

Banyule Economic Development Strategy

1999–2004

Recognising the needs of business



Banyule
CITY COUNCIL



Banyule Economic Development Strategy

1999-2004

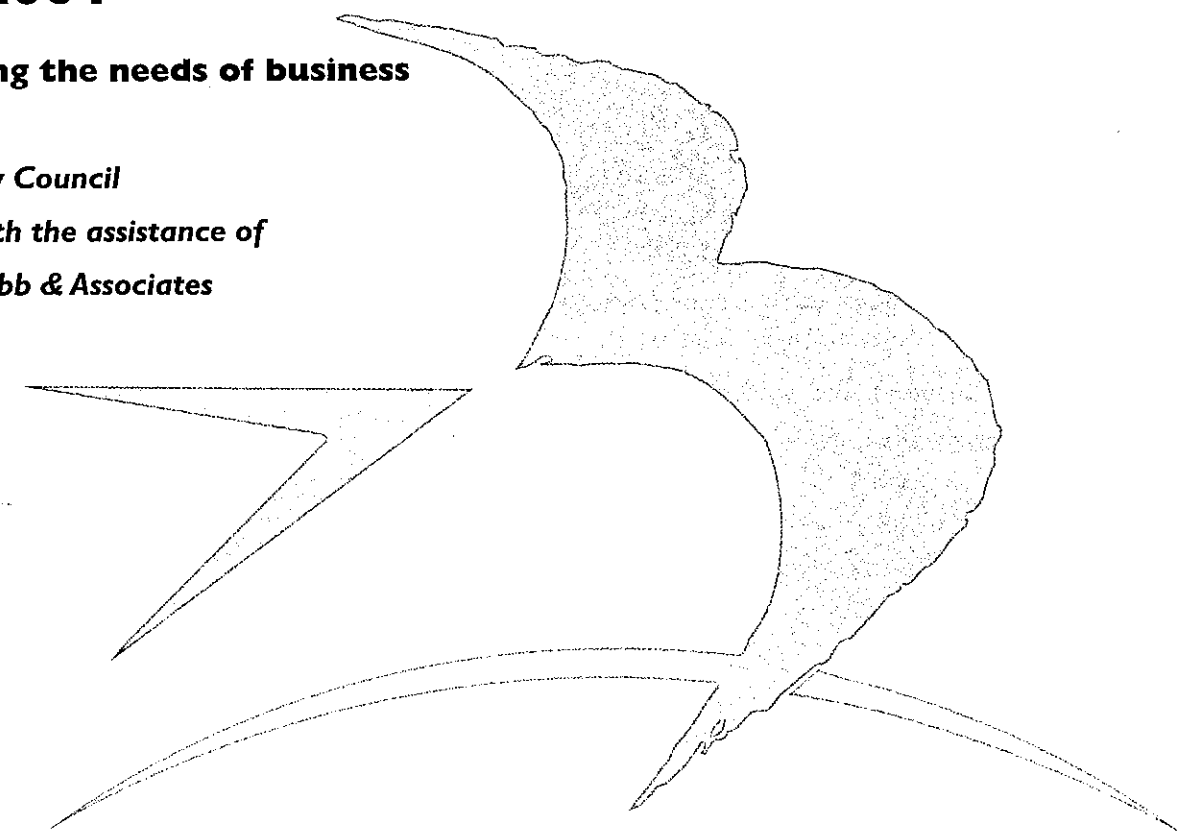
Recognising the needs of business

Banyule City Council

Prepared with the assistance of

Peter McNabb & Associates

July 1999



Banyule

CITY COUNCIL



Contents

1. Executive summary	4	Maps	
2. Introduction	5	1 Location	32
2.1 Why have an economic development strategy?	5	2 Key economic nodes	36
2.2 Framework	5	Figures	
2.3 Methodology	6	1 Business profile	33
3. The future vision for Banyule – where we want to be	7	2 Resident workforce	34
4. Making it happen – commitment from the key stakeholders	9	3 Resident qualifications	34
5. Action strategies	10	4 Unemployment by precinct	34
5.1 Leadership and whole-of-Council approach	10	5 Business size by number of employees	37
5.2 Continuation of Council's successful work in strip shopping centres and industrial estates	12		
5.3 Information services to business	15		
5.4 Better infrastructure and maintenance in commercial centres and industrial estates	18		
5.5 Streamlining of approvals for appropriate new development	21		
5.6 Networking and partnerships	23		
5.7 Facilitation of business growth	26		
5.8 Improvement in employment	28		
5.9 Marketing	31		
6. Implementation priorities	34		
7. Monitoring and review	34		
8. Banyule's economy in snapshot	36		
8.1 Banyule in context	36		
8.2 Banyule's population	36		
8.3 Banyule's job structure	38		
8.4 Business growth	40		
8.5 Community perceptions	41		
9. References	44		



I. Executive summary

Banyule's future prosperity relies on maintaining and nurturing its unique social, environmental and economic system. While the purpose of this strategy is specifically to address the economic system this is viewed in isolation from the social and environmental elements.

This strategy outlines Banyule's present economic situation in order to identify those areas that must be addressed in order to achieve our vision – a vision that has been developed in close consultation with the local business community. The bulk of the strategy outlines the actions that Council intends to undertake in order to achieve that vision:

In partnership with the local community, Banyule City Council will play a key role in facilitating a thriving and sustainable local economy that contributes positively to the overall enhancement of Banyule's natural environment and quality of life for its community.

Achieving the vision – Council's role

Council recognises that it is just one of many key stakeholders in the local economy but has a strong desire to be a key player in achieving a thriving and sustainable economy. The purpose of this strategy is to clearly outline what Council's contribution to this vision will be.

In preparing the 'Banyule Economic Development Strategy' Council has made a clear decision to build upon Banyule's competitive advantages, namely its very 'livable' environment, its strong network of retail and

business services, its well established infrastructure, and its rich and unique cultural and natural heritage. In order to achieve this Council has identified 10 key action areas as follows:

- 1 Providing leadership to the Banyule's business community.
- 2 Taking a whole-of-Council approach.
- 3 Continuing with our successful work in strip shopping centres and industrial estates.
- 4 Providing information services to business.
- 5 Streamlining approvals for appropriate new development.
- 6 Providing better infrastructure in commercial precincts and industrial estates.
- 7 Networking with our partners in economic development.
- 8 Facilitating business development and employment growth.
- 9 Marketing our work in economic development and the local economy.
- 10 Monitoring economic changes and reviewing our future directions.



2. Introduction

2.1 Why have an economic development strategy

Banyule is a relatively affluent municipality when compared with the northern region's population. Household incomes are generally higher and the unemployment level is the lowest in the region. The municipality is also in a location that is relatively attractive for investment due to its close proximity to the Melbourne Central Business District, Melbourne airport, and the Eastern Freeway and the presence of the future outer Western Ring Road.

The combined effect of such affluence and business attractiveness is reflected in the increasing number of jobs, non-residential investment levels and development applications. Between 1996-97 and 1997-98 total investment in Banyule more than doubled to almost \$15 million and planning permits were issued last financial year for over \$13 million dollars worth of new development for projects valued above \$250,000.

Council is conscious of the effect that its decision making may be having on the local economy and clearly has an important role to play in assisting in the overall management of the local economy. To ensure that Council actions are co-ordinated and directed towards a common goal of desired economic outcome, there is a need to develop a Banyule Economic Development Strategy in partnership with the local business community.

The particular focus of such a strategy will be to engender a strong spirit of business understanding within Council, to support and encourage appropriate business activity, and to help create a positive business environment in order to provide sustainable employment opportunities within Banyule.

2.2 Framework

Banyule's City Plan 1999-2002 states that Council will:

- ▶ Promote economic development consistent with community needs and the distinctive character of Banyule.
- ▶ Maximise investment and employment opportunities.
- ▶ Maximise local and regional employment opportunities.
- ▶ Maximise the natural advantage of the Yarra Valley and the history and heritage of Banyule.

Within this framework Council has already successfully implemented a number of initiatives including:

- ▶ Shopping Centre Enhancement Program
- ▶ Development of Business Plans for the following Shopping Centres:
 - ▷ Eaglemont ▷ Lower Plenty
 - ▷ East Ivanhoe ▷ The Mall
 - ▷ Greensborough ▷ Montmorency
 - ▷ Heidelberg ▷ Watsonia
 - ▷ Ivanhoe

(These plans detail five-year strategies to assist in the long-term economic viability of these precincts.)
- ▶ Development of a Business Plan for the West Heidelberg Industrial Estate
- ▶ Draft Banyule Business Directory
- ▶ Background Paper to Banyule Employment Strategy
- ▶ Regional Tourism Development Plan
- ▶ Active involvement in State Government initiatives such as the Melbourne Import Replacement Expo, Business Growth Initiative Project, National Mainstreet Conference, and Regional Tourism

Marketing Board (Valley of the Arts Regional Tourism Association).

As Banyule's economic development work program continues to expand it has become increasingly important to establish a definitive framework to link existing economic development activities, to review current activities, and to ensure that there are clear directions for any future additional activities.

2.3 Methodology

Background research has been undertaken in the form of an Economic and Transportation Profile initially prepared in September 1996 and updated for the purposes of this project. The preparation of a background paper for the purpose of developing an Employment Strategy has also provided valuable data.

In order to ensure that Council establishes an economic development strategy that addresses both the needs and wants of Banyule's business community (its customers) whilst also developing a 'corporate' understanding and direction for Council's commitment to economic development, seven workshops were held with Council and key external stakeholders. Each of these workshops undertook an analysis of the strengths, weaknesses, opportunities and threats (SWOT) of the various key business sectors or Council services as they applied to Banyule's economy, reviewed opportunities for strengthening the respective areas, and developed new initiatives and Council priorities.

In recognition of Council's desire to work in partnership with the business community, a broadly based Economic Development Steering Committee was then established in order to assist Council in the final preparation of the Economic Development Strategy. Two business representatives were sought from five key business sector groups (namely retail, industrial/manufacturing, health, business services/property/finance, and home based

businesses) and included a small and medium/large operation in most instances.

The following members formed the Banyule Economic Development Steering Committee:

Member	Industry
John Payne	Retail
Denis Lubinas	Retail
Ian Prince	Retail
Robert Barber	Manufacturing
John Grisold	Manufacturing
David Meggs	Business Services
Marika Giaveris	Business Services
John Morgan	Business Services
Andrew Tsindos	Health Services
Leanne Laidler	Health Services
Hermina Burnett	Home-Based Business
Peter Brown	Home-Based Business
Cr John Schluter	
Cr Merryn Gibson	

Valuable contributions were also made by
Gordon Hollands Eastern Energy
Bruce Neish Small Business Victoria

On the basis of the background research and the information gathered from the workshops a 'snapshot' of Banyule's economy has been prepared (refer Section 8). This snapshot enabled the Steering Committee to develop a vision statement for Banyule's economy, clearly define Council's role in achieving that vision, and to develop a series of actions and priorities in order to undertake this role.

The assistance of those who attended the workshops and the Economic Development Steering Committee members in preparing this strategy is gratefully acknowledged.

2.4 Acknowledgment

The assistance of the business representatives on the Banyule Economic Development Strategy Committee is gratefully acknowledged. Their valuable time and input has contributed to the development of a strategy that is both practical and relevant to the local business community.





3. The future vision for Banyule

- where we want to be

The vision statement for Banyule outlined in Banyule's City Plan 1999-2002 is:

Banyule will be regarded as a City offering a range of quality lifestyles in an urban setting enhanced by the natural environment and served by an efficient and committed Council.

Banyule's Economic Development Strategy builds on this vision and aims to create an economy that will look as follows:

The Banyule economy will be thriving and sustainable. The diverse range of existing and new businesses throughout the municipality will generate increased growth and wealth, resulting in improved well being for both the local business community and the citizens of Banyule. Infrastructure will also be provided in a sustainable way that doesn't draw unduly on Council or State Government resources.

Banyule's economic development will complement and enhance the distinctive environmental and cultural features of the municipality. The City's very livable environment with its attractive and distinctive environmental features will be an important asset in retaining existing businesses in the municipality, and in attracting new enterprises. The economy of Banyule will capitalise on the increasing expenditure by the wider community on leisure, entertainment, and cultural activities.

Banyule will sustain over 6,000 businesses and 35,000 jobs. There will be enhanced employment opportunities.

Banyule will develop a stronger business mix. More businesses from the growth areas of the economy such as communications and business services will be attracted to the municipality. Key gaps in the provision of goods and services will be filled. More specialist businesses, drawing clients and customers from a wider area, will be established. Shopping and commercial precincts will develop a more pronounced niche role.

Banyule will be an important place for innovative businesses to establish and grow. There will be increased business vibrancy throughout the municipality as new high technology enterprises and value-adding businesses are attracted to the City. Banyule will be a magnet for knowledge-based industries that capitalise on the significant intellectual resources of its residents and workers, and related business expertise and experience in the community.

There will be increased growth in the service sector of Banyule's economy. There will continue to be a diverse range of small businesses providing finance, property and other business services such as publishing, consulting and advisory services related to information technology.

There will be a growing health services sector. There will be centres of excellence at Warringal Private, Diamond Valley Mercy Hospital and the new Austin and Repatriation Medical Centre and the Mercy Hospital for Women - which will be a world class, multi-function facility. A range of ancillary facilities will provide specialist services in conjunction with these hospitals.

More acute health care will be provided with a stronger community focus. The emphasis will be on a more flexible delivery system with a greater focus on the use of technology. There

will be greater home management of diseases and less reliance on medical institutions.

With the ageing of the Banyule community, increasing numbers of older residents will be working harder to sustain good health and to achieve greater fulfilment from their lives. At the same, however, there will be a greater demand for aged care facilities such as those provided by retirement villages. There will be increasing demand for Banyule's education and recreation facilities.

Banyule will have a distinctive retail sector located in the 40 or so strip shopping centres located around the municipality. Greensborough, Heidelberg and Ivanhoe will be the major activity centres, but there will be a multitude of vibrant neighbourhood centres providing both convenience and specialist goods and services to local communities. These centres will provide an important community focus. The aim in all centres will be to maintain an attractive, comfortable and safe environment where businesses provide good products and superior customer service.

There will be an important industrial sector in the City focusing on the West Heidelberg Industrial Estate, Bundoora (The Concord), and the Greensborough (Para Road) area. In response to increasing globalisation, several manufacturing operations will be achieving world best practice and there will be increased involvement by all operators in export markets.

A growing home-based business sector will continue to evolve because of Banyule's attractive environment and strategic location in the metropolitan area and the increasing tendency of large companies to outsource work to home-based businesses. Many small companies will operate from home and will be significant users of new technologies in their business.

A range of educational experiences will be provided from schools, colleges and universities within or immediately adjacent to the municipality. There will be stronger links between these educational organisations and businesses in Banyule to provide more jobs for Banyule residents. With the ageing of Banyule's population, there will be increased educational and training opportunities for the mature aged persons, both in schools and at home. Mature aged residents will be encouraged to share their vocational experiences with Banyule's youth.

Banyule will build on its rich and unique arts and natural heritage and together with its municipal neighbours, will jointly market Banyule and surrounding areas as a destination, which offers a unique experience in both the arts and the natural environment.

In order to assist in the attainment of such an economy Council has clearly outlined its role through its Economic Development Strategy. The vision for Council's Economic Development Strategy is:

In partnership with the local community, Banyule City Council will play a key role in facilitating a thriving and sustainable local economy that contributes positively to the overall enhancement of Banyule's natural environment and quality of life for its community.





4. Making it happen

- commitment from the key stakeholders

In achieving the future vision for Banyule, Council acknowledges that the complexity of this task will also be affected by the level of commitment from the key stakeholders being:

- ▶ Business Community
- ▶ Commercial and Industrial landowners
- ▶ Banyule City Council
- ▶ Residents
- ▶ State Government
- ▶ Federal Government
- ▶ Regional Economic Development Organisations
- ▶ Neighbouring municipalities

Council has indicated its commitment to a thriving and sustainable local economy broadly through the Banyule City Plan 1999–2002 and now also in a detailed manner through this Economic Development Strategy.

The Banyule Economic Development Strategy consolidates Council's commitment to economic development and lists the actions required to strengthen its partnership role with the other key players. This is expressed under the following headings:

- ▶ Providing leadership to the Banyule's business community.
- ▶ Taking a whole-of-Council approach.
- ▶ Continuing with our successful work in strip shopping centres and industrial estates.
- ▶ Providing information services to business.
- ▶ Streamlining approvals for appropriate new development.
- ▶ Providing better infrastructure in commercial precincts and industrial estates.
- ▶ Networking with our partners in economic development.
- ▶ Facilitating business development and employment growth.
- ▶ Marketing our work in economic development and the local economy.
- ▶ Monitoring economic changes and reviewing our future directions.



5. Action strategies

The following action strategies provide a realistic and workable framework for Council to move forward with its Economic Development Strategy over the next five years.

5.1 Leadership and whole-of-council approach

Context

For Banyule Council to be effective in economic development it must provide strong leadership and have support from all sections of Council's organisation. Such leadership has to recognise that the health and vitality of Banyule's economy is strongly influenced by the degree to which there is local leadership, drawn from both the private and public sectors. Council must therefore provide both leadership as a key public player and develop strong alliances and partnerships with key private sector players.

"... the most potent response (for improving regional economic performance) will be locally derived and driven, with an organisation that is able to provide and support local leadership resources most likely to experience success and deliver employment growth and sustainable improvement in the overall quality of life for the community it serves."

(Lead Local Compete Global, McKinsey & Company, Commonwealth of Australia, 1994, page 8)

Aims

- ▶ To strengthen Council's leadership role in economic development and to understand the correlation between Council's leadership and the success of the Economic Development Strategy.
- ▶ To involve all departments of Council in the development of appropriate strategies and to secure their involvement in the implementation of those strategies.
- ▶ To ensure that all departments of Council have an understanding of the local business community's needs and the specific role and impact that their individual departments have on the local economy.
- ▶ To improve business accessibility to and communication with Council and Council services.
- ▶ To provide a personal approach at Council to respond effectively to business requests

Key actions

Leadership and whole-of-Council approach

Action	Target completion date	Responsibility	Council budget estimates	Measure
5.1.1 Develop a corporate image in support of economic development with a strong public face	Ongoing	Whole-of-Council	▲ Outlined under the measures in subsequent sections of the strategy ▲ Staff time	▲ Number of guest speaker presentations at relevant industry meetings and local business associations by both Councillors and senior Council officers ▲ Number of feature articles in Council, local press and relevant publications ▲ Response to requests to address issues raised by the business community ▲ Increased awareness of Council's services via customer satisfaction survey
5.1.2 Maintain an Economic Development section as a key first point of contact at Council for business	Ongoing	City Development	Already included in City Development operational budget	▲ Number of inquiries received ▲ Customer satisfaction survey
5.1.3 Discuss with and involve in the development, education and delivery of the actions outlined in this strategy: ▲ Strategic and Economic Development ▲ Development Services ▲ Administration and Laws ▲ Customer Service ▲ Communications ▲ IT ▲ Financial Services ▲ Health and Aged Services ▲ Youth and Family Services ▲ Leisure, Recreation and Cultural Services ▲ Operations ▲ Construction ▲ Parks and Buildings	▲ June 1999 discussions ▲ Sept 1999 commitment to priorities ▲ Oct 1999 ongoing implementation	Whole-of-Council	▲ Outlined under the measures in subsequent sections of the strategy ▲ Staff time	▲ Demonstrated delivery of actions by each area of Council ▲ Number of inquiries/compliments received ▲ Customer satisfaction survey



5.2 Continuation of council's successful work in strip shopping centres and industrial estates

Aims

- ▶ To continue to support existing marketing and business development programs in Banyule's strip shopping centres and industrial estates.
- ▶ In response to centre requests, to facilitate business planning and improvements in other centres.
- ▶ To provide ongoing new infrastructure and maintenance works according to agreed standards.

Context

For several years, Council has been actively involved in the revitalisation of Banyule's strip shopping centres and the West Heidelberg Industrial Estate. Business plans have been prepared for ten commercial precincts. Marketing and business development programs, funded by special rate schemes and matching Council funds, have been established in all of these centres.

Typically Council allocates approximately \$1 million under Council's New Works and Services budget on an annual basis to undertake special projects like the Main Street Greensborough redesign and the Heidelberg Central powerline relocation project. This work has also included an annual budget allocation towards a 5-year \$1 million works program for traffic and car parking improvements in the West Heidelberg Industrial Estate which is currently in its third year.

A sizeable portion of Council's budget allocation outlined above is also directed towards implementing its Shopping Centre Enhancement Program. This program provides funding for the preparation of centre business plans, marketing and promotions, streetscape improvements, business development training programs and seminars, and the development of long term self-funding schemes.

Banyule's achievements in its commercial precincts were recently showcased at the 3rd National Mainstreet Conference in Melbourne in April 1999.

Key actions

Continuation of Council's successful work in strip shopping centres and industrial estates

Action	Target completion date	Responsibility	Council budget estimates	Measure
5.2.1 Continue to provide Council's Shopping Centre Enhancement Program	<ul style="list-style-type: none"> ► Aug 1999 ► Ongoing 	Strategic and Economic Development	\$200,000 (Provided in 1999/2000 new works and services budget. Requires ongoing expression of interest application for future years.)	<ul style="list-style-type: none"> ► Funding allocated ► Number of applications received vs. funding allocated ► Applications implemented and completed
5.2.2 Encourage the business association in each centre with an approved program to: <ul style="list-style-type: none"> ► implement adopted business plan ► facilitate a stronger business mix by actively attracting businesses that are able to fill identified gaps in the existing service delivery ► develop and market a niche role for each centre ► organise appropriate centre management ► market themselves and provide information to centre traders ► organise business development training programs and business seminars ► work with the regional tourism association on regional marketing initiatives where appropriate 	Ongoing	<ul style="list-style-type: none"> ► Business association, chamber of commerce or committee in each centre ► Assistance from relevant Council departments 	\$495,150 matched \$1 for \$1 funding for all Special Rate/Charge Schemes created to implement adopted Business Plans. (Provided in 1999/2000 new works and services budget. Requires ongoing expression of interest application for future years.)	<ul style="list-style-type: none"> ► Funding allocated ► Business Plan actions implemented ► Evaluation report findings (refer next action)
5.2.3 Develop a detailed annual evaluation reporting system for each centre to measure the level of success of each program	Dec 1999	Strategic and Economic Development	Staff time	<ul style="list-style-type: none"> ► Evaluation report produced ► Report completed by each centre annually
5.2.4 On request from the business community in each centre, provide funds for the preparation and review of business plans	2000/2001	<ul style="list-style-type: none"> ► Business association, chamber of commerce or development committee in each centre ► Strategic and Economic Development 	Subject to annual expression of interest application for Shopping Centre Enhancement Program funding	<ul style="list-style-type: none"> ► Requests received vs. funding allocated ► Number of business plans produced vs. requests received ► Number business plans reviewed vs. requests received





5.3 Information services to business

Context

The Banyule business community wants information to:

- ▶ Understand the changing socio-economic characteristics of the municipality as well as broader economic and employment trends;
- ▶ Be aware of Council, State and Federal Government policies and programs;
- ▶ Know more about the mix of businesses in Banyule;
- ▶ Keep up to date with new business initiatives; and
- ▶ Make good business decisions.

Information services are considered by business to be a key part of the Economic Development Strategy.

Aims

- ▶ To provide a comprehensive range of information services, particularly those linked to the Internet and computer technology.
- ▶ To involve several different parts of Council in both the organisation and delivery of information services to business.



Key actions

Information services to business

Action	Target completion date	Responsibility	Council budget estimates	Measure
5.3.3.1 Prepare a Banyule Business Directory with an electronic business database and make it available to all households and businesses in the municipality	Aug 1999	Strategic and Economic Development	\$20,000 funded in 1999/2000 budget	▲ Number of directories sold ▲ Income generated from sale ▲ Customer feedback
5.3.3.2 Develop a distinctive Council website with a special section on economic development	Aug 1999	Communications	Included in \$35,000 provided in 1998/99 budget to develop site and annual \$18,000 maintenance costs in operational budget provided	Number of hits to economic development page
5.3.3.3 Collect and analyse key statistical data, relevant to business, from the Australian Bureau of Statistics, Small Business Victoria, and academic and research institutions	▲ Dec 1999 ▲ Ongoing	Strategic and Economic Development	▲ \$1,000 pa for data included in operational budget ▲ Staff time	▲ Documents produced and available to the public ▲ Number of requests for data received
5.3.3.4 Develop a regional arts/tourism database to be linked to Banyule's web site and business directory	June 2000	▲ Leisure, Recreation and Cultural Services ▲ Strategic and Economic Development ▲ Communications	Part \$40,000 allocated 1999/2000 under new works and services for regional tourism activities	▲ Number of hits to tourism database ▲ Number of inquiries generated
5.3.3.5 Prepare short profile documents (fact sheets) on: ▲ Banyule's socio-demographic situation and changing trends ▲ Key economic sectors in Banyule such as property, finance and business services, retail, health and home-based businesses, with an indication of expected changes in those sectors in the coming years ▲ Annual State of the (Banyule) Economy	▲ July 2000 ▲ Ongoing	Strategic and Economic Development	\$5,000 (subject to expression of interest application for 2000/01 new works and services budget for printing costs)	▲ Documents produced and available to the public ▲ Number of requests for fact sheets received



Action	Target completion date	Responsibility	Council budget estimates	Measure
5.3.6 Establish a Council Business Resource facility offering: <ul style="list-style-type: none"> ▶ Relevant statistical reports organised by Council ▶ Profiles on the Banyule community and key economic sectors ▶ A "First Place" outpost of information and other services organised by Small Business Victoria ▶ Employment information organised by Employment Victoria and local employment service providers ▶ Relevant information on available Council services 	July 2000	Strategic and Economic Development	Detailed costs to be developed as part of expressions of interest application for 2000/01 new works and services budget (estimated \$10,000 for computer outpost, software licensing, display boards and furniture)	<ul style="list-style-type: none"> ▶ Access to facility ▶ Availability of resources ▶ Number of customers ▶ Customers satisfaction survey and feedback
5.3.7 Provide an information kit for new businesses in Banyule, drawing on the material in the resource facility	July 2000	<ul style="list-style-type: none"> ▶ Strategic and Economic Development ▶ Communications 	<ul style="list-style-type: none"> ▶ Part of the above ▶ \$1,000 printing costs to be sought as part of expressions of interest application for 2000/01 new works and services budget ▶ Staff time 	<ul style="list-style-type: none"> ▶ Number of new business identified ▶ Time taken for kit to be provided ▶ Number of kits provided ▶ Number of inquiries resulting from kit
5.3.8 Provide, at Council Customer Service Centres, an information referral service for business, based on a documented list of relevant organisations and the services and information that each can provide, as outlined in the Banyule Business Directory	Ongoing from Aug 1999	Customer Service	Staff time	Number of inquiries received
5.3.9 Provide, in the Banyule Banner, a regular feature page on topical economic development issues and initiatives being pursued by Council	Ongoing	<ul style="list-style-type: none"> ▶ Strategic and Economic Development ▶ Communications 	Staff time (included in annual Banyule Banner budget allocation)	Number of features appearing
5.3.10 Provide a quarterly Banyule Business Bulletin including information on Council initiatives, business events, and new business services	Commencing in Dec 1999	<ul style="list-style-type: none"> ▶ Strategic and Economic Development ▶ Communications 	\$32,000 per annum (Provided in 1999/2000 new works and services budget. Requires ongoing expression of interest application for future years.)	<ul style="list-style-type: none"> ▶ Documents produced ▶ Distribution (time and coverage) ▶ Number of inquiries resulting from the bulletin ▶ Customer satisfaction survey and feedback



5.4 Better infrastructure and maintenance in commercial centres and industrial estates

Context

For many businesses, contact with Council and perception of Council's performance are linked to its delivery of basic services – rubbish collection, street and footpath cleaning, maintenance of parks and gardens, and new streetscape works.

High standards in this area are critical to sustain Banyule's distinctive environmental features which are considered by the business community to be an important asset in retaining existing businesses in the municipality, and in attracting new enterprises.

Aims

- ▶ To ensure that infrastructure and maintenance activities are undertaken in accordance with performance standards agreed to in partnership with the community and Council.
- ▶ To achieve high standards in accordance with those agreed standards, and to continuously strive for better service delivery.
- ▶ To maintain continuous dialogue with stakeholders regarding Council's practices.
- ▶ To build on current practices and continue to provide better infrastructure in commercial centres and industrial estates.

Key actions

Better infrastructure and maintenance in commercial centres and industrial estates

Action	Target completion date	Responsibility	Council budget estimates	Measure
5.4.1 Review maintenance standards for existing infrastructure in commercial centres and industrial estates, in partnership with the business community, and establish an agreed set of new standards that are publicly available	Oct 1999	<ul style="list-style-type: none"> Construction Operations Parks and Buildings Strategic and Economic Development Business associations and representatives 	Staff time	<ul style="list-style-type: none"> Community consultation held Agreed standards developed Document published
5.4.2 Progressively implement the agreed new maintenance standards in existing commercial centres and industrial estates	Ongoing from Jan 1999	<ul style="list-style-type: none"> Construction Operations Parks and Buildings 	City works budget (New standards may require alteration to current contracts and therefore be subject to Council approval)	<ul style="list-style-type: none"> Number of new standards implemented Standard of work done Degree of acceptance of new standards implemented (customer satisfaction)
5.4.3 Inform the business community of these new standards using the business directory, website, information kits and Banyule Business Quarterly	Ongoing from Jan 1999	<ul style="list-style-type: none"> Strategic and Economic Development Communications 	Staff time (part of budget allocations for various communication media)	Provision of information in relevant media
5.4.4 Develop design guidelines, construction standards, and maintenance standards (Shopping Centre Style Manual) for new and future capital works projects in shopping centres	Aug–Sep 1999	<ul style="list-style-type: none"> Strategic and Economic Development Development Services Construction Parks and Buildings Operations 	<ul style="list-style-type: none"> Staff time \$20,000 provided as part of 1998/99 Shopping Centre Enhancement Program budget to prepar 	Document produced and implemented
5.4.5 Prepare, on request from the business community in centres that do not have business plans, streetscape master plans for centres	Ongoing in response to requests	<ul style="list-style-type: none"> Strategic and Economic Development Development Services Construction Parks and Buildings 	Costs to be included as part of Shopping Centre Enhancement Program budget allocation	Number of plans prepared and implemented vs. requests



Action	Target completion date	Responsibility	Council budget estimates	Measure
5.4.6 As part of all streetscape master plan preparation, identify opportunities to incorporate public and community artwork that reflects the character of the area	Ongoing	Leisure, Recreation and Cultural Services	Staff time	<ul style="list-style-type: none"> Number of opportunities identified Funding obtained Number of artwork projects undertaken
5.4.7 Progressively implement adopted streetscape master plans	Ongoing	<ul style="list-style-type: none"> Construction Parks and Buildings Contractors 	Budget allocations to be reviewed as part of annual new works and services budget process	<ul style="list-style-type: none"> Number of plans prepared vs. funding allocated to implement Meet key milestones of works program Standard of works completed
5.4.8 Identify and implement infrastructure which will support and enhance the development of a viable visitor and tourism sector in Banyule	Ongoing	<ul style="list-style-type: none"> Leisure, Recreation and Cultural Services Strategic and Economic Development Development Services Construction Contractors 	<ul style="list-style-type: none"> Staff time Capital works subject to expression of interest application as projects arise 	<ul style="list-style-type: none"> Number of initiatives identified vs. funding obtained Number of projects undertaken
5.4.9 Provide an annual statement of all major construction activities completed each year that support the local business community	June 2000	<ul style="list-style-type: none"> Construction Strategic and Economic Development 	Staff time (part of budget allocations for various communication media)	Document produced and available to the public
5.4.10 Provide information boards at all major construction sites in commercial precincts indicating costs, partnerships and project timelines — Banyule building better ...	Ongoing	Construction	Part costs of individual projects	Signs erected for each project



5.5 Streamlining of approvals for appropriate new development

Context

For businesses undergoing expansion and potential new investors in Banyule, Council's development approval process is critical.

These stakeholders in Banyule's future economic development insist on an expeditious process, which recognises the value that will be added to Banyule's economy from appropriate expansions or new development.

Aim

- To streamline the assessment process in the Development Services Unit for appropriate new development or expansions of existing business operations.



Key actions

Streamlining of approvals for appropriate new development

Action	Target completion date	Responsibility	Council budget estimates	Measure
5.5.1 Develop a separate basket for processing commercial and industrial development applications	Aug 1999	Development Services	Staff time	New procedure put in place
5.5.2 Develop a checklist for applicants outlining information to be provided in their applications and explain to all applicants the correlation between all information being provided and faster decision making process	Aug 1999	Development Services	Staff time	<ul style="list-style-type: none"> ▲ Checklists developed and available ▲ Number of applications providing completed checklist
5.5.3 In order to reduce current timelines in assessing applications, develop a series of decision-making benchmarks for planners to streamline the decision process (e.g. all checklist information provided, no advertising necessary — decision in one week; or, all checklist information provided, advertising completed — decision in three weeks)	Dec 1999	Development Services	Staff time	<ul style="list-style-type: none"> ▲ Benchmarks developed ▲ Number of applications meeting benchmarks vs. those that don't ▲ Duration of application processing reduced
5.5.4 Maintain a specific contact officer in economic development to liaise with Development Services on all commercial and industrial development applications	Ongoing	Strategic and Economic Development	Staff time	<ul style="list-style-type: none"> ▲ Number of commercial and industrial applications referred to liaison officer ▲ Extent to which liaison officer's comments are supported
5.5.5 Establish project teams involving Strategic and Economic Development and Development Services for pre-application discussions on major projects	Ongoing	<ul style="list-style-type: none"> ▲ Development Services ▲ Strategic and Economic Development 	Staff time	<ul style="list-style-type: none"> ▲ Process developed ▲ Number of project team meetings held vs. number of major projects received ▲ Involvement of Strategic Economic Development in projects
5.5.6 Develop a monitoring system for all commercial and industrial development applications to develop a database detailing the nature, scale (cost, area and likely employment outcomes) and location of new development, and the processing time required	Aug 1999	<ul style="list-style-type: none"> ▲ Development Services ▲ Strategic and Economic Development 	Staff time	<ul style="list-style-type: none"> ▲ Number of database entries completed vs. number of commercial and industrial applications received ▲ Preparation of development update report ▲ Duration of application process ▲ Number of complaints

5.6 Networking and partnerships

Context

Banyule has over 6,000 businesses (including approximately 1,000 home based businesses). Most of these businesses are small businesses and are operating in increasingly competitive markets. They need networks to share information and gain access to other businesses, products and services that can reduce costs and maximise their performance. To this end, businesses in strip shopping centres and industrial estates are often part of trader associations and development committees.

There are also other associations such as the Northern Area Consultative Committee, Northlink, NIETL, Association of Development Executives of Victoria and Valley of the Arts Regional Tourism Association which are concerned about improving economic development prospects on a wider scale.

State Government departments offer a range of programs for businesses. Similarly, educational institutions are important with respect to their training programs for business, and the opportunities to link students to jobs in the Banyule community. Most, if not all of these organisations can also provide financial assistance by way of grants etc. to fund economic development initiatives in Banyule (i.e. StreetLIFE, Pride of Place, NACC programs etc.). These opportunities to 'tap' into alternative sources of funds must be explored. Council needs to develop partnerships with these organisations.

Aims

- To facilitate a range of networks and partnerships to enhance the total community effort towards greater economic development in the municipality.
- To seek alternative funding sources for various economic development initiatives as they arise.

Key actions

Networking and partnerships

Action	Target completion date	Responsibility	Council budget estimates	Measure
5.6.1 Facilitate the establishment of a Banyule business group to provide networking opportunities for business people in the municipality, with Council initially taking the lead role for 12 months	Ongoing from Sept 1999	<ul style="list-style-type: none"> ► CEO ► Director City Development ► Strategic and Economic Development 	<ul style="list-style-type: none"> ► \$1,000 for function expenses provided as part of operating budget ► Staff time 	<ul style="list-style-type: none"> ► Number of meetings held and level of participation of members ► Level of community involvement in the group ► Number of initiatives developed
5.6.2 Develop joint projects with the State Government's Small Business Victoria, Business Victoria, and Employment Victoria	Ongoing	Strategic and Economic Development	<ul style="list-style-type: none"> ► Staff time ► \$20,000 matched funding for StreetLIFE program provided as part of SCEP budget allocation ► Other funding subject to expression of interest application to Council's new works and services budget process as projects arise 	<ul style="list-style-type: none"> ► Number of relevant projects developed ► Funding obtained ► Extent of implementation



Action	Target completion date	Responsibility	Council budget estimates	Measure
5.6.3 Maintain connections with the Northern Area Consultative Committee, Northlink and the Northern Industry and Education Training Link, and become involved with projects as and when appropriate	Ongoing	Strategic and Economic Development	<ul style="list-style-type: none"> ► Staff time ► Project funding subject to expression of interest application as projects arise 	<ul style="list-style-type: none"> ► Number of relevant meetings held ► Funding obtained ► Number of projects developed and implemented
5.6.4 Continue Council's role as a member of the Yarra Pleny Riverlands Regional Tourism Association (Valley of the Arts Tourism Marketing Board) in implementing the Strategic Tourism Plan 1999/2004 and working with Tourism Victoria and the Melbourne Tourism and Marketing Board	Ongoing	<ul style="list-style-type: none"> ► Leisure, Recreation and Cultural Services ► Strategic and Economic Development 	<ul style="list-style-type: none"> ► \$40,000 regional tourism development and \$23,100 tourism strategy capital works provided as part of 1999/2000 new works and services budget ► Staff time 	<ul style="list-style-type: none"> ► Level of participation of committee members ► Funding obtained ► Achievement of key milestones in Strategic Tourism Plan 1999/2004
5.6.5 Continue involvement with organisations like Community Business Centres Victoria and the Association of Development Executives of Victoria (ADEV) to participate in statewide discussions about different approaches to, and solutions to, economic development problems	Ongoing	Strategic and Economic Development	<ul style="list-style-type: none"> ► \$1,000 provided for membership fees as part of operating budget ► Staff time 	<ul style="list-style-type: none"> ► Active membership (attendance at meetings) ► Number of initiatives relevant to Banyule businesses identified
5.6.6 Co-operate with adjoining municipalities in the development and implementation of relevant projects	Ongoing	Strategic and Economic Development	<ul style="list-style-type: none"> ► Staff time ► Project funding subject to expression of interest application as projects arise 	<ul style="list-style-type: none"> ► Attendance at meetings relevant to Banyule's economic development program ► Funding obtained ► Number of relevant projects developed ► Number of relevant projects undertaken
5.6.7 Identify other sources of income (i.e. grants) to undertake Banyule's economic development initiatives	Ongoing	<ul style="list-style-type: none"> ► Strategic and Economic Development ► Youth and Family Services ► Leisure, Recreation and Cultural Services ► Operations ► Parks and Buildings ► Construction 	Staff time	<ul style="list-style-type: none"> ► Number of grants applications made ► Number of grants received ► Projects implemented



5.7 Facilitation of business growth

Context

Unlike many municipalities on the fringe of metropolitan Melbourne that have 'green-field' opportunities for development, Banyule is an established area that contains limited sites for new development. Business growth will therefore primarily result from existing businesses and in-fill development rather than 'new' businesses associated with new development.

The focus of the Banyule Economic Development Strategy so far has been to support existing businesses to grow – working with what Banyule has as opposed to overtly attracting new business development. However, even in facilitating the retention of and growth in existing businesses that complement the natural environment of the municipality, new opportunities for new and emerging businesses will arise.

There is a desire among the business community in Banyule for the municipality to have a stronger business mix. More businesses from the growth areas of the economy such as communications and business services need to be attracted. Key gaps in the provision of goods and services need to be filled. More specialist businesses, drawing clients and customers from a wider area, need to be established. Shopping and commercial precincts need to develop a more pronounced niche role.

Access to information and communication technology is a critical factor for business growth and a significant driver of new markets and services. Relevant information technology infrastructure has to be available in order for emerging industries to locate in Banyule and for existing business to use these services. In order to ensure that Banyule is well placed to take advantage of new technologies Banyule City Council must facilitate the establishment of the necessary support infrastructure and take a lead 'innovator' role in implementing the use of information and communication services.

Aims

- ▶ To facilitate the attraction of new innovative businesses in Banyule which complement the natural environment of the municipality.
- ▶ To ensure that business mix is a key consideration in Business Plans prepared by Shopping Centres and Industrial Estates.
- ▶ To facilitate the introduction of appropriate support infrastructure to enable the provision of an effective information and communication network in Banyule.
- ▶ Take an active lead in the review of information and communications technology and to develop an E-commerce strategy for Council.



Key actions

Facilitation of business growth

Action	Target completion date	Responsibility	Council budget estimates	Measure
5.7.1 Assist business associations to attract businesses by: ▶ Maintaining a register of vacant sites provided by local business associations and making this available to businesses seeking to locate in the area ▶ Providing a list of businesses wanted provided by local business associations as part of the Banyule Business Directory (CD-ROM and website)	▶ Aug 2000 ▶ Ongoing	▶ Strategic and Economic Development ▶ Business associations ▶ Communications	▶ Included in the annual provision of funding to implement commercial and industrial business plans and to provide the Banyule Business Directory ▶ Matched funding sought from 1999/01 StreetLIFE grant program	▶ Vacant sites register developed ▶ Register updated monthly ▶ Number of enquiries for Council's vacant sites register and hits on website
5.7.2 As a means of small business incubation (using the vacant sites register) encourage the use of premises in small commercial centres that no longer have a strong retailing role, and on the periphery of larger centres, by home-based businesses seeking to take the next step in their business growth	▶ Jan 2000 ▶ Ongoing	▶ Strategic and Economic Development ▶ Development Services	▶ Staff time	▶ Number of inquiries from home-based businesses ▶ Vacancy rates
5.7.3 Market through brochures or advertisements the opportunities for innovative businesses from the growth areas of the economy (high-tech, knowledge-based) that complement Banyule's natural environmental characteristics	July 2000	▶ Strategic and Economic Development ▶ Communications	▶ \$5,000 subject to Expression of Interest application to Council's 2000/01 New Works and Services budget	▶ Number of inquiries at customer service centre ▶ Customer feedback ▶ Number of new businesses (ABS Business Register statistics and centre evaluation reports)
5.7.4 Develop an Information and Communications Technology Strategy for Banyule City Council which includes a review of the way in which e-commerce can be used in Council's service delivery and the best means through which Council can facilitate appropriate supporting infrastructure development	June 2000	▶ Director ▶ Organisational Development ▶ IT ▶ Communications ▶ Strategic and Economic Development	▶ Part of organisational development operational expenses ▶ Implementation funds subject to future expression of interest applications to Council's new works and services budget	▶ Strategy completed and adopted by Council ▶ Achievement of key milestones in strategy ▶ Increased availability of relevant support infrastructure

5.8 Improvement in employment

Context

Banyule generally has a low level of unemployment. However, there are significant pockets of unemployment in West Heidelberg, Bundoora, Greensborough and Montmorency. A significant proportion of unemployed persons in these areas are also youth.

Council is committed to developing an Employment Strategy to tackle these issues.

Aims

- ▶ To prepare an Employment Strategy for Banyule.
- ▶ To identify innovative and creative ways of linking development and employment in Banyule to the benefit of Banyule's residents.
- ▶ To increase the number of job opportunities in Banyule utilising the skills and resources of all sections of the local community.
- ▶ To assist in the reduction of unemployment in the northern and western precincts of the municipality by facilitating stronger links between employers and skill development providers with unemployed persons and persons vulnerable to unemployment in Banyule.
- ▶ To seek State and Federal Government grants to develop and implement employment initiatives.

Key actions

Improvement in employment

Action	Target completion date	Responsibility	Council budget estimates	Measure
5.8.1 Finalise the Banyule Employment Strategy	Dec 1999	▶ Strategic and Economic Development ▶ Youth and Family Services ▶ Leisure, Recreation and Cultural Services ▶ Director City Works	\$40,000 provided in 1998/99 and 1999/2000	▶ Initiatives developed relevant to findings of background report ▶ Employment Strategy adopted and implemented





5.9 Marketing

Context

It is not only important to address local economic development issues, but also to promote the ways Council is dealing with them and to increase the local community's awareness of Council's economic development services.

It also is important, in a competitive environment, to market Banyule's distinctive advantages.

Aims

- ▶ To market Banyule's competitive advantages to attract new investment.
- ▶ To promote Banyule's commitment to and achievements in, fostering appropriate economic development.
- ▶ To increase the business community's awareness of the services available from Council.
- ▶ To market local business events and promote widespread discussion of topical business issues.

Key actions

Marketing

Action	Target completion date	Responsibility	Council budget estimates	Measure
5.9.1 Sustain a distinctive economic development section on Council's website	▶ Aug 1999 ▶ Ongoing	▶ Strategic and Economic Development ▶ Communications	Staff time	▶ Resource availability ▶ Number of hits to website ▶ Customer feedback
5.9.2 Establish a Banyule Business Quarterly magazine that outlines Council's economic development activities and provides a platform for local businesses to profile themselves	▶ Dec 1999 ▶ Ongoing	▶ Strategic and Economic Development ▶ Communications	\$32,000 allocated 1999/2000 new works and services budget	▶ Magazines prepared and delivered on time ▶ Customer feedback
5.9.3 Provide, in the Banyule Banner, a regular feature page on topical economic development issues and initiatives being pursued by Council	▶ Dec 1999 ▶ Ongoing	▶ Strategic and Economic Development ▶ Communications	▶ Included in Banyule Banner budget ▶ Staff time	▶ Response to features ▶ Number of features per year



Action	Target completion date	Responsibility	Council budget estimates	Measure
5.9.4 Establish a monthly Banyule business feature in the local press to promote Council's commitment to economic development	▶ July 2000 ▶ Ongoing	▶ Strategic and Economic Development ▶ Communications	Subject to expression of interest application to annual new works and services budget process	▶ Monthly features provided and printed ▶ Response to feature
5.9.5 Develop a marketing brochure (also for use on Council's website) that promotes Banyule's quality of life assets and other competitive advantages to attract new business investment	▶ July 2000 ▶ Ongoing	▶ Strategic and Economic Development ▶ Communications	\$5,000 (subject to an expression of interest application to 2000/01 new works and services budget process)	▶ Brochure produced ▶ Response to brochure
5.9.6 Establish a distinctive economic development promotional display that can be shown at Council's various Customer Service Centres and special events	July 2000	▶ Strategic and Economic Development ▶ Communications ▶ Customer Service	\$5,000 (subject to an expression of interest application to 2000/01 new works and services budget process)	▶ Display in prominent area ▶ Quality of information ▶ Number of enquiries ▶ Customer feedback
5.9.7 Highlight Council achievements in economic development through promotional opportunities such as the National Mainstreet Conference	Ongoing	▶ Strategic and Economic Development ▶ Communications ▶ Leisure, Recreation and Cultural Services	Subject to expression of interest application to annual new works and services budget process as opportunities arise	▶ Funding allocated vs. number of promotional opportunities ▶ Level of media coverage ▶ Response to promotions
5.9.8 Promote Council's commitment to economic development through the development of a Banyule Business Week as a major event.	200/2001 (month to be confirmed as part of EO1 process)	▶ Strategic and Economic Development ▶ Leisure, Recreation and Cultural Services ▶ Communications	Detailed costs to be developed as part of expressions of interest application for 2000/01 new works and services budget (Estimate \$20,000)	▶ Detailed strategy developed ▶ Funding allocated ▶ Media coverage ▶ Level of involvement from business community ▶ Level of attendance ▶ Customer feedback
5.9.9 Market business events in Banyule's Events Calendar contained in the Community Calendar, Banyule Banner and Internet	▶ Aug 1999 ▶ Ongoing	Communications	▶ Included in calendar budget ▶ Staff time	▶ Number of available events listed ▶ Dates accurately listed



6. Implementation priorities

The key priorities in this strategy to be implemented within the next year are:

- ▶ To involve all departments outlined in the action areas in the development of a whole-of-Council action agenda for economic development projects.
- ▶ To continue with Council's successful work in strip shopping centres and industrial estates.
- ▶ To develop a specific package of information services to assist existing and prospective new businesses in Banyule including the Banyule Business Directory, an Economic Development Section on Council's Web site, a quarterly Banyule Business Bulletin, and statistical and business sector profiles.
- ▶ To develop through a joint project involving the City Works Directorate, Economic Development team and Centre Business Associations, an agreed set of maintenance standards in Banyule's commercial centres and industrial estates.
- ▶ To improve, through Council's Development Planning team, the processing of appropriate commercial and industrial development applications.
- ▶ Establishment of a Banyule Business Group, with Council taking the lead role initially.
- ▶ Completion of the Banyule Employment Strategy and implementation of the key Strategy recommendations.
- ▶ Marketing of Council's economic development initiatives through the Web page, local newspaper, *Banyule Banner*, and promotional brochures.



7. Monitoring and review

This Economic Development Strategy provides a framework of actions for five years. To remain relevant to constantly changing socio-demographic and business characteristics in the municipality and changing Council perspective, it is important to build into this Strategy an ongoing monitoring and review requirement.

Monitoring and evaluation also are important in ensuring that Banyule is perceived to be sustaining its competitive advantages for existing businesses and as a means of attracting new investment.

The measures outlined in the Strategy will provide the basis of an annual review and the means to monitor whether the Strategy is achieving its aims.

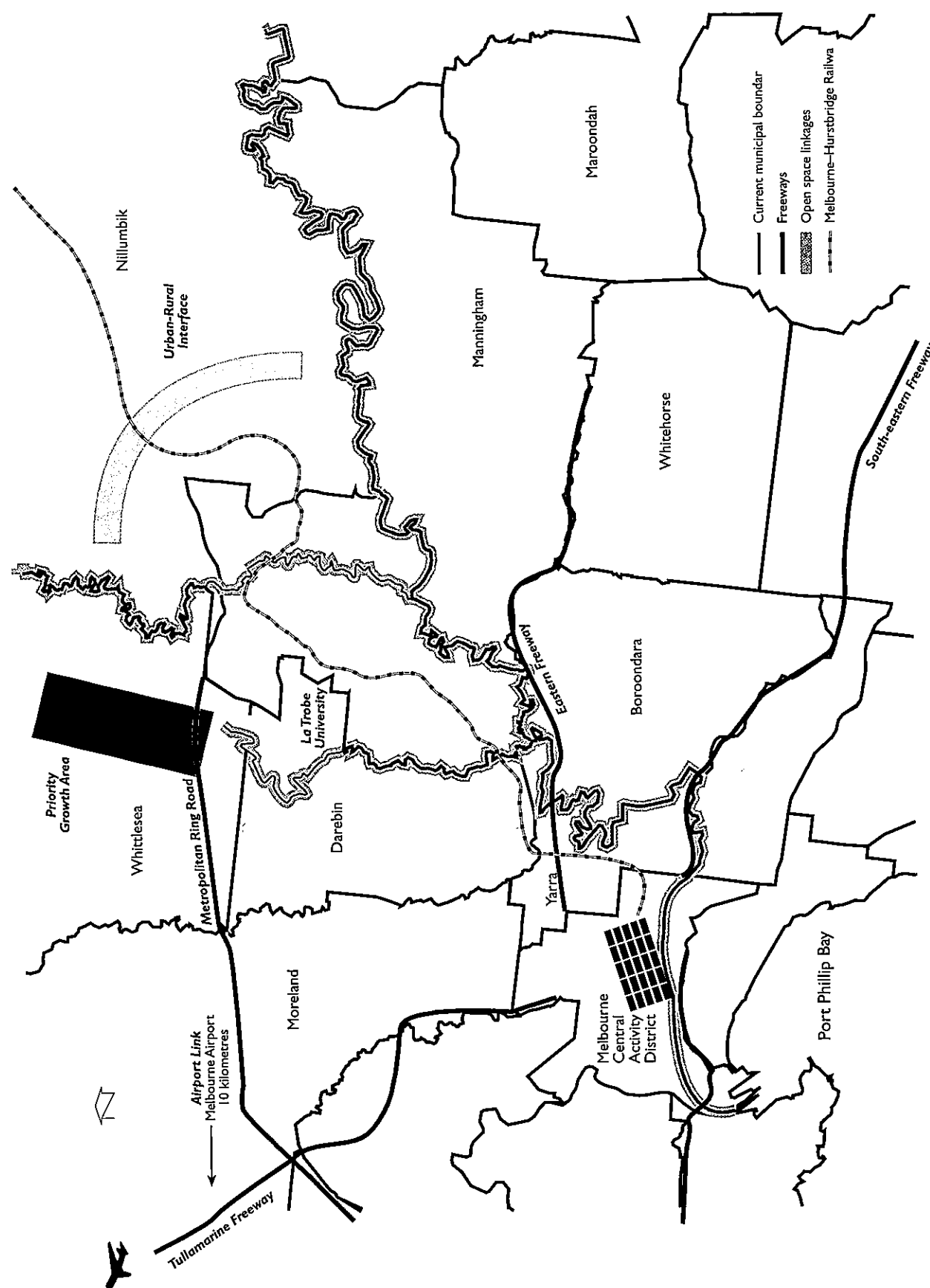
The key expected outcomes of this Strategy are:

- ▶ Effective delivery of the Council initiatives outlined in the Action Strategies of this document – on time and within budget;
- ▶ Improvement in business customer perceptions of Council's work in economic development;
- ▶ Increased business use of Council's information products and services;
- ▶ An increase in business establishments and employment in the municipality, particularly in the growth sectors of the economy;

- ▶ Retention of existing business in the municipality employing over 50 people;
- ▶ Reduction in the vacancy rates in commercial centres and industrial estates; and
- ▶ Reduction in youth unemployment in the municipality.



Map 1 Location



8. Banyule's economy in snapshot

8.1 Banyule in context

Banyule is located on the edge of the northern region of metropolitan Melbourne and is located between 7 and 22 kilometers north-east of central Melbourne. It is surrounded by the Cities of Darebin, Whittlesea, Nillumbik, Manningham and Boroondara (refer Map 1 – Location).

Banyule covers an area of approximately 63 square kilometres containing a diverse range of natural environments and commercial activity.

8.2 Banyule's population

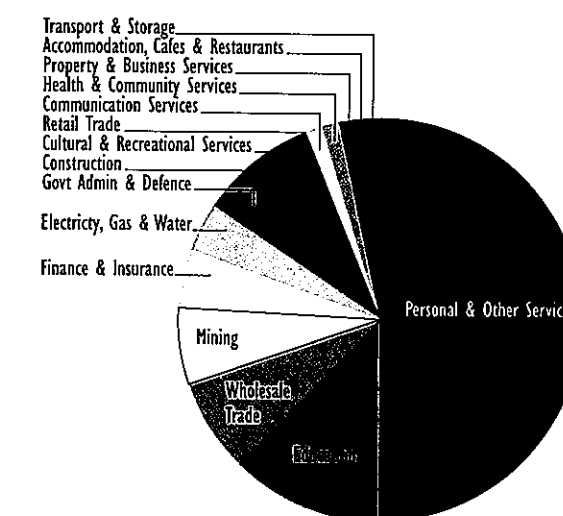
Banyule has an estimated resident population (ERP) of 118,309 people. (Source: Australian Bureau of Statistics, June 1995.)

Employment industry sectors

Five sectors account for almost 80 per cent of Banyule's resident workforce activity and for the most part closely correlate the structure of jobs available within the municipality. These sectors are:

- ▶ Health and Community Services (22 per cent)
- ▶ Wholesale and Retail Trade (19 per cent)
- ▶ Finance Property and Business Services (15.6 per cent)
- ▶ Manufacturing (13.2 per cent)
- ▶ Recreation and Personal Services (9.4 per cent)

Figure 1. Business profile 1996



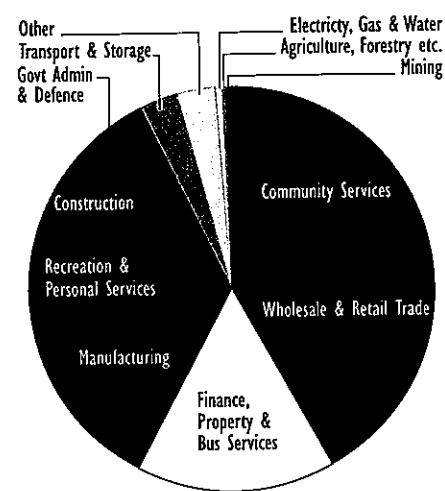
Occupation

Banyule's residents, while slightly under represented in managerial and administration positions compared to the MSD average (7.8 per cent versus 10.2 per cent) have significantly higher representation in relation to professional (22.4 per cent versus 14.4 per cent) and para professional (12.3 per cent versus 10.2 per cent) occupations. Indeed professionals make up the largest group of occupational activity.

Overall Banyule's workforce is made up of 42 per cent in the three managerial/professional occupations, 32 per cent in the three clerical occupations, and 24 per cent in the three trades/production and labourers occupations.



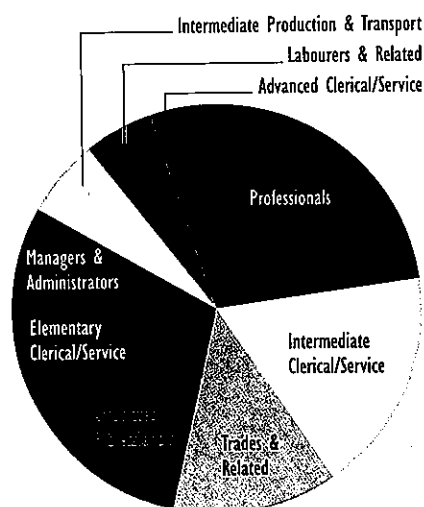
Figure 2. Resident workforce 1996



Education

The proportion of residents in Banyule holding qualifications, be they Bachelor or Higher Degree, undergraduate Diploma or vocational, is slightly higher, at 34 per cent, than the MSD average of 31 per cent. Generally Banyule has a highly skilled and educated workforce and current education participation levels are generally reflective of the MSD average. These figures do vary substantially throughout the municipality with distinct locational differences. Perhaps not surprisingly these differences correlate strongly with unemployment levels.

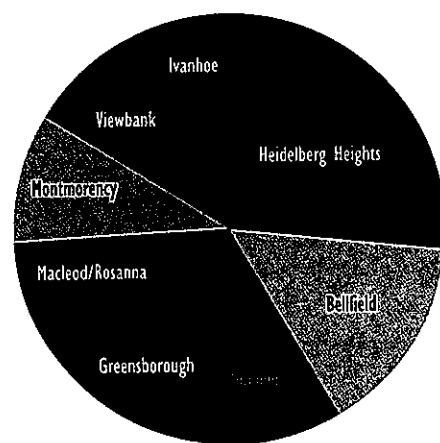
Figure 3. Resident qualifications 1996



Unemployment

Unemployment rates throughout Banyule are generally lower than the Metropolitan average at 6.9 per cent and have been on a slight downward trend over the past 12 months.

Figure 4. Unemployment by precinct 1999



A comparison of the unemployment rates across the 8 precincts of the municipality however, indicates that some areas of the municipality do not enjoy the low levels found in neighbouring precincts. This suggests that unemployment initiatives need to be considered on a geographical basis.

8.3 Banyule's job structure

Excluding home based businesses there are 35,411 jobs provided within 4,993 business establishments throughout the municipality and fortunately Banyule is considered a job growth area. (Source: Background Report for an Employment Strategy, J.A Grant & Associates, Dec. 98.)

A significant number of jobs are filled locally (an average of 38 per cent), while the remainder are filled by residents from neighbouring municipalities and from the northern and north-western suburbs.

Banyule's economy is supported by the presence of a strong network of 43 retail shopping centres, three industrial areas located in



Heidelberg West, Bundoora and Greensborough, and regional health facilities located at the Austin Repatriation Medical Centre (Austin and Repatriation Campuses), Heidelberg Repatriation Hospital, Diamond Valley Mercy Hospital and Warringal Private Hospital (refer Map 2 – Key economic nodes).

It is therefore, not surprising to find that jobs in Banyule are dominated by 3 major employment sectors:

The public and non-public health sectors including hospitals and health services (doctors of all types, dentists, nursing homes etc.) and education (both public and private);

Retail and related jobs in activity centres, including personal services (hair, beauty), business services (banks, insurance, business support), recreation, entertainment and hospitality; and

Industrial jobs, including manufacturing, transport, construction, warehousing, motor/vehicle sales service and repairs, etc.

Health services

Health is the largest employer in the municipality providing 8,583 jobs (30 per cent of all employment). There are approximately 667 establishments providing health and community services in Banyule.

Despite a general decline in the number of establishments in the health sector throughout the MSD, Banyule's health sector has enjoyed a growth period over the past 12 months.

Wholesale and retail

Retail is the second largest employer in the municipality providing 6,694 jobs (22 per cent of all employment). It is estimated that the 1,179 establishments providing retail services in Banyule generate a combined annual turnover of approximately \$700 million.

Growth in the number of establishments in this sector has been marginal over the past 12 months with the number of existing establishments in all types generally remaining static.

Manufacturing

Despite a decline in manufacturing, industrial activities remain an important source of local and regional employment providing 6,345 (21 per cent) of jobs. There are 324 businesses actively involved in manufacturing.

Overall there has been a decline in the number of establishments involved in manufacturing over the past 12 months and such decline has been consistent across all business types.

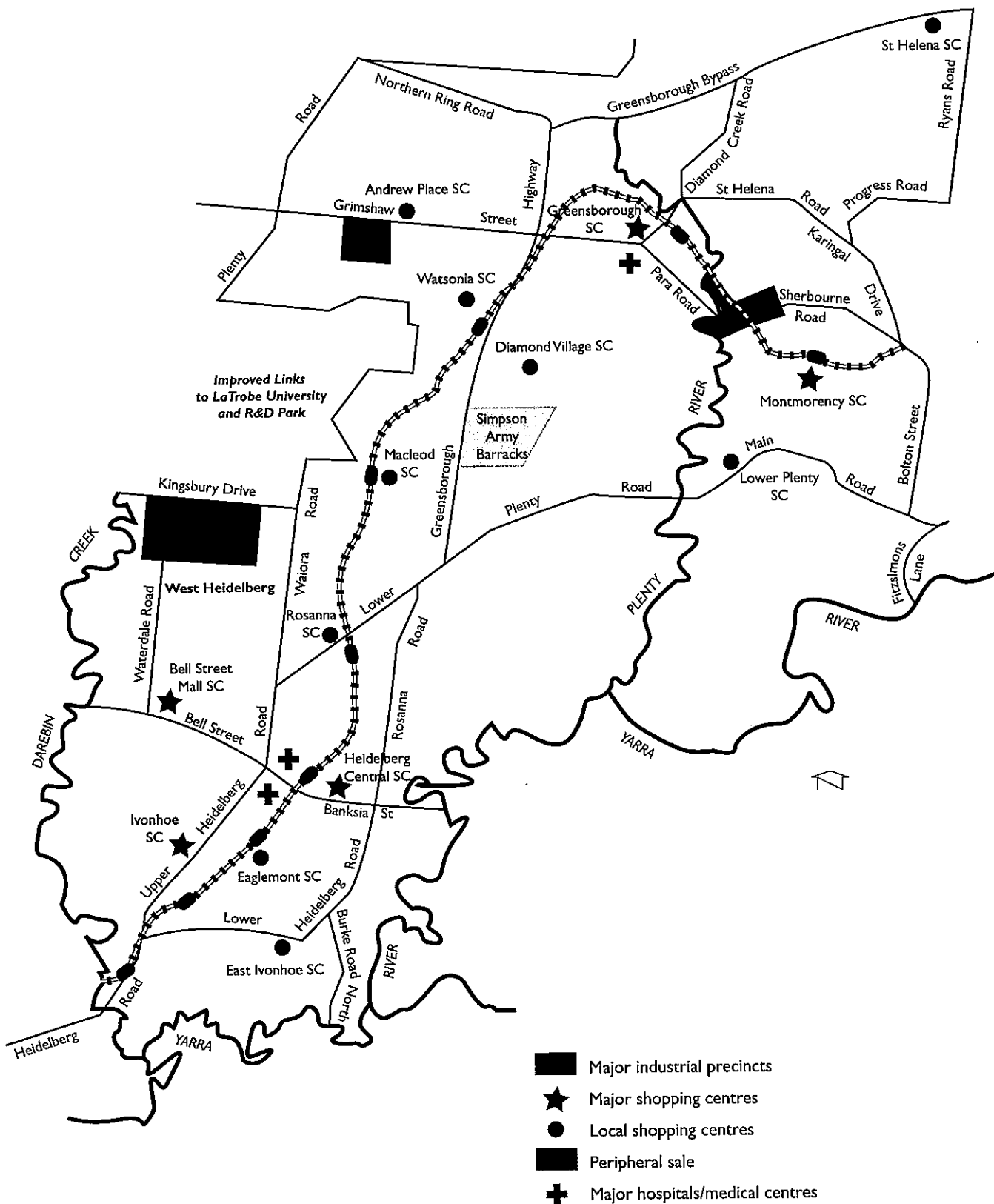
Property and business services

The fourth largest employer in the municipality and forecasted to continue its dramatic growth, this sector currently provides 3,426 (10.7 per cent) of jobs and has 1,194 businesses. Over 105 new businesses in this sector have commenced in the past 12 months.

Dominant business types

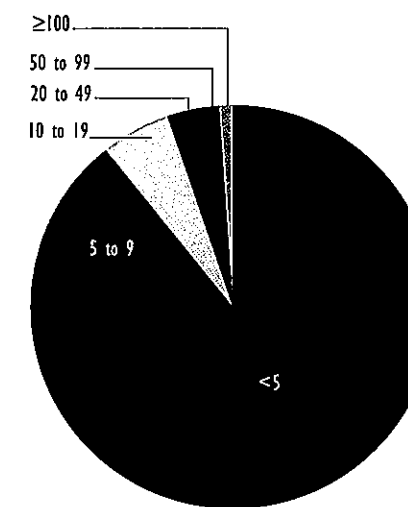
According to the ABS Business Register (1998), those business types containing more than 100 establishments in Banyule are:

- Business Management Services (192)
- General Practice Medical Services (174)
- Housing Construction (172)
- Computer Consultancy (164)
- Plumbing (146)
- Road Freight Transport (146)
- Consulting Engineers (127)
- Electrical Services (120)
- Accounting Services (120)
- Specialist Medical Services (100)
- These businesses account for 30 per cent of all businesses in Banyule.



Small business dominates Banyule's economy. Some 78 per cent of the city's businesses employ less than 5 workers. Only 2 per cent employ more than 50 people.

Figure 5. Business size by number of employees 1998



8.4 Business growth

Growth in business establishments in Banyule during the last 12 months is particularly pronounced in the areas of:

- ▶ Property and Business Services (notably in the areas of Consulting Engineering Services +22 per cent, Computer Consultancy Services +15 per cent, and Business Management Services +12 per cent);
- ▶ Health and Community Services (notably in the areas of General Practice Medical Services +5 per cent, Dental Services +10 per cent, and unspecified health services +21 per cent);
- ▶ Construction (notably in the areas of Electrical services +10 per cent, Residential and Non Residential Building Construction +43 and 33 per cent respectively); and

- Personal and Other Services (principally in the area of Interest Groups +82 per cent).

The most significant areas of decline have been in the number of manufacturing and education establishments, particularly in the areas of Primary (-38 per cent) and Secondary (-42 per cent) education. Decline in the manufacturing sector has been evenly distributed across all business types.

8.5 Community perceptions

SWOT analysis

The following analysis was undertaken as part of the workshop series and summarises the views of the participants.

Strengths

- ▶ Strong retail network that is well maintained, clean and bright, and generally supported by a good range of independent operators, community services, public transport, and affluent trade catchments.
- ▶ Central location within Melbourne.
- ▶ Good access to Melbourne airport.
- ▶ Clean, quiet, healthy living environment.
- ▶ Good educational facilities.
- ▶ Excellent recreational facilities (including 4 golf courses).
- ▶ Strong community spirit.
- ▶ Diverse and large customer base within the municipality for local businesses
- ▶ Highly skilled and educated resident workforce.
- ▶ Long-established public hospital system supported by a strong network of specialist service providers.
- ▶ Well-established infrastructure.
- ▶ Competitive Council rates (less than some neighbouring municipalities).



Weaknesses

- ▶ Some small retail centres no longer financially viable.
- ▶ Lack of a distinctive niche in some retail centres.
- ▶ Lack of outdoor dining facilities in commercial precincts.
- ▶ Limited opportunities for business expansion due to established nature of municipality.
- ▶ Traffic congestion along the north-south route through the municipality.
- ▶ Poor car parking management in commercial and industrial precincts.
- ▶ Lack of awareness and understanding of Council services and ability to assist business.
- ▶ Lack of Council credibility in business matters due to perceived low level of support for the business community and an unpreparedness to help businesses resolve problems.
- ▶ Lack of visibility of Councillors and staff among the business community
- ▶ Common perception that Council is more concerned with its residential community and in providing social services.
- ▶ Slow planning approval process and poor communication between Council departments.
- ▶ Poor image of industrial estates.
- ▶ Lack of export-based and import replacement industries.
- ▶ Uncertainty surrounding future of Austin and Repatriation Hospitals – fear of reduced level of service with new facility.
- ▶ Lack of maternity units.
- ▶ Poor telecommunications infrastructure.
- ▶ Lack of suitable accommodation facilities (hotel) for interstate and international visitors.
- ▶ Resistance by a lot of landowners to improve the appearance of their properties.
- ▶ Lack of developed visitor attractions.
- ▶ Limited regional and inter-municipal co-operation in marketing and business development.

Opportunities

- ▶ Further niching of some retail centres.
- ▶ Greater attention to providing attractive commercial precincts both in the public and private domain.
- ▶ Greater involvement of the community in directing the improvement of retail centres.
- ▶ Assistance to smaller centres in establishing appropriate business mixes.
- ▶ Better networking amongst business operators and the development of stronger and more pro-active trader/business groups.
- ▶ Stronger links and better communication between the business community and Council.
- ▶ More comprehensive use of Council information and marketing to draw attention to Council's new focus on economic development.
- ▶ Development of strategic alliances between Council and local tertiary institutions.
- ▶ Make better use of the services and assistance provided by State and Federal government.
- ▶ Improve the image of the industrial estates (higher development standards) and make greater use of underutilised land.
- ▶ Establish greater links with industrial activities and extensive hospital network.
- ▶ Streamlining development approvals.
- ▶ Build on the areas unique cultural and natural heritage.
- ▶ Work co-operatively with neighbouring Council's on marketing the region.



Threats

These were generally discussed in the context of either the weaknesses outlined above or in the event that identified opportunities are not realised. However, 3 issues (possible threats) considered to be facing business operators were:

- ▶ The new E-Commerce trading environment.
- ▶ The introduction of GST.

Interestingly the issue of 24-hour trading and the retail environment appeared no longer to be the threat that it was considered when first introduced. This past threat seems to be viewed more pragmatically as a management decision about when to operate.

Banyule's competitive advantages

These were generally discussed in the context of why existing businesses have chosen to locate in Banyule and why the area will continue to attract new businesses:

- ▶ Banyule has a very "livable" environment and is already attractive to many business types likely to grow.
- ▶ It has a large number of commercial activity centres providing a strong network of retail and business services which is supported by established infrastructure.
- ▶ It has a rich and unique cultural and natural heritage.
- ▶ It has a good, basic public transportation system.
- ▶ Road access to the west/north-west is set to improve dramatically with the completion of the Western Ring Road.
- ▶ It has an unemployment rate lower than the metropolitan average.
- ▶ A significant proportion of the resident workforce is highly skilled and educated.

- ▶ It already contains a large number of jobs in potential growth sectors, particularly in community, business and property services, and is experiencing growth in other areas expected to provide future employment opportunities, such as personal and recreational services.
- ▶ It is adjacent to La Trobe University and contains a wide range of educational facilities.
- ▶ Banyule has low general rates by comparison to other municipalities.



9. References

Banyule City Plan 1999–2001 (1998)

Banyule Municipal Strategic Statement (1997)

Background Report for an Employment Strategy – a report to the City of Banyule, J.A. Grant & Associates (December 1998)

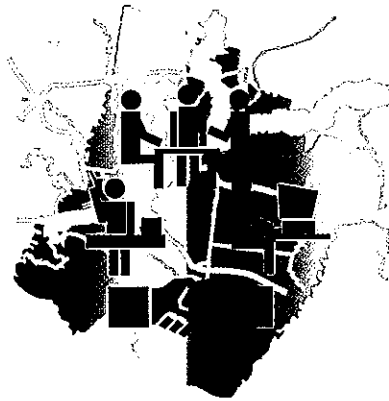
City of Banyule Economic and Transport Profile, J.A. Grant & Associates (September 1997)

City of Banyule Community and Housing Profile, J.A. Grant & Associates (August 1998)

Lead Local Compete Global, McKinsey & Company, Commonwealth of Australia (1994)

Rural and Regional Strategy, State Government of Victoria (June 1999)

Structural Change and the Medium Term Outlook, (Seminar Paper) National Institute of Economic and Industry Research/National Economics (October 1998)



Banyule
CITY COUNCIL