Council Plan 2021–2025

Year 3 Annual Action Plan 2023–2024

Banyule
City Council

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Annual Action Plan 2023–24

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 3 Annual Action Plan 2023–2024 outlines initiatives and services Council will deliver to achieve strategies of the Council Plan (and Banyule Community Vision 2041).

The Year 3 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 2021 – March 2022 which were closely linked to annual review of the Budget, Capital Works and Initiatives Programs, and key plans.
- Incorporating elements from key supporting plans and policies adopted by Council (and capturing key plans and policies under review or development).
- Actions are aligned with and resourced through the budgeting process.
- Monitoring progress of the Year 2 Annual Action Plan 2022–2023, especially given the impacts of COVID-19, and challenges presented by a range of unforeseen circumstances.
- Responding to feedback and input received through continued and ongoing community engagement.

Note: This document forms the basis for the final graphic (published) version of the Council Plan 2021–2025 - Year 3 Annual Action Plan 2023–2024.

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

Family and Community Services Strategic Management:

Child and Youth Framework.

Maternal and Child Health and Immunisation Services:

Maternal and Child Health (MCH) Services, early childhood parent education, family support, playgroup support, immunisation services to family and community including the free vaccination program, and management of the commercial immunisation program and Nillumbik tender.

Early Childhood Services:

Childcare centres, early childhood facilities management and capital works program, early years networks facilitation, kindergartens, kindergarten central registration, and early years community support.

Youth Services:

Including individual, LGBTIQA+ and culturally and linguistically diverse (CALD) 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.

Aged Services:

Community support assisting older residents and includes, social support, carer support, delivered meals and property maintenance, assessment, and outreach.

Service Reform:

The provision of service review of programs, reforms and services within the Community Wellbeing Directorate and strategic projects.

Inclusive and Creative Communities

Community Partnerships:

Shop 48, Bellfield Community Hub, Postcode 3081 community capacity building, community support organisation and Neighbourhood Houses partnerships and capacity building support.

Arts and Culture:

Community cultural development, art collection management, art exhibitions, culture and heritage development, festivals and events, and public art.

First Nations:

Reconciliation Action Plan, Barrbunin Beek Gathering Place, strategic reconciliation and self-determination planning, commitment to Uluru Statement from the Heart in full, Aboriginal and Torres Strait Islander programs and community support, Traditional Owners, eldership and community liaison.

Healthy and Active Communities

Civic Precincts and Community Halls:

Oversight, management and activation of Civic precincts including Ivanhoe Library and Cultural Hub, Greensborough Civic Precinct and future oversight Rosanna Library Precinct, Management of Centre Ivanhoe events and catering contract and community halls for hire.

Sports, Recreation and Community Infrastructure:

Sport and leisure services and community infrastructure planning, developing sport participation, leisure and recreation programs, sports pavilions and ground allocations, leases and licences for sporting clubs, club engagement and development, and minor and major capital works.

Sports and Leisure Contract Management:

Major leisure and recreation facilities masterplanning and contract management including Ivanhoe Golf Course, Chelsworth Park, WaterMarc, Macleod Recreation Centre, and Watsonia Pool.

Banyule Leisure:

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

Resilient and Connected Communities

Emergency Management and Public Health Protection:

Municipal emergency risk assessment, local community resilience planning and education, emergency services support, community information and warnings, Vulnerable Persons Register (VPR) coordination, business continuity planning support, single incident emergency coordination, regional collaboration, municipal emergency relief and recovery planning and coordination, secondary impact assessment coordination, volunteer recruitment and training, relief and recovery centre management and local and regional exercises, public health protection delivery including food safety enforcement and education, neighbourhood complaints (nuisance), tobacco, infection control, heatwave planning, prescribed accommodation, domestic wastewater management, and public health emergency management.

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, and volunteer support and development.

Community Impact:

Community safety, gender equity and preventing violence against women, municipal public health and wellbeing planning, social policy and planning, supporting Council's commitment to inclusion, access and equity, advice on major strategic projects, support project management capabilities, and demographic data support and analysis.

Table 1 | Our Inclusive and Connected Community Actions and Targets

No.	Action for 2023–24	Annual Target/Measure	Responsible Service

1.	Deliver a range of community festivals and events in Banyule.	• Events delivered as per schedule:
		  • Malahang Festival by October 2023
		  • Carols by Candlelight by December 2023
		  • Twilight Sounds by February 2024
		  • Eco Festival by March 2024
		  • Chillin' in Banyule by June 2024.
			Arts and Culture

2.	Facilitate programs to support sustainability engagement with youth, including supporting the Teachers Environment Network and youth activities at sustainability events.	• Facilitate climate action and environmental involvement in Banyule Youth Summit 2023 and work with young leaders to support project ideas • One environment-based project initiated.	Environmental Sustainability
3.	Develop and facilitate inclusive sports participation programs and opportunities that support people with disabilities, older adults, women, and other identified groups of disadvantage.	• Implement the 'Sport4All' program • Introduction of three new Older Adults Programs • Evidence of participation opportunities.	Sports, Recreation and Community Infrastructure
4.	Review the Recreation Plan 2017–2021 and develop a new Recreation and Sports Plan.	• New Sports and Recreation Plan considered for adoption by Council by December 2023.	Sports, Recreation and Community Infrastructure
5.	Implement Creative Banyule 2030 Strategy and Action Plan.	• Year 1 action plan completed by June 2024.	Arts and Culture
6.	Action Council's commitment to the Uluru Statement from the Heart in full - truth, treaty, voice.	• Host three community Truth sharing events to share First Nations culture on topics such as Treaty, Uluru Statement from the Heart and Truth telling by June 2024 • Staff training by June 2024 • Develop a communication and engagement plan alongside community by June 2024 for implementation.	First Nations
7.	Co-design a new strategy to advance Reconciliation in Banyule with self-determination at the core.	• New strategy endorsed by Council by September 2023.	First Nations

No.	Action for 2023–24	Annual Target/Measure	Responsible Service
8.	Deliver the Banyule Youth Summit and Summit report card twice a year.	• The Banyule Youth Summit and Summit report card delivered twice a year.	Youth Services
9.	Continue Ecological, cultural, land and water management at Banyule Flats reserve, Banyule Billabong and participate in cultural burning practices on the Nangak Tamboree project Banyule Northern grasslands with the Narrap team.	• Indigenous food garden maintained and improved on the banks of the Banyule billabong • Continue revegetation and weed control to Frog Bog and Tawny Pond.	Bushland Management 
10.	Deliver improved pedestrian access at priority locations.	• Capital works projects completed by June 2024 at nominated sites, including Rattray Road, Montmorency, Norman Street POS, Ivanhoe and St James Road - at Lower Plenty Road and Beetham Parade, Rosanna.	Transport Engineering 
11.	Engage a diverse range of local artists and community groups in the creation and delivery of an annual program of high-quality arts and cultural experiences.	• Run expression of interest process for artist participation in arts program by December 2023 • Curate Urban Lightbox Galleries exhibition by December 2023 • Deliver Art in Public Spaces program by June 2024 • Deliver annual program of curated art experiences at Ivanhoe Library and Cultural Hub by June 2024.	Arts and Culture 
12.	Develop and implement the Banyule Resilient Framework.	• Year 1 Action Plan developed and implemented aimed at building resilience across the Banyule community.	Community Impact
13.	Improve community access to information by developing and launching the Inclusive Banyule website.	• Website launched by June 2024.	Community Impact
14.	Participate in the North West Metro (NWM) Regional Emergency Management Planning Committee (REMPC) and the Municipal Emergency Management Planning Committee (MEMPC) activities and subcommittees.	• Chair and lead the Banyule MEMPC and be an integral participant in the NWMR Emergency Management Collaboration, and REMPC. Four meetings per year for REMPC and MEMPC and participate in the Collaboration Working Groups monthly.	Emergency Management and Public Health Protection

No.	Action for 2023–24	Annual Target/Measure	Responsible Service
15.	Advance a Community Bus Service pilot project.	• 12-month Community Bus Service pilot project to run through until March 2024 with regular evaluation reporting.	Community Connections
16.	Identify strategies and barriers to addressing racism and discrimination locally.	• Complete a discussion paper by December 2023.	Community Impact
17.	Launch and implementation of the Banyule Community Fund.	• Banyule Community Fund officially launched in July 2023 • A series of fundraising and awareness raising activities undertaken throughout 2023–24.	Community Connections
18.	Progress the implementation of Welcoming Cities Initiatives.	• Develop an implementation plan by December 2023.	Community Impact
19.	Advance disability inclusion by preparing Council for future legislative changes to the Disability Inclusion Bill.	• Legislative changes are implemented by June 2024.	Community Impact

 = 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

Waste Management:

Strategic waste management, metropolitan waste management group member, Banyule–Visy material recovery facility, rethink centre education programs, outreach education programs, waste service support, waste recovery centre (transfer station), garbage collection, recycling collection, food and green waste collection, hard rubbish collection, bundled branch collection, commercial waste collection, and parks and reserves waste collection.

Cleansing:

Mechanical sweeping of footpaths, shopping centres and sealed roads, cleaning of public toilets and barbecues, inspection and clearance of drainage pits, maintenance of litter trap program, litter clearance from shopping centres, litter collection, removal of dumped rubbish, removal of dead animals from roads, syringe removal, and drain cleaning.

Infrastructure Maintenance:

Maintenance of footpaths, kerbs and channels, patching of roads, guardrails and unsealed roads, repair and replacement of signs and street furniture, drainage repair, and Road Management Plan implementation.

Environmental Operations:

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

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 and Environment

Environmental Sustainability:

Responsible for corporate and community climate action, strategic biodiversity and community education and stewardship, provides advice on emissions reduction, adaptation, energy efficiency, environmental education, conservation and land management, supports the Banyule Environment and Climate Action Advisory Committee (BECAAC), and environment grants.

Transport Engineering:

Provides traffic engineering, road safety, project development and management, school crossing supervision, and parking management and enforcement.

Transport Planning and Advocacy:

Undertakes planning, project delivery and advocacy for integrated public transport solutions, walking, cycling and infrastructure in line with Banyule's Integrated Transport Plan.

Parks and Natural Environment

Sportsfields and Parks Assets:

Carry out maintenance on Banyule's park assets including playgrounds, sports fields, irrigation systems, paths, fences, park furniture and barbecues, implement Council's Park Asset Renewal programs, delivery of open space capital works projects, and minor repair to nature strips.

Urban Forestry:

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

Bushland:

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 of 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 hazard control, and maintenance and mowing of right of ways.

Table 2 | Our Sustainable Environment Actions and Targets

No.	Action for 2023–24	Annual Target/Measure	Responsible Service
1.	Advocate for the retention of vegetation offsets within Banyule through the North East Link Project, and the creation of habitat corridors.	• Input is provided to North East Link recommending habitat corridor and vegetation retention and net gain opportunities.	Environmental Sustainability
2.	Develop a Climate Change Adaptation Framework to support a climate resilient city.	• Climate Change Adaptation Framework considered for adoption by June 2024.	Environmental Sustainability
3.	Review and update Council's Towards Zero Waste Plan 2019–2023.	• Plan considered for adoption by March 2024.	Operations Management
4.	Commence a review and redevelopment of the Biodiversity Plan, including a benchmarking study, community consultation, and development of biodiversity health indicators.	• Phase one of the project completed by June 2024, including the investigation paper and consultation • Indicators of biodiversity health identified to inform the setting of goals and actions.	Environmental Sustainability

No.	Action for 2023–24	Annual Target/Measure	Responsible Service
5.	Encourage and support community-led energy solutions including facilitation of networking opportunities with experts.	• 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 by June 2024.	Environmental Sustainability
6.	Pilot new technologies to inform the investigation of electrification opportunities at Council owned leisure centres.	• Pursue energy efficiency upgrades at large and small sites to reduce energy consumption, including WaterMarc and Council offices at 1 Flintoff Street, by June 2024.	Environmental Sustainability
7.	Support and implement friends of group activities through environmental conservation projects within waterway corridors and bush reserves.	• Support 90 working bees for weed control activities, planting of 10,000 indigenous tube stock, and flora and fauna education activities.	Bushland Management
8.	Finalise and implement the Urban Forest Strategy.	• Urban Forest Strategy is considered for adoption by Council by July 2023 • Implement year one actions by June 2024.	Urban Forestry
9.	Finalise Eltham Copper Butterfly Plan and implement actions and recommendations.	• Control of threatening weeds within the Mayona Road reserve • Install interpretive signage and Eltham Copper Butterfly colony fencing • Undertake spring/summer larvae counts and summer adult butterfly counts as part of ongoing monitoring.	Bushland Management
10.	Control the environmental weeds throughout priority bushland reserves.	• Weed Management Strategy year 3 actions implemented by June 2024.	Bushland Management
11.	Control pest animals that have a negative impact within high biodiversity sites.	• Annual fox and rabbit control activities delivered throughout priority conservation sites, including Banyule Flats Reserve, Darebin Creek Northern Grasslands, and Plenty River.	Bushland Management
12.	Deliver the annual advanced tree planting program.	• Minimum of 1500 new trees planted by 2024.	Urban Forestry
13.	Provide environmental grants that support local environment initiatives.	• Full allocation of the environmental grants program by June 2024.	Environmental Sustainability

No.	Action for 2023–24	Annual Target/Measure	Responsible Service
14.	Work with preschools, sporting clubs and other community users to upgrade energy performance and the installation of solar PV on Council leased facilities.	• Solar PV installed at suitable leased facilities by June 2024.	Environmental Sustainability
15.	Implement year 1 Urban Food Strategy.	• Year 1 actions delivered by June 2024.	Emergency Management and Public Health Protection

 = 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

Planning, Building and Laws

Development Planning:

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

Building Services:

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

Municipal Laws and Asset Protection:

Animal management, fire prevention, Local Laws compliance and enforcement, building sites compliance and enforcement, and footpath trading. Road and footpath infrastructure asset protection, supervision of new sub-divisions, unit developments, and vehicle crossover installations, and issuing of Works within Road Reserve and other works consent permits.

City Futures

Strategic Planning and Urban Design:

Creating and reviewing place-based policies, strategies and plans including structure plans for activity centres, streetscape master planning and design frameworks for renewal areas, facilitating Council's role as the planning authority for planning scheme amendments, participating in government strategic planning projects associated with the Victorian Planning Provisions, and periodically reviewing and updating the Banyule Planning Scheme.

Open Space Planning and Design:

Strategy development for public open space, including preparation and delivery of the Public Open Space Plan, master planning of reserves and regional playgrounds, and planning and development of Banyule's shared trail network.

Property Services:

Property portfolio management including the management of commercial and residential leases, discontinuances and associated sale of land, provision of Council related valuation services.

Spatial and Property Systems:

Coordination, maintenance and provision of spatial approaches to managing Council's operations.

Table 3 | Our Well-Built City Actions and Targets

No.	Action for 2023–24	Annual Target/Measure	Responsible Service
1.	Develop the Banyule Neighbourhood Character Strategy.	• Banyule Neighbourhood Character Strategy considered for adoption by Council by June 2024.	Strategic Planning and Urban Design 
2.	Continue to implement Sustainable Building Guidelines, embedding best practice environmentally sustainable design specifications into capital works and maintenance programs.	• Top 10 building projects integrate Sustainable Buildings Guidelines into their tender specifications.	Delivery and Assets Management
3.	Commence preparation of a revised Banyule Heritage Strategy.	• Consultation on draft Banyule Heritage Strategy completed by June 2024.	Strategic Planning and Urban Design
4.	Continue to progress the Rosanna Library redevelopment project which will deliver a contemporary library facility for the community.	• Library under construction • The fit-out design completed for the proposed new library, MCH and toy library • Fit out works to commence through procurement of fixtures and fittings.	Strategic Property Projects
5.	Continue to deliver the Watsonia Town Square Project.	• Construction of town square 50% completed by June 2024.	Strategic Property Projects 
6.	Implement the final project stage (stage 4) of the Olympic Park Masterplan.	• Detailed design for new pavilion completed by December 2023 • Construction of new pavilion commenced by early 2024.	Strategic Property Projects Sports, Recreation and Community Infrastructure
7.	Detailed design of James Reserve to be completed based on the adopted Masterplan.	• Detailed design completed by June 2024.	Open Space Planning and Design 
8.	Finalised the Banyule Housing Strategy.	• Banyule Housing Strategy considered for adoption by Council by June 2024.	Strategic Planning and Urban Design

No.	Action for 2023–24	Annual Target/Measure	Responsible Service
9.	Complete East Ivanhoe Masterplan and detailed designed for streetscape upgrade.	• Detailed design out for tender by September 2023.	Strategic Planning and Urban Design
10.	Implement a Place-based Framework for Banyule.	• Local plans for Neighbourhood Activity Centres finalised.	Strategic Planning and Urban Design 
11.	Complete the Masterplan for Rosanna Parklands to ensure the parklands are attractive, environmentally sustainable and accessible for all users (project spans from 2022–24).	• Complete Masterplan by June 2024 following comprehensive community and stakeholder engagement program.	Open Space Planning and Design 
12.	Undertake a Planning Scheme Amendment to implement the relevant recommendations of the Heidelberg Structure Plan (December 2021) through the Banyule Planning Scheme.	• Heidelberg Structure Plan Planning Scheme Amendment considered by Council for adoption by June 2024.	Strategic Planning and Urban Design
13.	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.	• Work with Council's Advocacy lead to generate actions from public authorities that will ensure best possible outcomes for the community living in and around major infrastructure projects.	Strategic Property Projects
14.	Review Council's Public Art Policy and update to best practice with inclusion of a Public Art Framework that strategically guides the direction of new public art commissions in Banyule until 2030.	• Public Art Policy updated by December 2023 • Public Art Policy 2020–2024 and Public Art Policy Action Plan decommissioned, and Public Art Policy 2030 implemented by February 2024 • New Public Art Commission site identified, community engagement and artist selection process completed by June 2024.	Arts and Culture

 = 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

Delivery and Assets

Asset Management:

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, and pedestrian bridge inspection and maintenance.

Capital 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, and road construction and reconstruction projects.

Building Maintenance:

Scheduled/unscheduled building maintenance on all Council owned buildings, air conditioning maintenance, vandalism repairs, and management of essential safety measures.

Developments and Drainage:

Legal points of discharge, building over easement approvals, stormwater drainage approvals for new developments, planning referrals, investigation of flooding issues, and scoping for new drainage works or upgrades.

Strategic Properties and Projects

Strategic Property Projects:

Coordinate and lead the redevelopment of identified Council owned sites including acquisitions and disposals involving Council land.

Strategic Capital Projects:

Provide leadership and project manage a variety of major projects for the organisation to achieve positive outcomes for the community, meet beneficial financial outcomes, and deliver new and revitalised community assets.

Table 4 | Our Valued Community Assets and Facilities Actions and Targets

No.	Action for 2023–24	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.	• 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 2024.	Transport, Planning and Advocacy
2.	Develop partnerships with the Victorian and Australian governments to deliver sports infrastructure projects that support equity and access and increased sports participation and growth opportunities, such as female-friendly change facilities.	• At least one successful grant application to support the delivery of sports infrastructure projects received by June 2024. • .	Sports, Recreation and Community Infrastructure
3.	Complete the following major sports capital projects: • Macleod Park Sporting Pavilion • Complete final stages of Olympic Park Masterplan - Montmorency North Pavilion Upgrade stage 1 Montmorency Bowling Club Upgrade	• Projects completed on time and budget.	Sports, Recreation and Community Infrastructure
4.	Rosanna Library - work with Yarra Plenty Regional Library and key stakeholders to progress library development.	• Complete design fit-out and governance structure established.	Sports, Recreation and Community Infrastructure

No.	Action for 2023–24	Annual Target/Measure	Responsible Service
5.	Finalise designs for Stage 2 Ivanhoe Aquatic Centre redevelopment.	• Detailed designs and preliminary costings developed by June 2024.	Sports, Recreation and Community Infrastructure
6.	Develop and implement Council's first Community Infrastructure Plan.	• Key priorities and timelines developed for short and longer term • Scope and budget of short-term projects identified.	Sports, Recreation and Community Infrastructure
7.	Implement a Public Buildings Energy Efficiency Enhancement Program.	• Public Buildings Energy Efficiency Enhancement Program completed by June 2024.	Capital Works
8.	Continue roll-out of solar panel program on Council owned buildings.	• Solar panel program completed by June 2024.	Capital Works
9.	Manage, transact and guide Council's land use to ensure the best outcome for Council and the community, both financial and non-financial.	• Undertake open and transparent property transactions in accordance with the Property Services Community Engagement Plan.	Property Services
10.	Develop Council's 10-year Capital Works Program.	• 10-year Capital Works Program considered for adoption by Council by June 2024.	City Assets 
11.	Install gross pollutant traps (GPT)/Water Sensitive Urban Design (WSUD) solution in priority catchment.	• Construction works completed by June 2024.	Environmental Operations
12.	Oversee the performance of Council's current suite of commercial leases for return on investment and drive increased efficiency and activities.	• Achieve comparative commercial property benchmarks and annually report on return on investment for commercial properties.	Property Services
13.	Upgrade the play areas of childcare centres.	• Upgrade of play areas at St Hellier and Morobe Street Childcare and Apollo Parkways Preschool completed by April 2024.	Capital Works
14.	Complete the redevelopment of the Ivanhoe Golf Club House.	• Redevelopment of the Ivanhoe Golf Club House completed by April 2024.	Capital Works
15.	Complete the surface renovation of Ford Park oval 2, Bellfield.	• Surface renovation (oval reconstruction) of Ford Park oval 2 (North East Link Project), completed by June 2024.	Capital Works

No.	Action for 2023–24	Annual Target/Measure	Responsible Service
16.	Complete the surface renovation of Warringal Oval.	• Surface renovation (oval reconstruction) of Warringal Oval, completed by June 2024.	Capital Works
17.	Commence construction of the Heidelberg Theatre Storage Upgrade project.	• Construction of the Heidelberg Theatre Storage Upgrade project commenced by March 2024.	Capital Works

 = 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

Inclusive and Creative Communities

Inclusive Enterprise and Local Jobs:

Social Enterprise Partnerships Program, Social Enterprise Support Service, Inclusive Employment Program, Inclusive Jobs Service for employers, Inclusive Jobs Fund, Northern Region Employment Events, Strategic planning for place-based inclusive enterprise initiatives and development.

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 masterplanning and business planning, and economic development policy and strategy.

Table 5 | Our Thriving Local Economy Actions and Targets

No.	Action for 2023–24	Annual Target/Measure	Responsible Service
1.	Begin implementation of the Economic Development Strategy.	• Economic Development Strategy considered for adoption by Council and retail review completed • All year 1 high priority actions initiated by June 2024.	Economic Development
2.	Deliver the Banyule Inclusive Employment Program to support targeted community groups experiencing significant barriers to employment.	• 14 employment opportunities created within Council by June 2024.	Inclusive Enterprise and Local Jobs 
3.	Deliver Inclusive Employment Programs to diversify Council's workforce.	• Deliver a pilot program/s that support our goal to creating an inclusive workforce.	People and Culture 
4.	Deliver Banyule's Social Enterprise Partnership Program.	• 32 inclusive local job outcomes created by June 2024.	Inclusive Enterprise and Local Jobs
5.	Commence a review of Banyule's industrial and commercial zoned land to better support local employment.	• Draft report on key findings and recommendations of review completed by June 2024.	Strategic Planning & Urban Design
6.	Implement reforms identified in the Retail Review including traders' association governance reform and use of performance indicators.	• Reforms implemented and year 1 results evaluated by June 2024.	Economic Development

No.	Action for 2023–24	Annual Target/Measure	Responsible Service
7.	Continue to advocate for the La Trobe National Employment and Innovation Cluster (NEIC) Plan to be finalised and implemented.	• Work with Darebin City Council to produce a La Trobe NEIC Opportunities Paper to be used as the foundation work to inform the development of the La Trobe NEIC Plan by June 2024.	Economic Development
8.	Prepare a Masterplan for Heidelberg West Business Park.	• Masterplan considered for adoption by June 2024.	Strategic Planning & Urban Design
9.	Secure funding or strategic partnerships to expand start-up and development support for inclusive enterprises (including social enterprises, microenterprises operated by those facing barriers to work, disability enterprise, Aboriginal enterprise, and creative enterprise).	• Resources secured to support program development by June 2024.	Inclusive Enterprise and Local Jobs
10.	Renewal of Montmorency Village Special Levy Program.	• Successful and timely renewal of the Montmorency Village Special Levy Program.	Economic Development
11.	Develop and deliver inclusive enterprise programming.	• Seven inclusive enterprises engaged in new programming by June 2024.	Inclusive Enterprise and Local Jobs
12.	Deliver Banyule's Social Enterprise Support service.	• 30 existing or emerging social enterprises accessing the Social Enterprise Support Service by June 2024.	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

Customer Experience and Business Improvement

Customer Experience Operations (Customer Service):

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

Continuous Improvement:

Manages a framework to support a culture of learning and problem solving which adds value for our staff, customers and community. Leading the community and is responsible for leading, supporting and facilitating improvement projects and initiatives, and building continuous improvement (CI) capability across Council.

Customer Experience Strategy:

Supports the wider organisation to better understand and improve customer experience through (CX) and is responsible for leading key initiatives from Banyule's updated CX strategy including training, the implementation of a Voice of Customer (VoC) Program, and the continued embedding of the Banyule Service Promise.

Corporate Governance and Communications

Governance:

Managing corporate governance and compliance including Council meetings, Chief Executive Officer (CEO) and Councillor administration, Freedom of Information and Public Interest Disclosures, conflicts of Interest, delegations and authorisations, Council elections, councillors support and training, cemetery management for Warringal and Greensborough Cemeteries.

Communications, Advocacy and Engagement:

Management of Council's communications with the community including the Council website and social media accounts, community engagement, and advocacy, producing material that informs the community of the services and activities provided by Council, and other issues affecting the Banyule community.

Corporate and Integrated Planning:

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.

Executive Office

Executive Office:

Comprises of the CEO and four Directors and their support staff, who are responsible for implementation of policies, day-to-day management of operations, management of the organisational structure, developing and implementing a Code of Conduct for Council employees, providing strategic advice to Council, and providing executive support to the CEO and councillors including planning and implementation of several corporate and Civic events.

People and Culture

People and Culture:

Developing and implementing strategies which enable our people to create an engaging, high-performance culture and employee experience that delivers exceptional services and programs to our people and the community. Key functions include culture and leadership, diversity and inclusion, gender equity, learning and performance development, workforce planning, recruitment, onboarding, induction and offboarding, safety and wellbeing, injury management/return to work, incident and investigation management, employee relations, industrial relations, organisational development, risk, audit, insurance, and compliance.

Finance and Procurement:

Finance and Procurement incorporates a broad range of activities focusing on enhancing the financial sustainability of Council. Services include financial management accounting, rates management, payroll, accounts receivable, accounts payable and purchasing. Key functions include developing the Financial Plan (10 years), producing the annual Budget and managing budgeting/forecasting, managing procurement and public tenders contract management, Payroll preparation, payment and records maintenance, and Revenue and rates collection.

Digital Transformation and Information Management:

Digital Transformation and Information Management ensures Council has innovative digital solutions that enable achievement of organisational outcomes. The team also provide IT operational support and governs information management and processing of records. Key functions include developing new digital services, providing technical support to staff, managing IT applications and systems, overseeing and managing information security risks, leading and supporting technology initiatives which improve service delivery, and training and support for the corporate records system.

Table 6 | Our Trusted and Responsive Leadership Actions and Targets

No.	Action for 2022–23	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.	• Progress made on all identified advocacy priorities • Provide progress updates to the community twice a year.	Communications, Advocacy and Engagement
2.	Embed the Banyule Service Promise to improve customer satisfaction.	• Develop tools and training to improve acknowledgement of customer requests by December 2023 • Improve customer satisfaction score by 2% compared to 2022.	CX Strategy CX Operations
3.	Embed the Sustainable Procurement Framework into Council policy and guidelines.	• Measurement and reporting framework developed by June 2024.	Strategic Procurement

No.	Action for 2022–23	Annual Target/Measure	Responsible Service
4.	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.	• Procurement tenders over $1 million considered for collaboration with other Councils • Annual Procurement Plan 2023–2024 prepared and adopted by Council by September 2023.	Strategic Procurement
5.	Undertake advocacy with the Victorian Government for improved community outcomes for major transport projects.	• Secure improved community infrastructure and service outcomes.	Transport, Planning and Advocacy
6.	Increase in-person and online community engagement activities to support participation of Banyule's diverse community in Council projects.	• At least 70% of Shaping Banyule projects offer in-person as well as online community engagement activities • Increase in the proportion of Shaping Banyule members who agree or strongly agree that their experience of community engagement has been positive, from May 2023 baseline • Increase in the number of Shaping Banyule project followers by 10%.	Communications, Advocacy and Engagement 
7.	Optimise the new contact centre platform to benefit staff and the community.	• Reduce or maintain average call wait times within target of less than one minute.	CX Operations
8.	Continue implementation of the Voice of Customer (VoC) Framework.	• Implement reporting strategies for VoC feedback and use findings to inform improvements by December 2023.	CX Strategy
9.	Continue to embed customer complaints process.	• Deliver additional enhancements to the customer complaint process by December 2023.	CX Operations
10.	Develop and implement the Banyule Integrated Strategic Planning and Reporting Framework that includes the Community Vision 2041 and Council Plan 2021-2025.	• Relevant reporting included in Council's Annual Report • Progress and achievement of the Council Plan Annual Action Plan through progress reporting to the community, and community engagement on the annual review of the Council Plan • Key plans and policies are aligned with Council Plan strategic objectives (as they are developed or reviewed).	Corporate and Integrated Planning

No.	Action for 2022–23	Annual Target/Measure	Responsible Service
11.	Deliver integrated financial management planning, monitoring and reporting that support Banyule's financial sustainability into 2032.	• Budget, Revenue and Rating Plan, Financial Plan, and Annual Report considered for adoption by Council in accordance with legislation.	Finance and Procurement
12.	Deliver ongoing corporate training and development to educate and build the capacity of Council staff and councillors on good governance, transparency and legislative obligations.	• Training program developed and delivered on obligations and key topics such as conflicts of interest, gifts and benefits and hospitality, confidentiality, conduct obligations, privacy, and freedom of information • 75% of staff to undertake webinar or face to face training, and any e-learning modules developed to be completed by 100% of staff • Councillors to continue with mid-term induction programs as developed.	Governance
13.	Continue to embed the Continuous Improvement Framework into Council's systems and processes.	• Further embed Benefits Realisation Framework into other initiatives across council supporting our corporate efficiency model by June 2024 • Continue to build capability and skills via delivery of CI training program and establish a CI internal transformation champion network by May 2024.	Continuous Improvement
14.	Continue phase 1 implementation of a new Customer Experience Platform (CXP).	• Implement the next phase of online services to the community by June 2024.	Digital Transformation Team CX Strategy
15.	Continue to develop and embed the Leadership Capability of the organisation.	• Deliver actions within our People Strategy and plans.	People and Culture
16.	Embed effective Risk Management Strategies across Council.	• Embed the Enterprise Risk Framework aligned to our roadmap and development of an Insurance Strategy.	People and Culture
17.	Continue review of Council's General Local Law No. 1 (2015).	• Draft General Local Law by June 2024.	Municipal Laws
18.	Embed effective Risk Management Strategies across Council and implement the Psychological Safety Regulations.	• Implementation of the Psychological Safety Regulations.	People and Culture

No.	Action for 2022–23	Annual Target/Measure	Responsible Service
19.	Upgrade Council's Electronic Document Management System (EDRMS) and move to a cloud hosted solution.	• Content Manager 10 upgrade completed by June 2024.	Information Management

 = Action supports the Municipal Public Health and Wellbeing Plan.