation. The results also highlight the need for Council to adopt a leadership role in facilitating the provision of public toilets with other stakeholders.

Overall, the key findings from the audit are:

- Half of Council public toilets (50%) in Banyule were identified as having a 4-STAR rating (total of 28 facilities).
- 25 facilities achieved a STAR rating of 3.
- Three facilities (5%) were rated as STAR rating 1 and 2. These facilities scored poorly in safety, accessibility and design assessment criteria.

In relation to specific factors relating to public toilet provision, the audit found that:

- 45 facilities (78%) were found to satisfy best practice design principles for location and siting. They are rated as 4 (35 facilities) and 5 (10 facilities).
- 36 facilities (62%) were found to be accessible to people with disability, with a further 5 facilities (9%) partly supporting people with special access needs.
- 32 facilities (55%) were found to be designed to maximise the safety of patrons and minimise opportunities for vandalism, a further 22 facilities (38%) were found to partly support this objective.
- 28 facilities (48%) duplicate the catchment of other facilities in Banyule considering 400m catchment, suggesting that public toilets are not distributed across Banyule in the most effective manner.
- Facilities that were assessed as in the lowest STAR rating were primarily located in public open spaces.

### Condition Rating Assessment

A site audit of Banyule’s existing public toilets was undertaken in 2020 to determine their physical condition. Council undertakes this condition audit every four years. The results of the audit contribute to the development of the capital works program, particularly renewal, replacement and upgrade required for the next 10 years. The audit focuses on visual inspection, not on specific structural conditions of each facility.

Condition rating and their description is contained in **Appendix C**.

Figure 5 indicates the summary of physical condition of the Council’s Public toilet network. The majority are in average condition, whilst no toilet was identified to be in poor condition. This condition rating drives priority of public toilet renewal/replacement in future.

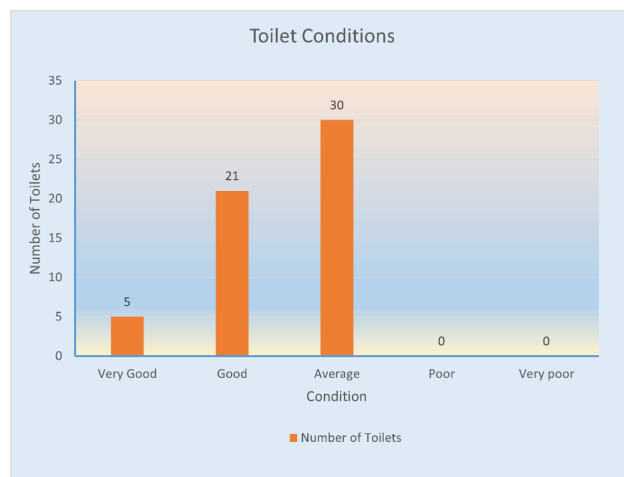


Figure 5 – 2020 Toilet Conditions Profile

Figure 6 shows the distribution and overall condition of all Council owned and managed public toilets.

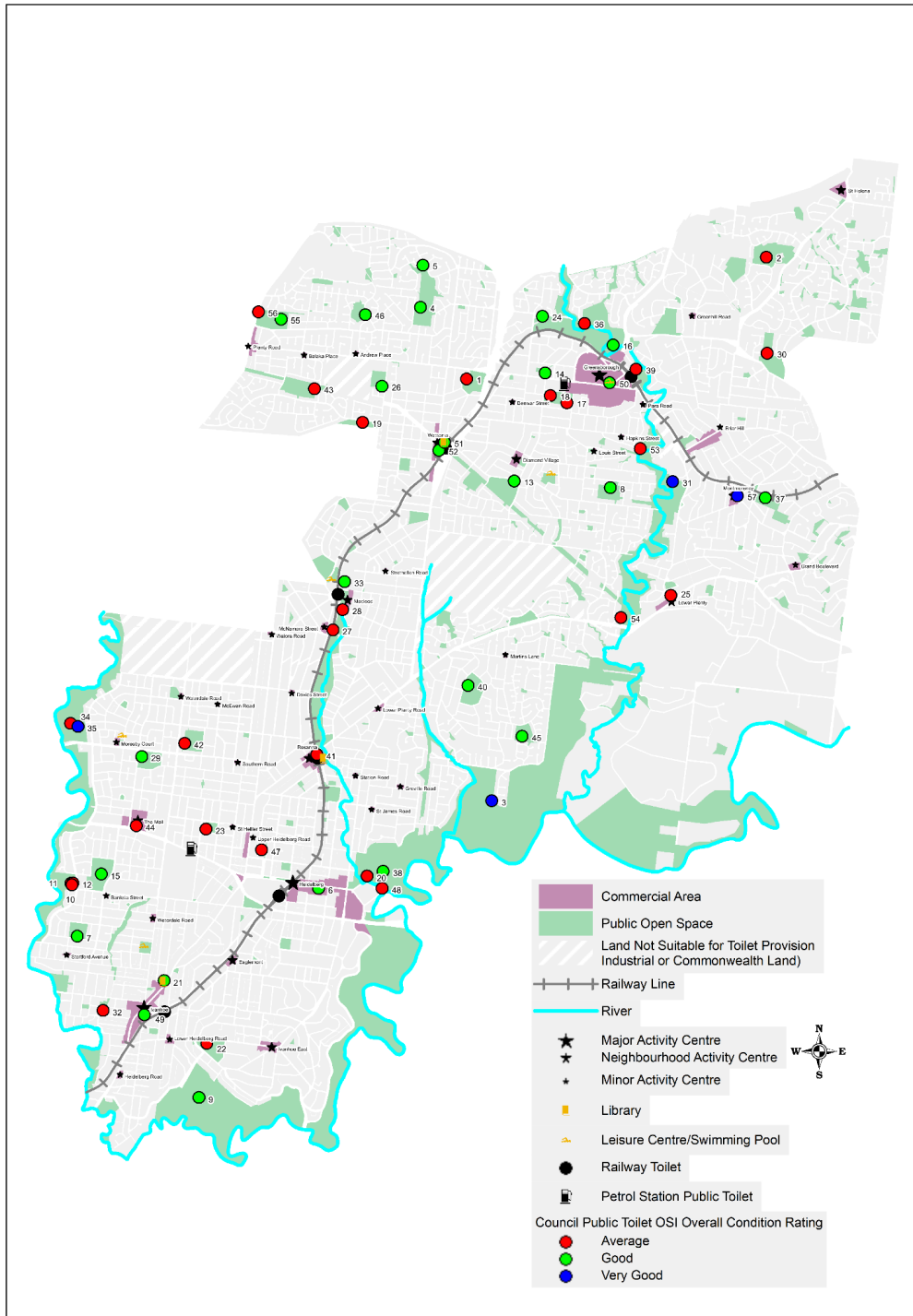


Figure 6: Location of Public Toilets and Condition

## Consultation and Engagement

The development of the Banyule Public Toilet Plan has been informed by a range of consultation activities including:

- Workshops with Council Staff
- Shaping Banyule Website (project information, interactive map & online survey)
- Key User Group Survey (Through emails)
- Meeting with Aged Friendly Committee
- Intercept Survey
- Displaying signage in front of High Use Toilets

The objectives of consultation were to inform the community and relevant stakeholders of the review and purpose of the Plan and to provide opportunities for Banyule residents and visitors to have their say about public toilets.

Information and data gathered throughout the consultation processes have been recorded and collated. The key messages and findings from the consultation activities have directly informed the development of key actions and objectives outlined in this Plan. The Draft Public Toilet Plan will be displayed in Shaping Banyule website for two weeks, giving the opportunity for the public to send their comments before finalising the draft.

### Key Findings: Consultation and Engagement

Project stages that included stakeholder engagement are illustrated in Figure 7. Key themes emerging from the consultation are summarised below.

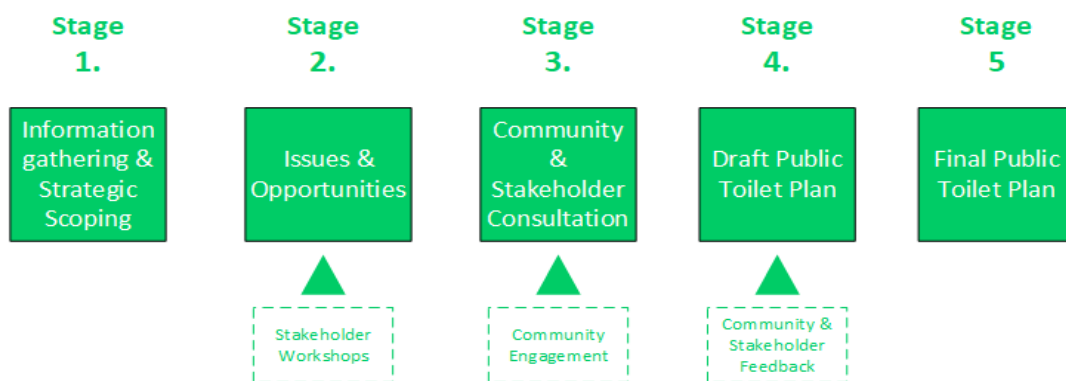


Figure 7 – Project Stages Highlighting Community Engagement

### Public Toilet Distribution

The distribution of public toilets was a key indicator to usage and was identified by the community as an important consideration. Results indicate that:

- 62% of the respondents consider the availability of public toilets when planning a trip within Banyule.
- 68% of the respondents prefer not to travel more than 400m for a public toilet. Most of these respondents are over 50 years of age.
- Respondents in the survey also pinpointed a number of locations throughout Banyule for additional toilet facilities. Consideration of locations identified by the community was undertaken in the review of this Plan and subsequent amendments to the Capital Works program have been made to reflect the community priorities where appropriate. Locations pinpointed by the respondents are indicated in Figure 8.

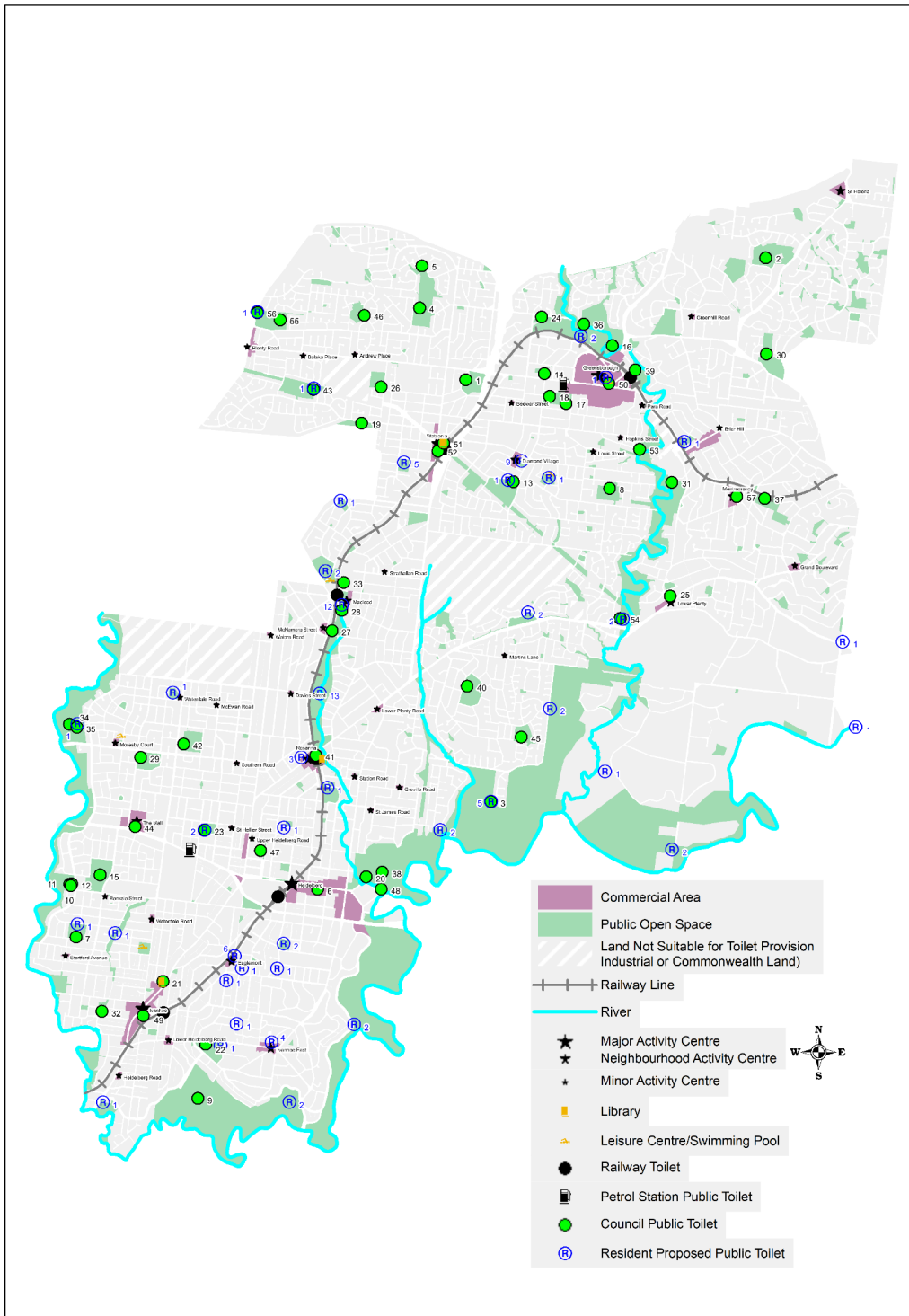


Figure 8: Locations of New Toilets Proposed by Residents

### Accessibility

Banyule has a good network of public toilets however some are inaccessible due to their co-location with sport facilities. Some co-located facilities are locked or only available during sport training and match times. Following two recommendations were identified in the stakeholder consultation:

- Displaying a sign in closed toilets to indicate the direction for the nearest open toilet.
- Investigate the possibility of getting partnerships with local businesses to provide toilet facilities in place of constructing new toilets.

### Fixtures and Fittings

Respondents identified several issues in the current toilet network specific to each location. Issues identified included:

- Need of children size toilets
- Poor lighting
- Faulty doors
- Lack of soap dispensers and hand dryers
- No mirrors
- No baby change tables
- Poor cleaning
- Locked toilets

### Maintenance and Hygiene

Maintenance and regular cleaning of facilities was identified across a broad spectrum of respondents as being important in promoting safe and hygienic facilities. 61% of the respondents indicated that they avoid some area due to unavailability or poor toilet facilities.

### Replacement and Upgrade

Respondents provided feedback regarding existing toilets requiring replacement and/or upgrade. Macleod Shopping Centre toilet has been indicated by the highest number of participants followed by Watsonia Shopping Centre, Rosanna Railway Station, The Mall at Heidelberg West, Possum Hollow and Price Park.

Findings of Community Consultation Report is contained **Appendix D**.

### Spatial Analysis

A spatial analysis of Banyule's existing public toilets was undertaken using Geographic Information System (GIS) data to identify the distribution patterns of public toilets in Banyule. Catchments of 400m walkable distance were applied to each of Banyule's public toilet facilities in recognition of the community feedback to assess the distribution and spread of public toilets across the municipality. These catchments reflect commonly accepted walkability threshold, with 400m represents a five-minute walk.

This process assisted in the identification of gaps in public toilet provision and areas of public toilet duplication. In this review, locations identified were further interrogated taking into consideration:

- Land use patterns
- Availability and proximity to other toilets in libraries, community centre and at train stations
- Parks Victoria owned and operated public toilets
- Availability of toilets located within privately owned and managed buildings and facilities
- Population density
- Open space hierarchy
- Local shopping strips

Detailed discussion of the spatial analysis results and findings in relation to each theme is contained later in this document.

## Banyule's Public Toilets

---

### Vision and Objectives

A vision for the future provision of public toilets in Banyule has been developed. A suite of key objectives support the vision and provide an overarching framework for the distribution, accessibility, safety and design of toilets in Banyule.

The vision of this Plan is:

*"To ensure there is adequate provision of public toilets within Banyule, that are accessible for all users in areas of high public use, by working in partnership with other stakeholders."*

### Objectives

The objectives for public toilet provision in Banyule are:

- **Distribution:** Work co-operatively with key stakeholders, to ensure that there is a comprehensive and well-connected network of public toilets at key locations in all areas of high public activity in Banyule.
- **Usage:** Determine utilisation of public toilets to prioritise cleaning, maintenance and upgrade works.
- **Hygiene & Maintenance:** Maintain toilets managed by Council to a standard of cleanliness and hygiene to enhance the health and wellbeing.
- **Accessibility:** Ensure that public toilets are accessible to people of all ages and abilities and promote their location to all residents and visitors.
- **Gender Impact Assessment:** Create better and fairer outcomes, and make sure all people have equal access to opportunities and resources.
- **Design & Sustainability:** Advocate for quality and environmentally sustainable design in all public toilet facilities.
- **Location and Siting:** Improve the amenity and safety of public toilets through appropriate siting and design.



## Distribution

**Objective: Work co-operatively with key stakeholders, to ensure that there is a comprehensive and well-connected network of public toilets at key locations in all areas of high public activity in Banyule.**

### Activity Centres

Public toilets in Banyule are well distributed and provide a comprehensive network of facilities across the municipality. There are opportunities to further improve and strengthen the network of toilets through upgrades and installations and improve wayfinding signage at key locations. Future Capital works actions should consider community needs and be reviewed frequently.

Activity centres play a key role in servicing the local needs of the community. Banyule has 3 major and 10 neighbourhood activity centres. There are no Council owned or managed public toilets in the activity centres located in Bundoora, Greensborough, Diamond Village or St Helena. There are opportunities for council to work more closely with the private sector to make available existing toilets in shopping centres and other private developments.

Public toilets in activity centres are generally toilet block structures located next to car parks, on street corners or within public plazas. There are opportunities for Council to increase the supply of public toilets in activity centres through the planning permit approval process associated with new large commercial or public sector developments.

A large number of residents requested public toilets at Eaglemont station and Delta Reserve. There are no public toilets currently available at these two locations. Eaglemont station has a staff toilet. Council may consider advocating with State Government for inclusion of public toilets at the Eaglemont station, which may include allowing the community to access the staff toilet available at the station. Diamond Village Shopping Centre, which is adjacent to Delta Reserve has toilet facilities currently only available to staff, but were previously accessible to the public. Council could collaborate with the Diamond Village Shopping Centre management to reinstate public access to this shopping centre toilet.

Council should continue to monitor future community need through the application of decision-making tools (**Appendix E**) to assist in determining future requirements. These tools prompt consideration of the role of the private sector in assisting in network provision.

### Key Actions:

- Review this Plan in five years and revise and refine action plan as required. Should a number of requests for a public toilet arise, apply the assessment frameworks in conjunction with the gap analysis to determine future need.
- Advocate with State Government for the provision of a public toilets at the Eaglemont Railway Station, including investigating the opportunity for community access to existing staff toilets.
- Investigate the opportunity of making the Diamond Village Shopping Centre toilets accessible to the community.
- Where large commercial or public sector developments are proposed in high public activity areas, negotiate the provision of public toilets as part of the development, where additional public toilets are required.
- Liaise with private business to provide toilet facilities in partnership arrangements.

## Open space

The Banyule Public Open Space Strategy establishes a hierarchy of open spaces. The Hierarchy consists of four tiers:

- Regional Parks
- Neighbourhood Parks
- Local Parks
- Pocket Parks

The hierarchy does not provide specific direction on the requirement for public toilets, however it is generally Council's practice to provide public toilets only in regional and larger neighbourhood parks. These parks usually have a greater range of facilities and therefore tend to attract users from further afield and for longer periods of time.

It is not Council's practice to provide public toilets in either pocket parks or local parks, as these parks generally have only local catchments, and the average user visit is usually for no more than 15 to 30 minutes.

The gap analysis carried out reveals that there are several neighbourhood and regional parks where no public toilets are provided. The community also provided proposed locations to construct new toilets. These locations are indicated in Figure 8 earlier.

Proposed locations considering residents requests and outcomes of the gap analysis are included in the next section under Capital Works Plan for New Toilets.

## Key Actions:

- Prioritise the provision of new or upgraded public toilets in neighbourhood or regional parks, as informed by the gap analysis and community feedback, for inclusion in the 10-year capital works program.
- Consider upgrading existing toilets to 4 – STAR rating as recommended by the community.
- Advocate for the provision of new, or the upgrading of existing, public toilets as part of future park masterplans, public realm improvements and/or other capital works projects.

## Trails and Shared Paths

The Banyule Bicycle Strategy Action Plan sets out a list of capital works and actions to improve the bicycle network throughout Banyule. It includes missing links of the local Bicycle network including route modifications where appropriate for route safety and continuity.

Several requests came from the public consultation process to construct new toilets along these trails and shared paths.

Banyule is also located within Melbourne's northern trail region and is strategically positioned to accommodate linkages along the Yarra River. The Northern Regional Trails Strategy identifies a number of future priority trail projects including the Banyule Shared trail and Main Yarra River alignment.

The management of many areas along the Yarra River and other rivers in Banyule is overseen by ParksVic. Council should continue to work closely with ParksVic and any other land management authorities to install new toilets and improve access to existing facilities along the river environs.

**Key Actions:**

- Install new toilets based on the gap analysis and the residents' requests along the trails and shared paths.
- Investigate opportunities to partner with Parks Victoria and other government agencies to improve the provision of public toilet facilities and/or wayfinding signage along the Main Yarra Trail and other Parks Victoria land.

**Duplication**

Public toilets are generally efficiently distributed across the open space network. However, there are several clusters of public toilets, as shown in Figure 9, located within 400m proximity to one another in the following locations:

- Greensborough War Memorial Reserve
- Heidelberg Park
- Ivanhoe Park
- Willinda park
- N J Telffer Reserve
- Binnak Park
- Ford Park

This plan does not make any recommendations to rationalise any of these clusters of toilets over the life of this plan. In other areas where there is a high density of facilities, Council should apply the assessment framework (**Appendix E**) to determine future requirement, should the need arise.

**Key Actions:**

- Utilise the assessment framework(s) to determine the suitability of consolidating existing facilities.
- Provide improved wayfinding signage to assist members of the community to locate public toilets.

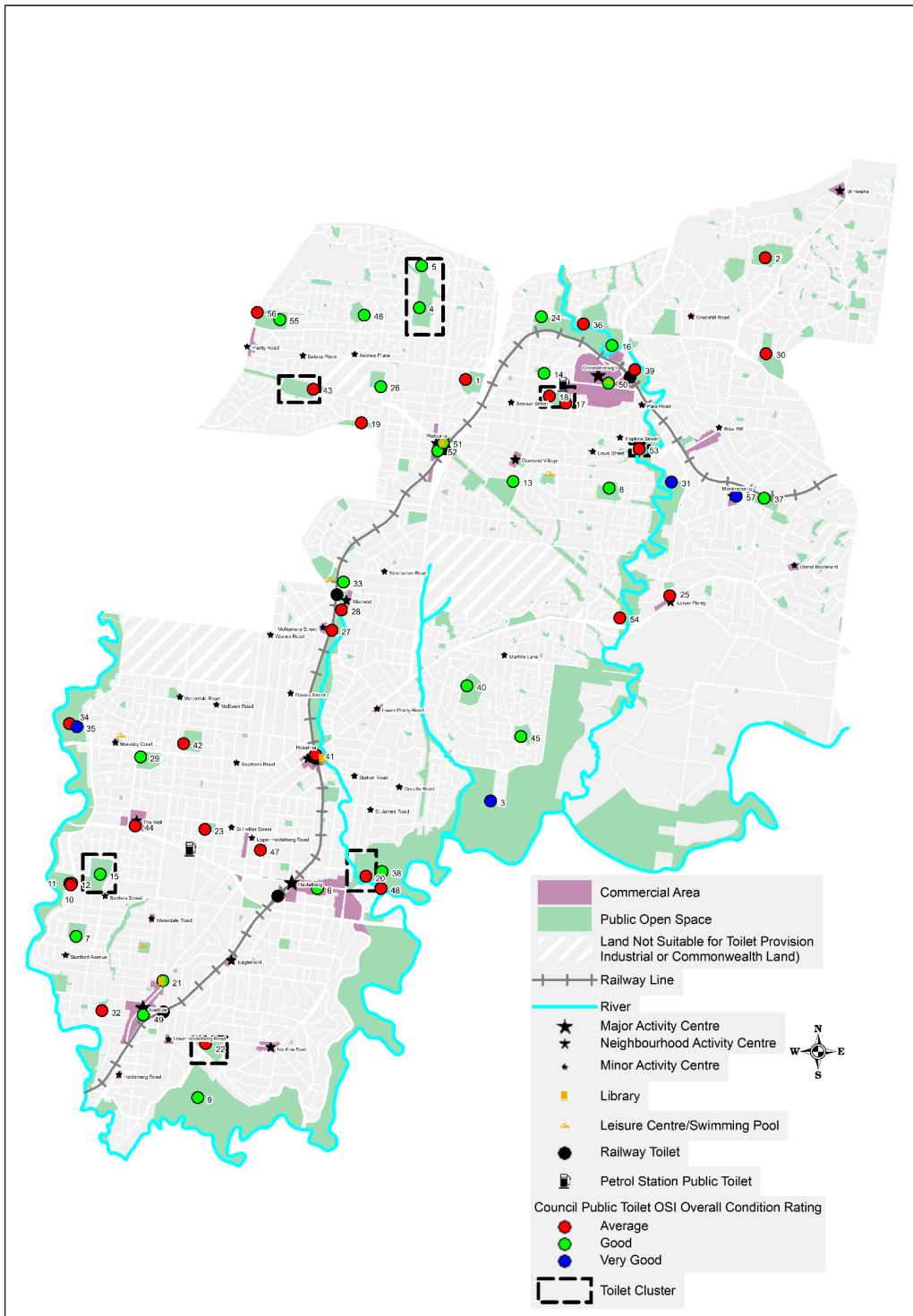


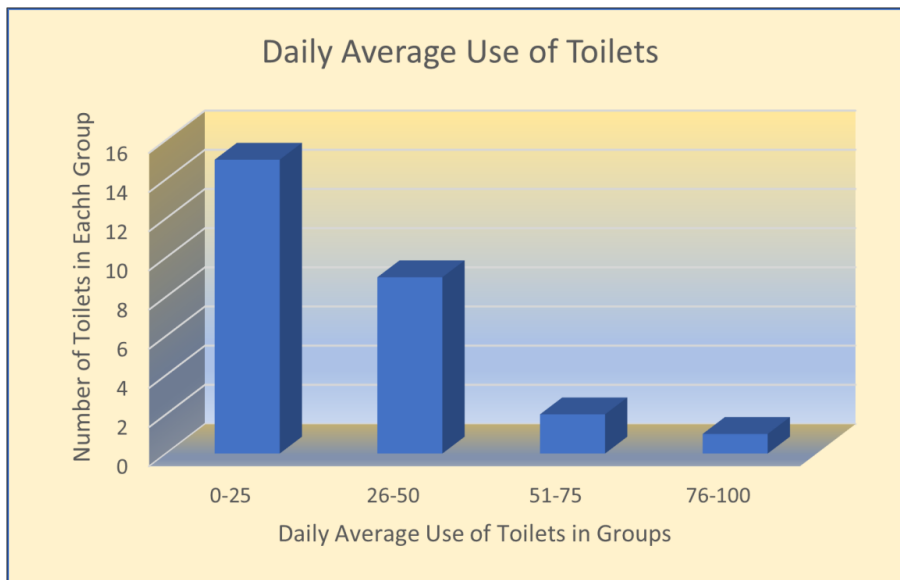
Figure 9 – Clusters of Toilets

## Usage

**Objective: Determine utilisation of public toilets to prioritise cleaning, maintenance and upgrade works.**

Council installed 27 counting sensors in 16 randomly selected toilets to understand the utilisation of toilet. Results indicate most of the toilets are being used regularly.

The majority (15) of the toilets are used less than 25 times in a day as shown in Figure 10. Nine toilets have a moderate usage, which is 26 to 50 times in a day. Only three toilets are heavily used with more than 50 times in a day.



**Figure 10 – Daily Average Use of Public Toilets**

It is suggested to capture usage data of all toilets and prioritise operations and capital works program accordingly. It is also recommended for operation/maintenance team to review the opening strategy of the toilets and also the cleaning cycles based on the usage.

### Key Actions:

- Collect usage data for each public toilets for a better understanding and prioritisation of cleaning.
- Prioritise renewal and upgrade for high usage public toilets in the Capital Works Program.
- Review opening hours of toilets based on the usage.

## Hygiene & Maintenance

**Objective: Maintain toilets managed by Council to a standard of cleanliness and hygiene to enhance the health and wellbeing**

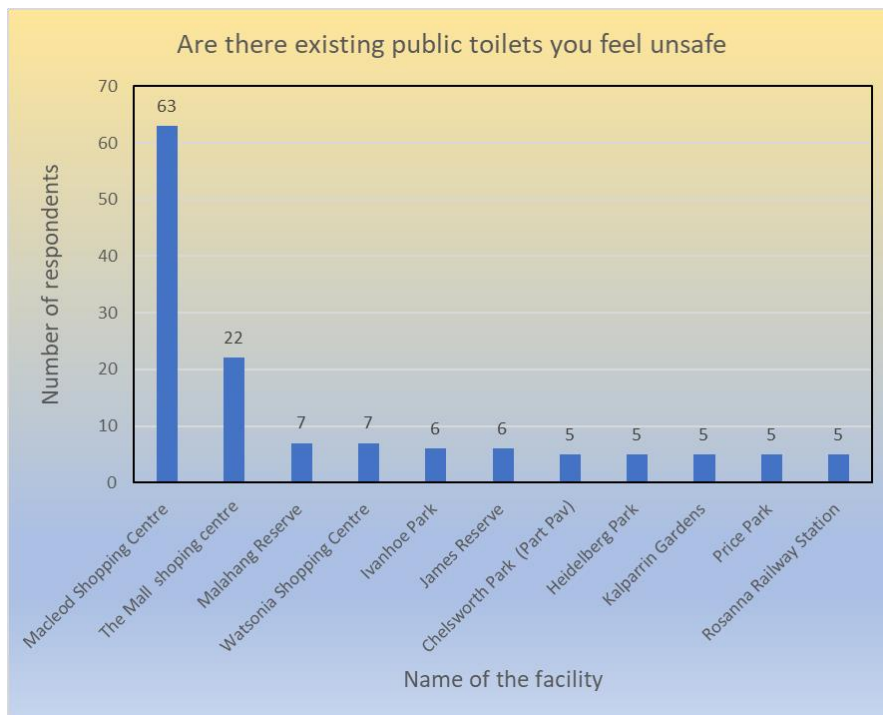
### Safety and Hygiene

The health and wellbeing of the Banyule’s community is paramount when planning for future public toilets. Perceptions of hygiene and safety are linked to other considerations including location and design.

The majority of toilets provided only contain basic facilities such as hand basins and a cold water tap. The key issues influencing the hygiene in Banyule’s public toilets include factors related to Crime Prevention through Environmental Design (CPTED) and cleanliness:

- Natural surveillance, natural access control and territorial reinforcements prevents vandalism and other illegal activities within public toilets, assisting to maintain the safety and hygiene within the premises.
- Internal cleanliness depicts the level of hygiene maintained inside the public toilet.
- External cleanliness depicts the level of hygiene maintained in the area surrounding of the public toilet.

As part of community consultation, residents identified a number of toilet facilities where they feel unsafe. As shown in Figure 11, the most commonly identified is at Macleod Shopping Centre followed by toilets at The Mall, Heidelberg West, Malahang Reserve and Watsonia Shopping Centre.



**Figure 11 – Unsafe Toilets Identified by the Community**

Site audits undertaken by Council staff assessed each toilet based on safety and hygiene criteria. The location of toilets and their safety and hygiene ratings are depicted in Figure 12, where Rating 1 is Very Poor and Rating 5 is Very Good. The following toilets have been rated as poor in regard to safety and hygiene:

- Loyola Reserve

- Macleod Park
- Winsor Reserve Public Toilet (Part Pav)
- Heidelberg Park Reserve

The capital works plan identifies actions for several of these facilities. Other locations identified above are discussed in further detail throughout other themes.

**Key Actions:**

- |   |
|---|
| <ul style="list-style-type: none"><li>• Review management and contractual arrangements of all co-located facilities to standardise cleaning and maintenance responsibilities.</li><li>• Review Council audit data every four years.</li><li>• Prioritise cleaning scheduling in accordance with level of usage based on data collected from the people counting sensors, installed in the toilets and community feedback.</li></ul> |
|---|

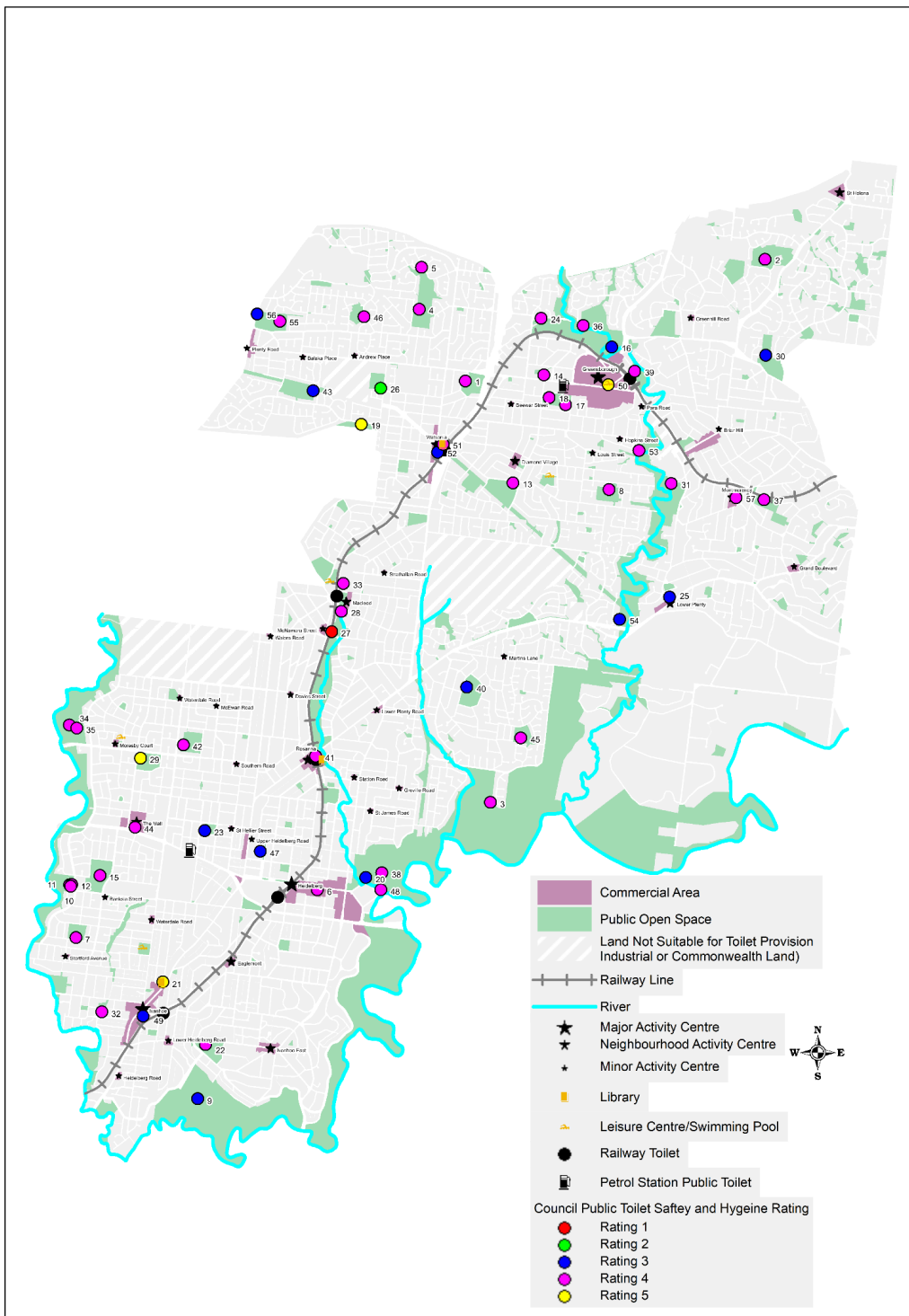


Figure 12 – Safety and Hygiene Rating of Toilets (1 is Very Poor & 5 is Very Good)



## Accessibility

**Objective: Ensure that public toilets are accessible to people of all ages and abilities and promote their location to all residents and visitors.**

### Universal Design

Public toilet accessibility is not just about meeting legislative standards, rather it seeks to ensure that all users across all ages and with varying abilities can use public toilet facilities safely and independently.

The Council Plan seeks to promote the health and wellbeing of the community by establishing key themes to achieve more accessible and inclusive built environments. The Municipal Health and Wellbeing Plan also recognises the importance of inclusive, equitable and accessible environments in supporting the needs of the community.

Public toilet accessibility is underpinned by three key requirements:

- Ease of access from the surrounding environment or points of activity.
- Providing for the convenient and safe use of facilities by people with special access requirements or limited mobility.
- Accessible hours (restricted or unrestricted hours)

Many toilet facilities in Banyule are poorly designed to accommodate easy access for people with limited mobility or special access requirements.

Using public toilets can be a confronting experience for different user groups. In order to reduce barriers, it is important to ensure that future upgrades and installations of new toilets adopt the key principles of universal design.

Universal design promotes fair and inclusive environments that allow people to be safe and independent, that are fair and inclusive. The seven principles of universal design are:

- **Equitable in Use** - the design is useful and marketable to people with diverse abilities.
- **Flexibility in Use** - the design accommodates a wide range of individual preferences and abilities.
- **Simple and Intuitive Use** – use of the design is easy to understand, regardless of the users' experience, knowledge, language skills or current concentration level.
- **Perceptible Information** – the design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
- **Tolerance for Error** –the design minimises hazards and adverse consequences of accidental or unintended actions.
- **Low Physical Effort** – the design can be used efficiently and comfortably with a minimum of fatigue.
- **Size and Space for Approach and Use** – appropriate size and space is provided for approach, reach, manipulation and use regardless of users' body size, posture or mobility.

There is increasing research around the promotion of age-friendly cities and designing for people with dementia. Specific requirements such as use of colour contrasts between materials, tactile surfaces and clear graphic signage are amongst the key considerations. Many of these principles and considerations cross over with other objectives sought by universal design and Crime Prevention Through Environmental Design (CPTED) principles.

The audit results addressing accessibility across public toilet facilities include:

- 27 facilities (47%) achieved an above average to good score for accessibility.
- Approximately half of the public toilet facilities had footpaths of an appropriate width and grade for easy access for people with limited mobility whilst the remaining facilities did not provide adequate paths.

- Despite many facilities indicating a signposted 'disabled' or 'ambulant' toilet cubical, 23 facilities were compliant with all current requirements of the DDA.
- Most facilities provided bars and sufficient circulation space within 'disabled' toilets however a number of toilets didn't fulfil the more specific technical requirements of DDA compliance such as the height and lengths of fixtures such as taps, soap dispensers and basins.

Figure 13 provides an overview of the rating for all the toilets in relation to accessibility.

### Key Actions:

- Apply the principles of universal design to all toilet upgrades and new installations.
- Ensure accessible public toilets are included in pavilion and building upgrades.
- Prepare a Communications Strategy to promote the location of accessible public toilets throughout Banyule.

### High User Groups

Families with children and infants are another key user group that often rely on the availability of public toilets. Many of Council's current public toilets lack basic facilities such as family areas, baby change tables or sufficient space for prams, particularly in key locations in public parks and play spaces.

### Key Actions:

- Upgrade toilets in key locations to include family friendly facilities.

### Signage and Wayfinding

Signage and wayfinding are important factors in promoting an accessible and connected public toilet network. Existing signage on public toilet facilities is varied across the municipality.

Industry best practices recommends that additional information should be provided on the exterior of all public toilets to convey key aspects of the facility including:

- Gender accessibility
- Opening hours
- Contact information (to report repairs or closures)
- Consideration for vision impaired users
- Direction to the nearest open toilet when the facility is closed.

### Key Actions:

- Develop a municipal signage/wayfinding strategy to improve the accessibility and standard of signage on public toilet network.
- Update information annually about Council owned and managed toilets on the National Public Toilet Map within Banyule.
- Update list of public toilets on Council's web page to include information including opening hours and DDA compliance.

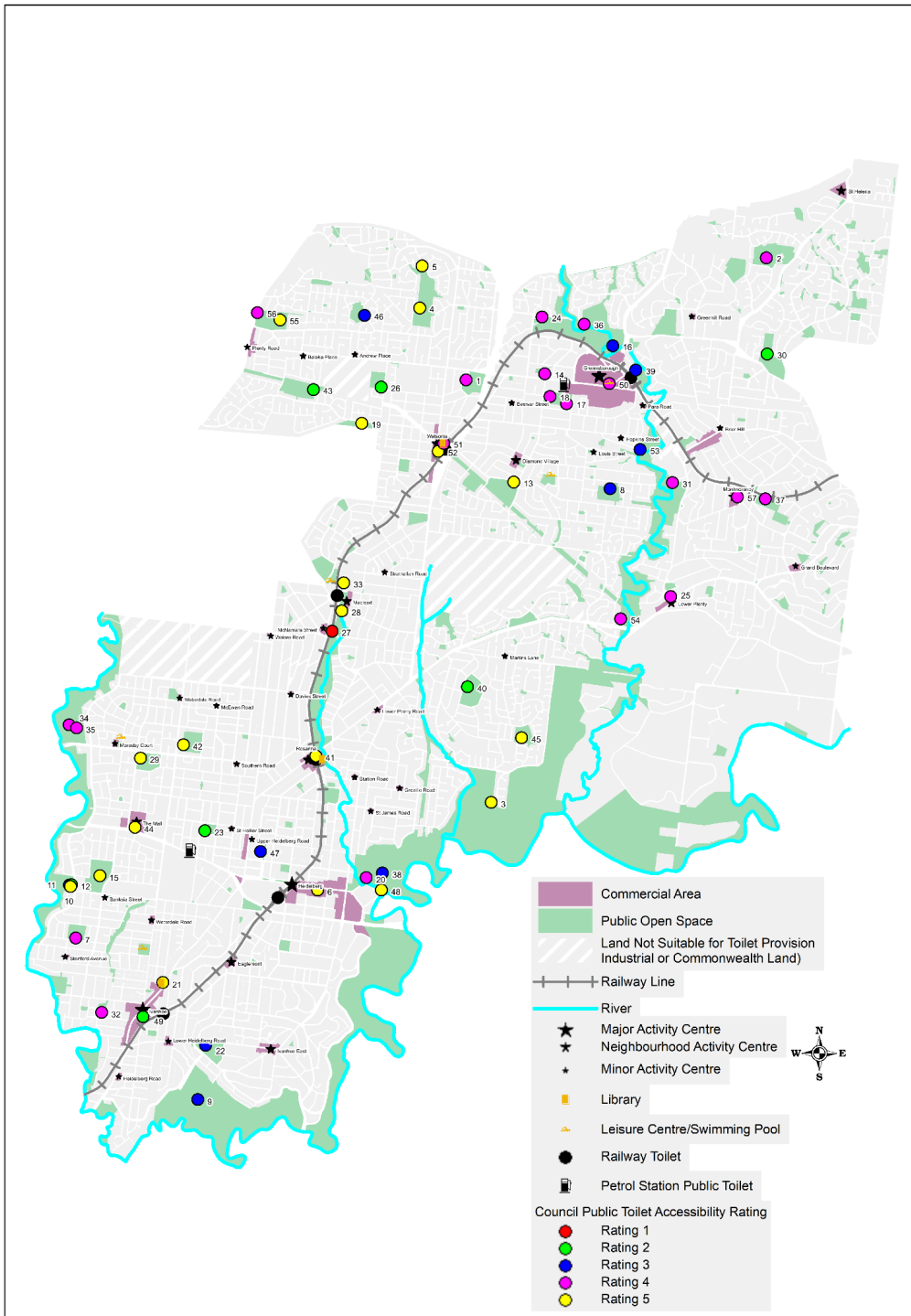


Figure 13: Accessibility Rating of Toilets (1 is Very Poor and 5 is Very Good)

## Changing Places

Changing Places facilities were introduced in Australia in 2014 and there are currently 256 certified facilities across the country. Originating in the United Kingdom in 2006, Changing Places facilities are designed for people with severe and profound disabilities. The facilities differ from standard accessible or disabled toilets as they include additional features such as an adult change table, hoist, shower, screens and large circulation spaces.

There has been an increasing interest in the provision of Changing Places facilities across both the private and government sectors, particularly in locations that attract regular crowds, such as sports and recreation facilities.

Changing Places facilities are vital pieces of community infrastructure which allow members of the public with specific needs to participate in the day-to-day activities across the municipality.

There is only one location indicated in the national Changing Places list within Banyule Council at RMIT University site that is managed by the University. Council recently created a 'Changing Places' facility within the Ivanhoe Library and Cultural Hub and has a plan to also create one in Watermarc, Greensborough. To ensure equitable access for all users, Council will register and make these facilities accessible to members of the community who require such facilities. Council will also investigate provisions of creating a Changing Place in Heidelberg or surrounding area.

The capital works actions identify a number of ongoing actions which should continue to be funded across the duration of this Plan.

### Key Actions:

- Consider the provision of changing places facilities in capital projects in the Capital Works Program.
- Make the proposed changing facilities in Watermarc accessible to members of the community who require such facilities and register both the Watermarc and Ivanhoe Library and Cultural Hub facilities on the national list.
- Explore the feasibility and need for a Changing Place facility in Heidelberg or surrounding areas.

## All Gender Facilities

An all gender facility is a public toilet that is accessible to all people regardless of gender. Contemporary all gender facilities generally come in the form of a single cubical toilet, where the cubical is meant to be used by one person at a time. There are 29 toilet facilities with all gender cubicles in Banyule.

All gender facilities are preferred by the LGBTIQ+ community as it recognises that some members of the community do not identify as either male or female. All gender facilities also support the needs of other groups including single parents, carers and other parties who may need to accompany or supervise a person of the opposite gender accessing a public toilet.

As part of this review a gender impact assessment was carried out, which is discussed in the next section.

### Key Actions:

- Ensure the provision of all gender toilets when upgrading or building new toilet facilities.

## Gender Impact Assessment

**Objective: Create better and fairer outcomes, and make sure all people have equal access to opportunities and resources**

The Victorian Gender Equality Act 2020 requires public sector organisations to undertake Gender Impact Assessment (GIA) to assess how their policies, programs and services affect people of different genders to ensure that their work does not unintentionally reinforce inequalities.

Section 6(8) of the Act outlines that “gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.” This concept is referred to as “intersectional gender inequality”.

A GIA is designed to help organisations think about how policies, programs and services will meet the different needs of women, men, and gender diverse people. Using an intersectional approach, Council recognises that the causes of disadvantage or discrimination do not exist independently, but intersect and overlap with gender inequality, magnifying the severity and frequency of the impacts while also raising barriers to support.

The purpose of GIA is to create better and fairer outcomes, and make sure all people have equal access to opportunities and resources. There is flexibility in the approach to GIA to meet obligations under the Gender Equality Act 2020.

As part of Council’s commitment to gender equality, the review of this Plan applied a GIA before preparing it to present to Council and community. A GIA was used with four steps to guide and prompt thinking and direction, including:

1. Define the issues and challenge assumptions;
2. Understand the policy context;
3. An Options Analysis; and
4. Making recommendations for action.

Through this process, Council consulted representatives from different teams and embedded a gender inclusive approach to community engagement. Some of the key lessons from the GIA process and the impacts on diverse communities’ access to public toilets include:

- For some people, there are structural, societal, cultural, and physical barriers to accessing and using public toilets.
- Some people may experience discrimination, harassment and violence due to their sexuality, gender, race, ability, and age, when using public toilets.
- Public toilet provision traditionally favours normative gender conventions and may unintentionally exclude diverse communities.
- Certain toilet configurations and design features may make some users feel unsafe, unwelcome, confused, and fail to meet specific needs.
- Signage and information may discriminate, confuse, or exclude diverse communities.

### Key Actions:

- Undertake consultation and engagement with the local community and conduct a Gender Impact Assessment prior to renewal of any toilets and installation of a new toilet.
- Determine a standard practice for the configuration of cubicles that best achieves a balance between inclusivity, practicality, and value for money.
- Investigate an alternative approach for the community to send a request to Council by using QR code for cleaning and maintenance of public toilets.

## Design & Sustainability

**Objective: Advocate for quality and environmentally sustainable design in all public toilet facilities.**

### Typologies

The design of a public toilet greatly influences its usability and accessibility. Design is also important for promoting positive perceptions of public toilets to the community.

The design of public toilets is critical in achieving equitable outcomes and positive perceptions of facilities.

There are two typologies of public toilets in Banyule: free standing toilet blocks and co-located toilet units.

Key features of **stand-alone public toilets** are:

- Freestanding (not attached to or within another building structure)
- Externally accessible from public realm
- Separate male/female entrances or single fronted unit doors
- Can include separate or integrated disabled access
- Constructed of brick, bluestone or pebble-crete.

Stand-alone public toilets (toilet blocks) are the most common typology across Banyule. Toilet blocks require larger land envelopes and are typically genderised, often with no provision for people with disabilities or access difficulties (non-DDA compliant). They often have poor levels of integration into surrounding environment.

Key features of **co-located public toilets** are:

- Attached to, or located within a building structure
- Generally integrated into sport club, pavilion or other recreational buildings
- Externally accessible from the public realm
- Either separate male/female entrances or single fronted unit doors
- Opening hours restricted by building and activity (such as sport fixture, training or event).

Co-located facilities are generally open only during sport times, reducing accessibility. They are often sited around the back of a pavilion.

Toilets that are co-located with other facilities such as libraries, community centres and sporting pavilions are popular amongst some users. They provide a greater sense of security and cleanliness, however the availability of service hosted toilets is constrained by the opening hours of the building. The location of the toilet within the building is also an important consideration. If a toilet is sited at the rear of a building, requiring a potential user to traverse through the building, it may discourage some users due to the perceived territoriality of the facility and/ or the perception of safe passage to and into the facility.

Council should explore the potential of modifying toilets located in pavilions to enable the public to access them when the pavilions are not in use.

Council should ensure that all new or upgraded pavilions include public toilets that can be accessed by the public when the pavilions are not in use.

Figure 14 provides rating of Council's public toilets based on design features.

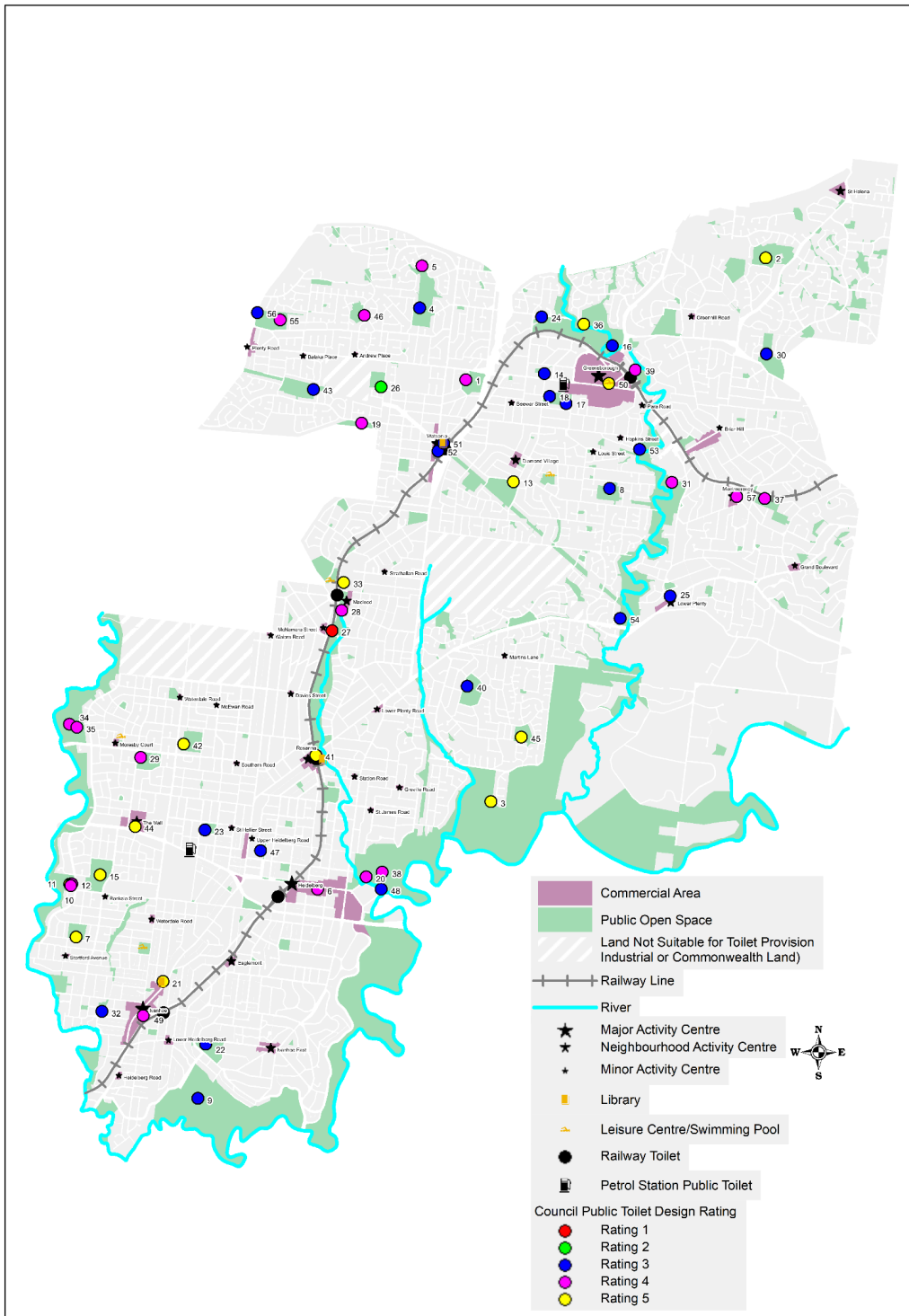


Figure 14: Design Features available in Public Toilets (1 is Very Poor and 5 is Very Good)

## Structural Features

Adequacy of ventilation, floor and wall surfaces, and functional layout are frequently cited when considering the issues related to public toilet provision.

Majority of the toilets were constructed between 1960 and 1980 as depicted in Figure 15, whilst some were constructed before 1960. These toilets are approaching the end of their useful life and expected to be physically in poor condition. Only 9 toilets were constructed after 2010.



**Figure 15: Age Profile of Public Toilets**

Primary issues with the design of existing facilities includes lack of ventilation and poor levels of natural lighting.

The facilities that scored poorly in regard to design (not in any particular order) are:

- Loyola Reserve Public Toilet
- Macleod Park Public Toilet
- Winsor Reserve Public Toilet (Part Pav)

Council is proposing to upgrade these toilets with respect to design in the future.

## Key Actions:

- Utilise the Service Hierarchy framework to determine the typology and minimum level of service provision when planning new or upgrading existing public toilet facilities.
- Consider altering existing co-located toilets in places such as pavilions, to allow for use outside of event hours. This should extend to upgrading existing pavilions and the provision of new pavilions.



## Configuration

The most common configuration of public toilet in Banyule is split gender, comprising separate male and female toilet entrances either in a toilet block style or an open unit style.

The Gender Impact Assessment recommends that the configuration of new toilets should respond to the needs of all genders providing male, female and all gender toilet facilities. For the existing toilets, it is recommended to consider the needs of all gender when the toilets are replaced or upgraded.

Prior to the development of a new public toilet facility, engagement with the immediate community and local residents should be undertaken to ensure that future toilet designs meet community expectations and needs.

### Key Actions:

- Undertake consultation and engagement with the local community prior to the development and installation of a new public toilet.

## Fixtures and Fittings

Toilets in Banyule contain a range of basic fixtures and fittings such as hand basins and a cold water tap.

With the increase in quality, standard and provision of privately operated public toilets, such as those found in large shopping centres, there is an increasing expectation that more facilities are to be provided within toilets.

The consultation findings indicated that 68% of the respondents believe most of the toilet facilities need additional features or replacing existing features. Most prominent features mentioned are soap dispensers, hand dryers, mirrors and better lighting.

In some instances, the fixtures and fittings will vary depending on the context and the location in which the public toilet is sited. For example, toilets along waterway corridors will need to consider environmental impacts compared with those sited in activity centres. Examples include the provision of soap dispensers, hand dryers and baby change tables.

However, it is important to note that a balance must always be considered between the cost of facilities replacement and reasonable public need, accessibility and expectation.

Cost savings can be achieved in the long term through the standardisation of fixtures and fittings across the municipality in accordance with the level of service provision (**Appendix E**).

### Key Actions:

- Apply the Schedule of Fixtures and Fittings to determine the appropriate internal and external configuration of new and upgraded public toilets.
- Standardise the provision of fixtures and fittings in accordance with the service provision to ensure consistency across the network.
- Incorporate features in site specific locations as appropriate to the site (examples include the provision of soap dispensers, hand dryers and baby change tables).

## Sustainability

Banyule is dedicated to achieving sustainability throughout all aspects of governance and implementation. Opportunities for sustainable public toilet practices exist on a range of scales.

Ecologically Sustainable Development (ESD) and management can achieve a range of cost efficiencies and improved performance results. As technologies continue to improve, the range of sustainable measures

which can be implemented into the provision of public toilets will continue to be a relevant and important consideration. ESD Principles include:

- **The precautionary principle:** consideration of any threats of serious or irreversible damage to the environment.
- **Intergenerational equity:** present generation considers needs of future generations.
- **Biodiversity and ecological diversity.**
- **Improved economic valuation** including environmental factors.

Durable, low cost structures will improve Council's efficiencies, minimise environmental impacts and reduce the maintenance and replacement of facilities in the future.

#### Key Actions:

- Incorporate the principles of Ecologically Sustainable Development when upgrading existing or constructing new public toilets. This should include considerations of energy and water conservation opportunities, such as water tanks and waterless urinals.

## Location & Siting

**Objective: Improve the amenity and safety of public toilets through appropriate siting and design.**

### Location & Siting

The location and siting of a public toilet influences a person's decision to use it or not. In some instances, choice may be overruled by necessity.

The location of a public toilet may directly influence the decision process and likelihood of a person using it. The location of toilet facilities is also correlated with other factors such as attractiveness, perceptions of safety, levels of surveillance and crime prevention.

There is a delicate balance in the design and siting of public toilets. Best practice guidelines indicate that public toilets should be sited in highly visible areas which allow for passive and active natural surveillance. On the other hand, a public toilet that appears too 'exposed' or visible may decrease perceptions of privacy and be considered undesirable for some users and/or by adjacent landowners.

The siting of public toilets in Banyule is generally average. The audit results found that some toilets are generally well located however poorly sited and orientated. A summary of findings relating to siting are:

- The most common siting issues across Banyule's public toilet network are:
  - Poor integration with the public realm and local character
  - Lack of landscaping, vegetation or other 'softening' interventions
  - Poor location of entrances and doorways lacking direct lines of site from the public realm
  - Sited in obscure locations or amongst dense vegetation
  - Lack of visibility from streets
  - Absence of directional signage for legibility and access
  - No footpath connecting to the toilets
- Toilets in activity centres are generally located within or adjacent to car parks, on street corners. Direct access from the main street is uncommon.
- Toilets located in car parks are poorly integrated into the surrounding environment,
- lacked directional signage and had often included obscured entrances.
- In open space areas, many facilities were located away from the central activity areas.
- Facilities co-located with sport pavilions were better sited than standalone facilities in public parks as they were generally signed, provided access pathways and were centrally located.
- Public toilets co-located with sport pavilions were often sited around the non-active side of the building. Some of the locations assessed identified the presence of syringes and other litter within these 'dead' spaces.

Some toilets with poor sited facilities are:

- James Reserve Toilet
- Macleod Park Toilet
- Winsor reserve Toilet

The Capital Works actions identify a number of these locations for improvements, both to the design and siting of existing facilities.

### Key Actions:

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Utilise the Design and Siting Principles (Appendix E) when installing new toilets or upgrading existing toilets.</li> </ul> |
|--|

## Safety

During the public consultation 45% of the participants raised safety concern about some of the toilets. Table 2 summarises a list of toilets where residents are concerned about safety. Macleod Shopping Centre toilet received the highest number of responses in regard to safety concerns. This toilet facility is to be replaced in 2023/24, of which the proposed design will address the safety concerns at this location. A large number of respondents also indicated safety concerns at The Mall Shopping Centre toilet. Facility audits found this toilet to be in very good condition, with modern facilities and appropriate lighting. Further investigation is proposed to be undertaken to better understand the cause of the concerns raised by the community at this toilet.

**Table 2: Public Toilets with Safety Issues Raised by the Residents**

Toilet Location	Address	Number of respondents
Macleod Shopping Centre	31 Aberdeen Road, Macleod	63
The Mall Shopping centre	7 The Mall, Heidelberg West	22
Malahang Reserve	123 Southern Road, Heidelberg West	7
Watsonia Shopping Centre	70 Watsonia Road, Watsonia	7
Ivanhoe Park	132 Lower Heidelberg Road, Ivanhoe East	6
James Reserve	32 James Street, Heidelberg Heights	6
Chelsworth Park (Part Pav)	28 Irvine Road, Ivanhoe	5
Heidelberg Park	1 Beverley Road, Heidelberg	5
Kalparrin Gardens	32 Yando Street, Greensborough	5
Price Park	53 Lyon Road, Viewbank	5
Rosanna Railway Station	75 Turnham Avenue, Rosanna	5

The safety and security of public toilet users should be prioritised ahead of any other decision-making considerations. From a user perspective, perceptions of safety can be as influential as actual or recorded levels of safety. If a toilet is perceived to be unsafe, unhygienic or dangerous, users will generally avoid the facility. There are a number of factors that contribute to negative safety perceptions:

- Poor integration into the streetscape/public realm
- Obstruction behind dense landscaping or away from passive surveillance
- Age and condition of the facility
- Presence of graffiti or vandalism
- Loitering
- Lack of natural light
- Odour or lack of cleanliness

There are many ways that design can minimise antisocial behaviour and contribute to positive perceptions of safety. For example, the objectives of Crime Prevention Through Environmental Design (CPTED) establish guiding principles to reduce the incidence and perceptions around crime and safety. With regard to public toilets, the guidelines consider:

- Natural surveillance discourages loitering by providing windows, better lighting and the removal of obstructions to improve sight lines from within buildings.
- Natural access control ensure entrances to public toilets are clearly visible from the street and other public areas
- Territorial reinforcement defines boundaries between public and private areas achieved by using physical elements such as fences, pavement treatment, art, signs, good maintenance, and landscaping are ways to express ownership.

There are a number of responses to anti-social behaviour that Council can employ such as:

- Installation of closed-circuit television (CCTV) cameras outside of the toilets in line with Council's policy
- Time-sensor lighting (solar panel operated)
- Quick response to reactive maintenance
- Regular cleaning and reporting
- Automatic locking doors

The key issues influencing the perceived and actual level of safety in Banyule's public toilets include:

- Obscured entrances
- Doors directly facing the street from a cubicle
- Poor internal and external lighting
- Presence of graffiti in most facilities

Generally poorly-sited public toilets employed measures such as additional lighting or CCTV to alleviate the negativity associated to their location.

### **Key Actions:**

- Incorporate CPTED principles into all decision and assessment processes.
- Record all reports and instances of anti-social behaviour and reactive maintenance and monitor over time to identify key hot spots.
- Investigate safety concerns identified by the community at The Mall Shopping Centre public toilet, Heidelberg West and recommend any actions to improve community safety.



Public Toilet Plan 2023

## Action Plan

---

An Action Plan has been developed that sets out the key priorities for public toilet upgrades over the next ten years. The Action Plan should be read in conjunction with the vision, objectives and design and siting principles for public toilets in Banyule and contained in the body of this Plan.

### Key Actions

Key actions have been divided into:

- Strategic Actions
- Operational Actions

These actions include responsible team and delivery time frame.

### Capital Works Plan

The Capital Works Plan is divided into two sections:

- Ten-year action plan
- Ongoing capital works improvements and costs

The actions and locations identified in the plan have been developed with consideration of:

- Community feedback
- Audit results
- Network and spatial analysis
- Existing Council expenditure
- Future funding allocations



## Key Actions

Action ID	Action	Classification	Timeline	Responsibility	Cost (per annum)
<b>DISTRIBUTION ACTIONS</b>					
A1	Review this Plan in five years and revise and refine action plan as required.	Strategic	Medium Term	Asset Management	Existing
A2	Should a number of requests for a public toilet arise, apply the assessment frameworks in conjunction with the gap analysis to determine future need.	Strategic	Ongoing	Asset Management	Existing
A3	Where large commercial or public sector developments are proposed in high public activity areas, negotiate the provision of public toilets as part of the development, where additional public toilets are required.	Operational	Ongoing	Strategic Planning	Existing
A4	Advocate with State Government for the provision of public toilets at the Eglemont Railway Station, including investigating the opportunity for community access to existing staff toilets.	Strategic	Short Term	Transport and Environment	Existing
A5	Investigate the opportunity of making the Diamond Village Shopping Centre toilets accessible to the community.	Strategic	Medium Term	Economic Development	Existing
A6	Prioritise the provision of new or upgraded public toilets in neighbourhood or regional parks, as informed by the gap analysis and community feedback, for inclusion in the 10-year capital works program.	Strategic	Medium Term	Asset Management	Existing
A7	Install new toilets based on the gap analysis and the residents' requests along the trails and shared paths.	Strategic	Medium Term	Asset Management	In Capital Works Program
A8	Utilise the assessment framework(s) to determine the suitability of consolidating existing facilities.	Strategic	Medium Term	Asset Management	Existing



Action ID	Action	Classification	Timeline	Responsibility	Cost (per annum)
A9	Advocate for the provision of new, or the upgrading of existing, public toilets as part of future park masterplans, public realm improvements and/or other capital works projects.	Strategic	Ongoing	Open Space Planning	Existing
A10	Investigate opportunities to partner with Parks Victoria and other government agencies to improve the provision of public toilet facilities along the Main Yarra Trail and other Parks Victoria land.	Strategic	Short -Medium Term	All Council Departments	Existing
A11	Provide improved wayfinding signage to assist members of the community to locate public toilets. Include the directions to the nearest open toilet when the toilet is closed.	Operational	Ongoing	Operations and Open Space Planning	100,000
<b>USAGE</b>					
A12	Collect usage data for each public toilets for a better understanding and prioritisation of cleaning.	Operational	Ongoing	Asset Management	Existing
A13	Prioritise renewal and upgrade for high usage public toilets in the Capital Works Program.	Operational	Ongoing	Asset Management	In Capital Works Program
A14	Review opening hours of toilets based on the usage.	Operational	Ongoing	Building Maintenance	Existing
<b>HYGIENE &amp; MAINTENANCE ACTIONS</b>					
A15	Review management and contractual arrangements of all co- located facilities to standardise cleaning and maintenance responsibilities.	Operational	Short Term	Cleansing and Building Maintenance	Existing
A16	Review condition audit data every 4 years and STAR Rating assessment in line with the review of this plan.	Strategic	Every 3 and 5 years (ongoing)	Asset Management	Existing
A17	Prioritise cleaning scheduling in accordance with level of usage and community feedback.	Operational	Ongoing	Cleansing	Existing

Action ID	Action	Classification	Timeline	Responsibility	Cost (per annum)
<b>ACCESSIBILITY ACTIONS</b>					
A18	Apply the principles of universal design to all toilet upgrades and new installations.	Capital Works	Ongoing	All Council Departments	In Capital Works Program
A19	Ensure accessible public toilets are included in pavilion and building upgrades.	Strategic	Ongoing	Sports, Recreation and Community Infrastructure	In Capital Works Program
A20	Prepare a Communications Strategy to promote the location of accessible public toilets throughout Banyule.	Strategic	Medium Term	Strategic Planning/ Communications	Existing
A21	Upgrade toilets in key locations to include family friendly facilities.	Strategic	Medium Term	Asset Management	In Capital Works Program
A22	Update information annually about Council owned and managed toilets on the National Public Toilet Map within Banyule.	Strategic	Ongoing	GIS	Existing
A23	Update list of public toilets on Council's web page to include information including opening hours and DDA compliance.	Operational	Ongoing	Communications	Existing
A24	Consider the provision of changing places facilities in capital projects in the Capital Works Program.	Strategic	Ongoing	Sports, Recreation and Community Infrastructure	In Capital Works Program
A25	Make the proposed changing facilities in Watermarc accessible to members of the community who require such facilities and register both the Watermarc and Ivanhoe Library and Cultural Hub facilities on the national list.	Strategic	Ongoing	Sports, Recreation and Community Infrastructure	Existing
A26	Explore the feasibility and need for a Changing Place facility in Heidelberg or surrounding areas.	Strategic	Medium Term	Sports, Recreation and Community Infrastructure	Existing
A27	Ensure the provision of all gender toilets when upgrading or building new facilities if the community supports in the proposed area.	Strategic	Ongoing	All Council Departments	In Capital Works Program

Action ID	Action	Classification	Timeline	Responsibility	Cost (per annum)
<b>GENDER IMPACT ASSESSMENT</b>					
A28	Undertake consultation and engagement with the local community and conduct a Gender Impact Assessment prior to renewal of any toilets and installation of a new toilet.	Strategic	Ongoing	City Futures	Existing
A29	Standardise the provision of fixtures and fittings in accordance with the service provision to ensure consistency across the network and achieve a balance between inclusivity, practicality and value for money.	Operational	Ongoing	Asset Management and Capital Works	In Capital Works Program
A30	Investigate an alternative approach for the community to send a request to Council by using QR code for cleaning and maintenance of public toilets.	Operational	Mid Term	Asset Management and Building Maintenance	20,000
<b>DESIGN &amp; SUSTAINABILITY ACTIONS</b>					
A31	Consider upgrading existing toilets to 4 – STAR rating as identified by the community.	Operational	Ongoing	Asset Management	In Capital Works Program
A32	Incorporate features in site specific locations as appropriate to the site (examples include the provision of soap dispensers, hand dryers and baby change tables).	Operational	Ongoing	Asset Management and Capital Works	Existing
A33	Incorporate the principles of Sustainable Building Guidelines when upgrading existing or constructing new public toilets. This should include considerations of energy and water conservation opportunities, such as water tanks and waterless urinals.	Operational	Ongoing	Capital Works	Existing
A34	Utilise the Service Hierarchy framework to determine the typology and minimum level of service provision when planning new or upgrading existing public toilet facilities.	Operational	Ongoing	Asset Management	In Capital Works Program
A35	Consider altering existing co-located toilets in places such as pavilions, to allow for use outside of event hours. This should extend to upgrading existing pavilions and the provision of new pavilions.	Operational	Ongoing	Sports, Recreation and Community Infrastructure	Existing

Action ID	Action	Classification	Timeline	Responsibility	Cost (per annum)
<b>LOCATION AND SITING ACTIONS</b>					
A36	Utilise the Design and Siting Principles (Appendix E) when installing new toilets or upgrading existing toilets.	Operational	Ongoing	Capital Works	Existing
A37	Incorporate CPTED principles into all decision and assessment processes.	Operational	Ongoing	Capital Works	Existing
A38	Record all reports and instances of anti-social behaviour and reactive maintenance and monitor over time to identify key hot spots.	Operational/ Strategic	Ongoing	All Council Departments	Existing
A39	Investigate safety concerns identified by the community at The Mall Shopping Centre public toilet, Heidelberg West and recommend actions to improve community safety.	Strategic	Medium Term	Community Wellbeing	Existing

## Capital Works Plan for Existing Toilets

Toilet replacement and upgrade program for including in 10 Year Capital Works Program. Renewal of small components are considered as part of maintenance program.

The replacement program has been developed utilizing the condition data of existing toilets and their usage.

The upgrade works included in 2025/26 is developed based on the STAR rating and to lift all existing toilets to 4 STAR rating, which is included in the next section.

Public Toilet Name	Suburb	Condition	Estimated Cost	Proposed Year
Macleod Shopping Centre	Macleod	Average	\$365,000	2023/24
Watsonia Shopping Centre	Watsonia	Good	Part of Watsonia Town Square	2023/24
Loyola Reserve Public Toilet	Bundoora	Average	\$300,000	2023/24
Yallambie Park Public Toilet	Yallambie	Average	\$300,000	2023/24
Warringal Parklands Public Toilet	Heidelberg	Average	\$525,000	2024/25
James Reserve Public Toilet	Heidelberg Heights	Average	\$350,000	2025/26
Toilet Upgrade Program to bring all 1, 2 & 3 STAR toilets to 4 STAR	City Wide	Not Applicable	\$200,000	2025/26
(Listed in the Following Table)				
Heidelberg Park Public Toilet	Heidelberg	Average	\$550,000	2026/27
Price Park Public Toilet	Viewbank	Average	\$400,000	2027/28
Chelsworth Park (Part Pav)	Ivanhoe	Average	\$410,000	2028/29
Ivanhoe Park Public Toilet	Ivanhoe East	Average	\$420,000	2029/30
Kalparrin Gardens	Greensborough	Average	\$430,000	2030/31
Possum Hollow	Heidelberg	Good	\$440,000	2031/32
Greensborough Park	Greensborough	Good	\$450,000	2032/33
Greenwood Reserve	Bundoora	Average	\$460,000	2033/34
Greensborough War Memorial Park - East Public Toilet	Greensborough	Average	\$470,000	2034/35
Poulter Reserve Public Toilet	Greensborough	Average	\$480,000	2035/36
Warrawee Park	Bundoora	Good	\$490,000	2036/37
Binnak Park - North Public Toilet	Watsonia North	Good	\$500,000	2037/38

## Upgrade of Existing Toilets

The following table summarises the toilet upgrade program to bring all toilet facilities to 4 STAR rating, which is proposed in 2025/26. Features considered in this upgrade program is aligned with the schedule of fixtures and fittings included in Appendix E. Toilets included in this program are standalone in parks or reserve, and are standard toilets, which do not require baby changing facilities, sanitary bin and other premium accessories.

It is recommended to reassess the requirements of fixtures and fittings during the delivery stage of the works.

Toilet Name	List of Items/Features Required (But Not Limited to)	STAR Rating	Upgrade Cost, \$	Operating Cost, \$/Year
Telfer Reserve - East	Hand dryer, Soap dispenser, Clothing hooks, Mirror, Push button tap, Sky light and Automatic sensor light	2	30,000	500
Fell Reserve	Mirror, Soap dispenser and Automatic sensor light	3	7,000	500
Greensborough Park	Hand dryer, Soap dispenser, Clothing hooks, Mirror and Automatic sensor light	3	15,000	500
Greensborough War Memorial Park - West	Hand dryer, Soap dispenser, Clothing hooks, Mirror and Automatic sensor light	3	15,000	500
Lower Plenty Shopping Centre	Hand dryer, Soap dispenser, Mirror and Automatic sensor light	3	15,000	500
Malcolm Blair Reserve	Hand dryer, Soap dispenser, Clothing hooks, Mirror, Push button tap and Automatic sensor light	3	20,000	500
Poulter Reserve	Hand dryer, Soap dispenser, Clothing hooks, Mirror and Automatic sensor light	3	15,000	500
Warrawee Park	Hand dryer, Soap dispenser, Clothing hooks, Mirror and Automatic sensor light	3	15,000	500
Warringal Cemetery	Soap dispenser, Clothing hooks, Mirror, Push button tap and Automatic sensor light	3	12,000	500
Waterdale Road/Norman Street	Hand dryer, Soap dispenser, Clothing hooks, Mirror, Push button tap, skylight and Automatic sensor light	3	30,000	500
Willinda Park	Hand dryer, Soap dispenser, Clothing hooks, Mirror and Automatic sensor light	3	16,000	500
Yulong Reserve - West Public Toilet	Hand dryer, Clothing hooks, Mirror and Automatic sensor light	3	10,000	0
<b>Total Cost</b>			<b>200,000</b>	<b>5,500</b>

## Capital Works Plan for New Toilets

This program proposes six new toilets to be constructed in Banyule over the next 10 years. The following four factors have been used to identify location of new toilets and their priority.

**Gap Analysis:** Community feedback supports a walking distance of no more than 400 metres from a location of public activity to find a public toilet.

**Activity Centre:** Major, neighbourhood and minor activity centres have been identified based on the size and volume of usage.

**Parks Hierarchy:** Regional and Neighborhood parks are locations of high public activity of which public toilets may support their greater use.

**Community Feedback:** The community were asked to indicate potential locations for new toilets. Numbers of residents' requests have been categorized as follows:

- High number of request (More than 8 request)
- Medium number of requests (4 to 8 requests)
- Low number of requests (Less than 4 requests)

The following table includes the location of new toilets, their driving factors and priority. The gap analysis including existing toilets, activity centres, public open space and proposed toilets are shown in Figure 16.

Public Toilet Location	Driving Factors	Priority
Rosanna Parklands	<ul style="list-style-type: none"> <li>- Outside of 400 m walkability</li> <li>- Regional park with no toilet facilities</li> <li>- High number of community requests</li> </ul>	High
East Ivanhoe Village	<ul style="list-style-type: none"> <li>- Outside of 400 m walkability</li> <li>- Neighbourhood activity centre with no toilet facilities</li> <li>- Medium number of community requests</li> </ul>	High
Aminya Reserve	<ul style="list-style-type: none"> <li>- Outside of 400 m walkability</li> <li>- Neighbourhood park with no toilet facilities</li> <li>- Medium number of community requests</li> </ul>	Medium
Burke Road North Reserve	<ul style="list-style-type: none"> <li>- Outside of 400 m walkability</li> <li>- Neighbourhood park with no toilet facilities</li> <li>- Small number of community requests</li> </ul>	Medium
Sparks Reserve	<ul style="list-style-type: none"> <li>- Outside of 400 m walkability</li> <li>- Regional trail with no toilet facilities</li> <li>- Small number of community requests</li> </ul>	Medium
Plenty River Drive Reserve	<ul style="list-style-type: none"> <li>- Outside of 400 m walkability</li> <li>- Regional trail with no toilet facilities</li> <li>- Small number of community requests</li> </ul>	Medium

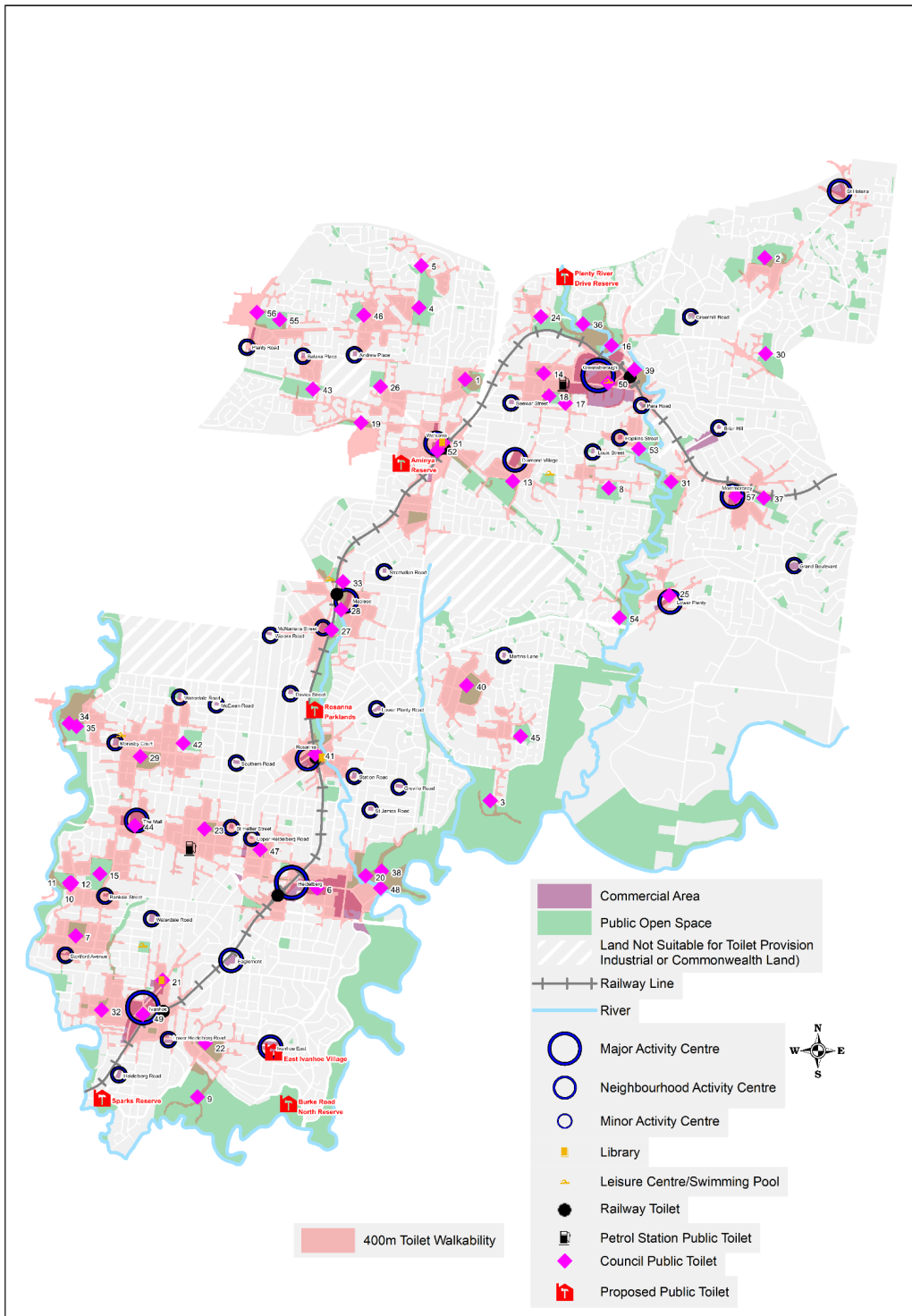


Figure 16: Proposed New Toilets



10 years capital works program for new public toilets is summarized in the table below. Three standards (High, Medium and Low) of public toilets have been considered based on their priority for cost estimates.

Community Consultation and Gender Impact Assessment will be required before finalising the design and scope of each project. Each toilet project is proposed over two years, first year for consultation and design and second year for construction.

Siting of new toilets will be identified through community consultation and GIA outlined above.

Public Toilet Location	Suburb	Estimated Cost	Proposed Year
Rosanna Parklands (Design)	Rosanna	\$30,000	2024/25
East Ivanhoe Village (Design)	Ivanhoe East	\$30,000	2025/26
Rosanna Parklands (Construction)	Rosanna	\$500,000	2025/26
Aminya Reserve (Design)	Watsonia	\$25,000	2026/27
East Ivanhoe Village (Construction)	Ivanhoe East	\$510,000	2026/27
Burke Road North Reserve (Design)	Ivanhoe East	\$25,000	2027/28
Aminya Reserve (Construction)	Watsonia	\$420,000	2027/28
Sparks Reserve (Design)	Ivanhoe	\$30,000	2028/29
Burke Road North Reserve (Construction)	Ivanhoe	\$430,000	2028/29
Plenty River Drive Reserve (Design)	Greensborough	\$30,000	2029/30
Sparks Reserve (Construction)	Ivanhoe	\$450,000	2029/30
Plenty River Drive Reserve (Construction)	Greensborough	\$460,000	2030/31

## Financial Implication

Financial implication of the proposed work program is summarised below.

Year	Replacement & Upgrade		New Installation		Operating Cost Increase	Variation (Current Allocation – Proposed)
	Proposed	Current CWP Allocation	Proposed	Current CWP Allocation		
2024/25	\$525,000	\$575,000	\$30,000	\$0	\$0	\$20,000
2025/26	\$550,000	\$650,000	\$530,000	\$0	\$0	-\$430,000
2026/27	\$550,000	\$550,000	\$535,000	\$0	\$20,500	-\$555,500
2027/28	\$400,000	\$365,000	\$445,000	\$0	\$35,500	-\$515,500
2028/29	\$410,000	\$625,000	\$460,000	\$0	\$42,500	-\$287,500
2029/30	\$420,000	\$710,000	\$480,000	\$0	\$49,500	-\$239,500
2030/31	\$430,000	\$650,000	\$460,000	\$0	\$56,500	-\$296,500
2031/32	\$440,000	\$790,000	\$0	\$0	\$63,500	\$286,500
2032/33	\$450,000	\$770,000	\$0	\$0	\$63,500	\$256,500
2033/34	\$460,000	\$770,000	\$0	\$0	\$63,500	\$246,500
<b>Total</b>	<b>\$4,635,000</b>	<b>\$6,455,000</b>	<b>\$2,940,000</b>	<b>\$0</b>	<b>\$395,000</b>	<b>-\$1,515,000</b>

Proposed work program would require an estimated \$1.515 million more in the next 10 years. It includes construction of six new toilets throughout the municipality and increased operating cost due to the provision of new toilets and upgrading other toilets to 4 STAR rating. The additional toilets and upgrade works will improve the level of service significantly.

### Ongoing Improvements Works and Timeframes

<b>ACTION</b>	<b>COMMENT</b>	<b>OCCURRENCE</b>	<b>Budget</b>
<b>SIGNAGE UPGRADES</b>	Standardise and improve signage on all facilities. Install wayfinding and directional signage.	Annual	It is included in Action Plan
<b>SECURITY UPGRADES</b>	Consider CCTV at high risk locations where design solutions may not achieve desired outcomes. Install automatic locking doors.	Ongoing	It may be considered in line with Council's Policy
<b>ACCESSIBLY UPGRADES</b>	Minor modifications and retrofit of existing facilities to improve disabled access.	Annual	Included in Capital Works Program
<b>CLEANING AND CLEANSING</b>	Regular cleaning and maintenance of facility.	Weekly	Existing Operating Budget
<b>BUILDING MAINTENANCE</b>	Repair and other miscellaneous costs.	Annual	Existing Operating Budget
<b>REACTIVE MAINTENANCE</b>	Removal of graffiti, vandalism.	Ongoing	Existing Operating Budget

Page intentionally left blank



Public Toilet Plan 2023

## Appendices

### Appendix A: Terms Used in This Report

<b>TERMS USED</b>	<b>DEFINITION</b>
Australian Standard (AS) 1428	Specifies that new buildings must be capable of providing access to people with disabilities. Particular attention is focused on continuous accessible paths of travel for wheelchair users, access for people with ambulatory disabilities and access for people with sensory disabilities.
Building Code of Australia (BCA)	A uniform set of technical provisions to be incorporated into the design and construction of buildings and other structures within Australia.
Changing Places Toilet	Public toilet facilities that cater for people with severe or profound disabilities. These facilities incorporate full sized change tables tracking hoist systems, large circulation spaces and centrally placed toilet with room for carers.
Crime Prevention Through Environmental Design (CPTED)	An approach to the prevention of crime focusing on the relationship between physical environments and those who use them. Key strategies include natural access control, natural surveillance
Disability Discrimination Act (DDA)	The Disability Discrimination Act 1992 makes discrimination against an individual because of their disability unlawful. This applies to a number of areas of public life including employment, education and the access of public places
Ecologically Sustainable Development (ESD)	An integrated and holistic approach to design that aims to reduce negative environmental impacts and improve the health of building occupants. Principles of ESD include the promotion of renewable energy, reducing water use, inclusion of environmentally friendly building materials and optimising operational practices.
Gender Neutral	Terminology used to describe a facility that is accessible to all people regardless of gender, preferred by the LGBTI community as it recognises that some members of the community do not identify as either male or female
Public Toilet	A facility which contains one or more rooms/cubicles which is available for use by the public. The facility may be mechanised or automated and consist of standalone, service-hosted and privately provided facilities. A public toilet is usually located on Council owned and managed land

## Appendix B: STAR Rating Assessment Criteria and a Sample Calculation

Primary Themes	Elements	Weighting	Rating (1 to 5)	Rating for each Theme	Overall Rating
Sustainable Design	Water Usage	2	3	$(2*3+2*4+1*5+1*4)/6$  =4	$(4+4+4+4+4+1)/6$  =4
	Energy savings	2	4		
	Waste Disposal	1	5		
	Natural light and ventilation	1	4		
Crime prevention through Environmental design Principles (CPTED)	Natural Surveillance	2	5	$(2*5+2*4+1*4+1*3)/6$  =4	
	Natural access control	2	4		
	Territorial reinforcement	1	4		
	Maintenance and management	1	3		
Accessibility	Ease of access from surrounding activity centres	2	5	$(2*5+3*4+1*3)/6$  =4	
	Disabled Access	3	4		
	Hours of operation	1	3		
Structural features	Adequacy of Ventilation and lighting	2	4	$(2*4+2*3+2*5)/6$  =4	
	Floor and wall surfaces	2	3		
	Functional layout	2	5		
Cleanliness and Tidiness	Internally	3	5	$(3*5+3*4)/6$  =4	
	External and surrounds	3	4		
Ancillary features	Ancillary features	3	1	$(1*3)/3=1$	

### Appendix C: Condition Rating and Description

Score	Condition	Description
1	Excellent	Asset has no defects or obvious signs of wear. Asset is as new
2	Good	Asset is functional and shows superficial defects; only minor signs of deterioration in surface finishes; does not require major maintenance
3	Average	Asset is functional but shows signs of moderate wear and tear; deteriorated surfaces require attention; planned maintenance required to prevent further deterioration
4	Poor	Asset functionality is reduced; asset has significant defects/deterioration affecting major components are failing often and require significant attention; significant maintenance required to prevent further deterioration
5	Very poor	Asset has deteriorated badly or is not functional; serious structural problems; general appearance is poor with eroded protective coatings; elements are broken or are not performing; significant number of major defects exist

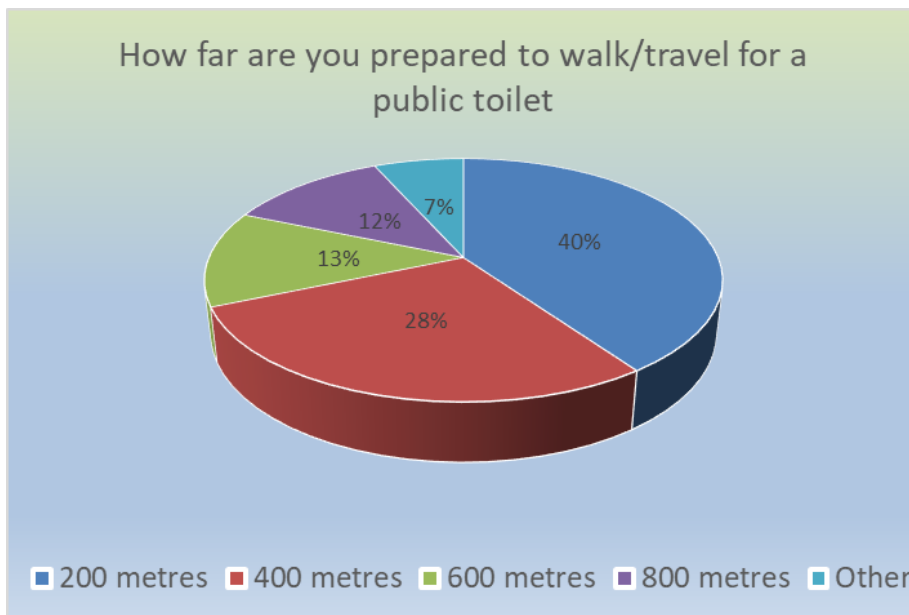


### Appendix D: Community Consultation Outcome

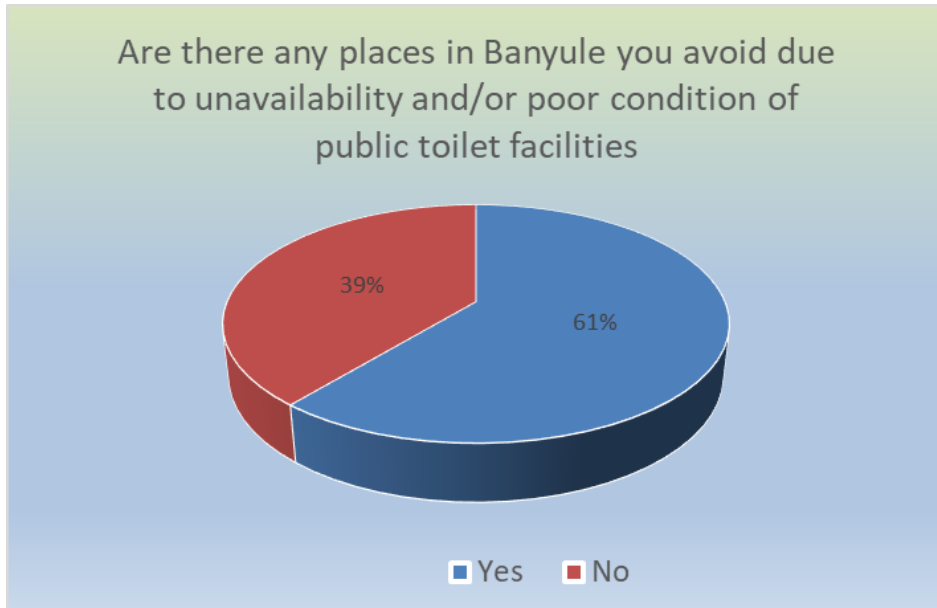
1. Considering the availability of a public toilet when planning a trip.



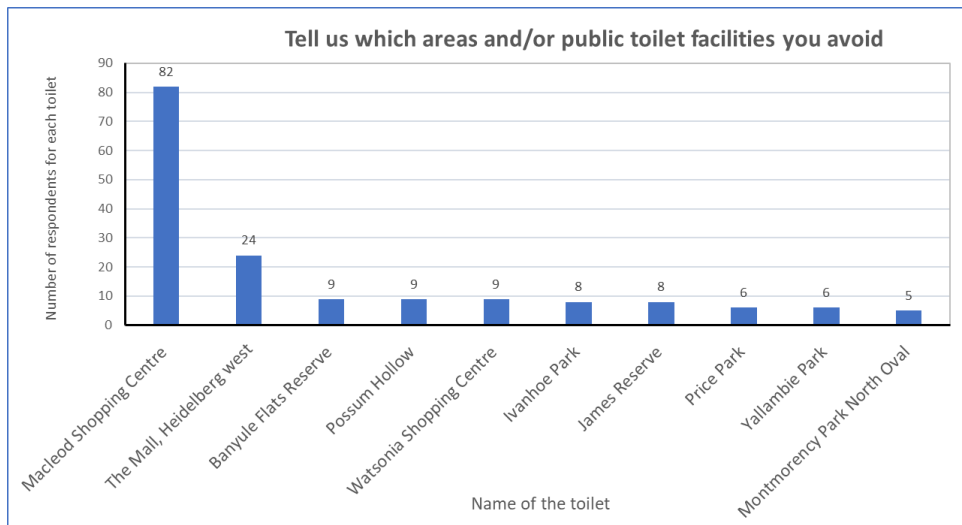
2. The distance residents are prepared to walk/travel for a public toilet.



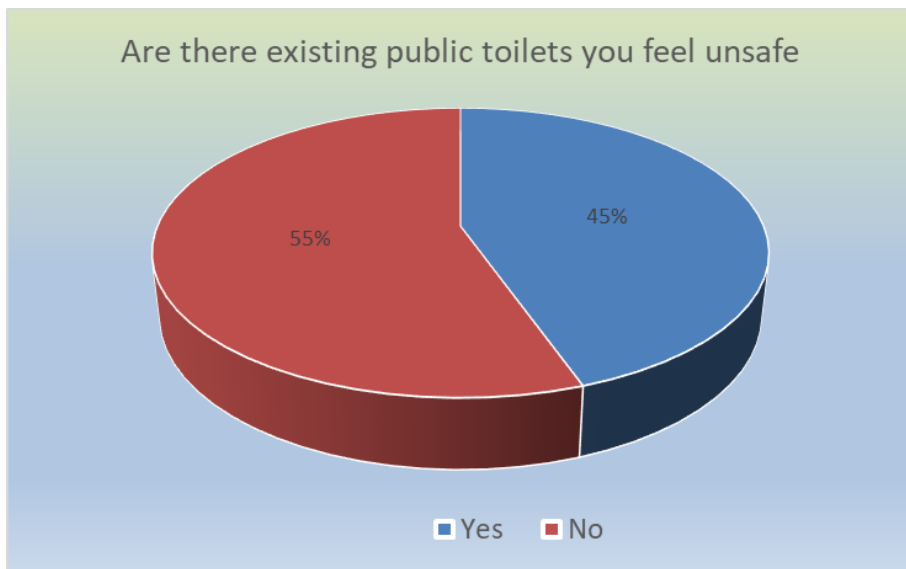
3. Avoiding any areas due to unavailability or poor public toilets.



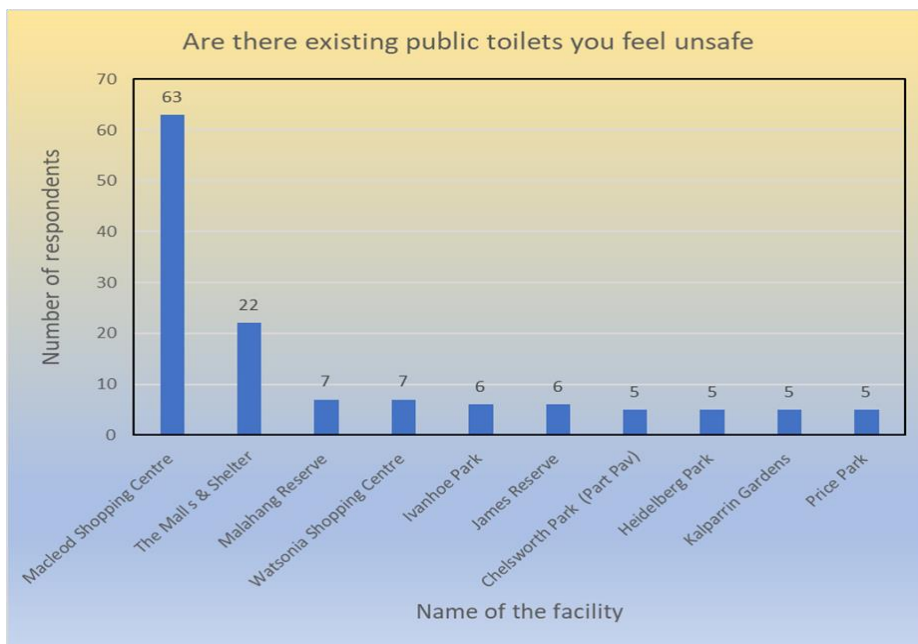
4. Areas/Toilets residents avoid due to unavailability or poor public toilets.



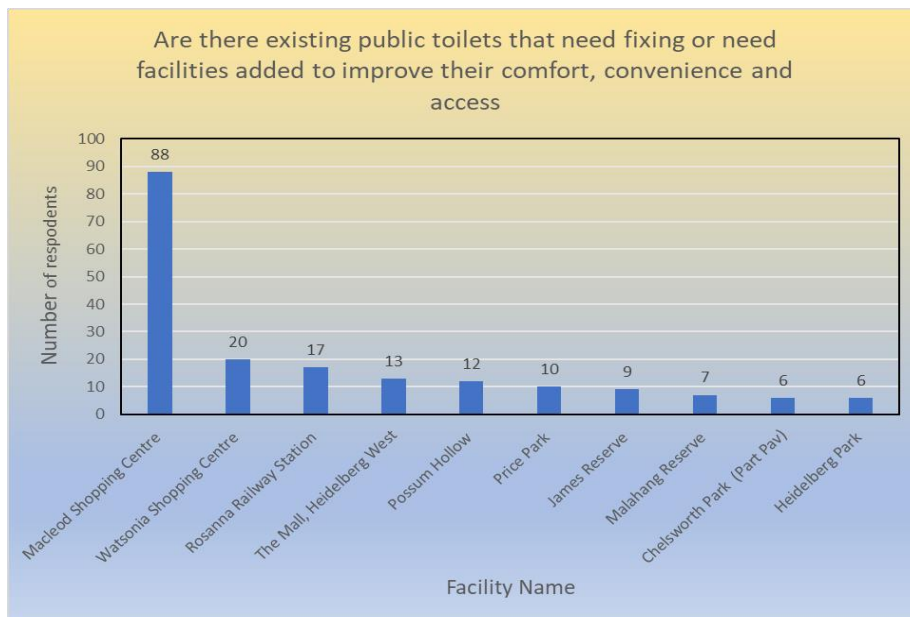
5. Existing public toilets where residents feel unsafe.



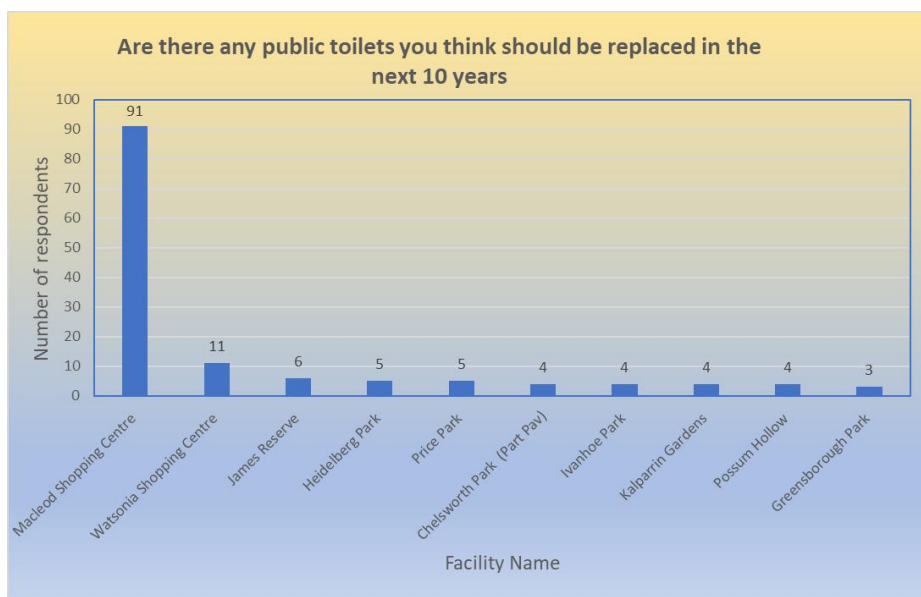
6. Locations of toilets where residents feel unsafe.



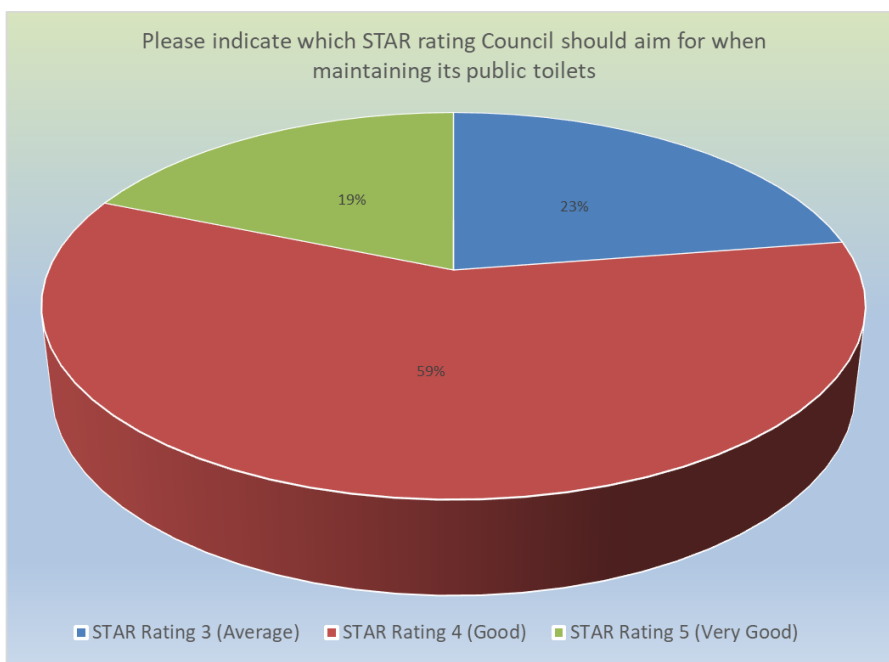
7. Existing public toilets that need fixing or need facilities added to improve their comfort, convenience and access.



8. Public toilets should be replaced in the next 10 years.



9. STAR rating Council should aim for when maintaining its public toilets.



10. Criteria to be considered when designing new public toilets to improve comfort, convenience and access.

Design Criteria	Number of Responses
Cleanliness	43
Safety	36
Better locations for new toilets	35
Layout/design upgrades	25
Lighting upgrades	25
Accessibility	23
Accessories	19
Separate female/male/all gender facilities	18
Child-friendly	16
Baby change facilities	10
Disabled toilet facilities	8
Maintenance	6
Better signage	2
Other	33

## Appendix E: Toolkit

A toolkit has been developed to guide the delivery, development and management of public toilets in Banyule. The toolkit will assist with the Implementation of the Plan and guide the day-to-day decision-making of Council.

The toolkit should be read in conjunction with the vision and objectives for public toilets in Banyule and contains the following components:

1. Service Hierarchy
2. Schedule of Fixtures and Fittings
3. Assessment Frameworks
4. Design and Siting Principals

### Service Hierarchy

The service hierarchy sets out four different levels of service provision based on different toilet configurations and typologies. The hierarchy should be used to determine the minimum level of service provision for a specific location.

### Schedule of Fixtures and Fitting

A standard suite of fixtures and fittings has been developed to guide the internal and external configuration of new public toilets.

In addition to the standard suite, a number of site-specific features have been listed. These features should be installed in premium public toilets, or in locations where there is a demonstrated community need.

### Assessment Frameworks

An assessment framework has been developed to assist Council in determining future upgrades to public toilets (or installation of new toilet) outside the capital works plan.

The framework should be used when there is a demonstrated community need or community demand for a new facility, upgrade or removal of a public toilet that is not identified within the Capital Works Plan. A demonstrated community need refers to occasions where there are consistent community requests or persistent maintenance issues associated with a public toilet facility. The framework may also be useful for assessing public toilet provision as part of a wider master planning process for an area.

In first instance, justification for an action or the demonstration of community need is required before other key directions can be considered. The framework should be used in conjunction with the overall vision, objectives and principles outlined in this Plan.

### Design and Siting Principles

The design and siting principles set out a range of siting and design objectives which should be considered when installing new toilets or upgrading existing facilities. The design and siting principles have been developed based on best practice planning and have further been informed by feedback from the Community, key stakeholders and Council staff.

Service Hierarchy

LEVEL OF SERVICE	CONFIGURATION /TYPOLOGY	MINIMUM CUBICLES	EXAMPLE LOCATIONS	OPENING HOURS	MINIMUM CLEANING FREQUENCY	INDICATIVE LIFE CYCLE COST PER YEAR*
<b>BASIC</b>	Individual cubicles comprising: <ul style="list-style-type: none"> <li>➤ One disabled all gender cubicle</li> <li>➤ One all gender cubicle</li> </ul>	2	Small public open spaces  Linear trails/ shared paths  Other moderate use locations	Dawn – dusk	x1 per day	\$250,000 - \$300,000 capital cost \$4,000 - \$5,000 annual maintenance and cleaning
<b>STANDARD</b>	Individual cubicles comprising: <ul style="list-style-type: none"> <li>➤ One disabled all gender cubicle</li> <li>➤ Two all gender cubicles</li> </ul>	3	Neighborhood Parks, reserves and open space  Adjacent to high use playgrounds  Local activity/ commercial areas  Other high use locations	Dawn to Dusk  <b>OR</b> 24 hours	x1 per day	\$350,000 - \$400,000 capital cost \$6,000 - \$7,000 annual maintenance and cleaning
<b>CO-LOCATED</b>	Individual cubicles comprising at least: <ul style="list-style-type: none"> <li>➤ Two disabled all gender cubicles</li> <li>➤ Two all gender cubicles)</li> </ul> <p style="text-align: center;"><b>OR</b></p> Toilet block comprising: <ul style="list-style-type: none"> <li>➤ One disabled all gender toilet</li> <li>➤ Three all gender cubicles</li> </ul>	4	Multi-use Recreation reserves Sports pavilions	Dawn to Dusk	x1 per day/ after event	\$500,000+capital cost \$8,000 - \$10,000 annual maintenance and cleaning
<b>PREMIUM</b>	Individual cubicles comprising: <ul style="list-style-type: none"> <li>➤ One disabled all gender toilet</li> <li>➤ One all gender/ ambulant/ family friendly toilet</li> <li>➤ Two all gender cubicles</li> </ul> <p style="text-align: center;"><b>OR</b></p> Toilet block comprising: <ul style="list-style-type: none"> <li>➤ One all gender disabled toilet</li> <li>➤ Three all gender cubicles</li> </ul>	4+	Regional/ municipal parks and open space  High use recreation reserves  Regional playgrounds  Large activity centres  Other high-use locations	Dawn to Dusk  <b>OR</b> 24 hours	x2 per day	\$500,000+ capital Cost \$13,000 - \$15,000 annual maintenance and cleaning

\*Costs are estimated and will be confirmed once design has been completed

## Schedule of Fixtures and Fittings

CATEGORY/LEVEL OF SERVICE	INTERNAL FEATURES	EXTERNAL FEATURES
<b>BASIC/ STANDARD</b>	<p><b>Toilet Cubicle</b></p> <ul style="list-style-type: none"> <li>➤ Standard toilet</li> <li>➤ Toilet Seat</li> <li>➤ Concealed cistern and pipes</li> <li>➤ Paper sheets</li> </ul> <p><b>Amenities</b></p> <ul style="list-style-type: none"> <li>➤ Hand dryer</li> <li>➤ Standard hand basin</li> <li>➤ Clothing hook</li> <li>➤ Soap dispenser</li> <li>➤ Push button tap</li> <li>➤ Non-glass Mirror</li> <li>➤ Skylight if natural lighting is not enough</li> </ul>	<p>Signage showing opening hours, gender configuration, basic contact information</p> <ul style="list-style-type: none"> <li>➤ At grade pathway access</li> <li>➤ Weather protection</li> <li>➤ Low level, drought resistant planting</li> </ul>
<b>CO-LOCATED/ PREMIUM</b>	<p><b>Toilet Cubicle</b></p> <ul style="list-style-type: none"> <li>➤ Jumbo rolls</li> <li>➤ Sanitary napkin disposal</li> </ul> <p><b>Amenities</b></p> <ul style="list-style-type: none"> <li>➤ Electric hand dryer</li> <li>➤ Baby Change table</li> <li>➤ Syringe disposal</li> <li>➤ Sensors to conserve energy and water consumption</li> <li>➤ Non-glass Mirror</li> <li>➤ Clothing hook</li> <li>➤ Rubbish bins</li> <li>➤ Soap dispenser</li> <li>➤ Non-slip surfaces/easy clean product</li> <li>➤ Electronic lock</li> <li>➤ Push button tap</li> <li>➤ Skylight if natural lighting is not enough</li> </ul>	<ul style="list-style-type: none"> <li>➤ Automatic locking doors</li> <li>➤ Communal hand wash basins</li> <li>➤ Screening</li> <li>➤ Public art</li> </ul>
Disabled and ambulant toilets	In accordance with AS1428	In accordance with AS 1428

**Notes**

\*The use of specific fixtures and fittings should be considered on a site-specific basis. For example, in high use locations, where accommodating the maximum number of people is a priority, required fixtures should be considered. In locations where there is anti-social behaviour the use of security cameras or automatic locking doors may be appropriate in line with Council's privacy policy.



### Assessment Framework

#### Renewal and Upgrade of Existing Facilities

DIRECTIONS	CHECKLIST	YES	NO	RESOURCES
Demonstrated community need for this facility to be replaced or refurbished	Is there evidence from the community or Council audits/records that the existing facility is not adequately functioning?			<ul style="list-style-type: none"> <li>&gt;&gt; Community surveys</li> <li>&gt;&gt; Public Open Space Strategy</li> <li>&gt;&gt; Local masterplans or structure plans</li> </ul>
The existing public toilet in poor condition	Is there presence of vandalism or graffiti?			<ul style="list-style-type: none"> <li>&gt;&gt; Public toilet audit data</li> <li>&gt;&gt; Empirical observations</li> <li>Or anecdotal information from the community, Council staff, cleaning, Service or maintenance contractors</li> </ul>
	Are the facilities unhygienic and difficult to maintain/ clean?			
	Are there obvious signs of wear on the existing facilities within the toilet?			
	Are features within the toilet broken or not operational?			
	Are there issues with odour or presence of vermin?			
	Is the environment or facility unsafe or dangerous?			
	Are there negative perceptions of safety or is there presence of antisocial behaviour?			
The existing toilet has a low level of usage	Does the facility adhere to the Location and Siting Principals?			<ul style="list-style-type: none"> <li>&gt;&gt; Counters</li> <li>&gt;&gt; Empirical observations or anecdotal information from the community, Council staff, cleaning, service or maintenance contractors</li> <li>&gt;&gt; Maintenance costs</li> <li>&gt;&gt; Water usage, levels of Toilet paper, soap Consumed weekly, monthly or annually</li> </ul>
	Opening hours and availability			
The toilet does not have appropriate fixtures or fittings	Is the facility DDA compliant?			<ul style="list-style-type: none"> <li>&gt;&gt; Service Provision Hierarchy</li> <li>&gt;&gt; List of Fixtures and Fittings</li> </ul>
	Does the facility adhere to the principals of universal access?			
	Site specific features			
Ecologically sustainable	Are there any low water use fittings?			<ul style="list-style-type: none"> <li>&gt;&gt; WELS ratings</li> <li>&gt;&gt; Council's Environmental</li> </ul>
	Is the facility energy efficient e.g. energy efficient lighting/natural light?			

DIRECTIONS	CHECKLIST	YES	NO	RESOURCES
development (ESD)	Is there a balance of landscaping with amenity and public safety?			Service Unit >> Local provenance
<b>Other Notes</b>				

New Facilities

DIRECTIONS	CHECKLIST	YES	NO	RESOURCES
There is not an existing public or planned toilet nearby	Are there public toilets within 400m of the proposed location?			>> GIS database mapping >> National Toilet Map >> Activity Centre strategies >> Local masterplans or structure plans >> Public Toilet Capital Works Plan
	Is there one or more private or community hosted toilets that are accessible within 400m available? (e.g. libraries, community centres, indoor sport and recreation centres)			
	Are there any toilets (public or private) within 800m of the proposed location?			
	Are there privately operated public toilets within close proximity to the proposed location? (e.g Shopping Plaza)			
There is a high movement of pedestrian, cycling or other active transport modes and the proposed location in an area with a growing catchment	Are there activity generators and a diversity of land uses in the area?			>> ABS Population protections >> Surrounding mixture of land uses >>Public Open Space Strategy >> Northern Regional Trails Strategy >> Bicycle Plan >>Integrated Transport Plan >> Local masterplans or structure plans
	Is there different types of transport and connectivity available?			
The new toilet will enhance community safety, health and wellbeing	Contribution to the existing public toilet network			>> Council Plan >>nclusion Access and Equity Framework >> LGBTI Plan >> Disability Action Plan >> Open Space Plan >> Festival and Events Guide
	Social indicators			
	Would a facility meet the needs of different user groups?			
Ecologically sustainable development (ESD)	Are there any low water use fittings?			>> WELS ratings >> Environmental Unit >> Local provenance indigenous shrubs
	Is the facility energy efficient e.g energy efficient lighting/natural light?			
	Is there a balance of landscaping with amenity and public safety?			
Other Notes				

Removing an Existing Facility

DIRECTIONS		CHECKLIST		YES	NO	RESOURCES
Is there adequate justification for the removal of an existing public toilet?	Is there evidence from the community or Council audits/records that the existing facility is not adequately functioning?					<ul style="list-style-type: none"> <li>&gt;&gt; Community surveys</li> <li>&gt;&gt; Public Open Space Strategy</li> <li>&gt;&gt; Local masterplans or structure plans</li> </ul>
The existing public toilet in poor condition	Presence of vandalism or graffiti					<ul style="list-style-type: none"> <li>&gt;&gt; Public toilet audit data</li> <li>&gt;&gt; Empirical observations or anecdotal information from the community, Council staff, cleaning, service or maintenance contractors</li> </ul>
	Facilities are unhygienic and difficult to maintain/clean					
	Obvious signs of wear on the existing facilities within the toilet					
	Features within the toilet are broken or do not work					
	Issues with odour or presence of vermin					
	Environment/facilities are unsafe or dangerous					
	Negative perceptions of safety or presence of antisocial behaviour					
The existing toilet has a low level of usage	Location and siting					<ul style="list-style-type: none"> <li>&gt;&gt; Counters</li> <li>&gt;&gt; Empirical observations or anecdotal information from the community, Council staff, cleaning, service or maintenance contractors</li> <li>&gt;&gt; Maintenance costs</li> <li>&gt;&gt; Water usage, levels of toilet paper, soap consumed weekly, monthly or annually</li> </ul>
	Opening hours and availability					
Does the existing toilet meet the majority of the design and siting principles?	Is the facility DDA compliant?					<ul style="list-style-type: none"> <li>&gt;&gt; Service Provision Hierarchy</li> <li>&gt;&gt; Design and Siting Principals</li> </ul>
	Does the facility adhere to the principals of universal access?					
	Site specific features					
Will the removal of the toilet create a gap in accessible toilet provision?	Are there toilets within 400m of the proposed location?					<ul style="list-style-type: none"> <li>&gt;&gt; GIS database mapping</li> <li>&gt;&gt; National Toilet Map</li> <li>&gt;&gt; Activity Centre strategies</li> <li>&gt;&gt; Local masterplans or structure plans</li> <li>&gt;&gt; Public Toilet Capital Works Plan</li> </ul>
	Is there one or more private or community hosted toilets that are accessible within 400m available? (e.g. libraries, community centres, indoor sport and recreation centres)					
	Are there any toilets (public or private) within 800m of the proposed location?					
	Are there privately operated public toilets within close proximity to the proposed location? (e.g. Shopping Plaza)					
<b>Other Notes</b>						

## Design & Siting Principles

### Design & Siting Principles

The following design and siting principles should be considered when installing or upgrading any public toilet in Banyule.

1. Locate toilets near central, multi-use community facilities that draw on existing walking catchments.
2. Site toilets in accessible locations that maximise visibility to the street/public space and orientate toilets toward well lit areas and to allow for natural ventilation and daylight.
3. Integrate toilets seamlessly into the public realm by incorporating low-level landscaping and avoid obstructing toilets with dense landscaping, vegetation or impermeable barriers.
4. Ensure entrances/doorways have a direct line of sight to and from the public realm to allow for passive surveillance.
5. Design toilets to integrate into the public realm, reflect the local character and where appropriate, encourage artistic design expression for toilets in high usage locations.
6. Incorporate appropriate fixtures within toilets that are responsive to the local context and balance community expectations with maintenance practicalities.
7. Ensure compliance with AS1428 and DDA where practicable and other best practice accessibility guidelines.
8. Clearly sign toilets by providing directional signage where required to improve legibility and access. Provide signage on toilets which shows opening hours, contact details and gender availability.
9. Incorporate Crime Prevention through Environmental Design (CPTED) principles to ensure toilets are constructed with materials that are durable, sustainable and vandal resistant and reduce the opportunities for crime and antisocial behaviour.
10. Incorporate materials, fixtures and fittings that promote environmental sustainability.



# Community Consultation Report

Results from public consultation on the review of Banyule's  
Public Toilet Plan



Table of contents

<b>Public Toilet Plan .....</b>	<b>1</b>
<b>1. Executive summary .....</b>	<b>3</b>
1.1 Background.....	3
1.2 Engagement activities.....	3
1.3 Participation .....	3
1.4 Recommendations.....	4
<b>2. Project Overview .....</b>	<b>5</b>
<b>3. Engagement Objectives .....</b>	<b>5</b>
<b>4. Engagement and communications methods.....</b>	<b>6</b>
4.1 Shaping Banyule survey .....	6
4.2 Intercept survey .....	6
4.3 Internal stakeholder workshop.....	7
4.4 Social media .....	7
<b>5. Participation .....</b>	<b>8</b>
5.1 Shaping Banyule.....	8
5.2 Intercept survey .....	9
5.3 Workshops .....	<b>Error! Bookmark not defined.</b>
5.4 Social media .....	9
<b>6. Consultation feedback.....</b>	<b>10</b>
6.1 Shaping Banyule and Intercept Survey Feedback .....	10
6.2 Feedback from the workshops.....	17
6.3 Feedback from Council Facebook.....	17



## 1. Executive summary

---

### 1.1 Background

The Banyule Public Toilet Plan 2017 established a 10-year plan to guide the provision of Council-owned and managed public toilets across the municipality. This Plan is due for a review and Council sought community feedback to support this review. There were ten questions and an interactive map for the community to tell us about their experience of safety at Banyule's public toilets, the distance they would walk to access a public toilet, and whether they consider the availability of public toilets when planning their trips and destinations.

The information received from the public will be used to:

- test the results of the gap analysis carried out by Council in identifying locations for new toilets.
- get public views on the requirement of toilet facilities in activity centres.
- get the views of residents for replacing/upgrading of existing public toilets within next 10 years.
- understand and respond to toilets considered by engagement participants to be unsafe.

### 1.2 Engagement activities

The following methods of engagement were used during the consultation.

- Shaping Banyule survey
- Intercept survey
- Internal stakeholder workshop
- Banyule social media (Instagram and Facebook)

### 1.3 Participation

A total of 545 people completed the survey in all three engagement activities. 64% of the people participated are women and 85% of the people are more than 35 years old.

#### Summary of Feedback

The following points were noted during analysis of consultation data as key findings.

- Respondents noted that they tend to avoid the Macleod Shopping Centre and The Mall in Heidelberg West as a result of poor toilet facilities.
- Respondents considered the toilets at Macleod Shopping Centre and The Mall in Heidelberg West to be the most unsafe toilet facilities in Banyule.
- Respondents noted consistently that the following toilets require repair and upgrade:
  - Macleod Shopping Centre
  - The Mall in Heidelberg West
  - Watsonia Shopping Centre
  - Rosanna Railway Station
- Respondents recommended to replace the following toilets in the next 10 years:
  - Macleod Shopping Centre
  - The Mall in Heidelberg West
  - Watsonia Shopping Centre
  - Rosanna Railway Station
  - Possum Hollow
  - Price Park
  - James Reserve
  - Malahang Reserve
  - Chelsworth Park
  - Heidelberg Park

- There were 101 locations proposed for new toilets. Some of them are in close proximity to each other.
  - 31 submissions are consistent with Council's priority.
  - 29 locations are near or within the 400 m walkability area of existing toilets.
  - 41 locations are outside 400m walkability distance of existing toilets. In these 41 locations, there are few clusters where several residents have proposed to install new toilets. As an example, nine residents have proposed to install a new toilet in Delta Reserve.

## 1.4 Recommendations

This report recommends the following considerations as a result of the findings presented in this report.

- Test the gap analysis for new public toilets carried out by Council officers against the locations proposed by engagement participants in the interactive map and prioritise the proposed locations.
- Consider the findings from the consultation in reviewing the current 10-year toilet replacement/renewal program.
- Consider upgrading public toilets by priority to meet STAR rating 4.

## 2. Project Overview

---

The previous Banyule Public Toilet Plan was developed and adopted in 2017. Development of the Plan included a comprehensive public consultation process and identified several improvement actions and the toilet replacement program. Some of the findings and actions in the Plan are out of date and it is due for review.

Council's Asset Management Team is leading the review, which requires community input in certain aspects of the plan such as proposed renewal, upgrade and new toilets. The Asset Management and Community Engagement Teams are leading this consultation process.

This report provides an overview of the consultation process and the feedback received from the community.

## 3. Engagement Objectives

---

Four objectives were identified for engaging community on this project.

### Objective 1

To build community knowledge regarding Council's approach to managing its public toilets to meet future demand and provide the required level of service to the public.

### Objective 2

To understand community preferences in Council's approach for renewal and upgrade of existing toilets and constructing new toilets where necessary.

### Objective 3

To understand from the community what public toilets they think Council should prioritise over the next ten years.

### Objective 4

To obtain feedback from the community regarding which public toilets have poor levels of safety, hygiene and accessibility.

## 4. Engagement and communications methods

Four methods of community engagement were delivered as part of this project and were complemented by communications activities.



### 4.1 Shaping Banyule survey

A home page for the project was developed on Shaping Banyule and included content to inform the community about the age profile of the toilets, current status of the toilets, STAR rating assessments, an interactive map for people to pinpoint potential new toilet locations and a survey. Shaping Banyule also included the previous public toilet plan and contact details for the Asset Management Team, should people want to talk with someone directly about the project.

Participation on Shaping Banyule was boosted by a feature article in the Banyule Banner and displaying corflutes in each of Banyule's seven precincts.

### 4.2 Intercept survey

The Asset Management and Community Engagement Teams carried out intercept survey at the following locations, for three hours in each location:

- Watermarc and Greensborough Plaza
- Rosanna Station, Beetham Parade and Ellesmere Parade
- Ivanhoe Library and Cultural Hub and Upper Heidelberg Road

- Shop 48 and Malahang Reserve, Heidelberg West.

A shorter survey was undertaken for the intercept surveys through mobile device. A postcard was also handed to people that did not have time to stop, informing them of survey details and providing the ability to complete the survey on Shaping Banyule in their own time.

### 4.3 Community Advisory Committees

Content from this consultation was presented to the Age-Friendly Committee to seek their feedback. The information was also circulated to the following committees by email and they were requested to provide their feedback through Shaping Banyule:

- Disability and Inclusion Committee
- LGBTIQ+ Advisory Committee

### 4.4 Social media

Information regarding the community consultation was posted on Council's Instagram and Facebook pages to encourage the community to provide feedback. There was also a paid campaign which reached 19,300 people and generated 401 clicks through to the Shaping Banyule page and survey.

Relevant comments received through Instagram and Facebook were considered as feedback and have been analysed as part of the data set.

## 5. Participation

Council received overwhelming participation from the community for managing and upgrading our public toilet network. Overall participation and their breakdown are depicted in Figure 1.

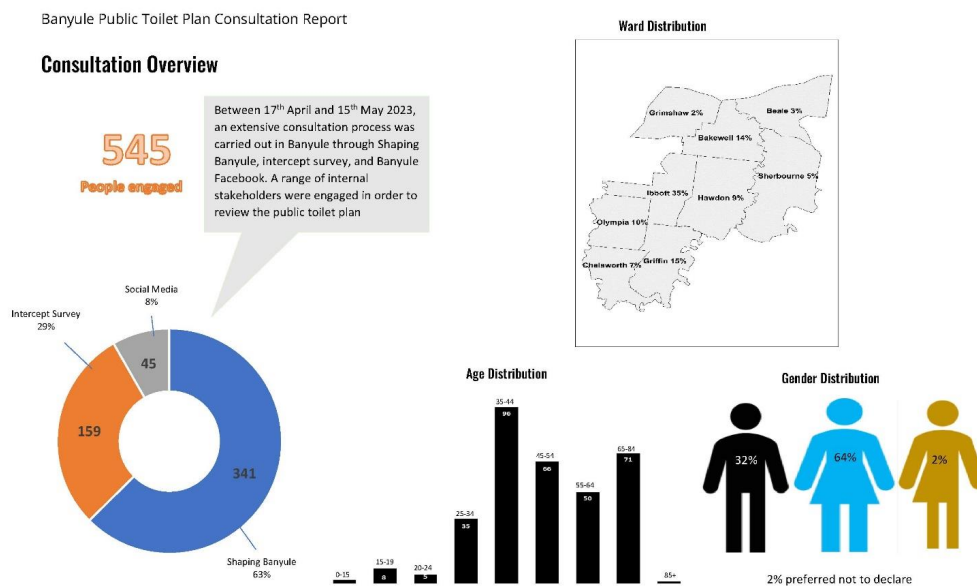


Figure 1 – Overview of Consultation Participation

### 5.1 Shaping Banyule

341 respondents completed the survey on Shaping Banyule from all suburbs across Banyule. The suburb with the highest number of respondents (91) are from Macleod. The respondents cover all age groups. The age group with the highest participation was 35 to 44 years. The next highest group was 65 to 84 years.

In this survey, 243 participants identified as female and 83 as male. There were 42 persons with disability and 22 persons identified as LGBTIQ+. Table 1 indicates the access and equity distribution of all respondents.

Table 1 – shaping Banyule participant inclusion data

Access and Equity category	Number of participants
A person with disability, inclusive of mental illness	42
A person identifying as LGBTIQ	22
A person of Aboriginal or Torres Strait Islander decent	3
A person speaking English as a second or other language	13
A carer	63

None of the above	229
-------------------	-----

## 5.2 Intercept survey

159 respondents completed this survey and provided feedback to the questions posed to them. The male and female distribution was almost equal. The highest number of participants were from Rosanna and Ivanhoe suburbs. Age and inclusion data were not collected for this survey.

## 5.3 Community Advisory Committees

In-person workshop were held with the Age-Friendly Committee. Disability and Inclusion Committee and LGBTIQ+ Advisory Committee did not have any meetings during the consultation period. Therefore, information was circulated by email to them. Feedback of these committees is included in Shaping Banyule.

## 5.4 Social media

Council also received 45 distinct comments on its official Facebook and Instagram pages. No demographic or inclusion data was collected.

## 6. Consultation feedback

Feedback received from surveys, workshops and social media is summarised in this section.

### 6.1 Shaping Banyule and Intercept Survey Feedback

The following questions were included in the Shaping Banyule and Intercept surveys.

Question	Shaping Banyule	Intercept
1. When planning your trip, do you consider the availability of a public toilet?	Y	Y
2. How far are you prepared to walk/travel for a public toilet?	Y	Y
3. Tell us which areas and/or public toilet facilities you avoid.	Y	Y
4. Are there existing public toilets you feel unsafe?	Y	Y
5. What is their location and why do you feel unsafe?	Y	Y
6. Are there existing public toilets that need fixing or need facilities added to improve their comfort, convenience and access?	Y	Y
7. What is their location and what needs to be fixed or added?	Y	N
8. Are there any public toilets you think should be replaced in the next 10 years?	Y	N
9. Please indicate which STAR rating Council should aim for when maintaining its public toilets.	Y	N
10. Is there anything else Council should consider when designing new public toilets to improve comfort, convenience and access?	Y	N

Data from the above questions are presented in the following graphs.



Figure 2 – Consideration of toilet availability when planning a trip

Figure 2 shows the majority of respondents consider the availability of toilet facilities when planning their trips. This information is important for Council to provide toilet facilities in areas of activity to attract more customers and visitors to Banyule. It could be assumed from this data that if there is no public toilet, areas of activity are less likely to be visited compared to ones that do have public toilets.



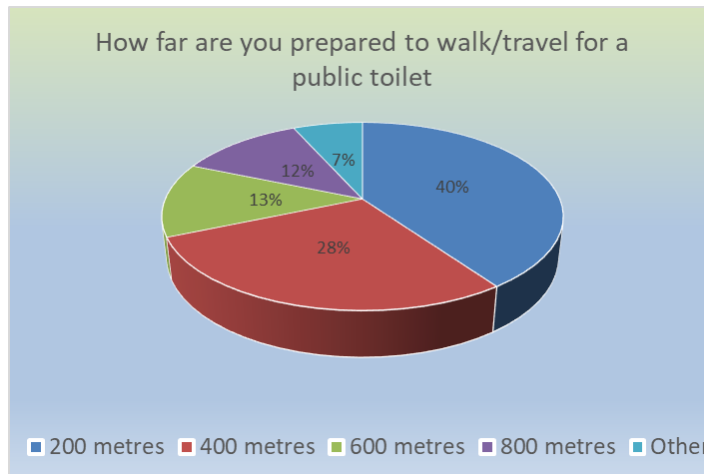


Figure 3 – Preferred walking distance to a toilet facility

Referring to Figure 3, it can be deduced that 68% off the respondents prefer to walk less than 400m to look for a toilet facility. A significant percentage (40%) of people prefers to walk up to 200 metre. This information is helpful for Council to analyse locations for new toilets through its gap analysis.

It's important to note that of the 68% that said they would prefer to walk less than 400m, from that 16% were aged 65+, 5% stated that they live with disability. This tells us that a considerable part of preference to walk less relates to ability and access. Of the 40% of the respondents preferring to walk only up to 200m to find a toilet, 16% were aged 65+, 6% live with disability.

According to 'Incontinence in Australia' report 2013, 1.4% of the Australian population (284,500 people) reported severe incontinence where 1 in every 14 people (7.2%) aged 65+ and nearly 1 in 4 people (25%) aged 85+ experienced severe incontinence. A large majority (91%) of people with severe incontinence also had a severe or profound core activity limitation. It is expected that people experiencing incontinence are represented in the 40% of the respondents, who prefer to walk up to 200m for a toilet.

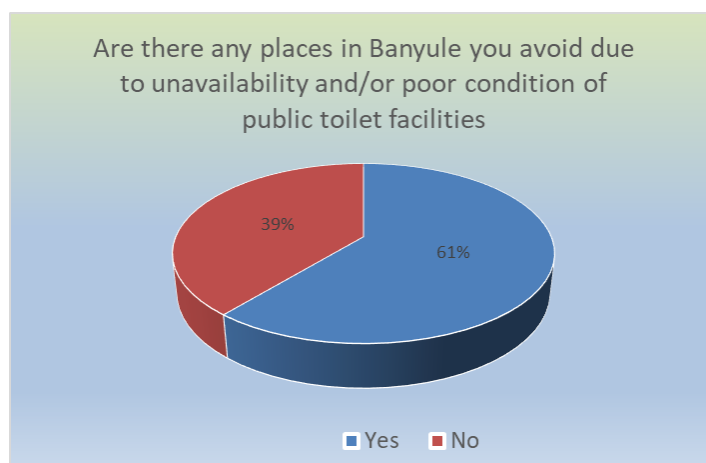


Figure 4 – Places to Avoid as a Result of Poor Toilet

A majority of the residents (61%) avoid some places in Banyule as a result of poor toilet facilities as shown in Figure 4. Residents mentioned those toilet facilities specifically and the number of responses for each facility

depicted in Figure 5. It appears that the highest number of responses are for the Macleod Shopping Centre public toilet. The public toilet at The Mall, Heidelberg West, received the second highest number of responses. This information is useful in developing improvement programs and maintenance schedules.

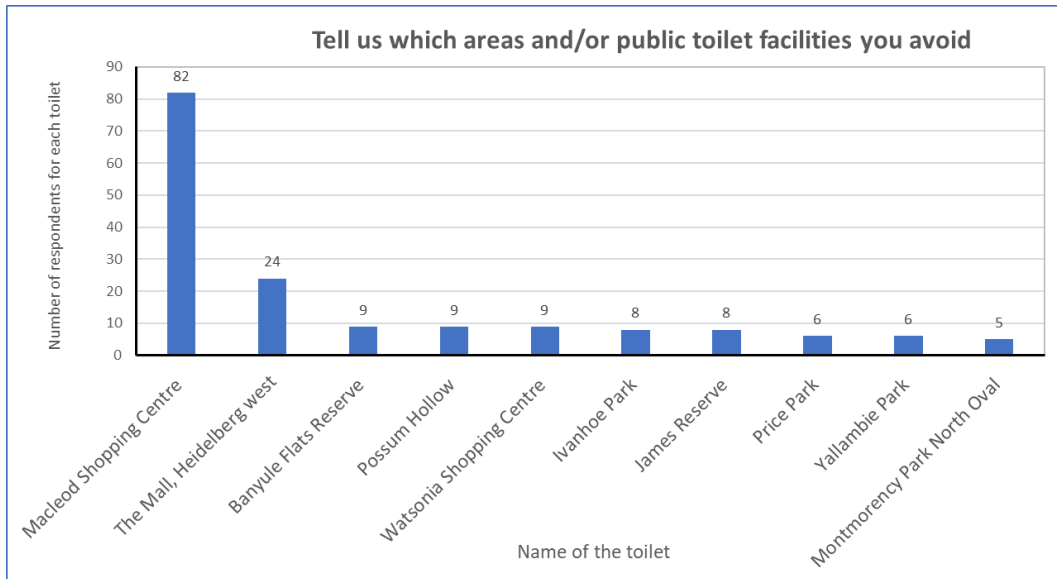


Figure 5 – Toilet Facilities to Avoid

In reference to question 4, 45% of the participants indicated that they feel unsafe to use some of Council's existing public toilets as shown in Figure 6. Of these, 72% were female and 10% were aged 65+.

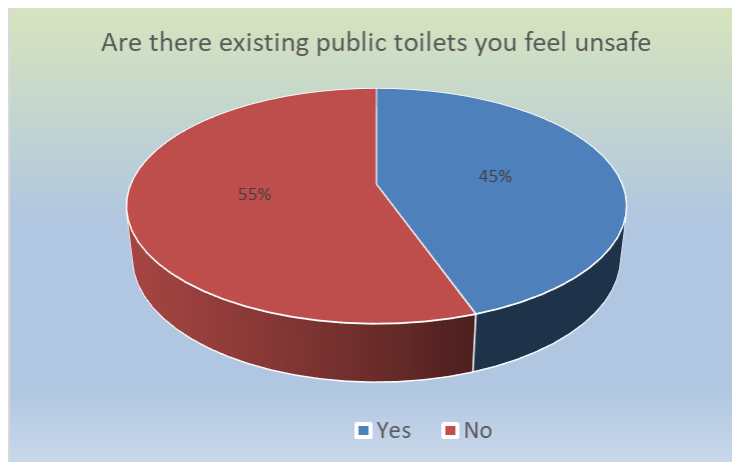


Figure 6 -Survey Results of Question 4

Figure 7 compares the number of participants feeling unsafe with the total number of participants by Gender. It shows 52% female and 31% male feel unsafe in any of the existing toilet facilities.

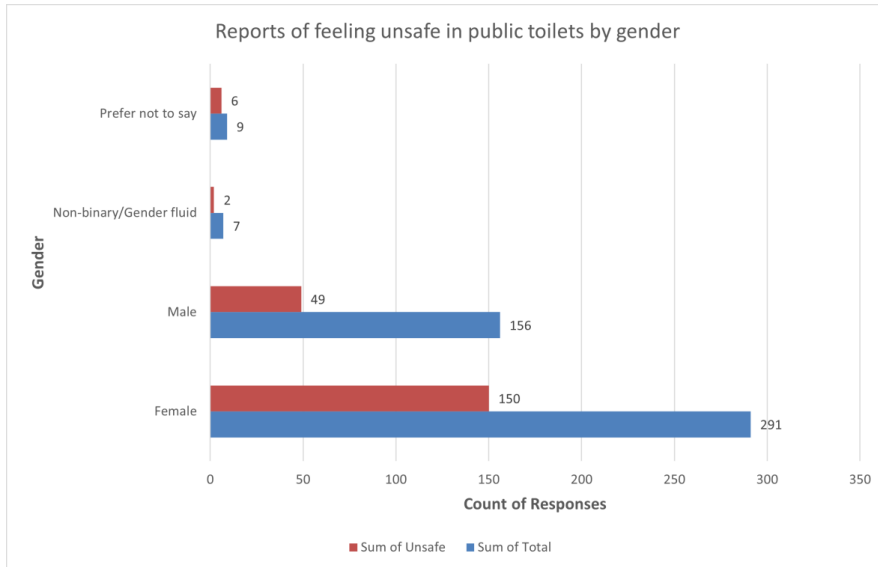


Figure 7 – Participants Feeling Unsafe in any Existing Toilet Facilities by Gender

In response to question 5, participants identified several toilets where safety was a concern. Again, Macleod Shopping Centre and The Mall received the highest responses, with 63 respondents identifying Macleod and 22 The Mall. Other toilets with safety concerns are indicated in Figure 8 below.

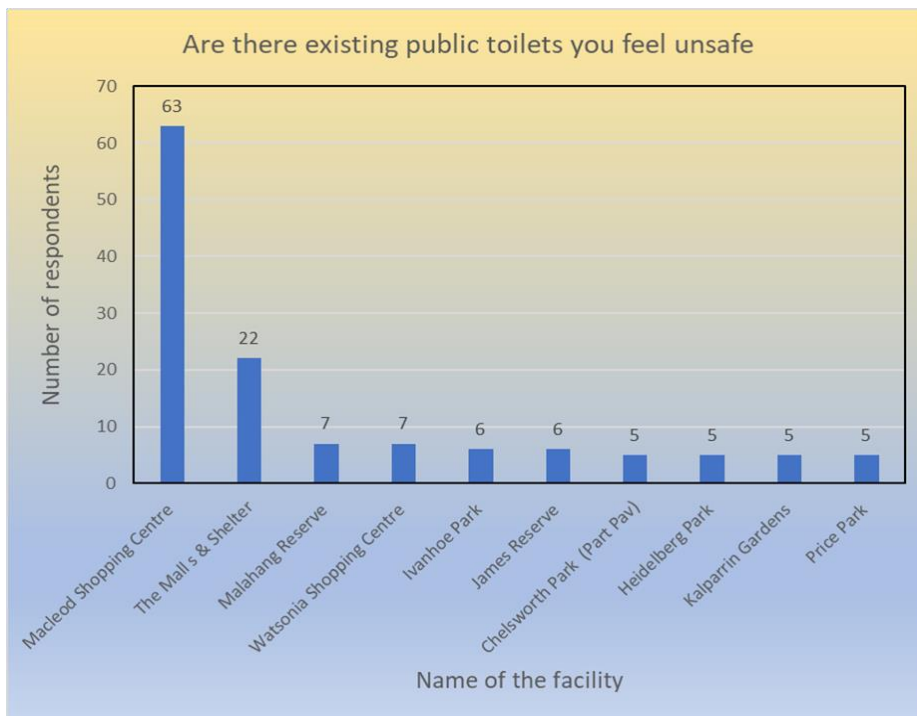


Figure 8 – Unsafe Public Toilets

In response to question 6, participants named several toilet facilities requiring improvements. Again, 88 responses related to the Macleod Shopping Centre toilet. Participants also indicated Watsonia, Rosanna and The Mall toilet facilities require improvements. The toilets with 6 or more responses are indicated in Figure 9. Participants also indicated items (e.g. hand washing facilities, soap dispenser, taps, baby change table) to be fixed in few responses.

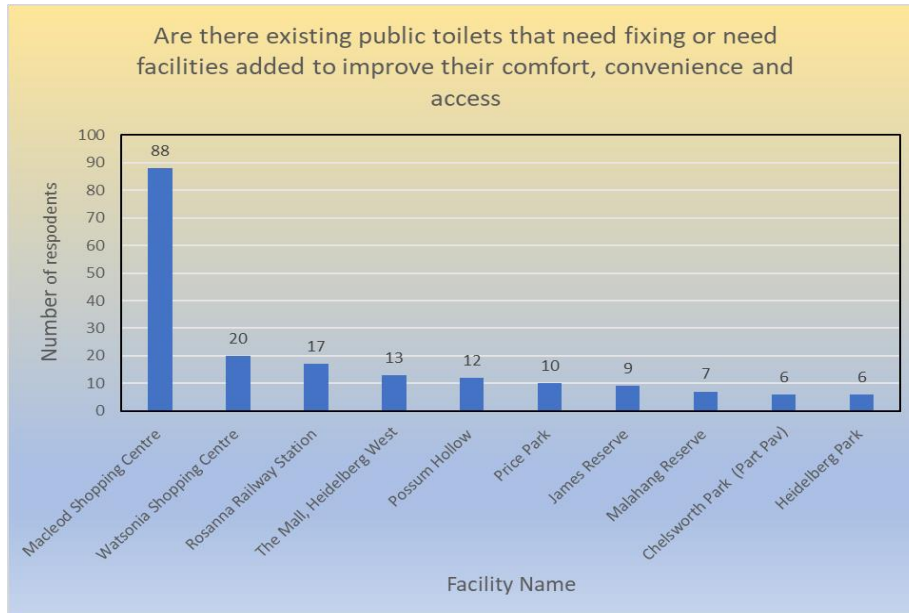


Figure 9 – Facilities Requiring Improvements

In response to question 8, there are several toilet facilities that were identified for replacement. The Macleod Shopping Centre toilet received 91 responses. Details are indicated in Figure 10.

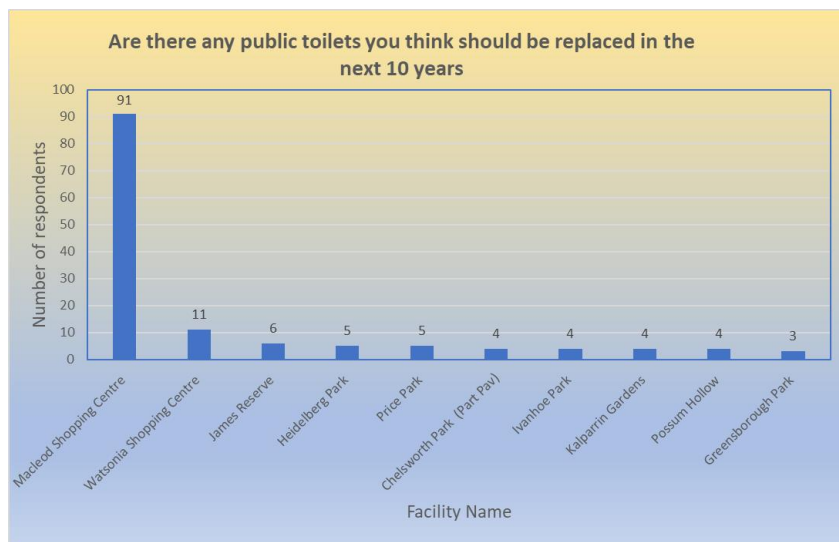


Figure 10 – Toilets to be Replaced

Council carried out an in-house assessment of all of Council's public toilets and assigned a STAR rating for each toilet based on sustainable design, crime prevention, environmental design principles, accessibility, structural features, cleanliness, and available ancillary features. STAR rating 1 is the lowest and 5 is the highest quality. In this analysis none of the existing toilets fell into the STAR rating 5.

In response to what STAR rating Council should aim to maintain our toilets, the majority of participants prefer to keep all toilets at level 4 STAR rating as shown in Figure 11. This would require Council to invest an additional \$500,000 to upgrade these facilities to the 4 STAR rating.

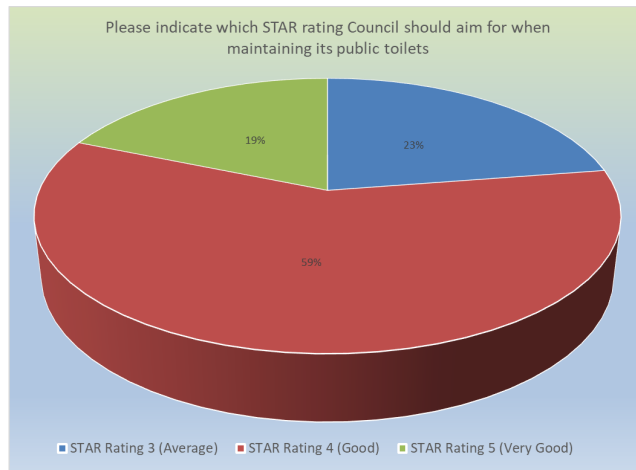


Figure 11 – Proposed STAR Rating

Participants also indicated some of the factors important to them in designing toilet facilities in responding to question 10 - Is there anything else Council should consider when designing new public toilets to improve comfort, convenience and access? A list of criteria proposed by the respondents is presented in Table 2.

Table 2 – Criteria Proposed by the Respondents

Design Criteria	Number of Responses
Cleanliness	43
Safety	36
Better locations for new toilets	35
Layout/design upgrades	25
Lighting upgrades	25
Accessibility	23
Accessories	19
Separate female/male/unisex/gender	18
Child-friendly	16
Baby change facilities	10
Disabled toilet facilities	8
Maintenance	6
Better signage	2
Other	33

Finally, participants were requested to pinpoint proposed locations to construct new toilets considering the following factors.

- Proximity to nearest Council managed public toilets
- Nearby activity centres
- Population

101 respondents indicated their preferred locations for new toilets in the interactive map. The completed map is shown in Figure 12.

- 29 requests for new toilets are within 400m of existing toilets. These are not a priority at this stage.
- 31 requests are more than 400m walking distance from existing toilets and in areas of significant activity. These locations are consistent with the gap analysis undertaken by Council.
- 41 requests are more than 400m far from existing toilets, however they are not close to areas of activity. Therefore, they are not a priority at this stage.

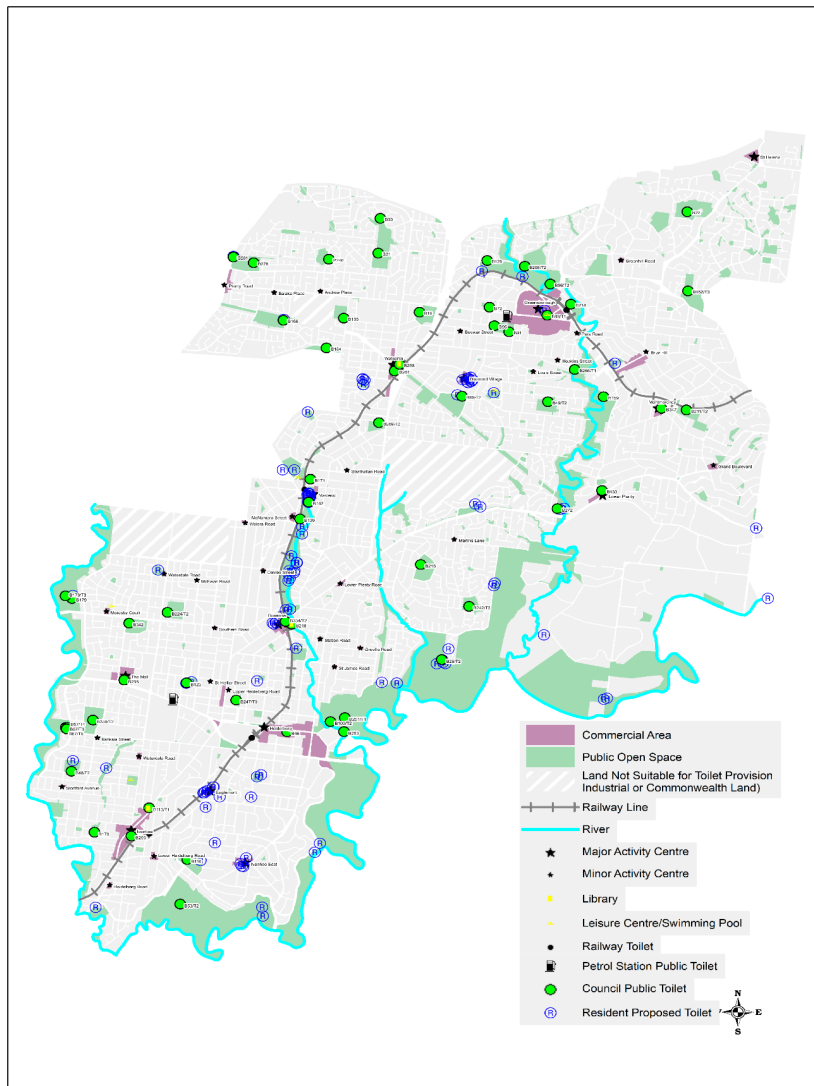


Figure 12 – Location of New Toilets Proposed by Residents

### 6.2 Feedback from the workshops

There were several important pieces of feedback from several committees. Council's Age-Friendly Committee proposed that Council:

- Improve signage by installing a signboard when a toilet is closed to indicate the direction to the next nearest open toilet facility
- Liaise with private businesses to investigate the possibility of partnership to provide toilet facilities in place of constructing new toilets.

### 6.3 Feedback from Council Facebook

Council received 45 responses through Facebook. Residents' concerns are categorised in Figure 13. The highest responses came in relation to the cleanliness of our toilets.

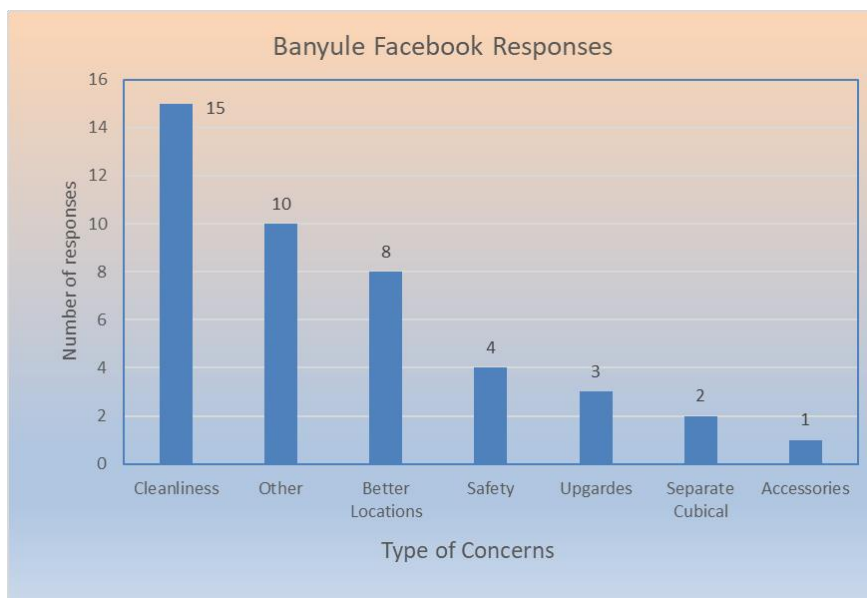


Figure 13 – Summary of Facebook Responses





# Inclusive Local Jobs Strategy & Action Plan Annual Report

Year Three – 2022/23 FY



## Table of Contents

<b>Inclusive Local Jobs Strategy &amp; Action Plan Annual Report .....</b>	<b>1</b>
Year Three – 2022/23 FY .....	1
<b>Overview .....</b>	<b>2</b>
<b>Action Plan Review .....</b>	<b>2</b>
Focus Area 1: Stimulate inclusive employment opportunities .....	2
Priority Action 1: Partner with local employers, agencies and other organisations to build inclusive employment opportunities.....	2
Priority Action 2. Proactively create inclusive employment opportunities within Banyule Council.....	5
Priority Action 3. Realise more inclusive employment opportunities through procurement.....	6
Focus Area 2: Strengthen pathways to employment .....	8
Priority Action 1. Assist people to participate in volunteering activities and create enhanced opportunities for volunteer participation.....	8
Priority Action 2. Grow pathways to employment within Banyule Council that are inclusive and accessible. ....	9
Focus Area 3: Grow business ownership and entrepreneurship .....	10
Priority Action 1. Assist people to participate in business activities. ....	10
Focus Area 4: Advance inclusive employment practices across the local government sector and private sector .....	12
Priority Action 1. Advocate for inclusive employment opportunities to create a stronger economy. ....	12
Priority Action 2. Support our workplace to be inclusive and diverse. ....	14
<b>1000 Local Jobs Target .....</b>	<b>15</b>
<b>Final Reflections.....</b>	<b>16</b>

## Overview

This report outlines how Council is tracking in its implementation of the Inclusive Local Jobs Strategy & Action Plan 2020-2025. The report provides an update on each key priority action of the Action Plan for the 2022/2023 financial year (2022/23FY), including progress made toward Council's target of 1000 local job outcomes for local people experiencing barriers to employment by 2025.

## Action Plan Review

### Focus Area 1: Stimulate inclusive employment opportunities

**Priority Action 1: Partner with local employers, agencies, and other organisations to build inclusive employment opportunities.**

**On track**

#### Summary:

Target: 27 local job outcomes created through employment events and inclusive employment programs.

Achievement: 97 local job outcomes were achieved in this reporting period. A further 3656 interactions were achieved by the Jobs Victoria Advocate (JVA) team to provide employment and referral support to individuals facing barriers to work in the community.

#### Review of Key initiative 1.1: Develop and maintain strong links with local employers, employment service providers, key networks, and other organisations.

Strong partnerships have been established with several employers, employment service providers and other organisations. These include:

- Ongoing collaboration with the Spark Consortium (Northeast Link);
- Ongoing collaboration with Brotherhood of St Laurence, Matchworks and Himilo Community Connect;
- Ongoing collaboration with Banyule Nillumbik Local Learning & Employment Network.

These partnerships and networks supported the placement of ten external employment opportunities for Inclusive Employment Program (IEP) alumni.

Additionally, six internal employment opportunities for IEP alumni were supported.

There are no changes to this initiative in Year 4 (2023/24FY).

**Review of Key initiative 1.2: Collaborate on the delivery of an employment event to broker opportunities for vulnerable community members.**

During this reporting period several events were delivered to broker employment opportunities for vulnerable residents. These included:

- Careers at Council delivered in partnership with Banyule Nillumbik Local Learning and Employment Network (BNLLEN). This event provided secondary school students with an introduction to employment opportunities at Council. After the event JETS Studio reported 11 students had applied for work experience.
- The Jobs Victoria Advocate team were stallholders at the CALD Careers Expo delivered by Yarra Plenty Regional Libraries and Himilo. This event supported 25 jobseekers and was a great networking opportunity with the community and local agencies.
- An Inclusive Employment Program Community Information session was hosted online to promote the commencement of the new program as well as a local jobs forum to support community members into available local jobs.
- An Inclusive Employment Digital Workshop was held in collaboration with Inclusive Enterprise & Local Jobs team and Community Impact team. The seminar focused on learning how to build inclusive employment to create more diverse and accessible workplaces.

There are no changes to this initiative in Year 4 (2023/24FY).

**Review of Key initiative 1.3: Collaborate on the delivery of an Aboriginal employment event.**

A First Nations Jobs Fair was held in October 2022 in collaboration with Whittlesea and Darebin Councils. This event was designed and delivered to offer a one-stop-shop for people seeking employment, with wraparound service provided in a supportive, culturally safe environment. First Nations people were be supported and assisted through applications and/or registrations on the day to move forward into sustainable employment or education. Pre-employment supports were also offered by the Jobs Victoria Advocate team when participants registered to attend. This event showcased jobs for First Nations people, with a strong focus on Aboriginal-owned businesses, and with all stallholders offering specific inclusive employment and educational programs, with culturally safe spaces and services.

There were 30 stall holders and approximately 100 attendees. This event supported five people into employment.

This event, along with other community engagement initiatives supported four Aboriginal & Torres Strait Islander people to participate in the Inclusive Employment Program.

Due to the endorsement of a new Aboriginal and Torres Strait Islander Traineeship program, this initiative will be extended and delivered in year 4 and 5 of the Action Plan.

**Review of Key initiative 1.4: In partnership with local employment partners, create a program that supports employers with free tools, resources and access to recruitment services and local talent to build stronger, more inclusive workplaces.**

Council's Inclusive Jobs Service provides local businesses with the practical support and resources to build their inclusive employment practices in order to increase opportunities and economic participation for local people experiencing barriers to employment. The program supported five people into employment. Employers included SPARK, Banyule City Council and Around Communities Aged Care.

While the program has continued to achieve outcomes, a change in staffing saw minor redesign of the program. These changes enable the service to better meet the needs of local employers and the needs of local people experiencing barriers to employment. The new program model provides greater flexibility to support businesses of all sizes, reduces duplication of services and facilitates a collaborative approach while strengthening the relationship between local Employment Service providers and Council.

Additionally, the Local Jobs Fund created five employment opportunities that were hosted at Himilo Community Connect, BANSIC and Boots for All. This fund supports community organisations to access tailored inclusive recruitment support through Council's Inclusive Jobs Service and provide them with financial support to help cover associated wage costs of directly employing a Banyule resident that is unemployed and experiencing barriers to employment.

There are no changes to this initiative in Year 4 (2023/24FY).

**Key initiative: 1.5: Deliver the Jobs Victoria Advocate Program**

The second year of the Jobs Victoria Advocate (JVA) Program has been successful in providing local people with employment support and information, as well as linking them in with potential employers and other employment pathways. The JVA program directly supported 31 people into employment and 35 people into pathways to employment.

Over the duration of the program, the JVA team provided 4870 interactions to support job seekers. This included resume support, referrals, connections to employers and linking individuals to employment support. The JVA team filled a critical gap in the employment services sector. It is unique in its person-centred approach and ability to identify and support the pathway into employment most suitable for individual abilities, needs and interests.

The State Government funding of the JVA program concluded on 30 June 2023 and the program has ceased. Further funding opportunities will be explored to determine if Council can continue providing critical job readiness support to community members seeking employment beyond the 2022/23 FY.

There are no changes to this initiative in Year 4 (2023/24FY).

Focus Area 1: Stimulate inclusive employment opportunities	
Priority Action 2. Proactively create inclusive employment opportunities within Banyule Council.	<b>On track</b>
<p><b>Summary:</b></p> <p>Target: 30 local job outcomes through the Banyule Inclusive Employment Program.</p> <p>Achievement: 27 local job outcomes were created through the Inclusive Employment Program 2022-23 FY.</p> <p>Due to the endorsement of a new Aboriginal and Torres Strait Islander Traineeship program a new key initiative (2.3) will be added under this priority action for 2023/24FY. The initiative is 'Develop the Aboriginal and Torres Strait Islander Traineeship program to create pathways to employment.'</p>	
<p><b>Review of Key initiative 2.1: Deliver the Banyule Inclusive Employment Program to support targeted community groups experiencing significant barriers to employment.</b></p> <p>This reporting period again saw a successful implementation of the Inclusive Employment Program with 15 participants facing barriers to work starting in the program in December 2022. The participants were spread across 14 teams and all four directorates in Banyule City Council which enabled various teams to engage and build their capacity around supporting inclusive employment as well as enabling the participants to learn valuable skills.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 2.2: Facilitate transitional employment opportunities for Banyule Inclusive Employment Program participants.</b></p> <p>Five transitional employment pathways were created for alumni of the Inclusive Employment Program. Seven program participants gained employment opportunities through the casual pool.</p> <p>The 2023/24 Inclusive Employment Program will commence in February 2024.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	

<b>Focus Area 1: Stimulate inclusive employment opportunities</b>	
<b>Priority Action 3. Realise more inclusive employment opportunities through procurement.</b>	<b>Monitor</b>
<p>Target: 20 local job outcomes through sustainable procurement activity.</p> <p>Achievement: 17 job outcomes achieved through sustainable procurement activity.</p>	
<p><b>Review of Key initiative 3.1: Develop and embed a whole-of-council procurement framework to enhance economic opportunities for vulnerable community groups.</b></p> <p>This reporting period Council's procurement policy has been reviewed and strengthened to increase opportunities for local businesses and social benefit suppliers. Proposed changes to the procurement policy will be recommended to Council in August 2023. If adopted, these changes will guide staff to actively look for social benefit suppliers and local businesses and invite them to tender or quote for work where possible.</p> <p>Council has introduced a new e-market tool, Vendor Panel, to strengthen the ability to identify social enterprises and find suppliers which meet other social impact outcomes, such as those complying with Modern Slavery. Training for Vendor Panel will be rolled out in the next financial year.</p> <p>Additionally, Council has developed sustainable procurement templates and tender questions for contract managers to use in tenders and RFQs to target relevant sustainable procurement KPIs in future spend.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 3.2: Review Banyule Council's historical spend and future needs to identify and enable potential sustainable procurement opportunities.</b></p> <p>An opportunity matrix identifying sustainable procurement opportunities has been finalised. Contracts identified in the published annual procurement plan have been linked to specific KPIs, clearly identifying contracts with high sustainable procurement opportunities. The procurement team is reviewing this procurement plan every year to continue to identify new sustainable procurement opportunities in upcoming spend.</p> <p>Currently there are 30 social enterprises and four Indigenous businesses in Banyule's supply chain. The total dollar value spent with social enterprise and Indigenous business during the 2022-23 FY is \$523,097. In addition \$24m was spent with local suppliers, 20% of the overall spend.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	

**Review of Key initiative 3.3: Host category specific tender briefings to educate suppliers about sustainable procurement, including opportunities to create inclusive employment outcomes and partnerships with social benefit suppliers and local businesses.**

Initiative was not planned for delivery in this financial year. Currently aiming for implementation in 2023-24 FY.

There are no changes to this initiative in Year 4 (2023/24FY).

**Review of Key initiative 3.4: Collaboratively host an annual event to educate suppliers about sustainable procurement in Banyule, including opportunities to create inclusive employment outcomes and partnerships with social benefit suppliers and local businesses.**

Initiative was not planned for delivery in this financial year. Currently aiming for implementation in 2023-24 FY.

There are no changes to this initiative in Year 4 (2023/24FY).



<b>Focus Area 2: Strengthen pathways to employment</b>	
<b>Priority Action 1. Assist people to participate in volunteering activities and create enhanced opportunities for volunteer participation.</b>	<b>On track</b>
<p><b>Summary:</b></p> <p>Target: 25 volunteering placements for vulnerable community members.</p> <p>Achievement: 74 volunteer opportunities</p>	
<p><b>Review of Key initiative 1.1: Coordinate and strengthen Banyule Council's approach to volunteer management to meet the National Standards for Volunteer Involvement.</b></p> <p>Volunteering has moved out of Inclusive Enterprise &amp; Local Jobs and is now aligned with Resilient &amp; Connected Communities. A draft policy has been developed and going to Council for external consultation in August.</p> <p>The purpose of the new policy is to specify Council's guiding principles and whole of Council approach to strengthen volunteering practices and accountability in accordance with the National Standards for Volunteer Involvement (Volunteering Australia, 2015). The policy also affirms Banyule City Council's ongoing commitment to volunteering, support and engagement with local volunteer-involving services and community groups.</p> <p>While there is currently no centralised view of volunteering across Banyule, several key programs are operating that engage volunteers. These include the Population Advisory committees, the Older Adults Champions, Gardens for Wildlife, Banyule Environment &amp; Climate Action Advisory Committee, Barrbunin Beek Committee and Foodshare program. Of those volunteering for these programs, 74 are volunteers from vulnerable community groups.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 1.2: Create and implement a Volunteer Engagement Strategy that facilitates more inclusive and accessible volunteering opportunities.</b></p> <p>A Volunteer Management Framework will be designed upon the adoption of the policy which will help to guide inclusive and accessible volunteering opportunities in Banyule.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	

<b>Focus Area 2: Strengthen pathways to employment</b>	
<b>Priority Action 2. Grow pathways to employment within Banyule Council that are inclusive and accessible.</b>	<b>Monitor</b>
<p><b>Summary:</b></p> <p>Target: 60 local job outcomes over the length of the strategy</p> <p>Achievements: 23 local job outcomes were achieved in this reporting period</p>	
<p><b>Review of Key initiative 2.1: Provide and facilitate job readiness programs and pathways to employment through work experience and tertiary placements.</b></p> <p>Council is fully committed to fostering job readiness and facilitating pathways to employment by providing valuable work experience and tertiary placement opportunities. A partnership has been established with La Trobe University and CGVT for the Workplace Pathways Program, which encompasses internships, apprenticeships, work experience, and graduate opportunities. Council has initiated a pilot of this program, involving the participation of three students.</p> <p>Additionally, Council also offers a comprehensive work experience program to Year 10 students from local secondary schools within our municipality. 17 people gained work experience opportunities and six people took part in a tertiary placement at Banyule City Council in varying departments across the organisation.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	

<b>Focus Area 3: Grow business ownership and entrepreneurship</b>	
<b>Priority Action 1. Assist people to participate in business activities.</b>	<b>Monitor</b>
<p><b>Summary:</b></p> <p>Target: 7 vulnerable community members assisted to access small business training and support.</p> <p>Achievement: 2 social enterprises were supported through Banyule's grants program.</p>	
<p><b>Review of Key initiative 1.1: Provide start-up development support for social enterprises.</b></p> <p>In the last reporting period Banyule provided Business Grants to two social enterprises: Boots for All and Verve Collective.</p> <p>Further, the Social Enterprise Support Service delivered 43 appointments for social enterprise support with existing and emerging social enterprises in Banyule.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 1.2: Provide start-up and development support for Aboriginal enterprise, disability enterprise and microenterprise led by vulnerable community groups.</b></p> <p>325 women attended the 2023 Banyule Women in Business event hosted by the Economic Development team, many of which run microenterprises. Support was also provided to 48 business to start-ups in Banyule through the Economic Development Team's small business permit assist service. The service also supported 56 women to either start-up or expand their business in Banyule.</p> <p>Other data is not available as demographic information is not collected by the Economic Development team.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 1.3: Provide start-up and development support for creative enterprise.</b></p> <p>Support was provided to Banyule Open Studios (BOS), an incorporated collective of Banyule artists whose primary activity involves showcasing their private art studios to the public. They hosted their first Open Studios Weekend on 1-3 April 2022, which involved three days of community having the chance to engage in studio visits, workshops, artist talks and performances. This first Open Studios Weekend was supported through a Banyule Arts and Culture Project Grant. They have since been successful in receiving initiatives funding from Council. BOS will receive funding in 2022-23 and 2023-2024 financial years to support continued delivery of BOS Weekends. They are also being provided with professional development opportunities to ensure the organisation can be sustainable into the future without council</p>	

funding. This has included areas such as artwork documentation, small business training and copywriting/marketing.

Funding has also been provided to creative enterprise through the Banyule Arts & Culture Project Grants. Applicants are eligible to receive up to \$10,000 to support the delivery of creative projects that benefit the Banyule community. In 2022-2023 \$60,000 was distributed across seven projects from a total 16 applications.

Additionally, 30 workshops were run by local artists with financial support from Council and 11 exhibitions involving 100 artists were hosted at Council spaces.

There are no changes to this initiative in Year 4 (2023/24FY).

<b>Focus Area 4: Advance inclusive employment practices across the local government sector and private sector</b>	
<b>Priority Action 1. Advocate for inclusive employment opportunities to create a stronger economy.</b>	<b>Monitor</b>
<p><b>Summary:</b></p> <p>Target: 25 local job outcomes created through organisations and Council's engaging in inclusive employment initiatives.</p> <p>Achievements: 7 employment opportunities at 2 Councils have been created through the Inclusive Employment Program Toolkit.</p>	
<p><b>Review of Key initiative 1.1: Promote and publish insights and case studies with the local government sector and broader community to build awareness of the benefits of inclusive employment.</b></p> <p>Inclusive employment and its benefits are promoted through articles, events and case studies that are distributed throughout various channels. These include newsletters, the Banyule website, social media, the Banyule Banner and the Municipal Association of Victoria (MAV) Bulletin. Inclusive Enterprise &amp; Local Jobs staff also spoke about inclusive employment at several significant events such as LG Pro Special Interest Groups, the Social Enterprise World Forum, and Women in Business lunch.</p> <p>The Inclusive Local Jobs Strategy and the Social Enterprise Strategy received significant praise and recognition through the achievement of a highly commended award for Excellence in Strategic Thinking at the 2022 National Economic Development Awards.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 1.2: Develop an inclusive employment toolkit to support inclusive employment outcomes in the local government sector.</b></p> <p>The Inclusive Employment Program Toolkit was launched in July 2021 and is available via the Banyule website. The toolkit provides resources and templates to support any organisation or Council to implement the program in their own region. To date, Casey City Council and Whittlesea City Council have implemented the program and collectively created seven employment outcomes. The toolkit was accessed 28 times in the last reporting period.</p> <p>Advocacy to expand this program has continued. Banyule CEO met with Department of Jobs, Skills, Industry and Regions in late April 2023 to discuss the benefits of rolling out the Inclusive Employment Program across the region.</p>	

As the toolkit has been developed, the wording of this initiative will be amended to reflect the ongoing work in maintaining and promoting this resource. The initiative will be amended to 'Maintain and promote an inclusive employment program toolkit to support inclusive employment outcomes in the local government sector' and extended until 2025.

**Review of Key initiative 1.3: Develop an inclusive employment resource to support inclusive employment outcomes in the private sector.**

This initiative is covered through the Inclusive Jobs Service, which provides support and guidance to organisations on inclusive employment and supporting them to recruit people facing barriers into employment in their organisations. Additional resources for employers will be developed in 2023/24.

As additional resources are still being developed this initiative will be extended to continue to be delivered in year 4 of the strategy.

## Focus Area 4: Advance inclusive employment practices across the local government sector and private sector

### Priority Action 2. Support our workplace to be inclusive and diverse.

**On track**

#### Summary:

Target: Increase the representation of vulnerable community members in Banyule Council Workforce by 50 employees, through traineeships, identified roles and other employment opportunities across the life of the strategy.

Achievements: 8 employment outcomes were created at Banyule City Council.

#### Review of Key initiative 2.1: Develop and implement mandatory diversity and inclusion training for all Banyule Council staff.

There was significant uptake of Diversity and Inclusion Training across Council staff in 2022/23.

This included:

- 286 completions of mandatory e-learn module "Prevention of Sexual Harassment in the Workplace".
- 70 completions of Diversity Council Australia's 3-part "Diversity and Inclusion 101" online modules.
- 77 people leaders attended the Banyule Leadership Network focusing on Inclusive Leadership.
- 47 completions of "Supporting a Neurodiverse Workforce".
- 38 staff members attended Diversity & Inclusion training or cultural awareness training to support their role as hosts of Inclusive Employment Program participants.

While most of these trainings are not currently classified as mandatory, it shows a significant uptake from staff across the organisation. Additionally, it is now a requirement for all new employees to complete the Diversity and Inclusion online training as part of their onboarding process.

This initiative will be reworded to better reflect the variety of diversity and inclusion training being delivered at Council. This initiative will be amended to 'Deliver diversity and inclusion training for Banyule Council Staff'.

**Review of Key initiative 2.2: Develop an Employment Strategy and implement relevant initiatives to improve accessibility and ensure equity of employment within Banyule Council.**

People and Culture have developed a comprehensive Employment Strategy that encompasses various initiatives to improve accessibility and ensure fairness in employment opportunities within Banyule Council.

One of the key elements of the strategy is the implementation of a new Human Resource Information System that allows for the collection of essential data. This enables a better understanding of the composition of the current workforce and identify areas for improvement. Additionally, the recruitment platform has been updated to ensure a more transparent and inclusive hiring process.

Seven roles were advertised as identified positions, supporting people with a disability, culturally and linguistically diverse and Aboriginal and Torres Strait Islander people into employment at Banyule City Council. One apprenticeship was commenced for a young person.

There are no changes to this initiative in Year 4 (2023/24FY).

## 1000 Local Jobs Target

The Inclusive Local Jobs Strategy, alongside the Social Enterprise Strategy has an aspirational target of creating 1000 local jobs for local people facing barriers to employment by 2025. Collectively, in year three of the strategies and action plans implementation, 333 job outcomes have been created. A total of 726 job outcomes have been created in year one, two and three of the strategies.





## Final Reflections

Good progress has been made on most of the key actions in the Inclusive Local Jobs Strategy and Action Plan. During this reporting period, 252 job outcomes were recorded. The strategy is tracking well, and meeting its targets and expectations, with a total of 391 outcomes created from this strategy since its adoption. This is meeting the target of 386 for this point in the strategy.

In addition to this, the Jobs Victoria Advocate (JVA) team recorded 3656 interactions of support with community members seeking employment, highlighting the significant need and value for a program that directly supports job seekers. This program has ceased, and advocacy will continue to encourage the fulfillment of gaps in service delivery as a result.

Overall reporting has improved since the implementation of the Strategy and Action Plan. Some reporting processes and internal databases are still being established and further refined.

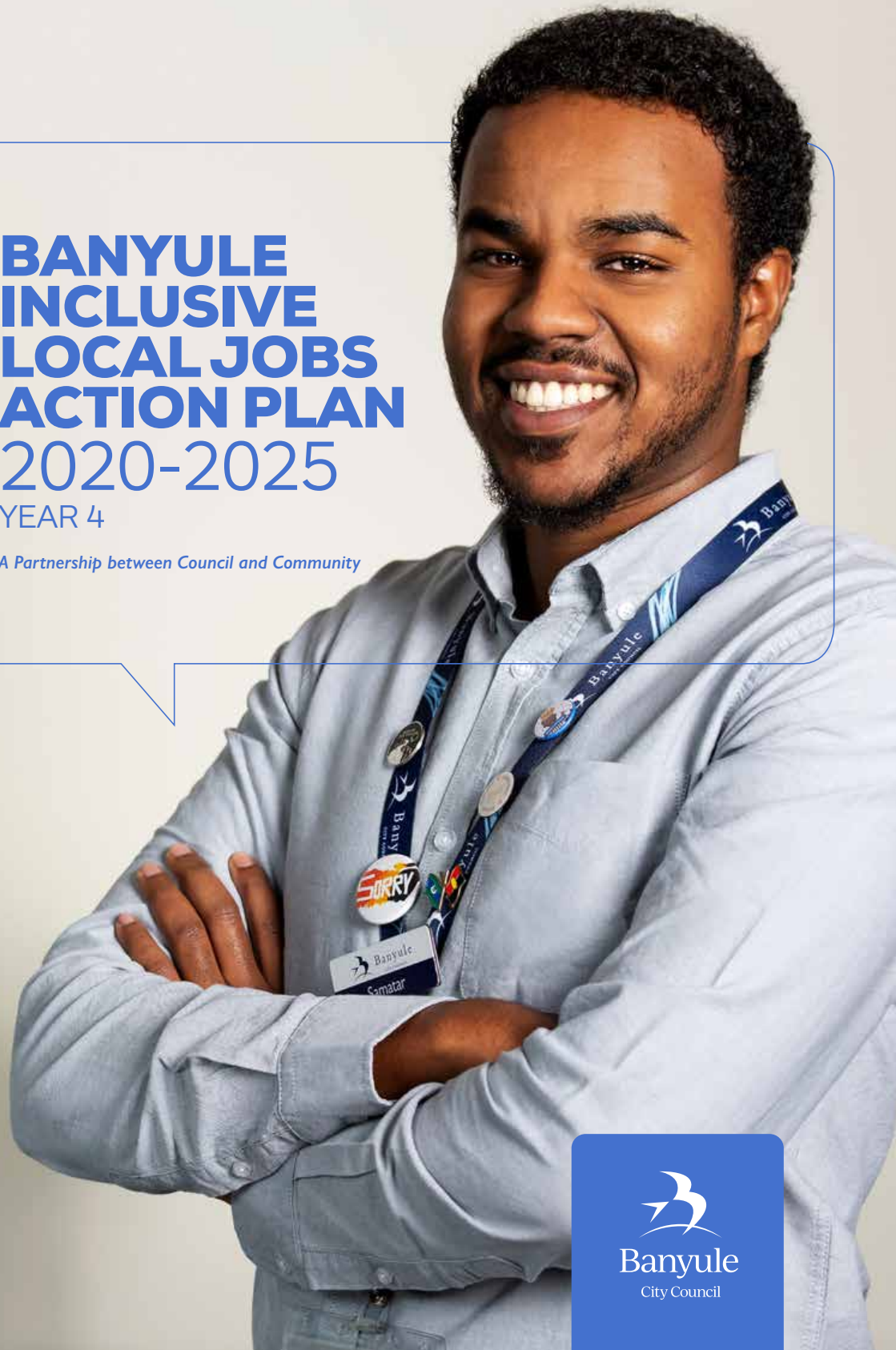
The Inclusive Enterprise and Local Jobs team commits to review, update, and report annually on the progress of the Inclusive Local Jobs Strategy and Action Plan with the next annual report planned for August 2024.



# BANYULE INCLUSIVE LOCAL JOBS ACTION PLAN 2020-2025

YEAR 4

*A Partnership between Council and Community*



## Inclusive Local Jobs Action Plan 2020-2025

Focus Area 1: Stimulate inclusive employment opportunities				
Priority actions	Key initiatives	Lead	Timeframe	Funding status
1. Partner with local employers, agencies and other organisations to build inclusive employment opportunities.	1.1 Develop and maintain strong links with local employers, employment service providers, key networks, and other organisations.	IE&LJ	2020-2025	Existing Resource/ Budget
	1.2 Collaborate on the delivery of employment events to broker opportunities for vulnerable community members.	IE&LJ	2021-2023	Existing Resource/ Budget
	1.3 Collaborate on the delivery of an Aboriginal employment event.	IE&LJ	2021-2025	Existing Resource/ Budget
	1.4 In partnership with local employment partners, create a program that supports employers with free tools, resources and access to recruitment services and local talent to build stronger, more inclusive workplaces.	IE&LJ	2020-2025	Existing Resource/ Budget
	1.5 Deliver the Jobs Victoria Advocate Program.	IE&LJ	2021-2023	Existing Resource/ Budget
2. Proactively create inclusive employment opportunities within Banyule Council.	2.1 Deliver the Banyule Inclusive Employment Program to support targeted community groups experiencing significant barriers to employment.	IE&LJ	2020-2025	Existing Resource/ Budget
	2.2 Facilitate transitional employment opportunities for Banyule Inclusive Employment Program participants.	IE&LJ	2020-2025	Existing Resource/ Budget
	2.3 Develop the Aboriginal and Torres Strait Islander Traineeship program to create pathways to employment.	IE&LJ	2023-2025	Existing Resource/ Budget

## Inclusive Local Jobs Action Plan 2020-2025

Focus Area 1: Stimulate inclusive employment opportunities				
Priority actions	Key initiatives	Lead	Timeframe	Funding status
3. Realise more inclusive employment opportunities through procurement.	3.1 Develop and embed a whole-of-council procurement framework to enhance economic opportunities for vulnerable community groups. <ul style="list-style-type: none"> <li>• Include sustainable procurement targets in Banyule's procurement policy and guidelines.</li> <li>• Develop and implement a measurement and reporting tool to track procurement targets.</li> <li>• Implement a marketplace for Council staff to source from suppliers that adopt inclusive employment practices.</li> <li>• Enhance Council's procurement training to educate Council staff about sustainable procurement.</li> </ul>	Proc (SPWG)	2020-2025	Existing Resource/ Budget
	3.2 Review Banyule Council's historical spend and future needs to identify and enable potential sustainable procurement opportunities.	Proc (SPWG)	2020-2025	Existing Resource/ Budget
	3.3 Host category specific tender briefings to educate suppliers about sustainable procurement, including opportunities to create inclusive employment outcomes and partnerships with social benefit suppliers and local businesses.	Proc (SPWG)	2023-2025	Existing Resource/ Budget
	3.4 Collaboratively host an annual event to educate suppliers about sustainable procurement in Banyule, including opportunities to create inclusive employment outcomes and partnerships with social benefit suppliers and local businesses.	Proc (SPWG)	2023-2025	Existing Resource/ Budget

## Inclusive Local Jobs Action Plan 2020-2025

Focus Area 2: Strengthen pathways to employment				
Priority actions	Key initiatives	Lead	Timeframe	Funding status
1. Assist people to participate in volunteering activities and create enhanced opportunities for volunteer participation.	1.1 Coordinate and strengthen Banyule Council's approach to volunteer management to meet the National Standards for Volunteer Involvement.	CC	2020-2025	Existing Resource/ Budget
	1.2 Create and implement a Volunteer Engagement Strategy that facilitates more inclusive and accessible volunteering opportunities.	CC	2022-2025	Existing Resource/ Budget
2. Grow pathways to employment within Banyule Council that are inclusive and accessible.	2.1 Provide and facilitate job readiness programs and pathways to employment through work experience and tertiary placements.	P&C	2023-2025	Existing Resource/ Budget

Focus Area 3: Grow business ownership and entrepreneurship				
Priority actions	Key initiatives	Lead	Timeframe	Funding status
1. Assist people to participate in business activities.	1.1 Provide start-up and development support for social enterprises.	IE&LJ	2020-2025	Existing Resource/ Budget
	1.2: Provide start-up and development support for Aboriginal enterprise, disability enterprise and microenterprise led by vulnerable community groups	IE&LJ	2020-2025	Existing Resource/ Budget
	1.3: Provide start-up and development support for creative enterprise.	A&C	2020-2025	Existing Resource/ Budget

## Inclusive Local Jobs Action Plan 2020-2025

Focus Area 4: Advance inclusive employment practices across the local government sector and private sector				
Priority actions	Key initiatives	Lead	Timeframe	Funding status
1. Advocate for inclusive employment opportunities to create a stronger economy.	1.1 Promote and publish insights and case studies with the local government sector and broader community to build awareness of the benefits of inclusive employment.	IE&LJ	2020-2025	Existing Resource/ Budget
	1.2 Maintain and promote an inclusive employment toolkit to support inclusive employment outcomes in the local government sector.	IE&LJ	2020-2025	Existing Resource/ Budget
	1.3 Develop an inclusive employment resource to support inclusive employment outcomes in the private sector.	IE&LJ	2021-2024	Existing Resource/ Budget
2. Support our workplace to be inclusive and diverse.	2.1 Deliver diversity and inclusion training for all Banyule Council staff.	P&C	2021-2025	Existing Resource/ Budget
	2.2 Develop an Employment Strategy and implement relevant initiatives to improve accessibility and ensure equity of employment within Banyule Council.	P&C	2022-2024	Existing Resource/ Budget

**KEY:**

**Eco Dev** - Economic Development

**P&C** - People & Culture

**Proc** - Procurement

**IE&LJ** - Inclusive Enterprise and Local Jobs

**CC** - Community Connections

**A&C** - Arts and Culture

**SPWG** - Sustainable Procurement Working Group

Funding status of 'Existing Recourse/Budget' is on the basis that existing EFT and operational budget is carried forward.





# Social Enterprise Strategy & Action Plan Annual Report

Year Three – 2022/23 FY



## Table of Contents

<b>Social Enterprise Strategy &amp; Action Plan Annual Report</b> .....	<b>1</b>
Year Three – 2022/23 FY .....	1
<b>Overview</b> .....	<b>2</b>
<b>Action Plan Review</b> .....	<b>2</b>
Focus Area 1: Advance place-based social innovation .....	2
Priority Action 1: Support a culture of social enterprise innovation to thrive in Banyule. ....	2
Priority Action 2. Lead the Local Government Sector on using social enterprise as a strategy to boost social innovation.....	3
Focus Area 2: Build business capability and capacity.....	5
Priority Action 1. Support emerging social enterprises to develop a feasible business model.....	5
Priority Action 2. Enable strategic social enterprise partnerships and innovation.....	6
Focus Area 3: Improve market access .....	8
Priority Action 1. Embed a whole-of-council procurement framework that leverages Council purchasing to support social and economic outcomes. ....	8
Priority Action 2. Connect social enterprises with buyers and supply chain opportunities.....	9
Focus Area 4: Increase community awareness and engagement .....	10
Priority Action 1. Support the local community to learn about and actively engage with social enterprise. ....	10
<b>1000 Local Jobs Target</b> .....	<b>11</b>
<b>Final Reflections</b> .....	<b>11</b>

## Overview

This report outlines how Council is tracking in its implementation of the Social Enterprise Strategy & Action Plan 2020-2025. The report provides an update on each key priority action of the Action Plan for the 2022-23 financial year (2022/23FY), including progress made toward Council's target of 1000 local job outcomes for local people experiencing barriers to employment by 2025.

## Action Plan Review

<b>Focus Area 1: Advance place-based social innovation</b>	
<b>Priority Action 1: Support a culture of social enterprise innovation to thrive in Banyule.</b>	<b>On track</b>
<p><b>Summary:</b> Target: 6 local job outcomes through hubs, co-working spaces and local networks.</p> <p>Achievements: Council played key role in supporting the establishment of the northern region network with the Social Enterprise Network of Victoria (SENVIC) and supported the engagement and capacity building of community members and social enterprises within Banyule.</p>	
<p><b>Review of Key initiative 1.1: Support the Social Enterprise of Victoria (SENVIC) Northern Region Network through promotion and collaboration on a networking event.</b></p> <p>The Social Enterprise Officer supported SENVIC to hold the 'Launch in the North Event' hosted at For Change Co. in Bellfield. The event was held in March with 40 attendees. The purpose of the event and the network is to connect social entrepreneurs, councils, innovators and community leaders to connect, converse and collaborate to drive social impact.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 1.2: Actively support existing hubs and coworking spaces to provide space for social enterprise activity.</b></p> <p>In collaboration with Shop 48, space has been provided to several community partners. Unfortunately, these arrangements ceased during COVID and demand for the spaces has not returned.</p> <p>Due to a lack of community interest this initiative will not be reactivated and will be removed from the Action Plan in 2023/24FY.</p>	
<p><b>Review of Key initiative 1.3: Scope the establishment of a social innovation hub.</b></p> <p>This initiative has not commenced. Currently aiming at implementation in 2024-25 FY.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	

Focus Area 1: Advance place-based social innovation	
Priority Action 2. Lead the Local Government Sector on using social enterprise as a strategy to boost social innovation.	On track
<p><b>Summary:</b></p> <p>Target: 6 local job outcomes through increased social enterprise innovation activity, increased engagement in social enterprise innovation. Five local job outcomes through capacity building support.</p> <p>Achievements: There was increased engagement with other Councils around supporting social enterprises both in Victoria and New South Wales. Further, the establishment of a LGOPro Special Interest Group focused on Local Jobs, Social Enterprises and Social Procurement will continue to support this action.</p>	
<p><b>Review of Key initiative 2.1: Work across Council to facilitate opportunities for social enterprises to develop innovative solutions that deliver value for Council and address identified local social issues.</b></p> <p>By working across Council to facilitate opportunities for social enterprises to deliver value for Council and address identified local social issues the following opportunities were identified:</p> <ol style="list-style-type: none"> <li>1) A café opportunity at Bellfield Community Hub was identified as a new shared value project. The café which offers local young people an opportunity to learn various job skills such as barista skills commenced operations in December 2022. There was a formal launch hosted in March 2023.</li> <li>2) The Little Social ceased operations at Rosanna Train Station in December 2022. An EOI process was completed focused on reactivating that space. Now &amp; Not Yet commenced operations of Social Brew Cafe in May 2023.</li> <li>3) The Malahang social enterprise bike Hut Café was a continued focus throughout this reporting period. Two further concept plans were requested and delivered; one looking to expand solely the bike hut, the other to expand the bike hut and include a coffee booth. These were put to Council in February 2023. It was determined that Council does not have budget assigned for these capital works and that it is recommended Council considers future expansion of the Bike Hut to be delivered as part of the broader Community Infrastructure Plan.</li> </ol> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 2.2: Develop and implement social enterprise training for Banyule City Council staff.</b></p> <p>This initiative has not commenced. Currently aiming at implementation in 2024-25 FY.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	

**Review of Key initiative 2.3: Provide advice and guidance for other Councils wanting to work on social enterprise strategies.**

The Social Enterprise Officer met with eight Council's during the reporting period to share insights and knowledge. These included Hume, Boroondara, Whittlesea, Whitehorse and Merri-bek, Nillumbik, Darebin and Upper Hunter (NSW). Additionally, the officer also met with Department of Regional NSW.

The officer is participating in Amsterdam Impact Eco-system network, which is a Global forum focused on the role of Government in the impact of entrepreneurship.

Additionally, an application was put into LGPro to establish a Special Interest Group focused on Local Jobs, Social Enterprises and Social Procurement. Pilot meetings were held in 2022/23. The application was approved and the Special Interest Group will formally commence in 2023 with Banyule as a co-convenor alongside Boroondara and Whittlesea.

There are no changes to this initiative in Year 4 (2023/24FY).

<b>Focus Area 2: Build business capability and capacity</b>	
<b>Priority Action 1. Support emerging social enterprises to develop a feasible business model.</b>	<b>On track</b>
<p><b>Summary:</b></p> <p>Targets: 10 local job outcomes created through social enterprise capacity building programs and workshops.</p> <p>Achievements: This Priority Action is currently being delivered through a tailored one and one approach by the Social Enterprise Support Service. This currently aligns with the community and sector needs and will continue to be delivered through the service in future years.</p>	
<p><b>Review of Key initiative 1.1: Co-design and host a free social enterprise development program for local people that want to start a social enterprise, in collaboration with partners.</b></p> <p>Due to a change in approach, this initiative will be removed from the Action Plan for Year 4 (2023/24FY) and be responded to via the social enterprise support service.</p>	
<p><b>Review of Key initiative 1.2: Co-design and host a free social enterprise development workshop for local not for profits organisations seeking support to renew their business model, in collaboration with partners.</b></p> <p>Due to a change in approach, this initiative will be removed from the Action Plan for Year 4 (2023/24FY) and be responded to via the social enterprise support service.</p>	

<b>Focus Area 2: Build business capability and capacity</b>	
<b>Priority Action 2. Enable strategic social enterprise partnerships and innovation.</b>	<b>On track</b>
<p><b>Summary:</b></p> <p>Targets: 32 local job outcomes through social enterprise partnerships.</p> <p>Achievements: 81 outcomes were created through the delivery of the Social Enterprise Partnership Program.</p>	
<p><b>Review of Key initiative 2.1: Continue delivery of Social Enterprise Partnership Program to implement Council-identified shared value projects.</b></p> <p>The Social Enterprise Partnership Program supported and implemented two new shared value projects in 2022-23 FY.</p> <ul style="list-style-type: none"> <li>○ For Change Co. at Bellfield Community Hub commenced operations in December 2022. There was a formal launch hosted in March 2023. To date they have reported 10 local job outcomes, including five paid opportunities and five pathway opportunities. As the total number of committed job outcomes were reported in the 21/22 FY reporting, these 10 outcomes do not contribute to the total reported in this reporting period.</li> <li>○ Now and Not Yet Social Brew at Rosanna Train Station commenced trading in May 2023. To date they have reported the creation of four employment outcomes.</li> </ul> <p>Further the Social Enterprise Partnership Program existing partnerships continued to provide outcomes in 2022-23 FY.</p> <ul style="list-style-type: none"> <li>○ The Little Social at Rosanna Train Station, which ceased trading and its partnership with Council in Dec 2022.</li> <li>○ Araluan Chancez Café which has created a further eight employment outcomes.</li> <li>○ Open House Whispers Café at Ivanhoe Library and Cultural Hub created 12 paid employment opportunities, supported eight people into external employment, hosted 13 volunteers, 10 students and trained 34 people.</li> </ul> <p>The following shared value projects were explored in this reporting period:</p> <ul style="list-style-type: none"> <li>○ Malahang Feasibility study</li> <li>○ Partnership with Barrbunin Beek Gathering Place to establish financial sustainability through the development of an Indigenous owned social impact business.</li> </ul> <p>Note: a shared value project is a project that benefits the community, meets a need for Council and meets an economic need for business growth, inclusivity and diversity.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	

**Review of Key initiative 2.2: Deliver social enterprise support service to existing and emerging social enterprises in Banyule.**

During this reporting period the Social Enterprise Officer delivered 43 appointments for social enterprise support with existing and emerging social enterprises in Banyule.

There are now 15 Social Enterprises on the social enterprise map on the Banyule website with six additional Social Enterprises added in 2022/23.

There are no changes to this initiative in Year 4 (2023/24FY).

**Review of Key initiative 2.3: Review existing small business and community grant programs to enable access for social enterprises.**

The review was completed in the previous reporting period (2020-21 FY).

The Social Enterprise Officer ensures all social enterprises are aware of grant opportunities and promotes these through regular newsletters. A link to the various grants is also available on the main webpage for social enterprises to ensure easy access for the community.

There are no changes to this initiative in Year 4 (2023/24FY).



<b>Focus Area 3: Improve market access</b>	
<b>Priority Action 1. Embed a whole-of-council procurement framework that leverages Council purchasing to support social and economic outcomes.</b>	<b>Monitor</b>
<p><b>Summary:</b></p> <p>Targets: Increase number of suppliers by 50 and increase expenditure gained through the suppliers.</p> <p>Achievements: A KPI framework that will support the tracking and reporting of these targets has been developed and will support outcomes tracking in future years. Council has introduced a new e-market tool, Vendor Panel, to strengthen the ability to identify social enterprises and find suppliers which meet other social impact outcomes. The target for new suppliers was not reached this last reporting period.</p>	
<p><b>Review of Key initiative 1.1: Develop and include sustainable procurement targets in Banyule’s procurement policy and guidelines.</b></p> <p>The addition of sustainable procurement targets in Banyule’s procurement policy and guidelines has been completed and was adopted by Council in 2021. This key initiative is complete.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 1.2: Develop and implement a measurement and reporting tool to track procurement targets.</b></p> <p>A KPI reporting framework and model has been developed and implemented across Council that supports the tracking of procurement targets. This key initiative is complete.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 1.3: Implement a marketplace to support Council staff purchasing from social benefit suppliers.</b></p> <p>Council has introduced a new e-market tool, Vendor Panel, to strengthen the ability to identify social enterprises and find suppliers which meet other social impact outcomes, such as those complying with Modern Slavery. Training for Vendor Panel will be rolled out in the next financial year.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 1.4: Enhance Council’s procurement training to educate Council staff about sustainable procurement.</b></p> <p>This initiative has not commenced and will aim to be delivered by the end of the 2023/24 FY.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	

<b>Focus Area 3: Improve market access</b>	
<b>Priority Action 2. Connect social enterprises with buyers and supply chain opportunities.</b>	<b>Monitor</b>
<p><b>Summary:</b></p> <p>Targets: NIL</p> <p>Achievements: The Social Enterprise Support Service webpage provides a link to the Council's procurement portal which helps to connect social enterprises with potential buyers. Additionally, relevant opportunities continue to be shared with the Social Enterprises in Council's network.</p>	
<p><b>Review of Key initiative 2.1: Review Banyule City Council's historical spend and future needs to identify and enable potential sustainable procurement opportunities.</b></p> <p>An opportunity matrix identifying sustainable procurement opportunities has been finalised. Contracts identified in the published annual procurement plan have been linked to specific KPIs, clearly identifying contracts with high sustainable procurement opportunities. The procurement team is reviewing this procurement plan every year to continue to identify new sustainable procurement opportunities in upcoming spend.</p> <p>Currently there are 30 social enterprises and four Indigenous businesses in Banyule's supply chain. The total dollar value spent with social enterprise and Indigenous business during the 2022-23 FY is \$523,097. In addition \$24m was spent with local suppliers, 20% of the overall spend.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 2.2: Host category specific tender briefings to educate suppliers about sustainable procurement, including opportunities to create inclusive employment outcomes and partnerships with social benefit suppliers and local businesses.</b></p> <p>Initiative was not planned for delivery in this financial year. Currently aiming for implementation in 2023-24 FY.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 2.3: Collaboratively host an annual networking event to educate suppliers about sustainable procurement in Banyule, including opportunities to create inclusive employment outcomes and partnerships with social benefit suppliers and local businesses.</b></p> <p>Initiative was not planned for delivery in this financial year. Currently aiming for implementation in 2023-24 FY.</p>	

There are no changes to this initiative in Year 4 (2023/24FY).	
<b>Focus Area 4: Increase community awareness and engagement</b>	
<b>Priority Action 1. Support the local community to learn about and actively engage with social enterprise.</b>	<b>On track</b>
<p><b>Summary:</b></p> <p>Targets: NIL</p> <p>Achievements: Continued to promote events and share success stories through various channels.</p>	
<p><b>Review of Key initiative 1.1: Promote and publish insights and case studies with the community.</b></p> <p>During this reporting period two social enterprise stories were included in the Banyule Banner and three social media posts were created to promote and publish insights with the community.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 1.2: Promote activities and events being run by social enterprises in Banyule.</b></p> <p>Five e-newsletters were distributed promoting activities and events being run by local social enterprises.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 1.3: Create and maintain a social enterprise page, including a directory on the Banyule City Council website.</b></p> <p>A social enterprise page and directory of social enterprises in Banyule has been created and is regularly maintained. This includes an up-to-date directory on local social enterprises in Banyule. In this reporting period the webpages have been viewed 639 times.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	
<p><b>Review of Key initiative 1.4: Run a social enterprise campaign inclusive of an event to enable direct engagement with social enterprises.</b></p> <p>This initiative has not commenced. Currently aiming at implementation in 2024-25 FY.</p> <p>There are no changes to this initiative in Year 4 (2023/24FY).</p>	

## 1000 Local Jobs Target

The Social Enterprise Strategy, alongside the Inclusive Local Jobs Strategy has an aspirational target of creating 1000 local jobs for local people facing barriers to employment by 2025. Collectively, in year three of the strategies and action plans implementation, 333 job outcomes have been created. A total of 726 job outcomes have been created in year one, two and three of the strategies.



## Final Reflections

Good progress has been made on most of the key actions in the Social Enterprise Strategy and Action Plan. During this reporting period, 81 job outcomes were recorded. The strategy is tracking well and exceeding expectations, with a total of 335 outcomes created from this strategy since its adoption. This is far ahead of the 127 target for this point in the strategy.

The Social Enterprise Partnership Program continues to deliver strong outcomes for the community. Some of the big achievements include the opening of For Change Co. at Bellfield Community Hub and Now and Not Yet Social Brew at Rosanna Train Station. Council also played key role in supporting the establishment of the northern region network with the Social Enterprise Network of Victoria (SENVIC) and supported the engagement and capacity building of community members and social enterprises within Banyule.

The Inclusive Enterprise and Local Jobs team commits to review, update and report annually on the progress of the Social Enterprise Strategy and Action Plan 2020-2025, with the next review due August 2024.



# BANYULE SOCIAL ENTERPRISE ACTION PLAN 2020-2025 YEAR 4

*A Partnership between Council and Community*

## Social Enterprise Action Plan 2020-2025

Focus Area 1: Advance place-based social enterprise innovation				
Priority actions	Key initiatives	Lead	Timeframe	Funding status
1. Support a culture of social enterprise innovation to thrive in Banyule.	1.1 Support the Social Enterprise of Victoria (SENVIC) Northern Region Network through promotion and collaboration on a networking event.	IE&LJ	2022-2025	Existing Resource/ Budget
	1.2 Scope the establishment of a social innovation hub.	IE&LJ	2024-2025	Refer to future budgets
2. Lead the Local Government sector on using social enterprise as a strategy to boost social innovation.	2.1 Work across Council to facilitate opportunities for social enterprises to develop innovative solutions that deliver value for Council and address identified local social issues.	IE&LJ	2020-2025	Existing Resource/ Budget
	2.2 Develop and implement social enterprise training for Banyule City Council staff.	IE&LJ	2024-2025	Existing Resource/ Budget
	2.3 Provide advice and guidance for other Councils wanting to work on social enterprise strategies.	IE&LJ	2020-2025	Existing Resource/ Budget

## Social Enterprise Action Plan 2020-2025

Focus Area 2: Build business capability and capacity				
Priority actions	Key initiatives	Lead	Timeframe	Funding status
1. Enable strategic social enterprise partnerships and innovation.	1.1 Continue delivery of Social Enterprise Partnership Program to implement Council-identified shared value projects.	IE&LJ	2020-2025	Existing Resource/ Budget
	1.2 Deliver social enterprise support service to existing and emerging social enterprises in Banyule.	IE&LJ	2020-2025	Existing Resource/ Budget
	1.3 Review existing small business and community grant programs to enable access for social enterprises.	IE&LJ	2020-2022	Existing Resource/ Budget



## Social Enterprise Action Plan 2020-2025

Focus Area 3: Improve market access				
Priority actions	Key initiatives	Lead	Timeframe	Funding status
1. Embed a whole-of-council procurement framework that leverages Council purchasing to support social and economic outcomes.	1.1 Develop and include sustainable procurement targets in Banyule's procurement policy and guidelines.	Proc	2020-2025	Existing Resource/ Budget
	1.2 Develop and implement a measurement and reporting tool to track procurement targets.	Proc	2023-2025	Existing Resource/ Budget
	1.3 Implement a marketplace to support Council staff purchasing from social benefit suppliers.	Proc	2023-2024	Existing Resource/ Budget
	1.4 Enhance Council's procurement training to educate Council staff about sustainable procurement.	Proc	2023-2025	Existing Resource/ Budget
2. Connect social enterprises with buyers and supply chain opportunities.	2.1 Review Banyule City Council's historical spend and future needs to identify and enable potential sustainable procurement opportunities.	Proc (SPWG)	2022-2023	Existing Resource/ Budget
	2.2 Host category specific tender briefings to educate suppliers about sustainable procurement, including opportunities to create inclusive employment outcomes and partnerships with social benefit suppliers and local businesses.	Proc (SPWG)	2023-2025	Refer to future budgets
	2.3 Collaboratively host an annual networking event to educate suppliers about sustainable procurement in Banyule, including opportunities to create inclusive employment outcomes and partnerships with social benefit suppliers and local businesses.	Proc (SPWG)	2023-2025	Existing Resource/ Budget



## Social Enterprise Action Plan 2020-2025

Focus Area 4: Increase community awareness and engagement				
Priority actions	Key initiatives	Lead	Timeframe	Funding status
1. Support the local community to learn about and actively engage with social enterprise.	1.1 Promote and publish insights and case studies with the community.	IE&LJ	2020-2025	Existing Resource/ Budget
	1.2 Promote activities and events being run by social enterprises in Banyule.	IE&LJ	2020-2025	Existing Resource/ Budget
	1.3 Create and maintain a social enterprise page, including a directory on the Banyule City Council website.	IE&LJ	2021-2025	Existing Resource/ Budget
	1.4 Run a social enterprise campaign inclusive of an event to enable direct engagement with social enterprises.	IE&LJ	2024-2025	Refer to future budgets

### KEY:

**Proc** - Procurement

**IE&LJ** - Inclusive Enterprise and Local Jobs

**SPWG** - Sustainable Procurement Working Group

Funding status of 'Existing Recourse/Budget' is on the basis that existing EFT and operational budget is carried forward.