

Council Plan 2021–2025

Year 4 Annual Action Plan 2024–2025



Contents

Annual Action Plan 2024-25.....	3
Purpose of this document	3
Our Inclusive and Connected Community.....	4
Our Sustainable Environment.....	9
Our Well-Built City.....	14
Our Valued Community Assets and Facilities	17
Our Thriving Local Economy.....	20
Our Trusted and Responsive Leadership	22

Annual Action Plan 2024–25

Purpose of this document

The Council Plan 2021–2025 was adopted by Council on 25 October 2021 after a comprehensive review process. This included a deliberative community engagement program, incorporating extensive community engagement and planning sessions and workshops with councillors, community and staff.

The Council Plan is reviewed on an annual basis to ensure that it continues to meet the needs of the community. It is implemented through annual action plans, which reflect Council’s decisions on the initiatives and services to be funded through the Budget each year.

The Council Plan 2021–2025 – Year 4 Annual Action Plan 2024–2025 outlines initiatives and services Council will deliver to achieve strategies of the Council Plan (and Banyule Community Vision 2041).

The Year 4 Action Plan responds to the strategic objectives (Community Priority Themes) and has been developed based on a range of considerations, including:

- Integration with Banyule’s Health and Wellbeing Priorities for 2021–25 and Banyule’s Climate Action Response.
- Organisational and service area strategic planning discussions during October 2023 to March 2024 which were closely linked to annual review of the Budget, Capital Works and Initiatives Programs, and key plans.
- Incorporating elements from key supporting plans and policies adopted by Council (and capturing key plans and policies under review or development).
- Actions are aligned with and resourced through the budgeting process.
- Monitoring progress of the Year 3 Annual Action Plan 2023–2024.
- Responding to feedback and input received through continued and ongoing community engagement.

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.

Our strategies

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

Our Inclusive and Connected Community services

Family and Community Services

Aged Services:

Community support assisting older residents inclusive of social support groups, social support for individuals, social support that includes assistance with accessing the community shops, carer support, delivered meals, property maintenance and modifications, assessment and outreach. Services are offered through the Home and Community Care Program (HACC PYP) by providing assessment, community support, meals and property maintenance for younger people under 65 who do not qualify, are awaiting National Disability Insurance Scheme (NDIS) approval and on a pension or have significant health issues and require assistance.

Early Childhood Services:

Services include long day care centres, early childhood facilities management and capital works program, early years networks facilitation, kindergartens, kindergarten central registration and early years community support.

Maternal Child Health and Immunisation Services:

Services include maternal and child health, early childhood parent education, family support, supported playgroup, immunisation services to family and community including the free vaccination program and management of the commercial immunisation program and Nillumbik tender.

Service Reform:

The provision of strategic support for the review of reforms, programs and services within the Family and Community Services business unit and broader Community Wellbeing directorate, including continuous improvement and strategic projects teams.

Youth Services:

Including individual, LGBTIQ+ and culturally and linguistically diverse support; youth communications, youth participation, mental health and wellbeing, school workshops and delivery; Jets Creative Arts Youth Facility; and Banyule After Hours Youth Outreach and Program Support Team.

Inclusive and Creative Communities

Arts and Culture:

Community cultural development, art collection management, art exhibitions, public art installations, culture and heritage development, festival, event and cultural programs and Council events.

First Nations:

Aboriginal and Torres Strait Islander programs, embedding of the previous Reconciliation Action Plan and developing the new Aboriginal Action Plan, leadership of community relationship and support particularly regarding Traditional Custodians and community Elders, leadership of actions related to the Uluru Statement from the Heart, coordination of the Reconciliation Action Plan Advisory Committee, oversight and management of Barrbunin Beek Gathering Place.

Healthy and Active Communities

Banyule Leisure:

Management and operations of Ivanhoe Aquatic Centre, Olympic Leisure Banyule and Macleod Netball Stadium.

Civic Precincts and Community Facilities:

Oversight, management and activation of civic precincts including Ivanhoe Library and Cultural Hub, Greensborough Civic Precinct, The Centre Ivanhoe and future oversight of the Rosanna Library Precinct. Management of key contracts and partnerships for these facilities, along with the management of the community halls and rotundas for hire.

Sports and Leisure Contracts:

Contract management and master planning of major leisure and recreation facilities which include Ivanhoe Golf Course, Chelsworth Park, WaterMarc, Macleod Recreation Centre and Watsonia Pool.

Sports, Recreation and Community Infrastructure:

Sport and recreation services and community infrastructure planning, increasing sport participation opportunities, seasonal allocation of sports pavilions and grounds, leases and licences for sporting clubs, club engagement and development, minor and major capital works and recreation programs.

Resilient and Connected Communities

Community Connections:

Regional Assessment Service, service access and navigation, age-friendly community, age-friendly social planning, community development and strengthening, community grants, Banyule Community Fund, volunteer support and development.

Community Impact:

Provides organisational leadership in collective impact, social policy work, and inclusion to the organisation. Supports key strategic projects, building strong relationships to achieve the Community Vision and Council Plan. Supports Council's population and advisory committees and health and wellbeing planning.



Community Partnerships:



Shop 48 and Bellfield Community Hub planning and facility management, postcode 3081 community capacity building, support to community organisations and Neighbourhood Houses partnerships.

Community Resilience and Health:

Manages public health protection, community resilience and emergency management program areas to build capacity across the community in public health, wellbeing, environmental health, community safety and resilience, and emergency preparedness, response, relief and recovery. The unit is responsible for the development of fully integrated strategic and operational plans, to respond to incidents affecting the community and to promote and maintain high standards of public health and wellbeing, community resilience and emergency preparedness across Banyule.

Table 1 | Our Inclusive and Connected Community actions and targets

No.	Action for 2024–25	Annual target / measure	Responsible service
1.	Deliver community exhibitions, public art, grants, festivals, programs and events including a new public artwork in Heidelberg Park.	<ul style="list-style-type: none"> Deliver new public art for Banyule, four major events, a grants program and increase value of the art collection. 	Arts and Culture
2.	Build capacity of sporting clubs to provide safe, inclusive, accessible and fun participation opportunities for all.	<ul style="list-style-type: none"> Evidence of programs and initiatives. 	Sports, Recreation and Community Infrastructure
3.	Develop a new Sport and Recreation Plan 2024–2028.	<ul style="list-style-type: none"> New Sport and Recreation Plan considered for adoption by Council by September 2024. 	Healthy and Active Communities Management 
4.	Implement year 1 of the Creative Banyule 2030 Strategy focusing on supporting growth of the creative sector and reviewing festivals and events to align to population demographics.	<ul style="list-style-type: none"> Conduct an audit of Banyule’s Creative Sector to establish scale and needs Renew thematic, location and scalability elements of festivals programming and advocacy for funding for Banyule Theatre. 	Arts and Culture
5.	Action Council's commitment to the Uluru Statement from the Heart in full - voice, treaty, truth focusing on information sharing and community learning engagements.	<ul style="list-style-type: none"> Deliver three events and/or articles by June 2025. 	First Nations
6.	Adopt and commence year 1 of the Aboriginal Self-determination Strategy.	<ul style="list-style-type: none"> Deliver two new programs/projects by June 2025. 	First Nations
7.	Continue regular and meaningful engagement opportunities with the Wurundjeri Woi Wurrung traditional custodians.	<ul style="list-style-type: none"> Conduct four general meetings per year Conduct one meeting per year with the Board and Banyule’s Executive Management Team Ensure all major strategies are influenced by Traditional Custodians. 	First Nations
8.	Deliver improved pedestrian access at priority locations.	<ul style="list-style-type: none"> Capital works projects completed by June 2025 at nominated sites, including Finlayson Street, Rosanna between Phillips Crescent to Cremin Court. 	Transport and Development Engineering 

No.	Action for 2024–25	Annual target / measure	Responsible service
9.	Create a Community Partnership Strategy aligned with the Resilient and Safe Framework and Inclusive Banyule Plan.	<ul style="list-style-type: none"> Complete strategy and action plan by June 2025. 	Community Partnerships
10.	Develop an exhibition program of national cultural significance to raise the profile of Ivanhoe Library and Cultural Hub as a quality arts venue.	<ul style="list-style-type: none"> Deliver two exhibitions of national significance by June 2025. 	Arts and Culture 
11.	Participate in the North West Metro Regional Emergency Management Planning Committee and the Municipal Emergency Management Planning Committee (MEMPC) activities and subcommittees including the North West Metro Council Collaboration.	<ul style="list-style-type: none"> Update the Municipal Emergency Management Plan by June 2025 Coordinate the MEMPC Participate in the collaboration group. 	Community Resilience and Health 
12.	Review and make recommendations regarding future of the Banyule Community Bus.	<ul style="list-style-type: none"> Complete an options assessment report by June 2025. 	Community Connections
13.	Continue to develop the Banyule Community Fund.	<ul style="list-style-type: none"> Hold three key fundraising opportunities to raise awareness and funds for the Banyule Community Fund by June 2025 Work with external stakeholders to develop opportunities to support the Banyule Community Fund. 	Community Connections



= Action supports the Municipal Public Health and Wellbeing Plan.

Our Sustainable Environment

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

Our strategies

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

Our Sustainable Environment services

Operations

Environmental Operations:

Management and monitoring of Council's Water Sustainability Plan including the various elements of water sensitive urban design, water harvesting, integrated water management, stormwater quality and environmental improvements.

Infrastructure Maintenance:

Maintenance of roads, footpaths, kerbs and channels, unsealed roads and drainage, repair and replacement of signs, guardrails, street furniture, and mechanical footpath sweeping of shopping centres, mechanical sweeping of sealed roads, inspection and clearance of drainage pits.

Waste Management:

Strategic waste management, Banyule-Visy material recovery facility, Rethink Centre education programs, outreach education programs, waste service support, Waste Recovery Centre (transfer station), rubbish collection, recyclables collection, FOGO, hard rubbish collection, bundled branch collection, commercial waste collection, parks and reserves waste collection. Cleaning of public toilets and barbecues, litter clearance from shopping centres, litter collection, removal of dumped rubbish, removal of dead animals from roads and syringe removal.

Plant and Fleet Management:

Council's workshop conducts repairs and servicing of all fleet vehicles, provides welding and fabrication services, coordination of accident repairs, administration of contracts and specification/purchasing of new and replacement vehicles, trucks and heavy mobile plant, and sale of retired fleet.

Transport Development and Environment

Environment:

Responsible for strategic biodiversity conservation, emissions reduction, climate change adaptation, energy efficiency and environmental education. Provides advice, education and programs to support environmental sustainability in the community. Supports the Banyule Environment and Climate Action Advisory Committee (BECAAC) and environment grants.

Transport Planning and Projects:

Undertakes transport planning and works with Victorian Government agencies for integrated transport solutions that improve public transport, walking, cycling and infrastructure to benefit the Banyule community in line with Banyule's Integrated Transport Plan.

Parks and Natural Environment

Bushland Management:

Environmental reserve management, flora and fauna recording and habitat restoration, noxious weed control and pest animal control, development of wildlife corridors, maintenance, construction, restoration and protection of bush reserves and river/creek reserves, environmental education, community planting days, and Friends Group working bees.

Parks Presentation:

Maintenance of garden beds, mowing of active and passive parks and reserves, passive reserve maintenance, active reserve maintenance, half cost fence replacement, litter control in parks, maintenance of dog tidy bins, fire fuel management, maintenance and mowing of right of ways.

Sportsfields and Parks Assets:

Conduct maintenance on Banyule's park assets including playgrounds, sports grounds, irrigation systems, paths, fences, park furniture and barbecues. Implement Council's park asset renewal programs and part delivery of open space capital works projects.

Strategic:

Maintain capability and continuity of the Parks service, including project, initiative and operational delivery, business support and continuous improvement.

Urban Forestry:

Street and park tree maintenance, pest and disease control, planning, replacement and planting, tree removal, tree root control, assessment for Council trees, nursery operations for plant propagation.

Table 2 | Our Sustainable Environment actions and targets

No.	Action for 2024-25	Annual target / measure	Responsible service
1.	Continue to advocate for the replacement of vegetation within Banyule through the North East Link Project, and the creation of habitat corridors.	<ul style="list-style-type: none">Input is provided to North East Link recommending habitat corridor and vegetation retention and net gain opportunities.	Urban Forestry

No.	Action for 2024–25	Annual target / measure	Responsible service
2.	Implement Council's Towards Zero Waste Plan.	<ul style="list-style-type: none"> Develop and deliver community programs that encourage the community to avoid waste Deliver waste avoidance, reuse and correct recycling school education programs through Council's Rethink Waste Education Centre and school incursion programs Implement Banyule's Kerbside Contamination Management Policy including the development of a range of supportive communications by June 2025. 	Waste Management 
3.	Encourage and support community-led energy solutions including facilitation of networking opportunities with experts.	<ul style="list-style-type: none"> Continue to work with Banyule Clean Energy Group, Village Power and the Australian Government to develop a plan and feasibility for the roll out of the first community battery. 	Environment
4.	Provide environmental grants that support local environment initiatives.	<ul style="list-style-type: none"> Full allocation of the environmental grants program by June 2025. 	Environment
5.	Work with preschools, sporting clubs and other community users to upgrade energy performance and the installation of solar photovoltaic (PV) panels on Council leased facilities.	<ul style="list-style-type: none"> Energy upgrades installed at suitable leased facilities by June 2025. 	Environment
6.	Prepare a new Integrated Water Management (IWM) Plan for Banyule.	<ul style="list-style-type: none"> IWM Plan adopted by Council by June 2025. 	Parks and Natural Environment
7.	Implement year 1 priorities of the revised Biodiversity Plan.	<ul style="list-style-type: none"> Complete year 1 actions by June 2025. 	Environment
8.	Implement year 1 priorities of the revised Corporate Emissions Reduction Plan.	<ul style="list-style-type: none"> Complete year 1 actions by June 2025. 	Environment
9.	Implement year 1 priorities of the new Climate Change Adaption Plan.	<ul style="list-style-type: none"> Complete year 1 actions by June 2025. 	Environment
10.	Deliver new bicycle infrastructure including path adjacent to Fitzsimons Lane.	<ul style="list-style-type: none"> Complete construction of new path by June 2025. 	Transport and Development Engineering
11.	Deliver year 3 priorities of the Banyule Bicycle Strategy.	<ul style="list-style-type: none"> Deliver bike skills training by June 2025 Complete active travel accessibility audits of schools by June 2025. 	Transport Planning and Projects

No.	Action for 2024-25	Annual target / measure	Responsible service
12.	Implement year 1 actions of the Urban Food Strategy.	<ul style="list-style-type: none"> Facilitate partnerships with Neighbourhood Houses, community gardens, schools and other food organisations and community groups to build community capabilities regarding food sustainability, food accessibility and food security Design a map that visually represents urban food resources such as urban farms, community gardens, farmers markets, healthy food outlets, culturally specific food outlets that can be printed or downloaded by June 2025. 	Community Resilience and Health 



= Action supports the Municipal Public Health and Wellbeing Plan.

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 strategies

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

Our Well-Built City services

City Futures

Open Space Planning and Design:

Ensuring Council's parks, reserves, playgrounds and recreation trails continually evolve to meet the needs of current and future communities through the development and implementation of Banyule's Public Open Space Plan, reserve masterplans, policies, strategies, and embedding open space planning and design best practice.

Spatial and Property Systems:

Spatial and property systems coordination and maintenance and provision of spatial approaches to managing Council's operations.

Strategic Planning and Urban Design:

Planning direction for current and future land use and built form through preparation of policies, strategies, structure plans for activity centres, master planning and design frameworks for renewal areas; facilitating Council's role as the planning authority for planning scheme amendments; participating in Victorian Government strategic planning projects associated with the Victorian Planning Provisions and periodically reviewing and updating the Banyule Planning Scheme; delivering quality urban design led outcomes for streetscapes and design guidance for projects and planning applications across the public and private realm.

Planning, Building and Laws

Building Services (BPI):

Municipal building surveyor, building permits and inspections, building investigations and enforcement.

Development Planning:

Statutory planning (land use and development including tree removal), subdivisions, planning investigations and enforcement.

Municipal Laws and Public Assets:



Animal management, fire prevention, local laws and litter compliance and enforcement, building sites and asset protection compliance and enforcement, and footpath trading. Road and footpath infrastructure asset protection, supervision of new sub-divisions, unit developments and vehicle crossover installations, issuing of works within road reserve and other works consent permits.

Transport Development and Environment

Transport and Development Engineering:

Provides traffic engineering, road safety, project development and management, school crossing supervision, parking management and enforcement. Legal Points of Discharge, Building Over Easement approvals, stormwater drainage approvals for new developments and planning referrals.

Table 3 | Our Well-Built City actions and targets

No.	Action for 2024–25	Annual target / measure	Responsible service
1.	Continue to implement Sustainable Building Guidelines, embedding best practice environmentally sustainable design specifications into capital works and maintenance programs.	<ul style="list-style-type: none"> Top 10 building projects integrate Sustainable Buildings Guidelines into their tender specifications. 	Delivery and Assets Management
2.	Continue to progress the Rosanna Library redevelopment project which will deliver a contemporary library facility for the community.	<ul style="list-style-type: none"> Commence construction in 2024. 	Major Projects
3.	Continue to deliver the Watsonia Town Square Project.	<ul style="list-style-type: none"> Practical completion of phase 2 landscape works by June 2025. 	Major Projects 
4.	Implement the final project stage (stage 4) of the Olympic Park Masterplan.	<ul style="list-style-type: none"> Commence construction of new pavilion by January 2025. 	Major Projects Sports, Recreation and Community Infrastructure
5.	Complete the Rosanna Parklands Masterplan to ensure the parklands are attractive, environmentally sustainable and accessible for all users.	<ul style="list-style-type: none"> Rosanna Parklands Masterplan completed by June 2025. 	Open Space Planning and Design 
6.	Continue to advocate for best possible outcomes on sites including Borlase Reserve, the proposed bus interchange and commuter carparking site in Greensborough and other Council land being acquired by public authorities as part of major infrastructure projects.	<ul style="list-style-type: none"> Compensation claims finalised by June 2025. 	Strategic Properties and Property Services
7.	Develop a Strategic and Investment Property Governance Framework.	<ul style="list-style-type: none"> Complete report for adoption by September 2024. 	Strategic Properties and Property Services
8.	Deliver the East Ivanhoe Streetscape.	<ul style="list-style-type: none"> Complete construction by June 2025. 	Major Projects



= Action supports the Municipal Public Health and Wellbeing Plan.

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 strategies

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

Our Valued Community Assets and Facilities services

Strategic Properties and Projects

Major Projects:

This team provides leadership and manages a variety of major projects for the organisation to achieve positive outcomes for the community, meet beneficial financial outcomes and deliver new and revitalised community assets.

Strategic Properties and Property Services:

This team is responsible for looking after Council's long-term interests and growth through sustainable property and land acquisitions, divestments and investments. The team manages all aspects of ongoing land management including works consent, lease and license arrangements, discontinuances and ongoing re-valuation. Property portfolio management including the management of commercial and residential leases, discontinuances and associated sale of land, provision of Council related valuation services.

Delivery and Assets

City Assets:

Strategic Asset Management, programming for road and footpath (pavement) renewals and maintenance, Capital Works planning, Asset Management Policy, strategy and plans for all asset classes, asset condition audits, pedestrian bridge inspection and maintenance. Investigation of flooding issues, scoping for new drainage works or upgrades.


Building Maintenance:

Building maintenance services comprising of reactive, preventative and planned maintenance across all Council buildings and their assets. Scheduled and unscheduled building maintenance on all Council-owned buildings, air conditioning maintenance, vandalism repairs and management of Essential Safety Measures.

Capital Works Projects:

Capital works management and reporting, project management and contract supervision for building works projects and all major/minor civil works, road resurfacing, pedestrian trail, bike/shared path construction and maintenance, road construction and reconstruction projects.

Table 4 | Our Valued Community Assets and Facilities actions and targets

No.	Action for 2024–25	Annual target / measure	Responsible service
1.	Continue to engage with the North East Link Program and the Level Crossing Removal Program on the use of Council land and the deliverables of the projects to drive the best outcome for Council and the community.	<ul style="list-style-type: none"> Comments are provided on all community infrastructure proposals provided to Council Agreements in place for occupation and acquisition activities on Council land for works up to June 2025. 	Transport Planning and Projects 
2.	Construct Macleod Park Sporting Pavilion in partnership with the community and the Victorian Government.	<ul style="list-style-type: none"> Complete by August 2025. 	Sports, Recreation and Community Infrastructure
3.	Construct Montmorency North Pavilion Upgrade stage 1 in partnership with the community and the Victorian Government.	<ul style="list-style-type: none"> Complete by March 2025. 	Sports, Recreation and Community Infrastructure
4.	Work with Yarra Plenty Regional Library and key stakeholders to operationalise the new Rosanna Library.	<ul style="list-style-type: none"> Evidence of regular engagement and input into fit out and operations Highly functioning facility with management and governance models established. 	Sports, Recreation and Community Infrastructure

No.	Action for 2024-25	Annual target / measure	Responsible service
5.	Implement year 2 priorities of the new Community Infrastructure Plan.	<ul style="list-style-type: none"> • Explore opportunity for an improved Jets (Banyule Youth Services creative arts) facility that meets the needs of young people <ul style="list-style-type: none"> ○ undertake a feasibility and site analysis by June 2025 ○ establish potential costs and exploring funding models by June 2025 • Implement the Community Buildings Access Audit priority program for improvements to Community Neighbourhood Houses and Community Halls. 	Sports, Recreation and Community Infrastructure
6.	Develop Council's 10-year Capital Works Program.	<ul style="list-style-type: none"> • 10-year Capital Works Program considered for adoption by Council by June 2025. 	City Assets 
7.	Upgrade sportsfield lighting at Willinda Park.	<ul style="list-style-type: none"> • Complete by March 2025. 	Capital Works
8.	Construct change and community rooms at Anthony Beale Reserve.	<ul style="list-style-type: none"> • Complete by April 2025. 	Capital Works
9.	Construct female friendly change rooms at Greensborough Park.	<ul style="list-style-type: none"> • Complete by June 2025. 	Capital Works
10.	Develop a Special Rate and Charge Scheme Policy.	<ul style="list-style-type: none"> • Considered for adoption by Council by June 2025. 	Delivery and Assets Management City Futures
11.	Review the Road Management Plan.	<ul style="list-style-type: none"> • Commence by June 2025. 	City Assets
12.	Review the 10-year Asset Plan.	<ul style="list-style-type: none"> • Commence by June 2025. 	City Assets



= Action supports the Municipal Public Health and Wellbeing Plan.

Our Thriving Local Economy

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

Our strategies

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

Our Thriving Local Economy services

City Futures

Economic Development:


Business attraction and retention, investment facilitation, special rate and charge scheme facilitation, labour market development, business support services, activity centre streetscape master planning and business planning, economic development policy and strategy.

Inclusive and Creative Communities

Inclusive Enterprise and Local Jobs:

Social Enterprise Partnerships Program, Social Enterprise Support Service, Banyule Inclusive Employment Program and inclusive jobs capacity building service for employers.

Table 5 | Our Thriving Local Economy actions and targets

No.	Action for 2024–25	Annual target / measure	Responsible service
1.	Deliver the Inclusive Employment Program, Inclusive Jobs Service and new First Nations Traineeship Program.	<ul style="list-style-type: none"> Achieve 1,000 local job outcomes across five years for people experiencing barriers to work. 	Inclusive Enterprise and Local Jobs 
2.	Deliver new partnerships that support social enterprises to grow/expand into Banyule, with a focus on creating jobs for people experiencing barriers.	<ul style="list-style-type: none"> Develop two new partnerships by June 2025. 	Inclusive Enterprise and Local Jobs
3.	Implement reforms identified in the Retail Review including traders' association governance reform and use of performance indicators.	<ul style="list-style-type: none"> Ongoing implementation of reforms, including any adjustments from evaluation. Adoption of governance and performance indicator model by June 2025. 	Economic Development
4.	Continue to advocate for the La Trobe National Employment and Innovation Cluster (NEIC) Plan to be finalised and implemented.	<ul style="list-style-type: none"> Present La Trobe NEIC Vision and Opportunities Paper to the Victorian Government and attract Victorian Government support for funding application to the Australian Government. 	Economic Development
5.	Deliver Heidelberg West Business Park Masterplan.	<ul style="list-style-type: none"> Complete masterplan by June 2025. 	Strategic Planning and Urban Design
6.	Review the Inclusive Local Jobs and Social Enterprise Plan and Strategies to determine effectiveness and future focus to better support local people experiencing barriers to employment.	<ul style="list-style-type: none"> Complete review by June 2025 Consult with the community to develop future strategies. 	Inclusive Enterprise and Local Jobs



= Action supports the Municipal Public Health and Wellbeing Plan.

Our Trusted and Responsive Leadership

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

Our strategies

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

Our Trusted and Responsive Leadership services

Advocacy, Communications, Engagement and Performance

Advocacy:

The team is responsible for coordinating Council advocacy efforts and working with organisations, community members and the Australian and Victorian government to progress Council's advocacy priorities.

Communications:

The team manages all aspects of Council's communications with the community including managing Council's website and social media accounts, producing publications, signage, media and public relations, advertising and promoting Council services and events.

Community Engagement:

The team supports and builds the capability of the organisation to deliver community engagement activities that give the community a voice in Council projects and services.

Integrated Planning and Performance:

Organisational business planning and reporting services, including support for: Community Vision development and integrated planning, Council Plan development, corporate planning and reporting, service plan development, and development of key corporate policies and plans.

Customer Experience (CX) and Business Improvement

Continuous Improvement:

The Continuous Improvement (CI) Team manages a framework to support a culture of learning and problem solving which adds value for our staff, customers and community. The team is responsible for leading, supporting and facilitating improvement projects and initiatives, and building CI capability across Council.

CX Operations (Customer Service):

The Customer Service Team is a key interface between Council and the community we serve. The team assists customers via phone, online and face to face at our customer service centres. The team aims to resolve the majority of queries at first point of contact and redirect other queries, as needed, to relevant departments.

CX Strategy:

The CX Strategy Team supports the wider organisation to better understand and improve CX. The team is responsible for leading key initiatives from Banyule's updated Customer Experience strategy – including training, the implementation of a Voice of Customer program and the continued embedding of the Banyule Service Promise.

Digital Transformation and Information Management

Digital Transformation:

Digital Transformation refers to the integration of digital technologies into various aspects of the council to fundamentally change how the organisation operates and delivers value for the community. It involves leveraging digital tools, technologies, and data to improve business processes, enhance customer experience, and drive innovation. Digital transformation is not just about the technology, it's holistic approach to rethinking and reshaping how the council operates in the digital age. Successful digital transformation requires leadership commitment, a clear strategy, and a collaborative effort across all levels of the organisation.

Information Technology Infrastructure, Operations and Applications:

Providing an important role for the organisation in the management of corporate applications that ensure reliable and effective business services. Applications are managed throughout their lifecycle to ensure they remain fit for purpose. The team also delivers project services that design, build and deploy new applications and deliver improvements to existing applications, providing improvements through innovative technologies. Providing reliable and secure infrastructure services and IT service desk support for our organisation and Councillors. Infrastructure is managed throughout its life cycle, supporting and offering leading data, hardware, network, audio and visual, telephony and mobile solutions. The team also delivers project services that design, configure and deploy infrastructure solutions providing modern and flexible platform to support business and digital innovation.

Information Management:

Management of incoming and outgoing correspondence, capture and action incoming records into Council's EDRMS, delivery of the records archiving and disposal program, mail and courier deliveries across sites, records and information advice, EDRMS training program, and privacy advice.

Executive Office

Executive Office:

The executive office comprises the CEO and four Directors and their support staff. They are responsible for providing strategic advice to Council, implementation of policies, day-to-day management of operations, management of the organisational structure, developing and implementing a Code of Conduct for Council employees and executive support to the CEO and Councillors, including planning and implementation of several corporate and civic events.

Finance and Procurement

Financial Accounting:

Provides specialist financial advice, manages Council's key financial systems and controls to ensure accurate and timely payment to suppliers, provision of financial data for legislative reporting and informed decision-making.

Financial Performance and Planning:

Provides budgeting and financial performance analysis and reporting and administers Council's payroll in accordance with regulatory compliance. The team aims to maximise financial transparency and the prudent use of ratepayers' funds across Council.

Revenue Services:

Provides quality services to our customers by accurately levying and collecting rates, accounts receivables, and other Council fees and charges in a timely manner compliant with all required legislation and policies. This team also administers Rates Hardship applications.

Strategic Procurement:

Provides reliable and consistent procurement expertise, guidance and efficient processes to ensure Council acquires goods and services through fair and open tender processes. The Strategic Procurement Team is also committed to applying the principles of sustainability in all procurement decisions and activities.

Governance and Integrity

Governance and Integrity:

Corporate governance and integrity include the oversight and support to the staff, organisation and community on matters relating to Council meetings and Councillor briefings, CEO and Councillor administration, freedom of information (FOI) requests and public interest disclosures, public transparency matters, conflicts of interest, delegations and authorisations, Victorian General Elections and *Local Government Act 2020* and associated Regulations interpretation and implementation. The Department supports Councillors in their obligations, compliance and training.

Cemetery Administration:

Oversees management of Council-run cemeteries including Warringal, Hawdon and Greensborough cemeteries.

People and Culture

Business Partners:

Responsible for the provision of sound employee relations management advice and support to management, people leaders and employees across Council. The team has significant knowledge and experience with strategic people management processes and legislative requirements to support our people and the ongoing needs of Council.

Organisational Development:

Working to propel Council's progress by skilfully integrating methodologies and tailoring solutions to workforce demands. Collaborating with leadership heighten efficiency, innovation and cultural enrichment. Through strategic execution and workforce strategies, we navigate Council through change, fine-tuning processes and nurturing team synergy towards our Community Vision. Encompassing the full employee lifecycle and promoting diversity, we holistically address all needs, fostering potential, celebrating achievements and nurturing growth.

Risk and Assurance:


Ensuring the effective and efficient coordination of Council's organisation-wide enterprise Risk Management Framework, business continuity plans and insurance program. Providing internal and external support on risk-related activities, leading Council's internal audit function, providing assurance that Council's risk management, governance and internal control process are operating effectively.

Safety and Wellbeing:


Responsible for prioritising the health, safety and wellbeing of our people and aligning our safety management and rehabilitation management systems with best practice. We extend this commitment to our visitors and others who work for us and with us, placing our people's physical and psychological safety at the forefront of our work. We demonstrate our commitment by:




- auditing, monitoring and reviewing measurable targets to achieve continuous improvement in safety capabilities consulting broadly and encouraging participation with our internal community, including and health and safety representatives
- encouraging reporting and subsequent risk assessments in consultation with key parties
- cooperating and coordinating health and safety activities to achieve positive safety outcomes
- managing injured workers through early intervention and rehabilitation for a safe return to work
- offering an employee assistance program, including 24/7 counselling, coaching, financial, legal and nutrition support, critical incident support, and specialised support for Indigenous Australians and LGBTIQ+ colleagues
- providing comprehensive and relevant health, safety and wellbeing training for our people that caters to our operations.

Table 6 | Our Trusted and Responsive Leadership actions and targets

No.	Action for 2024–25	Annual target / measure	Responsible service
1.	Progress advocacy on key issues including North East Link, electrification of leisure centres and improving cycling and shared paths.	<ul style="list-style-type: none">• Advocacy plans developed and implemented for key advocacy asks by June 2025• Provide progress updates to the community twice a year.	Advocacy 

No.	Action for 2024–25	Annual target / measure	Responsible service
2.	Embed the Banyule Service Promise to improve customer satisfaction.	<ul style="list-style-type: none"> Reduce or maintain average call wait times within target of less than two minutes Implement improved training and reporting to ensure adherence to Banyule Service Promise principles and standards. 	CX Operations
3.	Work together with other Northern Region councils to actively pursue opportunities for aggregated collaborative procurement activities to minimise cost shifting, obtain efficiencies, lead on environmental and social outcomes, and create greater value for money opportunities.	<ul style="list-style-type: none"> Council to endorse a procurement collaboration with Northern Councils Alliance by June 2025. 	Strategic Procurement
4.	Undertake advocacy with the Victorian Government for improved community outcomes for major transport projects.	<ul style="list-style-type: none"> Secure improved community infrastructure and service outcomes. 	Transport Planning and Projects
5.	Conduct a community engagement program to check-in on the Community Vision 2041 and develop Council Plan 2025–2029 including the Municipal Public Health and Wellbeing Plan.	<ul style="list-style-type: none"> Commence delivering the engagement program by June 2025 in preparation for documents to be adopted in October 2025. 	Integrated Planning and Performance 
6.	Deliver integrated financial management planning, monitoring and reporting that support Banyule's financial sustainability into 2032.	<ul style="list-style-type: none"> Budget, Revenue and Rating Plan, Financial Plan, and Annual Report considered for adoption by Council in accordance with legislation. 	Finance and Procurement
7.	Deliver ongoing corporate training and development to educate and build the capacity of Council staff and councillors on good governance, transparency and legislative obligations.	<ul style="list-style-type: none"> Provide ongoing training to Councillors in their obligations, with a specific focus on election and caretaker period conventions Provide training and support to staff on governance and integrity obligations, with a focus on caretaker period conventions in preparation for the 2024 general election. 	Governance and Integrity

No.	Action for 2024–25	Annual target / measure	Responsible service
8.	Continue to embed the Continuous Improvement (CI) Framework into Council's systems and processes.	<ul style="list-style-type: none"> Continue to build capability and skills via delivery of CI training program Further embed Benefits Realisation Framework into other initiatives across council, supporting our corporate efficiency model Further embed the Ideation framework through harvesting workshops and ideation hub providing corporate ideas dashboard. 	Continuous Improvement
9.	Continue to develop and embed the leadership capability of all leaders and employees within Council.	<ul style="list-style-type: none"> Develop and roll out Aspiring Leaders Program Complete departmental Operational Workforce Plans by June 2025. 	Organisational Development Business Partners
10.	Continue review of Council's General Local Law No. 1 (2015).	<ul style="list-style-type: none"> New General Local Law No. 1 considered for adoption by Council by June 2025. 	Municipal Laws and Public Assets
11.	Implement and embed the Respect@Work legislation to prevent and eliminate sexual harassment in Australian workplaces.	<ul style="list-style-type: none"> Design and deliver comprehensive training sessions around preventing and responding to workplace sexual harassment and equip all leaders with in-depth knowledge of sexual harassment issues, legal obligations and best practices Implement anonymous or other supported reporting mechanisms, including accessible and confidential reporting mechanisms that address power imbalances by June 2025. 	Organisational Development 
12.	Redevelop and modernise the Safety Management Framework (SMF), with a focus on safe work practices.	<ul style="list-style-type: none"> Design a comprehensive project plan for the redevelopment of the SMF, including research/benchmarking, comprehensive needs assessment and safety/risk analysis by June 2025 Achieve a high level of 90% participation and collaboration from key stakeholders through engagement in focus groups on safe work practices. 	Safety and Wellbeing
13.	Replace the outdated Age Care System with a digital end to end solution to improve customer experience and service efficiency.	<ul style="list-style-type: none"> Complete by October 2024. 	Digital Transformation

No.	Action for 2024–25	Annual target / measure	Responsible service
14.	Complete phase 2 implementation of the new Customer Experience Platform (CXP).	<ul style="list-style-type: none"> Implement platform across nine teams by June 2025. 	Digital Transformation
15.	Complete phase 2 implementation of Middleware integration services.	<ul style="list-style-type: none"> Implement by June 2025. 	Digital Transformation
16.	Commence Asset Management System Implementation Phase 1.	<ul style="list-style-type: none"> Create a single source for all Council infrastructure assets Implement system for road assets by June 2025. 	Digital Transformation
17.	Implement year 1 of the Cyber Security Strategy.	<ul style="list-style-type: none"> Complete by June 2025. 	Digital Transformation
18.	Modify the first Development Contributions Plan (DCP01) to support Council's long-term plans for capital works.	<ul style="list-style-type: none"> Commence review of DCP01 by June 2025. 	Financial Performance and Planning
19.	Finalise the current Municipal Public Health and Wellbeing Plan and work towards the development of the next iteration of the Municipal Public Health and Wellbeing Plan 2025–2029.	<ul style="list-style-type: none"> Complete final draft of Municipal Public Health and Wellbeing Plan 2025–2029 by June 2025. 	Community Impact 
20.	Educate and inform our community and businesses on e-cigarette harms and responsibilities.	<ul style="list-style-type: none"> Document the role of local government in oversight and enforcement Deliver a community awareness campaign by June 2025. 	Community Resilience and Health 
21.	Expand the use of Place-based Profiles through a shared Community Data Hub to inform and provide transparent reporting to the community about their local area.	<ul style="list-style-type: none"> Online dashboard developed and published by June 2025. 	Integrated Planning and Performance 
22.	Develop and implement a Communication Strategy.	<ul style="list-style-type: none"> Develop strategy by June 2025. 	Communications
23.	Develop and plan for the 2024 general election, caretaker period and Councillor Induction Program.	<ul style="list-style-type: none"> Implement the Election Period Project Plan, pre-election and candidate information project, Candidate Engagement Plan and Caretaker Period Plan and training Obtain endorsement of the Councillor Induction Program. 	Governance and Integrity



= Action supports the Municipal Public Health and Wellbeing Plan.