

The Banyule Story 2024–2025

Annual Report





Acknowledgement of the Traditional Custodians

Banyule City Council is proud to acknowledge the Wurundjeri Woi-wurrung people as Traditional Custodians of the land and we pay respect to all Aboriginal and Torres Strait Islander Elders, past, present and emerging, who have resided in the area and have been an integral part of the region's history.

Diversity statement

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

Welcome to the Banyule Story

Sharing our story

Banyule City Council is committed to transparent reporting. The Banyule Story 2024–2025 (the Banyule Story) is Council's Annual Report and one of the ways Council shares information about its performance and operations with the community.

This report meets the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*. It shows how Council is delivering on the Council Plan and working towards the long-term community vision.

The Banyule Story is presented in three separate documents:

- **Part 1: Report of Operations** – outlines Council's activities, achievements and governance
- **Part 2: Performance Statement** – reports on Council's audited service and financial performance against indicators
- **Part 3: Financial Report** – provides audited financial statements and notes

This document forms Part 1 of the Banyule Story and serves as the Report of Operations for 2024–25.

Banyule's Community Vision 2041

The [Banyule Community Vision 2041](#) (the Community Vision) sets out what matters most to the people of Banyule. It reflects the values, aspirations and priorities of those who live, work, study, visit or run a business in the municipality.

The vision was shaped through extensive community engagement. In 2021, more than 1,300 people shared their ideas, helping Council understand what is most important to them. A group of community members co-wrote the vision statement and identified six priority themes that reflect the community's goals. These themes were reviewed and updated in 2025 following further engagement.

The Community Vision guides Council's planning, policies and investment decisions.

Community Vision statement

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

Community Vision priority themes



Figure 1 | The six priority themes of the Banyule Community Vision 2041

Image: Smoking Ceremony at Malahang Festival, supporting cultural connection, cleansing the space and promoting wellbeing for all visitors

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Part 2: Performance Statement 2024–25

This is published as a separate document and is available online.

Part 3: Financial Report 2024–25

This is published as a separate document and is available online.

Introducing Banyule Council

Message from the Mayor and CEO



Figure 2 | Allison Beckwith, CEO and Cr Elizabeth Nealy, Mayor

We are proud to serve a community that is connected, inclusive and actively shaping its future. The 2024–25 Banyule Story reflects the collective efforts of Council, residents, local business and community organisations to build a municipality where everyone can thrive – socially, culturally, economically and environmentally.

There have been many achievements across all six Banyule Plan priority themes.

Our Inclusive and Connected Community

The wellbeing of our community remained at the centre of everything we do.

A third of Banyule's 130,000+ residents reported living with a long-term health condition. Council advanced a broad range of health and wellbeing initiatives, including support for carers in our community. We also developed a new Active Banyule Plan for staying healthy and connected at all stages of life.

The Maternal and Child Health service continued to support Banyule families, helping them provide the best start in life for their children. Our MCH nurses conducted more than 1,300 home visits, 1,800 family violence screening tests, 560 specialist lactation appointments and 800 toddler eye tests. Council's MCH and immunisation services delivered

the National Immunisation program to children and schools as well as a busy flu vaccination program for individuals and businesses.

Banyule Youth Services interacted with around 18,000 young people through its popular arts and music programs, school holiday activities, parent sessions, school workshops, youth support appointments, YouthFest and the Banyule Youth Summit.

Our award-winning Inclusive Employment Program entered its seventh year, offering job pathways to people facing employment barriers, while our partnerships supported more than 300 jobseekers and created nearly 60 new employment opportunities.

Community engagement was central to our work, with staff training, youth-led summits and the inaugural Banyule ThinkTank among major efforts to involve our community in decision-making and goal setting. Input from more than 1,200 residents shaped the Banyule Plan 2025–2029 and other key documents including the Health and Wellbeing Plan, Revenue and Rating Plan, Financial Plan, Budget and the Asset Plan.

Banyule is proudly diverse. Almost one in four residents were born overseas, and one in five speak a language other than English at home. We celebrated this diversity with vibrant events including YouthFest, Lantern Festival, Carols by Candlelight (or biggest ever!), Chillin' in Banyule, Disability Pride Month and National Reconciliation Week, in partnership with Barrbunin Beek Aboriginal Gathering Place. These events brought tens of thousands of community members together in celebration and unity.

Our Sustainable Environment

Environmental sustainability remains a top priority. Council's greenhouse gas emissions continue to decline, as we progress steadily towards our goals of carbon neutrality by 2028 for Council operations and 2040 for the community. The Climate Change Adaptation Framework and Biodiversity Strategy were key milestones, supported by significant local action including more than 12,000 indigenous plants planted by our Bushland Management Team

and community volunteers. We responded to urgent environmental issues, including the removal of 450 tonnes of contaminated sediment from Southern Road wetland, protecting Darebin Creek.

We implemented the new Community Local Law 2025 to help people understand their rights and responsibilities and provide protections for public and private space and community health and safety.

Our Well-Built City

We met the statutory timeframe for 88% of all planning application decisions, one of the highest rates of any council in Victoria. We were successful in a number of prosecutions for illegal tree removals, protecting the integrity of our neighbourhoods and Banyule's prized environmental estate. We resealed and repaired 28 local roads, installed new pedestrian crossings and replaced 7,600 bays of concrete footpath. We completed maintenance on hundreds of community buildings and Banyule's extensive drainage assets. Banyule's 800 hectares of sports grounds, picnic areas and playgrounds and 311 hectares of bushland were kept in tip-top condition by teams of mowers, gardeners, maintenance workers and our Bushland Management team.

Our Valued Community Assets and Facilities

Infrastructure and facilities were improved with upgrades to parks, playgrounds, sports facilities and community buildings throughout Banyule.

Significant progress was made on Watsonia Town Square and Rosanna Library, two big projects that Council is delivering on time and on budget. Art Gallery 275 at Ivanhoe Library and Cultural Hub was upgraded to comply with international museum standards and we are proud to host an exhibition of works on long-term loan from the National Collection at the National Gallery of Australia.

Our Thriving Local Economy

In addition to the many regular programs and support offered to local businesses by Banyule Business, we launched a Social Enterprise Growth Fund, awarding funds to six local enterprises to support innovation, inclusion and growth. Council's partnership with Himilo Workforce is creating real jobs and training for people facing employment barriers. The annual Women in Business event was a success, with 200 people attending to network and be inspired.

Figure 3 | Natural beauty of Banyule



Our Trusted and Responsive Leadership

In November 2024, a new Banyule Council was sworn in, with three new councillors and six re-elected. The local government elections every four years are always exciting, but it brings an increased workload for many staff, particularly our Governance and Integrity team, which did a fantastic job helping ensure the election ran smoothly and, afterwards, inducting the new councillors in their role and responsibilities. Council reviewed Banyule's community advisory committees, deciding on 10 committees to advise on specific issues from Age-Friendly City to Audit and Risk and Environment and Climate Action.

We maintained a busy schedule of meetings, submissions and campaigns advocating to state and federal Members of Parliament and policy makers for more resources across a range of priority projects. Most notably, we secured more than \$2 million in funding to transition WaterMarc to renewable energy. The new Council reviewed our advocacy priorities for 2025–26.

In 2024–25, Council delivered a strong financial performance, with draft results being an operating surplus of \$19.1 million and the underlying surplus of \$0.9 million, a significant turnaround from the budgeted underlying deficit of \$5.7 million.

Capital works expenditure totalled \$50.7 million, below the budgeted \$65.1 million, with \$23 million in projects carried forward into 2025–26.

These efforts are underpinned by our commitment to responsible budgeting, strategic capital works planning, and continuous improvement in service delivery, today and into the future.

Thank you

Banyule has many natural advantages – our beautiful parks and bushland, our urban forest and significant waterways. Our other major assets are human – Council's staff of 1,000+ who deliver more than 100 services every day, a community of people who are engaged and connected and a Council group that is committed to working together to make Banyule a better place for everyone.

Banyule residents volunteer at rates above the average. The value of their work to our community cannot be overstated and we thank all volunteers, no matter how large or small their contribution. As the level of government that is closest to the people we serve, we understand that community participation is key to our success and we thank everyone who has got involved throughout 2024–25. We look forward to working with you again in 2025–26.

We take this opportunity to thank the previous Banyule Council that served from 2020 to 2024. Each of the nine councillors can be proud of their work and the way in which they worked together for our community. It is no small feat to create a cohesive and productive team from nine passionate people who sometimes hold different opinions on important matters! The thing that unites us, always, is our commitment to the people of Banyule.



Councillor Elizabeth Nealy
**Mayor,
Banyule Council**



Allison Beckwith
**Chief Executive Officer,
Banyule Council**



Elected leadership: Our councillors

Banyule Council is made up of **nine wards**, each representing a unique local character and a similar population size. **One councillor is elected per ward**, serving a four-year term from October 2024 to October 2028. Collectively, these nine councillors advocate for the interests of all Banyule residents and ratepayers.



Figure 4 | Map of Banyule Council showing ward boundaries and the suburbs within each of the nine wards

Image: Yidaki (didgeridoo) and bilima (clapsticks) performance by Murrundaya Yepengna at Malahang Festival – photo by Andreas Weiss

Council’s responsibilities include:

- Providing strategic leadership and good governance for the community
- Representing residents, businesses, workers, and community groups
- Advocating to Victorian and Australian governments on local priorities
- Endorsing the Council Plan, Annual Action Plan, and Budget
- Approving policies and overseeing service delivery, safety, and environmental stewardship

Banyule’s councillors are listed below:



**Mayor Councillor
Elizabeth Nealy**

Beale Ward

Year elected

2020

Terms as mayor

2021–22, 2024 to present

Committees and reference groups

Pre-election (up to September 2024)

- Audit and Risk Committee
- CEO Employment Matters Committee
- Municipal Association Victoria (MAV) Committee, State Council

Post-election (from November 2024)

- CEO Employment Matters Committee
- Municipal Association Victoria (MAV) Committee, State Council
- Northern Council Alliance



**Deputy Mayor Councillor
Peter Castaldo**

Griffin Ward

Year elected

2016

Terms as deputy mayor

2024 to present

Terms as mayor

2022–23

Committees and reference groups

Pre-election (up to September 2024)

- CEO Employment Matters Committee

Post-election (from November 2024)

- CEO Employment Matters Committee

New appointments (from June 2025)

- First Nations Committee (Co-Chair)



Councillor Alison Champion

Sherbourne Ward

Year elected

2016

Terms as deputy mayor

2018–19, 2021–22

Terms as mayor

2019–20

Committees and reference groups

Pre-election (up to September 2024)

- CEO Employment Matters Committee

Post-election (from November 2024)

- CEO Employment Matters Committee
- Yarra Plenty Regional Library Board



Councillor Alicia Curry

Ibbott Ward

Year elected

2024

Committees and reference groups

Post-election (from November 2024)

- CEO Employment Matters Committee

New appointments (from June 2025)

- Arts and Culture Committee



Councillor Mark Di Pasquale

Bakewell Ward

Year elected

2012

Terms as deputy mayor

2016–17

Terms as mayor

2017–18

Committees and reference groups

Pre-election (up to September 2024)

- CEO Employment Matters Committee

Post-election (from November 2024)

- CEO Employment Matters Committee

New appointments (from June 2025)

- Environment and Climate Action Committee



Councillor Rick Garotti

Grimshaw Ward

Year elected

2012

Terms as deputy mayor

2019–20, 2023–24

Terms as mayor

2020–21

Committees and reference groups

Pre-election (up to September 2024)

- Audit and Risk Committee
- CEO Employment Matters Committee

Post-election (from November 2024)

- CEO Employment Matters Committee
- Yarra Plenty Regional Library Board



Councillor Alida McKern

Chelsworth Ward

Year elected

2020

Terms as deputy mayor

2022–23

Committees and reference groups

Pre-election (up to September 2024)

- CEO Employment Matters Committee
- Northern Alliance for Greenhouse Action

Post-election (from November 2024)

- CEO Employment Matters Committee
- Northern Alliance for Greenhouse Action

New appointments (from June 2025)

- Sustainable Living Committee



Councillor Mary O’Kane

Olympia Ward

Year elected

2024

Committees and reference groups

Post-election (from November 2024)

- Audit and Risk Committee
- CEO Employment Matters Committee

New appointments (from June 2025)

- Connected Communities Committee



Councillor Matt Wood

Hawdon Ward

Year elected

2024

Committees and reference groups

Post-election (from November 2024)

- CEO Employment Matters Committee
- Metropolitan Transport Forum

Council acknowledges the contributions of outgoing councillors

Banyule Council thanks the following outgoing councillors for their service and contributions to the community:

- **Cr Tom Melican,**
Ibbott Ward
Served from 2003 to 2024
- **Cr Peter Dimarelos,**
Olympia Ward
Served from 2020 to 2024
- **Cr Fiona Mitsinikos,**
Hawdon Ward
Served from 2020 to 2024



Figure 5 | Murrundaya Yepengna Dance Troupe, Neon Ngargee Season performance at Lantern Festival

Who we are

Traditional Custodians

Council acknowledges the Wurundjeri Woi-wurrung people as the Traditional Custodians of the lands and waters across Banyule. More than 50 indigenous archaeological sites have been identified in the area, and Council is committed to their protection.

Our location

Banyule is located 7 to 21 kilometres north-east of central Melbourne. It covers around 63 square kilometres across 21 suburbs. The Birrarung (Yarra) River forms the southern boundary, and Darebin Creek marks the western edge.

Our history and heritage

Banyule's scenic landscapes inspired the Heidelberg School of Australian Impressionist painters, including Arthur Streeton, Walter Withers, Tom Roberts, Clara Southern and Frederick McCubbin. Renowned architects and urban designers such as Walter Burley Griffin and Ellis Stones also shaped the local environment.

The Olympic Village in Heidelberg West housed 4,200 athletes from 67 countries during the 1956 Melbourne Olympic Games. After the Games, the accommodation was converted into public housing, forming part of the local community.

Natural environment and recreation

Banyule is known for its green spaces, especially along the Birrarung (Yarra) and Plenty River valleys. There are 466 hectares of Council-owned open space, 50 sports grounds and 44 kilometres of shared trails.

Housing and growth

Banyule is primarily residential, with 70% of households owning or purchasing their home and 25% renting. While separate houses are most common, there is growing development of townhouses, units and semi-detached homes. The population is expected to grow over the next decade, especially in the 80 years and over age group.

Economy and employment

Key industries in Banyule include health care, education, retail and construction. Major commercial centres are located in Greensborough, Heidelberg and Ivanhoe, with industrial areas in Heidelberg West, Greensborough, Briar Hill and Bundoora. Banyule is home to major institutions such as Melbourne Polytechnic and Austin Hospital and is bordered by La Trobe University.

Council offices

Greensborough

[Level 3, 1 Flintoff Street, Greensborough](#)

Ivanhoe

[275 Upper Heidelberg Road, Ivanhoe](#)

(Located at the Ivanhoe Library and Cultural Hub)

Contact details

Postal address: PO Box 94, Greensborough VIC 3088

Telephone: 9490 4222

National Relay Service: If you have difficulty hearing or speaking, you can contact Banyule Council through the National Relay Service.

Call 133 677 (TTY) or 1300 555 727 (voice) and ask for 9490 4222.

Email: enquiries@banyule.vic.gov.au

Website: banyule.vic.gov.au

Our precincts

Banyule is home to a diverse and vibrant community, with each suburb offering its own character, needs and priorities. To help organise data in a meaningful way, the Australian Bureau of Statistics (ABS) divided Banyule into seven distinct precincts. Council uses these ABS-defined precincts to better understand local communities and tailor services to reflect their unique qualities.

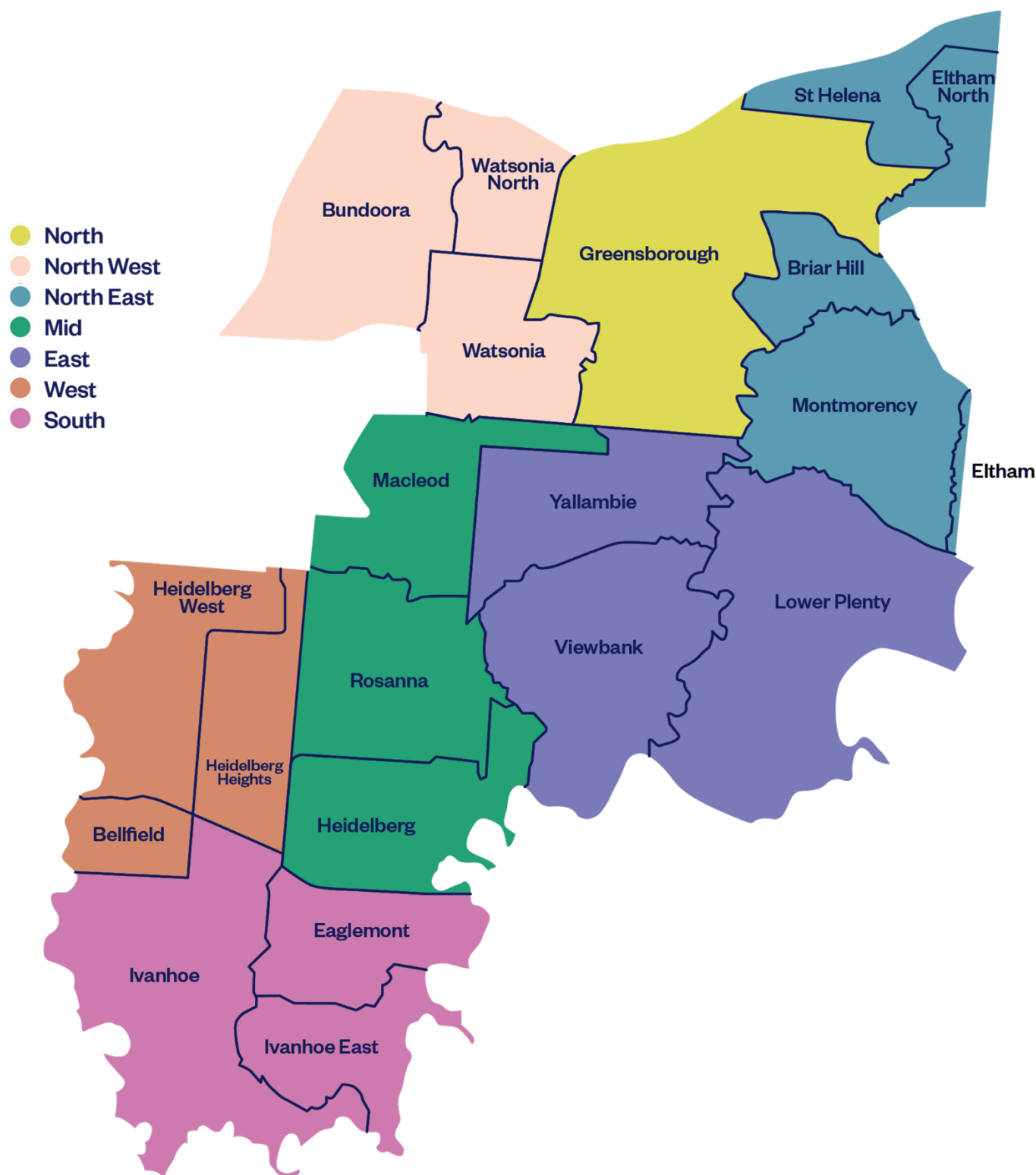


Figure 6 | Map of Banyule's seven distinct precincts and their suburbs

Banyule precincts overview

Each precinct has its own identity, shaped by its natural environment, facilities and population. This structure helps Council respond to the specific needs of different areas across the municipality.



East Precinct

Suburbs: Lower Plenty, Viewbank, Yallambie

This precinct is known for its extensive green spaces, including Banyule Flats Reserve, parkland lookouts, hiking trails and picnic areas.

It has the most open space in Banyule and a semi-rural feel due to its lower population density.

Key sporting facilities include Yallambie Park, Glenauburn Reserve, Viewbank Reserve, Banyule Flats Reserve and Heidelberg Golf Club.

Population: 15,532



North Precinct

Suburb: Greensborough

Located in the Plenty River Valley, this precinct offers scenic views and access to the river trail. Greensborough is a major activity centre with retail and commercial spaces surrounding Greensborough Plaza. It also includes residential areas and key community facilities such as the main Council office, Watsonia Swimming Pool and WaterMarc, the largest aquatic and leisure centre in the northern region.

Population: 16,059



Mid Precinct

Suburbs: Heidelberg, Macleod, Rosanna

This precinct features unique parklands along the Birrarung (Yarra) River corridor and Rosanna Parklands. Heidelberg is home to a major health precinct, including Austin, Heidelberg Repatriation, Mercy and Warringal hospitals and allied health services. It is also a key activity centre with retail, commercial, transport and hospitality services, providing significant employment opportunities.

Population: 24,394



North East Precinct

Suburbs: Briar Hill, Eltham North, Montmorency, St Helena

This precinct features leafy streets and native flora and fauna along the Plenty River Trail, including a 3.6 km circuit from Montmorency to Yallambie. Were Street village and Anthony Beale Reserve are local highlights. Community infrastructure is centred around Petrie Park, which includes a large community hall, pavilion and scout hall, all within walking distance of the train station.

Population: 18,083



North West Precinct

Suburbs: Bundoora, Watsonia, Watsonia North

Known for its cultural diversity and well-used community facilities, this precinct includes NJ Telfer Reserve in Bundoora, which hosts buildings for scouts, preschool, maternal and child health services, tennis and football.

Watsonia Station is close to the library, neighbourhood houses and the community hall at Aminya Reserve. Across Gabonia Avenue Reserve, Elder Street Reserve and Yulong Reserve, there are seven sporting facilities supporting baseball, tennis, soccer and cricket.

Population: 19,849



South Precinct

Suburbs: Eaglemont, Ivanhoe, Ivanhoe East

This precinct features scenic trails including the Darebin Creek Trail, Main Yarra Trail and Wilson Reserve Trail, which connect to surrounding areas. Key community facilities include the Ivanhoe Library and Cultural Hub and Ivanhoe Aquatic. Eaglemont is known for its heritage estates, while East Ivanhoe offers boutique shopping and fine dining. Ivanhoe is a major activity centre with a higher socio-economic profile and a well-established sports precinct that supports 14 clubs across Ivanhoe Park, Chelsworth Park and Ivanhoe Recreation Reserve.

Population: 22,271



West Precinct

Suburbs: Bellfield, Heidelberg Heights, Heidelberg West

Celebrated for its cultural diversity, this precinct includes a strong First Nations presence supported by Barrbunin Beek Gathering Place, a dedicated space for Aboriginal and Torres Strait Islander communities. Bellfield Community Hub provides preschool and maternal and child health services, social support for older adults and spaces for community activities. Heidelberg Olympic Village, a legacy of the 1956 Olympic Games, is also located here. The precinct is part of the La Trobe National Employment and Innovation Cluster, which supports business growth and job creation. The Darebin Creek Corridor adds to the area's natural appeal.

Population: 15,743

Our Banyule community

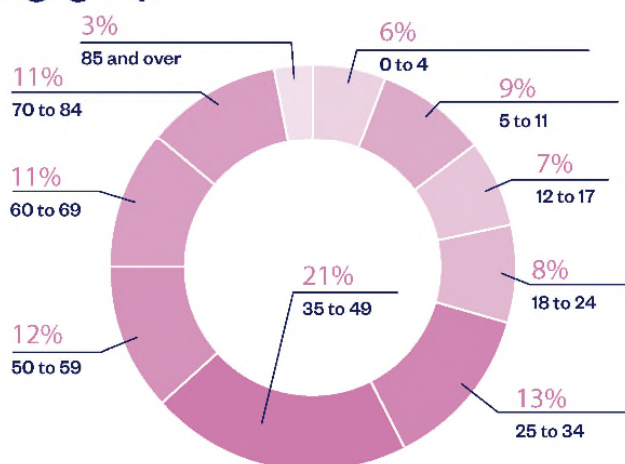
Population



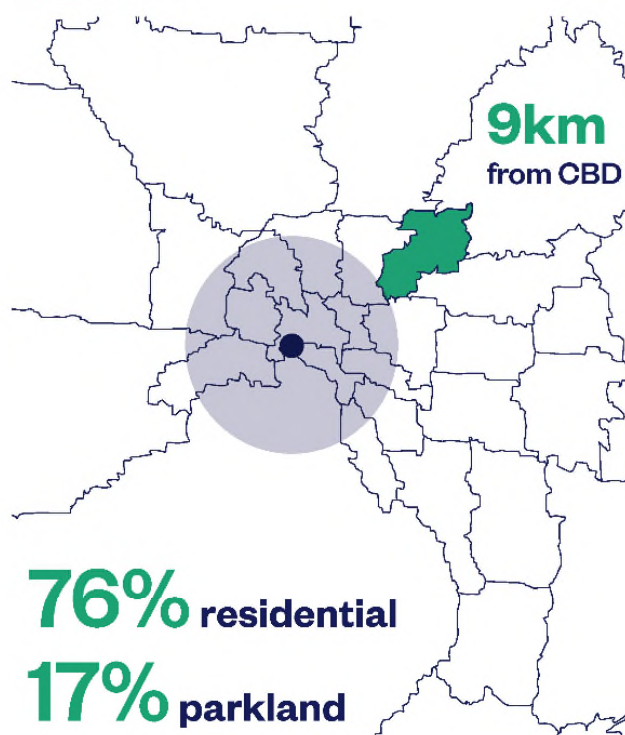
Banyule is a community of **131,931** residents (2024)

and is forecast to grow to **161,397** by 2046

Age groups



Land use



Approx. 890 hectares of public open space

Households

There are over

49,000

households



2.5

people — average household size



Household types



33%

Couples with children



25%

Couples without children



24%

Lone person households



10%

One parent families



70%

Households purchasing or fully owning their home



22%

Renting - private



4%

Renting - social housing

1,262

residents accessed specialist homelessness services, 56% **female**, 44% **male** (2023–24)



Diversity in Banyule



24% of residents were born overseas

22% speak a language other than English at home



6% of **female** and

5% of **male** residents need assistance, due to disability



871 residents identify as Aboriginal and/or Torres Strait Islander



12% of adults identify as LGBTQIA+

Economy in Banyule



11,433 businesses



55,168 jobs



\$7.6 billion
Gross Regional Product (GRP)

Main industries



Health care and social assistance



Construction



Education and training



Retail trade

Health and wellbeing in Banyule

\$2,016 per week is the median household income (2021)

17% of residents aged 15+ earn \$2,000 or more per week, 11% of **females** and 23% of **males** (2021)

11% of **female** and **7%** of **male** residents have a mental health condition (2021)

67% of **female** and **73%** of **male** residents participate in at least one sport and recreation activity (2022)

7% of adults ran out of food and couldn't afford to buy more (2023)

8% of households accessed at least one service due to financial hardship (2022)

29% of adults consumed sugar-sweetened beverages daily or several times per week (2023)

14% of adults report 'High, or very high' levels of psychological distress (2023)

38% of adults did at least 150 minutes of moderate to vigorous physical activity per week (2023)

14% of adults smoke tobacco or vape (2023)

34% of adults report sitting for eight hours or more every weekday (2023)

14% of adults experienced discrimination in the last 12 months (2023)

11% of residents are older lone-person households aged 65+, 70% **female** and 30% **male** (2023)

\$4.8m was lost on average each month to electronic gaming machines, or \$566 per adult each year (2023–24)

24% of adults experience loneliness (2023)

26% of adults report a very high life satisfaction (2023)



Services statistics and area highlights

10,000+

visits to Barrbunin Beek Aboriginal Gathering Place (2023–24)

500+

local artists supported through our programs and services (2023–24)

10,000+

young people attended programs and services at Jets Studios and across Banyule (2024)

~500,000

trees assessed, pruned and protected across Council streets, parks, reserves and bushlands (2023–24)

48km²

of **open space** were maintained, which is almost the size of Sydney Harbour (2023–24)

2,100+

planning applications and requests received (2023–24)

4,000+

young people immunised at local schools (2023–24)

2,300+

hours of support provided to carers in Banyule (2023–24)

14,000+

individual visits to Shop 48 at Bell St Mall (2023–24)

~40,000

residents and visitors attended our festivals and events (2023–24)

~5,000

children seen by Maternal and Child Health nurses (2024)

250 MCGs

worth of **grass was mowed** each month in summer and 125 MCGs each month in winter (2023–24)

4.4 million

bins were collected, providing a waste service to 55,000 properties (2023–24)

1.8+ million

visits to our aquatic and recreation facilities (2023–24)

~1,200

food safety inspections and sampling conducted (2023–24)

~100

user groups used Council's community halls (2023–24)

Infrastructure we maintain

667km

of **roads** (2023–24)

1,034km

of **kerbs** (2023–24)

802km

of **drainage pipes** (2023–24)

1,884m

of **open channels** (2023–24)

35,038

stormwater pits (2023–24)

989km

of **footpaths** (2023–24)

78km

of **open space** pathways (2023–24)

55

footbridges (2023–24)

To read an accessible long description of the Our Banyule community infographic, refer to [Appendix A](#).

Demographic trends

Population

Banyule's estimated population in 2024 is 131,931. By 2046, this is expected to grow to over 161,000 residents, with Heidelberg forecast to have the highest percentage increase. Banyule has an older age profile than Greater Melbourne, with a median age of 40 compared to 37.

Health and wellbeing

About one in three residents (33%) live with one or more long-term health conditions, slightly higher than the Greater Melbourne average (30%). The most common condition is mental health, affecting around 9.2% of residents (11,641 people), followed by arthritis (8.7%) and asthma (8.4%).

Cultural diversity

Banyule is home to people from many different cultures, languages, abilities, sexualities and gender identities. Around one in four residents (24%) were born overseas and more than one in five (22%) speak a language other than English at home. The most common languages spoken (other than English) are Mandarin, Italian, Greek, Cantonese and Arabic.

Between 2016 and 2021, the largest increases in overseas-born residents were from India (+425), China (+309) and Iran (+189). Christianity remains the most common religion (45%), while the number of people with no religion or secular beliefs has grown to 43%, up from 35% in 2016.

Households

Families make up a large part of the community, with couples with children being the most common household type (33%). Between 2016 and 2021, the biggest increases were in lone person households (+1,326) and couples without children (+1,188). Most households either fully own or are buying their home (70%).

Education

More residents are completing higher levels of education. In 2021, 66% of people aged 15 and over had finished Year 12 or equivalent, up from 61% in 2016. Similarly, 38% had completed a bachelor's degree or higher, up from 32%. These figures are higher than the Greater Melbourne averages of 64% (Year 12) and 33% (Bachelor or higher).

Employment

Health care and social assistance is the largest industry for Banyule residents, employing 10,480 people (16%). Banyule also has a higher proportion of residents working as managers or professionals (48%) compared to Greater Melbourne (41%). The unemployment rate in Banyule is consistently lower than in Greater Melbourne, Victoria and Australia.



Figure 7 | Djirri Djirri, a Wurundjeri women's dance group, performing at YouthFest to celebrate culture and connection to Country

2024–25: What Council achieved and faced

Delivering for our community

Priority theme 1:

Our Inclusive and Connected Community



Strategic objective

A safe, healthy, vibrant and connected community where people of all ages and life stages love to live, work and stay; diversity and inclusion are valued and encouraged.

Marrageil Strategy – A landmark step toward self-determination and healing

In July 2024, Banyule City Council adopted the [Marrageil Strategy 2024–2031](#), a landmark step toward self-determination and healing for Aboriginal and Torres Strait Islander peoples. Marrageil means 'Powerful' in Woi-wurrung, and the strategy lives up to its name by embedding truth-telling, cultural safety and equity across all Council services.

Co-designed with Traditional Owners and the local Aboriginal community, the strategy outlines six key focus areas that reflect the aspirations and priorities of First Nations peoples:

- Health, wellbeing and social connection
- Caring for Country
- Cultural heritage and celebration
- Inclusion and cultural safety
- Economic participation
- Representation and engagement

Marrageil includes a **community-led evaluation process** and annual action plans to ensure accountability. It builds on Banyule's reconciliation work and formalises Council's commitment to empowering First Nations voices in decision-making.

The strategy is already shaping Council's work. A First Nations traineeship was launched, and the Reconciliation Action Plan Advisory Committee provided cultural advice on inclusive employment and civic events. Council also strengthened its support for the Uluru Statement from the Heart.

Marrageil is not just a policy document. It represents a structural shift in how Council partners with First Nations communities to create a more just and culturally safe Banyule.

Banyule's Inclusive Employment Program gains recognition

Banyule's [Local Jobs Strategy](#) was nominated for a Local Government Professionals award, recognising Council's commitment to inclusive and meaningful employment pathways. The Inclusive Employment Pathways team was invited to present at the WA People and Culture Network webinar, following a successful showcase at the Local Government Inclusive Employment Webinar.

The program concluded with a celebration event on 29 July, attended by Uncle Charles, Mayor Elizabeth Nealy, councillors Alison Champion, Alicia Curry and Mary O'Kane, along with staff, leaders and families. Five participants have now secured employment within Council, marking a proud milestone for the program.



Figure 8 | Participants from Banyule Council's Inclusive Employment Program, celebrating the program's achievements with councillors



Figure 9 | Young people and community members enjoying Banyule YouthFest 2024 at Macleod Park

YouthFest 2024 celebrates youth and diversity

On 15 September, [Banyule Youth Services \(BYS\)](#) hosted the annual YouthFest at Macleod Park, attracting 6,000 residents for a vibrant celebration of youth culture, creativity and community connection. The event featured free amusement rides, food trucks, interactive workshops, live music, a clothes stall and the Youth Marketspace. More than 100 young people contributed through performances, volunteering and paid roles, helping to shape the event and build their skills and confidence.

Festival stalls promoted learning on topics such as cultural diversity, First Nations perspectives, LGBTQIA+ inclusion, environmental action, youth consultation, harm reduction and local support services. A standout feature was 'The Nest,' a low sensory space offering mindfulness activities and quiet time, making the event more inclusive for young people with disabilities and neurodiversity.

YouthFest 2024 was a platform for young people to express themselves, connect with others and take part in shaping their community. It reflected Council's commitment to inclusion, youth leadership and accessible events.

Helping connect Banyule residents with services

In November 2024 [Banyule's Service Navigation and Information Program](#) went live to support Banyule residents in navigating the aged, disability, mental health, housing and homelessness, emergency relief, and social support service systems. This was in response to the end of the Regional Assessment Service in early 2024, leading to an expansion beyond just the aged services sector.

The program has helped over 200 residents, resulting in over 470 referrals to more than 170 different services. The service also produced the Banyule Emergency Relief and Material Aid Guide to help connect people with financial supports throughout the current cost of living crisis.

Priority theme 2: Our Sustainable Environment



Strategic objective

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

Council is planning for climate change

In early 2024, Banyule Council began developing its first [Climate Change Adaptation Framework](#) to guide how the municipality responds to climate impacts.

Between January and April 2024, Council conducted community consultations to understand local concerns about climate change and sustainability. These included an online survey, resident forums and engagement with the Banyule Environment and Climate Action Advisory Committee.

Insights from these sessions (shown below) are informing high-level adaptation planning. These findings will shape a series of community co-design workshops scheduled for early 2025.

Council finalises Biodiversity Strategy

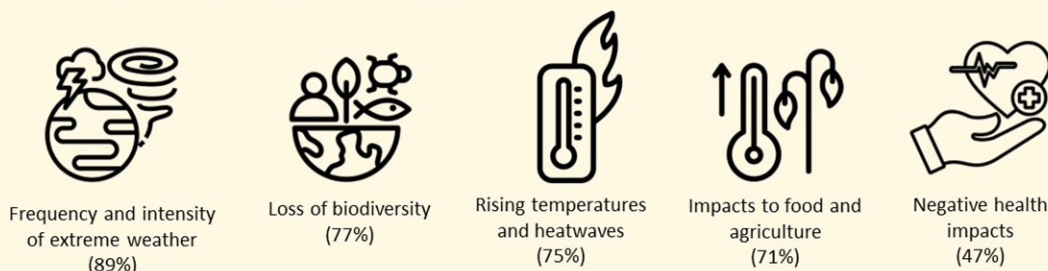
The draft Biodiversity Strategy was completed in 2024 after a six-week public exhibition period inviting community feedback. It was formally adopted by Council on 1 September 2025. The strategy sets a 10-year direction for protecting and enhancing Banyule's natural environment and aims to lead innovation in biodiversity management.

It is structured around five key themes:

- Knowledge and biodiversity
- Enhancing our biodiversity
- Protecting our biodiversity
- Wellbeing and our biodiversity
- Partnerships for our biodiversity

The strategy encourages knowledge sharing, monitoring of environmental trends and community involvement. It also recognises the shared responsibility for protecting Banyule's natural environment.

Top 5 community concerns around climate change



A majority are very concerned and want Council to take action



Figure 10 | Community feedback on climate change and sustainability

Banyule Council progresses its Corporate Emissions Reduction Plan

The review and redevelopment of Banyule's [Corporate Emissions Reduction Plan](#) (CERP) progressing well.

Phase 1: Research and evaluation

This phase included a review of the original CERP and an assessment of changes in Australian and Victorian Government policies. A briefing was presented to Council's Executive Management Team (EMT) and Council, outlining the work completed, estimated costs and key challenges in achieving the NetZero by 2028 target.

Phase 2: Stakeholder engagement

Internal stakeholder meetings were completed on schedule, with feedback gathered from 13 teams across Council directorates. In March, the Banyule Environment and Climate Action Advisory Committee was consulted. Additional meetings are being arranged to explore further themes. A community engagement campaign for the CERP and the Adaptation Framework ran from January to March 2024. Survey feedback has been analysed and the findings report is now available on Shaping Banyule. Council has kept the community informed about revised timelines and provided regular updates.

Phase 3: Strategy development

This phase is currently underway. A draft of the redeveloped CERP is being prepared, with key themes and priority areas identified. The draft will be presented to EMT in early 2025 ahead of a councillor briefing. Public exhibition is planned for the second quarter of 2025.

Council appreciates the community's ongoing engagement and looks forward to sharing further updates as progress continues toward the NetZero by 2028 goal.



Figure 11 | Chris Bowen, Federal Minister for Climate Change and Energy, Kate Thwaites, Honourable Member for Jagajaga, Banyule Mayor Cr Elizabeth Nealy and Banyule Deputy Mayor Cr Peter Castaldo at WaterMarc for the successful funding announcement to electrify the facility

Banyule Council improves water quality

Banyule Council is developing an Integrated Water Management Strategy to guide how water is managed across the municipality. The strategy will address the full water cycle, including flooding, water conservation and water quality impacts on wetlands and waterways. It is being developed in collaboration with Melbourne Water, Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, Yarra Valley Water, EPA, Southern Rural Water and the wider community. Completion is expected by June 2026.

In 2024–25, Council delivered two major water quality projects. Victoria's first Universal Pollutant Trap was installed in Ivanhoe to protect Bailey's Billabong and the Birrarung (Yarra River). The trap intercepts litter and silt and includes a litter screen, granulated activated carbon filter and mesh filter. It was installed eight metres underground in the stormwater system.

Council also removed 450 tonnes of contaminated sediment from the Southern Road wetland in Heidelberg West. This protects Darebin Creek and supports Banyule's Water and Towards Zero Waste Plans. The sediment was dried on site to reduce transport and disposal costs, then sent to a soil recycling facility.

Priority theme 3: Our Well-Built City



Strategic objective

A well planned, sustainable and liveable place that caters for all our current and emerging communities, where our local character and environment is protected and enhanced

Heidelberg West Business Park Masterplan wins urban design award

The [Heidelberg West Business Park](#) (HWBP) is a 96-hectare industrial precinct near La Trobe University. It is home to nearly 700 businesses and provides over 4,800 jobs, representing 10 percent of employment in Banyule.

The HWBP Masterplan outlines a future vision for the precinct as a hub for innovation, sustainability and accessibility. It provides guidance on land use, built form, public realm, transport, parking, sustainability and cultural objectives, along with proposed actions and an implementation strategy.

The Masterplan was recognised at the 2025 AILA State Awards, winning the Urban Design category.



Figure 12 | Artist impression of the Waterdale Road upgrade, as part of the Heidelberg West Business Park redevelopment

Banyule Council's Public Realm Framework receives planning award



Figure 13 | Framework sets vision for vibrant public spaces

Banyule's [Public Realm Framework](#) was recognised with the [2024 Planning Institute of Australia \(PIA\) Victoria Award for Planning Excellence](#) in the Strategic Planning Project category. . Developed in partnership with Mesh Planning and Flow Design Studio, the framework sets out a long-term vision to improve public spaces across the municipality.

Adopted in June 2024, the framework aims to create more enjoyable and functional public spaces, support community wellbeing, drive economic development and improve quality of life.

Biketober in Banyule 2024

In October 2024, Banyule participated in Biketober for the second year running. Biketober is an annual event that encourages people to take up bike riding for transport, aligning with Banyule's Green Travel Plan and vision to lead on the use of sustainable travel.

Our participation also allows all individuals and organisations within Banyule to also participate, at no cost to them. When compared with Biketober 2023, Biketober 2024 saw strong increases in participation and trip numbers across Banyule:

- 2024 saw 65 riders across 8 organisations participate, compared with 56 riders across 5 organisations in 2023.
- Participants completed a total of 612 trips covering 7100kms in 2024, compared with 417 trips covering 7144kms in 2023.
- Of the total number of participant trips in 2024, 286 trips covering 2700kms were specifically for commuting, compared with 138 trips covering 1526kms in 2023.



Figure 14 | Riders taking part in Biketober 2024, promoting bike riding for transport across Banyule

Priority theme 4:

Our Valued Community Assets and Facilities



Strategic objective

As custodians of our community, assets, facilities and services, we work to ensure that they are affordable, sustainable, evenly distributed, safe and accessible for all ages and abilities and designed to provide meaningful experiences and connections.

Council delivers new and enhanced play spaces across Banyule

Banyule Council delivered a range of new and upgraded play spaces in 2024–25, shaped by community feedback and designed to support nature play, active recreation and inclusive experiences for children and families.

A new approach to playground planning was trialled in St Helena and Eltham North, where four nearby sites were presented as a cohesive cluster. This method promotes play diversity across locations and responds to local needs through coordinated investment. As part of this cluster, Settlers Park (South) was upgraded to better support older children, with more challenging equipment, a multi-goal court and tree planting to improve shade and biodiversity. The remaining three playgrounds in the cluster are scheduled for delivery later in the year.

In Montmorency, upgrades at Kirwana Reserve and Olympic Avenue Reserve reflect community values and the natural landscape. Timber materials, soft textures and native planting were used to create inviting, sustainable play environments that encourage connection with nature.

A new half basketball and netball court was constructed at Manton Street Reserve, providing a popular recreation space for young people. The facility has been well used since opening, especially during school holidays.

These projects form part of Council's broader commitment to delivering high-quality, inclusive and sustainable play spaces across the municipality.



Figure 15 | Settlers South Park playground

Watsonia Town Square

We are pleased to open more sections of Watsonia Town Square as we get closer to completing this project. The Watsonia Road traffic lights have been activated. The southern pedestrian crossing (near the BP service station) is open. We have completed the library carpark and progressively improved pedestrian access, including a temporary footpath to the library to replace the Ibbotson Street pedestrian detour. The Morwell Avenue nature play and skateable areas, footpaths, seating and grassed area are completed. In the library section, we have made good progress on the play area, with some play equipment and seating already in place as we work around the established trees.

Quick look at another achievement

- 10-year Asset Plan 2025–2035 reviewed and adopted after a deliberative engagement process

Priority theme 5: Our Thriving Local Economy



Strategic objective

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

Council raises awareness of social enterprises at Malahang Festival

At the 2024 Malahang Festival, Banyule City Council coordinated a stall to promote [social enterprise](#) products. This initiative helped raise awareness of ethical business models and supported local makers and entrepreneurs.



Figure 16 | Social enterprise market stalls at Malahang Festival

Young creatives showcase talent and business skills at YouthFest 2024

In September, Banyule Youth Services invited young creatives to take part in the Market Space at YouthFest 2024. This initiative supported young people to build pathways into creative enterprise and gain practical experience in product development, marketing, financial management and customer service.

Market Space highlights:

- 21 young people applied to participate
- 60% of the 20 attendees were under 18
- Three participants earned more than \$900 each
- Collectively, participants earned \$7,000 during the event

The Market Space demonstrated the potential of youth-led enterprise and provided a platform for young people to connect with their community and build confidence.



Priority theme 6:

Our Trusted and Responsive Leadership

Strategic objective

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

First Nations artwork strengthens Banyule's identity and inclusion

Banyule Council partnered with First Nations artist Merindah-Gunya to create a bespoke [artwork](#) that reflects the values of inclusion, respect and cultural connection. The artwork was commissioned by the Community Engagement team to visually represent Council's commitment to meaningful engagement with First Nations communities and the broader public.

Drawing on First Nations design elements, the artwork celebrates the history and ongoing connection of the Traditional Custodians of the land. It also supports Council's Reconciliation efforts by making First Nations culture visible in everyday spaces and encouraging deeper understanding of Banyule's cultural heritage.

The artwork is now displayed in key locations, including near the community meeting rooms at 1 Flintoff and at the Barrbunin Beek Gathering Place. These placements were chosen to ensure the artwork is seen by a wide cross-section of the community and staff.

The artwork aims to:

- Acknowledge and respect the Traditional Custodians of the land and their deep connection to Banyule
- Make First Nations people's presence and contributions visible in Council spaces
- Educate staff and the community about Banyule's rich cultural heritage
- Share cultural narratives that promote inclusivity and respect
- Create welcoming environments where all people feel connected
- Demonstrate Council's ongoing commitment to Reconciliation.



Figure 17 | Merindah-Gunya's artwork featured on gazebo and teardrop banner at a Shaping Banyule community pop-up event



Figure 18 | Artwork by First Nations artist Merindah-Gunya, displayed at 1 Flintoff Street Council office and Barrbunin Beek Gathering Place

CX Data Driven Transformation Initiative recognised with LGPro Excellence Award

Council received the LGPro Excellence Award in the Service Delivery category for the CX Data Driven Transformation Initiative. This project improved how Council interacts with the community by:

- Developing dynamic web forms to streamline processes
- Integrating live data sources to automate customer interactions
- Launching a training program to support clean data entry in the new customer relationship management (CRM) tool
- Reducing manual work through system improvements
- The initiative was delivered through strong collaboration across teams and demonstrated the value of leveraging internal expertise to drive innovation.

Quick look at other achievements

- Health and wellbeing priorities for 2025–2029 developed with community input and approved for inclusion in the Banyule Plan
- Council committees reviewed and refreshed, with a new policy, code of conduct and recruitment process completed

Celebrating community through events

July



- *Barrbunin Beek Aboriginal Artist exhibition (pictured)*
- Disability Pride Month

September



- YouthFest 2024 *(pictured)* – 5,500 attendees, celebrating young people with music, activities and community engagement

November



- Family-friendly Malahang Festival *(pictured)*
- 16 Days of Activism against Gender-Based Violence

August



- *My Two Homes* exhibition by Junko Azukawa, bridging traditional Japanese ink art with the vibrant spirit of Australian nature *(pictured)*

October



- *A Return to Heidelberg* – a retrospective exhibition of Australian landscape artist John Borlack *(pictured)*

December



- Family-friendly Carols by Candlelight event hosted by Wilbur Wilde *(pictured)*
- International Day of People with Disability

January



- Free (or low cost) school holiday events that engaged more than 1,350 young people throughout the year (pictured)

March



- Lantern Festival – biennial night-time arts event (pictured)

May



- National Sorry Day Healing Ceremony (pictured)
- Chillin' in Banyule – live local music
- International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT)
- National Volunteer Week

February



- Twilight Sounds – free music event (pictured)
- Free family-friendly outdoor movies
- Sunset Pride Party – celebrating LGBTIQ+

April



- Harmony Bazaar – a family day celebrating Harmony Week (pictured)

June



- National Reconciliation Week family day (pictured)
- World Elder Abuse Awareness Day
- LGBTIQ+ Pride Month

Listening to the community

Community engagement in 2024–25

Council continued to strengthen its commitment to meaningful engagement as a core part of its work.

- **Staff training:** 40 staff completed tailored training in community engagement, and **over 70 staff participated** in [Banyule Futures](#) activities, including pop-up conversations, workshops and deliberative discussions. Staff reported increased confidence and understanding of engagement practices.
- **Engagement reach:** From 1 July 2024, community members shared their views on **28 projects** via [Shaping Banyule](#) (Council's online engagement platform) and through in-person activities such as workshops, pop-ups and information sessions.
- **Topics covered:** Projects ranged from local playground upgrades, where residents helped choose play equipment, to broader plans like the [Road Management Plan](#), which sets inspection and maintenance schedules for road safety.
- **Participation:** Council received **4,182 online contributions** and **1,026 face-to-face interactions**.



Figure 19 | Community members sharing ideas and feedback with Council staff at a Shaping Banyule pop-up to help plan future projects



Figure 20 | Community member leading a group discussion

Planning for Banyule's future together

Shaping Banyule's strategic plans

In 2024, Council launched [Banyule Futures](#), a major engagement initiative where Council worked with the community to shape four key plans that will guide decisions and services from 2025 to 2029:

- [The Banyule Plan](#) – sets Council's overall direction and priorities
- The [Health and Wellbeing Plan](#) – focuses on improving community health and is integrated with the Banyule Plan to ensure health outcomes are considered across all areas of Council's work
- [The Asset Plan](#) – outlines how Council manages buildings, facilities and infrastructure to meet community needs
- [The Budget](#) – explains how Council funds its work and prioritises investment

These plans are central to delivering Banyule's Community Vision and ensuring Council's work reflects community values and priorities.



Figure 21 | Community members collaborating at one of four ThinkTank workshops

Community engagement and the ThinkTank

In 2024, Council connected with over 970 community members through surveys, pop-up discussions and workshops. This built on insights from the 2023 Living in Place survey, which identified community needs and aspirations.

To deepen this engagement, Council formed the [Banyule Community ThinkTank](#) (the ThinkTank, a representative group of 55 residents, randomly selected from more than 400 expressions of interest. Supported with data, evidence and community feedback, the ThinkTank met for four full-day workshops (totalling 24 hours) to:

- Develop **34 priorities** and **9 guiding principles** for Council's future work
- Refine the descriptions of the **Community Vision themes**
- Provide recommendations that shaped the draft strategic plans

In the second stage of engagement (March to April 2025), Council received **137 pieces of feedback** on the draft plans, helping to further refine and validate the direction.

These activities helped build trust, foster relationships, and ensure decisions were **evidence-based and community-led**.



Figure 22 | Community ThinkTank member sharing their ideas

Working with advisory committees

Council supported a range of advisory committees to promote good governance and encourage community participation. These committees included members with lived experience and expertise who helped shape Council's work.

In September 2024, all advisory and population committees were dissolved ahead of Council's general election. A review of each committee's achievements was presented to Council.

On 24 March 2025, Council adopted a refreshed committee structure, including five Advisory Committees, four Champions groups and a several working groups. Following an expression of interest process, Council approved the new membership on 23 June 2025.

The committees listed below were the main advisory and population committees active during the 2024–25 financial year and were formally dissolved as part of this transition.

Internal committees and their contributions

Reconciliation Action Plan Advisory Committee

This committee provided advice on inclusion, access and equity issues affecting Aboriginal and Torres Strait Islander communities. It also supported Council's strategic reconciliation commitments. Made up of up to 10 members with a connection to Banyule's First Nations communities, the committee's contributions focused on:

- **Strategy development** – instrumental in shaping the [Marrageil Strategy](#), adopted in 2024.
- **Cultural advice** – supported improvements to the [Inclusive Employment Program](#), helped establish a First Nations Traineeship, and informed changes to Citizenship Ceremonies and the Seven Seasons project.
- **Reconciliation** – championed the adoption of the [Uluru Statement from the Heart](#) and guided Council's approach to the Referendum and events such as Sorry Day, National Reconciliation Week and NAIDOC Week.

Age-Friendly City Committee

This committee advised Council on issues affecting older adults and supported Banyule's involvement in the World Health Organization's Global Network of Age-Friendly Cities. Key contributions included:

- **Social connection** – Provided advice on reducing isolation and improving access to social opportunities, especially for older adults who are not digitally connected. Discussions highlighted the importance of creating programs that meet the needs of older people without separating them from the broader community. Intergenerational, multicultural and intercultural activities were suggested for events like the Seniors Festival. The committee also emphasised the value of older adults leading and delivering community events.
- **Communication and digital literacy** – Helped shape the [Age in Focus newsletter](#) and shared insights into barriers older adults face when engaging online.
- **Addressing ageism** – Offered advice on how to shift perceptions and highlight the wisdom, experience and skills of older adults in the community.
- **Strategy development** – Co-designed the [Ageing Well in Banyule Framework](#), which sets out a long-term approach to supporting older adults.
- **Active living** – Supported a wide range of programs that encourage older adults to stay active and connected. These included Wiser Driver and Wiser Walker, Life Saving Victoria's free swimming sessions, walking basketball, Heart Foundation Walking Groups, MYKI public transport training with Victoria Police, the Active April Walkathon and Bowls Club come-and-try sessions. The committee also contributed to broader Council strategies such as [Active Banyule](#) and the [Public Realm Framework](#).



Figure 23 | Treasures from the Banyule Art Collection - Art Exhibition at Art Gallery 275, Ivanhoe Library and Cultural Hub

Arts and Culture Advisory Committee

This committee supported Council's strategic planning for arts, culture and heritage. Key achievements included:

- **Strategy development** – helped shape [Creative Banyule 2023-2031](#) and contributed to the [Heritage Strategy](#), [Public Realm Framework](#), Climate Change Action Plan, Public Art Policy review and Festivals and Events Framework.
- **Art collections** – provided expertise in curation, gallery and museum management.
- **Grants** – informed decision-making for arts and culture grant allocations.



Figure 24 | Banyule supported Disability Pride Month initiatives

Disability and Inclusion Committee

This committee supported Council with advice on disability, inclusion, access, equity and human rights. Members shared lived experience and expertise to help Council better understand the barriers, opportunities and aspirations of people with disabilities in Banyule. Key contributions included:

- **Communication** – Provided advice to improve the accessibility of Council's website, use of inclusive language and access to major festivals and events.
- **Accessibility and universal design** – Contributed insights to projects such as the Changing Places facility at WaterMarc, carpark upgrades, inclusive sport initiatives and improving access to shopping precincts and local businesses.
- **Employment** – Offered guidance on strengthening Council's Inclusive Employment Program to support more inclusive workplaces.
- **Pride** – Supported community celebrations and helped shape initiatives for Disability Pride Month.

Inclusive Banyule Advisory Committee

This committee supported Council's commitment to social justice and inclusion by combining policy, practice and lived experience. Key areas of focus included:

- **Mental health** – Provided advice on service investment, referral pathways and mental health first aid training for community leaders.
- **Social and affordable housing** – Informed the development of Banyule's Interim Social and Affordable Housing Policy.
- **Family violence** – contributed to community education and support strategies addressing gender equity and inclusion.
- **Health and wellbeing planning** – Established a working group to help shape the Health and Wellbeing Plan.

LGBTIQA+ Committee

This committee provided advice on inclusion, access and equity issues affecting the LGBTIQA+ community, and supported the implementation and review of Council's LGBTIQA+ Plan. Key contributions included:

- **Addressing stigma, discrimination and violence** – Offered advice on managing backlash, supported legislative submissions and shared current research on the experiences of the LGBTIQA+ community.
- **Intersectionality and inclusion** – Helped Council understand the diverse needs within the LGBTIQA+ community and identified barriers to accessing local services, programs and activities. Feedback informed the [Active Banyule](#) Plan, particularly around inclusion in sport and recreation.
- **Cultural safety and community events** – Provided strategic guidance on activities marking days of significance, including IDAHOBIT, Midsumma Festival, Intersex Awareness Day and Trans Day of Visibility.

Multicultural Committee

This committee advised Council on inclusion, access, equity and human rights issues affecting multicultural communities in Banyule. It also explored opportunities and challenges in the multiculturalism context. Key themes included:

- **Safety and security** – Focused on supporting people seeking asylum and contributed to the [ICAN Cities Appeal](#). The committee also informed a [Victoria University research project](#) on barriers to reporting racism and support needs.
- **Health and wellbeing** – Provided advice to improve Council's website information, helping multicultural communities access health and wellbeing services more easily.
- **Connection and culture** – Offered ongoing advice on recognising cultural events and improving inclusion practices in festivals and community activities.

Banyule Environment and Climate Action Advisory Committee

This committee advised Council on environmental sustainability, climate action and community-led ecological initiatives. It supported the development and delivery of long-term strategies to protect Banyule's natural environment and reduce emissions. Key themes included:

- **Strategic planning** – Provided advice on major environmental strategies including the [Biodiversity Strategy](#), [Corporate Emissions Reduction Plan](#) and Banyule's first [Climate Change Adaptation Framework](#).
- **Monitoring and reporting** – Oversaw the development of two [State of the Environment](#) reports and helped refine indicators for future environmental reporting.
- **Community action and grants** – Offered expertise to the assessment panel for Council's annual Environment Grants Program, which funded 51 community and school-based environmental projects during the committee's term.



Figure 25 | Vibrant lion dance performance by Hong De Lion and Dragon Dance Association at the Malahang Festival

Audit and Risk Committee

This committee supports Banyule Council in meeting its governance responsibilities. It oversees compliance with laws and regulations, ensures accountability, promotes ethical standards, and monitors the systems and controls in place to manage risk effectively.

Chief Executive Officer (CEO) Employment Matters Committee

This committee provides advice and makes recommendations to Council on matters relating to the CEO, including employment, performance, reappointment, recruitment and contractual arrangements. The Committee includes all nine councillors and is chaired by an independent member who guides and supports its work.

External committees

Council participates in external committees and partnerships that support collaboration, advocacy and shared decision-making across the region.

Darebin Creek Management Committee

Supports the preservation, restoration and environmentally sensitive development of the Darebin Creek Linear Park.

Municipal Association of Victoria (MAV) – State Council Representatives

Council appoints representatives to attend MAV State Council meetings, vote on behalf of Banyule and report back on key activities. The State Council is the MAV's governing body, made up of representatives from member Victorian councils.

Metropolitan Transport Forum (MTF)

An advocacy group made up of metropolitan councils, transport organisations, government representatives and environmental groups. The forum works together to improve transport outcomes across Melbourne.

Northern Alliance for Greenhouse Action (NAGA)

A regional partnership that develops and coordinates projects to reduce energy use and greenhouse gas emissions across member councils.

Northern Councils Alliance

A collective of seven councils: Banyule, Darebin, Hume, Mitchell, Merri-bek, Nillumbik and Whittlesea. These councils work together to improve economic, social, health and wellbeing outcomes for residents and businesses across the region. A Memorandum of Understanding guides decision-making and voting processes.

Yarra Plenty Regional Library (YPRL) Audit Committee

A sub-committee of the YPRL Board that provides advice on financial and risk management matters.

YPRL Board

The Board includes two representatives from each of the Banyule, Nillumbik and Whittlesea councils. Together, they set the strategic direction and policies for the regional library service. The Director of Community Wellbeing represents Council as its delegate on the YPRL Board.

Figure 26 | Bailey's Billabong, East Ivanhoe





Figure 27 | Contributing to open and accessible communication with the community

Improving communication with the community

Council continued to strengthen how it connects with residents, focusing on improving reach, responsiveness and impact.

- **New Communications Strategy**
A draft [Communications Strategy 2025–2029](#) was developed with input from more than 500 community members. It includes 40 proposed actions to improve how Council communicates. The final strategy will be adopted in late 2025.
- **Print communications**
Seven editions of the [Banyule Banner](#) and three ward newsletters per councillor were delivered to households and businesses across Banyule.
- **Social media growth**
Council gained 3,704 new followers across [Facebook](#), [Instagram](#) and [LinkedIn](#). Engagement also increased, supported by targeted paid campaigns.
- **Email engagement**
The [Banyule eNews](#) subscriber list grew to over 7,473 people. Email open rates rose by 2.4% and click-through rates by 1%.

- **Website and online services**
[Council's website](#) received a record 1.36 million visits in 2024–25, more than double pre-COVID levels. Online service use also grew, with 68,538 forms submitted, nearly 200% more than in 2019–20.
- **Targeted digital campaigns**
Growth in digital engagement was driven by targeted campaigns and improved online touchpoints:
 - Rates notice emails prompted over 13,600 visits
 - Pet registration notices generated over 10,000 visits
 - [Banyule eNews](#) and [Age in Focus eNewsletters](#) drove more than 13,800 visits, up 1,300% and 3,400% respectively from the previous year

These results show that digital channels are playing an increasingly important role in helping the community stay informed, engaged and connected with Council services and initiatives.

Advocating for Banyule

Speaking up for the community

In July 2024, Council representatives attended the Australian Local Government Association (ALGA) conference in Canberra to raise local issues with federal decision-makers. While there, they met with Australian Government Ministers and advisers to advocate for Banyule's priorities. Throughout the year, Councillors and senior staff also continued to meet with Members of Parliament (MPs) to ensure Banyule's voice is heard on matters that affect the community.

What Council advocated for and achieved

Revitalising Bell Street Mall

Secured \$250,000 from the Australian Government to develop a [masterplan for the Bell Street Mall Neighbourhood Activity Centre](#).

Replacing trees lost to North East Link works

Successfully negotiated the planting and maintenance of 2,199 new trees, guided by Council's [Urban Forest Strategy](#).

Preventing family violence

Hosted a roundtable with the Minister for Family Violence and neighbouring councils, calling for funding for dedicated prevention and gender equity officers in each council.

Launching the Northern Innovation and Sustainability Precinct (NISP)

Led the launch and submitted a funding bid to the Australian and Victorian Governments to support a masterplan and attract investment. Meetings with Ministers and MPs are ongoing.

Protecting community land from Windfall Gains Tax (WGT)

Joined four other councils to meet with the Minister to discuss the impact of the WGT and advocate for exemptions when land is rezoned for community benefit.

Improving glass recycling services

Worked with 33 Victorian councils to push for better rollout of kerbside glass recycling.

Improving planning reforms

Advocated to the Victorian Government for changes to the March 2025 planning reforms, with a focus on ensuring new housing reflects community needs and aspirations. This work is ongoing.

Electrifying WaterMarc

Secured \$2.3 million in Australian Government funding to replace gas boilers with electric systems, enabling the entire 1 Flintoff Street building to run on 100% renewable energy.

Making Ivanhoe Railway Station safer

Advocated for and achieved installation of tactile ground surface indicators; full accessibility upgrades are still being pursued.

Improving pedestrian safety on Diamond Creek Road

After community and Council advocacy, secured \$2.8 million from the Victorian Government for a new signalised crossing after two student accidents.

Upgrading Ivanhoe Park Croquet Club

Secured \$250,000 in Victorian Government funding for lighting and clubhouse improvements.

Delivering female-friendly facilities at James Street Reserve

Secured \$250,000 in Victorian Government funding for female-friendly changerooms.

Enhancing Ivanhoe Sports precinct

Received \$2 million in Australian Government funding for a new netball facility and croquet club upgrades.

Reviewing advocacy priorities

Held a workshop with newly elected councillors in March to update advocacy priorities for the year ahead.

Advocacy priorities for 2025–26

Council has identified eight key advocacy priorities aligned with the Community Vision themes, alongside 17 ongoing items.

Advocacy priority Description	
Community Vision 2041 theme: Our Inclusive, Healthy and Connected Community	
Integrated Services Hub, Heidelberg West	With affordable and community housing growth planned in the area, and existing demand for community support services, Council seeks a Victorian/Australian Government funding partnership to deliver an integrated services hub in Heidelberg West.
Housing	- In response to the Victorian Government's planning reforms, advocacy to boost the supply of social housing and bring community voice in planning matters. - Focus on ensuring future housing is balanced with community aspirations, including sustainability, design, neighbourhood character and tree canopy.
Homelessness	- Seeking ongoing Victorian Government funding for an assertive outreach program currently being trialled by Council. - Seeking provision of crisis accommodation, a feasibility study into a homeless youth hostel, extension of the existing 24-hour housing outreach service and advocating for key worker accommodation. - Seeking increased funding to extend operating hours and service capacity of Banyule's nearest intake service for housing and homelessness services.
Community Vision 2041 theme: Our Valued Community Assets and Facilities	
Ivanhoe Aquatic upgrade and electrification	- Seeking partnership funding from Victorian and Australian Governments of \$13.5 million each to deliver \$38 million upgrade and electrification project at Ivanhoe Aquatic. - Electrification of Ivanhoe aquatic contributes greatly to Council's zero emissions target. - This project will form a key part of Council's 2026 Victorian state election advocacy campaign and ongoing advocacy with the Australian Government.
Community Vision 2041 theme: Our Well-Built City	
Civic Drive Roundabout	Partnership with Nillumbik Shire Council and Northern Councils Alliance (NCA), seeking funding for a feasibility and design study to achieve grade separation at the Civic Drive roundabout.
North East Link	- Seeking an extension of night-time north east truck curfew to a 24-hour ban. - Facilitate dynamic advocacy in response to community disruption due to NEL construction. - Ongoing advocacy on parking issues, tree planting and replacement trees.

Advocacy priority	Description
Watsonia station and precinct	• Seeking accessibility upgrades to Watsonia Station by committing funding to deliver the preferred designs developed by the Victorian Government in 2022. • Seeking safety improvements including improved lighting and shared pathways to the station. • Seeking connectivity improvements to the station, such as shared paths to Watsonia village and housing on the other (eastern) side of North East Link. • Seeking use of the existing carpark on the eastern side of NEL and provide a more modest above-ground carpark that does not restrict future development of the site.
Shared user path Ruthven Street, Macleod	• For the Victorian Government to complete a shared user path in Macleod during the removal of the level crossing at Ruthven Street, due to begin next year. • The missing link along Ellesmere Parade between Ruthven Street in Macleod and Davies Street in Rosanna has been identified as a high priority route for walking and cycling.

Improving health and wellbeing in Banyule

Banyule Council is committed to supporting the health and wellbeing of the community. The Municipal Public Health and Wellbeing Plan (MPHWP) is integrated with Banyule's [Council Plan](#) and developed in line with the *Public Health and Wellbeing Act 2008*. It is reviewed each year and outlines how Council will work to improve health outcomes across the municipality.

The MPHWP focuses on five key areas:

- Promoting gender equality and preventing violence against women
- Responding to climate change and its impact on health
- Supporting social inclusion and connection
- Encouraging healthy eating
- Increasing opportunities for active living.

These priorities were shaped by:

- Local health data and trends
- Opportunities to improve wellbeing across the community
- Potential for partnerships with state agencies, health organisations and community groups
- Engagement and feedback from community members about their experiences of health and wellbeing in Banyule.

The MPHWP is guided by principles of health equity, social justice and the social determinants of health. Progress is reported through Council's Inclusive Banyule Advisory Committee, [Council's website](#), printed publications and in line with legislative requirements. Actions that support the MPHWP are marked with the MPHWP icon in Council's Annual Action Plan reports.



Figure 28 | Municipal Public Health and Wellbeing Plan (MPHWP) icon



Figure 29 | Promoting health and inclusion through community fitness events

What Council did for health and wellbeing

Promoting gender equality and preventing violence against women

- Represented metropolitan councils on the Safe and Equal 16 Days of Activism grassroots initiative Project Advisory Group, helping shape resources and support sessions provided by Respect Victoria.
- Participated in the 2024 Walk Against Family Violence, where Banyule had one of the strongest contingents of any local government area with up to 50 Council staff including all directors and the CEO walking in solidarity to send a clear message about family and gender-based violence.
- Partnered with Banyule Community Health to host an elder abuse session with a multicultural and multifaith focus, delivered by the Ethnic Communities Council of Victoria.
- Distributed 32 gender equity packs to stand alone kindergartens and Council owned childcare centres, including posters, books and resources promoting respect and challenging gender stereotypes.
- Collaborated with Yarra Plenty Regional Libraries to deliver an Auslan-interpreted story time and inclusive events for International Day of People with Disability, aligned with Respect Victoria's 16 Days theme of 'Respect is'.
- Supported delivery of Women's Health in the North's 'Active Consent' training for youth workers in Banyule and Nillumbik.
- Delivered two Women's Health in the North sessions of 'Gender Auditing in Sporting Clubs' training for northern region local government sport and recreation staff to support the Fair Access Policy.
- Co-hosted five Banyule Nillumbik Family Violence Network sessions, bringing together more than 15 local specialist and generalist support services. These sessions focused on emerging needs, new initiatives and opportunities for collaboration, with a strong emphasis on intersectional support in the family and sexual violence sector.

Climate and health: Responding to change

- Delivered the [Towards Zero Waste Management Plan 2024-2028](#), including community workshops, school incursions and education campaigns.

Building inclusion and community connection

- Supported sporting clubs to adopt the [Fair Access in Sport Policy](#) and deliver safe, inclusive and accessible programs, including [All Abilities](#) and [Rainbow Ready](#) initiatives.

Supporting healthy eating in our community

- Delivered Year 1 of the [Urban Food Strategy](#), including:
 - \$200,000 in Victorian Government funding for the Urban Agriculture Education Centre at Bundoora Secondary College, in partnership with Local Food Connect
 - Establishment of the Urban Food Working Group
 - Reestablishment of the Banyule Nillumbik Emergency Relief Network, in partnership with Nillumbik Shire Council
 - Food asset mapping in partnership with Sustain Australia and Austin Health's North Eastern Public Health Unit.

Helping people stay active

- Delivered eight bike skills and maintenance programs across Banyule, including at Briar Hill, Greensborough, Bundoora, Malahang Festival, Warringal Park, Yulong Reserve and Macleod.
- Hosted cycling confidence workshops at Ivanhoe Library and La Trobe University, in partnership with Darebin City Council, engaging over 100 students in sustainable transport options.

Council looks forward to continuing this work through the MPHWP and its Year 1 Implementation Plan.

Taking climate action and caring for nature

Banyule Council remains committed to meaningful climate action and protecting the natural environment for current and future generations. Our focus is on reducing emissions from Council operations, supporting community-led climate action, and building resilience to the impacts of climate change to protect the wellbeing of our people and ecosystems.

Council's environmental goals

1. Achieve carbon neutrality for Council operations by 2028.
2. Reach carbon neutrality across the municipality by 2040.
3. Protect and enhance Banyule's natural environment.

What Council did for climate action

- Council's overall emissions continued to decline, driven by electrification of buildings and fleet upgrades. Gas use and fuel remain the largest contributors to Council's emissions.
- Community support included financial incentives, education and programs such as [Better Score](#) and [Solar Savers](#), along with workshops, drop-in sessions and webinars.
- Council launched The Adaptation Game: Banyule to help residents understand and prepare for climate impacts.
- Climate change is being addressed through a two-part approach: reducing greenhouse gas emissions to limit future warming and adapting to the unavoidable impacts of a changing climate. Council developed Banyule's first [Climate Change Adaptation Framework](#), identifying key risks to Council services and the wider community. Work is now underway on a detailed Adaptation Plan to guide long-term resilience efforts.

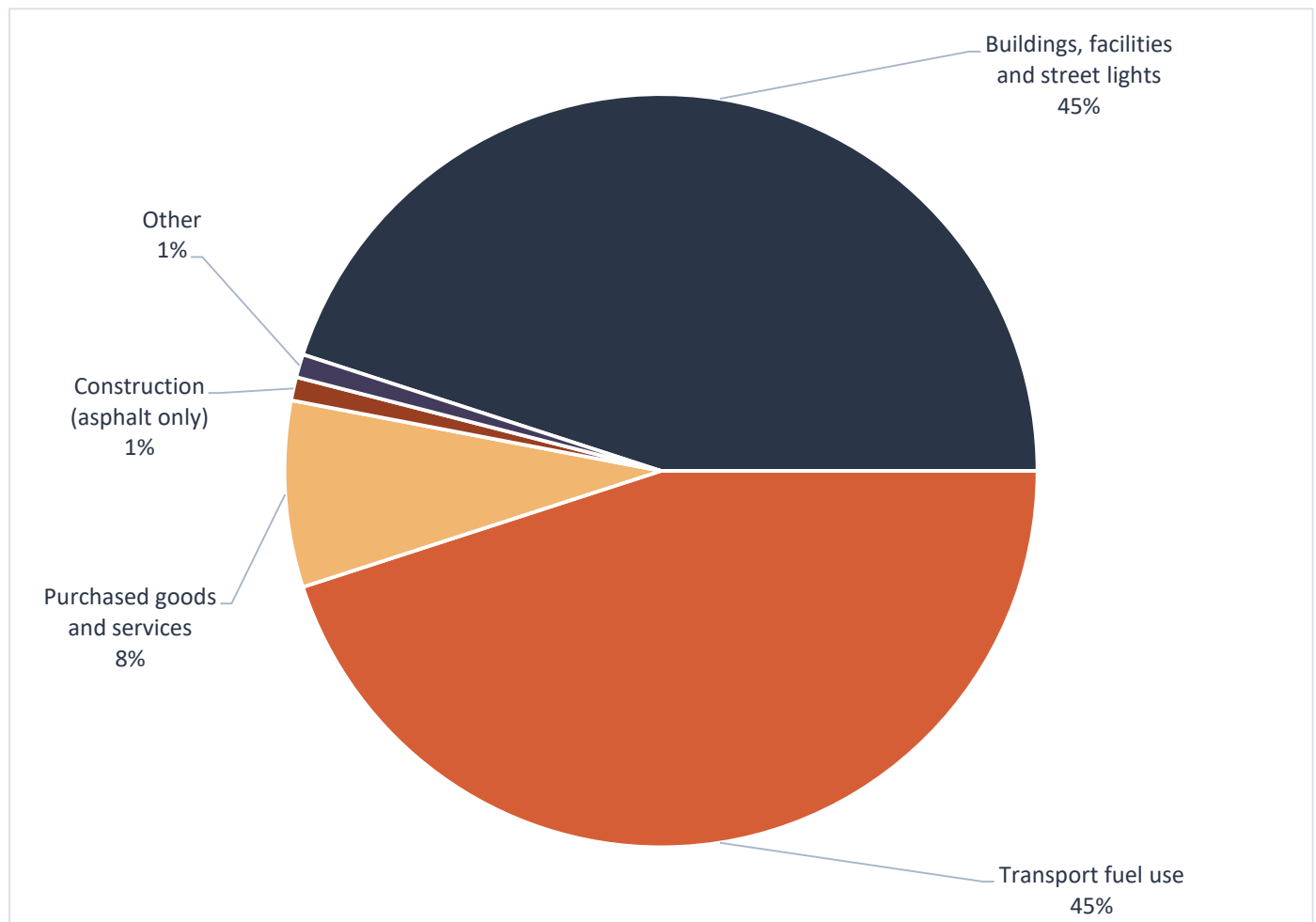


Figure 30 | Breakdown of Council's carbon footprint by emission source for 2024-25



Figure 31 | Banyule Flats wetlands, Viewbank – photo by Alex Sibbison photography

Protecting biodiversity and green spaces

- Council began reviewing its [Biodiversity Strategy](#) to guide future investment and strengthen community partnerships.
- The [Gardens for Wildlife](#) program continued to grow, with over 240 registered gardens now contributing to a more biodiversity-friendly Banyule. Supported by more than 20 passionate local volunteers, the program empowers residents to create gardens that support native plants and animals. Each participating property helps form a network of green spaces that connect conservation reserves and wildlife corridors across the municipality.
- Continued active management of bushland areas and supported local volunteers to plant indigenous vegetation.
- The [Spring Outdoors](#) program, Council's longest-running environmental engagement initiative, marked one of its most successful years in 2024. More than 850 people attended events that celebrated Banyule's biodiversity and natural spaces. These and other nature-based activities gave the community opportunities to connect with the environment, explore local biodiversity assets and learn from leading experts about the value of our natural surroundings.

How Council spends and delivers services

Council’s financial position this year

Council continues to maintain a strong financial position. Below is a summary of our performance for the 2024–25 financial year. For more detail, please refer to the Performance Statement and Financial Report sections of this document.

How Council performed financially

Council recorded a surplus of \$19.09 million in 2024–25, which is higher than last year’s surplus of \$9.79 million and above the budgeted surplus of \$7.02 million. This was mainly due to increased grants, early payments from the Grants Commission, and higher rates and interest income.

While overall spending was slightly over budget, mainly due to higher utility and agency costs, Council still achieved a modest underlying surplus of \$0.94 million, compared to a budgeted deficit of \$5.74 million.

Although budgeting for a deficit may seem unusual, it was part of a deliberate strategy. Council focused on using its own revenue sources to fund services and projects, rather than relying on external grants. This approach supports the long-term goal of renewing and maintaining \$1.9 billion worth of community assets, such as roads, buildings, and parks.

Council is projecting to maintain surpluses from operating activities over the next few years, helping to ensure financial sustainability and continued investment in community infrastructure.

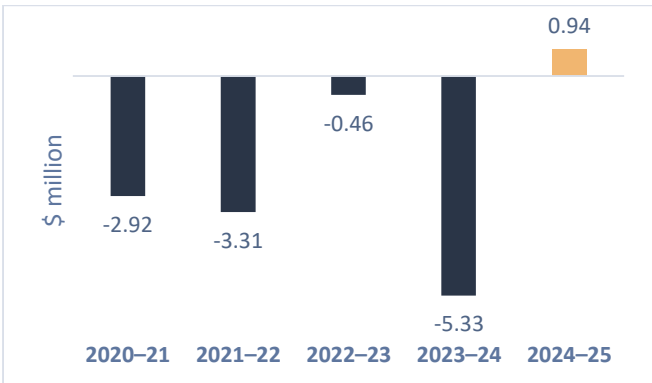


Figure 32 | Adjusted underlying surplus/deficit

How Council manages cash and debt

Council's cash and term deposits total \$101 million, with over 80% allocated for specific purposes. Our working capital ratio shows that Council is well positioned to meet its financial commitments over the next four years.

Thanks to strong cash reserves, Council has continued to reduce debt and deliver major capital works. Although some property sales planned for 2024–25 did not go ahead, others were brought forward due to favourable market conditions. This shift did not negatively impact Council's financial position.

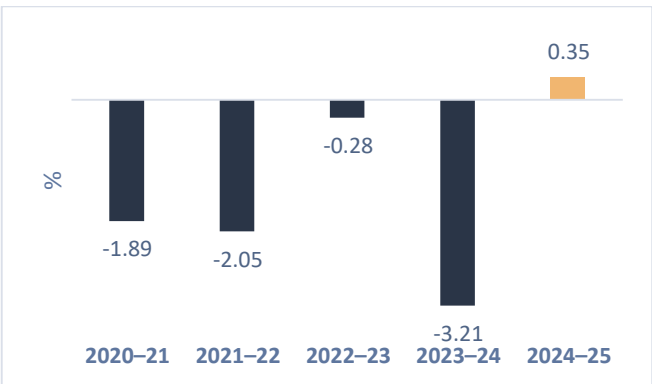


Figure 33 | Adjusted underlying result ratio

Investing in community assets

Council is committed to maintaining community infrastructure. Our asset renewal ratio remains above 100%, meaning we are investing enough to keep assets in good condition.

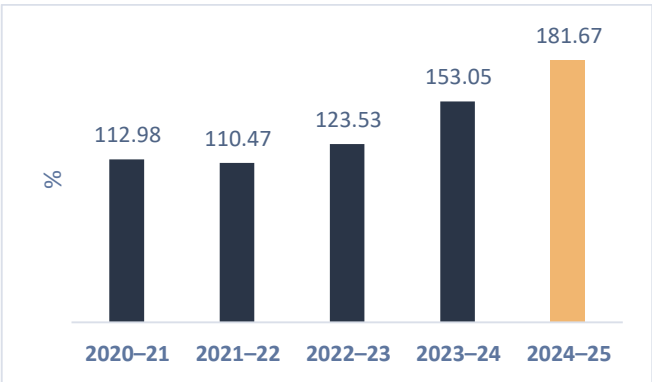


Figure 34 | Asset renewal ratio

By the end of 2024–25, Council’s loans and borrowings ratio fell below 17%, reflecting ongoing efforts to reduce debt through our Debt Management Strategic Plan.

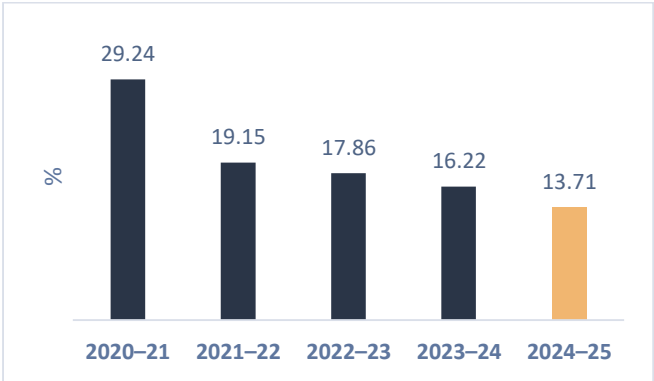


Figure 35 | Loans and borrowings ratio

Where Council’s money comes from

Council generates income from a range of sources, including rates, user fees, fines, grants and contributions. Rates remain the main source of funding, totalling \$121.56 million in 2024–25. The rates concentration ratio, which compares rate revenue to overall income, remains at a healthy level.

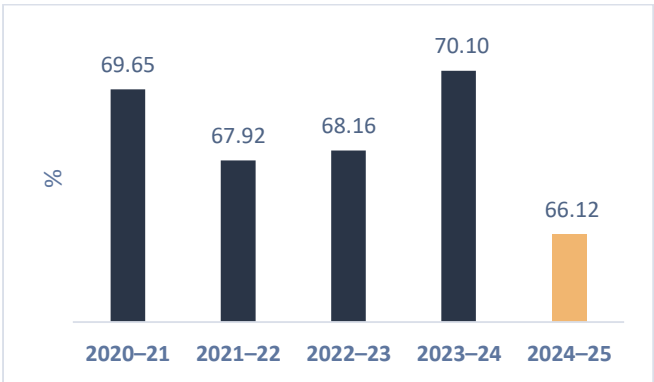


Figure 36 | Rates concentration ratio

Council’s Revenue and Rating Plan guides how we manage income and spending. It focuses on finding new ways to generate revenue and manage costs, so we can continue delivering high-quality services and community infrastructure. Council is also committed to reducing the rates burden on residents wherever possible.

Rates were capped at 2.75% for the year, in line with the Victorian Government’s rate cap. Through our Financial Assistance Hardship Policy, more than 547 applications were approved, resulting in \$116,904 in waived rates for residents experiencing financial difficulty.

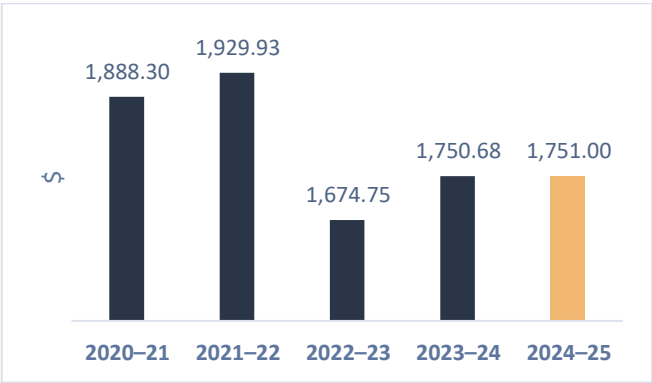


Figure 37 | Revenue level average rate per property assessment



Figure 38 | Banyule Council’s main office alongside WaterMarc, right in the heart of Greensborough

What Council does

Council delivers more than 150 services to the community. These include youth and family support, health and wellbeing programs, local laws, waste and recycling, open space planning, and economic development and planning. Council is also responsible for managing the annual budget.

Our vision, goals and service improvements are outlined in the Council Plan and Budget 2024–2028, which are reviewed in this report. We track our performance using a range of indicators and meet responsibilities under both Victorian and Australian laws.

How the economy affects Banyule

In 2024–25, Victoria's economy continued to feel the effects of inflation, which stayed around 4%. This was mainly due to ongoing supply chain issues, high energy prices and strong demand. However, conditions began to improve, with signs that inflation could ease to around 3% by mid-2025.

Despite these challenges, the economy remained resilient. Job growth was strong, with over 85,000 Victorians finding employment, and business investment rose by 3.7%, outperforming Australian trends.

For the first time since the pandemic, wages started to grow faster than inflation. This was helped by a strong job market and lower interest rates. However, high living costs and slow growth in housing prices continued to affect household spending.

How Council changed in 2024–25

In 2024–25, Council made changes to how teams and services are structured to better meet the needs of the community. These changes are helping us become more flexible, efficient and focused on delivering what matters most.

The restructure supports a skilled and responsive workforce, ready to deliver on the community's goals now and into the future. Everything we do is guided by our values: Respect, Responsibility, Initiative, Inclusion and Integrity.

What Council built and upgraded

Council continues to invest significantly in Banyule's infrastructure to ensure it meets the needs of a growing and diverse community. In 2024–25, infrastructure projects valued at \$24.8 million were started or completed. These works help maintain and improve the quality of roads, footpaths, drainage, buildings, parks and open spaces.

During 2024–25 the major capital works included the following:

Roads, streets and bridges

Council maintains **543 km of roads**, including **538 km of sealed local roads** and **5 km of unsealed roads**, supported by bridges, carparks and public pathways and footpaths, valued at approximately \$381.2 million.

Key projects in 2024–25 included:

- Replacement of 7,600 m concrete footpath bays
- Resheet and upgrade of Old Shire Office carpark, Heidelberg
- Resheeting of 28 local streets (55,000 m² of asphalt)
- Resheeting of Greenwood Drive from Morwell Avenue to Morton Crescent west (21,000 m² of asphalt)
- Construction of pedestrian-operated signals on St Helena Road
- Construction of the Para Road shared use path.



\$17.8 million

Including:

Sealed roads:

\$3.7 million

Footpaths:

\$5.3 million



Figure 39 | Olympic Park pavilion

Drainage



\$2.3 million

Council maintains a broad and complex drainage network, valued at approximately \$132.7 million, that plays a vital role in managing stormwater and protecting the environment. This includes **822 kilometres of piped drainage, 1,014 kilometres of kerbs and channels**, along with **21 flood retention basins, 35 wetlands and stormwater harvesting systems** and **22 gross pollutant traps (GPT)** that help prevent litter and debris from entering local waterways.

Key projects in 2024–25 included:

- Installation of a GPT on Irvine Road, Ivanhoe
- Desilting of Southern Road Wetland
- Minor drainage upgrades at five locations across the municipality.

Parks and gardens



Parks and gardens:
\$3.8 million

Playgrounds:
\$883,000

Banyule's parks and gardens span **more than 800 hectares**, including **311 hectares of bushland**. These spaces offer a wide range of recreational opportunities, with **irrigated and floodlit sports grounds, picnic areas, barbeques, shelters, gardens, trees and playgrounds**. Facilities support a variety of sports, including cricket, tennis, netball, soccer, athletics, baseball, softball and Australian football. Council maintains these assets to ensure they remain safe, accessible and enjoyable for all members of the community.

Key 2024–25 projects included:

- Subsurface drainage, levelling and turf works at Loyola Reserve
- New automatic irrigation system at Elder Street Baseball Ground
- Playground renewals at Olympic and Kirwana Reserves, Montmorency
- Introduction of two electric mowers
- Spreading of 38,000 m² of mulch (almost the size of the MCG) to suppress weeds
- Implementation of a new grass cutting schedule for the Darebin Creek corridor.

Buildings



\$20.6 million

Council manages **322 buildings** and **48 picnic shelters**, valued at approximately \$249.6 million. These include offices, works depots, libraries, childcare centres, maternal child and health centres, community hubs, leisure and aquatic centres, investment properties and public toilets.

Key 2024–25 projects included:

- Rebuild of Macleod Football Pavilion (ongoing)
- Upgrade to Greensborough War Memorial Pavilion kitchen
- Renovations at Skye Children's Cooperative
- Replacement of James Street Reserve public toilet
- Rebuild of East Ivanhoe Preschool
- Upgrade of Anthony Beale Reserve changerooms
- Female-friendly changeroom upgrade at Greensborough Park.

Challenges Banyule faced and what's next

Challenges

External pressures and regulatory challenges

Banyule faces increasing costs and regulatory obligations that impact service delivery and financial planning. A key challenge is compliance with environmental regulations related to current and former landfill sites. Waste disposal costs have risen sharply due to changes in industry practices and government levies. For example, the EPA landfill levy increased from \$125.90 per tonne in 2022–23 to \$169.79 per tonne in 2025–26, a 27.9% increase.

These pressures are compounded by broader economic uncertainty, including inflation, supply chain disruptions, and population growth, which affect both operational costs and community expectations.

Managing financial pressures and Budget challenges

Council's Adjusted Underlying Result, a key measure of financial health excluding one-off grants and asset contributions, is projected to be a deficit of \$0.3 million in 2025–26. A return to surplus is not expected within the current four-year budget cycle.

Maintaining adequate cash reserves is critical to ensure long-term sustainability and to meet potential liabilities, such as superannuation calls for defined benefit members. Banyule's Working Capital ratio is forecast to range from 2.11:1 to 1.73:1, indicating sufficient short-term assets to meet liabilities, but with tightening margins.

Improving services and operational efficiency

To respond to financial pressures and evolving community needs, Banyule is implementing several strategies:

- **Continuous Improvement Program:** Focused on streamlining operations and enhancing service delivery.

- **Digital transformation:** Investment in system upgrades to improve customer experience and internal efficiency.
- **Collaborative procurement:** Working with Northern Region councils to increase purchasing power and reduce costs 1.

These initiatives aim to maintain service quality while managing costs and improving responsiveness.

Planning reforms and Council's role

Recent planning reforms introduced by the Victorian Government have reduced Council's control over key areas such as environmental sustainability and neighbourhood character. The Townhouse and Low Rise Code, for example, limits Council's ability to enforce local design standards and removes appeal rights for many residents.

New planning approval pathways have shifted decision-making authority away from Council, challenging Banyule's ability to represent community interests in development matters.

Technology, health and safety challenges

Council's Environmental Health team has faced several operational challenges:

- A major IT system upgrade required extended user testing, delaying registration renewals for food and health businesses by four weeks.
- A data breach by an external IT provider, though quickly managed, highlighted the need for robust cyber security protocols.
- Implementation of the new 3.2.2A Food Standards Code involved rolling out new tools and training across aged care, childcare, and hospitality sectors.

These events underscore the importance of resilience, digital capability, and proactive risk management in service delivery.

What's next for Banyule



Figure 40 | Spectacular LED stilt performance by Fresh Creative Entertainment at Banyule's Lantern Festival

Strengthening community wellbeing and inclusion

- **Rolling out the Marrageil Strategy 2024–2034**, which supports Aboriginal self-determination and deepens partnerships with local Aboriginal organisations and communities.
- Expanding programs at Barrbunin Beek, one of only eight Aboriginal Gathering Places in Victoria, to support cultural connection and community leadership.
- Working with Traditional Owners, the First Peoples' Assembly and the Victorian Government as part of the journey **toward Treaty in Victoria**.
- Embedding the **Health and Wellbeing priorities 2025–2029** through integrated planning and meaningful community engagement.
- Establishing the Connected Communities Advisory Committee, which will help guide Council's **response to racism, discrimination and social isolation**.
- Supporting inclusive sport and recreation through the Fair Access in Sport Policy, ensuring everyone has the opportunity to participate and feel welcome.

Preparing for aged care reform

- Preparing for the **New Aged Care Act** coming into effect in July 2025, with a 12-month transition period.
- Reviewing Council's role in aged care service delivery and updating residents as reforms progress.
- Supporting staff and service providers through training and policy alignment.

Supporting arts, culture and local jobs

- Hosting a **nationally significant exhibition** at Ivanhoe Library and Cultural Hub to attract visitors and support local trade.
- Mapping arts and culture spaces across Banyule to identify future needs.
- Renewing the **Social Enterprise Strategy** and **Inclusive Local Jobs Strategy** to support employment and innovation.
- Delivering business events, networking and education sessions to strengthen relationships with local traders.
- Supporting Traders Associations and renewing Special Rate and Charge Schemes for Bell St, Lower Plenty and Heidelberg.
- Continuing the **Social Enterprise Partnership Program** to help residents access meaningful employment.

Investing in infrastructure and sustainability

- Renewing key assets including roads, footpaths, bridges, drainage and parks.
- Conducting audits of footpaths, gross pollutant traps (GPTs), and retaining walls.
- Establishing a border agreement with Darebin and Nillumbik for shared infrastructure management.
- Reopening the **Rethink Waste Education Centre** in 2026 with a new interactive show for schools and visitors.

Planning and environmental health

- **Responding to Victorian Government planning reforms** and exploring technology to improve assessment efficiency.
- Finalising the **2025–2029 Domestic Animal Management Plan** to guide community services.
- Supporting the rollout of **Victorian Food Regulator Reforms** to streamline regulation and reduce red tape.
- Assisting with the implementation of the **new Tobacco Licensing Scheme**, ensuring local business compliance by the end of 2025.



Figure 41 | Performance during Banyule Council's collaboration with Traditional Owners, the First Peoples' Assembly and the Victorian Government as part of Victoria's journey toward Treaty – photo by Leroy Miller, First Peoples' Assembly of Victoria

Our people and teams

Council’s executive leadership and organisational structure

Banyule Council is led by a Chief Executive Officer (CEO), who is responsible for implementing Council's strategic direction and overseeing the organisation's operations. The CEO works with four directors as part of the Executive Management Team (EMT), ensuring services are delivered in line with Council's goals and community priorities.

In 2024–25, Council updated its organisational structure to improve how teams and services respond to community needs. These changes are

helping Council become more flexible, efficient and focused on delivering what matters most.

The restructure supports a skilled and responsive workforce that is well placed to deliver on community priorities now and into the future. Council's work is guided by its values: Respect, Responsibility, Initiative, Inclusion and Integrity.

Details of the CEO, directors and organisational structure are outlined below.



Allison Beckwith
Chief Executive Officer

Appointed CEO in December 2019
32 years local government experience

Bachelor of Applied Science
(Consumer Science) – RMIT

Post Graduate of Business
Management – Victoria University

Master of Business Administration
– La Trobe University

Company Directors Course Graduate
Australian Institute of Company
Directors

Graduate Executive Leadership
Program Local Government
Professionals (LGPro)

Graduate Executive Leadership
Program Local Government

Table 2 | Executive Office directorate – Department managers and their business unit teams

Allison Beckwith CEO and Director Executive Office Office of the CEO and Councillors	Krysten Forte Manager Governance and Integrity - Cemetery Administration and Support - Governance and Integrity
---	--

			
Natasha Swan Director City Development Appointed director in January 2022 27 years local government experience Bachelor of Arts/ Bachelor of Planning Design – University of Melbourne Member and Fellow of the Victorian Planning & Environmental Law Association Graduate Executive Leadership Program Local Government Professionals (LGPro)	Marc Giglio Director Corporate Services Appointed director in January 2016 30 years local government experience Bachelor of Business (Accounting) – Swinburne University of Technology Fellow CPA Australia Graduate Executive Leadership Program Local Government Professionals (LGPro) Certificate in Public Participation – IAP2	Joseph Tabacco Director Community Wellbeing Appointed director in May 2024 27 years local government experience Bachelor of Business (Marketing) – Victoria University Diploma of Local Government (Governance and Administration) – Swinburne University Graduate Australian Institute of Company Directors Graduate Executive Leadership Program Local Government Professionals (LGPro)	Darren Bennett Director Assets and City Services Appointed director in July 2021 26 years local government experience Bachelor of Arts (Recreation) – Phillip Institute of Technology Diploma of Project Management – Australian Institute of Management Graduate Australian Institute of Company Directors Graduate Executive Leadership Program Local Government Professionals (LGPro)

The table below outlines Council's organisational structure across the four other directorates.

Table 1 | Council department managers and their business unit teams, grouped by directorates

City Development	Corporate Services	Community Wellbeing	Assets and City Services
Niall Sheehy Manager City Planning, Safety and Amenity - Building Services - Development Planning - Environmental Health - Municipal Laws and Public Assets	Joseph Linnestad Manager Customer Experience - Customer Experience Operations - Customer Experience Strategy - Emergency Management	Georgie Meyer Manager Inclusive and Creative Communities - First Nations - Arts and Culture - Community Impact - Community Partnerships - Inclusive Enterprise and Local Economy	Greg Gale Manager Delivery and Assets - Building Maintenance - Capital Works - City Assets - Project Management

City Development	Corporate Services	Community Wellbeing	Assets and City Services
Jonathan Risby Manager Transport and Engineering - Transport and Development Engineering - Transport Planning and Advocacy - North East Link Project	Tim Wakeham Manager Business Transformation and Technology - Continuous Improvement - Digital Transformation - Information Management - IT Infrastructure, Operations and Applications	Shawn Neilsen Manager Advocacy, Communications, Engagement and Performance - Advocacy - Communications - Community Engagement and Insights - Integrated Planning and Performance	Michael Tanner Manager Parks and Natural Environment - Bushland Management - Environmental Operations - Parks Presentation - Sportsfields and Parks Assets - Urban Forestry
Nadine Wooldridge Manager City Futures - Environment - Open Space Planning and Design - Strategic Planning and Urban Design	Gloria Conte Chief Financial Officer Strategic Finance and Performance - Financial Accounting - Financial Performance and Planning - Revenue Services - Strategic Procurement	Nicole Maslin Manager Healthy and Active Communities - Banyule Leisure - Civic Precincts, Hubs and Community Facilities - Sports and Leisure Contracts Management - Sports, Recreation and Community Infrastructure	Kathy Hynes Manager Operations - Fleet Management - Operations Infrastructure - Operations Projects and Site Management - Waste Management
Julian Harvey Manager Strategic Properties and Projects - Spatial and Property Systems - Strategic Properties and Property Services	Toni Toaldo Manager People and Culture - Employee Relations and Industrial Relations Business Partners - Inclusive Employment Pathways - Learning and Development - Organisational Development - Payroll - Risk and Assurance - Safety and Wellbeing - Talent Management	Roberta Colosimo Manager Family and Community Services - Aged Services - Early Childhood Services - Maternal and Child Health and Immunisation Services - Service Navigation - Service Reform - Youth and Community Connections	

Council's workforce at a glance

As of 30 June 2025, Banyule Council employed 1,001 individuals, equating to 697.6 full-time equivalent (FTE) positions. FTE is a standard way of measuring staffing levels based on hours worked. For example, one full-time employee working 40 hours per week equals 1.0 FTE. This helps provide a clearer picture of the workforce, especially when it includes part-time and casual roles. Workforce data is presented in accompanying tables and graphs.

Table 1 | Council FTE staff by executive and directorate, including employment type, gender and total headcount

Employment type (Gender)	Executive	Executive Office	Assets and City Services	City Development	Community Wellbeing	Corporate Services	Total FTE	Total headcount
Permanent full-time (Female)	2.0	6.0	25.0	43.6	79.1	55.5	211.2	215
Permanent full-time (Male)	3.0	1.0	147.3	59.0	23.8	36.0	270.1	280
Permanent full-time (Self-described)	0.0	0.0	0.0	2.0	1.0	0.0	3.0	3
Permanent part-time (Female)	0.0	2.3	2.5	22.0	103.2	15.3	145.4	260
Permanent part-time (Male)	0.0	0.0	3.1	8.1	25.2	3.6	40.0	94
Permanent part-time (Self-described)	0.0	0.0	0.0	0.0	2.5	0.0	2.5	4
Casual (Female)	0.0	0.1	0.0	4.6	11.1	0.3	16.1	89
Casual (Male)	0.0	0.0	0.0	3.5	3.4	0.7	7.6	48
Casual (Self-described)	0.0	0.0	0.0	0.4	0.5	0.7	1.7	8
Total FTE/ Headcount	5.0	9.4	177.9	143.2	250.0	112.1	697.6	1,001

Table 2 | Council FTE staff by employment classification and gender

Employment classification	Female	Male	Self-described	Total FTE
Band 1	12.6	7.7	0.6	20.9
Band 2	1.5	0.1	0.0	1.6
Band 3	46.7	19.3	2.6	68.6
Band 4	53.6	27.8	0.3	81.7
Band 5	54.2	36.7	1.0	91.9
Band 6	81.5	53.0	1.6	136.2
Band 7	32.8	40.0	1.0	73.8
Band 8	29.5	22.8	0.0	52.4
Band not applicable	60.2	110.2	0.1	170.5
Total FTE	372.7	317.7	7.2	697.6

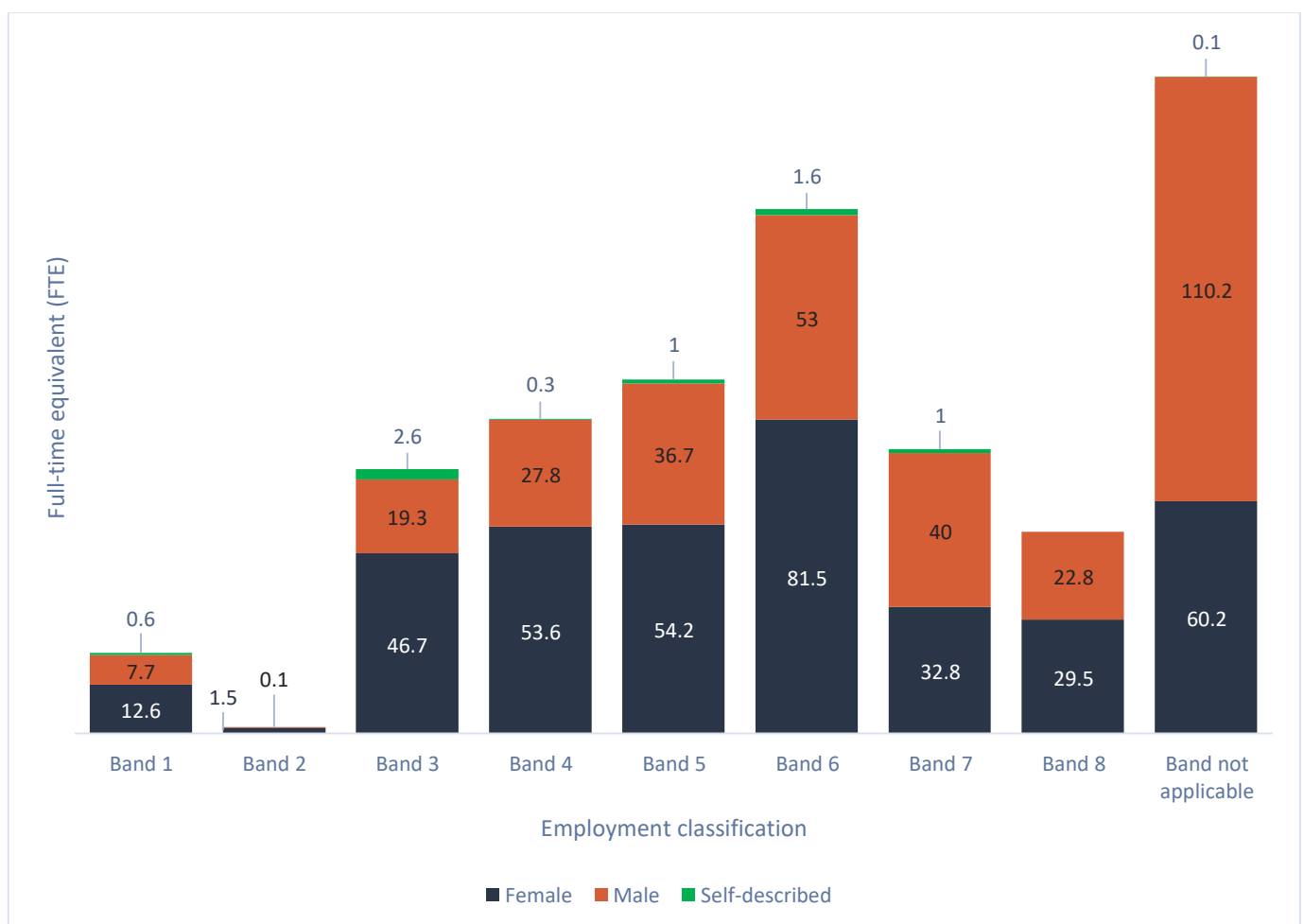


Figure 42 | Council (FTE) staff by employment classification and gender

How Council works together

Fostering an inclusive workplace

Council is one of the region's largest employers with **over 1,000 staff** and is committed to equitable access to employment. In 2024–25, **over 60 individuals** participated in Inclusive Employment and Workplace Pathways programs, receiving coaching, mentoring, and tailored support.

Key initiatives included:

- Mandatory training on child safety and sexual harassment prevention, with leaders completing a new eLearning module
- Launch of inclusive policies and use of Whispli, an anonymous reporting platform
- Participation in events promoting respect and inclusion

Championing diversity and inclusion

Guided by the **People Strategy 2030**, Council fosters a culture of inclusion and respect. In 2024–25, staff engaged in training on cultural safety, gender equality, LGBTIQ+ inclusion, disability awareness and mental health.

Highlights:

- Inclusive Wellbeing Calendar embedded across Council
- Active Diversity and Inclusion Advisory Group, made up of staff with diverse lived experiences
- New Gender Affirmation and Family Violence policies, reinforcing **Council's zero-tolerance approach to discrimination and harassment**
- New Anonymous Sexual Harassment Reporting portal

Inclusive Employment Pathways

Council's **Inclusive Employment Program** supported **12 local people** facing barriers to employment in 2024–25. The program offers tailored, temporary roles that match individual interests and strengths, helping participants gain

experience and build skills in a supportive environment.

Through the **Workplace Pathways Program**, Council partnered with local schools, universities and community organisations to support **young people, international students, new arrivals** and those in **gendered workforces**. In 2024–25, Council hosted:

- 28 work experience students
- 23 tertiary placements
- 1 apprentice
- 1 graduate.

These programs form part of Council's broader Employment Strategy, which aims to create a workforce that reflects the diversity of the Banyule community and provides meaningful opportunities for all.

Advancing gender equality

As a defined entity under the *Gender Equality Act 2020*, Council continued implementing its [Workplace Gender Equality Action Plan 2021–2025](#), supported by the **Gender Equality Steering Committee**. Key achievements in 2024–25 included:

- Launch of the **Sexual Harassment Prevention Action Plan**
- Endorsement of the **Family and Domestic Violence Support Policy**
- Integration of gender equity into recruitment and workforce planning.

Council submitted its first **Progress Report** to the Commission for Gender Equality in the Public Sector, following its second audit, which included:

- A **5% increase in women in full-time roles**
- A **0% median pay gap**
- **Gender parity in senior leadership**

Council also completed approximately **60 Gender Impact Assessments (GIAs)**, supported by targeted training and practical tools. These assessments help ensure policies, programs and services consider the needs of people of all genders.

Celebrating the people who make Banyule better



Figure 43 | 20th Annual Banyule Volunteer Celebration held at the Great Hall in Ivanhoe

Recognising Banyule's volunteer community

Council hosted the **20th Annual Banyule Volunteer Celebration**, bringing together **383 guests** from **80 volunteer groups**. Attendees represented sectors including arts, education, emergency services, sport, environment, aged care, health and disability support.

The evening included a three-course meal and entertainment by **MC Wilbur Wilde and his band**. **Volunteer awards** recognised outstanding service, with **Mayor Cr Elizabeth Nealy** thanking volunteers for their vital role in building a stronger, more connected community. Councillors also took part in the awards ceremony and spent time engaging with volunteers throughout the evening.

This annual celebration reflects Council's ongoing commitment to recognising and supporting the incredible contributions of volunteers across Banyule.

Young people stepped up at YouthFest

Young people played an important role in the success of **YouthFest 2025**, with **28 youth volunteers** supporting the event. Around **60%** of these volunteers **were involved in Council's youth programs**, while others joined through community engagement, waitlists or referrals.

Volunteers participated in **induction** and orientation sessions, **pre-event working bees**, and **event-day roles**, followed by a **celebration and debrief**. At the celebration night, young people received guidance on **including their volunteering experience on their resumes** and were informed about future opportunities to stay involved.

Feedback from volunteers highlighted strong interest in **live music** and **environmental initiatives**, with many valuing the chance to connect socially and contribute to a meaningful event. One new volunteer shared,

"It was so busy [in the Banyule Youth Services tent] but it was nice to see so many people I know!"

These experiences help build confidence, skills and community connection among young people, while also strengthening Council's youth engagement efforts.

Recognising staff excellence

Celebrating awards and achievements

Inclusive Enterprise and Local Economy team

The team received multiple awards for its work supporting inclusive employment and economic development:

- **LGPro Awards for Excellence – Special Projects Category**
High Commendation for the 1,000 Jobs for Banyule initiative
- **National Awards for Local Government – Career Starter Category**
Honourable Mention for the Inclusive Employment Program
- **Economic Development Australia Awards – Diversity and Inclusion Category**
Honourable Mention for the Inclusive Employment Program

These awards recognise Council's leadership in creating meaningful employment pathways for people facing barriers to work.

CX Data Driven Transformation initiative



Council received the **LGPro Excellence Award in the Service Delivery category** for the CX Data Driven Transformation initiative.

Led by the Customer Experience team, this project delivered:

- Dynamic web forms to streamline processes
- Integrated live data sources to automate customer interactions
- A comprehensive training program for a new customer experience management tool
- System improvements to reduce manual work and enhance customer experience

This collaborative initiative has significantly improved how Council serves the community.

Banyule Futures



Council was named a **finalist** in the **LGPro Community and Integrated Planning Award** for the [Banyule Futures](#) project.

This innovative approach combined data with community feedback to inform future planning. It included:

- **Place-based insights** for Banyule's seven precincts
- Engagement with over **970 community members**
- Contributions from more than **70 staff**

Banyule Futures helped shape the new [Banyule Plan, Health and Wellbeing Plan](#), and other strategic documents, an outstanding whole-of-organisation effort.

Honouring years of service

Council values the dedication and contributions of its staff and celebrates their achievements through meaningful recognition programs.

The **Years of Service Awards** honour long-serving employees whose work has helped shape Council's culture and deliver positive outcomes for the community. These awards are more than milestones, they are a way to show appreciation and respect for the people who make Banyule a great place to work.

Recognition also extends to those who champion **innovation, inclusion** and **leadership**. Whether through formal awards or everyday appreciation, Council is committed to creating a workplace where every employee feels valued and seen.

As we reflect on the past year, we remain focused on building a culture of excellence, inclusion and shared success, one that honours the past and inspires a bright future for our organisation and the community we serve.

Growing and supporting Council's people

Attracting and retaining talent

Council takes a strategic approach to attracting and retaining staff, ensuring we have the right people in the right roles to deliver high-quality services.

In 2024–25, Council advertised **273 positions** and received over **8,150 applications**, showing strong interest in joining our organisation. Recruitment was steady throughout the year, with a median of **24 roles advertised per month**, reflecting improved workforce planning.

Recruitment processes were enhanced to ensure fairness and inclusivity. Updates to application forms, tailored job ads and better support for hiring managers helped create a more consistent and candidate-friendly experience.

Council also brought senior recruitment in-house, improving internal capability and reducing costs.

Agency spend dropped from \$4.42 million to \$2.59 million, the lowest in five years, thanks to better planning and a focus on internal mobility and leave cover strategies.

These efforts support a dynamic and engaged workforce, where people are encouraged to grow, stay and contribute to meaningful outcomes for the Banyule community.

Enterprise bargaining and conditions

Council staff are currently employed under Enterprise Agreement No. 8 (2021), approved by the Fair Work Commission in June 2022.

In 2024–25, Council began negotiations for **Enterprise Agreement No. 9**, aiming for a single-employer agreement to deliver better outcomes for staff. A dedicated bargaining committee met regularly to support localised discussions. By June 2025, negotiations had concluded and the proposed agreement entered the finalisation phase.

The process was supported by Council's People and Culture team, who facilitated transparent communication and staff engagement throughout.



Figure 44 | Banyule Open Studios exhibition – Loft 275 at Ivanhoe Library and Cultural Hub

Professional development and leadership

Banyule Council continues to invest in workforce capability, recognising that professional development is key to delivering high-quality services and building a future-ready organisation.

In 2024–25, Council strengthened its commitment to leadership development through a diverse suite of internal and external programs. These initiatives were guided by the **Leadership Capability Framework**, which supports development across all levels of the organisation, from emerging leaders to senior executives.

Staff participated in a range of programs, including:

- **Coaching and Mentoring Program** – year-long partnerships with senior leaders to build leadership confidence and capability
- **LGPro Leadership Programs** – including Emerging, Executive and First Nations streams
- **Women's Network events** – supporting gender equity and professional connection

Council also delivered targeted training sessions on key topics such as:

- First Nations cultural awareness
- Emotional intelligence
- Change management
- Courageous conversations
- Cultural safety and inclusion.

Learning was supported through Council's human resources information system platform, which acts as a central hub for staff to explore, book and manage training opportunities. A mix of **face-to-face, online** and **eLearning modules** ensured flexible access to development.

Council played a key role in the **RMIT-led Earn and Learn Pilot Program**, offering accredited training at

no cost to staff or Council. Twelve employees completed the **Lead and Mentor skillset**, while others began training in mental health resilience and sustainability-focused critical thinking.

In addition to formal training, Council supported staff through:

- Study assistance for external qualifications
- Team-building workshops to strengthen collaboration
- Capability-building initiatives aligned with strategic goals.

These efforts reflect Council's commitment to continuous learning and development, ensuring staff are equipped to meet evolving community needs and contribute meaningfully to Banyule's future.

Supporting career conversations

Council's Employee Development Reviews (EDRs) are a key part of our approach to building a high-performing and future-ready workforce. These structured annual conversations go beyond traditional performance appraisals. They provide a space for staff and leaders to reflect on achievements, identify development needs, and align personal goals with Council's strategic direction.

EDRs are designed to be two-way and meaningful, helping staff explore career pathways, access tailored training, and contribute to continuous improvement. Integrated into Council's HR system, EDRs are easy to manage and support ongoing progress tracking, goal setting, and learning access.

By embedding EDRs into our workforce planning, Council ensures that staff are supported to grow, adapt and succeed in a changing environment.

Keeping our people safe

Staff safety and wellbeing is a priority at Banyule. Council takes a proactive approach to occupational health and safety, making sure employees feel safe, supported and confident at work.

In 2024–25, Council recorded 1,059 safety-related events, showing a strong culture of reporting and risk awareness. Eight new Health and Safety Representatives were trained and took part in inspections, investigations and committee meetings. Quarterly briefings helped reinforce shared responsibility across teams.

The launch of the COMPASS Framework was a key milestone. It provides a central system to track staff training, qualifications and competencies, improving compliance and capability.

Council delivered tailored training, ergonomic checks and early intervention strategies to support wellbeing and meet legal duties. These efforts show our commitment to a safe and resilient workplace.

Supporting staff wellbeing

Council is committed to creating a workplace where wellbeing is supported and celebrated. Our approach recognises wellbeing includes physical, mental, emotional, social and financial health.

In 2024–25, Council delivered an Inclusive Wellbeing Calendar with events such as Reconciliation Week, Men's Health Week and RU OK Day. These initiatives promote awareness, connection and inclusion, and align with Council's Diversity and Inclusion Strategy.

Staff and families accessed 166 hours of counselling through the Employee Assistance Program, which supports personal and work-related challenges.

Physical wellbeing was supported through the Fitness Passport program, free flu vaccinations, fruit box deliveries and facilities for active commuting, including bike storage and showers.

Social connection is nurtured through the Banyule Social Club, which hosts events that build camaraderie and community. These initiatives reflect Council's commitment to helping staff thrive.

Preventing violence against women

Banyule Council continues to take a strong and compassionate approach to preventing violence against women. We are committed to embedding **gender equity** and **respectful relationships** into our workplace culture.

In 2024–25, Council endorsed the **Family and Domestic Violence Support Policy**, which provides confidential support, flexible work arrangements, and access to wellbeing services for staff experiencing family violence. This helps employees feel safe, supported and empowered at work.

Council also launched its first **Sexual Harassment Prevention Action Plan**, aligned with national **Respect@Work** principles. This was supported by the rollout of Whispli, an anonymous reporting platform that has reinforced our zero-tolerance approach to harassment.

Staff participated in awareness events including International Women's Day and 16 Days of Activism Against Gender-Based Violence.

The **Diversity and Inclusion Advisory Group** played a key role in shaping policies and programs, ensuring lived experience informs our approach to gender equity and violence prevention.

Together, these efforts are building a workplace culture that champions safety, respect and inclusion, setting a strong example for the wider community.

Child safety commitment

Council has zero tolerance for child abuse and is committed to keeping children and young people safe.

In 2024–25, staff completed child safety training and recruitment processes were updated to reflect child-safe values. Council promoted its commitment through signage, job ads and online platforms.

Training was tailored for teams like School Crossing Supervisors and Waste Management staff. The COMPASS Framework helped track staff qualifications and compliance.

These actions support a safe environment for children across Council and the community.



Figure 45 | Murrundaya Yepengna Dance Troupe, Neon Ngargee Season performance at Lantern Festival

Planning for the future

Council's approach to planning and reporting

Banyule Council uses an integrated approach to planning, budgeting and reporting to ensure services are delivered effectively and meet community needs. This approach also supports compliance with the Act.

As part of the Integrated Strategic Planning and Reporting Framework, Council prepares the following key documents:

- [Community Vision](#) – a long-term vision for the next 10 or more years
- [Council Plan](#) – strategic priorities for the next four years
- [Financial Plan](#) – financial goals and forecasts for at least 10 years
- [Asset Plan](#) – management of community assets over 10 years
- [Revenue and Rating Plan](#) – how rates and revenue will be managed over four years
- [Annual Budget](#) – spending and service priorities for the next four years
- Quarterly Budget Reports – tracking progress throughout the year
- [The Banyule Story](#) (Annual Report) – performance summary each financial year
- Financial Policies – guiding responsible financial management
- Workforce Plan – staffing needs for the next four years.

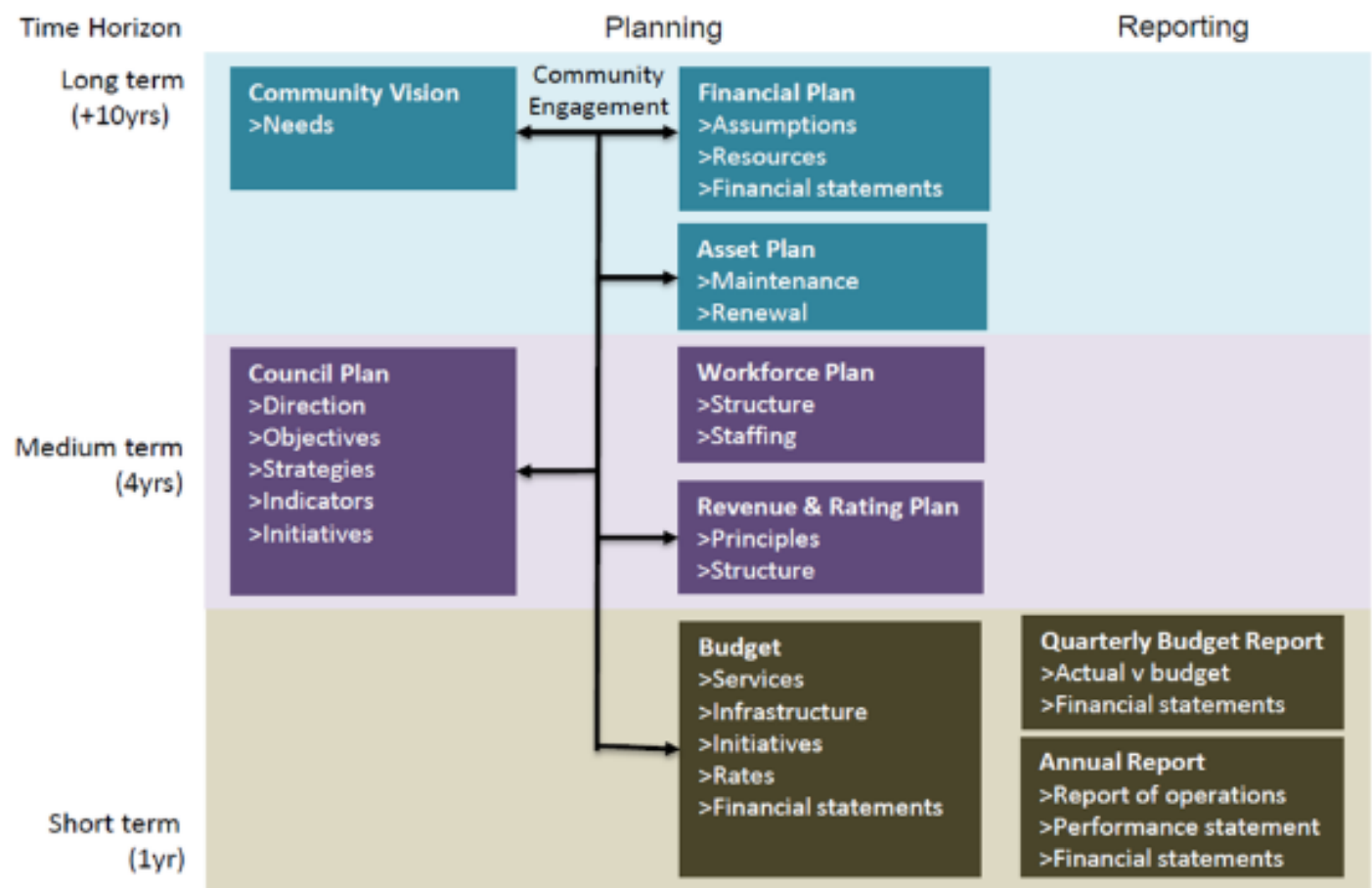


Figure 46 | Victoria's Integrated Planning and Reporting Framework (Source: Department of Jobs, Skills, Industry and Regions)

Community input is encouraged at every stage, ensuring transparency and giving residents a voice in shaping Council's direction.

How Council tracks progress

Council's performance in 2024–25 was measured against the [Council Plan 2021–2025](#) (the Council Plan) using:

- **Actions** from the [Year 4 Annual Action Plan 2024–2025](#) and [Budget 2024–2028](#)
- **Strategic indicators** for Council and community outcomes
- The **Local Government Performance Reporting Framework (LGPRF)**, a mandatory framework used by all Victorian councils to ensure consistent and transparent reporting, which includes indicators across:
 - Service delivery
 - Financial performance
 - Sustainable capacity.

Council also reports on the services funded in the Budget and who in the community benefits from those services.

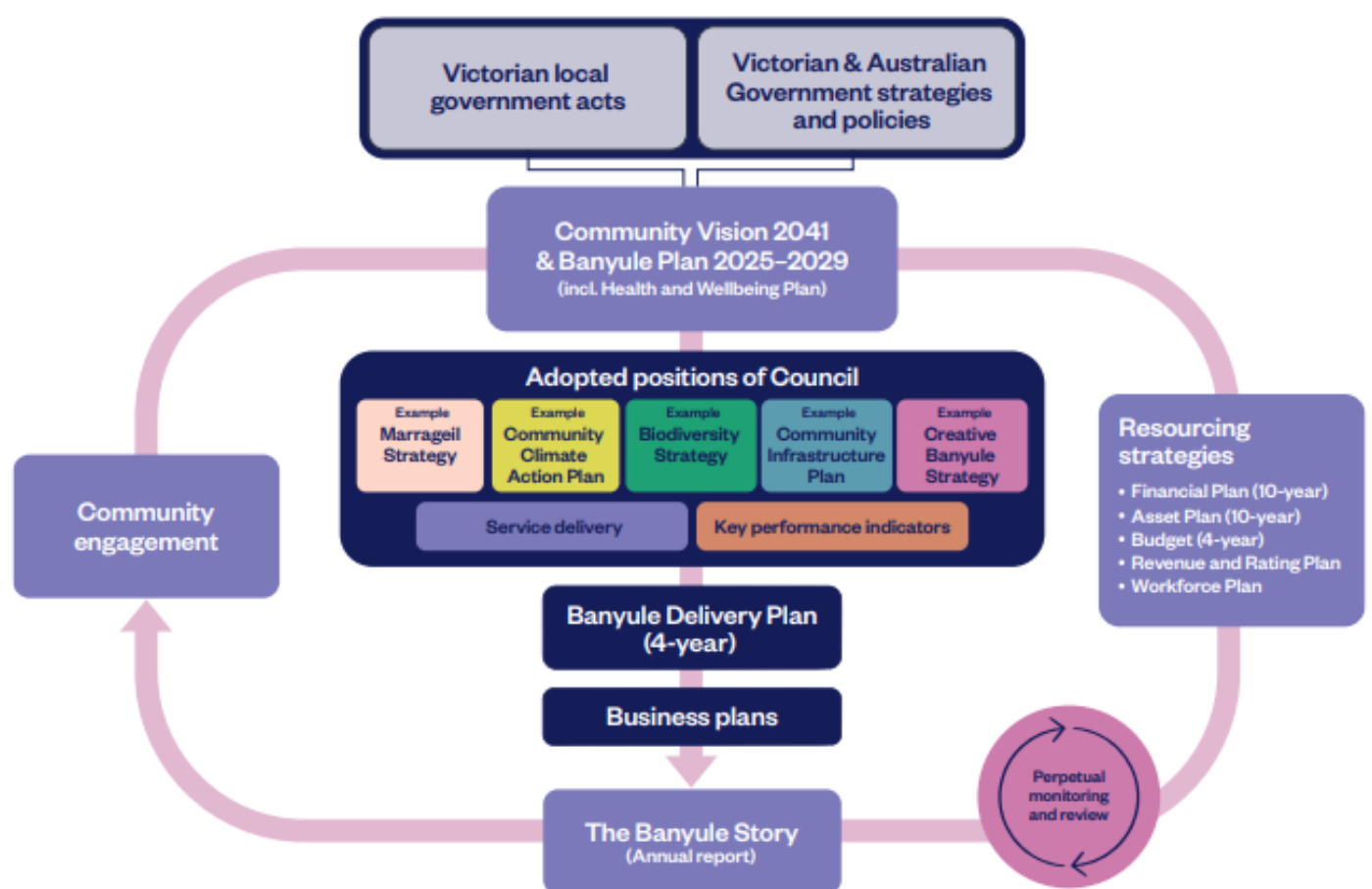


Figure 47 | Banyule's integrated planning model

This integrated approach ensures decisions are informed, resources are used wisely, and services continue to meet community expectations. It also helps Council deliver on the [Community Vision](#) and the [Council Plan](#), by aligning long-term goals with annual actions, budgets and performance measures.

Delivering on the Council Plan

The [Council Plan](#) outlines Banyule's strategic priorities and works alongside other key documents including the Community Vision, Municipal Strategic Statement, Municipal Public Health and Wellbeing Plan, Financial Plan, Budget, Revenue and Rating Plan and Asset Plan.

It also integrates Banyule's **Health and Wellbeing Priorities** and **Climate Action Response**, ensuring a whole-of-community approach to planning and service delivery.

Progress was tracked across six priority themes using two types of strategic indicators:

- **Council indicators** – measured outcomes where Council was directly responsible for delivery
- **Community indicators** – reflected broader outcomes influenced by Council but not solely within its control

To support delivery of the Council Plan and achieve the Community Vision, Annual Action Plans were developed each year. These outlined the specific initiatives and services funded in the annual Budget, ensuring Council remained responsive to community needs and accountable for results.



Figure 48 | Vibrant LED installations at the Lantern Festival

How Banyule measures success

Year 4 Action Plan – Summary of results

In 2024–25, Council worked to deliver 74 actions under the Year 4 Annual Action Plan. These actions supported improved services and outcomes for the Banyule community.

The [full report](#) is available on Banyule’s website.

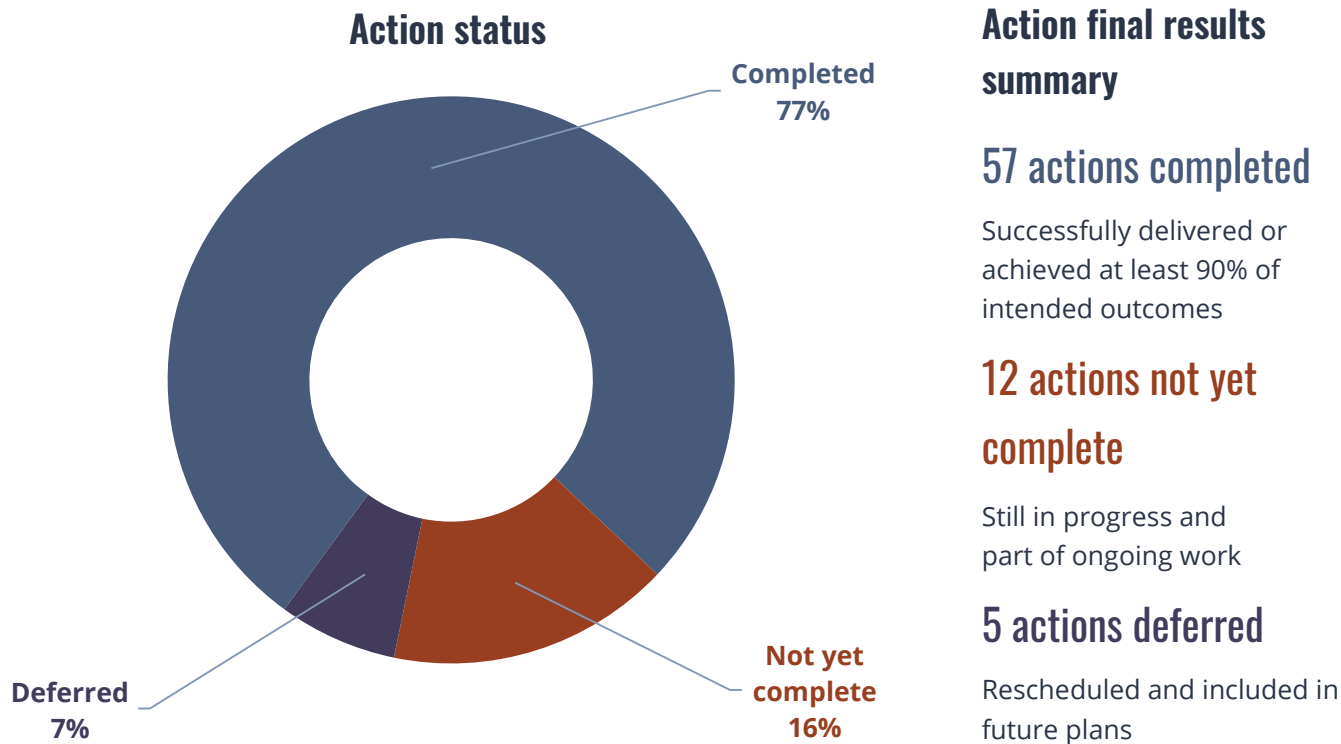


Figure 49 | Summary of Council Plan 2021–2025 Year 4 Annual Action Plan results

Strategic indicators – Summary of results across 2021 to 2025

The Council Plan included 73 strategic indicators to track progress toward Banyule’s strategic objectives. These indicators were grouped into:

- **Council indicators** – measured outcomes where Council was directly responsible for delivery. They helped assess how effectively Council implemented its priorities and delivered services that mattered to the community
- **Community indicators** – reflected broader outcomes that Council helped influence but did not directly control. These indicators provided insight into long-term trends in community wellbeing, inclusion and sustainability

Council and community indicators continue to be used in the Banyule Plan 2025–2029 to monitor progress and support transparent reporting.

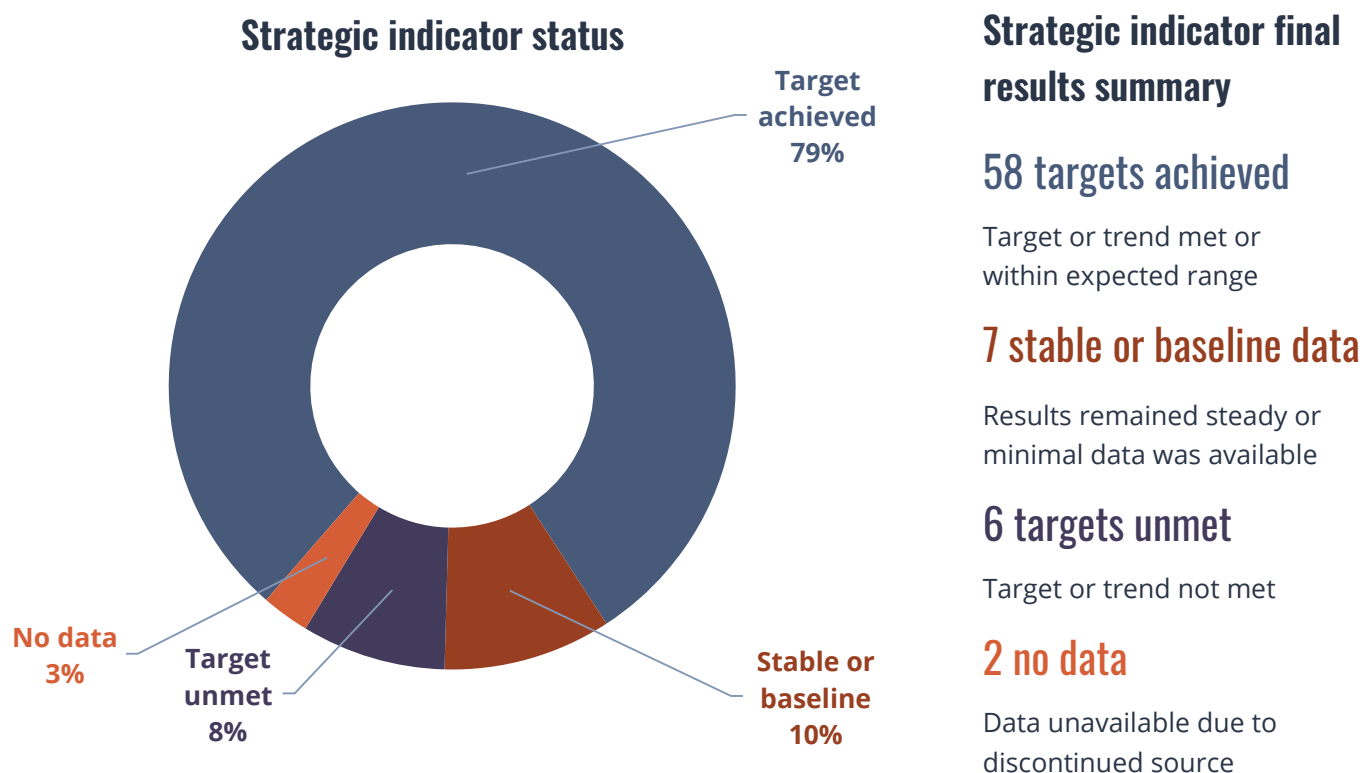


Figure 50 | Summary of Council Plan 2021–2025 strategic indicator results

Priority theme 1:

Our Inclusive and Connected Community



Strategic objective

A safe, healthy, vibrant and connected community where people of all ages and life stages love to live, work and stay; diversity and inclusion are valued and encouraged.

What Council delivered

Treaty negotiations open with ceremony on Wurundjeri Woi-wurrung Country

On 21 November 2024, Banyule City Council joined Darebin City Council to host the Ceremonial Opening of Treaty Negotiations at Darebin Parklands on Wurundjeri Woi-wurrung Country.

The event marked the beginning of Australia's first statewide Treaty dialogue between the Victorian Government and the First Peoples' Assembly of Victoria. Hundreds of community members attended a traditional smoking ceremony and heard speeches from Co-Chairs Ngarra Murray and Rueben Berg, along with Premier Jacinta Allan.

The ceremony highlighted the importance of listening, healing and justice through shared decision-making. It also reinforced both councils' commitment to reconciliation and First Peoples' leadership in shaping a fair and inclusive Victoria.

This event builds on Council's support for the Uluru Statement from the Heart and its adoption of the Marrageil Strategy, which formalises Council's commitment to self-determination and cultural safety.



Figure 51 | Treaty negotiations – photo by Leroy Miller, First Peoples' Assembly of Victoria

Banyule celebrates National Reconciliation Week with community and partners



Figure 52 | Djirri Djirri, a Wurundjeri women's dance group, performing to celebrate National Reconciliation Week

In 2024–25, Banyule City Council partnered with [Barrbunin Beek Aboriginal Gathering Place](#) to deliver a powerful series of events for National Reconciliation Week. These events honoured truth, healing and community connection.

The week began with a moving National Sorry Day Healing Ceremony, attended by over 300 community members. Council also hosted a Flag Raising Ceremony, where more than 100 staff stood together to affirm their commitment to reconciliation.

A highlight was the Partners BBQ at Barrbunin Beek, which brought together over 100 representatives from local organisations to strengthen partnerships and learn from First Nations voices. The week concluded with a vibrant Barrbunin Beek Family Day, attended by 350 community members.

These events were shaped with input from the Reconciliation Action Plan Advisory Committee and reflect Council's commitment to walking alongside the Aboriginal community on the journey toward truth, respect and healing.

First Nations traineeship supports culturally safe career pathways

Banyule Council launched the [First Nations Traineeship Program](#) in partnership with AFL SportsReady's Warumilang Program. The program creates culturally safe and supported pathways into local government for Aboriginal and Torres Strait Islander peoples.

Trainees gain hands-on experience across Council departments, supported by mentoring and guidance from both Council staff and Warumilang mentors. The program is designed to foster First Nations employment, leadership and long-term career growth.

This traineeship is more than a job. It is a step toward systemic change and inclusion. It reflects Council's commitment to building a workforce that is representative of the community it serves.

The program was shaped with cultural advice from the Reconciliation Action Plan Advisory Committee and aligns with the Marrageil Strategy, which embeds truth-telling, cultural safety and equity across Council services. It also supports Council's broader Inclusive Employment Program, which helps local people facing barriers to work.



Figure 53 | Information stall promoting the First Nations Traineeship Program

St Kilda Film Festival – Bringing national cinema to Greensborough

In November 2024, Banyule hosted the **St Kilda Film Festival Victorian Tour** for the first time outside St Kilda in metropolitan Melbourne. Held at Hoyts Greensborough, the event featured 14 of Australia's top short films from the festival's 40th anniversary selection.

The collaboration between Banyule's Arts & Culture team and the festival organisers resulted in a **sold-out evening**, with attendees praising the atmosphere and hoping for future screenings. The event showcased Banyule's growing role in the creative arts and its ability to attract high-quality cultural programming to the region



Figure 54 | Still from *Katele (Mudskipper)* by John Harvey, one of 14 short films in the St Kilda Film Festival's first screening in Banyule

Helping young people thrive at school

In 2024–25, BYS worked closely with local secondary schools and expanded its support to primary schools, responding to the growing needs of students in the 'middle years', those transitioning to secondary school.

A total of **2,682 young people** took part in workshops and activities delivered at schools. BYS also provided referrals and phone consultations to school staff to support student wellbeing.

Workshops included:

- **Being Young** – a new session exploring local opportunities, adolescent brain development and what it means to grow up in Banyule
- **Wellbeing and Self-Care** – strategies for managing mental health and building resilience
- **Youth Work 101** – an introduction for school staff and professionals to youth work principles and adolescent development
- **Wellbeing Transition Workshop** – designed for Grade 5 and 6 students to support their move into secondary school

These programs help young people feel more confident, connected and supported during key life transitions.

Supporting parents and carers through free information sessions

[Banyule Youth Services](#) delivered free online sessions for parents and carers, focusing on real-life challenges identified by local families. The sessions were designed to be practical, accessible and supportive.

Topics covered in 2024–25 included:

- Supporting the transition to high school
- Navigating school refusal
- Digital parenting: regulate and respond

A total of 587 parents and carers booked into these sessions, showing strong community interest in learning and connection.

Supporting professionals who work with young people

In 2024–25, the Banyule Nillumbik Youth Services Executive Committee and Network continued to provide advocacy, education and peer support for professionals working with young people and their families.

Key activities included:

- Neuro-affirming practice training (245 online attendees)
- Borderline Personality Disorder training (31 in-person attendees)
- Knife Crime Forum (90 attendees)
- Healthy Masculinity Workshop for young people aged 14 to 18 (50 attendees)
- Two Hitting the Ground Running events (55 attendees)
- Wellbeing and thank-you event for local professionals (45 attendees)

These sessions helped build capacity across the sector and strengthened collaboration between youth-focused services.



HITTING THE GROUND RUNNING

Hitting the Ground Running is a one-day event for professionals who have recently started working with young people & their families in the Banyule and Nillumbik region.

Attendees will travel on a bus to visit local services to hear about referral options, programs and groups that are available for young people in the area.

This event is suitable for:

- Youth and Social Workers
- School Staff and Teachers
- Mental Health & AOD Workers
- Other professionals who support young people

Services that you will visit and hear from on the day include:

- Nillumbik Youth Hub
- Jeta Studios
- Headspace
- iCYMHS

Tuesday 8th October, 2025
8:45am - 4pm

Starting and finishing at
32-34 Elizabeth Street,
Diamond Creek

\$50 (includes morning tea & lunch)

Contact Kate James
kate.james@banyule.vic.gov.au
0421 888 478

Book tickets below



This session is suitable for individuals and organisations that work with young people in the Banyule and Nillumbik areas



Figure 55 | One of the professional development events hosted by Banyule Nillumbik Youth Services Network

Supporting inclusion through innovative programs at WaterMarc

WaterMarc introduced new programs in 2024–25 to help more people with disability stay active and improve their health and wellbeing.

Immersion Therapy



Figure 56 | A participant using scuba equipment during an Immersion Therapy session at WaterMarc

Immersion Therapy is a world-first, award-winning program that officially launched in Victoria at WaterMarc Banyule in November 2023. WaterMarc is only the second facility globally to offer this transformative service, which continued to expand throughout 2024–25.

This innovative therapy uses scuba equipment to create a weightless underwater environment. It supports people with disability and injury to improve physical mobility, build strength and enhance mental wellbeing. The program has been recognised internationally for its impact and is helping participants achieve outcomes that were previously thought impossible.

Boccia

Boccia is a precision ball sport designed for athletes with physical impairments affecting all four limbs. Players aim to position leather balls as close as possible to a white target ball, known as the jack. Balls can be thrown, kicked or launched using ramps and other assistive devices.

WaterMarc introduced Boccia in 2024 as a trial experience. Due to strong community interest, it is now a regular part of the timetable and continues to grow in popularity.



Figure 57 | Community members enjoying a Boccia class at WaterMarc, designed for people with physical impairments



Figure 58 | Somali Australian community members at a Banyule event

Somali Australian community engagement

Youth Services continued to support and engage the Somali Australian community through targeted events, programs and partnerships. This resulted in 1,488 total interactions.

- Women's only swimming (with WaterMarc)
Two culturally safe sessions for Muslim women with 700 total attendees.
- African Women's Action Group program
A fortnightly leadership and social program for young women with 150 participant visits.
- Eid movie nights
Two fully booked family events held in April and June with 260 attendees.
- Young men's Iftar dinner
A youth-led mental health-focused event featuring guest speakers with 50 attendees.
- Buraanbur night
An intergenerational cultural dance event for women with 60 attendees.
- Futsal tournament (with Holstep Health)
Promoted wellbeing and connection with Victoria Police, attracting approximately 250 attendees.

Helping people stay active through community walking

To support more people to be active more often, Banyule Leisure partnered with the Heart Foundation to launch the Ivanhoe Social Striders Walking Group in February 2025. The free weekly walk begins at Ivanhoe Aquatic every Wednesday and follows scenic routes through Darebin Parklands and the Ivanhoe corridor.

Participants enjoy gentle exercise, nature and social connection. One highlight was a visit to the Darebin Education Centre, where walkers learned about local animal species. After each walk, participants are invited to stay for a relaxed coffee or tea at the Ivanhoe Aquatic café.

This initiative supports physical and mental wellbeing while strengthening community connection.

Celebrating International Day of People with Disability

In partnership with the Yarra Plenty Regional Library, Banyule Council hosted a vibrant Community Fun Day to celebrate [International Day of People with Disability](#). The event was opened by Deputy Mayor Cr Peter Castaldo and featured a range of inclusive activities, including an Auslan preschool storytime, a silent disco, a gallery exhibition and craft workshops.

A highlight was the creation a consultation mandala, where participants shared local solutions to address two key issues affecting people with disability: loneliness and discrimination. More than 300 people took part, making it a memorable and meaningful celebration.

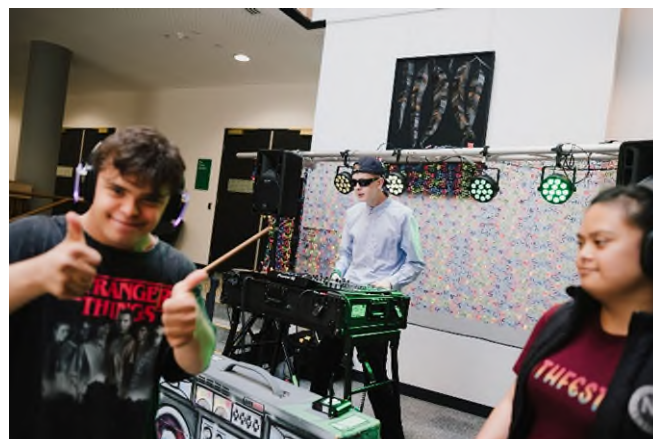


Figure 59 | Community Fun Day at Ivanhoe Library and Cultural Hub, for International Day of People with Disability 2024



Figure 60 | Community solutions mandala, facilitated by artist Annette Phillips for International Day of People with Disability

Neighbourhood Houses support connection and learning



Figure 61 | Melbourne Stars Chenda drummers perform at Multicultural Festival Day held at Diamond Valley Learning Centre

Banyule's Neighbourhood Houses continue to be vital community hubs, offering programs that support social connection, education and wellbeing. Each House responds to local needs and provides inclusive spaces for people of all ages and backgrounds.

Contact Community Centre

Contact Community Centre welcomed 370 members in 2024 and has enrolled 308 so far in 2025. New initiatives included the OM:NI (Older Men: New Ideas) group and a Dementia and Carers Art Group. Free sessions were offered during Seniors Week, and new information sessions were introduced. While formal intergenerational or intercultural programs are not yet in place, the Centre promotes informal connections through events and is exploring partnerships with the local kindergarten.

Diamond Valley Learning Centre (DVLC)

DVLC had 350 weekly participants. Popular programs included digital literacy, adult education and life skills. They launched three new fee-for-service short courses and celebrated their 50th anniversary with a Multicultural Festival Day. Their programs naturally fostered intergenerational and intercultural engagement.

Greenhills Neighbourhood House

Greenhills had 430 weekly participants in programmed activities. Popular programs included health and exercise, social and recreational activities, disability support, childcare and sustainability projects. The House provided emergency relief and launched a mini op shop. The Greenroom renovation was a major achievement. They delivered 23 intergenerational and 18 intercultural programs, including the Greenhills Family Fun Day and Community Cook-Up Lunch.

Livingstone Community Centre

Livingstone welcomed 250 weekly participants. Popular programs included social and recreational activities, health and exercise, music and theatre, and community lunches. The Centre provided material relief such as bill payments, gift cards, clothing and personal care items. One lunch attendee shared,

‘I come for the food but stay for the company,’

highlighting the importance of social connection.

Olympic Neighbourhood House (ONH)

ONH had 864 weekly participants. High-demand activities included social and recreational programs, digital literacy, self-help groups and English language support. ONH delivered a wide range of community development projects and hosted events such as a Spray Art and Multicultural Community Day and a multicultural tea share.

Rosanna Fire Station Community House

Rosanna Fire Station welcomed 250 weekly participants. High-demand programs included family support, disability services, health and exercise, childcare, life skills and literacy. The House ran outreach initiatives such as a foodbank for families in need and delivered three intergenerational and intercultural programs, including Monthly Community Lunches and Cultural Diversity Week.

Watsonia Neighbourhood House

Watsonia had 382 weekly participants. High-demand programs included social and recreational activities, health and exercise, disability support and volunteer training. The House provided emergency accommodation and partnered with local organisations to promote social inclusion. They delivered 46 intergenerational and 48 intercultural programs, including Craft in the Park and Diwali celebrations.

Watsonia Neighbourhood House – After Dark partnership

The After Dark program supported social inclusion and gambling harm minimisation. It attracted an average of 71 weekly participants across 258 activities and 412 hours of programming. Activities included yoga, men’s groups, craft, fitness, beauty, workshops and book clubs. Participants reported stronger community connections and reduced isolation.

Wellington Street Community House

Wellington Street engaged the community through activities leading up to and following its soft opening. These included a Mother’s Day Market Stall, Creative Mail-Out, Drawing Workshop and Inclusive Community Interviews. Community feedback helped shape the Term 3 timetable to reflect local interests and needs.



Figure 62 | Tango Touch students perform at Multicultural Festival Day, hosted by Diamond Valley Learning Centre



Figure 63 | Community enjoying exhibition opening night of *A Return to Heidelberg* by John Borrack, 8 November 2024

A Return to Heidelberg celebrates John Borrack's artistic legacy

From October to November 2024, Banyule Council hosted a retrospective exhibition honouring renowned Australian landscape artist John Borrack at Art Gallery 275, located within the [Ivanhoe Library and Cultural Hub](#). The exhibition, titled *A Return to Heidelberg*, reflected Borrack's deep connection to the Heidelberg district, where he lived from 1938 to 1962.

Now 92, Borrack's work continues to inspire reflection on the transformation of our ancient land. The exhibition featured a selection of his most celebrated pieces, showcasing his ability to capture the spirit of the Australian landscape. The community response was overwhelmingly positive, with many visitors expressing admiration for his artistic legacy and the cultural significance of his work.

Quick look at other achievements

- Climate control upgrades completed at Art Gallery 275, meeting international museum standards and enabling future touring exhibitions

What Council achieved under the Our Inclusive and Connected Community priority

Year 4 Annual Action Plan

Council identified **13 key actions** for the 2024–25 financial year under the Our Inclusive and Connected Community priority in Year 4 of the Council Plan.

Work was undertaken across these actions, contributing to Council's broader efforts to improve services and outcomes for the Banyule community. Most actions were completed, while some are still in progress.

The action results are summarised below. The [full report](#) is available on Banyule's website under the Council Plan section. Also listed are the key departments and teams leading this work.

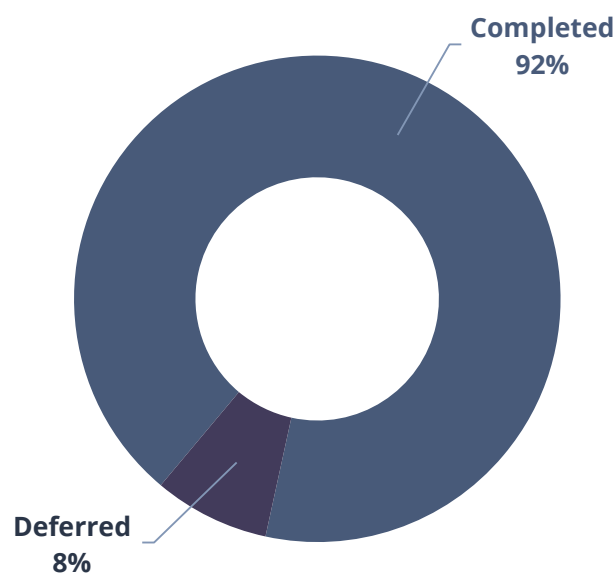


Figure 64 | Year 4 action results for Our Inclusive and Connected Community

- **12 actions were completed** or achieved at least 90% of their intended outcomes
- **1 action was deferred** and remains part of Council's future delivery plans

Council teams supporting this priority theme

Inclusive and Creative Communities

- First Nations
- Arts and Culture
- Community Impact
- Community Partnerships

City Planning, Safety and Amenity

- Environmental Health

Family and Community Services

- Aged Services
- Early Childhood Services
- Maternal and Child Health and Immunisation Services
- Service Reform
- Youth and Community Connections

Healthy and Active Communities

- Banyule Leisure
- Civic Precincts and Major Facilities
- Sports and Leisure Contracts Management
- Sports, Recreation and Community Infrastructure



Figure 65 | Older adults enjoying a tai chi session as part of Banyule Council's active living programs

Strategic indicators: Council performance

Council strategic indicators measure outcomes where Council is directly responsible for delivery. These indicators help assess how effectively Council is implementing the priorities outlined in the Council Plan and delivering services that matter to the community.

The table below shows Council's performance against the targets or desired trends for the priority theme Our Inclusive and Connected Community. It includes results from the past four years and commentary on our performance across the life of the Council Plan.

Legend

 = Achieved target  = Result is stable or a baseline figure  = Did not reach target

Table 3 | Council strategic indicators – Our Inclusive and Connected Community

Council strategic indicator	Desired trend or target	2021–22 result	2022–23 result	2023–24 result	2024–25 result	Comments
Council support for the diversity and inclusion of the Banyule Community	Deliver the actions in the Inclusive Banyule Annual Action Plan 	Indicator was being developed	25 actions	70 actions	48 actions 	All 48 actions in this year's Inclusive Banyule Annual Action Plan are progressing well, contributing to a total of 143 actions delivered over the past three years. This reflects Council's growing focus on inclusion and its strong commitment to making Banyule a welcoming and equitable place for everyone. For more detail, see the Year 3 Inclusive Banyule Achievements Report .

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Attendance at Council-run and supported arts and cultural events	Increase  	13,500* attendees	39,000 attendees	48,500 attendees	66,000 attendees 	Event attendance has grown steadily over the past four years, increasing each year to reach a total of approximately 167,000 attendees. This consistent upward trend highlights strong community interest and Council's ongoing investment in vibrant cultural programming. Major events such as the Boulevard Christmas Lights, Youthfest, and Twilight Sounds continue to draw thousands of people annually, helping to foster connection, celebration and a sense of belonging across Banyule. Number of attendees at individual events: • Youthfest = 5,500 attendees • Malahang Festival = 2,000 attendees • Carols By Candlelight = 8,000 attendees • Boulevard Christmas Lights = 34,000 attendees • Twilight Sounds Music Festival = 3,000 attendees • Lantern Festival = 7,000 attendees • Outdoor movies = 1,500 attendees • Ivanhoe Library and Cultural Hub (exhibitions, performances and workshops) = 5,000 attendees. <i>*Note: Some events were cancelled or scaled back in 2021-22 due to COVID-19.</i>

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Number of people participating in active ageing programs and events	Increase  	873 attendees	876 attendees	1,483 attendees	1,864 attendees 	Participation in Council's age-friendly programs has more than doubled since 2021-22, with a total of 5,096 attendees over the past four years. This growth reflects a strong and increasing interest from older adults in staying active, connected and engaged in the community. Activities such as social lunches, exercise park sessions, pickleball, the Older Adults Walk-a-thon, World Elder Abuse Awareness Day events and the Ageing Well Housing Forum have helped build social connection, promote wellbeing and support healthy ageing in Banyule.
Immunisation coverage rate – 12 to 15 months old	Equal to or better than the Victorian and Australian average 	94.89%	94.79%	94.13%	93.31% 	While coverage has slightly declined over the past four years, Banyule's immunisation rate for children aged 12 to 15 months has consistently remained above both the Victorian and Australian averages. In 2024-25, Banyule recorded a coverage rate of 93.31%, compared to the Victorian average of 92.4% and the Australian average of 91.7%. These figures include immunisations delivered by Council and local general practitioners across the municipality.
Immunisation coverage rate – 24 to 27 months old	Equal to or better than the Victorian and Australian average 	92.68%	92.36%	92.04%	90.69% 	Over the past four years, immunisation coverage for children aged 24 to 27 months in Banyule has gradually declined but remains above the Australian average and in line with the Victorian average. In 2024-25, Banyule recorded a coverage rate of 90.69%, compared to 90.73% for Victoria and 90.25% for Australia. These figures represent immunisations delivered across the municipality by Council and local general practitioners.

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Immunisation coverage rate – 60 to 63 months old	Equal to or better than the Victorian and Australian average 	95.91%	94.54%	95.23%	95.88% 	Immunisation coverage for children aged 60 to 63 months in Banyule has remained consistently high across the past four years. Rates have stayed above the Australian average and have been either above or closely aligned with the Victorian average, showing strong performance in this age group. In 2024-25, Banyule's coverage rate was 95.88%, compared to 94.53% for Victoria and 92.48% for Australia. These figures represent immunisations delivered across the municipality by Council and local general practitioners.
Community satisfaction with recreational facilities	74 or above 	76	75	75	82 (8.2 out of 10) 	Satisfaction with Banyule's recreational facilities has consistently met or exceeded Council's target over the past four years, reflecting strong community support for local recreation centres and aquatic facilities. In the 2025 Victorian Community Satisfaction Survey, Banyule received a strong satisfaction score of 8.2 out of 10 (or 82 out of 100). This was based on feedback about recreation centres and swimming pools. A solid 77% of respondents said they were very satisfied, while only 1% reported being dissatisfied. <i>It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.</i>

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Community satisfaction with art centres and libraries	74 or above ✓	78	78	77	82 (8.2 out of 10) ✓	Across the past four years, satisfaction with Banyule's arts centres and libraries has consistently met or exceeded Council's target, reflecting the community's ongoing appreciation for these valued services. In the 2025 Victorian Community Satisfaction Survey, Banyule received a strong satisfaction score of 8.2 out of 10 (or 82 out of 100). This was based on responses to questions about local library services, arts and cultural venues, and arts and cultural events and programs. 76% of respondents said they were very satisfied, and only 0.3% reported being dissatisfied. <i>It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.</i>

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Number and diversity of young people attending youth programs and services	Increase  	9,028 attendees	11,296 attendees	15,924 attendees	20,736 attendees 	Youth engagement has increased every year over the past four years, with the annual number of participants doubling in 2024-25 compared to 2021-22. In total, 56,984 young people have taken part in Council-supported programs and events during this time. This steady growth reflects the success of Council's diverse youth offerings in reaching and supporting young people across Banyule. Jets Studios continues to play a key role in creating inclusive spaces, supporting a wide range of participants including neurodiverse youth, young people with disabilities, and those who identify as LGBTQIA+. These results highlight Council's strong commitment to inclusive and responsive youth services. Jets Studios continues to support a diverse group of young people through its weekly programs, including: • 50% who are neurodiverse • 20% with a mental health condition • 8% living with a physical disability • 34% who identify as LGBTQIA+ • 10% from CALD backgrounds.

Strategic indicators: Community outcomes

Community strategic indicators reflect broader outcomes that Council helps influence but does not have direct control over. These indicators provide insight into long-term trends in community wellbeing, inclusion and sustainability, and help track progress toward the Community Vision.

The table below shows how Banyule is performing against key community indicators for the priority theme Our Inclusive and Connected Community. It includes results from the past four years and commentary on trends observed over the life of the Council Plan.

Legend

✓ = Achieved target ⇌ = Result is stable or a baseline figure ✗ = Did not reach target

Table 4 | Community strategic indicators – Our Inclusive and Connected Community

Community strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Rate of family violence	Decrease ↓ ⇌	1,359 per 100,000 population (2020-21 data)	1,194 per 100,000 population (2021-22 data)	1,163 per 100,000 population (2022-23 data)	1,412 per 100,000 population (2023-24 data) ✗	In 2023-24, Banyule recorded a family violence incident rate of 1,412 per 100,000 population, based on reports collected by Victoria Police (L17 Family Violence Reports). This was an increase of 21.4% compared to the previous year's rate of 1,163 per 100,000. These figures reflect only incidents that were reported, and it is likely that many more go unreported. While the community target is to reduce family violence, an increase in reported incidents may indicate that more experiences are being formally recorded, contributing to a more informed understanding of the issue in our community. <i>Note: there is a delay in reporting this data, as it is only made available by Victoria Police each December.</i>

Community strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Proportion of adult residents who consume enough fruit and vegetables to meet daily dietary requirements	Increase ↑ ✗	5.0%* (2017-18 Australian Bureau of Statistics [ABS] data)	6.1% (2020-21 ABS data)	4.2% (2022 ABS data)	4.2% (2022 ABS data) ↔	Current data on fruit and vegetable consumption is not available specifically for Banyule. However, based on national figures from the ABS Dietary Behaviours Survey, only 4.2% of Australian adults met the recommended daily intake for both fruit and vegetables in 2022. This figure has remained unchanged since the previous year and is lower than the 6.1% recorded in 2020-21. <i>Note: Earlier results were based on the Victorian Population Health Survey, which no longer includes this question due to changes made during the COVID-19 pandemic. For consistency, ABS data is now used.</i>
Proportion of adults who get adequate physical exercise	Increase ↑ ✓	15.0%* (2017-18 ABS data)	24.5% (2020-21 ABS data)	22.4% (2022 ABS data)	22.4% (2022 ABS data) ↔	Although local-level data is not available, national figures from the ABS Dietary Physical Activity Survey suggest that 22.4% of Australian adults met the recommended physical activity guidelines in 2022. This is a slight decrease from 24.5% in 2020-21 but a notable improvement from 15.0% in 2017-18. <i>Note: The Victorian Population Health Survey no longer includes physical activity data, so ABS figures are used for consistency.</i>
Proportion of older people able to maintain independent living	Increase ↑ ✓	92%	94%	94%	94% ↔	The proportion of older people in Banyule able to maintain independent living has remained steady at 94% across the last four years, showing consistent performance in supporting older residents to live independently. This result is based on 2021 ABS Census data. In 2024-25, Banyule's Aged Services supported 1,778 clients, many of whom received more than one type of service. These included: - delivered meals: 32,447 - shopping and social engagement: 6,587 hours - property maintenance: 2,500 hours - social support group: 20,850 hours.

Community strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Proportion of people who report feeling safe in the municipality	80% or above ✓	98%	94%	94%	80% ✓	Over the past four years, Banyule residents have consistently reported feeling safe in public areas, with satisfaction scores meeting or exceeding the target each year. In the 2025 Victorian Community Satisfaction Survey, Banyule recorded a score of 8 out of 10 (or 80%) for the question “How safe do you feel in public areas of the City of Banyule?” This included safety during the day, at night, and around local activity centres. 71% of respondents said they felt very safe, and only 2% reported feeling unsafe. <i>It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.</i>
Percentage of people who feel they ‘belong’ in Banyule (connection to community)	80% or above ✓	88%	86%	82%	80% ✓	Banyule residents have consistently expressed a strong sense of connection to their local community across the last four years, with results meeting the target each year. In the 2025 Victorian Community Satisfaction Survey, Banyule scored 8 out of 10 (or 80%) for the statement “I feel part of the local community.” 71% of respondents strongly agreed, and only 2% disagreed. <i>It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.</i>

Community strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Gambling harm in Banyule community	Decrease ↓ ✗	\$396	\$530	\$540	\$593 ✗	Over the past four years, gambling losses in Banyule have steadily increased, highlighting a concerning trend in gambling harm across the community. In 2024-25, the average loss per adult on electronic gaming machines was \$593, with total losses across the municipality reaching nearly \$59.1 million. This was higher than the previous year's loss of \$540 per adult and continues an upward trend from \$396 in 2021-22. <i>Source: Victorian Gambling and Casino Control Commission.</i>

Measuring Local Government Performance Reporting Framework service performance indicators

Alongside measuring Council and community outcomes, we also report on how well our services are performing through the Local Government Performance Reporting Framework (LGPRF). These indicators are set by the Victorian Government and help councils across the state track the delivery of key services.

The table below shows Banyule's results for the priority theme Our Inclusive and Connected Community. It includes four years of data and commentary to help explain the results.

Legend

 = Achieved target
  = Result was within target range
  = Did not reach target

Table 5 | LGPRF indicators – Our Inclusive and Connected Community

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Maternal and Child Health (MCH) Service standard <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	99.93%	99.78%	100.72%	100.92%	99.00% 	Banyule Council's Maternal and Child Health (MCH) service has seen more enrolments this year compared to last, continuing a steady increase over the past four years. The service remains a trusted support for families, with strong engagement following the birth of a child. In some cases, updates to address details are received after a visit has already occurred. This can lead to reported engagement rates appearing higher than 100%, but it reflects the service's commitment to reaching families as early as possible.
MCH Service cost <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$77.52	\$82.23	\$84.23	\$84.88	\$85.00 	Banyule Council's cost for delivering the Maternal and Child Health (MCH) service has remained steady compared to last year. While there has been an increase over the past four years, the cost rise is in line with the cumulative inflation rate for the same period. The service continues to operate within its expected budget and remains under target costs, reflecting Banyule's commitment to providing high-quality care in a financially responsible way.

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
MCH Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	74.46%	76.96%	79.13%	77.93%	75.00% 	Fewer families used Banyule Council's Maternal and Child Health (MCH) service this year compared to last, but the change was small and still within the expected range. Since 2021–22, participation has grown by over 3 percentage points. The service continues to meet or exceed its targets for supporting children enrolled in the program. For the past four years, Banyule has shown strong and steady performance in helping local families through the MCH service.
MCH Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	82.46%	77.36%	82.56%	85.71%	75.00% 	Participation in Banyule Council's Maternal and Child Health (MCH) service by Aboriginal children has increased by over 3 percentage points since last year and by the same amount since 2021–22. The MCH service is committed to ensuring Aboriginal and Torres Strait Islander families are aware of and can access the services and programs available to them. Since 2019–20, the service has consistently exceeded its targets for engaging Aboriginal children enrolled in the program, reflecting ongoing improvement and strong community connection.
MCH Satisfaction <i>Participation in four-week Key Age and Stage visit</i> [Number of four-week key age and stage visits / Number of birth notifications received] x100	95.38%	96.89%	93.02%	96.72%	94.00% 	Participation in Banyule Council's Maternal and Child Health (MCH) 4-week Key Age and Stage Visit has increased by over 3% since last year and by more than 1% since 2021–22. Council has exceeded its target, reflecting strong engagement with families during this important early milestone in a child's development.

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Food Safety Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.30	1.44	1.28	1.31	1.40 ✓	Banyule Council continues to respond quickly to food complaints, with response times staying below the target. The Environmental Health team works closely with the North Eastern Public Health Unit (NEPHU) to investigate enteric diseases such as gastroenteritis. Council also responds directly to food business complaints as they arise. Through its food safety program, Council continues to provide a high level of service to the community and aims to investigate all food complaints within 48 hours.
Food Safety Service standard <i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100	93.70%	95.05%	97.17%	96.72%	99.00% ↑↓	Banyule Council's food safety assessment rate has remained stable for more than four years and remains within the target range. Recent changes to the Food Standards Code 3.2.2A and the Food Act, including new allergen management requirements, have influenced how food safety services are delivered. Throughout the year, Environmental Health Officers updated processes and worked closely with local food businesses to help them understand and apply the new rules.
Food Safety Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]	\$625.63	\$526.77	\$579.15	\$614.32	\$570.00 ↑↓	The cost of delivering food safety services at Banyule Council has increased by \$35.17 per business. This change is due to important updates in how the service is delivered. Even with this increase, the cost is still within the expected performance range, and over the past four years, the overall cost has gone down, showing better long-term value for the community.

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Food Safety Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	100.00%	100.00%	100.00% 	Banyule Council continues to meet its target of inspecting 100% of registered food businesses. Council takes major and critical food safety issues seriously and ensures that any premises with serious risks are followed up within 48 hours to protect public health.
Food Safety Health and safety <i>Food safety samples</i> [Number of food samples obtained / Required number of food samples] x100	New indicator for 2024	New indicator for 2024	120.28%	113.01%	100.00% 	To help keep the community safe, Banyule Council collected 165 food samples in 2024–25, exceeding the required target of 146, which is set by the Victorian Government Gazette. The Gazette is an official publication that outlines legal and regulatory requirements for councils and other public bodies. Samples were taken from a range of food businesses, including higher-risk settings such as aged care homes, and 106 samples from other businesses like restaurants and cafes. By testing more than the minimum required, Council can detect potential issues earlier and provide stronger protection for people who are more vulnerable to foodborne illness. This reflects Council's ongoing commitment to public health and safety.

What it costs to deliver Council services

Each year, Banyule Council sets a budget to deliver services that support our community. This section outlines the cost of services provided in 2024–25 that contribute to the priority theme Our Inclusive and Connected Community.

Service costs are grouped by Council department. For each department, the budget, actual spending and the difference between the two are shown. A summary of the services delivered is also included, describing what each service offers and who it supports.

Costs for directors and managers are now included under the departments where those teams are based. This reflects changes to Banyule's organisational structure made during the year to better respond to community needs.

Inclusive and Creative Communities

Table 6 | Inclusive and Creative Communities –
Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	4,395
Actual spending	4,214
Difference	181

Provision of the following to the First Nations community and municipal community as a whole:

First Nations

- Developing Aboriginal and Torres Strait Islander programs
- Embedding of the previous Reconciliation Action Plan
- Developing and implementing the new Aboriginal Self-Determination Strategy and Action Plan
- Leading community relationship and support particularly regarding Traditional Custodians and community Elders
- Managing the First Nations Traineeship Program.

Provision of the following to the municipal population as a whole:

Arts and Culture

- Developing community culture and heritage
- Managing art collections, art exhibitions and public art installations
- Producing cultural programs, events and festivals for the community.

Community Partnerships

- Managing Shop 48 The Harmony Centre and Bellfield Community Hub and working with the 3081 Outcomes Framework to ensure both facilities are meeting community needs
- Developing and monitoring funding agreements for community service organisations that receive annual Council funding
- Maintaining the Banyule and Neighbourhood Houses Partnership Agreement and facilitating the action plan.

Provision of the following to support Council's direct service delivery areas:

Community Impact

- Providing organisational leadership in collective impact, social policy work to the organisation
- Supporting key strategic projects including community access and inclusion initiatives
- Building strong relationships to achieve the Community Vision and the Banyule Plan
- Supporting Council's population and [advisory committees](#)
- Leading integrated health and wellbeing planning.

Healthy and Active Communities

Table 7 | Healthy and Active Communities –
Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	8,798
Actual spending	8,139
Difference	659

Provision of the following to the municipal population as a whole:

Banyule Leisure

- Managing and operating Council's owned and operated leisure and aquatic centres which include Ivanhoe Aquatic Centre, Olympic Leisure Banyule and NETS Stadium
- Increasing community participation in aquatic, health and fitness services and programs
- Increasing community participation in structured and unstructured sports.

Civic Precincts and Community Facilities

- Overseeing, managing and activating civic precincts including Ivanhoe Library and Cultural Hub, Greensborough Civic Precinct, The Centre Ivanhoe and future oversight of the Rosanna Library Precinct
- Managing key contracts and partnerships for the above facilities
- Managing community halls and rotundas for hire.

Sports and Leisure Contracts

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

Sports, Recreation and Community Infrastructure

- Planning sport and recreation services and community infrastructure
- Increasing sport participation opportunities
- Seasonal allocation of sports pavilions and grounds
- Managing leases and licences for sporting clubs.

Family and Community Services

Table 8 | Family and Community Services –
Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	8,524
Actual spending	7,324
Difference	1,200

Provision of the following to families and children:

Early Childhood Services

- Operating two sessional- kindergartens and three long day care centres
- Managing the Banyule Kindergarten Central Enrolment Scheme which manages registrations for the 26 kindergartens
- Providing support and information, activities and programs for children and their families
- Facilitating the development of integrated and coordinated services for children and their families
- Managing early childhood facilities and capital works program
- Managing the leases for 28 Banyule owned early childhood facilities.

Provision of the following to young people (12 to 25 years), their families and the community as a whole:

Youth and Community Connections

- Supporting individuals, LGBTQIA+ and culturally and linguistically diverse (CALD) residents
- Facilitating the development and delivery of integrated and coordinated services for young people and their families
- Providing youth communications
- Facilitating community connectedness and responding to identified needs through the delivery of programs for the community
- Providing regional assessment service, service access and navigation
- Providing age-friendly programs, events, activities, social planning and support
- Community development and strengthening
- Providing community grants, age-friendly grants and monthly equipment grants.

Provision of the following to carers, older people and younger people with significant health issues:

Aged Services

- Organising social support groups
- Providing social support services for individuals including assistance with accessing the community shops, carer support, delivered meals, property maintenance and modifications, assessment and outreach
- Providing the Home and Community Care Program (HACC PYP) through assessment, community support, meals and property maintenance for younger people under 65 who do not qualify, are awaiting National Disability Insurance Scheme (NDIS).

Provision of the following to families, children and to the municipal community as a whole:

Maternal and Child Health and Immunisation Services

- Delivering maternal and child health services including delivering the 10 key ages and stage appointments and the enhanced home visiting program
- Providing breastfeeding support services
- Providing parent education to first time parents
- Delivering supported playgroup to families experiencing vulnerabilities in accordance with Department of Families, Fairness and Housing funding
- Delivering the National Immunisation Program free for children from 6 weeks till 5 years old for both Banyule and Nillumbik
- Provide 19 schools across Banyule and Nillumbik with free year 7 and year 10 National Immunisation Program vaccines
- Provide paid and funded public and commercial seasonal Flu Vaccines
- Additional opportunistic immunisations can be paid for and delivered by our service.

Provision of the following to support Council's direct service delivery areas:

Service Reform

- Providing strategic support for the review of reforms, programs and services within the Family and Community Services business unit and broader Community Wellbeing directorate, including Continuous Improvement and Strategic Projects teams.

Priority theme 2: Our Sustainable Environment



Strategic objective

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

What Council delivered

Spirit Trail – Celebrating Aboriginal heritage in Heidelberg West

In 2024–25, Banyule City Council launched the Spirit Trail, a new cultural and educational walking trail in Heidelberg West. The trail begins at the pedestrian footpath between Barrbunin Beek Aboriginal Gathering Place and the soccer oval at Olympic Park, winding along the scenic Darebin Creek.

The project was shaped through extensive community consultation in 2019 and 2023 with Barrbunin Beek and the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation. These conversations informed the design and content of seven educational pillars, each sharing a unique aspect of local Aboriginal culture and history:

- Wurundjeri Woi-wurrung history
- The story and future of Barrbunin Beek
- Local Aboriginal advocates past and present
- Aboriginal Olympic participants from the area
- The Kulin Nation's seasonal calendar
- Aboriginal-controlled organisations
- The Bunjil creation story

The Spirit Trail is more than a walking path. It is a living cultural space that honours the stories, achievements and resilience of Aboriginal people in Banyule. It invites the community to reflect, learn and connect with Country in a meaningful way.

This project demonstrates the power of collaboration and the importance of truth-telling in public spaces. It also strengthens Council's commitment to reconciliation by embedding Aboriginal perspectives into the local landscape.



Figure 66 | One of seven educational pillars along the Spirit Trail in Heidelberg West, celebrating Wurundjeri Woi-wurrung culture and local Aboriginal history

Indigenous planting boosts local biodiversity



Figure 67 | Blue Banded Bee and Tall Lobelia – photo by Tom Crawshaw

More than **10,200 indigenous plants** were planted in 2024–25 by the Bushland Management Team in collaboration with the Narrap Ranger Unit, local environmental volunteers and schools. These plantings are essential to restoring ecosystem health and supporting native wildlife unique to Banyule.

While trees and shrubs are often seen as the most important, it is the smaller species such as grasses, herbs and lilies that form the foundation of biodiversity. These plants attract pollinators and play a vital role in food production and ecosystem function.

Conservation gains with the Narrap Ranger Unit

Council's Environment Operations and Bushland Management teams continued their partnership with the Narrap Ranger Unit to improve biodiversity along Darebin Creek and Banyule Flats. Together, they used cultural burning, indigenous planting, weed control and species monitoring to restore ecosystems. More than 200 native sedges, shrubs and grasses were planted in a wetland along the Birrarung, helping to improve water quality, habitat and long-term ecological health.



Figure 68 | Kangaroo Grass – photo by Tom Crawshaw

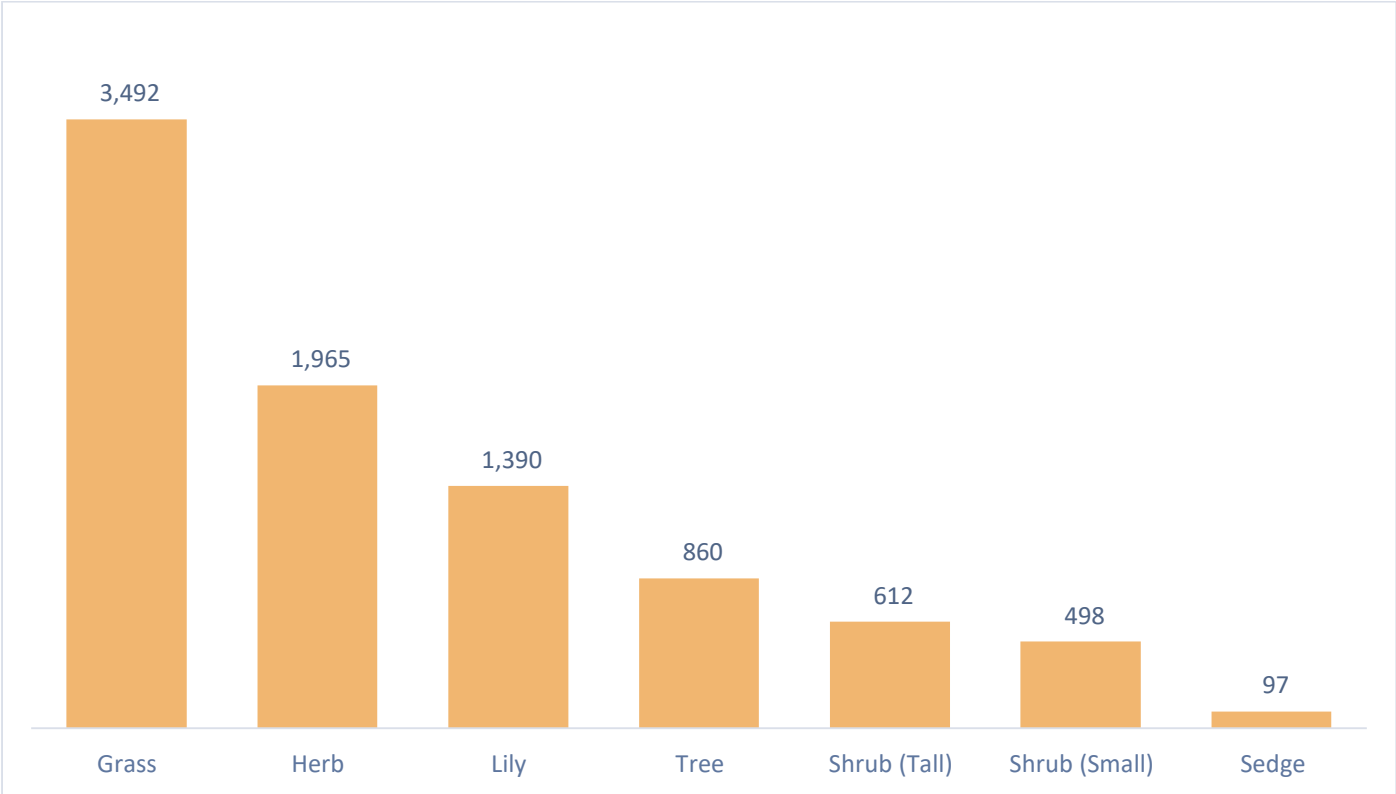


Figure 69 | Indigenous plant species planted by Bushland Management, environmental volunteers and Narrap teams to support biodiversity in 2024–25. Gardens for Wildlife, Schools for Wildlife and the Indigenous Plant Voucher program also contribute to the overall total.



Figure 70 | Powerful Owl – photo by Tom Crawshaw

Creating habitat for the Powerful Owl

Council partnered with [Warringal Conservation Society](#) to improve habitat in the back paddocks at Banyule Flats for the Powerful Owl, which is vulnerable in Victoria. The project focused on increasing habitat for Possums and Krefft's Gliders, key food sources for the owl. Nearly 600 indigenous shrubs were planted by Council staff and volunteers to provide food, shelter and nesting opportunities for native animals. This work also strengthens the Birrarung wildlife corridor, which is a culturally significant landscape for the Wurundjeri Woi-wurrung people.

Protecting the Eltham Copper Butterfly habitat

In September 2024, Council's [Bushland Management team](#) completed a critical habitat protection project for the Eltham Copper Butterfly in Montmorency. A Habitat Protection Fence was installed around a newly discovered population—Banyule's second known location for this endangered species, which was rediscovered in 2022. The butterfly is listed under Australian legislation, and protecting its habitat is part of Council's legal and environmental responsibilities. The site is now actively monitored to ensure the population remains healthy and continues to grow.

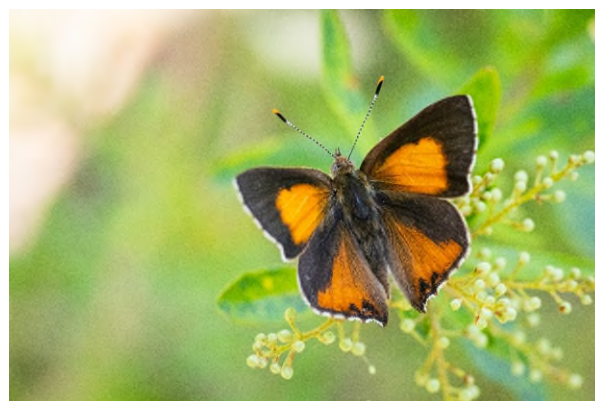


Figure 71 | Eltham Copper Butterfly – photo by Tom Crawshaw

Monitoring Krefft’s Gliders along Darebin Creek

The Krefft’s Glider Monitoring Program continued in 2024–25 with promising seasonal trends. Council installed more nesting boxes along the Darebin Creek Wildlife Corridor and monitored existing ones to track breeding activity. Higher counts were recorded in summer and early autumn, consistent with expected breeding patterns. While numbers were slightly lower than previous years, this may reflect increased nesting box programs by neighbouring councils. Banyule and Darebin Councils are working together to improve habitat and share data to support glider populations across the corridor.

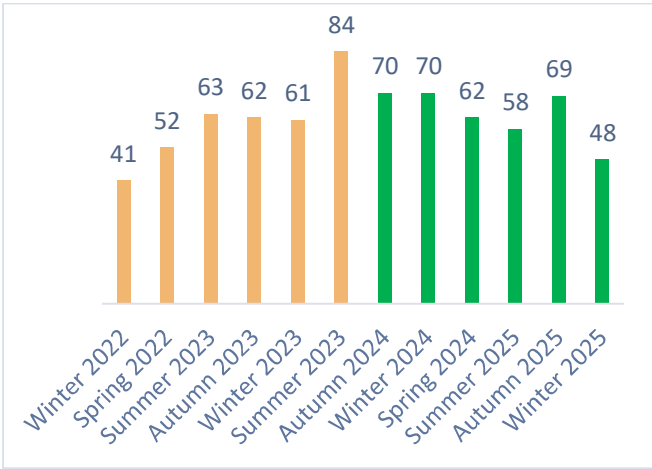


Figure 72 | Krefft’s Glider counts recorded along Darebin Creek, showing seasonal trends and breeding activity. Green indicates the 2024–25 reporting period.

Resident gardens support local wildlife habitat



The [Banyule Gardens for Wildlife program](#) is a partnership between Council and the community. It offers free advice to residents on how to create habitat in their gardens to support local wildlife.

Established in 2022, the program has grown rapidly. Locally trained volunteers provide habitat gardening advice and help build connections between residents with shared interests. There are now more than 240 registered gardens and over 20 passionate volunteers involved.

Figure 73 | Krefft’s Gliders – photo by Tom Crawshaw



Early childhood centres lead in sustainability

Morobe Street Children's Centre and St Hellier Street Children's Centre are the first early years services in Victoria to achieve 5-star certification through Sustainability Victoria's ResourceSmart program. They completed all five modules: Core, Biodiversity, Waste, Energy and Water.

This achievement reflects their commitment to reducing resource use, saving costs and embedding sustainability into everyday learning. The Coordinator at St Hellier Street said,

'We have just one world to live in and we need our youth to fix what we seem unable to do. Let's give them the knowledge and power.'

The Coordinator at Morobe Street added,

'As a team we always strive for better outcomes. What we instil in children today will be the power for tomorrow.'



Figure 74 | Fun activities provided by environmental education centre CERES through the ResourceSmart program

A board game helps residents prepare for climate risks



Figure 75 | *The Adaptation Game: Banyule* board game

In October 2024, Banyule Council partnered with Amble Studio to develop *The Adaptation Game: Banyule*. This cooperative board game helps residents explore how to prepare for local climate risks such as floods, heatwaves and storms.

The game uses Banyule-specific maps and scenarios to encourage players to think about how they would respond to challenges. It promotes preparedness and builds community resilience.

Already used in 16 other Victorian councils, the game will be released in November 2025. Banyule Council is inviting residents to become "game guides" to help run sessions in their local networks. Interested community members are encouraged to register.

Council engages community in sustainability



Figure 76 | 'Paint the Pot and Plant the Plant' activity at Malahang Festival

Banyule's Community Environmental Engagement Officer delivered a series of popular workshops in 2024–25. These included a Sustainable Insects workshop with acclaimed gardener Kat Lavers, seedling propagation and a plant identification field trip. In collaboration with the Waste Management team, workshops were also held on low-waste holiday gifts and composting.

Sustainability activities were featured at the Youth Summit and the [Malahang Festival](#), helping to promote eco-friendly practices across the community. These events continue to inspire and educate residents about the importance of sustainability.

Spring Outdoors connects residents with nature



Figure 77 | Hedge Wattle – photo by Tom Crawshaw

The [Spring Outdoors Program](#) is Banyule Council's longest running environmental engagement initiative, now in its 26th year. The 2024 program

offered residents opportunities to connect with nature, explore local biodiversity and learn from environmental experts.

More than 850 people attended events throughout spring, including:

- Walks on Country with Wurundjeri Woiwurrung Elders and Educators
- Breakfast with the Birds
- Conservation Reserve Tour
- Spotlight Walks
- Frog Census
- Forest Therapy Session
- Environmental Friends Group Sessions

Council delivers waste education in schools



Figure 78 | Students conducting a waste audit and exploring ways to reduce and manage waste at school

The School Waste Incursions Program was relaunched in late 2024 by the Waste Education Team. The program helps students explore topics such as organic recycling, composting, worm farming, litter impacts, waste audits and the journey of waste beyond the bin.

Since its relaunch, more than 600 students across seven schools have participated.



Figure 79 | Council's timber repurposing compound. Artist: Brett Igmus Davies

Banyule Council gives timber a second life

Banyule's [timber repurposing program](#) began in 2020 with a simple idea: reuse fallen or damaged trees instead of discarding them. Originally destined for mulch, this timber is now transformed into furniture, sculptures and nature play elements in local parks and playgrounds.

In 2024–25, Council partnered with North East Link and the Level Crossing Removal Authority to repurpose trees removed during major infrastructure works. The timber is also used to create habitat logs in bushland reserves and sawdust from milling is shared with community gardens.

Quick look at other achievements

- Council adopted its first Climate Change Adaptation Framework to guide risk management and community resilience
- Development of the Adaptation Plan commenced in 2025–26, alongside the review of the Community Climate Action Plan.



Figure 80 | Lizard sculpture at Nellie Ibbott Reserve by local First Nations artist, HOWe, created using salvaged timber

What Council achieved under the Our Sustainable Environment priority

Year 4 Annual Action Plan

Council identified **12 key actions** for the 2024–25 financial year under the Our Sustainable Environment priority in Year 4 of the Council Plan.

Work was undertaken across these actions, contributing to Council's broader efforts to improve services and outcomes for the Banyule community. Most actions were completed, while some are still in progress.

The action results are summarised below. The [full report](#) is available on Banyule's website under the Council Plan section. Also listed are the key departments and teams leading this work.

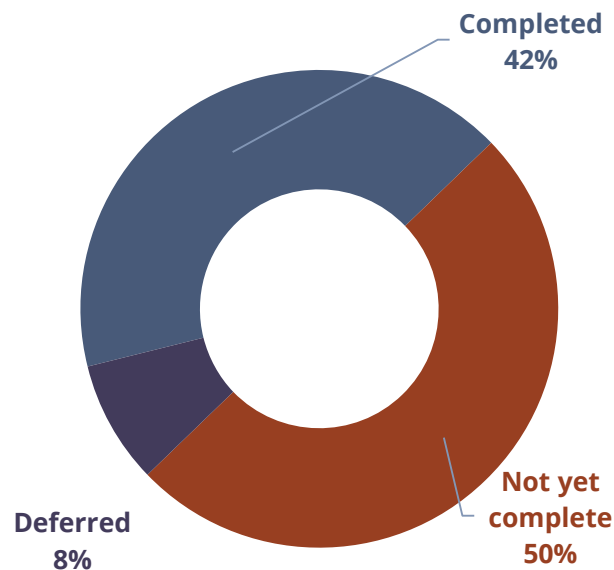


Figure 81 | Year 4 action results for Our Sustainable Environment

- **5 actions were completed** or achieved at least 90% of their intended outcomes
- **6 actions are not yet complete** and will form part of Council's ongoing work
- **1 action was deferred** and remains part of Council's future delivery plans

Council teams supporting this priority theme

City Futures

- Environment

Operations

- Fleet Management
- Operations Infrastructure
- Operations Projects
- Waste Management

Parks and Natural Environment

- Bushland Management
- Environmental Operations
- Parks Presentation
- Sportsfields and Parks Assets
- Urban Forestry

Transport Planning and Development

- Transport and Development Engineering
- Transport Planning and Projects.

Strategic indicators: Council performance

Council strategic indicators measure outcomes where Council is directly responsible for delivery. These indicators help assess how effectively Council is implementing the priorities outlined in the Council Plan and delivering services that matter to the community.

The table below shows Council's performance against the targets or desired trends for the priority theme Our Sustainable Environment. It includes results from the past four years and commentary on our performance across the life of the Council Plan.

Legend

 = Achieved target  = Result is stable or a baseline figure  = Did not reach target

Table 9 | Council strategic indicators – Our Sustainable Environment

Council strategic indicator	Desired trend or target	2021–22 result	2022–23 result	2023–24 result	2024–25 result	Comments
Number of trees planted annually in the public realm	3,000 trees <i>(Total of 12,000 trees in public areas over four years)</i> 	4,416 trees	1,868 trees	800 trees	2,736 trees  <i>(within the target range)</i>	Over the past four years, 9,820 trees have been planted across Banyule’s public spaces. Planting numbers have varied each year, with the highest recorded in 2021–22 and a strong increase again in 2024–25. This year, in addition to the advanced trees planted in streets and parks, 1,315 trees and taller shrubs were added to bushland reserves, bringing the total number of plantings to 4,051 across both public and bushland areas. A further 8,890 local indigenous shrubs, grasses, groundcover herbs and semi-aquatic plants were planted in bushland reserves, with around half planted by dedicated Friends of groups and volunteers. The adoption of the Urban Forest Strategy in late 2023, along with its Implementation Plan, has renewed Council's focus on greening the municipality, and planting is expected to continue increasing each year.

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
The number of new tree species introduced in the municipality	Cumulative increase (at least one new species per year)  	5 new species	5 new species	1 new species	6 new species 	A total of 17 new tree species have been introduced into Banyule's public spaces across the last four years, supporting greater biodiversity and resilience in the urban forest. The 2024-25 tree planting program continued this trend, with several new species and cultivar selections added. As part of the Urban Forest Strategy, Council developed a tree species selection matrix to guide future planting decisions and ensure a diverse and sustainable urban canopy.
Council's Greenhouse Gas (GHG) emissions	Zero by 2028 	4,676 tonnes CO ₂ e	4,323 tonnes CO ₂ e	3,991 tonnes CO ₂ e	3,891 tonnes CO₂e 	Council's greenhouse gas emissions have been steadily dropping over the past four years. Since last year, emissions are down by 3%, and compared to 2021-22, they have dropped by 17%. This reflects Council's ongoing efforts to cut emissions without relying on offsets, as part of our commitment to reach net zero by 2028. In 2024-25, the reduction was helped by switching to electric vehicles and making buildings more energy efficient. Other sources of emissions stayed about the same. <i>Note: This figure includes estimates, as Council awaits final billing data for April-June 2025. It will be updated later in the year.</i>
Solar capacity (kW) across Council-owned assets	Increase  	1,538.4 kW	1,762.0 kW	1,790.0 kW	1,790.0 kW 	Solar power capacity across Council-owned sites has grown over the past four years, increasing by 16% since 2021-22. This shows Council's continued investment in renewable energy. In 2024-25, capacity stayed the same, as no new solar systems were added this year.

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Kerbside waste collection diverted from landfill	51% 	52.03%	62.62%	64.27%	64.94% 	Banyule Council's waste diversion rate has steadily improved over the past four years, rising by 0.67 percentage points since last year and by 12.91 percentage points since 2021-22. The introduction of Food Organics and Garden Organics (FOGO) collection in 2023 played a key role in this increase. Good weather also encouraged plant growth, leading to record levels of organic waste being collected. More waste is now being kept out of landfill through kerbside collections, showing Banyule Council's strong commitment to a cleaner and greener community.
Potable water used from Council-owned and managed assets	330 ML decreasing to 300 ML by 2024 <i>(Four-year total target less than 1,260 ML)</i> 	280 ML	263 ML	281 ML	315 ML 	Council's potable water use has varied over the past four years, with most years meeting the target of keeping usage below 330 ML and then 300 ML. With a total target of less than 1,260 ML across the four years, Council achieved this with a combined use of 1,139 ML. In 2024-25, water use was the highest in recent years. This was mainly due to record summer heat and a dry autumn, which extended sportsground irrigation by two months. Over 41% of the year's water use occurred in the January to March quarter alone, showing how extreme weather can significantly increase demand. In addition, 38 ML of harvested stormwater from Kalparrin Lake could not be used due to sediment pollution, which increased reliance on potable water.

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Community satisfaction with waste management services	70 or above  (within the target range)	72	68	68	80 (8 out of 10) 	Satisfaction with waste management services has remained above target or within the target range over the past four years. Banyule scored 8 out of 10 (or 80) in the 2025 Victorian Community Satisfaction Survey. This score reflects feedback on seven waste services, including kerbside rubbish, recycling, FOGO, hard rubbish, litter collection in public areas, management of illegally dumped rubbish and the Banyule waste recovery centre (tip). <i>It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.</i>
Organic waste collected per household (kg)	Minimum 200 kg 	215 kg	315 kg	351 kg	367 kg 	Organic waste collection has increased every year over the past four years, with a 71% increase since 2021-22. In 2024-25, the average amount collected per household was 367 kg, up 5% from the previous year. This record result for the FOGO bin is likely due to favourable weather for plant growth and strong community uptake of the service since its launch in 2023.

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Conversion of Council's fleet to electric fleet	By 2028 	12 electric vehicles (EVs)	0 EVs	20 EVs*	9 EVs 	Council's electric fleet has steadily expanded over the past four years, with 41 EVs added since 2021-22. Council now has 15% of its fleet classified as 'green' vehicles, which produce lower emissions than traditional petrol or diesel models. This includes EVs, hybrids and other low-emission alternatives that help reduce environmental impact. The light fleet, including cars, vans and utes, remains the focus due to EVs in this category being reliable, widely available and well suited to Council services. A 12-tonne electric rear loader was trialled for waste collection in 2024-25, providing useful insights. Further work is needed to assess its fit for Banyule's varied terrain. Progress will continue to be tracked over the next four years as part of the Banyule Plan, supporting our goal to reduce emissions and build a cleaner, more sustainable future. <i>*Note: This figure has been corrected since last reporting.</i>

Strategic indicators: Community outcomes

Community strategic indicators reflect broader outcomes that Council helps influence but does not have direct control over. These indicators provide insight into long-term trends in community wellbeing, inclusion and sustainability, and help track progress toward the Community Vision.

The table below shows how Banyule is performing against key community indicators for the priority theme Our Sustainable Environment. It includes results from the past four years and commentary on trends observed over the life of the Council Plan.

Legend

✓ = Achieved target ⇔ = Result is stable or a baseline figure ✗ = Did not reach target

Table 10 | Community strategic indicators – Our Sustainable Environment

Community strategic indicator	Desired trend or target	2021–22 result	2022–23 result	2023–24 result	2024–25 result	Comments
Municipal greenhouse gas (GHG) emissions	Zero emissions by 2040 ✓	1,111,000 tonnes CO ₂ e (2019–20 result)	1,048,000 tonnes CO ₂ e (2020–21 result)	840,000 tonnes CO ₂ e (2021–22 result)	801,000 tonnes CO₂e (2022–23 result) ✓	Over the past four years, community emissions across Banyule have been steadily decreasing. Since 2021–22, emissions have dropped by around 310,000 tonnes of carbon dioxide equivalent, including a reduction of approximately 30,000 tonnes in the past year alone. This positive trend is mostly due to lower electricity and gas use in homes, supported by energy efficiency upgrades and a shift away from gas. Council programs have played a key role in this progress. The Better Score program helped households cut down on energy use, while Council also ran a range of education sessions, workshops and events to build community knowledge and capacity. <i>This indicator relies on data from many sources and takes about 18 months to compile. The most recent available result is for 2022–23 and includes residential and commercial energy use, along with transport emissions. Data for 2023–24 will be available later in 2025.</i>

Community strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Household waste produced	Zero waste to landfill by 2030 	0.87 tonnes	0.84 tonnes	0.90 tonnes	0.90 tonnes 	In 2024-25, rubbish and recycling volumes dropped slightly, while FOGO increased by 17 kg per household. This marks a new record for Banyule, with households diverting an average of 367 kg of FOGO from landfill since the service began on 1 July 2023. <i>Note: A more accurate method for calculating the number of service households was introduced in 2023-24. This means comparisons with previous years may not be exact.</i>

Measuring Local Government Performance Reporting Framework service performance indicators

Alongside measuring Council and community outcomes, we also report on how well our services are performing through the Local Government Performance Reporting Framework (LGPRF). These indicators are set by the Victorian Government and help councils across the state track the delivery of key services.

The table below shows Banyule's results for the priority theme X. It includes four years of data and commentary to help explain the results.

Legend

 = Achieved target  = Result was within target range  = Did not reach target

Table 11 | LGPRF indicators – Our Sustainable Environment

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Waste Management Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	20.10	17.99	17.76	28.84	17.00 	Kerbside bin collections had been improving for two years, with fewer missed bins reported. This year, the number has increased. Driver shortages have caused delays to scheduled services. A single driver typically collects around 1,100 bins per day, so these shortages have led to thousands of missed bin reports. In many cases, bins were collected just a day later than usual.

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Waste Management Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$124.88	\$91.16	\$100.87	\$128.13	\$115.00 ✗	Banyule Council's cost to deliver the kerbside garbage bin service has fluctuated over the past four years and has increased this year, mainly due to a rise in the Municipal Landfill Levy. This levy, set by the Victorian Government, is a charge applied to each tonne of waste sent to landfill and is now the largest component of waste disposal costs. On 1 July 2025, the levy will increase again by 31.4%, rising from \$129.27 to \$169.79 per tonne.
Waste Management Service cost <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$52.64	\$52.30	\$54.35	\$69.89	\$60.00 ✗	Banyule Council's cost to deliver the kerbside recyclables bin service has increased this year and over the past four years. This rise is mainly due to higher processor costs and higher disposal costs driven by the landfill levy.
Waste Management Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	52.03%	62.62%	64.27%	64.94%	52.00% ✓	Banyule Council's waste diversion rate has steadily improved over the past four years, rising by 0.67 percentage points since last year and by 12.91 percentage points since 2021–22. The introduction of Food Organics and Garden Organics (FOGO) collection in 2023 played a key role in this increase. Good weather also encouraged plant growth, leading to record levels of organic waste being collected. More waste is now being kept out of landfill through kerbside collections, showing Banyule Council's strong commitment to a cleaner and greener community.

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Animal Management Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	2.37	4.14	10.11	4.83	4.00 ↑↓	Banyule Council has significantly improved response times compared to last year, reducing the average by more than five days. Performance is now tracking close to the target and within the expected range. While the current result is still just over two days longer than in 2021/22, this improvement reflects the positive development of the team. Successful recruitment, staff training and upskilling have all contributed to stronger service delivery.
Animal Management Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	65.64%	33.02%*	20.48%	21.88%	50.00% ✗	Banyule Council's animal reclaim rate has improved since last year but overall has been gradually declining over the past four years. Council approach in prioritising reuniting lost pets with their owners before taking them to the pound has reduced the number of animal impounded. Council also continues to educate the community about the importance of microchipping and registering pets, which makes it much easier to return animals home quickly and safely.
Animal Management Service standard <i>Animals rehomed</i> [Number of unclaimed collected animals rehomed / Number of unclaimed collected animals] x100	46.72%	68.42%	81.55%	98.13%	30.00% ✓	Banyule Council's animal rehoming rate has increased by more than 16% since last year and has been steadily improving for over four years. Since 2021–22, the rate has grown by more than 51%, helping more cats and dogs find new homes. When animals are collected and not reunited with their owners, our partner agencies work to place them in safe and loving environments.

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Animal Management Service cost <i>Cost of animal management service per population</i> [Direct cost of the animal management service / Population]	\$3.06	\$3.59	\$2.71	\$3.28	\$3.50 	Banyule Council's animal management service has experienced a slight increase in costs since last year, but expenses have remained below target and stable for more than four years. By continuing to improve how the service is delivered, Council has successfully reduced the overall cost of providing animal management in our community.
Animal Management Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	100.00%	100.00%	100.00%	100.00%	95.00% 	Banyule Council has a strong history of successfully prosecuting animal management cases. In the 2024/25 financial year, six cases were resolved. This is one fewer case than the previous year. Since 2021/22, the number of prosecutions has increased by five, and all cases over the past four financial years and earlier have been successfully resolved.

What it costs to deliver Council services

Each year, Council sets a budget to fund services that support our community. The following sections, grouped by Council department, show the net cost of delivering services in 2024–25 that contribute to the priority theme Our Sustainable Environment. The variance highlights whether each department spent more or less than what was budgeted.

Each department section also includes descriptions of the services delivered by its business units, outlining who they support and what they provide.

City Futures

Table 12 | City Futures – Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	843
Actual spending	3,207
Difference	-2,364

Provision of the following to the municipal community as a whole:

Environment

- Developing and implementing policies and strategies that set Council's strategic direction for environmental sustainability, including the Corporate Emissions Reduction Plan, Community Climate Action Plan, Adaptation Plan and Biodiversity Strategy
- Supporting sustainability upgrades and electrification in Council buildings and public spaces to conserve energy and lower greenhouse gas emissions
- Building the capacity of Council to integrate environmental sustainability considerations into all its operations and services
- Implementing sustainability projects on Council land
- Providing environmental advice, education and upskilling programs and events to support environmental sustainability in the community
- Helping the community adopt sustainable and resilient practices
- Offering financial incentives such as the Better Score and Solar Savers programs to support residents to undertake energy efficiency and electrification upgrades to their homes
- Delivering programs to connect people with nature and support nature stewardship, including Gardens for Wildlife and the Spring Outdoors program
- Implementing projects to enhance biodiversity on public land
- Supporting the Banyule Environment and Climate Action Advisory Committee
- Offering community environment grants
- Supporting community-led sustainability initiatives.



Figure 82 | Community garden at Bellfield Community Hub

Operations

Table 13 | Operations – Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	20,312
Actual spending	21,325
Difference	-1,012

Provision of the following to municipal households and to the municipal population as a whole:

Waste Management

- Performing strategic waste management
- Managing household kerbside waste: rubbish, recyclables, Food Organics and Garden Organics (FOGO), booked hard waste and booked bundled branch collection services
- Bin repairs for over 150,000 bins
- Operating Council Waste Recovery Centre (transfer station)
- Waste education.

Provision of the following to support Council’s direct service delivery areas:

Fleet Management

- Conducting repairs and servicing of Council’s fleet and plant
- Attending reactive breakdowns
- Purchasing parts and controlling stock.

Operations Infrastructure

- Maintaining and inspecting roads, footpaths, kerbs and channels and unsealed roads
- Maintaining and conducting minor maintenance of stormwater drainage system
- Maintaining road line marking.

Operations Projects

- Ensuring regulatory compliance with Council’s Operations Centre
- Managing leases with onsite tenants
- Delivering projects and innovative technology.

Figure | A Banyule Council rubbish truck reminds residents not to bin batteries, which can cause fires and harm the environment



Parks and Natural Environment

Table 14 | Parks and Natural Environment –
Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	15,256
Actual spending	14,282
Difference	974

The provision of the following to the municipal community as a whole:

Bushland Management

- Management of high value biodiversity reserves
- Restoration of local ecosystems and habitat
- Recording and monitoring of local flora and fauna populations
- Integrated pest plant management on public land
- Control of pest animals on public land in and around sites of high biodiversity value
- Partnership with Wurundjeri Narrap Ranger team restoring local ecosystems on Country
- Support for community to engage with nature through organized.

Environmental Operations

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

Parks Presentation

- Maintaining garden beds in activity centres
- Mowing of active and passive parks and reserves
- Maintaining active and passive reserves
- Maintaining fire prevention program.

Sportsfields and Parks Assets

- Maintaining Banyule's Park assets including playgrounds, sports grounds, irrigation systems, paths, fences, park furniture and barbecues
- Implementing and delivering Council's Park asset renewal programs
- Delivering open space capital works projects.

Urban Forestry

- Maintaining street and park trees
- Controlling tree pests and diseases
- Planning replacement and new tree planting
- Updating the community with Urban Forest Forums
- Nature Strip Planting Guidelines.



Figure 83 | Council staff tending to plants in the tree nursery

Transport and Engineering

Table 15 | Transport and Engineering –
Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	-52
Actual spending	-776
Difference	724

Provision of the following to support Council's direct service delivery areas:

Transport and Development Engineering

- Reviewing and approving development proposals, subdivisions and development plans to ensure compliance with legislation, permits, policies, practices, standards and specifications
- Reviewing, developing, managing and implementing Council's flood mapping and modelling, flood level information, and the Special Building Overlays contained within the Banyule Planning Scheme
- Reviewing and approving of building over drainage easement applications.

Transport Planning and Projects

- Undertaking transport planning and works with Victorian Government agencies for integrated transport solutions that improve public transport, walking, cycling and infrastructure to benefit the Banyule community in line with Banyule's Integrated Transport Plan
- Providing Council oversight in the areas of traffic, engineering, drainage, landscaping of the major transport projects occurring in Banyule – North East Link (NEL), M80 Ring Road Alliance, Level Crossing Removal Project and the Greensborough bus interchange car park
- Ensuring the provision of specialist transport planning advice to all sections of Council
- The Major Transport Projects team led Council's engagement with the Victorian Government's NEL and Level Crossing Removal Projects, achieving key urban design, traffic, and infrastructure improvements, while effectively representing community preferences, securing capital works funding, and overseeing asset handovers.

Priority theme 3: Our Well-Built City



Strategic objective

A well planned, sustainable and liveable place that caters for all our current and emerging communities, where our local character and environment is protected and enhanced.

What Council delivered

A new shared path improves safety and supports tree health at Heidelberg Park

In 2024, Banyule Council delivered a new shared path through the existing carpark at Heidelberg Park. This link connects two existing trails and provides a safer route for pedestrians and cyclists.

The path includes sections made from recycled tyres, a locally developed material that allows water to pass through and resists root damage better than concrete. This design helps protect existing and future trees while reducing waste sent to landfill.

To support biodiversity and shade, Council planted several advanced trees near the path. These plantings offset the removal of one tree required for construction.



Figure 84 | New shared path and tree planting at Heidelberg Park

Council promotes active and sustainable transport across Banyule

Transport connects people to work, education, healthcare, goods and services. It also plays a vital role in community wellbeing and environmental sustainability.

Active and sustainable transport options, including walking, cycling and public transport, offer many benefits. They improve health, reduce travel costs and support the local economy. On a broader scale, they help lower greenhouse gas emissions, reduce congestion and improve air quality.

Banyule Council is committed to making active transport a safe, healthy and accessible choice for all. This includes creating opportunities for schools and individuals to build confidence and learn new skills for getting around sustainably.

Quick look at other achievements

- Detailed design for the new Rosanna Library finalised, progressing the redevelopment project
- Road Management Plan 2025–2029 reviewed and adopted following community engagement
- Council's first Special Charge Scheme Policy drafted to guide future infrastructure contributions
- Council implemented the new Community Local Law 2025, which will remain in effect until April 2035
- Alcohol-free zones introduced in 18 shopping precincts across Banyule under the new Local Law
- 87.64% of planning permit applications were decided within the statutory timeframe
- 73.33% of Council decisions were upheld by the Victorian Civil and Administrative Tribunal (VCAT)

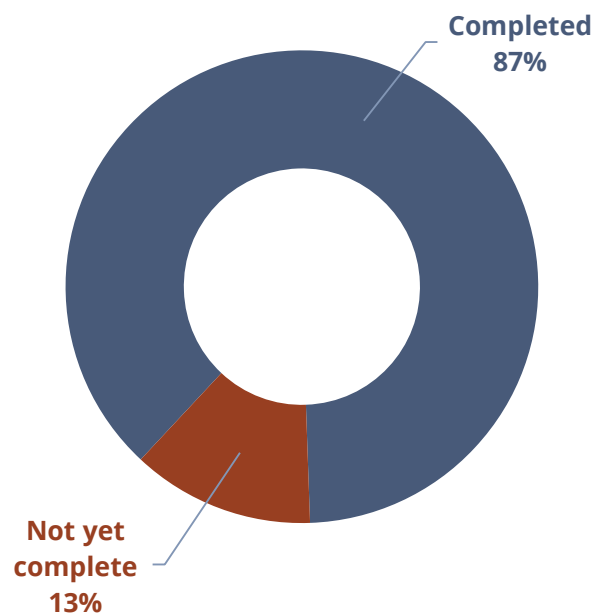
What Council achieved under the Our Well-Built City priority

Year 4 Annual Action Plan

Council identified **eight key actions** for the 2024–25 financial year under the Our Well-Built City priority in Year 4 of the Council Plan.

Work was undertaken across these actions, contributing to Council's broader efforts to improve services and outcomes for the Banyule community. Most actions were completed, while some are still in progress.

The action results are summarised below. The [full report](#) is available on Banyule's website under the Council Plan section. Also listed are the key departments and teams leading this work.



Council teams supporting this priority theme

City Futures

- Open Space Planning and Design
- Strategic Planning and Urban Design.

City Planning, Safety and Amenity

- Building Services
- Development Planning
- Municipal Laws.

Figure 85 | Year 4 action results for Our Well-Built City

- **7 actions were completed** or achieved at least 90% of their intended outcomes
- **1 action is not yet complete** and will form part of Council's ongoing work

Strategic indicators: Council performance

Council strategic indicators measure outcomes where Council is directly responsible for delivery. These indicators help assess how effectively Council is implementing the priorities outlined in the Council Plan and delivering services that matter to the community.

The table below shows Council's performance against the targets or desired trends for the priority theme Our Well-Built City. It includes results from the past four years and commentary on our performance across the life of the Council Plan.

Legend

✓ = Achieved target ⇌ = Result is stable or a baseline figure ✗ = Did not reach target

Table 16 | Council strategic indicators – Our Well-Built City

Council strategic indicator	Desired trend or target	2021–22 result	2022–23 result	2023–24 result	2024–25 result	Comments
Investment in public open spaces	Increase ↑ ✓	\$6,051,000	\$7,750,000	\$6,808,931	\$9,097,328 ✓	Investment in public open spaces has increased over the last four years, by 50.3% since 2021–22 and by 33.6% compared to last year. In 2024–25, Council spent over \$9 million on upgrades and improvements to parks, gardens and playgrounds. This includes more than \$4.8 million to complete Watsonia Town Square. Please note this figure reflects capital investment and does not include maintenance costs.
Tree canopy	Increase ↑ ⇌	Measurement approach was being developed	Measurement approach was being developed	Measurement approach was being developed	28.9% canopy cover ⇌	After developing a consistent measurement approach, Banyule's tree canopy was formally assessed in 2024–25. The modelling, developed as part of the Urban Forest Strategy , found that canopy cover across the municipality is 28.9%. Some suburbs have canopy cover above 30%, while others are lower. This baseline will help track progress over time and guide future planting efforts to increase shade, biodiversity and climate resilience.

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Planning applications decided within 60 days	75% ✓	75.17%	80.21%	78.59%	87.67% ✓	There has been an increase in planning applications decided within the statutory timeframe across the last four years, rising 12.5 percentage points since 2021-22 and 9.08 percentage points compared to last year. This improvement reflects Council's ongoing commitment to making the planning process more efficient and responsive.
Community satisfaction with the appearance of public areas	71 or above ✓	74	71	68	74 (7.4 out of 10) ✓	Over the past four years, Banyule residents have reported high satisfaction with the appearance of public areas. In the 2025 Victorian Community Satisfaction Survey , Banyule scored 7.4 out of 10 (or 74), meeting the target. More than half of respondents (52%) were very satisfied, and only 4% were dissatisfied. <i>It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.</i>
Percentage of Council decisions upheld by the Victorian Civil and Administrative Tribunal	Increase ↗ ✓	56.55%	44.00%	67.44%	73.33% ✓	Council's decisions being upheld at VCAT have improved over the past four years. In 2024-25, there was an increase of 16.78 percentage points since 2021-22 and 5.89 percentage points compared to last year. This reflects stronger alignment between Council's planning decisions and VCAT outcomes.

Strategic indicators: Community outcomes

Community strategic indicators reflect broader outcomes that Council helps influence but does not have direct control over. These indicators provide insight into long-term trends in community wellbeing, inclusion and sustainability, and help track progress toward the Community Vision.

The table below shows how Banyule is performing against key community indicators for the priority theme Our Well-Built City. It includes results from the past four years and commentary on trends observed over the life of the Council Plan.

Legend

✓ = Achieved target ⇌ = Result is stable or a baseline figure ✗ = Did not reach target

Table 17 | Community strategic indicators – Our Well-Built City

Community strategic indicator	Desired trend or target	2021–22 result	2022–23 result	2023–24 result	2024–25 result	Comments
Proportion of people using active and public modes of transport	Increase ↑ ⇌	Data unavailable	Data unavailable	24.35%	22.44% ⇌	Over the past two years, the proportion of people using active and public transport in Banyule has remained relatively stable. In 2024–25, there was a small decrease of 1.91 percentage points from the previous year. This change is within acceptable limits to be considered stable. <i>Data was unavailable in earlier years due to COVID-19-related disruptions to the Victorian Integrated Survey of Travel and Activity.</i>
Liveability index	Increase ↑ ⇌	Data unavailable	65.5	65.5	65.5 ⇌	First measured in 2023, Banyule's Liveability Index was 65.5. This score is higher than the Australian (62.6), metropolitan Australian (64.0), Victorian (64.6) and Melbourne (65.0) averages. The next survey will be conducted in late 2025.

Community strategic indicator	Desired trend or target	2021–22 result	2022–23 result	2023–24 result	2024–25 result	Comments
Number of social and affordable housing dwellings approved	Cumulative increase (at least one dwelling per year)  	201 dwellings (gross)	51 dwellings	3 dwellings	13 dwellings 	Over the past four years, Council has supported the approval of social and affordable housing across Banyule. By the end of 2024–25, the total number of approved dwellings reached 268, reflecting Council's commitment to improving access to affordable housing for people in our community.
Average Built Environment Sustainability Scorecard (BESS) score	Increase  	55.21%	56.91%	59.50%	59.94% 	The average BESS score has increased over the past four years, increasing by 4.74 percentage points since 2021–22 and 0.44 percentage points since last year. This shows stronger adoption of environmentally sustainable design in new developments across Banyule.
Home ownership rate	Increase  	35.9%	35.9%	35.9%	35.9% 	Banyule's home ownership rate remains at 35.9%, based on data from the 2021 ABS Census. No updated data is currently available.

Measuring Local Government Performance Reporting Framework service performance indicators

Alongside measuring Council and community outcomes, we also report on how well our services are performing through the Local Government Performance Reporting Framework (LGPRF). These indicators are set by the Victorian Government and help councils across the state track the delivery of key services.

The table below shows Banyule's results for the priority theme X. It includes four years of data and commentary to help explain the results.

Legend

 = Achieved target
  = Result was within target range
  = Did not reach target

Table 18 | LGPRF indicators – Our Well-Built City

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Statutory Planning Timeliness <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	26	28	25	17	25 	In 2024/25, the median number of days for Banyule Council to decide on a planning application decreased by 8 days compared to last year, and by 9 days since 2021/22. This improvement reflects more efficient decision-making and ongoing efforts to improve how planning services are delivered. Council performed above target, showing a strong commitment to providing timely and reliable service.
Statutory Planning Service standard <i>Planning applications decided within required time frames</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	76.50%	83.58%	78.07%	87.64%	78.00% 	The number of planning applications Banyule Council decided on time has increased by more than 9 percentage points since last year and by over 11 percentage points since 2021–22, reflecting faster and more efficient service. Performance was well above targets for both VicSmart and regular applications, demonstrating Banyule Council's commitment to timely and effective planning decisions.

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Statutory Planning Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$2,026.18	\$2,127.38	\$2,617.81	\$2,624.70	\$2,400.00 	Banyule Council's cost to deliver statutory planning services remained steady compared to last year. Over the past four years, costs have gradually increased while the number of applications has decreased. In 2024/25, overall spending rose slightly, but the number of planning applications stayed about the same. This led to a small increase in the average service cost per application, which is still within Council's expected range.
Statutory Planning Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	55.56%	44.00%	67.44%	73.33%	60.00% 	The rate of Banyule Council planning decisions upheld by VCAT increased by over 5% this year and is more than 17% higher than in 2021/22. Council exceeded its performance target. The number of decisions 'set aside' by the Tribunal decreased over the past 12 months, with more matters being resolved through agreement between all parties before a final decision was needed.

What it costs to deliver Council services

Each year, Council sets a budget to fund services that support our community. The following sections, grouped by Council department, show the net cost of delivering services in 2024–25 that contribute to the priority theme Our Well-Built City. The variance highlights whether each department spent more or less than what was budgeted.

Each department section also includes descriptions of the services delivered by its business units, outlining who they support and what they provide.

City Futures

Table 19 | City Futures – Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	1,182
Actual spending	4,286
Difference	-3,104

Provision of the following to support Council's direct service delivery areas:

Open Space Planning and Design

- Ensuring Council's parks, reserves, playgrounds and recreation trails continually evolve to meet the needs of current and future communities.

Strategic Planning and Urban Design

- Planning direction for current and future land use and built form through preparing policies, strategies, structure plans for activity centres, master planning and design frameworks for renewal areas
- Facilitating Council's role as the planning authority for planning scheme amendments.



Figure | Nature-inspired pathway design featured in a Banyule park

City Planning, Safety and Amenity

Table 20 | City Planning, Safety and Amenity –
Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	-2,741
Actual spending	-5,213
Difference	2,472

Provision of the following to landowners, builders and developers:

Building Services (BPi)

- providing building permits and inspections and enforcement of Building Act and Regulations
- assessing building permit applications, issuing building permits, conducting mandatory inspections and issuing occupancy permits/final certificates for buildings and structures
- providing property hazard and building permit history information to designers, solicitors, private building surveyors and ratepayers
- providing technical advice on building regulation matters to property owners, architects, building designers, builders, developers and tradespeople
- conducting property safety inspections including fire safety audits on high-risk buildings and pool and spa safety barrier compliance inspections to ensure a safer built environment
- administering and enforcing the Building Act and Regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety.

Provision of the following to landowners, architects, building designers, builders and developers:

Development Planning

- Processing and assessing planning applications in accordance with the Planning and Environment Act 1987, the Planning Scheme and policies
- Conducting investigations into alleged breaches of the Planning and Environment Act 1987 and taking enforcement action where appropriate
- Providing advice about development and land use proposals as well as providing information to assist the community in its understanding of these proposals.

Provision of the following to the road users, pet owners, parents and the municipal community as a whole:

Municipal Laws and Public Assets

- Delivering proactive patrol programs to maintain and promote community safety and harmony
- Delivering administrative and field services in amenity and animal management
- Processing and issue permits relating to traders, tradespersons, accessible parking, animal registrations, excess animals, commercial waste bins, street furniture and other uses of Council controlled land
- Delivering educational programs in responsible pet ownership, road safety, building and construction environment, amenity regulation and fire prevention
- Developing, implementing and reviewing appropriate local laws to achieve a safe and liveable environment
- Providing inspections on council assets to ensure service standards are maintained
- Managing asset protection and stormwater permits
- Undertaking internal reviews of all contested infringements and prosecute matters in the magistrate court for breaches of the local law and any relevant acts managed by the team (Environment Protection Act 2017, Domestic Animals Act 1994, Country Fire Authority Act 1958, Fire Rescue Victoria Act 1958 and Road Management Act 2004)

- Undertaking proactive inspections and assistance with fire prevention during the Fire Danger Period to reduce the risk of hazards to residential and commercial properties.

Provision of the following to the municipal community as a whole:

Environmental Health

- Supporting food businesses to produce safe and suitable food through education and enforcement of food safety standards and regulations
- Promoting and protecting public health and wellbeing through investigation, education and enforcement and collaboration with supportive agencies including the Environment Protection Authority and Victoria Police
- Reducing the prevalence of communicable disease through investigation and education to businesses and the community
- Investigating customer requests relating to nuisances, waste and pollution under the Public Health and Wellbeing Act 2008 and Environment Protection Act 2017

- Undertaking an inspection program for all businesses registered under the Food Act 1984 and Public Health and Wellbeing Act 2008
- Investigating complaints relating to food safety, accommodation, beauty services and aquatic facilities in line with legislative responsibilities and regulations
- Support Emergency Management to prepare and deliver emergency management services
- Providing technical advice on public and environmental health matters to community members and business owners under the Food Act 1984, Public Health and Wellbeing Act 2008, Environment Protection Act 2017, Tobacco Act 1987 and the Residential Tenancies Act 1997 (Part 3 only) and all supporting
- Registration and annual renewal processes for all businesses requiring registration under the Food Act 1984 and Public Health and Wellbeing Act 2008 including food, beauty, accommodation and aquatic facilities and businesses.

Priority theme 4:

Our Valued Community Assets and Facilities



Strategic objective

As custodians of our community, assets, facilities and services, we work to ensure that they are affordable, sustainable, evenly distributed, safe and accessible for all ages and abilities and designed to provide meaningful experiences and connections.

What Council delivered

Improved local play spaces

Narvik Crescent Reserve received a targeted upgrade, featuring a new nature play area designed to encourage imaginative and open-ended play for children of all ages. Three additional nature play spaces were added to existing playgrounds not yet scheduled for full renewal.

These sites were refreshed using salvaged timber from Banyule's Timber Repurposing Program, adding character and environmental value while reducing waste to landfill.



Figure 86 | Ramu Reserve playground, Heidelberg West



Figure 87 | VC Henderson playground, Heidelberg

What Council achieved under the Our Valued Community Assets and Facilities priority

Year 4 Annual Action Plan

Council identified **12 key actions** for the 2024–25 financial year under the Our Valued Community Assets and Facilities priority in Year 4 of the Council Plan.

Work was undertaken across these actions, contributing to Council's broader efforts to improve services and outcomes for the Banyule community. Most actions were completed, while some are still in progress.

The action results are summarised below. The [full report](#) is available on Banyule's website under the Council Plan section. Also listed are the key departments and teams leading this work.

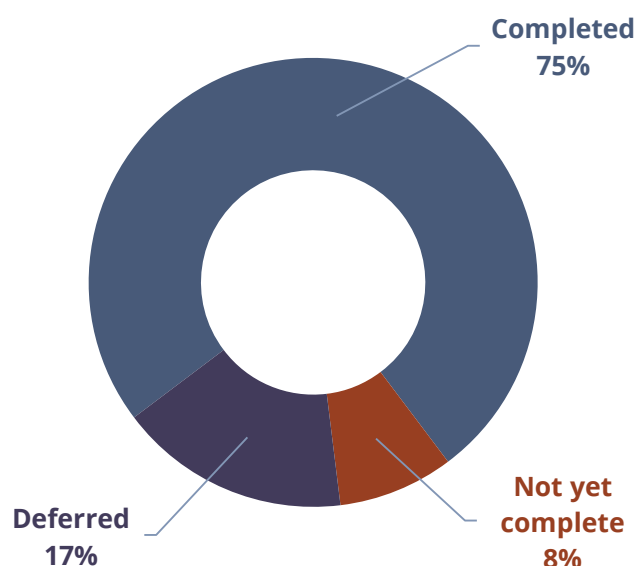


Figure 88 | Year 4 action results for Our Valued Community Assets and Facilities

- **9 actions were completed** or achieved at least 90% of their intended outcomes
- **1 action is not yet complete** and will form part of Council's ongoing work
- **2 actions were deferred** and remains part of Council's future delivery plans

Council teams supporting this priority theme

Delivery and Assets

- Building Maintenance
- Capital Works
- City Assets

Strategic Properties and Projects

- Property and Strategic Properties
- Spatial and Property Systems



Figure 89 | Celebrating the Banyule City Soccer Club pavilion upgrade with junior players

Strategic indicators: Council performance

Council strategic indicators measure outcomes where Council is directly responsible for delivery. These indicators help assess how effectively Council is implementing the priorities outlined in the Council Plan and delivering services that matter to the community.

The table below shows Council's performance against the targets or desired trends for the priority theme Our Valued Community Assets and Facilities. It includes results from the past four years and commentary on our performance across the life of the Council Plan.

Legend

✓ = Achieved target ⇄ = Result is stable or a baseline figure ✗ = Did not reach target

Table 21 | Council strategic indicators – Our Valued Community Assets and Facilities

Council strategic indicator	Desired trend or target	2021–22 result	2022–23 result	2023–24 result	2024–25 result	Comments
Annual Capital Works program completed on time and on budget	90% ✓	79%	80%	91%	90% ✓	Over the past four years, Council has met its target for completing the annual Capital Works program on time and on budget in two of those years, including in 2024–25. In earlier years, some projects were delayed due to challenges such as contractor availability, weather conditions and supply chain disruptions.
Community satisfaction with condition of sealed local roads	68 or above ✓	68	64	61	70 (7 out of 10) ✓	Satisfaction with the condition of sealed local roads has varied over the past four years. In the 2025 Victorian Community Satisfaction Survey , the result improved to 70 (or 7 out of 10), with 39% of residents saying they were very satisfied and only 7% reporting dissatisfaction. Banyule met or exceeded the target in two of the past four years. Council continues to maintain local roads through regular inspections and timely repairs to keep them safe and long-lasting. <i>It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.</i>

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Number of public safety requests for Council-owned and managed assets	Decrease 	1,209 requests	981 requests	1,148 requests	1,240 requests 	Public safety requests for Council-owned and managed assets have remained relatively stable over the past four years, with a slight increase in 2024-25. The most common requests were for footpath defects (563) and graffiti on Council assets (469). In contrast, requests related to playground maintenance (120) and pedestrian crossings or public transport investigations (88) decreased.
Proportion of building related projects in the annual Capital Works Program where the Sustainable Building Guidelines have been applied	100% 	Measure was being developed	100%	100%	100% 	Over the past three years, Council has applied its Sustainable Building Guidelines to 100% of building-related projects in the Capital Works Program. This demonstrates Council's strong commitment to environmentally responsible design and construction.
Number of building projects that increased accessibility to all users	Cumulative increase (at least one building per year) 	5 buildings	8 buildings	9 buildings	7 buildings 	Since 2021-22, Council has increased accessibility in 29 buildings, meeting its target every year. In 2024-25, accessibility improvements were delivered through several key projects, including: • Greensborough Park Pavilion change room • Watsonia Tennis Club change rooms • Community Facilities accessibility improvements • NETS Stadium mezzanine redevelopment • 7 Wellington Street, Montmorency renovation • Petrie Park Community Hall refurbishment • Skye Children's Cooperative redevelopment

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Length of new and improved on-road and off-road shared paths and trails throughout the municipality	Cumulative increase (at least one path or trail per year)  	2,700 m	328 m	344 m	690 m 	Over the past four years, Council has delivered 4,062 metres of new and improved shared paths and trails across Banyule and met target every year. In 2024-25, 690 metres of shared path were constructed at Para Road, Greensborough. The higher result in 2021-22 was due to the completion of the Darebin Creek Trail.
Percentage of active library borrowers in municipality	Increase  	16.01%	16.71%	18.35%	19.46% 	Library use has steadily increased over the past four years. In 2024-25, the proportion of active library borrowers in Banyule rose by 3.45 percentage points since 2021-22 and by 1.11 percentage points compared to last year. Libraries continue to be a valued part of community life, offering welcoming spaces, free resources and programs for all ages.
Utilisation of aquatic facilities (Visits per municipality population)	Increase  	4.61 visits	8.27 visits	8.74 visits	9.08 visits 	More people are using Banyule Council's pools and aquatic centres. On average, each person in the community is visiting these facilities a bit more often this year compared to last year. In fact, from 2021-22 to 2024-25, the average number of visits per person has nearly doubled, increasing from 4.6 to just over 9 visits a year. WaterMarc had a great year, with visitor numbers now back to where they were before COVID-19 and 5% higher than last year. Ivanhoe Aquatic also had a 7% increase in visits. Many community members used services across multiple facilities, especially at Ivanhoe Aquatic.

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Proportion of Council buildings meeting zero emissions target	Increase  	82%	85%	92%	92% 	Over the past four years, Banyule Council has steadily increased the number of buildings that meet our low-emissions target. Since 2021-22, there has been a 10 percentage point improvement. There has been no change since last year, as work is still underway to upgrade more buildings by replacing gas systems with electric alternatives. These upgrades are expected to be completed by September 2025. Council owns and manages 257 buildings. Of these, 236 are powered by renewable electricity and are considered low emissions. The remaining 21 buildings still use natural gas for heating or cooking. <i>Note: No Council building is currently classified as fully zero emissions. This is due to small amounts of unavoidable emissions, such as minor gas leaks from equipment like fridges and air conditioners. These make up only a small part of a building's overall emissions.</i>

Strategic indicators: Community outcomes

Community strategic indicators reflect broader outcomes that Council helps influence but does not have direct control over. These indicators provide insight into long-term trends in community wellbeing, inclusion and sustainability, and help track progress toward the Community Vision.

The table below shows how Banyule is performing against key community indicators for the priority theme Our Valued Community Assets and Facilities. It includes results from the past four years and commentary on trends observed over the life of the Council Plan.

Legend

✓ = Achieved target ⇔ = Result is stable or a baseline figure ✗ = Did not reach target

Table 22 | Community strategic indicators – Our Valued Community Assets and Facilities

Community strategic indicator	Desired trend or target	2021 result	2022 result	2023 result	2024 result	Comments
Vehicle-related accidents, injuries and fatalities in the municipality*	Decrease ↓ ✓	40 incidents	33 incidents	41 incidents	37 incidents ✓	There has been a 7.5% decrease in vehicle-related accidents, injuries and fatalities since 2021, and a 9.8% decrease compared to last year. In 2024, all reported incidents were injuries, with no fatalities. The 2024 result also shows a strong improvement compared to 2018, when there were 72 incidents. This marks a 48.6% reduction over that time. Figures are sourced from the Victorian Government Transport Accident Commission. <i>Note: This data is reported by calendar year due to availability.</i>

Measuring Local Government Performance Reporting Framework service performance indicators

Alongside measuring Council and community outcomes, we also report on how well our services are performing through the Local Government Performance Reporting Framework (LGPRF). These indicators are set by the Victorian Government and help councils across the state track the delivery of key services.

The table below shows Banyule's results for the priority theme X. It includes four years of data and commentary to help explain the results.

Legend

 = Achieved target
  = Result was within target range
  = Did not reach target

Table 23 | LGPRF indicators – Our Valued Community Assets and Facilities

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Aquatic facilities Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	4.00	12.00	10.67	14.00	8.00 	Banyule Council regularly inspects all public pools to ensure they are clean, safe and meet health standards. Over the past four years, and again since last year, inspection rates have increased as part of Council's proactive approach to water testing. These regular checks help maintain high water quality and ensure that our public pools remain safe and enjoyable for everyone in the community.
Aquatic facilities Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Population]	4.61	8.27	8.74	9.08	5.00 	More people are using Banyule Council's pools and aquatic centres. On average, each person in the community is visiting these facilities a bit more often this year compared to last year. In fact, from 2021–22 to 2024–25, the average number of visits per person has nearly doubled, increasing from 4.6 to just over 9 visits a year. WaterMarc had a great year, with visitor numbers now back to where they were before COVID-19 and 5% higher than last year. Ivanhoe Aquatic also had a 7% increase in visits. Many community members used services across multiple facilities, especially at Ivanhoe Aquatic.

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Aquatic facilities Service cost <i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	\$5.05	\$1.00	\$0.13	\$0.46	\$0.85 	Banyule Council continues to manage the cost of running aquatic facilities responsibly. While costs have changed slightly since last year, there continues to be a reduction in overall expenses since 2021/22. WaterMarc delivered a strong financial result in the first year of its new contract, meeting the guaranteed net lump sum payment to Council and achieving an additional profit outcome.
Libraries Resource currency <i>Recently purchased library collection</i> [Number of library collection items purchased in the last five years / Number of library collection items] x100	92.51%	92.59%	81.28%	85.98%	75.00% 	The percentage of library items purchased within the last five years has increased by over 4% since last year and has met Banyule's target. Yarra Plenty Regional Libraries aim to keep the collection current and relevant for the community, while also applying sustainable collection retention practices that help reduce environmental impact and promote social responsibility through thoughtful purchasing and resource management.
Libraries Service cost <i>Cost of library service per population</i> [Direct cost of the library service / Population]	\$36.90	\$39.17	\$39.57	\$41.70	\$42.00 	In 2024/25, Banyule's library service costs rose by 5.4% from last year, and by 13% since 2021/22. This increase is due to rising operational expenses. Costs are shared between member councils under the Library Agreement. Despite the increase, Banyule's cost remains below target.
Libraries Utilisation <i>Library loans per population</i> [Number of collection item loans / Population]	New indicator for 2024	New indicator for 2024	6.21	7.55	6.50 	The number of library collection item loans per person in Banyule has increased by more than one item per person this year. This significant rise is largely due to a modification in data collection requirements, which now include digital eMagazine loans. Data is now collected directly from digital platforms, making the process more consistent across all library services.

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Libraries Participation <i>Library membership</i> [Number of registered library members / Population] x100	New indicator for 2024	New indicator for 2024	30.62%	34.72%	17.00% 	Library membership in Banyule has grown by over 4%, based on the number of registered members compared to the overall population. This increase includes a recent change requiring library members who access free public Wi-Fi to be counted. Please note that this figure does not include people who use only the library's digital services. Since this was a new measure introduced last year, the 2025/26 target will be adjusted based on actual results.
Libraries Participation <i>Library visits per head of population</i> [Number of library visits / Population]	New indicator for 2024	New indicator for 2024	4.09	4.00	4.00 	Library visitation in Banyule remained stable this year and is on target. The ongoing reduction in services at Rosanna Library and the Town Centre works at Watsonia Library continue to affect visitation numbers. We expect these figures to improve with the opening of the new Rosanna Library and the completion of the Watsonia Town Centre works in late 2025.
Roads Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	88.13	121.75	73.79	86.94	100.00 	Requests to fix sealed local roads in Banyule have increased since last year, but they remain below target. Results fluctuate depending on significant infrastructure projects and weather conditions. This year's result of 469 requests is similar to the number received four years ago and marks an 18% rise from last year's 397. Most of the increase came from more reports about road surface issues, while requests related to kerbs and channels stayed consistent. The rise is likely linked to the North East Link Project, with more heavy vehicles and construction detours causing faster wear and tear. Community awareness has also grown, leading to more people reporting problems.

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Roads Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	97.47%	97.47%	97.40%	97.87%	97.00% 	Banyule Council continues to keep most local roads in very good condition, with more roads rated as good or very good compared to last year and 2021–22. Right now, over 97% of roads in Banyule meet this standard. This shows the Council's strong commitment to looking after local roads. Regular checks are done and problems are fixed early to keep roads safe, smooth and long-lasting. Banyule has gone beyond its road maintenance targets for more than four years.
Roads Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	N/A	N/A	\$206.15	N/A	No target was set, as no work was scheduled	Not Applicable. Council did not undertake sealed local road reconstruction in 2024/25.
Roads Service cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$32.00	\$43.86	\$34.51	\$40.50	\$37.00 	The cost of resealing local roads in Banyule has increased since last year. Over the past four years, costs have risen, but the increase is in line with the cumulative inflation rate for the same period. The average cost of resealing in 2024/25 has been affected by broader project scopes delivered over the past 12 months and the rising cost of construction materials, especially oil.

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Roads Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	68	64	61	70*	61 	In 2025, satisfaction with the maintenance and repair of sealed local roads in Banyule rose, with 39% of respondents saying they were very satisfied and only 7% reporting dissatisfaction. Banyule's result was above target. Banyule Council works hard to maintain the quality of local roads through regular inspections and timely repairs, helping to keep roads safe, smooth and long-lasting. *It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.

What it costs to deliver Council services

Each year, Council sets a budget to fund services that support our community. The following sections, grouped by Council department, show the net cost of delivering services in 2024–25 that contribute to the priority theme Our Valued Community Assets and Facilities. The variance highlights whether each department spent more or less than what was budgeted.

Each department section also includes descriptions of the services delivered by its business units, outlining who they support and what they provide.

Delivery and Assets

Table 24 | Delivery and Assets – Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	5,417
Actual spending	5,755
Difference	-338

Provision of the following to the municipal population as a whole:

Capital Works

- Managing and reporting on capital work
- Managing projects and supervising contracts for building works projects and all major and minor civil works, road resurfacing, pedestrian trails, bike and shared path construction and maintenance, road construction and reconstruction projects.

Building Maintenance

- Providing reactive, preventative, and planned maintenance across all Council buildings and their assets
- Managing essential safety measures.

City Assets

- Strategic Asset Management, programming for renewals and maintenance of infrastructure assets including road, footpath, bridge, kerb and channel, carpark, drainage, building and public toilets, Developing Capital Works Program, Road Management Plan, 10 Year Asset Plan, Special Charge Scheme Policy, implementing CAMMS for capital projects.

Major Projects

- Providing leadership and managing a variety of major projects for the organisation to achieve positive outcomes for the community, meeting beneficial financial outcomes and delivering new and revitalised community assets.

Strategic Properties and Projects

Table 25 | Strategic Properties and Projects – Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	-423
Actual spending	-756
Difference	333

Provision of the following to support Council's direct service delivery areas:

Spatial and Property Systems

- Coordinating spatial and property systems

- Maintaining and providing spatial approaches to managing Council's operations.

Strategic Properties and Property Services

- Looking after Council's long-term interests and growth through sustainable property and land acquisitions, divestments and investments
- Managing all aspects of ongoing land management including works consent, lease and license arrangements, discontinuances and ongoing re-valuations.

Priority theme 5: Our Thriving Local Economy



Strategic objective

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

What Council delivered

Council partners with Himilo Workforce to support local creatives

In mid-2024, Council entered a partnership with [Himilo Workforce](#), a social enterprise recruitment agency. This partnership supports the Local Creatives Project and contributes to Banyule's Arts and Culture Program.

Council conducted a comprehensive consultation with artists to better understand the challenges and professional development needs of Banyule's creative community. The consultation included:

- An online survey
- An in-person workshop
- Targeted discussions with young and First Nations artists

Council is also auditing creative businesses across Banyule to map the extent of the local creative industries. A summary report will be released in early 2025 to guide future support for artists through professional development, network building and access to creative spaces.



Figure 90 | Mass, Drawing Intensive – Loft 275, Ivanhoe Library and Cultural Hub

Quick look at other achievements

- Social Enterprise Growth Fund launched, awarding \$16,488 across six local social enterprises to support innovation, inclusion and growth
- New partnership formed with SENVIC, delivering three capability-building events for the social enterprise sector
- Social Enterprise Partnership with Himilo Workforce delivered, supporting 24 residents into employment, engaging 71 employers and creating 59 employment pathways
- 50 local businesses engaged to promote inclusive hiring practices and connect with employment service providers
- Annual Women in Business event held, attracting more than 190 attendees
- Banyule nominees promoted for the Northern Business Achievement Awards, including Darling Daughters, Trengosa and Young Achiever Mikaela Copland from Tall Poppy Management
- Inclusive Employment Program delivered, creating 12 inclusive roles and five transitional pathway opportunities

What Council achieved under the Our Thriving Local Economy priority

Year 4 Annual Action Plan

Council identified **six key actions** for the 2024–25 financial year under the Our Thriving Local Economy priority in Year 4 of the Council Plan.

Work was undertaken across these actions, contributing to Council's broader efforts to improve services and outcomes for the Banyule community. All actions were successfully completed.

The action results are summarised below. The [full report](#) is available on Banyule's website under the Council Plan section. Also listed are the key departments and teams leading this work.

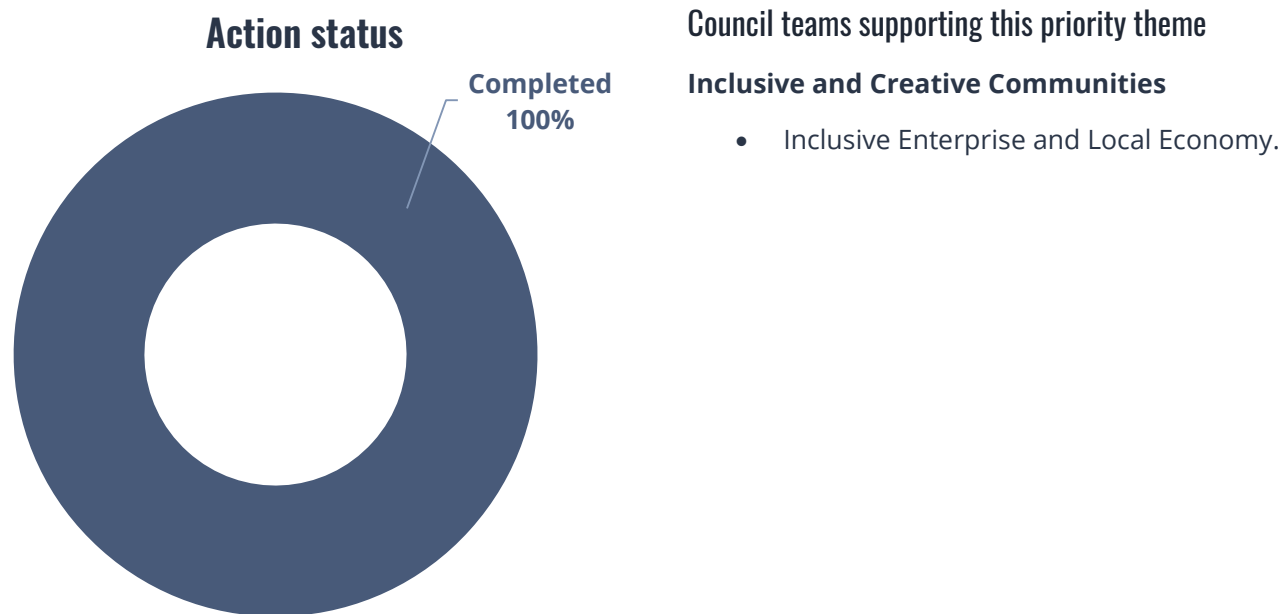


Figure 91 | Year 4 action results for Our Thriving Local Economy

- **6 actions were completed** or achieved at least 90% of their intended outcomes

Strategic indicators: Council performance

Council strategic indicators measure outcomes where Council is directly responsible for delivery. These indicators help assess how effectively Council is implementing the priorities outlined in the Council Plan and delivering services that matter to the community.

The table below shows Council's performance against the targets or desired trends for the priority theme Our Thriving Local Economy. It includes results from the past four years and commentary on our performance across the life of the Council Plan.

Legend

✓ = Achieved target ⇄ = Result is stable or a baseline figure ✗ = Did not reach target

Table 26 | Council strategic indicators – Our Thriving Local Economy

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Attendance at Council economic development events	Increase ↑ ✓	142 attendees	980 attendees	574 attendees	425 attendees ✗	Event attendance has changed over the past four years, with the highest numbers recorded in 2022-23. Although there was a decrease since last year, attendance in 2024-25 still represents a 199.3% increase compared to 2021-22. This year, nine events were held. These included the Home Based Business Forum (run with Nillumbik) with 53 attendees, the Movers and Makers event with 54 attendees, a mentoring session with 5 participants, and a 'Netwalking' event with 6 participants. Other events included a social media workshop, the Small Business Bus visit, a session on becoming a supplier to Council, the Women in Business lunch and a session for creative industries.

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Number of community members provided with business skills and employment support	Increase ↑ ✓	11 individuals or organisations	24 individuals or organisations	54 individuals or organisations	46 individuals or organisations ✗	Although there was a decrease in the number of unique community members and organisations accessing business skills and employment support in 2024-25, the overall trend over the past four years shows strong growth. More than four times as many participants received support compared to 2021-22. Support was provided for social, micro, disability, Aboriginal and creative enterprises. Through the Social Enterprise Support Service, 33 individuals or businesses received tailored advice to develop, expand or start a social or inclusive enterprise. In addition, 13 community members took part in employment readiness workshops delivered in partnership with the Killara Foundation.
Number of inclusive employment opportunities created within Banyule	1,000 jobs (from 2020-25) ✓	204 job opportunities	333 job opportunities	297 job opportunities	349 job opportunities ✓	Council set a goal to create 1,000 inclusive job opportunities by 2025. This target was reached ahead of schedule, with more than 1,372 jobs created through local employment and social enterprise initiatives.
Proportion of local residents employed by Council contractors	Increase ↑	Data unavailable	Data unavailable	Data unavailable	Data unavailable	This measure could not be reported. Council does not currently have a way to accurately track how many local residents are employed by its contractors.

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Proportion of goods and services purchased locally	Increase ↑ ✓	17.46%	20.07%	22.15%	26.60% ✓	Local spending has steadily increased over the past four years. Since 2021-22, it has grown by 9.14 percentage points, including a 4.45 percentage point rise since last year. In 2024-25, 26.6% of Council's total expenditure was spent locally within the Northern Council Alliance region. Of this, 7.3% was spent directly within Banyule.
Number of partnerships and joint programs with local peak industry bodies and agencies	Increase ↑ ✓	5 partnerships or joint programs	5 partnerships or joint programs	14 partnerships or joint programs	15 partnerships or joint programs ✓	Council has strengthened its partnerships over the past four years, with a 200% increase since 2021-22 and a small rise since last year. This year, 15 collaborations were recorded, including work with the La Trobe National Employment and Innovation Cluster the Northern Business Achievement Awards and regional economic development forums.
Number of economic development events hosted by Council	Increase ↑ ✗	15 events	29 events	49 events	8 events ✗	Event numbers grew steadily over recent years, but this year only eight were held due to changes in the team and a restructure within the organisation. These included the Home Based Business Forum run in partnership with Nillumbik, the Movers and Makers event, a mentoring session and a 'Netwalking' activity. Council also helped promote 24 other business-related opportunities to the community, offering a mix of webinars, workshops and networking events.

Council strategic indicator	Desired trend or target	2021–22 result	2022–23 result	2023–24 result	2024–25 result	Comments
Number of social enterprises operating in Banyule	Increase ↗ ✓	11	16	27	41 ✓	The number of social enterprises in Banyule has grown strongly since 2021–22. While there was a small drop this year, there are still nearly four times as many as there were four years ago, showing continued growth and momentum in this sector.

Strategic indicators: Community outcomes

Community strategic indicators reflect broader outcomes that Council helps influence but does not have direct control over. These indicators provide insight into long-term trends in community wellbeing, inclusion and sustainability, and help track progress toward the Community Vision.

The table below shows how Banyule is performing against key community indicators for the priority theme Our Thriving Local Economy. It includes results from the past four years and commentary on trends observed over the life of the Council Plan.

Legend

✓ = Achieved target ⇔ = Result is stable or a baseline figure ✗ = Did not reach target

Table 27 | Community strategic indicators – Our Thriving Local Economy

Community strategic indicator	Desired trend or target	2021–22 result	2022–23 result	2023–24 result	2024–25 result	Comments
Growth in gross domestic product (GDP) for the municipality	Increase ↗ ✓	\$6.29 billion	\$7.06 billion (June 2022)	\$7.62 billion (June 2023)	\$8.08 billion (June 2024) ✓	Banyule's local economy is growing, with the municipality's gross domestic product increasing by 6.04% over the past year and rising by 28.45% since 2021–22. <i>Note: There is a delay in the release of this data, with the most recent figures published in April 2025.</i>

Community strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Number of businesses in the municipality	Increase  	11,016 businesses (2021)	11,777 businesses (2022)	12,199 businesses (December 2023)	11,433 businesses (December 2024) 	While the number of businesses dropped by 766 in December 2024, there has still been overall growth over the past four years, with 417 more businesses than there were in 2021. <i>Note: This data only includes businesses registered for GST, so it does not reflect the full picture, especially for sole traders and start-ups.</i>
Number of businesses started in the municipality	Cumulative increase (at least one business per year)  	1,422 businesses (2021)	761 businesses (2022)	422 businesses (December 2023)	251 businesses (December 2024) 	The number of new businesses starting in Banyule has slowed over the past few years. In 2024, 171 fewer businesses were started than the year before, and 1,171 fewer than in 2021, when many people were launching ventures during COVID-19 lockdowns. Despite the decline, new businesses have continued to start each year. <i>Note: This data only includes businesses registered for GST, so it does not reflect the full picture, especially for sole traders and start-ups.</i>
Number of start-ups in the municipality	Increase 	Data unavailable	Data unavailable	Data unavailable	Data unavailable	The external data source originally planned for this measure was never developed, so there is no data available for this indicator.
Number of businesses closed in the municipality	Decrease  	713 businesses	913 businesses	552 businesses	246 businesses 	The number of businesses closing has significantly decreased, with a 65.49% drop over four years and a 55.43% decrease from last year. <i>Note: This data only includes businesses registered for GST, so it does not reflect the full picture, especially for sole traders and start-ups.</i>

Community strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Vacancy rate at major retail precincts	Decrease ↓ ✗	Not measured	3.6%	3.5%	5.4% ✗	Retail vacancy rates have increased slightly over the last three years and are now 1.8 percentage points higher than in 2022-23. The current rate is also 1.9 percentage points higher than last year, reflecting 59 vacant shopfronts across Banyule's 11 major retail centres. This figure is based on current vacancies in Bell Street Mall, East Ivanhoe, Eaglemont, Greensborough, Heidelberg, Ivanhoe, Lower Plenty, Macleod, Montmorency, Rosanna and Watsonia.
Number of jobs in the municipality	Increase ↑ ✓	48,413 jobs	51,189 jobs	55,168 jobs (December 2023)	56,441 jobs (December 2023) ✓	Job numbers in Banyule have grown strongly over the past four years, with 8,028 more jobs than in 2021-22 and an increase of 1,273 jobs from the previous year.
Proportion of residents employed locally	Increase ↑ ✓	24.6%	25.8%	25.8%	25.8% ↔	The number of residents who live and work locally has increased by 1.2 percentage points since 2021-22 and is currently estimated at around 16,503 people. <i>Note: This figure is based on census data, which is only updated every five years. No data is collected outside of this period.</i>
Local unemployment rate	Decrease ↓ ✓	3.0%	2.4%	2.7% (December 2023)	2.9% (December 2024) ↔	Local unemployment has decreased over the past four years and continues to remain low and stable.

Measuring Local Government Performance Reporting Framework service performance indicators

There are no service performance indicators or measures required under the Local Government Performance Reporting Framework (LGPRF) for this priority theme.

What it costs to deliver Council services

Each year, Council sets a budget to fund services that support our community. The following sections, grouped by Council department, show the net cost of delivering services in 2024–25 that contribute to the priority theme Our Thriving Local Economy. The variance highlights whether each department spent more or less than what was budgeted.

Each department section also includes descriptions of the services delivered by its business units, outlining who they support and what they provide.

Inclusive and Creative Communities

Table 28 | Inclusive and Creative Communities –
Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	3,132
Actual spending	2,883
Difference	249

Provision of the following to the municipal population as a whole:

Inclusive Enterprise and Local Economy

- Managing the Social Enterprise Partnerships Program and Social Enterprise Support Service
- Delivering programs, services and initiatives that innovatively improve economic opportunity and inclusion in Banyule
- Managing inclusive jobs capacity building service for local businesses
- Strengthening the viability of local businesses, including strip shopping centres
- Supporting new and established businesses, through training and mentoring
- Facilitating regular networking opportunities for the local business community.

Priority theme 6: Our Trusted and Responsive Leadership



Strategic objective

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

What Council delivered

Council reviews school crossings to improve safety for children

Council's Traffic and Transport Engineering team completed a municipality-wide review of all 85 school crossings. The assessment will guide future improvements such as signage, drainage and speed reduction treatments. It also highlights the need for community education and targeted parking enforcement to support safe school journeys.



Figure 92 | Council's risk assessment of 85 school crossings identifies opportunities for upgrades and education

New cemetery system improves access to historical and family records

Council has commenced implementation of a new Cemeteries Database and Mapping System. The project includes transcription of historical records, drone mapping of graves and preparation for data migration. Once complete, the system will allow families and researchers to easily search and locate information online.

Customer Experience Platform transforms how Council connects with the community

In July 2024, Council launched the Customer Experience Platform (CXP), a major step toward a more digitised and customer-focused organisation. CXP is an integrated, data-driven system that improves both customer and employee experience.

Key improvements include:

Genuine self-service options for high-volume requests, such as hard waste bookings

Reduced data entry and easier-to-use tools for staff

Integration between key systems and improved communication with customers

The platform was developed through collaboration between teams in Digital Transformation, CX Strategy, Parks, Operations, Customer Service, IT and Communications.

CUSTOMER EXPERIENCE OPERATIONS ACTIVITY 2024-25

How our customers contacted us



107,000

CALLS RECEIVED

430 ON A TYPICAL DAY



40,000

ONLINE SUBMISSIONS



34,000

COUNTER VISITS



6,200

EMAILS RECEIVED

How customer requests were serviced



85,000

REQUESTS RECORDED



88%

COMPLETED ON TIME



300+

TYPES OF REQUESTS



27%

**OF REQUESTS ARE HARD
WASTE BOOKINGS**

How customers rated our service



7.9 / 10

Source: overall satisfaction with customer service experience,
2025 Annual Community Satisfaction Survey

Figure 93 | Customer service performance highlights for 2024–25, showing improvements in responsiveness and satisfaction

What Council achieved under the Our Trusted and Responsive Leadership priority

Year 4 Annual Action Plan

Council identified **23 key actions** for the 2024–25 financial year under the Our Trusted and Responsive Leadership priority in Year 4 of the Council Plan.

Work was undertaken across these actions, contributing to Council's broader efforts to improve services and outcomes for the Banyule community. Most actions were completed, while some are still in progress.

The action results are summarised below. The [full report](#) is available on Banyule's website under the Council Plan section. Also listed are the key departments and teams leading this work.

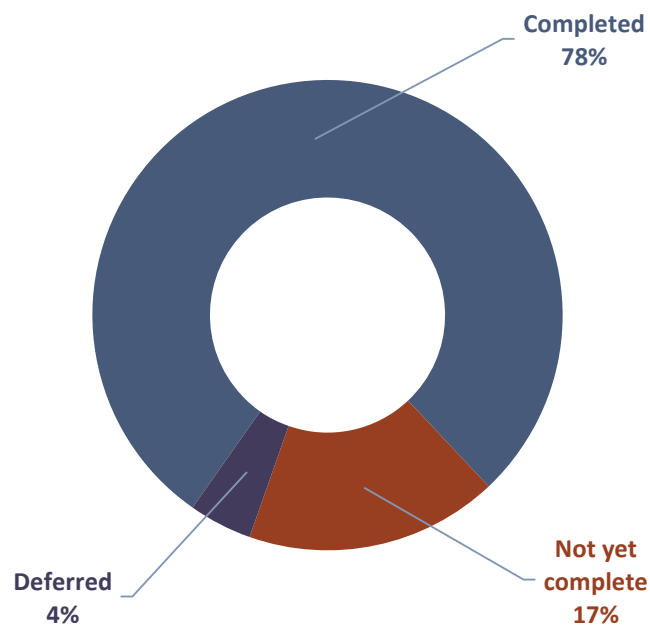


Figure 94 | Year 4 action results for Our Trusted and Responsive Leadership

- **18 actions were completed** or achieved at least 90% of their intended outcomes
- **4 actions are not yet complete** and will form part of Council's ongoing work
- **1 action was deferred** and remains part of Council's future delivery plans

Council teams supporting this priority theme

Advocacy, Communication, Engagement and Performance

- Advocacy
- Communications
- Community Engagement and Insights
- Integrated Planning and Performance

Business Transformation and Technology

- Continuous Improvement
- Digital Transformation
- Information Management
- IT Infrastructure and Operations.
- Customer Experience (CX)
- CX Operations
- CX Strategy
- Emergency Management

Executive Office

- Office of the CEO and Councillors

Governance and Integrity

- Cemetery Administration and Support
- Governance and Integrity

People and Culture

- Business Partners
- Inclusive Employment Pathways
- Organisational Development
- Payroll
- Risk and Assurance
- Safety and Wellbeing

Strategic Finance and Performance

- Financial Accounting
- Financial Performance and Planning
- Revenue Services
- Strategic Procurement

Strategic indicators: Council performance

Council strategic indicators measure outcomes where Council is directly responsible for delivery. These indicators help assess how effectively Council is implementing the priorities outlined in the Council Plan and delivering services that matter to the community.

The table below shows Council's performance against the targets or desired trends for the priority theme Our Trusted and Responsive Leadership. It includes results from the past four years and commentary on our performance across the life of the Council Plan.

Legend

✓ = Achieved target ⇌ = Result is stable or a baseline figure ✗ = Did not reach target

Table 29 | Council strategic indicators – Our Trusted and Responsive Leadership

Council strategic indicator	Desired trend or target	2021–22 result	2022–23 result	2023–24 result	2024–25 result	Comments
Community satisfaction with Council decisions made in the interest of the community	61 or above ✓	61	57	57	71 (7.1 out of 10) ✓	In 2025, satisfaction with Banyule Council's decision-making rose, with 45% of respondents very satisfied and only 5% dissatisfied. Banyule Council's result was consistent with the average for metropolitan councils, based on data from the survey provider. Banyule continues to follow its Community Engagement Policy, ensuring residents are consulted on major projects and plans. Banyule scored 7 out of 10 for opportunities to engage with Council decisions, and 7.2 out of 10 for advocacy and representation, which is above the metropolitan council average. <i>It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.</i>

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Percentage of decisions made in closed Council meetings	Below 4%  (within the target range)	4.42%	6.72%	5.62%	4.68%  (within the target range)	The percentage of decisions made in closed Council meetings has remained within the target range over the past four years. In 2024-25, Council reduced the proportion of closed decisions by nearly 1 percentage point compared to the previous year. Of the 171 reports considered, only eight were confidential. This reduction is largely due to fewer strategic property and contractual matters, along with the completion of the CEO reappointment process.
Community satisfaction with overall performance of Council	68 or above 	69	67	64	70 (7 out of 10) 	Satisfaction with Council's overall performance has remained relatively stable over the past four years, with results either meeting or within the target range. In the 2025 Victorian Community Satisfaction Survey , 41% of residents said they were very satisfied, and only 6% were dissatisfied. Council continues to focus on improving performance and communicating its priorities and achievements to the community. <i>It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.</i>
Community satisfaction with community consultation and engagement	58 or above 	59	59	57	72 (7.2 out of 10) 	In 2025, satisfaction with community consultation and engagement in Banyule increased by 14%. More than half of respondents (52%) said they were very satisfied, while only 7% reported being dissatisfied. <i>It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.</i> Community members can continue to have their say on local projects and activities by visiting the Shaping Banyule website.

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Community satisfaction with Council's advocacy	57 or above ✓	58	58	55	72 (7.2 out of 10) ✓	Satisfaction with Council's advocacy has mostly met or remained within the target range over the past four years. The 2025 Victorian Community Satisfaction Survey asked residents about Council's representation, lobbying and advocacy on behalf of the community. In response, 46% said they were very satisfied, while only 5% reported dissatisfaction. Council continues to publicly report on its advocacy priorities and has secured funding for several key projects, including the full electrification of WaterMarc and safety upgrades to Diamond Creek Road, one of only five road projects funded in the 2024-25 Victorian Government budget. <i>It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.</i>
Community satisfaction with Council informing the community	64 or above ✓	66	64	63	71 (7.1 out of 10) ✓	Satisfaction with how Council informs the community has remained strong over the past four years, consistently meeting or falling within the target range. In the 2025 Victorian Community Satisfaction Survey, 44% of residents were very satisfied, and only 7% were dissatisfied. Council continues to use a mix of print and digital communications and has developed a new Communications Strategy for 2025-2029 to further improve its reach and impact. <i>It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.</i>

Council strategic indicator	Desired trend or target	2021-22 result	2022-23 result	2023-24 result	2024-25 result	Comments
Community satisfaction with customer service	72 or above ✓	73	75	74	79 (7.9 out of 10) ✓	Customer service satisfaction has consistently exceeded the target over the past four years and continues to improve. In the 2025 Victorian Community Satisfaction Survey, 71% of residents were very satisfied, and only 6% were dissatisfied. This reflects Council's ongoing commitment to delivering high-quality service. <i>It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.</i>
Number of people participating in Council-led community engagement activities	Increase ↗ ✓	4,929	6,417	8,598	5,208 ✗	Over the past four years, more people have been getting involved in Council-led engagement activities. Although participation dropped in 2024-25, it was still higher than in 2021-22. The decrease was mostly due to the Council caretaker period, which meant fewer opportunities to engage. This year, 4,182 contributions were made online through Shaping Banyule, and 1,026 people took part in workshops, drop-in sessions and site walks.
Participation in Banyule advisory committees	Increase ↗ ✓	62.70%	66.10%	68.51%	69.87% ✓	Participation in Banyule's advisory committees has steadily grown over the past four years, with this year recording the highest level and sitting 7.17 percentage points above 2021-22. All committees were dissolved in September 2024 and reformed in June 2025.
VAGO sustainability ratios	All ratios rated as 'low risk' ✗	71.43%	71.43%	85.71%	85.71% ✗	While the target was not fully met, there has been improvement in the number of low-risk financial ratios over the past four years. Currently, six out of seven ratios meet the benchmark for long-term financial sustainability. The Adjusted Underlying Result Ratio remains rated as medium risk and will continue to be monitored as part of Council's financial planning and reporting.

Strategic indicators: Community outcomes

Community strategic indicators reflect broader outcomes that Council helps influence but does not have direct control over. These indicators provide insight into long-term trends in community wellbeing, inclusion and sustainability, and help track progress toward the Community Vision.

The table below shows how Banyule is performing against key community indicators for the priority theme Our Trusted and Responsive Leadership. It includes results from the past four years and commentary on trends observed over the life of the Council Plan.

Legend

 = Achieved target  = Result is stable or a baseline figure  = Did not reach target

Table 30 | Community strategic indicators – Our Trusted and Responsive Leadership

Community strategic indicator	Desired trend or target	2021–22 result	2022–23 result	2023–24 result	2024–25 result	Comments
Victorian and Australian government projects and grants allocated are in line with Banyule community aspirations	Increase  	Not measured	124	115	119 	There has been an increase in grant funding since last year, and the number of grants has remained steady over the past three years, showing consistent success. In 2024–25, Council secured 76 recurrent and 43 non-recurrent grants.

Measuring Local Government Performance Reporting Framework service performance indicators

Alongside measuring Council and community outcomes, we also report on how well our services are performing through the Local Government Performance Reporting Framework (LGPRF). These indicators are set by the Victorian Government and help councils across the state track the delivery of key services.

The table below shows Banyule's results for the priority theme X. It includes four years of data and commentary to help explain the results.

Legend

 = Achieved target
  = Result was within target range
  = Did not reach target

Table 31 | LGPRF indicators – Our Trusted and Responsive Leadership

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Governance Transparency <i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of councillors] x100	4.42%	6.72%	5.62%	4.68%	5.50% 	The percentage of decisions made in closed Council meetings has remained within the target range over the past four years. In 2024–25, Council reduced the proportion of closed decisions by nearly 1 percentage point compared to the previous year. Of the 171 reports considered, only eight were confidential. This reduction is largely due to fewer strategic property and contractual matters, along with the completion of the CEO reappointment process.

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Governance Consultation and engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	59	59	57	72*	60 	In 2025, satisfaction with community consultation and engagement in Banyule increased by 14%. More than half of respondents (52%) said they were very satisfied, while only 7% reported being dissatisfied. *It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years. Community members can continue to have their say on local projects and activities by visiting the Shaping Banyule website.
Governance Attendance <i>Councillor attendance at Council meetings</i> [The sum of the number of councillors who attended each Council meeting / (Number of Council meetings) × (Number of councillors elected at the last Council general election)] x100	94.44%	92.59%	90.85%	98.52%	85.00% 	Banyule Council's councillors attended a higher percentage of meetings this year, with attendance increasing by over 7% compared to last year and continuing to improve since 2021/22. During the 2024/25 financial year, two approved leaves of absence were granted, resulting in two missed meetings. From 14 August to 15 October 2024, Council operated with eight councillors following a resignation. In line with attendance rules, this period is also not recorded as an absence. Only two official absences were recorded for the financial year, highlighting councillors' strong commitment to participation and good governance.

Service/classification/ indicator/measure	2022 result	2023 result	2024 result	2025 result	Target/ achieved	Public comments
Governance Service cost <i>Cost of elected representation</i> [Direct cost of the governance service / Number of councillors elected at the last Council general election]	\$58,477.44	\$67,291.56	\$76,696.33	\$69,608.67	\$70,000.00 	Banyule Council reduced the cost of elected representation by over \$7,000 this year. While overall spending is slightly higher than four years ago, it remains below the cumulative inflation rate for the same period. Despite allocating extra funds to produce the Councillors Induction Manual for the newly elected group and to deliver additional training, Council successfully stayed under budget.
Governance Satisfaction <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	61	57	57	71*	Equal to or greater than the metro council group average 	In 2025, satisfaction with Banyule Council's decision-making rose, with 45% of respondents very satisfied and only 5% dissatisfied. Banyule Council's result was consistent with the average for metropolitan councils, based on data from the survey provider. Banyule continues to follow its Community Engagement Policy, ensuring residents are consulted on major projects and plans. Banyule scored 7 out of 10 for opportunities to engage with Council decisions, and 7.2 out of 10 for advocacy and representation, which is above the metropolitan council average. *It is noted that the 2025 results were likely influenced by a new survey provider and methodology to collect feedback, which changed from phone interviews to in-person surveys. As a result, 2025 data is not directly comparable with previous years.

What it costs to deliver Council services

Each year, Council sets a budget to fund services that support our community. The following sections, grouped by Council department, show the net cost of delivering services in 2024–25 that contribute to the priority theme Our Trusted and Responsive Leadership. The variance highlights whether each department spent more or less than what was budgeted.

Each department section also includes descriptions of the services delivered by its business units, outlining who they support and what they provide.

Advocacy, Communications, Engagement and Performance

Table 32 | Advocacy, Communications, Engagement and Performance – Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	3,106
Actual spending	2,933
Difference	173

Provision of the following to support Council’s direct service delivery areas:

Advocacy

- Delivering advocacy campaigns and progressing advocacy priorities.

Communications

- Producing material that informs the community of the services and activities provided by the Council and other issues affecting people that live, work or play in Banyule
- Enhancing and protecting the Council’s reputation.

Community Engagement and Insights

- Planning and delivery of community engagement activities that give the community a voice in Council projects and services
- Delivery of training to build staff community engagement knowledge, capability and confidence
- Support to analyse data generated during engagement activities to aid decision making.

Integrated Planning and Performance

- Providing organisational integration of corporate planning and transparent reporting
- Developing Council Plans (i.e. the Banyule Plan) and annual action plans in collaboration with the community
- Supporting the organisation with business planning and integrated reporting.

Business Transformation and Technology

Table 33 | Business Transformation and Technology –
Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	8,925
Actual spending	8,398
Difference	526

Provision of the following to support Council's direct service delivery areas:

Continuous Improvement (CI)

- Lead and manage the organisation-wide CI Framework, fostering a culture of learning, innovation, and problem solving that delivers value to our staff, customers, and community
- Facilitate and support improvement projects and initiatives, while building capability across Council to embed continuous improvement into everyday practice
- Champion idea generation through targeted idea harvesting workshops and organisation-wide challenges, enabling staff to contribute solutions and innovations that shape better outcomes and ways of working.

Digital Transformation

- Delivering the digital transformation program guided by the Digital Transformation Strategy, which is a significant change program and assists

Council to continue to be a customer-centric organisation

- Modernising systems and streamlining processes through user-centred design, automation, and smart technology to enhance service delivery and community outcomes
- Building organisational capability by uplifting digital skills, embedding innovation, and leveraging data insights to drive evidence-based decision-making.

Information Management

- Implementing and reviewing Council's information management program to ensure policies and procedures meet Public Record Office Victoria record keeping requirements
- Managing incoming mail and emails and outgoing physical correspondence
- Capturing and actioning incoming customer enquiries and records into Council's electronic document and records management system.

Information Technology Infrastructure, Operations and Applications

- Managing corporate applications that ensure reliable and effective business services
- Managing IT support for the organization and empowering staff with technology
- Managing IT infrastructure and cyber security ensuring data is protected
- Managing IT projects to improve services and gain efficiencies.

Customer Experience (CX)

Table 34 | Customer Experience (CX) – Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	3,093
Actual spending	3,038
Difference	55

Provision of the following to support Council's direct service delivery areas:

CX Strategy

- Supporting the wider organisation to better understand and improve customer experience

Leading key initiatives from Banyule's Customer Experience strategy – including training, the implementation of a Voice of Customer program and the continued embedding of the Banyule Service Promise.

Provision of the following to the municipal population as a whole:

CX Operations (Customer Service)

- Being the key interface between Council and the community we serve
- Assisting customers via phone, online and face to face at our customer service centres
- Aiming to resolve the majority of queries at first point of contact and redirect other queries, as needed, to relevant departments.

Emergency Management

- Managing community safety and resilience, and emergency management programs including preparedness, response, relief and recovery
- Developing fully integrated strategic and operational plans, to respond to incidents affecting the community and to promote and maintain high standards of public health and wellbeing, community resilience and emergency preparedness across Banyule.

Strategic Finance and Performance

Table 35 | Strategic Finance and Performance –
Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	4,825
Actual spending	4,667
Difference	158

Provision of the following to support Council's direct service delivery areas:

Financial Accounting

- Providing specialist financial advice
- Managing Council's key financial systems and controls to ensure accurate and timely payment to suppliers.

Financial Performance and Planning

- Providing budgeting and financial performance analysis and reporting
- Administering Council's payroll in accordance with regulatory compliance
- Maximising financial transparency and the prudent use of ratepayers' funds across Council.

Revenue Services

- Providing quality services to our customers by accurately managing levying and collecting rates, property services and other Council fees and charges, including Council databases and communication of the rate payment options available, to residents in a timely manner compliant with all required legislation and policies
- Managing accounts receivables
- Administering rates hardship applications.

Strategic Procurement

- Managing procurement and conduct of all public tenders
- Administering the purchasing system and purchasing card systems
- Providing reliable and consistent procurement expertise, guidance and efficient processes to ensure Council acquires goods and services through fair and open tender processes
- Applying the principles of sustainability in all procurement decisions and activities.

Governance and Integrity

Table 36 | Governance and Integrity – Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	1,613
Actual spending	1,313
Difference	299

Provision of the following to the municipal community as a whole:

Cemetery Administration and Support

- Managing the three Council-run cemeteries; Warringal, Hawdon and Greensborough cemeteries.

Provision of the following to support Council's direct service delivery areas:

Governance and Integrity

- Providing advice and support to Council staff, councillors, the CEO and the Executive Management Group
- Administering the conduct of Council meetings and general or by-elections and electoral representation.

Office of the CEO and Councillors

Table 37 | Office of the CEO and Councillors – Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	1,793
Actual spending	1,782
Difference	11

Provision of the following to support the executive office, comprising of the CEO and four directors and their support staff, and to the municipal community as a whole:

Office of the CEO and Councillors

- Providing strategic advice to Council
- Implementing policies
- Managing day-to-day operations
- Managing the organisational structures.

People and Culture

Table 38 | People and Culture – Service costs for 2024–25

Description	Amount (\$'000)
Budgeted amount	6,561
Actual spending	7,178
Difference	-617

Provision of the following to support Council's direct service delivery areas:

Employee Relations/Industrial Relations Business Partners

- Providing trusted, strategic support to leaders and employees across Council
- Managing employee and industrial relations, interpreting awards and enterprise agreements and fostering a positive workplace culture
- Collaborating with leaders to successfully implement change management initiatives
- Offering practical tools to strengthen engagement and ensure fair and consistent people practices across the organisation.

Organisational Development

- Designing and delivering learning, leadership and organisational development programs
- Coordinating professional development, cultural learning and wellbeing initiatives
- Overseeing Council's employee performance and development framework
- Providing strategic advice on workforce planning, resource management and recruitment
- Tailoring solutions to meet evolving workforce needs.

Risk and Assurance

- Managing enterprise-wide business risk including insurance and business continuity
- Coordinating the Audit and Risk Committee
- Leading the implementation of Council's Risk Management Framework
- Ensuring that risk is understood, owned, and effectively managed across all levels of the organisation, supporting resilience and informed decision-making.

Inclusive Employment Pathways

- Managing the Inclusive Employment and Workplace Pathways Programs
- Supporting local people who face barriers to employment by offering tailored, temporary roles that align with individual interests, strengths and goals
- Providing hands-on experience in local government, supported by job-readiness training, coaching, mentoring, and skill-building opportunities
- Providing diverse pathways for students through work experience, placements, cadetships, apprenticeships, and graduate programs
- Promoting diversity and inclusion, fill industry gaps and support the development of a future-ready workforce
- Staying informed about industry advancements to drive innovation and continuous improvement across its services.

Payroll

- Ensuring accurate, timely, and compliant payroll services
- Supporting leaders with real-time insights
- Playing a key role in workforce planning and legislative compliance
- Enhancing the employee experience through transparent and responsive service delivery.

Safety and Wellbeing

- Prioritising the physical and psychological health, safety and wellbeing of our employees, contractors and visitors
- Delivering proactive and integrated occupational health and safety services
- Aligning our safety management and rehabilitation management systems with best practice
- Auditing, monitoring and reviewing measurable targets to achieve continuous improvement in safety capabilities
- Embedding a culture of care and accountability across the organisation
- Offering an employee assistance program, including 24/7 counselling, coaching, financial, legal and nutrition support, critical incident support, and specialised support for Indigenous Australians and LGBTIQ+ colleagues.

Governance and management

Banyule's governance approach

Banyule Council is committed to fair, transparent and ethical governance. Councillors, staff and contractors are entrusted to act with honesty, integrity and care when managing public resources and delivering services.

Robust governance, sound financial stewardship and efficient service delivery underpin all Council operations. Transparency and accountability remain central to how Council functions.

Decision-making at Council

Formal decisions are made at Council meetings, while many operational decisions are delegated to staff in line with adopted policies and strategic directions.

Council decisions aim to:

- Reflect the diverse needs of the community
- Provide leadership and monitor progress
- Manage resources responsibly
- Advocate for the interests of the community
- Strengthen community connection and participation

Community members can contribute through consultations, forums, submissions, ward meetings and other engagement opportunities.

Council meetings

[Ordinary Council meetings](#) are generally held **every three weeks** on **Monday evenings** at the **Ivanhoe Library and Cultural Hub**. The meeting schedule is set annually and published on Council's website. Meetings begin at **7pm** and are **open to the public** unless confidential matters are being discussed or safety concerns require closure.

Meetings are livestreamed on [Council's Facebook page](#) and recordings are available on [Council's website](#) and [YouTube channel](#) for two years. Community members are welcome to attend in person or watch online.

Council meetings follow the [Governance Rules](#), which outline meeting procedures, the election of the Mayor and Deputy Mayor, and how the community can participate.

The mayor chairs meetings when present. If unavailable, the Deputy Mayor takes the chair. Voting is conducted by a show of hands.

Community participation in Council meetings

Community members can:

- **Speak at a meeting** on an agenda item by submitting a request by 12pm on the day of the meeting. Each speaker is allocated two minutes.
- **Submit a question** for Public Question Time by **12pm the Friday before** a scheduled Monday meeting. Questions are read and answered during the meeting if the submitter is present. All questions and responses are recorded in the meeting minutes and shared with the submitter.

In 2023, Council reviewed its Governance Rules to improve community engagement in meetings. The updated rules were adopted on 30 October 2023.

Councillor attendance at Council meetings

A total of 15 Council meetings were held:

- 13 ordinary Council meetings
- 2 special Council meetings.

Table 39 | Councillor attendance at Council meetings (2024–25)

Ward	Councillor	Council meetings	Special meetings	Total
Bakewell	Cr Mark Di Pasquale	12	1	13
Beale	Cr Elizabeth Nealy	13	2	15
Chelsworth	Cr Alida McKern	13	2	15
Griffin	Cr Peter Castaldo	13	2	15
Grimshaw	Cr Rick Garotti	13	2	15
Hawdon	*Cr Matt Wood	9	1	10
Ibbott	*Cr Alicia Curry	9	1	10
Olympia	*Cr Mary O’Kane	9	1	10
Sherbourne	Cr Alison Champion	13	2	15
Hawdon	#Cr Fiona Mitsinikos	4	1	5
Ibbott	#Cr Tom Melican	4	1	5
Olympia	#Cr Peter Dimarelos	4	1	5

* Newly elected councillors sworn in on 11 November 2024

Former councillors prior to 26 October 2024

Councillor briefings and informal meetings

Councillors regularly attend briefing sessions to explore issues in greater detail. These sessions are **not decision-making forums** but help inform the decisions made at formal Council meetings.

In 2024–25, Council recorded:

- 15 formal Council meetings
- 94 informal meetings of councillors

Committee appointments and advisory roles

Each November, Council holds its Statutory Meeting to elect the Mayor and Deputy Mayor and appoint Councillors to internal and external committees.

In 2024–25, Council reviewed its advisory committees, updating their names and roles. Appointments were made in two stages:

- 18 November 2024 – Internal and external committees
- 23 June 2025 – Remaining advisory committees

Council has:

- **Five advisory committees** with appointed councillor representatives
- **Six external committees** with councillor involvement

These appointments will remain in place until the next Mayoral election in November 2026, after which they will return to an annual cycle.

Council did **not establish any delegated committees** in 2024–25.

Model Councillor Code of Conduct

All Victorian councillors must comply with the [Model Councillor Code of Conduct](#) (the Model Cade), effective from 26 October 2024. It outlines standards across:

1. Performing the role of a councillor
2. Behaviours
3. Good governance
4. Integrity

Councillors publicly affirmed their commitment at the 9 December 2024 Council Meeting.

Managing conflict of interest

The Act outlines the conduct expected of councillors and members of delegated committees. Councillors must act honestly and exercise reasonable care and diligence in carrying out their duties. They must not misuse their position or information gained through their role to:

- Gain, or attempt to gain, an advantage for themselves or others
- Cause, or attempt to cause, detriment to Council

Where a conflict of interest exists, councillors are required to disclose the nature of the interest, whether general or material, before any discussion or decision takes place. Councillors must leave the chamber during deliberation and voting on the matter.

Conflicts may be:

- **General:** Where private interests could influence public duties
- **Material:** Where financial or other gain/loss may result

Under section 128 of the Act, an 'affected person' includes:

- The relevant person
- A family member
- A body corporate where the person or their partner is a director or member
- An employer (unless a public body)
- A business partner
- A client or associate (e.g. consultant, contractor, agent)
- A beneficiary of a trust where the person is trustee
- A person who has given the relevant person a disclosable gift

To maintain impartiality, the CEO, councillors and nominated staff are required to submit a return of prescribed interests every six months. Staff with delegated authority must also disclose any conflict of interest when exercising that authority.

During the 2024–25 period, nine conflicts of interest were declared at Council meetings.

Table 40 | Register of conflicts of interest (2024–25)

Type of conflict	No.
General interest (s127)	5
Material conflict of interest (s128)	
– Direct benefit or loss	1
– Indirect benefit or loss	2
– Relating to a family member	0
– Spouse/domestic partner is a director or member of a governing body	0
– An employer of the relevant person	0
– A business partner of the relevant person	0
– A person for whom the relevant person is a consultant, contractor or agent	0
– A beneficiary under a trust or object of a discretionary trust	0
– A person who has given a disclosable gift	0
Total	8

Councillor allowances

Under section 39 of the Act, allowances for the Mayor, Deputy Mayor and Councillors are determined by the Victorian Independent Remuneration Tribunal (the Tribunal). This is done in accordance with the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019* (the VIRTIPS Act).

The Tribunal sets a base allowance for each councillor, which varies depending on the role and the Council's assigned allowance category. Banyule City Council is classified as a Category 3 council.

Allowances are reviewed annually and adjusted by the Tribunal under section 23B of the VIRTIPS Act.

Table 41 | Councillor allowances (2024–25)

Role	Allowance
Mayor	\$138,506
Deputy Mayor	\$69,252
Councillor	\$40,769

Councillor expenses

Section 40 of the Act requires councils to reimburse councillors for expenses incurred while performing their duties. Councils must also adopt and maintain an [Expenses Policy](#) that outlines how reimbursements are managed and what resources, facilities and support are provided to assist councillors in their roles. Details of expenses and reimbursements for each councillor and committee member are published annually. The following table outlines expenses incurred during 2024–25.

Table 42 | Councillor expenses (2024–25)

Councillor	Travel (Vic) \$	Travel (Interstate/ Overseas) \$	Conference/ Training \$	Events \$	IT and Comms \$	Memberships/ Subscriptions \$	Data/ Mobile \$	Car mileage \$
Cr Peter Castaldo	0	411.28	2573.08	154.00	970.00	348.00	0	0
Cr Alicia Curry	0	0	602.00	65.00	3356.63	245.00	203.00	1114.95
Cr Mary O'Kane	0	596.55	3099.84	293.00	3394.86	245.00	203.00	0
Cr Matt Wood	0	586.42	3227.73	129.00	3356.53	245.00	203.00	0
Cr Alida McKern	0	596.55	3199.63	144.00	3394.86	345.00	780.00	1137.01
Cr Alison Champion	0	0	851.00	209.00	3085.30	100.00	348.00	0
Cr Elizabeth Nealy	0	61.03	896.67	130.00	3394.86	1070.00	780.00	0
Cr Mark Di Pasquale	126.09	0	851.00	89.00	3999.34	0	780.00	439.72
Cr Rick Garotti	0	0	851.00	0	3,452.86	970.00	780.00	1002.56
Cr Tom Melican	0	411.27	1165.67	0	0	0	195.00	0
Cr Fiona Mitsinikos	0	0	0	0	0	100.00	130.00	0
Cr Peter Dimarelos	0	0	0	0	0	0	87.00	0

Note: Only categories where expenses were incurred are shown. For a full list of expense categories, refer to the [Councillor Expense Register](#) on Council's website.

The IT and Communications column includes phone and internet charges, provision of IT equipment, and costs associated with publishing and distributing *News from Our Neighbourhood* (Ward newsletters). Councillors are encouraged to attend conferences and training sessions relevant to their role in local government. These opportunities support ongoing learning and informed decision-making. Some sessions are mandatory under the Act, and specialised training may be required for the Mayor and Deputy Mayor to support their leadership roles.

Management and oversight

Banyule Council maintains a strong governance and management framework to ensure decisions are well-informed, risks are proactively managed, and services are delivered efficiently and transparently. This framework is underpinned by legislative requirements, best-practice policies, and continuous performance monitoring.

Audit and Risk Committee

The Audit and Risk Committee (the Committee) plays a key role in overseeing Council's financial management, internal controls, risk governance and ethical standards. It comprises four independent members, Marilyn Kearney (Chair), Greg Rimmer-Hollyman, Jonathan Kyvelidis and Lisa Young, and three Councillors. Independent members are appointed for a three-year term, with a maximum of two terms. The Chair is elected annually from among the independent members.

The Committee met three times in 2024–25 (September, December and March). Attendees included the Internal Auditor, CEO, directors and external auditors. To support independence, pre-meeting sessions were held without management present. Minutes from each meeting were tabled at the next Ordinary Council Meeting.

Internal audit

Council's internal audit function provides independent assurance that systems and processes are operating effectively. The program is delivered through a combination of in-house expertise and an external provider, guided by a Strategic Internal Audit Plan that is reviewed and approved annually by the Committee.

In 2024–25, internal audits focused on:

- Municipal emergency management
- Procurement
- Building safety and pool compliance
- Follow-up review (2022–24 audits)
- Customer Experience Platform (CXP)

Audit recommendations are risk-rated and tracked quarterly. Updates are reviewed by the Executive Management Team and the Committee. Quality assurance is supported by client feedback, benchmarking and annual self-assessments.

External audit

Council's external audit is conducted by the Victorian Auditor-General's Office (VAGO), with Mann Judd acting on its behalf in 2024–25. External auditors presented findings at the March and September Audit and Risk Committee meetings, including the Financial Report and Performance Statement. Council's responses to the audit management letter were also reviewed.

Risk management

Council's Risk Management Framework, adopted in December 2021 and aligned with ISO 31000, provides a consistent approach to identifying, assessing and managing risk across all operations. The framework supports strategic and operational planning, service delivery and decision-making.

Strategic risk reports were presented to the Committee in December 2024 and March 2025. These reports outlined key risks, their likelihood and consequences, and the mitigation strategies in place.

Strategic documents adopted in 2024–25

In 2024–25, Banyule Council adopted a range of strategies and policies to guide decision-making, support service delivery and align with the strategic direction set out in the Council Plan and Community Vision.

These documents reflect Council's commitment to planning, transparency and continuous improvement:

- **Marrageil Strategy** – adopted 15 July 2024
- **Housing Strategy** – adopted 5 August 2024
- **Neighbourhood Character Strategy** – adopted 5 August 2024
- **Banyule Plan** – adopted 23 June 2025
- **Delivery Plan** – adopted 23 June 2025
- **Asset Plan** – adopted 23 June 2025
- **Annual Budget** – adopted 23 June 2025
- **Financial Plan** – adopted 23 June 2025
- **Revenue and Rating Plan** – adopted 23 June 2025

These documents are available on the [Policies, plans and strategies](#) page of Council's website.

Governance and management checklist

Council annually assesses its performance against a prescribed checklist under the Act. This checklist helps ensure Council is meeting its responsibilities and maintaining strong governance practices.

The table below shows the results of Banyule Council's assessment for 2024–25.

Table 43 | Governance and management checklist

Governance and management item/ <i>Description of item</i>	Assessment	Completed
1. Community engagement policy <i>Policy under section 55 of the Local Government Act 2020 (the Act) outlining Council's commitment to engaging with the community on matters of public interest</i>	Adopted in accordance with section 55 of the Act Date of adoption: 1 July 2021	✓
2. Community engagement guidelines <i>Guidelines to assist staff to determine when and how to engage with the community</i>	Current guidelines in operation Date of commencement: 1 July 2021	✓
3. Financial Plan <i>Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years</i>	Adopted in accordance with section 91 of the Act Date of adoption: 23 June 2025	✓
4. Asset Plan <i>Plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years</i>	Adopted in accordance with section 92 of the Act Date of adoption: 23 June 2025	✓
5. Revenue and Rating Plan <i>Plan setting out the rating structure of Council to levy rates and charges</i>	Adopted in accordance with section 93 of the Act Date of adoption: 23 June 2025	✓
6. Annual budget <i>Plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required</i>	Budget adopted in accordance with section 94 of the Act Date of adoption: 23 June 2025	✓

Governance and management item/ <i>Description of item</i>	Assessment	Completed
7. Risk policy <i>Policy outlining Council's commitment and approach to minimising the risks to Council's operations</i>	Current policy in operation Date of commencement: 22 September 2023	✓
8. Fraud policy <i>Policy outlining Council's commitment and approach to minimising the risk of fraud</i>	Current policy in operation Date of commencement: 14 April 2025	✓
9. Municipal emergency management planning <i>Participation in meetings of the Municipal Emergency Management Planning Committee (MEMPC)</i>	MEMPC meetings attended by one or more representatives of Council (other than the chairperson of the MEMPC) during the financial year. Dates of MEMPC meetings coordinated and attended: 8 August 2024, 14 November 2024, 20 February 2025 and 8 May 2025	✓
10. Procurement policy <i>Policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council</i>	Adopted in accordance with section 108 of the Act Date of commencement: 24 May 2021	✓
11. Business continuity plan <i>Plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster</i>	Current plan in operation Date of commencement: 1 December 2021 Date of review: 20 November 2024	✓
12. Disaster recovery plan <i>Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster</i>	Current plan in operation Date of commencement: 1 June 2022 Date of last review: 6 June 2025	✓
13. Complaint policy <i>Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints</i>	Policy developed in accordance with section 107 of the Act Date of commencement: 30 April 2021 Date of last review: 26 February 2024	✓
14. Workforce plan <i>Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation</i>	Plan developed in accordance with section 46 of the Act Date of commencement: 1 December 2021 Date of last review: 23 July 2025	✓

Governance and management item/ <i>Description of item</i>	Assessment	Completed
15. Payment of rates and charges hardship policy <i>Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates</i>	Current policy in operation Date of commencement: 23 June 2025	✓
16. Risk management framework <i>Framework outlining Council's approach to managing risks to the Council's operations</i>	Current framework in operation Date of commencement: 11 December 2021 Date of last review: 22 September 2023	✓
17. Audit and Risk Committee <i>Advisory committee of Council under section 53 and section 54 of the Act</i>	Established in accordance with section 53 of the Act Date of establishment: 1997 Date of legislated establishment: 1 September 2020 The Audit and Risk Committee met on three occasions throughout the past 12 months: 6 September 2024, 6 December 2024 and 28 March 2025	✓
18. Internal Audit <i>Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls</i>	Internal auditor engaged Date of engagement: 1 October 2022 to 30 September 2025	✓
19. Performance Reporting framework <i>A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act</i>	Current framework in operation Date of commencement: 1 July 2022	✓
20. Council Plan report <i>Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year</i>	Current report Date of reports: 22 July 2024 24 March 2025	✓

Governance and management item/ Description of item	Assessment	Completed
21. Quarterly budget reports <i>Quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations</i>	Quarterly reports presented to Council in accordance with section 97(1) of the Act Date of reports: 15 October 2024 – Quarter 4 25 November 2024 – Quarter 1 3 March 2025 – Quarter 2 26 May 2025 – Quarter 3	✓
22. Risk reporting <i>Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies</i>	Risk reports prepared and presented Date of reports: 6 December 2024 28 March 2025	✓
23. Performance reporting <i>Six-monthly reports of indicators measuring the results against financial and non-financial performance, including the performance indicators referred to in section 98 of the Act</i>	Performance reports prepared Date of reports: 15 October 2024: based on 2023–24 end of year reporting 12 March 2025: six-month non-financial report As in prior years, Council monitors financial and non-financial indicator performance six monthly, as part of more extensive and informative reporting throughout the year. Council's annual report (the Banyule Story) includes reporting against all performance indicators and targets referred to in section 98 of the Act.	✗ Financials reported quarterly Non-financials reported six-monthly
24. Annual report <i>Annual report under sections 98 and 99 of the Act to the community containing a report of operations and audited financial and performance statements</i>	Annual report presented at a meeting of Council in accordance with section 100 of the Act Date of presentation: 15 October 2024	✓
25. Councillor Code of Conduct <i>Code setting out the standards of conduct to be followed by councillors and other matters</i>	Code of conduct reviewed and adopted in accordance with section 139 of the Act Date in effect: 26 October 2024 In line with the <i>Local Government Act Amendment Bill 2024</i> all councils in Victoria are required to abide by the Model Councillor Code of Conduct, which came into effect on 26 October 2024. At the 2024 Swearing-In Ceremony for the 2024–28 Council term, councillors swore an oath or affirmation in support of the Model Code. They also publicly affirmed their commitment to the Code at the Ordinary Meeting of Council on 9 December 2024.	✓

Governance and management item/ <i>Description of item</i>	Assessment	Completed
26. Delegations <i>Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff</i>	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of review: 14 April 2025	✓
27. Meeting procedures <i>Governance Rules governing the conduct of meetings of Council and delegated committees</i>	Governance Rules adopted in accordance with section 60 of the Act and Council's Community Engagement Policy Date rules adopted: 30 October 2023	✓

I certify that this information presents fairly the status of Council's governance and management arrangements.



Cr Elizabeth Nealy

Mayor, Banyule Council

Dated: 22 September 2025



Allison Beckwith

Chief Executive Officer, Banyule Council

Dated: 22 September 2025

Policies and statutory information

Protecting rights and promoting transparency

Charter of Human Rights and Responsibilities

Council upholds the rights and freedoms of all Victorians under the *Charter of Human Rights and Responsibilities Act 2006*. In 2024–25, **no complaints were received** by Council or the Victorian Ombudsman regarding its implementation.

To support compliance, Council:

- Trains staff to identify and respond to human rights concerns
- Assesses decisions and policies against the Charter
- Participates in sector-wide surveys led by the Victorian Human Rights and Equal Opportunity Commission.

Public transparency and access to information

Council's [Public Transparency Policy](#) outlines how information is made available to the public, in line with regulation 12 of the *Local Government (General) Regulations 2015*. Information may be redacted or summarised to protect privacy, security or commercial sensitivity.

Documents listed under the 'Part II Statement' of the *Freedom of Information Act 1982* are available on Council's website.

Freedom of information (FOI)

Under the *Freedom of Information Act 1982*, the public can:

- Access Council documents
- Request corrections to personal records if they are inaccurate or misleading
- Appeal decisions that deny access or refuse amendments

Requests must be submitted in writing with the required fee. Additional charges may apply for services such as photocopying or document retrieval. Council must respond within 30 days, with a possible 15-day extension if consultation is needed. If access is refused or deferred, applicants receive written reasons and information about appeal options.

FOI activity in 2024–25:

Council finalised **37 FOI requests**. More details and forms are available on [Council's website](#).

Public Interest Disclosures

Council complies with the *Public Interest Disclosures Act 2012* (PID Act), which encourages reporting of improper conduct by Councillors or staff. These disclosures, previously known as protected disclosures or 'whistleblower' complaints, help ensure accountability and integrity in public service.

The Independent Broad-based Anti-Corruption Commission (IBAC) oversees the PID process across the Victorian public sector, including local government. IBAC investigates serious misconduct and supports public sector organisations to strengthen their systems and prevent corruption.

A disclosure must be based on reasonable grounds and relate to conduct serious enough to constitute a criminal offence or grounds for dismissal.

In 2024–25:

- **0 disclosures** were received
- **0 referrals** were made by IBAC or the Victorian Ombudsman

Council does not tolerate improper conduct or reprisals against those who report it. Further information and a copy of Banyule's [Public Interest Disclosure Procedures](#) are available on Council's website or by calling 9490 4222.

Election Period Policy

Council's [Election Period Policy](#), outlined in Chapter 8 of the Governance Rules, was last reviewed on 14 November 2022. A separate review of the Community Participation section was completed on 30 October 2023.

The policy supports fair and transparent conduct during the **caretaker period** before Council elections. During this time, Council continues its regular operations but avoids making decisions that could influence or bind the incoming Council. This practice is known as the caretaker convention.

The Election Period Policy provides clear guidance for councillors, candidates and staff on what can and cannot be done during this time. It helps ensure that Banyule's elections are conducted responsibly and with integrity.

Key restrictions during the election period include:

- Council must not make decisions about the **appointment or remuneration of the CEO**, except for an acting CEO
- Council must not commit to **expenditure exceeding 1%** of its income from general rates, municipal charges and service rates and charges from the previous financial year

The policy also outlines how Council will manage:

- Use of Council resources
- Community consultation and publications
- Access to information and support for councillors during the election period.

Legislation and compliance

Local Government Amendment Act 2024

The *Local Government Amendment Act 2024* introduced:

- The [Model Councillor Code of Conduct](#) (the Model Code) (effective 26 October 2024)
- New procedures for handling alleged breaches of the Model Code
- Internal arbitration requirements
- Mandatory training for Mayors and councillors.

Ministerial directions

- **Food Act 1984:** No ministerial directions received
- **Road Management Act 2004:** No ministerial directions received.

Inclusion and community wellbeing

Disability Action Plan

In line with section 38 of the *Disability Act 2006*, Banyule Council reports annually on the implementation of its Disability Action Plan. This work is embedded in the **Inclusive Banyule Plan 2022–2026**, which reflects **Council's commitment to access, equity and inclusion for people with disability and their families**.

The plan aligns with the Victorian Government's *Inclusive Victoria 2022–2026* and focuses on four key areas:

1. Challenging attitudes that limit opportunities
2. Increasing visibility and awareness
3. Removing systemic barriers
4. Understanding lived experiences

To ensure actions remained relevant and responsive, Council worked closely with the Disability and Inclusion Committee until September 2024, when all Advisory and Population Committees were dissolved. Annual actions were planned and delivered in partnership with the committee, with progress reported through the Inclusive Banyule Advisory Committee, Council's website and printed publications.

Key achievements in 2024–25

- **Local job outcomes for five people with disability through** the Inclusive Employment Program
- **Accessibility audits and upgrades** at Ivanhoe Library and Cultural Hub, Bellfield Community Hub, Shop 48 and Greensborough offices
- Technology and signage **improvements for hearing loops**
- Adoption of the Cérge platform for **digital accessibility at WaterMarc**

- **Easy English versions** of the Health and Wellbeing Priorities 2025–2029 and Disability and Inclusion Committee agendas
- **Inclusive features at community events** such as Auslan interpreters, accessible pathways, social stories and parking at Malahang Festival, Eco Festival, Twilight Sounds and Carols by Candlelight
- **Advocacy for accessibility upgrades** at Ivanhoe Train Station
- **Five Disability and Inclusion Committee meetings** hosted before committee closure
- **Celebration of International Day of People with Disability**, featuring:
 - Auslan storytime
 - Art and poetry by people with disability
 - Short films, Lego play, DJ and silent disco
 - Community consultation led by an art therapist
 - Launch of the Cérge accessibility tool at Ivanhoe Library and Cultural Hub
- Webinar for World Autism Day: **Supporting Autistic Children with Life Transitions**, featuring keynote speaker Mel Spencer (CEO of Different Journeys) and a parent panel. The session attracted over 300 registrations, with 100 attending live, and the recording was shared with all registrants
- Support for the **Disability Services Network**
- Capital works to **improve access at community facilities**
- Establishment of the **Connected Communities Advisory Committee** and **Disability Champions** group
- Development of a new **accessible playground audit tool**

More details are available on [Council's website](#).

Recognising carers

Carers play a vital role in supporting family members, friends and community members who need help due to disability, illness, mental health or ageing. In 2021, **14.6% of Banyule residents** aged 15 and over **identified as carers**.

[Council's Carer Support Program](#) provides practical and emotional support, guided by the *Victorian Carer Strategy 2018–2022* and the *Carers Recognition Act 2012*. The program is designed to improve wellbeing, reduce isolation and build resilience among carers of all ages and backgrounds.

Support delivered in 2024–25

- **1,843 hours of support** to **105 carers**
- **403 hours** of individual support delivered to **139 carers**
- **100 hours** of group support through events and workshops for **44 carers**
- **750 free wellbeing passes** issued to **109 carers**
- **Regular updates** sent to **345 registered carers** and **97 practitioners**
- **Support for young carers** through Banyule Youth Services
- Partnerships with Banyule Community Health to **support First Nations carers**

Carer voices

Feedback from carers highlights the positive impact of Council's support programs:

I really value the time out but mostly the opportunity to look after my health and feel like

I have the strength and energy for caring.'

– Carer of a person with a disability who also has a Carer Wellbeing Pass

'The instructor is amazing, and it is making a huge positive impact on my life. I love the physical side of it, but also the mental side of it, really helpful and restorative.'

– Tai Chi and Qigong class attendee

'I attended the art therapy session yesterday and found it very relaxing and beneficial.

The instructor was wonderful.'

'I do find this is very beneficial for me.'



Figure 95 | Feedback from Banyule Carer Support Program participants

Animal management and local laws

Domestic Animal Management Plan (DAMP)

Under section 68A of the *Domestic Animals Act 1994*, Council is required to prepare a DAMP every four years. The current DAMP is due for renewal, and a draft was released for community consultation in 2024–25. Feedback was gathered from residents, stakeholders and animal welfare organisations.

The updated plan continues to support responsible pet ownership through initiatives such as:

- Online animal registration services
- A free cat desexing program for Banyule residents
- A proposed new requirement for mandatory desexing of newly registered cats to reduce stray animals and unwanted litters

Council remains committed to reuniting lost pets with their owners, rehoming animals, and delivering high-quality animal management services.

Education and community engagement are key parts of this approach.

Dogs and Cats in Public Places Order

As part of the DAMP, Council adopted a new [Dogs and Cats in Public Places Order](#) in June 2024, which came into effect on 1 February 2025. Key changes include:

- A cat curfew from 7pm to 7am
- A clearer definition of 'effective control' for dogs in public places, placing more responsibility on dog owners

To support these changes, Council increased proactive patrols in parks and public spaces to engage with the community and promote responsible pet ownership.

More details are available on the [DAMP](#) consultation page on Shaping Banyule.

Community Local Law 2025

The [Community Local Law 2025](#) was adopted on 3 March 2025 and will remain in effect until 15 April 2035. This law helps Council manage local issues through permits, enforcement, and community standards tailored to Banyule's needs.

Local Laws are unique to each municipality and must:

- Align with relevant legislation, including the *Charter of Human Rights and Responsibilities Act 2006*
- Avoid duplication or conflict with planning schemes
- Stay within Council's legal powers
- Be written clearly and unambiguously

In addition to the Community Local Law, Council maintains [Governance Local Law No. 2 \(2022\)](#), which regulates the use of the common seal and the issuing of infringement notices for breaches of Council's Local Laws.

Alcohol-free zones in public spaces

Under the Community Local Law 2025, Council has designated specific public areas where alcohol consumption is prohibited. It is an offence to consume or carry an open container of alcohol in these locations:

Designated alcohol-free zones:

- **Bundoora** – Andrew Place shopping precinct
- **Eaglemont** – Silverdale Road shopping strip
- **Greensborough** – Shopping precinct
- **Heidelberg** – Shopping precinct
- **Heidelberg West** – Olympic Village Shopping Centre (Southern Road), including the park, community centre and adjoining laneway
- **Heidelberg West** – The Mall shopping precinct
- **Heidelberg West** – Waterdale Road north shops and surrounds, including park
- **Ivanhoe** – Council Offices and shopping precinct
- **Ivanhoe** – The Boulevard (15 December to January, 7pm to 2am inclusive)
- **Ivanhoe** – Waterdale Road shopping precinct and surrounds
- **Ivanhoe East** – Shopping precinct and surrounds
- **Lower Plenty** – Shopping precinct
- **Macleod** – Shopping precinct and surrounds
- **Montmorency** – Shopping precinct
- **Rosanna** – Shopping precinct and surrounds
- **Watsonia** – Shopping centre and surrounds.

These restrictions do not apply to:

- Licensed venues
- Premises with a current Footpath Trading Permit
- Locations approved by Licensing Victoria.

Clear signage is installed to indicate restricted areas.

Council procurement and contract management

Council maintains a robust procurement framework to ensure that contracts over \$100,000 are regularly reviewed for strategic alignment, efficiency, and continued relevance. Each review considers:

- Whether the service remains necessary
- Optimal delivery method
- Market conditions and supplier availability
- Appropriate procurement approach

In 2024–25, Council issued more than 160 procurement opportunities, including:

- Requests for Quotes (\$100,000 and \$300,000)
- Public tenders (over \$300,000)

These covered a diverse range of service areas:

- Events and marketing
- Community services
- Consultancy and professional services
- Capital works and infrastructure
- Operational services
- Technology

Additionally, 16 contracts exceeding \$100,000 were awarded under approved exemptions in accordance with Council's [Procurement Policy](#).

Table 44 | Contracts awarded over \$100,000 in 2024–25

Contract number	Contract name	Successful supplier/s	Status
1095-2020	Distribution of Printer Material Services	Mr Moto	Active
0978-2019	Gym Equipment Lease	TechnoGym Australia Pty Ltd & CHG-Meridian Australia Pty Ltd	Active
294657	Executive Team Leadership Journey	Dattner Group Unit Trust	Closed
289213	Contract Management System	VendorPanel Pty Ltd	Active
1438-2024	Construction of Irvine Road GPT	Holcim (Australia) Pty Ltd (Humes)	Active
1417-2024Q	ERP Transition Plan	Ontwerp Consulting Pty Ltd	Active
1269-2023Q	Provision of Street Sweeping Services	Sage Road Pty Ltd (trading as Crown Complete Sweeping)	Active
296467	Olympic Park Dividing Net	A Star Sports Industries Pty Ltd	Active
1177-2022	Road Management Defect inspections	Talis Consultant	Active
297135	Content Management and Digital Forms System	Granicus Australia Pty Ltd	Active
1358B-2024	Skylight Replacement and Fall Protection at Macleod Nets Stadium & Operations Depot Bellfield	Skylights Linqs Group Pty Ltd	Active
297213	Purchase of Prime Mover Truck for Waste Recovery Centre	Daimler Trucks Somerton	Active
298552	Vehicle Wheel Wash System	PR Water Pty Ltd	Active
1461-2025	Accounts Payable Automation Solution	Civica Pty Ltd	Active
297681	WayFinding Management Plan	Mesh Livable Urban Communities	Active

Infrastructure and development contributions

Under sections 46GM and 46QD of the *Planning and Environment Act 1987*, councils that collect or manage development contributions must report annually to the Minister for Planning. This includes details of levies received and infrastructure delivered through Development Contributions Plans (DCPs).

In 2024–25, Banyule Council did not enter into any agreements for land, works, services or facilities accepted in-kind under a DCP.

Table 45 | Development Contributions Plan (DCP) levies received in 2024–25

DCP name (Year approved)	Levies received
DCP 2016/2017 (2019)	\$1,349,636

Table 46 | Infrastructure delivered using DCP levies in 2024–25

Project	Project ID	DCP name	DCP funds used	Council contribution	Total project cost	% delivered
Ivanhoe Aquatic – Stage 2 Construction	B51	DCP 2016/2017 (2019)	\$6,665	\$2,985	\$604,661	14%
Irvine Road Drain – Gross Pollutant Trap	D17	DCP 2016/2017 (2019)	\$22,168	\$399,600	\$451,971	100%
St Helena Road – Road Rehabilitation	R112	DCP 2016/2017 (2019)	\$3,213	\$33,640	\$51,656	100%
High Street, Watsonia – Stage 2	R128	DCP 2016/2017 (2019)	\$829	\$58,866	\$60,000	100%
High Street, Watsonia – Stage 1	R61	DCP 2016/2017 (2019)	\$829	\$79,171	\$80,000	100%
Olympic Park Pavilion	B52	DCP 2016/2017 (2019)	\$28,973	\$2,172,752	\$2,880,904	63%
Total			\$62,677	\$2,747,014	\$4,129,192	

In 2024–25, Council invested \$2.8 million in projects funded under the DCP 2016/2017 (2019). By 30 June 2025, total cumulative expenditure on these projects reached \$4.1 million.

Between 2016–17 and 2023–24, Council invested \$75.3 million in other DCP projects. In 2024–25, it received \$1,286,959 in DCP levy income to support these initiatives.

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Glossary

Term	Description
Act, the	The <i>Local Government Act 2020</i> .
Advisory committees	The main function of an advisory committee is to assist Council in the consultative process and provide valuable information to support the decision-making of Council. Each year Council appoints Councillor representatives to a number of advisory committees. Their role in relation to these committees is representation, advocacy and consultation.
ALGA	Australian Local Government Association: the national voice of local government, representing 537 councils across the country.
Annual Report	A yearly summary of Council's work and performance over the past financial year. It includes a report of operations, along with externally audited performance and financial statements.
Appropriateness	Means indicators or measures that provide users with sufficient information to assess the extent to which an entity has achieved a pre-determined target, goal or outcome.
Auditor-General	An independent officer of the Parliament, appointed under legislation, to examine and report to Parliament and the community, on the efficient and effective management of public sector resources, and provide assurance on the financial integrity of Victoria's system of government.
Banyule Story, the	Banyule City Council's Annual Report that shows how Council is delivering on the Council Plan and working towards the Community Vision.
Budget	A plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the Council Plan.
CALD	Culturally and linguistically diverse.
Capital works	Work undertaken on Council-owned assets including new works, expansions, upgrades and renewal or disposal.
CEO	Chief Executive Officer.

Term	Description
Continuous improvement	The process of ensuring that review and improvement practices are built into operational activities.
Corporate governance	Taking responsibility for the economic and ethical performance of the municipality, the underlying principles of which are openness, inclusion, integrity and accountability. Governance differs from the everyday management of affairs, in that it identifies the strategic directions for the organisation and implements the controls and checks, which enable the governing body to measure management's performance.
Council asset	An asset is a physical component of a facility that has value, enables a service to be provided and has an economic life greater than 12 months.
Council Plan	A plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years.
DCP	Development Contributions Plan.
Financial performance indicators	A prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency.
Financial Report	The Financial Report and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the Annual Report.
Financial year	The period of 12 months beginning on 1 July and ending on 30 June the following year.
Financial year representation	Representation of financial years is presented in one of two formats as appropriate; either as 2023–24 or where a whole year is used it represents end of the relevant financial year, that is, 2024 represents 2023–24.
FOGO	Food Organics and Garden Organics waste collection.
FOI	Freedom of Information.
Governance and management checklist	A prescribed checklist of policies, plans and documents that councils must report the status of in the Report of Operations, covering engagement,

Term	Description
	planning, monitoring, reporting and decision-making.
HACC PYP	Home and Community Care Program for Young People.
Indicator	What will be measured to assess performance.
Infrastructure	The physical 'skeleton' required to enable the community to be connected and operational. This includes roads, drains, footpaths and public open spaces as well as public facilities and buildings.
Initiatives	Actions that are one-off in nature and/or lead to improvements in service.
Integrated planning and reporting framework	A framework that applies to local government in Victoria to ensure transparency and accountability to the local community.
Internal audit	An independent appraisal to examine and evaluate Council's financial, management and internal control systems.
Major initiative	Significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the budget.
MAV	Municipal Association of Victoria: the peak representative and lobbying body for Victoria's 79 councils.
Measure	How an indicator will be measured and takes the form of a computation, typically including a numerator and denominator.
Minister	The Minister for Local Government.
NEIC	National Employment and Innovation Cluster.
NRW	National Reconciliation Week.
Performance Statement	A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the Annual Report.
Regulations	The Local Government (Planning and Reporting) Regulations 2014 and/or Local Government (Planning and Reporting) Regulations 2020.
Report of Operations	A report containing a description of the operations of Council during the financial year and included in the Annual Report.

Term	Description
Revenue and Rating Plan	A plan setting out the rating structure of Council to levy rates and charges.
Service outcome indicators	The prescribed service performance indicators to be included in the Performance Statement which measure whether the stated service objective has been achieved.
Service performance indicators	A prescribed set of indicators measuring the effectiveness and efficiency of Council services covering appropriateness, quality, cost and service outcomes.
Services	Assistance, support, advice and other actions undertaken by a council for the benefit of the local community.
Strategic objectives	The outcomes a council is seeking to achieve over the next four years and included in the Council Plan.
Strategies	High-level actions directed at achieving the strategic objectives in the Council Plan.
Sustainable capacity indicators	A prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance, and management.

Appendix A – Long description of the Our Banyule community infographic

This section provides accessible descriptions of complex visuals featured in the Our Banyule community infographic, located in the Introducing Banyule City Council section.

Our Banyule community

9km from the Central Business District.

Land use: 76% residential, 17% parkland, 7% other. Approximately 890 hectares of public open space.

Population

Banyule is a community of 131,931 residents (2024). Which will grow to 161,397 by 2046.

Banyule’s population is made up of the following age groups:

- 6% Babies and pre-schoolers (0 to 4)
- 9% Primary schoolers (5 to 11)
- 7% Secondary schoolers (12 to 17)
- 8% Tertiary education and independence (18 to 24)
- 13% Young workforce (25 to 34)
- 21% Parents and homebuilders (35 to 49)
- 12% Older workers and pre-retirees (50 to 59)
- 11% Empty nesters and retirees (60 to 69)
- 11% Seniors (70 to 84)
- 3% Elderly aged (85 and over).

Households

There are over 49,000 households

Household types:

- 33% couples with children
- 25% couples without children
- 24% lone person households
- 10% one parent families.

Average household size of 2.51 people.

1,262 residents who are a specialist homeless service client, 59% female, 41% male (2023–24).

70% households purchasing or fully owning their home, 22% renting private, 4% renting social housing.

Diversity

- 24% of residents were born overseas.
- 22% use a non-English language at home.
- 69.5% of residents think multiculturalism makes life in Banyule better
- 6% of female and 5% of male residents need assistance due to disability.
- 871 residents identify as Aboriginal and/or Torres Strait Islander.
- 12% of residents aged 18+ years identify as LGBTIQ+.

Economy in Banyule

- 11,433 businesses.
- 55,168 jobs.
- \$7.6 billion Gross Regional Product (GRP).

Main industries

- Healthcare and social assistance.
- Construction.
- Education and training.
- Retail trade.

Health and wellbeing

- \$2,016 per week is the median household income (2021).
- 17% of people aged 15+ years with income \$2,000 or more per week (female 11%, male 23%) (2021).
- 11% of female and 7% male residents have a mental health condition (2021).
- 67% of female and 73% of male residents participate in at least one sport and recreation activity (2022).
- 7% of adults ran out of food and couldn't afford to buy more (2023).
- 8% of households accessed at least one service in the last 12 months due to financial hardship (2022).
- 29% of adults consumed sugar-sweetened beverages daily or several times per week (2023).
- 51% of adults are overweight or obese (2023).
- 38% of adults did at least 150 minutes of moderate to vigorous physical activity per week (2023).
- 14% of adults smoke tobacco or vape (2023).
- 46.9% of adults self-report their health as excellent or very good 7.1% better than Victoria (2023).
- 14% of adults experienced discrimination in the last 12 months (2023).
- 11% older lone person households aged 65+, 70% are female and 30% are male (2023).
- \$4.8 million on average was lost per month to electronic gambling machines or \$566 on average per adult per year (2023–24).
- 24% of adults experience loneliness (2023).
- 78% of households enjoy living in their local area (2022).

Services statistics and area highlights

- More than 10,000 visits to Barrbunin Beek Aboriginal Gathering Place (2023–24)
- More than 14,000 individual visits to Shop 48 at Bell St Mall (2023–24)
- More than 500 local artists supported through our programs and services (2023–24)
- Almost 40,000 residents and visitors attended our festivals and events (2023–24)

- More than 10,000 youth attending programs and services at Jets Studios and across Banyule (2024)
- Almost 5,000 children seen by our Maternal and Child Health nurses (2024)
- Almost 500,000 trees assessed, pruned and protected across Council streets, parks, reserves and bushlands (2023–24)
- 125 MCG equivalents mowed each month in winter and 250 MCGs mowed each month in summer (2023–24)
- 48 kilometres squared of open space serviced, an area almost the size of Sydney Harbour (2023–24)
- 4.4 million bin lifts per year providing a waste service to over 55,000 properties (2023–24)
- More than 2,100 planning applications and requests received (2023–24)
- More than 1.8 million visits to our aquatic and recreation facilities (2023–24)
- More than 4,000 youth immunised at local schools (2023–24)
- Almost 1,200 food safety inspections and sampling (2023–24)
- More than 2,300 hours of support provided to carers in Banyule (2023–24)
- Almost 100 user groups used Council's community halls (2023–24).

Infrastructure we maintain:

- 667 kilometres of roads (2023–24)
- 1,034 kilometres of kerbs (2023–24)
- 802 kilometres of drainage pipes (2023–24)
- 1,884 metres of open channels (2023–24)
- 35,038 stormwater pits (2023–24)
- 989 kilometres of footpaths (2023–24)
- 78 kilometres of open space pathways (2023–24)
- 55 footbridges (2023–24).

Return to the [Our Banyule community infographic](#).